

MD/CEO'S STATEMENT

LEADING CHANGE THROUGH INTELLIGENT SOLUTIONS

Dear Shareholders,

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

SHAIFUL SUBHAN

Managing Director/Chief Executive Officer





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

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

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

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

KEY WINS AND DEVELOPMENTS

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

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

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

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

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

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

ADAPTING TO NEW REALITIES

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

MD/CEO'S STATEMENT

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

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

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

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

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

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



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



Moving up the Value Chain with Asseto

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

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

Building on its foundation in predictive maintenance and asset analytics, Asseto enables a more integrated view of the built environment by aggregating information across assets, people, energy, compliance and operations. This integration improves operational visibility, supports earlier identification of potential issues and allows for more effective prioritisation of responses,

ultimately improving outcomes for both our clients and the assets they steward. Its modular architecture and interoperability with existing client systems also support progressive deployment and scalable adoption across complex, multi-site environments.

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

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

Enhancing Our Sustainability Value Proposition

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

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

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

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



MD/CEO'S STATEMENT

EOTF2025: REFLECTING ON OUR PROGRESS

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

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

	GOAL	ACHIEVEMENTS
EXPAND FOOTPRINT AND DEEPEN SOLUTIONS BASE	12% revenue growth per annum over five years	<ul style="list-style-type: none"> • 7% compound annual growth rate (“CAGR”) since 2020 • New contract wins worth RM3.5 billion in FY2025 • International wins made up 45% of total contract wins in FY2025
EXTRACT VALUE FROM CORE BUSINESSES	RM100 million in cost savings over five years	<ul style="list-style-type: none"> • Achieved five-year cost savings target of RM100 million in FY2024, a year ahead of schedule • Realised RM59.7 million in additional savings from FY2024 to FY2025
ENHANCE PRODUCT AND TECHNOLOGY PROPOSITION	Drive differentiation through technology-based solutions	<ul style="list-style-type: none"> • Around RM5.3 billion in tech-enabled wins secured since 2021, with revenue streams from platforms such as Asseto, RAMS and UETrack™ • Asseto rolled out to various sites including over 300 bank branches, over 760 petrol stations and 4,000 schools, increasing its number of active users by 44% in 2025

LOOKING FORWARD

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

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

Our approach moving forward is anchored around three core priorities:

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

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

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

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



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



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

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

ACKNOWLEDGEMENTS

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

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

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

SHAIFUL SUBHAN

Managing Director/Chief Executive Officer