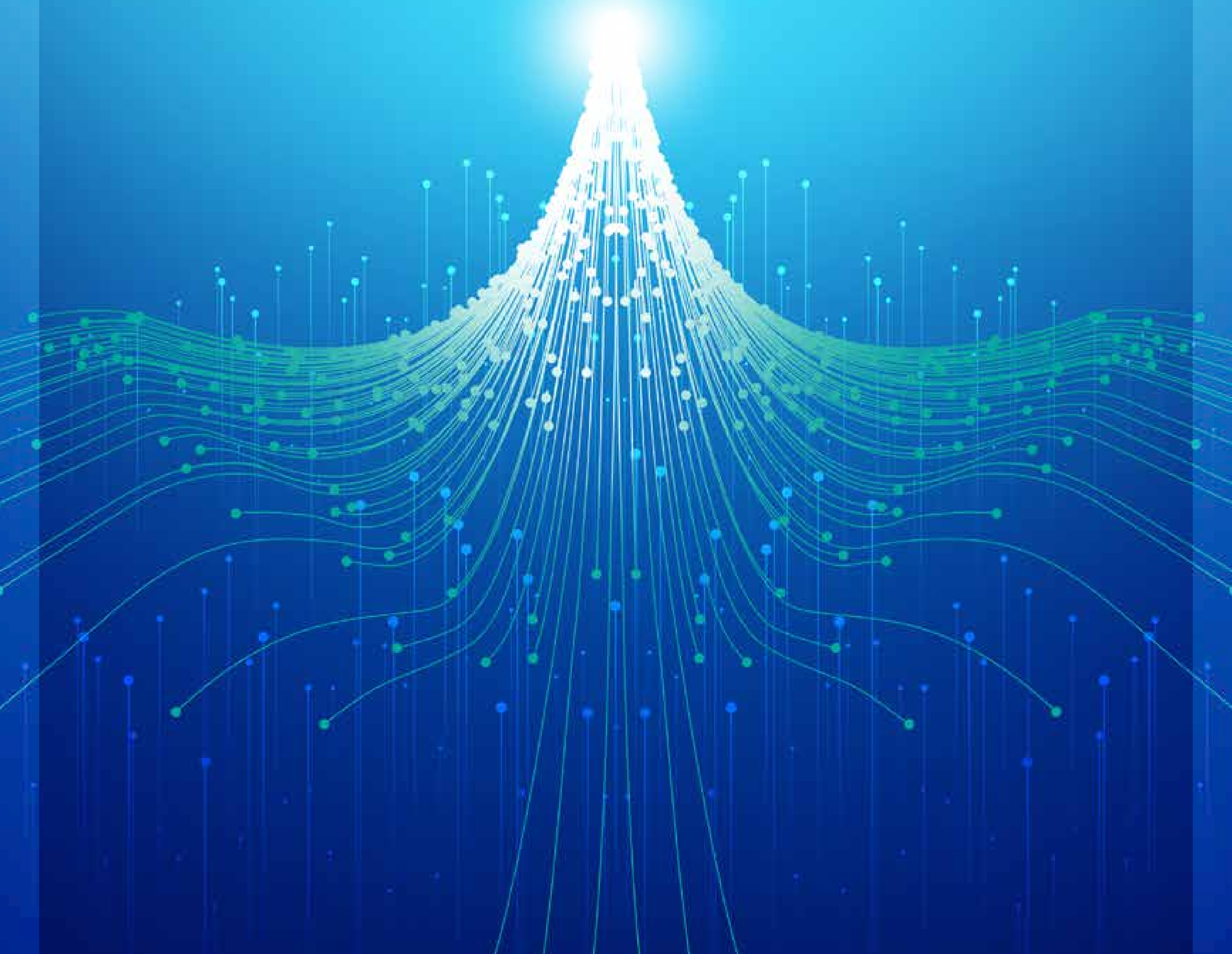
UEM EDGENTA



LEADING CHANGE THROUGH INTELLIGENT SOLUTIONS

INTEGRATED ANNUAL REPORT 2025

INSIDE THIS REPORT

Cover Rationale

The cover of this year's report depicts what it means to be a Technology-Enabled Solutions Company. It translates this abstract idea into a tangible visual, showing how technology brings together our people, practices, systems and insights to drive transformation and deliver meaningful solutions.

The interconnected nodes and flowing lines represent the data points, knowledge and digital capabilities that underpin our everyday work. They reflect how information is continuously gathered, analysed and applied across our operations to enhance decision-making, optimise performance and improve outcomes across the asset and infrastructure lifecycle. Their convergence at a single focal point symbolises the breakthrough that occurs when these inputs are aligned effectively, translating complexity into clarity and insight into action. Together, they form the image of a phoenix, representing renewal and transformation as intelligent solutions are brought to life.

Taken as a whole, the image stands in contrast to our tangible solutions and services. It illustrates the extent of our evolution into a digitally driven organisation, and how technology supports sustainable growth, operational excellence and long-term value creation in the real world.

Navigating This Report

This icon indicates where related or supplementary information can be found elsewhere within this report.

This icon directs users to additional information available online.

ABOUT THIS REPORT

At UEM Edgenta, we align sustainability, efficiency and technology to deliver our vision of Optimising Assets to Improve Lives. Guided by this approach, we continue to progress against our objectives while creating shared value for our stakeholders, communities and the environment.

As the global operating landscape continues to undergo significant shifts, the importance of integrated thinking and sustainable business practices has become even more pronounced. Against this backdrop, we present our Integrated Annual Report 2025, which sets out the value we have created during the year and the priorities that guided our execution.

Prepared in line with integrated reporting principles, this report presents our financial performance alongside the initiatives undertaken to strengthen our competitiveness and sustainability, namely international growth, cost optimisation anchored in operational excellence, and technology enhancements that elevate our service and product offerings. Together, these disclosures enable stakeholders to make an informed assessment of our growth potential and long-term resilience.

SCOPE OF THE REPORT

This report covers the activities of UEM Edgenta and its subsidiaries, joint operations, joint ventures and associates for the period from 1 January 2025 to 31 December 2025 (“FY2025”), unless otherwise stated.

Included within this report is our Sustainability Statement, which reflects our continued journey towards strengthened sustainability practices. The statement outlines the key sustainability initiatives and commitments undertaken during FY2025 and reports our performance against the material sustainability matters identified by the Group. The reporting period for the statement is aligned with that of this report.

Both the report and the statement cover our operations in Malaysia and across our other key markets, namely Singapore, Taiwan, Indonesia, the United Arab Emirates (“UAE”) and the Kingdom of Saudi Arabia (“KSA”).

OUR TARGETED READERS

In addition to our financial performance, this report highlights the shared value we create for our stakeholders, including our clients, employees, regulators, local communities and the natural environment.

REPORTING FRAMEWORKS

The preparation of this report is guided by the following frameworks, which reflect compliance with applicable local and international reporting standards as well as globally recognised best practices.

Corporate Section

- Companies Act 2016
- Bursa Malaysia’s Main Market Listing Requirements (“MMLR”)
- Securities Commission Malaysia’s Malaysian Code on Corporate Governance (“MCCG”)
- Bursa Malaysia’s Corporate Governance Guide (4th edition)
- Bursa Malaysia’s Management Discussion and Analysis Disclosure Guide
- Bursa Malaysia’s Sustainability Reporting Guide (3rd edition)
- International Integrated Reporting Framework (“International <IR> Framework”)
- The Global Reporting Initiative (“GRI”) Standards
- United Nations’ Sustainable Development Goals (“UN SDGs”)
- FTSE4Good Bursa Malaysia Index indicators
- International Energy Agency (“IEA”) Global Pathway
- International Sustainability Standards Board (“ISSB”) standards

Financial Section

- Companies Act 2016 in Malaysia
- Bursa Malaysia’s MMLR
- Malaysian Financial Reporting Standards (“MFRS”)
- International Financial Reporting Standards (“IFRS”)

MATERIALITY STATEMENT

The content in this report is shaped by our material matters, which are the issues considered most critical to our purpose and ability to create value over the short, medium and long term. We identify these matters through a structured five-step process that is led by the Board and Management, as outlined on page 51.

In assessing materiality, we consider a range of internal and external factors, including the Group’s strategy, the needs, expectations and concerns of our key stakeholders, and the broader economic and trading environment in which we operate. These material matters are reviewed annually as part of the Board’s strategic planning process.

FORWARD-LOOKING STATEMENTS

This report includes forward-looking statements relating to the Group's expected future performance. These statements are based on current assumptions and understanding of prevailing conditions as at the date of reporting and are subject to change over time. Actual outcomes may differ materially from those expressed or implied due to various risks, uncertainties and other factors, including those that may not currently be anticipated.

INDEPENDENT COMBINED ASSURANCE STATEMENT

We apply a coordinated assurance model to evaluate and provide assurance across key aspects of our operations, including selected elements of external reporting. Assurance is delivered through multiple lines of oversight, involving Management and the Board, our Internal Audit department and independent external service providers. This includes limited assurance on selected sustainability information, as well as assessments by relevant third parties such as rating agencies.

The credibility of this report is underpinned by the Group's established governance practices and an independent audit of our financial information by Ernst & Young PLT.

During the year, our Internal Audit department conducted a limited assurance review of this report covering seven sustainability matters, namely Anti-Corruption, Community/Society, Diversity, Health and Safety, Labour Practices and Standards, Supply Chain Management, and Water. As our reporting advances, we intend to enhance assurance arrangements by pursuing external assurance and progressively broadening the scope of review.

NAVIGATING OUR REPORT

We use icons to represent our capitals, material matters, stakeholders, and key risks for easy navigation of this report.

Capitals

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

Material Matters

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

Stakeholders

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

Key Risks

- R1 Strategic Risk
- R2 Operational Risk
- R3 Financial Risk
- R4 Compliance Risk
- R5 People Risk
- R6 Cybersecurity Risk
- R7 ESG Risk
- R8 Climate-related Risk

UN SDGs

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

FEEDBACK

We are committed to fair and transparent engagement with all our stakeholders. Please get in touch with us if you have any comments or feedback at:

Head, Corporate Communications
Level 16, Menara UEM,
Tower 1, Avenue 7
The Horizon, Bangsar South City,
No. 8, Jalan Kerinchi 59200
Kuala Lumpur

Tel : +603 2725 6688
Fax : +603 2711 8057
E-mail :
communications@edgenta.com

WEBSITE

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

VISION

Optimising Assets to Improve Lives

MISSION

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

CORE VALUES

FIRST are the guiding principles for our behaviour at Edgenta when dealing with our internal and external clients as well as stakeholders. It defines the character, commitment and culture of our organisation.

FIRST is the Edgenta Way.

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

WHAT WE DO

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

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

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

REVENUE

RM2.86
Billion

SHAREHOLDERS' FUNDS

RM1.05
Billion

TOTAL ASSETS

RM2.56
Billion

* *As at 31 December 2025 and for the financial year then ended.*

HEALTHCARE SOLUTIONS

For detailed business performance information, please refer to page 85.

PROPERTY AND FACILITY SOLUTIONS

For detailed business performance information, please refer to page 91.

INFRASTRUCTURE SERVICES

For detailed business performance information, please refer to page 95.

ASSET CONSULTANCY

For detailed business performance information, please refer to page 100.

WHAT WE DO

HEALTHCARE SOLUTIONS

Our Healthcare Solutions division provides integrated healthcare facilities maintenance and management services to over 300 hospitals across Malaysia, Singapore and Taiwan. Our regional scale and longstanding relationships with public and private healthcare providers, strengthened by recognition from local health and industry authorities for our commitment to sustainable healthcare management practices, position us as a trusted partner.

Our comprehensive service portfolio supports maintenance and management of healthcare facilities across their full operational lifecycle. We enhance the longevity and reliability of buildings, preserving assets and mission-critical systems for seamless operations, manage the processing and distribution of daily clean linen to support the needs and ensure patient comfort, and uphold stringent hygiene standards through end-to-end cleaning, sanitation and the safe, compliant treatment and disposal of clinical waste. Additionally, our portering and hospital aide services support the efficient functioning of non-clinical and administrative operations, improving the overall patient experience and enabling the healthcare professionals to focus on clinical care.

Environmental sustainability, technology adoption and the progressive digitalisation of support services are key priorities for us. We stand at the forefront of integrated facilities management ("IFM"), leveraging sustainable intiatives to reduce environmental impact. We are committed in embedding ESG principles, rigorously pursuing sustainability adoption and promoting social responsibility. Our services are also characterised by an innovative mindset in implementing technologies through a digital-centric approach, driving continuous improvements to our operations. By strengthening data accuracy, reliability and reporting timeliness, we enhance decision-making and service outcomes, fostering a patient-centric operating model with a strong focus on consistent excellence in healthcare service delivery.

Managed and maintained
118,000 assets
worth over RM5.3 billion under Facility Engineering Maintenance Services ("FEMS")

43,000+
assets valued more than RM1.48 billion maintained under Biomedical Engineering Maintenance Services ("BEMS")

2.3 million sq m²
of cleanable area maintained daily in Malaysia

297 contracts renewed with a total contract value of
RM2,255.4 million

Won
RM233.8 million
in new contracts in FY2025

PROPERTY AND FACILITY SOLUTIONS

1,000
buildings under management in Malaysia, UAE and Saudi Arabia

Market penetration into
multi-site industrial environments within the oil and gas and mining sectors

Strengthened international presence in
UAE and Saudi Arabia
through new property and facility management wins

We deliver building and facilities management through our Property and Facility Solutions ("PFS") division, taking a long-term, whole-lifecycle approach to sustaining asset performance, efficiency and resilience. Rather than focusing solely on day-to-day tasks, we work with clients to understand how buildings perform over time, identifying opportunities for strategic planning, timely upgrades and continuous improvement to keep facilities operating optimally.

Data plays an important role in supporting this approach. By analysing operational information and performance trends, we help clients make more informed decisions to optimise operations, minimise unplanned downtime and maintain consistently high service standards.

Our approach is aligned with ESG priorities, with a focus on energy efficiency and sustainability. By creating well-managed, resource-efficient spaces, we support improved environmental outcomes and better customer outcomes across the assets we manage.

WHAT WE DO

INFRASTRUCTURE SERVICES

RM10 billion+
worth of infrastructure assets managed

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

Improved operational efficiency by 25%
with digitalisation via our Road Asset Management System ("RAMS")

Our Infrastructure Services division plays a key role in supporting national economic development by ensuring the optimal functioning of critical transportation and industrial infrastructure.

Supported by a team of experienced specialists, the division has a proven track record in managing complex, large-scale infrastructure projects, enhancing reliability, availability and long-term performance. This is achieved through disciplined execution and a focus on operational efficiency, sustainability and cost efficiency, supported by data-driven insights.

The division's success is reflected in its extensive portfolio, which spans roads, airports and railways, and extends to serving industries such as ports, oil and gas, and plantations. By applying forward-thinking practices and leveraging technology to support planning and decision-making, we continue to strengthen a smarter and more resilient infrastructure management model that supports consistent outcomes over the long term.

ASSET CONSULTANCY

At OPUS Consultants, we are a leading engineering and asset management consultancy, recognised for delivering with distinction across complex multi-site programmes as well as mega and iconic developments in diverse sectors. We combine deep technical expertise, disciplined project delivery and data-driven insights to help infrastructure and asset owners build future-ready assets and resilient networks.

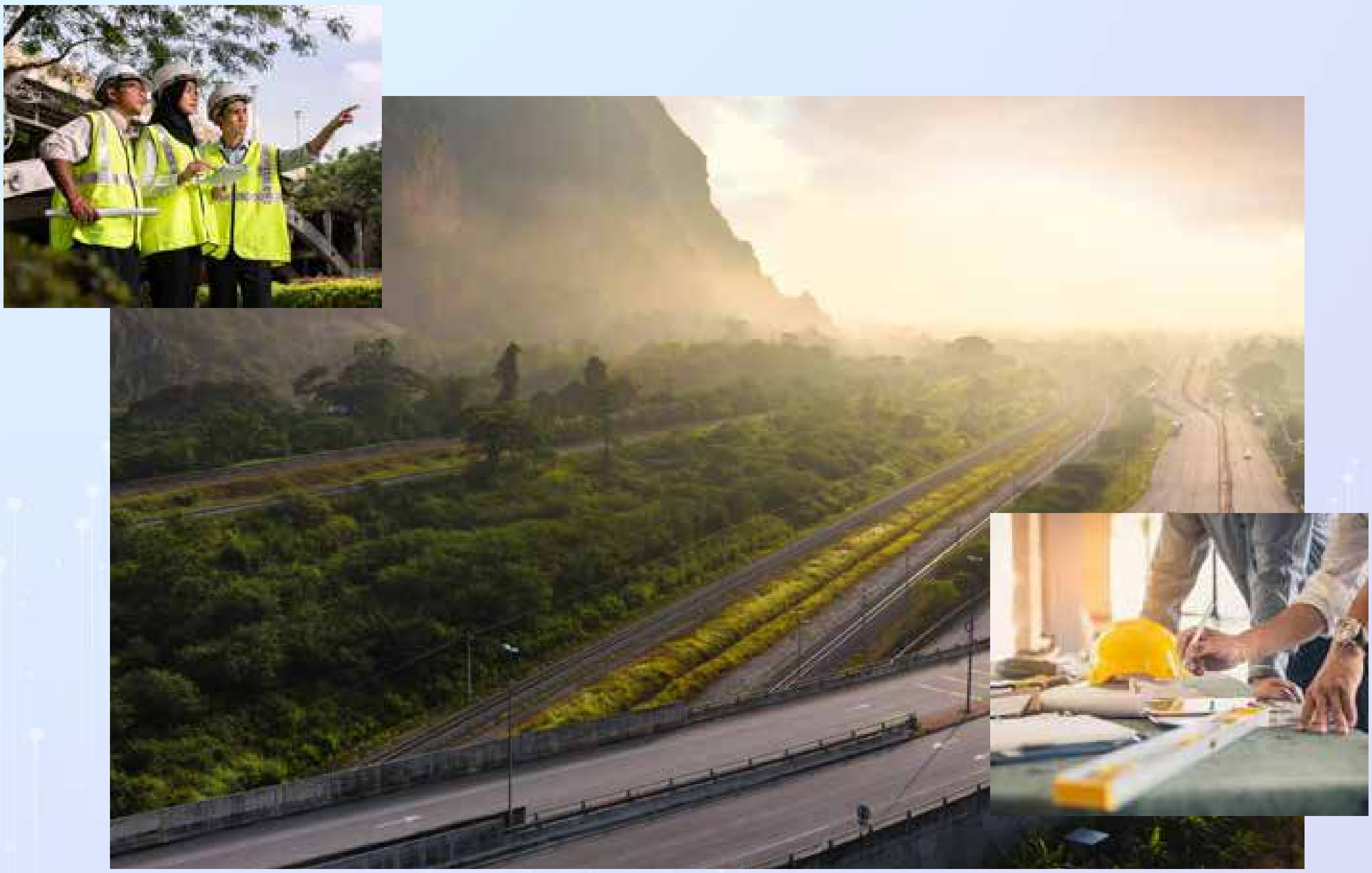
With decades of experience and a proven record on high-profile projects, we are trusted partners to our clients, all the way from strategy and design through to execution and long-term performance, known for budget discipline, uncompromising quality and timely delivery. Our integrated capabilities include engineering consultancy and strategic advisory, lifecycle management and performance optimisation, which extend asset life, reduce operating costs and strengthen safety, reliability and resilience. By embedding sustainability outcomes and industry best practices into delivery, we help clients anticipate climate and operational risks, unlock efficiency gains, and create enduring value for generations to come.

> 30 years experience
in highways and roads, rail, airports, urban transit, built environment and other key infrastructure projects

Managing
> 1,000 km
of tolled expressways in Malaysia

> RM100 billion
value of projects delivered

> 400
professional employees



OUR PRESENCE

We operate in 6 countries across the regions.

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


1%
2%
6%
20%
TOTAL REVENUE
RM2.86
billion
54%
17%
Malaysia
Singapore
Taiwan
United Arab Emirates
Indonesia
Kingdom of Saudi Arabia
TOTAL REVENUE
Malaysia Operations
54%
46%
Non-Malaysia Operations
Taiwan
7,593
Employees
Malaysia
6,179
Employees
Singapore
3,345
Employees
Indonesia
9
Employees

2025 PERFORMANCE HIGHLIGHTS

BUSINESS HIGHLIGHTS

Secured
high-value, multinational IFM contracts,
marking our entry into multi-site industrial environments.

Formed DuaSatu FZ LLC in Dubai,
a joint venture with 21 Estates Group FZCO to expand our presence in Dubai, unlocking access to new opportunities in the broader Middle East region.

Expanded our offerings in Indonesia with a geothermal supply contract
for a power plant in Bandung.

Diversified into new service sectors in Singapore,
expanding our service footprint beyond healthcare into hotels and commercial properties.

Marked a step-change in digital differentiation by placing Asseto at the core of service delivery, repositioning us as a
built environment master integrator.

Grew Healthcare Solutions' non-concession and private portfolio, delivering
311 contract renewals
as well as new wins across FEMS/BEMS, linen and laundry, and cleaning and housekeeping services.

Expanded our presence in advanced healthcare in Taiwan by securing
15 new contracts.

Scaled our Zero Capex Energy Efficiency Programme
RM70.3 million
in order book wins.

Scored a major win as a
TFM managing agent
in the education sector.

Secured a new traffic management contract for the KL-Karak Lane Widening Project, achieving Tier 1 contractor status in the process.

Strengthened our international presence in UAE and Saudi Arabia through new property and facility management wins.

FINANCIAL HIGHLIGHTS

Revenue
RM2,861.0 million
2024: RM3,049.8 million

Shareholders' Funds
RM1,051.2 million
2024: RM1,538.7 million

Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA)
(RM57.3 million)
2024: RM193.8 million

Earnings per Share
(50.2 sen)
2024: 5.4 sen

(Loss)/Profit Before Tax and Zakat (PBT)
(RM359.1 million)
2024: RM91.7 million

Net Assets per Share
RM1.26
2024: RM1.85

(Loss)/Profit After Tax and Zakat (PAT)
(RM412.9 million)
2024: RM45.2 million

Gross Gearing Ratio
0.37x
2024: 0.28x

(Loss)/Profit Attributable to Owners of the Parent (PATANCI)
(RM417.2 million)
2024: RM45.3 million

Net Cash Position
RM455.4 million
2024: RM225.9 million

Total Assets
RM2,563.4 million
2024: RM2,992.3 million

Total Cash, Bank Balances, Deposits and Short Term Investments
RM851.2 million
2024: RM661.5 million

2025 PERFORMANCE HIGHLIGHTS

SUSTAINABILITY HIGHLIGHTS

Secured inclusion in the FTSE4Good Bursa Malaysia Index, underscoring our commitment to robust environmental, social and governance standards.

Delivered energy savings of **27,932,360 kWh,** equivalent to RM12,872,740 in cost savings.

Recorded more than **277,000 learning hours,** excluding learning undertaken through Individual Development Plans ("IDPs"), which continue to complement our dynamic learning ecosystem.

Expanded circular economy solutions through **our asphalt premix plant with recycling facility** driving the estimated avoidance of up to 800 tonnes of CO_2e annually.

Strengthened supplier ESG oversight, **assessing 78 strategic and critical vendors** on their ESG understanding and practices.

Launched our **Sustainability Roadmap 2.0** to further embed sustainability into our business activities and decision-making.

13.54% reduction in emissions against 2022 baseline.

Improved Lost Time Incident Rate ("LTIR") to **0.6**
(2024: 1.0)

AWARDS AND RECOGNITIONS

CORPORATE

Graduan Brand Awards 2025

- Conglomerate Sector – Bronze
- Technology: Software Development Sector – Bronze

National Annual Corporate Report Awards (NACRA) 2025

- Platinum Winner for Companies with Less than RM2 Billion in Market Capitalisation

National Corporate Governance & Sustainability Awards (NACGSA) 2025

- Overall Excellence Award: Malaysia Top 50 – Ranked 38th

The Star ESG Positive Impact Awards 2025

- Energy Efficiency – Gold (Malaysia Level)
- Energy Efficiency – Silver (Regional Level)
- Waste Management – Gold (Malaysia Level)
- Waste Management – Silver (Regional Level)

Chua Yong Howe,
our Chief Digital Officer received the 'Legend' award at the
World CIO 200 Summit 2025
– Malaysia Edition by the Global CIO Forum

ASSET CONSULTANCY

Opus Energy received the Industry Excellence Award

under the Energy, Construction & Infrastructure category at the Malaysia Industry Award (MINDA) 2025

HEALTHCARE

Green Healthcare Facilities Appreciation 2025 (GHFA2025)

- Best Sustainability Initiative (Concession)
- Best Energy Reduction (Hospital)
  - Hospital Sultan Abdul Halim (Winner)
  - Hospital Sungai Siput (2nd Runner-up)
- Best Energy Reduction (State)
  - JKN Perak (Winner)
  - JKN Pulau Pinang (1st Runner-up)
- Best 3R Implementation (Hospital)
  - Hospital Sultanah Bahiyah (1st Runner-up)
- Best 3R Implementation (State)
  - JKN Kedah (2nd Runner-up)
- Most 3R Revenue Generated
  - Hospital Pulau Pinang (1st Runner-up)
- Best Green Building Certified Hospital
  - Hospital Kepala Batas (Winner)
  - Hospital Teluk Intan (1st Runner-up)
  - Hospital Slim River (2nd Runner-up)

UEMS Singapore accredited as a Champion of Good by the
National Volunteer and Philanthropy Centre (NVPC)

OUR CORPORATE STRUCTURE
As at 26 March 2026

KHAZANAH NASIONAL BERHAD — 100% — **UEM GROUP BERHAD**

ASSET MANAGEMENT

HEALTHCARE SOLUTIONS

CONCESSION

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

COMMERCIAL

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

PROPERTY AND FACILITY SOLUTIONS

- 100% **Edgenta Facilities Sdn. Bhd.**
  - 100% Edgenta Facilities Management Sdn. Bhd.
  - Other Subsidiaries
- 100% **Edgenta GreenTech Sdn. Bhd.**
  - 100% Operon Middle East Limited
  - Other Subsidiaries
- 100% **Edgenta Arabia Limited (Kingdom of Saudi Arabia)**
  - 60% MEEM for Facilities Management Company (Kingdom of Saudi Arabia)
- 70% **Edgenta Energy Services Sdn. Bhd.**
- 60% **Kaizen Owner Association Management Services L.L.C.# (United Arab Emirates)**
  - 40% DuaSatu FZ L.L.C.
- 60% **Kaizen A M S Property Supervision L.L.C.# (United Arab Emirates)**
- 100% **Edgenta Township Management Services Sdn. Bhd.**
  - 70% UEM Sunrise Edgenta TMS Sdn. Bhd.

* *Direct and indirect interest.*

\# *Indirect interest via Edgenta (Singapore) Pte. Ltd.*

\## *Direct interest by Edgenta (Singapore) Pte. Ltd.*

UEM EDGENTA BERHAD

69.14%

INFRASTRUCTURE SOLUTIONS

INFRASTRUCTURE SERVICES

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

ASSET CONSULTANCY

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

TECHNOLOGY INNOVATION

- 100% **Edgenta NXT Sdn. Bhd.**

OTHERS

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

WHAT DIFFERENTIATES US: OUR STRENGTHS

OUR COMPETITIVE ADVANTAGE

Operational Excellence

Our disciplined focus on operational excellence differentiates us in a highly competitive, high-cost environment, enabling us to drive asset performance and cost efficiencies for our clients.

Through automation and digitalisation, we minimise reliance on manual labour, shorten turnaround times and strengthen cost discipline across large, complex portfolios. These improvements enhance productivity while safeguarding service quality and compliance.

This is reinforced by the knowledge and expertise of our team, who uphold established asset management processes and ensure consistency and reliability at scale. Together, these capabilities enhance our competitiveness in the asset management landscape.

Strategic Partnership Ecosystem

We leverage partnerships across the private and public sectors to co-create solutions, enhance our capabilities and widen our addressable market.

In FY2025, this included partnering with a UAE-based facilities management company to form a joint venture that significantly expands our growth opportunities in the UAE and the broader Middle East region.

Diversification Across Geographies and Portfolios

We continue to expand beyond our domestic Malaysian market, with a growing footprint in integrated facilities management (IFM) in the Middle East and an established presence in the healthcare sectors of Singapore and Taiwan.

This growing international presence enables us to meet the needs of markets that place a premium on differentiated, technology and sustainability-centric solutions, while also facilitating the cross-pollination of operational practices, sustainability approaches and technology platforms.

In FY2025, we secured RM3.5 billion in new orders across the Group, anchored by the three-year extension of our healthcare support services concession in Malaysia, two major multinational IFM wins with Shell Malaysia and Vale Malaysia Minerals, and traffic management services contracts for two major highway developments.

Internationally, our Singapore and Taiwan operations achieved strong 92.4% and 90% renewal rates, contributing to 39% of total new orders. Meanwhile, in the Middle East, we expanded our footprint in asset management for large education facilities in Saudi Arabia while gaining further property and facility contract wins in the UAE.

Technology Differentiation

Our proprietary technologies, including Asseto, RAMS, and *UE*Track™, provide asset owners with an integrated view of their operations, enabling better visibility, faster decision-making and more consistent service outcomes.

Asseto functions as a built environment master integrator, consolidating asset, workforce and operational data within a unified platform supported by AI capabilities. In practice, this enables automated work order tracking, asset health monitoring and earlier identification of maintenance issues before they escalate into service disruptions.

RAMS enables remote monitoring and management of road assets, while *UE*Track™ empowers primary healthcare support services with comprehensive workflow and mobility solutions.

Unlike standalone tools that operate in silos, our integrated platforms connect asset, people and performance data within a single ecosystem, enabling better oversight and smarter decision-making. This in turn enables us to access higher-value, advisory-led scopes that enhance our margins and future-proof our business.

Future-Ready Workforce

In a rapidly changing operating environment, we are future-proofing our workforce by investing in structured talent development programmes, providing clear developmental pathways, and remaining focused on employee wellness and organisational culture.

At the same time, as service delivery becomes increasingly technology-enabled, we are accelerating digital readiness through our FIRST in AI learning roadmap, while deepening technical expertise through our in-house Edgenta Academy.

Sustainability

We view sustainability as both a core responsibility and a practical driver of value for our business and our customers.

Through technology-enabled solutions and performance-linked delivery models, we support asset owners in achieving measurable energy efficiency and emissions reduction outcomes while improving asset resilience and lowering operating costs.

A key component of this approach is our Zero Capex Programme, which enables Energy Performance Contracting ("EPC") and Green Performance Contracting ("GPC") without upfront client capital investment. Improvements are funded through realised savings, aligning commercial incentives with verified performance outcomes and strengthening long-term customer relationships.

Financial Strength

We maintain financial strength and disciplined stewardship to support long-term resilience, enable continued investment in innovation and capability building, and provide flexibility to pursue high-value opportunities across our operating divisions.

Our strong credit profile supports access to competitive financing while reinforcing stakeholder confidence in our ability to meet obligations and fund strategic priorities.

WHAT DIFFERENTIATES US: OUR STRENGTHS

Indices Representation and Credit Ratings

In 2025, UEM Edgenta was included in the FTSE4Good Bursa Malaysia Index, reflecting our continued commitment to upholding transparency and our progress in delivering standardised and meaningful sustainability disclosures.

MARC Ratings maintained an AA_{IS} rating for our RM1 billion Islamic Medium-Term Notes (IMTN) Programme, with a stable outlook, noting our established track record backed by a strong balance sheet and liquidity position.

Our Certifications and Accreditations

Building Certifications

- 32 hospitals achieved 3-star certification under the Building Energy Intensity (BEI) Labelling programme for hospitals under the Ministry of Health
- 8 hospitals are Leadership in Energy and Environmental Design ("LEED") certified:
  - Platinum: Hospital Teluk Intan, Hospital Kepala Batas, Hospital Slim River
  - Gold: Hospital Sultanah Maliha
- 24 hospitals are Malaysian Carbon Reduction and Environmental Sustainability Tool ("MyCREST") certified:
  - 5-Star (3 hospitals)
  - 4-Star (8 hospitals)
  - 3-Star (13 hospitals)
- Hospital Parit Buntar achieved Penarafan Hijau Jabatan Kerja Raya (pHJKR) certification
- 26 buildings under management are Green Building Index ("GBI") certified

Environmental Management

- ISO 14001:2015 – Environmental Management Systems: Focuses on controlling environmental aspects and improving environmental performance
- The Malaysian Ministry of Health endorsed the Cleansing Supervisory Competency Programme (equivalent to British Institute of Cleaning Science (BICS) Level 2 Certification) offered under Edgenta Academy Sdn. Bhd.

Quality Management

- ISO 9001:2015 – Quality Management Systems: Standard for consistent quality service delivery and continuous improvement
- ISO 13485:2016 – Medical Devices Quality Management Systems: Specific to quality management for medical devices and related services

Information Security

- ISO 27001 – Information Security Management Systems: Framework for managing sensitive information and ensuring information security

Occupational Health & Safety

- ISO 45001:2018 – Occupational Health and Safety Management Systems: Helps manage and improve workplace health and safety
- ISO 45005:2020 – General Guidelines for Safe Working During the COVID-19 Pandemic: Provides guidance for safe operations during infectious disease outbreaks

Road & Traffic Safety

- ISO 39001:2012 – Road Traffic Safety Management Systems: Aims to reduce traffic related injuries and fatalities

Anti Bribery & Governance

- ISO 37001 – Anti Bribery Management Systems: Framework for preventing, detecting, and responding to bribery

Our Strategic Partnerships, Alliances, Collaborations and Joint Ventures

In FY2025, our subsidiary, Kaizen, incorporated a joint venture (JV) company with 21 Estates Group FZCO, with the aim of strengthening our service offerings in the Integrated Facilities Management segment in the UAE and the broader Middle East region.

Our Clients:

Edgenta NXT

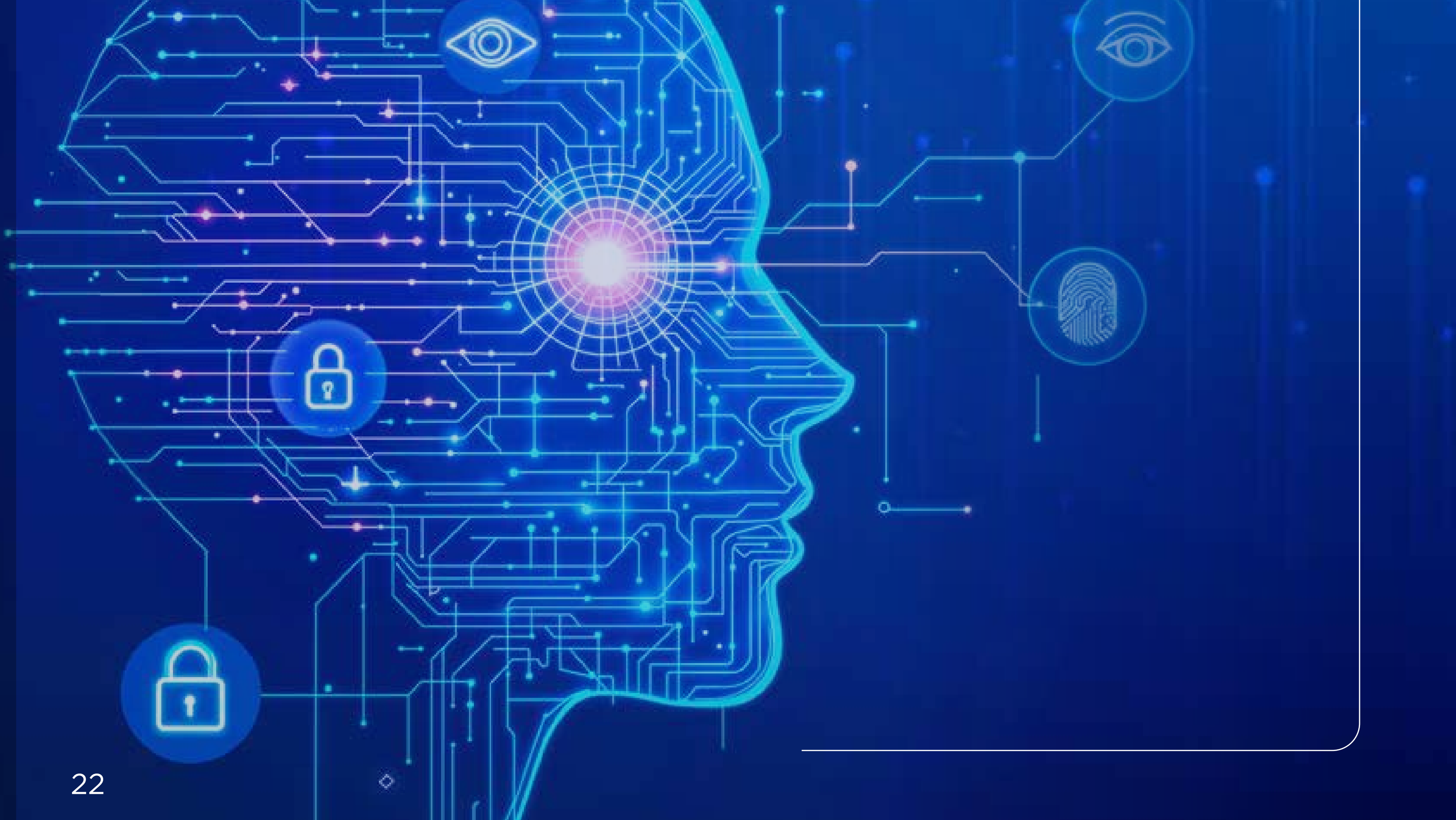
Transforming today.
Advancing tomorrow.

Unfolding the Next Chapter in Our Digital Journey

In an evolving asset and facilities management landscape where cost pressures have intensified and client expectations have grown more sophisticated, technology has become a central driver of operational performance, efficiency and competitive differentiation.

Edgenta NXT is the Group's digital ecosystem and technology commercialisation arm, established to translate this shift into tangible, scalable value for asset owners. Through deliberate investments in practical digital capabilities, Edgenta NXT enables clients to operate more intelligently, reliably and sustainably. These investments reinforce the Group's position as a Technology-Enabled Solutions Company and strengthens our ability to deliver measurable, outcome-driven results for our clients.

At the centre of this ecosystem is Asseto. It serves as the Group's platform engine, standardising digital capabilities across operating companies while creating scalable, recurring revenue streams beyond traditional labour-based contracts.



asseto

The Built Environment Master Integrator

Asseto is our proprietary platform and flagship digital solution. It integrates artificial intelligence, IoT systems, robotics and sensor networks into a unified operational environment, enabling real-time analytics, predictive maintenance, workflow automation and optimised resource allocation across complex built environments.

FY2025 represented a pivotal inflection point in the platform's evolution. Initially deployed as a digital layer augmenting traditional facility management contracts, Asseto has now been repositioned to sit at the core of how we manage assets and deliver services across the Group, functioning not merely as a supporting tool but as a built environment master integrator.

In this role, Asseto consolidates a client's siloed operating systems into a single, coherent operational view, providing with comprehensive, real-time visibility across their facilities. Through integrated analytics and actionable insights, clients are able to detect issues earlier, identify trends and take timely, informed actions to optimise outcomes.

Its modular architecture enables flexible deployment across environments of varying scale and complexity, from standalone facilities to large, multi-site portfolios, supporting phased rollout and long-term scalability without disruption to existing operations.

Outcomes We Deliver

Our digital capabilities translate into structural shifts in how assets are managed: from reactive to predictive operations; fragmented oversight to unified governance; labour-intensive coordination to automated workflows; and opaque reporting to transparent performance accountability.

RELIABILITY AND PRODUCTIVITY

- Reducing manual handoffs and improving turnaround time.
- Strengthening workforce coordination with real-time visibility.
- Enabling predictive, proactive maintenance via AI and IoT integration, moving clients away from reactive models towards more efficient, anticipatory operations.
- As an example, Asseto has enabled an integrated operating centre to effectively manage assets, complaints and work orders, supported by automated CCTV video-analytics alerts through the integration of CCTV and surveillance systems into the platform.

GOVERNANCE, SAFETY AND COMPLIANCE ASSURANCE

- Reinforcing accountability and compliance with traceable operational records.
- Supporting hazard monitoring and escalation workflows through IoT.
- Enhancing safety and governance through standardised, auditable processes underpinned by our modular deployment model platform.

ENERGY EFFICIENCY AND SUSTAINABLE PERFORMANCE

- Optimising energy usage with AI-driven controls and automated efficiency mechanisms.
- Enabling efficient building management systems through controls integration.
- Strengthening environmental monitoring capabilities (e.g. air, water, noise quality).

DATA-DRIVEN ASSET PERFORMANCE

- Improving asset tracking, performance analysis and intervention prioritisation.
- Supporting better maintenance planning and longer-term asset strategies.
- Informing quantifiable improvement decisions with analytics and reporting.

USER EXPERIENCE AND TRANSPARENCY

- Enhancing the user experience with a single centralised operational view.
- Improving responsiveness through mobile app workflows.
- Strengthening the overall service experience through clear reporting and visibility.
- As an example, Asseto is used to provide petrol station owners with a simple, user-friendly interface to raise maintenance requests, while advanced workflows operate behind the scenes to align with business rules and service levels to automate resource allocation.

EDGENTA NXT

How We Deliver

Through Asseto, we deliver value across several key dimensions:

1. We act as a **digital transformation advisor**, working alongside our operating companies and clients to translate operational priorities into practical, outcome-led digital roadmaps. This begins at the advisory stage, where we define use cases, operational readiness and existing workflows.

2. From there, we move into **systems integration**, where we use Asseto to connect physical assets and existing client systems into a single, integrated operational view, driving outcomes through improved response times, energy efficiency and compliance adherence, underpinned by connected workflows and trusted data.

3. In doing so, we are able to deploy **implementation and change adoption** with phased rollouts – commencing with priority sites to demonstrate value early, embedding adoption through structured training and change enablement programmes, and scaling progressively as performance stabilises and client confidence grows.

4. Building on this foundation, we **optimise and expand** by deploying modular building blocks that can be adopted independently or combined to reflect each client's operational priorities and maturity. We refine workflows, rules and reporting parameters based on real operating conditions, then replicate proven configurations across additional sites and geographies.

5. In tandem with this, AI capabilities enable **insight-driven optimisation**, allowing asset owners to identify the most effective actions to enhance operational efficiency, simplify processes and improve energy performance. Alongside these applications, we are actively conducting AI experimentation and pilot deployments within Asseto to evaluate practical use cases such as predictive maintenance, anomaly detection and operational decision support. These initiatives allow us to test models using real operational data, assess integration with existing systems and refine governance and data readiness requirements. Several proof-of-concept deployments have already been completed, providing a pathway for solutions to be scaled once performance, reliability and business value are validated.

At the same time, the platform enables the implementation of outcome- and performance-based contracting models, where commercial returns are linked to measurable improvements in efficiency, sustainability and service performance. These models create new growth avenues for the Group while aligning our commercial priorities closely with the outcomes our clients seek to achieve.

USE CASES IN ACTION

Edgenta NXT and Asseto have already proven to be core differentiators, enabling us to win high-impact, strategic contracts across Malaysia and the Middle East.

DIGITAL TRANSFORMATION OF A MULTINATIONAL OIL AND GAS CLIENT

We supported the client in executing a comprehensive digital transformation of their facilities management operations. Prior to go-live, only around 7% of transactions were digital, with the remaining 93% processed through call centres and help desks. Post go-live, the model was fundamentally reversed, with around 92% of complaints captured through a custom-built digital platform enabling simplified reporting of issues. Users can attach proof of the issue, while work orders can be raised and dispatched automatically. Our platform also supports transparency with full issue tracking, so users have real-time visibility of progress and resolution status without needing to second-guess updates or make additional follow-up calls. This shift delivered meaningful improvements in customer satisfaction and operational traceability, moving operations from largely unrecorded processes to end-to-end digital capture, unlocking additional operational insights for the client to further improve and optimise.

RAPID DEPLOYMENT AND LOCALISATION IN THE MIDDLE EAST

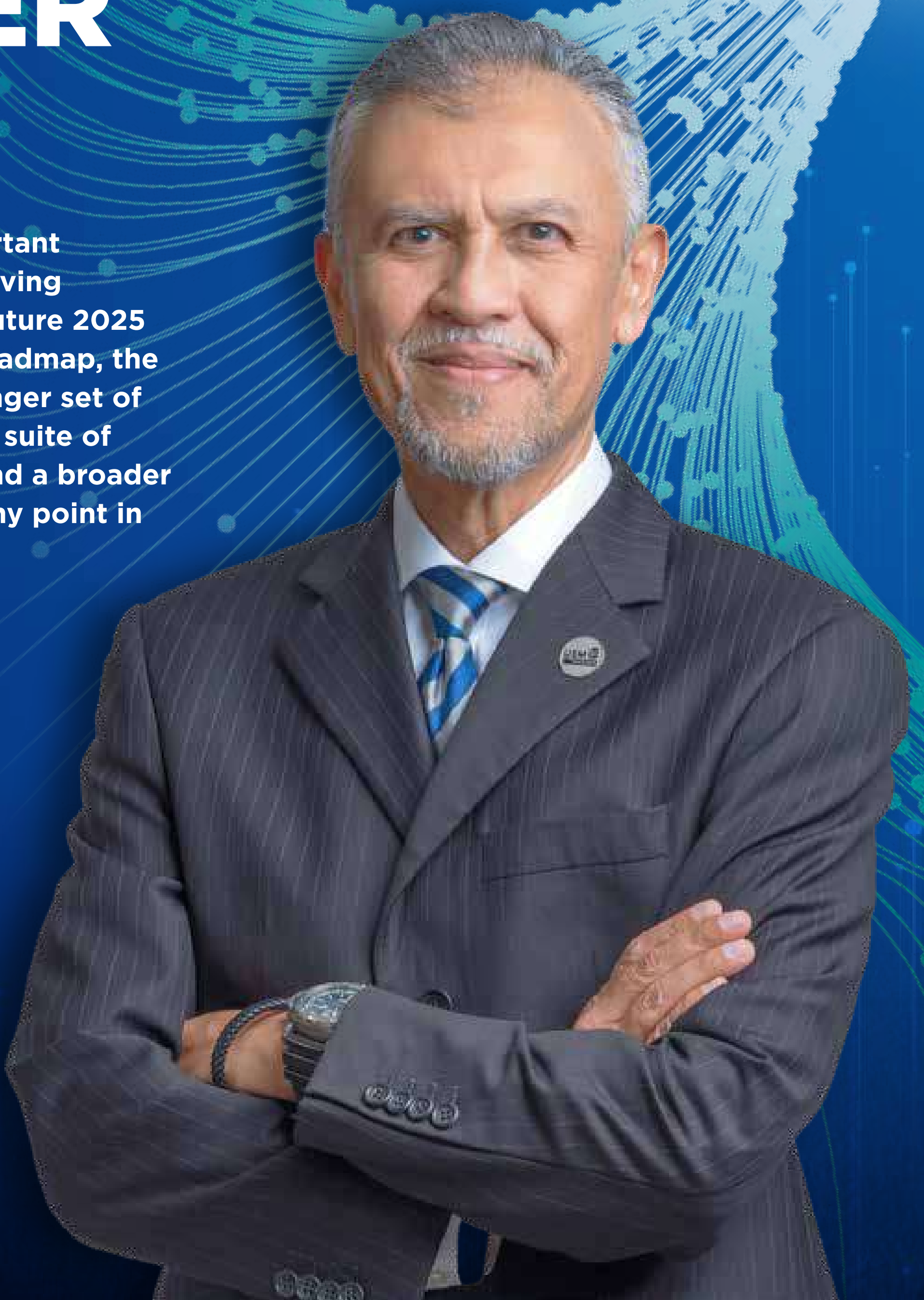
To enable our regional partners in the Middle East, we supported a rapid onboarding and localisation programme spanning approximately 4,000 schools and the training of more than 100 inspectors. The programme included a full translation from English to Arabic, supported by an on-ground operations team. The rollout was completed in about one week, demonstrating a repeatable, scalable model for speed-to-value and localisation that can be adapted across diverse geographies and client environments.

MASTER INTEGRATOR FOR COMPLEX SITES

As a master integrator for large-scale, complex sites, we bring together security, engineering and operational systems, aggregating siloed platforms into a single operational view. This enabled incident correlation and faster response, with applicability across integrated facilities, parks, and various industries, significantly reducing the mean time to respond for our clients and allowing them to better manage risk through a more informed decision-making process.

CHAIRMAN'S STATEMENT

STRENGTHENING FOUNDATIONS FOR THE NEXT CHAPTER



Dear Valued Stakeholders,

UEM Edgenta stands at an important inflection point in its journey. Having concluded the Edgenta of the Future 2025 ("EoTF2025") transformation roadmap, the Group now operates with a stronger set of capabilities, a more competitive suite of technology-enabled solutions and a broader international presence than at any point in the past.

Tan Sri (Dr.) Azmil Khalid
Independent Non-Executive Chairman

Our operating environment, however, remains demanding. Over the past year, rising cost pressures, changing customer expectations and greater caution around investment have affected business conditions across our sectors, with a corresponding impact on our financial performance. There is every indication that these pressures will remain a feature of the landscape moving forward.

The steps we take now will thus shape our future trajectory, and the Board has every confidence that the necessary foundations are in place to help UEM Edgenta pursue stronger and more sustainable growth in the years ahead.

OPERATING ENVIRONMENT

The global economy demonstrated resilience in 2025, expanding by an estimated 3.3% according to the IMF, identical to the growth rate in the year prior. On closer inspection, however, this headline growth figure was partly inflated by the front-loading of trade activity, as businesses accelerated purchases ahead of anticipated tariff increases. Moreover, geopolitical and economic turbulence continued to affect the operations of companies and the resilience of supply chains around the world.

Malaysia's economy followed a similar trend. While GDP growth reached 5.2% for the year, the operating environment was more complex on the ground. Companies had to contend with rising costs stemming from increases in the national minimum wage, the expansion of the Sales and Services Tax (SST) framework to new goods and categories, and increases in petrol and electricity prices, amongst other developments. These factors contributed to a higher cost base for players across the business ecosystem. As a result, many of our domestic and international clients adopted a more cautious stance, shifting their focus towards improving operational efficiency rather than pursuing new investments. In some cases, this also translated into organisations choosing to insource services that had previously been outsourced.

Regulatory and policy developments also had a material impact on the operating landscape. Across our markets, this included more stringent requirements around ESG and emissions reporting, as well as government-led initiatives in Malaysia such as the Public-Private Partnerships ("PPP") Master Plan 2030, the National Energy Transition Roadmap ("NETR"), and the New Industrial Master Plan.

> **"With stronger capabilities and a shared sense of purpose across the organisation, we are well positioned to move forward with confidence."**

POSITIONING FOR THE PATH AHEAD

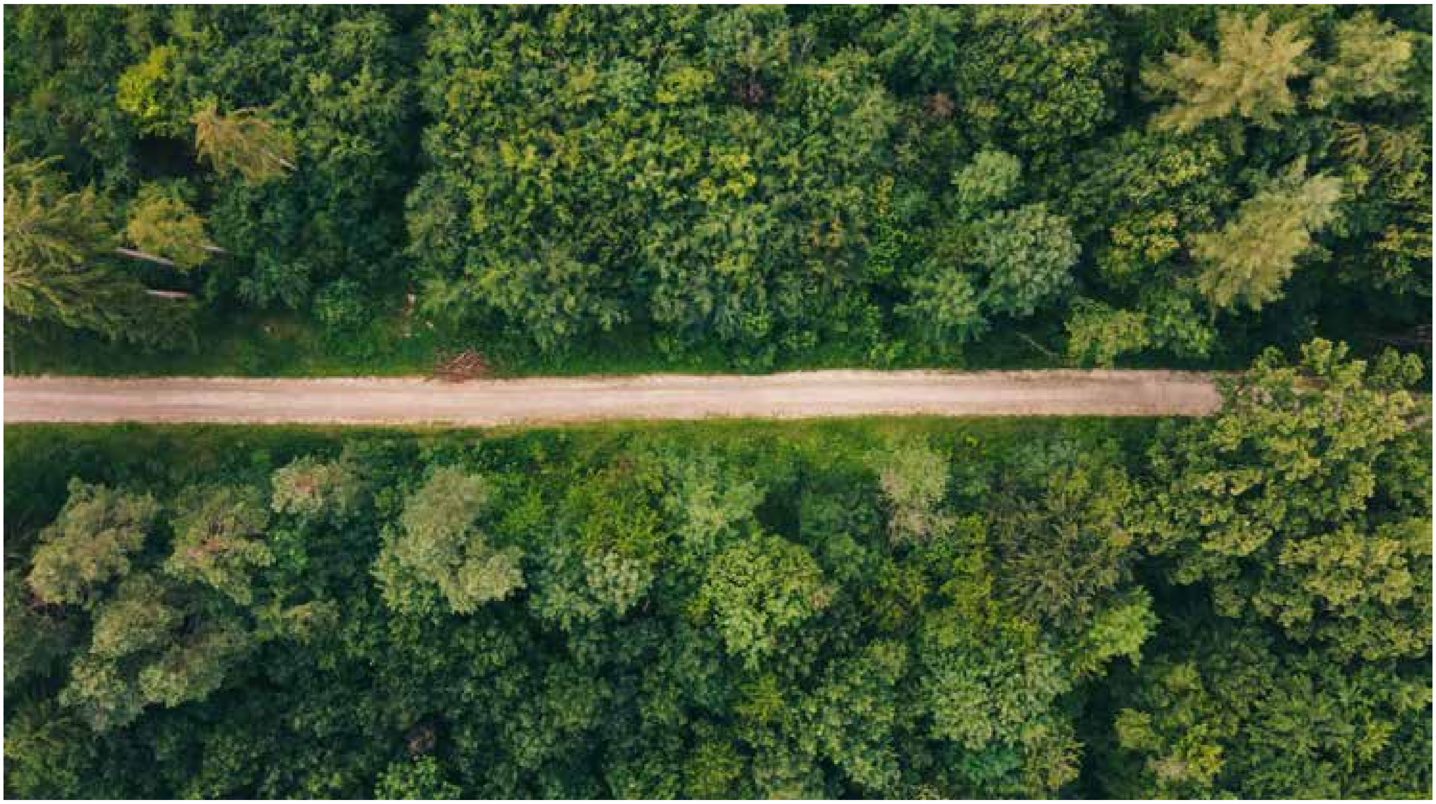
In seeking to better meet the evolving needs of asset owners, the successful completion of the EoTF2025 strategy represents an important milestone.

Over the past five years, the programme has delivered significant gains. These include more than RM100 million in cost savings achieved ahead of schedule, over RM5.3 billion in technology-enabled contract wins since 2021, and a broader international footprint supported by strategic partnerships and a growing customer base across our markets, with a particular focus on the Gulf Cooperation Council ("GCC") states.

More importantly, this transformation has future-proofed the Group in several key ways. First, our technology-enabled solutions provide an important point of differentiation in an increasingly competitive asset management landscape. Second, the Group is now better positioned to participate in more integrated and higher-value asset management opportunities, enhancing our margins and the value we can deliver to clients. Third, our diversified international presence provides a powerful avenue for growth while helping to mitigate geographic and sector concentration risks.

As with any strategic shift of this scale, there is an inevitable incubation period before the full benefits are realised. Nevertheless, the Board believes that EoTF2025 has equipped the Group with the necessary capabilities and presence not only to compete effectively in a changing facilities management landscape, but to thrive within it.

CHAIRMAN'S STATEMENT



SUSTAINABILITY AND LONG-TERM RESILIENCE

In building the UEM Edgenta of the future, the Board recognises that the Group's commitments and actions in sustainability will be key.

During the year, we took meaningful strides on our sustainability journey by developing new solutions and enhancing operational processes. A key milestone was the commissioning of our asphalt premix plant with recycling facility, which repurposes waste generated from the road milling process into a more sustainable material for road paving. This innovation enables carbon emissions to be reduced by up to 15% compared with conventional asphalt production.

We also reported reductions in Scope 1 and Scope 2 emissions during the year, supported by lower consumption of electricity, fuel and natural gas, alongside broader operational efficiency measures.

Accelerating this journey, our Sustainability Roadmap 2.0, now in its second year of implementation, seeks to embed ESG-related considerations more deeply within our business. This will be complemented by the continued integration and strengthening of ESG-related KPIs across all corporate performance scorecards, reinforcing accountability on sustainability and driving consistent performance improvement across the organisation.

The Board is also pleased to share that UEM Edgenta became a constituent of the Bursa Malaysia FTSE4Good Index in 2025, placing the Group amongst the country's recognised leaders in sustainability disclosures.

For more information on our sustainability approach, initiatives, and results, please refer to the standalone Sustainability Statement on page 108.

> **"Advancing sustainability and operational excellence will remain integral as we build long-term value for stakeholders."**

We are committed to nurturing talent, strengthening leadership and creating opportunities for our people to grow.

HUMAN CAPITAL DEVELOPMENT

Alongside future-proofed solutions, the Group recognises the importance of developing a future-ready workforce.

A key initiative during the year was the launch of the First in AI learning roadmap, which aims to drive literacy and practical skills acquisition in artificial intelligence across the organisation.

Leadership skills were another important area of focus. Our senior leadership development programmes are personalised to the needs of our leaders and include coaching and professional development components. Tailored development pathways have also been introduced for key roles across the business, ensuring employees are equipped with the skills necessary to lead and drive change within their respective functions. Programmes include the Facility Managers Development Programme (leading to CFFM certifications by CIDB and Professional Masters), as well as the People Managers Essentials programme, which equips people managers with the essential skills to effectively lead, engage, and develop talent.

These development initiatives are supported by continuous and meaningful engagement with our employees. The Group maintained a strong cadence of such sessions during the year, including Annual Management Dialogues, town halls, and ongoing day-to-day initiatives. This was complemented by the implementation of an Employee Satisfaction Survey, which aims to measure the overall employee satisfaction and experience, supporting efforts to retain our valued workforce.

The Board maintains active oversight of the Group's people-related policies and practices, developing and overseeing the introduction of a new Human Rights Policy in 2025, which reinforces our commitment to responsible employment practices and the protection of fundamental rights.

GOVERNANCE AND STEWARDSHIP

Throughout the year, the Board maintained close oversight of risk management, capital allocation and operational resilience across the Group. Particular attention was placed on reinforcing pricing discipline, safeguarding margins and sustainability, and strengthening internal control frameworks in response to the demanding cost environment.

The Board also oversaw significant corporate developments affecting the Group, including UEM Edgenta's proposed delisting from the Main Market of Bursa Malaysia. It is the Board's view that should the proposed delisting proceed, it would not materially affect the Group's commitments across sustainability, human capital, and other critical focus areas of the business. Furthermore, in navigating these matters, our priority remains the protection of stakeholder interests, adherence to regulatory processes and the preservation of business continuity.

We will continue to uphold high standards of governance while positioning the Group to navigate an evolving business landscape.

OUTLOOK & APPRECIATION

Looking ahead, the Group's operating environment is expected to remain dynamic in 2026. Asset owners will continue to be affected by cost pressures, which will be passed down to facilities managers such as ourselves, while geopolitical and economic uncertainties will continue to constrain spending.

While these factors impacted our financial performance in 2025, demand for our core services remained firm. Thus, with the capabilities built under EoTF2025, the Group is in a strong position to both navigate the evolving landscape and move further up the value chain. Furthermore, with a more diversified portfolio, we retain the flexibility to mitigate country-specific challenges and capture growth opportunities across a wider geographic area.

As we stand here today at this important juncture in our journey, the capabilities we have built, the conviction we share and the resilience demonstrated across the organisation give us confidence that this moment can become a turning point towards a stronger and more sustainable future for UEM Edgenta.

Tan Sri (Dr.) Azmil Khalid
Independent Non-Executive Chairman

MD/CEO’S STATEMENT

LEADING CHANGE THROUGH INTELLIGENT SOLUTIONS

Dear Shareholders,

FY2025 was a year that strengthened our core and sharpened our focus. In response to a more demanding operating environment, we deepened the role of technology and sustainability across our business to more effectively support reliable performance, improve efficiency and create long-term value for asset owners. These actions positioned the Group to manage near-term challenges while laying the groundwork for future growth as a Technology-Enabled Asset Management and Infrastructure Solutions Company.

SHAIFUL SUBHAN
Managing Director/Chief Executive Officer

PROPERTY AND FACILITY SOLUTIONS	HEALTHCARE SOLUTIONS	ASSET CONSULTANCY	INFRASTRUCTURE SERVICES
New **Integrated Facilities Management** contracts in extended sectors	Strong rate of contract renewal across **Singapore and Taiwan**	**38%** increase in book order	Secured multiple contract wins linked to highway upgrading in the **Southern region**

"2025 was a year defined by a multitude of worldwide events impacting our business, whilst also giving rise to new opportunities for us."

We continued to operate in a high-cost environment that placed pressure on businesses across different sectors. Rising wage requirements increased labour costs, volatility in utilities and materials continued to weigh on expenses, and broader economic uncertainty linked to trade and tariff developments constrained investment.

In response to this environment, we undertook a deliberate portfolio optimisation exercise, exiting selected non-core contracts where margins no longer met our requirements. While this streamlining reduced operational complexity and sharpened focus, it contributed to a 6.2% decline in Group revenue to RM2,861.0 million. Revenue was also affected by lower translated contributions from international operations following the strengthening of the Malaysian Ringgit.

For the year, the Group recorded a loss after tax and zakat ("LAT") of RM412.9 million, compared with a profit after tax and zakat ("PAT") of RM45.2 million in FY2024. This outcome was driven primarily by one-off, non-cash impairments arising from a reassessment of asset values after revising our cash flow expectations in certain concession portfolios. Profitability was also affected by margin pressures arising from higher regulatory compliance costs and broader economic uncertainty. Notwithstanding these accounting adjustments, the Group's underlying fundamentals and balance sheet remained solid.

KEY WINS AND DEVELOPMENTS

Despite these headwinds, one of the clearest signs of resilience in our business was our continued momentum in renewing existing contracts, securing new work, and expanding into higher-value and more complex scopes.

Our Property and Facility Solutions division was a major contributor, securing a range of residential and commercial projects in Malaysia and overseas, including key wins in the United Arab Emirates ("UAE") and the Kingdom of Saudi Arabia ("KSA"). The division also secured new integrated facilities management ("IFM") contracts, marking our expansion beyond the commercial sector into more complex, multi-site industrial environments.

Within our Healthcare Solutions division, we achieved a high rate of contract renewal across Singapore and Taiwan, reflecting our continued focus on service quality and performance, supported by technology. Our non-concession portfolio also expanded, while the division secured wins and renewals in Biomedical Engineering Maintenance Services ("BEMS") and Facilities Engineering Maintenance Services ("FEMS"), clinical waste management, housekeeping and cleansing.

Our Asset Consultancy arm, Opus Consultants, increased its order book by 38% during the year, securing projects including lane widening works in Johor and the renewal of its Network Maintenance Management contract.

Meanwhile, Infrastructure Services secured new wins linked to highway upgrades, airport maintenance, and a geothermal supply contract for a power plant in Bandung, Indonesia. These achievements are supported by long-term concession arrangements, established operating processes and economies of scale which reinforce our position as a leading infrastructure maintenance specialist.

Taken together, these developments reflect a dynamic and competitive business, underpinned by strong customer relationships and continued relevance across our core markets. At the same time, operating within a persistently high-cost environment limited the extent to which this momentum translated into bottom-line performance. This made it clear that we needed to rethink how we pursue growth.

ADAPTING TO NEW REALITIES

The developments above encapsulate the challenges of FY2025 in many respects. While our businesses continued to perform resiliently, it became increasingly apparent that we are operating against a shifting economic backdrop that is changing the priorities of asset owners and necessitating a different approach to value creation.

MD/CEO'S STATEMENT

With labour, energy and compliance costs rising amid macroeconomic uncertainty, many clients have shifted their focus away from new investments towards maximising efficiency within existing assets. At the same time, cost pressures have prompted some organisations to reassess their outsourcing strategies, increasing the prevalence of insourcing and intensifying competition across the facilities management landscape.

Against this backdrop, technology and sustainability have evolved from being competitive differentiators to mission-critical components of the client value proposition, essential tools for driving operational efficiency, transparency and cost optimisation. In response, we accelerated the productisation of our technology solutions, embedding Asseto more deeply within key contracts to integrate operational data and surface actionable insights that enhance performance and efficiency.

A key feature of Asseto's deployment is its mobile app capability, which provides stakeholders with real-time operational insights delivered directly to their mobile devices. This ensures that decision makers have immediate visibility into site conditions, allowing for rapid response and data-led decision making.

By moving from reactive repairs to data driven foresight, the system ensures consistent site integrity, minimises downtime for essential services and optimises the total cost of ownership for our clients.

In parallel, we scaled our energy efficiency and sustainability-led propositions, enabling asset owners to reduce environmental impact, improve asset performance and maintain compliance, often with low to zero upfront capital outlay.

These actions represent a continuation of the strategic direction we have been building towards over recent years through sustained investments in technology and sustainability. They were pursued alongside ongoing efforts to strengthen standardisation, automation and cost discipline across our operations, which remain critical to protecting margins and ensuring execution consistency.

> **"We are confident in the resilience of our business, the trust of our clients, and our progress towards building a stronger Edgenta."**

Moving up the Value Chain with Asseto

To meet growing demand among asset owners for more data-led decision making and performance improvement, we continued to evolve Asseto beyond its original role as a Computerised Maintenance Management System (CMMS) to become the digital infrastructure layer across the assets we manage and support. Rather than functioning solely as a maintenance system, the platform now operates as an integrated intelligence layer that consolidates assets, people, compliance and operational workflows into a unified performance environment. This positioning allows Asseto to scale across diverse asset classes and operating models while maintaining interoperability with existing client systems.

Beyond operational improvements, Asseto has also strengthened contract stickiness. Contracts where Asseto is embedded demonstrate higher renewal visibility and deeper client engagement, as the platform becomes integral to performance monitoring, reporting and governance. By anchoring service delivery to transparent, data driven KPIs, Asseto increases switching costs and supports longer tenure engagements aligned to measurable outcomes.

Building on its foundation in predictive maintenance and asset analytics, Asseto enables a more integrated view of the built environment by aggregating information across assets, people, energy, compliance and operations. This integration improves operational visibility, supports earlier identification of potential issues and allows for more effective prioritisation of responses, ultimately improving outcomes for both our clients and the assets they steward. Its modular architecture and interoperability with existing client systems also support progressive deployment and scalable adoption across complex, multi-site environments.

In practical terms, Asseto's enhanced capabilities have facilitated a meaningful shift towards advisory led client engagement. This has enabled us to participate earlier in the asset lifecycle, supporting clients in shaping how their assets are operated, optimised and future-proofed. This deepening of client relationships has strengthened our ability to secure longer tenure engagements, multi-year renewals and, in selected cases, performance-linked commercial structures aligned to defined outcomes, including energy efficiency targets, asset health and response time.

Asseto is now deployed across a growing portfolio of assets and facilities in Malaysia and internationally, and we expect it to remain a central pillar of the Group's differentiated offerings and an important enabler of future contract opportunities as clients increasingly seek partners who can deliver measurable, data supported outcomes.

Enhancing Our Sustainability Value Proposition

For many asset owners, sustainability is no longer a separate agenda, as it is increasingly tied to cost efficiency and a means to future-proof their businesses. Our sustainability-led offerings are designed to address these needs directly, creating new avenues for growth and differentiation.

A key component of this effort is our Zero Capex Programme, which enables clients to adopt Energy Performance Contracting ("EPC") and Green Performance Contracting ("GPC") solutions without upfront capital investment. Under this model, energy efficiency improvements are funded through realised savings, lowering financial barriers to adoption while aligning incentives around performance delivery. For clients, this delivers measurable reductions in energy consumption and operating costs while supporting compliance with evolving regulatory requirements. For the Group, it creates recurring, performance-based revenue streams anchored in long-term client relationships.

Building on this foundation, we are also developing a more comprehensive decarbonisation offering to support clients across the full emissions management lifecycle, from emissions auditing through to verification of reduction initiatives. This approach is supported by partnerships with established organisations in the low-carbon ecosystem and complements our existing technology and asset management solutions.

Taken together, these capabilities allow us to support clients across a wide range of sustainability needs, from reducing energy intensity and emissions to improving asset reliability and lifecycle performance, further strengthening our value proposition as a solutions provider.

MD/CEO'S STATEMENT

EOTF2025: REFLECTING ON OUR PROGRESS

The progress we have made in differentiating and diversifying our business over recent years has been guided by our EoTF2025 strategy, which reached its conclusion in FY2025. This milestone provides an opportunity to reflect on how the Group has evolved over the past five years.

Over this period, we have moved decisively beyond a traditional maintain–repair–restore model towards a more technology-enabled approach to asset management. Core platforms are now embedded across key contracts, enhancing asset visibility and supporting improved performance, efficiency and sustainability outcomes across the asset lifecycle. This evolution has strengthened our value proposition, supported our expansion into higher-value scopes and selected international markets, and delivered cost savings for both the Group and our clients.

	GOAL	ACHIEVEMENTS
EXPAND FOOTPRINT AND DEEPEN SOLUTIONS BASE	12% revenue growth per annum over five years	• 7% compound annual growth rate ("CAGR") since 2020 • New contract wins worth RM3.5 billion in FY2025 • International wins made up 45% of total contract wins in FY2025
EXTRACT VALUE FROM CORE BUSINESSES	RM100 million in cost savings over five years	• Achieved five-year cost savings target of RM100 million in FY2024, a year ahead of schedule • Realised RM59.7 million in additional savings from FY2024 to FY2025
ENHANCE PRODUCT AND TECHNOLOGY PROPOSITION	Drive differentiation through technology-based solutions	• Around RM5.3 billion in tech-enabled wins secured since 2021, with revenue streams from platforms such as Asseto, RAMS and *UE*Track™ • Asseto rolled out to various sites including over 300 bank branches, over 760 petrol stations and 4,000 schools, increasing its number of active users by 44% in 2025

LOOKING FORWARD

As we look ahead to FY2026 and beyond, ongoing volatility, geopolitical uncertainty and elevated cost pressures are likely to remain key factors shaping investment behaviour and operating decisions of asset owners across our markets. We are also keeping a close, vigilant eye on the developments in the Middle East and the impact to our operations there.

Even in this environment, we continue to see opportunity alongside challenge. With forward-looking investments in IFM technology and sustainability-focused solutions now embedded within our operating model, we are better positioned to deliver the performance, efficiency and sustainability outcomes increasingly valued by clients. The progress we have made on this front supports our efforts to restore profitability, which remains a priority and will require continued discipline and focus across the Group.

Our approach moving forward is anchored around three core priorities:

Adapt - Focusing on agility and responsiveness. Adapting to changing markets, customer needs, and operational realities. Streamlining to stay competitive and resilient.

Align - Pursuing cohesion and integration across the organisation. Ensuring resources and priorities are aligned to the company's strategic direction. Embedding governance, accountability, and performance culture.

Advance - Achieving momentum and progress. Driving margin enhancement and focused growth in core markets and services. Moving forward with confidence and purpose.

Underlying these priorities is a continued shift towards outcome-based value creation, moving from transactional, project-based engagements to longer-term partnerships aligned with asset performance and client outcomes. This shift is central to strengthening our competitiveness and differentiation over the long term.

> **At an important juncture for the Group, I am encouraged by the commitment of our teams and the confidence of our stakeholders as we strengthen the business for the years ahead.**

Alongside these priorities, we remain closely aligned with regulatory and policy developments shaping demand across our sectors. In Malaysia, initiatives such as the Public-Private Partnership Masterplan 2030 are expected to unlock significant infrastructure investment, creating opportunities for us to reinforce position in national infrastructure projects. Meanwhile, sustainability-focused frameworks, including the NETR and the Energy Efficiency and Conservation Act ("EECA"), will continue to support low-carbon transitions and expand demand for sustainable facilities management solutions.

Internationally, long-term development programmes such as Saudi Arabia's Vision 2030 and Dubai's 2040 Urban Master Plan are driving demand for scalable, technology-enabled facilities management.

ACKNOWLEDGEMENTS

Having sharpened our focus for the next phase of the Group's journey, we are at an important juncture, and it is an appropriate moment to recognise the collective effort that has brought us to this point.

I would like to thank our employees for their professionalism, resilience and commitment throughout a demanding year. Their dedication, adaptability and focus ensured continuity of service, supported our clients through change and upheld the standards expected of UEM Edgenta during a period of heightened pressure.

I am also grateful to our clients and partners for their continued trust and collaboration, and to our shareholders for their support as we refined our priorities and strengthened the foundations of the business. With greater clarity, stronger capabilities and a sharper focus now in place, we are well positioned to pursue sustainable value creation over the long term.

SHAIFUL SUBHAN
Managing Director/Chief Executive Officer

CFO'S STATEMENT

BUILDING FINANCIAL RESILIENCE FOR SUSTAINABLE GROWTH

Against a backdrop of industry-wide headwinds, decisive actions to exit selected lower-margin contracts and realign assets have strengthened our portfolio, improved cash resilience and positioned the Group with a clearer financial pathway for future growth.

AHMAD FAZRIL FAUZI
Chief Financial Officer

FY2025 was a year shaped by a combination of external headwinds that weighed on performance across our industry. Rising regulatory and compliance costs, a sustained softening in client spending, and continued pressure on contract economics created a challenging backdrop, and our businesses felt those pressures alongside the rest of the sector.

In response, we took necessary actions to strengthen the quality of our revenue base and align our asset values with current market realities. We exited contracts where margins no longer met our return requirements and undertook a comprehensive reassessment of asset values at year end. These steps weighed on our reported results. However, they also leave us with a higher quality portfolio, a stronger cash position and a clearer financial roadmap for the years ahead.

Ultimately, our headline results do not fully reflect the underlying strengths of the business, including the technology-enabled capabilities we have built, our broader international footprint and the more focused operating base created through the rationalisation actions taken during the year. Together, these leave us better placed to respond to future growth opportunities and drive improved performance over time.

GROUP FINANCIAL HIGHLIGHTS

We recorded revenue of RM2,861.0 million in FY2025, 6.2% lower than the RM3,049.8 million recorded in FY2024. This drop reflected the impact of more cautious client spending which led to lower activity levels, deferment and revision of project plans, and reduced work orders, as well as the strengthening of the Malaysian Ringgit against operating currencies in Singapore, Taiwan and the Middle East, diluting the translated contribution from new contract wins in those markets.

Our portfolio optimisation initiatives were another contributing factor, leading to a smaller revenue base. However, these actions were essential to improve the overall quality and sustainability of our earnings base and sharpen focus on higher-value opportunities.

The drop in revenue, combined with margin erosion from sustained cost pressures across manpower, materials and direct project costs, were the primary drivers of our reported loss of RM412.9 million for FY2025, compared with a net profit of RM45.2 million in FY2024. The result was further impacted by one-off, non-recurring impairment charges, including impairment of goodwill, non-current assets, receivables and contract assets balances following a comprehensive and disciplined assessment of asset values and recoverability, incorporating current market conditions, contract performance and forward-looking cash flow projections in line with applicable accounting standards.

The charges comprised impairment of goodwill of RM151.1 million, impairment of other non-current assets, including tangible assets, leased assets and intangible assets, of RM73.6 million, and impairment of receivables and contract assets of RM34.8 million. These are non-cash accounting adjustments and do not impact the Group's immediate cash flow or operational capability.

> **“We remain focused on strengthening the quality of our portfolio and building a financial platform that supports sustainable growth.”**

The asset review took into account higher regulatory compliance costs, persistent external cost pressures, limited recoverability of certain cost increases under existing contracts and revised expectations for margin recovery across parts of the contract portfolio. In selected cases, competitive pricing dynamics at renewal also weighed on our assessment of recoverable value. This led to revised expectations around future margins and updated cash flow projections, providing us with a clearer view of our prospects and key areas of focus as a business.

FINANCIAL POSITION AND CASH FLOWS

Set against our reported loss for the year, our cash and liquidity position remained a key source of resilience. Cash, bank balances, deposits and short-term investments rose to RM851.2 million supported by improved net operating cash flow by RM101.7 million to RM292.6 million in FY2025. The divergence between the reported loss and operating cash flow was largely attributable to the non-cash impairment charges recognised during the year, as well as improvements in working capital management, particularly in receivables collection and cost discipline. Net cash used in investing activities decreased by RM59.6 million compared with the prior year, reflecting a more cautious approach to capital spending, and net cash flow from financing activities remained broadly in line with prior year levels.

Our net assets decreased by 31.6% from RM1.55 billion to RM1.06 billion, reflecting the combined effect of the year's loss, adverse movements in the foreign currency translation reserve as the Malaysian Ringgit strengthened, and the non-recurring impairments recognised during the year. Net assets per share declined from RM1.85 to RM1.26.

Taken as a whole, our financial position remains supported by materially stronger cash generation, a manageable leverage profile and continued operational activity across our core markets. Our gearing ratio increased from 0.28x to 0.37x, not as a result of additional borrowings, which in fact declined during the year, but due to the reduction in equity following the loss and foreign currency movements. The ratio remains manageable and provides us with flexibility to support operations and near-term strategic priorities.

In view of the year's result and our focus on preserving financial flexibility, the Board has determined that no dividend will be declared for FY2025.

CFO'S STATEMENT

We will continue translating operational opportunities into sustainable financial outcomes for our stakeholders.

SEGMENTAL HIGHLIGHTS

Healthcare Solutions

Healthcare Solutions generated revenue of RM1,587.5 million in FY2025, 1.5% below the prior year. The decline was driven mainly by the termination of a contract in Malaysia and the translation effect of a stronger Malaysian Ringgit on contributions from Singapore and Taiwan, which moderated the benefit of high renewal rates and new contract wins across both markets.

The segment recorded a net loss of RM68.1 million, compared with a net profit of RM58.0 million in FY2024. This reflected sustained margin pressure from higher regulatory compliance costs, particularly minimum wage-related increases across Malaysia, Singapore and Taiwan. In a number of existing contracts, the recovery of these additional costs remained limited, resulting in lower forward margin expectations and contributing to impairments in goodwill and other non-current assets recognised during the year.

Notwithstanding the financial outcome, we maintained our full presence across all 10 restructured government hospitals in Singapore and continued to support more than 80 healthcare institutions in Taiwan. The priority now is to improve margin recovery through contract repricing, stronger cost pass-through mechanisms and operational efficiency measures, in line with our broader focus on improving earnings quality.

Infrastructure Services

Infrastructure Services' revenue of RM852.5 million in FY2025 was 12.6% below the prior year, reflecting reduced work orders for highway and road maintenance activities and the timing of work programmes under existing contracts.

The segment recorded a net loss of RM30.0 million, compared with a net profit of RM42.2 million in FY2024. Profitability was affected by lower revenue, which reduced operating leverage, margin pressure on ongoing contracts arising from the escalation of contract costs, and impairment of receivables recognised during the year. The segment also recorded an adjustment following a comprehensive review of deferred cost positions, as part as ongoing efforts to ensure carrying values remain appropriate and reflective of current contract performance and cost expectations.

Our long-term concession arrangements continue to provide continuity within our portfolio, and the discipline applied to cost management and contract execution in this segment supports our broader working capital and cash generation objectives.

Property and Facility Solutions

Property and Facility Solutions grew its revenue by 0.8% to RM342.7 million in FY2025. Growth was driven primarily by new contracts in Saudi Arabia and the UAE, partially offset by project completions and timing differences of the replacement projects in Malaysia.

During the year, we secured integrated facilities management contracts in new verticals, representing our entry into more complex, multi-site industrial environments. Revenue contribution was limited in FY2025 as mobilisation commenced progressively from the second half of the year, with associated start-up costs incurred ahead of revenue coming through.

The segment recorded a net loss of RM23.3 million, compared with a net profit of RM4.8 million in FY2024, reflecting mobilisation costs on newly secured contracts, increased operational requirements from certain clients and impairment of long-outstanding receivables. As these contracts move towards steadier operating levels through FY2026, their revenue contribution and profitability is expected to build progressively. Our presence in industrial and corporate environments, supported by our technology-led differentiation, also opens access to higher-value scopes of work that should support margin growth moving forward.

Asset Consultancy

Asset Consultancy's revenue fell 42.0% to RM73.7 million in FY2025, primarily as a function of project timing rather than a weakening of our market position. The primary driver was the deferment of client development plans for energy efficiency projects, compounded by slower-than-expected progress on consultancy projects in East Malaysia due to delays in mobilisation and project scheduling.

The segment recorded a net loss of RM52.3 million, compared with a net profit of RM12.6 million in FY2024. Profitability was affected by lower margins on ongoing contracts, reflecting persistent cost pressures, delays in project execution and pending client confirmations on certain contractual matters that affected margin recovery, together with one-off impairment charges on goodwill, other non-current assets, receivables and contract assets.

Notwithstanding these outcomes, Opus Consultants grew its order book by 38% during the year through infrastructure and sustainability-related contract awards, a clear signal of continued market demand for our capabilities. Alongside our priority of securing work with defined scope and sustainable margin profiles, this provides a stronger basis for improved performance in FY2026.

We approach the coming year with greater clarity, strengthened financial oversight and a clear focus on value creation.

OUTLOOK

Our operating environment is expected to remain challenging in FY2026, with cost pressures and cautious client spending likely to persist. Amid these conditions, structural demand for our core services remains resilient, supported by ongoing infrastructure, healthcare and facilities-related spending priorities in Malaysia, Singapore, Saudi Arabia and the UAE, as well as longer-term development programmes in the GCC nations.

Moving forward, we will prioritise contracts supported by firm arrangements, clear execution plans and sustainable margin profiles, with well-defined scope and pricing discipline established prior to mobilisation. Projects will be assessed against defined margin thresholds, and participation in lower-margin opportunities will be considered selectively and only where there is a clear strategic justification.

On costs, we are transitioning towards a more proactive and data-driven management model, one focused not solely on reducing expenditure but on allocating spend more selectively to support operational effectiveness and long-term value creation while eliminating inefficiencies. Operational processes will continue to be streamlined, supplier and subcontractor terms renegotiated to align with project economics, and technology-enabled solutions deployed to enhance cost visibility and strengthen project performance monitoring. Strengthened project-level cost tracking will allow us to identify and address potential margin erosion at an earlier stage of execution and improve margin resilience across our core service segments.

Cash generation and working capital efficiency will remain central to our financial strategy. We will direct efforts towards strengthening receivables management through improved billing processes, timely milestone documentation, and more structured collection efforts, and towards better aligning supplier payment terms and billing cycles with cash inflows. Capital expenditure will be managed prudently, with a clear focus on returns, payback discipline, and alignment with our overall cash flow position.

We enter FY2026 with a stronger platform from which to improve performance over time. Having weathered the storm of the past year, we look to the future with greater focus, less financial baggage and a differentiated proposition that positions us to thrive as the asset and facilities management landscape evolves. Our task now is to convert this robust promise into sustainable financial returns for our business and shareholders.

AHMAD FAZRIL FAUZI
Chief Financial Officer