



SUSTAINABILITY STRATEGY & APPROACH

Sustainability is integrated into how UEM Edgenta plans, operates and delivers its solutions, shaping business direction and service execution. In FY2025, the launch of Roadmap 2.0 marks a new stage in embedding sustainability into business activities and management processes. The roadmap translates our sustainability ambition into coordinated initiatives that target clear environmental and social outcomes while reinforcing long-term business strength and economic resilience.

This pathway is strengthened through alignment between the Sustainability Framework and the Edgenta of the Future 2025 strategy. The strategy emphasises market expansion, solution enhancement and broader use of digital capabilities to improve operational performance, creating conditions for sustainability priorities to advance alongside growth plans. Such alignment encourages progress in energy efficiency, emissions management and resource optimisation, allowing sustainability objectives to progress in line with business goals. This integrated approach supports value creation for stakeholders while promoting responsible and forward-looking business practices across UEM Edgenta’s markets and operations.

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)

<p>EXPAND footprint and deepen solutions base</p>	<p>EXTRACT value from core businesses</p>	<p>ENHANCE product and technology proposition</p>
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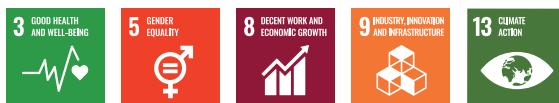
OUR MATERIAL MATTERS

Governance

M1

<p>Sustainable Economic Growth</p> <p>M2 M3 M4</p>	<p>Minimising Environmental Impact</p> <p>M5 M6</p>	<p>Social Value Creation</p> <p>M7 M8 M9 M10 M11</p>
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PRIORITISED UN SDGS



REFLECTIONS FROM OUR LEADERSHIP



Sustainability plays a central role at UEM Edgenta — both at an operational level and as a driver of value for our clients and our business. It strengthens our performance, supports our customers and their asset owners, and underpins our long-term competitiveness and growth.

Throughout 2025, UEM Edgenta was navigating a demanding period shaped by operational and financial pressure. In this context, sustainability emerged as a powerful and practical enabler of transformation. Beyond being a core responsibility, it is a lever to drive cost efficiencies, strengthen governance, mitigate risks and create a stronger platform for long-term value creation as we move into our next phase of growth. It supports better risk management, greater operational efficiency and overall business performance.

Sustainability has long influenced how we deliver services across healthcare, infrastructure services, property and facilities management, and engineering. In healthcare, our work supports dependable hospital operations. In infrastructure, we help sustain connectivity and long-term asset performance. In property and facilities management, we focus on safe and energy-efficient buildings. Through our engineering and asset consultancy capabilities, we support infrastructure reliability over extended lifecycles.

The common thread across these businesses is clear: sustainability is not something we pursue solely for ourselves. It is something we enable for our clients and their asset owners. It strengthens the resilience, efficiency and long-term value of the assets entrusted to us, and sits at the heart of what makes UEM Edgenta competitive and future-ready.

SUSTAINABILITY PERFORMANCE IN FY2025

Our progress must be demonstrated through clear actions measured against defined targets. Through this discipline, we can further strengthen trust with clients and build a more resilient business that delivers long-term growth for our stakeholders and ourselves. A significant milestone was our inclusion in the FTSE4Good Index in June 2025, reflecting continued improvement in governance, transparency and sustainability practices.

Sustainability priorities also translated into commercial outcomes. During the year, we secured key contract wins and renewals with multinational clients that place strong emphasis on HSE standards, governance and responsible business conduct as part of service quality and long-term partnership. This was supported by solutions such as our Zero Capex Programme, which empowers clients to implement energy-saving retrofits without upfront capital expenditure.

At an operational level, we continued advancing circular economy practices within our Infrastructure Services segment. The commissioning of the Asphalt Premix Plant with Recycling Facility in Tapah enables the reuse of recycled asphalt pavement, reduces dependence on virgin materials and lowers environmental impact, while expanding our solutions base through strengthening of technical capability and operational efficiency.

In healthcare, Hospital Bukit Mertajam received the Most Sustainable Hospital award at the 24th Hospital Management Asia Awards 2025. This recognition reflects the work undertaken to transform facilities into more efficient and resilient environments through stronger asset management, digitalisation and energy efficiency — supporting our clients in their own sustainability journeys.

Beyond Malaysia, sustainability considerations are central to our expansion in the Middle East, particularly in the United Arab Emirates and the Kingdom of Saudi Arabia. Growth in these markets is guided not only by environmental objectives, but also by the development of local capability, job creation, and skills transfer to local nationals. With continued investment in sustainability and technology-enabled solutions, the Middle East remains an important region for the Group and a key driver of future growth.

Our environmental performance reflected continued business expansion, alongside improvements in operational efficiency. Despite this, our Scope 1 and Scope 2 emissions decreased during the year, driven by asset utilisation optimisation, resulting in lower consumption of electricity, fuel and natural gas, alongside strengthened cost discipline and operational efficiency measures. In tandem with our business expansion, we remain committed to managing emissions in line with our net zero pathway and strengthening carbon discipline across the business.

EMBEDDING SUSTAINABILITY THROUGH GOVERNANCE AND PEOPLE

Driving sustainability at scale requires clear structure, oversight and accountability.

Over the past year, the Group has strengthened the foundations that embed sustainability more deeply into daily operations and oversight. A Group-wide Human Rights Policy now sets clearer expectations on fair treatment, worker welfare and responsible business conduct across operations and the wider value chain. In parallel, the Sustainability Policy has been enhanced to place stronger focus on climate-related considerations, aligning sustainability commitments with risk management processes and long-term strategy. These policies provide firmer direction and enable more consistent judgement across the organisation as we expand.

Attention has also extended beyond direct operations. A structured supply chain engagement plan has been introduced to raise standards, strengthen dialogue and improve cooperation with suppliers and contractors. This approach helps manage environmental, social and governance risks across the value chain while supporting reliable and responsible service delivery.

At an operational level, a role-based approach translates strategy into practice. Project managers integrate environmental, health and safety, carbon and social risks into project planning and delivery. Finance and commercial teams manage sustainability-linked financing requirements and evolving client expectations. Sustainability ownership and accountability is formalised through senior management scorecards and defined governance structures, including an ESG Steering Committee and ESG Champions embedded within business units, ensuring it forms part of normal business management rather than a separate function.

LOOKING AHEAD

Our focus on sustainability remains embedded in how the Group is governed and managed, and will continue to be central to our business and a key point of differentiation in the years ahead.

The principles of transparency, sound governance and clear disclosure of material sustainability risks remain relevant for an organisation of our scale and operational complexity. As a technology-enabled solutions company firmly rooted in sustainability, our ESG journey continues to evolve both operationally and strategically across the Group, in line with our future direction.

SHAIFUL SUBHAN

Managing Director / Chief Executive Officer



SUSTAINABILITY AT UEM EDGENTA

OUR SUSTAINABILITY ROADMAP

Sustainability Roadmap 2.0 was developed and approved by the Board in 2024 to guide future priorities and to embed sustainability more deeply into UEM Edgenta's operations. This second blueprint strengthens the Group's sustainability approach and integrates ESG principles more firmly into business practices. Building on the foundation established under ESG Roadmap 1.0, Roadmap 2.0 sets out a structured pathway from 2024 to 2026 and provides direction for long-term value creation.

Aligned with the Edgenta of the Future 2025 (EoTF2025) vision to sustain growth and create value for clients, shareholders and other key stakeholders, the roadmap establishes a clear implementation framework spanning approach, materiality, performance measurement, governance and culture, initiatives and actions, and reporting and communication. Its phased implementation supports progressive integration of sustainability into business strategies and operations, allowing capabilities, systems and controls to develop in line with evolving priorities.

Within this framework, greater emphasis is placed on how material matters shape decision-making. The Group will continue refining its materiality methodology so that material matters guide strategy and stakeholder engagement. This includes an annual review of material matters and the introduction of new focus areas as business conditions and expectations change.

In parallel, performance measurement will be strengthened through the development of suitable metrics and closer monitoring of existing commitments, including net zero targets. Internal controls over sustainability processes will be enhanced, and ESG-related KPIs will be further embedded within corporate performance scorecards to reinforce accountability across management levels. Each business division will play an active role through the development of net zero plans and stronger data monitoring processes, supporting operational improvements while strengthening accountability across the organisation.

These foundations enable more focused action on priority themes. Under Roadmap 2.0, initiatives will concentrate on climate action, human rights, supply chain and sustainability governance.

Emissions monitoring will be enhanced through the piloting of shadow carbon pricing and the introduction of emissions intensity metrics, aligned with ISSB requirements under the National Sustainability Reporting Framework (NSRF). Given the importance of value chain impacts, a Scope 3 emissions inventory will be initiated, supported by the development of a Scope 3 Roadmap to guide measurement and management across the value chain.

Progress on climate will be complemented by stronger attention to social priorities. The Group's commitment to human rights will be reinforced through a Human Rights Policy guided by findings from the Human Rights Impact Assessment (HRIA). Engagement with the supply chain will promote ethical labour practices, alongside an assessment of the feasibility of adopting a national living wage approach in operating markets. Internal capability will also be strengthened through continuous and targeted upskilling of the internal audit function to support sustainability assurance.

To support these efforts, reporting and communication will be enhanced to improve alignment with regulatory and stakeholder expectations and to present sustainability progress and ambitions in a clearer and more decision-useful manner. Climate risk has already been incorporated more explicitly within the risk management framework, strengthening the connection between sustainability, risk management and long-term strategy.

Taken as a whole, Sustainability Roadmap 2.0 positions sustainability as a management discipline that links strategy, governance, performance and action. It provides a structured basis for consistent execution, strengthens accountability and reinforces the role of sustainability in supporting UEM Edgenta's long-term competitiveness and value creation.

Sustainability Roadmap 2.0 - Report Card and Updates for 2025

Approach	<ul style="list-style-type: none"> Updated the Sustainability Policy to incorporate climate-related commitments and governance expectations, strengthening alignment with global best practices. Communicated and cascaded the enhanced Sustainability Policy across the organisation to reinforce a sustainability-driven culture and ensure consistent adoption in decision-making and operations.
Materiality	<ul style="list-style-type: none"> Conducted a comprehensive review and alignment assessment of the Group's 11 key material matters to ensure continued relevance to stakeholder expectations, business priorities, and emerging ESG risks/opportunities. Elevated Occupational Health & Safety (OHS) into the list of focused Material Matters — expanding from four to five — reflecting its growing strategic importance, operational criticality, and direct link to workforce well-being, business continuity, and long-term value creation.
Performance & Measurement	<ul style="list-style-type: none"> Total carbon reduction of 2,439.56 tonnes CO₂e (2022-2025) against baseline in FY2022. Rolled out Internal Carbon Pricing at RM15 per tonne of CO₂e under a shadow pricing mechanism to embed carbon considerations into strategic and operational decisions. Calculated emissions intensity against revenue to assess our carbon efficiency relative to business growth, enabling targeted decarbonisation efforts and clearer prioritisation of high-impact business activities. Secured inclusion in the FTSE4Good Index Series underscoring the Group's commitment to robust environmental, social and governance standards. Maintained a Total Recordable Incident Rate (TRIR) of 1.2, reflecting ongoing efforts to strengthen workplace safety and reduce recordable incidents across operations.
Governance and Culture	<ul style="list-style-type: none"> Enhanced the Risk Management Framework to incorporate climate related risks and opportunities. Conducted ESG outreach and awareness programmes across Edgenta sites, including ESG Immersion Month and the Supply Chain Engagement Day, to strengthen organisational understanding and engagement with key stakeholders. Recorded 2,785 ESG learning hours in 2025, reflecting continued investment in strengthening organisational awareness and capability on sustainability matters. Recorded 301 hours of ESG-related learning by the Board, supporting continued awareness of sustainability and climate-related developments.

SUSTAINABILITY AT UEM EDGENTA

Reporting and Communication

- Continued digitalisation of Scope 1 and Scope 2 emissions reporting and expanded Scope 3 emissions data coverage using value-chain data.
- Determined and formalised key thresholds to support the Group’s carbon re-baselining approach and policy, strengthening the accuracy, consistency, and long-term credibility of emissions tracking.
- Continued assurance activities on selected sustainability data to reinforce transparency, reliability, and confidence in the reported ESG performance.
- Established a dedicated NSRF Taskforce, chaired by the Chief Financial Officer, to define a structured pathway towards compliance.

Initiatives and Actions

- Developed Supply Chain Engagement plan to gradually increase ESG Awareness among supply chain partners.
- Developed and published the Group’s Human Rights Policy, establishing clear commitments and expectations to safeguard the rights and well-being of employees, contractors, and stakeholders across the value chain.
- Conducted in-house awareness and training sessions on the Human Rights Policy to strengthen organisational understanding, embed responsible business practices, and ensure consistent application across operations.
- Access to mental health support services including availability of psychologist and physician consultations for employees, and mental health assessment to ensure ongoing employee mental well-being.
- Hardship assistance programmes, including support provided through the Edgenta Care Society to assist employees facing financial or personal difficulties.
- Scope 3 Roadmap was developed to guide a structured approach to identifying, prioritising and engaging on value chain emissions.



SUSTAINABILITY GOVERNANCE

Sustainability is embedded in how UEM Edgenta is directed and managed, beginning at the Board and senior leadership level and extending across every layer of the organisation. Clear expectations for responsible conduct are translated into defined roles, decision pathways and operational practices within business units and functions.

Rather than operating as a standalone function, sustainability is integrated into corporate oversight and enterprise risk management. This approach strengthens accountability for performance and conduct, supports transparent and consistent disclosure, and reinforces ethical standards in daily operations. Guided by recognised global sustainability principles, our governance framework ensures sustainability considerations inform strategy, risk management and long-term value creation.

UEM Edgenta’s sustainability agenda is directed from the top and reinforced through structured oversight and clear accountability across the organisation. The Board provides leadership on sustainability matters, supported by dedicated Board committees and management-level structures that integrate ESG considerations into strategy, risk management and operational execution, as shown below.



Sustainability governance is further reinforced through a comprehensive suite of corporate policies and certifications that guide conduct and decision-making across the Group.

- ▶ Sustainability Policy
- ▶ Human Rights Policy
- ▶ DEI Statement
- ▶ HSSE Policy
- ▶ Gender Diversity Policy
- ▶ Code of Conduct (including Code of Conduct for Business Partners - COCBP)
- ▶ Anti-Bribery & Anti-Corruption (ABAC) Policy & Statement
- ▶ Gift & Hospitality Guideline
- ▶ Donation & Sponsorship Guideline
- ▶ Conflict of Interest (COI) Policy & COI Declaration Procedure
- ▶ Business Partner's Letter of Declaration (BPLoD)
- ▶ MS ISO 37001:2016 Anti-Bribery Management System (ABMS) certification

The full list of policies is available through <https://www.uemedgenta.com/about-us/corporate-governance>

SUSTAINABILITY AT UEM EDGENTA

Board of Directors

- Provides overall leadership and oversight on sustainability matters.
- Promotes high standards of ethics, responsible business conduct and sustainability practices in line with the Group's values.
- Reviews sustainability performance, material ESG risks and strategic priorities.
- Considers environmental, social and climate-related matters in relation to operations, investments and supply chain practices.
- ESG is a standing agenda item at quarterly Board meetings, enabling regular review of progress and areas requiring attention.

Risk, Integrity and Compliance Committee (RICC)

- Provides oversight across major risk areas, including strategic, operational, information technology, sustainability, legal, financial, insurance, integrity, compliance and business continuity.
- Ensures ESG-related risks are addressed within the broader risk management framework.

ESG Steering Committee

- Chaired by the Managing Director and Chief Executive Officer.
- Comprises C-suite executives and selected senior leaders.
- Reviews sustainability initiatives, performance and action plans on a regular basis.
- Provides management-level guidance on ESG implementation priorities.
- Submits recommendations to the BGRC and the Board on key sustainability matters.

Nomination and Remuneration Committee (NRC)

- Reviews performance against the corporate scorecard including ESG measures.
- Evaluates key performance indicators and achievements including ESG related.
- Oversees talent, remunerations, rewards and performance management practices of the organisation.
- Submits recommendations to the Board on performance outcomes including ESG related.

Board Governance and Risk Committee (BGRC)

- Supports the Board in supervising sustainability efforts.
- Reviews material sustainability and climate-related risks and opportunities.

ESG Department

- Leads implementation of sustainability initiatives in line with the Group's ESG roadmaps and strategies.
- Aligns reporting with Bursa Malaysia's Sustainability Reporting Guidelines, GRI Standards and relevant regulatory and rating frameworks.
- Supports the MD/CEO in fulfilling oversight responsibilities for ESG practices.

Business Divisions and Corporate Support

- Work in coordination with the ESG Department to implement sustainability initiatives.
- Integrate ESG considerations into operational activities and support functions.

Building Board Capability in Sustainability

To drive effective leadership and governance, members of the Board of Directors and the Board Governance and Risk Committee (BGRC) participate in regular ESG-focused workshops, seminars and expert-led sessions to remain abreast of evolving ESG trends, regulatory developments and best practices.

During FY2025, over 301 hours of business sustainability and ESG learning were undertaken (FY2024: 229.5 hours), strengthening the Board's ability to oversee material environmental, social and governance matters.


ESG considerations are also embedded within the Board's annual evaluation process, reinforcing accountability and supporting continuous development in this area.


SUSTAINABILITY RISK MANAGEMENT

UEM Edgenta manages sustainability risks within its broader governance and risk management framework, ensuring climate and integrity considerations are treated as strategic business matters. Sustainability considerations are embedded within governance structures, decision-making processes and the risk management framework, with sustainability and climate-related risks and opportunities assessed alongside strategic and operational risks. Responsibility for regulatory compliance rests with respective business operations.

Clear oversight and defined ESG accountabilities support a structured and forward-looking approach to managing climate-related risks and opportunities. The Risk, Integrity and Compliance Department (RICD) supports sustainability risk management by facilitating risk identification and monitoring, and by ensuring consistent application of the Risk Management Framework (RMF) across the Group.

In February 2025, enhancements were introduced to formally integrate ESG risks — including corruption and climate-related risks — into the Group's risk identification, assessment, treatment and monitoring processes. These enhancements strengthen the structured approach for identifying, analysing, evaluating, monitoring, reporting, and managing sustainability-related risks, ensuring sustainability considerations are incorporated into strategic planning, investment evaluation and day-to-day operations. Sustainability Policy and framework enhancements in FY2025 further strengthened this integration.

 *For more information on the enhancements made to the Sustainability Policy, please refer to the Approach section of Climate Change on page 143.*

 *For further information on how climate considerations are integrated into the Risk Management Framework, refer to the Statement on Risk Management and Internal Control section on page 244.*

Execution is supported by continuous awareness-building and due diligence processes. Climate and ESG risk awareness is promoted across the organisation through training sessions, workshops and internal communications, strengthening understanding of emerging risks and reinforcing the role of sustainability in achieving corporate objectives. Climate-related risks are also considered within ongoing project risk assessments as part of due diligence for investment and operational decisions.

 *For further information on overarching governance structures, oversight bodies and policy direction, please refer to the Governance section on pages 202 to 259.*

Climate Risk Management Procedure

Climate-related risk is managed as part of UEM Edgenta's risk management framework and is subject to oversight at the highest level of governance. The Board oversees sustainability and climate-related matters in view of their implications for business continuity and long-term resilience. Through the Board Governance and Risk Committee (BGRC), climate-related risks, mitigation actions and opportunity areas are reviewed on a quarterly basis. This process ensures climate considerations are incorporated into strategic direction with emerging risks assessed and refined on a regular basis.

This oversight is reinforced through operational processes applied across the Group. Project Risk Assessments form part of the due diligence process for new ventures to ensure climate-related factors are incorporated into investment and operational decisions. During FY2025, the Risk, Integrity and Compliance Department (RICD) continued to monitor climate-related risks across existing operations and new projects, supporting the consistent identification and management of climate exposures at both strategic and operational levels.

Physical climate risks present distinct challenges to several operational assets. Events such as flooding, storms, landslides and soil erosion have the potential to disrupt facilities including the incinerator, laundry plant, research centre and Asphalt Premix Plant with Recycling Facility. Such disruptions may affect service reliability, increase operating costs and place pressure on margins, particularly within highway maintenance activities. Risk assessments for these assets incorporate physical climate considerations to enable mitigation measures and operational controls to be planned and implemented in advance.

Further development of the risk management framework especially in climate-related areas will focus on strengthening forward-looking capability. The Group plans to develop climate scenario modelling and a Climate Adaptation Plan to improve understanding of asset vulnerability under different climate pathways and to support longer-term planning. This approach will enhance preparedness for future climate impacts while strengthening the integration of climate considerations into business strategy, investment evaluation and operational management.

SUSTAINABILITY AT UEM EDGENTA

Climate-related Risks and Opportunities

Climate-related risks and opportunities are treated as dynamic exposures that require continuous monitoring rather than periodic review. This includes active monitoring of physical risks affecting owned and managed assets, such as flooding, extreme heat and soil movement, which may disrupt operations or affect asset integrity. Where such risks are identified, mitigation actions and adaptation measures are implemented to reduce potential losses and strengthen protection of assets and service continuity.

Both physical and transition climate-related risks are assessed across business activities, including risks linked to regulatory change, carbon pricing and energy cost volatility. Climate considerations are incorporated into strategic and operational planning so that business decisions reflect evolving climate-related risks and regulatory expectations. Operational resilience is enhanced through assessments of exposure to extreme weather events and the adoption of measures such as infrastructure strengthening, business continuity planning and supply chain preparedness. Carbon emissions reduction and resource efficiency are advanced through the use of energy-efficient technologies, asset optimisation and sustainability initiatives that lower environmental impact. Capability building also plays a key role, supported by internal briefings, training and knowledge-sharing to ensure climate risks are addressed consistently across business units. Regulatory and market developments related to climate transition are monitored to support timely responses to emerging policies and sustainability standards.

In FY2025, the Group strengthened its climate risk management tools and achieved deeper integration of climate considerations into financial and operational decision-making. Climate risk identification and monitoring continued for both existing operations and new projects, covering physical risks such as flooding, extreme heat and soil movement, as well as transition risks related to regulation, carbon pricing and energy markets. To support more robust transition risk assessment and decarbonisation planning, the Group implemented enhanced carbon management tools, to guide investment and operational decisions. This included the introduction of an internal carbon price at RM15 per tonne of CO₂ to place a price on carbon and assess its implications for our operations and projects.

 *Refer to Climate Change and Energy section on pages 143 to 144, for more information on Carbon Management Tools.*

The Risk, Integrity and Compliance Department (RICD) maintains oversight of climate-related risks across operations and new projects throughout the year. This approach is guided by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), for which the Group has established an implementation roadmap. In line with evolving regulatory expectations, the Group is progressively transitioning its climate-related governance and disclosures towards the National Sustainability Reporting Framework (NSRF) and the IFRS S1 and S2 standards.

Climate-related opportunities are viewed as the organisation's capability to respond effectively to identified risks rather than as guaranteed financial upside. Managing climate-related risks has supported service innovation, particularly in energy efficiency and decarbonisation solutions for clients, where operational improvements and emissions management are increasingly integrated into service delivery.

PHYSICAL RISKS, IMPACTS & CLIMATE-RELATED OPPORTUNITIES

PHYSICAL RISKS	IMPACTS	CLIMATE-RELATED OPPORTUNITIES
<p>Short-Term – Medium-Term</p> <ul style="list-style-type: none"> • Flooding affecting operational sites and access routes. • Intense rainfall and localised flash floods impacting asset accessibility and service continuity. <p>Medium-Term – Long-Term</p> <ul style="list-style-type: none"> • Rising average temperatures in markets where we operate. • Increased frequency and severity of heatwaves affecting asset performance and workforce safety. • Landslides, storms and soil erosion impacting operational sites, particularly: <ul style="list-style-type: none"> - Kamunting Laundry and Incineration Plant. - Asphalt Premix Plant with Recycling Facility. - Highway maintenance and infrastructure assets. • Gradual degradation of infrastructure and equipment due to prolonged exposure to climate stress. • Increased water stress affecting water-dependent operations. 	<p>Asset and Operational Impacts</p> <ul style="list-style-type: none"> • Increased vulnerability of critical assets (e.g. incineration facilities, laundry plants, asphalt premix plant with recycling facility and highway assets) to physical damage and operational strain. • Reduced reliability and availability of assets during extreme weather events. • Temporary limitations on site access and mobility, affecting service delivery schedules. <p>Workforce, Safety and Environmental Impacts</p> <ul style="list-style-type: none"> • Heightened health and safety risks for employees and contractors, particularly frontliners operating in outdoor and high-temperature environments. • Increased risk of environmental incidents, including pollution and water contamination, arising from asset damage or overflow events. <p>Financial and Business Implications</p> <ul style="list-style-type: none"> • Higher operating and maintenance expenditure due to repair works, asset reinforcement and preventive measures. • Additional costs to engage subcontractors to maintain continuity of disrupted services. • Increased insurance premiums and potential changes to coverage terms for climate-exposed assets. • Potential reputational impact arising from prolonged service disruptions. 	<p>Asset Resilience and Infrastructure Management</p> <ul style="list-style-type: none"> • Enhancing the resilience of critical assets (e.g. incineration facilities, laundry plants, asphalt premix plant with recycling facility and managed highway assets) through climate-responsive maintenance and infrastructure solutions. • Supporting clients in strengthening asset durability and operational reliability in climate-exposed environments. <p>Energy, Resource and Environmental Solutions</p> <ul style="list-style-type: none"> • Energy efficiency optimisation initiatives to improve asset performance and reduce climate-related operational stress. • Advisory services on renewable energy readiness and sustainable infrastructure planning. • Environmental and climate-related assessment studies to support informed asset and infrastructure decisions. <p>Water and Environmental Services</p> <ul style="list-style-type: none"> • Services related to water system maintenance, cleaning and protection. • Advisory support on sustainable building practices and green building certifications.

SUSTAINABILITY AT UEM EDGENTA

TRANSITION RISKS, IMPACTS & CLIMATE-RELATED OPPORTUNITIES

TRANSITION RISKS	IMPACTS	CLIMATE-RELATED OPPORTUNITIES
<p>Short-Term – Medium-Term Energy Prices</p> <ul style="list-style-type: none"> Increasing energy prices affecting electricity- and fuel-dependent operations. 	<p>Operational and Cost Implications</p> <ul style="list-style-type: none"> Higher operating costs across energy-intensive activities, including: <ul style="list-style-type: none"> healthcare support services. facilities management. infrastructure maintenance and plant operations. Increased capital expenditure required to retrofit and upgrade energy systems (e.g. chillers, equipment and plant) to improve efficiency. Greater exposure to emissions-related costs, monitored through carbon budgeting and the internal carbon pricing pilot. 	<p>Energy Transition and Optimisation</p> <ul style="list-style-type: none"> Exploration of green transportation and energy-efficient infrastructure solutions for Group operations and, where applicable, client sites. Deployment of energy efficiency solutions, including the Zero Capex Programme, to support energy optimisation initiatives.
<p>Medium-Term – Long-Term Regulatory</p> <ul style="list-style-type: none"> Expanding regulatory requirements and climate-related policies. Adoption of carbon tax in Malaysia from 2026. 	<p>Compliance and Financial Exposure</p> <ul style="list-style-type: none"> Increased compliance and reporting costs associated with climate-related regulations. Potential carbon tax liabilities affecting operating margins, particularly for energy- and fuel-intensive operations. Risk of penalties or enforcement actions in the event of non-compliance. <p>Market and Reputation Considerations</p> <ul style="list-style-type: none"> Heightened scrutiny from clients, regulators and business partners. Increased risk of losing contracts where sustainability and regulatory compliance are part of procurement criteria. 	<p>Stakeholder Engagement and Readiness</p> <ul style="list-style-type: none"> Engagement with clients and stakeholders through knowledge-sharing and advisory sessions on regulatory readiness. Offering the Zero Capex Programme to support clients' energy transition and compliance efforts. <p>Capability and Capacity Building</p> <ul style="list-style-type: none"> Strengthening internal capabilities to respond to evolving regulatory requirements. Training programmes for employees and selected external stakeholders on transition risks and compliance expectations.

TRANSITION RISKS	IMPACTS	CLIMATE-RELATED OPPORTUNITIES
<p>Short-Term – Medium-Term Financial Risks</p> <ul style="list-style-type: none"> • Rising electricity tariffs. • Fuel price fluctuations. • Potential pass-through limitations in fixed contracts. <p>Medium-Term – Long-Term Financial Risks</p> <ul style="list-style-type: none"> • Increased cost of operations. • Lenders increasing interest rates and financing requirements. 	<p>Financing and Insurance Implications</p> <ul style="list-style-type: none"> • Increased cost of financing as lenders incorporate climate risk and sustainability performance into credit assessments. • Potential reduction in margins due to higher borrowing costs. • Rising insurance premiums and more restrictive terms for climate-exposed assets and operations. <p>Investor Expectations</p> <ul style="list-style-type: none"> • Greater investor scrutiny of sustainability performance and risk management practices. 	<p>Green Financing and Business Model</p> <ul style="list-style-type: none"> • Access to sustainability-linked loans with favourable financing terms. • Zero Capex business model enabling clients to Zero Capex progress energy transition initiatives while managing capital expenditure and cash flows.
<p>Short-Term – Medium-Term Markets</p> <ul style="list-style-type: none"> • Shifts in market demand from traditional facilities management towards smart, optimised and climate-responsive asset management. 	<p>Revenue and Competitiveness</p> <ul style="list-style-type: none"> • Reduced competitiveness if climate-responsive solutions are not offered. • Risk of revenue loss as clients increasingly favour service providers with sustainability and energy efficiency capabilities. 	<p>Market Positioning</p> <ul style="list-style-type: none"> • Increasing demand for OPUS Consultants' expertise in sustainable asset and energy solutions. • Development and deployment of digital climate and asset optimisation solutions (e.g. platforms, dashboards and analytics tools).
<p>Medium-Term – Long-Term Markets</p> <ul style="list-style-type: none"> • Investors shifting capital towards companies with strong ESG integration. 	<p>Capital and Valuation Risks</p> <ul style="list-style-type: none"> • Potential divestment or reduced investor interest if sustainability performance does not meet expectations. 	<p>Capital Markets</p> <ul style="list-style-type: none"> • Inclusion in sustainability-related indices, supporting long-term investor confidence and visibility.

SUSTAINABILITY AT UEM EDGENTA

Sustainability-Linked KPIs

To embed sustainability into everyday management and operations, UEM Edgenta has integrated sustainability-linked KPIs into the performance frameworks of all Business Units. This approach ensures that sustainability is treated as a business priority rather than a standalone initiative and that accountability is shared across the organisation.

A structured carbon monitoring process has been implemented to support this integration. Emissions data from all Business Units are collected twice each year, at mid-year and year-end, providing a consistent basis for tracking carbon performance. Every Business Unit participates in this process, and their involvement is reflected within performance assessments, reinforcing ownership of emissions outcomes across operations.

Monitoring has been strengthened further with the introduction of emissions intensity measurement and the application of an internal carbon price as analytical tools. These indicators provide deeper insight into emissions efficiency as business activity expands and support more informed evaluation of carbon performance over the course of the year.

As the sustainability agenda advances, sustainability-linked KPIs will continue to be reviewed and refined. Future enhancements will align more closely with the Group's net-zero pathway and may incorporate additional metrics to capture wider environmental and social performance, ensuring the KPI framework evolves in line with strategic priorities and operational realities.

We have made significant progress in our sustainability-linked KPIs through the inclusion of ESG KPIs in the overall corporate scorecard of the organisation. This ensures that ESG is embedded as a key priority across all levels of the organisation from Business Units to Senior Management. Senior Management's remuneration is linked to corporate scorecard which takes into account achievement of ESG KPIs.


Material Matters

UEM Edgenta's sustainability initiatives are guided by a defined set of material matters that were reviewed during the financial year and continue to be relevant to the Group's business and stakeholders. These material matters represent areas of highest impact and importance, shaping how sustainability priorities are set and how resources are directed.

Strong business ethics and a focus on innovation support operational excellence across the Group. Economic development and responsible supply chain management reinforce sustainability across the value chain, while climate change risks, energy efficiency and wider environmental management priorities are addressed as part of long-term risk management and performance improvement.

Occupational health and safety continues to be a priority to protect employees and support dependable operations. The Group also promotes an inclusive employment culture that supports talent development and organisational resilience. Customer satisfaction, human rights assessments and community engagement are prioritised to strengthen trust and create shared value with stakeholders.

These material matters guide sustainability initiatives, inform risk mitigation measures and support long-term sustainable growth.


 *Further information on the identification, review and management of material matters is set out in the Material Matters section of this Integrated Annual Report (IAR).*

Stakeholder Engagement

Stakeholders play an important role in shaping UEM Edgenta's sustainability direction and ESG performance. The Group engages stakeholders through ongoing, open and transparent dialogue to understand expectations, gather feedback and identify emerging issues that may affect business and sustainability priorities.

Relevant and timely updates on sustainability progress are shared to encourage informed discussion and constructive engagement. Insights from stakeholders are considered in refining sustainability strategies and business priorities, enabling the Group to respond more effectively to stakeholder needs and concerns.

This engagement approach strengthens relationships and supports long-term value creation for both stakeholders and the Group.

 *Further details on engagement methods, key areas of concern and the Group's responses are provided in the Stakeholder Engagement section of this IAR.*

BUSINESS ETHICS

WHY IT MATTERS

Integrity and ethical conduct are a central pillar of UEM Edgenta's governance and sustainability framework. Upholding high integrity standards shapes behaviour and decision-making across the organisation, ensuring accountability and underpinning stakeholder trust for sustainable growth.

Ethical conduct is also critical to protecting the Group from material risks, as weak ethical practices can lead to reputational, legal and financial impacts. Hence, UEM Edgenta places strong focus on preventive controls, clear expectations and consistent oversight to ensure integrity is upheld at all times.

OUR APPROACH

At UEM Edgenta, business ethics and integrity are embedded within the corporate governance framework and shape how the Group conducts its activities. Ethical business practices support transparency, accountability and compliance with applicable national and international regulatory requirements. The Anti-Bribery and Anti-Corruption Policy (ABAC) and related procedures align with national anti-corruption initiatives and reinforce a zero-tolerance stance on bribery, corruption and unethical conduct.

Risk Assessment and Internal Controls

Corruption Risk Assessment (CRA) processes are integrated into the Risk Management Framework (RMF) and Risk Management Procedures (RMP) to provide a structured method for identifying, assessing and evaluating corruption-related risks across business operations. Areas assessed as higher risk are managed through defined internal controls, including the Anti-Bribery and Anti-Corruption (ABAC) Policy Statement, Code of Conduct (CoC) and Discretionary Authority Limits (DAL). These controls are reinforced through targeted training and awareness programmes. Risk mitigation plans are reviewed on an ongoing basis to ensure their relevance and effectiveness and to support operational integrity.


Corruption Risk Management continued to operate as part of the wider risk governance structure. The CRA, introduced into the Risk Management Framework (RMF) in FY2024, continued to be actively applied and monitored in FY2025. Oversight is maintained through quarterly Risk, Integrity and Compliance reporting and periodic review of mitigation measures. In 2025, 77% of operations were assessed for corruption-related risks, up from 56% in 2024, with expanded coverage to Indonesia, Singapore, Taiwan and Dubai.

Governance and Compliance Oversight

Oversight of integrity, ethics and compliance matters is coordinated through structured governance channels. Ethical risks, compliance status and integrity initiatives are reviewed and escalated through the Group's defined reporting lines, ensuring alignment with Group policies and regulatory expectations.

Compliance obligations across local and international regulations are guided by the UEM Edgenta Compliance Framework, which guides systematic monitoring and reinforces accountability among process owners. The Risk, Integrity and Compliance Department (RICD) functions as the second line of defence, facilitating compliance reviews, identifying gaps and supporting continuous improvement through periodic dashboard reporting and engagement with business units.

This integrated governance and compliance framework ensures that compliance risks are proactively managed, controls remain effective and regulatory expectations are consistently met across all operations.

 *For further details, please refer to the Corporate Integrity and Ethical Business Conduct section on pages 253 to 259 of this Report.*

Whistleblowing and Conflicts of Interest


An independent and confidential whistleblowing channel is maintained, supported by non-retaliation protections and defined investigation protocols. Management of conflicts of interest is governed by the Conflict of Interest Policy and Declaration Procedures, which apply to Board members, executives and employees. Annual declarations and event-based disclosures are required, supported by management oversight and disciplinary measures where breaches occur. These mechanisms reinforce a strong "speak-up" culture and accountability framework.

SUSTAINABILITY AT UEM EDGENTA

Whistleblowing activity increased over the reporting period, rising from 15 cases in 2024 to 18 cases in 2025, reflecting heightened awareness and growing employee confidence in the Group’s “Speak Up” culture. Throughout the year, there were no confirmed incidents of corruption, no disciplinary actions related to non-compliance, and no fines or penalties, demonstrating the effectiveness of the Group’s preventive controls.

Business Partner Controls

Ethical standards are extended to business partners through the Code of Conduct for Business Partners (CoCBP) and the Business Partner’s Letter of Declaration. These measures reinforce expectations on integrity, compliance and responsible conduct across the value chain and support consistent application of governance standards in third-party relationships.

 Further details on policies, procedures and governance arrangements relating to integrity and ethical business conduct are disclosed in the Corporate Integrity and Ethical Business Conduct section on pages 253 to 259 of this Report.

Overall Performance

We monitor key ethics and integrity indicators to assess the effectiveness of and support improvements to our controls. Our ethics and integrity performance for FY2025 is summarised below.

	2022	2023	2024	2025
Percentage of operations assessed for corruption-related risks	100%	100%	56%	77%
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
Whistleblowing Incidents (number of lodgements)	1	5	15	18

Anti-Corruption Training Coverage

The Group’s anti-corruption training is delivered through a structured programme comprising three (3) mandatory e-learning modules, covering key integrity and compliance topics.

Training on the elements and types of corruption, including bribery, is delivered under Module 1: Bribery and Corruption Offences, which enables employees to understand what constitutes bribery and corruption, the associated legal implications, and their individual responsibilities under applicable anti-corruption laws, including the Malaysian Anti-Corruption Commission (MACC) Act. The module addresses key corruption-related risks such as the offering or receipt of gratification, facilitation payments, abuse of office or position, and corporate liability, strengthening awareness of compliance obligations and ethical conduct.

This is complemented by Module 2: Conflict of Interest, which equips employees with the knowledge and skills to identify, declare and appropriately manage actual, potential or perceived conflicts of interest. The module reinforces the importance of transparency and accountability in decision-making, helping to protect both personal integrity and the integrity of the Group.

In addition, Module 3: Whistleblowing educates employees on how to safely and confidentially report misconduct, including criminal and corruption-related offences. It enhances understanding of the protections available to whistleblowers and reinforces the importance of speaking up without fear of retaliation, supporting a strong ethical culture and early detection of wrongdoing.

Collectively, these three training modules support organisation-wide awareness, prevention and management of corruption risks, with particular emphasis on management and supervisory roles where exposure to such risks is higher.

Percentage of employees who have received training on anti-bribery and anti-corruption by employee category

TOP MANAGEMENT

83%

JUNIOR MANAGEMENT

69%

SENIOR MANAGEMENT

99%

NON-EXECUTIVE

11%

MIDDLE MANAGEMENT

94%

VALUE CREATED

UEM Edgenta strengthens its ethical culture and mitigates bribery and corruption risks through continuous education and structured awareness programmes. This includes regular sessions and targeted initiatives such as Integrity Day to promote practical understanding of corruption prevention and ethical decision-making. Training is delivered via the Group's e-learning platform and covers key areas of Bribery and Corruption Offences, Conflict of Interest, Whistleblowing, and the Fundamentals of Risk Management module, which strengthens their ability to identify and manage business risks.



Official launch of the Edgenta Integrity Plan during Integrity Day 2025



Industry leaders and senior management engage in a panel discussion at Edgenta Integrity Day 2025


OUTLOOK

UEM Edgenta's integrity and risk agenda will continue to be guided by structured roadmaps aligned with our overall business strategy, reinforcing a disciplined and enterprise-wide approach to governance. Through the Edgenta Integrity Plan (EIP) 2025–2027, the Group will focus on strengthening anti-bribery and anti-corruption and compliance practices in line with national frameworks, expanding corruption risk coverage across operations, promoting participation in relevant training for management and employees, and embedding robust monitoring mechanisms. In parallel, climate-related and sustainability risks will be progressively integrated into strategic planning and disclosure practices to ensure alignment with evolving regulatory expectations.

Over the medium to long-term, the emphasis will shift towards deepening organisational resilience and reinforcing a strong and consistent ethical culture across the Group. This includes widening the application of corruption risk assessments, conducting more structured reviews of control effectiveness, expanding training coverage and further embedding climate considerations into decision-making processes. To strengthen accountability, the Group plans to incorporate ethics and integrity indicators into leadership performance management and incentive structures, reinforcing positive ethical behaviour at all levels.

SUSTAINABILITY AT UEM EDGENTA

CONTRIBUTING TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



UN SDG No. 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 healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

ACHIEVEMENTS AND CONTRIBUTIONS


- Strengthening HSSE Performance & Culture**
 Implemented JHA groupwide across all identified sites, conducted 22 HSSE risk management sessions, maintained TRCF of 0.9, and continued zero employee fatalities while contractor incidents were monitored and managed.
- Mental Health & Wellness Programmes**
 Scaled the Mental Health Support Programme including onsite psychologist consultations, made available 60 Mental Health First Aiders, conducted psychosocial risk assessments, continued NCD management, recorded sickness absenteeism interventions, carried on with BeFit and daily Taiso.
- Road Safety & Emergency Readiness**
 Strengthened commuting safety via the “Selamat Destinasi” programme, defensive driving/SAFE riding campaigns, and activated a Mutual Disaster Relief Team via a JBPM MoU with joint simulation exercises.
- International HSSE Uplift**
 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.

MATERIAL MATTER

M7 M10

RELEVANT STAKEHOLDERS

S1 S5



UN SDG No. 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 to encourage and expand access to banking, insurance and financial services to all.

ACHIEVEMENTS AND CONTRIBUTIONS

- DEI & Human Rights Governance**
 Reinforced inclusion through the Gender Diversity Policy (Aug 2024), DEI Statement (Sep 2023), and Group Human Rights Policy (Mar 2025), strengthened by awareness sessions during ESG Immersion Month.
- Equal Access & Inclusion**
 Provided equitable medical coverage for employees and dependents, mental health consultations, and leadership programmes to ensure fairness in career pathways.
- DEI Integration in Supply Chain**
 Embedded gender and human rights considerations into Supplier ESG Surveys and engagement activities, supported by HRIA outputs and follow-up training.
- Women comprise 51% of the total workforce (2025).**
- More than 30% of senior and middle management positions** are held by women.
- 30% of Board members** are women, enhancing diversity in governance and decision-making.
- Developed a Gender Diversity Policy** for employees and Board members to promote inclusivity and equity.

MATERIAL MATTER

M8

RELEVANT STAKEHOLDERS

S1



UN SDG No. 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 to all.

ACHIEVEMENTS AND CONTRIBUTIONS

• Vendor & SME Development

Strengthened SME capability through the Vendor Development Programme and Projek Perintis, enabling equipment matching support, MyHijau certification, and supplier ESG awareness and capacity building.

• Responsible Supply Chain Management

Conducted Supplier ESG Survey (78/110 responses) for ESG risk segmentation, implemented the 3-year Supplier ESG Management Framework, and advanced ESG clause readiness via Supplier Engagement Day and HCA/HPR assessments (180 evaluated, 157 approved).

• Local Economic Contribution

- Continued strong national value creation with approximately 98.84% local suppliers.
- The Group reaffirms its commitment towards Reaffirms commitment towards Collective Bargaining by concluding 2.5 years of negotiation covering 34 articles.

• Improved Supplier Access to Financing

In FY2025, 31 new contractors applied for the HSBC Supplier Financing Programme, enhancing G1 contractor cashflow.

• People Development & Capability Building

- Achieved 95% employee training coverage, strengthened leadership and safety competencies, and elevated service standards through the Service Ambassador Programme.
- Holistic employee capability development under the Individual Development Programme (IDP), incorporating journals, project-based learning, knowledge-sharing sessions, reading materials and job-based assignments to strengthen skills and competencies beyond formal training hours.
- Created training opportunities for 82 trainees this year via GeT, TGT and Internship.

• Green Financing for Sustainability

Zero Capex business model enabling clients to progress energy transition initiatives while managing capital expenditure and cash flows.

MATERIAL MATTER

M3 M4 M9 M11

RELEVANT STAKEHOLDERS

S1 S2 S5

SUSTAINABILITY AT UEM EDGENTA



UN SDG No. 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

- Circular & Low Carbon Materials**
Commercialised the asphalt premix plant with recycling facility in Tapah with a wide range of premixes, focusing on the usage of recycled asphalt with additive combinations to enable lower carbon road construction.
- Won the ESG Star Positive Impact Award on Waste Management**
- GreenGuard Concrete Barrier (Project Harmony)**
Collaborated with PLUS & CIMA to develop a TL5-rated precast GreenGuard Concrete Barrier using green concrete with -60% CO₂ reduction versus traditional barriers.
- Technology-Enabled Facilities Management**
Scaled the Asseto suite (EnergyAI, CMMS, ePTW, IoT, BMS, BCA, Insights, Surveillance) and deployed Energy & Utility dashboards at eight FM sites, supported by AI assistants and strengthened cybersecurity.
- Client Energy Value Creation**
Delivered -27.93 million kWh and -RM12.87 million in client energy savings for 2025; cumulative since 2016 achieved -228.70 million kWh and RM101.01 million savings, with sustained GBI performance and expansion of EPC/RE projects.
- Operational Innovations**
Continued usage of McFill oil infiltration technology improving oil change intervals from 5,000 to 20,000 km (saving -630 L annually) and advanced EV charging infrastructure, including EV charging bays and installation readiness assessments.

MATERIAL MATTER

M2

RELEVANT STAKEHOLDERS

S1 S2 S4 S5



UN SDG No. 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

Net Zero Pathway Implementation

- Progressed short-term Scope 1 & 2 emissions reduction target (-3.67% annually for 2023-2027) and long-term 26% reduction by 2030, supported by carbon budgeting, twice yearly emissions reviews, shadow carbon pricing, and Scope 3 roadmap initiation.
- Won the ESG Star Award on Energy Efficiency.

Emissions Performance Progress (2024 Baseline)

Recorded Scope 1: -9,215.67 tCO₂e, Scope 2: -7,910.55 tCO₂e, Scope 3: -2,969.74 tCO₂e, with established tracking for emission intensity and carbon rebasing.

Decarbonisation Levers in Action

Continued implementation of EV adoption, route optimisation, composting and e-waste collection drives in Singapore; and in Malaysia, energy efficiency retrofits (ACMV/AHU/LED), HQ Friday partial shutdowns, and support for green building certifications such as MyCREST and GBI through tree-planting activities.

Circular Economy & Waste Reduction

Rolled out biodegradable food tray pilots, increased condemned linen recycling from 40% to 100%, and expanded recycling impact through the KLEAN unit (641 kg CO₂e avoided; 1,770 sessions; 7,965 PET bottles; 2,061 cans).

Client Climate Impact

Healthcare portfolio achieved ≥5% waste reduction and delivered RM17.1 million in energy savings (38.72 million kWh) in 2024, alongside ongoing solar and EPC initiatives managed by Opus Energy.

MATERIAL MATTER



RELEVANT STAKEHOLDERS



SUSTAINABILITY AT UEM EDGENTA

DRIVING SUSTAINABILITY THROUGH PARTNERSHIPS AND JOINT VENTURES

UEM Edgenta collaborates with leading organisations across a range of industries to advance its sustainability agenda, improve operational efficiency and support its Net Zero ambition. These partnerships serve as important enablers for translating sustainability priorities into practical action across different business segments.

Through collaboration with strategic partners, the Group drives innovation, facilitates knowledge sharing and expands access to new markets. Joint initiatives create opportunities to test and implement sustainable solutions, strengthen technical and operational capabilities and accelerate the adoption of improved practices across operations.


By working closely with partners and joint venture counterparts, UEM Edgenta is able to broaden the reach of its sustainability efforts while strengthening commercial outcomes. These relationships support both business growth and environmental objectives, positioning partnerships as a key mechanism for advancing sustainability, enhancing performance and extending value creation across its services and markets.

Our Contributions




Asia Pacific University

Memorandum of Business Exploration (MOBE) between UEM Edgenta Academy and The Asia Pacific University of Technology & Innovation (APU). The collaboration drives impactful initiatives in training, research, industry engagement and regulatory development. This partnership also supports the development of highly skilled talent to advance Malaysia’s infrastructure and economic aspirations.




OPUS Consultants’ Collaboration with Green Building Index

UEM Edgenta’s subsidiary OPUS Consultants, through its wholly owned subsidiary OPUS Energy Sdn. Bhd. formalised a strategic collaboration with Green Building Index (GBI) through the signing of a Memorandum of Business Exploration (MOBE). The MOBE outlines a shared commitment by OPUS Energy and GBI to accelerate the adoption of energy-efficiency and GBI compliant solutions across both public and private sector assets, with targeted outreach in Peninsular Malaysia, Sabah, and Sarawak.



CEO Action Network

Played an active role as part of CEO Action Network (CAN), Workstream 2 for Capacity Building, working with CAN Members throughout the year to plan knowledge sharing sessions. The knowledge sharing sessions aim to tackle various sustainability and ESG related topics, increasing general awareness and understanding among ESG practitioners and key industry players.



Swinburne University

OPUS International Berhad signed a Memorandum of Business Exploration (MOBE) with Swinburne University of Technology Sarawak Campus. This partnership is focused on bridging industry and academia to accelerate the development of Sarawak’s workforce while driving impactful, sustainable infrastructure, green buildings and energy efficiency projects. The partnership aligns with OPUS’ ongoing projects in Sarawak, including critical infrastructure and sustainability initiatives that are reshaping the state’s development landscape. These initiatives focus on both sustainable infrastructure and the development of a skilled local workforce, reinforcing OPUS’ role in fostering sustainable growth while contributing to the state’s broader development objectives.


HSBC

Supplier Financing Programme with HSBC is ongoing and continues to benefit suppliers by accelerating their payment and improving their cash flow. In FY2025, 31 new vendors registered to this programme.


Asia Pacific Real Assets Association (“APREA”)

Actively engaged with Asia Pacific real estate companies to acquire valuable insights and market intelligence within the real estate industry, while simultaneously leveraging the Sustainability guidance materials provided by the association. This collaborative effort not only enhances our understanding of market trends but also serves as a platform to foster collaboration and identify growth opportunities within the sector. Edgenta sits on APREA’s regional ESG Committee; a platform for investors, developers, asset managers, and key stakeholders in the real assets industry to engage regarding topics of climate and environmental impact. Additionally, we leveraged on our network with APREA to develop and gather insights on an APAC-level study on adoption of internal carbon pricing.


Climate Governance Malaysia

UEM Edgenta strengthened its commitment to climate action and sustainable corporate governance through its ongoing membership as a Corporate Friend of Climate Governance Malaysia (CGM). We continue to participate in CGM-hosted events and industry roundtables, including a session on energy efficiency and renewable integration in buildings, where our Head of Sustainability Engineering Solutions contributed perspectives on sustainable built environments. We also participated in a roundtable discussion on the proposed creation of a Blended Finance Hub to finance climate solutions, where potential next steps and key considerations were compiled for further engagement with relevant stakeholders, including policymakers.


Dubai EXPO


UEM Edgenta Berhad (“UEM Edgenta”), through its subsidiary Kaizen Owner Association Management Services LLC (“Kaizen”), has successfully entered a Joint Venture with Expo City Dubai to provide property management services for properties located within the Expo City, as well as selected sites globally. This strategic partnership reflects UEM Edgenta’s ongoing commitment to enhancing its capabilities and solutions in the real estate sector, strengthening its international footprint, and unlocking new growth opportunities in the UAE and beyond.


Free The Seed Sdn. Bhd.

Serves as the key supply partner for the initiative and is based in Kedah, supporting local manufacturing and regional economic growth. The biodegradable trays are manufactured using paddy straw’s biomass waste materials. These trays are used in hospitals.


Entopia

Collaborated with Entopia to deploy an organic waste recycling solution that successfully diverted over 30% of organic waste from landfill using a biological treatment approach.

 Refer to pages 154 to 161 under *Environmental Management* for more details.


CIMA and PLUS
Project Harmony

Our Infrastructure business continues to collaborate with CIMA and PLUS on GreenGuard, a precast concrete New Jersey Barrier (NJB) incorporating recycled materials and designed to meet stringent TL5 requirements.

SUSTAINABLE ECONOMIC GROWTH



We are committed to long-term, resilient growth through disciplined governance, strategic market expansion and innovation that delivers sustained value to stakeholders.

INNOVATION AND TECHNOLOGY-BASED OPERATIONAL EXCELLENCE

WHY IT MATTERS

Innovation and technology form the foundation of reliable, efficient and sustainable service delivery at UEM Edgenta. Rather than acting as a support function, technology is embedded as a core operational capability that enhances asset performance, strengthens service reliability and enables consistent execution at scale.

Technology is also a primary source of differentiation. Through data-driven decision-making, automation and intelligent workflows, the Group improves productivity, optimises cost structures and delivers higher-value outcomes across contracts. This positions UEM Edgenta to compete more effectively in an increasingly demanding and cost-sensitive market.

Sustained investment in innovation ensures that operational excellence is not only maintained but continuously improved, enabling the Group to deliver superior performance, resilience and long-term value.

OUR APPROACH

A Three-Pillar Technology Strategy

UEM Edgenta adopts a structured and integrated approach to technology, anchored on three strategic pillars that balance stability, innovation and growth.

A strong and resilient digital foundation underpins all technology initiatives. The Group continuously strengthens its cybersecurity posture through regular assessments and targeted improvements, ensuring protection against evolving threats. Multi-cloud strategies provide flexibility and resilience, while active network monitoring enhances system reliability and performance. These foundational capabilities ensure that all higher-level innovations operate on a secure, scalable and dependable base.

Technology delivery is redesigned to be agile, business-aligned and outcome-driven. The Group leverages artificial intelligence and generative technologies to automate processes, reduce manual effort and improve decision-making across operations. This includes embedding intelligence into workflows, enabling faster insights, and enhancing responsiveness to operational needs. The focus is on translating technology into measurable business value, both in operational efficiency and enhanced service capabilities.

Through its proprietary platforms, particularly Asseto, UEM Edgenta is transforming how assets and operations are managed. Asseto enables a data-driven, standardised and scalable approach to asset management, moving beyond traditional models. This platform-led strategy enhances differentiation, creates new value propositions and positions the Group as a technology-enabled service provider within the industry.

Redefining Facility Management Through Technology

The facility management industry is increasingly characterised by margin compression and limited differentiation. Traditional service models, reliant on manpower and fragmented systems, are becoming less sustainable.

UEM Edgenta addresses this shift by embedding technology into integrated facility management. Automation, data-driven intelligence and standardised platforms enable more efficient operations, improved benchmarking and enhanced service outcomes.

Ownership of technology intellectual property further strengthens this position. By developing and controlling its own platforms, the Group operates with greater speed, flexibility and cost efficiency, while maintaining full control over innovation and deployment. This capability is increasingly valued by clients seeking scalable, responsive and technology-enabled solutions.

SUSTAINABLE ECONOMIC GROWTH

Market-Facing Technology Delivery: Edgenta NXT

Edgenta NXT serves as the Group's technology commercialisation arm, focused on developing and scaling proprietary digital solutions. Central to this is the Asseto platform, a SaaS-based system fully owned by the Group, which underpins modern asset and facility management practices.

Asseto is deployed across operations to create differentiation, enabling a consistent and data-driven approach to managing assets, performance and service delivery. At the same time, NXT drives the platform's roadmap and expands its application beyond internal use, positioning it as a scalable solution for external markets.

This dual role strengthens UEM Edgenta's ability to win contracts, enhance service offerings and extend capabilities beyond traditional facility management, supporting long-term growth and value creation.

Standards, Security and Governance

Cybersecurity remains a cornerstone of the Group's technology strategy, managed as a critical business risk. Continuous posture assessments, regular audits and alignment with recognised standards ensure that systems and data are protected against evolving threats.

Strong governance frameworks guide the adoption of data and artificial intelligence. The Group emphasises controlled experimentation through rapid proof-of-concept initiatives, ensuring that value is validated before scaling. Investments in self-hosted AI capabilities support data sovereignty, cost efficiency and greater control over deployment.

Technology governance also extends to access management, system ownership and compliance processes, ensuring that innovation is implemented in a secure, accountable and well-regulated manner.

VALUE CREATED

Technology initiatives delivered measurable improvements in operational efficiency, decision-making and system reliability. Automation and AI-enabled processes reduced manual workloads, accelerated response times and enhanced consistency across operations.

The continued expansion of Asseto strengthened its role as a core platform, evolving beyond traditional maintenance systems into a broader operational platform that integrates data, workflows and performance insights. This shift supports more proactive and intelligent asset management across the Group.

Collectively, these advancements reinforce a more scalable, data-driven and resilient operating model, positioning technology as a key driver of sustained performance.

PIKOM CIO
CONFERENCE 2023

KEYNOTE SPEAKER 3

Alwyn Chan, Chief Product Officer, Edgenta NXT



Presentation on the use of Technology in Sustainability at the PIKOM CIO Conference led by Alwyn Chan, CEO of Edgenta NXT

CHALLENGES

The Group operates in an environment of rapidly evolving cyber threats and increasing technological complexity. Cybersecurity remains a critical focus, with continuous assessments, targeted improvements and organisation-wide awareness initiatives, including phishing simulations and training programmes, to strengthen resilience.

At the same time, the emergence of artificial intelligence presents both opportunity and complexity. The Group prioritises building core AI capabilities internally, focusing on foundational systems, controlled experimentation and practical use cases. This approach ensures readiness while maintaining control over strategic capabilities that will be critical in the coming years.

OUTLOOK

Technology will continue to play an increasingly central role in shaping UEM Edgenta's competitive position. Artificial intelligence, automation and data-driven systems are expected to further transform operations, enabling higher efficiency, improved decision-making and new service models.

As data becomes a critical asset, the Group will continue to strengthen governance, security and best practices to ensure responsible and effective use. At the same time, ongoing investment in platforms and capabilities will support scalability and adaptability in a rapidly evolving landscape.

Through this approach, UEM Edgenta aims to reinforce its position as a technology-enabled leader, delivering sustainable operational excellence and long-term financial performance.

SUSTAINABLE ECONOMIC GROWTH

ECONOMIC DEVELOPMENT

WHY IT MATTERS

UEM Edgenta views economic development as central to long-term business strength and social progress, linking expansion to job creation, skills development and stronger community resilience. When aligned with environmental and social considerations, sustainable economic development improves adaptability to regulatory changes, customer expectations and industry trends, while encouraging innovation and strengthening stakeholder relationships. Neglecting this focus could constrain performance, reduce competitiveness, undermine trust and increase regulatory and reputational risks, ultimately weakening long-term value creation and societal contribution.

OUR APPROACH

UEM Edgenta's approach to economic development centres on building resilient, sustainable and locally embedded businesses across its markets. Key strategies include market expansion, asset class diversification, local hiring, talent development and responsible procurement. Long-term value is generated through these initiatives, alongside the Group's delivery of reliable services that support critical infrastructure and its tax contributions in the markets where it operates. Through this, the Group contributes to broader socio-economic development.

Market Expansion

As part of its regional growth strategy, UEM Edgenta continues to build its presence in key international markets while maintaining a disciplined and sustainable approach to expansion.

In Singapore and Taiwan, the majority of existing contracts were successfully renewed and a significant number of new contracts were secured. In particular, Singapore expanded its service

footprint into more hotels and commercial properties. It also added a number of new services to its suite of service offerings. These reflect sustained client confidence in service quality, operational reliability and the Group's sustainable business model. These outcomes also demonstrate the strength of long-term client relationships and the international businesses' ability to deliver consistent value in mature and competitive markets.

In the UAE, a joint venture with Dubai Expo strengthened the Group's regional footprint and enabled support for large-scale and complex facilities through integrated property management and sustainability-led service offerings.

In the KSA, operations recorded 25% year-on-year top-line growth, reflecting strong market momentum. During the year, the KSA business achieved three ISO certifications, reinforcing governance discipline, quality management and operational standards. Continued use of Computer-Assisted Facilities Management systems supported greater digitalisation, improved service efficiency and stronger data-driven decision-making.

	2022	2023	2024	2025
% of UEM Edgenta revenue from international markets (%)	38%	38%	42%	46%

Distribution of Direct Economic Value (RM million)	2022	2023	2024	2025
Direct Economic Value Generated				
Revenue and other income	2,528.7	2,888.4	3,058.4	2,870.1
Direct Economic Value Distributed				
Operating costs, employee wages and staff benefits	2,357.9	2,711.2	2,857.7	2,828.8
Payments to providers of capital	44.3	55.4	38.6	51.5
Payments to Government	51.3	51.0	47.9	49.4
Community Investments	0.2	0.3	0.3	0.1
Direct Economic Value Retained				
Direct Economic value generated less economic value distributed	75.0	70.5	113.9	(59.7)

Asset Class Expansion

UEM Edgenta continues to expand into new asset classes that support the low-carbon transition and future-ready infrastructure. Through OPUS, the Group secured contracts to support the development of electric vehicle infrastructure, marking entry into an asset class aligned with energy transition and sustainable mobility. This reflects the Group's ability to respond to emerging infrastructure needs while leveraging established engineering and sustainability capabilities.

Local Hiring and Community Economic Participation

Consistent with its commitment to inclusive growth, UEM Edgenta prioritises local hiring across its operations. In Malaysia, the Group continues to provide employment opportunities to communities near operational sites, including those surrounding the asphalt premix plant with recycling facility in Tapah, supporting local livelihoods and economic participation.

Workforce localisation remains a priority in the KSA, where the Group continues to build a sustainable local workforce in line with the Government's localisation agenda, having recruited more than 100 Saudi nationals into its operations.

Talent Development

Talent development continues to play a central role in sustaining long-term economic value creation. The Graduate Trainee Programme serves as an important pipeline for developing future-ready talent across the Group, supporting skills transfer, leadership development and organisational continuity as the business expands into new markets and asset classes.

Supply Chain and Human Rights

Our practices in managing our supply chain are guided by our Code of Conduct for Business Partners (2019) and our Human Rights Policy. Our Code of Conduct for business partner compliance clearly outlines requirements for business partners compliance regarding issues including compliance with local laws, forced labour, workers' rights and human rights. Across its markets, responsible supply chain management and the protection of worker welfare are integral to economic value creation. Suppliers and service partners are required to comply with applicable laws and regulations, uphold acceptable social practices, and, where relevant, maintain recognised certifications or standards.

In KSA, greater emphasis in FY2025 was placed on supplier and contractor practices relating to worker welfare, including living conditions, accommodation standards and fair treatment on sites. These expectations are reinforced through contractual requirements, engagement and ongoing monitoring.

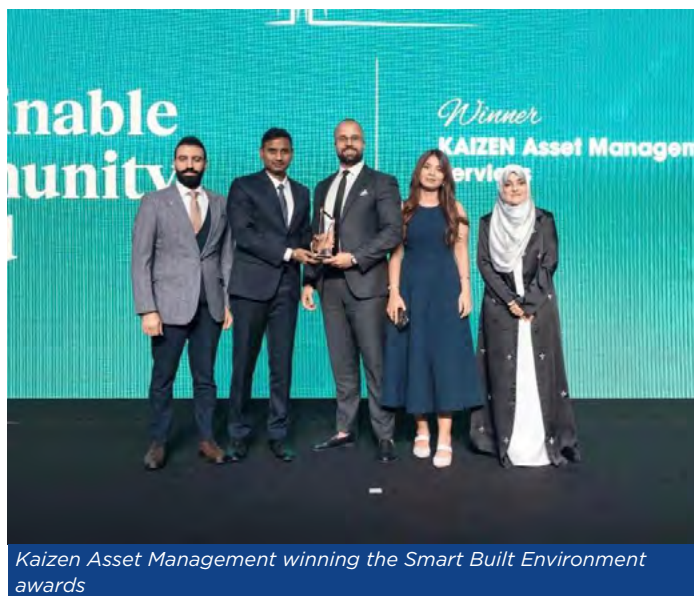
VALUE CREATED

Middle East Operations

UEM Edgenta's expansion in the Middle East continued to generate economic value through responsible market entry, localisation and capability transfer. In FY2025, operations in the KSA focused

on building sustainable facilities management capabilities aligned with local regulatory requirements and market expectations. Value was created through the development of local talent, adoption of technology-enabled operating models and strengthening of safety and governance practices. These efforts supported more resilient asset operations for clients while contributing to local economic participation and long-term service continuity.

Performance in the region was also recognised externally. MEEM Facilities Management received the IFM Company of the Year - Silver Award (2025) and the Best Use of Technology - Gold Award (2025), reflecting the impact of integrated service delivery and digital-enabled operations. Our achievements in our UAE operations further recognised through multiple industry accolades, including Property Management Firm of the Year and the Sustainability Community Award at the Smart Built Environment Awards 2025, as well as Societa for Innovative Technology of the Year, alongside Best CAFM Implementation 2024 and Best Facilities Engineer 2024 at the Wasl Annual Awards.



Kaizen Asset Management winning the Smart Built Environment awards

Consultancy, Energy and Sustainability Services

Through OPUS, UEM Edgenta created economic value by expanding sustainability-led consultancy and energy efficiency solutions that deliver measurable cost savings and risk reduction for clients. In FY2025, OPUS continued to support healthcare, commercial and institutional assets through energy performance contracting, zero-capex delivery models and sustainability advisory services. These offerings enabled clients to improve energy efficiency and asset performance without upfront capital investment, while generating new revenue streams and strengthening the Group's position as a sustainability solutions provider.

OPUS also secured new sustainability-related projects, including the consultancy services for electric vehicle charging infrastructure for a major transportation operator. This reflects rising demand for low-carbon infrastructure solutions and the Group's ability to respond to emerging transition requirements.

SUSTAINABLE ECONOMIC GROWTH

Singapore and Taiwan Operations

In Singapore and Taiwan, economic value was generated through the delivery of reliable, high-quality facilities management and asset services in highly regulated environments. During 2025, both markets achieved contract renewals and secured new contract wins, reflecting client confidence in governance standards, HSE performance and operational discipline.

Singapore operations also received industry recognition, including the 2025 Best FM Partner Award (Cleaning category) at the Facilities Management Experts Summit and the Corporate Treasurer Award 2025 for Excellence in Use of Technology, in recognition of its daily payroll innovation.

Asphalt Premix Plant with Recycling Facility

The Plant creates economic and environmental value for UEM Edgenta's infrastructure business by recycling asphalt pavement, reducing reliance on virgin materials, lowering material costs and minimising landfill waste. In FY2025, it supported more cost-efficient road maintenance and construction while strengthening the Group's technical capability and innovation. This initiative also benefits clients through circular economy practices, lower carbon intensity in road works, and alignment with national sustainability and climate objectives.

Technology-Enabled Value Creation

Economic value was also generated through wider deployment of technology-enabled solutions. Platforms such as Assto improved asset visibility, enabled predictive maintenance and strengthened operational efficiency, supporting reduced downtime, improved risk management and optimised lifecycle costs for clients.

In Dubai, the joint venture with Dubai Expo applied the Kaizen platform to support property and zone management functions, including tenant administration, digital work orders and security coordination. This centralised, data-driven approach improves efficiency and governance while supporting more sustainable and well-managed operations within a complex, multi-tenant environment.

Talent Development and Capability-Building

UEM Edgenta creates economic value through sustained investment in workforce capability. As a services-led organisation, performance depends on skills, productivity and engagement. In FY2025, structured training, upskilling and reskilling programmes continued across operational, technical and leadership roles. These initiatives supported service quality, improved efficiency and strengthened the Group's ability to deliver increasingly complex and sustainability-linked solutions. Capability development in asset management, digital tools, HSE and sustainability also enabled the Group to respond to evolving client and regulatory expectations.

Local Talent Development and Skills Transfer (International Operations)

In international markets, talent development supports responsible growth and long-term economic contribution. In the KSA, focus was placed on developing local capabilities through training, skills transfer and structured workforce development. This approach supports localisation objectives while strengthening operational continuity and reducing reliance on expatriate resources.



Strengthening skills through collaboration: Training participants at MEEM Facilities Management Headquarters with Edgenta Academy Sdn. Bhd.

Accredited Workforce Development

In FY2025, Edgenta Academy collaborated with MEEM Facilities Management to design and deliver the Cleansing Supervisory Competency Programme in the KSA, aimed at strengthening frontline supervisory capability. Endorsed by the Ministry of Health Malaysia and equivalent to the British Institute of Cleaning Science Level 2 certification, the programme aligns workforce development with internationally recognised standards. Building on this commitment to internationally benchmarked training, Operon Middle East has achieved BICS accreditation for its training programmes, further reinforcing industry-leading standards in cleaning practices and workforce competency.

Delivered in August 2025 over a two-week period, the programme comprised 30 hours of structured learning through a blended approach combining in-person practical training, live online sessions and self-paced e-learning modules. A total of 27 MEEM employees completed the programme, including eight Saudi nationals, supporting localisation efforts. Certificates of achievement were awarded to top performers, with completion certificates presented to all other participants.



Training at MEEM Facilities Management Headquarters in collaboration with Edgenta Academy Sdn. Bhd.

Building Sustainability and Digital Capabilities

FY2025 also focused on building internal expertise in sustainability, energy management and digital operations. Exposure to energy efficiency projects, zero capex delivery models, carbon management practices and digital asset platforms enabled employees to develop practical skills that support both operational performance and sustainability outcomes. These capabilities are increasingly embedded into daily operations, allowing sustainability to be delivered through execution rather than standalone initiatives while strengthening long-term competitiveness.

Economic Contribution through Taxation and Sustainable Operations

In addition to operational value creation, profitable international markets, particularly Singapore and Taiwan, continued to contribute to national economies through corporate tax payments and sustained business activity. These markets generated stable earnings that enhance financial resilience while supporting broader socioeconomic development. Long-term contracts, high-value employment and consistent fiscal contributions reinforce the Group's role as a responsible corporate citizen across its regional footprint.

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).

Defined Benefit Plan (RM million)	2022	2023	2024	2025
	2.8	3.2	2.4	2.4

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 Contribution Plan (RM million)	2022	2023	2024	2025
	78.0	80.2	87.1	90.6

OUTLOOK

To maximise economic performance, UEM Edgenta's immediate focus will be on strengthening execution quality, governance discipline and service reliability across its core markets, particularly in the Middle East, Singapore and Taiwan. Key priority levers include sustaining contract renewals, embedding digital platforms to enhance productivity and data visibility, and advancing workforce localisation initiatives, especially in the KSA. These efforts will be supported by responsible procurement practices, strict regulatory compliance and continued attention to worker welfare, which collectively underpin operational stability, retention and productivity.

Looking ahead, the Group aims to unlock additional growth through diversification across asset classes and focused capability building. Potential growth avenues include low-carbon and future-ready infrastructure, digital asset solutions and sustainability-led services. To maximise the value of these opportunities, the Group will concurrently strengthen consistency in data, processes and governance standards across markets, reinforcing stakeholder confidence while supporting scalable, long-term value creation.

SUSTAINABLE ECONOMIC GROWTH

SUPPLY CHAIN MANAGEMENT

WHY IT MATTERS

Supply chain management is fundamental to UEM Edgenta's service reliability and sustainability outcomes, as suppliers influence service standards, cost structures, and environmental and social performance.

Effective oversight of ESG risks within the Group's supply chain strengthens operational stability and improves the Group's ability to adapt to changing operating conditions. Conversely, insufficient management of supply chain risks may lead to cost escalation, delays and reduced quality, placing pressure on client relationships and overall performance. Misalignment with sustainability priorities may also weaken environmental and social outcomes, diminish the Group's industry influence, and heighten exposure to regulatory, financial and legal risks.

OUR APPROACH

UEM Edgenta adopts a holistic and structured approach to supply chain management, beginning with a thorough assessment and due diligence, supported by clear expectations and close collaboration with suppliers. This approach emphasises transparency, capability-building and the use of technology for monitoring, data analysis and risk mitigation, enabling continuous improvement and alignment with regulatory requirements and stakeholder expectations.

In 2025, the Group established an ESG Supplier Engagement Plan aimed at strengthening supplier capabilities and supporting progression towards higher levels of ESG maturity. This plan is complemented by the introduction of a Human Rights Policy that extends to suppliers, reinforcing expectations on fair treatment and responsible labour practices. As part of this plan, UEM Edgenta conducted supplier engagement sessions and training covering human rights, ESG practices and greenhouse gas (GHG) emissions management, enabling knowledge sharing and supporting suppliers in strengthening their ESG practices. These engagements also facilitated the collection of ESG data from more than 100 suppliers. Supplier conduct is governed through the Code of Conduct for Business Partners, the UEM Edgenta Human Rights Policy and the Sustainability Policy, supported by monitoring tools such as the Carbon Emission Platform. In addition, integrity, compliance and HSSE requirements — including the Code of Conduct for Business Partners, Business Partner's Letter of Declaration and HSSE Management Requirements — are incorporated into procurement terms and conditions to reinforce expectations on anti-bribery, anti-corruption, safety and accountability from the early stage of engagement with suppliers and contractors.

Strategic priorities focus on value-driven enhancements to elevate ESG vendor management practices towards leading industry standards. This includes strengthening governance, expanding engagement with suppliers and improving transparency in monitoring and reporting practices.

Vendor Development and Capacity Building

UEM Edgenta complements its supplier governance and screening processes with targeted capability-building initiatives designed to strengthen supplier performance while advancing sustainability outcomes across the value chain. Through the Vendor Development Programme (VDP) and Projek Perintis, selected suppliers receive structured support to enhance technical capability, business readiness and sustainability awareness. The programme enables suppliers to improve service reliability, invest in more efficient and sustainable solutions and progress towards recognised certifications, while strengthening long-term commercial viability. This approach supports more resilient and responsible supply chains, aligns supplier practices with the Group's sustainability expectations and contributes to shared value creation across operations.

Supplier Screening and Selection

Supplier selection processes across the Group integrate operational capability with ESG considerations. Assessments cover technical competence alongside baseline environmental, social and regulatory compliance requirements. Suppliers are expected to comply with applicable local laws, demonstrate acceptable environmental and social practices and, where relevant, hold recognised certifications or standards.

Sustainability considerations are embedded within procurement frameworks and supported by structured onboarding processes that require disclosure of ESG practices. Screening may prioritise environmentally preferable products and reference recognised labelling schemes and standards where applicable. Formal procedures, documented assessment tools and integrated procurement platforms are used to evaluate environmental sustainability, corporate social responsibility certification, quality, delivery performance, service standards, technology capability, safety and health, and ethical conduct.

Environmental criteria include regulatory compliance, environmental management certification, resource efficiency and greenhouse gas management. Social criteria address labour standards, human rights, diversity and inclusion, occupational health and safety, ethical conduct and grievance mechanisms. Performance and compliance are reviewed periodically to support continuity of service and risk management.

Supplier Management, Monitoring and Risk Mitigation

Supplier performance and ESG-related risks are managed through structured monitoring processes aligned with the Group's governance and risk management practices. Suppliers are subject to procurement controls and regular performance reviews focused on service quality, compliance and operational delivery. Maintaining a diversified supplier base helps to reduce exposure to environmental, social and supply disruption risks.

Supply chain integrity is supported through ongoing engagement with suppliers, employees and clients, alongside the refinement of ESG evaluation criteria and continuous improvement of procurement processes. Resilience is strengthened through periodic supplier evaluations using established tools and structured review cycles. Where suppliers fall short of environmental or social standards, corrective action plans and capacity-building initiatives are implemented, with escalation or disengagement applied where required. Contractual ESG clauses, KPI-based monitoring and formal risk management frameworks reinforce accountability across the supply chain.

Safety Integration Across the Value Chain

Safety expectations are embedded across relevant parts of the Group's value chain, supported by risk assessments, oversight of contractors and subcontractors, audits, emergency preparedness measures, as well as training and reporting programmes.

In EdgentaUEMS Taiwan, safety management is governed under ISO 45001:2018, incorporating risk assessments, contractor and subcontractor management, safety audits, emergency response drills and mandatory training.

At Kaizen, safety is managed through a comprehensive system that includes defined policies and responsibilities, regular training and toolbox talks, systematic risk assessment and mitigation, continuous monitoring and reporting, and close engagement with contractors and suppliers. This approach supports consistent safety standards across project lifecycles and reinforces accountability within the supply chain.

Industry Collaboration on Sustainable Procurement

UEM Edgenta actively participates in industry knowledge-sharing platforms to strengthen sustainable procurement practices and address environmental impacts across the supply chain. In FY2025, the Group's procurement leadership engaged in a procurement network comprising listed companies, where discussions focused on ESG integration within supply chains. As part of this platform, the Group participated in a session led by a plantation company on managing environmental and sustainability risks in plantation supply chains. Insights from these engagements support the continuous enhancement of UEM Edgenta's approach to responsible sourcing and supplier engagement.

SUSTAINABLE ECONOMIC GROWTH

VALUE CREATED

UEM Edgenta Vendor Development Programme (VDP)

UEM Edgenta’s Vendor Development Programme strengthens supplier capability while advancing sustainability across the value chain. Through structured support, 15 participating vendors improved their technical capacity and business readiness, achieving an average of 30% growth in revenue. One participating vendor secured grants for investment in equipment, which is now being used to deliver services to UEM Edgenta.

Sustainability is embedded in the programme, with one vendor obtaining MyHijau certification for a medical waste bin and further improving its environmental profile through solar installations and the partial transition of its fleet to electric vehicles.



Our procurement team and our supplier at the International Greentech & Eco Products Exhibition & Conference Malaysia (IGEM)

Supplier ESG Survey and Framework Development

In FY2025, UEM Edgenta assessed 78 strategic and critical vendors on ESG understanding, practices, reporting and policies, classifying them by maturity to inform the Supplier ESG Management Framework and the 2025 Supplier Engagement Plan. Of 110 targeted suppliers, 78 responded (71%), enabling risk segmentation into high, medium and low risk groups to support prioritised engagement and targeted improvements. The Supplier Engagement Plan sets a three-year roadmap to build supplier ESG capabilities, strengthen resilience and create shared value for both the Group and its suppliers.

Supplier Engagement and Operational Improvements

In FY2025, UEM Edgenta strengthened the integration of its environmental and responsible supply chain policies across its supplier network through targeted communication and training. During ESG Awareness Month, the Group organised a Supplier Engagement Day to train suppliers on responsible supply chain practices, human rights expectations and Scope 3 emissions management, reinforcing alignment with the Group’s sustainability requirements.

In parallel, supplier actions have driven significant operational improvements for the Group. In medical waste management, continued use of MyHijau-certified sharp bins supported safer and more environmentally responsible disposal. New vendors were introduced to recycle condemned linen, increasing the expected recycling and reuse rate from 40% to 100%. Scheduled waste management was enhanced through new service options for business units, improving cost efficiency and reducing scheduled waste management costs by up to 38%.

Value and Impact

The combined impact of the VDP, Projek Perintis and supplier ESG initiatives demonstrates how structured engagement can deliver tangible outcomes:

- Vendors strengthened operational capability and service readiness through grants, training and technical support.
- ESG maturity improved across the supplier base, supported by formal assessment, risk segmentation and a structured development framework.
- Recycling rates and waste management efficiency increased, delivering both environmental and cost benefits.
- Supplier awareness of sustainability, human rights and Scope 3 considerations deepened, strengthening alignment with UEM Edgenta's sustainability objectives.

These initiatives show how UEM Edgenta uses supplier development not only to manage risk, but to create shared value, strengthen operational resilience and advance sustainability across its extended value chain.

Overall Performance

Type of suppliers engaged	2022	2023	2024	2025
Local Suppliers (%)	99.20	98.47	98.70	98.84
Proportion of spending on local suppliers (%)	99.40	98.88	99.60	99.76
Number of local suppliers	1,737	1,871	1,978	1,699

OUTLOOK

Recognising the vital importance of supply chain practices to our overall sustainability agenda and reputation as a responsible organisation, UEM Edgenta will place greater emphasis on strengthening supply chain governance with a clear focus on ESG integration, risk management and long-term value creation. This will begin with deeper supplier engagement, including knowledge-sharing and training initiatives to reinforce awareness of the Group's ESG expectations. More detailed risk profiling and assessments will be undertaken to identify higher-risk vendors and guide the proactive development of appropriate mitigation plans. ESG expectations will also be more explicitly incorporated into relevant Group policies and contractual frameworks to ensure clarity and drive adherence to our standards.

Looking ahead, the Group aims to enhance transparency and data quality across its supply chain, with particular focus on improving visibility over Scope 3 emissions. Randomised supplier audits will be introduced to strengthen oversight and ensure that sourcing, social and environmental standards are upheld. In parallel, the Group will explore partnerships with financial institutions to support sustainable financing or grant mechanisms linked to ESG performance, encouraging suppliers to invest in higher sustainability standards while reinforcing resilient and responsible supply chain practices.

MINIMISING ENVIRONMENTAL IMPACT

A scenic landscape of rolling green hills under a dramatic sunset sky with a large mountain peak in the distance. The foreground is filled with lush green tea plants. The sky is filled with golden and orange clouds, with the sun low on the horizon, creating a warm and atmospheric scene.

We aim to minimise our environmental footprint by strengthening climate resilience, advancing resource efficiency and driving responsible practices that safeguard the environment for future generations.

CLIMATE CHANGE

WHY IT MATTERS

Climate change presents material risks and strategic considerations for UEM Edgenta due to the breadth of assets, services and geographies in which the Group operates. Physical impacts such as extreme weather, rising temperatures and flooding have the potential to disrupt operations, affect asset performance and increase maintenance and insurance costs. Transition-related pressures, including evolving regulations, higher compliance standards and changing client expectations, also influence how the Group plans, invests and delivers services. If not managed effectively, these factors could weaken operational reliability, supply chain stability and long-term financial performance.

At the same time, climate change is reshaping market needs and creating demand for more energy-efficient, resilient and sustainable infrastructure and services. This shift creates opportunities for UEM Edgenta to strengthen its value proposition by supporting clients in reducing emissions, improving resource efficiency and adapting assets to climate-related risks. By integrating climate considerations into business strategy and operations, the Group is able to limit its own environmental footprint while helping clients enhance the resilience and sustainability of their facilities.

In support of this direction, the Group has enhanced policies and practices that reflect its commitment to address climate-related impacts, including impacts tied to greenhouse gas (GHG), and promoting responsible environmental management. These standards extend beyond internal operations to business partners and procurement activities, reinforcing a consistent approach across the value chain. Through disciplined climate management and solution-driven services, UEM Edgenta positions itself to manage emerging risks, respond to regulatory and market developments and contribute meaningfully to the transition towards a lower-carbon and more resilient economy.

OUR APPROACH

Guided by the FTSE4Good Environmental, Climate and Carbon (ECC) framework, UEM Edgenta adopts a structured and forward-looking approach to reduce its environmental footprint while supporting wider decarbonisation objectives across the markets in which it operates. The Group has reaffirmed its commitment to addressing climate change and reducing greenhouse gas (GHG) emissions across its operations. To support this, it has strengthened its climate governance and carbon management practices, as highlighted in the pull-out below.

Enhanced Sustainability Policy

The Group's Sustainability Policy has been updated to reinforce environmental and climate-related provisions, including the treatment of climate change as a material business risk and opportunity, the commitment to net zero greenhouse gas emissions for Scope 1 and Scope 2 by 2050 and alignment with national and global climate frameworks such as the Paris Agreement, Malaysia's climate goals and IFRS sustainability standards. As a Group 2 issuer, we will begin disclosing sustainability- and climate-related risks and opportunities in accordance with IFRS S1 and S2 from FY2026, with a two-year transition period before full reporting is required in FY2028.

MINIMISING ENVIRONMENTAL IMPACT

Carbon Management Enhancements

The carbon budgeting process continued to guide emissions management in FY2025, supported by the launch of an internal carbon pricing pilot. An internal carbon price of RM15 per tonne of CO₂e was applied to emissions exceeding the Group's annual carbon budget. This mechanism serves as an internal management and decision-support tool, designed to strengthen awareness of transition risks and reinforce accountability for emissions reduction. It is intended to complement, rather than replace, any future regulatory carbon pricing measures.

Carbon Performance Monitoring

In FY2025, the Group also introduced carbon intensity monitoring as an additional performance indicator. Carbon intensity is measured using revenue (tCO₂e / RM revenue) as a normalisation metric and is applied as an internal monitoring tool alongside absolute emissions tracking. This provides further insight into emissions efficiency as the business grows and supports closer linkage between carbon management and financial performance.

Carbon budgeting continues to function as both a performance and risk management mechanism, supporting the tracking of emissions against Net Zero targets while assessing exposure to energy price volatility and transition risks. Ongoing efforts focus on strengthening the measurement and management of Scope 1, Scope 2 and relevant Scope 3 emissions, enhancing internal monitoring of carbon intensity and exploring carbon pricing mechanisms as a future decision-support tool.

Together, these measures embed climate risk and opportunity management within enterprise risk management and operational planning, reinforcing resilience, informed capital allocation and long-term sustainability performance.

Net Zero Commitment and Emissions Management

Our commitment to managing emissions is guided by a decarbonisation approach anchored on six strategic levers that focus on reducing energy use, improving operational efficiency and supporting the transition to lower carbon operations. The Group is committed to achieving its Net Zero ambition, aligned with the International Energy Agency's (IEA) Net Zero Emissions by 2050 Global Pathway through systematic measurement and monitoring of Scope 1 and Scope 2 emissions against baseline year, 2022, across all business units, including international operations. Consistent data collection provides a clear baseline for performance tracking and informs decision-making on energy use, operational efficiency and investment priorities.

Decarbonisation Strategy & Targets

Strategy

The Group's decarbonisation strategy is integrated into annual carbon budgeting and financial planning, supported by ESG Key Performance Indicators. Key levers guiding implementation include:

- Green materials to reduce embedded carbon in operations and projects
- Energy efficiency measures to lower consumption across facilities and assets
- Green transport initiatives, including the transition to low-emission and electric vehicles
- Green building practices to improve energy and resource performance
- Clean and renewable energy adoption, including solar and other low-carbon sources
- Carbon removal and offset solutions to address residual emissions

Short-Term Targets (2023-2027)

In the near term, the Group targets an annual reduction of 3.69% in Scope 1 and Scope 2 emissions. This will be driven by practical actions such as:

- Energy efficiency upgrades, including lighting modernisation and HVAC optimisation
- Low-emission transport solutions and more efficient logistics
- Energy-saving systems introduced in selected facilities

These initiatives prioritise achievable reductions while building capability for more advanced decarbonisation measures.

Medium- to Long-Term Targets (2028-2030)

The Group aims for a cumulative 26% reduction in emissions by 2030. Progress toward this objective will be supported by wider deployment of renewable energy, greater use of low-carbon materials and the development of solutions for carbon removal and offsetting.

Progress on Scope 3 Emissions

During FY2025, a Scope 3 Roadmap was developed to guide engagement with value chain emissions. Initial work will focus on establishing a Scope 3 emissions baseline and strengthening collaboration with suppliers to improve data quality and consistency.

A Supplier Engagement Day was conducted to:

- raise awareness of Scope 3 emissions and value chain decarbonisation
- provide practical guidance on emissions data submission using the Group's emissions reporting platform

More than 100 suppliers from Malaysia, the UAE, Saudi Arabia, Singapore and Taiwan participated in this session. Feedback received has been used to refine data collection processes, supporting closer alignment with international reporting standards and preparing the Group for expanded Scope 3 disclosures in future cycles.

VALUE CREATED

UEM Edgenta translated its climate commitments into measurable outcomes through targeted initiatives implemented across Business Units, aligning Group-level aspirations with local operating realities. This decentralised execution model enabled emissions reduction, operational efficiency and the delivery of sustainable solutions for clients.

Operational Efficiency and Emissions Reduction

Across the Group, Business Units introduced energy-efficiency and optimisation measures that lowered emissions while improving asset performance.

- At Menara UEM, optimisation of air-conditioning and lift operations, combined with workspace consolidation, delivered a 5% reduction in energy consumption compared with the previous year.
- In Healthcare operations, system upgrades focused on incinerator efficiency, HVAC and steam systems, and the adoption of high-efficiency equipment. These measures contributed to reduced energy while strengthening reliability and safety.
- Within Property and Facilities Solutions (PFS), fuel monitoring, flexible working practices and smart building concepts improved energy, water and waste performance. The expansion of energy performance contracting (EPC) enabled clients to implement upgrades with minimal upfront capital.

- Infrastructure operations continued the use of electric vehicles for site activities, lowering fuel consumption and Scope 1 emissions.
- In Singapore, the replacement of a diesel vehicle with an electric vehicle and improved site operational practices contributed to reduced operational emissions.
- In Taiwan, office energy-saving measures, equipment upgrades and the use of electric scooters for inter-facility logistics contributed to lower environmental impact.

Capability, Awareness and Governance

At the Group level, we continued with ESG Immersion Month 2025, featuring a global engagement event attended by more than 800 Edgenta Stars worldwide. Throughout the month, Business Units and operating sites were empowered to organise their own sustainability-related programmes, further embedding ESG principles into daily operations and decision-making culture across the organisation.

Business Units also conducted targeted awareness programmes and capability-building initiatives to enhance sustainability integration within operational processes.

- In Edgenta UEMS Taiwan, structured ESG training, knowledge-sharing sessions and engagement campaigns strengthened staff engagement in climate-related practices.
- PFS and OPUS advanced internal capability through targeted ESG training, supplier engagement and industry knowledge-sharing.
- Data collection and monitoring for energy, fuel and selected Scope 3 categories improved consistency and informed management actions.

Partnering with Clients for Sustainable Outcomes

UEM Edgenta continued to work with clients to deliver energy, water and waste efficiency results.

- PFS supported green building certification sustainment, energy retrofits, EV charging port readiness assessments and ESG-linked facilities management.
- OPUS provided engineering and advisory services that achieved measurable energy savings, renewable energy adoption and improved asset performance.
- Healthcare operations collaborated with public and private providers on sustainable waste management, energy retrofitting and climate mitigation within critical facilities.

MINIMISING ENVIRONMENTAL IMPACT

Hospital Bukit Mertajam Named Most Sustainable

Hospital Bukit Mertajam was awarded the Gold Winner for the Most Sustainable Hospital Category at the Hospital Management Asia Awards, recognising its leadership in sustainable healthcare. In 2024, the hospital achieved an 11% reduction in energy consumption, saving 496,580 kWh, reducing carbon emissions by 344.63 tonnes of CO₂ and generating RM252,759 in cost savings. The programme delivered benefits equivalent to planting more than 3,791 trees, positioning it as a leading model for public hospitals across Asia.



Hospital Bukit Mertajam awarded Gold as the Most Sustainable Hospital Category at the Hospital Management Asia

Hospital Baling Innovates in Carbon Sequestration

Hospital Baling implemented a carbon sequestration project using bioreactor systems to capture and absorb CO₂ emissions, improving local air quality and supporting low-carbon hospital operations.

The project is delivered through the MicroAlgae EcoCare Park, which also serves as a green space that supports patient and staff well-being and promotes environmental education.

Key impacts include:

- Carbon absorption equivalent to 104 mature trees, with absorption rates reported to be up to 15-400 times faster than conventional tree growth
- 400-500 kg of CO₂ captured annually
- 1,160 litres of mature microalgae produced per month, supporting soil fertility, plant growth and future food systems



Hospital Baling Ecopark

Driving Impact Across the Asset Lifecycle

UEM Edgenta enables clients to reduce energy use, operating costs and carbon emissions through integrated efficiency solutions delivered across the asset lifecycle. Offerings include energy audits and advisory, EPC models, zero capex retrofitting and technology-enabled optimisation.

Through Edgenta NXT and the Asseto digital platform, AI-driven energy optimisation, IoT sensors, building management systems and real-time dashboards enhance asset performance and reliability. Targeted upgrades—such as LED lighting, HVAC and chiller optimisation, district cooling improvements and predictive maintenance—support sustained savings.

The Group also supports green building certification and sustainment and integrates renewable energy solutions, including solar deployment under performance-based models, to accelerate client decarbonisation objectives.

MAXIMISING VALUE FOR OUR CLIENTS

The energy efficiency savings delivered to our clients during the year and on a cumulative basis are presented here, while emissions related to our own operations are shown in the table below.

FY2025:

Energy savings: 27,932,360 kWh	Cost savings: RM12,872,740
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Cumulative Since 2016:

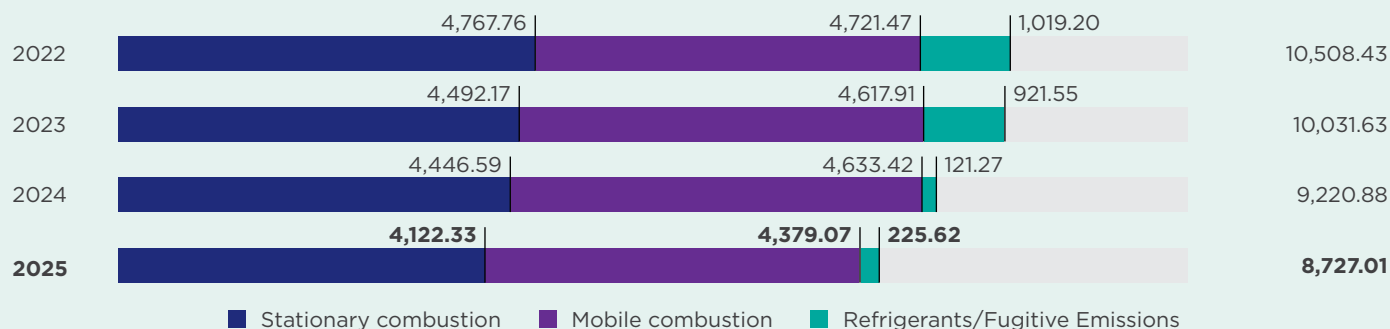
Total energy savings: 228,702,308 kWh	Total cost savings: RM101,011,405
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OUR PERFORMANCE

UEM Edgenta continues to disclose its Scope 1, Scope 2 and Scope 3 greenhouse gas emissions to provide transparent and decision-useful insights into the Group’s carbon footprint. The data presented for FY2025 reflects ongoing improvements in data collection processes, boundary refinements and methodology enhancements to strengthen accuracy and comparability over time. These disclosures support our decarbonisation efforts and enable stakeholders to understand our emissions profile across operations and value chain activities.

Overview of Scope 1, Scope 2 and Scope 3 Emissions Performance (2022–2025)

Scope 1



Certain Scope 1 emissions figures have been restated to improve data completeness and accuracy. The restatements relate to mobile combustion emissions and arise from (i) the inclusion of additional assets within the healthcare business that were previously not accounted for, and (ii) the correction of fuel classification from diesel to petrol for selected operations.

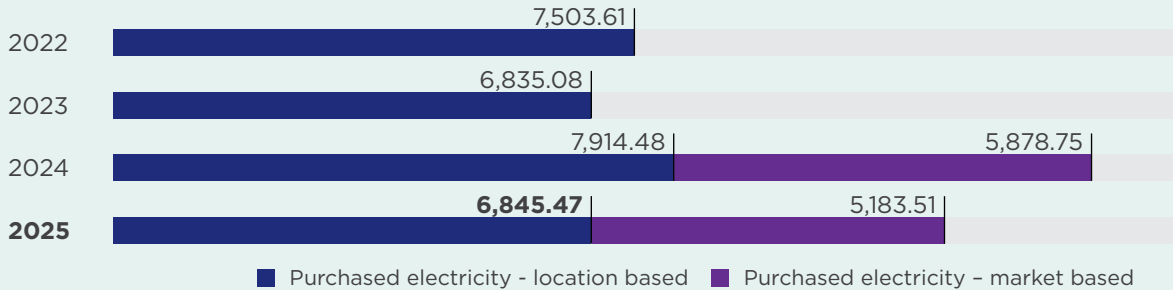
In FY2022, mobile combustion emissions were restated to 4,721.47 tCO₂e from the previously reported 4,540.01 tCO₂e. This restatement reflects the inclusion of mobile assets from

the Group’s healthcare business that were previously omitted from the organisational boundary, as well as the correction of fuel misclassification from diesel to petrol for operations in the United Arab Emirates. As a result of these corrections, total Scope 1 emissions for FY2022 were restated to 10,508.43 tCO₂e.

In FY2024, mobile combustion emissions were restated to 4,633.42 tCO₂e from 4,563.02 tCO₂e, following the correction of fuel category misclassification from diesel to petrol for operations in Kingdom of Saudi Arabia.

MINIMISING ENVIRONMENTAL IMPACT

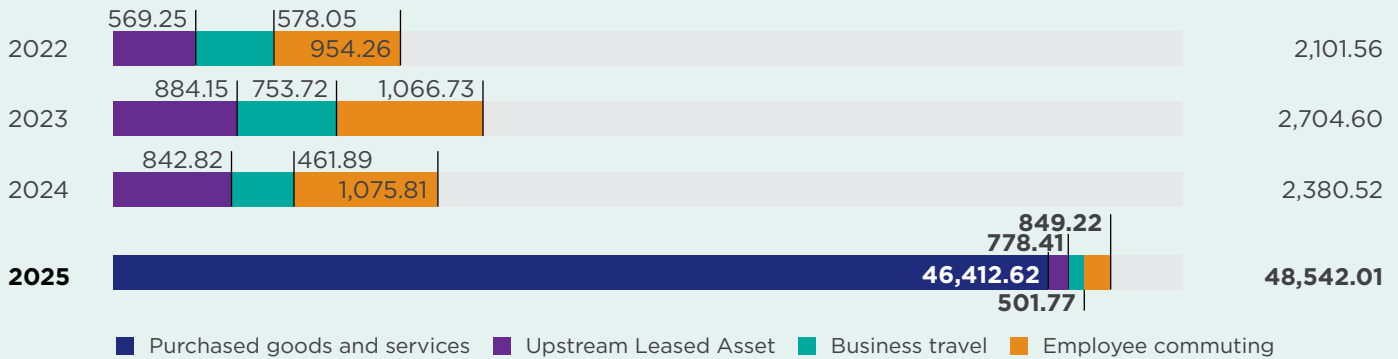
Scope 2



Some of the figures have been restated to reflect improvements in data completeness and accuracy. In FY2022, Scope 2 emissions were restated to 7,503.61 tCO₂e from 7,471.09 tCO₂e following the inclusion of data from six operational office sites under the Infrastructure division, the removal of one duplicated site, and the addition of employee accommodation data from the Healthcare division.

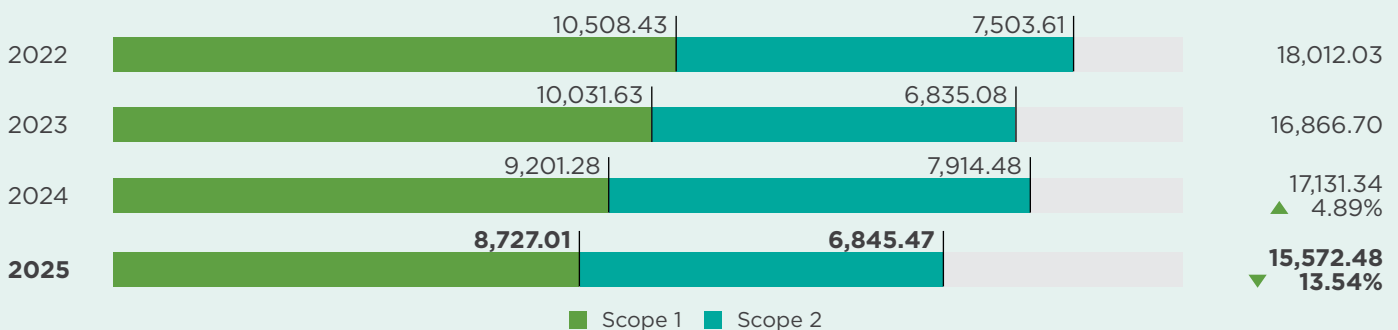
In FY2024, Scope 2 location-based emissions were restated to 7,914.48 tCO₂e from 7,910.55 tCO₂e due to the inclusion of a United Arab Emirates site that had been omitted in the previous year. A similar restatement was applied to Scope 2 market-based emissions, which were revised to 5,878.75 tCO₂e from 5,801.73 tCO₂e.

Scope 3



Scope 3 emissions reflect an expanded disclosure of purchased goods and services, implemented on a pilot basis and covering over 100 suppliers, alongside reductions in upstream leased assets and employee commuting. Business travel emissions declined due to lower air travel, while land travel remained broadly stable, reflecting ongoing operational requirements.

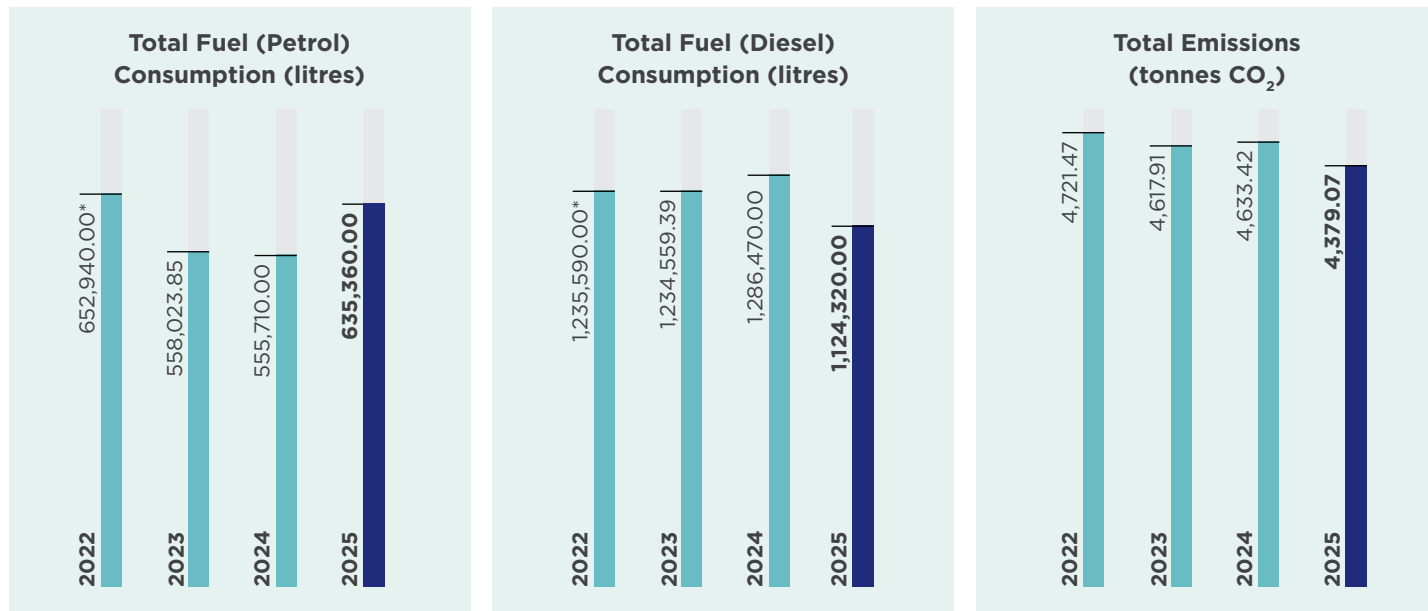
Overall Performance - Total Scope 1 & 2



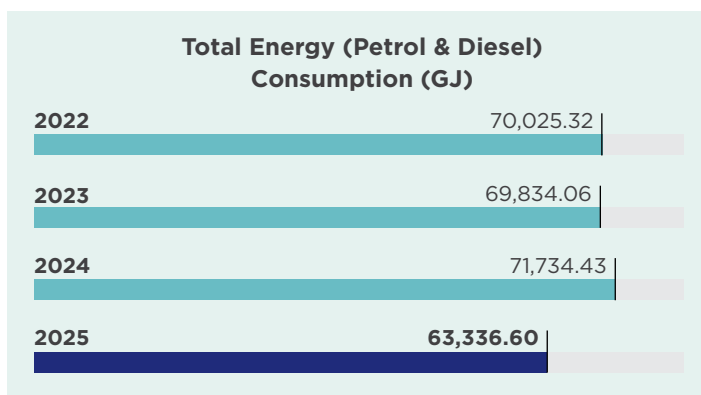
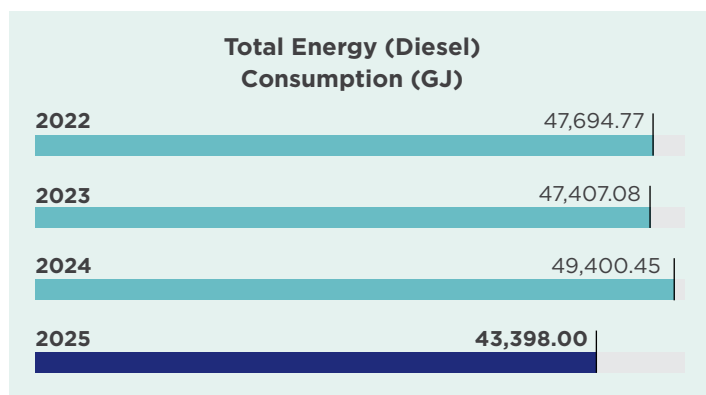
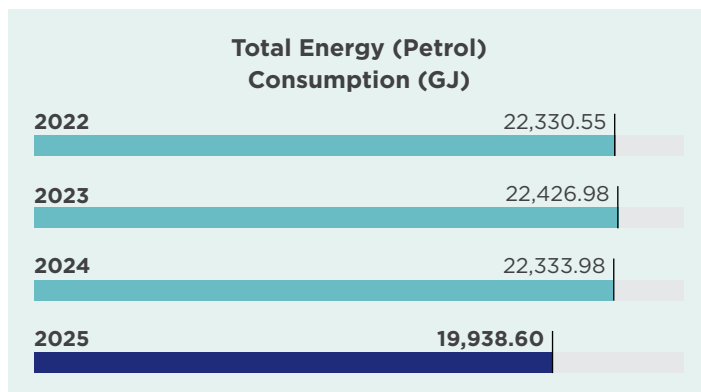
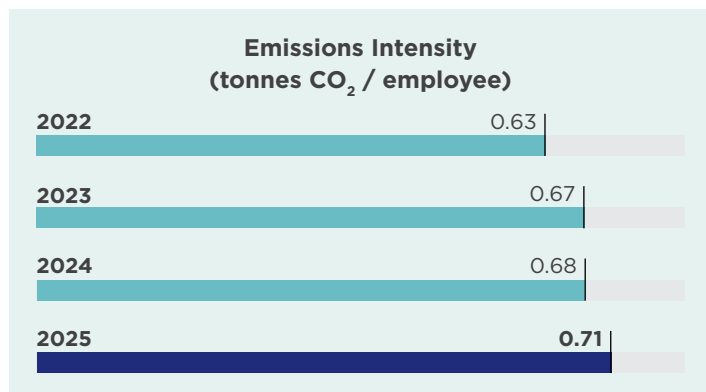
▼ Progress against restated baseline

The Group recorded an overall 13.55% reduction in Scope 1 and 2 emissions against the baseline, and 9.10% y-o-y reduction compared to 2024, underscoring continued progress in improving operational efficiency and emissions performance.

**SCOPE 1: Combustion Emission and Consumption Data (Fuel in tonnes CO₂)
Vehicle Fleet (Petrol and Diesel)**

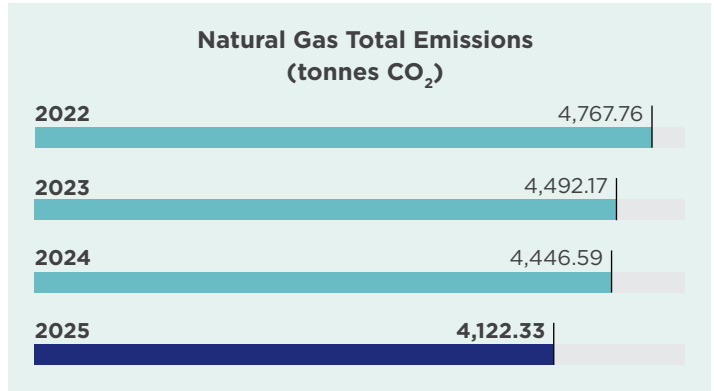
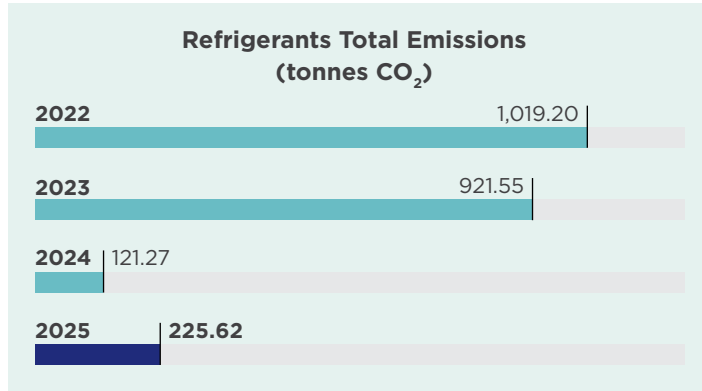


Scope 1 mobile combustion emissions in FY2025 declined, mainly due to lower fleet-related emissions resulting from vehicle rationalisation initiatives. Reduced utilisation of diesel-powered vehicles which resulted in lower diesel consumption also contributed to the overall decrease in emissions.



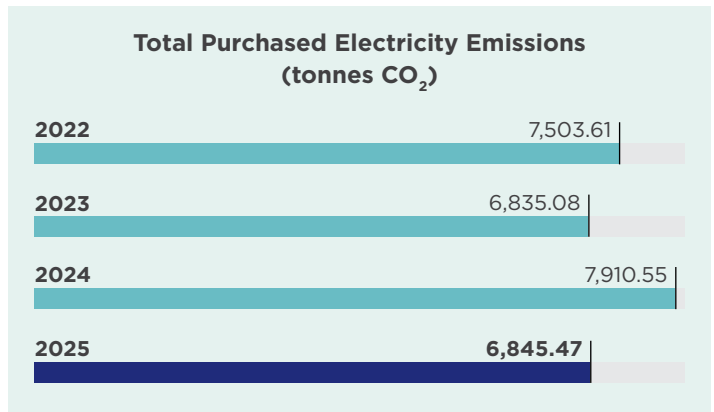
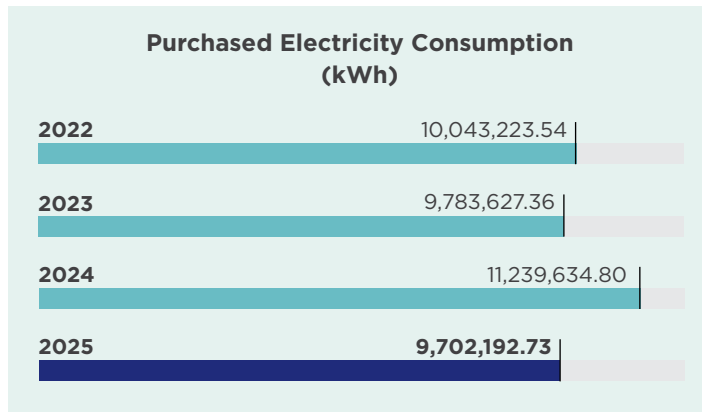
MINIMISING ENVIRONMENTAL IMPACT

Scope 1 – Refrigerants & Natural Gas Emissions



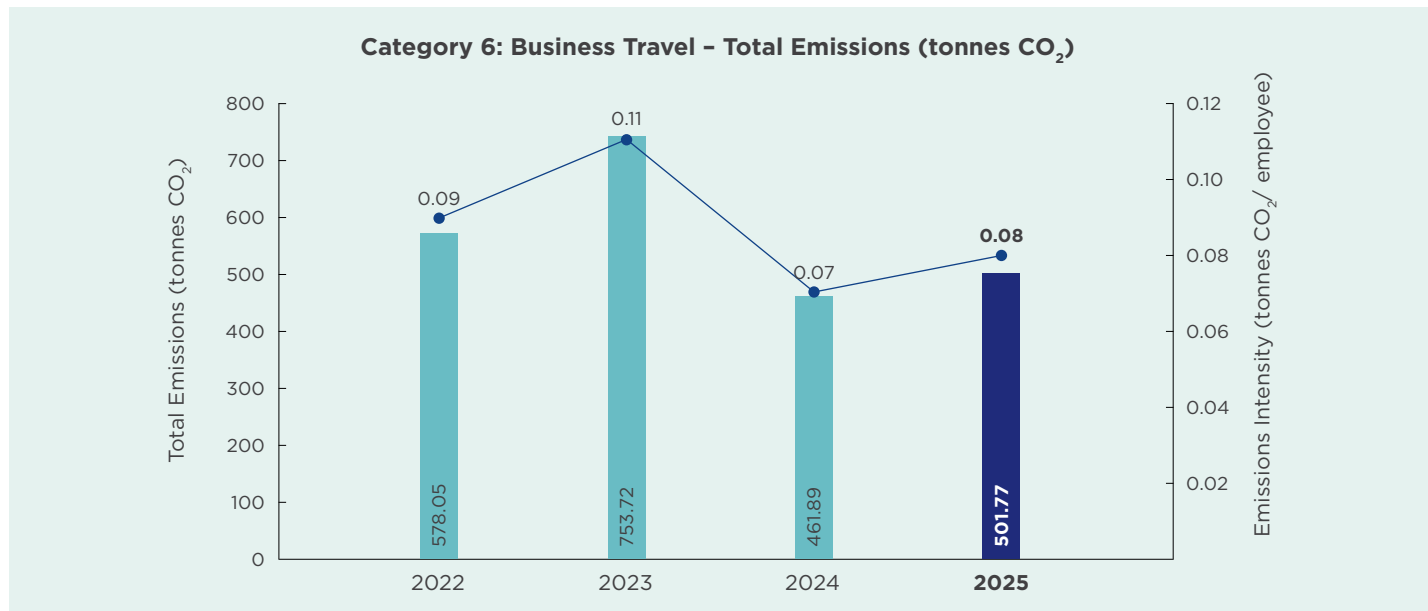
1. Natural gas consumption declined following targeted operational scale-downs and reduced operating hours.
2. Kuala Ketil Laundry Plant (KKLP) achieved a modest reduction in usage compared to the baseline.
3. Kamunting Laundry & Incinerator Plant (KLIP) recorded a more substantial reduction, reflecting the impact of site-level optimisation measures.
4. Refrigerant consumption increased slightly in 2025 compared to 2024 due to maintenance-related top-ups, however levels remained significantly lower than the 2022 baseline following ongoing system optimisation efforts.

Scope 2 – Purchased Electricity Consumption & Emissions

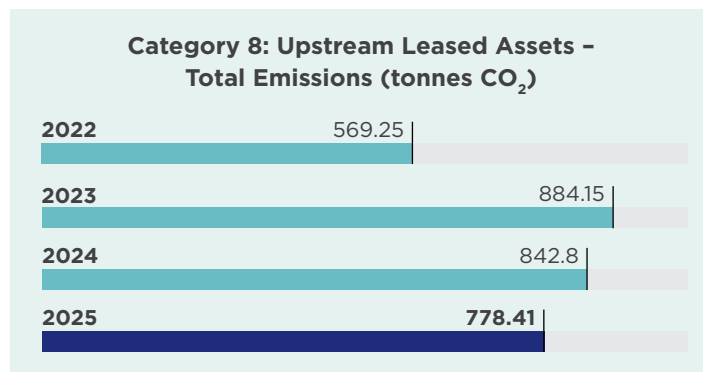
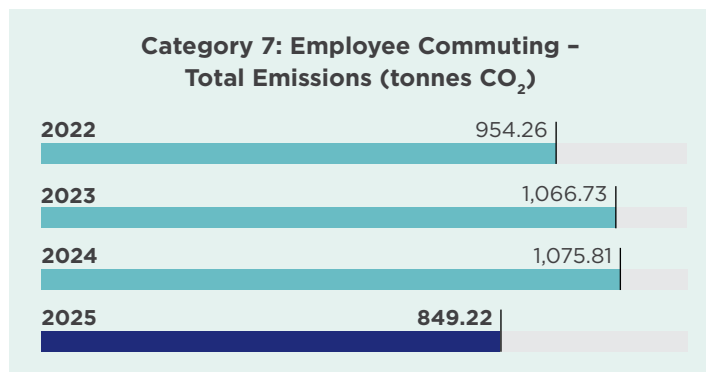


1. Optimisation and scale-down of linen operations at KKLP and KLIP contributed to contributed to a significant reduction in electricity consumption.
2. Strategic optimisation of office space at Menara UEM helped lower overall energy demand.
3. Consolidation of staff accommodation under MEEM supported more efficient energy use.
4. Replacement of inverter split-unit AC systems enhanced cooling efficiency at healthcare site offices.
5. More disciplined utilisation of meeting and event spaces reduced avoidable electricity consumption.
6. Updated activity data from UEMS Malaysia contributed to contributed to changes in total reported emissions.

Scope 3 - Emissions by Category



1. Land travel includes travel by car (petrol and diesel), taxi, bus and railway.
2. Distance travelled by air has reduced by 35%, which translates to a similar reduction in air travel emissions.
3. Distance travelled by land has also reduced, but emissions have stayed consistent since FY2022, indicating a high dependence on less efficient travel modes (e.g. car or van) instead of public transport. This is expected due to the nature of our operations and the locations of our sites.



Managing Our Scope 1 and Scope 2

Our commitment to managing emissions is guided by a decarbonisation approach anchored on six strategic levers, focusing on reducing energy use, improving efficiency and avoiding environmental impacts across our operations. During FY2025, reductions in both Scope 1 and Scope 2 emissions were primarily driven by a combination of operational scaling-down and targeted energy efficiency initiatives.

Under Scope 1 emissions, mobile combustion decreased significantly, recording an 8% reduction compared to FY2024, mainly due to the disposal of vehicles and the removal of inactive

vehicles following the closure of selected projects. In addition, Scope 1 stationary combustion declined by 7%, reflecting reduced fuel consumption resulting from the scaling down of certain operations.

Similarly, Scope 2 emissions were impacted by lower electricity consumption arising from operational adjustments. Electricity usage declined at several healthcare facilities, including KKLP and KLIP, following reduced operational activity. At the Group's headquarters, three floors were vacated at Menara UEM from June 2025 in preparation for external tenancy and remained unoccupied as at March 2026, further contributing to lower electricity consumption. As a result, overall Scope 2 emissions decreased by 5.14% compared to FY2024.

MINIMISING ENVIRONMENTAL IMPACT

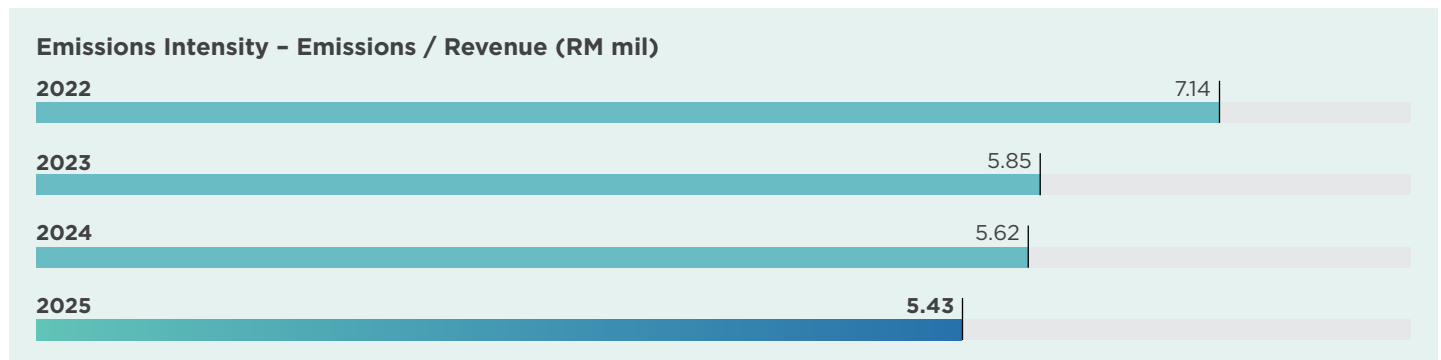
The reduction achieved reflects targeted efficiency measures across our operations, including lower fuel use driven by fleet rationalisation, reduced natural gas consumption from scaled-down activities, and energy savings from optimised office space and enhanced cooling systems. Continued rollout of LED lighting and more efficient asset replacements further supported electricity reductions, while progress toward a lower-carbon fleet through selective EV adoption and solar installations contributed to overall improvements. Together, these efforts demonstrate a structured, data-driven approach to reducing operational emissions and strengthening long-term energy performance.

Year	Category 1: Purchased goods and services (tonnes CO ₂)
2025	46,412.62

The Adjusted Purchased Goods & Services (PG&S) is a pilot management metric designed to provide a broader view of procurement-driven Scope 3 emissions. It combines Scope 3 Category 1 emissions—calculated using spend-based estimation—with selected portions of other Scope 3 categories that are materially influenced by purchasing decisions.

Category 1 emissions are adjusted to improve data completeness, while partial emissions from other categories are included using conservative attribution factors.

As a pilot, the methodology will be reviewed and refined over time, with a commitment to improving data quality, increasing supplier-specific and activity-based data, and assessing Scope 3 emissions more holistically in future years.



In addition to our absolute emissions, we began tracking our emissions intensity in FY2025. This enables us to identify carbon hotspots and analyse the impact of our carbon reduction strategies, and thereby develop a better understanding the key steps we need to take to meet our net zero targets.

Through this exercise, we have identified that we have achieved a notable reduction in emissions intensity from 7.14 tonnes per million ringgit in revenue in FY2022, to 5.43 tonnes per million ringgit in revenue in FY2025. This represents a 24% decrease in emissions intensity over a three-year period, reflecting tangible progress in decoupling our operational growth from greenhouse gas emissions.

This trend reflects the success of our ongoing decarbonisation strategies such as fleet and transport optimisation, behavioural changes to reduce energy consumption at sites, EV adoption and strengthening emissions accounting and reporting quality. We remain guided by our six levers of decarbonisation to drive us on our net zero pathway.

Moving forward, we will be using emissions intensity at a business-unit level to better strategise our decarbonisation efforts in alignment with carbon hotspots defined through carbon intensity.

Carbon Tax Calculation

In FY2025, we piloted an internal carbon price of RM15 per tCO₂e as part of our efforts to manage transition risk. The pilot serves as a forward-looking mechanism to simulate potential carbon pricing exposure and strengthen carbon accountability across BUs.

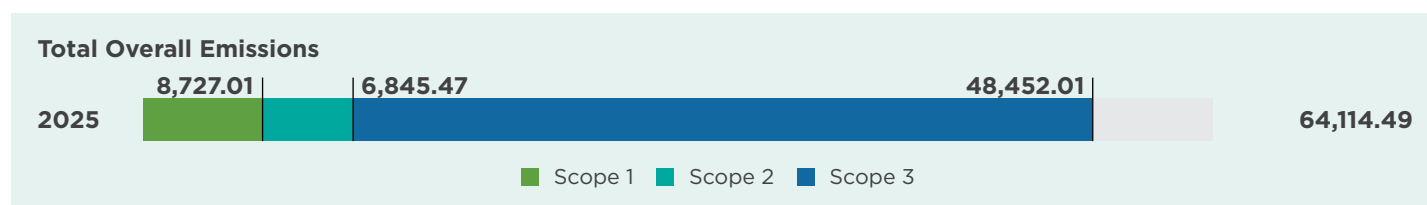
Based on current emissions performance, the majority of BUs are operating within established intensity thresholds. Limited exposure was observed in one to two BUs, reinforcing the importance of continued operational optimisation. At present, the Group does not face a material financial impact from carbon pricing.

Restatement of Baseline Emissions

The Group measures greenhouse gas emissions twice yearly to identify data gaps and classification issues. A mid-year FY2025 review identified missing submissions, fuel misclassifications and site-level omissions across several business units. As a result, the Group restated its 2022 baseline from 17,980.11 tCO₂e to 18,012.03 tCO₂e, reinforcing data accuracy, methodological consistency and transparency in emissions reporting.

Overall Emissions Performance

Our Scope 1 and Scope 2 emissions in addition to Scope 3 totalled 64,114.49 tCO₂e)



Our Performance against Net Zero Targets

Year	2022	2023	2024	2025
Scope 1	10,508.43	10,031.63	9,220.88	8,727.01
Scope 2	7,503.61	6,835.08	7,914.48	6,845.47
Total Target Reduction	0	3.69%	3.69%	3.69%
Actual Reduction	0	6.37%	(4.89%)	13.54%

* Restated Baseline

2022 figures have been restated and serve as the baseline year for the Group's Net Zero targets. Emissions reduction performance is measured from 2023 onwards, with an annual target reduction of 3.69% until 2030. In 2023, the Group achieved a 6.37% reduction in combined Scope 1 and Scope 2 emissions, exceeding the annual target. In 2024, emissions increased, resulting in a 4.89% variance against the target due to operational factors. In 2025, the Group recorded a significant emissions reduction of 13.54%, substantially surpassing the annual target and demonstrating strong progress towards its Net Zero transition pathway.

OUTLOOK

Moving forward, climate change will continue to shape the environment in which UEM Edgenta manages assets and delivers essential services, presenting both risks and opportunities that have implications for operational resilience, regulatory compliance and long-term value creation. In response, the Group will further embed climate considerations into strategy, governance and business planning, while taking steps to strengthen the consistency, transparency and decision-usefulness of climate-related disclosures in alignment with ISSB IFRS S2 Climate-related Disclosures standard.

In support of this, enhancements will be made to data systems and climate risk assessment processes to improve visibility over potential financial and operational impacts. Renewable energy adoption and other material climate initiatives will continue to be evaluated based on operational feasibility and strategic alignment. Sustainability Committees at the business unit level will support the implementation of Group-level priorities, ensuring climate considerations are reflected in day-to-day management and operational decision-making.

MINIMISING ENVIRONMENTAL IMPACT

ENVIRONMENTAL MANAGEMENT

WHY IT MATTERS

Environmental management is material to UEM Edgenta because the Group operates and maintains critical assets that directly affect public health, environmental quality and community well-being, and how environmental impacts are controlled directly affects operational reliability, regulatory compliance and stakeholder trust. As environmental standards tighten and stakeholder expectations rise, disciplined environmental management is essential to maintaining our licence to operate and long-term competitiveness.

Failure to manage environmental impacts effectively could result in higher operating costs, regulatory penalties, service disruptions, and reputational damage. Conversely, strong environmental governance supports cost efficiency, risk mitigation and resilience across the assets we manage.

OUR APPROACH

UEM Edgenta continues to strengthen responsible environmental management practices across its operations as part of its wider commitment to reducing ecological impact and supporting long-term sustainability. The Group's approach focuses on pollution prevention, resource conservation and improved waste management, with an emphasis on enhancing efficiency while lowering its environmental footprint.

Environmental management is guided by established policies and frameworks, including the Sustainability Policy and Environmental Policy, which set clear direction on waste reduction, water conservation and emissions management. In line with regulatory obligations, the Group complies with the Department of Environment's Standard Operating Procedures for the handling of scheduled waste, including e-waste and effluent from linen and laundry plants. Scheduled waste management covers handling, labelling, packaging, storage, transportation and disposal of waste streams such as industrial and sewage effluent and bottom ash from clinical waste incineration. All disposal activities are tracked and recorded in the Department of Environment's online inventory portal, supporting regulatory compliance and traceability.

To maintain high environmental standards, accredited third-party laboratories are appointed to conduct monthly testing of sewage and industrial effluent discharged into water bodies, ensuring compliance with regulatory thresholds. Waste management practices are further strengthened through improved data collection, waste separation, staff awareness programmes, knowledge-sharing sessions and research into recycled content for pavement materials. These efforts are overseen by the HSSE team in alignment with the HSSE Policy and Sustainability Policy.

Water Management


Water is an increasingly stressed resource, and responsible management is important for both environmental stewardship and operational resilience. The Group monitors water consumption, effluent and discharge across relevant operations to meet regulatory requirements and permit conditions. A water stress screening using external datasets also indicated that our plants operate in low to medium water stress areas.

At its headquarters, a Water Management Plan has been implemented to reduce overall consumption. Measures include employee engagement and awareness campaigns on water-saving practices, supported by reminder signage in toilets, pantries and common areas to reinforce responsible behaviour.

Processes are in place to monitor water effluent and discharge performance, and reviews are conducted periodically to support continuous improvement. Based on monitoring carried out during FY2025, the Group recorded zero cases of non-compliance related to effluent discharge. These practices strengthen compliance discipline while supporting efficient resource use across operations.

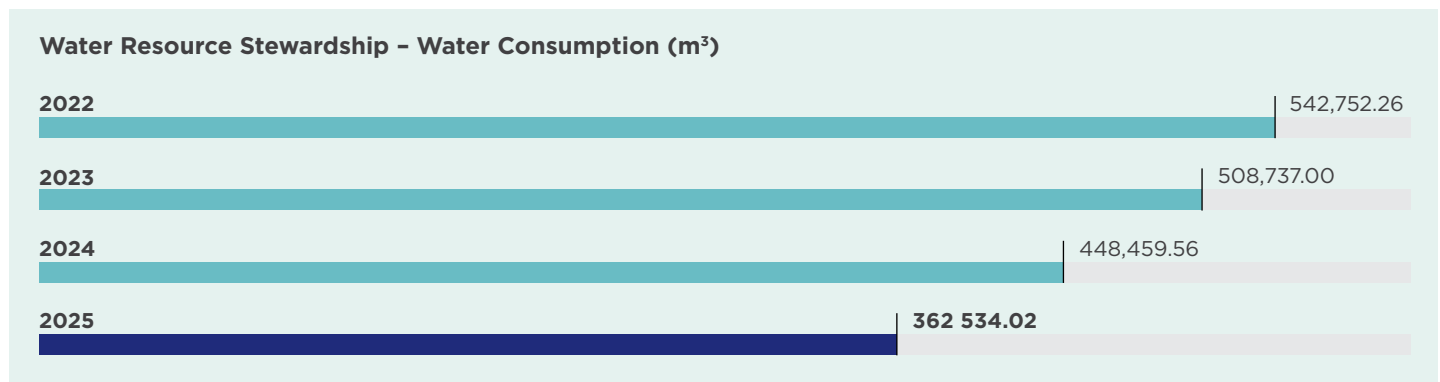
Accreditation and Recognition

In FY2025, UEM Edgenta and its concession hospitals received multiple recognitions for sustainability and operational excellence, including:

<p>Gold Award Hospital Management Asia Awards for Hospital Bukit Mertajam</p>	<p>CIDB Quest Award for outstanding operation & maintenance performance (Six awards in total)</p>	<p>Green Healthcare Facilities (GHF) Awards wins in various categories including energy reduction, green building certification and recycling</p>	<p>Recognition from Kloth Cares for fabric recycling efforts</p>	
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Awarded Best sustainability initiative (concession), Edgenta Mediserve Sdn. Bhd., Green Healthcare Facilities Appreciation 2025, MoH

During the year we also helped four additional hospitals achieve MyCREST certification, recognising the effectiveness of our efforts to reduce environmental impact across the whole construction and building lifecycle.



Water (Effluent) Discharge

Location	Disclosure	Unit	Water Stress Level	2021	2022	2023	2024	2025
Kuala Ketil Laundry Plant (KKLP)	Disclosure of water (effluent) discharge	m ³	Low-Medium (10-20%)	61,795.00	70,435.00	74,154.00	76,586.00	60,272.00
Kamunting Laundry & Incinerator Plant (KLIP)	Disclosure of water (effluent) discharge	m ³	Low (<10%)	163,303.00	110,789.00	119,499.50	151,641.80	90,327.7

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Source of Water Stress reference: Aqueduct Water Risk Atlas

Air emissions and compliance

Sulphur Oxide (SOx)	0
Nitrogen Oxide (NOx)	0

Air emissions monitoring shows that there are no material Sulphur Oxide (SOx) or Nitrogen Oxide (NOx) emissions detected at both Kamunting Laundry and incineration plant (KLIP) and Kuala Ketil Laundry Plant. All parameters monitored and regulated by the Department of Environment (DOE) remain within the prescribed permissible limits. The monitoring is carried out by an accredited third party consultant in accordance with DOE approved methodologies.

VALUE CREATED

Key initiatives during the year included supporting hospital clients in adopting rainwater harvesting systems to reduce reliance on treated water, promoting responsible consumption through structured water awareness campaigns, and piloting data collection from selected suppliers on water, energy and waste. This has improved supply chain transparency and strengthened accountability for environmental performance beyond direct operations. Environmental risk resilience also formed part of this approach, with assessments carried out to evaluate exposure to surface water flooding at plants and operational sites. Although no significant threats were identified, these assessments support early preparedness and enable timely mitigation planning where required.

Responsible Waste Management and Circular Practices

UEM Edgenta strengthened environmental value creation in FY2025 by improving waste governance, increasing diversion from landfill and scaling circular practices across business units. Efforts focused on practical waste reduction, higher-quality segregation, responsible scheduled waste handling and the adoption of waste-to-value solutions that support operational efficiency and lower environmental impact.

Entopia Organic Waste Recycling Partnership

Hospital Pulau Pinang established a sustainability collaboration with Entopia in April 2025 to address food waste generated from hospital operations. The hospital produces approximately 1,000 kg of organic waste daily. Under the EntoFeed Programme, organic waste is biologically treated using Black Soldier Fly Larvae technology, enabling the hospital to divert 30% of food waste from landfill. The programme includes on-site segregation, scheduled collection and monthly monitoring of waste quantities and diversion rates to support sustainability performance tracking and ESG reporting. Outputs include organic fertiliser and animal feed ingredients, positioning the initiative as a practical circular economy reference model for hospitals across the Penang region.



Waste Reduction and Recycling Across Operations

Healthcare facilities continued to implement structured waste programmes spanning textiles, organics and biodegradable alternatives.

Textile circularity was advanced through Group-wide fabric recycling initiatives across hospitals and Menara UEM, with 803.9 kg collected to date. The Green Thread Champion 2025 campaign accelerated participation, collecting about 251 kg of textile waste within 10 days.

A major healthcare pilot also progressed during the year.



251 kg of fabric diverted from landfill through Fabric Recycling Bin Campaign installed in Menara UEM

Biodegradable Food Tray Initiative

The Biodegradable Food Tray Initiative was championed and funded by the Ministry of Health (MoH) and facilitated by Edgenta Mediserve as a pilot programme across 28 hospitals in the Northern Region. The initiative evaluated the feasibility and operational impact of replacing conventional reusable plastic and metal trays with biodegradable food trays, which were produced by Free The Seed using raw materials sourced from approximately 1,300 B-40 category rice farmers in Kedah, thereby supporting local livelihoods and promoting sustainable supply chain.

Assessment findings indicated the approach is technically feasible and operationally viable for hospital settings. The programme reduced electricity, water and chemical detergent consumption by eliminating tray washing processes. Lighter tray weight improved ergonomics and reduced manual handling demands for hospital staff. From an environmental perspective, carbon reduction was driven by the removal of washing-related energy use and the use of paddy straw as a raw material, diverting agricultural waste from open burning. Preliminary assessment estimated 63,079.17 kg CO₂e of carbon reduction across the 28 hospitals.



The Biodegradable Food Tray used in 28 hospitals in the Northern Region

MINIMISING ENVIRONMENTAL IMPACT

Strengthening Recycling and Responsible Disposal in Regional Operations

In UEMS Singapore, recycling practices were strengthened through office and project-site segregation programmes, supported by staff engagement and visual reminders to reduce contamination and improve segregation quality. The business also conducted an Electronics Disposal Drive 2025 to support responsible recycling of laptops, peripherals and other e-waste through licensed recyclers. Controlled and hazardous waste continued to be managed by licensed vendors in support of regulatory compliance, while food composters were introduced at headquarters and selected hospital sites to reduce organic waste sent to landfill.

In EdgentaUEMS Taiwan, waste initiatives focused on improving segregation and recycling rates, supported by practical circular solutions such as coffee grounds reuse with client facilities. This reduced disposal volumes while enabling secondary use such as fertiliser applications and pest risk mitigation.

Kaizen strengthened segregation and recycling practices across managed facilities in collaboration with clients, supporting lower landfill disposal and reduced pollution risks while aligning with client sustainability objectives. Property and Facilities Solutions (PFS) and OME supported waste minimisation through operational recycling initiatives, including e-waste recycling, complemented by supplier engagement to reinforce responsible waste handling practices aligned with value chain expectations.

Responsible Sourcing and Circular Materials

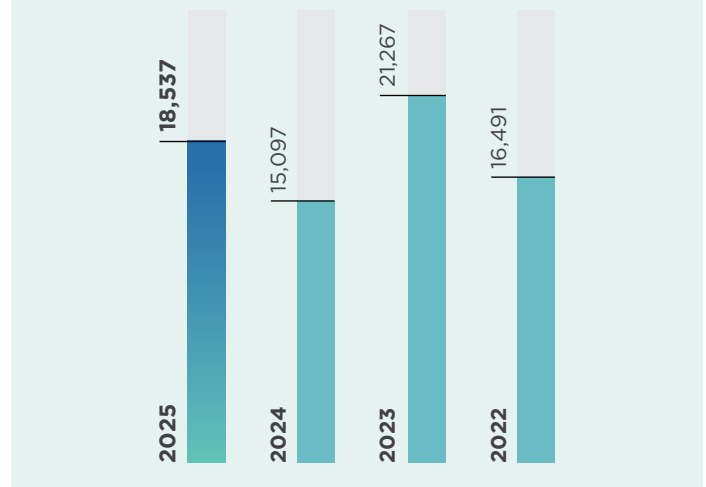
Responsible procurement supported circular economy outcomes and reduced environmental impact from purchased materials. UEMS Singapore prioritised suppliers certified under the Singapore Green Labelling Scheme across plastics, chemicals and paper product categories. EdgentaUEMS Taiwan increased the use of environmentally certified materials, adopted FSC-certified paper for internal publications and strengthened local sourcing practices to support supply chain resilience while lowering material-related environmental impact.

Digitalisation and Paper Optimisation

Across operations, digitalisation continued to support waste reduction and resource efficiency. Operon Middle East digitalised key administrative processes such as invoicing, procurement and human resource transactions, significantly reducing paper consumption and operational inefficiencies. In Malaysia, paper consumption increased during the year, reflecting business growth and higher operational activity rather than a reversal of digitalisation efforts. The Group continues to promote disciplined paper use, prioritising digital workflows where feasible and progressively strengthening document management systems and paper optimisation measures.

In Dubai, digital forms and automated workflows were further adopted, streamlining processes and reducing reliance on manual documentation.

Consumption of Paper (A4 Reams) (Malaysia)*



*Note:

The figures previously reported in the FY2024 Annual Report (AR FY2024) have been restated to reflect updated and more accurate information. The FY2022 figure was restated from 6,266 to 16,491, while the FY2023 figure was restated from 6,381 to 21,267, as disclosed in AR FY2024. In addition, the FY2024 figure has been restated from 7,379 to 15,097, as presented above.

Materials

Pavement Research Centre – Industry Innovation Hub

Malaysia's first GLC-backed Pavement Research Centre (PRC) is a hub for sustainable road materials and infrastructure innovation, linking laboratory research to field implementation to improve durability, lifecycle performance and environmental outcomes. Its work advances circular economy practices through recycled asphalt pavement (RAP), with validated solutions using 30% recycled content, trials at 50%, and 100% RAP using cold recycling methods while meeting performance standards.

The PRC has also developed lower-carbon pavement technologies such as warm-mix and low-temperature asphalt and full-depth rehabilitation, supported by enhanced binders and recycled polymers to reduce energy use, emissions and maintenance frequency while improving safety and durability. Innovation follows a structured pathway from lab research to full-scale trials and rigorous testing, with five sustainable asphalt solutions approved under Malaysia's road material framework and more in development. The Centre collaborates with concessionaires, technology partners and academic and international players to tailor solutions for airports, highways and heavy-duty networks, including bespoke warm-mix asphalt remixes for airport applications in FY2025, enabling durable, lower-carbon and cost-efficient infrastructure delivery.



UEM Edgenta's Innovation Hub, The Pavement and Research Centre

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Sustainable New Jersey Barrier – Project Harmony

Project Harmony demonstrates collaborative innovation delivering enhanced road safety with lower environmental impact. The initiative between PLUS, CIMA and EIS produced Green Guard, a precast concrete New Jersey Barrier engineered to TL5 safety performance standards using recycled materials.

Green Guard achieves approximately 60% CO₂ reduction compared to conventional barriers while maintaining structural integrity. Following proof-of-concept validation, the solution is progressing toward commercial approval targeted for 2026, supporting safer highways with reduced embodied carbon. We continue to advance this initiative through ongoing testing, stakeholder engagement and refinement of the design to ensure long-term adoption and impact.

Conservation of the Environment

Waste Management and Circular Economy – Asphalt Premix Plant with Recycling Facility

Building on the insights generated by the Pavement Research Centre (PRC) through continuous laboratory research, material innovation and performance evaluation, UEM Edgenta translated its R&D capabilities into practical, scalable solutions for road maintenance. This progression led to the establishment of the Asphalt Premix Plant with Recycling Facility, where PRC’s technical innovations are applied to commercial scale recycled asphalt production. As part of the Group’s waste management strategy, the Plant enables the application of circular economy principles by recovering, processing and reusing road milling waste from resurfacing works, reducing dependence on virgin aggregates and bitumen.

This approach:

- Diverts construction waste from landfills
- Conserves natural resources
- Lowers embodied carbon in asphalt production
- Improves cost efficiency across highway maintenance works



Asphalt Premix Plant with Recycling Facility in Tapah

Asphalt Premix Plant with Recycling Facility – Circular Waste Management in Practice					
Location Tapah, Perak Operator Edgenta PROPEL Berhad Facility Asphalt Premix Plant with Recycling Facility	Process:				
	1 Collection of milling waste	2 Transport to plant	3 Screening and processing	4 Controlled blending with virgin material	5 Production of recycled asphalt pavement
Environmental value <ul style="list-style-type: none"> • Reduced virgin aggregate demand • Lower landfill disposal • Estimated avoidance of up to ~800 tonnes CO₂-e annually 			Economic benefits <ul style="list-style-type: none"> • 5%-7% cost savings • Improved delivery efficiency for major highway clients 		

Supply Chain Environmental Initiatives

At the corporate level, we are developing an environmental screening methodology to support systematic supplier assessment across the Group. In parallel, our international offices have already implemented various environmental due diligence practices. UEMS Singapore reviews suppliers for ISO 14001 alignment and regulatory compliance, OME screens all vendors during onboarding, and Kaizen applies defined environmental criteria to most new suppliers while conducting deeper assessments on selected suppliers covering energy, waste, emissions, water use and compliance. The assessments provided insights into potential environmental risks across the supply base and highlighted opportunities for improvement. Going forward, we aim to engage suppliers through capacity building, corrective actions and the promotion of environmentally preferable products to strengthen overall environmental performance.

OVERALL PERFORMANCE

Waste Generated from Operations (metric tonnes)

	2022	2023	2024	2025
Waste generated	567.45	1,498.97	2,019.63	1,164.90
Hazardous waste generated	512.41	724.54	595.28	935.25
Waste diverted from disposal	10.60	604.93	1,058.50	6.01
Waste directed to disposal	556.85	894.04	961.14	1,158.88
Disclosure of three years of waste recycled	0.05	0.63	0.64	0.64

Waste Managed for Clients (metric tonnes)

(Healthcare Services, Infrastructure Services and Property Facilities Solutions clients)

	2022	2023	2024	2025
Waste Managed for Edgenta's Clients	16,435.95	67,114.11	6,602.28	45,006.88
Waste Directed to Disposal	15,652.64	20,398.30	5,426.32	37,969.22
Hazardous Waste	12,921.31	5,508.83	5,376.92	5,610.60
Non-Hazardous Waste	2,730.93	15,010.75	49.4	86.90
Waste Diverted from Disposal	4,582.45	46,715.22	1,175.96	1,138.30

The significant increase in reported waste in 2025 is primarily attributable to expanded data coverage, with waste information collected from more operational locations compared to 2024.

The decrease in non-hazardous waste in 2024 and 2025 is due to a refinement of the reporting boundary and does not indicate a reduction in operational activities.

OUTLOOK

Through continued focus on waste reduction, resource efficiency, responsible sourcing and circular practices, UEM Edgenta aims to strengthen environmental management outcomes and support long-term operational sustainability. Future efforts will prioritise deeper integration of environmental considerations into business planning and daily operations, supported by improved data quality, stronger monitoring processes and clearer performance indicators.

The Group will enhance waste segregation, recycling and waste-to-value initiatives while expanding circular material use, and will strengthen supply chain sustainability through the Supply Chain Engagement Plan and a formalised screening methodology to assess supplier environmental performance consistently. In parallel, UEM Edgenta will advance digitalisation and process optimisation to reduce material use, strengthen compliance and improve resource efficiency, while refining environmental risk assessments to better prepare for climate- and water-related impacts and support more resilient operations.

SOCIAL VALUE CREATION



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

OCCUPATIONAL HEALTH AND SAFETY

WHY IT MATTERS

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

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

OUR APPROACH

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

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

Policies, Frameworks and Management Systems

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

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

SOCIAL VALUE CREATION

HSSE Governance

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

Designation	Roles and Responsibilities
HSSE Committees	Established at each operational site, the committees comprise employees to oversee occupational health, safety and environmental matters. The committees convene monthly, with additional ad-hoc meetings held as required to deliberate on urgent issues, review incidents and monitor site-level HSSE performance.
Quarterly Perintis Council	Convened quarterly to provide a structured platform for contractors to engage with employees and operational site workers to raise and discuss HSSE-related matters. The council supports transparency, performance dialogue and continuous improvement on health and safety matters between our Edgenta employees and management, and worker representatives. Additionally, contributing to the monitoring of day-to-day HSSE performance across contractor operations.
Head of Operational Excellence & HSSE	<ul style="list-style-type: none"> • Develop and oversee the annual HSSE plan aligned with Group objectives and performance targets. • Ensure consistent communication of HSSE goals, priorities and performance expectations across business divisions. • Identify and assess critical HSSE positions, including designated Technical Authorities. • Compile, review and submit HSSE performance data to relevant business divisions and leadership. • Implement and maintain HSSE assurance plans for each business division. • Establish competency standards for independent HSSE audit leads. • Appoint and formalise members of the HSSE audit team to ensure effective oversight and assurance.

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

• Contractor Safety Management

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

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



Safety Day 2025 Celebration with Contractor

- **Incident Management and Corrective Action**

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

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

- **Workforce Coverage and Participation**

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

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

Risk Assessment and Hazard Identification

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

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

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

VALUE CREATED

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

Mental Health and Psychosocial Well-being

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

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

Pandemic Preparedness and Health Crisis Management

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

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

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

SOCIAL VALUE CREATION

Regulatory Compliance and Performance Oversight

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

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



Safety Day at region office with the Chief People Officer

HSSE Initiatives and Outcomes

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

Saudi Arabia (MEEM)

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

UAE (OME and Kaizen)

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

Singapore (UEMS Singapore)

Consistent engagement and communication, including:

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

Taiwan (EdgentaUEMS Taiwan)

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

Accreditation

<p>UEM Edgenta</p> <ul style="list-style-type: none"> • ISO 9001:2015 Quality Management Systems • ISO 14001:2015 Environmental Management Systems • ISO 45001:2018 Occupational Health and Safety Management Systems 	<p>Healthcare</p> <ul style="list-style-type: none"> • ISO 9001:2015 Quality Management Systems • ISO 14001:2015 Environmental Management Systems • ISO 45001:2018 Occupational Health and Safety Management Systems • ISO 13485:2016 Medical Devices - Quality Management Systems
<p>Property and Facility Solutions</p> <ul style="list-style-type: none"> • ISO 9001:2015 Quality Management Systems • ISO 14001:2015 Environmental Management Systems • ISO 45001:2018 Occupational Health and Safety Management Systems 	<p>Infrastructure</p> <ul style="list-style-type: none"> • ISO 9001:2015 Quality Management Systems • ISO 14001:2015 Environmental Management Systems • ISO 45001:2018 Occupational Health and Safety Management Systems • ISO 39001:2012 Road Traffic Safety Management Systems
<p>Asset Consultancy</p> <ul style="list-style-type: none"> • ISO 9001:2015 Quality Management Systems • ISO 14001:2015 Environmental Management Systems • ISO 45001:2018 Occupational Health and Safety Management Systems 	

SOCIAL VALUE CREATION

2025 HSSE Performance

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

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

Target Outcome

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

HSSE Performance Disclosures

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

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

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

Training on health and safety standards [FTSE/SHS13]

Mandatory HSSE e-learning completion rate	Employees who completed mandatory OHS e-learning modules
97.5%	8,701 employees
HSSE Capability Assessment 2025	HSSE Capability Assessment (HCA) programme
180 contractors	157 contractors approved
Number of Perintis Contractors 2025	
34 contractors	

Methodology

- 1 The total number of lost time injury cases, including fatalities, in a given period is divided by the total number of hours worked during that period and then multiplied by 200,000.
- 2 Total Recordable Case Frequency (TRCF) refers to the number of recordable occupational injury cases resulting in lost time, medical treatment, or restricted work duties relative to the total accumulated man-hours worked, expressed per million man-hours. TRCF includes lost time injuries (LTI), medical treatment cases (MTC), and restricted work cases (RWC). First aid cases or minor occupational illnesses are not included in the TRCF calculation.
3. Lost Time Injury Rate (LTIR) measures only injury cases resulting in lost workdays and therefore represents a subset of TRCF, serving as an indicator of incident severity

LTIR Formula:

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

TRCF Formula:

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

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

OUTLOOK

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

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

SOCIAL VALUE CREATION

CUSTOMER SATISFACTION

WHY IT MATTERS

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

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

OUR APPROACH

A Group-Wide Performance Discipline

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

Structured Feedback and Accountability

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

Client Engagement and Service Alignment

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

Analytics-Driven Continuous Improvement

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

VALUE CREATED

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

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

OUTLOOK

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

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



SOCIAL VALUE CREATION

EMPLOYMENT CULTURE

WHY IT MATTERS

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

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

OUR APPROACH

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

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

Employee Communication and Engagement

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

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

Voice and Feedback Mechanisms

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

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

Learning, Development and Capability Building

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

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



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

Commercialising Edgenta Academy as an Industry Frontier

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

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

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

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

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

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

SOCIAL VALUE CREATION

Well-being and Work-Life Balance

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

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




Group-wide Commitment to Inclusion, Diversity and Equal Opportunity

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



Group wide Commitment to Inclusion, Diversity and Equal Opportunity

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

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

Community and Social Engagement

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

Compliance on Labour Standards and Wages

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

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

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

Policies and Frameworks Supporting Employee Well-being

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

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

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

VALUE CREATED

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

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

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

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

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

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

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

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

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

SOCIAL VALUE CREATION

Business Unit Highlights

MEEM Facilities Management

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

UEMS Singapore

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

Kaizen Asset Management

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

EdgentaUEMS Taiwan

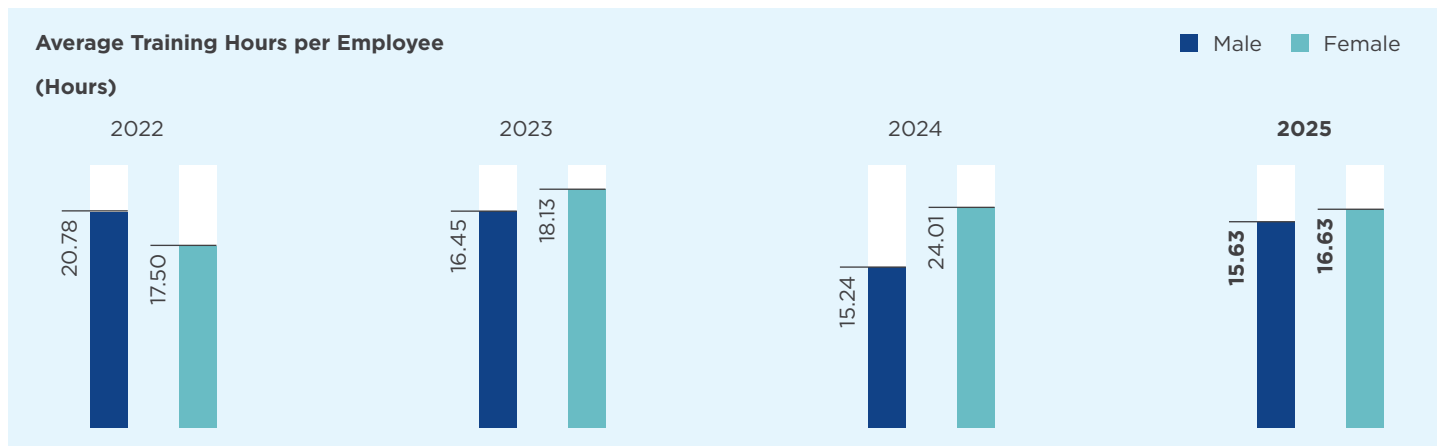
Team-building activities and structured meetings supported productivity and collaboration. Digital tools improved communication efficiency, while open communication channels contributed to workforce well-being. Feedback mechanisms included suggestion boxes and online platforms. Training covered operational,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

Operon Middle East

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

Employee Training Overview

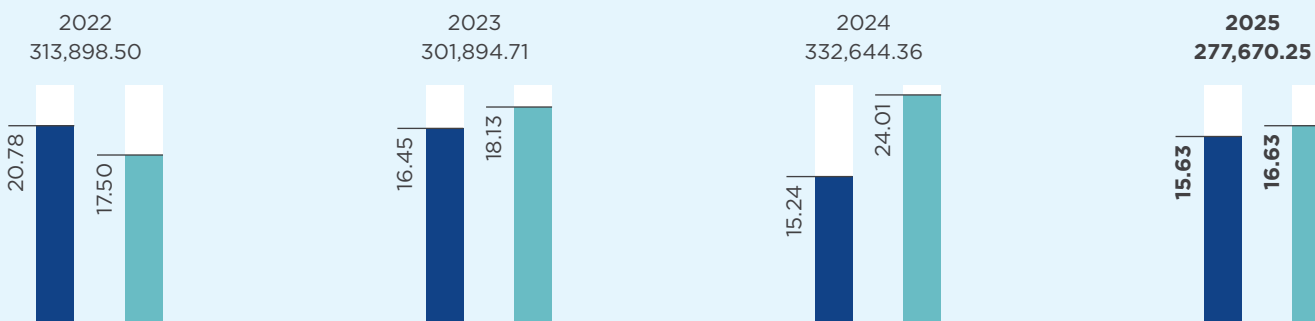
The Group continues to adopt a disciplined and purpose-driven approach to learning investments, ensuring that training remains targeted, cost-effective and aligned with business priorities. In FY2025, total learning hours decreased from 332,644.36 in FY2024 to 277,620.25, representing a 16.5% reduction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



Total Number of Training Hours Provided to Employees

(Hours)

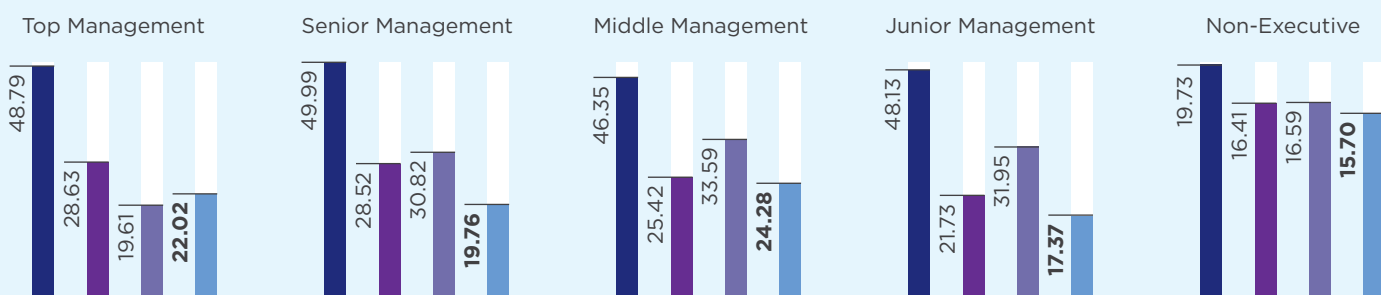
■ Male ■ Female



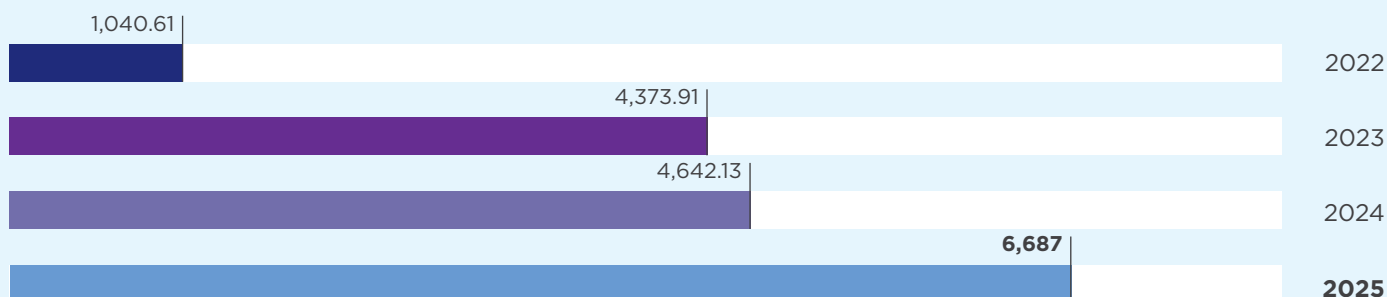
Average Training Hours per Employee, by Employee Category

(Hours)

■ 2022 ■ 2023 ■ 2024 ■ 2025



Average Cost of Training per Employee (RM)



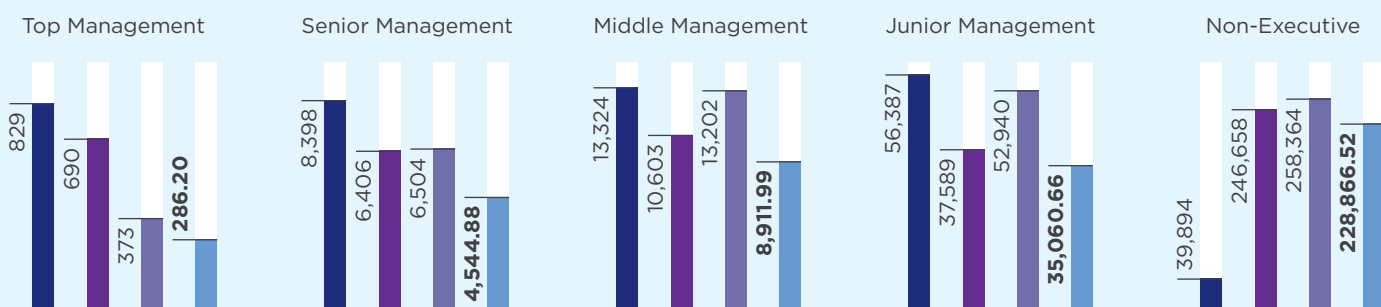
Notes:

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

Total Training Hours by Employee Category

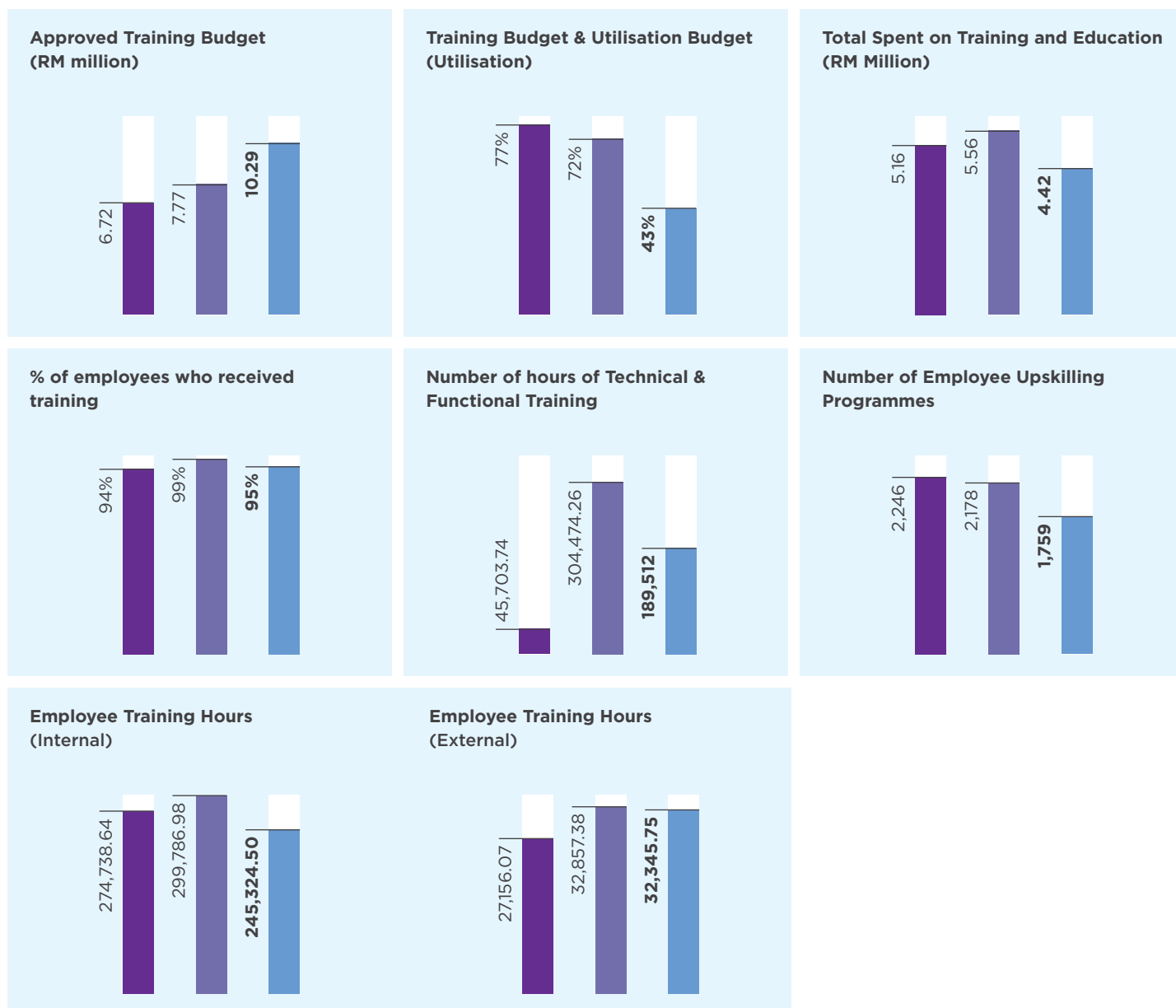
(Hours)

■ 2022 ■ 2023 ■ 2024 ■ 2025



SOCIAL VALUE CREATION

■ 2022 ■ 2023 ■ 2024 ■ 2025



Employees Receiving Regular Performance and Career Development Reviews (%)

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

Note:

1. Record unavailable for KSA.

2. UAE is represented by Kaizen and OME (2024: Kaizen 100%, OME 90%, 2025: Kaizen 100%, OME 95%).

Total Number of Employees

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

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

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

SOCIAL VALUE CREATION

	2022	2023	2024	2025
Ratio of basic salary and remuneration (male to female)				
Top Management	NR	1:1	1:17:1	1.14 : 1
Senior Management	NR	0.9:1	1:1	1 : 1.10
Middle Management	NR	0:1:01	1:1	1.01 : 1
Junior Management	NR	1:1	1:1:1	1.11 : 1
Non-Executive	NR	0:1:01	1:1	1.05 : 1

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

A. By Employment Type

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

B. By Position Type

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

SOCIAL VALUE CREATION

Breakdown of Employees by Age Group

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

Breakdown of Employees by Position

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

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

Employee Breakdown by Division (%)

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

Employee Breakdown by Ethnicity (Group-wide Operations)

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

SOCIAL VALUE CREATION

Breakdown by Employment Status (%)

	2024	2025
Contract	18	26
Permanent	82	74

Note:

For contract, includes Temporary and Non-Guaranteed Hours employees

Senior Management

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

Notes:

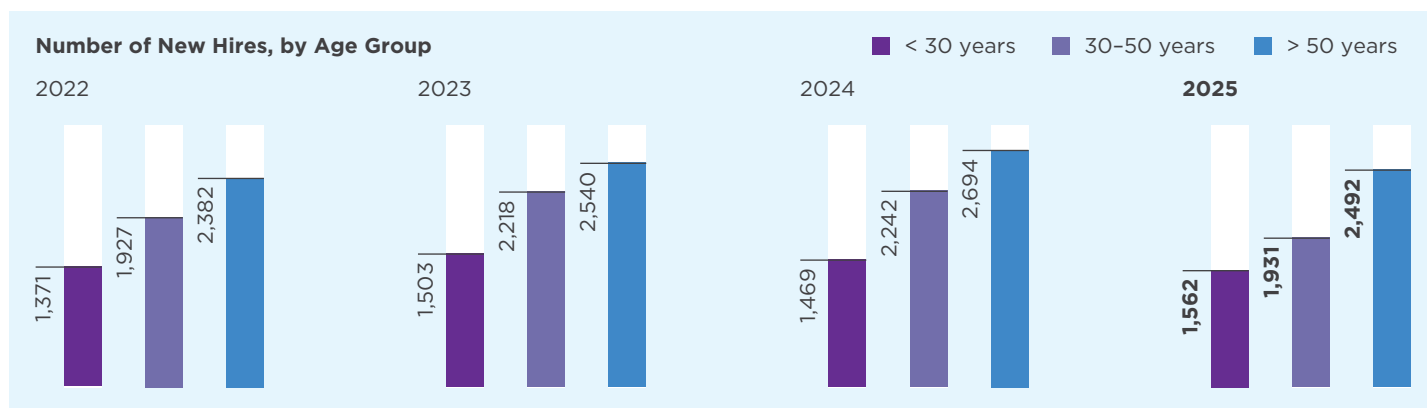
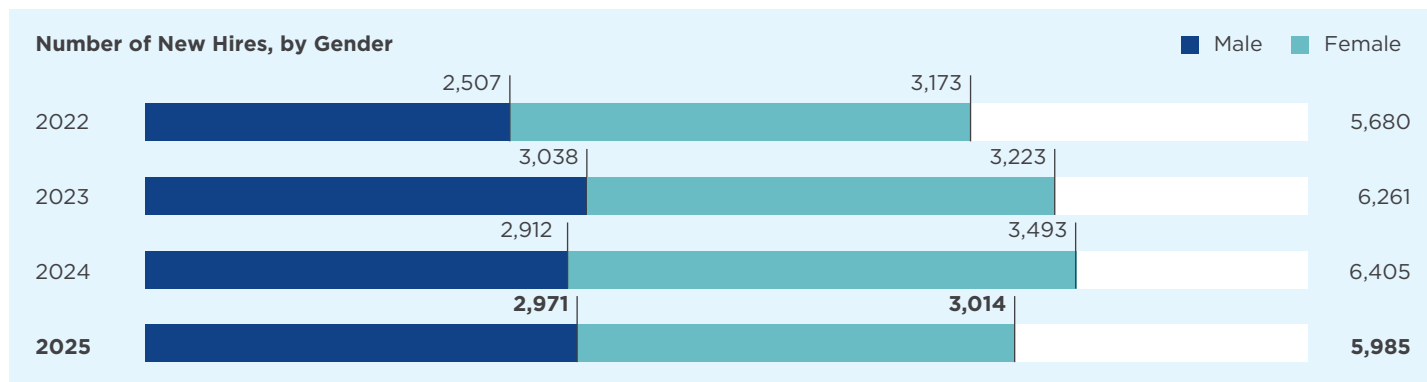
1. Local Communities mean locally hired in the respective country
2. Female in technical positions are calculated based on total number of employees in Senior Management
3. Data is for Malaysia operations only

Percentage of Directors by Gender and Age Group

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

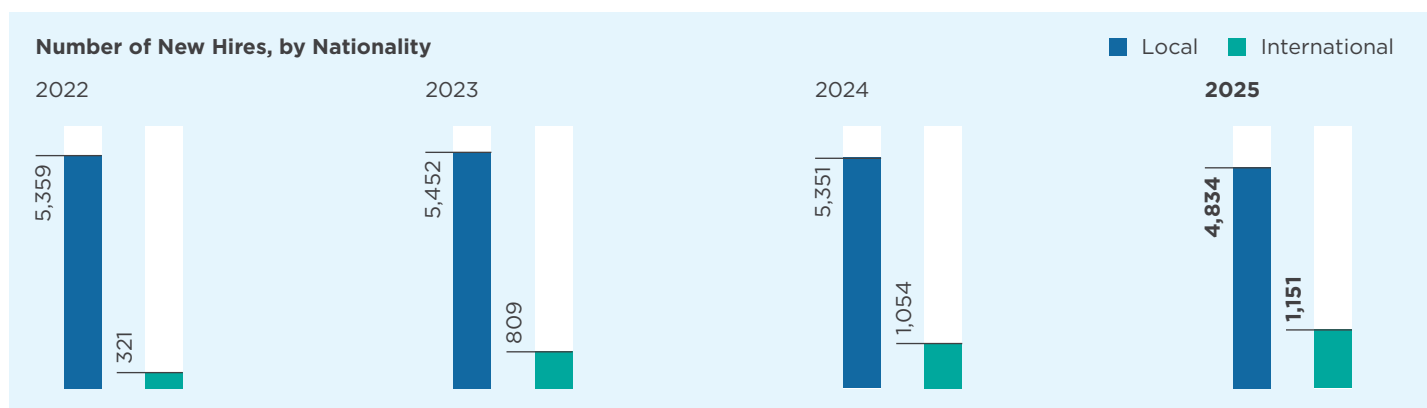
	Under 30		Between 30-50		Above 50	
	Number	%	Number	%	Number	%
2022	0	0	2	22%	7	78%
2023	0	0	3	30%	7	70%
2024	0	0	3	30%	7	70%
2025	0	0	3	30%	7	70%

Total Number of New Employees



Notes:

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



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

SOCIAL VALUE CREATION

No. of Turnover, by Age Group

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

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

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

Breakdown of Total Turnover by Gender

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

Breakdown of Total Turnover by Position

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

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

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

Breakdown of Total Turnover by Region

Region	Malaysia	Singapore	Taiwan	Kingdom of Saudi Arabia	United Arab Emirates	Indonesia
2023						
Voluntary turnover	950	1,269	2,876	0	21	-
Non-voluntary turnover	546	322	277	0	3	-
Total turnover	1,496	1,591	3,153	0	24	-
2023						
Voluntary turnover	419	1,167	3,183	1	46	-
Non-voluntary turnover	388	412	754	5	6	-
Total turnover	807	1,579	3,937	6	52	-
2024						
Voluntary turnover	579	1,296	3,204	35	95	-
Non-voluntary turnover	766	362	1,026	20	46	-
Total turnover	1,345	1,658	4,230	55	141	-
2025						
Voluntary & non-voluntary turnover	588	1,291	2,928	56	179	2
Non-voluntary turnover	1,031	425	714	47	64	2
Total turnover	1,619	1,716	3,642	103	243	4
Disclosure						
		2022	2023	2024	2025	
Total turnover		6,266	6,381	7,428	7,327	
Overall turnover rate		38.8%	37.4%	40.9%	40.4%	

Benefits by Country

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

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

¹ UAE – OME

² UAE – Kaizen

³ KSA – MEEM

SOCIAL VALUE CREATION

Parental Leave

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

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

Data includes Malaysia Operations only

Total Number of Employees Entitled to Parental Leave

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

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

Total Number of Employees Who Took Parental Leave

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

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

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

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

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

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

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

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

Return-to-Work Rates (%)

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

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

Retention Rates (%)

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

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

Recognition and Rewards Across the Group

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

<p>HQ Malaysia (Corporate Baseline)</p> <p>Flexible benefits (ESA) provide personalised choices to employees, complemented by spot recognition and non-monetary awards. Performance incentives are aligned to productivity, profitability and sales outcomes, reinforcing a performance-driven culture.</p>	<p>Kaizen</p> <p>Public recognition initiatives, tailored incentives aligned to job specialisations, a structured Praising Programme (2025) and ad hoc awards for exceptional achievements promote continuous performance improvement.</p>
<p>UEMS Singapore</p> <p>A balanced approach combining collective recognition for shared success and individual recognition for personal contribution, supporting team cohesion while motivating performance excellence.</p>	<p>OME</p> <p>Recognition is embedded within team-building and leadership routines, with feedback-informed adjustments to benefits and practices over time to ensure relevance and fairness.</p>
<p>EdgentaUEMS Taiwan</p> <p>Emphasis on personalised and real-time recognition, supported by tools that enable instant appreciation. Public recognition reinforces positive behaviours and strengthens workplace morale.</p>	<p>MEEM</p> <p>Recognition practices are aligned with regulatory and operational requirements, with emphasis on role-based and performance-based acknowledgement within its operating environment.</p>

OUTLOOK

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

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

SOCIAL VALUE CREATION

HUMAN RIGHTS ASSESSMENT

WHY IT MATTERS

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

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

OUR APPROACH

A Strong Policy Suite and Governance Framework

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

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

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

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

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

Embedding Human Rights Considerations in Business Operations and Core Processes

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

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

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

Continual Assessment and Improvement

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

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

Human Rights Grievance Mechanisms and Remediation

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

VALUE CREATED

Group-wide Results and Programmes

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

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

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

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

Advancing Freedom of Association and Collective Bargaining

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

SOCIAL VALUE CREATION

Business Unit Outcomes

MEEM (Kingdom of Saudi Arabia)

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

UEMS Singapore

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

EdgentaUEMS Taiwan

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

Kaizen (United Arab Emirates)

Strengthened anti-harassment culture through policy, procedures and manager guidance.

Operon Middle East (OME) (United Arab Emirates)

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

Combined and Cross-Business Unit Outcomes

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

- Grievance mechanisms: MEEM and OME maintained accessible and formal grievance channels, reinforcing fair and transparent employment practices and enabling early resolution of concerns.
- Anti-harassment culture: UEMS Singapore and Kaizen strengthened standards and procedures on harassment and bullying through updated policies, management guidance and clearer escalation pathways.

- Non-discriminatory hiring and equal opportunity: UEMS Singapore and EdgentaUEMS Taiwan advanced merit-based recruitment and equal opportunity practices aligned with international expectations, supported by Kaizen’s Equal Employment Opportunity framework.
- In Malaysia, further progress has been made to embed the Human Rights Policy within the supply chain through supplier engagement initiatives and the integration of human rights into procurement practices.

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

Data and Measurement

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

OUTLOOK

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

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

LOCAL COMMUNITY

WHY IT MATTERS

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

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

OUR APPROACH

A Structured, Needs-Based and Impact-Oriented Approach

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

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

Linking Community Development to Our Sustainability Agenda

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

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

SOCIAL VALUE CREATION



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

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

Delivering Local Impact Through Operations

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

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

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

VALUE CREATED

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

Sustainable Economic Growth

Malaysia Operations

Supporting Children's Rights Through Community Education Initiatives

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

UEMS Singapore

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

EdgentaUEMS Taiwan

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

Environmental Stewardship

Malaysia Operations

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

EdgentaUEMS Taiwan

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

Operon Middle East (OME)

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

Community Enrichment and Well-being

Malaysia Operations

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

UEMS Singapore

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

EdgentaUEMS Taiwan

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

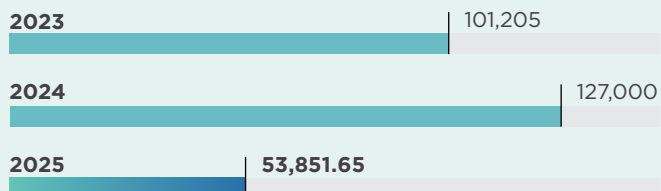
SOCIAL VALUE CREATION

Local Community Engagement & Investments

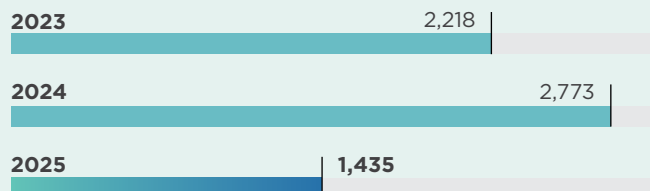
	2023	2024	2025
Operations with local community engagement, impact assessments and development programmes (no.)	19	17	11
Total investment / contributions for community initiatives (RM)	308,666.35	230,072.05	76,023.65
Number of NGO partnerships	28	8	3
Number of employees participating in CSR programme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

Community Investments (External Beneficiaries)

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



Number of beneficiaries of the investment in communities



OUTLOOK

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

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