SOCIAL VALUE CREATION

We are committed to enhancing the well-being, safety and development of our people while contributing positively to the communities we serve.

OCCUPATIONAL HEALTH AND SAFETY

WHY IT MATTERS

The nature of UEM Edgenta's operations involves physical, technical and operational risks, necessitating a strong safety culture and stringent occupational health and safety practices. These measures are essential in protecting health and well-being of employees, contractors and stakeholders, while preventing incidents, occupational illnesses, environmental harm and regulatory breaches.

Beyond physical risks, failure to manage occupational health and safety effectively can result in significant legal liabilities, regulatory actions and increased insurance costs, while disrupting operations and damaging the Group's reputation. Serious incidents may also undermine employee morale and adversely affect the Group's ability to attract and retain talent.

OUR APPROACH

UEM Edgenta applies a structured and preventive approach to occupational health and safety to create a secure and sustainable working environment. This is driven by Board-level oversight, with the MD/CEO serving as the Board's designated representative for HSSE matters, providing leadership direction, ensuring alignment with legal and regulatory requirements, and guiding the implementation of Group-wide HSSE strategies. The Board retains ultimate accountability, supported by quarterly performance reviews, while the MD/CEO oversees execution and compliance.

In the long-term, we remain anchored in our commitment to our Goal Zero Objective. Goal Zero is our ambition for eliminating workplace incidents, illnesses, environmental harm, and noncompliance to zero incidents. In support of this, structured emergency preparedness and response measures are implemented, including formal emergency planning, incident simulations and response training. HSSE systems are reviewed regularly against international standards to ensure continued relevance to evolving risks and practices, while efforts are made to foster confidence amongst employees to perform their duties without unnecessary exposure to hazards.

Policies, Frameworks and Management Systems

The Group's commitment is operationalised through a structured HSSE Management System covering all workplaces and activities, guided by key instruments, including the Quality, Health, Safety, Security, and Environment ("QHSSE") Policy and HSSE Manual, robust contractor governance, alongside enhanced compliance requirements such as the Replace with HSSE Management Requirement (HMR) introduced in FY2025. HSSE governance is effectively managed throughout the organisation and guided by our QHSSE policy, which encompasses worker participation in HSSE committees.

The HSSE Manual translates policy commitments into operational controls. It provides structured guidance on hazard identification, safe work procedures, environmental compliance, road safety and occupational health risks, including fatigue management and employee well-being. The manual is periodically updated to address emerging risks, regulatory changes and lessons learned from operational experience.

SOCIAL VALUE CREATION

HSSE Governance

UEM Edgenta's HSSE governance structure establishes clear roles and accountability mechanisms to ensure consistent oversight, monitoring and performance management across the Group. Defined responsibilities at site and corporate levels strengthen alignment with Group objectives, reinforce compliance and support systematic HSSE implementation across business divisions.

Designation	Roles and Responsibilities
HSSE Committees	Established at each operational site, the committees comprise employees to oversee occupational health, safety and environmental matters. The committees convene monthly, with additional ad-hoc meetings held as required to deliberate on urgent issues, review incidents and monitor site-level HSSE performance.
Quarterly Perintis Council	Convened quarterly to provide a structured platform for contractors to engage with employees and operational site workers to raise and discuss HSSE-related matters. The council supports transparency, performance dialogue and continuous improvement on health and safety matters between our Edgenta employees and management, and worker representatives. Additionally, contributing to the monitoring of day-to-day HSSE performance across contractor operations.
Head of Operational Excellence & HSSE	• Develop and oversee the annual HSSE plan aligned with Group objectives and performance targets. • Ensure consistent communication of HSSE goals, priorities and performance expectations across business divisions. • Identify and assess critical HSSE positions, including designated Technical Authorities. • Compile, review and submit HSSE performance data to relevant business divisions and leadership. • Implement and maintain HSSE assurance plans for each business division. • Establish competency standards for independent HSSE audit leads. • Appoint and formalise members of the HSSE audit team to ensure effective oversight and assurance.

The governance framework covers and aligns with recognised practices in contractor safety management, incident reporting and corrective action processes, as well as workforce engagement and participation in HSSE matters, as detailed below.

- **Contractor Safety Management**

  Contractor safety is managed through an integrated Contractor Safety Management framework that links capability assessment, performance monitoring and consequence management. Prior to engagement, contractors undergo HSSE Capability Assessments during the tender process to evaluate their systems, competencies and past performance. During execution, contractors are ranked through HSSE Performance Ratings based on incident records, compliance behaviour and audit outcomes.

  HSSE Consequence Management provides formal penalties for breaches of HSSE obligations, with impacts reflected directly in contractor performance scores. This linkage ensures that compliance and accountability influence continued engagement and contract opportunities. Performance results are reported to senior management, strengthening governance oversight of third-party risk.

Safety Day 2025 Celebration with Contractor

- **Incident Management and Corrective Action**

  Incident management forms a critical component of the HSSE governance structure. All incidents are reported through structured digital platforms and investigated using causal analysis methodologies defined in the Incident Management Procedure. Investigations identify immediate, contributing and systemic causes, enabling corrective and preventive actions to be developed at both operational and system levels. Incident findings are reviewed bi-weekly and shared across business units to support continuous learning.

  Immediate response protocols include the provision of medical assistance, site control measures and notification to regulators, clients and senior management. Longer-term actions involve updates to standard operating procedures, strengthening engineering controls and targeted retraining. Affected individuals and families are supported through counselling and assistance where required. HSSE systems are periodically reviewed against standards such as ISO 45001 to identify and close systemic gaps.

- **Workforce Coverage and Participation**

  HSSE governance is reinforced through structured workforce engagement and participation mechanisms. Site-based HSSE Committees provide forums for consultation, performance review and escalation of concerns, meeting regularly with ad-hoc sessions convened for urgent issues. Contractor participation is supported through the Perintis Council, which facilitates dialogue on HSSE performance and improvement actions.

  Daily toolbox talks, safety briefings and training sessions further embed behavioural discipline and hazard awareness at the operational level, strengthening the effectiveness of the Group's overall HSSE governance framework.

Risk Assessment and Hazard Identification

Risk management is embedded throughout the project life cycle, covering pre-commencement, operational execution and demobilisation phases. Multiple methodologies are applied, including Hazard Identification, Risk Assessment and Risk Control (HIRARC), Job Hazard Analysis (JHA), Ergonomic Risk Assessment, Chemical Health Risk Assessment and Noise Risk Assessment. These assessments enable systematic identification of hazards associated with healthcare operations, highway maintenance, facilities management and engineering services.

Key operational risks addressed include needle-stick injuries, live traffic exposure, working at height, fatigue-related health risks and slip-and-fall hazards. Controls are implemented through engineering measures, procedural safeguards and workforce training. Digital tools such as the HSSE Management Information System support enforcement of Life Saving Rules, real-time reporting and trend analysis.

In 2025, Replace with HSSE Management Requirement (HMR) were introduced for contractors and suppliers as part of an HSSE due diligence process, consolidating statutory and internal obligations into a single compliance baseline prior to engagement. This strengthened proactive risk control and standardised HSSE expectations across the supply chain.

VALUE CREATED

UEM Edgenta creates long-term value by embedding health, safety and well-being into daily operations, strengthening workforce resilience, sustaining productivity and reinforcing trust with employees, clients and regulators.

Mental Health and Psychosocial Well-being

UEM Edgenta runs an integrated Mental Health Support Programme, recognising it as a core occupational health priority and a key contributor to performance. The programme is designed to prevent, identify and manage psychological distress, including providing access to on-site psychologist consultations. This is supported by an end-to-end well-being system covering intake, triage, red-flag escalation, clinical referral and follow-up to enable early intervention and continuity of care.

To strengthen peer support and early detection, 60 Mental Health First Aiders (MHFAs) have been trained to recognise distress, provide immediate assistance and guide employees to professional help. The programme is complemented by webinars, psychosocial risk assessments and ongoing awareness campaigns, contributing to improved well-being, reduced stigma and stronger organisational resilience.

Pandemic Preparedness and Health Crisis Management

UEM Edgenta proactively manages health emergencies through a formalised emergency preparedness and response framework developed specifically for pandemic situations. This framework enables the Group to sustain operations while safeguarding employees and service continuity during large-scale health crises.

Operational protocols are aligned with guidance from the Malaysian Ministry of Health (MOH) and the World Health Organisation (WHO), and are communicated regularly to employees through Edgenta Connect, the Group's internal communication platform. Updates cover emerging health risks, precautionary measures and operational adjustments.

The framework defines requirements across several critical areas, including workforce resource planning, employee health awareness, vaccination strategies and contamination control procedures. To embed international best practice, the Group has adopted ISO 45005:2020 guidance on safe working during pandemics into its broader HSSE Management System.

SOCIAL VALUE CREATION

Regulatory Compliance and Performance Oversight

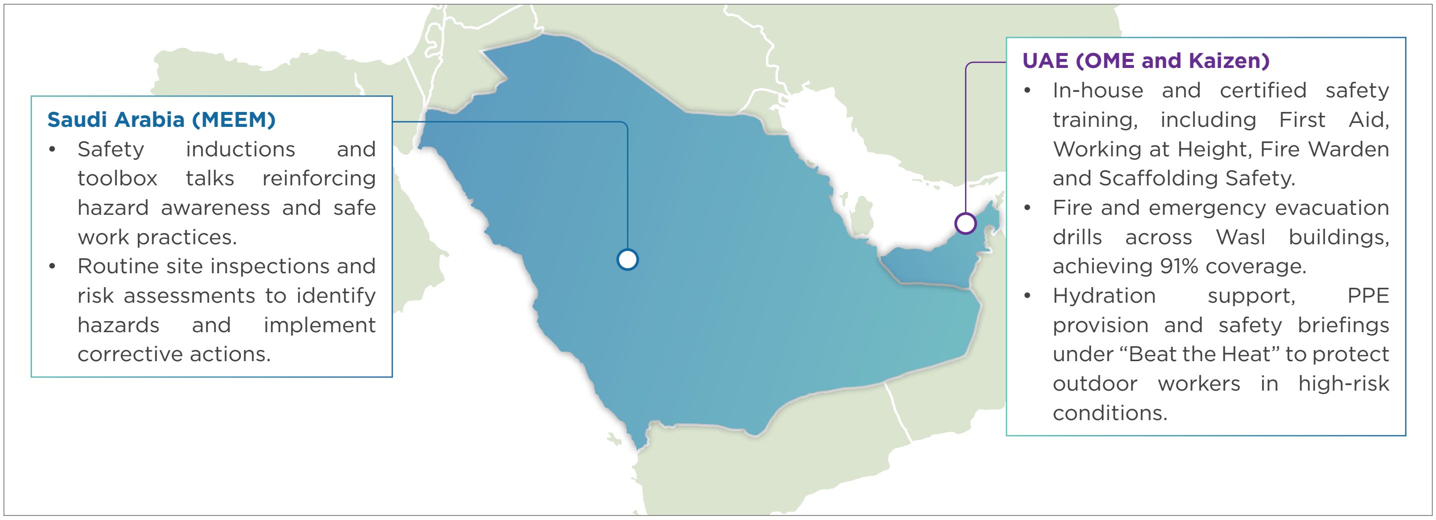
Health, Safety, Security and Environment (HSSE) performance is reported annually as part of the Group's corporate scorecard. The reporting framework covers key safety indicators, including fatalities, lost time injury cases, medical treatment cases, first aid cases and property damage incidents. These metrics provide visibility of risk trends and support data-driven improvements in safety management.

During the reporting year, the Group recorded zero instances of regulatory non-compliance resulting in fines or penalties, reflecting the effectiveness of its governance, monitoring and enforcement mechanisms. All reported fatalities and high-potential incidents are escalated to top management for formal review, ensuring accountability, timely corrective actions and continuous strengthening of preventive controls.

Safety Day at region office with the Chief People Officer

HSSE Initiatives and Outcomes

No.	Initiative	Outcome
1	**Risk Management – Job Hazard Analysis (JHA) Implementation**	Enhanced Safe Work System by introducing a structured approach to hazard identification and HSSE risk assessment at the workplace. Through standardisation, training, and continuous monitoring, strengthened ability to control risks, prevent incidents, and embed a proactive safety culture across all sites.
2	**Minimum Mandatory Requirement (MMR)**	Improved overall compliance through structured gap assessment and closure planning, strengthened effective implementation of HSSE Manual Sections, reduced non-conformities, and enhanced operational safety across all sites.
3	**FM/SM HSSE Transformation Journey**	Strengthened safety leadership among FM/SM, fostered a belief-driven safety mindset, enhanced accountability at site level, and significantly improved safety culture and frontline engagement across all operations.
4	**Contractor HSSE Management Requirements**	Improved contractor understanding and compliance with HSSE requirements, strengthened enforcement by HSSE practitioners, standardised safe practices, and fostered a more proactive safety culture among contractors.
5	**HSSE Performance Ranking (HPR)**	Enhanced contractor accountability, improved compliance, provided insights for targeted capability development, and fostered a proactive safety culture aligned with UEM Edgenta's standards.
6	**Site Adoption by HSSE HOD**	Strengthened on-site HSSE oversight, enhanced the capability of HSSE personnel, improved risk identification and control, and fostered a proactive and consistent safety culture across all sites.
7	**Effective Toolbox Talks**	Improved communication and collaboration among team members for a safer and more productive work environment, standardised Toolbox Talks practices, and enhanced employee confidence and engagement.
8	**Psychosocial Risk Assessment**	Ensured compliance with legal and regulatory requirements, identified key psychosocial risks, and provided a clear understanding of workplace stressors, workload pressures, and other mental health risk factors.
9	**Edgenta HSSE Award**	Increased recognition and motivation for individuals who went beyond expectations in reinforcing positive HSSE behaviour. By highlighting exemplary safety performance, employees were motivated to consistently practise safety in their daily activities and contribute to improved operational performance and accountability across sites.
10	**Mental Health Consultation**	Increased awareness of psychological well-being, equipped employees with coping strategies, encouraged early support-seeking, and strengthened a supportive and resilient workplace culture.



Saudi Arabia (MEEM)

- Safety inductions and toolbox talks reinforcing hazard awareness and safe work practices.
- Routine site inspections and risk assessments to identify hazards and implement corrective actions.

UAE (OME and Kaizen)

- In-house and certified safety training, including First Aid, Working at Height, Fire Warden and Scaffolding Safety.
- Fire and emergency evacuation drills across Wasl buildings, achieving 91% coverage.
- Hydration support, PPE provision and safety briefings under "Beat the Heat" to protect outdoor workers in high-risk conditions.

Singapore (UEMS Singapore)

Consistent engagement and communication, including:

- Monthly safety dialogue sessions with employees.
- Monthly Safety Committee meetings to review safety matters and improvements.
- Bi-yearly safety site walks by management to observe site practices and reinforce accountability
- Daily toolbox and roll-call meetings to communicate safety reminders and operational risks.
- Risk assessments are conducted throughout the value chain and project lifecycle to identify potential workplace hazards, evaluate the associated risks and implement appropriate mitigation and control strategies.

Taiwan (EdgentaUEMS Taiwan)

- A General Hazard Awareness course was also conducted to strengthen understanding of workplace risks from the start.
- Analysis of the previous year's employee health examination data was conducted to identify trends and inform targeted health and safety initiatives.

Accreditation

UEM Edgenta

- ISO 9001:2015 Quality Management Systems
- ISO 14001:2015 Environmental Management Systems
- ISO 45001:2018 Occupational Health and Safety Management Systems

Healthcare

- ISO 9001:2015 Quality Management Systems
- ISO 14001:2015 Environmental Management Systems
- ISO 45001:2018 Occupational Health and Safety Management Systems
- ISO 13485:2016 Medical Devices – Quality Management Systems

Property and Facility Solutions

- ISO 9001:2015 Quality Management Systems
- ISO 14001:2015 Environmental Management Systems
- ISO 45001:2018 Occupational Health and Safety Management Systems

Infrastructure

- ISO 9001:2015 Quality Management Systems
- ISO 14001:2015 Environmental Management Systems
- ISO 45001:2018 Occupational Health and Safety Management Systems
- ISO 39001:2012 Road Traffic Safety Management Systems

Asset Consultancy

- ISO 9001:2015 Quality Management Systems
- ISO 14001:2015 Environmental Management Systems
- ISO 45001:2018 Occupational Health and Safety Management Systems

SOCIAL VALUE CREATION

2025 HSSE Performance

In 2025, UEM Edgenta's HSSE function maintained stable performance despite higher activity levels and greater operational complexity, demonstrating adaptability while supporting the Group's digital transformation and operational excellence priorities. HSSE efforts focused on strengthening compliance and workforce competency through systematic analysis of risk trends and incident data, enabling targeted interventions to improve field controls, contractor safety management and frontline supervision.

The function also expanded its focus on well-being, enhancing programmes addressing mental health and psychosocial risks to support early intervention and access to professional support. Technology adoption accelerated through wider embedding of the HSSE Management Information System for real-time reporting, trend monitoring and enforcement of the 12 Life Saving Rules, while digital tools improved visibility of unsafe conditions, promoting a more proactive and preventive safety culture.

Training on health and safety standards [FTSE/SHS13]

Mandatory HSSE e-learning completion rate

97.5%

Employees who completed mandatory OHS e-learning modules

8,701 employees

HSSE Capability Assessment 2025

180 contractors

HSSE Capability Assessment (HCA) programme

157 contractors approved

Number of Perintis Contractors 2025

34 contractors

Target Outcome

Category	Target / Initiative	Details
Safety Performance	Total Recordable Case Frequency (TRCF)	Achieved TRCF of 1.0
Risk Management	Risk Management Training and Awareness	22 physical sessions conducted on-site
Risk Management	Job Hazard Analysis (JHA) Implementation	100% of identified sites implemented JHA

HSSE Performance Disclosures

	2022	2023	2024	2025
Number of training programmes for employees on occupational health and safety*	255	152	229	**92**
Employees and workers covered by OHS management system	3,645**	3,900	3,653	**3,513**
Employees and workers covered by an occupational health and safety management system audited	3,195	3,900	3,653	**3,513**
Employees and workers covered by an occupational health and safety management system independently certified	3,195	3,900	3,653	**3,513**
Lost Time Incident Rate (LTIR) – Employees[1]	2.6	1.0	1.0	**0.6**
Lost Time Incident Rate (LTIR) – Workers[1]	0.4	0.4	0.5	**0.8**
Work-related fatalities (Employees)	1	0	0	**0**
Work-related fatalities (Workers)	1	2	3	**2**
Work-related injuries (Employees)	48	72	74	**36**
Work-related injuries (Workers)	12	13	27	**34**
Rate of work-related injuries (Employees)	2.6	1.8	1.7	**0.9**
Rate of work-related injuries (Workers)	0.3	0.4	0.7	**1.0**
Total Recordable Incident Rate (TRIR)[2]	1.1	1.2	1.2	**0.9**

* *The decrease reflects mandatory trainings that are conducted on a validity basis and are only required upon expiry, rather than annually.*

** *The 2022 figure has been restated from 3,195 to 3,645 to reflect updated and more accurate data.*

Methodology

1 *The total number of lost time injury cases, including fatalities, in a given period is divided by the total number of hours worked during that period and then multiplied by 200,000.*

2 *Total Recordable Case Frequency (TRCF) refers to the number of recordable occupational injury cases resulting in lost time, medical treatment, or restricted work duties relative to the total accumulated man-hours worked, expressed per million man-hours. TRCF includes lost time injuries (LTI), medical treatment cases (MTC), and restricted work cases (RWC). First aid cases or minor occupational illnesses are not included in the TRCF calculation.*

3. *Lost Time Injury Rate (LTIR) measures only injury cases resulting in lost workdays and therefore represents a subset of TRCF, serving as an indicator of incident severity*

LTIR Formula:

$$\text{LTIR} = \frac{(\text{Lost Time Injury + Medical Treatment + Restricted Work Cases}) \times 1{,}000{,}000}{\text{Total man-hours worked}}$$

TRCF Formula:

$$\text{TRCF} = \frac{(\text{MTC + RWC + LTI + Fatality}) \times 1{,}000{,}000}{\text{Total man-hours worked}}$$

	2022	2023	2024	2025
Total number of hours worked – Workers	22,294,821.00	36,456,584.00	40,426,024.00	**34,408,780.00**
Total number of hours worked – Employees	22,828,022.24	40,137,241.20	44,307,643.25	**38,381,051.90**
Number of work-related ill health	0	0	0	**0**
High-consequence work-related injuries (excluding fatalities) – Workers	0	0	0	**0**
High-consequence work-related injuries (excluding fatalities) – Employees	0	0	0	**0**
Total number of work-related fatalities (employees & workers)	2	2	3	**2**
Lost Time Incident Rate (LTIR)	0.18	0.15	0.16	**0.14**
Employees trained on Health and Safety Standards	3,026	1,738	8,718	**2,239**
Percentage of sites with ISO 45001, 14001, 9001 certification	100%	100%	100%	**100%**

OUTLOOK

UEM Edgenta will continue to prioritise health, safety, security and well-being as a core operational imperative, recognising that a safe and well-governed environment underpins resilience, workforce engagement and sustained performance. In the near-term, the Group will focus on strengthening consistent implementation of HSSE policies, standardised risk assessments, permit-to-work systems, emergency preparedness and mandatory training across operations. This will be supported by robust governance practices that define approval authorities, structured reporting lines, regular performance reviews and compliance monitoring mechanisms to ensure timely risk escalation and corrective action.

Over the medium to long term, the Group will embed a more proactive safety culture anchored in leadership accountability and strengthened assurance mechanisms. This includes enhancing competency development, reinforcing contractor and supply chain safety alignment, integrating digital safety tools and conducting regular audits to support the Group's Goal Zero ambition — eliminating incidents, occupational illnesses, environmental events and regulatory non-compliances.

CUSTOMER SATISFACTION

WHY IT MATTERS

Customer satisfaction is a key driver of UEM Edgenta's service excellence, commercial sustainability and long-term value creation. It shapes client relationships, contract continuity and the Group's ability to compete in highly regulated markets. By listening to and meeting customer needs, the Group reinforces confidence in its capabilities and strengthens long-term partnerships, sustaining its relevance in an evolving environment.

Conversely, failure to prioritise customer satisfaction may strain relationships, resulting in contract losses, revenue decline, loss of market position and reduced growth prospects. Negative customer experiences may also be amplified through word of mouth, influencing perceptions among prospective clients and business partners.

OUR APPROACH

A Group-Wide Performance Discipline

Customer satisfaction is managed across UEM Edgenta as a structured performance discipline embedded within the Group's operating model. Rather than functioning as a standalone feedback exercise, it forms part of operational governance, performance management and service delivery oversight. A consistent framework is applied across businesses to ensure that customer experience is measured, reviewed and acted upon in a structured manner.

Structured Feedback and Accountability

The Group utilises formal customer satisfaction surveys, structured operational engagements and defined review mechanisms to capture feedback across contracts and asset portfolios. Results are consolidated and assessed against agreed performance thresholds, with corrective and preventive actions embedded into internal performance systems. Accountability for improvement sits with operational leadership, ensuring that customer insights translate into measurable service enhancements rather than one-off remediation.

Client Engagement and Service Alignment

Customer satisfaction is further reinforced through continuous operational dialogue and structured engagement with clients. These interactions support service co-design, clarify evolving expectations and enable early identification of potential service gaps. Performance standards are defined using a combination of client-aligned benchmarks and internal operational excellence indicators, ensuring alignment between contractual commitments and delivery outcomes.

Analytics-Driven Continuous Improvement

Customer data — both quantitative scores and qualitative feedback — is analysed systematically to identify trends, escalate recurring issues and replicate good practices across sites and markets. By integrating analytics into operational decision-making, the Group strengthens service consistency, enhances responsiveness and supports long-term client relationships across its regional footprint.

VALUE CREATED

In 2025, customer satisfaction generated clear business value for UEM Edgenta, with an average Customer Satisfaction Survey (CSS) score of 90.14%, reflecting strong service performance and client confidence. Service quality initiatives supported commercial outcomes, including seven renewals across 22 facilities management sites ending in 2025, alongside cross-selling, upselling, referrals and strategic partnerships. Programmes such as the Service Ambassador Programme strengthened on-site accountability and responsiveness.

Across operations, proactive engagement, structured feedback and disciplined delivery reinforced client retention and long-term contract continuity, especially for strategic clients such as PLUS. Furthermore, improved service consistency, faster issue resolution, stronger operational controls and digital enhancements (e.g., computer-aided facility management upgrades) supported repeat business and portfolio stability, reduced complaints and incidents, and strengthened competitiveness, shifting some tender outcomes from price-based competition to qualification-led selection.

OUTLOOK

Looking forward, UEM Edgenta will continue to strengthen the way customer feedback is captured, analysed and translated into action across its operations. Over the short term, focus will be placed on closing the loop more effectively at site level, improving helpdesk and case management processes, strengthening corrective action tracking and addressing lower-scoring service areas linked to quality, cost control and delivery timelines. Continued client engagement and timely resolution of issues will remain central to reinforcing service reliability and maintaining consistent performance standards.

Over the medium to long term, the Group will deepen the digitalisation of customer satisfaction management to enhance transparency, insight and responsiveness. This includes strengthening feedback monitoring systems, improving the tracking of service performance and corrective actions, and expanding the use of data analytics to support more proactive service management. Workforce capability development will complement these efforts, supporting higher service standards, stronger client retention and sustained contract renewals aligned with evolving client expectations.

EMPLOYMENT CULTURE

WHY IT MATTERS

UEM Edgenta's people are central to its ability to deliver reliable services and sustain long-term value. When employees feel respected, supported and included, they are more engaged and better equipped to perform at their best.

Conversely, a weak or neglected employment culture can have wide-ranging implications for organisational performance. Disengagement may lead to lower morale and reduced commitment, while higher turnover disrupts workforce continuity and increases recruitment and training costs. Inadequate inclusion and well-being practices may also limit collaboration and innovation, weakening the Group's resilience and competitive position.

OUR APPROACH

UEM Edgenta's approach to employment culture is grounded in consistent values, sound governance and practical engagement across all levels of the organisation. These principles are applied consistently across the Group's markets in alignment with its FIRST values. Workforce matters are deliberated through structured management and Board-level platforms, ensuring formal oversight and accountability. Succession outcomes are embedded within senior leadership KPIs, while dedicated task forces, committees and focus groups address specific people-related priorities.

In FY2025, efforts were focused on strengthening organisational sustainability through people cost optimisation and rightsizing initiatives, including the redesigning of work spaces and processes to improve efficiency and resilience.

Employee Communication and Engagement

Employee engagement is fostered through a combination of formal and informal communication channels across the Group. In FY2025, more than 150 divisional and departmental initiatives were carried out, including Sports Day, festive gatherings and regular meet-ups, to strengthen connection and team cohesion.

Employee satisfaction levels are gauged through pulse-check surveys and reinforced via leadership scorecards. Communication is delivered through emails, townhalls, roadshows and updates on internal and external platforms, supported by multi-level meetings across management and operational teams. Structured townhalls, newsletters, digital platforms, dashboards, workshops and team meetings are used to cascade strategic direction, reinforce alignment and sustain continuous dialogue across diverse operating environments.

Voice and Feedback Mechanisms

Multiple channels are in place to ensure employees can express views and contribute ideas. In FY2025, feedback mechanisms included the Employee Satisfaction Survey (ESS), Idea Bank and Internal Customer Satisfaction Survey, alongside open discussions in daily work settings.

ESS recorded a strong participation rate of 84%, providing reliable insights. With an overall score of 83.6%, the survey offered deeper analysis across various dimensions, with Teamwork, Line Manager Support and Communication achieving particularly strong scores. The findings also highlight opportunities for leadership to further reinforce and reassess overall team engagement and employee experience. Performance management framework enables employees to request and provide feedback across functions, providing opportunity for line managers to have a collective view and inputs as part of performance and career development discussions.

Learning, Development and Capability Building

UEM Edgenta is committed to supporting employee personal and professional development through structured learning and capability-building opportunities. Capability development remains a central pillar of the Group's employment culture. Group-wide initiatives include leadership programmes and executive education, alongside technical pathways such as the Facility Managers Development Programme. The People Manager Essentials programme provides foundational leadership training, with PME 2.0 introduced in 2025 to emphasise AI, digital learning and knowledge management.

An AI chatbot was launched to provide timely HR support, while the "FIRST in AI" campaign strengthened digital literacy. The associated AI learning roadmap reached more than 1,200 participants through webinars, e-learning and gamified modules developed largely in-house, generating cost savings while broadening access. Individual Development Plan (IDP) continue to serve as a platform to support employees' learning and growth through various development intervention such as coaching, mentoring, job rotation, project exposure and many more.

Cleansing Supervisory Competency Programme endorsed by MOH on 27 August 2025 (Equivalent to British Institute of Cleaning Science (BICS) Level 2 certification)

Commercialising Edgenta Academy as an Industry Frontier

Edgenta Academy Sdn. Bhd. (EASB) has progressed significantly in commercialising its training capabilities since transitioning to a fully in-house training model. With core operational foundations in place, the Academy has been able to expand its programme offerings and deliver training at scale.

EASB now manages a wide range of standard training modules previously outsourced, such as teambuilding, soft skills and technical skills. It also plays a growing role in national knowledge-building efforts, contributing virtual programmes during National Training Week National Training Week (NTW), a government-led initiative aimed at promoting lifelong learning and upskilling for all Malaysians.

The Academy continues to build credibility through signature programmes, including safety-related courses and the MOH-endorsed Cleansing Supervisory Competency Programme, which is recognised on par with BICSc Level 2 certification. Its collaboration with Asia Pacific University (APU) further enhances its pipeline through a co-developed tech excellence programme.

Beyond training delivery, EASB is growing its consultancy footprint, demonstrated through the MEEM Housekeeping Supervisor Excellence Programme.

With a strengthened portfolio, recognised certifications and an expanding client base, EASB is well-positioned to scale its commercial model and establish itself as a leading industry training provider in 2026 and beyond.

In addition, a total of 20 internal employees with technical and non-technical background have been certified to be trainers by Human Resource Development Corporation (HRDC) programme. This reflects our commitment in strengthening our training capabilities in delivering internal as well as external programmes under EASB.

SOCIAL VALUE CREATION

Well-being and Work–Life Balance

The Group supports employee well-being through flexible working arrangements, sports and recreational initiatives and hardship assistance. Through the Edgenta Care Society, a total of RM32,619.45 was disbursed during the year to 46 employees in need, inclusive of funds raised through staff crowdfunding initiatives. This initiative reflects the collective support and care demonstrated by employees in assisting colleagues during challenging times, with increase in collection year-on-year (2024: RM27,677, 2023: RM16,912).

In addition, the Company continues to recognise the academic achievements of employees' children through the Children Excellence Award, with a total of RM7,400 disbursed to 14 recipients, aims to acknowledge the dedication and support of employees in nurturing their children's success.

Group-wide Commitment to Inclusion, Diversity and Equal Opportunity

UEM Edgenta upholds fairness, non discrimination and equal employment practices through its Diversity, Equity and Inclusion Statement, Gender Diversity Policy and Human Rights Policy, supported by business-led initiatives such as structured recruitment processes, diversity awareness efforts and ongoing policy integration.

Group wide Commitment to Inclusion, Diversity and Equal Opportunity

The Group has strengthened human rights management through its Human Rights Impact Assessment, and the integration of human rights considerations across all aspects of Group's activities namely recruitment, reward systems and supplier expectations, forming the basis for more consistent governance and monitoring across the value chain.

For detailed disclosures and assessment outcomes, please refer to the Human Rights section on pages 190 to 192.

Community and Social Engagement

Employment culture is reinforced through community participation and volunteering. Group initiatives include staff-led sports activities, mental health advocacy and charitable programmes. At entity level, UEMS Singapore participated in national charity programmes, EdgentaUEMS Taiwan organised volunteer and fundraising events, while engagement in other markets was supported through internal initiatives and employee-led activities.

Compliance on Labour Standards and Wages

The Group maintains zero tolerance for child and forced labour and aligns wage practices with applicable labour laws and minimum wage regulations. This is reinforced through the Human Rights Policy, Sustainability Policy and contractual requirements.

With respect to fair wages, UEM Edgenta's HR practices adhere to the Employment Act, ensuring compliance with the minimum wage and other relevant regulations. Employment and labour practices are guided by the respective employment and labour laws of the countries in which the entities operate ie Malaysia, Singapore, Taiwan, KSA and UAE.

To strengthen oversight of labour standards, the Group conducts periodic risk assessments and inspections of worker accommodation and labour quarters to verify compliance with regulatory requirements and internal standards. These checks are carried out by relevant internal functions, including the Risk Department and operational teams such as those within the Middle East operations (MEEM) in Saudi Arabia, enabling early identification and mitigation of potential labour-related risks.

Policies and Frameworks Supporting Employee Well-being

UEM Edgenta has established a range of employment-related policies and frameworks designed to promote healthy employment practices and employee well-being. Key milestone/achievements include:

Career development is supported through the Individual Development Plan (IDP) framework, enabling employees to take responsibility for their own development through various development interventions.

Employee welfare is supported through medical and insurance coverage for employees and their family members. Flexible benefits offered under Edgenta Spending Account (ESA), ESA allows reimbursement for well-being, lifestyle and medical expenses. Flexible Working Arrangement (FWA), aims to promote work-life balance and enhance well-being. FWA is offered to eligible employees guided by role and business requirements to ensure accountability and business continuity.

VALUE CREATED

In 2025, UEM Edgenta's continued focus on employee engagement delivered positive outcomes for productivity, collaboration, leadership effectiveness and workforce well-being across the Group.

At Group level, engagement and communication platforms such as the Annual Management Dialogue, townhalls, leadership engagement programmes, site visits and divisional sessions strengthened connection between employees and management. Over 150 engagement initiatives were implemented at divisional and departmental levels to reach employees at the grassroots, including Sports Day, festive gatherings and regular team meet-ups. These initiatives enhanced participation, strengthened morale and improved alignment with organisational priorities.

Family-oriented initiatives such as "Bring Your Children to Work Day" reinforced support for work-life integration, while participation in the UEM Olympic events encouraged teamwork, collaboration and healthy lifestyles. Monthly breakfast sessions with senior leaders further supported open dialogue and familiarity across organisational levels.

Employee engagement also strengthened team collaboration and communication. Divisional and departmental activities created informal settings for bonding and knowledge sharing, while structured programmes for people managers enabled discussion of workforce challenges and more effective issue resolution.

Additional feedback mechanism under the enhanced performance management framework allowed employees to give and request feedback across functions, with visibility to line managers supporting performance reviews and career development discussions.

Workforce well-being was supported through access to mental health services, including psychologist and physician consultations, health and well-being seminars and targeted mental health assessments with follow-up support. These measures contributed to a more supportive work environment and reinforced attention to mental health awareness. While absenteeism and turnover are influenced by multiple factors, unplanned leave and sick leave continue to be monitored centrally. Although no direct causal link can be established, turnover rates have shown steady trend over time, and engagement activities continue to generate insights that inform retention strategies.

Findings from the Employee Satisfaction Survey (ESS) show that while overall employee sentiment remains positive, there are opportunities to further strengthen team engagement and communication, highlighting the importance of continued engagement initiatives across the organisation. Engagement initiatives also enhanced leadership effectiveness by increasing interaction between employees and senior leaders through site visits, leadership programmes and structured dialogues, enabling leaders to make more informed, people-focused decisions.

The Group also demonstrated commitment to strengthening employer branding through participation in external people-related initiatives, including involvement in Graduan ASPIRE 2025 and receiving Bronze recognition in two categories at the Graduan Brand Awards 2025.

During the year, training and development opportunities were created for 82 trainees through structured programmes including the Graduate Employability Training (GeT), Technical Graduate Trainee (TGT) and Internship programmes. These initiatives support the Government's young talent development agenda, including the Protege programme, while also fulfilling relevant contractual requirements. Where suitable opportunities are available, trainees may be considered for employment with Edgenta.

SOCIAL VALUE CREATION

Business Unit Highlights

MEEM Facilities Management

Stable employment practices supported operational continuity and consistent team performance. Regular team meetings facilitated coordination, while leadership maintained direct communication on priorities. A dedicated training room established in Riyadh in 2025 enhanced training delivery and learning conditions.

UEMS Singapore

A Diversity and Inclusivity Committee was formed to promote awareness and guide inclusion efforts. Initiatives included disability awareness programmes, peer support workshops and community participation activities. Feedback on inclusion initiatives was collected through post-programme surveys, while training covered leadership, technical skills and soft skills.

Kaizen Asset Management

Quarterly surveys, townhalls and training programmes strengthened alignment with organisational goals. Engagement initiatives encouraged transparency, collaboration and innovation. Feedback reflected improved sentiment and the highest Net Promoter Score recorded in Kaizen's history. Training focused on project management, AI tools, sales capability and property value optimisation.

EdgentaUEMS Taiwan

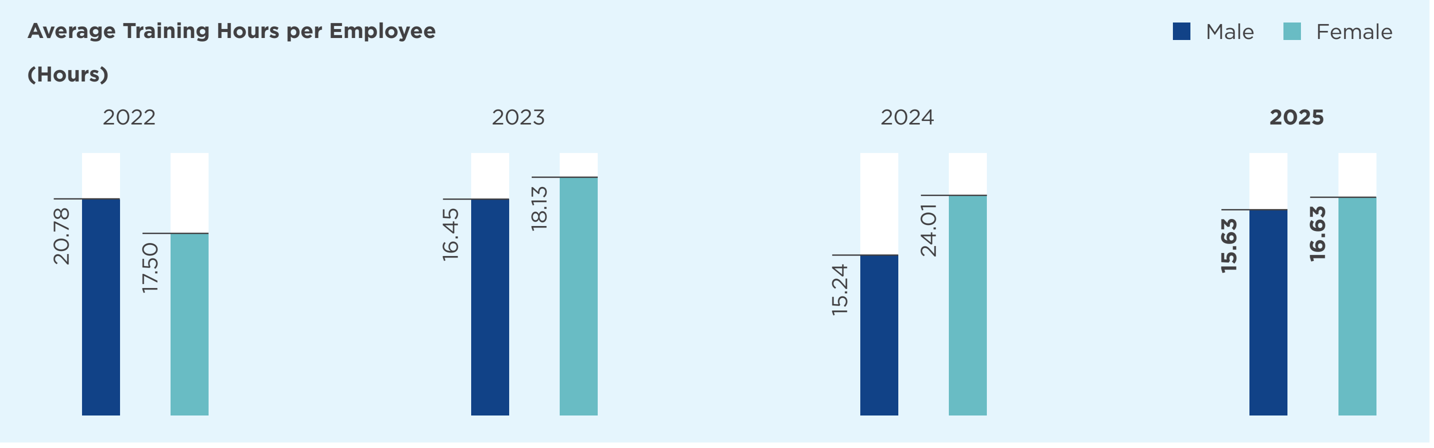
Team-building activities and structured meetings supported productivity and collaboration. Digital tools improved communication efficiency, while open communication channels contributed to workforce well-being. Feedback mechanisms included suggestion boxes and online platforms. Training covered operational, management and occupational health topics.

Operon Middle East

Employee engagement supported productivity and performance through open communication and collaborative practices. Well-being programmes, flexible work arrangements and mental health focus contributed to lower absenteeism. Feedback mechanisms and employee networks fostered belonging and inclusion, supporting a healthier workplace culture.

Employee Training Overview

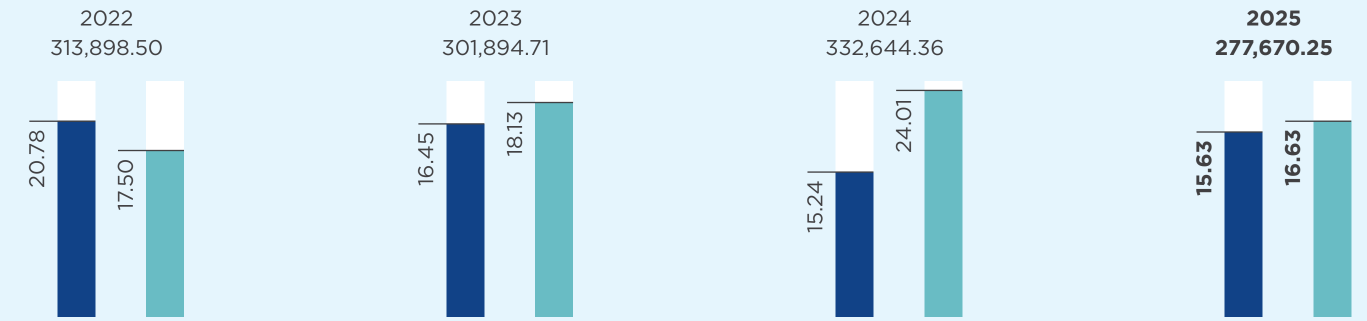
The Group continues to adopt a disciplined and purpose-driven approach to learning investments, ensuring that training remains targeted, cost-effective and aligned with business priorities. In FY2025, total learning hours decreased from 332,644.36 in FY2024 to 277,620.25, representing a 16.5% reduction that reflects the overall prioritisation of learning spend and the higher adoption of alternative learning approaches. This includes broader modalities under the comprehensive Individual Development Programme (IDP), such as project-based activities, knowledge-sharing sessions, reading materials and job-based assignments — which strengthen capability development but are not recorded as formal training hours. The reduction in formal learning hours is also consistent with the Group's overall expenditure trend, which emphasises optimised use of learning resources and prioritisation of essential development needs, such as prioritising public soft-skill programmes while maintaining essential technical training required for regulatory compliance and project delivery.



Total Number of Training Hours Provided to Employees

Male Female

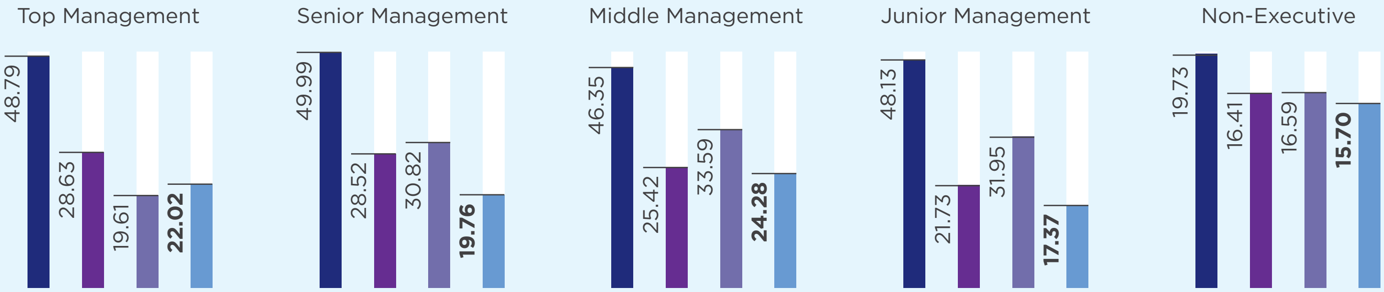
(Hours)



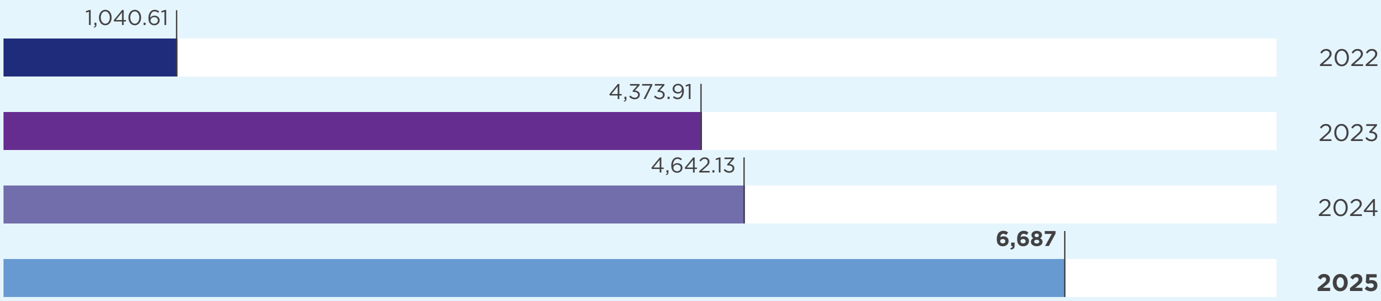
Average Training Hours per Employee, by Employee Category

2022 2023 2024 2025

(Hours)



Average Cost of Training per Employee (RM)



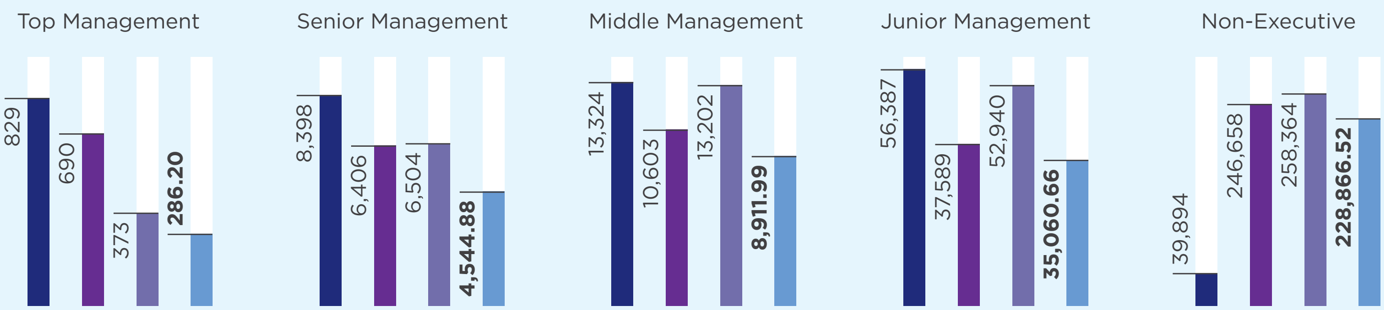
Notes:

1. *2022: Data for Edgenta Malaysia only.*
2. *2023–2024: Edgenta-wide data, excluding KSA operations.*
3. *2025: Edgenta-wide data.*
4. *The reported average training cost per employee is an aggregated amount of country-level average cost across the Group, due to different training spend prioritisation approach.*

Total Training Hours by Employee Category

2022 2023 2024 2025

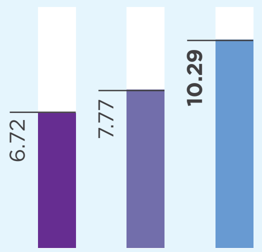
(Hours)



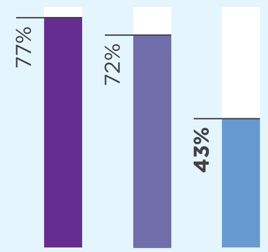
SOCIAL VALUE CREATION

■ 2022 ■ 2023 ■ 2024 ■ 2025

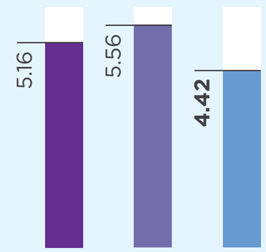
Approved Training Budget (RM million)



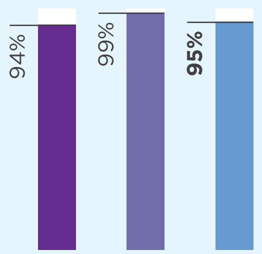
Training Budget & Utilisation Budget (Utilisation)



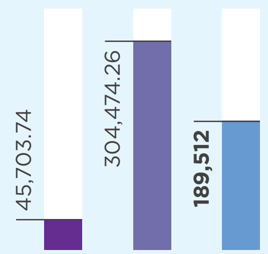
Total Spent on Training and Education (RM Million)



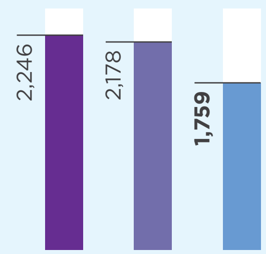
% of employees who received training



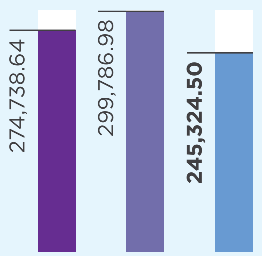
Number of hours of Technical & Functional Training



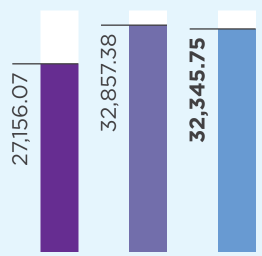
Number of Employee Upskilling Programmes



Employee Training Hours (Internal)



Employee Training Hours (External)



Employees Receiving Regular Performance and Career Development Reviews (%)

Entity	2022	2023	2024	2025
Edgenta MY	100%	100%	100%	**100%**
UEMS MY	-	25%	32%	**40%**
SG	-	100%	100%	**100%**
TW	-	100%	100%	**100%**
UAE	–	–	100%	**100%**

Note:
1. *Record unavailable for KSA.*
2. *UAE is represented by Kaizen and OME (2024: Kaizen 100%, OME 90%, 2025: Kaizen 100%, OME 95%).*

Total Number of Employees

Increase in headcount from 17,948 to 18,379 reflects the inclusion of Kaizen and MEEM, which were added to our reporting coverage starting in FY2024.

Employees by Region	Malaysia	Singapore	Taiwan	Kingdom of Saudi Arabia	United Arab Emirates
2022					
Number of permanent employees (head count / FTE)	5,604	1,405	6,561	-	265
Number of temporary employees / Non-Permanent (head count / FTE)	1,123	1,334	-	-	-
Number of non-guaranteed hours employees (head count / FTE)	-	184	-	-	-
Total employees	6,727	2,923	6,561	-	265
2023					
Number of permanent employees (head count / FTE)	5,499	1,810	7,330	–	306
Number of temporary employees / Non-Permanent (head count / FTE)	1,350	930	–	14	–
Number of non-guaranteed hours employees (head count / FTE)	–	204	–	–	–
Total employees	6,849	2,944	7,330	14	306
2024					
Number of permanent employees (head count / FTE)	4,861	1,904	7,360	5	656
Number of temporary employees / Non-Permanent (head count / FTE)	1,541	993	–	348	–
Number of non-guaranteed hours employees (head count / FTE)	–	280	–	–	–
Total employees	6,402	3,177	7,360	353	656

Employees by Region	Malaysia	Singapore	Taiwan	Kingdom of Saudi Arabia	United Arab Emirates	Indonesia
2025						
Number of permanent employees (head count / FTE)	**4,378**	**1,437**	**7,593**	**0**	**0**	**3**
Number of temporary employees / Non-Permanent (head count / FTE)	**1,801**	**1,697**	**0**	**459**	**794**	**6**
Number of non-guaranteed hours employees (head count / FTE)	**0**	**211**	**0**	**0**	**0**	**0**
Total employees	**6,179**	**3,345**	**7,593**	**459**	**794**	**9**

SOCIAL VALUE CREATION

	2022	2023	2024	2025
Ratio of basic salary and remuneration (male to female)				
Top Management	NR	1.1:1	1.17:1	**1.14 : 1**
Senior Management	NR	0.9:1	1:1	**1 : 1.10**
Middle Management	NR	01:01	1:1	**1.01 : 1**
Junior Management	NR	1.1:1	1.1:1	**1.11 : 1**
Non-Executive	NR	01:01	1:1	**1.05: 1**

Breakdown of Employees by Gender and Position (Headcount & %)

A. By Employment Type

	Male		Female		Total
	Number	%	Number	%	
2022					
Number of permanent employees (head count / FTE)	6,187	45%	7,648	55%	13,835
Number of temporary employees / Non-Permanent (head count / FTE)	1,534	62%	923	38%	2,457
Number of non-guaranteed hours employees (head count / FTE)	72	39%	112	61%	184
2023					
Number of permanent employees (head count / FTE)	6,756	45%	8,189	55%	14,945
Number of temporary employees / Non-Permanent (head count / FTE)	1,540	67%	754	33%	2,294
Number of non-guaranteed hours employees (head count / FTE)	82	40%	122	60%	204
2024					
Number of permanent employees (head count / FTE)	6,719	45%	8,067	55%	14,786
Number of temporary employees / Non-Permanent (head count / FTE)	1,947	68%	935	32%	2,882
Number of non-guaranteed hours employees (head count / FTE)	108	39%	172	61%	280
2025					
Number of permanent employees (head count / FTE)	**5,997**	**44%**	**7,666**	**56%**	**13,663**
Number of temporary employees / Non-Permanent (head count / FTE)	**3,059**	**68%**	**1,446**	**32%**	**4,505**
Number of non-guaranteed hours employees (head count / FTE)	**75**	**36%**	**136**	**64%**	**211**

B. By Position Type

	Male		Female		Total
	Number	%	Number	%	
2022					
Top Management	13	72%	5	28%	18
Senior Management	130	60%	85	40%	215
Middle Management	292	72%	111	28%	403
Junior Management	1,020	61%	653	39%	1,673
Non-Executive	6,338	45%	7,829	55%	14,167
2023					
Top Management	14	78%	4	22%	18
Senior Management	142	61%	90	39%	232
Middle Management	279	69%	125	31%	404
Junior Management	1,058	60%	696	40%	1,754
Non-Executive	6,885	46%	8,150	54%	15,035
2024					
Top Management	17	77%	5	23%	22
Senior Management	142	63%	83	37%	225
Middle Management	303	69%	137	31%	440
Junior Management	1,016	60%	679	40%	1,695
Non-Executive	7,296	47%	8,270	53%	15,566
2025					
Top Management	**11**	**73%**	**4**	**27%**	**15**
Senior Management	**144**	**64%**	**80**	**36%**	**224**
Middle Management	**311**	**71%**	**130**	**29%**	**441**
Junior Management	**1,212**	**60%**	**796**	**40%**	**2,008**
Non-Executive	**7,453**	**47%**	**8,238**	**53%**	**15,691**

SOCIAL VALUE CREATION

Breakdown of Employees by Age Group

	Male		Female		Total
	Number	%	Number	%	
2022					
<30 years	1,394	65%	760	35%	2,154
30 - 50 years	3,722	56%	2,964	44%	6,686
>50 years	2,677	35%	4,959	65%	7,636
2023					
<30 years	1,457	65%	779	35%	2,236
30 - 50 years	4,134	55%	3,343	45%	7,477
>50 years	2,787	36%	4,943	64%	7,730
2024					
<30 years	1,509	65%	816	35%	2,325
30 - 50 years	4,178	56%	3,239	44%	7,417
>50 years	3,087	38%	5,119	62%	8,206
2025					
<30 years	**1,609**	**66%**	**823**	**34%**	**2,432**
30 - 50 years	**4,282**	**58%**	**3,080**	**42%**	**7,362**
>50 years	**3,200**	**37%**	**5,341**	**63%**	**8,541**

Breakdown of Employees by Position

	<30 years	%	30-50 years	%	>50 years	%	Total
2022							
Top Management	0	0%	9	50%	9	50%	18
Senior Management	0	0%	131	61%	84	39%	215
Middle Management	3	1%	289	72%	111	28%	403
Junior Managemnet	282	17%	1,096	66%	295	18%	1,673
Non-Executive	1,945	14%	5,173	37%	7,049	50%	14,167
2023							
Top Management	0	0%	11	61%	7	39%	18
Senior Management	0	0%	152	66%	80	34%	232
Middle Management	10	2%	302	75%	92	23%	404
Junior Managemnet	276	16%	1,204	69%	274	16%	1,754
Non-Executive	1,950	13%	5,808	39%	7,277	48%	15,035

	<30 years	%	30-50 years	%	>50 years	%	Total
2024							
Top Management	0	0%	9	41%	13	59%	22
Senior Management	1	0.4%	130	57.8%	94	41.8%	225
Middle Management	20	5%	308	70%	112	25%	440
Junior Management	251	15%	1,103	65%	341	20%	1,695
Non-Executive	2,053	13%	5,867	38%	7,646	49%	15,566
2025							
Top Management	**0**	**0%**	**5**	**33%**	**10**	**67%**	**15**
Senior Management	**1**	**0.4%**	**129**	**57.6%**	**94**	**42%**	**224**
Middle Management	**16**	**4%**	**320**	**73%**	**105**	**24%**	**441**
Junior Management	**369**	**18%**	**1,297**	**65%**	**342**	**17%**	**2,008**
Non-Executive	**2,046**	**13%**	**5,611**	**36%**	**8,034**	**51%**	**15,691**

Employee Breakdown by Division (%)

	2024	2025
Healthcare Support	82	**82**
Infrastructure Services	6	**5**
Asset Consultancy	2	**2**
Property and Facilities Solution	8	**9**
Property Development	0.02	**0.02**
Support Services	3	**2**

Employee Breakdown by Ethnicity (Group-wide Operations)

	2025
Malay	**32.1%**
Chinese	**48.8%**
Indian	**10.3%**
Others	**8.9%**

SOCIAL VALUE CREATION

Breakdown by Employment Status (%)

	2024	2025
Contract	18	**26**
Permanent	82	**74**

Note:
For contract, includes Temporary and Non-Guaranteed Hours employees

Senior Management

Disclosure	2022	2023	2024	2025
No. of Senior Management from Local Communities	205	213	201	**205**
Female in Technical Positions (%)	21	23	19	**27**

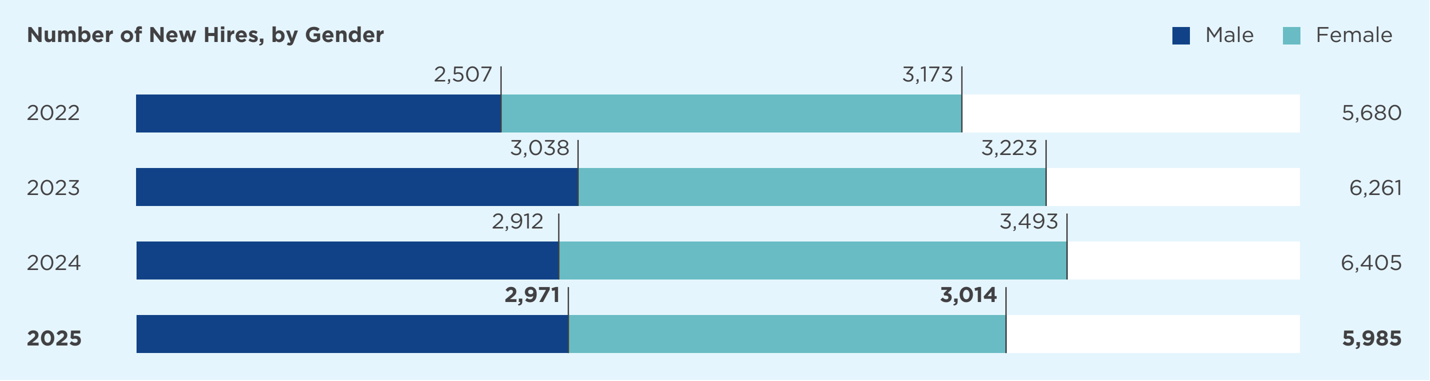
Notes:
1. *Local Communities mean locally hired in the respective country*
2. *Female in technical positions are calculated based on total number of employees in Senior Management*
3. *Data is for Malaysia operations only*

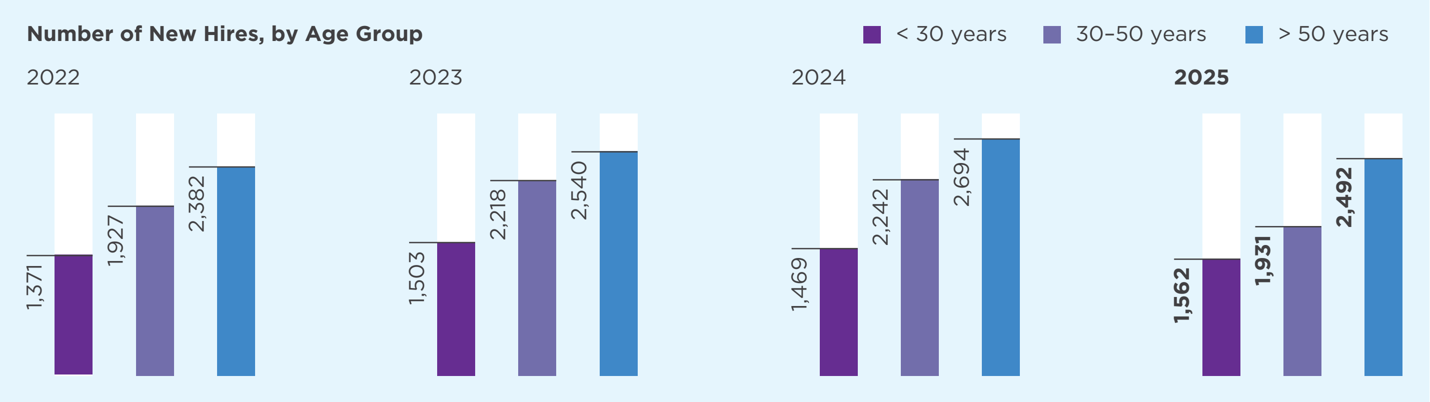
Percentage of Directors by Gender and Age Group

	Male		Female	
	Number	%	Number	%
2022	6	67%	3	33%
2023	7	70%	3	30%
2024	7	70%	3	30%
2025	**7**	**70%**	**3**	**30%**

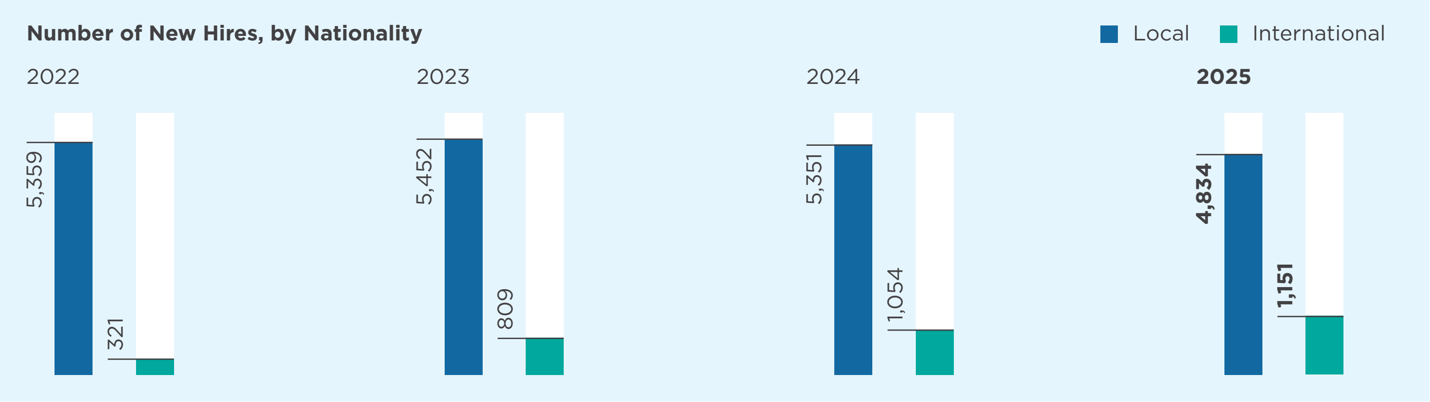
	Under 30		Between 30-50		Above 50	
	Number	%	Number	%	Number	%
2022	0	0	2	22%	7	78%
2023	0	0	3	30%	7	70%
2024	0	0	3	30%	7	70%
2025	**0**	**0**	**3**	**30%**	**7**	**70%**

Total Number of New Employees





Notes:
1. *Local: Citizens of respective country*
2. *2022 & 2023: data covers Edgenta MY only*
3. *2024 - 2025: Data covers group-wide*



New hires, by region (countries)	2022	2023	2024	2025
Malaysia	1,177	1,237	1,013	**882**
Singapore	1,411	1,415	1,699	**1,688**
Indonesia	0	1	4	**1**
Taiwan	3,028	3,510	3,295	**2,884**
KSA	1	12	88	**183**
UAE	63	86	306	**347**
Total	5,680	6,261	6,405	**5,985**

SOCIAL VALUE CREATION

No. of Turnover, by Age Group

Voluntary turnover	< 30 years	30-50 years	> 50 years	Total
2022	1,054	1,799	2,263	5,116
2023	860	1,633	2,323	4,816
2024	872	1,728	2,534	5,134
2025	**865**	**1,815**	**2,364**	**5,044**

Non-voluntary turnover	< 30 years	30-50 years	> 50 years	Total
2022	285	410	453	1,148
2023	443	520	602	1,565
2024	417	747	1,016	2,180
2025	**491**	**923**	**869**	**2,283**

Voluntary & non-voluntary turnover	< 30 years	30-50 years	> 50 years	Total
2022	1,339	2,209	2,716	6,264
2023	1,303	2,153	2,925	6,381
2024	1,289	2,475	3,550	7,314
2025	**1,356**	**2,738**	**3,233**	**7,327**

Breakdown of Total Turnover by Gender

	Voluntary turnover		Non-voluntary turnover		Voluntary & non-voluntary turnover	
Turnover Type	Male	Female	Male	Female	Male	Female
2022	2,137	2,979	674	474	2,811	3,453
2023	2,072	2,744	787	778	2,859	3,522
2024	2,397	2,813	1,002	1,217	3,399	4,030
2025	**2,263**	**2,781**	**1,040**	**1,243**	**3,303**	**4,024**

Breakdown of Total Turnover by Position

Position	2022	2023	2024	2025
Top Management	5	5	3	**4**
Senior Management	38	37	36	**42**
Middle Management	75	87	111	**103**
Junior Management	309	274	341	**431**
Non-Executive	5,837	5,978	6,938	**6,747**

Overall, voluntary turnover has remained relatively stable over the past three years.

In Malaysia, voluntary turnover remains healthy and within the market threshold. In Singapore and Taiwan, turnover aligns with annual rates observed in the general cleaning industry, showing a similar trend to previous years. In the Middle East, the turnover rate is expected to take time to stabilise due to regulatory challenges, as well as ongoing acquisitions and integration efforts.

Breakdown of Total Turnover by Region

Region	Malaysia	Singapore	Taiwan	Kingdom of Saudi Arabia	United Arab Emirates	Indonesia
2023						
Voluntary turnover	950	1,269	2,876	0	21	-
Non-voluntary turnover	546	322	277	0	3	-
Total turnover	1,496	1,591	3,153	0	24	-
2023						
Voluntary turnover	419	1,167	3,183	1	46	-
Non-voluntary turnover	388	412	754	5	6	-
Total turnover	807	1,579	3,937	6	52	-
2024						
Voluntary turnover	579	1,296	3,204	35	95	-
Non-voluntary turnover	766	362	1,026	20	46	-
Total turnover	1,345	1,658	4,230	55	141	-
2025						
Voluntary & non-voluntary turnover	**588**	**1,291**	**2,928**	**56**	**179**	**2**
Non-voluntary turnover	**1,031**	**425**	**714**	**47**	**64**	**2**
Total turnover	**1,619**	**1,716**	**3,642**	**103**	**243**	**4**

Disclosure	2022	2023	2024	2025
Total turnover	6,266	6,381	7,428	**7,327**
Overall turnover rate	38.8%	37.4%	40.9%	**40.4%**

Benefits by Country

Benefit	2025					
	Malaysia	Taiwan	Singapore	UAE[1]	UAE[2]	KSA[3]
Life insurance	Y	Y	N	N	N	N
Health care	Y	Y	Y	Y	Y	Y
Disability and invalidity coverage	Y	Y	Y	Y	N	Y
Parental leave	Y	Y	Y	Y	Y	Y
Retirement provision	Y	Y	Y	N	N	N
Stock ownership	N	N	N	N	N	N

Note: Taiwan – Life insurance only applicable for Non-Operatives

[1] *UAE – OME*
[2] *UAE – Kaizen*
[3] *KSA – MEEM*

SOCIAL VALUE CREATION

Parental Leave

Reinstatement of parental leave disclosure (including historical data) following improvements to data definitions and reporting methodology.

A detailed review of parental leave records were undertaken, aimed at strengthening the understanding and reporting of key index, ie Return to Work rate (after parental leave ended) and Employee Retention rate (still employed after 12 months, after parental leave ended).

Data includes Malaysia Operations only

Total Number of Employees Entitled to Parental Leave

Gender	2022	2023	2024	2025
Male	2,286	2,396	2,282	**2,213**
Female	747	758	765	**966**

Note: The numbers have been reviewed and refined to enhance clarity with additional notes as reference, and will replace previous disclosures.

Total Number of Employees Who Took Parental Leave

Gender	2022	2023	2024	2025
Male	62	95	57	**35**
Female	19	14	13	**12**

Note: Start date of parental leave is within the same reporting period.

Total Number of Employees Who Returned to Work in the Reporting Period After Parental Leave Ended

Gender	2022	2023	2024	2025
Male	60	95	57	**35**
Female	19	14	13	**12**

Note: Return to work is based on the start of parental leave of the reporting period.

Total Number of Employees Who Returned to Work After Parental Leave and Were Still Employed 12 Months After Their Return

Gender	2022	2023	2024	2025
Male	52	48	76	**44**
Female	19	17	11	**9**

Note: Return to work is based on the end date of parental leave and still employed after 12 months.

Return-to-Work Rates (%)

Gender	2022	2023	2024	2025
Male	96.7	100	100	**100**
Female	100	100	100	**100**

Note: Return to Work: Total number of employees returned to work after parental leave ended / Total number of employees who took parental leave in the same reporting period.

Retention Rates (%)

	2022	2023	2024	2025
Male	89.7	77.4	80	**77.2**
Female	82.6	89.5	78.6	**69.2**

Note: Retention: Total number of employees retained 12 months after returning to work / Total number of employees returning from parental leave in the prior reporting period.

Recognition and Rewards Across the Group

Across UEM Edgenta's subsidiaries, recognition and rewards programmes are designed to reinforce performance, strengthen engagement and support employee retention. While aligned to Group principles of fairness, merit and accountability, each subsidiary tailors its approach to reflect local workforce expectations, operational contexts and market conditions. Together, these initiatives foster motivation, reinforce desired behaviours and support a high-performance culture across the organisation.

HQ Malaysia (Corporate Baseline)

Flexible benefits (ESA) provide personalised choices to employees, complemented by spot recognition and non-monetary awards. Performance incentives are aligned to productivity, profitability and sales outcomes, reinforcing a performance-driven culture.

Kaizen

Public recognition initiatives, tailored incentives aligned to job specialisations, a structured Praising Programme (2025) and ad hoc awards for exceptional achievements promote continuous performance improvement.

UEMS Singapore

A balanced approach combining collective recognition for shared success and individual recognition for personal contribution, supporting team cohesion while motivating performance excellence.

OME

Recognition is embedded within team-building and leadership routines, with feedback-informed adjustments to benefits and practices over time to ensure relevance and fairness.

EdgentaUEMS Taiwan

Emphasis on personalised and real-time recognition, supported by tools that enable instant appreciation. Public recognition reinforces positive behaviours and strengthens workplace morale.

MEEM

Recognition practices are aligned with regulatory and operational requirements, with emphasis on role-based and performance-based acknowledgement within its operating environment.

OUTLOOK

UEM Edgenta continues to strengthen employee engagement by increasing leadership visibility, expanding structured engagement platforms and maintaining safe and accessible feedback channels. These efforts will be supported by targeted development programmes, recognition initiatives and job-relevant training to enhance employee capability, morale and retention, while upholding fair employment practices and regulatory compliance.

Over the longer term, the Group aims to further advance talent development through more differentiated and inclusive initiatives. Focus areas include strengthening leadership capabilities and future skill, whilst reinforcing organisational culture through consistent leadership engagement and cross-functional collaboration. Continued emphasis on employee well-being aims to support talent attraction and retention in an increasingly competitive labour market.

HUMAN RIGHTS ASSESSMENT

WHY IT MATTERS

Upholding the fundamental principles of human rights is essential to maintaining stable and productive relationships with our employees, contractors, suppliers and the communities in which the Group operates. Respect for human rights supports fair and safe working environments, equal opportunity and responsible business conduct, forming the foundation for consistent service delivery and long-term operational credibility. UEM Edgenta's commitment to human rights includes respecting and upholding the principles enunciated in internationally recognised standards, including the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, which form part of the broader International Bill of Human Rights framework.

A strong stance against human rights violations also reduces exposure to potential legal, financial and reputational impacts. Where such risks are not effectively managed, the Group may face operational disruption, contractual disputes and increased scrutiny from regulators and investors. Ultimately, such incidents could weaken stakeholder confidence and erode the social license under which the Group operates.

OUR APPROACH

A Strong Policy Suite and Governance Framework

UEM Edgenta promotes fairness, non-discrimination and equal opportunity through a Group-wide policy and governance framework. This includes the DEI Statement, Gender Diversity Policy and a Human Rights Policy informed by the Human Rights Impact Assessment (HRIA) conducted in May 2024. The HRIA was undertaken to identify potential and actual human rights impacts across our operations and value chain, and included a gap assessment against the UN Guiding Principles on Business and Human Rights (UNGPs).

The assessment resulted in recommendations and a roadmap addressing 10 salient human rights issues relating to employees, suppliers as well as community and environment which continue to guide the Group's mitigation and improvement efforts. The framework applies to employees, contractors and business partners and adopts zero tolerance for violations such as child and forced labour. It aligns with applicable laws and recognised international standards, including the Child Act 2021 and the International Labour Organisation (ILO) Core Labour Standards, and reflects the Group's commitment to respect children's rights in line with the Children's Rights and Business Principles.

The framework is further supported by HSSE-related requirements to provide a safe and healthy work environment, and by provisions that promote fair and humane treatment of foreign workers, including timely payment of wages, access to adequate living conditions, and respect for dignity and well-being.

Progress against HRIA recommendations is monitored as part of ongoing governance and operational processes. Human rights governance is maintained through oversight and monitoring. Guided by our Human Rights Policy, the responsibility of overseeing the policy is only under BGRC.

The implementation and escalation of human rights matters are a collective effort between Human Resource Department, Group Procurement Department as well as Risk, Integrity and Compliance Department to ensure effective application of the Group's human rights commitment applies to employees, contractors and business partners. In Singapore operations, human rights governance is maintained through oversight and monitoring, including routine Human Rights Inspections to ensure labour standards compliance and safe, fair working conditions.

Embedding Human Rights Considerations in Business Operations and Core Processes

During the year, the Group engaged employees and suppliers through training and awareness sessions on the Human Rights Policy, providing a platform to discuss key human rights risks relevant to our operations and supply chain. These engagements support behavioural and cultural alignment, while insights gathered and access to grievance and whistleblowing channels enable the ongoing identification, early detection, and management of salient human rights issues across the business.

Human rights considerations are embedded in core people processes, including recruitment, onboarding, consequence management, rewards and grievance handling, and have been progressively strengthened following the adoption of the Human Rights Policy in 2025. Group-wide capability building through training, awareness initiatives and internal communications supports behavioural and cultural alignment, while access to grievance and whistleblowing channels facilitates early detection and remediation. During the year, the Group also engaged employees and suppliers through training and awareness sessions on the Human Rights Policy, providing a platform to discuss key human rights risks relevant to our operations and supply chain. Insights from these engagements support the ongoing identification and management of salient human rights issues across the business.

Across our operations, including Singapore, Taiwan, the UAE and the KSA, these standards translate into common practices such as merit-based recruitment and equal opportunity employment, anti-harassment measures with clear disciplinary pathways, transparent employment terms and formal grievance mechanisms accessible to all workers. This structured integration supports consistent application of human rights standards across diverse operating environments.

Continual Assessment and Improvement

The Human Rights Policy places a critical role in guiding responsible business conduct. Continuous review is conducted to ensure compliance to the policy. For the reporting year, no business-specific salient human rights issues reported.

Through ongoing assessment and monitoring, UEM Edgenta reinforces its commitment to ethical operations while supporting long-term business continuity, credibility and sustainable value creation.

Human Rights Grievance Mechanisms and Remediation

UEM Edgenta provides formal grievance mechanisms to enable employees, contractors, suppliers and other stakeholders to raise concerns related to human rights or other misconduct. Reports may be submitted through the Group's Whistleblowing Channels, which include email, telephone and written submissions. These mechanisms guarantee confidentiality and allow anonymous reporting, ensuring individuals can raise concerns without fear of retaliation. All disclosures are assessed and investigated in accordance with the Group's Whistleblowing Process. Where human rights impacts are identified, UEM Edgenta commits to taking appropriate remediation actions, including corrective measures, disciplinary actions or review of business relationships, in line with the Group's Human Rights Policy.

VALUE CREATED

Group-wide Results and Programmes

In 2025, UEM Edgenta established a formal foundation for human rights governance with the rollout of the Group Human Rights Policy in March 2025. This marked the first year of structured implementation, supported by awareness sessions for employees and suppliers and the reinforcement of related policies and statements, including the Notice on Sexual Harassment, the Diversity, Equity and Inclusion (DEI) Statement and the Gender Diversity Policy.

These actions strengthened organisational clarity on acceptable conduct, fair employment and respect for dignity, while providing employees and managers with consistent reference points for ethical decision-making. Together, they created a common baseline for managing human rights risks across operations and business units.

Number of Substantiated Complaints Concerning Human Rights Violation			
	2023	2024	2025
	0	0	**0**

Number of Confirmed Cases of Forced, Indentured, Bonded or Involuntary Labour			
	2023	2024	2025
	0	0	**0**

Advancing Freedom of Association and Collective Bargaining

In FY2025, UEM Edgenta through its subsidiary Edgenta UEMS Sdn. Bhd., marked another significant human rights milestone by completing the negotiation process and signing the first Collective Agreement Edgenta's on 6 November 2025. This achievement reinforces UEM commitment to freedom of association and collective bargaining as per our Human Rights Policy.

SOCIAL VALUE CREATION

Business Unit Outcomes

MEEM (Kingdom of Saudi Arabia)

MEEM sustained compliance with applicable labour and employment regulations. Human rights principles were reinforced through standard onboarding processes that highlight employee rights and responsibilities. Clear employment contracts were maintained, supported by accessible and non-retaliatory channels for raising concerns, contributing to transparent and orderly workforce management.

UEMS Singapore

UEMS Singapore implemented the Group Human Rights Policy at local level and reviewed internal people management processes to strengthen consistency in fair employment practices. Practical guidelines and checklists were introduced to support people managers in applying recruitment, conduct and grievance procedures in line with human rights principles. These efforts form part of the contributing factors that led to the successful accreditation of "Champion of Good" in 2025.

EdgentaUEMS Taiwan

EdgentaUEMS Taiwan focused on pay equity and legal compliance. The business unit ensured adherence to minimum wage requirements and implemented salary adjustments for approximately 82% of employees during the year. These adjustments supported improved fairness and equity in remuneration outcomes.

Kaizen (United Arab Emirates)

Strengthened antiharassment culture through policy, procedures and manager guidance.

Operon Middle East (OME) (United Arab Emirates)

Operon Middle East maintained accessible grievance mechanisms and reinforced fair, transparent employment practices.

Combined and Cross-Business Unit Outcomes

Across the Group, several outcomes were achieved through aligned practices:

- Grievance mechanisms: MEEM and OME maintained accessible and formal grievance channels, reinforcing fair and transparent employment practices and enabling early resolution of concerns.
- Anti-harassment culture: UEMS Singapore and Kaizen strengthened standards and procedures on harassment and bullying through updated policies, management guidance and clearer escalation pathways.
- Non-discriminatory hiring and equal opportunity: UEMS Singapore and EdgentaUEMS Taiwan advanced merit-based recruitment and equal opportunity practices aligned with international expectations, supported by Kaizen's Equal Employment Opportunity framework.
- In Malaysia, further progress has been made to embed the Human Rights Policy within the supply chain through supplier engagement initiatives and the integration of human rights into procurement practices.

These actions contributed to more consistent protection of employee rights, reduced exposure to conduct-related risks and improved confidence in internal governance structures.

Data and Measurement

2025 represents the baseline year for formal human rights governance under the new policy framework. Quantitative performance indicators, such as training coverage, grievance resolution timeframes and reported case rates, will be strengthened to support stronger monitoring and continuous improvement.

OUTLOOK

Looking ahead, the Group will continue strengthening its human rights framework through a phased and progressive approach focused on awareness, accountability and continuous improvement. In the near-term, efforts will centre on enhancing human rights awareness through targeted training and knowledge-sharing sessions, improving the visibility and accessibility of relevant policies and grievance channels, and maintaining consistent zero-tolerance enforcement supported by corrective action where required. Selected measurable commitments across business units will continue to support this direction. In the coming years, we will develop a guiding principle to assess human rights across our supply chain, followed by the establishment of a structured framework and due-diligence methodology. This will enable a more systematically more systematically assess working conditions, including those of contractors and supplier-managed workers.

Over the medium to longer term, the Group will review and strengthen existing practices by addressing gaps in training coverage, case handling processes, response timelines and supplier alignment, while the Supply Chain Engagement Plan will guide structured engagement and screening of suppliers against human rights criteria. Through deeper integration into operational practices, supported by clearer internal reporting and increased transparency, the Group aims to reinforce workforce protection, inclusion and responsible business conduct across all operations.

LOCAL COMMUNITY

WHY IT MATTERS

UEM Edgenta's operations are closely connected to the communities surrounding its businesses. The Group recognises that its business activities influence local livelihoods, social conditions and the environment, and therefore focuses on maintaining constructive and respectful relationships with these communities as a driver of long-term business resilience.

By maintaining consistent and meaningful community engagement, the Group improves the alignment of its activities with local needs, reinforces trust and supports shared value creation. Conversely, where engagement is limited or inconsistent, stakeholder confidence and social acceptance may be affected, increasing the risk of misunderstanding or resistance to the Group's operations.

OUR APPROACH

A Structured, Needs-Based and Impact-Oriented Approach

The Group adopts a needs-based and impact-oriented approach to community investment, identifying gaps within surrounding communities and addressing them through targeted contributions, partnerships and programmes. Community impacts are considered across business planning and operational decision-making, with emphasis on supporting socioeconomic development, access to essential services and long-term community resilience.

The Group's commitment to delivering value to local communities is supported and emphasised throughout the organisation through internal policies. This approach is embedded within the Group's EoTF2025 strategy and aligned with national priorities, including the Twelfth Malaysia Plan (12MP) 2021–2025, reinforcing the Group's role as a responsible corporate citizen and contributing to Malaysia's broader sustainability and development goals.

Linking Community Development to Our Sustainability Agenda

UEM Edgenta's sustainability agenda is anchored on three interrelated pillars — Economic, Environmental and Social — and is implemented through the strategic themes of Sustainable Economic Growth, Minimising Environmental Impact and Social Value Creation. These themes provide the overarching direction for how the Group delivers long-term value across its operations and stakeholder relationships.

To drive alignment and maximise impact, the Group has intentionally aligned the priority areas of its community contributions and development with these sustainability themes.

SOCIAL VALUE CREATION

Community Development: Priority Areas		
Education	Community Enrichment & Well-being	Environmental Stewardship
Align with our sustainability pillars to drive focus and maximise outcomes		
Sustainable Economic Growth	Community Enrichment & Well-being	Environmental Stewardship

This alignment ensures that community initiatives are not standalone activities but are designed to reinforce the Group's broader sustainability agenda. Guided by this framework, UEM Edgenta identifies priority needs and assesses gaps in access to essential services and facilities within surrounding communities. Based on these assessments, targeted support is provided through resources and technical expertise, service delivery and operational support, as well as financial assistance for community facilities and programmes.

This structured and needs-based approach ensures that contributions remain relevant, practical and aligned with local development priorities while supporting long-term socio-economic progress.

Delivering Local Impact Through Operations

Across Malaysia, we continue to deliver local impact through practical, culturally meaningful and community-responsive activities embedded within our operations. Beyond structured CSR programmes, our teams contribute directly to communities through initiatives such as volunteering or gotong royong ativities, repainting and refurbishing classrooms, planting trees, and supporting festive occasions including Iftar sponsorship and Chinese New Year celebrations. We also channel assistance through zakat wakalah to uplift underserved groups in line with local needs.

Community value is also delivered through responsible facilities and property management and service provision. Businesses such as Kaizen and EdgentaUEMS Taiwan contribute through the maintenance of safe, reliable and accessible facilities for public and tenant use. In selected markets, community outcomes are further supported through structured skills development, environmental management and workforce well-being initiatives, including OME's ISO 14001-certified environmental practices and UEMS Singapore's focus on talent development and employability.

Collectively, these practices ensure that community engagement remains relevant, practical and aligned with local development priorities, reinforcing that community impact is embedded within the Group's operations rather than limited to standalone initiatives.

VALUE CREATED

Guided by our priority areas of community contribution—Education, Community Enrichment & Well-being, and Environmental Stewardship—we adopt a structured approach to community engagement by supporting initiatives and encouraging volunteering that address local needs, advance environmental protection, strengthen community resilience, and contribute to sustainable local development in alignment with our sustainability themes. Below are selected initiatives implemented across our regional offices.

Sustainable Economic Growth

Malaysia Operations

Supporting Children's Rights Through Community Education Initiatives

UEM Edgenta supports children's rights through community initiatives that promote access to education and holistic development. In FY2025, the Group contributed RM10,000 to SMK Seri Pantai to support curricular and co-curricular development, including the establishment of an EduSpace learning hub. The initiative aims to provide students with an improved learning environment and access to educational resources that support academic enrichment and personal development. Through such programmes, UEM Edgenta seeks to contribute positively to children's well-being and educational opportunities within the communities where it operates.

UEMS Singapore

- Internship programmes for graduates and mid-career entrants.
- Participation in job fairs extending employment access.
- Recruitment partnerships supporting ex-offenders and elderly jobseekers.

EdgentaUEMS Taiwan

- Workplace experience under Indigenous Peoples Employment Promotion Plan.
- Collaboration with Taipei Shilin Senior High School of Commerce to develop employable skills for special education students.

Environmental Stewardship

Malaysia Operations

- Tree planting of 100 saplings at Sultan Idris Shah Forestry Education Centre, contributing to long-term forest enrichment and community environmental education.

EdgentaUEMS Taiwan

- Beach clean-up at Beisha Seawall, contributing to cleaner coastlines and healthier marine ecosystems.
- Support flood recovery efforts in Hualien as part of our ongoing community resilience initiatives.

Operon Middle East (OME)

- OME participated in a mangrove tree-planting initiative in Dubai, supporting coastal protection and environmental sustainability. This reflects our ongoing commitment to restoring natural ecosystems, enhancing biodiversity, and contributing to long-term climate resilience, while promoting environmental stewardship within the communities we serve.
- Led Wasl Group Can Collection Drive, collecting 277 kg of cans (42% of total), driving waste reduction and circular economy initiatives.

Community Enrichment and Well-being

Malaysia Operations

- Jalinan Kasih Edgenta Chinese New Year engagement with Rumah Charis, including First Aid awareness.
- Ramadhan engagements and Iftar sponsorships for underserved communities.
- Support for vulnerable groups through donation drives and community facility refurbishment.
- Zakat Wakalah contribution to PPUM for underprivileged patients.

UEMS Singapore

- Engagement at Active Ageing Centres and Community of Care hubs.
- Participation in community fundraising and donation initiatives.
- Collaboration supporting migrant workers with essential goods.

EdgentaUEMS Taiwan

- "Happy Family Day" promoting family cohesion.
- Participation in Supau Cup Mini Marathon encouraging public health.
- Assistance to sheltered workshops supporting persons with disabilities.
- Participation in Let's Run 2025 charity run supporting disadvantaged children.

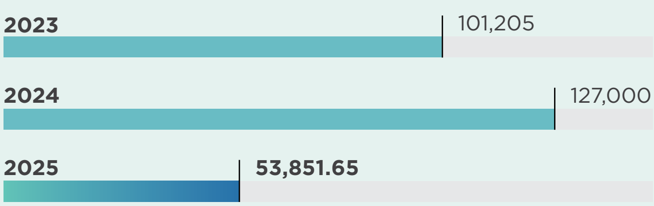
SOCIAL VALUE CREATION

Local Community Engagement & Investments

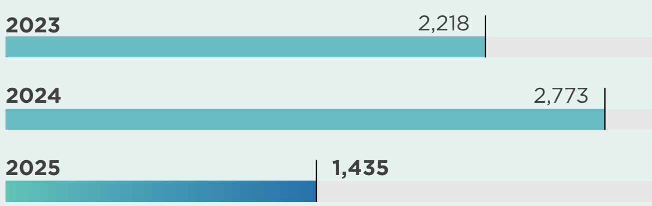
	2023	2024	2025
Operations with local community engagement, impact assessments and development programmes (no.)	19	17	**11**
Total investment / contributions for community initiatives (RM)	308,666.35	230,072.05	**76,023.65**
Number of NGO partnerships	28	8	**3**
Number of employees participating in CSR programme	360	255	**30**
Volunteering participation rate (number of volunteers / number of employees)	0.02%	0.01%	**0.01%**
Number of hours volunteered per employee	5	5	**4**
Number of total hours volunteered	1,800	1,275	**120**

Community Investments (External Beneficiaries)

Total amount invested in community where target beneficiaries are external to UEM Edgenta (RM)



Number of beneficiaries of the investment in communities



OUTLOOK

As the Group advances further, we will continue to instill a culture of engagement with local communities, particularly those closely affected or affiliated with our business. The Group will approach engagement with local communities through structured, impactful initiatives closely aligned with the Group's ESG commitments and national priorities. We intend to further develop our programmes that support employability, social inclusion and local economic participation, all while maintaining responsible operations without negative impact on the environment.

Over the medium- to long-term, the Group aims to strengthen partnerships with educational institutions, community organisations and service providers to deliver impact and sustainable social outcomes. By embedding community considerations into our operational practices, we continue a practice of positive community relationships, with social and environmental impacts closely monitored and managed. This contributes to long-term value creation in the community where it operates.

SUSTAINABILITY PERFORMANCE TABLE

UEM Edgenta Berhad
BMLR Transition Period

Date & Time: 2026-04-07T16:43:51
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category a) Top Management b) Senior Management c) Middle Management d) Junior Management e) Non-executive	Percentage	a) 83% b) 99% c) 94% d) 69% e) 11%	-	Internal	
Anti-Corruption	Percentage of operations assessed for corruption--related risks	Percentage	77%	-	Internal	
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	-	Internal	
Anti-Corruption	Disclosure of cost of fines, penalties or settlements in relation to corruption	RM	0	=	Internal	
Community/Society	Total amount invested in community where target beneficiaries are external to UEM Edgenta	RM	53,851.65	-	Internal	
Community/Society	Total number of beneficiaries of the investment in communities	RM	1,435	-	Internal	
Diversity	Percentage of employees by age group, for Top Management category a) Top Management Under 30 b) Top Management Between 30-50 c) Top Management Above 50	Percentage	a) 0 b) 33 % c) 67%	-	Internal	

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SUSTAINABILITY PERFORMANCE TABLE

UEM Edgenta Berhad

BMLR Transition Period

Date & Time: 2026-04-07 16:43:51

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Percentage of employees by age group, for Senior Management category a) Senior Management under 30 b) Senior Management Between 30-50 c) Senior Management Above 50	Percentage	a) 0.4% b) 57.6% c) 42%	-	Internal	
Diversity	Percentage of employees by-age group, for Middle Management category a) Middle Management Under 30 b) Middle Management Between 30-50 c) Middle Management Above 50	Percentage	a) 4% b) 73% c) 24%	-	Internal	
Diversity	Percentage of employees by-age group, for Junior Mangement category a) Junior Management Under 30 b) Junior Management Between 30-50 c) Junior Management Above 50	Percentage	a) 18% b) 65% c) 17%	-	Internal	
Diversity	Percentage of employees by-age group, for Non-Executive category a) Non-Executive Under 30 b) Non-Executive Between 30-50 c) Non-Executive Above 50	Percentage	a) 13% b) 36% c) 51%	-	Internal	

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UEM Edgenta Berhad
BMLR Transition Period

Date & Time: 2026-04-07 16:43:51
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Percentage of employees by gender group, for Top Management category a) Top Management Male b) Top Management Female	Percentage	a)73% b) 27%	-	Internal	
Diversity	Percentage of employees by gender group, for Senior Management category a) Senior Management Male b) Senior Management Female	Percentage	a) 64% b) 36%	-	Internal	
Diversity	Percentage of employees by gender group, for Middle Management category a) Middle Management Male b) Middle Management Female	Percentage	a) 71% b) 29%	-	Internal	
Diversity	Percentage of employees by gender group, for Junior Management category a) Junior Management Male b) Junior Management Female	Percentage	a) 60% b) 40%	-	Internal	
Diversity	Percentage of employees by gender group, for Non-Executive category a) Non-Executive Male b) Non-Executive Female	Percentage	a) 47% b) 53%	-	Internal	
Diversity	Percentage of directors by gender group a) Male b) Female	Percentage	a) 70 % b) 30%	-	Internal	

SUSTAINABILITY PERFORMANCE TABLE

UEM Edgenta Berhad

BMLR Transition Period

Date & Time: 2026-04-07 16:43:51

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
—	Percentage of directors by age group a) Under 30 b) Between 30-50 c) Above 50	Percentage	a) 0% b) 30% c) 70%	-	Internal	
Energy Management	Total energy consumption	Megawatt	9,702.19	-	No assurance	
Health and Safety	Number of work-related fatalities	Number	2	-	Internal	
Health and Safety	Lost Time Incident Rate (LTIR)	Rate	0.14	-	Internal	
Health and Safety	Number of employees trained on health and safety standards	Number	2,239	-	Internal	
Health and Safety	Percentage of sites with ISO 45001 certification	Percentage	100%	-	No assurance	We have replaced OHSAS 18001 with ISO 45001
Health and Safety	Number of work-related employee fatalities	Number	0	0	Internal	Goal Zero
Health and Safety	Number of work-related contractor fatalities	Number	2	0	Internal	Goal Zero
Labour Practices and Standard	Total hours of training by employee category a) Top Management b) Senior Management c) Middle Management d) Junior Management e) Non-Executive	Hours	a) 286.20 b) 4,544.88 c) 8,911.99 d) 35,060.66 e) 228,866.52	-	No assurance	
Labour Practices and Standard	Percentage of employees that are contractors or temporary staff	Percentage	26%	—	Internal	

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-07 16:43:51

UEM Edgenta Berhad
BMLR Transition Period

Date & Time: 2026-04-07 16:43:51
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour Practices and Standard	Total number of employee turnover by employee category a) Top Management b) Senior Management c) Middle Management d) Junior Management e) Non-executive	Number	a) 4 b) 42 c) 103 d) 431 e) 6,747	—	Internal	
Human Rights	Number of substantiated complaints concerning human rights violations	Number	0	—	Internal	
Supply Chain Management	Proportion of spending on local suppliers	Percentage	99.76%	-	Internal	
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	-	No assurance	
Water	Total volume of Water used	Megalitres	362.53	-	Internal	
Waste Management	a) Total waste generated b) Total waste diverted from disposal c) Disclosure of hazardous waste generation d) Disclosure of non-recycled waste generation e) Disclosure of waste recycled	Metric Tonnes	a) 1,164.90 b) 6.01 c) 935.25 d) 1,164.26 e) 0.64	—	No assurance	
Emissions Management	a) Scope 1 b) Scope 2	Metric Tonnes	a) 8,727.01 b) 6,845.47	Net Zero Target by 2050	No assurance	
Emissions Management	Scope 3	Metric Tonnes	48,452.01	—	No assurance	Category 1,6,7,8

ORGANISATIONAL STRUCTURE

As at 26 March 2026

UEM EDGENTA

BOARD OF DIRECTORS

MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER

INTERNATIONAL BUSINESS

- Singapore
- Taiwan
- Indonesia
- Kingdom of Saudi Arabia (KSA)
- United Arab Emirates (UAE)

LINES OF BUSINESS

- Healthcare Solutions
- Property and Facility Solutions
- Infrastructure Services
- Asset Consultancy
- Technology Innovation

Establishment of Asset Management Solutions was announced on 19 January 2026. Consolidation activities of Property and Facility Solutions and Healthcare Solutions are ongoing at the point of reporting.

Chief Financial Officer

Finance
- Treasury
- Foreign exchange and financial hedging
- Financial analysis and reporting
- Tax, statutory reporting, governance
- Finance shared services
- Results delivery and engagement

Procurement
- Procurement strategy
- Strategic vendor management
- Category management
- Procurement shared services

Chief People Officer

Human Resources
- Talent acquisition
- Performance management
- Rewards and benefits
- Learning and development
- Succession planning
- Organisation design and workforce planning
- Industrial relations
- HR services

Administration
- Office asset management and services

HSSE and Quality
- Operational Safety and Health
- Environmental Management
- Quality, Assurance and Compliance

Chief Digital Officer

- IT infrastructure
- Cyber security
- IT governance
- Oracle practice
- Application development and support
- Data analytics
- IT project management
- IT solutions
- UX/UI design and solutions

BUSINESSES

BOARD COMMITTEES

- **Audit Committee**
  - **Internal Audit**
- **Board Tender Committee**
- **Nomination and Remuneration Committee**
- **Board Investment Committee**
- **Board Governance and Risk Committee**
  - **Risk, Integrity and Compliance**

Corporate Strategy and Planning

Corporate Strategy and Planning
- Opportunities evaluation and portfolio management
- Mergers and acquisitions
- Strategic partnerships and joint-venture management
- Organisational scorecard management
- Strategic and transformation projects management
- Investor relations

Environmental, Social and Governance
- ESG strategy and capacity building
- ESG governance and reporting

Legal

- Legal advisory – corporate, business operations
- Legal affairs management
- Contract drafting and review
- Intellectual Property (IP) management

Corporate Communications

- Internal communications
- Publications
- Brand management
- Media relations
- Event management
- Creative services
- Corporate responsibility

Secretarial

- Statutory compliance advisory and management
- Board meetings and minutes
- Company registrations, corporate records and governance

CORPORATE SUPPORT

BOARD OF DIRECTORS' PROFILE

TAN SRI (DR.) AZMIL KHALID

Independent Non-Executive Chairman

QUALIFICATION:

- 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:

- Sapura Industrial Berhad (Listed Company)
- Elridge Energy Holdings Berhad (Listed Company)
- AFA Prime Berhad (formerly known as ANIH Berhad)
- Reach Energy Berhad

ABOUT:

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. He is also a Director of Sapura Industrial Berhad and AFA Prime Berhad (formerly known as ANIH Berhad).

SHAIFUL SUBHAN

Managing Director/Chief Executive Officer

QUALIFICATION:

- Bachelor's Degree in Accounting, University of Birmingham, England
- Master of Business Administration, University of New England, Australia
- Member of Malaysian Institute of Accountants (MIA)
- Fellow of the Association of Chartered Certified Accountants (ACCA), United Kingdom.

PRESENT DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES:

- Nil

ABOUT:

Shaiful joined UEM Edgenta Berhad in January 2023 as the Head of Healthcare Solutions and Managing Director of Edgenta Mediserve Sdn. Bhd. which he oversaw the company's strategic direction, operational excellence, and business growth within Malaysia's healthcare support industry.

He brings over 26 years of leadership experience across multiple sectors. Prior to joining UEM Edgenta, he was the Group Chief Executive Officer of IRIS Corporation Berhad from 2017 to 2022.

Earlier, he held various positions in industries spanning infrastructure, technology, telecommunications and media.

Board Committee

Chairperson | Member | BGRC Board Governance and Risk Committee | AC Audit Committee | BIC Board Investment Committee | NRC Nomination and Remuneration Committee | BTC Board Tender Committee

DATUK AMRAN HAFIZ AFFIFUDIN

Non-Independent Non-Executive Director

BIC NRC

QUALIFICATION:

- 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
- Cement Industries of Malaysia Berhad
- PLUS Malaysia Berhad
- Projek Lebuhraya Usahasama Berhad
- Yayasan UEM

ABOUT:

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 28 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 UEM Lestra Berhad, UEM Builders Berhad, N.U.R Power Sdn. Bhd. and Konsortium ProHAWK Sdn. Bhd. He is also a Director of UEM Sunrise Berhad, PLUS Malaysia Berhad, Projek Lebuhraya Usahasama Berhad, Cement Industries of Malaysia Berhad, Malaysia Airports Holdings Berhad and several private entities under UEM Group Berhad.

DATO' GEORGE STEWART LABROOY

Independent Non-Executive Director

BGRC NRC

QUALIFICATION:

- 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

ABOUT:

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 49 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 OF DIRECTORS' PROFILE

ROWINA GHAZALI SETH

Independent Non-Executive Director

NRC BGRC

QUALIFICATION:

- 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

ABOUT:

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.

JENIFER THIEN BIT LEONG

Independent Non-Executive Director

BTC BGRC

QUALIFICATION:

- 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 (Listed Company)

ABOUT:

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.

MOHD ASRUL AB RAHIM

Non-Independent Non-Executive Director

AC BTC BIC

QUALIFICATION:

- 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 Olive Capital Berhad
- UEM Lestra Berhad
- PLUS Expressway International Berhad

ABOUT:

Asrul Rahim is currently the Chief Financial Officer of UEM Group Berhad ("UEM"). Prior to this, he was a Director in the Investments Division of Khazanah Nasional Berhad. During his more than 12-year tenure, he led the execution of mergers and acquisitions, capital market transactions, and corporate restructuring initiatives primarily in the infrastructure and healthcare sectors. In his capacity within the Portfolio Management & Monitoring function, Asrul oversaw the implementation of value creation plans for Khazanah-linked companies.

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 Kuala Lumpur specialising in corporate finance advisory. He was also a General Manager with DRB-HICOM Berhad heading its corporate strategy and business development functions.

NURUL IMAN MOHD ZAMAN

Non-Independent Non-Executive Director

BGRC

QUALIFICATION:

- 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

ABOUT:

Iman is currently a Director, Strategy in Khazanah Nasional Berhad (Khazanah). Her professional experience includes investments origination, deal structuring and execution, corporate strategy, and business planning. She oversees Strategy for Khazanah, including overall corporate strategy, strategic planning, and performance management to meet Khazanah's mandate and long-term goals.

Within the Investments division, Iman also oversees companies within the Private Markets Consumer portfolio and sits on the Boards of various Khazanah companies. She has previously covered various sectors and industries, including property, aviation, leisure & tourism, and healthcare.

BOARD OF DIRECTORS' PROFILE

DATO' DR. OMAR ABD HAMID

Independent Non-Executive Director

AC BTC

QUALIFICATION:

- 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

ABOUT:

Dato' Dr. Omar has over 37 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.

SIMON KUA CHOO KAI

Independent Non-Executive Director

AC BIC

QUALIFICATION:

- 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:

- REDtone Digital Berhad (Listed Company)
- Berjaya Land Berhad (Listed Company)
- Paradigm REIT Management Sdn. Bhd.

ABOUT:

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.

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 are disclosed in the Audit Committee Report on page 241 of the Company's Annual Report 2025.

  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**
  Save for Tan Sri (Dr.) Azmil Khalid, who was imposed a fine of RM50,000 by Bursa Malaysia as Director of Reach Energy Berhad ("Reach") in connection with a public reprimand by Bursa Malaysia (Details as per Reach's announcement dated 25 April 2025), none of the Directors have any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2025.

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 26 March 2026.*

EXECUTIVE LEADERSHIP'S PROFILE

SHAIFUL SUBHAN

Managing Director/
Chief Executive Officer

Malaysian
Age 49 • Male

DATE OF APPOINTMENT
1 November 2025

Please refer to his profile in the Board of Director's profile on page 204.

AHMAD FAZRIL FAUZI

Chief Financial Officer

Malaysian
Age 42 • 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 55 • Male

DATE OF APPOINTMENT

1 November 2019

PROFESSIONAL QUALIFICATIONS

- Bachelor's Degree in Management majoring in Human Resources, Universiti Sains Malaysia (USM)
- 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)

CHUA YONG HOWE

Chief Digital Officer

Malaysian

Age 48 • 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

EXECUTIVE LEADERSHIP'S PROFILE

IR. VEKNESWARAN T. ARASAPPAN

*Head, Asset Management Solutions**
Managing Director,
Edgenta Greentech Sdn. Bhd.

Malaysian
Age 50 • Male

DATE OF APPOINTMENT
1 February 2026

PROFESSIONAL QUALIFICATIONS

- MSc. in Energy, Heriot-Watt University, UK
- MBA in Finance, University of Southern Queensland, Australia
- B.E. (Hons) Mechanical, Universiti Putra Malaya (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

- February 2026 – present: Head, Asset Management Solutions, Managing Director, Edgenta Greentech Sdn. Bhd.
- January 2022 – January 2026: Head, Property and 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.

** Please refer to Organisation Structure on pages 202 and 203 for further details on the Asset Management Solutions consolidation.*

RAIHANA AHMAD

Head, Infrastructure Services
Managing Director,
Edgenta PROPEL Berhad

Malaysian
Age 59 • Female

DATE OF APPOINTMENT
1 January 2025

PROFESSIONAL QUALIFICATIONS

- Bachelor of Science (Civil Engineering) University of Arizona, USA-1988
- Deputy President, The Malaysia Asset and Project Management Association (MAPMA)

PRESENT DIRECTORSHIP(S) IN LISTED ENTITY/OTHER PUBLIC COMPANIES

- Edgenta PROPEL Berhad

WORKING EXPERIENCES

- January 2025 – present: Head, Infrastructure Services Managing Director, Edgenta PROPEL Berhad
- May 2020 – December 2024: Chief Operating Officer, Edgenta Infrastructure Services Sdn. Bhd.
- March 2019 – April 2020: Head of Project Management, Edgenta PROPEL Berhad
- December 2016 – February 2019: Head of Utilities Project, 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, Segar Sdn. Bhd. (now known as Touch 'n Go Sdn. Bhd.)
- January 1989 – November 1998: Project Planning, Monitoring and Reporting Manager, OPUS Group Berhad

TAN CHEH TIAN

Chief Executive Officer,
UEMS Singapore & Taiwan

Singaporean
Age 53 • 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 (May 2022 to June 2024)
- Chairperson, Membership & Publicity Committee, Singapore International Facility Management Association (June 2022 - June 2024)
- Certified Facilities Management Expert (CFME) – Tier 1, Singapore International Facility Management Association
- Certified Property and Facility Manager (Registered), Association of Property & Facility Managers ("APFM"), Singapore
- Member, Singapore Institute of Surveyors & Valuers ("SISV"), Singapore
- Member, Association of Property & Facility Managers ("APFM"), Singapore

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. (concurrent appointment as General Manager, UEMS Singapore)
- 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

RAIS IMRAN

Managing Director, Regional Headquarter – Middle East, UEM Edgenta

Chief Executive Officer,
MEEM Facilities Management,
the Kingdom of Saudi Arabia

Malaysian
Age 43 • Male

DATE OF APPOINTMENT
1 May 2024

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

- January 2025 – present: Chief Executive Officer, MEEM Facilities Management, the Kingdom of Saudi Arabia
- May 2024 – present: Managing Director, Regional Headquarter – Middle East, UEM Edgenta
- February 2021 – April 2024: Chief Strategy Officer, UEM Edgenta
- January 2020 – January 2021: Principal and Core Member of Principle Investment and Private Equity and Industrial Goods Practice Area, The Boston Consulting Group
- September 2013 – December 2019: Various senior leadership positions at Sapura Energy Berhad including Strategic Business, Office of the President and Group Chief Executive Officer, as well as Head, Corporate Finance & Investor Relations
- January 2011 – August 2013: Senior Consultant and Core Member of Upstream Oil & Gas Industry Practice Area, The Boston Consulting Group
- February 2008 – December 2010: Senior Executive, Group Technology and R&D Management, PETRONAS
- January 2007 – February 2008: Petroleum Economist, PETRONAS Carigali Sdn. Bhd.

EXECUTIVE LEADERSHIP'S PROFILE

IR. MAZLAN YUSOFF

Chief Operating Officer, Healthcare Solutions

Malaysian
Age 59 • Male

DATE OF APPOINTMENT
1 January 2024

PROFESSIONAL QUALIFICATIONS

- Bachelor of Engineering (Hons) in Mechanical Engineering, Universiti Teknologi MARA (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 – December 2023: Acting Chief Operating Officer, Healthcare Solutions
- January 2020 – July 2023: Head of Service, Facility Engineering Maintenance Services and Sustainability Programme, Edgenta Mediserve Sdn. Bhd.
- January 2015 – December 2019: Head of Sustainability Programme, Edgenta Mediserve Sdn. Bhd.
- January 2012 – December 2014: Engineering Manager, Faber Mediserve Sdn. Bhd.
- April 2007 – December 2011: Project Manager, Faber LLC, United Arab Emirates
- January 2002 – March 2007: Facility Manager, Faber Mediserve Sdn. Bhd.
- January 1997 – December 2001: Head of Engineering, Faber Mediserve Sdn. Bhd.
- September 1992 – December 1996: Engineer, Ministry of Health, Malaysia
- January 1990 – August 1992: M&E Consultant, EMZEX Sdn. Bhd.

SYAIFUL IZAM ABDULLAH

Chief Operating Officer, Infrastructure Services

Malaysian
Age 50 • 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. (now known as Touch 'n Go Sdn. Bhd.)
- June 2000 – November 2002: Product Manager, TIMEdotCom 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

BADER IQBAL

Chief Executive Officer, Operon Middle East, UAE

Pakistani
Age 37 • Male

DATE OF APPOINTMENT
1 January 2026

PROFESSIONAL QUALIFICATIONS

- Bachelor of Commerce (B.Com.), Accounting & Business/ Management – University of the Punjab, Lahore, Pakistan
- Master of Business Administration (MBA) – Bahria University, Islamabad, Pakistan (2019)

PRESENT DIRECTORSHIP(S) IN LISTED ENTITY/OTHER PUBLIC COMPANIES

- Nil

WORKING EXPERIENCES

- January 2026 – present: Chief Executive Officer, Operon Middle East
- March 2023 – January 2026: Regional Finance Director, Middle East (RHQ), UEM Edgenta Berhad
- October 2015 – March 2023: Finance Manager, Operon Middle East Limited
- March 2014 – March 2015: Financial Analyst, S&P Global Market Intelligence

FADI MARWAN ALNWILATI ALMASRI

Chief Executive Officer, Kaizen Asset Management Services, UAE

Syria & St. Kitts & Nevis
Age 41 • Male

DATE OF APPOINTMENT
6 February 2024

PROFESSIONAL QUALIFICATIONS

- Bachelor of Science (Accounting & Finance), California State University, Chico, USA
- Certified Public Accountant, Colorado, USA (Active licence holder)

PRESENT DIRECTORSHIP(S) IN LISTED ENTITY/OTHER PUBLIC COMPANIES

- Nil

WORKING EXPERIENCES

- June 2024 – present: Chairman, Dubai Proptech Business Group
- September 2020 – present: Board Member, UNDRR Private Sector Alliance for Resilient Societies (ARISE – UNDRR), UAE
- December 2014 – present: Director, NW Kaizen
- June 2006 – present: Chief Executive Officer, Kaizen Asset Management Services, UAE

EXECUTIVE LEADERSHIP'S PROFILE

AHMAD ZAKRI ISMAIL

Chief Executive Officer,
Edgenta Arabia Limited,
Kingdom of Saudi Arabia

Malaysian
Age 59 • 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

- March 2025 – present: Regional Director, Technology and Solutions, UEM Edgenta Regional Headquarters
- 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

ALWYN CHAN

Chief Executive Officer,
Edgenta NXT

Malaysian
Age 36 • Male

DATE OF APPOINTMENT
1 February 2026

PROFESSIONAL QUALIFICATIONS

- Bachelor of Computer Science, Monash University
- INSEAD – Design Thinking and Creativity for Business (Distinction)
- Certified Project Management Professional (PMP)
- Certified SAFe Agilist (SA)
- Certified Professional Scrum Master I (PSM I)

PRESENT DIRECTORSHIP(S) IN LISTED ENTITY/OTHER PUBLIC COMPANIES

- Nil

WORKING EXPERIENCES

- February 2026 - present: Chief Executive Officer, Edgenta NXT
- June 2021 – January 2026: Chief Product Officer, Edgenta NXT
- May 2019 – June 2021: Strategy & Consulting Senior Manager, Accenture
- October 2017 – May 2019: Head of Digital Solutions, Cloudaron Group Berhad
- September 2010 – September 2017: Technology Consulting Manager, Accenture

CHONG PEI YEIN
Head, Secretarial

Malaysian
Age 53 • Female

DATE OF APPOINTMENT
26 January 2026

PROFESSIONAL QUALIFICATIONS
- Associate Member of Malaysian Institute of Chartered Secretaries and Administrators
- Chartered Secretary and Chartered Governance Professional of the Chartered Governance Institute

PRESENT DIRECTORSHIP(S) IN LISTED ENTITY/OTHER PUBLIC COMPANIES
- Nil

WORKING EXPERIENCES
- January 2026 – present: Head, Secretarial, UEM Edgenta Berhad
- July 2024 – January 2026: Head, Corporate Secretarial, Boost Holdings Sdn. Bhd.
- June 2006 – June 2024: Assistant Vice President, Corporate Secretarial, Malakoff Corporation Berhad

KAREN LYNN JOHNSON
General Counsel, Legal

Malaysian
Age 47 • 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

EXECUTIVE LEADERSHIP'S PROFILE

EFFREEZA MOHAMAD

Head, Corporate Strategy & Planning

Malaysian
Age 46 • 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 2024 – 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

BUDI CITAWAN W HANAFI

Head, Corporate Communications

Malaysian
Age 39 • Female

DATE OF APPOINTMENT
2 March 2026

PROFESSIONAL QUALIFICATIONS

- Bachelor of Mass Communication (Hons) – Public Relations, Universiti Teknologi MARA (UiTM) Shah Alam
- Diploma in Creative Technology (Arts Management), Universiti Teknologi MARA (UiTM) Shah Alam

PRESENT DIRECTORSHIP(S) IN LISTED ENTITY/OTHER PUBLIC COMPANIES

- Nil

WORKING EXPERIENCES

- March 2026 – present: Head, Corporate Communications, UEM Edgenta Berhad
- February 2025 – February 2026: Director, Communications and Industry Relations, Malaysian Communications and Multimedia Commission (MCMC)
- February 2024 – January 2025: Director, International Affairs, Malaysian Communications and Multimedia Commission (MCMC)
- January 2021 – January 2024: General Manager, Business Development & Government Liaison for Berjaya Property Berhad and Special Executive Officer to Founder and Advisor, Berjaya Corporation Berhad
- March 2020 – December 2020: Manager, Change Management, Malaysia Airports Holdings Berhad (MAHB)
- 2018 – 2019: Head of Talent Management (On-screen), Rocketfuel Entertainment Sdn. Bhd./Astro Digital Sdn. Bhd.
- 2015 – 2018: General Manager, Yayasan Tun Dr Siti Hasmah
- 2012 – 2015: Assistant Manager (Corporate Social Responsibility), SapuraKencana Petroleum Berhad
- 2009 – 2012: Brand Analyst and Executive Assistant to Group Chief Executive Officer (TV Networks/Prime Minister's Office secondment), Media Prima Berhad

FAIZATUL FARHAH GHAZALI
Head, Risk, Integrity & Compliance

Malaysian
Age 48 • 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)
- Certified Integrity Officer (CeIO), Malaysian Anti-Corruption Commission (MACC)
- Technical Specialist, Institute of Risk Management (IRM)
- Board Member of The Academy of Risk Management Malaysia (ARiMM)
- Member of Malaysian Association of Risk and Insurance Management (MARIM)

PRESENT DIRECTORSHIP(S) IN LISTED ENTITY/OTHER PUBLIC COMPANIES
- Nil

WORKING EXPERIENCES
- December 2022 – present: Head, 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

MUSTAKIM ILMAN MUSTAFA
Head, Internal Audit

Malaysian
Age 41 • Male

DATE OF APPOINTMENT
18 September 2023

PROFESSIONAL QUALIFICATIONS
- Bachelor of Accounting (Hons) University Tenaga Nasional (UNITEN)
- Certified Internal Auditors by the Institute of Internal Auditors

PRESENT DIRECTORSHIP(S) IN LISTED ENTITY/OTHER PUBLIC COMPANIES
- Nil

WORKING EXPERIENCES
- September 2023 – present: Head, Internal Audit, UEM Edgenta Berhad
- 2020 – present: Industry Advisory Panel for University Tenaga Nasional
- April 2022 – August 2023: General Manager, Managing Director Office, PLUS Malaysia Berhad
- 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

EXECUTIVE LEADERSHIP'S PROFILE

HAZIAH HAMZAH

Head, Group Procurement & Contract Management

Malaysian
Age 52 • Female

DATE OF APPOINTMENT
1 April 2022

PROFESSIONAL QUALIFICATIONS

- Masters in Business Administration, Universiti Teknologi MARA (UiTM) Shah Alam
- Bachelor of Arts in Economics, University of Missouri, Kansas City, USA

PRESENT DIRECTORSHIP(S) IN LISTED ENTITY/OTHER PUBLIC COMPANIES

- Nil

WORKING EXPERIENCES

- April 2022 – present: Head, Group Procurement & Contract Management, UEM Edgenta Berhad
- June 2016 – March 2022: Head of Indirect Procurement, Tenaga Nasional Berhad
- March 2012 – May 2016: Head, Supply Chain, Aker Solutions Umbilical, Malaysia and Managed Pressure Operations Pte. Ltd. (Part of Aker Solutions), Singapore
- May 2006 – February 2012: Procurement & Logistics Manager, Cooper Cameron (M) Sdn. Bhd.
- July 1997 – April 2005: Purchasing and Logistic, Kota Minerals & Chemicals / Scomi Group Berhad

GUNALAN MUNIANDY

Head, Health, Safety, Security, Environment & Quality

Malaysian
Age 54 • Male

DATE OF APPOINTMENT
1 December 2025

PROFESSIONAL QUALIFICATIONS

- Bachelor's Degree in Material Engineering (HONS)

PRESENT DIRECTORSHIP(S) IN LISTED ENTITY/OTHER PUBLIC COMPANIES

- Nil

WORKING EXPERIENCES

- January 2015 – present: Head, Health, Safety, Security, Environment & Quality, UEM Edgenta Bhd
- December 2002 – December 2014: Head of QA & HSSE, OPUS Bhd
- January 1999 – December 2022: Senior Engineer, Chemitreat Sdn. Bhd.
- January 1997 – January 1999: Metallurgical Engineer, Southern Steel Bhd
- April 1996 – January 1997: Incoming Quality Engineer, Advanced Mirco Devices (AMD)

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 2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

This Corporate Governance Overview Statement ("Statement") is prepared in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and should be read together with the Corporate Governance Report ("CG Report"), which sets out in detail the Company's application of each Practice under the Malaysian Code on Corporate Governance 2021 ("MCCG").

The CG Report is available on the Company's website at www.uemedgenta.com.

This Statement presents a summary of the Company's corporate governance framework and practices, with emphasis on the Board's key activities and time commitment throughout the financial year 2025.

During the year, UEM Edgenta was honoured with the Overall Excellence Award 2025 and ranked 38th among the Top 50 Public Listed Companies at the National Corporate Governance & Sustainability Awards (NACGSA) 2025, reflecting the Company's continued commitment to strong governance and sustainability practices.

The Board of Directors ("Board") recognises that sound corporate governance, effective stewardship, and the instillation of strong corporate values are critical to the Company's long-term success. Accordingly, the Board remains steadfast in upholding and strengthening the principles of good governance, ensuring that these principles are deeply embedded across the organisation and consistently demonstrated in the Company's conduct and decision-making.

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 discharge its responsibilities and obligations to shareholders and all other stakeholders. In carrying out its duties, the Board adheres to the Board Charter and the Discretionary Authority Limits, which collectively outline the roles and responsibilities of the Board as well as the matters delegated to the Board Committees, the Managing Director/Chief Executive Officer, and Management. This framework underpins the Board's commitment to integrity in corporate reporting and to foster meaningful relationships with stakeholders.

The Board Charter, which is available on the Company's website at www.uemedgenta.com, provides clear guidance to ensure effective leadership. It sets out the Board's oversight responsibilities in relation to management performance, internal controls, risk management, governance practices, policies and the overall viability and sustainability of the Group.

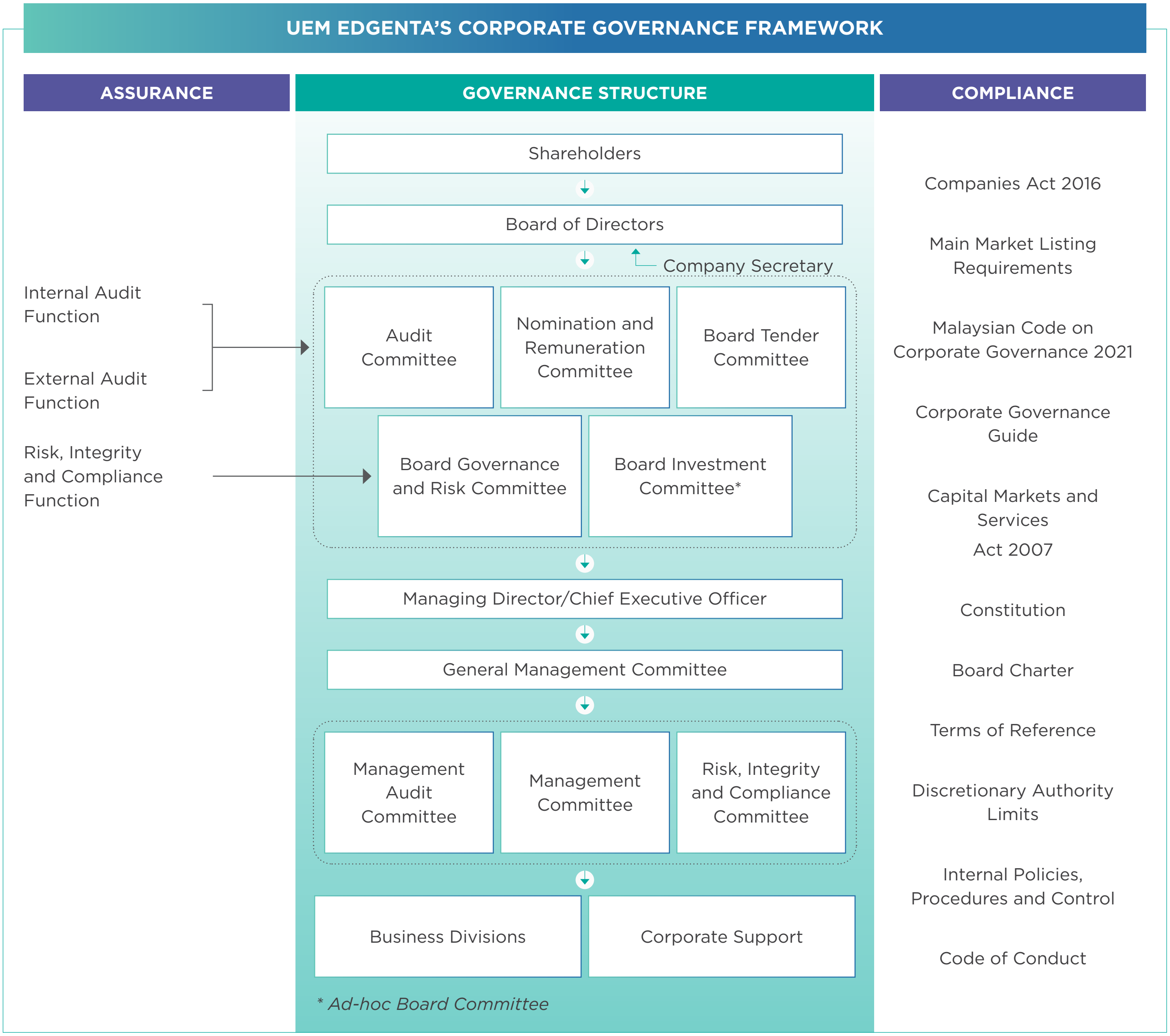
The Board's main roles and responsibilities among others are as follows:

- 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

In addition, the Company's Corporate Governance Framework was formalised to ensure consistency in decision-making authority, governance practices and processes. 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 is published on the Company's website.



ALIGNMENT OF STRATEGY AND PRIORITIES ACROSS THE GROUP

GENERAL MANAGEMENT COMMITTEE

Member

- Chaired by Managing Director/Chief Executive Officer (MD/CEO)
- Comprised senior management team member 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
- Highlights issues and devise solutions/corrective plans
- Address other matters as directed by the Board and/or the MD/CEO

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

LEADERSHIP AND CULTURE

CODE OF CONDUCT

ETHICS • INTEGRITY • ACCOUNTABILITY

Ethics & Work Culture

- Professionalism
- Sexual Harassment
- Workplace Bullying and Harassment
- Prohibited Substances
- Health and Safety
- Environment Responsibility
- Social Responsibility
- Governance Practices
- Criminal Activity

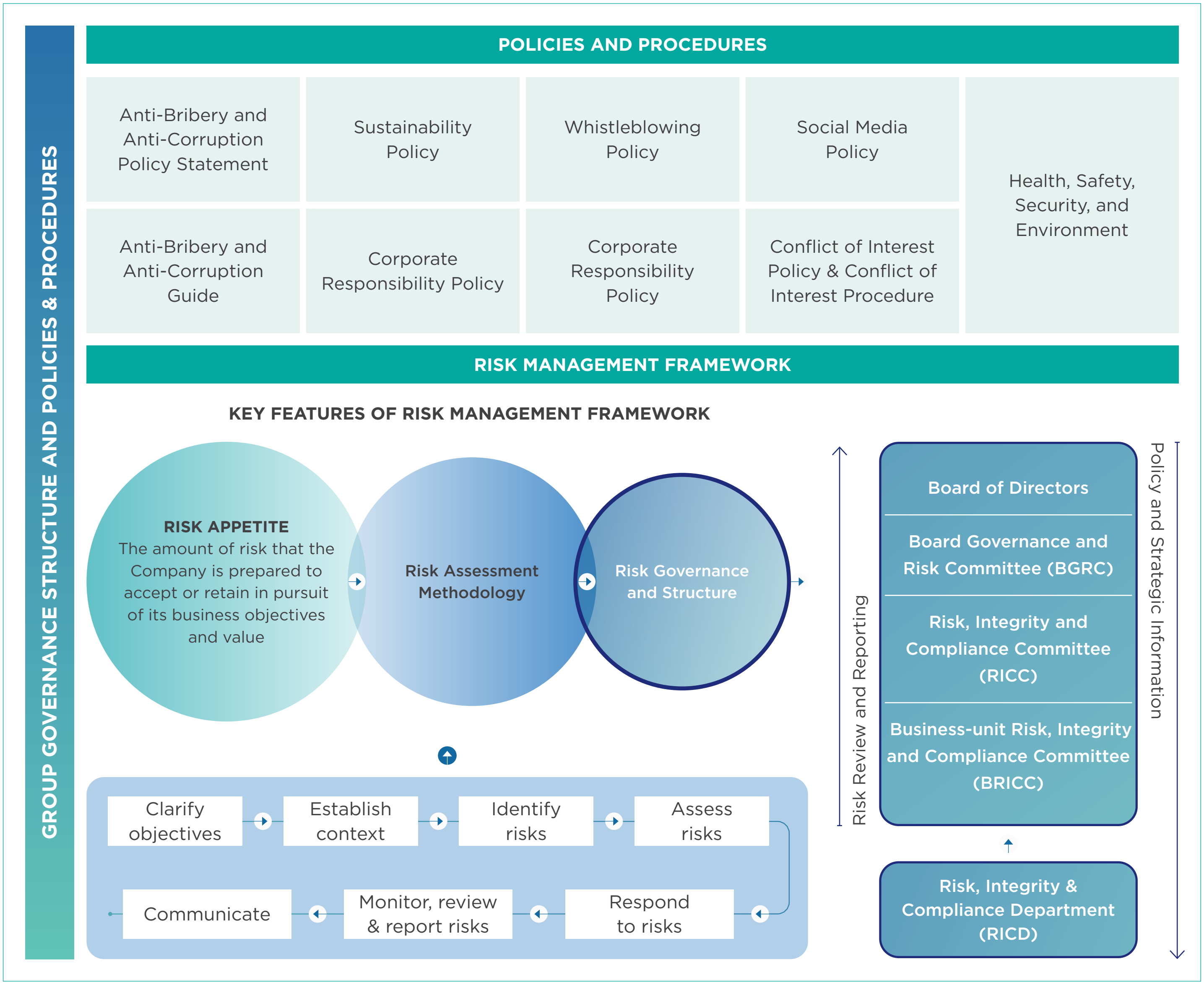
Key Regulations

- Anti-Competition
- Data Privacy & Protection
- Intellectual Property
- Proprietary & Confidential Information
- Insider Trading
- Money Laundering & Terrorism Financing
- Bankruptcy

Integrity & Accountability

- Conflict of Interest
- Bribery & Corruption
- Gifts & Business Entertainment
- Sponsorship & Donation
- Dealing with Government & Local Authorities
- Working with Suppliers & Business Partners
- Political Involvement & Contribution

CORPORATE GOVERNANCE OVERVIEW STATEMENT



Note: Corporate Governance Framework is applicable to UEM Edgenta Berhad and its subsidiaries only

The Board is led by Tan Sri (Dr.) Azmil Khalid, the Independent Non-Executive Chairman, who is responsible for promoting strong corporate governance practices and ensuring effective leadership and functioning of the Board. To uphold a clear separation of powers and maintain an appropriate system of checks and balances, the roles of Chairman and Managing Director/Chief Executive Officer are held by different individuals who are not related to one another.

UEM Edgenta experienced leadership transition during the financial year as Encik Syahrunizam Samsudin relinquished his position as the Company's Managing Director/Chief Executive Officer on 31 August 2025, where the Board had immediately initiated a formal succession process to maintain continuity and stability during the leadership transition.

This leadership shift culminated in the appointment of Encik Shaiful Subhan as the new Managing Director/Chief Executive Officer of UEM Edgenta effective 1 November 2025, following a rigorous selection process that underscored the Company's commitment to robust succession planning. Encik Shaiful was the Head of Healthcare Solutions and Managing Director of Edgenta Mediserve Sdn. Bhd. prior to his appointment to the current position.

To preserve impartiality and avoid any impairment of objectivity, the Chairman does not serve as a member of the Audit Committee or the Nomination and Remuneration Committee, nor does he attend committee meetings by invitation.

The Board is supported by five (5) Board committees ("Committees"), each operating under clearly defined Terms of Reference to ensure structured, transparent and effective oversight. These Committees enable the Board to discharge its responsibilities efficiently, objectively and in a well considered manner by providing detailed review, evaluation and recommendations on specific areas delegated to them.

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.

On integrity consideration for Board committees' deliberations, Board committee meetings were not combined with Board meetings. This separation ensures that Committee members are able to engage in focused, independent and objective discussions without the influence of the wider Board. Following each meeting, the respective Committee Chair reports to the Board on key matters deliberated and recommendations made.

While the Committees provide support and specialist oversight, the ultimate responsibility and decision making authority rest with the Board, which retains full accountabilities for all matters affecting the Group.

Prior to 7 July 2025, the Board was supported by Ms Chiew Siew Yuen who had resigned as Company Secretary, and was being replaced by Mr. Tan Kok Siong and Ms. Lau Yen Hoon on 5 August 2025. Both are qualified Company Secretaries with extensive experience in corporate secretarial matters and advisory. The Company Secretaries assist the Board in executing their fiduciary duties and responsibilities as well as leadership functions. They are also advising on the Company's Constitution and ensuring that Board policies and procedures align with the best practices outlined in the MCCG and adhere to applicable rules and regulations. The Corporate Secretarial team collaborates closely with the Management to ensure that appropriate information is cascaded to the Board and Board Committees, as well as flows between Non-Executive Directors and Management in a timely manner. The Board has access to the advice and services of the Company Secretaries in an unrestricted manner.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

BOARD FOCUS AREAS

The Board's responsibilities include overseeing the proper management of the Company and ensuring the successful delivery of its strategic objectives. To fulfil these responsibilities during the financial year, the Board adhered to an annual meeting programme that was prepared in advance during the fourth quarter of 2024. The Board meeting calendar was provided to all Directors before the start of the new financial year to facilitate effective planning and full participation. In addition to the scheduled meetings, special Board meetings were convened, where necessary, to deliberate urgent or time sensitive matters.

The main Board activities during the financial year under review are summarised below:-

Strategic Plans and Direction	• Reviewed, noted and/or approved: - the Annual Operating Plan, corporate scorecard and Managing Director/Chief Executive Officer scorecard; - business strategies and operating plans; - the conduct of the Group's international business; - digital transformation; and - embedding end-to-end sustainability in business operations and client solutions. • Strengthening operational excellence. • Reviewed the proposed selective capital reduction and repayment offer.
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 the whistleblowing status on a quarterly basis. • Reviewed the risk exposure in relation to material litigation. • Reviewed the recommendation from Board Governance and Risk Committee ("BGRC") and noted the following on a quarterly basis:- - Risk Management Status Report; - Integrity & Compliance Progress Update; - Business Continuity Management Progress Update; - Insurance Progress Update; and - Whistleblowing Status Update. • Reviewed the recommendation from the BGRC and approved the following: - Strategic Roadmap for Risk, Integrity and Compliance Department; and - Revision of Terms of Reference for Risk Management Committee.
Financial Matters	• Reviewed the recommendation from Audit Committee ("AC") and approved the quarterly financial results and audited financial statements. • Reviewed and approved the revaluation of investment properties. • Considered and approved the payment of interim dividend. • Met up with the External Auditors ("EA") for the presentation of their reports and conducted private session with EA without the presence of Management. • Reviewed and recommended the re-appointment of EA and its audit fees.
Succession Planning for Senior Management	• Reviewed and approved the appointment of Senior Management of Grade UT2 and above.
Environment, Social and Governance	• Reviewed and deliberated on the reports on the progress of the action plans for Environment, Social and Governance on a quarterly basis.
Governance/ Compliance	• Reviewed and accepted/approved the resignation and appointment of Managing Director. • Reviewed and approved the revision of Conflict of Interest ("COI") Policy. • Reviewed and noted the Report on COI for Directors and Senior Management on a quarterly basis.
Human Resources	• Reviewed and approved/noted the following: - Proposed salary range revision (minimum wage adjustment); - Proposed Learning Bond Policy; - Remuneration framework and performance bonus for UEM Edgenta Group; and - Corporate HQ Operating Model.

Board Attendance for financial year 2025

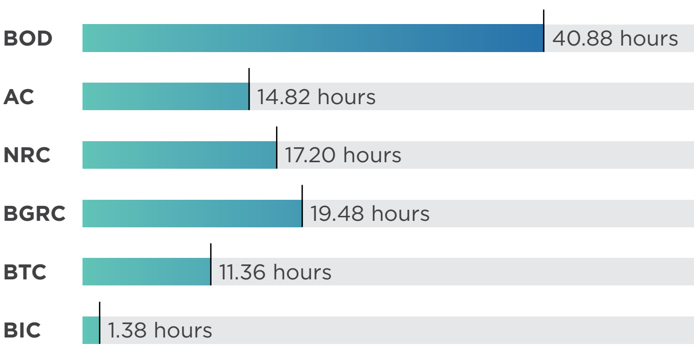
Directors	BOD	AC	NRC	BGRC	BTC	BIC
Tan Sri (Dr.) Azmil Khalid *Independent Non-Executive Chairman*	12/12	-	-	-	-	-
Shaiful Subhan *Managing Director/Chief Executive Officer* *(Appointed w.e.f 1 November 2025)*	2/2	-	-	-	-	-
Datuk Amran Hafiz Affifudin *Non-Independent Non-Executive Director*	11/12	-	9/10	-	-	2/2
Dato' George Stewart Labrooy *Independent Non-Executive Director*	12/12	-	10/10	6/6	-	-
Rowina Ghazali Seth *Independent Non-Executive Director*	12/12	-	10/10	6/6	-	-
Jenifer Thien Bit Leong *Independent Non-Executive Director*	11/12	-	-	6/6	9/9	-
Mohd Asrul Ab Rahim# *Non-Independent Non-Executive Director*	11/12	5/5	-	-	8/9	2/2
Nurul Iman Mohd Zaman *Non-Independent Non-Executive Director*	11/12	-	-	6/6	-	-
Dato' Dr Omar Abd Hamid *Independent Non-Executive Director*	11/12	5/5	-	-	9/9	-
Simon Kua Choo Kai#^ *Independent Non-Executive Director*	12/12	5/5	-	-	-	2/2
Syahrunizam Samsudin *Former Managing Director/Chief Executive Officer* *(Resigned w.e.f 31 August 2025)*	8/8	-	-	-	-	-

Member of Malaysian Institute of Accountants
^ *Member of The Malaysian Institute of Certified Public Accountants*

LEGEND

- Chairperson of Board Committee
- Member of Board Committee
- **BOD** Board of Directors
- **AC** Audit Committee
- **NRC** Nomination & Remuneration Committee
- **BGRC** Board Governance & Risk Committee
- **BTC** Board Tender Committee
- **BIC** Board Investment Committee

Total Meeting Hours



Average Meeting Attendance

CORPORATE GOVERNANCE OVERVIEW STATEMENT

NOMINATION AND REMUNERATION COMMITTEE ("NRC")

The NRC comprises three (3) members who are non-executive directors with independent directors forming the majority. It is chaired by Puan Rowina Ghazali Seth, an Independent Non-Executive Director of the Company.

In supporting the Board in its decision making, the NRC is responsible for reviewing the nomination and appointment of directors and senior management, evaluating the effectiveness of the Board and its Committees, recommending appropriate remuneration packages, and assessing the performance of the Managing Director/Chief Executive Officer and Senior Management. During the financial year under review, ten (10) NRC meetings were held where several key activities aligned with its governance and oversight responsibilities were undertaken by NRC as summarised below:-

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 Committees of UEM Edgenta Berhad.
- Reviewed the change of 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 effectiveness of the Board and the Committees including the contribution of each individual Director. The main assessment areas by the NRC covered time commitment, character, experience and integrity of the Directors. All assessments and evaluations carried out by the NRC were properly documented.

Recruitment and Appointment of Directors

- Assessed and recommended to the Board the candidacy of Managing Director/Chief Executive Officer.
- Reviewed the Board's succession plans and training programmes for the Board.
- Reviewed the required mix of skills, experience, core competencies which a non-executive director could bring to enhance the Board's effectiveness.

Governance/Policy

- Approved the Edgenta UEMS-Proposed Revised Terms and Conditions of Collective Agreement with the National Union of Workers in Hospital Support and Allied Services.
- Reviewed the proposed Board composition for UEM Edgenta Group of Companies.

Remuneration for UEM Edgenta Group

- Reviewed and recommended for the Board's approval:
  - The 2024 Corporate Scorecard Achievement and Managing Director/ Chief Executive Officer's Scorecard Achievement.
  - 2024 bonus pool and 2025 increment.
  - 2024 performance bonus for Managing Director/ Chief Executive Officer and Senior Management.
  - Proposed 2025 Corporate Scorecard.
  - Proposed 2025 Managing Director/ Chief Executive Officer Scorecard.
  - Proposed change to learning bond policy and learning management.
  - People cost optimisation.

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/Appointment and Succession Planning of Senior Management

- Considered the resignation of Managing Director/ Chief Executive Officer and interim operational leadership arrangement.
- Reviewed and recommended for the Board's approval:-
  - the proposed appointment of new Managing Director/ Chief Executive Officer.
  - the proposed appointment of new Company Secretaries.
  - the proposed renewal of fixed term employment contract of Senior Management of Grade UT2 and above.
  - proposed establishment of Edgenta Management Committee.

Human Resources

- Discussed the Talent Review 2025.
- Reviewed the candidates for Managing Director/ Chief Executive Officer.

NOMINATION AND APPOINTMENT OF DIRECTORS

The Board has established adequate and effective procedures for the selection, recruitment, and appointment of new directors and members of Board committees. To support a formal, rigorous and transparent appointment process, the Board has adopted a Fit and Proper Policy which governs the appointment of new directors and re-election of the existing directors. This policy guides the NRC and the Board in evaluating and assessing potential candidates and directors seeking for re-election.

In sourcing new Board members, candidates are identified through recommendations from the existing Board members and/or major shareholders, desktop searches and independent executive search firms. With the consent of the identified candidate(s), a reputable third-party agency will be engaged to conduct a thorough background screening to verify the candidates' credibility.

During the year under review, the appointment of Encik Shaiful Subhan as new Managing Director/Chief Executive Officer of the Company had gone through a formal succession and transition process undertaken at the NRC and Board level, where Encik Shaiful was serving as a chief officer in charge after the resignation of Encik Syahrunizam Samsudin.

In evaluating and recommending candidates for the Board and/or the Committees, the NRC considers a comprehensive set of factors including but not limited to the following:

- competencies and skill sets
- time commitment, contribution and performance
- knowledge, expertise and relevant experience
- professionalism and background
- character and integrity
- leadership qualities

Taking cognizance of the application of MCCG and compliance with the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities"), the NRC reviews the size and composition of the Board to ensure that the Board continues to function effectively and optimally.

For the position of Independent Non-Executive Directors, the NRC 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 is depicted in flow chart below:

Identification of Competencies/ Skills → Selection of Candidates → Interaction Session with Candidates → NRC's assessment and deliberation → Recommendation for Board's Approval

To ensure the onboarding of new director(s) is carried out promptly, the new director(s) will undergo a Board Induction Programme which provides the new director(s) an insight on the Company:

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 encouraged to attend at least one (1) external briefing on Section 17A, Malaysian Anti-Corruption Commission Act 2009 ("MACC Act 2009") as part of the directors' training and development.

DIRECTORS' CONTINUING EDUCATION PROGRAMMES

Recognising the importance of continuous education for Directors to gain insight into the state of economy, technological advances, regulatory updates and management strategies, a specific budget is allocated for directors' training.

The Board's training needs are assessed and identified through the Board Effectiveness Assessment annually. Other than the individual director's own initiative in attending trainings that will enhance their knowledge and skill, the Board is regularly updated on the availability of external training courses for their consideration by the Company Secretary and the Edgenta Academy team.

Since the enforcement of corporate liability under the MACC Act 2009, the NRC has recommended for all Directors of the Company to attend at least one (1) external briefing relating to Section 17A, MACC Act 2009 to keep them abreast of this regulatory development that is significant to the Company's business operation as well as individual director or employees' conduct. Bearing this in mind, the Company Secretaries constantly monitor the attendance of new directors on this particular topic of training/briefing to ensure the recommendation of NRC is met.

During the year under review, the Directors had attended various seminars and training programmes that would keep them up to date with the current or future regulatory or industry landscape. In addition to external seminar or training programmes, the Board is also provided with regulatory updates released by Bursa Securities, Securities Commission Malaysia and the Companies Commission of Malaysia by the Company Secretaries.

All Directors of the Company attended trainings in the year under review. The training hours attended by the Board for financial year 2025 were as follows:

Technology **14.5** hours	**Governance/ Compliance** **64** hours	**ESG** **67** hours	**Market Trends** **92.5** hours
Business Sustainability **234** hours	**Risk Management** **31** hours	**Financial** **34** hours	**Leadership/ Human Capital** **124** hours

In compliance with Practice Note 5 under the MMLR of Bursa Securities, all Directors had attended Mandatory Accreditation Programme ("MAP") Part II except for the Managing Director/Chief Executive Officer, Encik Shaiful Subhan, who was appointed on 1 November 2025. Encik Shaiful had attended MAP Part I and will attend MAP Part II in 2026 if suitable time slot could be ascertained.

BOARD COMPOSITION

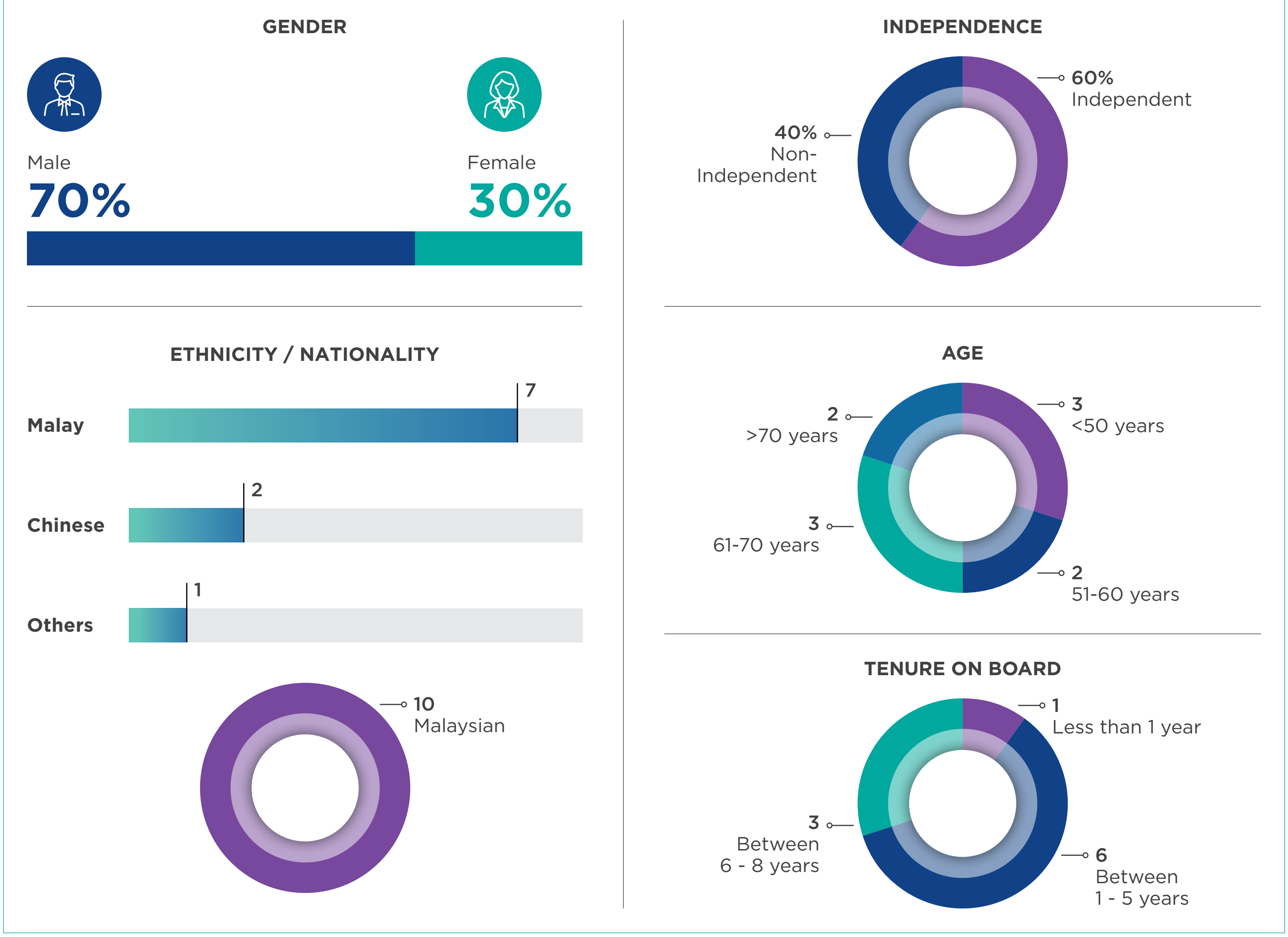
ENSURING THE RIGHT COMPOSITION

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.

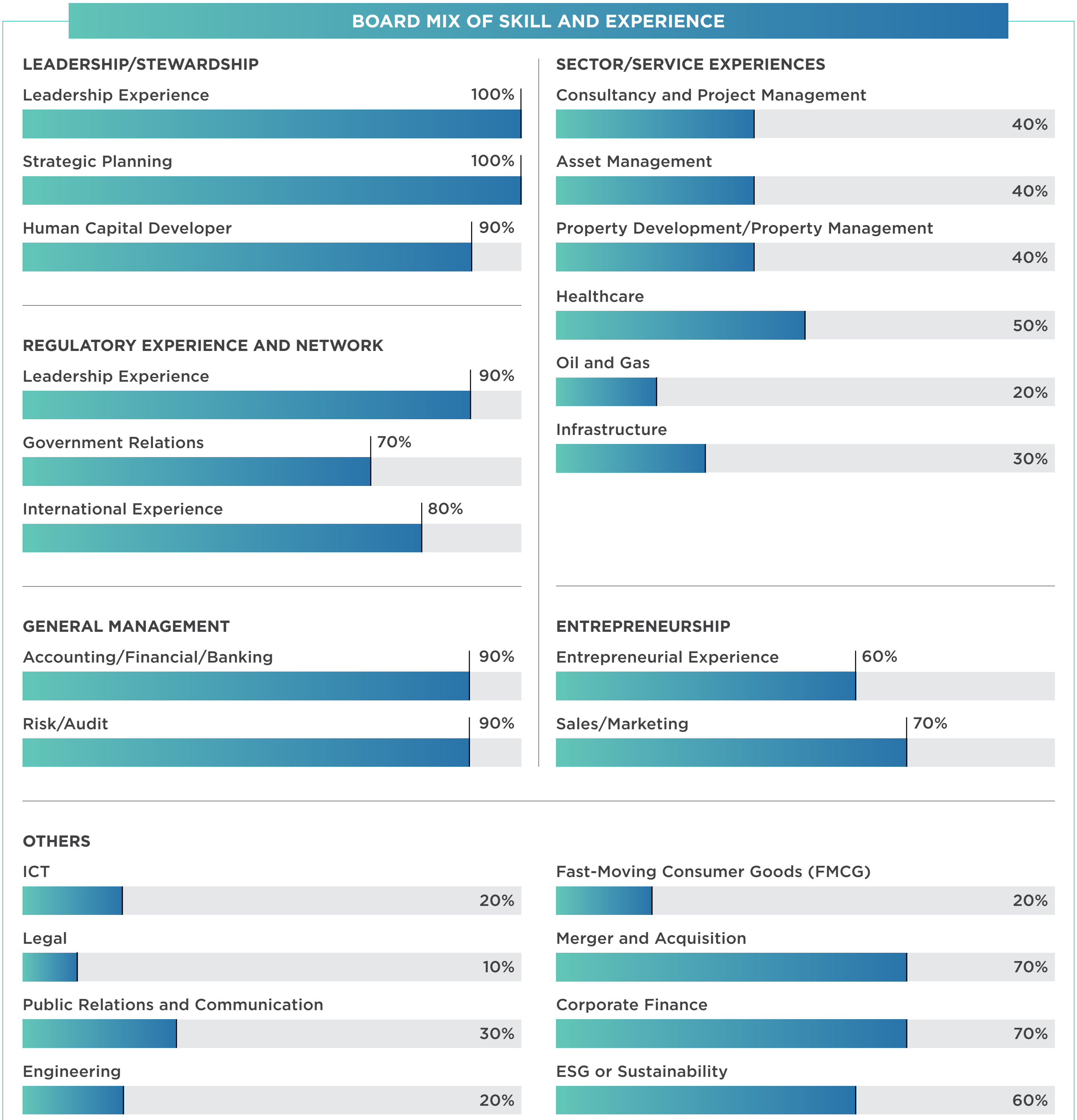
As at 31 December 2025, the Board consists of ten (10) members, including an Independent Non-Executive Chairman, one (1) Executive Director, three (3) Non-Independent Non-Executive Directors and five (5) Independent Non-Executive Directors.

In addition to complying with Paragraph 15.02(1) of the MMLR, the Company has maintained at least 30% women directors on the Board.

BOARD DIVERSITY AS AT 31 DECEMBER 2025



CORPORATE GOVERNANCE OVERVIEW STATEMENT



Note: % of Total Directors on Board

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 2025 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 - Communication **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 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 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 2025 did not identify any material weaknesses or shortcomings that warrant specific action plans. The results of BEA indicated that the performance of the 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 Board is satisfied that the Managing Director/Chief Executive Officer have the character, experience, integrity, competence and time to effectively discharge his 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. The said 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 determined the remuneration for Non-Executive Directors, with directors concerned abstaining from deliberation and voting on the decision in respect of their remuneration. The Directors' fee and relevant benefits to be paid to Non-Executive Directors is subject to the approval of the shareholders at general meeting.

For the financial year 2025, the NRC and Board had benchmarked the current Non-Executive Directors' fees and benefits against the Board and Senior Management Remuneration Practices in Malaysia issued by Bursa Securities on 2 November 2023 before recommending it for the shareholders' 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 62nd Annual General Meeting held on 19 June 2025.

The remuneration breakdown of individual directors comprising fees, salary, bonus, benefits in-kind and other emoluments for financial year 2025 is set out in Practice 8.1 of the CG Report.

The Directors Remuneration Framework is as below:-

	Proposed Directors' Fee per annum (RM)	
Directors' Fees	**Chairman**	**Member**
Board	210,000	108,000
Audit Committee	50,000	30,000
Other Board Committees	25,000	15,000

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 seek the shareholders' approval at Annual General Meeting for the payment of Directors' fees and benefits under items (a) and (b) stated in the table above.

Remuneration for Senior Management

UEM Edgenta has established a Senior Management Remuneration Framework governed through its NRC. The framework is benchmarked against market and industry standards to ensure remuneration remains competitive and aligned with the Company's strategic direction. This is supported by the NRC's responsibility to periodically review remuneration levels, ensuring they reflect role complexity, responsibilities, market competitiveness, and organisational performance.

The framework is designed to ensure fair and appropriate remuneration for Senior Management, enabling UEM Edgenta to attract, retain, and motivate high calibre leaders who can drive operational excellence and long-term value creation. In line with its integrated governance and sustainability commitments, UEM Edgenta also embeds ESG linked metrics and performance targets into its corporate scorecard, which forms part of Senior Management performance evaluation and incentives.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

B EFFECTIVE AUDIT AND RISK MANAGEMENT

AUDIT COMMITTEE ("AC")

The AC, chaired by Mr. Simon Kua Choo Kai, assists the Board in fulfilling its oversight responsibilities in relation to the Company's financial reporting and internal control. The AC is responsible for overseeing the proper maintenance of financial and accounting records, reviewing and setting the Group's financial reporting policies and practices. In addition, the AC reviews related party transactions, monitors potential conflict of interest situations that may arise within the Group, oversees the provision of non-audit services by the External Auditors, where applicable, to ensure that auditor independence is not compromised.

The AC comprises three (3) Non-Executive Directors, the majority of whom are Independent Directors, in line with good corporate governance practices.

Details of the AC's membership/composition and a summary of key activities undertaken by AC during the financial year 2025 are provided in the AC Report on pages 239 to 242, while the roles and responsibilities of the AC are outlined in its Terms of Reference which is available on the Company's website at www.uemedgenta.com.

The Board, through the AC, maintains a transparent, objective, and professional relationship with both the Internal and External Auditors. The AC is empowered to communicate directly with the auditors and has unrestricted access to all information considered necessary for the proper discharge of its duties.

Private session is planned for the AC to meet with the External Auditors at least twice a year without the presence of the Managing Director/Chief Executive Officer or Management. The External Auditors also attend Board meetings for the presentation of their reports.

Messrs Ernst & Young PLT currently serves as the External Auditors of the Group, providing independent and professional assurance services. The AC conducts an annual assessment of the External Auditors' suitability, performance and independence. For the year under review, the External Auditors confirmed their independence in carrying out their audit services.

For the financial year ended 31 December 2025, the assessment of the External Auditors was coordinated and facilitated by the Finance team. As part of this evaluation process, a comprehensive set of questionnaires was circulated to all members of the AC and the relevant personnel in Finance, Corporate Secretarial function, Internal Audit function, Human Resource function and Digital, Technology and Innovation function. The assessment covered the following key areas:

1. Calibre of the firm
2. Quality of processes, services and overall performance
3. Audit team's competence and responsiveness
4. Independence, objectivity and professional scepticism
5. Audit planning, execution and conclusion
6. Audit fees and value delivered
7. Quality and clarity of audit communications

The Board reviewed the consolidated feedback and was satisfied with the suitability and independence of the External Auditors. Based on the positive outcome of the assessment, the Board has recommended their re-appointment at the forthcoming Annual General Meeting.

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Effective Risk Management and Internal Control Framework

The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal control, encompassing financial, operational and compliance controls. This framework is designed to safeguard shareholders' investments, protect customers' interests and ensure the security and proper use of the Company's assets.

To discharge its risk governance and oversight responsibilities, the Board is supported by the Board Governance and Risk Committee ("BGRC"). The BGRC oversees governance, compliance and risk management matters, and periodically reviews the effectiveness of the Group's risk management framework in managing overall risk exposures. The BGRC also monitors the activities of the Integrity & Governance unit, providing oversight of matters relating to corruption, fraud, malpractice and unethical conduct within the organisation.

While the BGRC evaluates and monitors the adequacy of the Group's risk management controls and measures, the AC is responsible for reviewing the adequacy and effectiveness of the internal control system, primarily through the work undertaken by the Internal Audit function.

The BGRC is chaired by Dato' George Stewart LaBrooy. With a membership of four (4) in BGRC, majority of whom are Independent Non-Executive Directors. The BGRC operates in accordance with its clearly defined Terms of Reference, which outline its roles, responsibilities and authority.

The Statement on Risk Management and Internal Control as set out on pages 243 to 252 of this Annual Report provides an overview of the state of internal controls within the Group.

C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

COMMUNICATION WITH STAKEHOLDERS

While recognising that the annual general meeting is the primary platform for communication and interaction with shareholders, the Company also acknowledges the importance of timely dissemination of quality information to shareholders and other stakeholders for informed decision to be made by them.

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 easily accessible to the sharing of the Company's 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 has maintained an Instagram account and a social media channel that is regularly updated with the Company's news and events. 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/query 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 provides guidelines to ensure consistency in disclosure practices across the Group is met.

The Company adopted full integrated reporting where an Integrated Annual Report based on globally recognised framework was issued in 2025.

The summary of engagements with stakeholders for 2025 are available on pages 44 to 50 of this Annual Report.

CONDUCT OF GENERAL MEETINGS

The Company's 62nd Annual General Meeting ("AGM") was held physically on 19 June 2025 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. The Notice of AGM was served to shareholders on 30 April 2025 together with the relevant reports and circular.

Recognising that the AGM is a principal forum for dialogue with shareholders, the notice of AGM was issued 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 of the shareholders, clear guidance notes on administrative matters were provided to shareholders. Shareholders were invited to send in questions before and during the AGM.

All Board members were present at the 62nd AGM held on 19 June 2025 except for Encik Mohd Asrul Ab Rahim and Dato' Dr. Omar Abd Hamid who had pre-commitment set earlier. Besides the Directors, the Company Secretary, Senior Management and External Auditors were also in attendance.

The Chairman, Managing Director/Chief Executive Officer, Chairpersons of the respective Board committees and the External Auditors, if so required, will respond to questions from the shareholders at the AGM. Any questions submitted during the AGM which are not answered due to time constraint will be addressed to shareholders via email.

All questions submitted prior to the AGM held in 2025 were duly addressed at the AGM. The questions and answers were also published on the Company's website.

All resolutions were voted by poll and the results of the poll were validated by Sky Corporate Services Sdn. Bhd., the independent scrutineers appointed by the Company. The Chairman declared that all resolutions were carried, and the poll results were announced via Bursa LINK on the same day.

The summary of the AGM proceeding was uploaded on the Company's website on 24 July 2025 which is within 30 business days after the completion of the AGM.

This Corporate Governance Overview Statement was approved by the Board on 18 March 2026.

ADDITIONAL COMPLIANCE INFORMATION

1. AUDIT AND NON-AUDIT FEES

During the financial year ended 31 December 2025, 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	2,031	237
Non-audit services	117	16
Total	**2,148**	**253**

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

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 Company has implemented its plan to redeem and reissue the IMTNs to extend the tenure of the current IMTNs for another period or a period deemed fit. The Company expects to successfully complete and meet all the conditions precedents to redeem and reissue the ITMNs prior to the maturity date of 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 2025, the Group has adopted MFRS 140: Investment Properties and MFRS 13: Fair Value Measurement on the undeveloped portion of land held by Country View Development Sdn. Bhd., an indirect wholly-owned subsidiary of UEM Edgenta Berhad.

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 275 to 386 of this Annual Report.

4. MATERIAL CONTRACTS

Other than those disclosed in the financial statements and the recurrent related party transactions 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 2026.

AUDIT COMMITTEE REPORT

The Board is pleased to present the Audit Committee ("AC") Report, outlining the manner in which the AC has carried out its functions and responsibilities for the financial year ended 31 December 2025.

The AC supports the Board in overseeing the Company's financial reporting and ensuring the fulfilment 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. The AC also reviews related party transactions and potential conflict of interest situations that may arise within the Group.

COMPOSITION AND MEETING ATTENDANCE

The AC comprises three (3) members, a majority of whom are Independent Non-Executive Directors. The composition of the AC and meeting attendance of each AC member for financial year ended 31 December 2025 ("FY2025") are provided in the table below:

AC Members	No. of AC meeting attended*
Simon Kua Choo Kai#^ (Chairman of AC) *Independent Non-Executive Director*	5/5
Mohd Asrul Ab Rahim# (Member of AC) *Non-Independent Non-Executive Director*	5/5
Dato' Dr Omar Abd Hamid (Member of AC) *Independent Non-Executive Director*	5/5

* *There were five (5) AC meetings held in 2025*
\# *Member of Malaysian Institute of Accountants*
^ *Member of The Malaysian Institute of Certified Public Accountants*

The AC meets the requirements of paragraph 15.09(1)(a) and (b) of the Main Market Listing Requirement ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities"). Any appointment of AC members is in accordance with the Terms of Reference of the AC which states, among others, a former partner of the Company's External Auditors must observe a cooling-off period of at least three (3) years before being appointed as a member of the AC. There was no change of AC composition in 2025.

SUMMARY OF ACTIVITIES OF THE AC

During the year, the Chairman of AC met the Head of Internal Audit regularly and pre-meeting discussions were held to review their activities and reports.

In line with the Terms of Reference of the AC, the following activities were carried out by the AC during the financial year ended 31 December 2025:-

A. FINANCIAL STATEMENTS AND CORPORATE GOVERNANCE

1. Reviewed the quarterly and annual financial statements of the Company and 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.

AUDIT COMMITTEE REPORT

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 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, for the Board approval.

4. Reviewed and recommended the Corporate Governance Overview Statement, Corporate Governance Report, AC Report and Statement on Risk Management and Internal Control, for the Board 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 included consolidation.

2. Assessed the objectivity, suitability and independence of the External Auditors in carrying out their audit during the year.

3. Discussed/scheduled with the External Auditors on 24 February 2025 and 20 November 2025 without the presence of the Managing Director/Chief Executive Officer and Management, on any concern/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 2025 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.

The potential COI situations identified during the year are summarised below:-

Name	Type of COI & Nature of Interest	Measures Taken
Tan Sri (Dr.) Azmil Khalid *(Independent Non-Executive Chairman)*	Tan Sri (Dr.) Azmil Khalid is the indirect shareholder of AFA Construction and 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 provides services solely to AFA Prime Berhad and is not in direct competition with the UEM Edgenta Group.	• Tan Sri (Dr.) Azmil Khalid shall abstain from all deliberations and be physically excused from the Board meeting during the discussion on his potential COI situation and transaction with AFACE. • No circulation of Board papers and information related to the transaction with AFACE to Tan Sri (Dr.) Azmil Khalid.
Datuk Amran Hafiz Affifudin *(Non-Independent Non-Executive Director)* **Encik Mohd Asrul Ab Rahim** *(Non-Independent Non-Executive Director* **Puan Nurul Iman Mohd Zaman** *(Non-Independent Non-Executive Director)*	Datuk Amran Hafiz Affifudin, Encik Mohd Asrul Ab Rahim and Puan Nurul Iman Mohd Zaman are nominees of UEM Group Berhad. The potential COI arising from a Tenancy Agreement entered by UEM Edgenta and First Impact Sdn. Bhd. for the lease the office space at Menara UEM. First Impact Sdn. Bhd. is a wholly-owned subsidiary of UEM Group Berhad.	• Datuk Amran, Encik Asrul and Puan Iman shall abstain from all deliberations and be physically excused from the Board meeting during the discussion on the potential COI and transaction with First Impact Sdn. Bhd. • No circulation of Board papers and information related to the transaction with First Impact Sdn. Bhd. to Datuk Amran, Encik Asrul and Puan Iman.

AUDIT COMMITTEE REPORT

INTERNAL AUDIT FUNCTION

The Group has established its own internal audit ("IA") 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 in compliance with the relevant internal rules and regulations.

The IAD activities and practices are closely guided by the new Global Internal Audit Standard (GIAS) issued by the Institute of Internal Auditors. In line with the introduction of the new Global Internal Audit Standards (GIAS), the Internal Audit Manual was updated and approved by the AC on 20 November 2025, together with the five-year Internal Audit Strategic Plan.

The information on resources, objectivity, and independence of the internal auditors is 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 reviewed and approved the IAD's manpower requirements to ensure the function is adequately resourced with competent and proficient internal auditors. The total cost incurred for the IA function for financial year ended 31 December 2025 is approximately RM2,012,917, comprising mainly salaries, training and travelling expenses for audit assignments.

Summary of Activities

The IAD adopted a risk-based audit methodology in developing its annual IA plan. The annual IA plan for FY2025 was approved by the AC on 21 November 2024.

In developing the annual IA plan, the IAD had made the necessary assessment and considered all aspects taking into account the Group's identified risks with focus on auditable areas where the risks would have the most impact on the business objectives of the Group. The main audit coverage proposed for 2025 was on operational efficiencies, digital, technology and innovation, environment, social & governance ("ESG") and review of RPT/RRPT.

The scope of the planned audit assignments for the financial year 2025 covered the following:-

1. **Operational Audits**
   Reviews focusing on the efficiency and effectiveness of key business operations and project execution, including facilities management operations, infrastructure projects, hospital concession services, and routine maintenance activities across various regions.

2. **Sustainability Assurance Review**
   Internal review of the Group's Sustainability Statement to assess the accuracy, consistency and reliability of sustainability-related disclosures prior to publication.

3. **Compliance and Governance Reviews**
   Periodic reviews of Related Party Transactions and Recurrent Related Party Transactions (RPT/RRPT) to ensure compliance with regulatory requirements, internal policies and Bursa Securities listing obligations.

4. **Special Reviews**
   Targeted reviews conducted to address specific risk areas and emerging concerns triggered by Management or request from AC.

During the year, AC reviewed and deliberated twelve (12) IA reports in relation to the audits carried out by IAD together with its audit recommendations 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. Where appropriate, the AC directed Management to rectify and improve control and workflow procedures.

The AC, at all its quarterly meetings, reviewed the status of all corrective actions aligned with 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"), 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 MD/CEO and its members include the Group's Senior 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;
- Review and deliberate on identified risks, controls and risk mitigating strategies to ensure that these are adequately managed;

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

- 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.

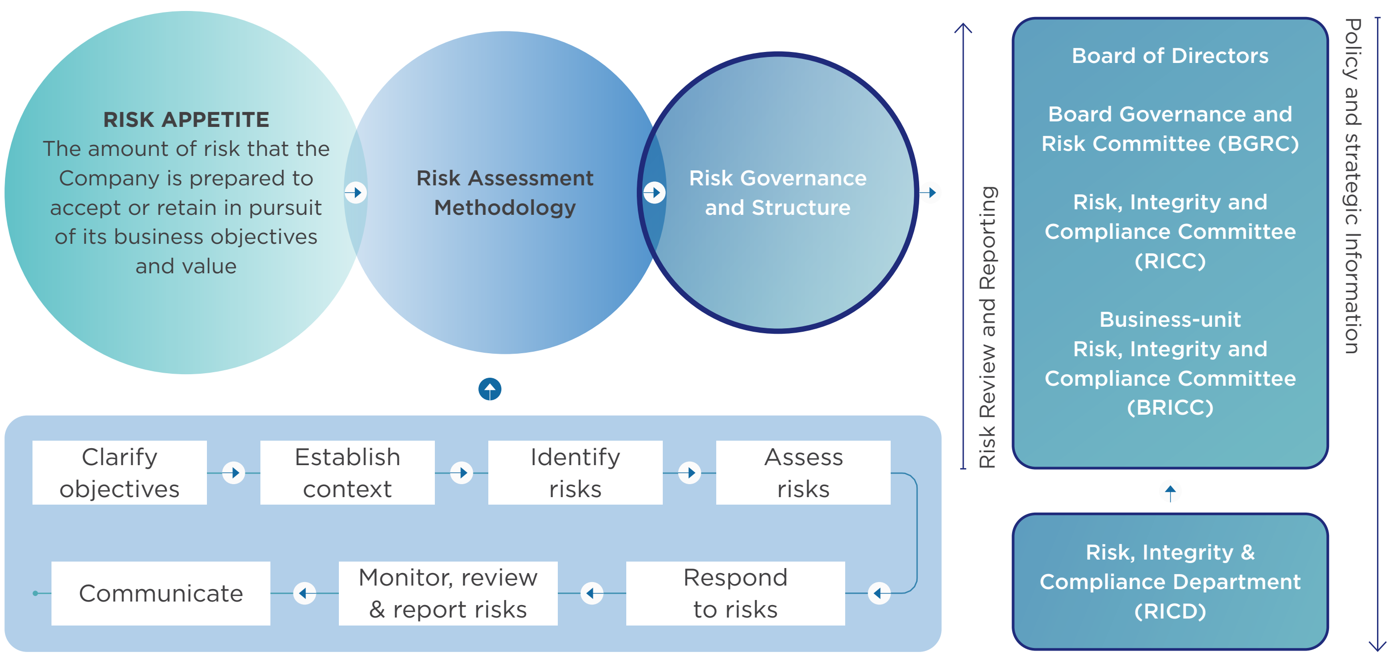
Risk Management Framework

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.

KEY FEATURES OF RISK MANAGEMENT FRAMEWORK



Consistent with the Group's commitment to sound risk governance and continuous improvement, the RMF has been enhanced to formally incorporate ESG risk considerations, including climate-related risks and corruption risks. The enhanced RMF provides a structured and systematic approach for the identification, assessment, evaluation, monitoring and reporting of these risks, and ensures their integration into the Group's overall risk management, internal control and governance processes.

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
Almost Certain	Medium	Significant	Significant	High	High
Likely	Low	Medium	Significant	High	High
Possibly	Low	Medium	Medium	Significant	Significant
Unlikely	Low	Low	Medium	Medium	Significant
Rare	Low	Low	Low	Low	Medium

e. Risk Response
Risk treatment involves the development and evaluation of appropriate response options to mitigate identified risks. Risk Owners are responsible for determining and implementing transparent and cost-effective risk responses, including risk transfer, acceptance, reduction and avoidance.

TRANSFER	ACCEPT	REDUCE	AVOID
Transfer to or share the risk with a third-party or collaborate externally	Accept and retain the risk, take no action to reduce the severity of the risk	Take appropriate action to reduce the likelihood and/or impact of the risk	Refuse to accept the risk, not to start or stop engaging with activity that gives rise to the risk

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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.

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.
- Organised training programmes with external subject matter experts to equip Directors, the Senior Leadership Team, Heads of Business Units, and the management team with the necessary knowledge and skills to effectively discharge their roles in risk management and business resilience.

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

The Group has established and implemented a comprehensive set of policies and procedures to ensure effective governance, regulatory compliance, risk management, and continual improvement of business operations. The policies were objectively providing overall direction, principles and commitments of the organisation, with dictation to the mechanism of a department or an individual employee.

The policies were periodically reviewed and approved by Top Management and cascaded to all levels of the organisation for alignment of awareness of such as quality, occupational safety and health, environment, ethics, anti-bribery, information security, and human resource management.

These policies demonstrate management commitment, align with legal and regulatory requirements, and support the Group's strategic objectives.

Standard of Procedures and Working Guidelines of the Group and its subsidiaries were translated from these policies, supported from various management systems, into actionable and consistent practices. Procedures define the roles and responsibilities, workflows, controls, and monitoring mechanisms required to carry out activities effectively.

Through the establishment and effective implementation of these policies and procedures, the Group ensures consistent operations, compliance with applicable requirements, protection of employees and stakeholders, and continual improvement of its management systems through internal audit and certification audit by accredited certification body.

The Group, via its subsidiaries, has in place several Internationally Accredited Management Systems (e.g. ISO 9001:2015 – Quality Management Systems, ISO 14001:2015 – Environmental Management Systems, ISO 45001:2018 – Occupational, Health & Safety Management Systems, ISO 13485:2016 – Medical Device and ISO 39001:2012 – Road Traffic Safety Management Systems) 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, safeguarding Health, Safety, Environment (HSE) of the employees and its related communities.

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 division 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 analyses 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

Employees' 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.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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 divisions, 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's insurance programme forms an integral part of the Group's risk financing and resilience strategy, delivering financial protection aligned to the Group's risk appetite and regularly optimised to reflect changes in risk exposure, regulatory expectations and market conditions.

INTEGRITY & COMPLIANCE

Integrity

UEM Edgenta remains firmly committed to supporting the national anti-corruption efforts through a zero-tolerance approach toward all forms of bribery and corruption. Integrity is embedded across the Group through our F.I.R.S.T core values and reinforced via structured governance, policies and controls.

Our anti-bribery and anti-corruption ("ABAC") initiatives are aligned with the requirements of Section 17A(5) of the Malaysian Anti-Corruption Commission Act 2009, guided by the T.R.U.S.T principle. These principles underpin our organisation-wide efforts covering top management commitment, risk assessment, implementation of control measures, systematic review, reporting and monitoring, as well as training and communication.

Further details on our Corporate Integrity and Ethical Business Conduct are set out on pages 253 to 259 of this Report.

Compliance

UEM Edgenta adopts a structured and enterprise-wide approach to compliance management to ensure adherence to applicable laws and regulations, thereby safeguarding the Group's reputation and operational integrity.

The following Group's Compliance Framework provides a systematic methodology to identify and assess regulatory obligations, monitor and report compliance performance and mitigate compliance risks:

OBJECTIVE STATEMENT

To ensure a positive compliance culture through adopting the highest standards of probity and accountability in all areas of UEM Edgenta Group's operations and businesses

COMPLIANCE POLICY

- Articulating compliance commitment
- Upholding Responsibility
- Elevating good business practices

MATURITY LEVEL

LEVEL 0 - Incomplete	LEVEL 1 - Initial	LEVEL 2 - Process	LEVEL 3 - System	LEVEL 4 - Programme	LEVEL 5 - Effective
Ad hoc & unknown	Unpredictable & reactive	Process measured & controlled	Proactive rather than reactive	Outcome measured & controlled	Optimising for effectiveness

GOVERNANCE STRUCTURE

- Board of Directors ("Board")
- Board Governance and Risk Committee ("BGRC")
- Risk, Integrity and Compliance Committee ("RICC")
- Risk, Integrity & Compliance Department ("RICD")
- Process Owner

METHODOLOGY

- Internal Audit Function (Compliance Assurance)
- Compliance Function (Monitor compliance)
- Governance Owner (Inform new laws and regulations)
- Process Owner (Ensure compliance)

APPROACH

- Establishment of compliance reporting dashboard
- Establishment of Regulations listing & compliance checklist
- Review of Acts & Regulations
- Compliance Self-Assessment

Risk, Integrity & Compliance Department ("RICD") leads the Group's compliance monitoring programme. RICD is responsible for ensuring the effectiveness of the compliance process, conducting monitoring activities, and escalating material compliance matters where appropriate.

Outcomes of compliance monitoring and key developments are regularly reported to the Risk, Integrity and Compliance Committee ("RICC"), the Board Governance and Risk Committee ("BGRC"), and the Board of Directors to ensure continued oversight and accountability.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

PERSONAL DATA PROTECTION

The initiative is currently progressing through a preliminary review across the Group to develop an overall understanding of existing data management practices and the prevailing control environment. This exercise is intended to identify areas for improvement and provide the foundation for establishing a structured personal data protection framework.

The insights derived from this review will support the development and phased implementation of appropriate governance measures, policies and internal controls to strengthen the Group's management of personal data.

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 committed to strengthening its BCMS to ensure continued resilience and readiness against emerging risks and future disruptions, in alignment with ISO 31000:2018 and ISO 22301:2019 standards.

HUMAN RESOURCES MANAGEMENT

UEM Edgenta's internal controls are realised and supported by a formal organisational structure. This official structure is made up of defined lines of authority, responsibility and accountability. These lines of authority, responsibility and accountability are continuously updated to reflect business requirements.

The above is further reinforced with functional charts and clearly defined authority limit to ensure consistency, clarity, and structured decision-making.

Talent 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 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 levels 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, information on employment benefits are defined and made accessible by all employees, and managed according to each employee's entitlement and operational requirement.

To ensure that we are able to develop a capable, agile and competitive workforce, employees are provided with structured internal trainings, mobility opportunities and external development programmes, as well as professional certification opportunities for identified employees. Technical skills training is also prioritised guided by regulatory requirements and business needs, through 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.

In addition, the above is reinforced with succession planning exercise which involves reviewing the current development ecosystem to ensure that successors are systematically prepared and monitored for readiness.

Industrial Relations (IR) continued to play a key role where matters related to employee misconduct and litigation cases are managed through a formal and structured mechanism and in accordance with legal requirements and employment laws aiming to maintain a safe and respectful work environment.

Human Rights Policy was approved on 26 March 2025 with commitment to ten (10) principles which focuses on maintaining fundamental rights of employees.

MANAGEMENT INFORMATION SYSTEM

UEM Edgenta reinforces its digital resilience through a cybersecurity governance framework, integrating robust access controls and regular security audits to safeguard its critical infrastructure and sensitive data. By balancing the adoption of cloud technology with a proactive and adaptive security posture, the Group maintains a continuous cycle of risk assessments to address the evolving threat landscape and unknown vulnerabilities. This comprehensive approach ensures that UEM Edgenta not only meets stringent compliance standards but also remains at the forefront of technological advancement, fostering a secure environment that effectively protects its most vital digital assets from emerging risks.

While UEM Edgenta accelerates AI adoption to enhance service delivery and efficiency, cybersecurity remains paramount. The integration of these advanced technologies is coupled with rigorous protocols to protect against AI-specific threats, ensuring that technological progress is built upon a framework of robust cybersecurity and operational resilience.

As a core component of its risk diversification strategy, the Group has successfully transitioned from a single-cloud environment to a multi-cloud architecture. This strategic migration reduces the Group's reliance on any single service provider, thereby mitigating the risk of large-scale infrastructure outages and ensuring a higher degree of redundancy and operational availability for critical business functions.

To further strengthen the Group's defensive perimeter, relevant technologies have been implemented to facilitate the centralised management of endpoints. This allows the Group to maintain oversight and control over all hardware and devices in a consistent and controlled fashion.

In addition, UEM Edgenta conducted a Security Posture Assessment ("SPA") to systematically quantify the risk environment across its digital landscape. This assessment provided a data-driven baseline for the Group to prioritise its risk treatment plans and allocate resources effectively, ensuring that management's focus remains on the areas of highest impact to business continuity.

DISASTER RECOVERY PLANNING

The Group's Business Continuity Management ("BCM") framework integrates comprehensive Disaster Recovery Planning ("DRP") to ensure the availability and security of cloud-based data, systems, and applications. By prioritising quick data restoration and systematically modernising aging infrastructure, UEM Edgenta maintains operational agility and minimise downtime during unforeseen events. This holistic approach, which balances the optimisation of recovery protocols with ongoing technological upgrades, reinforces the Group's resilience against disruptions and ensures that business interests are safeguarded within an increasingly complex digital landscape.

To verify the efficacy of existing protocols, UEM Edgenta will continue to conduct DRP simulation exercise to validate the Group's ability to recover critical systems and applications within the established recovery objectives. It serves as a vital assurance of the Group's operational readiness and its ability to maintain business interests during a crisis.

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.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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 are reported regularly to the AC for deliberation.

In September 2025, IA enhanced our audit tracking capabilities by migrating from a manual tracking approach to an online Audit Management System via the Edgenta Audit Management System (EAMS). This digitalisation allows systematic monitoring of audit recommendations and provides early warning alerts as deadlines approach.

Internal Audit continued to strengthen its competencies through the introduction of the Internal Audit Strategic Plan. In parallel, the Internal Audit Manual was reviewed and enhanced to ensure alignment with the Global Internal Audit Standards issued by the Institute of Internal Auditors. Both documents were approved by the Board Audit Committee in November 2025.

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.

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 2025, 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 18 March 2026.

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, integrity and ethical business conduct remain fundamental to how we operate and create long-term value across all levels of our organisation. As the Group continues to pursue sustainable growth through geographical expansion, innovation of products and services, cost optimisation, and technology-driven solutions, we recognise that strong governance, ethical behaviour, and accountability are critical enablers of trust and resilience.

Integrity is not only a professional obligation but a personal responsibility for every director, employee, and persons associated with the Group. Our commitment to ethical conduct guides decision-making at all levels and underpins our relationships with customers, business partners, regulators, and the communities we serve.

As a publicly listed company, UEM Edgenta is committed to upholding the highest standards of integrity, ethics and governance. All business activities are conducted in accordance with applicable laws, regulatory requirements, and internal policies, reflecting our responsibility to operate transparently and responsibly.

EMBEDDING INTEGRITY THROUGH OUR CORE VALUES

Integrity is embedded at the heart of UEM Edgenta's FIRST core values—Future Focused, Imagine New Ways, Respect for All, Solutioning Mindset, and True to Our Word as described in page 4 of this report. These values shape our culture and define how we conduct business.

Among these values, "True to Our Word" stands as the cornerstone of our integrity culture. It reinforces our commitment to honesty, accountability, and consistency between words and actions. Guided by this principle, our people are expected to act ethically, uphold transparency, and demonstrate professionalism in all business dealings.

By embedding integrity into our core values, we reinforce a culture that promotes ethical conduct, strengthens stakeholders' confidence, and supports sustainable growth.

ANTI-BRIBERY AND ANTI-CORRUPTION GOVERNANCE

UEM Edgenta adopts zero-tolerance towards bribery and corruption. The Board of Directors, through the Board Governance and Risk Committee ("BGRC"), provides oversight of the Group's Anti-Bribery and Anti-Corruption ("ABAC") framework, including the implementation and monitoring of policies designed to prevent bribery and other forms of corruption across the Group. The Board also periodically reviews the effectiveness of the Group's anti-corruption framework, which encompasses policies and procedures. The Board and Management are committed to ensuring that robust ABAC measures are implemented and maintained across the Group in alignment with national anti-corruption initiatives and applicable regulatory requirements.

Regulatory requirements and guidelines

- The Malaysian Anti-Corruption Commission ("MACC") Act 2009
- Directive of the Prime Minister No. 1 Series 1 issued in October 2018
- The Guideline on Adequate Procedures issued by the Prime Minister's Department
- The Guideline for the Management of Integrity & Governance Unit issued by MACC
- The procedures for implementing Integrity and Governance Unit's core functions issued by MACC

CORPORATE INTEGRITY AND ETHICAL BUSINESS CONDUCT

Our ABAC programme is guided by the T.R.U.S.T principles under the Guidelines on Adequate Procedures pursuant to Section 17A(5) of the Malaysian Anti-Corruption Commission Act 2009. These principles provide the foundation for preventing, detecting, and responding to bribery and corruption risks.

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 demonstrates our commitment to internationally recognised standards and best practices in anti-bribery management.

ANTI-BRIBERY AND ANTI-CORRUPTION POLICIES AND PROCEDURES

To support ethical business conduct and meet our regulatory obligations, the Group has established a comprehensive framework, policies and procedures aimed at preventing bribery and corruption. These policies and procedures set clear standards of behaviour and accountability across the Group and, where applicable, to our business partners. The following measures form the foundation of our integrity:

- **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 out the ethical principles and standards of behaviour expected of all directors and employees across the Group, forming the foundation of our integrity. The COC outlines the principles and values that shape how we conduct ourselves with colleagues, clients, business partners, and the broader community. During the financial year 2025, the COC was reviewed and updated to strengthen our governance and alignment with best practices.

- **Code of Conduct for Business Partners ("COCBP")**
  UEM Edgenta's Code of Conduct for Business Partners ("COCBP") sets out the standards of integrity, ethical behaviour, and compliance expected of our suppliers, contractors, consultants, agents, and other business partners. It establishes clear requirements for adherence to applicable laws and regulations, anti-bribery and anti-corruption principles, and responsible business practices in all engagements with the Group. By requiring our Business Partners to align with these standards, we reinforce a shared commitment to transparency, accountability, and ethical conduct throughout our value chain.

  In addition, the Group performs integrity and anti-corruption due diligence on prospective business partners, including suppliers, contractors, consultants and agents, prior to entering into business relationships. The due diligence process assesses potential risks relating to bribery, corruption, conflicts of interest and other unethical conduct, and ensures that business partners commit to complying with the Group's Code of Conduct for Business Partners and Anti-Bribery and Anti-Corruption ("ABAC") policies.

  This is further formalised through the Business Partners Letter of Declaration, which requires the Business Partner to acknowledge and commit to the Group's integrity and anti-bribery policies as part of the onboarding and contracting process.

- **Compliance Framework**
  The compliance framework establishes a structured and systematic approach to managing regulatory compliance obligations and mitigating compliance risks or issues, to ensure alignment with the Group's compliance objective. The Framework defines the governance structure, roles and responsibilities for overseeing compliance matters, and set out the policies, processes, and monitoring mechanisms 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, we reinforce our 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.

  UEM Edgenta strictly prohibits all forms of bribery and corrupt practices. This includes, but is not limited to, the offering or receiving of bribe, facilitation payments, kickbacks, or other improper advantages intended to influence business decisions. All directors, employees and persons associated with the Group are required to adhere to these standards and conduct business with integrity at all times.

  In addition, UEM Edgenta is committed to preventing other forms of corruption, including fraud, money laundering, abuse of power, and the falsification or concealment of records, in line with the principles set out in the Group's Code of Conduct ("COC") for Directors and Employees and related governance policies.

- **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**
  The No Gift Policy reinforces our commitment to upholding the highest standards of integrity and ethical conduct by addressing both actual and perceived conflicts of interest arising from the giving or receiving of gifts. The policy establishes clear restrictions and guidance to ensure that business decisions are made fairly, transparently, and free from undue influence. Through this policy, UEM Edgenta promotes impartial decision-making and strengthens trust across its relationships with employees, stakeholders, and business partners.

- **Anti-Bribery Management System ("ABMS") Manual**
  The Anti-Bribery Management System ("ABMS") Manual outlines the Group's structured approach in managing the anti-bribery and anti-corruption initiatives that is in line with internationally recognised MS ISO 37001 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 ensures compliance with global standards while strengthening integrity, accountability, and ethical business practices across our organisation. During the financial year 2025, this Manual was reviewed and updated to align with the latest MS ISO 37001:2025 requirements.

- **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 including concerns relating to workplace bullying, harassment or other inappropriate conduct 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 establishes a clear and secure mechanism for employees, stakeholders, and members of the public to report actual or suspected misconduct, malpractice, or corruption and criminal offences. Reports may be submitted through our dedicated and secure "Speak-up Channel" which ensures confidentiality and supports a transparent and effective process for addressing concerns. This procedure reinforces our commitment to ethical governance and maintaining trust across all levels of our organisation. During the financial year 2025, the procedure was reviewed and updated to ensure continued relevance and alignment with current practice and operational needs.

- **Investigation Procedure**
  UEM Edgenta's Investigation Procedure establishes a structured and consistent process for assessing and investigating allegations or improper conduct reported through the whistleblowing channel. 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. During the financial year 2025, the procedure was reviewed and updated to ensure continued relevance and alignment with current practice and operational needs.

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.

- **Personal Data Privacy Policy**
  The Personal Data Privacy Policy demonstrates UEM Edgenta's commitment to safeguarding personal data and ensuring compliance with applicable data protection laws and regulatory requirements, including the Personal Data Protection Act 2010 ("PDPA"). This Policy establishes clear principles and responsibilities for the collection, use, processing, storage, disclosure, and disposal of personal data obtained in the course of business operations.

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

This pillar focuses on safeguarding ethical standards and managing risks through three 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 behavior through targeted initiatives and awareness programmes.

GOVERNANCE AND COMPLIANCE

This pillar ensures adherence to internal policies, regulatory frameworks, and governance practices through two key functions:

- **Integrity Governance**
  Oversees the implementation of strong governance frameworks and structures.
- **Compliance**
  Ensures conformity with legal and regulatory requirements across all business operations.

Integrity Enforcement

The Integrity Enforcement 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 and integrity strengthening initiatives. Through these pillars, UEM Edgenta aims to uphold its commitment to integrity, compliance, and organisational excellence.

- **Complaint Management**
  The Complaint Management function is the foundation of UEM Edgenta's efforts to promote accountability and address unethical behavior. A dedicated "Speak Up" channel is established to manage complaints related to misconduct, malpractice, or corruption and criminal offence. This channel is accessible to both internal and external parties, enabling them to report on illicit activities via the designated platform:

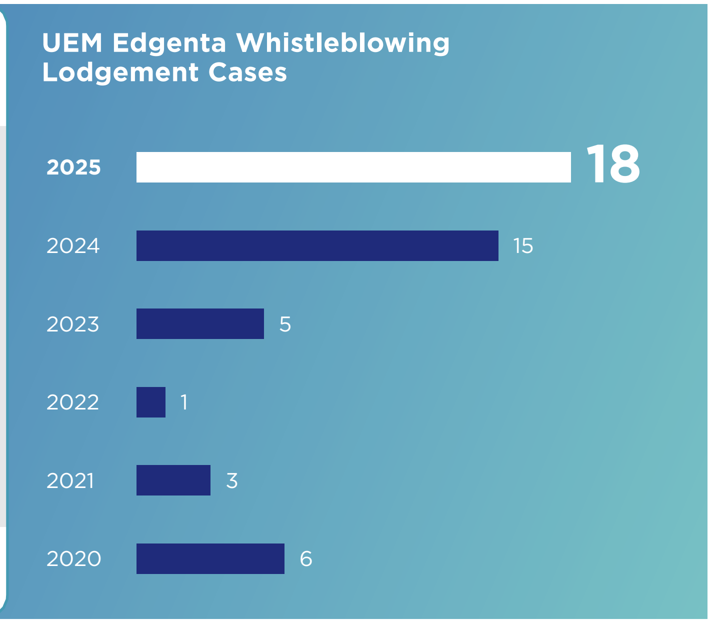
SPEAK UP! WAYS TO REPORT

Email your concern to **whistleblowing@edgenta.com**

Write to UEM Edgenta Berhad's Chairman or the Chairman of the Board Governance & Risk Committee using the prescribed Whistleblowing Lodgment Form

Call **+6019 209 9030 Monday to Friday** (Malaysian office hours) **8.30 am to 5.30 pm**

Whistleblowing



The Integrity Enforcement function is responsible for managing and maintaining the Speak Up Channel and ensure actions are taken to conduct the preliminary fact-finding assessment on all disclosures received. The findings are documented in WB report and submitted to Whistleblowing Committee for review and deliberation. Upon deliberation, Whistleblowing Committee submits and escalate the WB report to the BGRC for oversight, direction and resolution.

The BGRC provides independent oversight in maintaining the effectiveness of whistleblowing process and where necessary issues further guidance to ensure appropriate closure and remedial actions. The Board is subsequently updated on the whistleblowing matters by BGRC.

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, malpractice, or corruption and criminal offence. This crucial function is designed to ensure the accuracy and validity of each reported case by conducting thorough investigations, aligning with the highest standards of integrity and governance.

  Key initiatives 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.
  - **E-Declaration Portal:** The e-declaration portal streamlines declaration 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.

  Key initiatives include:
  - **Edgenta Integrity Day 2025:** Organising Edgenta Integrity Day as a key annual platform to strengthen integrity culture and ethical accountability among Edgenta Stars. The programme includes integrity talks, sharing sessions, exhibitions, interactive activities, and engagement with relevant authorities and strategic partners to reinforce the importance of integrity, transparency, and good governance across the Group.
  - **Employee Engagement:** Conducting periodic engagement with employees through Meet and Greet activities to instil and cultivate the adoption of Integrity & Compliance into the daily operation of Edgenta Stars.
  - **Vendor engagement:** Engaging with vendors through awareness programmes and ongoing communication on the Group integrity and compliance requirements, including the Code of Conduct for Business Partners and ABAC expectations, to reinforce ethical business practices.
  - **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 Bribery and corruption offences, Conflict of Interest, and Whistleblowing.
  - **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, Bahagian Pembagunan Governans Nasional ("BPGN") of MACC, Royal Malaysia Police ("PDRM"), Agensi Anti-Dadah Kebangsaan ("AADK"), SUHAKAM and Transparency International ("TI") Malaysia.
  - P**eriodic Communication:** Disseminating integrity-themed communications through poster communications to Edgenta Stars through internal channels Edgenta Connect message.

9 **Participations**
in external engagement activities on anti-bribery and anti-corruption

21
site visits and engagements conducted for risk awareness

80%
of total employees attended the integrity awareness programme

89%
of total employees completed the e-learning programme

5
total internal periodic communication through Edgenta Connect message

11
external communications through local media

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.

- **Integrity 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. The Group conducts periodic corruption risk assessments across its operations to systematically identify, analyse and mitigate potential corruption risks. These assessments cover risks relating to bribery, corruption, fraud and other forms of unethical conduct, ensuring that appropriate controls and mitigation measures are implemented across the organisation.
  - **Edgenta Integrity Plan (EIP):** During the financial year 2025, the Group successfully launched the Edgenta Integrity Plan (EIP) that is equivalent to the Organisational Anti-Corruption Plan ("OACP") to institutionalise anti-corruption strategies and align with national 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:
  - **Compliance Framework:** Establishing a comprehensive framework that outlines the principles, controls, and monitoring mechanisms for compliance management.
  - **Quarterly Compliance Checks and Monitoring:** Conducting regular compliance assessments and tracking regulatory updates to ensure ongoing adherence.
  - **Business License Management System (BLMS):** A digital platform that streamlines the tracking and monitoring of business licences and accreditations across UEM Edgenta Berhad, ensuring timely renewals through a structured and systematic monitoring process.
  - **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.

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 2025. 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

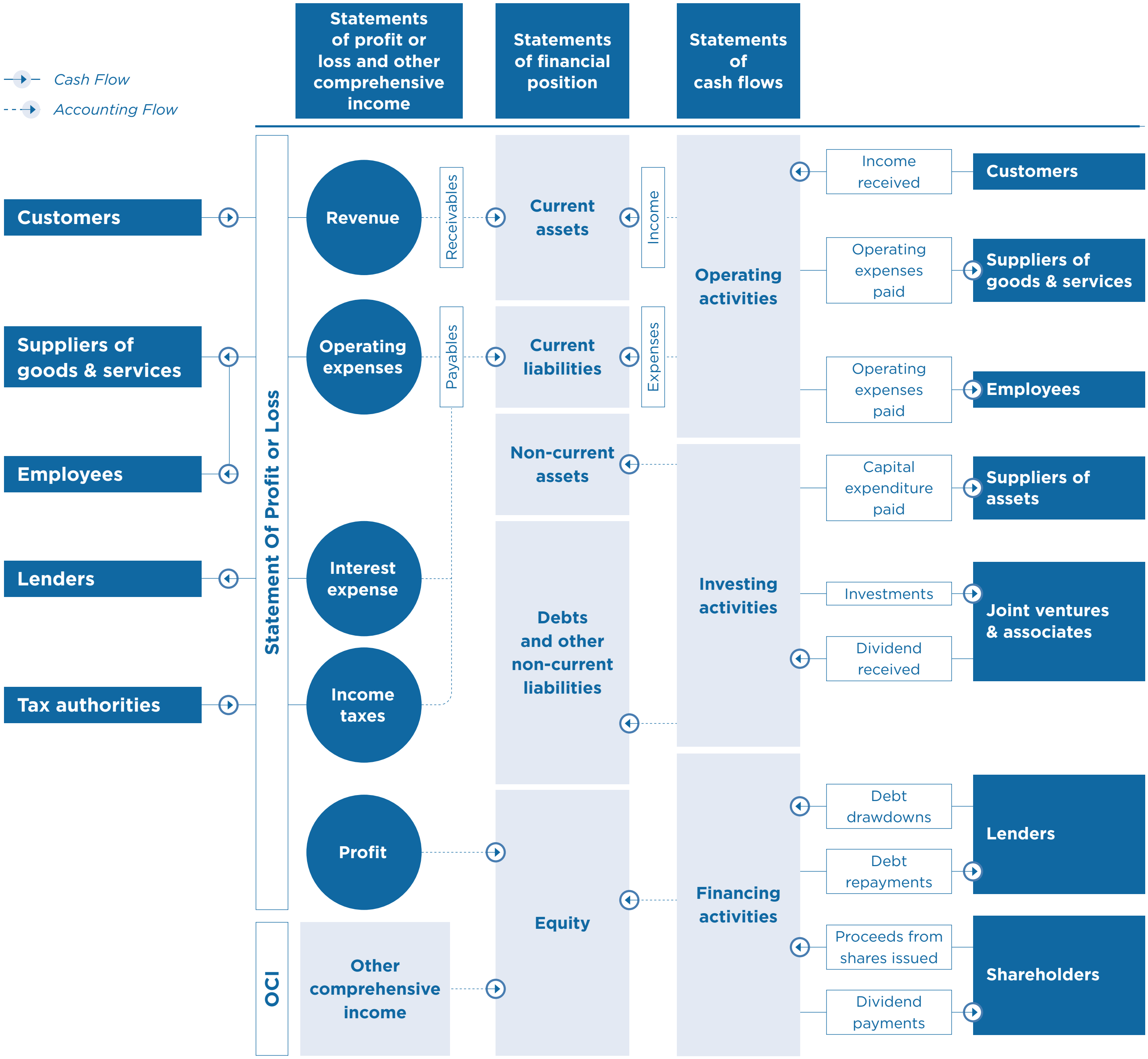
These statements divide the cash flows into operating, investing and financing cash flows. While the operating profit underlies the operating cash flows, certain non-cash charges or credits, such as depreciation and amortisation, are adjusted for, thus the operating cash flows and the operating profit 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.



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 applicable 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 2025, 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 263 to 268 and the Audited Financial Statements from pages 275 to 386 of this Annual Report.

DIRECTORS' REPORT

The directors hereby present their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

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 47 to the financial statements.

RESULTS

	Group RM'000	Company RM'000
(Loss)/profit after tax and zakat	(412,888)	(373,717)
Attributable to:		
Owners of the parent	(417,172)	(373,717)
Non-controlling interests	4,284	-
	(412,888)	(373,717)

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 the impairment loss on goodwill and other non-current assets recognised by the Group of RM151.1 million and RM73.6 million respectively and impairment loss on investment in subsidiaries recognised by the Company of RM293.8 million. Further information are disclosed in Notes 13, 15, 17 and 18 to the financial statements.

DIVIDENDS

The amounts of dividends paid by the Company since 31 December 2024 were as follows:

	RM'000
In respect of the financial year ended 31 December 2024 as reported in Directors' report of that year:	
Single tier interim dividend of 4.00 sen on 831,624,030 ordinary shares declared on 26 February 2025 and paid on 16 May 2025	33,265

The directors do not recommend the payment of any final dividend in respect of the current financial year.

DIRECTORS' REPORT

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	
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	
Shaiful Zahrin bin Subhan*	(Appointed on 1 November 2025)
Syahrunizam bin Samsudin*	(Resigned on 31 August 2025)

* 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 those directors listed above) are:

Ahmad Zakri bin Ismail
Ahmad Fazril bin Mohd Fauzi
Alexander Voytov
Azam bin Mohamed
Azmy bin Mahbot
Azrul Asmadi bin Mokhtar
Chen Yen-Yu
Chua Yong Howe
Effreeza binti Mohamad
Fadi Marwan Alnwilati Almasri
Grace Nesam Poore A/P J. Kannuthurai
Haslin binti Ismail
Haziah binti Hamzah
Ir. Vekneswaran A/L T. Arasappan
Izdihar binti Ibrahim
Jesudason Selvaraj
Joseph Hakme
Karen Lynn A/P Johnson
Kaveta A/P Chelliah @ Chellaya
Kenneth Anak Tuba
Kun Goon Hong
Lee Su Yin @ Angela Lee Sui Yin
Lim Wah Seng
Lim Wei Hsien Kenny
Liu Hsiao Fan
Mazlan bin Yusoff
Mazli bin Mohamed Ayob
Mohamed Paiz bin Mohd @ Mohamed Liza
Mohamad Zamani bin Razali
Mohd Rujhan bin Rusiman
Nur Aisyah binti Osman

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.):

Nuraida binti Ismail	
Raihana binti Ahmad	
Rais bin Imran	
Rakesh Devasish Jena	
Razman bin Ismail	
Roli Shukla	
Serge Cherfan	
Shariman Yusuf bin Mohamed Zain	
Soo Kian Sin	
Syahronizam bin Mohd Shahril	
Syaiful Izam bin Abdullah	
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	
Tenzin Doma Yungdung Norbu	
Vincent Michael Gin	
Zafrullah bin Othman	
Zaidah binti Idris	
Danesh A/L Kandasamy	(Appointed on 24 September 2025)
Khairul Anwar bin Ab Rahman	(Appointed on 1 September 2025 and resigned on 24 December 2025)
Manoj Sharma (Alternate to Ir. Vekneswaran A/L T. Arasappan)	(Appointed on 12 September 2025)
Muhammad Syahrullail bin Isa	(Appointed on 29 January 2026)
Siti Noor Syahreen binti Kamaruddin	(Appointed on 27 May 2025)
Srinidhi Gopalakrishna	(Appointed on 15 July 2025)
Andrew Raj A/L Varatharaju	(Resigned on 31 January 2025)
Choo Boon Kwee Colin	(Resigned on 1 September 2025)
Leong Kar Yung	(Resigned on 9 May 2025)
Rakayah binti Hamdan	(Resigned on 2 May 2025)
Said Saifullizan bin Salleh Said	(Resigned on 28 May 2025)
Tengku Norlinda binti Tengku Hamzah	(Resigned on 30 January 2026)

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 RM'000	Company RM'000
Executive:		
Salaries and other emoluments	996	-
Bonus	459	-
Contributions to defined contribution plans	211	-
Allowances	42	-
Benefits-in-kind	26	-
	1,734	-
Non-Executive:		
Fees	1,162	1,162
Allowance	48	48
	1,210	1,210
Total	2,944	1,210

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 RM126,750.

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.

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.

DIRECTORS' REPORT

SIGNIFICANT AND SUBSEQUENT EVENTS

Significant and subsequent events are disclosed in Note 44 and Note 45 to the financial statements.

AUDITORS

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

Auditors' remuneration is as follows:

	Group RM'000	Company RM'000
Ernst & Young PLT	1,126	237
Other member firms of Ernst & Young Global	583	-
Other auditors	322	-
	2,031	237

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 2025.

Signed on behalf of the Board in accordance with a resolution of the directors dated 18 March 2026.

Tan Sri (Dr.) Azmil Khalili bin Dato' Khalid

Shaiful Zahrin bin Subhan

STATEMENT BY DIRECTORS

Pursuant to Section 251(2) of the Companies Act 2016

We, Tan Sri (Dr.) Azmil Khalili bin Dato' Khalid and Shaiful Zahrin bin Subhan, 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 275 to 386 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 2025 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 18 March 2026.

Tan Sri (Dr.) Azmil Khalili bin Dato' Khalid

Shaiful Zahrin bin Subhan

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 275 to 386 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 18 March 2026.

Ahmad Fazril bin Mohd Fauzi
MIA 35651

Before me,

Zainul Abidin bin Ahmad (W790)
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 2025 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 275 to 386.

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 2025, 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 policies information: Intangibles assets - Goodwill and Impairment of non-financial assets and Note 2.5 (b)(ii) - Key sources of estimation uncertainty: Impairment of goodwill and other non-current assets)

As at 31 December 2025, the carrying amount of goodwill amounted to RM460.6 million, representing 56% and 18% 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.

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.)

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.

The aforementioned impairment review gave rise to impairment losses of goodwill of RM151.1 million as disclosed in Note 17 to the financial statements.

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 policies 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 2025, the carrying amount of the investment in subsidiaries of the Company amounted to RM1.4 billion, representing 98% and 94% 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.

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.)

The aforementioned impairment review gave rise to impairment losses of investment in subsidiaries of RM293.8 million as disclosed in Note 18 to the financial statements.

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.

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, but does not include the financial statements of the Group and of the Company and our auditors' report thereon, which we obtained prior to the date of the auditors' report, and the annual report, which is expected to be made available to us after the date of this auditors' report.

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 on the other information that we obtained prior to the date of this auditors' report, 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.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors of the Company and take appropriate action.

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 47 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

Ismed Darwis Bin Bahatiar
No. 02921/04/2026 J
Chartered Accountant

Kuala Lumpur, Malaysia
18 March 2026

STATEMENTS OF COMPREHENSIVE INCOME

For the year ended 31 December 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000 Restated	2025 RM'000	2024 RM'000
Revenue	3	**2,861,029**	3,049,818	**-**	74,479
Cost of sales	4	**(2,654,960)**	(2,658,521)	**-**	-
Impairment of non-current assets		**(68,326)**	-	**-**	-
Gross profit		**137,743**	391,297	**-**	74,479
Other income	5	**28,966**	39,616	**14,176**	49,829
Administrative expenses		**(267,927)**	(257,290)	**(27,535)**	(20,267)
Impairment of goodwill		**(151,120)**	-	**-**	-
Impairment of non-current assets		**(5,268)**	-	**-**	-
Impairment of receivables and contract assets		**(34,798)**	(2,149)	**(35,699)**	-
Impairment of investment in subsidiaries		**-**	-	**(293,810)**	-
Selling and marketing expenses		**(677)**	(1,283)	**-**	-
Other expenses		**(55,945)**	(59,143)	**(12,350)**	(24,596)
Operating (loss)/profit		**(349,026)**	111,048	**(355,218)**	79,445
Finance costs	6	**(21,433)**	(29,354)	**(13,730)**	(14,895)
Share of profit of associates		**11,191**	9,997	**-**	-
Share of profit of joint ventures		**173**	45	**-**	-
(Loss)/profit before tax and zakat	7	**(359,095)**	91,736	**(368,948)**	64,550
Income tax expense	10	**(53,761)**	(45,269)	**(4,769)**	135
Zakat		**(32)**	(1,317)	**-**	-
(Loss)/profit after tax and zakat		**(412,888)**	45,150	**(373,717)**	64,685
(Loss)/profit attributable to:					
Owners of the parent		**(417,172)**	45,309	**(373,717)**	64,685
Non-controlling interests		**4,284**	(159)	**-**	-
		(412,888)	45,150	**(373,717)**	64,685
Earnings per share attributable to owners of the parent (sen)	11	**(50.2)**	5.4		

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

STATEMENTS OF COMPREHENSIVE INCOME

For the year ended 31 December 2025

	Note	Group		Company	
		2025 RM'000	**2024 RM'000 Restated**	**2025 RM'000**	**2024 RM'000**
(Loss)/profit after tax and zakat		**(412,888)**	45,150	**(373,717)**	64,685
Other comprehensive (loss)/income:					
Other comprehensive loss to be reclassified to profit or loss in subsequent periods:					
Exchange differences on translation of foreign operations		**(38,593)**	(48,178)	**-**	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods:					
Remeasurement gain on:					
Defined benefit pension scheme		**170**	461	**-**	-
Other comprehensive loss for the year		**(38,423)**	(47,717)	**-**	-
Total comprehensive (loss)/income for the year		**(451,311)**	(2,567)	**(373,717)**	64,685
Total comprehensive (loss)/income attributable to:					
Owners of the parent		**(454,227)**	(1,864)	**(373,717)**	64,685
Non-controlling interests		**2,916**	(703)	**-**	-
		(451,311)	(2,567)	**(373,717)**	64,685

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION
As at 31 December 2025

	Note	Group		
		31.12.2025 RM'000	31.12.2024 RM'000 Restated	1.1.2024 RM'000 Restated
Assets				
Non-current assets				
Property, plant and equipment	13	**65,734**	130,991	151,848
Investment properties	14	**14,325**	14,325	14,325
Right-of-use assets	15	**23,302**	29,565	35,606
Land held for property development	16	**-**	-	-
Intangible assets	17	**528,626**	734,183	710,410
Investment in associates	19	**76,229**	72,118	71,832
Investment in joint ventures	20	**1,691**	162	117
Other investments	21	**232**	232	232
Trade and other receivables	22	**74,091**	85,852	92,536
Contract related assets	23	**21,497**	23,875	32,136
Deferred tax assets	24	**9,870**	19,592	23,110
		815,597	1,110,895	1,132,152
Current assets				
Inventories	25	**58,815**	18,299	16,754
Trade and other receivables	22	**469,917**	615,060	621,300
Contract related assets	23	**337,580**	473,312	423,900
Tax recoverable		**30,262**	60,096	38,341
Short term investments	26	**9,294**	13,504	26,616
Cash, bank balances and deposits	27	**841,920**	648,007	615,816
		1,747,788	1,828,278	1,742,727
Assets of disposal group classified as held for sale	28	**-**	53,133	61,445
Total assets		**2,563,385**	2,992,306	2,936,324

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION

As at 31 December 2025 (contd.)

		Group		
	Note	31.12.2025 RM'000	31.12.2024 RM'000 Restated	1.1.2024 RM'000 Restated
Equity and liabilities				
Equity attributable to owners of the parent				
Share capital	29	**268,074**	268,074	268,074
Capital reserve	30	**313,856**	313,856	313,856
Other reserves	31	**(21,252)**	15,973	63,607
Retained earnings		**490,511**	940,778	911,640
		1,051,189	1,538,681	1,557,177
Non-controlling interests		**11,176**	14,636	5,008
Total equity		**1,062,365**	1,553,317	1,562,185
Non-current liabilities				
Retirement benefit obligations	32	**430**	718	893
Defined benefit pension plans	33	**2,350**	2,396	3,226
Provisions	34	**5,575**	5,705	4,132
Borrowings	35	**14,403**	293,447	314,344
Lease liabilities	15	**10,840**	10,873	19,540
Trade and other payables	36	**7,414**	31,143	6,548
Deferred tax liabilities	24	**32,162**	37,213	41,043
		73,174	381,495	389,726
Current liabilities				
Retirement benefit obligations	32	**330**	229	268
Borrowings	35	**381,376**	142,131	175,519
Lease liabilities	15	**9,406**	15,346	13,483
Trade and other payables	36	**932,879**	822,464	733,194
Contract liabilities	23	**72,716**	33,727	31,916
Income tax payable		**31,139**	42,799	29,006
		1,427,846	1,056,696	983,386
Liabilities of disposal group classified as held for sale	28	**-**	798	1,027
Total liabilities		**1,501,020**	1,438,989	1,374,139
Total equity and liabilities		**2,563,385**	2,992,306	2,936,324

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

	Note	Company	
		2025 RM'000	2024 RM'000
Assets			
Non-current assets			
Property, plant and equipment	13	**8,499**	8,695
Right-of-use assets	15	**3,360**	12,943
Investment in subsidiaries	18	**1,414,229**	1,708,039
Other investments	21	**232**	232
Other receivables	22	**11,731**	62,218
		1,438,051	1,792,127
Current assets			
Other receivables	22	**52,043**	97,474
Other short term investment	26	**8,757**	4,278
Cash, bank balances and deposits	27	**9,912**	6,171
		70,712	107,923
Total assets		**1,508,763**	1,900,050
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
(Accumulated losses)/retained earnings		**(378,315)**	28,667
		1,160,169	1,567,151
Non-current liabilities			
Borrowings	35	**-**	250,000
Lease liabilities	15	**-**	552
		-	250,552
Current liabilities			
Borrowings	35	**302,030**	59,050
Lease liabilities	15	**548**	9,890
Income tax payable		**4,767**	-
Other payables	36	**41,249**	13,407
		348,594	82,347
Total liabilities		**348,594**	332,899
Total equity and liabilities		**1,508,763**	1,900,050

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 2025

Group	Attributable to owners of the parent						
	Non-distributable						
	Share capital (Note 29) RM'000	Capital reserve (Note 30) RM'000	Other reserves (Note 31) RM'000	Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
At 1 January 2025 - as previously stated	268,074	313,856	15,973	1,009,461	1,607,364	14,636	1,622,000
Effect of prior year adjustments (Note 46)	-	-	-	(68,683)	(68,683)	-	(68,683)
At 1 January 2025 - as restated	268,074	313,856	15,973	940,778	1,538,681	14,636	1,553,317
(Loss)/profit for the year	-	-	-	(417,172)	(417,172)	4,284	(412,888)
Other comprehensive (loss)/income	-	-	(37,225)	170	(37,055)	(1,368)	(38,423)
Total comprehensive (loss)/income	-	-	(37,225)	(417,002)	(454,227)	2,916	(451,311)
Transactions with owners							
Dividends paid to shareholders of the Company (Note 12)	-	-	-	(33,265)	(33,265)	-	(33,265)
Dividends paid to non-controlling interest of a subsidiary company	-	-	-	-	-	(6,376)	(6,376)
At 31 December 2025	268,074	313,856	(21,252)	490,511	1,051,189	11,176	1,062,365

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

Group	Share capital (Note 29) RM'000	Capital reserve (Note 30) RM'000	Other reserves (Note 31) RM'000	Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
	Attributable to owners of the parent						
	Non-distributable						
At 1 January 2024 - as previously stated	268,074	313,856	63,607	973,723	1,619,260	5,008	1,624,268
Effect of prior year adjustments (Note 46)	-	-	-	(62,083)	(62,083)	-	(62,083)
At 1 January 2024 - as restated	268,074	313,856	63,607	911,640	1,557,177	5,008	1,562,185
Profit/(loss) for the year							
- As previously reported	-	-	-	51,909	51,909	(159)	51,750
- Effect of prior year adjustments (Note 46)	-	-	-	(6,600)	(6,600)	-	(6,600)
- As restated	-	-	-	45,309	45,309	(159)	45,150
Other comprehensive (loss)/income	-	-	(47,634)	461	(47,173)	(544)	(47,717)
Total comprehensive (loss)/income	-	-	(47,634)	45,770	(1,864)	(703)	(2,567)
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 - as restated	268,074	313,856	15,973	940,778	1,538,681	14,636	1,553,317

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 2025 (contd.)

Company	Share capital (Note 29) RM'000	Capital reserve (Note 30) RM'000	Other merger reserve (Note 30) RM'000	Retained earnings/ (Accumulated losses) RM'000	Total equity RM'000
At 1 January 2025	**268,074**	**788,375**	**482,035**	**28,667**	**1,567,151**
Total comprehensive loss	**-**	**-**	**-**	**(373,717)**	**(373,717)**
Transaction with owners					
Dividends (Note 12)	**-**	**-**	**-**	**(33,265)**	**(33,265)**
At 31 December 2025	**268,074**	**788,375**	**482,035**	**(378,315)**	**1,160,169**
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

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 2025

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash flows from operating activities				
Cash receipts from customers	**3,353,404**	3,298,939	**-**	4,066
Cash payments to suppliers	**(1,368,079)**	(1,440,346)	**-**	-
Cash payments to employees and for expenses	**(1,650,987)**	(1,594,700)	**(10,491)**	(21,027)
Cash generated from/(used in) operations	**334,338**	263,893	**(10,491)**	(16,961)
Interest paid	**(18,234)**	(21,963)	**(13,143)**	(14,974)
Net taxes and zakat paid	**(23,521)**	(51,093)	**(2)**	(584)
Net cash flows generated from/(used in) operating activities	**292,583**	190,837	**(23,636)**	(32,519)
Cash flows from investing activities				
Net cash outflow from the acquisition of subsidiaries	**-**	(66,620)	**-**	-
Subscription of shares in a joint-venture	**(1,366)**	-	**-**	-
Proceeds from disposal of property, plant and equipment	**677**	125	**-**	-
Subscription of additional shares in subsidiary company	**-**	-	**-**	(250)
Proceeds from withdrawal/(placement of) short term investments	**4,141**	13,984	**(4,595)**	(4,124)
Interest received	**7,034**	6,665	**74**	125
Dividends received from associates	**7,080**	5,554	**-**	-
Dividends received from subsidiaries	**-**	-	**63,077**	43,377
Purchase of property, plant and equipment	**(23,573)**	(23,018)	**(305)**	(391)
Purchase of intangible assets	**(1,142)**	(3,399)	**-**	-
Net receipt from subsidiaries	**-**	-	**19,429**	51,473
Net cash flows (used in)/generated from investing activities	**(7,149)**	(66,709)	**77,680**	90,210

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 2025 (contd.)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash flows from financing activities				
Drawdown of borrowings	**21,977**	138,896	**4,606**	60,450
Repayment of borrowings	**(58,871)**	(189,606)	**(11,626)**	(86,400)
Repayment of lease liabilities	**(8,966)**	(11,899)	**(9,894)**	(11,841)
Dividends paid to the shareholders of the Company	**(33,265)**	(16,632)	**(33,265)**	(16,632)
Dividends paid to non-controlling shareholders of subsidiaries	**(6,376)**	-	**-**	-
Loan from non-controlling shareholder to subsidiary company	**4,766**	-	**-**	-
Net placement of pledged fixed deposit	**(1,555)**	(10,693)	**-**	-
Net cash flows used in financing activities	**(82,290)**	(89,934)	**(50,179)**	(54,423)
Net increase in cash and cash equivalents	**203,144**	34,194	**3,865**	3,268
Net foreign exchange difference	**(16,914)**	(15,264)	**(124)**	(343)
Cash and cash equivalents at beginning of year	**596,267**	577,337	**6,171**	3,246
Cash and cash equivalents at end of year (Note a)	**782,497**	596,267	**9,912**	6,171
(a) Cash and cash equivalents comprise:				
Cash in hand and at banks	**534,996**	443,806	**9,431**	4,169
Fixed deposits with licensed banks	**306,924**	204,201	**481**	2,002
Cash, bank balances and deposit (Note 27)	**841,920**	648,007	**9,912**	6,171
Add: Cash and bank of disposal group (Note 28)	**-**	6,586	**-**	-
Less: Fixed deposits on lien	**(2,814)**	(2,405)	**-**	-
Less: Fixed deposits pledged	**(23,064)**	(29,428)	**-**	-
Less: Cash and fixed deposit restricted in usage	**(33,545)**	(26,493)	**-**	-
	782,497	596,267	**9,912**	6,171

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 2025

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 47.

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 18 March 2026.

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

On 1 January 2025, the Company adopted the following new and amended MFRS:

Descriptions	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

The adoption of the above amended standard did not have any significant effect of the financial performance or position of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

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 periods beginning on or after
Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures (Contracts Referencing Nature-dependent Electricity)	1 January 2026
Amendments to MFRS 9 and MFRS 7 (Amendments to the Classification and Measurement of Financial Instruments)	1 January 2026
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026
MFRS 18: Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates (Translation to a Hyperinflationary Presentation Currency)	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 Investments in Associates and Joint Ventures (Sale or Contribution of Assets between an Investor and its Associate or Joint Venture)	To be announced

There are no other new or revised MFRS and amendments to MFRS not yet effective that would likely have a material impact on the Company in the current or future reporting periods, except for the application of MFRS 18: Presentation and Disclosure in Financial Statements as disclosed below.

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 Presentation and Disclosure in Financial Statements (effective from 1 January 2027) replaces MFRS 101 Presentation of Financial Statements. It will not change the recognition and measurement of items in the financial statements, but will affect presentation and disclosure, including:

- Requiring the classification of all income and expenses into one of five categories - investing, financing, income taxes, discontinued operations and operating in the statement of comprehensive income.
- Introducing two mandatory subtotals in the income statement - operating profit or loss, and profit or loss before financing and income taxes.
- Enhanced guidance for the labelling, aggregation and disaggregation of items in the financial statements.
- New disclosures about management-defined performance measures.

The Group and the Company are continuing to assess the impact of applying the new standard, on a retrospective basis from 1 January 2027, and expects some changes will be required to the presentation and disclosure in the financial statements.

2. ACCOUNTING POLICIES (CONTD.)

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.

Business combinations and goodwill

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.

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.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

2. ACCOUNTING POLICIES (CONTD.)

2.4 Summary of material accounting policies (contd.)

(a) Basis of consolidation and subsidiaries (contd.)

(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.

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.

2. ACCOUNTING POLICIES (CONTD.)

2.4 Summary of material accounting policies (contd.)

(c) Intangible assets (contd.)

(ii) Other intangible assets (contd.)

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 4.75 to 15 years (2024: 11 months to 15 years) and 3 to 10 years (2024: 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.

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%

2. ACCOUNTING POLICIES (CONTD.)

2.4 Summary of material accounting policies (contd.)

(d) Property, plant and equipment (contd.)

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.

(e) 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.

(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.

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.

2. ACCOUNTING POLICIES (CONTD.)

2.4 Summary of material accounting policies (contd.)

(h) Financial instruments (contd.)

(ii) Financial liabilities (contd.)

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.

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).

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 2025

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.

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.

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.

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

In the previous financial year, 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.

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.

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 2025

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.

(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.

2. ACCOUNTING POLICIES (CONTD.)

2.4 Summary of material accounting policies (contd.)

(w) Climate-related matters (contd.)

(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 2025 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 and other non-current assets

The Group determines whether goodwill is impaired at least on an annual basis and other non-current assets are impaired when there are indications of impairment. This requires an estimation of the value-in-use of the CGU to which the goodwill and other non-current assets are 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 property, plant and equipment, right-of-use assets and intangible assets, including goodwill are disclosed in Notes 13, 15 and 17 respectively.

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 2025 was RM1,414.2 million (2024: RM1,708.0 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 RM9.9 million (2024: RM19.6 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 RM144.7 million (2024: RM84.5 million). Further details are disclosed in Note 24.

(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 2025. 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.

2. ACCOUNTING POLICIES (CONTD.)

2.5 Significant accounting judgements and estimates (contd.)

(b) Key sources of estimation uncertainty (contd.)

(viii) Purchase price allocation exercises

In the previous financial year, 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 KAO 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.

In the previous financial year, 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 19 and 47(g)(h).

(ix) Deferred consideration payable

Deferred consideration payable arose from the acquisition of Kaizen Group in the previous 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 2025, management assessed the fair value of the deferred consideration payable for Kaizen Group to be RM12.6 million (2024: 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 Notes 36(e) and 47(h).

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

3. REVENUE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue from contracts with customers (a)				
Asset consultancy	**70,946**	117,711	**-**	-
Healthcare solutions	**1,586,900**	1,611,108	**-**	-
Infrastructure services	**852,456**	975,634	**-**	-
Property and facility solutions	**341,701**	339,320	**-**	-
Others	**9,026**	6,045	**-**	-
	2,861,029	3,049,818	**-**	-
Revenue from other sources				
Dividend income from subsidiaries	**-**	-	**-**	74,479
Total revenue	**2,861,029**	3,049,818	**-**	74,479
(a) Revenue from contracts with customers are recognised:				
- At a point in time	**9,026**	14,836	**-**	-
- Over time	**2,852,003**	3,034,982	**-**	-
	2,861,029	3,049,818	**-**	-
(b) Geographical markets				
Malaysia	**1,556,029**	1,771,962	**-**	74,479
United Arab Emirates	**175,466**	174,816	**-**	-
Saudi Arabia	**53,317**	44,290	**-**	-
Indonesia	**22,414**	7,689	**-**	-
Singapore	**484,007**	481,643	**-**	-
Taiwan	**569,796**	569,418	**-**	-
	2,861,029	3,049,818	**-**	74,479

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at 31 December 2025 due within one year is RM2.0 billion (2024: RM1.5 billion) and due more than one year is RM4.9 billion (2024: RM4.7 billion). These relate to performance obligations from long term service contracts that is to be satisfied within 1 to 22 years (2024: within 1 to 21 years).

4. COST OF SALES

	Group	
	2025 RM'000	2024 RM'000 Restated
Asset consultancy	**84,691**	99,268
Healthcare solutions	**1,474,286**	1,422,759
Infrastructure services	**791,300**	853,745
Property and facility solutions	**293,357**	276,711
Property development:		
- completed properties held for sale	**2,878**	3,433
Others	**8,448**	2,605
	2,654,960	2,658,521

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 RM176.8 million and RM2.9 million (2024: RM181.9 million and RM3.4 million) respectively.

5. OTHER INCOME

Included in other income are:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Dividend income from short term investments	**28**	113	**-**	-
Interest income from:				
- fixed deposits	**8,205**	6,965	**86**	140
- advances to subsidiaries	**-**	-	**4,077**	4,648
Negative goodwill arising from step-up acquisition of a subsidiary	**-**	9,528	**-**	-
Reversal of allowance for ECL on trade and other receivables (Note 22)	**-**	-	**-**	4,910
Gain on disposal of plant and equipment	**574**	125	**-**	-
Reversal of impairment loss on cost of investment in a subsidiary (Note 18(b))	**-**	-	**-**	35,000
Fair value gain on short term investment	**353**	564	**-**	-
Bad debt recovered	**-**	281	**-**	-
Gain on deemed disposal of an associate	**-**	1	**-**	-
Gain on lease modification	**-**	1,152	**-**	1,152
Accretion of interest on				
- concession receivables	**12,947**	14,324	**-**	-
- loans and receivables	**1,930**	2,798	**-**	-
Rental income	**274**	217	**9,632**	9,870

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

6. FINANCE COSTS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Interest expense on:				
- bank borrowings	**17,054**	22,071	**13,522**	14,349
- lease liabilities (Note 15)	**950**	962	**195**	532
- deferred consideration payable (Note 36(e))	**1,585**	1,346	**-**	-
- revenue contracts	**-**	2,705	**-**	-
Amortisation of capitalised borrowing cost	**60**	76	**-**	-
Commitment fees	**744**	1,177	**-**	-
Bank charges	**1,040**	1,017	**13**	14
	21,433	29,354	**13,730**	14,895

7. (LOSS)/PROFIT BEFORE TAX AND ZAKAT

The following amounts have been charged/(credited) in arriving at profit before tax and zakat:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Employee benefits expense (Note 8)	**1,370,307**	1,321,869	**-**	-
Non-executive directors' remuneration excluding benefits-in-kind (Note 9)	**1,210**	1,130	**1,210**	1,130
Auditors' remuneration:				
Statutory audit:				
- Ernst & Young PLT ("EY")	**1,126**	1,106	**237**	252
- member firms of EY Global	**583**	613	**-**	-
- other auditors	**322**	320	**-**	-
Other assurance services	**117**	114	**16**	16
Other services	**-**	135	**-**	65
Amortisation of intangible assets (Note 17)	**31,481**	36,956	**-**	-
Depreciation of right-of-use assets (Note 15)	**14,707**	15,190	**9,583**	9,583
Depreciation of property, plant and equipment (Note 13)	**32,428**	43,935	**501**	549
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)	**31,265**	2,149	**36,722**	18,938
Allowance for ECL on contract related assets (Note 23)	**3,533**	-	**-**	-
Impairment loss on investment in subsidiary companies (Note 18(b))	**-**	-	**293,810**	1,233

7. (LOSS)/PROFIT BEFORE TAX AND ZAKAT (CONTD.)

The following amounts have been charged/(credited) in arriving at profit before tax and zakat: (contd.)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Net foreign exchange loss:				
- realised	**3,214**	190	**18**	54
- unrealised	**78**	1,363	**597**	292
Loss on derecognition of lease	**-**	94	**-**	69
Impairment loss on goodwill	**151,120**	-	**-**	-
Impairment loss on other non-current assets:				
- property, plant and equipment (Note 13)	**67,920**	-	**-**	-
- rights-of-use assets (Note 15)	**2,257**	-	**-**	-
- intangible assets (Note 17)	**3,417**	-	**-**	-

8. EMPLOYEE BENEFITS EXPENSE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Wages and salaries	**1,016,462**	995,354	**-**	-
Contributions to statutory Employees Provident Fund ("EPF")	**90,598**	87,134	**-**	-
Social security contributions	**3,720**	3,295	**-**	-
Retirement benefit obligations (Note 32)	**(165)**	(118)	**-**	-
Decrease in liability for defined benefit pension plan (Note 33)	**(80)**	(299)	**-**	-
Employees' service entitlements (Note 34)	**833**	440	**-**	-
Staff rationalisation cost	**11,344**	15,226	**-**	-
Other benefits	**247,595**	220,837	**-**	-
Total employee benefits recognised in profit or loss (Note 7)	**1,370,307**	1,321,869	**-**	-

Included in employee benefits expense of the Group is executive directors' remuneration, excluding benefits-in-kind, amounting to RM1.7 million (2024: RM1.8 million) as further disclosed in Note 9.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

9. DIRECTORS' REMUNERATION

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Directors of the Company				
Executive:				
Salaries and other emoluments	**996**	1,224	**-**	-
Bonus	**459**	306	**-**	-
Contributions to defined contribution plans	**211**	228	**-**	-
Allowances	**42**	50	**-**	-
Benefits-in-kind	**26**	32	**-**	-
	1,734	1,840	**-**	-
Non-executive:				
Fees	**1,162**	1,083	**1,162**	1,083
Allowances	**48**	47	**48**	47
	1,210	1,130	**1,210**	1,130
Total	**2,944**	2,970	**1,210**	1,130
Total excluding benefits-in-kind	**2,918**	2,938	**1,210**	1,130
Analysis excluding benefits-in-kind:				
Total executive directors' remuneration excluding benefits-in-kind (Note 8)	**1,708**	1,808	**-**	-
Total non-executive directors' remuneration excluding benefits-in-kind (Note 7)	**1,210**	1,130	**1,210**	1,130
Total directors' remuneration excluding benefits-in-kind (Note 39(b))	**2,918**	2,938	**1,210**	1,130

The number of directors of the Company whose total remunerations during the year fell within the following bands is analysed below:

	No. of Directors	
	2025	2024
Non-executive directors:		
Below RM50,000	**-**	-
RM50,001 - RM100,000	**1**	2
RM100,001 - RM150,000	**4**	3
RM150,001 - RM200,000	**2**	2
RM200,001 - RM250,000	**-**	-
RM250,001 - RM300,000	**1**	1

10. INCOME TAX EXPENSE

Major components of income tax expense

Major components of income tax expense for the years ended 31 December 2025 and 2024 are:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Current income tax:				
- Malaysian income tax	**23,443**	21,553	**4,767**	-
- Foreign tax	**24,808**	27,515	**-**	-
	48,251	49,068	**4,767**	-
Under/(over)provision of income tax in prior years:				
- Malaysian income tax	**1,190**	(452)	**2**	(135)
- Foreign tax	**(31)**	(2,026)	**-**	-
	1,159	(2,478)	**2**	(135)
	49,410	46,590	**4,769**	(135)
Deferred tax (Note 24):				
- Relating to origination and reversal of temporary differences	**6,218**	(682)	**-**	-
- Overprovision in prior years	**(1,867)**	(639)	**-**	-
	4,351	(1,321)	**-**	-
Income tax recognised in profit or loss	**53,761**	45,269	**4,769**	(135)

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024: 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 came 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 Berhad and UEM Group Berhad 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.

The Group has performed an assessment of its potential exposure to Pillar Two taxes based on the relevant Group entities' financial information for the financial year 2025. Based on the Transitional Country by Country Report Safe Harbour assessment carried out, all jurisdiction, except for Malaysia, qualify for the Transitional Safe Harbour relief. However, Malaysia will not be subject to any Top-up Tax exposure upon performing the Global Anti-Base Erosion ("GloBE") calculation. Accordingly, there is no current tax expense in relation to Pillar Two for the Group.

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For the year ended 31 December 2025

10. INCOME TAX EXPENSE (CONTD.)

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 2025 and 2024 are as follows:

Group	2025 RM'000	2024 RM'000 Restated
(Loss)/profit before tax and zakat	**(359,095)**	91,736
Less: Zakat	**(32)**	(1,317)
	(359,127)	90,419
Taxation at Malaysian statutory tax rate of 24% (2024: 24%)	**(86,190)**	21,701
Tax effect on share of profit of associates	**(2,686)**	(2,399)
Tax effect on share of profit of a joint venture	**(42)**	(11)
Income not subject to tax	**(152)**	(4,101)
Non-deductible expenses	**86,354**	25,552
Different tax rates in other countries	**(3,020)**	(2,626)
Utilisation of previously unrecognised tax losses and unabsorbed capital allowance	**(861)**	(805)
Deferred tax assets not recognised during the year	**61,066**	11,075
Overprovision of deferred tax in prior years	**(1,867)**	(639)
Under/(over) provision of income tax expense in prior years	**1,159**	(2,478)
Income tax expense recognised in statement of comprehensive income	**53,761**	45,269

The above reconciliation is prepared by aggregating separate reconciliations for each national jurisdiction.

Company	2025 RM'000	2024 RM'000
(Loss)/profit before tax and zakat	**(368,948)**	64,550
Taxation at Malaysian statutory tax rate of 24% (2024: 24%)	**(88,548)**	15,492
Non-deductible expenses	**91,992**	7,663
Foreign income not subject to tax	**-**	(6,355)
Income not subject to tax	**-**	(19,624)
Deferred tax assets not recognised during the year	**1,323**	2,824
Under/(over) provision of income tax expense in prior years	**2**	(135)
Income tax expense/(credit) recognised in statement of comprehensive income	**4,769**	(135)

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.

	2025 RM'000	2024 RM'000 Restated
(Loss)/profit attributable to owners of the parent	**(417,172)**	45,309

	Number of shares '000	Number of shares '000
Weighted average number of ordinary shares in issue	**831,624**	831,624

	2025 Sen	2024 Sen Restated
Basic earnings per share	**(50.2)**	5.4

There are no potential ordinary shares outstanding as at 31 December 2025. 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.

12. DIVIDENDS

	Company			
	Amount		Net Dividends per Ordinary Share	
	2025 RM'000	2024 RM'000	2025 Sen	2024 Sen
Recognised during the financial year:				
Single tier interim dividend for the financial year ended 2024: 4.00 sen on 831,624,030 ordinary shares declared on 26 February 2025 and paid on 16 May 2025	**33,265**	-	**4.00**	-
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

The directors do not recommend the payment of any final dividend in respect of the current financial year.

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For the year ended 31 December 2025

13. PROPERTY, PLANT AND EQUIPMENT

Group	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
2025					
Cost					
At 1 January 2025	1,160	12,149	548,375	-	561,684
Additions	-	-	34,692	-	34,692
Written off	-	-	(12,351)	-	(12,351)
Disposal	-	-	(6,708)	-	(6,708)
Reclassification from asset held for sale	-	-	836	-	836
Exchange differences	-	-	(1,212)	-	(1,212)
At 31 December 2025	1,160	12,149	563,632	-	576,941
Accumulated depreciation and impairment loss					
At 1 January 2025	-	2,577	428,116	-	430,693
Charge for the year (Note 7)	-	239	32,189	-	32,428
Impairment for the year (Note 7)*	-	-	67,920	-	67,920
Reclassification from asset held for sale	-	-	826	-	826
Written off	-	-	(12,351)	-	(12,351)
Disposal	-	-	(6,605)	-	(6,605)
Exchange differences	-	-	(1,704)	-	(1,704)
At 31 December 2025	-	2,816	508,391	-	511,207
Net carrying amount					
At 31 December 2025	1,160	9,333	55,241	-	65,734

* Refer to Note 17(a) for further details on the impairment losses recognised during the year.

13. PROPERTY, PLANT AND EQUIPMENT (CONTD.)

Group	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
2024					
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 47(g)(h))	-	-	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

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For the year ended 31 December 2025

13. PROPERTY, PLANT AND EQUIPMENT (CONTD.)

Company	Buildings RM'000	Equipment, furniture, fittings, office equipment, motor vehicles and computers RM'000	Total RM'000
2025			
Cost			
At 1 January 2025	**9,759**	**5,127**	**14,886**
Additions	**-**	**305**	**305**
At 31 December 2025	**9,759**	**5,432**	**15,191**
Accumulated depreciation and impairment loss			
At 1 January 2025	**1,831**	**4,360**	**6,191**
Charge for the year (Note 7)	**195**	**306**	**501**
At 31 December 2025	**2,026**	**4,666**	**6,692**
Net carrying amount	**7,733**	**766**	**8,499**
2024			
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

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	
	2025 RM'000	2024 RM'000
Plant and equipment	**2,112**	72,013

(b) During the year, the Group and the Company acquired property, plant and equipment by way of:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash payment	**23,573**	16,058	**305**	391
Other payables	**11,119**	6,651	**-**	-
	34,692	22,709	**305**	391

14. INVESTMENT PROPERTIES

	Group	
	2025 RM'000	2024 RM'000
As at 1 January/ 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 2025 and 2024, 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 2025, the expenses incurred in relation to the investment properties was RM3,000 (2024: 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.

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% (2024: -25% and 20%) of the property's comparable.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

14. INVESTMENT PROPERTIES (CONTD.)

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 prices in active markets markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Land	31 December 2025	**-**	**-**	**14,325**
Land	31 December 2024	-	-	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	
	2025 RM'000	2024 RM'000
Land		
As at 1 January/ 31 December	**14,325**	14,325

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 have 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 2025	**4,379**	**24,960**	**226**	**29,565**
Additions	**-**	**3,309**	**7,859**	**11,168**
Depreciation (Note 7)	**(88)**	**(13,530)**	**(1,089)**	**(14,707)**
Impairment for the year (Note 7)*	**(1,530)**	**(727)**	**-**	**(2,257)**
Foreign exchange differences	**-**	**(294)**	**(173)**	**(467)**
As at 31 December 2025	**2,761**	**13,718**	**6,823**	**23,302**
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

* Refer to Note 17(a) for further details on the impairment losses recognised during the year.

Company	Leasehold land RM'000	Office premises RM'000	Total RM'000
As at 1 January 2025	**2,861**	**10,082**	**12,943**
Depreciation (Note 7)	**(34)**	**(9,549)**	**(9,583)**
As at 31 December 2025	**2,827**	**533**	**3,360**
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

In the previous financial year, leasehold land of the Group with an aggregate carrying value of RM1.8 million was pledged as securities for banking facilities (Note 35(a)).

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

15. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTD.)

Set out below are the carrying amounts of lease liabilities and the movements during the year:

		Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
As at 1 January		**26,219**	33,023	**10,442**	20,214
Additions		**11,168**	9,776	**-**	-
Accretion of interest (Note 6)		**950**	962	**195**	532
Amounts billed		**(16,196)**	(15,940)	**(10,089)**	(10,084)
Effect of lease modification		**-**	(220)	**-**	(220)
Derecognition		**-**	(1,095)	**-**	-
Foreign exchange differences		**(1,895)**	(287)	**-**	-
As at 31 December		**20,246**	26,219	**548**	10,442
Disclosed as:	- Current	**9,406**	15,346	**548**	9,890
	- Non-current	**10,840**	10,873	**-**	552
		20,246	26,219	**548**	10,442

The Group and the Company had total cash outflows for leases (including short-term leases and low-value assets) of RM15.2 million (2024: RM16.6 million) and RM9.9 million (2024: RM11.8 million) respectively.

Included in the profit or loss of the Group:

	Group	
	2025 RM'000	2024 RM'000
Expense relating to leases of short-term leases	**6,014**	4,086
Expense relating to leases of low-value assets	**265**	609
	6,279	4,695

16. LAND HELD FOR PROPERTY DEVELOPMENT

	Development expenditure RM'000
As at 31 December 2025	
At cost	
At 1 January 2025/ 31 December 2025	**6,674**
Accumulated impairment loss	
At 1 January 2025/ 31 December 2025	**6,674**
Carrying amount at 31 December 2025	**-**
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	-

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 2024	587,590	35,328	198,434	104,998	926,350
Additions	-	-	-	3,399	3,399
Acquisition of subsidiaries (Note 47(h))	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**
Additions#	**-**	**-**	**-**	**3,030**	**3,030**
Exchange difference	**(21,219)**	**(976)**	**(7,807)**	**201**	**(29,801)**
At 31 December 2025	**611,737**	**43,597**	**186,595**	**109,356**	**951,285**
Accumulated amortisation and impairment loss					
At 1 January 2024	-	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**
Amortisation during the year (Note 7)	**-**	**3,474**	**19,966**	**8,041**	**31,481**
Impairment for the year (Note 7)*	**151,120**	**-**	**-**	**3,417**	**154,537**
Exchange difference	**-**	**213**	**(7,556)**	**111**	**(7,232)**
At 31 December 2025	**151,120**	**29,119**	**165,949**	**76,471**	**422,659**
Net carrying amount					
At 31 December 2025	**460,617**	**14,478**	**20,646**	**32,885**	**528,626**
At 31 December 2024	632,956	19,141	40,863	41,223	734,183

* Refer to Note 17(a) for further details on the impairment losses recognised during the year.

\# Additions consist of cash additions of RM1,142,000 and payables of RM1,888,000.

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For the year ended 31 December 2025

17. INTANGIBLE ASSETS (CONTD.)

(a) Goodwill

Impairment testing of goodwill

Goodwill is allocated and monitored by management across the following cash generating units ("CGU"):

	2025 RM'000	2024 RM'000
Asset consultancy:		
Opus Group Berhad and its subsidiaries ("Opus Group")	**-**	38,636
Healthcare solutions:		
Edgenta Mediserve Sdn. Bhd. ("EMS")	**-**	26,982
Edgenta UEMS Group:		
- Malaysia ("UEMS MY")	**39,265**	68,807
- Singapore ("UEMS SG")	**220,319**	290,552
- Taiwan	**11,127**	11,586
Property and Facility Solutions:		
Edgenta Greentech Sdn. Bhd. and its subsidiaries ("EGT Group")	**49,600**	49,600
MEEM for Facilities Management Company	**3,106**	3,417
Kaizen Group	**60,828**	67,004
Infrastructure services:		
Edgenta PROPEL Berhad ("PROPEL")	**76,372**	76,372
	460,617	632,956

The Group performed its annual impairment test of goodwill in December 2025 and 2024, or more frequently when there were indicators of impairment, in accordance with MFRS 136: Impairment of Assets. The recoverable amounts of the CGUs were determined based on value in use ("VIU") calculations using cash flow projections derived from financial budgets approved by the Board of Directors covering a five-year period. Cash flows beyond the five-year period were extrapolated using terminal growth rates that do not exceed the long-term average growth rates for the respective industries or where applicable, limited to its expected contract period with no terminal value. The pre-tax discount rates applied reflect current market assessments of the time value of money and the risks specific to the respective CGUs.

During the financial year, the Group had recognised impairment loss on goodwill in Asset Consultancy segment of RM38.6 million (2024: RMnil) and Healthcare Solutions segments of RM112.5 million (2024: RMnil) due to margin compressions and weaker margin outlook of these segments.

17. INTANGIBLE ASSETS (CONTD.)

(a) Goodwill (contd.)

Impairment testing of goodwill (contd.)

(i) Opus Group CGU

The recoverable amount of the Opus Group CGU was determined based on a value-in-use calculation using cash flow projections derived from financial budgets approved by the Board of Directors covering a five-year period. Based on this assessment, the recoverable amount of the Opus Group CGU was RMnil.

The projected cash flows reflect reduced expected contract values and weaker margin outlook in certain infrastructure-related activities.

As a result, the goodwill allocated to the Opus CGU was fully impaired and an impairment loss of RM38.6 million to goodwill, RM1.1 million to property, plant and equipment and RM0.1 million to right-of-use assets recognised in profit or loss for the financial year ended 31 December 2025.

(ii) EMS CGU

The recoverable amount of the Mediserve CGU was determined based on a VIU calculation using cash flow projections derived from financial budgets approved by the Board of Directors, covering a ten-year period. Based on the assessment, the recoverable amount of the EMS CGU was RMnil.

During the financial year, the CGU was impacted by the transition to an interim concession environment within the Healthcare Solutions business. In addition, confirmation that the current concession terms would remain unchanged with no upward revision in fees has resulted in the projected cash flows to incorporate the following effects:

- Margin compression arising from the regulatory enforcement of the new minimum wage;
- Immediate flow-through of operational cost increases which outpaced existing contract cost pass-through mechanisms; and
- Persistent external cost pressures despite ongoing cost optimisation and process improvement initiatives undertaken by the Group.

Based on the impairment assessment, the goodwill allocated to the Mediserve CGU was fully impaired, resulting in an impairment loss of RM27.0 million to goodwill, RM66.8 million to the property, plant and equipment, RM0.5 million to intangible assets and RM2.1 million to right-of-use assets recognised in profit or loss for the financial year ended 31 December 2025.

(iii) UEMS MY CGU

The recoverable amount of the UEMS MY CGU was determined based on a VIU calculation using cash flow projections derived from financial budgets approved by the Board of Directors covering a five-year period. Based on this assessment, the recoverable amount of the UEMS MY CGU was RM39.3 million.

During the current financial year, the goodwill allocated to UEMS MY CGU was partially impaired due to continued margin compression and deterioration in working capital performance experienced by the CGU. Accordingly, impairment loss of RM26.8 million were recognised to the profit or loss.

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17. INTANGIBLE ASSETS (CONTD.)

(a) Goodwill (contd.)

Impairment testing of goodwill (contd.)

(iv) UEMS SG CGU

The recoverable amount of the UEMS SG CGU was determined based on a VIU calculation using cash flow projections derived from financial budgets approved by the Board of Directors covering a five-year period. Based on the assessment, the recoverable amount of the UEMS SG CGU was RM220.3 million.

The projected cash flows reflect expected margin compressions arising from regulatory cost increases and competitive pricing pressures impacting contract renewals.

As a result, the goodwill allocated to UEMS SG CGU was partially impaired and an impairment loss of RM58.7 million was recognised for the financial year ended 31 December 2025.

Key assumptions used in VIU 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		Terminal growth rate	
		2025 %	2024 %	2025 %	2024 %
Asset consultancy:					
Opus Group	5	**13.5**	13.5	**1.0**	1.0
Healthcare solutions					
EMS	10	**11.4**	12.6	*	*
Edgenta UEMS Group:					
- Malaysia	5	**13.4**	10.7	**1.0**	1.0
- Singapore	5	**10.2**	10.3	**1.0**	1.0
- Taiwan	5	**12.1**	12.2	**1.0**	1.0
Property and Facility Solutions:					
EGT Group	5	**8.7**	8.7	**1.0**	1.0
MEEM for Facilities Management Company	5	**8.8**	7.8	**1.0**	1.0
Kaizen Group	5	**11.1**	11.1	**1.0**	1.0
Infrastructure services:					
Edgenta PROPEL Berhad	5	**12.7**	10.0	**1.0**	1.0

* For EMS, the VIU is determined by discounting cash flows for a period of 10 years (2024: 11 years) with no terminal value. The Board of Directors has applied a 10-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.

17. INTANGIBLE ASSETS (CONTD.)

(a) Goodwill (contd.)

Key assumptions used in VIU calculation (contd.)

The calculation of the VIU 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

Other than the CGUs that were impaired above, the Board of Directors 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.

(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 4.75 to 15 years (2024: 11 months 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 (2024: 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	
	2025 RM'000	**2024 RM'000**
Unquoted shares, at cost (Note (a)):		
- Malaysian subsidiaries	**1,871,259**	1,871,259
- Foreign subsidiaries	**217,915**	217,915
	2,089,174	2,089,174
Less: Accumulated impairment (Note (b))	**(674,945)**	(381,135)
	1,414,229	1,708,039

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18. INVESTMENT IN SUBSIDIARIES (CONTD.)

(a) Cost of investment in subsidiary companies

	Company	
	2025 RM'000	**2024 RM'000**
At 1 January	**2,089,174**	2,088,924
Acquisition of additional share capital in subsidiaries	**-**	250
At 31 December	**2,089,174**	2,089,174

In the previous financial year, 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.

(b) Impairment of investment in subsidiaries

The movement in accumulated impairment loss as follows:

	Company	
	2025 RM'000	**2024 RM'000**
At 1 January	**381,135**	414,902
Impairment loss on investment in subsidiary companies	**293,810**	1,233
Reversal of impairment loss on investment in a subsidiary company	**-**	(35,000)
At 31 December	**674,945**	381,135

During the current financial year, impairment losses were recognised against the carrying amount of its investment in Opus Group Berhad ("OGB"), EMS, PROPEL and Edgenta Environmental & Material Testing ("EEMT") of RM122.2 million, RM6.9 million, RM156.7 million and RM8.0 million, respectively. Based on management's assessments, the recoverable amount of its investment in OGB, EMS, and EEMT were RM406.6 million, RM84.0 million, and RM12.2 million, respectively which were estimated based on their respective net tangible assets.

The recoverable amount of PROPEL was determined based on VIU calculation using cash flow projections derived from financial budgets approved by the Board of Directors covering a five-year period. Based on this assessment, the recoverable amount of PROPEL was RM479.8 million which reflected reduced expected contract values and weaker margin outlook for the CGU.

In the previous financial year, management assessment indicated that a reversal of impairment loss of RM35.0 million is required for 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 reversal in the previous financial year reflected improved performance and future prospects for OGB, which have been considered in the VIU calculations for the financial 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	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current assets	**1,650**	514	**534**	332	**-**	-	**3,575**	4,126
Current assets	**10,484**	13,905	**16,084**	22,453	**3,544**	3,510	**21,227**	15,838
Total assets	**12,134**	14,419	**16,618**	22,785	**3,544**	3,510	**24,802**	19,964
Non-current liabilities	**1,286**	1,183	**621**	593	**-**	-	**3,322**	3,603
Current liabilities	**2,323**	2,655	**5,122**	12,054	**211**	45	**13,967**	5,453
Total liabilities	**3,609**	3,838	**5,743**	12,647	**211**	45	**17,289**	9,056
Net assets	**8,525**	10,581	**10,875**	10,138	**3,333**	3,465	**7,513**	10,908
Equity attributable to owners of the Company	**5,115**	6,349	**6,525**	6,083	**1,833**	1,906	**4,508**	6,545
Non-controlling interests	**3,410**	4,232	**4,350**	4,055	**1,500**	1,559	**3,005**	4,363

(ii) Summarised statements of comprehensive income

	KOA		KAMS		Rimbunan Melati		MEEM	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue	**24,097**	20,543	**28,058**	29,080	**-**	-	**53,317**	43,992
Profit/(loss) for the year, representing total comprehensive income/(loss) for the year	**8,407**	2,693	**8,510**	7,992	**(133)**	(56)	**(2,522)**	(2,866)
Attributable to:								
- owners of the Company	**5,044**	1,616	**5,106**	4,795	**(73)**	(31)	**(1,513)**	(1,720)
- non-controlling interests	**3,363**	1,077	**3,404**	3,197	**(60)**	(25)	**(1,009)**	(1,146)
	8,407	2,693	**8,510**	7,992	**(133)**	(56)	**(2,522)**	(2,866)

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For the year ended 31 December 2025

18. INVESTMENT IN SUBSIDIARIES (CONTD.)

Summarised financial information (contd.)

(iii) Summarised statements of cash flows

	KOA		KAMS		Rimbunan Melati		MEEM	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Net cash generated from/(used in) operating activities	**10,621**	2,325	**8,489**	4,167	**(23)**	(319)	**(5,803)**	(7,548)
Net cash (used in)/ generated from investing activities	**(1,366)**	(90)	**-**	-	**57**	66	**(197)**	959
Net cash (used in)/ generated from financing activities	**(9,404)**	-	**(6,535)**	-	**-**	-	**8,971**	-
Net (decrease)/increase in cash and cash equivalents	**(149)**	2,235	**1,954**	4,167	**34**	(253)	**2,971**	(6,589)
Net foreign exchange differences	**(864)**	(90)	**(705)**	(32)	**-**	-	**(239)**	14
Cash and cash equivalents at the date of acquisition/ beginning of the year	**6,029**	3,884	**4,651**	516	**3,496**	3,749	**1,476**	8,051
Cash and cash equivalents at end of the year	**5,016**	6,029	**5,900**	4,651	**3,530**	3,496	**4,208**	1,476

19. INVESTMENT IN ASSOCIATES

	Group	
	2025 RM'000	2024 RM'000
Unquoted shares, at cost		
In Malaysia	**4,400**	4,400
	4,400	4,400
Share of post-acquisition reserves	**78,909**	73,272
Less: Dividend received	**(7,080)**	(5,554)
	76,229	72,118

In the previous financial year, Opus International (M) Berhad ("OIM") entered into a Share Sale Agreement on 12 October 2024 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 47(g))	4,159
Less: Net carrying amount of OCM upon disposal	(4,158)
Deemed disposal of OCM	1

Further details of the associates are disclosed in Note 47.

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	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current assets	**930**	896	**6,211**	6,894	**17,916**	18,335
Current assets	**88,131**	80,207	**131,768**	113,167	**94,149**	119,510
Total assets	**89,061**	81,103	**137,979**	120,061	**112,065**	137,845
Non-current liabilities	**25**	838	**229**	990	**3,863**	879
Current liabilities	**3,670**	4,161	**98,129**	82,022	**42,617**	69,795
Total liabilities	**3,695**	4,999	**98,358**	83,012	**46,480**	70,674
Net assets	**85,366**	76,104	**39,621**	37,049	**65,585**	67,171

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19. INVESTMENT IN ASSOCIATES (CONTD.)

(ii) Summarised statements of comprehensive income

	Biomedix		One Medicare		Sedafiat	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue	**62,189**	59,272	**234,256**	225,090	**247,948**	265,027
Profit before tax	**23,842**	19,759	**5,654**	4,414	**10,014**	10,771
Profit for the year, representing total comprehensive income	**17,662**	14,406	**3,873**	2,633	**6,594**	7,658
Dividend received from the associates during the year	**3,360**	2,076	**520**	278	**3,200**	3,200

(iii) Reconciliation of the summarised financial information presented above to the carrying amount of the Group's interest in associates

	Biomedix		One Medicare		Sedafiat	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Net assets at 1 January	**76,104**	66,888	**37,049**	35,111	**67,171**	67,513
Profit for the year	**17,662**	14,406	**3,873**	2,633	**6,594**	7,658
Dividend declared	**(8,400)**	(5,190)	**(1,300)**	(695)	**(8,000)**	(8,000)
Net assets at 31 December	**85,366**	76,104	**39,622**	37,049	**65,765**	67,171
Interest in associates	**40%**	40%	**40%**	40%	**40%**	40%
Carrying value of Group's interest in material associate	**34,146**	30,442	**15,849**	14,820	**26,306**	26,868

20. INVESTMENT IN JOINT VENTURES

	Group	
	2025 RM'000	2024 RM'000
Unquoted shares, at cost		
In Malaysia	**152**	122
Outside Malaysia	**1,326**	-
	1,478	122
Share of post-acquisition reserves	**213**	40
	1,691	162

20. INVESTMENT IN JOINT VENTURES (CONTD.)

During the financial year, the following transactions take place:

(a) On 22 October 2024, Opus International (M) Berhad ("OIM"), a wholly-owned subsidiary of the Group, entered into a Joint Venture and Shareholders' Agreement with HSS Engineering Sdn. Bhd. to jointly provide engineering and technical services through a jointly controlled entity, Opus HSS Sdn. Bhd. ("Opus HSS"). Upon its incorporation on 10 December 2024, Opus HSS was classified as a subsidiary to OIM.

During the financial year, management reassessed the Group's interest in Opus HSS Sdn. Bhd. following changes in circumstances and concluded that the Group no longer have control over Opus HSS but retains joint control. Accordingly, the investment has been classified as a joint venture and accounted for using the equity method.

The reclassification did not have any material impact to the financial results of the Group.

(b) On 12 June 2025, Kaizen Owner Association Management Services LLC ("Kaizen"), an indirect subsidiary of the Company through Edgenta International Investments L.L.C, entered into a Joint Venture and Shareholders' Agreement with 21 Estates Group FZCO to incorporate a jointly controlled entity to provide owners' association and property management services in Dubai and other agreed locations.

The joint venture company, DuaSatu FZ L.L.C., was incorporated in Expo City Dubai, United Arab Emirates on 17 July 2025.

Summarised financial information of the joint ventures are not disclosed as they are immaterial.

Further details of the joint ventures are disclosed in Note 47.

21. OTHER INVESTMENTS

	Group and Company	
	2025 RM'000	**2024 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

NOTES TO THE FINANCIAL STATEMENTS
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22. TRADE AND OTHER RECEIVABLES

	Group	
	2025 RM'000	**2024 RM'000**
Current		
Trade receivables (Note a)		
Third parties	**367,947**	426,108
Related companies	**30,171**	57,315
Joint venture	**1,453**	-
	399,571	483,423
Less: Allowance for expected credit losses ("ECL"):		
Third parties	**(61,345)**	(39,230)
Related companies	**(8,560)**	(6,314)
	(69,905)	(45,544)
Retention receivables:		
Third parties	**47,213**	15,814
Related companies	**1,217**	5,007
	48,430	20,821
Trade receivables, net	**378,096**	458,700
Concession receivable (Note c)	**22,600**	22,600
Other receivables (Note b)		
Amounts due from related parties:		
Associates	**163**	290
Related companies	**17**	51
	180	341
Deposits	**33,288**	34,144
Sundry receivables	**27,283**	72,234
	60,751	106,719
Less: Allowance for ECL:		
Sundry receivables	**(8,541)**	(2,391)
Other receivables, net	**52,210**	104,328
Total trade and other receivables	**452,906**	585,628
Other current assets		
Prepayments	**17,011**	29,432
Total	**469,917**	615,060

22. TRADE AND OTHER RECEIVABLES (CONTD.)

	Group	
	2025 RM'000	**2024 RM'000**
Non-current		
Trade receivables (Note a)		
Retention receivables:		
Third parties	**2,530**	4,638
Concession receivable (Note c)	**71,561**	81,214
Total	**74,091**	85,852

	Company	
	2025 RM'000	**2024 RM'000**
Current		
Other receivables (Note b)		
Amounts due from subsidiaries	**48,085**	32,129
Amounts due from related parties	**77**	290
Dividend receivable	**-**	63,077
Deposits	**3,046**	3,046
Sundry receivables	**835**	873
	52,043	99,415
Less: Allowance for ECL:		
Subsidiaries	**-**	(1,941)
	52,043	97,474
Non-current		
Other receivables (Note b)		
Amounts due from subsidiaries	**74,057**	85,881
Less: Allowance for ECL:		
Subsidiaries	**(62,326)**	(23,663)
	11,731	62,218

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

22. TRADE AND OTHER RECEIVABLES (CONTD.)

Movements in allowance for ECL:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At 1 January	**47,935**	47,256	**25,604**	11,792
Acquisition of subsidiaries	**-**	102	**-**	-
Charge for the year (Note 7)	**31,265**	2,149	**36,722**	18,938
Reversal of allowance (Note 5)	**-**	-	**-**	(4,910)
Written off	**(417)**	(1,324)	**-**	(216)
Exchange differences	**(337)**	(248)	**-**	-
At 31 December	**78,446**	47,935	**62,326**	25,604

(a) Trade receivables

Trade receivables are non-interest bearing and are generally on 30 to 90 days (2024: 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 (including retention receivables) is as follows:

	Group	
	2025 RM'000	2024 RM'000
Neither past due nor impaired	**144,498**	262,715
1 to 30 days past due from the credit terms but not impaired	**78,046**	99,623
31 to 60 days past due from the credit terms but not impaired	**25,717**	21,759
61 to 90 days past due from the credit terms but not impaired	**14,094**	23,074
91 to 120 days past due from the credit terms but not impaired	**20,505**	20,667
More than 121 days past due from the credit terms but not impaired	**97,766**	35,500
	236,128	200,623
Impaired	**69,905**	45,544
	450,531	508,882

22. TRADE AND OTHER RECEIVABLES (CONTD.)

(a) Trade receivables (contd.)

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 7% (2024: 11%) of the Group's trade receivables arose from current receivable balances with related companies, while approximately 3% (2024: 10%) 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 RM236.1 million (2024: RM200.6 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 2025, amounts due from subsidiaries are non-trade related, repayable on demand and bears interest rate ranging between 4.14% to 4.49% per annum (2024: 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.

Other receivables that are impaired

At the reporting date, the Group and the Company have provided an allowance of RM8.5 million (2024: RM2.4 million) and RM62.3 million (2024: RM23.6 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).

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23. CONTRACT RELATED ASSETS AND LIABILITIES

	Group		
	31.12.2025 RM'000	31.12.2024 RM'000 Restated	1.1.2024 RM'000 Restated
Contract assets (a)			
Non-current	**21,497**	23,875	32,136
Current	**337,580**	473,312	423,900
	359,077	497,187	456,036
Contract liabilities (a)			
Current	**(72,716)**	(33,727)	(31,916)

(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.

As at 31 December 2025, the Group's contract assets disclosed above is net of allowance for expected credit losses of RM3.5 million.

Movements in allowance for ECL:

	Group	
	2025 RM'000	2024 RM'000
At 1 January	**-**	-
Charge for the year (Note 7)	**3,533**	-
At 31 December	**3,533**	-

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	
	2025 RM'000	2024 RM'000
Amounts included in contract liabilities at the beginning of the year	**14,916**	15,837

23. CONTRACT RELATED ASSETS AND LIABILITIES (CONTD.)

(b) Contract fulfillment asset

	Group	
	2025 RM'000	**2024 RM'000**
As at 1 January	**-**	590
Utilised during the year	**-**	(590)
As at 31 December	**-**	-

In the previous financial year, 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 previous financial year.

24. DEFERRED TAX

	Group	
	2025 RM'000	**2024 RM'000**
At 1 January	**17,621**	17,933
Recognised in statement of comprehensive income (Note 10)	**4,351**	(1,321)
Acquisition of subsidiaries (Note 47(h))	**-**	1,495
Exchange differences	**320**	(486)
At 31 December	**22,292**	17,621
Presented after appropriate offsetting as follows:		
Deferred tax assets	**(9,870)**	(19,592)
Deferred tax liabilities	**32,162**	37,213
	22,292	17,621

NOTES TO THE FINANCIAL STATEMENTS
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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 2025	**(11,709)**	**(26,000)**	**(37,709)**
Recognised in profit or loss	**444**	**24,710**	**25,154**
Exchange differences	**22**	**-**	**22**
	(11,243)	**(1,290)**	**(12,533)**
Less: Set off with deferred tax liabilities	**542**	**2,121**	**2,663**
At 31 December 2025	**(10,701)**	**831**	**(9,870)**
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)

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 2025	**19,148**	**11,267**	**24,915**	**55,330**
Recognised in profit or loss	**(12,006)**	**(3,906)**	**(4,891)**	**(20,803)**
Exchange differences	**-**	**298**	**-**	**298**
	7,142	**7,659**	**20,024**	**34,825**
Less: Set off with deferred tax assets	**(2,663)**	**-**	**-**	**(2,663)**
At 31 December 2025	**4,479**	**7,659**	**20,024**	**32,162**
At 1 January 2024	23,789	14,180	30,411	68,380
Acquisition of subsidiaries (Note 47(h))	-	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

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.

24. DEFERRED TAX (CONTD.)

Deferred tax assets have not been recognised in respect of the following items:

Malaysian Companies

	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Unutilised tax losses	**460,637**	247,456	**21,668**	21,668
Unabsorbed capital allowances	**107,302**	102,199	**13,886**	13,769
Others	**35,096**	2,525	**9,225**	3,831
	603,035	352,180	**44,779**	39,268
Deferred tax benefit at 24%, if recognised	**144,728**	84,523	**10,747**	9,424

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:

	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
- Expires in 2028	**31,823**	31,823	**-**	-
- Expires in 2029	**42,690**	42,690	**21,668**	21,668
- Expires in 2030	**29,154**	29,154	**-**	-
- Expires in 2031	**44,518**	44,518	**-**	-
- Expires in 2032	**27,777**	27,777	**-**	-
- Expires in 2033	**49,125**	49,125	**-**	-
- Expires in 2034	**40,071**	22,369	**-**	-
- Expires in 2035	**195,479**	-	**-**	-
	460,637	247,456	**21,668**	21,668

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	
	2025 RM'000	2024 RM'000
Consumables	**12,396**	18,299
Properties held for sale	**46,419**	-
	58,815	18,299

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	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Financial asset at fair value through profit or loss:				
- unquoted unit trusts (money market funds)	**9,294**	13,504	**8,757**	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	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash in hand and at banks	**534,996**	443,806	**9,431**	4,169
Deposits with licensed banks and other financial institutions	**306,924**	204,201	**481**	2,002
	841,920	648,007	**9,912**	6,171

(a) Included in cash at bank of the Group are amounts of RM1.89 million (2024: RM0.13 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 RM2.8 million (2024: RM2.4 million) are on lien for bank guarantee facilities granted to certain subsidiaries. As at 31 December 2025, the subsidiaries have utilised guarantee facilities amounting to RM5.8 million (2024: RM6.1 million).

(c) Deposits with licensed banks amounting to RM0.5 million (2024: RM0.5 million) are pledged to secure certain facilities granted to the Group.

(d) Deposits with licensed banks of the Group amounting to RM22.5 million (2024: RM25.4 million) are pledged as securities for bank borrowing granted to a foreign subsidiary.

27. CASH, BANK BALANCES AND DEPOSITS (CONTD.)

(e) Cash and fixed deposits of RM33.1 million (2024: RM29.8 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 RM0.2 million (2024: RM0.7 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 (2024: 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").

As at the reporting date, although the Group continues to explore strategic options in relation to FUSB, there is currently no active or committed disposal programme in place. Management's focus has shifted to other strategic priorities and the disposal is no longer considered highly probable within the foreseeable future.

Accordingly, the assets and liabilities of FUSB no longer meet the criteria for classification as held for sale under MFRS 5 *Non-current Assets Held for Sale and Discontinued Operations*. The assets and liabilities have therefore been reclassified to their respective line items in the consolidated statement of financial position and are measured in accordance with the relevant applicable MFRSs.

In the previous financial year, the major classes of assets and liabilities of FUSB classified as held for sale are as follows:

	2024 RM'000
Assets	
Trade and other receivables	180
Inventories	43,462
Tax recoverable	2,905
Cash and short term deposit	6,586
Assets held for sale	53,133
Liabilities	
Accruals, representing liability directly associated with assets held for sale	(798)
Net assets of disposal group	52,335

The assets were measured at the lower of their carrying amount and fair value less costs to sell.

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29. SHARE CAPITAL

	Number of ordinary shares		Amount	
	2025 '000	2024 '000	2025 RM'000	2024 RM'000
Issued and fully paid up, at no par value				
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

	Statutory reserve RM'000 (Note a)	Foreign currency translation reserve RM'000 (Note b)	Other reserve RM'000 (Note c)	Total RM'000
Group				
At 1 January 2024	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**
Foreign currency translation	**-**	**(37,225)**	**-**	**(37,225)**
At 31 December 2025	**294**	**(30,709)**	**9,163**	**(21,252)**

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	
	2025 RM'000	2024 RM'000
Current	**330**	229
Non-current	**430**	718
	760	947

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 (2024: 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	2025 RM'000	2024 RM'000
Present value of the defined benefit obligations ("PVDBO")		
At 1 January	**947**	1,161
Defined retirement benefit obligations	**(165)**	(118)
Contributions paid	**(22)**	(96)
At 31 December	**760**	947

NOTES TO THE FINANCIAL STATEMENTS
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32. RETIREMENT BENEFIT OBLIGATIONS (CONTD.)

Group	2025 RM'000	2024 RM'000
Analysis of funded and unfunded PVDBO		
Analysed as:		
Current	**330**	229
Non-current:		
Later than 1 year but not later than 2 years	**162**	330
Later than 2 years	**268**	388
	430	718
PVDBO from plans that are wholly unfunded	**760**	947

The details of net employee benefits expense recognised in income statement are as follows:

Group	2025 RM'000	2024 RM'000
Current service costs	**9**	12
Gain on settlement	**(207)**	(172)
Interest cost	**33**	42
Net employee benefits expense (Note 8)	**(165)**	(118)

Total amount recognised in statement of comprehensive income

Group	2025 RM'000	2024 RM'000
Cumulative amount of actuarial loss recognised in statement of comprehensive income:		
At 31 December	**142**	142
Historical experience adjustments:		
PVDBO	**760**	947
Experience adjustment (% of PVDBO)	**0%**	0%

Principal actuarial assumptions used:

Group	2025 %	2024 %
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.

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:

Sensitivity Level	Increase in one percentage		Decrease in one percentage	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Assumptions				
Discount rate	**10**	16	**(10)**	(17)
Salary increment rate	**(163)**	(167)	**114**	121

The average duration of the retirement benefit obligation at the end of the reporting period is 2 years (2024: 2 years).

33. DEFINED BENEFIT PENSION PLANS

	Funded RM'000	Unfunded RM'000	Total RM'000
As at 31 December 2025			
Non-current	**168**	**2,182**	**2,350**
As at 31 December 2024			
Non-current	316	2,080	2,396

As at 31 December 2025, defined benefit pension plans of the Group are operated by three subsidiaries of the Group, Edgenta UEMS Ltd. ("UEMS Taiwan") 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	
	2025 RM'000	2024 RM'000
Interest cost on benefit obligation	**16**	16
Employer's contribution	**(86)**	(308)
Interest income	**(10)**	(7)
Total included in employee benefits expense (Note 8)	**(80)**	(299)
Net actuarial gain recognised for the year	**(62)**	(62)
	(142)	(361)

33. DEFINED BENEFIT PENSION PLANS (CONTD.)

(a) Funded defined benefit plan (contd.)

Amount recognised in statement of financial position:

	Group	
	2025 RM'000	2024 RM'000
Present value of defined benefit obligation	**796**	1,036
Fair value of plan assets	**(628)**	(720)
Defined benefit obligation	**168**	316

Changes in present value of defined benefit obligation:

	Group	
	2025 RM'000	2024 RM'000
At 1 January	**1,036**	1,308
Interest cost	**16**	16
Benefit paid	**(204)**	(160)
Actuarial gain	**(13)**	(13)
Exchange differences	**(39)**	(115)
At 31 December	**796**	1,036

Changes in fair value of plan assets:

	Group	
	2025 RM'000	2024 RM'000
At 1 January	**(720)**	(573)
Employer's contribution	**(86)**	(308)
Benefit paid	**204**	160
Actuarial gain	**(49)**	(49)
Interest income	**(10)**	(7)
Exchange differences	**33**	57
At 31 December	**(628)**	(720)

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	
	2025 %	2024 %
Discount rate	**1.30%**	1.52%
Salary escalation	**3.00%**	3.00%

Actual return on plan assets:

	Group	
	2025 RM'000	2024 RM'000
Actual return of plan assets, representing actuarial gain recognised in the other comprehensive income	**(49)**	(49)

A quantitative sensitivity analysis for significant assumptions as at 31 December 2025 and 2024 are as shown below:

	Increase in one percentage		Decrease in one percentage	
Sensitivity level	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Assumptions				
Discount rate	**(30)**	(86)	**31**	90
Salary increase	**31**	90	**(30)**	(86)

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 8 years (2024: 9 years).

33. DEFINED BENEFIT PENSION PLANS (CONTD.)

(b) Unfunded defined benefit plans

MEEM operates 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	
	2025 RM'000	2024 RM'000
At 1 January	**2,080**	2,491
Charge for the year	**677**	764
Payments for the year	**(276)**	(583)
Actuarial gain	**(108)**	(399)
Exchange differences	**(191)**	(193)
At 31 December	**2,182**	2,080

The details of net employee benefits expense recognised in income statement are as follows:

	Group	
	2025 RM'000	2024 RM'000
Current service costs	**677**	764

The principal assumptions used in determining defined benefit obligation of the Group are shown below:

	Group	
	2025 %	2024 %
Discount rate	**4.85 - 5.40**	5.40
Salary increment rate	**2.50 - 3.35**	4.05

A quantitative sensitivity analysis for significant assumptions as at 31 December 2025 and 2024 are as shown below:

	Increase in one percentage		Decrease in one percentage	
Sensitivity level	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Assumptions				
Discount rate	**(311)**	(111)	**67**	124
Salary adjustment	**323**	135	**(54)**	(123)

The average duration of the defined benefit obligation at the end of the reporting period is 5.58 years (2024: 5.66 years).

34. PROVISIONS

	Group	
	2025 RM'000	2024 RM'000
Non-current:		
Provision for employee service entitlements (Note a)	**5,575**	5,705

Movements of provision for employee service entitlements during the financial year are as follows:

	Group	
	2025 RM'000	2024 RM'000
At 1 January	**5,705**	4,132
Acquisition of subsidiaries (Note 47(h))	**-**	1,417
Charged to the statement of comprehensive income (Note 8)	**833**	440
Exchange differences	**(963)**	(284)
At 31 December	**5,575**	5,705

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.

35. BORROWINGS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Current borrowings				
Secured:				
Term loans (Note a)	**28,820**	45,872	**-**	-
Revolving credit (Note c)	**50,526**	1,800	**-**	-
	79,346	47,672	**-**	-
Unsecured:				
Islamic Medium Term Notes (Note b)	**250,000**	-	**250,000**	-
Revolving credit (Note c)	**52,030**	94,459	**52,030**	59,050
Total short term borrowings	**381,376**	142,131	**302,030**	59,050
Non-current borrowings				
Secured:				
Term loans (Note a)	**14,403**	43,447	**-**	-
Unsecured:				
Islamic Medium Term Notes (Note b)	**-**	250,000	**-**	250,000
Total long term borrowings	**14,403**	293,447	**-**	250,000
Total borrowings	**395,779**	435,578	**302,030**	309,050

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35. BORROWINGS (CONTD.)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Secured:				
Term loans (Note a)	**43,223**	89,319	**-**	-
Revolving credit (Note c)	**50,526**	1,800	**-**	-
	93,749	91,119	**-**	-
Unsecured:				
Islamic Medium Term Notes (Note b)	**250,000**	250,000	**250,000**	250,000
Revolving credit (Note c)	**52,030**	94,459	**52,030**	94,459
Total borrowings	**395,779**	435,578	**302,030**	344,459

The maturity profile of the loans and borrowings are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Within one year	**381,376**	142,131	**302,030**	59,050
More than 1 year and less than 2 years	**14,403**	293,447	**-**	250,000
	395,779	435,578	**302,030**	309,050

(a) Term loans

Secure term loans bear interests which range from 4.65% to 5.21% per annum (2024: 4.71% to 5.51% 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.

35. BORROWINGS (CONTD.)

(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% (2024: 4.25%).

As at 31 December 2025, the Group and Company have reclassified the existing IMTNs amounting to RM250.0 million which will mature on 24 April 2026 from non-current liabilities to current liabilities.

As stipulated in the IMTNs agreement, the Company may submit an issue request to the facility agent, whereby the Company can select the maturity period provided that the tenure for the IMTNs shall not extend beyond the IMTN Programme tenure of 30 years from the date of first issue, which was on 26 April 2017, upon meeting all the conditions precedents.

As at 31 December 2025, the remaining tenure of the IMTN Programme is 21 years.

The Company has implemented its plan to redeem and reissue the IMTNs to extend the tenure of the current IMTNs for another period or a period deemed fit. The Company expects to successfully complete and meet all the conditions precedents to redeem and reissue the IMTNs prior to the maturity date of 24 April 2026.

(c) Revolving credit

Unsecured revolving credit of the Group and the Company bears interest of 3.78% (2024: 4.05%).

Secured revolving credit of the Group bears interest rate at the range between 2.08% and 5.83% (2024: between 1.87% and 4.46%). The facility is secured by corporate guarantee from fellow subsidiaries and contracts proceeds.

Reconciliation of liabilities arising from financing activities

Group	2025 RM'000	2024 RM'000	Cash flows: Principal movement RM'000	Cash flows: *Interest paid RM'000	Non-cash changes: Interest cost and others RM'000
Term loan	**43,223**	89,319	(45,444)	(3,275)	(652)
IMTNs	**250,000**	250,000	-	(10,625)	-
Revolving credit	**102,556**	96,259	8,550	(3,341)	(2,253)
Lease liabilities	**20,246**	26,219	(8,966)	(950)	2,993
	416,025	461,797	(45,860)	(18,191)	88

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35. BORROWINGS (CONTD.)

Reconciliation of liabilities arising from financing activities (contd.)

Company	2025 RM'000	2024 RM'000	Cash flows Principal movement RM'000	Cash flows *Interest paid RM'000	Non-cash changes Interest cost and others RM'000
IMTNs	**250,000**	250,000	-	(10,625)	-
Revolving credit	**52,030**	59,000	(7,020)	(2,323)	50
Lease liabilities	**548**	10,442	(9,894)	(195)	-
	302,578	319,442	(16,914)	(13,143)	50

* 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.

36. TRADE AND OTHER PAYABLES

	Group		
	31.12.2025 RM'000	31.12.2024 RM'000 Restated	1.1.2024 RM'000 Restated
Current			
Trade payables (Note a)			
Third parties	**173,171**	153,771	126,273
Accrued costs	**268,310**	230,276	211,026
Retention payables (Note b):			
Services:			
- Infrastructure	**45,500**	28,806	36,862
- Property and facility solution	**5,805**	5,010	3,559
Due to related companies (Note d)	**-**	-	9,118
	492,786	417,863	386,838
Other payables			
Employee costs payable	**177,743**	165,287	151,964
Accruals	**137,259**	96,885	99,925
Refundable deposits	**667**	234	263
Sundry payables	**94,142**	128,161	80,015
Deferred consideration payables (Note e)	**12,601**	-	-
Due to holding company (Note c)	**14,567**	2,004	13,829
Due to a joint venture	**30**	-	-
Due to related companies (Note d)	**3,084**	12,030	360
	440,093	404,601	346,356
Total	**932,879**	822,464	733,194

36. TRADE AND OTHER PAYABLES (CONTD.)

	Group		
	2025 RM'000	**31.12.2024 RM'000 Restated**	**1.1.2024 RM'000 Restated**
Non-current			
Trade payables (Note a)			
Trade accruals	**-**	261	-
Retention payables (Note b):			
Services:			
- Infrastructure	**7,329**	18,653	6,298
- Property development	**85**	-	250
	7,414	18,914	6,548
Other payables			
Deferred consideration payables (Note e)	**-**	12,229	-
	7,414	31,143	6,548

	Company	
	2025 RM'000	**2024 RM'000**
Current		
Other payables		
Accruals	**10,367**	6,173
Sundry payables	**2,871**	1,036
Due to holding company (Note c)	**1,497**	1,242
Due to related companies (Note d)	**2,468**	762
Due to subsidiary companies (Note c)	**24,046**	4,194
Total	**41,249**	13,407

(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 (2024: 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 2025, the balances of trade payables under this programme was RM25.2 million (31 December 2024: RM37.0 million).

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36. TRADE AND OTHER PAYABLES (CONTD.)

(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.

(e) Deferred consideration payable

	Group	
	2025 RM'000	**2024 RM'000**
At 1 January	**12,229**	-
Acquisition of Kaizen Group (Note 47(h))	**-**	11,497
Accretion of interest on deferred consideration payable	**1,585**	1,346
Foreign exchange differences	**(1,213)**	(614)
At 31 December	**12,601**	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	
	2025 RM'000	**2024 RM'000**
Capital expenditure		
Approved and contracted for purchase of:		
- intangible assets	**2,685**	1,019
- property, plant and equipment	**6,151**	12,417
Approved but not contracted for purchase of:		
- intangible assets	**3,879**	5,111
- property, plant and equipment	**66,933**	53,200

38. PERFORMANCE BONDS AND GUARANTEES

	Group	
	2025 RM'000	2024 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	**1,697**	24,991
Bank guarantee issued to authorities	**1,351**	1,351
Bank guarantees and performance bonds issued to others	**83,284**	96,190
Corporate guarantee for banking facilities utilised by fellow subsidiaries	**380,257**	399,392
	466,589	521,924
Unsecured:		
Bank guarantees extended to third parties - trade related	**27,343**	16,218

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.

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	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Income received/receivable from				
Asset consultancy services fees received from:				
- related companies	**26,724**	29,021	**-**	-
- associates	**-**	33,843	**-**	-
Infrastructure maintenance fees received from:				
- related companies	**746,194**	804,904	**-**	-
Facilities management fees received from:				
- related companies	**62,819**	95,425	**-**	-
Rental received from:				
- a subsidiary	**-**	-	**9,800**	9,800

39. RELATED PARTY DISCLOSURES (CONTD.)

(a) Sale and purchase of services (contd.)

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: (contd.)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Expenses paid/payable to				
Rendering of services by:				
- immediate holding company	**(10,000)**	(10,000)	**-**	-
- a subsidiary	**-**	-	**(16,630)**	(16,544)
- related companies	**(801)**	(1,821)	**-**	-
- associates	**-**	(13,788)	**-**	-
Rental paid to:				
- immediate holding company	**(947)**	(966)	**-**	(947)
- related company	**(8,992)**	(9,142)	**-**	(9,142)
- a subsidiary	**-**	-	**-**	(556)

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.

(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	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Salaries and other emoluments	**13,857**	14,073	**-**	-
Contributions to defined contribution plans	**1,332**	1,419	**-**	-
	15,189	15,492	**-**	-

39. RELATED PARTY DISCLOSURES (CONTD.)

(b) Compensation of key management personnel (contd.)

Included in total key management personnel compensation are:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Directors' remuneration excluding benefits-in-kind (Note 9)	**2,918**	2,938	**1,210**	1,130

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	FVTPL RM'000	Amortised cost RM'000	Total RM'000
2025			
Assets			
Trade receivables, net (Note 22)	**-**	**380,626**	**380,626**
Concession receivable (Note 22)	**-**	**94,161**	**94,161**
Other receivables, net (Note 22)	**-**	**52,210**	**52,210**
Cash, bank balances and deposits (Note 27)	**-**	**841,920**	**841,920**
Short term investments (Note 26)	**9,294**	**-**	**9,294**
Total financial assets	**9,294**	**1,368,917**	**1,378,211**
Liabilities			
Trade payables (Note 36)	**-**	**500,200**	**500,200**
Other payables (Note 36)	**12,601**	**427,492**	**440,093**
Lease liabilities (Note 15)	**-**	**20,246**	**20,246**
Borrowings (Note 35)	**-**	**395,779**	**395,779**
Total financial liabilities	**12,601**	**1,343,717**	**1,356,318**
2024			
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

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For the year ended 31 December 2025

40. FINANCIAL INSTRUMENTS (CONTD.)

Classification of financial instruments (contd.)

Group	FVTPL RM'000	Amortised cost RM'000	Total RM'000
2024			
Liabilities			
Trade payables (Note 36)	-	436,777	436,777
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	1,303,175	1,315,404

Company	FVTPL RM'000	Amortised cost RM'000	Total RM'000
2025			
Assets			
Other receivables, net (Note 22)	**-**	**63,774**	**63,774**
Short term investments (Note 26)	**8,757**	**-**	**8,757**
Cash, bank balances and deposits (Note 27)	**-**	**9,912**	**6,171**
Total financial assets	**8,757**	**73,686**	**78,702**
Liabilities			
Other payables (Note 36)		**41,249**	**41,249**
Lease liabilities (Note 15)		**548**	**548**
Borrowings (Note 35)		**302,030**	**302,030**
Total financial liabilities		**343,827**	**343,827**
2024			
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

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 2025

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:

	2025		2024	
	RM'000	% of total	RM'000	% of total
By country:				
Malaysia	**159,452**	42	**232,544**	50
United Arab Emirates	**40,607**	11	**55,336**	12
Singapore	**54,593**	14	**56,807**	12
Taiwan	**93,182**	24	**100,709**	22
Indonesia	**13,553**	4	**4,679**	1
Saudi Arabia	**19,239**	5	**13,263**	3
	380,626	100	**463,338**	100

At the reporting date, the Group's ten largest customers account for approximately 44% (2024: 23%) 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.

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(b) Liquidity risk (contd.)

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.

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
2025				
Financial liabilities:				
Trade and other payables	**932,879**	**7,414**	**-**	**940,293**
Lease liabilities	**8,678**	**12,184**	**1,930**	**22,792**
Loans and borrowings:				
- IMTNs	**255,297**	**-**	**-**	**255,297**
- Revolving credit	**102,556**	**-**	**-**	**102,556**
- Term loans	**29,571**	**15,480**	**-**	**45,051**
Total undiscounted financial liabilities	**1,328,981**	**35,078**	**1,930**	**1,365,989**
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

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For the year ended 31 December 2025

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
2025				
Financial liabilities:				
Other payables	**41,249**	**-**	**-**	**41,249**
Lease liabilities	**548**	**-**	**-**	**548**
Loans and borrowings:				
- Revolving credit	**52,030**	**-**	**-**	**52,030**
- IMTNs	**255,297**	**-**	**-**	**255,297**
Total undiscounted financial liabilities	**349,124**	**-**	**-**	**349,124**
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

(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.

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
2025	**4%**	**231**	**20,476**
	-4%	**(231)**	**(20,476)**
2024	6%	12	34,434
	-6%	(12)	(34,434)

	Change in TWD rate	Effect on profit before tax RM'000	Effect on equity RM'000
2025	**5%**	**-**	**7,582**
	-5%	**-**	**(7,582)**
2024	5%	-	12,944
	-5%	-	(12,944)

	Change in AED rate	Effect on profit before tax RM'000	Effect on equity RM'000
2025	**9%**	**-**	**9,671**
	-9%	**-**	**(9,671)**
2024	3%	-	3,191
	-3%	-	(3,191)

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(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.

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:

At 31 December 2025	Note	WAEIR %	Within 1 year RM'000	1-2 years RM'000	2-5 years RM'000	> 5 years RM'000	Total RM'000
Group							
Fixed rate							
Deposits with licensed banks and other financial institutions	27	**2.84%**	**306,924**	**-**	**-**	**-**	**306,924**
IMTNs	35	**4.25%**	**(250,000)**	**-**	**-**	**-**	**(250,000)**
Lease liabilities	15	**3.66%**	**(9,406)**	**(6,847)**	**(2,323)**	**(1,670)**	**(20,246)**
Floating rate							
Revolving credit	35	**3.62%**	**(102,556)**	**-**	**-**	**-**	**(102,556)**
Term loans	35	**4.89%**	**(28,820)**	**(14,403)**	**-**	**-**	**(43,223)**
Company							
Fixed rate							
Deposits with licensed banks and other financial institutions	27	**1.05%**	**481**	**-**	**-**	**-**	**481**
IMTNs	35	**4.25%**	**(250,000)**	**-**	**-**	**-**	**(250,000)**
Lease liabilities	15	**3.45%**	**(548)**	**-**	**-**	**-**	**(548)**
Floating rate							
Revolving credit	35	**3.78%**	**(52,030)**	**-**	**-**	**-**	**(52,030)**

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(d) Interest rate risk (contd.)

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
Group							
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							
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)

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.

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.

	Level 2 - significant observable input			
	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Assets measured at fair value:				
Short term investments	**9,294**	13,504	**8,757**	4,278

The valuation date of these financial instruments is 31 December 2025 and 2024, 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.

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	
	2025 RM'000	2024 RM'000 Restated	2025 RM'000	2024 RM'000
Term loans	**43,223**	89,319	**-**	-
Revolving credit	**102,556**	96,259	**52,030**	59,050
IMTNs	**250,000**	250,000	**250,000**	250,000
Total debt	**395,779**	435,578	**302,030**	309,050
Total assets	**2,563,385**	2,992,306	**1,508,763**	1,900,050
Debt to asset ratio	**15%**	15%	**20%**	16%

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 solutions 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.

43. SEGMENT INFORMATION (CONTD.)

(a) Business unit segments (contd.)

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.

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.

43. SEGMENT INFORMATION (CONTD.)

	Note	Asset Management		Infrastructure Solutions				
		Healthcare Solutions RM'000	Property and Facility Solutions RM'000	Infra-structure Services RM'000	Asset Consultancy RM'000	Others RM'000	Adjustment and Elimination RM'000	Group RM'000
At 31 December 2025								
Revenue								
External revenue		1,586,900	341,701	852,456	70,946	9,026	-	2,861,029
Inter-segment revenue	A	626	986	-	2,717	89,154	(93,483)	-
Total revenue		1,587,526	342,687	852,456	73,663	98,180	(93,483)	2,861,029
Results								
EBITDA*		35,409	(10,270)	(14,314)	(42,520)	(56,909)	31,274	(57,330)
Depreciation and amortisation		(24,867)	(3,719)	(10,346)	(621)	(39,937)	874	(78,616)
Impairment		(69,412)	-	-	(1,261)	(2,921)	(151,120)	(224,714)
EBIT**		(58,870)	(13,989)	(24,660)	(44,402)	(99,767)	(118,972)	(360,660)
Interest income		4,753	1,345	953	542	612	-	8,205
Interest expense		(2,520)	(2,015)	(294)	(7)	(13,150)	(18)	(18,004)
Share of results of associates		11,191	-	-	-	-	-	11,191
Share of results of joint ventures		-	112	-	61	-	-	173
Profit before tax and zakat		(45,446)	(14,547)	(24,001)	(43,806)	(112,305)	(118,990)	(359,095)
Income tax expenses		(22,636)	(8,764)	(5,923)	(8,536)	(11,761)	3,859	(53,761)
Zakat		-	33	(65)	-	-	-	(32)
Profit after tax and zakat		(68,082)	(23,278)	(29,989)	(52,342)	(124,066)	(115,131)	(412,888)
Assets								
Segment assets	B	957,765	387,755	562,269	522,410	554,236	(421,050)	2,563,385
Liabilities								
Segment liabilities	B	571,495	298,220	330,585	100,262	835,290	(634,832)	1,501,020

* Earnings before interest, taxes, depreciation and amortisation

** Earnings before interest and taxes

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

43. SEGMENT INFORMATION (CONTD.)

	Note	Asset Management		Infrastructure Solutions				
		Healthcare Solutions RM'000	Property and Facility Solutions RM'000	Infra-structure Services RM'000	Asset Consultancy RM'000	Others RM'000	Adjustment and Elimination RM'000	Group RM'000
At 31 December 2025 (contd.)								
Other segment information								
Capital expenditure	C	21,424	10,327	15,195	415	1,529	-	48,890
Investments in associates		76,229	-	-	-	-	-	76,229
Staff rationalisation cost		2,937	60	550	3,700	3,088	-	10,335
Accretion of interest on								
- concession receivables		-	(12,947)	-	-	-	-	(12,947)
- loans and receivables		(142)	-	-	(1,788)	-	-	(1,930)
Dividend income		-	-	-	(28)	-	-	(28)
Depreciation (Note 7)		24,423	2,853	8,642	621	33,607	-	70,146
Amortisation (Note 7)	D	444	45	1,704	-	5,850	23,438	31,481
Impairment (Note 7)		69,412	-	-	1,261	2,921	151,120	224,714
Non-cash expenses/ (income) other than impairment, depreciation, and amortisation	E	1,818	9,327	17,317	5,983	(386)	-	34,059

43. SEGMENT INFORMATION (CONTD.)

		Asset Management		Infrastructure Solutions				
	Note	Healthcare Solutions RM'000	Property and Facility Solutions RM'000	Infra-structure Services RM'000	Asset Consultancy RM'000	Others RM'000	Adjustment and Elimination RM'000	Group RM'000
At 31 December 2024 - restated								
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	73,651	13,458	70,413	(80,073)	193,843
Depreciation and amortisation		(32,889)	(2,033)	(14,613)	(179)	(46,248)	(119)	(96,081)
EBIT**		71,568	9,904	59,038	13,279	24,165	(80,192)	97,762
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 associates		9,866	-	-	131	-	-	9,997
Share of results of a joint venture		-	-	-	45	-	-	45
Profit before tax and zakat		81,334	7,619	59,783	13,627	10,210	(80,837)	91,736
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	42,200	12,646	4,728	(77,218)	45,150
Assets								
Segment assets	B	1,492,706	382,845	722,143	549,534	448,330	(603,252)	2,992,306
Liabilities								
Segment liabilities	B	601,690	289,566	459,390	61,437	833,814	(806,908)	1,438,989

* Earnings before interest, taxes, depreciation and amortisation

** Earnings before interest and taxes

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

43. SEGMENT INFORMATION (CONTD.)

		Asset Management		Infrastructure Solutions				
	Note	Healthcare Solutions RM'000	Property and Facility Solutions RM'000	Infra-structure Services RM'000	Asset Consultancy RM'000	Others RM'000	Adjustment and Elimination RM'000	Group RM'000
At 31 December 2024 - restated (contd.)								
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)
Fair value adjustment on investment properties		-	-	(11)	(102)	-	-	(113)
Dividend income		-	-	(34)	(13)	-	-	(47)
Depreciation (Note 7)		32,490	2,019	12,788	179	11,768	(119)	59,125
Amortisation (Note 7)	D	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

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:

	2025 RM'000	2024 RM'000
Inter-segment assets	**(421,050)**	(603,252)

The following items are deducted from segment liabilities to arrive at total liabilities reported in the consolidated statement of financial position:

	2025 RM'000	2024 RM'000
Inter-segment liabilities	**(634,832)**	(806,908)

C Capital expenditure consist of:

	2025 RM'000	2024 RM'000
Property, plant and equipment	**34,692**	22,709
Intangible assets - software and other development cost	**3,030**	3,399
Right-of-use assets	**11,168**	9,776
	48,890	35,884

D Amortisation consist of:

	2025 RM'000	2024 RM'000
Intangible assets	**31,481**	36,956

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

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:

	Note	2025 RM'000	2024 RM'000
Net gain on disposal of plant and equipment	7	**(574)**	(125)
Property, plant and equipment written off	7	**-**	19
Intangible assets written off	7	**-**	1,245
Impairment on financial assets:			
- Trade and other receivables	7	**31,265**	2,149
- Contract assets	7	**3,533**	-
Defined retirement benefit obligations	8	**(165)**	(118)
		34,059	3,170

Geographical information

Revenue and non-current assets information based on the geographical location of customers and assets respectively are as follows:

	Revenue	
	2025 RM'000	2024 RM'000
Malaysia	**1,556,029**	1,771,962
United Arab Emirates	**175,466**	174,816
Saudi Arabia	**53,317**	44,290
Indonesia	**22,414**	7,689
Singapore	**484,007**	481,643
Taiwan	**569,796**	569,418
Consolidated	**2,861,029**	3,049,818

43. SEGMENT INFORMATION (CONTD.)

Geographical information (contd.)

	Non-current assets	
	2025 RM'000	2024 RM'000
Malaysia	**288,480**	491,907
United Arab Emirates	**72,278**	80,762
Saudi Arabia	**7,420**	8,834
Singapore	**357,039**	418,039
Taiwan	**6,419**	5,909
Consolidated	**731,636**	1,005,451

Non-current assets information presented above consist of the followings items as presented in the consolidated statement of financial position:

	2025 RM'000	2024 RM'000
Property, plant and equipment	**65,734**	130,991
Investment properties	**14,325**	14,325
Right-of-use assets	**23,302**	29,565
Intangible assets	**528,626**	734,183
Investment in associates	**76,229**	72,118
Investment in joint ventures	**1,691**	162
Other investments	**232**	232
Contract assets	**21,497**	23,875
	731,636	1,005,451

Information about major customers

Revenue from two (2024: two) major customers amounted to RM825.7 million and RM456.2 million (2024: RM870.8 million and RM466.0 million) respectively, arising from services rendered in the Infrastructure Services and Healthcare Solutions segment.

44. SIGNIFICANT EVENTS

On 28 November 2025, UEM Edgenta Berhad received a request from its controlling shareholder, UEM Group Berhad of its intention to privatise the Company by way of a Selective Capital Reduction and Repayment Exercise (Proposed SCR) under Section 116 of the Companies Act 2016. The Proposed SCR entails a selective capital reduction and a corresponding capital repayment of a proposed cash amount of RM1.10 per ordinary share in UEM Edgenta Berhad held by all the shareholders of the Company (other than UEM Group Berhad), whose names appear in the Record of Depositors of UEM Edgenta Berhad as at the close of business on an entitlement date to be determined and announced later by the Board.

This was followed by the appointment of CIMB Investment Bank Berhad as the Principal Adviser and Berjaya Securities Sdn. Bhd. as the Independent Adviser on 19 December 2025, to advise the Non-Interested Directors and Non-Interested Shareholders. Following deliberation of the Independent Adviser's views, the Non-Interested Directors resolved on 9 January 2026 to table the Proposed SCR to Non-Interested Shareholders for approval. On 13 January 2026, the Principal Adviser announced the submission of the Proposed SCR application to the Securities Commission Malaysia, in line with Schedule 3 of the Rules on Take-overs, Mergers and Compulsory Acquisitions.

44. SIGNIFICANT EVENTS (CONTD.)

In February 2026, further progress was made when the Principal and Independent Advisers submitted an application to the Securities Commission on 11 February 2026 seeking an extension of time to despatch the scheme documents; from 13 February 2026 to 6 March 2026. The Securities Commission approved this request on 13 February 2026, granting the revised deadline to provide additional time for the issuance of the scheme documents, including the independent advice letter.

On 5 March 2026, the Principal Adviser announced that the Securities Commission Malaysia had, via its letters dated 4 March 2026, notified that it had no further comments on the circular and independent advice letter in relation to the Proposed SCR. On 6 March 2026, the Company issued a circular to shareholders in relation to the Proposed SCR, which included, among others, the Independent Advice Letter and the Notice of Extraordinary General Meeting ("EGM"). The EGM has been scheduled to be held on 2 April 2026 for the purpose of seeking approval from the Non-Interested Shareholders for the Proposed SCR.

The Proposed SCR represents a non-adjusting event after the reporting period, as the proposal and related approvals were not completed as at 31 December 2025. Accordingly, no adjustment has been made to the financial statements for the financial year ended 31 December 2025. The disclosure is provided to inform users of the financial statements of the nature of the event and its potential implications. As at the date of these financial statements, the Proposed SCR remains pending the outcome of the EGM and the completion of the relevant regulatory and shareholders' approvals.

45. SUBSEQUENT EVENTS

On 28 February 2026, military actions were reported between the United States, Israel and Iran, marking a significant escalation of hostilities in the Middle East region. Subsequent developments have included retaliatory measures and related military activities across parts of the region, contributing to heightened geopolitical uncertainty.

In light of the above developments, there may be potential operational and commercial risks to the UEM Edgenta Group's operations in the Middle East region, including, amongst others, possible disruptions to project execution, limitations on workforce mobility and heightened counterparty and country risks.

The Group has business operations in United Arab Emirates and Saudi Arabia under its Property and Facility Solutions segment and Others segment. As at 31 December 2025, the revenue generated and loss after tax ("LAT") incurred from these countries had collectively contributed approximately 8.00% and 4.10% to the Group's total revenue and LAT respectively.

Nevertheless, as at the date of these financial statements, the UEM Edgenta Group continues to operate its business in the Middle East region as usual. As the conflict has just began and given the fluid and rapidly evolving nature of the situation, it is presently premature to determine whether the ongoing hostilities will have a material impact on the future financial performance of the UEM Edgenta Group.

46. PRIOR YEAR ADJUSTMENTS ("PYAs")

During the current financial year, the Group undertook a detailed review of contract related assets and accrual balances relating to prior financial periods. The review identified that certain amounts had remained recognised in the statement of financial position and were not fully charged to profit or loss in the appropriate reporting periods.

Upon reassessment, it was determined that these balances no longer met the recognition criteria under the applicable MFRS at the respective reporting dates. Accordingly, the amounts were considered to have been overstated in prior financial periods.

46. PRIOR YEAR ADJUSTMENTS ("PYAs") (CONTD.)

In accordance with MFRS 108: Accounting Policies, Changes in Accounting Estimates and Errors, the Group has retrospectively corrected the matter by reversing the affected deferred cost expenditures and accrual balances, and restating the comparative information as if the adjustment had been recognised in the relevant prior periods.

As a result of this prior year adjustment, certain comparative amounts as at 1 January 2024 and 31 December 2024 have been restated accordingly, as follows:

Group	As previously reported RM'000	PYA RM'000	As restated RM'000
Statement of Financial Position			
31 December 2024			
Current assets			
Contract related assets	491,308	(17,996)	473,312
Current liabilities			
Trade and other payables	771,777	50,687	822,464
Equity			
Retained earnings	1,009,461	(68,683)	940,778
Total equity	1,622,000	(68,683)	1,553,317
Statement of Comprehensive Income			
For the financial year ended 31 December 2024			
Cost of sales	(2,651,921)	(6,600)	(2,658,521)
Profit before tax and zakat	98,336	(6,600)	91,736
Profit after tax and zakat	51,750	(6,600)	45,150
Statement of Financial Position			
1 January 2024			
Current assets			
Contract assets	441,896	(17,996)	423,900
Current liabilities			
Trade and other payables	689,107	44,087	733,194
Equity			
Retained earnings	973,723	(62,083)	911,640
Total equity	1,624,268	(62,083)	1,562,185

There are no effects to the consolidated statement of cash flows arising from the above PYA.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

47. 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 2025 %	2024 %	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	SAR 500,000	**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

47. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Details of subsidiaries, joint ventures and associates are as follows: (contd.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2025 %	Effective proportion of ownership interest 2024 %	Principal activities
Subsidiary of the Company: (contd.)					
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
Opus Energy Sdn. Bhd.	Malaysia	1,000,000	**100**	100	Providing energy performance management services and renewable energy services
Edgenta (Singapore) Pte. Ltd.	Singapore	SGD 40,748,425	**100**	100	Investment holding
Subsidiary of Edgenta Healthcare Management Sdn. Bhd.:					
Edgenta Mediserve Sdn. Bhd. (c)	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

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

47. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Details of subsidiaries, joint ventures and associates are as follows: (contd.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2025 %	2024 %	Principal activities
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
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

47. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Details of subsidiaries, joint ventures and associates are as follows: (contd.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2025 %	2024 %	Principal activities
Subsidiary of Edgenta PROPEL Berhad: (contd.)					
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. (f)	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
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

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47. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Details of subsidiaries, joint ventures and associates are as follows: (contd.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2025 %	2024 %	Principal activities
Subsidiary of Opus International (M) Berhad: (contd.)					
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)(d)	The Kingdom of Saudi Arabia	SAR 500,000	**100**	100	Engineering consultancy services
Opus Consultants (M) Sdn. Bhd. (g)	Malaysia	250,531	**100**	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
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
Opus HSS Sdn. Bhd.	Malaysia	50,000	**60**	-	Provision of engineering, project management, consultancy, asset management consultancy, energy efficiency and sustainability related services
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

47. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Details of subsidiaries, joint ventures and associates are as follows: (contd.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2025 %	2024 %	Principal activities
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	USD 1,503,200	**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	Struck off in current year

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

47. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Details of subsidiaries, joint ventures and associates are as follows: (contd.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2025 %	2024 %	Principal activities
Subsidiary of Edgenta (Singapore) Pte. Ltd.:					
UEMS Pte. Ltd. (a)	Singapore	SGD 8,300,000	**100**	100	Investment holding
Edgenta International Investments L.L.C ("EII") (b)	United Arab Emirates	AED 300,000	**100**	100	Investment holding and management of commercial, healthcare and energy enterprises
Edgenta Regional Headquarter	Saudi Arabia	SAR 300,000	**100**	100	Provision of management services
Subsidiary of UEMS Pte. Ltd.:					
UEMS Solutions Pte. Ltd. (a)	Singapore	SGD 2,000,000	**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	TWD 25,000,000	**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	HKD 20,360,000	**-**	100	Deregistered

47. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Details of subsidiaries, joint ventures and associates are as follows: (contd.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2025 %	2024 %	Principal activities
Subsidiary of UEMS Solutions Pte. Ltd.:					
UEMS Services Pte Ltd	Singapore	SGD 100,000	**100**	100	Provision of facilities management, facilities engineering, building operational maintenance, project management, repair and redecoration works and services.
UEMS NXT Pte Ltd	Singapore	SGD 250,000	**100**	-	Provision of digital technology services
Subsidiary of Edgenta UEMS Ltd.:					
Edgenta UEMS SC Ltd. (a)	Taiwan	TWD 25,000,000	**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	SAR 16,753,120	**60**	60	Real estate management, cleaning and maintenance service
Subsidiary of EII:					
Kaizen Owner Association Management Services L.L.C ("KOA")(a)(h)	United Arab Emirates	AED 300,000	**60**	60	Jointly owned property management services
Kaizen AMS Property Supervision LLC ("KAMS") (a) (h)	United Arab Emirates	AED 300,000	**60**	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	AED 300,000	**100**	100	Provision of technical services
Edgenta Facilities Management L.L.C (b)	United Arab Emirates	AED 300,000	**100**	100	Facilities management service

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2025

47. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Details of subsidiaries, joint ventures and associates are as follows: (contd.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2025 %	2024 %	Principal activities
Joint Venture of KOA:					
DuaSatu FZ L.L.C	United Arab Emirates	AED 3,000,000	**24**	-	Investment in commercial enterprises & management, and patent & intellectual property rights management

(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) Edgenta Mediserve Sdn. Bhd. is 43% owned by UEM Edgenta Berhad and 57% owned by Edgenta Healthcare Management Sdn. Bhd.

(d) Opus Al-Dauliyyah L.L.C. is 95% owned by Opus International (M) Berhad and 5% owned by Opus Management Sdn. Bhd.

(e) Classified as disposal group held for sale in the previous financial year (Note 28)

(f) 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.

(g) In the previous financial year, 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.

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.

47. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

(g) The fair value of identifiable assets and liabilities of OCM at the date of step-up acquisition in the previous financial year was 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 subsidiary acquired	2,331
Net cash inflow on acquisition of the subsidiary at acquisition date	2,155

(h) In the previous financial year, 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 KOA and KAMS through a 60% equity interest buy-in by EII.

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.

47. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

(h) 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

Arising from the business combination, the Company performed a purchase price allocation exercise resulting in the recognition of intangible assets relating to customer contracts 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 subsidiary acquired	(4,400)
Net cash outflow on acquisition of the subsidiary at acquisition date	68,745

* The difference in actual cash outflow to the purchase consideration at combination date is due to foreign exchange differences.

GRI CONTENT INDEX

UEM Edgenta Berhad has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025, with reference to the GRI Standards.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organisational details	Overview of UEM Edgenta, pages 4-25
	2-2 Entities included in the organisation's sustainability reporting	About This Report, page 2
	2-3 Reporting period, frequency and contact point	About This Report, pages 2-3
	2-5 External assurance	About This Report, page 3
	2-6 Activities, value chain and other business relationships	Overview of UEM Edgenta, pages 4-25
	2-7 Employees	Employment Culture, pages 172-189
	2-8 Workers who are not employees	Employment Culture, pages 172-189
	2-9 Governance structure and composition	Sustainability Governance, pages 113-115 Corporate Governance Overview Statement, pages 223-239 Occupational Health and Safety, pages 163-169
	2-10 Nomination and selection of the highest governance body	Corporate Governance Overview Statement, pages 231-233
	2-11 Chair of the highest governance body	Governance, pages 206-210
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance Overview Statement, pages 223-228
	2-13 Delegation of responsibility for managing impacts	Corporate Governance Overview Statement, pages 224-225
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance, pages 113-115
	2-15 Conflicts of interest	Corporate Governance Overview Statement, pages 225-226
	2-16 Communication of critical concerns	Corporate Governance Overview Statement, page 239
	2-17 Collective knowledge of the highest governance body	Corporate Governance Overview Statement, pages 232-235
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Overview Statement, page 235
	2-19 Remuneration policies	Corporate Governance Overview Statement, pages 236-237
	2-20 Process to determine remuneration	Corporate Governance Overview Statement, pages 236-237
	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, pages 110-120
	2-23 Policy commitments	Corporate Integrity and Business Ethics, pages 255-257 Company website: https://www.uemedgenta.com/about-us/corporate-governance
	2-24 Embedding policy commitments	Sustainability Governance, pages 113-115
	2-25 Processes to remediate negative impacts	Corporate Integrity and Ethical Business Conduct, pages 255-261
	2-26 Mechanisms for seeking advice and raising concerns	Corporate Integrity and Ethical Business Conduct, pages 255-261

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	Corporate Integrity and Ethical Business Conduct, pages 255-261
	2-28 Membership associations	Driving Sustainability Through Partnerships, pages 128-129
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Value Creation, pages 44-50
	2-30 Collective bargaining agreements	Human Rights Assessment, pages 190-192
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Material Matters, page 53
	3-2 List of material topics	Our Material Matters, page 53
	3-3 Management of material topics	Our Material Matters, pages 53-59
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, pages 116-119
	201-3 Defined benefit plan obligations and other retirement plans	Sustainable Economic Growth, pages 130-141
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, pages 172-189
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Economic Development, pages 134-137 Local Community, pages 193-195
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain Management, page 141
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Business Ethics, pages 121-123
	205-2 Communication and training about anti-corruption policies and procedures	Business Ethics, pages 121-123
	205-3 Confirmed incidents of corruption and actions taken	Business Ethics, pages 121-123
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Environmental Management, page 159
	301-2 Recycled input materials used	Environmental Management, pages 159-161
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Climate Change and Energy, pages 143-153
	302-2 Energy consumption outside of the organisation	Climate Change and Energy, pages 143-153
	302-3 Energy intensity	Climate Change and Energy, pages 143-153
	302-4 Reduction of energy consumption	Climate Change and Energy, pages 143-153
GRI 303: Water and Effluents 2018	303-5 Water consumption	Environmental Management, page 155
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Change and Energy, pages 143-153
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change and Energy, pages 143-153
	305-3 Other indirect (Scope 3) GHG emissions	Climate Change and Energy, pages 143-153
	305-4 GHG emissions intensity	Climate Change and Energy, pages 143-153
	305-5 Reduction of GHG emissions	Climate Change and Energy, pages 143-153

GRI STANDARD	DISCLOSURE	LOCATION
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environmental Management, pages 154-161
	306-2 Management of significant waste-related impacts	Environmental Management, pages 154-161
	306-3 Waste generated	Environmental Management, pages 154-161
	306-4 Waste diverted from disposal	Environmental Management, pages 154-161
	306-5 Waste directed to disposal	Environmental Management, pages 154-161
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employment Culture, pages 185-187
	401-3 Parental leave	Employment Culture, page 188
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety, pages 163-169
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety, pages 163-169
	403-3 Occupational health services	Occupational Health and Safety, pages 163-169
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, pages 163-169
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, pages 163-169
	403-6 Promotion of worker health	Occupational Health and Safety, pages 163-169
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, pages 163-169
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety, pages 163-169
	403-9 Work-related injuries	Occupational Health and Safety, pages 163-169
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employment Culture, pages 177-178
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Employment Culture, pages 172-176
	404-3 Percentage of employees receiving regular performance and career development reviews	Employment Culture, page 178
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Employment Culture, pages 179-184 Corporate Governance Overview Statement, pages 233-235
	405-2 Ratio of basic salary and remuneration of women to men	Employment Culture, pages 172-189
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Human Rights Assessment, pages 190-192
GRI 409-1	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Human Rights Assessment, pages 190-192
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	Local Community, pages 193-195

FTSE4GOOD CONTEXT INDEX

UEM Edgenta Berhad has reported the information cited in this FTSE4Good content index for the period 1 January 2025 to 31 December 2025, with reference to FTSE4Good Bursa Malaysia (F4GBM) Indicators.

ENVIRONMENT

Indicator Code	Indicator	Indicator Question	Location
EPRO2	Waste – policy or commitment statement to:	a) Address the issue	Environmental Management, page 154
		b) Reduce or avoid the impact or improve efficiency	Environmental Management, page 154
EPRO3	Resource use – policy or commitment statement to:	a) Address the issue	Environmental Management, page 154
		b) Reduce or avoid the impact or improve efficiency	Environmental Management, page 154
EPR24	Disclosure of three years of hazardous waste generation (tonnes)	Current Year	Environmental Management, page 161
		T minus 1 Year	Environmental Management, page 161
EPR25	Disclosure of three years of non-recycled waste generation (tonnes)	Current Year	Environmental Management, page 161
		Current Year non-recycled waste generation	Environmental Management, page 161
		T minus 1 Year	Environmental Management, page 161
		T minus 1 Year non-recycled waste generation	Environmental Management, page 161
EPR26	Disclosure of three years of waste recycled (tonnes)	Current Year	Environmental Management, page 161
		Current Year waste recycled	Environmental Management, page 161
		T minus 1 Year	Environmental Management, page 161
		T minus 1 Year waste recycled	Environmental Management, page 161
EPR28	Percentage of sites covered by recognised environmental management systems such as ISO14001 or EMAS	Year	Occupational Health and Safety, page 167
		Name of the system (ISO14001, EMAS, OR Others)	Occupational Health and Safety, page 167
EPR13	Disclosure of working with others to reduce pollution, waste or resource use by:	a) Participation in specific local or global Initiatives	Environmental Management, pages 154-161
		b) Collaboration with other companies such as making use of the same waste streams as inputs (such as industrial ecology)	Environmental Management, pages 154-161

Supply Chain (ENV)

Indicator Code	Indicator	Indicator Question	Location
ESC04	Supplier/sourcing policy or commitment statement that addresses:	a) Environmental issues	Supply Chain Management, pages 138-141
ESC05	Supplier/sourcing policy or commitment statement that addresses:	b) Resource use	Supply Chain Management, pages 138-141
ESC10	Action taken to manage the environmental impact of suppliers through encouraging:	b) Impact reduction	Supply Chain Management, pages 138-141

Indicator Code	Indicator	Indicator Question		Location
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, pages 138-141

Water Security

Indicator Code	Indicator	Indicator Question		Location
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, pages 154-156
EWT08	Works with others to reduce water use by:	a)	Participation in specific local or global Initiatives	Environmental Management, pages 154-156
		b)	Collaboration with other companies operating at same sites such as making use of water waste streams as inputs (industrial ecology)	Environmental Management, pages 154-156
EWT13	Policy or commitment on water use reduction which:	a)	Addresses the issue	Environmental Management, pages 154-156

Anti-corruption

Indicator Code	Indicator	Indicator Question		Location
GAC01	Bribery - Policy or commitment statement:	a)	Addresses countering bribery	Business Ethics, pages 121-123
		b)	Specifies countering at least 2 different forms of bribery related activities	Business Ethics, pages 121-123
GAC02	Anti-corruption - Policy or commitment statement	a)	Addresses anti-corruption	Business Ethics, pages 121-123
		b)	Specifies countering relevant forms of corruption (e.g. money laundering, obstruction of justice, etc.)	Corporate Governance Overview Statement, pages 223-239
GAC05	Confidential or anonymous whistleblowing mechanism for staff covers:	a)	Elements/types of corruption including bribery	Business Ethics, pages 121-123 Corporate Integrity and Ethical Business Conduct, pages 255-261
GAC07	Communication of anti-corruption policy to all employees covers:	a)	Elements/types of corruption including bribery	Business Ethics, pages 121-123 Corporate Integrity and Ethical Business Conduct, pages 255-261
		b)	Anti-corruption comprehensively	Business Ethics, pages 121-123 Corporate Integrity and Ethical Business Conduct, pages 255-261
GAC13	Disclosure of number of staff disciplined or dismissed due to non-compliance with anti-corruption policy/ policies	Current Year		Business Ethics, pages 121-123
		Staff disciplined (Number)		Business Ethics, pages 121-123

FTSE4GOOD CONTEXT INDEX

Indicator Code	Indicator	Indicator Question		Location
GAC08	Training for staff on the anti-corruption policy covers	a)	Elements/types of corruption including bribery	Business Ethics, pages 121-123
GAC09	Corruption risk assessment for company operations covers:	a)	Elements/types of corruption including bribery	Sustainability Risk Management, pages 115-120

Corporate Governance

Indicator Code	Indicator	Indicator Question		Location
GCG50	Percentage of women on the Executive committee or equivalent	Percentage of women on the Executive committee or equivalent		Employment Culture, pages 172-189
		Year		Employment Culture, page 181
GCG46	There is a fully non-executive Audit Committee or Audit Board with:	a)	At least half independent members	Corporate Governance Overview Statement, page 227
GCG47	There is a fully non-executive Remuneration Committee with:	a)	At least half independent members	Corporate Governance Overview Statement, page 227
GCG03	Number of Board Directors	Number		Corporate Governance Overview Statement, page 229
GCG04	Number of independent Directors on the board	Number		Corporate Governance Overview Statement, page 229
GCG05	Number of women on the board	Number		Corporate Governance Overview Statement, page 229
GCG06	Commitment to gender diversity on the board	a)	Statement of support	Employment Culture, page 174
GCG11	Disclosure of the attendance rate	a)	For some individual board/ committee members, or average attendance rates	Corporate Governance Overview Statement, page 229
		b)	Of all individual directors at both board and committee level	Corporate Governance Overview Statement, page 229
GCG14	Disclosure of fixed and variable remuneration for:	a)	Senior executives included in the company's remuneration disclosures	Corporate Governance Overview Statement, pages 236-237
		b)	Non-executive board members	Corporate Governance Overview Statement, pages 236-237 Directors' Report, pages 264-269
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, pages 206-210
		b)	Separate Non-Executive Chair and CEO, where Chair is independent	Board of Directors' Profile, pages 206-210

Indicator Code	Indicator	Indicator Question	Location
GCG02	Disclosure of details about Directors:	a) Expertise	Board of Directors' Profile, pages 206-210
		b) Other Directorships	Board of Directors' Profile, pages 206-210
GCG07	Board addresses:	a) Conflicts of interest	Board of Directors' Profile, pages 206-210
		b) Related party transactions	Audit Committee Report, pages 241-244
GCG08	Periodic evaluation of board effectiveness:	a) Review (can have no clear timeframe)	Corporate Governance Overview Statement, page 235
		b) Evaluation with a clear timeframe (e.g. annually or other set period)	Corporate Governance Overview Statement, page 235
GCG09	Disclosure of:	a) Board Committee(s)	Corporate Governance Overview Statement, pages 223-239
		b) Their Charters, terms of reference or equivalent	Corporate Governance Overview Statement, pages 223-239
GCG10	Disclosure of number of times the board/ each committee have/has met per annum	a) The Board	Corporate Governance Overview Statement, page 229
		b) Each Committee	Corporate Governance Overview Statement, page 229
GCG19	Annual General Meeting: Number of days between the date of notice and date of meeting	AGM Notice Filing Date (DD-MMMYYYY)	Not Disclosed
		AGM Date (DD-MMM-YYYY)	
GCG21	Shareholders have the right to vote on executive remuneration:	a) Evidence of shareholders voting in the AGM	
		b) The right to vote annually is explicitly covered in a company policy	
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 342
GCG27	Remuneration for senior executives included in the company's remuneration disclosures:	a) Includes long-term incentives or mechanisms	Corporate Governance Overview Statement, pages 223-239
GCG49	Disclosure and Nature of fees paid to the auditor:	a) Audit and non-audit fees are separately disclosed	Additional Compliance Information, page 240
		b) Amount of audit fees exceeds the amount of non-audit fees in the last fiscal year	Additional Compliance Information, page 240
GCG44	Financial expertise on the audit committee	a) At least one independent financial expert on the audit committee	Audit Committee Report, pages 241-244
		b) A majority of independent financial experts on the audit committee	Audit Committee Report, pages 241-244

FTSE4GOOD CONTEXT INDEX

Risk Management

Indicator Code	Indicator		Indicator Question	Location
GRM01	The Board:	a)	Has oversight of risk management	Sustainability Risk Management, pages 115-120 Statement on Risk Management and Internal Control, pages 245-254
	Works with others to reduce water use by:	a)	Participation in specific local or global Initiatives	Environmental Management, pages 154-156 Corporate Governance Overview Statement, pages 223-239 Environmental Management, pages 154-156
		b)	Reviews the effectiveness of the risk management process	Sustainability Risk Management, pages 115-120
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, pages 115-120
		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, pages 245-254
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, pages 245-254
		b)	Company reports using standards such as GRI, Integrated Reporting (IIRC), SASB	About This Report, page 2
		c)	Company uses GRI	About This Report, page 2
		d)	Company uses Integrated Reporting (IIRC)	About This Report, page 2
GRM05	Board specifically oversees:	a)	Code of Conduct, Code of Ethics or equivalent	Business Ethics, pages 121-123
		b)	ESG risks	Sustainability Risk Management, pages 115-120
GRM07	The company's Codes/ charters/policy documents or equivalent:	a)	Describe the company's risk management framework	Sustainability Risk Management, pages 115-120 Statement on Risk Management and Internal Control, pages 245-254
		b)	This risk management framework specifically covers ESG risks	Sustainability Risk Management, pages 115-120
GRM12	The company:	a)	Reviews compliance with its Code of Conduct/Code of Ethics and identifies any non-compliance	Sustainability Risk Management, pages 115-120 Business Ethics, pages 121-123

Human Rights and Community

Indicator Code	Indicator	Indicator Question	Location
SHR03	Statement of principles or process by which community investments are made:	a) Covering defined focus areas	Local Community, pages 193-194
		b) Community investment focus area(s) linked to the company's business strategy	Local Community, pages 193-194
SHR05	Commitment to local employment and/or sourcing:	a) Comment on local employment/ sourcing	Economic Development, page 135
		b) Clear commitment	Economic Development, pages 134-137
SHR15	Output/outcome of specific results, achievements or benefits of community investments:	a) Details of output/outcome including non-quantified	Local Community, pages 193-195
		b) Quantification of output/ outcome	Local Community, pages 193-195
SHR16	Mechanisms to facilitate employee engagement and involvement with charitable partners:	a) Evidence of recognising volunteering	Local Community, pages 193-195
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, pages 190-192
		Disclosure of actions implemented for avoidance, prevention and mitigation of human rights issues	Human Rights Assessment, pages 190-192
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 191
		Incident responses or learnings are disclosed, or the company states no incidents occurred in the reporting period	Human Rights Assessment, page 191
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, pages 190-192
SHR22	Identification of salient human rights issues specific to the business	Salient, industry or business-specific human rights issues are identified	Human Rights Assessment, pages 190-192
		Commitment to engage with stakeholders to identify these issues	Human Rights Assessment, pages 190-192

FTSE4GOOD CONTEXT INDEX

Indicator Code	Indicator	Indicator Question	Location
SHR24	Embedding human rights commitments into corporate practice:	Human rights expectations are clearly communicated to all stakeholders, including business partners	Human Rights Assessment, pages 190-192
		All staff or specific staff/ departments are trained on human rights policy	Human Rights Assessment, pages 190-192
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, pages 255-261

Health & Safety

Indicator Code	Indicator	Indicator Question	Location
SHS38	Number of work-related employee fatalities, over last three years	Coverage	Occupational Health and Safety, page 168
		Current Year	Occupational Health and Safety, page 168
		Current Year Fatalities	Occupational Health and Safety, page 168
		T minus 1 Year	Occupational Health and Safety, page 168
		T-1 Fatalities	Occupational Health and Safety, page 168
		T minus 2 Year	Occupational Health and Safety, page 168
		T-2 Fatalities	Occupational Health and Safety, page 168
SHS39	Policy or commitment statement on reducing health and safety impact through:	a) Commitment to continuous improvement	Occupational Health and Safety, pages 163-169
SHS40	Number of work-related contractor fatalities, over last three years	Current Year	Occupational Health and Safety, page 168
		T-0 Contractor Fatalities	Occupational Health and Safety, page 168
		T minus 1 Year	Occupational Health and Safety, page 168
		T-1 Contractor Fatalities	Occupational Health and Safety, page 168
		T minus 2 Year	Occupational Health and Safety, page 168
		T-2 Contractor Fatalities	Occupational Health and Safety, page 168
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, pages 163-167
		b) Named position responsible at Board level	Occupational Health and Safety, pages 163-167
SHS11	Programme regarding prevention and control of at least one global health issue which applies to:	a) Employees	Occupational Health and Safety, pages 163-167
SHS05	Employee involvement in health and safety improvements, through:	a) Participative initiatives such as employee health and safety committees	Occupational Health and Safety, pages 163-167
		b) Management discussions on health and safety with worker representatives or trade unions	Occupational Health and Safety, pages 163-167

Indicator Code	Indicator	Indicator Question	Location
SHS13	Number of staff trained on health and safety standards within the last year	Year	Occupational Health and Safety, page 169
		Staff trained on safety	Occupational Health and Safety, page 169
SHS15	Lost-time incident rate, over last three years	Coverage	Occupational Health and Safety, page 169
		Definition of lost time	Occupational Health and Safety, page 169
		Current Year	Occupational Health and Safety, page 169
		Current Year Lost Time Incident Rate	Occupational Health and Safety, page 169
		T minus 1 Year	Occupational Health and Safety, page 169
		T-1 Year Lost Time Incident Rate	Occupational Health and Safety, page 169
		T minus 2 Year	Occupational Health and Safety, page 169
		T-2 Lost Time Incident Rate	Occupational Health and Safety, page 169
		Data Type (Employees OR Employees+Contractors)	Occupational Health and Safety, page 169
SHS01	Health and safety policy or commitment statement which:	a) Identifies the issue as relevant and important	Occupational Health and Safety, pages 163-167
		b) Applies to contractors or other external stakeholders	Occupational Health and Safety, pages 163-167
SHS04	Risk Assessment carried out regarding health and safety for:	b) Existing operations or projects	Occupational Health and Safety, pages 163-167
SHS08	Performance monitoring and management of health and safety, demonstrated by:	b) Performance benchmarking against industry standards	Occupational Health and Safety, pages 163-167
SHS10	For health and safety data, there is:	a) Independent Verification by a third party	Occupational Health and Safety, pages 163-167

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, pages 190-192
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, pages 190-192
SLS03	In relation to non-discrimination, company:	a) Addresses non-discrimination/equal opportunity in general disclosures	Employee Well-being, page 174
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, pages 190-192
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, pages 190-192
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, pages 190-192

FTSE4GOOD CONTEXT INDEX

Indicator Code	Indicator	Indicator Question		Location
SLS12	Company policy on labour standards is:	a)	Communicated globally to employees	Human Rights Assessment, pages 190-192
SLS14	Company has taken action to address labour issues, including:	c)	Mechanisms to allow employee representatives to engage with company management	Human Rights Assessment, pages 190-192
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, pages 190-192
		b)	Has disclosed specific action taken regarding non-compliance specifying the types of incidents, or states there were no incidents	Human Rights Assessment, pages 190-192
SLS25	Percentage of employees that are contractors or temporary staff	Year		Employment Culture, page 179
		Temp Staff (%)		Employment Culture, page 179
SLS26	Amount of time spent on employee development training to enhance knowledge or individual skills, using:	Total time as a company		Employment Culture, page 174-177
		Current Year		Employment Culture, page 174-177
		Type of Training		Employment Culture, page 174-177
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 174
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, pages 172-177
		b)	Detailed description of the personal development training that is provided	Employment Culture, pages 172-177
SLS30	The company addresses bullying and/or harassment:	a)	Providing a confidential reporting channel or whistleblowing system	Human Rights Assessment, pages 190-192
SLS33	Percentage of women in the global workforce	Percentage of women in the global workforce		Employment Culture, pages 180-181
		Year		Employment Culture, pages 180-181

Supply Chain (Social)

Indicator Code	Indicator	Indicator Question		Location
SSC17	Capacity building for suppliers, including:	b)	Supplier mentoring, secondments, or supporting suppliers through sharing best practice	Supply Chain Management, pages 138-141

Climate Change

Indicator Code	Indicator	Indicator Question	Location
ECC01	Climate change impact including CO_2/ GHG emissions - Policy or commitment statement to:	a) Address the issue	Climate Change and Energy, pages 143-144
		b) Reduce or avoid the impact or improve efficiency	Climate Change and Energy, pages 143-144
ECC03	Demonstrating support for mitigating climate change through:	a) Membership of business associations	Sustainability at UEM Edgenta - Driving Sustainability Through Partnerships, pages 128-129
		b) Company position on public policy and regulation	Climate Change and Energy, pages 143-153
ECC05	Initiatives in place include measures to address climate change through adaptation:	a) Company mentions addressing adaptation	Climate Change, pages 143-144
		b) Company explains specific actions taken	Climate Change, pages 143-153
ECC14	Three years of total operational GHG emissions data (Scope 1 & 2) is disclosed	Coverage (%)	Climate Change, pages 147-153
		Scope 1 data	Climate Change, page 150
		Scope 2 data	Climate Change, page 150
		Scope 3 data	Climate Change, page 151
		Latest Year	Climate Change, pages 150-151
		T minus 1 Year	Climate Change, pages 150-151
		T minus 2 Year	Climate Change, pages 150-151
		Consolidation Method	Climate Change, pages 150-151
ECC15	Three years of total energy consumption data is disclosed	Coverage	Climate Change, pages 149-150
		Current Year	Climate Change, pages 149-150
		Current Year Energy Consumption	Climate Change, pages 149-150
		T minus 1 Year	Climate Change, pages 149-150
		T minus 1 Year Energy Consumption	Climate Change, pages 149-150
		T minus 2 Year	Climate Change, pages 149-150
		T minus 2 Year Energy Consumption	Climate Change, pages 149-150
ECC49	Scope 3 emissions	Current Year	Climate Change, page 151
		Business travel	Climate Change, page 151
		Employee commuting	Climate Change, page 151
		Upstream leased assets	Climate Change, page 151

FTSE4GOOD CONTEXT INDEX

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, page 145
		b) Quantified targets	Climate Change, page 153
		Scope	Climate Change, page 153
		Base year	Climate Change, page 153
		Base year emissions	Climate Change, page 153
		Year in which target was set	Climate Change, page 153
		Target year	Climate Change, page 153
		Percentage reduction targeted (%)	Climate Change, page 153
		Net zero target	Climate Change, page 153
		Scope 3 category covered	Climate Change, page 151
ECC31	Energy use - Policy or commitment statement to:	a) Address the issue	Climate Change, pages 143-144
		b) Reduce or avoid the impact or improve efficiency	Climate Change, pages 143-144
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)?	Sustainability at UEM Edgenta - Climate-related Risks and Opportunities, page 116
ECC43	Recognition of climate change:	a) As a relevant risk and/or opportunity to the business	Sustainability Risk Management, pages 115-120
		b) Discloses time horizon (short/ medium/long term) of risk and/or opportunity	Sustainability Risk Management, pages 115-120
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, pages 115-120 Climate Change and Energy, pages 143-153
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, pages 128-129
		b) Its involvement in these organisations	Sustainability at UEM Edgenta - Driving Sustainability Through Partnerships, pages 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, pages 143-153

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, as well as the following sustainability reporting standards and references:

- 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
BMLR	Bursa Malaysia Listing Requirements
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
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

Abbreviation	Full Form
CIMA	Cement Industries Malaysia Berhad
CLS	Cleansing Services
CMMS	Computerised Maintenance Management System
CnC	Command & Contact Centre
COC	Code of Conduct
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
HMS	HSSE Management System
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

Abbreviation	Full Form
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
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

Abbreviation	Full Form
MoH	Ministry of Health
MoU	Memorandum of Understanding
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
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
UN SDG	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

CORPORATE INFORMATION

BOARD OF DIRECTORS

TAN SRI (DR.) AZMIL KHALID
Independent Non-Executive Chairman

SHAIFUL SUBHAN
Managing Director/Chief Executive Officer

DATUK AMRAN HAFIZ AFFIFUDIN
Non-Independent Non-Executive Director

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

AUDIT COMMITTEE

Chairman
SIMON KUA CHOO KAI

Member
MOHD ASRUL AB RAHIM
DATO' DR. OMAR ABD HAMID

NOMINATION AND REMUNERATION COMMITTEE

Chairperson
ROWINA GHAZALI SETH

Member
DATUK AMRAN HAFIZ AFFIFUDIN
DATO' GEORGE STEWART LABROOY

BOARD TENDER COMMITTEE

Chairperson
JENIFER THIEN BIT LEONG

Member
MOHD ASRUL AB RAHIM
DATO' DR. OMAR ABD HAMID

BOARD GOVERNANCE AND RISK COMMITTEE

Chairman
DATO' GEORGE STEWART LABROOY

Member
ROWINA GHAZALI SETH
JENIFER THIEN BIT LEONG
NURUL IMAN MOHD ZAMAN

BOARD INVESTMENT COMMITTEE *(Ad-hoc Board Committee)*

Chairman
DATUK AMRAN HAFIZ AFFIFUDIN

Member
MOHD ASRUL AB RAHIM
SIMON KUA CHOO KAI

COMPANY SECRETARIES

TAN KOK SIONG
SSM PC No.: 202008001592
LS0009932

LAU YEN HOON
SSM PC No.: 202008002143
MAICSA 7061368

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AUDITORS

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Jalan Damanlela
Pusat Bandar Damansara
50490 Kuala Lumpur

SHARE REGISTRAR

BOARDROOM SHARE REGISTRARS SDN. BHD.

11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13
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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

ANALYSIS OF SHAREHOLDINGS

As at 26 March 2026

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	1,120	7.78	34,624	0.00
100 - 1,000	8,470	58.80	3,001,469	0.36
1,001 - 10,000	3,413	23.70	14,877,039	1.79
10,001 - 100,000	1,196	8.30	38,972,444	4.69
100,001 - 41,581,201 (*)	203	1.41	151,999,629	18.28
41,581,202 and above (**)	2	0.01	622,738,825	74.88
Total	**14,404**	**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 26 March 2026

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)	47,770,900	5.74
3	LIM KUAN GIN	22,744,005	2.73
4	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EMPLOYEES PROVIDENT FUND BOARD	11,833,219	1.42
5	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN KIAN AIK	11,320,000	1.36
6	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EMPLOYEES PROVIDENT FUND BOARD (ISLAMIC)	7,490,681	0.90
7	HSBC NOMINEES (ASING) SDN. BHD. BNPP LUX/2S FOR PICTET TR- LOTUS	7,291,700	0.88
8	UOB KAY HIAN NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	6,961,706	0.84
9	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (PRINCIPAL EQITS)	6,000,000	0.72
10	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR ANDREW LIM ENG GUAN (700817)	5,030,000	0.60
11	CITIGROUP NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR OCBC SECURITIES PRIVATE LIMITED (CLIENT A/C-NR)	4,090,683	0.49
12	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR KHOO BEE LIAN	3,550,000	0.43

ANALYSIS OF SHAREHOLDINGS
As at 26 March 2026

30 LARGEST SHAREHOLDERS AS PER RECORD OF DEPOSITORS (CONT'D)
As at 26 March 2026

No.	Name of Shareholders	No. of Shares Held	% of Issued Shares
13	HSBC NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR MORGAN STANLEY & CO. INTERNATIONAL PLC (IPB CLIENT ACCT)	3,163,300	0.38
14	CIMSEC NOMINEES (ASING) SDN. BHD. CIMB FOR TOSHIHIKO SAITO (PB)	2,210,000	0.27
15	AFFIN HWANG INVESTMENT BANK BERHAD IVT (BWL) BOO WEI LOON	2,032,200	0.24
16	ONG LAM HUAT	1,900,000	0.23
17	LEE CHUN CHENG	1,645,100	0.20
18	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. LEMBAGA TABUNG HAJI (PRINCIPAL)	1,485,900	0.18
19	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR NG CHEONG BING (7005856)	1,477,800	0.18
20	ONG WAN CHIN	1,450,000	0.17
21	ONG LAM HUAT	1,402,000	0.17
22	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EMPLOYEES PROVIDENT FUND BOARD (CPIAM EQ)	1,285,000	0.16
23	SYARIKAT PEMASARAN SEJATI SDN. BHD.	1,227,951	0.15
24	LIM CHEE MENG	1,215,000	0.15
25	HOO WAN FATT	1,155,400	0.14
26	THONG KIM HONG	1,075,000	0.13
27	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. ONG LAM HUAT (7001375)	1,000,400	0.12
28	SIM MUI KHEE	1,000,000	0.12
29	ROAD BUILDER (M) SDN. BHD.	980,925	0.11
30	LIM BUN HWA	976,000	0.11
TOTAL		**735,732,795**	**88.47**

SUBSTANTIAL SHAREHOLDERS
As per the Register of Substantial Shareholders
As at 26 March 2026

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 26 March 2026

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	-	-	-	-
Shaiful Subhan	-	-	-	-
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 2025

Location & Address	Description of Properties	Approx. Land Area	Gross Built-Up Area (Sq. Metres)	Existing Use	Land Tenure (Expire Date)	Building Approx. Age (Years)	Net Book Value as at 31.12.2025 (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)	11	7,260	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)	29	-	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)	22	-	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)	20	-	2.11.2018
No. 2, Jalan Kamunting 2, Jalan Kamunting Industrial Estate, 48300 Bukit Beruntung, Selangor	Research and development centre	1.47 acres	5,987	Research and development	Freehold	14	1,160	31.12.2022

Location & Address	Description of Properties	Approx. Land Area	Gross Built-Up Area (Sq. Metres)	Existing Use	Land Tenure (Expire Date)	Building Approx. Age (Years)	Net Book Value as at 31.12.2025 (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	12	285	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	20	2,124	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	15	124	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 acre	1,303	Laboratory and office building	Leasehold (29.09.2086)	35	2,300	7.12.2015
PROPERTY DEVELOPMENT								
COUNTRY VIEW DEVELOPMENT SDN. BHD.								
CL015027237 and CL015395196, Jalan Tuaran, Likas, 88400 Kota Kinabalu, Sabah	Undeveloped portion of the Country Lease land	7.72 acres	-	Vacant land	Leasehold 999 years (2.12.2920 and 20.8.2925)	-	14,325	31.12.2025

RECURRENT RELATED PARTY TRANSACTIONS

The shareholders of UEM Edgenta Berhad ("UEM Edgenta" or "the Company"), at the 62nd Annual General Meeting held on 19 June 2025, 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 2025 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. Dato' Amran Hafiz Affifudin is a director of UEM Edgenta and UEMG. Dato' 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. Dato' Amran Hafiz Affifudin is a director of UEM Edgenta and PLUS Malaysia. Dato' Amran Hafiz Affifudin does not have any equity interest in PLUS Malaysia.

Nature of Transaction	Value Incurred from 1 January 2025 to 19 June 2025 RM'000	Value Incurred from 20 June 2025 to 31 December 2025 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.	(4,485)	(4,485)	(8,969)
Rental of training space at UEM Learning Centre, Petaling Jaya from UEMG Group.	(474)	(474)	(947)
Payment of annual nomination fee to UEMG.	(5,000)	(5,000)	(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.	419	592	1,011
Provision of Facial Recognition Access Management at Mercu UEM to UEM Group	-	-	-
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.	8,906	15,659	24,566
Provision of highway maintenance services to PLUS Malaysia Group.	266,364	475,892	742,256
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 pavement and construction works and design and consultancy services for Johor Third Lane Widening Project.	1,079	1,079	2,158
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 North-South Expressway (NSE)	-	-	-
Provision of highway operations and maintenance services through Performance Based Contract (PBC) concept to PLUS Malaysia Group.	-	-	-

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")
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. Dato' Amran Hafiz Affifudin is a director of UEM Edgenta and UEM Sunrise. Dato' Amran Hafiz Affifudin does not have any equity interest in UEM Sunrise.
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.
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.
6	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 20.42% equity interest in TNB.
7	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.
8	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. Dato' Amran Hafiz Affifudin is a director of UEM Edgenta and ProHAWK. Dato' Amran Hafiz Affifudin does not have any equity interest in ProHAWK.

Nature of Transaction	Value Incurred from 1 January 2025 to 19 June 2025 RM'000	Value Incurred from 20 June 2025 to 31 December 2025 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
Provision of facilities maintenance services to UEM Sunrise Group.	3,329	5,871	9,200
Provision of energy management service, operate and maintain the district cooling tower for UEM Sunrise Group.	-	-	-
Provision of asset management services for office buildings of First Impact.	5,002	4,239	9,241
Installation and upgrading of building equipment and assets for First Impact.	2,442	934	3,376
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.	-	-	-
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.	1,600	1,485	3,085
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.	-	-	-
Provision of healthcare waste management services to Cenviro Group.	-	-	-
Provision of asset management services for Women & Children Hospital ("WACH") to ProHAWK.	(463)	-	(463)

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")
9	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.
10	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.
11	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.
12	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 25.91% associated company of Pulau Memutik Ventures Sdn. Bhd., which in turn is a wholly-owned subsidiary of Khazanah.
13	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.
14	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 20.65% associated company of Pantai Cahaya Bulan Ventures Sdn. Bhd., which in turn is a wholly-owned subsidiary of Khazanah.
15	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.

Nature of Transaction	Value Incurred from 1 January 2025 to 19 June 2025 RM'000	Value Incurred from 20 June 2025 to 31 December 2025 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
Provision of MEE works to TERAS by Edgenta PROPEL Berhad.	-	69	69
Provision of waste collection services by Kualiti Alam.	(5)	(192)	(196)
Provision of fiber optic maintenance on highway by TT dotCom.	41	992	1,034
Provision of hospital support services to IHH Healthcare Group.	349	732	1,081
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.	-	-	-
Provision of Asseto, an Asset Management System, and Work Order Management platform to IIB.	-	-	-
Provision of Energy Performance Contract to Astro Group.	-	-	-
Provision of Energy Performance Contract to Yayasan KYUEM.	-	-	-

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")
16	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.
17	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.
18	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.
19	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.
20	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 23.92% equity interest in CIMB.
21	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.
22	Edgenta PROPEL Berhad and its subsidiaries ("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.
23	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.

Nature of Transaction	Value Incurred from 1 January 2025 to 19 June 2025 RM'000	Value Incurred from 20 June 2025 to 31 December 2025 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
Provision of Energy Performance Contract to CIMA.	-	-	-
Sale of property units by UEM Edgenta Group's property development companies.	-	-	-
Provision of healthcare waste management services by Cenviro Group.	(295)	(309)	(605)
Provision of cleaning services and mechanical and electrical ("M&E") maintenance to UEM Builders.	15	9	24
Provision of facilities maintenance services to CIMB Group.	8,993	9,075	18,068
Rental of retail area at Imperia Office Tower from UEMG.	(11)	(11)	(23)
Provision of bridge maintenance services, pavement, civil, MEE works, utilities relocation works and traffic management services to PHSB.	-	-	-
Provision of recycled asphalt pavement ("RAP") by CIMA and purchase of material from CIMA.	-	-	-

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")
24	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) Pte. Ltd. ("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 25.91% associated company of Pulau Memutik Ventures Sdn. Bhd., which in turn is a wholly-owned subsidiary of Khazanah.
25	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.
26	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 25.91% associated company of Pulau Memutik Ventures Sdn. Bhd., which in turn is a wholly-owned subsidiary of Khazanah.
27	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.
28	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.
29	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.
30	UEM Edgenta Group	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. Dato' Amran Hafiz Affifudin is a director of UEM Edgenta and UEMG. Dato' Amran Hafiz Affifudin do not have any equity interest in UEMG.

Nature of Transaction	Value Incurred from 1 January 2025 to 19 June 2025 RM'000	Value Incurred from 20 June 2025 to 31 December 2025 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
Provision of facilities maintenance services to Pantai Holdings Group at various Pantai hospitals.	7,791	9,180	16,972
Provision of cleansing services at KLCC and KL Sentral to Khazanah.	240	286	526
Provision of housekeeping services at various IHH Healthcare Hospitals to IHH Healthcare Group.	408	290	698
Provision of integrated facilities maintenance services and energy management services to PHSB.	-	-	-
Provision of energy performance contract to AHSB for project development at Avisena Specialist Hospitals.	-	-	-
Provision of energy performance and smart performance contracting for MAG's existing building at KLIA.	-	-	-
Provision of training services and facilities to UEMG Group.	-	-	-

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")
31	UEM Edgenta Group	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 20.65% associated company of Pantai Cahaya Bulan Ventures Sdn. Bhd., which in turn is a wholly-owned subsidiary of Khazanah.
32	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 wholly-owned 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. Datuk Amran Hafiz Affifudin and Mohd Asrul Ab Rahim are directors of UEM Edgenta and MAHB.
33	UEM Edgenta Group	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 wholly-owned 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. Datuk Amran Hafiz Affifudin and Mohd Asrul Ab Rahim are directors of UEM Edgenta and MAHB.
34	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. Dato' Amran Hafiz Affifudin is a director of UEM Edgenta and PLUS Malaysia. Dato' Amran Hafiz Affifudin does not have any equity interest in PLUS Malaysia.
35	Edgenta PROPEL Group	AFA Instructure and Development Sdn. Bhd. ("AFAID") and its subsidiaries ("AFAID Group")	Edgenta PROPEL is a wholly-owned subsidiary of UEM Edgenta and Tan Sri (Dr.) Azmil Khalid is a director of UEM Edgenta. Tan Sri (Dr.) Azmil Khalid is also a director of AFAID and holds 100% equity interest in AFAID.
36	Edgenta PROPEL Group	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 wholly-owned 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. Datuk Amran Hafiz Affifudin and Mohd Asrul Ab Rahim are directors of UEM Edgenta and MAHB.

Nature of Transaction	Value Incurred from 1 January 2025 to 19 June 2025 RM'000	Value Incurred from 20 June 2025 to 31 December 2025 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
Provision of solar panel installation, its related services and integrated facilities management to Astro Group.	-	-	-
Provision of energy performance services, smart building and sustainability solutions, retrofitting, refurbishment and integrated facilities management for airports to MAHB Group.	-	-	-
Provision of Modular Project Management Consultancy by Opus Group to MAHB Group for expansion of Kota Kinabalu International Airport.	-	-	-
Provision of design and supervision services for Juru-Sg Dua By-Pass to PLUS Malaysia Group.	-	-	-
Provision of comprehensive traffic management plan and control services, pavement services, civil works and routine maintenance at the Kuala Lumpur-Karak Highway to AFAID Group.	-	2,835	2,835
Provision of proposed soil investigation works, instrumentation, material testing, environmental services and pavement works for airports to MAHB Group.	-	-	-

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")
37	Edgenta PROPEL Group	UEM Lestra Berhad ("UEM Lestra")	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 Lestra is a wholly-owned subsidiary of UEMG.
38	Edgenta GreenTech Group	CelcomDigi Berhad ("CelcomDigi") and its subsidiaries ("CelcomDigi Group")	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. CelcomDigi is a 33.10% associated company of Axiata Group Berhad, which in turn is a 36.70% associated company of Khazanah.
39	Edgenta GreenTech 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.
40	Edgenta GreenTech Group	Urusan Teknologi Wawasan Sdn. Bhd. ("UTWSB")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. Edgenta GreenTech is a wholly-owned subsidiary of UEMG Edgenta, which in turn is a 69.14% subsidiary of UEMG. UTWSB is a wholly-owned subsidiary of Malaysia Airports Consultancy Services Sdn. Bhd., which in turn is a wholly-owned subsidiary of MAHB. MAHB is a wholly-owned 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 if UEMG.
41	Edgenta GreenTech Group	UEM Lestra	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 Lestra is a wholly-owned subsidiary of UEMG.
42	Edgenta GreenTech Group	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.

Nature of Transaction	Value Incurred from 1 January 2025 to 19 June 2025 RM'000	Value Incurred from 20 June 2025 to 31 December 2025 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
Provision of infrastructure work services for integrated facilities management and energy services, utilities relocation works and traffic management services to UEM Lestra.	-	-	-
Provision of integrated facilities management services for nationwide services and smart building solutions to CelcomDigi Group.	-	-	-
Provision of Smart Building Cloud Integrated Solutions for Menara IIB, Iskandar Puteri Johor to IIB.	-	-	-
Provision of building management system, energy management system, smart building element and retrofitting works, and retrofit and renovation works at Terminal Bersepadu Selatan ("TBS") to UTWSB.	-	-	-
Provision of energy management system services and building management system to UEM Lestra.	-	-	-
Provision of integrated facilities management services to KYUEM.	-	-	-

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

(A) Group Total Income and Total Assets

	Group		Reference to the Audited Financial Statements
	2025 RM'000	2024 RM'000	
Total Income			
Revenue	**2,861,029**	3,049,818	Note 3
Interest income	**8,205**	6,965	Note 5
Other income	**20,761**	32,651	Note 5
Share of result of associates	**11,191**	9,997	Statements of Comprehensive Income
Share of result of joint ventures	**173**	45	Statements of Comprehensive Income
	2,901,359	3,099,476	
Total Assets	**2,563,385**	2,992,306	Statements of Financial Position

(B) Business Activities

	Group		Reference to the Audited Financial Statements
	2025 RM'000	2024 RM'000	
Shariah Non-Compliant Activities			
Interest income	**6,063**	5,091	
	6,063	5,091	

(C) Component of Financial Position

(i) Cash Component

	Group		Reference to the Audited Financial Statements
	2025 RM'000	2024 RM'000	
Islamic Account/Instruments			
Cash in hand and at banks	**103,320**	84,584	
Deposits with licensed banks and other financial institutions	**198,265**	99,948	
Money market instruments	**536**	9,226	
	302,121	193,758	
Conventional Account/Instruments			
Cash in hand and at banks	**431,676**	359,222	
Deposits with licensed banks and other financial institutions	**108,659**	104,253	
Money market instruments	**8,758**	4,278	
	549,093	467,753	

(C) Component of Financial Position (contd.)

(i) Cash Component (contd.)

	Group		Reference to the Audited Financial Statements
	2025 RM'000	2024 RM'000	
Total Cash Component			
Cash in hand and at banks	**534,996**	443,806	Note 27
Deposits with licensed banks and other financial institutions	**306,924**	204,201	Note 27
Money market instruments	**9,294**	13,504	Note 26
	851,214	661,511	

(ii) Debt Component

	Group		Reference to the Audited Financial Statements
	2025 RM'000	2024 RM'000	
Islamic Financing			
Current			
Islamic medium term notes	**250,000**	-	
Term financing	**28,820**	45,872	
Revolving credit and financing	**52,030**	59,050	
Non-current			
Islamic medium term notes	**-**	250,000	
Term financing	**14,403**	43,447	
	345,253	398,370	
Conventional Borrowing			
Current			
Term loans	**-**	-	
Revolving credit and loans	**50,526**	37,209	
Non-current			
Term loans	**-**	-	
	50,526	37,209	
Total Financing and Borrowing			
Current			
Islamic medium term notes	**250,000**	-	Note 35
Term loans and financing	**28,820**	45,872	Note 35
Revolving credit and financing	**102,556**	96,259	Note 35
Non-current			
Islamic medium term notes	**-**	250,000	Note 35
Term loans and financing	**14,403**	43,447	Note 35
	395,779	435,578	

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GROUP DIRECTORY

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ASSET MANAGEMENT

HEALTHCARE SOLUTIONS

CONCESSION

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Edgenta Mediserve Sdn. Bhd.
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PROPERTY AND 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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Kaizen Owner Association Management Services L.L.C

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kaizenams.com

INFRASTRUCTURE SOLUTIONS

INFRASTRUCTURE SERVICES

Edgenta PROPEL Berhad
198801004310 (171667-P)

Edgenta Infrastructure Services Sdn. Bhd.
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