

VALUE CREATION BUSINESS MODEL

VISION

Optimising Assets to Improve Lives.

INPUTS

FINANCIAL

- Shareholders' funds: RM1.54 billion
- Cash, bank balances, deposits and short-term investments: RM661.5 million
- Net cash position: RM225.9 million
- Total assets: RM2.99 billion

As of end-FY2024

PLANTS AND MACHINERIES

- More than 900 units of cleaning machinery used in housekeeping and cleansing
- RM80 million invested in our incineration plant with a daily capacity of 32 metric tonnes
- RM50 million invested in two (2) laundry plants, with a combined daily processing capacity of 38 metric tonnes
- One (1) asphalt premix plant with an attached recycling facility
- Three (3) truck mounted attenuators (TMA)
- Three (3) state-of-the-art Wirtgen Vögele Dash 5 road pavers
- Six (6) major machineries per Pavement Team (11 competent in-house Pavement Teams)

SOCIAL AND RELATIONSHIP

- Long-term community development initiatives, with 19 ongoing projects
- 1,800 volunteering hours contributed through corporate responsibility programmes
- Ongoing engagements with government authorities and industry bodies
- Commercial partnerships supporting international reach
- Supplier Financing Programme and Vendor Development Programme supporting vendor resilience and competitiveness

INTELLECTUAL

- Asseto — our flagship digital platform integrating multiple data sources across client assets to enable real-time insights and decision intelligence
- UETrack™ — workflow and mobility solutions with primary modules such as feedback management and performance monitoring, supporting healthcare operations
- RAMS — asset management system enabling remote monitoring and management of roads
- Virtual Edgenta Mediserve Call Centre ("V-EMCC") — a centralised cloud-based virtual call-centre managing more than 2.3 million transactional records yearly
- Pavement Research Centre ("PRC") advancing innovation in asphalt mix design and pavement engineering

HUMAN CAPITAL

- More than 18,000 employees across six countries
- 50% female workforce representation
- Workforce comprising more than 30 nationalities
- RM10.28 million invested in training
- 85% local hires

NATURAL

- Installed solar panels at Menara UEM
- Sustainability-centric solutions delivered across client portfolios
- Water management initiatives undertaken at site offices and clients' sites
- Structured resource and waste management practices to minimise environmental impact

ENABLE VALUE-ADDING ACTIVITIES THAT CREATE

OUR STRATEGIC PRIORITIES

- Future Focused
- Imagine New Ways
- Respect For All
- Solutioning Mindset
- True To Our Word

SUSTAINABILITY AGENDA

Sustainable Economic Growth

- Business Ethics
- Economic Development
- Supply Chain Management
- Innovation and Technology-based Operational Excellence

Minimising Environmental Impact

- Climate Change and Energy
- Environmental Management

Social Value Creation

- Occupational Health and Safety
- Employment Culture
- Customer Satisfaction
- Human Rights Assessment
- Local Community

OUR COMPETITIVE ADVANTAGE

- Diversification Across Geographies and Portfolio
- Strategic Partnership Ecosystem
- Technology Differentiation
- Operational Excellence
- Future-Ready Workforce
- Sustainability
- Financial Strength



KEY MARKET TRENDS

- Macroeconomic Challenges
- Evolving Workforce Challenges
- The Transition to a Low-Carbon Economy
- The Digitalisation of Everything

KEY RISKS

- Strategic Risk
- Operational Risk
- Financial Risk
- Compliance Risk
- People Risk
- Cybersecurity Risk
- ESG Risk
- Climate-related Risk

MISSION

Our services, commitment to smarter thinking and improved solutions place us at the forefront of the industry

We create opportunities for clients and assets that positively influence society

CORE VALUES



VALUE FOR OUR STAKEHOLDERS

OUTPUTS

Healthcare Solutions

- Maintenance of over 43,000 BEMS assets valued at over RM1.48 billion
- Management of more than RM5.3 billion worth of FEMS assets
- Upkeep of over 2.3 million m² of cleanable facilities area daily
- Serving over half of Singapore's 20 public and private healthcare institutions, including 100% presence across all 10 restructured government hospitals
- Providing healthcare support services to more than 80 public and private hospitals throughout Taiwan

Property and Facility Solutions

- Facility management services delivered across more than 1,000 buildings and facilities in Malaysia, the UAE and Saudi Arabia
- 3,260 MWh of electricity saved across five key facilities under management – an average of 7.9% savings per facility

Infrastructure Services

- Management of over RM10 billion worth of infrastructure assets
- Maintenance of more than 9,000 km of expressways and roads in Malaysia
- Deployment of over RM19 million worth of recycled asphalt premix on PLUS highways

Asset Consultancy

- Over RM100 billion in project value delivered through Opus Consultants
- Up to 52% reduction in electricity consumption through our energy efficiency solutions

Technology and Innovation

- Deployment of Asseto across various industries including oil and gas, hospitality, banking, commercial properties, and government facilities with over 80,000 assets managed
- Deployment of UETrack™ across more than 85 healthcare and commercial facilities nationwide
- Over 1,000 km of expressway and state roads managed through RAMS

Waste and Emissions

- Total emissions of 15,572.48 tCO₂e, representing a 9.10% decrease compared to FY2024
- Total waste generated of 1,164.90 MT, a 42.3% reduction compared to FY2024

OUTCOMES

FINANCIAL

- Revenue of RM2.86 billion
- More than RM3.5 billion in new contracts secured
- Total order book balance of RM9.4 billion
- Shareholders' funds of RM1.05 billion
- Total assets of RM2.56 billion
- Net assets per share of RM1.26

PLANTS AND MACHINERIES

- Processing of over 19,000 tonnes of linen per annum
- Incineration of over 7,000 metric tonnes of clinical waste per annum
- Asset uptime of 98% for FEMS and 99% for BEMS for healthcare facilities managed by Healthcare Solutions

SOCIAL AND RELATIONSHIP

- Customer Satisfaction Score of 90.93%
- RM76,023.65 invested in community engagement, benefitting 1,435 people
- 15 suppliers enrolled in the Vendor Development Programme, with over 2,000 suppliers supported since inception

INTELLECTUAL

- RM5.3 billion in technology-enabled contract wins since 2021
- Commercialisation of 12 asphalt mixes through our asphalt premix plant with recycling facility
- New capabilities developed in managing multi-site industrial environments through our recent contract wins for Shell Malaysia and Vale Malaysia Minerals

HUMAN CAPITAL

- Over RM4.42 million spent in employee training and development, equivalent to 277,670.25 training hours or average of 16.14 training hours per employee
- More than 150 employee engagement initiatives carried out
- Employee Lost Time Incident Rate ("LTIR") of 0.6

NATURAL

- 32 buildings supported to achieve Green Building certifications and accreditations
- Delivery of 27,932,360 kWh in energy savings, equivalent to RM12,872,740 in cost savings
- Inclusion in the Bursa Malaysia FTSE4Good Index
- Up to 800 tCO₂e in emissions through our asphalt premix plant with recycling facility
- An ESG assessment of 78 strategic and critical vendors was completed in 2024, with 2025 efforts focused on categorisation based on ESG risk tiers
- Launch of Sustainability Roadmap 2.0

ACTIONS TO ENHANCE OUTCOMES

- Refining our commercial focus towards longer-tenure, higher-value IFM scopes to drive revenue and margins
- Driving operational efficiency through process automation, procurement optimisation and digitalisation of core processes
- Strengthening risk-sharing mechanisms across our contracts
- Driving cost optimisation within Healthcare Solutions through Project Catalyst and Project Delta, while safeguarding service quality

- Expanding implementation of mechanisation and automation across operations, including deployment of mechanised cleaning equipment and robotics
- Modernising and optimising machinery fleets to enhance delivery capabilities for infrastructure works

- Providing greater value to clients through technology-enabled solutions that unlock advisory-led scopes and move us up the value chain
- Driving supplier capability development through the VDP and structured ESG engagement
- Continuing investment in community-based initiatives to support socio-economic development and deepen community ties
- Working closely with government authorities to support national goals and priorities while maintaining access to concession opportunities

- Advancing the evolution of Asseto as a built environment master integrator that enhances asset visibility and performance, while sustaining investment to improve RAMS and UETrack™
- Investing in research and innovation through the Pavement Research Centre (PRC) to strengthen technical differentiation
- Establishing a Digital Engineering Unit to centralise Building Information Modelling ("BIM") capabilities, improve standardisation and reduce technical inconsistencies

- Strengthening talent and capability development through structured upskilling, including initiatives to build digital and AI readiness
- Enhancing workforce planning through optimised shift design, workload-based rostering and tighter overtime management
- Accelerating workforce productivity through multi-skilling, cross-deployment and competency-based training programmes
- Reinforcing safety culture through targeted HSSE programmes and performance monitoring

- Supporting clients' sustainability and low-carbon journeys through zero capex delivery models
- Expanding the scalability of circular solutions, including recycled asphalt, to reduce material footprint and emissions
- Embedding sustainability into business planning and decision-making processes through the Sustainability Roadmap 2.0

TRADE-OFFS

We allocate Financial Capital to technology investments, plant upgrades and capability development to strengthen long-term competitiveness. While these investments may reduce short-term financial flexibility, they support revenue growth, innovation and competitive positioning, strengthening our other capitals over the long term.

Ongoing investment in plant and machinery enhances delivery capability and service reliability but requires upfront capital deployment. We balance renewal and expansion of physical assets with disciplined capital planning to ensure sustainable returns.

Deepening stakeholder engagement, community initiatives and supplier development requires sustained financial resources and Human Capital, which may divert attention from short-term revenue-generating activities. However, these efforts strengthen trust and relationships, supporting a more sustainable foundation for long-term value creation across the capitals.

Investment in proprietary platforms, research and digital capabilities requires sustained funding and organisational focus. While returns may not be immediate, strengthening our Intellectual Capital enhances differentiation, scalability and long-term earnings potential.

Underinvestment in skills and capability development may constrain service quality and future growth. We therefore balance cost discipline with continued investment in training, safety and workforce readiness.

Advancing low-carbon and sustainability-led solutions may require upfront investment and, at times, forgoing certain short-term growth opportunities. While this may affect near-term Financial Capital, it strengthens our positioning as a responsible and sustainable organisation and supports long-term value creation across the capitals.