SUSTAINABILITY AT UEM EDGENTA

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

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

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

UEM EDGENTA'S SUSTAINABILITY FRAMEWORK

OUR VISION | Optimising Assets to Improve Lives

OUR MISSION

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

OUR STRATEGY | Edgenta of the Future 2025 (EoTF2025)

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

OUR MATERIAL MATTERS

Governance

- M1 Business Ethics

Sustainable Economic Growth

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

Minimising Environmental Impact

- M5 Climate Change & Energy
- M6 Environmental Management

Social Value Creation

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

PRIORITISED UN SDGS

Sustainability at UEM Edgenta

LEADERSHIP COMMITMENT TO SUSTAINABILITY

SYAHRUNIZAM SAMSUDIN
Managing Director/Chief Executive Officer

Dear stakeholders,

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

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

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

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

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

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

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

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

DRIVEN BY SIX KEY LEVERS

ESG Roadmap 2.0

Strong Sustainability Approach
↓
Materiality
↓
Performance Measurement
↓
Governance & Culture
↓
Initiatives
↓
Actions

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

SUSTAINED ECONOMIC GROWTH

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

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

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

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

Sustainability at UEM Edgenta

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

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

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

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

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

OUR COMMITMENT TO CLIMATE ACTION AND ENVIRONMENTAL STEWARDSHIP

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

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

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

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

BUILDING OUR SOCIAL VALUE AND SUSTAINABILITY CULTURE

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

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

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

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

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

FORGING AHEAD AND CALL TO ACTION

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

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

Syahrunizam Samsudin
Managing Director/Chief Executive Officer

Sustainability at UEM Edgenta

2017

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

2019

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

2018

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

2020

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

UEM EDGENTA'S SUSTAINABILITY JOURNEY

2021

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

2022

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

2023

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

2024

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

Sustainability at UEM Edgenta

OUR SUSTAINABILITY ROADMAP

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

Two Year Sustainability Roadmap Key Milestones

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

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

ESG Roadmap 2.0

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

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

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

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

SUSTAINABILITY GOVERNANCE

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

2024 Performance Overview

Percentage of operations assessed for corruption-related risks

56%

2024

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

Number of confirmed incidents of corruption and action taken

0

2024

Number of whistleblowing lodgements

15

2024

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

Our Policies and Statement

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

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

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

0

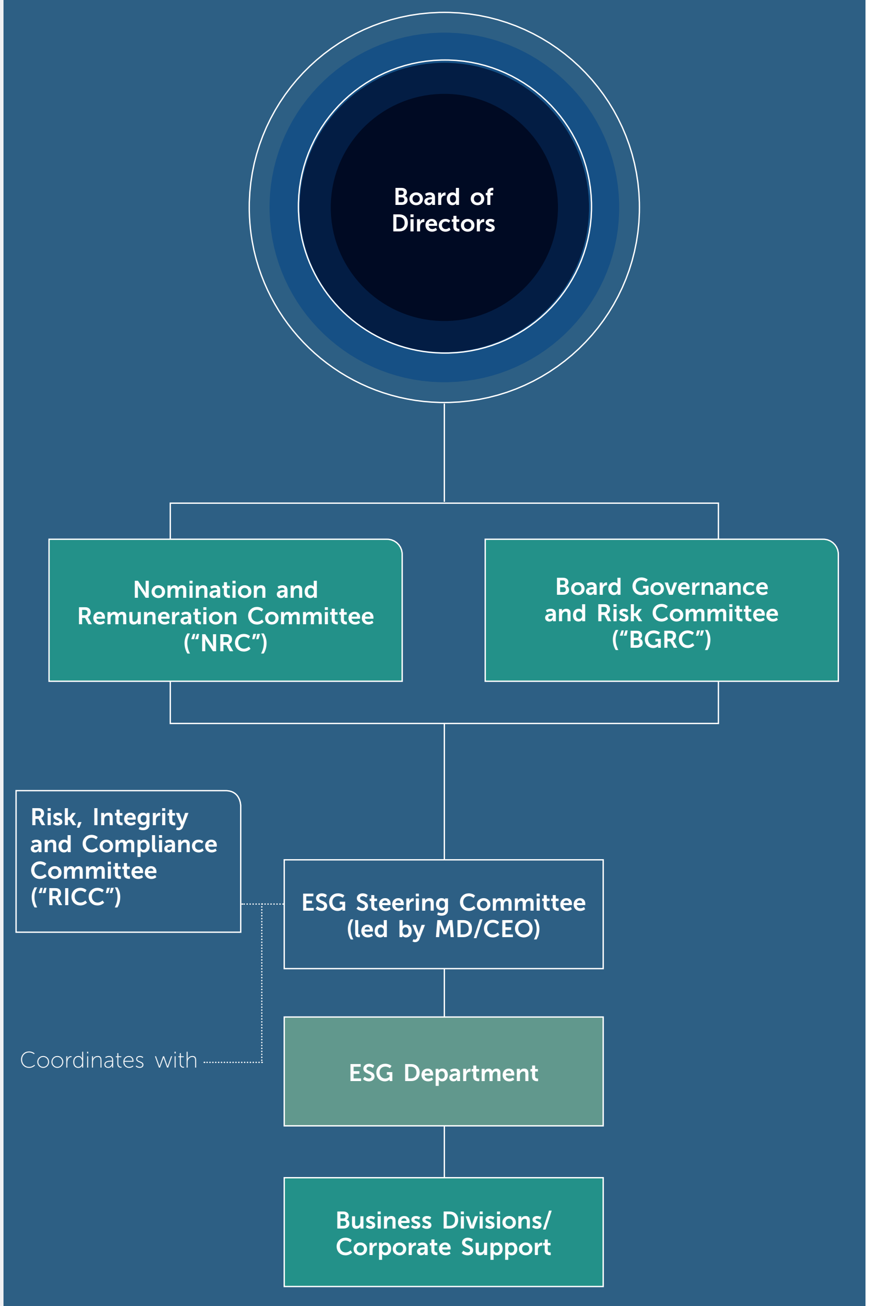
2024

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

0

2024

Governance Structure and ESG Accountability



Sustainability at UEM Edgenta

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

Roles and Responsibilities

Board of Directors

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

Board Governance and Risk Committee (BGRC)

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

Nomination and Remuneration Committee (NRC)

Reviews performance against established corporate scorecard including ESG.

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

Risk, Integrity and Compliance Committee (RICC)

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

ESG Steering Committee

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

ESG Department

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

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

Business Divisions (BUs) & Corporate Support

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

SUSTAINABILITY RISK MANAGEMENT

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

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

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

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

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

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

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

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

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

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

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

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

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

Sustainability at UEM Edgenta

SUSTAINABILITY-LINKED KPIS

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

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

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

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

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

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

Sustainability and ESG Capacity-Building Programmes

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

MATERIAL MATTERS

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

STAKEHOLDER ENGAGEMENT

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

CLIMATE RISKS & OPPORTUNITIES

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

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

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

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

Sustainability at UEM Edgenta

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

CLIMATE RISK MANAGEMENT PROCEDURE

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

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

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

BUSINESS ETHICS

Why It Matters?

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

What is Our Approach?

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

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

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

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

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

* this section refers to CIEBC page 253

Sustainability at UEM Edgenta

BUSINESS ETHICS

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

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

Value Creation in 2024

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

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

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

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

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

83% Top Management

81% Senior Management

7% Non-executive

77% Middle Management

44% Junior Management

Outlook

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

CONTRIBUTING TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGs)

SDG 3
Good Health and Well-being

Linked SDG Targets

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

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

Achievements and Contributions

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

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

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

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

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

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

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

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

Material Matter	Relevant Stakeholders
M7 M10	S1 S5

SDG 5
Gender Equality

Linked SDG Targets

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

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

Achievements and Contributions

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

Recognition for Key Initiatives:

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

Commitment to Gender Diversity:

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

Material Matter	Relevant Stakeholders
M8	S1

Sustainability at UEM Edgenta

CONTRIBUTING TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGs)

SDG 8
Decent Work and Economic Growth

Linked SDG Targets

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

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

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

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

Achievements and Contributions

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

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

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

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

Material Matter

M3 M4 M9 M11

Relevant Stakeholders

S1 S2 S5

SDG 9
Industry, Innovation and Infrastructure

Linked SDG Targets

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

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

Achievements and Contributions

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

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

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

Material Matter

M2

Relevant Stakeholders

S1 S2 S4 S5

CONTRIBUTING TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGs)

SDG 13
Climate Action

Linked SDG Targets

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

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

Achievements and Contributions

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

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

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

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

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

Material Matter

M5 M6

Relevant Stakeholders

S1 S2 S4 S5 S6 S7

Sustainability at UEM Edgenta

DRIVING SUSTAINABILITY THROUGH PARTNERSHIPS

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

Energy Transition

- Continued partnership with **Yinson GreenTech** to promote electric vehicle (EV) adoption, including leasing EVs for UEM Edgenta's business units and knowledge-sharing sessions during ESG Immersion Month.
- Signed a Memorandum of Business Exploration with **Boustead Properties Bhd** to explore collaboration opportunities aimed at promoting energy transition solutions for Boustead existing or future property portfolios and property management.
- Remain engaged in discussions and events organised by **The Malaysian Asset Management Association (MAPMA)**, aiming to collaborate with members to improve standards in asset and project management across diverse industries in Malaysia.

Sustainability Knowledge & Industry Collaboration

- Supported the **CEO Action Network** in hosting six sustainability knowledge-sharing webinars in 2024 to drive ESG best practices.
- Partnered with **Earth Finance Inc.** on Net Zero initiatives, including a Scope 3 workshop and the development of a Net Zero Monitoring Methodology.
- Engaged with the **Asia Pacific Real Assets Association (APREA)** to gain real estate industry insights and leverage sustainability guidelines for best practices.
- OPUS International partnered with **Swinburne University** to bridge industry and academia, supporting Sarawak's transformation into a sustainable innovation hub and accelerating workforce development in the region.

Sustainable Infrastructure & Circular Economy

- Our Infrastructure division, **CIMA,** and **PLUS** collaborated to develop GreenGuard, a precast concrete New Jersey Barrier (NJB) made from green concrete, meeting stringent TL5 safety requirements.
- Expanded Opus International footprint in asset management and energy efficiency solutions through a partnership with **HSS Engineering**, combining asset management expertise with engineering and project management capabilities.

Financial Sustainability & Supplier Support

- Strengthened the Supplier Financing Programme with **HSBC Amanah Malaysia Bhd,** leading to a 30% increase in take-up rate in 2024 compared to 2023. This has benefited G1 contractors (JKR Johor project) by accelerating payments and improving cash flow.
- UEM Edgenta, via OPUS Energy, is in the midst of securing RM75 million in green financing facility to further its Zero CAPEX Programme, which is aimed at assisting clients with jumpstart their sustainability journey.

Expanding Digital & Asset Management Services

- OPUS International's partnered with **Deighton Associates Limited** grants us exclusive rights to expand the Deighton Total Infrastructure Management System (dTIMS), an asset lifecycle analytics tool, across Singapore, Indonesia, and the Philippines.

Sustainable Economic Growth

Products and services purchased locally

99.6%

AREAS DISCUSSED

Innovation and Technology-Based Operational Excellence

Economic Development

Supply Chain Management

Sustainable Economic Growth

INNOVATION AND TECHNOLOGY-BASED OPERATIONAL EXCELLENCE

WHY IS IT IMPORTANT?

Operational excellence, powered by innovation and technology, is crucial for enhancing efficiency, sustainability and services, driving resource efficiency and sustainable outcomes. By integrating smart solutions, we enhance infrastructure performance, improve service reliability, and create positive impacts on public safety and community well-being. This commitment to innovation enables us to improve cost efficiency, enhance market competitiveness, and adapt to evolving industry demands. As a result, we reinforce our long-term economic resilience, positioning UEM Edgenta for sustainable growth while creating lasting value for our stakeholders and the communities we serve. Failing to prioritise innovation and technological advancements could result in operational inefficiencies, decreased competitiveness, and the inability to meet evolving market and regulatory demands. Without continuous improvement through smart solutions, UEM Edgenta risks falling behind industry trends, which could erode cost-effectiveness and hinder long-term sustainability. This would impact not only our financial performance but also our ability to create value for stakeholders and contribute to community well-being, ultimately affecting our reputation and economic resilience.

WHAT IS OUR APPROACH

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

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

UEM Edgenta's 2024 innovation and operational excellence strategy was anchored in a comprehensive, three-pronged digital framework focused on strengthening core capabilities, reimagining technology delivery, and reinventing business models. Spearheaded by the Digital, Technology, and Innovation (DTI) department in collaboration with Edgenta NXT, the company advanced key initiatives that leveraged technology to enhance sustainability and drive operational efficiency. This involves establishing a resilient foundation through cybersecurity, cloud modernisation, and optimised IT procurement. It also emphasises agility and innovation by leveraging automation and digital tools to meet evolving business needs. Additionally, the strategy supports the transition to performance-based models through data-driven solutions, AI adoption, and technology commercialisation via platforms such as Asseto.

To ensure alignment between business objectives and sustainability goals, UEM Edgenta fosters early collaboration between operational and technology teams during strategic planning. By optimising resource utilisation, the company ensures cost-effective technology investments that maximise returns and enhance operational impact. Additionally, UEM Edgenta is committed to continuous development, strengthening digital literacy and technical expertise through comprehensive training programmes that equip its workforce to adapt to an evolving industry landscape.

We also uphold industry best practices and globally recognised standards to maintain operational excellence, resilience, and sustainability. Our commitment to secure and efficient development processes is reinforced through DevOps and Agile methodologies, enabling adaptive and customer-focused project delivery. IT service management is continuously enhanced through the Information Technology Infrastructure Library (ITIL) to improve operational efficiency. Additionally, our cybersecurity framework is fortified by the Zero Trust Framework and the National Institute of Standards and Technology (NIST) Guidelines, ensuring comprehensive protection against emerging digital threats. In line with this, we have obtained the following ISO certifications:

ISO 22301	Business Continuity Management System (BCMS) to safeguard resilience and preparedness against disruptions.
ISO 9001	Guaranteeing consistent service delivery and operational excellence through a robust Quality Management System.
ISO 14001	Supporting sustainable practices and minimising environmental impact via an Environmental Management System.
ISO 45001	Ensuring a safe, healthy, and secure workplace under an Occupational Health and Safety Management System.

Aligned with EoTF2025, UEM Edgenta advanced the modernisation of its core infrastructure in 2024, strengthening cybersecurity protocols, enhancing cloud operations, and optimising IT procurement processes. The company accelerated the adoption of advanced technologies such as Artificial Intelligence (AI), and the Internet of Things (IoT) to deliver agile, data-driven solutions while transitioning towards performance-based business models. Collaboration between operational and technology teams was strengthened to ensure digital initiatives were closely aligned with business objectives. A key highlight of this digital transformation journey was the continued scaling of Asseto, UEM Edgenta's cloud-based platform offering predictive maintenance, asset lifecycle management, and sustainability-driven features. From 20 sites in 2023, the application was installed at 30 sites in 2024, enabling us to aggregate more data and equip clients with real-time visibility into asset performance, thereby facilitating data-driven decision-making and improving operational outcomes.

Supporting these advancements, the Core Technologies Production Team has fortified cybersecurity, reinforced cloud infrastructure, and optimised IT procurement, while the Development & Enablement Teams have harnessed AI, IoT, and Oracle-driven solutions to drive operational efficiency. Through Edgenta NXT, the company has expanded Asseto and introduced EnergyAI, Asseto IoT, Asseto BMS & Asseto Insights, transforming its technology capabilities into marketable SaaS products and developing scalable solutions that enhance UEM Edgenta's competitive edge.

Across its international operations in Singapore, Taiwan, UAE, and Saudi Arabia, UEM Edgenta has continued to drive digital automation to optimise hospital support services through the deployment of *UE*Track™. This digital solution has streamlined critical functions such as bed cleaning, patient transport, and robotic workflows, enhancing operational efficiency and service delivery. In Taiwan, the company has further advanced its digital capabilities with the introduction of the HSSE Gen AI Compliance Chatbot, which strengthens regulatory compliance, facilitates training, and streamlines incident reporting. Additionally, an AI-powered customer engagement chatbot has improved response times and elevated the overall client experience. Complementing these efforts, UEM Edgenta has digitalised training records and administrative processes across its regional operations, while also implementing real-time cybersecurity monitoring and centralised compliance automation.

WHAT VALUE WAS CREATED IN 2024?

UEM Edgenta's commitment to innovation is deeply integrated with its sustainability ambitions. Recognising the growing pressure from rising electricity tariffs and the government's Net Zero agenda, the company has taken proactive steps to enhance energy efficiency across its own operations and client facilities. By leveraging advanced technologies and in-depth energy management expertise, UEM Edgenta conducts comprehensive assessments to identify opportunities for reducing consumption and improving cost efficiency. Beyond internal efforts, the company empowers its clients to achieve their sustainability goals through digital solutions like Asseto and Asseto Insights, platforms that provide greater real-time visibility into asset performance, enabling data-driven decision-making and contributing to improved operational outcomes.

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

Furthermore, the integration of AI, IoT, Generative AI, and digital automation increased productivity, optimised workflows, and accelerated the delivery of software solutions. These innovations, supported by a resilient cloud infrastructure and robust cybersecurity framework, not only enhanced UEM Edgenta's operational agility but also reinforced its market competitiveness, positioning the company as a leading provider of performance-based, technology-driven solutions. Building on this foundation, Edgenta NXT continues to enhance its offerings, providing clients with automation, intelligence, and seamless management across their built environments. Key features include:

Automated Case Creation: Pre-filled complaint templates streamline issue reporting, reducing manual data entry.

Seamless Work Order Management: Mobile-first task creation with image uploads, configurable SLAs, and automated approvals.

Advanced Analytics & Reporting: Real-time insights on asset performance, lifecycle management, agent efficiency, and key operational metrics.

Enhanced Search & Filtering: Powerful search functionality across all modules for quick access to relevant data.

Customizable Notification Matrix: Clients can tailor alerts based on frequency, priority, and recipient preferences, ensuring timely actions.

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

R&D INVESTMENT

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

KEY SUCCESSES

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

CHALLENGES

The company navigated several challenges, particularly the need to strengthen digital literacy across teams and improve the efficiency of technology spending. In response, UEM Edgenta introduced extensive training initiatives and applied a strategic approach to tech budgeting, ensuring investments delivered both value and cost efficiency.

A major hurdle was strengthening digital maturity and proficiency across technology and business teams, as gaps in digital skills hindered productivity and limited growth opportunities. To tackle this, the company introduced extensive training programmes to enhance employees' capabilities, equipping them to effectively leverage emerging technologies.

Sustainable Economic Growth

Another challenge was aligning operational companies (OpCo) with technology teams, where a disconnect between digital initiatives and business priorities created operational challenges. By engaging the tech team early in strategic planning, UEM Edgenta ensured that digital initiatives were seamlessly integrated with operational objectives.

Other than that, many Malaysian companies were in the early stages of digitalisation, creating client digitalisation gaps that required significant onboarding support. This was addressed through structured training and data preparation guidance before integrating with Asseto, ensuring a seamless adoption process.

Additionally, optimising technology expenditures was essential to eliminating financial waste while maximising return on investment (ROI), leading the company to adopt a strategic, ROI-focused approach to ensure efficient and responsible resource allocation. These efforts enable UEM Edgenta to continuously enhance its digital capabilities, foster collaboration, and drive financial efficiency, reaffirming its commitment to sustainable economic growth.

In 2024, our innovations have driven meaningful progress in both digital transformation and operational efficiency, delivering impactful results for our customers and teams. The launch and expansion of the Asseto platform under Edgenta NXT has provided our customers with benefits such as assets' life extension, energy monitoring, optimisation and savings as well as valuable data and trends on staff, asset and facility performance for smarter decision-making. In addition, real-time data-driven dashboards have empowered our teams with the visual analytics needed to make more strategic and informed choices. To complement these advancements, our embrace of Low-Code/No-Code platforms, SaaS tools, and Generative AI has allowed us to accelerate application development, increasing agility and responsiveness to business demands. Our efforts in data centre optimisation have improved efficiency, reduced costs, and further strengthened our commitment to sustainability.

AWARENESS CAMPAIGNS

This year, we launched several awareness campaigns aimed at boosting digital proficiency and enhancing organisational security, with a focus on developing a more tech-savvy and security-conscious workforce. The Generative AI Awareness programme played a central role in educating employees on the potential of Generative AI, enabling them to harness its capabilities for innovation and greater productivity. Through the Citizen Analytics campaign, we introduced teams to data literacy and analytics tools, providing them with the skills to make informed, data-driven decisions. To strengthen our cybersecurity efforts, we conducted a Phishing Simulation, which helped employees better identify and address phishing threats. These initiatives are helping shape a more digitally capable workforce while reinforcing our commitment to maintaining a secure, responsible digital environment across the organisation.

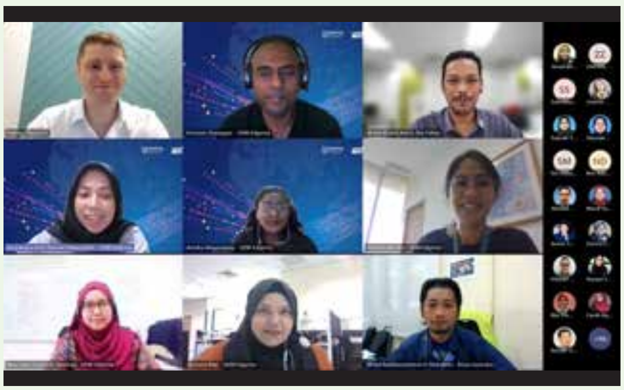
Internal ESG awareness sessions

"How I Save the World with My EV Car, a Little Every Day"

Recycling Your Smartphones

"Employee-led recycling initiative with donations to IPC Recycling Centre"

CYBERSECURITY RISK KNOWLEDGE SHARING



The Risk, Integrity & Compliance Department (RICD) hosted an insightful webinar on Cybersecurity Risk, held on 5th September 2024, which drew participation from over 210 Edgenta Stars.

They had the pleasure of welcoming Mr. Vincent Padula, Underwriting Manager of Cyber and Technology at Chubb Insurance, as their esteemed guest speaker. Mr. Padula shared his expertise on several key aspects, including emerging trends in cyber incidents, the incident response process, underwriting perspectives, and the common vulnerabilities organisations face from cyber-attacks. His session highlighted the critical need for businesses to fortify their cybersecurity measures and strengthen their business resilience to safeguard against these evolving threats.

The webinar concluded with a lively and engaging Q&A session, where participants had the opportunity to explore recent developments in Cyber Risk and Business Resilience. Among the discussions was the high-profile CrowdStrike incident, which served as a relevant case study on the impact of cyber-attacks on organisations.

OUTLOOK

With a focus on agile and adaptive operations, UEM Edgenta is well-positioned to maintain its leadership in the industry, continually improving efficiency and ensuring sustainable growth through its commitment to operational excellence and technological advancement.

Committed to continuous innovation in energy optimisation by integrating AI, IoT, and energy-efficient processes. With rising energy tariffs, businesses are incentivised to adopt smarter consumption strategies, positioning NXT as a key partner in reducing operational costs and environmental impact while ensuring peak efficiency.

ECONOMIC DEVELOPMENT

WHY IS IT IMPORTANT?

UEM Edgenta is committed to creating economic value by strengthening its core business operations and expanding into new markets to drive both economic and social progress. We prioritise sustainable economic development, ensuring that growth is balanced with environmental and social responsibility.

Failing to focus on sustainable economic development could lead to stagnation in core business operations and missed opportunities for growth in emerging markets. Without a balanced approach that integrates environmental and social responsibility, UEM Edgenta risks damaging its long-term competitiveness, damaging stakeholder trust, and falling short of evolving regulatory and market expectations. This could ultimately hinder our ability to contribute to broader societal progress, limit value creation, and undermine our reputation as a responsible corporate entity.

WHAT IS OUR APPROACH?

UEM Edgenta's commitment to fostering economic and social progress is reflected in its efforts to strengthen core operations while unlocking new growth opportunities. The company drives long-term economic impact by expanding into strategic markets, optimising costs, and creating employment opportunities for local communities. This integrated approach ensures that its business growth translates into broader value for the regions in which it operates.

MARKET EXPANSION

UEM Edgenta strengthened its presence in the Middle East with the successful acquisition of a 60% stake in KAIZEN Group, a leading tech-enabled Asset Management Service provider based in UAE. This strategic move is fast-tracking UEM Edgenta's vision to curate an integrated real estate services platform. Further value will be unlocked by bringing UEM Edgenta's smart buildings and sustainability solutions to meet the increasing sustainability focus in Dubai and the wider Middle East market.

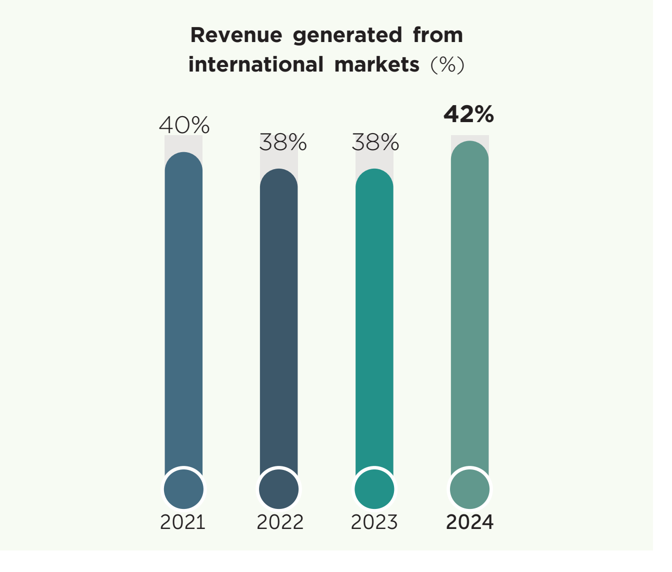
Complementing this, 2024 also saw further progress in the integration of MASIC's MEEM for Facilities Management Company (MEEM), acquired in 2023 through Edgenta's wholly owned subsidiary, Edgenta Arabia Limited ("EAL"). The MEEM acquisition expanded our integrated facilities management footprint in the Kingdom of Saudi Arabia, leveraging MEEM's track records with our partner, MASIC's real estate properties into other commercial building sectors including healthcare. Additionally, the carbon footprints of both companies have been incorporated into Edgenta's net zero emissions baseline, to produce a more holistic carbon management for our business.

ASSET CLASS EXPANSION

UEM Edgenta has strengthened its presence in Singapore across the hospitality, commercial housekeeping, and industrial services sectors. In 2024, UEMS Singapore secured new hospital support services contracts with several government hospitals, collectively valued at nearly RM1.0 billion over five years. Further expanding its reach, UEMS Singapore reinforced its position in the hospitality sector by securing housekeeping contracts with Conrad Hotels, Pullman Singapore Hill Street, and Resorts World Sentosa. In the education sector, the company continued its partnership with INSEAD Asia Campus. These strategic wins enabled UEMS to support both public and private sectors in meeting the rising demand for healthcare and housekeeping services post-COVID-19, while driving revenue growth from international markets.

LOCAL HIRING, LOCAL CONTENT AND REMUNERATION

UEM Edgenta placed a strong emphasis on local hiring across the markets where it operates, aiming to uplift the economic well-being of local communities. By sourcing talent from within these regions, the company fostered community engagement and contributed to developing local expertise. Our commitment to fair remuneration is in line with governmental wage regulations, supporting both minimum and progressive wage policies. In the Saudi market, we have not only adhered to these standards but have also gone beyond industry expectations by employing more than 50% local content, surpassing the national average of 45%. This approach helped ensure that the economic benefits of its operations directly contributed to local communities.



Sustainable Economic Growth

TALENT DEVELOPMENT THROUGH SKILLS AND TRAINING

We introduced several initiatives to empower local talent, including the Graduate Trainee Programme (GeT) in Malaysia, equipping graduates with job-relevant skills, and the MEEM Facility Management Graduate Training Programme in Saudi Arabia, which enrolled eight promising graduates to build expertise in facilities management. Additionally, OPUS International and Swinburne University of Technology Sarawak campus collaborate to advance Sarawak's talent development and capacity building.

We also implemented targeted development programmes to strengthen leadership capabilities and technical expertise, including the UEM-INSEAD Senior Leadership Development programme, the Facility Managers Development programme, which provides pathways to Certified Facility Management Manager (CFMM) certifications by CIDB and Professional Masters qualifications, and the Executive Education programme for senior leadership, designed to hone practical leadership skills and strategic networking opportunities while offering professional qualification pathways. The People Manager Essentials programme further supports talent development by equipping people managers with the skills to lead, engage, and nurture their teams effectively.

TARGETED BUSINESS DEVELOPMENT AND PRODUCT DIVERSIFICATION

We continue to collaborate with strategic partners to address emerging market demands by leveraging its diverse service offerings. In 2024, the company remained committed to business expansion, achieving higher revenues and international market growth through tech-enabled contract wins, which accounted for 70% of new contracts. This aligns with the EoTF2025 strategic focus on driving growth through innovation, reinforcing UEM Edgenta's ambition to evolve into a globally recognised Malaysian company.

MARKET DIVERSIFICATION AND INTERNATIONAL EXPANSION

The company continues to broaden its regional presence, intensifying efforts to expand into adjacent sectors such as manufacturing and hospitality. By diversifying its market footprint, UEM Edgenta is strengthening its resilience in an evolving economic landscape, positioning itself as a key player in the global asset management and infrastructure solutions industry.

WHAT VALUE WAS CREATED IN 2024?

In 2024, UEM Edgenta focused on economic value creation through strategic enhancements in facilities management, reinforcing its commitment to community development, market growth, and the expansion of new asset classes. The company pursued key initiatives to enhance value creation and distribution, ensuring long-term economic and environmental benefits.

ASPHALT PLANT WITH RECYCLING FACILITY – SUSTAINABLE INFRASTRUCTURE INVESTMENT

A major milestone was the establishment of the Asphalt Plant in Tapah, with a total investment of approximately RM18 million over the past three years, the bulk of which was allocated in 2023 for the plant setup. This facility integrates a Recycling Facility, repurposing milling waste into Recycled Asphalt Pavement (RAP), reducing the consumption of virgin materials while minimising waste.

The plant not only contributes to sustainable infrastructure development but also generates economic activity in the surrounding area. Commercial operations commenced in Q4 2024, with the plant supplying PLUS as its main client, along with other industry players.

ADAPTATION TO ECONOMIC CHALLENGES

Cost Optimisation

During 2024, Edgenta also underwent an exercise to optimise its portfolio and operations to improve profitability. We faced several economic challenges impacting our global operations, value creation, and financial sustainability. Elevated costs, including manpower wages, operational expenses, and infrastructure investments, continue to place pressure on margins. At the same time, intense market competition has led to pricing constraints, requiring the company to innovate while striving to maintain profitability. The labour market dynamics, characterised by workforce shortages, high turnover, and absenteeism, further challenge service delivery efficiency.

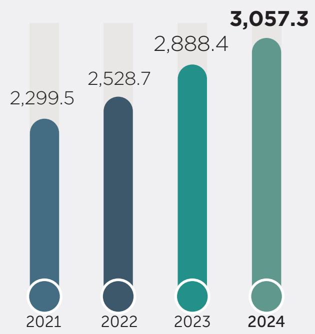
To address these challenges, the company reduced its cost base via business process excellence, procurement process improvements and reduction in selling, general and administrative expenses. Revenue protection measures have been introduced to shield earnings from liquidated damages, clawbacks, and billing discrepancies, ultimately optimising financial performance. In parallel, the company has implemented cost optimisation initiatives, focusing on strict cost reduction, control, and avoidance strategies to minimise unnecessary expenditures. Furthermore, proactive contract management plays a crucial role in safeguarding contract sums, ensuring that regulatory changes and macroeconomic shifts, such as inflationary cost pressures, are carefully negotiated. These resulted in margin preservation and enhancement, supplemented by cost savings optimisation programme which drove a leaner organisation, and improved efficiency to create an agile workforce.

UEM Edgenta's economic activities in 2024 generated strong value, driving revenue growth and strengthening its international presence, with 79% of new contract wins secured from overseas markets. This progress aligns with the company's EoTF2025 strategic pillar of reorientation, which focuses on expanding beyond domestic markets. The company's successful entry into adjacent sectors, such as manufacturing, hospitality, and education, further diversified its revenue streams, contributing to sustained growth and enhancing its market position. These positive outcomes were underpinned by UEM Edgenta's broader financial contributions, including taxes and Corporate Social Responsibility (CSR) efforts, which supported public services, infrastructure development, and community programmes across its operating regions.

Sustainable Economic Growth

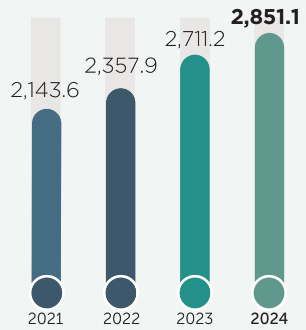
Direct economic value generated

Revenue and other income
(RM million)

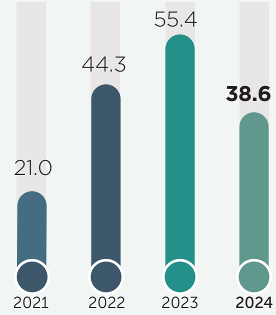


Direct economic value distributed

Operating costs, employee wages and staff benefits (RM million)

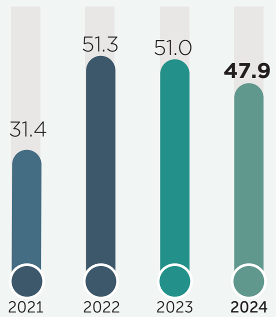


Payments to providers of capital
(RM million)

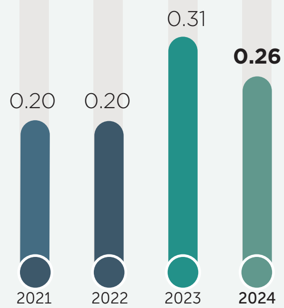


Direct economic value distributed

Payments to Government
(RM million)

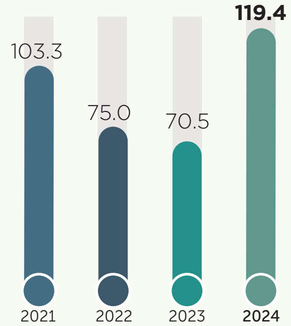


Community investments
(RM million)



Direct economic value retained

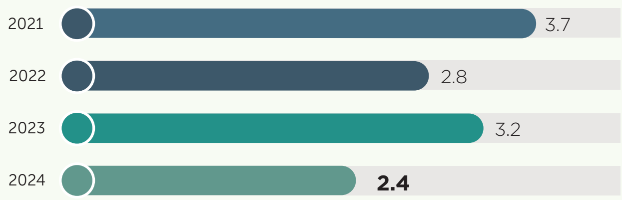
Direct economic value generated less economic value distributed
(RM million)



To return value to our employees, we contribute towards their retirement plans through both Defined Contribution Plan and Defined Benefit Plan.

Defined Contribution Plan
(RM million)

Defined Benefit Plan
(RM million)



Defined Contribution Plan:

The Group provides post-employment benefit plans, making fixed contributions to separate entities or funds as required by the employment laws of each country. These contributions are contractually defined, and the Group holds no further legal or financial obligation if the funds lack sufficient assets to cover employee benefits for the current and past financial years. Pension liabilities are determined based on a contractual rate applied to employees' salaries, as outlined in their employment agreements.

Defined Benefit Plan:

The company makes voluntary contributions to the pension scheme for eligible employees, beyond what is mandated by national employment laws. These pension assets and liabilities are evaluated annually by an independent actuary. Pension liabilities are determined based on the actuarial present value of benefits, which become payable when employees meet specific conditions, such as retirement age, a predetermined length of service, or death. The valuation considers factors such as estimated salary increases, discount/inflation rates, and mortality rates.

This voluntary pension scheme is currently implemented in several UEM Edgenta subsidiaries, including Edgenta Mediserve Sdn. Bhd., EdgentaUEMS Taiwan, Edgenta Arabia Ltd., and MEEM Facility Management Company (MEEM).

WHAT IS OUR OUTLOOK?

Looking ahead, UEM Edgenta remains focused on driving sustainable growth by strengthening its core business in domestic markets, expanding its revenue base beyond concession contracts, and unlocking new opportunities in high-growth regions such as Singapore and the Middle East. Following the successful acquisition of KAIZEN Group in UAE and the continued integration of MEEM in Saudi Arabia, the company will leverage its expertise in integrated facilities management, energy efficiency, and green building services to deliver value across the real estate and healthcare sectors. Innovation and sustainability will continue to underpin its business operations, with a particular focus on enhancing digital capabilities, improving energy performance, and advancing its net zero emissions commitments. On the social front, Edgenta will continue to work towards meeting at least the minimum wages levels in markets it operate.

SUPPLY CHAIN MANAGEMENT

WHY IS IT IMPORTANT?

Suppliers play a crucial role in UEM Edgenta's pursuit of operational excellence. Their actions directly affect our product quality, cost efficiency, and sustainability goals. Identifying and managing ESG risks within our supply chain is vital for maintaining operational resilience and minimising potential disruptions. A well-managed supply chain allows us to remain agile in the face of unexpected challenges, ensuring consistent service delivery to our clients. Additionally, our influence extends beyond our own operations to include our suppliers. By aligning them with our sustainability objectives, we can strengthen our positive environmental and social impact, fostering industry-wide advancement and encouraging sustainable practices throughout the supply chain. Failing to effectively manage and address ESG risks within our supply chain could lead to significant disruptions, such as delays, increased costs, or compromised product quality. This could damage UEM Edgenta's ability to meet client expectations, erode customer trust, and ultimately harm our competitive position in the market. Additionally, if we do not align our suppliers with our sustainability goals, we risk weakening our environmental and social impact, hindering our ability to drive industry-wide progress and potentially damaging our reputation. In the absence of a well-managed supply chain, UEM Edgenta may also become vulnerable to regulatory scrutiny and face legal or financial consequences for non-compliance with emerging sustainability standards.

WHAT IS OUR APPROACH?

Anchored by its Strategic Vendor Management Framework (SVMF), UEM Edgenta fostered strong partnerships with suppliers while ensuring alignment with its procurement standards. The company continued to emphasise responsible supply chain practices, prioritising ethical sourcing, local vendor development, and sustainability across its procurement decisions.

Building on these efforts, we continue to prioritise robust supply chain management, emphasising ethical procurement practices, local vendor support, and sustainability in our sourcing decisions. This includes a series of initiatives aimed at improving governance, enhancing stakeholder engagement, and ensuring greater transparency in monitoring practices.

In 2024, we established an ESG Management Framework designed to develop vendor potential and drive enhancements that will elevate ESG maturity levels. This framework will unlock further opportunities for value creation, strengthening our sustainability efforts across the supply chain.

While we have yet to implement environmental and social criteria comprehensively, our business units (BUs) have started gathering relevant screening criteria for their suppliers, which became part of their ESG Key Performance Indicators (KPIs) for 2024. The input from these efforts will be provided to the Group Procurement and Contract Management (GPCM) department for further integration.

Our first step in this process has been to engage with our suppliers and partners, raising awareness about our ESG goals. This year, we organised a total of 23 hours of ESG awareness engagements, including 6 hours specifically dedicated to emissions and data collection with our suppliers and partners.

Internally, we developed an ESG Framework that allows us to assess and identify the maturity levels of our suppliers through a survey. The results of this survey will inform the development of a targeted supplier engagement plan, ensuring that our partners are aligned with our long-term ESG objectives.

WHAT VALUE WAS CREATED IN 2024?

Throughout 2024, we focused on fortifying our supply chain capabilities through key initiatives such as the Vendor Development Programme (VDP), which included expanding training on ESG principles to equip vendors with the knowledge needed to meet evolving sustainability standards, governance and ethics. Recognising the importance of capacity building, we partnered with two training providers to offer free training for vendors. These sessions covered critical business areas, including Financial Management, Sales & Marketing, HR Management. By equipping vendors with essential skills, we aim to enhance their operational resilience and sustainability performance. We onboarded 9 new suppliers into our VDP and assessed 78 strategic and critical vendors through an ESG survey. This survey allowed us to classify vendors based on their ESG understanding and performance, providing critical input for the development of a Supply Chain Engagement Plan which we will develop in 2025.

Our Syariah-compliant Supplier Financing Programme (SFP) developed in collaboration with HSBC Amanah saw a 30% increase in uptake compared to 2023, with G1 contractors making up the majority. This programme offers collateral-free financing to suppliers for better cash flow and reduced business costs, enabling the G1 contractors to accelerate their payments.

Scope 3 Workshop with Suppliers

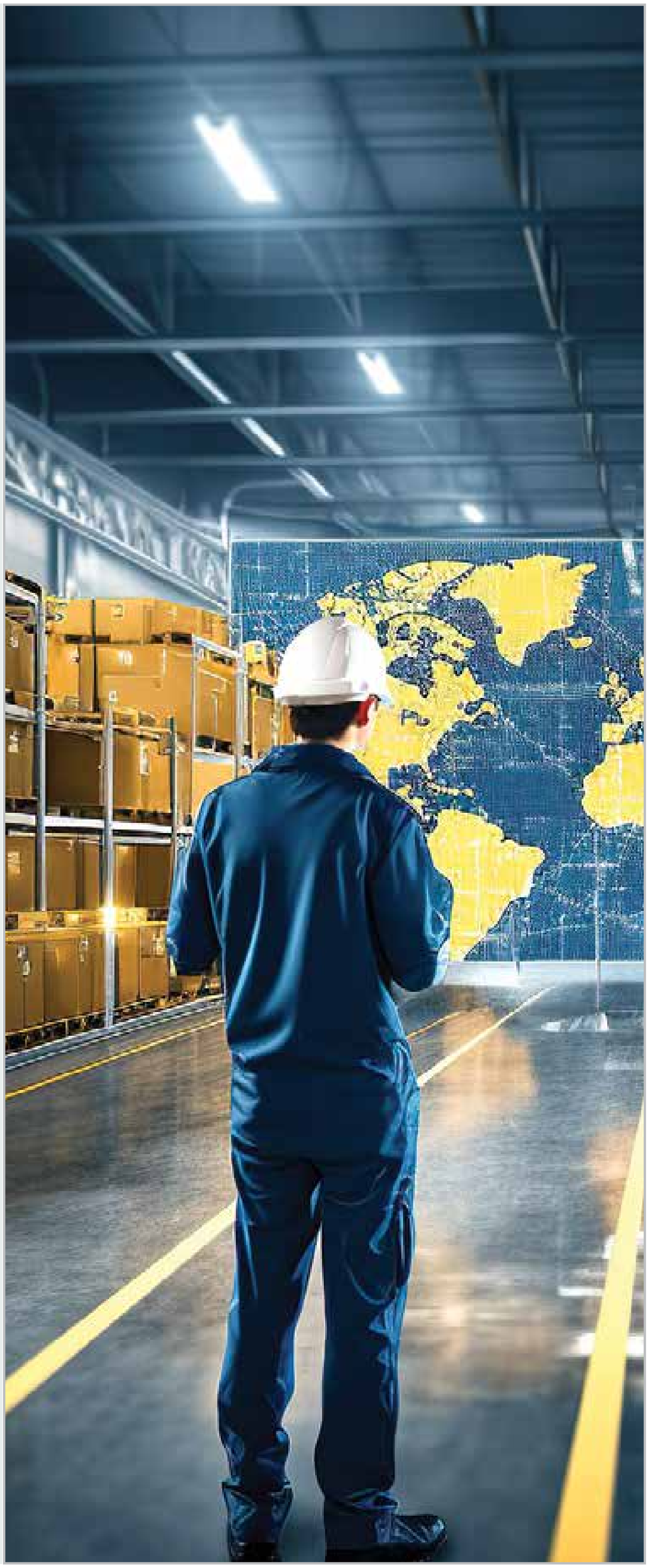
As part of our efforts to promote sustainability across the supply chain, UEM Edgenta conducted a pilot exercise in 2024 with more than 20 key suppliers to assess their ESG practices, understanding of GHG emissions reporting and availability of Scope 3 emissions data. The exercise provided insights into the current maturity of our supply chain, serving as a foundation for future initiatives to enhance ESG performance and address Scope 3 emissions. The suppliers were also given training on key ESG areas such as GHG accounting to enhance their understanding of carbon footprint and the effects of their business on the environment.

GPCM Recycling Initiative

Beyond supplier training, we took meaningful steps to embed sustainability into our procurement processes. The Group Procurement and Contract Management (GPCM) Department, in collaboration with the Healthcare Support Services Division, launched a condemn linen recycling initiative at several hospitals to promote textile waste reduction. Additionally, we strengthened green procurement by working with business units to implement bulk purchase agreements, optimising logistics and reducing transportation costs from suppliers to site facilities.

E-Procurement Portal

To enhance transparency and accountability, we introduced an E-Procurement Portal in UEMS Singapore, which includes supplier ESG monitoring. This digital platform enables more efficient tracking of suppliers' sustainability performance, ensuring that ESG considerations remain integral to procurement decisions. Through these initiatives, we continue to create long-term value by embedding ESG principles across our supply chain.



Sustainable Economic Growth

Type of suppliers engaged

Local suppliers (%)

2024	2023	2022	2021
98.70	98.47%	99.20	99.73

Number of local suppliers

2024	2023	2022	2021
1978	1871	1737	1113

Proportion of spending on local suppliers (%)

2024	2023	2022	2021
99.60	98.88	99.40	99.95

WHAT IS OUR OUTLOOK?

UEM Edgenta is focused on enhancing its procurement practices to support a more sustainable and responsible supply chain. Based on the supplier survey conducted in 2024 to assess ESG readiness among our suppliers, we will be focusing on conducting additional training and awareness sessions to strengthen their understanding of ESG standards and our plans to introduce sustainability practices in our value chain including future ESG screening approaches. The survey results will also be used to conduct comprehensive ESG Risk Profiling and Assessments, allowing us to categorise suppliers into different groups. We will prioritise suppliers who already have strong environmental and social policies in place, while also work to build capacity among those who lack such practices. We will closely monitor supplier performance and develop tailored action plans to ensure that all suppliers align with our ESG practices and policies.

In the medium term (2026–2027), UEM Edgenta intends to introduce a Supplier Code of Conduct and establish formal screening processes, integrating environmental and human rights considerations into vendor evaluations. Over the long term, the company will work towards enhancing visibility on supplier emissions, including Scope 3 data, to strengthen environmental oversight within its supply chain. These efforts reflect UEM Edgenta's steady progress in embedding sustainability into its procurement practices, ensuring alignment with evolving stakeholder expectations and industry standards.

Minimising Environment Impact

We manage

20 assets with Green Building Index ("GBI") and 29 Hospitals with Green Building certifications

In total, Scope 1 and 2 emissions reduced from our revised baseline year by

4.72%

Minimising Environmental Impact

CLIMATE CHANGE AND ENERGY

WHY IS IT IMPORTANT?

As an organisation engaged across diverse business segments, we remain deeply conscious of climate change, our commitment to embracing it, and its impact on our business. Climate change poses a substantial risk, as it has the potential to disrupt the balance of our business ecosystem and give rise to other far-reaching impacts. Natural disasters such as floods and landslides may increase the cost of our operations and disrupt our supply chains. In response, the pursuit of Net Zero drives our efforts to lower emissions across our operations. The proposed introduction of a carbon tax by 2026 by the Malaysian government further reinforces the need to accelerate our decarbonisation journey.

We have embedded climate considerations into our business strategies, with a clear focus on reducing our environmental footprint and mitigating climate-related risks. Our approach extends beyond our internal operations to supporting our clients in enhancing the sustainability of their business assets. To uphold this ambition, we have established comprehensive policies that reflect our commitment in embracing climate change and addressing its impact on our business, while ensuring that our business partners and procurement activities adhere to the same high standards.

In support of this, we leverage our risk management framework to systematically identify and manage climate-related risks. These risks include flooding, shifting weather patterns, evolving climate regulations, carbon tax implications, and the impact of rising energy costs on business operations.

Beyond risk mitigation, our risk assessment process also enables us to capitalise on emerging opportunities. These include delivering energy efficiency solutions to clients, providing preventive maintenance services for critical assets, accessing green financing options, supporting the development of green infrastructure, and driving organisation-wide awareness on the long-term implications of climate change.

Failure to address climate change and energy-related risks may lead to UEM Edgenta facing increasing operational costs due to the rising frequency of natural disasters, such as floods and landslides. These could disrupt both our operations and supply chains. Additionally, the lack of proactive decarbonisation effort could result in non-compliance with evolving regulations, including the upcoming carbon tax regulation that will be imposed by the Government of Malaysia, leading to financial penalties and reputational damage. Our failure to act could also undermine our long-term competitiveness, as stakeholders and investors increasingly prioritise sustainability and climate resilience in their decision-making processes.

WHAT IS OUR APPROACH?

In 2023, we reaffirmed our commitment to mitigating climate change and reducing greenhouse gas (GHG) emissions, establishing our Net Zero Targets, which include achieving net zero GHG emissions by 2050. From 2023 to 2028, our decarbonisation strategy primarily focuses on energy efficiency solutions, green transportation, and green building initiatives. In the short term, we aim to reduce carbon by 18.45% (year-on-year by 3.69%) for Scope 1 and Scope 2 until we hit our medium term target of 26% cumulative reduction in Scope 1 and Scope 2 by 2030, and in the long term we aspire to reach net zero by 2050 by tapping more into renewable energy sources and finally using carbon credits to offset our remaining hard-to-abate emissions. Our climate goals are aligned with the International Energy Agency's (IEA) Net Zero Emissions by 2050 Global Pathway. We also reinforced our commitment to integrating Task Force on Climate-related Financial Disclosures (TCFD) recommendations into our reporting structure.

As climate related risks are becoming increasingly important to our investors and regulators, we have started integrating Task Force on Climate related Financial Disclosures (TCFD) recommendations into our reporting framework and have further started the process to assess how the upcoming IFRS's implementation of S1 and S2 requirements can be mainstreamed in our financial reporting process.

OUR DECARBONISATION STRATEGY

At UEM Edgenta, we remain steadfast in our commitment to addressing climate change, recognising its profound impact on global ecosystems, economies, and societies. Guided by our Net Zero Strategy and the principles of the FTSE4Good Environmental, Climate, and Carbon (ECC) framework, we have adopted a proactive strategy to minimise our environmental footprint and contribute to global decarbonisation efforts. This commitment drives us to embed sustainability into every facet of our operations, ensuring that environmental stewardship becomes an integral part of our business resilience and growth.

We are committed to meeting our Net Zero Targets by rigorously collecting and monitoring Scope 1 and Scope 2 emissions data across the UEM Edgenta Group, including our international offices. This ongoing initiative ensures we stay aligned with our climate goals, providing a foundation for meaningful change.

With that in mind, we incorporate our decarbonisation strategy into both our annual carbon budgeting and financial planning processes, aligning it with our ESG Key Performance Indicators (KPIs). Our decarbonisation strategy focused on key areas such as Green Materials, Energy Efficiency, Green Transport, Green Building, Clean and Renewable Energy, and Carbon Removal and Offsetting.

In 2024, we advanced our decarbonisation journey by addressing Scope 3 emissions through a pilot exercise to establish an emissions inventory across previously unreported categories. We engaged over 25 key suppliers in a dedicated Scope 3 workshop, gaining critical insights into both upstream and downstream emissions within our supply chain. This initiative represents a vital first step towards the comprehensive integration of Scope 3 emissions into our Net Zero roadmap.

Given our commitment in managing climate change, we have been invited to provide input to public policies on climate and environment. Between 2023 and 2024, UEM Edgenta was invited by bodies such as the Securities Commission Malaysia ("SC") and the Ministry of Natural Resources and Environmental Sustainability ("NRES") to provide input on climate disclosures and the implementation of Malaysia's National Energy Transformation Roadmap.

Minimising Environmental Impact

SHORT-TERM TARGETS (2023–2028)

In the short term, we aim to achieve an annual reduction of **3.69%** or (18.45% by 2028) in Scope 1 and Scope 2 emissions, cumulatively reducing emissions through:

01 **Energy Efficiency Initiatives:** optimisation lighting systems for improved energy performance and HVAC optimisation

02 **Green Transport Measures:** Adoption of electric vehicles and fuel-efficient logistics. Building of EV Charging Infrastructure in our premises. To date, we have Piloted 3 EV cars, 1 EV scooter and 1 EV van

03 **Adopting renewable energy** increase the use of solar panels at our premises and sites

By implementing these "low-hanging fruit" solutions, we will achieve targeted reductions while building momentum toward our medium-term goals.

MEDIUM TERM TARGETS (2028–2030)

In the Medium Term, we are targeting a **26%** cumulative reduction in emissions by 2030. This goal will be supported by initiatives such as:

Increasing the use of green materials in our operations and projects

Scaling up the adoption of clean and renewable energy sources

Developing innovative solutions for carbon removal and offset to counter residual emissions

Green Building projects: Introducing energy-saving systems in our facilities

2023 2028

LONG-TERM TARGETS (2030 – 2050)

To achieve Net Zero, we will be scaling up all 6 Levers of our decarbonisation strategy and using Carbon Removal to offset our hard-to-abate emissions.

Energy Efficiency

LED Retrofitting: Expansion of LED retrofitting and AI sensors

Green Transport

EV Transition: Scale up the usage of green transportation and the installation of EV charging infrastructure.

Green Building

Increase sites with green building certification.

Green Materials

Environmentally friendly fuel such as green natural gas and biofuel to operate our plants.

Clean and Renewable Energy

Solar Panels: Expansion of usage of solar panels and solar thermal in operations.

Carbon Removal and offsets

Exploration of carbon removal, CCUS technology and offset.

2030

2050

Minimising Environmental Impact

UEM Edgenta has established policies, frameworks, and obtained certifications to address climate change and reduce greenhouse gas (GHG) emissions, demonstrating its commitment to sustainability and alignment with global environmental standards.

The UEM Edgenta Sustainability Policy serves as the cornerstone of our commitment to environmental responsibility, outlining clear strategies to reduce resource consumption, enhance energy efficiency, and monitor GHG emissions across all levels of operations. This policy emphasises the integration of sustainability principles into business processes, ensuring that environmental considerations are embedded in decision-making. A key focus is on achieving Net Zero targets, addressing Scope 1 and Scope 2 emissions, while expanding efforts to include Scope 3 emissions. Additionally, the policy aligns with global and local reporting standards, including the Bursa Malaysia Sustainability Reporting Guidelines and FTSE4Good Index requirements, reinforcing UEM Edgenta's commitment to transparent and accountable sustainability practices. We have also enhanced our Risk Management Framework (RMF) to integrate climate-related risks, with the Board having oversight on addressing physical and transition risks.

In 2024, we expanded our emissions monitoring capabilities to include newly acquired locations, ensuring they align with our Group sustainability goals. We introduced ESG KPIs and cascaded our Sustainability Policy across these sites, fostering a culture of environmental responsibility. Beyond internal efforts, UEM Edgenta has actively contributed to sustainability policy development, participating in a consultation paper on sustainability disclosure and, through OPUS Energy, providing input to climate disclosures and the implementation of Malaysia's National Energy Transition Roadmap (NETR) launched by the Ministry of Economy of Malaysia (MOE). Additionally, our involvement in Climate Governance Malaysia (CGM) underscores our commitment to sustainability practices while driving meaningful industry advancements.

Inculcating Culture through Engagements

EMBEDDING SUSTAINABILITY CULTURE FOR A GREENER FUTURE – ESG IMMERSION MONTH

Organised in the month of October 2024, we aimed to deepen the collective understanding of Environmental, Social, and Governance (ESG) – Immersion Month 2024 issues while embedding sustainable practices across the organisation. The launch was organised at our learning centre, UELC with BGRC Chairman as key note speaker as well as representatives from sister companies to discuss the immersion of ESG culture in GLCs. The highlight of the event includes EV Knowledge Sharing by Yinson GreenTech and EV test drive for all attendees.

Activities throughout the month

- Scope 3 workshop with suppliers to provide knowledge on GHG emission calculation and collect pilot Scope 3 data from suppliers
- GHG Training for Healthcare Division to explain GHG methodology and explore ways to reduce Scope 1 and Scope 2 emissions at our healthcare plants

- "Wasted" Movie Premier to showcase effects of waste from operations on the environment

- Clothes Buffet Exchange to inculcate circularity in daily lifestyle habits of Edgenta Stars. Staff offered usable clothes to colleagues for continued use to reduce waste and money on new clothes

- Ride and Click Competition to encourage Edgenta Stars to car pool and use public transportation

Inculcating Sustainability Culture

Awareness & Campaigns

- ☑ Energy Saving Initiative at Menara UEM: Implemented a Friday shutdown at Menara UEM to save energy. Reduction of 101.9 mWh of electricity
- ☑ Minimising equipment and machinery idling (Infrastructure Services and PFS)
- ☑ Mapping and adoption of Fuel Efficient Routes (OPUS)

Awareness & Campaigns

- ☑ Continued to Offer ESG Self Pace Course to all Edgenta Start to promote ESG knowledge acquisition

Trainings and Capacity Building

- ☑ Organised a Sustainability Reporting workshop to collect data for FY2023 reporting
- ☑ Organised a workshop on Sustainability Strategy for the formulation of Edgenta's ESG Roadmap 2.0

Engagement Session with Other Stakeholders

- ☑ Conducted an ESG Awareness session at respective business sites
- ☑ Held discussions on strategies to reduce fuel consumption and lower carbon emissions for company vehicle drivers

Minimising Environmental Impact

WHAT VALUE WAS CREATED IN 2024?

UEM Edgenta made significant strides in addressing climate change and reducing greenhouse gas (GHG) emissions through internal sustainability initiatives. Key internal efforts included implementing energy-saving strategies at Menara UEM and other site offices to optimise electricity consumption, transitioning to green vehicles to lower petrol usage and Scope 1 emissions, and retrofitting facilities with energy-efficient LED lighting, significantly cutting energy consumption. We also launched ESG Immersion Month to further promote sustainability initiatives and embed environmental awareness across the organisation.

Building on our efforts of helping clients kickstart their sustainability journey, we extended our climate risk management expertise beyond our own operations to benefit our clients. As a trusted leader in asset management and infrastructure solutions, we remained committed to empowering our partners and clients to achieve their climate objectives and reduce their environmental footprint.

Beyond cost efficiencies, we also supported our key client, the Ministry of Health Malaysia ("MOH"), in advancing their sustainability efforts by securing green building certifications for several hospitals under our care, including Hospital Seberang Jaya, Hospital Seri Manjung, and Hospital Bukit Mertajam.

Healthcare Services have helped MoH achieve energy savings **worth 12.9 million in 2024**, contributing significantly to operational cost reduction and environmental impact mitigation. Additionally, HSS supported MoH in implementing **sustainable waste management practices**, enabling healthcare facilities to achieve a **minimum 5% waste reduction**. These collaborations underscore HSS's ability to deliver comprehensive and impactful sustainability solutions that drive measurable results for its clients

MAXIMISING VALUE FOR OUR CLIENTS

Our commitment to delivering sustainable value extends beyond cost efficiencies, as we actively support clients in advancing their sustainability goals. This included assisting our key client, the MOH, in securing green building certifications for several hospitals under our care, such as Hospital Seberang Jaya, Hospital Seri Manjung, and Hospital Bukit Mertajam.

Energy efficiency remained a core focus, with several energy-saving initiatives implemented to help clients reduce their carbon footprint. These included chiller system optimisation, installation of motion sensors to regulate lighting based on occupancy, and retrofits with energy-efficient LED lighting, resulting in tangible reductions in energy consumption and operational costs.

Our healthcare and property businesses, Operon Middle East (OME) and UEMS Singapore, utilised occupancy sensors and IoT technology to optimise energy use by automatically adjusting lighting and air conditioning based on real-time usage. Meanwhile, our Infrastructure Services business integrated IoT solutions to ensure effluent water compliance at client sites, improving operational efficiency while reducing environmental impact.

In supporting green building certifications, OPUS Energy enabled clients to achieve 20 Green Building certifications through comprehensive energy efficiency measures and renewable energy adoption. PFS further demonstrated leadership in sustainable facility management by earning a Platinum rating for GBI recertification at a Government Client's asset. We also facilitated the transition to green mobility infrastructure, with Kaizen Asset Management installing EV charging stations at client sites to promote the adoption of electric vehicles.

Additionally, PFS embedded circular economy practices by incorporating sustainable materials, such as recycled ceiling panels, eco-friendly air conditioner coil cleaning chemicals, and sustainably sourced timber for garden facilities. By embedding sustainability across our operations and client solutions, we continue to deliver long-term value, empowering our partners to meet their climate objectives and supporting the transition to a low-carbon future.

CHALLENGES

The total energy savings for our clients in Malaysia is 38.8 million kwh, which is equivalent to RM17.19 million. While we made notable progress in 2024, our decarbonisation journey was not without its challenges. Inflationary pressures and rising operational costs compelled us to recalibrate certain carbon reduction initiatives, deferring their execution to the medium- and long-term. Concurrently, capacity constraints, particularly in niche technical domains, highlighted gaps in internal expertise and human resources.

Recognising the need to mitigate these risks, we adopted a multi-pronged approach, deepening strategic collaborations, investing in workforce upskilling, and engaging subject matter experts, to ensure the continued advancement of our climate commitments and operational resilience.

RE-BASELINING OUR CALCULATIONS

In 2024, we rebased our emission baseline that we set in 2022 largely as a result of mergers and acquisitions of KAIZEN and MEEM that we undertook in the Middle East, which added to our GHG inventory. Previously in 2022, UEMS Singapore was excluded from our emissions calculations due to the unavailability of data. In addition to including UEMS Singapore into our Scope 2 calculations, we increased reporting sites from 25 in 2022 to more than 70 in 2024, setting our new baseline for 2022 to 17,980.11 t CO_2e (previous baseline was 17,577 tCO_2e), a 2.29% increase from our previous baseline.

MITIGATING EMISSIONS

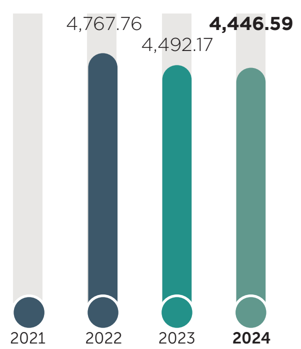
In 2024, we achieved a carbon emission reduction of 17,126.22 metric tonnes (tCO2e), which represents a 4.72% decrease, surpassing our annual target of a 3.69% reduction.

In 2024, we emitted 9,220.88 tCO_2e of Scope 1 emissions, a decrease of 8% from 2023, despite an increase in our vehicles owned. This was largely due to our optimisation of asset lifespan, resulting in lower frequency of refrigerant usage.

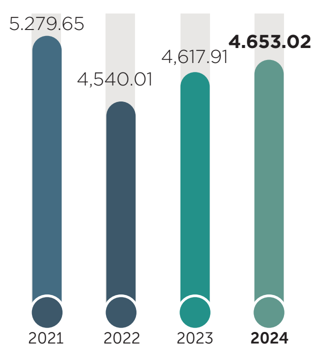
Scope 1

Scope 1 Emissions by Category

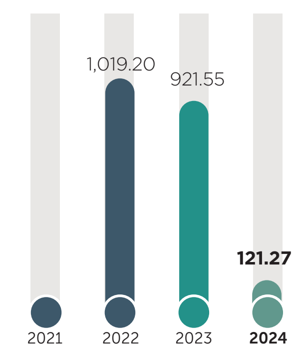
Stationary combustion



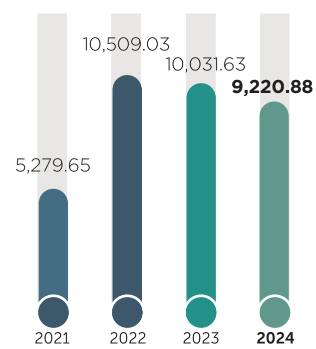
Mobile combustion



Refrigerants/Fugitive Emissions



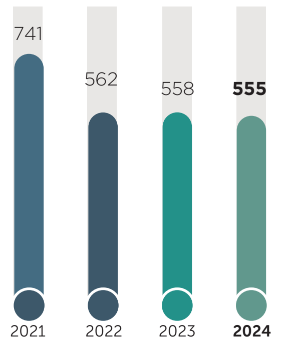
Scope 1 - Total



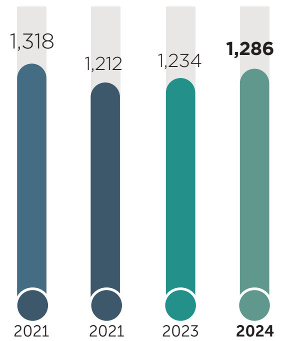
Combustion Emission and Consumption Data (Fuel in litres and Tonnes CO_2):

Vehicle Fleet

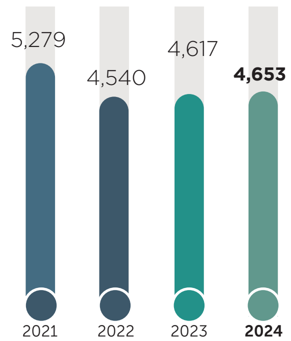
Total Fuel (Petrol) Consumption
(litres) ('000)



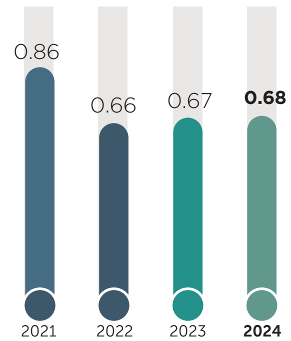
Total Fuel (Diesel) Consumption
(litres) ('000)



Total Emissions (Petrol and Diesel)
(tonnes CO_2)



Fuel (Petrol and Diesel) Emissions Intensity
(tonnes CO_2/employee)



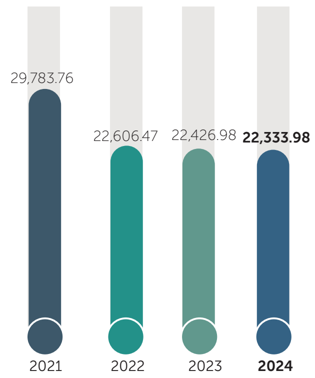
Trend Analysis:
Increase in emission due to increase in number of vehicles in operations.

Minimising Environmental Impact

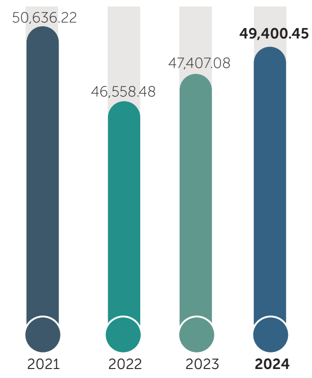
Scope 1 Combustion Emission and Consumption Data in gJ and Tonnes CO_2

Vehicle Fleet

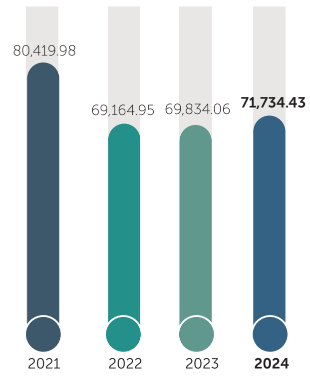
Total Energy (Petrol) Consumption (gJ)



Total Energy (Diesel) Consumption (gJ)

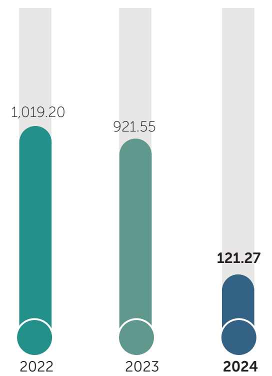


Total Energy (Petrol and Diesel) Consumption (gJ)



Refrigerants

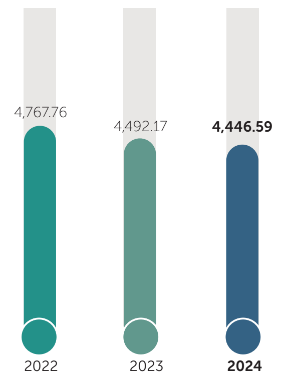
Refrigerants Total Emissions (tonnes CO_2)



Trend Analysis:
Decrease in emission due to lower discharge of refrigerant from healthcare and optimisation of asset life span requires less refrigerant discharge

Natural Gas

Natural Gas Total Emissions (tonnes CO_2)



The decrease in Natural Gas emission is due to ongoing operational efficiency initiatives

In 2024, UEM Edgenta consumed 71,734.43 GJ of energy, mostly originating from the use of petrol and diesel for our vehicle fleet. We maintained our commitment to driving sustainability with our clients by continuing to optimise energy efficiency across the facilities we manage. Leveraging our EnergyAid and AssetWise platforms—designed as Energy Optimisation Dashboards and energy-saving tools—we implemented these solutions across multiple sites. This enabled us to achieve notable reductions in energy consumption and operational costs, further strengthening our support for clients in meeting their sustainability objectives.

Scope 2

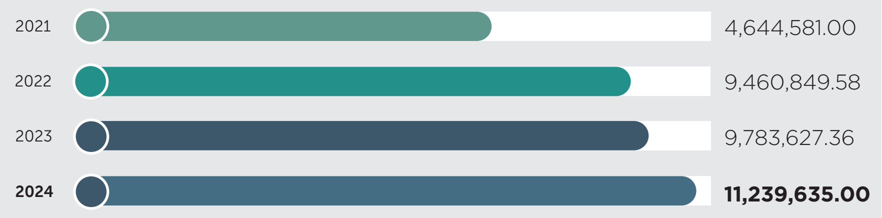
Our Scope 2 emissions result from purchased electricity. In 2024, we saw a 5% increment in absolute Scope 2 emissions from the previous year due to our acquisition of KAIZEN and further integration of MEEM, which added to the number of sites reported.

This year we have begun disclosure of market-based Scope 2 emissions to take into account our reductions based on GETs in addition to location-based emissions, which denote our actual electricity use from the grid.

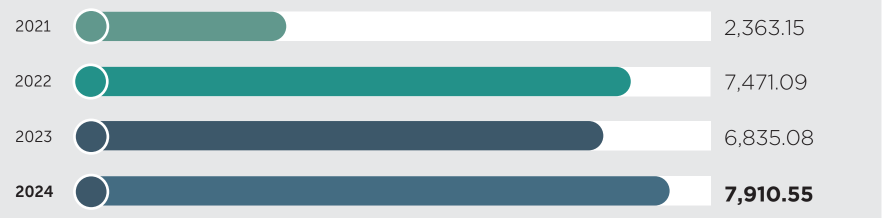
To improve Scope 2 disclosures, we have begun computing our market-based emissions in 2024. Market-based figures account for renewable energy certificates (RECs) purchased and green power contracts signed during the financial year, while location-based emissions are based on the average emissions of the local power grid.

Trend Analysis:
Increase in emission due to more disclosure from MEEM, UELC usage increased in 2024 and 10 additional locations added into 2024 disclosure.

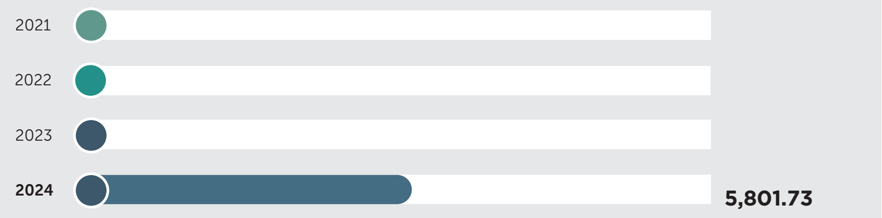
Location based consumption kWh



Total Scope 2 (tCO_2)
(Location based): Purchased electricity + heat and steam



Total Scope 2 (tCO_2)
(Market based): Purchased electricity + heat and steam



Managing our Scope 1 and Scope 2

Our Scope 1 emission was 9,220.88 tCO_2e against a revised baseline of 10,509.03 tCO_2e while our Scope 2 emission was 7,910.55 tCO_2e against a revised baseline of 7,471.09 tCO_2e. In total, Scope 1 and 2 emissions reduced from our revised baseline year by 4.72%. This reduction was driven by a series of targeted measures, including lowering fuel consumption, optimising refrigerant usage at our plants to extend asset lifespan, reducing energy consumption at our headquarters through partial shutdowns on Fridays, and the increased use of LED lights in our offices. This institutionalised approach to energy efficiency in operations was based on carbon footprint assessments. Additionally, we advanced our transition to a low-carbon fleet by adopting electric vehicles (EVs) and harnessing solar energy where feasible. While we achieved notable reductions, a slight increase in energy consumption was observed due to the growth in business activities.

Minimising Environmental Impact

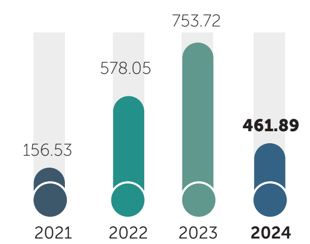
Scope 3

In 2024, there was a slight 3.2% increase in our Scope 3 emissions due to employee commuting. On the other hand, we have reduced emissions from business travel and our upstream leased assets. Understanding the significance of addressing Scope 3 emissions, we launched a pilot programme in 2024, involving 20 key suppliers in a Scope 3 Workshop to promote awareness and collaboration. This initiative marks an essential step toward building a comprehensive Scope 3 emissions inventory and developing targeted reduction strategies across our value chain.

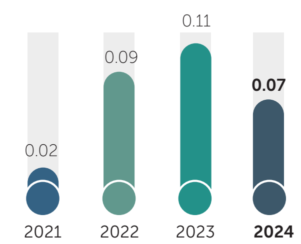
Trend Analysis:
The increase in employee commuting is due to inclusion of two additional entities, MEEM and EAL office.

Category 6: Business travel

Absolute emissions (tCO_2e)

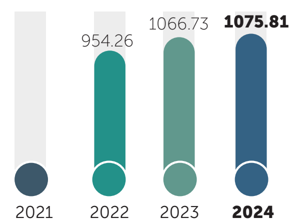


Intensity (tCO_2e per employee)



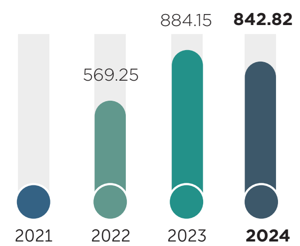
Category 7: Employee commuting

Absolute emissions (tCO_2e)



Category 8: Upstream Leased Asset

Absolute emissions (tCO_2e)



OVERALL PERFORMANCE

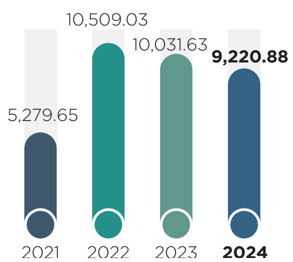
Our Scope 1 and 2 emissions in addition to selected Scope 3 categories totalled to 19,511.94 tCO_2e. In 2024, we recorded an overall emissions reduction of 848.68 tCO_2e or 4.72% against an annual target of 3.69% reduction in Scope 1 and 2 emissions. Compared to our revised baseline year, our Scope 1 and 2 emissions decreased by 4.72%.

Total Scope 1, 2 and selected Scope 3 categories emission FY2024

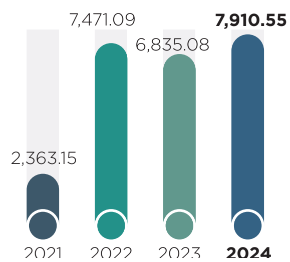
19,511.94 tCo_2e

we recorded emissions ***reduction of 4.72%*** *against an annual target of 3.69%*

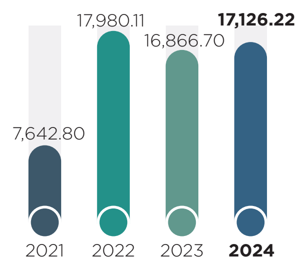
Total Emissions Scope 1
(tonnes Co_2e)



Total Emissions Scope 2
(tonnes Co_2e)



Total Emissions Scope 1 & 2



WHAT IS OUR OUTLOOK?

Looking ahead, we aim to strengthen our environmental policies by developing a comprehensive Climate Policy that expands our focus beyond carbon emissions to encompass pollution control, water stewardship, and broader environmental management. This policy will guide our ongoing efforts to mitigate climate risks, safeguard natural resources, and contribute to a more resilient and sustainable future. Additionally, we have enhanced our reporting frameworks by incorporating recommendations by the Task Force on Climate-related Financial Disclosures (TCFD) and transitioning to ISSB S1 and ISSB S2. under the National Sustainability Reporting Framework (NSRF), ensuring transparency, accountability, and alignment with global best practices.

Our business units and operations have taken proactive steps by establishing Sustainability Committees to drive sustainability initiatives across the organisation. Additionally, we are committed to exploring green transport solutions, expanding their use, and greening our buildings with sustainable LED lighting. In the medium term, we will be producing our Scope 3 emissions roadmap which guide the organisation in tracking emissions across our supply chain.

ENVIRONMENTAL MANAGEMENT

WHY IS IT IMPORTANT?

At UEM Edgenta, an effective environmental management system is fundamental to our commitment to corporate responsibility and long-term sustainability. As stakeholder expectations evolve and societal demands intensify, we have placed increasing emphasis on integrating environmental considerations into our decision-making processes. Recognising the interconnectedness between our operations and the broader ecosystem, our approach goes beyond business performance. We are deeply committed to responsible resource management and contributing to the well-being of the communities we serve, aligning our efforts with the global call for sustainable development. Failure to address our environmental management material matter would compromise our longstanding commitment to sustainability and corporate responsibility. It could damage the trust and confidence of our stakeholders, while exposing us to greater operational risks and inefficiencies. As environmental expectations from society and regulators grow, neglecting to fully integrate these considerations into our decision-making processes could result in missed opportunities to lead in innovation and responsible resource management. Moreover, inaction would not only threaten the ecosystems we are interconnected with but also undermine our ability to enhance the well-being of the communities we serve.

WHAT IS OUR APPROACH?

In 2024, UEM Edgenta continued to embed responsible environmental management practices across its business operations, reflecting our broader commitment to reducing ecological impact. Our approach centred on minimising pollution, conserving resources, and advancing waste management efforts, with an emphasis on improving resource efficiency and lowering our environmental footprint.

Key initiatives included supporting hospital clients in adopting rainwater harvesting systems to reduce water consumption, promoting responsible usage through water awareness campaigns, and initiating pilot data collection from suppliers on water, energy, and waste to enhance supply chain transparency and accountability. Strengthening our resilience to environmental risks was also a priority, with risk assessments conducted to evaluate the potential for surface water flooding across our plants and operational sites. While no significant threats were identified, these assessments enable us to remain proactive, ensuring that we are prepared to implement mitigation measures when necessary.

UEM Edgenta's Environmental Management Systems were underpinned by key policies and frameworks, including our Sustainability Policy and Environmental Policy, which provided clear direction on waste reduction, water conservation, and emissions management. In line with regulatory requirements, we complied with the Department of Environment's Standard Operating Procedures (SOPs) for the proper handling of scheduled waste, including e-waste and effluents from linen and laundry plants, ensuring all disposal and treatment processes were carried out safely and responsibly. Our scheduled waste management approach covers the proper handling, labelling, packaging, storage, transportation, and disposal of various types of waste, including e-waste, industrial and sewage effluent, and bottom ash from our clinical waste incineration operations. Each disposal process is meticulously tracked and recorded in the DOE online inventory portal, ensuring full transparency and regulatory compliance.

To uphold the highest environmental standards, we appointed accredited third-party laboratories to conduct monthly testing on sewage and industrial effluent discharged into water bodies, ensuring strict adherence to DOE requirements. Complementing these regulatory measures, we also advanced waste management practices by focusing on data collection, waste separation, awareness campaigns, knowledge-sharing sessions, and research and development (R&D) on pavement materials using recycled content. All these processes are carried out under the supervision of our HSSE team, in alignment with our HSSE Policy and Sustainability Policy.

WHAT VALUE WAS CREATED IN 2024?

At the operational level, various green initiatives were implemented, including the recycling of electronic waste (e-waste), the use of environmentally friendly materials like sustainable timber and ceiling panels made from recycled materials, and the installation of LED lighting in key areas. Driven by our commitment to excellence and sustainability, our efforts throughout the year led to notable achievements, earning us esteemed accreditations and industry recognition.

Minimising Environmental Impact

Accreditation and Recognition

(Healthcare Solutions Services) Hospital Seberang Jaya – Anugerah Pencapaian Cemerlang **MyCREST** oleh **CIDB QUEST Award (2024)**

(Healthcare Solutions Services) Hospital Seri Manjung – Anugerah Pencapaian Cemerlang **MyCREST** oleh **CIDB QUEST Award (2024)**

(Healthcare Solutions Services) Hospital Bukit Mertajam – Healthcare Without Harm SouthEast Asia 2024 – **Climate Commitment Recognition (2024)**

(Healthcare Solutions Services) **Recognition by Kloth Cares for Fabric Recycling Efforts**

(Healthcare Solutions Services) **LEED CERTIFICATIONS (4 Hospitals)**

(Healthcare Solutions Services) **MyCREST CERTIFICATIONS (13 Hospitals)**

(Healthcare Solutions Services) **PHJKR CERTIFICATIONS (1 Hospital)**

(**Energy Management Gold Standard (EMGS) 3-Star Certification** awarded to 3 Hospitals)

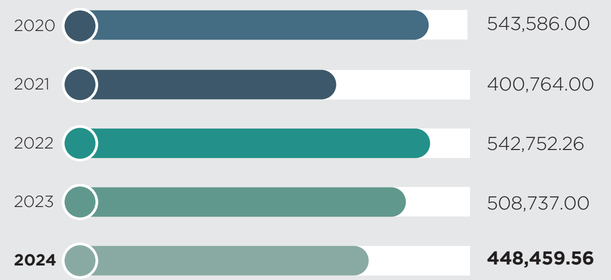
WATER MANAGEMENT

As a Group, we consumed 448,459.56 m3 of water in 2024. We undertook water conservation efforts by introducing water-saving stickers in washrooms and pantries across our facilities, reducing our water consumption at our headquarters at Menara UEM from 1,178 m³ to 822 m³ representing roughly a 30% reduction.

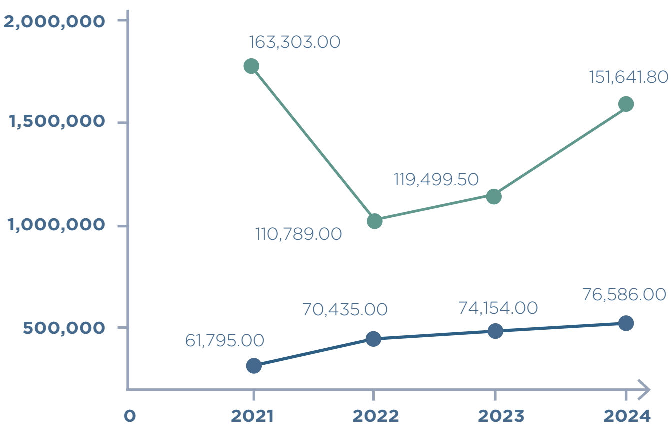
Other than that, we continued our Rain Water Harvesting Programme, ensuring sustainable water management across our facilities. This initiative supports the company's efforts to reduce reliance on potable water sources and optimise resource utilisation.

For our clients, we ensure that wastewater discharge meets compliance requirements by utilising IoT sensors to monitor operations.

Water consumption (m³)



Disclosure of water (effluent) discharge: [EPR10]



Location:
Kuala Ketil Laundry Plant (KKLP)

Location:
Kamunting Laundry & Incinerator Plant (KLIP)

Minimising Environmental Impact

Responsible Waste Management

As a Group, UEM Edgenta generate 2,019.63 metric tonnes of waste. UEM Edgenta continued to strengthen its waste management and recycling efforts in 2024, both within its operations and in collaboration with clients. As part of our internal sustainability initiatives, we installed a reverse vending machine or KLEAN machine at Menara UEM to encourage recycling and reduce waste. Between January and August 2024, this initiative led to the collection of 7,965 PET bottles and 2,061 aluminium cans, resulting in 641 kg of CO_2e emissions avoided across 1,770 recycling sessions. This reflects our ongoing commitment to promoting responsible waste management and environmental stewardship.

Waste generated from operations (metric tonnes)	2022	2023	2024
Waste generated	567.45	1,498.97	2,019.63
Hazardous waste generated	512.41	724.54	595.28
Waste diverted from disposal	10.60	604.93	1,058.5
Waste directed to disposal	556.85	894.04	961.14
Disclosure of three years of waste recycled	0.05	0.63	0.64

Beyond our own operations, we managed 6,602.28 metric tonnes of waste on behalf of our clients through our Healthcare Services, Infrastructure Services, and Property & Facilities Solutions (PFS) divisions. Additionally, we ran a recycling campaign through Edgenta Infrastructure Services, engaging 3,000 road users at selected PLUS Rest & Service Areas along the North-South Expressway, resulting in the collection of 2,700 kg of recyclables. These efforts collectively demonstrate our proactive approach to supporting a circular economy while helping clients reduce their environmental footprint.

Waste Managed for Clients (metric tonnes)	2022	2023	2024
Waste Managed For Edgenta's Clients	16,435.95	67,114.11	6,602.28
Waste Directed to Disposal	15,652.64	20,398.30	5,426.32
Hazardous waste	12,921.31	5,508.83	5,376.92
Non-Hazardous Waste	2,730.93	15,010.75	49.4
Waste Diverted from Disposal	4,582.45	46,715.22	1,175.96

We continued to advance our waste management and recycling efforts in 2024, building on the progress made through our Sustainable Waste Management Programme (SWMP), which has been in place over the past few years. The successful community-based waste management programme delivered notable achievements, resulting in approximately 40% of waste being diverted from landfills for Hospital Jitra. In our Infrastructure Services business, which supports the PLUS highway, we have embedded recycling and reconditioning practices into our operations. Road furniture, such as corrosive or damaged guardrails, undergoes reconditioning or recycling processes. If the guardrails are structurally sound but corroded, they are sent to vendors for re-galvanising, where a fresh layer of zinc is applied to extend their lifespan. If the guardrails are beyond repair, they are sent to recycling facilities, where the metal is melted and repurposed into new products, reducing waste and minimising environmental impact. Additionally, sleeves on traffic cones are used to extend their lifespan, further reducing waste. In 2024, we strengthened our recycling collaboration with PLUS at their Rest & Service Areas, successfully recycling a total of 2,700 kg of waste. A significant step was taken with the commercialisation of the Asphalt Plant in Tapah, Malaysia, which enabled the recycling of road milling waste into environmentally friendly road pavement materials, further contributing to our goal of reducing environmental waste. The Asphalt Plant commenced operations in the fourth quarter of 2024 selling pavement materials to PLUS and various housing developers.

Our Property & Facility Solutions (PFS) business drives a series of recycling campaigns to manage general waste. This programme covers the entire waste lifecycle, from collection to responsible disposal. We manage a wide range of materials, including textiles, paper, and electronic waste, sourced from both office and household settings. All waste is disposed of through registered waste collectors, ensuring strict regulatory compliance. To optimise recycling costs, we apply competitive pricing strategies for each waste category. Additionally, we collaborated with Group Procurement and Contract Management (GPCM) Department to introduce green procurement practices, such as a bulk purchase agreement, which reduced logistics costs from suppliers to site facilities. We also encouraged the recycling of pre-loved items through our partnership with IPC Recycling Centre, enabling the repurposing of usable goods.

Our UEMS Singapore operations reinforced recycling culture through internal awareness campaigns and visual reminders at waste collection points, encouraging responsible waste disposal among employees. We also collaborated with licensed vendors to ensure the proper disposal of scheduled waste, adhering to all regulatory requirements and enhancing our overall waste management efficiency.

MATERIALS

Building on our commitment to sustainability, our Infrastructure Services continued to champion the circular economy using sustainable materials, reinforcing our dedication to minimising environmental impact across all areas of our business.

In 2024, the PRC developed three new variations of Asphalt Mix Pavement, focused on utilising hot & cold recycling and warm mix asphalt technologies, hence expanding its solutions to meet diverse infrastructure demands. This complements the existing 12 variations of Asphalt Mix Pavement, designed specifically to withstand heavy traffic conditions and cater to various project requirements.

RESURFACING OF ZOO NEGARA PAVEMENT

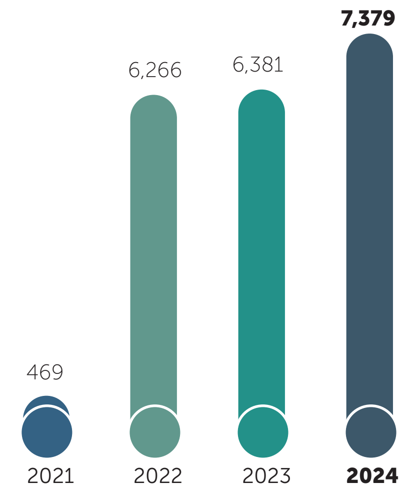
Between 2023 and 2024, the Infrastructure Division has refurbished more than 3000 m^2 of pavement roads in Zoo Negara.

Sustainable New Jersey Barrier

A collaboration between PLUS, CIMA, and EIS led to the development of GreenGuard, a precast concrete New Jersey Barrier (NJB) designed with sustainability in mind. Fabricated using green concrete, GreenGuard meets stringent TL5 safety requirements and is intended to replace existing guardrail to enhance safety along PLUS Highway. This innovative solution minimises the risk of out-of-control vehicles crossing into opposing traffic lanes. GreenGuard is engineered to reduce CO^2 emissions by an impressive 60% compared to construction of conventional barriers, achieving a harmonious balance between environmental responsibility, cost efficiency, and technical performance.

In 2024, UEM Edgenta continued its commitment to sustainability by focusing on reducing paper consumption across its operations. In comparison to last year, the company demonstrated a 29% reduction in the consumption of A4 reams. These reductions align with the company's efforts to minimise its environmental impact and promote paper conservation, supported by initiatives such as digitalisation and awareness campaigns across its facilities.

Paper Consumption



Our Infrastructure Services business began installing Mcfill oil filters in its fleet of 30 one-ton lorries starting in 2023. These filters have extended the oil change interval from 5,000 km to 20,000 km, resulting in an annual savings of 630 litres of engine oil. This effort contributes to the company's broader goal of reducing resource consumption and minimising waste in its operations, supporting both environmental and operational efficiency.

EdgentaUEMS Taiwan prioritised the use of sustainable materials and solutions in its operations in 2024. The company focused on procuring raw materials and products with environmental certification labels, ensuring that sustainability was embedded throughout its supply chain.

EdgentaUEMS Taiwan continued to embrace sustainable practices by using FSC (Forest Stewardship Council)-certified paper for its Edgenta UEMS Times Magazine. In addition, UEMS Singapore utilised cleaning detergents that carry Singapore Green Label certifications, further reducing its environmental impact and promoting the use of eco-friendly products across its operations.

Minimising Environmental Impact

CONSERVATION OF THE ENVIRONMENT

UEM Edgenta remained committed to environmental conservation in 2024 through several impactful initiatives aimed at restoring natural habitats and mitigating climate change. The company has also engaged in broader environmental conservation activities such as mangrove planting and beach clean-ups, fostering a culture of sustainability within the company and the wider community. As part of the #OneMillionTreesSG initiative by NParks Singapore, UEMS Singapore planted 10 trees to contribute to environmental restoration and enhance green spaces in the region. In addition, we organised a Mangrove Planting event in Taman Rekreasi Paya Bakau Kampung Sijangkang, Teluk Panglima Garang, where 20 saplings were planted to help restore the vital coastal ecosystem.

Further promoting environmental stewardship, we launched the Adopt-a-Plant Programme, encouraging employees and local communities to participate in caring for plants, fostering a deeper connection to nature. A Beach Cleaning event was also held at Pantai Batu Laut, Tanjung Sepat, where volunteers worked together to clean up the coastline, reducing waste and protecting marine life.

Fabric Recycling at Menara UEM

In 2024, UEM Edgenta's efforts towards sustainability were further demonstrated through the recycling of 717.7 kg of fabric at Menara UEM. This initiative highlights our commitment to reducing waste and promoting a circular economy within our operations.

The Group Procurement and Contract Management ("GPCM") department with the Healthcare division recycled 3,252 kg of condemned linen at Hospital Bahagia Ulu Kinta.

Healthcare Solutions Services Division

Our Healthcare Solutions Services Division also made significant strides in sustainability. At Hospital Tunku Azizah in Kuala Lumpur, we successfully recycled hazardous waste, ensuring that materials were disposed of responsibly and in compliance with environmental regulations. Additionally, we collaborated with the Department of Environment (DOE) Wilayah Persekutuan Kuala Lumpur (WPKL) to mark Earth Day 2024, engaging in various environmental initiatives.

As part of our ongoing environmental commitment, we conducted a Voluntary Monitoring of Environmental Mainstreaming Tools at site locations to assess and improve sustainability practices. We also celebrated Healthcare Earth Day 2024, reinforcing our dedication to promoting green practices within the healthcare sector.

HSSE Initiatives

Our HSSE efforts included the continuation of forest preservation activities at Ayer Hitam, Puchong, where we partnered with UPM and the Puchong Community to plant 100 trees of critical species. This initiative aims to preserve local biodiversity while actively contributing to the conservation of natural resources.

WHAT IS OUR OUTLOOK?

While we achieved notable successes in 2024, our journey was not without its challenges. Looking ahead, we are committed to strengthening and scaling our environmental efforts across all business units and our supply chain. In the near term, we will accelerate the transition to electric vehicles (EVs) within our fleet and enhance the commercialisation of our Asphalt Plant, expanding its capacity to drive circular practices in road maintenance. Supporting this transition, we plan to invest in EV charging infrastructure at strategic operational sites to facilitate the broader adoption of low-carbon transport solutions.

Over the medium term, we are prioritising the development of our Scope 3 emissions reduction roadmap, recognising that supply chain emissions constitute a significant portion of our environmental impact. This will involve comprehensive supplier engagement to gather accurate emissions data, promote sustainable procurement practices, and encourage suppliers to align their environmental performance with UEM Edgenta's climate objectives. Concurrently, we will refine our water and waste management strategies, with a particular focus on reducing water consumption across operational sites and improving waste tracking mechanisms to reduce emissions from disposal processes.

Our long-term vision is to embed circular economy principles and global best practices in environmental stewardship into our operations. We will explore the deployment of advanced waste reduction technologies and energy-efficient solutions, ensuring our infrastructure and asset management services remain at the forefront of sustainability. Strengthening collaborations with both local and international partners will remain central to our approach, as we work collectively to drive sector-wide progress towards a low-carbon, resource-efficient future.

Social Value Creation

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Social Value Creation

OCCUPATIONAL HEALTH AND SAFETY

WHY IS IT IMPORTANT?

UEM Edgenta strives to demonstrate its unwavering commitment to the health, safety, and well-being of its employees, contractors, and stakeholders, with the overarching goal of achieving zero incidents, occupational illnesses, environmental harm, and legal non-compliance. Creating and maintaining a safe workplace is not just a responsibility, it is a fundamental commitment that underpins our ability to achieve operational excellence. By fostering a culture of safety, we provide the protection needed to navigate the physical and operational challenges of our industry, ensuring the overall well-being of everyone involved in our work. Failure to prioritise and address health and safety concerns can have serious consequences for our organisation. Neglecting safety standards not only exposes individuals to unnecessary risks but also jeopardises our operational efficiency and reputation.

The impact of occupational accident or health incidents can result in costly legal liabilities, regulatory penalties, and increased insurance premiums. Moreover, it can damage employee morale, leading to reduced productivity and higher turnover rates. Ultimately, failure to uphold our commitment to safety can undermine the trust of our employees, vendors, and suppliers, impacting long-term sustainability and business success. Addressing these concerns proactively is not just a regulatory requirement; it is a strategic necessity for our continued growth and stability.

WHAT IS OUR APPROACH?

HSSE GOVERNANCE STRUCTURE

The Board holds ultimate responsibility for Health and Safety leadership, conducting regular oversight, assessments, and discussions on related matters each quarter. The MD/CEO serves as the designated Board representative, providing strategic leadership and direction in managing HSSE initiatives and compliance.

Designation	Roles and Responsibilities
HSSE Committees	Established at each operational site. The committee meets periodically through monthly meetings and weekly (ad-hoc) meetings when deemed necessary to deliberate and act upon any occupational health and safety issues.
Quarterly Perintis Council	Meetings are held for contractors to discuss and bring forth any health and safety related issues to the committee. Besides, to lead the day-to-day monitoring of our HSSE performance.
Head of Operational Excellence & HSSE	• Develop an annual HSSE plan which is aligned with objectives and targets of the Group at addressing HSSE • Provide key and consistent communication on our HSSE related objectives, targets and plans • Identify and assess key HSSE Critical Positions for Technical Authorities • Compile, review and submit HSSE related performance data to each business division • Implement and maintain an HSSE assurance plan for each business division • Establish and ascertain the competency of independent leads on HSSE audit • Identify and form the members of the HSSE audit team

UEM Edgenta places the utmost importance on creating a safe, secure, and sustainable environment for employees, partners, and stakeholders. By prioritising health and safety, we aim to cultivate a workplace that fosters trust, motivation, and resilience, ultimately enhancing our overall performance and organisational culture. Our strategy revolves around a proactive commitment to safeguarding human well-being, minimising environmental impact, and maintaining compliance with all legal and regulatory requirements. We believe that a secure and supportive workplace not only reduces risks but also empowers our people to perform at their best without concern for potential hazards.

Goal Zero

To achieve our ambition of Goal Zero—eliminating workplace incidents, illnesses, environmental harm, and non-compliance—we emphasise continuous improvement in our HSSE culture. This commitment is underpinned by our comprehensive Quality, Health, Safety, Security, and Environment (QHSSE) Policy, which serves as the cornerstone of our efforts. We successfully maintained ISO 9001:2015, ISO 45001:2018, and ISO 14001:2015 certifications, reflecting our adherence to global standards in quality, occupational health and safety, and environmental management.

We strive to embed responsible behaviours throughout our operations and engaging all levels of the organisation in advancing these priorities. We have implemented a robust Occupational Health and Safety Management System aligned with the Occupational Health and Safety Act 1994, Environmental Quality Act 1974, Factories and Machineries Act 1967, Fire Services (BOMBA) Act 1988 and its regulations as well as other relevant HSSE legal requirements, industrial code of practice and guidelines alongside international standards. Our HSSE Manual has been further strengthened with additional sections focusing on environmental compliance, fatigue management, road safety, and operational safety.

Emergency preparedness and response systems are key components of our approach, complemented by training programmes that encourage environmental awareness and sustainable practices. We have embedded the "12 Life Saving Rules" across our operations to minimise the risk of serious injuries and fatalities. Our hazard identification and risk management framework include methodologies such as Hazard Identification, Risk Assessment, and Risk Control (HIRARC), Job Hazard Analysis (JHA), and Ergonomic Risk Assessment (ERA), enabling us to mitigate risks associated with live traffic, working at heights, and fatigue-related incidents. To ensure the effectiveness of these measures, we rely on a team of qualified professionals, including Safety and Health Officers (SHO), Site Safety Supervisors (SSS), certified Environmental Professionals in Scheduled Waste Management (CEPSWAM), Ergonomic Trained Persons, and Occupational Health Doctors (OHD), who conduct thorough reviews in line with their respective areas of expertise.

We continuously refine our processes to meet global standards and uphold best practices, ensuring our people and partners can contribute to a safer and more sustainable future. By integrating health and safety principles into every aspect of our operations, we reinforce our commitment to delivering high-quality services while prioritising the physical and emotional well-being of our workforce.

Social Value Creation

HSSE Manual Structure

The HSSE Manual sets the minimum mandatory requirements to ensure all UEM Edgenta personnel comply with established procedures, standards, and safety measures, fostering a safer and more resilient work environment for all.

QHSSE POLICY

- Compliance with statutory and regulatory requirements.
- Incorporate HSSE performance into employees' Key Performance Indicators ("KPIs").
- Mandates contractors adhere to HSSE standards in line with the organisation's policy.

For more information on our QHSSE Policy, see the link.

POLICY

01

Provides an overall guide to the Group's policies and procedures, while representing its commitment to health and safety.

MANUAL

02

Provides key details on the structure, scope, procedures and policies of HSSE. Other manuals state the minimum mandatory requirements for application across UEM Edgenta.

PROCEDURES & WORK INSTRUCTIONS

03

Provides clear information to ensure that the Group's policies and procedures on HSSE are comprehended, adhered and executed.

SUPPORTING DOCUMENTS

04

Provides templates for forms, checklists and any other tools which aid the implementation of key processes or facilitate the compliance of requirement (This exist at all business levels.)

Awards and Recognition

UEM Edgenta

- MTE SDG 2024 – UEM Edgenta Mutual Aid Disaster Relief Programme (Environment & Natural Resources Category)
- MTE SDG 2024 – Paving the Way: UEM Edgenta's Recycled Asphalt Plant (Environment & Natural Resources)
- MTE SDG 2024 – From Shore to Sea: UEM Edgenta's Journey in Marine Conservation (Environment & Natural Resources)
- MTE SDG 2024 – Edgenta Workplace Wellness Initiative (Health & Well Being)
- MTE SDG 2024 – Trees for Tomorrow: UEM Edgenta's Commitment to Ecological Balance (Environment & Natural Resources)

Healthcare

- ISO 13485:2016 Medical Devices – Quality Management Systems
- National OSH Award 2024: Qualified semi-final
- 42nd MSOSH OSH Award 2024 – Gold Class 1 and 2

Infrastructure Services

- ISO 39001:2012 Road Traffic Safety Management Systems
- MSOSH - GOLD Award South Region Office
- MTE SDG 2024 – Edgenta Infrastructure Services Traffic and Road Safety Management Initiative (Health & Well Being)

Asset Consultancy

- Board Engineers Malaysia (BEM) - Engineering Consultancy Practice (ECP) Safety, Health and Environmental Excellence Award (BEMSHEXA) 2024

2024 Performance Overview

UEM Edgenta and **100%** of its Business Units have obtained the following certification:

- **ISO 9001:2015**
  Quality Management Systems
- **ISO 14001:2015**
  Environmental Management Systems
- **ISO 45001:2018**
  Occupational Health and Safety Management Systems
- **OHSAS 18001**
  certification
- Fatalities **3**
- Work related injury TRIR **1.2**
- **2025 targets**
  - Zero Fatality
  - Total Recordable Case Frequency (TRCF) **1.0**

Social Value Creation

WHAT VALUE WAS CREATED IN 2024?

Training on Health and Safety Standards

Mandatory HSSE e-learning completion rate
92.25%

Number of employees completed the mandatory OHS e-learning modules
8,718

Number of training programmes for employees on occupational health and safety
229

HSSE Capability Assessment 2024
152 submitted and approved under the HSSE Contractor Assessment (HCA) programme.

Number of Perintis Contractors 2024
35

BeFit Programme 2024 (7 Battery Test)
82 participants

In line with UEM Edgenta's ongoing commitment to safeguarding the health, safety, and well-being of its employees, the company undertook a series of targeted initiatives throughout 2024. These efforts aimed to create lasting value by promoting a healthier workforce and embedding a strong safety culture across the organisation. Key focus areas include employee wellness, road safety, and performance monitoring, reflecting UEM Edgenta's proactive approach to workplace health and safety.

As part of this commitment, UEM Edgenta placed particular emphasis on enhancing employee well-being through health initiatives aimed at preventing non-communicable diseases (NCDs), reducing sickness-related absenteeism, and promoting both physical and mental health. The company also emphasised road safety and safe commuting practices, launching programmes like the "Selamat Destinasi" initiative and defensive driving courses. This year, 8,718 employees successfully completed these trainings, reflecting an increase of 80% compared to 2023.

The company's commitment to safety was further demonstrated by its response to reported incidents, with a detailed incident investigation and corrective action process in place to identify causes and prevent recurrence. UEM Edgenta also continued to provide employees with access to healthcare through medical cards and third-party administrator support, ensuring that all employees, including direct contract workers and their dependents, received adequate medical assistance.

These efforts have significantly contributed to fostering a healthier workforce and reinforcing the company's safety culture. UEM Edgenta's HSSE performance is assessed annually and integrated into the corporate scorecard, where key indicators such as fatalities, lost-time injuries, medical treatment cases, first aid cases, and property damage incidents are tracked. Fatalities and high-potential incidents are thoroughly reviewed and reported to top management.

Initiative	Outcome
Selamat Destinasi	Aims to achieve of 20% annual reduction in commuting incidents (based on 2023 data) while enhancing road safety awareness and promoting better visibility and commuting safety for workers.
Road Safety – Project Edtube, DDT & Safe Riding (Awareness talk by Perkeso)	Ensure staff are equipped with defensive driving skills for safe travel, enhances the company's reputation through exemplary staff driving behaviour and promotes a culture of prevention.
Fundamental HSSE Risk Assessment Approach	Establishes a standardised approach to risk management, equipping participants with consistent methods to identify, evaluate, and mitigate workplace risks effectively.
HSSE Intervention Programme (HIP) for contractors	Aims to bridge the gap in HSSE Capability Assessment (HCA) for 1-star contractors, ensuring they are equipped to enhance their HSSE performance when working with the company.
Watermelon Project	Aims to prevent incidents through on-site HSSE compliance while developing highly competent HSSE personnel with enhanced skills, knowledge, attitudes, and behaviours.
NCDs Management	Promotes a healthy workplace, enables early identification and prevention of NCDs, and supports employees in maintaining optimal physical and emotional health.
Sickness Absenteeism Intervention Programme	Aims to reduce overall sickness absenteeism (out-patient medical leave), facilitate early detection of chronic illnesses with timely specialist referrals, and lower medical expenses for the organisation
Physical Project Wellness – BeFit, Daily Taiso and Physical Fitness Boot Camp	Aim to assess individual physical fitness levels, cultivate physically fit employees, and foster a healthy workplace environment through regular exercise and healthy dietary practices.
Emotional Wellness Programme	Equips the organisation with effective prevention and problem-solving solutions, enabling employees to develop competencies for managing work-related stress, improving work performance, and boosting overall business productivity.
Prioritise your Emotional Well-Being	Physical consultations by a registered psychiatry medical practitioner as part of the Mental Health Consultation Session.

Social Value Creation

UEM Edgenta marked a key step forward in enhancing disaster management capabilities by forming a partnership with the Fire & Rescue Department of Malaysia (JBPM). The collaboration was made through a Memorandum of Understanding (MoU) to establish the Mutual Disaster Relief Team, underscoring a shared commitment to improving Malaysia's disaster preparedness and response.

At the event, Edgenta was represented by En Razman Ismail, Chief People Officer of UEM Edgenta, alongside Andrew Raj, who also received special recognition for his pivotal role in driving the partnership.

Through this collaboration, UEM Edgenta will work with JBPM to develop disaster response guidelines, deliver specialised training to volunteer teams, and conduct emergency simulations to bolster readiness.

2024 Performance

In 2024, the Group experienced a surge in business activities, presenting new challenges for the HSSE department, particularly with the rise in highway traffic following the pandemic. Despite these demands, the team demonstrated resilience and adaptability, identifying room for improvement to develop competent personnel and foster a culture of excellence.

Working towards Goal Zero, we aim to reduce our Total Recordable Incident Rate (TRIR) from 1.4 to 1.2 through proactive safety measures and continuous monitoring. To reinforce our risk management framework, we are aligning with the latest amendments to the Occupational Safety and Health Act (OSHA) 1994 (Amendment 2022) to ensure enhanced compliance and workplace safety, emphasising a systematic and structured methodology for identifying, evaluating, and controlling workplace risks. Our key initiatives focus on developing comprehensive training modules to enhance workforce capabilities, with a strong emphasis on supervisors and middle managers, who are crucial in implementing effective risk controls.

Simultaneously, we are implementing targeted training programmes to strengthen the understanding and application of Job Hazard Analysis (JHA) processes. These efforts focus on integrating JHA practices into daily operations, including toolbox talks and the Permit to Work (PTW) system, ensuring that risk management is embedded in routine activities. Together, these initiatives reflect our commitment to operational excellence, regulatory compliance, and the safety and well-being of our workforce.

OVERALL PERFORMANCE

	2024	2023	2022	2021
Number of training programmes for employees on occupational health and safety	229	152	255	-
Number of all employees and workers covered by an occupational health and safety management system	3,653	3900	3195	3493
Number of work-related ill health	0	0	0	0
Number of work related injuries for workers	27	13	12	15
Total recordable incident rate (TRIR)	1.2	1.2	1.1	1.6
Number of work related injuries for employees	74	72	48	82
Lost Time Incident Rate (LTIR)	0.16	0.15	0.18	0.21
Number of Employees trained on Health and Safety Standards	8,718	1,738	3,026	9,841

Social Value Creation

OHS Data for Employees 2024

Lost Time Incident Frequency Rate for employees: 1.0

2021	2022	2023
2.7	2.6	1.0

Rate of work related injuries for employees: 1.7

2021	2022	2023
2.7	2.6	1.8

Total Number of Hours Worked (Employees): 44,307,643.25

2021	2022	2023
30,318,387.88	22,828,022.24	40,137,241.2

The number and rate of high-consequence work-related injuries (excluding fatalities) (employees): 0

2021	2022	2023
0	0	0

Number of work-related employee fatalities, over last 3 years: 0

2021	2022	2023
0	1	0

OHS Data for Workers 2024

Lost Time Incident Frequency Rate for workers: 0.5 (2024)

2021	2022	2023
0.5	0.4	0.4

Rate of work-related injuries for workers: 0.7

2021	2022	2023
0.5	0.3	0.4

Total Number of Hours Worked (Workers): 40,426,024

2021	2022	2023
31,011,996	22,294,821	36,456,584

The number and rate of high-consequence work-related injuries (excluding fatalities) (workers): 0

2021	2022	2023
0	0	0

Number of work-related fatalities for workers: 0

2021	2022	2023
0	1	2

Total Number of Work related Fatalities (employees and workers): 3

2021	2022	2023
0	2	2

WHAT IS OUR OUTLOOK?

Looking ahead, Edgenta remains committed to enhancing its occupational health and safety practices by revisiting the basics of safety, reinforcing compliance, and improving consequence management. This commitment we will uphold as we continue our journey towards Goal Zero—zero incidents, illnesses, environmental harm, and non-compliance. While this ambition is central to our operations, we acknowledge that our progress has not been without challenges. Incidents along the way have underscored the critical need for continued improvement and vigilance in embedding safety across every aspect of our work.

In 2025, the company will focus on further strengthening its HSSE management system, with an emphasis on refining policies, procedures, and employee training programmes. We will focus on HSSE compliance programmes, contractor safety management, and health initiatives covering both physical and mental well-being. Additionally, we will revisit the fundamentals of safety, reinforce compliance, and strengthen consequence management to drive accountability across all levels.

Our Operational Excellence & HSSE department leads this work, emphasising risk assessments, emergency response plans, employee training, and ongoing monitoring and improvement. In the short term, we are intensifying efforts to further strengthen our HSSE management system, focusing on refining policies, procedures, and training programmes to ensure consistent application across our operations. These steps are crucial as we work to close the gaps identified from past incidents.

Over the medium term, we aim to build a proactive HSSE culture, with leadership engagement driving this agenda. Top management will champion safety initiatives through open communication, regular briefings, and active participation, embedding a safety-first mindset across the organisation.

For the long term, we remain committed to our Goal Zero objective, understanding that it is an ongoing journey. Achieving zero incidents, illnesses, environmental harm, and non-compliance requires continuous improvement, proactive risk management, regular audits, and the integration of advanced technologies to further enhance safety performance.

Our past challenges have only strengthened our resolve. We continue to learn, adapt, and drive a culture where safety is embedded in everything we do, ensuring a safer, healthier, and more sustainable working environment for all.

Social Value Creation

CUSTOMER SATISFACTION

WHY IS IT IMPORTANT?

Customer satisfaction is a key aspect of our success, serving as the foundation for building lasting partnerships and driving business growth. We recognise that fostering strong, long-term relationships with our clients extends beyond delivering services as it requires earning their trust through consistently meeting their expectations. By actively listening, responding swiftly to concerns, and adapting our solutions to match their evolving needs, we ensure our customers feel valued and supported.

Neglecting to prioritise customer satisfaction can have significant negative repercussions for our organisation. If we fail to consistently meet client expectations, it can lead to a breakdown in trust, damaged relationships, and ultimately a loss of business. Unsatisfied customers are more likely to seek alternatives, which can result in a decline in revenue, market share, and reputation. Moreover, negative customer experiences can spread quickly through word-of-mouth and social media, impacting our brand image and deterring potential clients. Without a focus on customer satisfaction, our ability to foster lasting partnerships and drive sustainable business growth would be severely compromised, hindering both short-term success and long-term stability.

WHAT IS OUR APPROACH?

UEM Edgenta takes a holistic, client-focused approach to delivering exceptional customer satisfaction and operational excellence. By promoting proactive communication and continuous improvement, the company regularly conducts Customer Satisfaction Surveys (CSS) based on contractual requirements to gather and analyse customer feedback. These insights help in customising solutions, aligning services with client expectations, and identifying the root causes of dissatisfaction. Immediate corrective actions are then implemented to address concerns and prevent recurrence, ensuring a seamless and responsive customer experience.

Our Business Units leverage customer feedback as a critical tool for continuous improvement through a structured and actionable approach:

1 Action Plans Based on Feedback:

Each section develops targeted action plans to address areas with the lowest scores, ensuring focused improvements where needed most.

2 Effective Communication and Relationship Building:

Feedback is used to foster strong client relationships by ensuring clear, effective communication and building rapport with clients.

3 Knowledge Sharing:

High-performing regions or sections are identified, and their best practices are shared across teams to enhance overall service quality.

4 Quarterly Client Engagement Programmes:

Regular client engagement initiatives are conducted to maintain a continuous feedback loop and ensure alignment with client expectations.

Constructive feedback is systematically broken down, and findings are shared with respective sites to verify, plan, and implement corrective actions. Continuous monitoring helps track trends and measure the effectiveness of these actions, while the 80/20 rule is applied to efficiently manage multiple feedback points. Additionally, stakeholder engagement is integrated into CSS intervention plans to enhance collaboration. To benchmark customer satisfaction performance, UEM Edgenta establishes Minimum Service Level Agreements (SLAs), incorporating both internal benchmarks and external client criteria to ensure alignment with industry standards and client expectations.

WHAT VALUE WAS CREATED IN 2024?

We believe that customer satisfaction is the foundation of the trusted partnerships we build and nurture over time. Our commitment to understanding and meeting client needs has played a vital role in securing contract renewals, driving organic growth, and strengthening long-term relationships with both existing and new clients.

To this end, we have embedded customer-centric practices into our daily operations. Customer Satisfaction Survey (CSS) intervention plans, coupled with regular stakeholder engagement sessions and active leadership involvement, have helped us stay closely connected with our clients. Apart from that, we actively monitor retention rates, repeat engagements, contract renewals, and new business wins as part of our approach to fostering customer loyalty. These insights are complemented by the close working relationships our site management teams cultivate with clients, in coordination with our headquarters. Through ongoing dialogue, we ensure concerns are addressed promptly and service enhancements are introduced to better align with client expectations.

Recognising that customer experience is also a differentiator in a competitive market, we have introduced structured initiatives like the Service Ambassador Programme (SAP), developed in partnership with Edgenta Academy. SAP empowers our frontline teams to take ownership of client experience, ensuring consistency in service quality across all sites while driving improvements in CSS ratings.

Satisfied clients have also opened doors to new growth opportunities. By consistently delivering exceptional results and fostering strong working relationships, we have successfully expanded our service offerings through cross-selling and upselling, while also gaining new business through client referrals. Notably, our continued growth in the Middle East has been driven by the confidence our clients place in us, built on our global credentials and unwavering commitment to service excellence. In 2024, this trust was reaffirmed when our largest government-owned client renewed our contract, a testament to the value we create together.

Our presence in the Middle East market since 2022 was built and predicated around agendas and global credentials. We place high importance in our relationship with our clients and our clients gain confidence based on our deliverables. We have put tremendous efforts in maintaining our performance including investing in the enhancement of CAFM systems and increasing our workforce to support our clients. As a result, in 2024, our biggest government-owned client has renewed our contract, and hence reinforced the fact that customer satisfaction has further strengthen the trust ecosystem.

Our approach in upholding a good customer satisfaction has been translated into both an overall good Customer Satisfaction Survey ("CSS") in the year 2024 across our operating companies and have enabled us to retain our current customers.

Customer Satisfaction Score: 91%

2023 (89%)

WHAT IS OUR OUTLOOK?

UEM Edgenta is committed to managing and enhancing customer satisfaction through a structured approach. In the short term, we will continue to gather client feedback, address concerns on a case-by-case basis, and implement corrective actions while closely monitoring outcomes. Over the medium term, we expect the Service Ambassador Programme to drive measurable improvements by 2025, supported by post-training assessments to evaluate its impact and refine interventions where necessary. In the long term, our focus will be on leveraging data-driven insights and advanced technologies, such as Machine Learning and AI, to elevate service standards, enhance client value, and strengthen long-term business retention.

To further elevate customer satisfaction, UEM Edgenta plans to strengthen the Service Ambassador Programme, implement FM competency intervention plans, introduce dashboard reporting for real-time client insights, and integrate ESG initiatives to deliver greater value across its operations. We will also be leveraging advanced technologies and automation solutions to provide personalised service enhancements, streamline communication and proactively address customer needs. The implementation of real-time feedback systems and performance analytics will allow us to swiftly identify areas for improvement, ensuring we consistently exceed customer expectations and foster long-term relationships. As such, we are upskilling our teams through targeted training programmes.

Remaining informed about market trends, customer preferences, and emerging technologies is a priority. To achieve this, we will invest in staff training to ensure employees understand customer expectations and are empowered to make customer-centric decisions. Additionally, we will focus on continuous innovation by developing new products and services, leveraging cutting-edge technologies, and forming strategic partnerships. By streamlining processes, enhancing customer support, and personalising interactions, UEM Edgenta aims to deliver exceptional customer experiences at every touchpoint.

Social Value Creation

EMPLOYMENT CULTURE

WHY IS IT IMPORTANT?

Our workforce is the foundation of our success, and when employees feel valued and respected, they become key drivers of excellence. By prioritising their mental, physical, and social well-being, we cultivate a culture built on trust, inclusion, and equal opportunity, empowering every individual to thrive and reach their full potential. This commitment not only helps us attract and retain top talent but also enhances motivation and productivity, creating a positive impact across the organisation.

Failing to prioritise a positive employment culture can lead to significant challenges within our organisation. If employees do not feel valued or respected, it can result in low morale, decreased motivation, and reduced productivity. A negative work environment can also contribute to higher turnover rates, making it difficult to retain top talent and maintain continuity. Additionally, a lack of focus on inclusion, well-being, and equal opportunity can foster disengagement and undermine collaboration, ultimately hindering innovation and overall performance. Without a strong, supportive employment culture, our ability to attract skilled individuals, sustain long-term growth, and achieve operational excellence would be severely compromised.

WHAT IS OUR APPROACH?

Since its introduction in 2021, FIRST has served as our guiding set of principles when engaging with both internal and external clients, as well as stakeholders. It reflects the character, commitment, and culture that define Edgenta, shaping the way we work and interact with those around us. Guided by these principles the company' has fostered a workplace where respect, integrity, and service excellence are paramount. In this regard, we have established task forces, committee and focus groups to proactively address specific challenges and oversee the implementation of key initiatives. These dedicated teams ensure we remain agile and responsive, driving progress on targeted issues while strengthening our ability to adapt to evolving business needs.

Our performance management approach goes beyond measuring outcomes as we focus on embedding our values into the core competencies of every employee. This ensures that excellence is driven not only by results but also by the way we work and uphold our shared principles. We have fostered a distinct Edgenta identity, one that celebrates unity while respecting the diversity of our people across different markets. This inclusive environment allows us to harness varied perspectives, driving innovation and growth.

To keep our employees informed and engaged, we actively communicate company updates, goals, and achievements through multiple platforms, including email, town halls, roadshows, social media channels such as Instagram and LinkedIn, our website, and both formal and informal meetings at all levels of the organisation. Recognising the importance of employee voice in shaping our future, we have implemented structured and unstructured channels to ensure that every team member is heard. These include the Employee Engagement Survey, Idea Bank, and Internal Customer Satisfaction Survey, alongside daily work discussions and meetings across various levels. As part of Edgenta's culture, we encourage employees to raise their ideas and opinions freely, fostering an environment where everyone feels empowered to contribute to our shared success.

WHAT IS VALUE CREATED IN 2024?

In 2024, our teams demonstrated resilience and adaptability in the face of workforce constraints. Our leaders effectively navigated this challenge by working creatively and driving greater efficiency, enabling us to meet both our financial and sustainability targets.

We also broadened our employee engagement efforts, notably expanding the Annual Management Dialogue to include our regional offices, fostering stronger alignment and encouraging cross-market collaboration. At the same time, we continued to prioritise the development of our people, maintaining investments in learning and development programmes to ensure employees are equipped with the necessary skills to perform and grow within the organisation.

Employee Training & Awareness

At UEM Edgenta, we are deeply committed to supporting the professional growth of our employees through a comprehensive range of development programmes, leadership training, and learning opportunities. These initiatives are designed to equip individuals with the skills and knowledge required to excel in their current roles while preparing them for future career advancement.

Our targeted development programmes cater to different levels within the organisation. The UEM-INSEAD Senior Leadership Development Programme is a flagship initiative aimed at enhancing the strategic and leadership capabilities of our senior leaders, delivered in partnership with INSEAD. We also offer Facility Managers Development Programmes, which provide pathways to industry-recognised certifications such as the Certified Facility Management Manager (CFMM) by CIDB, and a Professional Master's qualification, ensuring our technical experts stay at the forefront of industry standards. Complementing these is the Executive Education Programme, which focuses on practical leadership skills and strategic networking, with opportunities to obtain professional qualifications. Additionally, the People Manager Essentials Programme is designed to equip managers with the necessary skills to lead, engage, and develop their teams effectively.

To encourage personalised development, we introduced Individual Development Plans (IDP) in 2023, empowering employees to take ownership of their growth journey. These plans are supported by a variety of interventions, including coaching, job rotations, shadowing, mentoring, and project participation, enabling employees to build relevant skills and gain cross-functional exposure.

Beyond structured programmes, we provide access to certification training to enhance technical expertise and professional credentials. Employees can also leverage self-paced e-learning platforms, allowing them to develop new competencies at their convenience and at a pace that suits their schedules.

Average training hours per employee, by gender	2024	2023	2022	2021
Male	15.24	16.45	20.78	21.12
Female	24.01	18.13	17.50	31.77
Total number of training hours provided to employees				
Male	166,647.06	137,698.08	161,950	60,963
Female	165,997.30	164,196.63	151,948.5	34,253
Total training hours by employee category				
Top Management	373	690	829	741
Senior Management	6,504	6,406	8,398	8,376
Middle Management	13,202	10,603	13,324	11,487
Junior Management	52,940	37,589	56,387	43,918
Non executive	258,364	246,658	39,894	30,693
Average training hours per employee by employee category				
Top Management	19.61	28.63	48.79	53.94
Senior Management	30.82	28.52	49.99	52.57
Middle Management	33.59	25.42	46.35	44.92
Junior Management	31.95	21.73	48.13	36.23
Non executive	16.59	16.41	19.73	14.17
Total training Hours on Employee Development				
	332,644	301,895	313,899	95,216

Average cost of training per employee (RM)

2024	2023	2022	2021
4,642.13	4373.91	1,040.61*	1,044*

* For Edgenta MY only

Approved Training Budget (RM million)

2024	2023	2022	2021
7.76	6.72	6.72	N/A

Training Budget & Utilisation Budget

2024	2023	2022	2021
72%	77%	-	-

Total Spent on Training and Education

2024	2023	2022	2021
5,564,853.26	5.16mil	-	-

% of employees who received training

2024	2023	2022	2021
99%	73%	-	-

Number of Employees trained on Health and Safety Standards

2024	2023	2022	2021
8,718	77%	-	-

No of Hours of Technical & Functional Training

2024	2023	2022	2021
304,474.26	18418.5	N/A	N/A

No of Hours of Soft Skill Development Training

2024	2023	2022	2021
26,968.65	216,196	N/A	N/A

Employee Training Hours -

	2024	2023	2022	2021
Internal	299,786.98	274,738.64	N/A	N/A
External	32,857.38	27,156.07	N/A	N/A

Employees Receiving Regular Performance and Career Development Reviews

2024	2023	2022	2021
100%*	100%**	100%	100%

* 90% for OME, 32% for UEMS MY
** 85% for OME, 25% for UEMS MY

Number of Employee Upskilling Programme

2024	2023	2022	2021
2,178	2,246	N/A	N/A

1. 2021 & 2022 data covers UEM Edgenta MY only
2. 2023-2024 covers group wide data excl. KSA

Social Value Creation

EMPLOYEE WELL-BEING

INITIATIVES TO PROMOTE WORK-LIFE BALANCE AMONG EMPLOYEES

We are cognisant that fostering work-life balance is essential to supporting the overall well-being and performance of our employees. To this end, we have introduced several initiatives aimed at enhancing both their professional and personal lives. Our Flexible Working Arrangement (FWA) allows employees to manage their work schedules more effectively, enabling them to better balance their professional responsibilities with personal commitments. We also prioritise physical health and recreation through our Sports & Recreational Club, alongside HSSE-led initiatives that promote an active and healthy lifestyle. These programmes encourage employees to engage in sports, fitness activities, and wellness campaigns, contributing to their physical and mental resilience.

Recognising the importance of providing support in times of need, the Edgenta Care Society was established to assist employees facing hardships due to unforeseen calamities or financial challenges. In 2023, Edgenta Care Society disbursed RM16,912 to aid 10 colleagues, while in 2024. RM27,677 was disbursed for 17 colleagues. Additionally, our Employee Assistance Programme (EAP) offers confidential physical and mental health consultations, providing employees with access to professional support when they require guidance on health-related or personal matters.

To celebrate the achievements of our employees' families, we introduced the Children Excellence Award, which recognises the academic accomplishments of employees' children. This year, a total of 19 recipients were awarded, with a total disbursement of RM9,700. We also offer Study Grants to support employees' children pursuing their education, ensuring that financial limitations do not hinder their academic growth. A total of 27 recipients benefited from the Study Grant, with a total amount of RM215,000 disbursed. Together, these initiatives reflect UEM Edgenta's holistic approach to employee well-being, creating a workplace where individuals feel valued, supported, and empowered to thrive both professionally and personally.

UEM Edgenta upholds the rights of its employees to union representation, fostering a fair and inclusive workplace. As of 3 April 2023, 2,559 employees under UEMS Malaysia fall within the scope of union representation, granting the union the mandate to advocate for their collective interests on employment terms and working conditions. While not all employees are registered union members, this group represents the potential union numbers recognised by the union. We continuously engage with union representatives to promote transparent dialogue and ensure that employee voices are heard.

Children Excellence Award

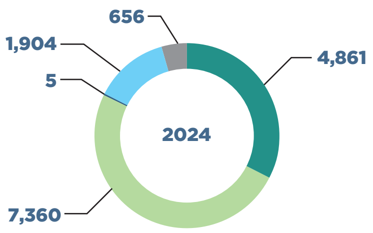
Total Recipients	Total Disbursed
19	**RM9,700**

Study Grant

Total Recipients	Total Disbursed
27	**RM215,000**

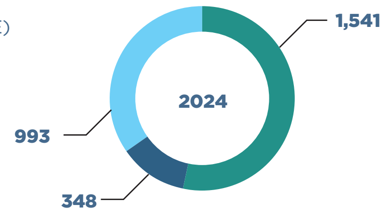
Total Number of Employees* (by Region)

Number of permanent employees



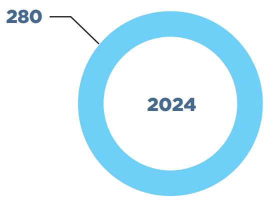
	2023	2022	2021
	5,499	5,604	3,418
	7,330	6,561	–
	–	–	–
	1,810	1,405	–
	306	265	–

Number of temporary employees (head count/FTE)



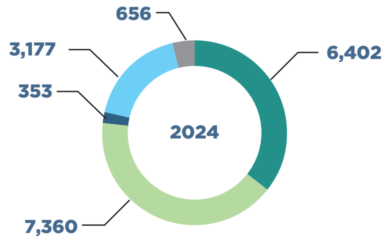
	2023	2022	2021
	1,350	1,123	547
	–	–	–
	14	–	–
	930	1334	–
	–	–	–

Number of non-guaranteed hours employees (head count/ FTE)



	2023	2022	2021
	–	–	–
	–	–	–
	–	–	–
	204	184	–
	–	–	–

Number of full-time employees (head count/ FTE)



	2023	2022	2021
	6,849	6,726	3,965
	7,330	6,561	–
	14	–	–
	2,944	2,923	–
	306	265	–

Malaysia
Taiwan
Singapore
UAE
Saudi Arabia

There are no part time employees between 2021 and 2024 in all regions.

Note:
1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide. (Indonesia headcounts included in MY data).

Social Value Creation

Number of new hires

	2024	2023	2022	2021
	1,031	1,237	1,177	292
	3,295	3,510	3,028	–
	88	12	1	–
	4	1	0	
	1,699	1,415	1,411	–
	306	86	63	–

1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

New hires by nationality

	Local:	International
2021	292	–
2022	5,359	321
2023	5,452	809
2024	5,351	1,054

* Local means citizens of respective country

Ratio of basic salary and remuneration (male to female) 2024	2024
Top Management	1.17:1
Senior Management	1:1
Middle Management	1:1
Junior Management	1.1:1
Non-Executive	1:1

1. The data is for Edgenta MY (Excluding UEMS MY And International Business)
2. Based on Median

Number of New Hires, by Gender

Male

2,912
2024

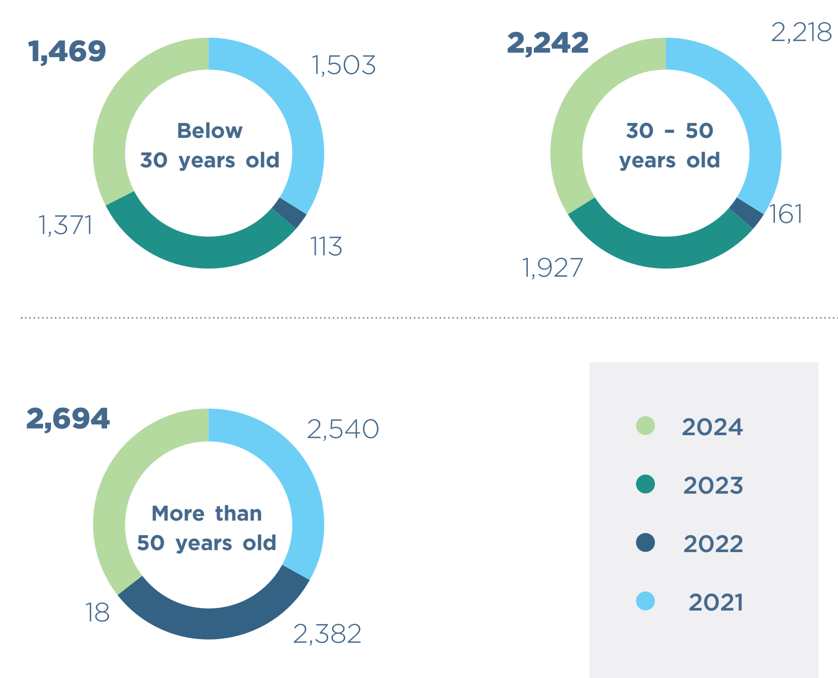
3,038	2,507	200
2023	2022	2021

Female

3,493
2024

3,223	3,173	92
2023	2022	2021

Number of New Hires, by Age Group



1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Breakdown of employees by employee category (2024)

Employee category	%
Top Management	0.1%
Senior Management	1.2%
Middle Management	2.4%
Junior Management	9.4%
Non-Executive	86.7%

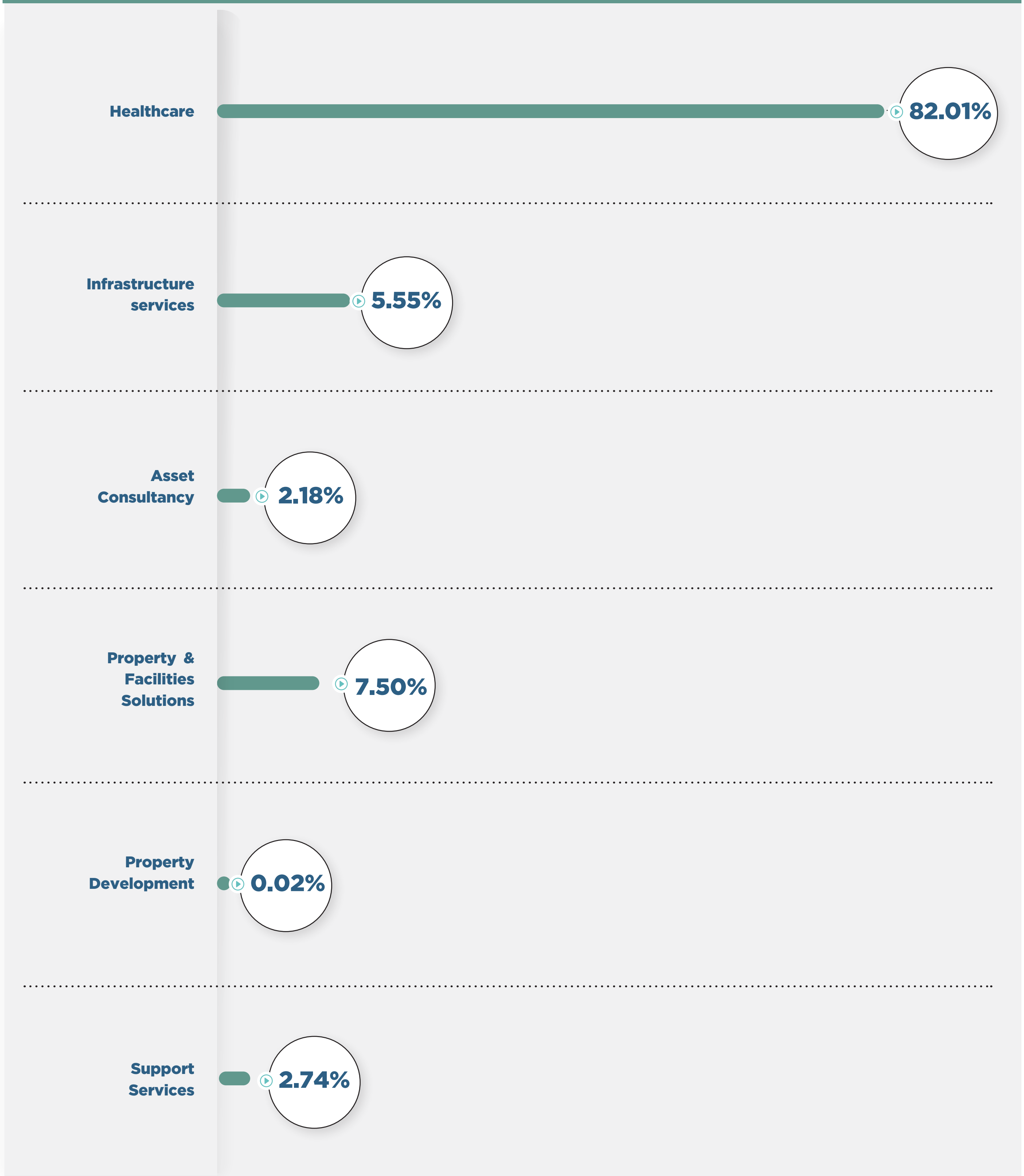
Breakdown of Employees by Gender (Headcount & %)

	Year	Permanent	Temporary	Non-Guaranteed Hours
Male	2024	6,719 (45%)	1,947 (65%)	108 (39%)
Male	2023	6,756 (45%)	1,540 (67%)	82 (40%)
Male	2022	6,187 (45%)	1,534 (62%)	72 (39%)
Male	2021	2,457 (72%)	430 (78%)	0 (0%)
Female	2024	8,067 (55%)	935 (35%)	172 (61%)
Female	2023	8,189 (55%)	754 (33%)	122 (60%)
Female	2022	7,648 (55%)	923 (38%)	112 (61%)
Female	2021	960 (28%)	118 (22%)	0 (0%)

1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Social Value Creation

Breakdown of Employees by Division (2024)



Breakdown of Employees by Ethnicity (Group-wide Operations)

Ethnicity	
Malay	33.1%
Indian	10.4%
Chinese	48.6%
Others	7.9%

Breakdown of Employees by Nationality

Taiwanese	41.0%
Malaysian	37.7%
Singaporean	10.5%
Others	7.9%
Chinese	1.5%
Indian	1.4%

1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Social Value Creation

Breakdown by Employment Status

Contract	Permanent
18%*	82%

Breakdown of Employees by Position (Headcount & %)

Top Management

Male	Year	Female
17 (77%)	**2024**	**5 (23%)**
14 (78%)	2023	4 (22%)
13 (72%)	2022	5 (28%)
12 (80%)	2021	3 (20%)

Senior Management

Male	Year	Female
142 (63%)	**2024**	**83 (37%)**
142 (61%)	2023	90 (39%)
130 (60%)	2022	85 (40%)
99 (61%)	2021	62 (39%)

Middle Management

Male	Year	Female
303 (69%)	**2024**	**137 (31%)**
279 (69%)	2023	125 (31%)
292 (72%)	2022	111 (28%)
190 (72%)	2021	74 (28%)

Junior Management

Male	Year	Female
1,016 (60%)	**2024**	**679 (40%)**
1,058 (60%)	2023	696 (40%)
1,020 (61%)	2022	653 (39%)
785 (64%)	2021	443 (36%)

Non-Executive

Male	Year	Female
7,296 (47%)	**2024**	**8,270 (53%)**
6,885 (46%)	2023	7,829 (55%)
6,338 (45%)	2022	8,150 (54%)
1,801 (78%)	2021	496 (22%)

* Include Temporary and Non-Guaranteed Hours Employees

1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Breakdown of Directors by Gender

	2024	2023	2022	2021
Male	70%	70%	60%	60%
Female	30%	30%	33%	40%

Breakdown of Directors by Age Group

	2024	2023	2022	2021
Below 30	0%	0%	0%	0%
Between 30-50	3 (30%)	2 (22%)	2 (20%)	1 (11%)
Above 50	7 (70%)	7 (78%)	7 (78%)	8 (89%)

Breakdown of Employees by Age Group

Below 30 years old

	2024	2023	2022	2021
Male	1,509 (65%)	1,457 (65%)	1,394 (65%)	421 (69%)
Female	816 (35%)	779 (35%)	760 (35%)	188 (31%)

30 – 50 years old

	2024	2023	2022	2021
Male	4,178 (56%)	4,134 (55%)	3,722 (56%)	1,848 (73%)
Female	3,239 (44%)	3,343 (45%)	2,964 (44%)	671 (27%)

More than 50 years old

	2024	2023	2022	2021
Male	3,087 (38%)	2,787 (36%)	2,677 (35%)	618 (74%)
Female	5,119 (62%)	4,943 (64%)	4,959 (65%)	219 (26%)

1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Social Value Creation

Breakdown of Employees by Age Group

Category	Age group	2024	2023	2022	2021
Top Management	Below 30 years old	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Top Management	30 – 50 years old	9 (41%)	11 (61%)	9 (50%)	8 (53%)
Top Management	More than 50 years old	13 (59%)	7 (39%)	9 (50%)	7 (47%)
Senior Management	Below 30 years old	1 (0.1%)*	0 (0%)	0 (0%)	0 (0%)
Senior Management	30 – 50 years old	130 (58%)	152 (66%)	131 (61%)	94 (58%)
Senior Management	More than 50 years old	94 (42%)	80 (16%)	84 (39%)	67 (42%)
Middle Management	Below 30 years old	20 (5%)	10 (2%)	3 (1%)	2 (1%)
Middle Management	30 – 50 years old	308 (70%)	302 (75%)	289 (72%)	186 (70%)
Middle Management	More than 50 years old	112 (25%)	92 (23%)	111 (28%)	76 (29%)
Junior Management	Below 30 years old	251 (15%)	276 (16%)	282 (17%)	248 (20%)
Junior Management	30 – 50 years old	1103 (65%)	1204 (75%)	1096 (66%)	775 (63%)
Junior Management	More than 50 years old	341 (20%)	274 (16%)	295 (18%)	205 (17%)
Non-Executive	Below 30 years old	2053 (13%)	1,950 (13%)	1,945 (14%)	359 (16%)
Non-Executive	30 – 50 years old	5867 (38%)	5,508 (39%)	5,173 (37%)	1,456 (63%)
Non-Executive	More than 50 years old	7,646 (49%)	7,277 (48%)	7,049 (50%)	482 (21%)

* Disclosed as 0% in Bursa Performance Table due to rounding purposes.
1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Senior Management

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

	2021	2022	2023	2024
No. of Senior Management are Local Communities	161	205	213	**201**
Female in Technical Position (%)	19%	21%	23%	**19%**

Employee Turnover

Total number and rate of employee turnover during the reporting period, by age group, gender and region.

Total turnover

2024	2023	2022	2021
7,429 (40.9%)	6,381 (38.8%)	6,266 (38.8%)	469 (11.6%)

1. Total no. of turnover for 2021 excludes international data as it is not readily available.
2. 2021 excludes UEMS MY
3. UEM Edgenta's definition of "turnover" considers total voluntary turnover only
4. Overall turnover rate = total attrition divided by average number of employees for the year

Overall turnover rate (voluntary + involuntary)

2024	2023	2022	2021
40.9%	37.4%	38.8%	11.6%

2024 TOTAL TURNOVER, BY GENDER

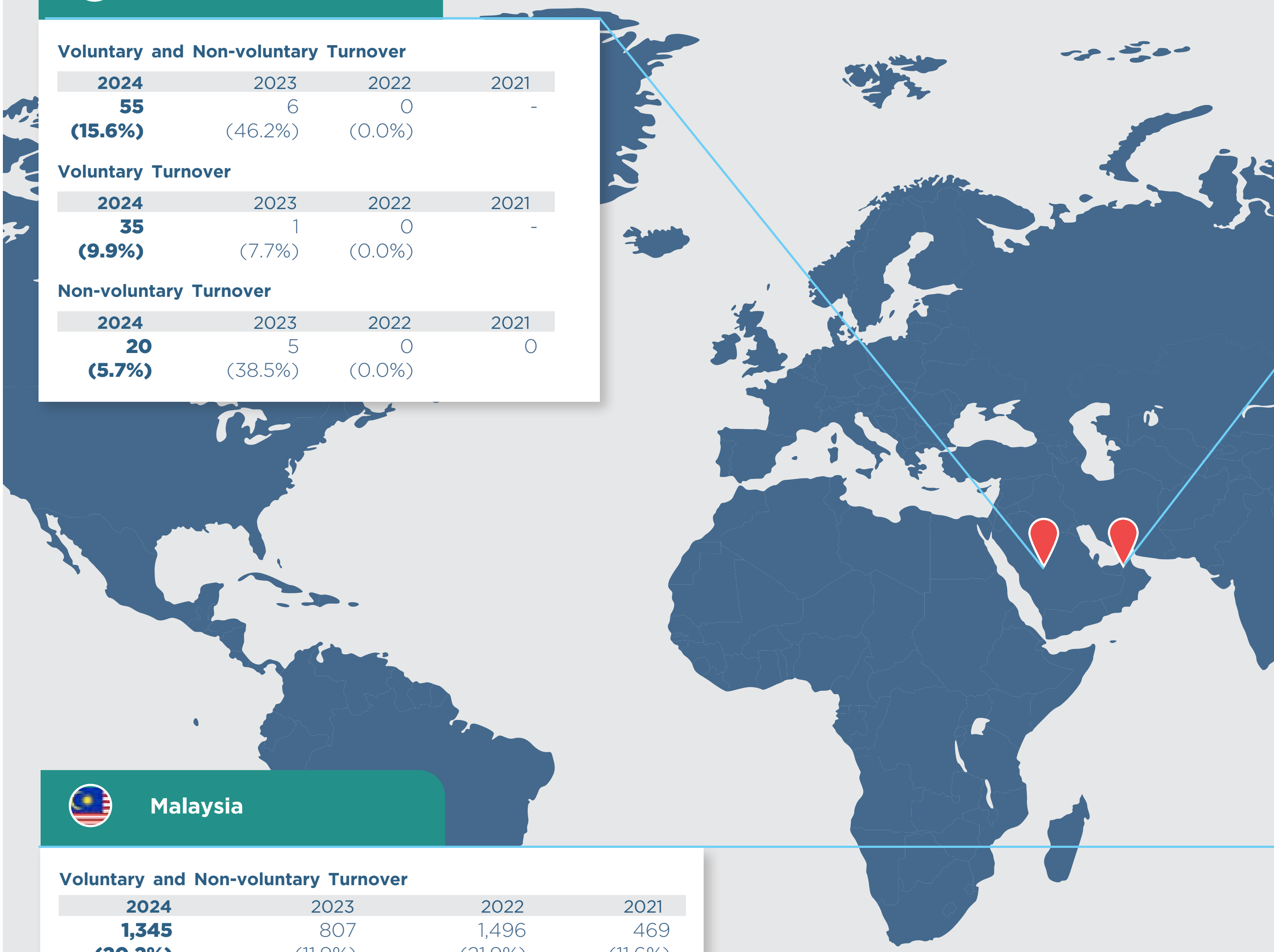
Turnover	Gender	2024	2023	2022	2021
Voluntary turnover	Male	2,397	2,072	2,137	182
Voluntary turnover	Female	2,813	2,744	2,979	76
Non-Voluntary turnover	Male	1,002	787	674	186
Non-Voluntary turnover	Female	1,217	778	474	25
Voluntary & Non-Voluntary turnover	Male	3,399	2,859	2,811	368
Voluntary & Non-Voluntary turnover	Female	4,030	3,522	3,453	101

TOTAL TURNOVER, BY EMPLOYEE CATEGORY

Category	2024	2023	2022	2021
Top Management	3	5	5	5
Senior Management	36	37	38	40
Middle Management	111	87	75	40
Junior Management	341	309	115	94
Non-Executive	6,938	5,837	269	171

1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Social Value Creation



Saudi Arabia

Voluntary and Non-voluntary Turnover

2024	2023	2022	2021
55 (15.6%)	6 (46.2%)	0 (0.0%)	-

Voluntary Turnover

2024	2023	2022	2021
35 (9.9%)	1 (7.7%)	0 (0.0%)	-

Non-voluntary Turnover

2024	2023	2022	2021
20 (5.7%)	5 (38.5%)	0 (0.0%)	0

Malaysia

Voluntary and Non-voluntary Turnover

2024	2023	2022	2021
1,345 (20.2%)	807 (11.9%)	1,496 (21.9%)	469 (11.6%)

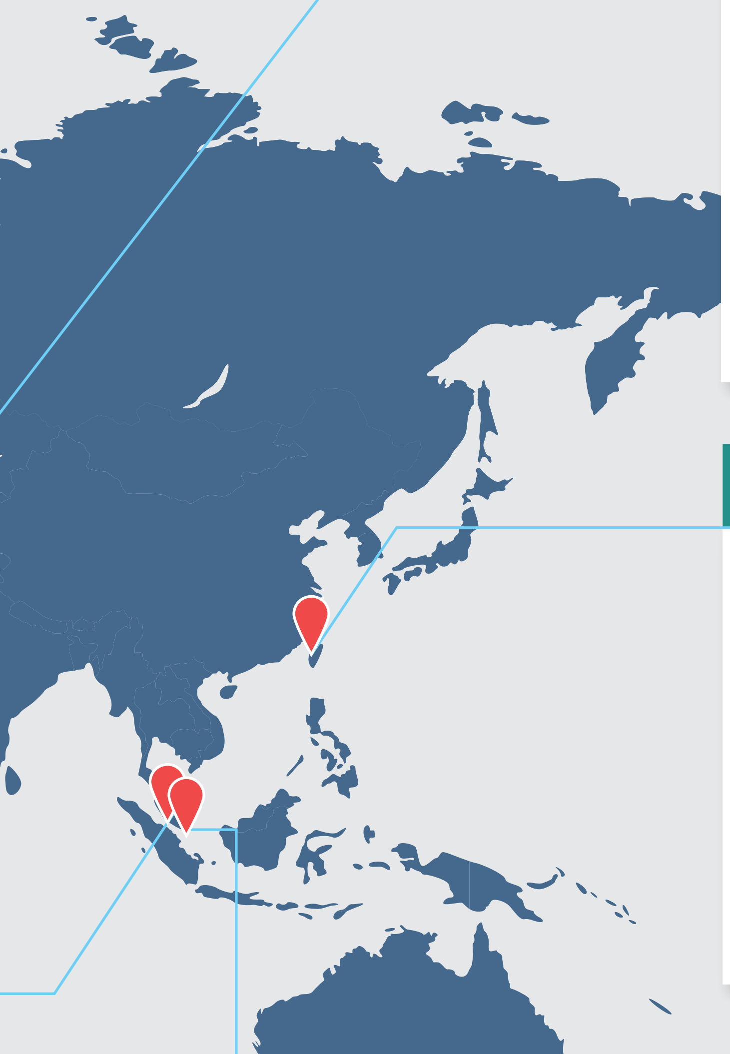
Voluntary Turnover

2024	2023	2022	2021
579 (8.7%)	419 (6.2%)	950 (13.9%)	258 (64%)

Non-voluntary Turnover

2024	2023	2022	2021
766 (11.5%)	388 (5.7%)	546 (8.0%)	211 (5.2%)

1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.



UAE

Voluntary and Non-voluntary Turnover

2024	2023	2022	2021
141 (21.5%)	52 (18.3%)	24 (10.2%)	-

Voluntary Turnover

2024	2023	2022	2021
95 (14.5%)	46 (16.2%)	21 (8.9%)	-

Non-voluntary Turnover

2024	2023	2022	2021
46 (7.0%)	6 (2.1%)	3 (1.3%)	-

Taiwan

Voluntary and Non-voluntary Turnover

2024	2023	2022	2021
4230 (57.3%)	3937 (55.7%)	3153 (51.3%)	-

Voluntary Turnover

2024	2023	2022	2021
3,204 (43.4%)	3183 (45.1%)	2876 (46.8%)	-

Non-voluntary Turnover

2024	2023	2022	2021
1026 (13.9%)	754 (10.7%)	277 (51.3%)	-

Singapore

Voluntary and Non-voluntary Turnover

2024	2023	2022	2021
1,658 (52.6%)	1,579 (54.5%)	1,591 (54.7%)	-

Voluntary Turnover

2024	2023	2022	2021
1,296 (41.1%)	1,167 (40.3%)	1,269 (43.7%)	-

Non-voluntary Turnover

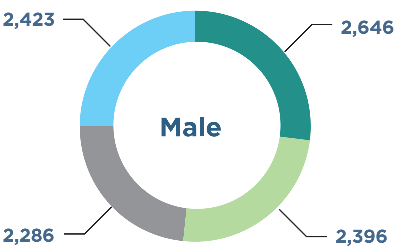
2024	2023	2022	2021
362 (11.5%)	412 (14.2%)	322 (11.1%)	-

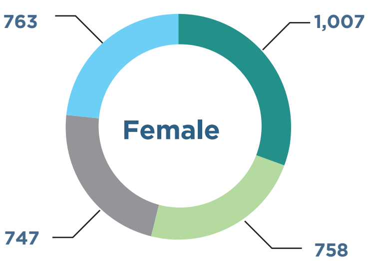
Social Value Creation

Parental Leave*

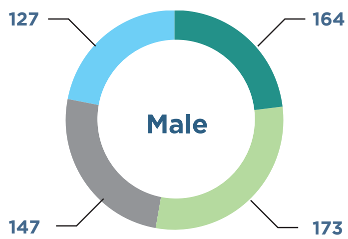
2024 2023 2022 2021

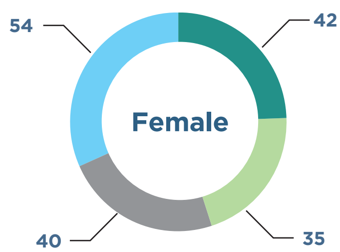
Total number of employees who were entitled to parental leave



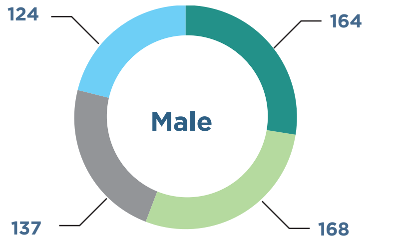


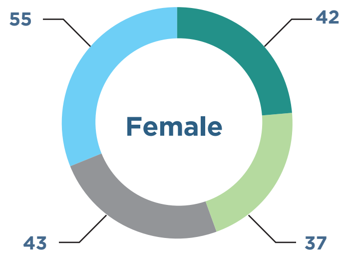
Total number of employees that took parental leave





Total number of employees who returned to work in the reporting period after parental leave ended





Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work

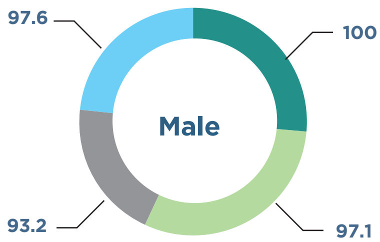
141 (80%) 2024

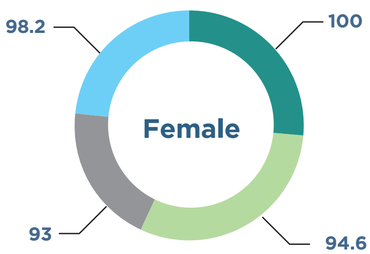
2023	2022	2021
82 (40%)	**72 (39%)**	**0 (0%)**

35 (20%) 2024

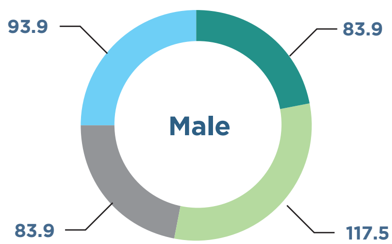
2023	2022	2021
122 (60%)	**112 (61%)**	**0 (0%)**

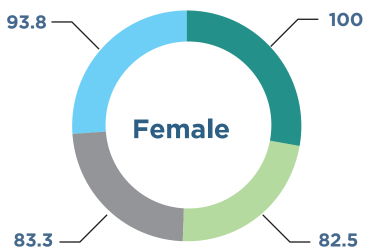
Return to work rates (%)





Retention rates





Note: All data covers UEM Edgenta MY only

The following benefits are standard for full-time employees of the organisation but are not provided to temporary or part-time employees. This list represents the minimum requirements:

	2021					2022					2023					2024						
	MY	SG	TW	UAE	KSA	MY	SG	TW	UAE	KSA	MY	SG	TW	UAE	KSA	MY	SG	TW	UAE[1]	UAE[2]	KSA[3]	KSA[4]
Life Insurance	✓		✓	✓		✓	✗	✓	✓		✓	✗	✓	✓	✗	✓	✗	✓	✓	✗	✗	✗
Health care	✓		✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Disability and invalidity coverage	✓		✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✗
Parental leave	✓		✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Retirement provision	✓		✓	✗		✓	✗	✓	✗		✓	✗	✓	✗	✗	✓	✓	✓	✗	✗	✗	✗
Stock ownership	✗		✗	✗		✗	✗	✗	✗		✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗

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

[1] UAE – OME
[2] UAE – Kaizen (NEW)
[3] KSA – EAL/RHQ
[4] KSA – MEEM(NEW)

In September 2023, UEM Edgenta published its Diversity, Equity, and Inclusion (DEI) Statement on the company website, affirming our commitment to encouraging equality, fostering diversity, and eliminating any form of discrimination across our workforce. This was followed by the introduction of our Gender Diversity Policy in August 2024, which focuses on advancing gender equality at all levels of the organisation. Both policies reflect our belief that a diverse and inclusive workplace drives innovation, enhances decision-making, and strengthens business performance.

Complementing these commitments, we published our Human Rights Impact Assessment Report in May 2024, which evaluates our current practices and identifies potential areas for improvement. To ensure these principles are integrated into our daily operations, we have embedded DEI and human rights considerations into key Human Resource Administration (HRA) processes, including recruitment SOPs and rewards management frameworks. These efforts collectively reinforce our commitment to building a workplace where fairness, respect, and equal opportunities are at the heart of everything we do.

Social Value Creation

WHAT VALUE WAS CREATED IN 2024?

To ensure employees are heard and that their feedback influences decision-making, UEM Edgenta maintains a range of both structured and unstructured channels. Initiatives like the Employee Engagement Survey (EES), the Idea Bank, and the Internal Customer Satisfaction Survey provide valuable insight into employee sentiments and ideas. These feedback mechanisms help inform strategies to address any concerns and enhance the workplace culture. The company's focus on inclusivity is also evident in its DEI statement, which was published in 2023 and demonstrates a clear commitment to fostering a diverse and equitable workplace.

In response to employee feedback, new initiatives were introduced in 2024 to enhance employee engagement and team collaboration. Various engagement activities were implemented across the organisation, ranging from sports days and festive gatherings to more structured events like Edgenta Tuesdays, a monthly event aimed at connecting employees across departments. The company also placed a strong emphasis on recognising employee contributions through formal recognition programmes, which were refined in response to feedback gathered through the EES.

In 2024, UEM Edgenta introduced several key employee engagement initiatives that have positively impacted productivity and individual performance. These initiatives include the "Leadership Connect: One Voice, One Purpose" series, launched in May 2024, which brought senior leaders together through townhall sessions across all entities to share strategic priorities and foster transparency. Over 100 engagement initiatives were implemented at the divisional and departmental levels, such as Sports Day, festive gatherings, and monthly meetups, to strengthen connections at the grassroots level, with KPIs established to ensure alignment with broader engagement goals.

The introduction of "Edgenta Tuesdays" in 2024, a monthly event where departments take turns hosting activities at Menara UEM, promotes continued connectivity and communication, especially with the implementation of Flexible Work Arrangements (FWA). Furthermore, "Bring Your Children to Work Day" reflects the company's commitment to supporting employees' families by offering them a chance to share their work environment with their children. These initiatives have played a crucial role in fostering a more connected, engaged, and productive workforce.

Our commitment to transparency is reflected in the introduction of various new engagement initiatives that ensure employees' feedback is valued and taken seriously. A dedicated programme for people managers offers a platform to address challenges in managing employee expectations and resolving issues. As part of our enhanced performance management framework, the "Additional Feedback" feature was introduced, allowing employees to provide or request feedback from colleagues across the organisation. This feedback is visible to line managers and can be used as a valuable reference in performance reviews and career development discussions.

Apart from that, through the Edgenta Assistance Programme (EAP), we remain committed to supporting the mental health and well-being of our employees. The programme offers access to professional support services, including psychologist and physician consultations, ensuring employees have the necessary resources to manage their mental health. Additionally, employees are encouraged to participate in health and well-being seminars to further promote overall wellness. Targeted mental health assessments are also conducted, with follow-up consultations provided to address individual needs, reinforcing our ongoing commitment to employee health and well-being. Continuous effort to ensure more employees are trained as Mental Health First Aiders to ensure support is available to recognise and provide initial responses to various mental health problems.

WHAT IS OUR OUTLOOK?

UEM Edgenta's employee engagement strategy is built on short, medium, and long-term goals. In the short term, our focus is to address employee feedback effectively, based on the 2023 Employee Engagement Survey (EES) results. In response to employee feedback, we hold regional Annual Management Dialogues (AMD) to strengthen communication and transparency between employees and management, particularly at site level, alongside established whistleblowing channels. We also encourage work-life balance through flexible work arrangements and company community events. We have enhanced our engagement strategies in 2024 by incorporating insights from focus groups and action plans, and we will continue to translate these into measurable KPIs across corporate, divisional, and departmental levels throughout 2025.

In the medium term, we will continue introducing relevant initiatives, guided by benchmarking studies and employee feedback. For the long term, our goal is to allocate resources for sustainable initiatives that promote employee well-being and growth. We plan to invest further in learning and development, offer fair compensation, especially for operations and frontline employees, and aspire to meet the national living wage. Additionally, we will develop leadership capabilities with structured engagement initiatives and tracking mechanisms to ensure successful implementation.

To promote inclusivity and diversity, we have rolled out a Diversity, Equity & Inclusion (DEI) Statement, introduced a Gender Diversity Policy, and are embedding DEI principles into our HR practices. We have also published a Human Rights Impact Assessment (HRIA), which will guide the development of a Human Rights Policy in 2025.

In recognition and rewards, we are evolving to cater to diverse employee preferences through individualised benefits and flexible spending accounts. We also plan to expand spot recognition and non-monetary rewards, ensuring our programmes remain relevant and effective in fostering engagement.

HUMAN RIGHTS ASSESSMENT

WHY IS IT IMPORTANT?

At UEM Edgenta, we uphold the fundamental principles of human rights, ensuring they apply universally, regardless of individual differences. As a responsible business, we are committed to adhering to human rights laws and standards across our operations, supply chains, and business partnerships. We strive to ensure that our external stakeholders share our dedication to fair labour practices, ethical treatment of communities, and respect for human dignity. This commitment is embedded in our core values and remains a fundamental aspect of our corporate identity.

Failing to uphold human rights standards can have serious and far-reaching consequences for our organisation. Violating human rights can lead to legal repercussions, including fines and sanctions, and damage our reputation in the eyes of customers, partners, and the wider public. It can also result in the loss of business partnerships and disrupt supply chains if our stakeholders do not share our commitment to fair practices and ethical treatment. Additionally, failing to respect human dignity and fair labor practices can lead to unrest within our workforce and communities, undermining trust, employee morale, and overall productivity. A disregard for human rights would not only tarnish our corporate identity but could also threaten our long-term sustainability and growth.

WHAT IS OUR APPROACH?

In 2024, UEM Edgenta recorded **zero incidents** of human rights violations.

HUMAN RIGHTS IMPACT ASSESSMENT

UEM Edgenta has made human rights a priority across its operations, guided by the UN Guiding Principles on Business and Human Rights (UNGPs). In 2024, the company conducted a Human Rights Impact Assessment (HRIA), covering its employees, supply chain, and community investment initiatives. This assessment serves as a key step in identifying human rights impacts and shaping future policies, including the development of a Human Rights Policy expected in 2025. Additionally, we are committed to upholding our employees' right to freedom of association and collective bargaining.

The HRIA also involved a gap assessment against the UNGPs, resulting in recommendations and a roadmap to address six salient issues for employees, five for suppliers, and three for community investments. To further embed human rights across its business, UEM Edgenta conducted human rights awareness sessions in 2024 and reinforced policies such as the Code of Conduct, Whistleblowing Policy, and Anti-Bribery and Anti-Corruption (ABAC) Policy. Additionally, the HRIA aims to inform and guide UEM Edgenta's subsidiaries and international operations on human rights due diligence (HRDD) processes, ensuring ongoing assessment of human rights impacts as part of its core business practices.

UEM Edgenta maintains a zero-tolerance stance towards all forms of exploitation, including child and forced labour. The company's approach is guided by the Employment Act, with the latest amendments effective from 1 January 2023, which prohibit forced labour practices, in alignment with International Labour Standards. With respect to fair wages, UEM Edgenta's HR practices adhere to the Employment Act, ensuring compliance with the minimum wage requirements and other relevant regulations. The company also aspires to meet the national living wage standard as part of its long-term commitment to fair compensation.

To uphold human rights and labour standards, UEM Edgenta has established several key policies and frameworks, including the Code of Conduct, Code of Conduct for Business Partners, Anti-Bribery & Anti-Corruption (ABAC) Policy, Whistleblowing Policy, Diversity, Equity & Inclusion Statement, Gender Diversity Policy, and the Notice on Sexual Harassment. The company safeguards whistleblower confidentiality to foster a safe and secure working environment.

On a day-to-day basis, human rights-related responsibilities are integrated into the company's HR operations. Human Resource Business Partners (HRBPs) work closely with the Industrial Relations (IR) team to address any potential human rights violations. To prevent, mitigate, and address human rights concerns, UEM Edgenta conducts ongoing human rights awareness sessions, emphasising management's zero-tolerance position on any violations.

Social Value Creation

WHAT VALUE WAS CREATED IN 2024?

UEM Edgenta made significant strides in enhancing its human rights and labour practices, fostering a more inclusive, respectful, and transparent workplace. Key initiatives included a series of Human Rights Awareness sessions conducted across all regions in Malaysia, ensuring employees at all levels understood their rights and the company's expectations. Additionally, the Senior Leadership Team underwent dedicated human rights training, reinforcing leadership's role in championing these principles.

The company also engaged a HRIA consultant to guide its human rights due diligence efforts. Several policies were introduced or strengthened, including the rollout of the Sexual Harassment Notice, Diversity, Equity & Inclusion (DEI) Statement, and Gender Diversity Policy, further embedding fair and equitable practices within the organisation.

UEM Edgenta remains on track with the commitments outlined in its HRIA Report and Roadmap, published in May 2024. Progress continues steadily, ensuring that the company addresses the report's findings and drives meaningful improvements across its operations.

WHAT IS OUR OUTLOOK?

We remain committed to strengthening its approach to human rights, with a clear roadmap for the short, medium, and long term:

Short Term (2025):

A company-wide briefing will be conducted to share the outcomes of the Human Rights Impact Assessment (HRIA), highlighting key focus areas. Ongoing human rights awareness and sharing sessions will continue to reinforce understanding across all levels of the organisation.

Medium Term:

The publication of the HRIA report will serve as a comprehensive assessment of UEM Edgenta's current human rights practices and identify potential areas for improvement. The implementation of the HRIA report recommendations will serve as a comprehensive assessment of UEM Edgenta's current human rights practices and identify potential areas for improvement.

A formal Human Rights Policy will be developed, guided by the HRIA findings. This policy forms the foundation for embedding human rights principles into the company's operations and decision-making processes, while ensuring alignment with the company's broader sustainability objectives.

Long Term:

Conduct more detailed human rights impact assessments across our operations and supply chain to identify any potential risks or areas for improvement. By doing so, we strive to ensure that our practices align with global human rights standards, mitigating risks, and fostering a positive impact on both local communities and the environment. This proactive approach will help us make informed decisions and strengthen our commitment to ethical human rights practices. Additionally, we will perform due diligence on human rights within our supply chain to verify that our partners adhere to the same high standards that we want to uphold to. To further reinforce this commitment, we may require all suppliers, contractors, and business partners to comply with our human rights policies through our enhanced Code of Conduct for Business Partners. This will ensure that our values are upheld at every stage of our operations and throughout our business relationships, promoting fairness, respect, and dignity across all levels of our supply chain.

By strengthening leadership capabilities, investing in inclusive engagement strategies, and maintaining a robust framework for human rights due diligence, UEM Edgenta is well-positioned to foster a thriving and empowered workforce in the years to come.

LOCAL COMMUNITY

WHY IS IT IMPORTANT?

At the heart of our operations lies a strong commitment to the communities and neighbourhoods we serve, recognising our responsibility to support and uplift them. We understand the impact of our business activities and value the role communities play in shaping our initiatives. Through our community support programmes, we actively engage with stakeholders, including investors and employees, fostering trust and meaningful connections. By embracing this mutual relationship, we remain dedicated to enhancing social well-being, strengthening community bonds, and contributing to long-term development, ultimately building social capital and a sense of belonging.

Neglecting our responsibility to engage with and support local communities can lead to strained relationships and a loss of trust with key stakeholders. Without active involvement, our business may be perceived as disconnected from the needs of the communities in which we operate, potentially harming our reputation and credibility. Failing to contribute to the social well-being of these communities may result in missed opportunities for collaboration, community-based innovations, and long-term development. Additionally, it could lead to increased social tensions, reduced employee morale, and opposition from local groups, which may hinder our ability to operate effectively. Ultimately, neglecting community engagement undermines our sustainability efforts, limits the growth of social capital, and impacts the positive legacy we aim to create.

WHAT IS OUR APPROACH?

UEM Edgenta reaffirmed its commitment to empowering local communities through comprehensive corporate social responsibility (CSR) initiatives. Anchored in our sustainability pillars—Economic Growth, Environmental Impact, and Social Value Creation—our approach focused on three core areas: Education, Community Enrichment and Well-being, and Environmental Stewardship.

We aim to create lasting positive impacts in the communities where we operate by driving socio-economic development while promoting environmental and social well-being. Our strategy balances shareholder value with responsible business practices, in line with our EoTF2025 vision. This framework enables us to better understand community needs and develop targeted strategies to address future challenges and opportunities.

Additionally, our approach aligns with the 12th Malaysia Plan (12MP) 2021–2025, which emphasises sustainable development across economic, social, and environmental dimensions. As a responsible corporate citizen, we remain committed to contributing to Malaysia's sustainable development goals, reflecting our dedication to long-term national progress.

Social Value Creation

POLICIES, CERTIFICATIONS, AND FRAMEWORKS SUPPORTING COMMUNITY DEVELOPMENT

To guide and strengthen our community contributions, we have policies that emphasise creating socio-economic value while safeguarding environmental and social well-being. These policies align with our EoTF2025 vision and support our role in advancing the objectives of the 12MP. Together, these frameworks ensure our initiatives drive meaningful, sustainable development for the communities we serve.

VALUE CREATION IN FY2024

SAVING ANIMALS, SERVING COMMUNITY

UEM Edgenta participated in the Petz Charity Fun Run 2024 to raise funds for the Society for the Prevention of Cruelty to Animals (SPCA) and other animal shelters. We also sponsored an additional RM40,000 for the SPCA's Potong Royong Campaign to control the stray animal population through neutering.

UEM Edgenta also renewed its support for wildlife and biodiversity, with ongoing contributions to Zoo Negara Malaysia, where we continued our sponsorship of two Aldabra Giant Tortoises and extended our care to a giraffe named Mas Kira. These efforts align with our environmental commitment, reinforcing our dedication to the preservation of wildlife.

One of the key highlights of our animal welfare initiatives was the Surplus Animal Food Rescue Pilot Project, where we sponsored RM45,000 to rescue 12,724 kg of pet food, benefiting over 50 animal shelters and providing meals for nearly 171,000 cats and more than 8000 dogs. This initiative not only supported animal well-being but also contributed to environmental sustainability by preventing the release of 57,000 kg of CO_2 emissions.

COMMUNITY ENRICHMENT & WELL-BEING

Through our "Jalinan Kasih Edgenta" programme, we are dedicated to sharing the joy of festive seasons with underserved communities across Malaysia. This initiative exemplifies our commitment to creating positive social value and fostering meaningful connections with those in need. In 2024, we extended our support to various communities through a series of engagements aligned with key festive periods:

Chinese New Year:
We celebrated with 28 underprivileged and orphaned children at House of Love, Klang, where Edgenta volunteers refurbished the home's library, installed a new washing machine, and contributed financial aid. The children were also treated to lunch, ang pows, and a lion dance performance.

Ramadhan:
During the holy month, we provided food assistance and hosted Iftar gatherings, reaching over 2,490 individuals:

- Surau Ashabul Kahfi, Dungun, Terengganu: Food aid was distributed to 50 Asnaf recipients.
- Masjid Al-Ikhlasiah, Lembah Pantai: Iftar and food aid were extended to 350 recipients, including 50 school children from Asnaf and B40 households.
- Masjid Saidina Umar Al-Khattab, Bukit Damansara: Iftar for 300 individuals.
- Pusat Jagaan Darul Sakinah, Petaling Jaya: Iftar with 40 Asnaf children, Polis DiRaja Malaysia, and Zayan FM.
- Masjid Abdullah Fahim SPU, Kepala Batas: Food aid to 50 Asnaf recipients.
- Menara UEM: 500 packs of bubur lambuk were shared with internal employees.
- Overhead Bridge Restaurant, Sungai Buloh: 1,000 packs of bubur lambuk distributed to highway users.
- PLUS Infaq Ramadhan Programme: 700 highway users received food aid at Overhead Bridge Restaurant, Sungai Buloh.

Aidilfitri:
As part of Jalinan Kasih Edgenta Aidilfitri, we celebrated with 20 orphaned children from Pusat Jagaan Darul Sakinah, Petaling Jaya during our Corporate Hari Raya Open House. The children enjoyed a festive meal with our volunteers and received duit raya as a token of joy.

Deepavali:
In collaboration with Jabatan Kebajikan Masyarakat (JKM), we hosted 35 underprivileged families for a festive shopping spree at Mydin Hypermarket, Subang Jaya. Our volunteers, together with JKM representatives, supported families in purchasing essential items for their Deepavali celebrations.

Christmas:
We brought festive cheer to 20 children from Victory Shelter Home with an educational outing to Zoo Negara Malaysia. The children explored various animal exhibits, prepared meals for tortoises sponsored by Edgenta, and enjoyed a wildlife show. Each child received a school bag to support their preparations for the new school year.

EDGENTA RIANG RIA BACK-TO-SCHOOL: SUPPORTING YOUNG FUTURES

As part of our commitment to empowering local communities, we have our Edgenta Riang Ria Back-to-School initiative. This programme provided school uniforms and essential items to support 180 Asnaf children in the Lembah Pantai community, helping them prepare for the new school year with confidence.

This initiative is a core part of our Corporate Responsibility (CR) framework, reflecting our ambition to give back to the communities where we operate and make a lasting, positive impact on the lives of those around us.

Disclosure	2023	2024
Operations with local community engagement, impact assessments, and development programmes (no.)	19	17
Total investment/contributions for community initiatives (RM)	RM308,666.35	RM230,072.05
Number of community members reached through CSR programme	2218	2773
Number of NGO partnerships	28	8
Number of employees participating in CSR programme	360	255
Volunteering participation rate (number of volunteers/number of employees)	0.02%	0.01%
Number of hours volunteered per employee	5	5
Number of total hours volunteered	1,800	1,275
Infrastructure investments and services	6	3
Total amount invested in the community where the target beneficiaries are external to the listed issue (RM)	RM101,205	RM127,000
Number of beneficiaries of the investment in communities	2,218	2,773
Number of operations with local community engagement, impact assessments and development programmes	19	17

OUTLOOK FOR FY2025

Looking ahead, UEM Edgenta remains steadfast in our commitment to uplifting marginalised and underserved communities through sustainable, long-term initiatives. Our focus will continue to centre on education, community development, well-being, and environmental stewardship, ensuring that our efforts deliver lasting value to the communities we serve.

We will strengthen partnerships and deepen engagement with local stakeholders, working collaboratively to drive positive social and environmental change. This approach aligns with our support for Malaysia's national sustainability goals, reinforcing our role as a responsible corporate citizen dedicated to shaping a more inclusive and resilient future.