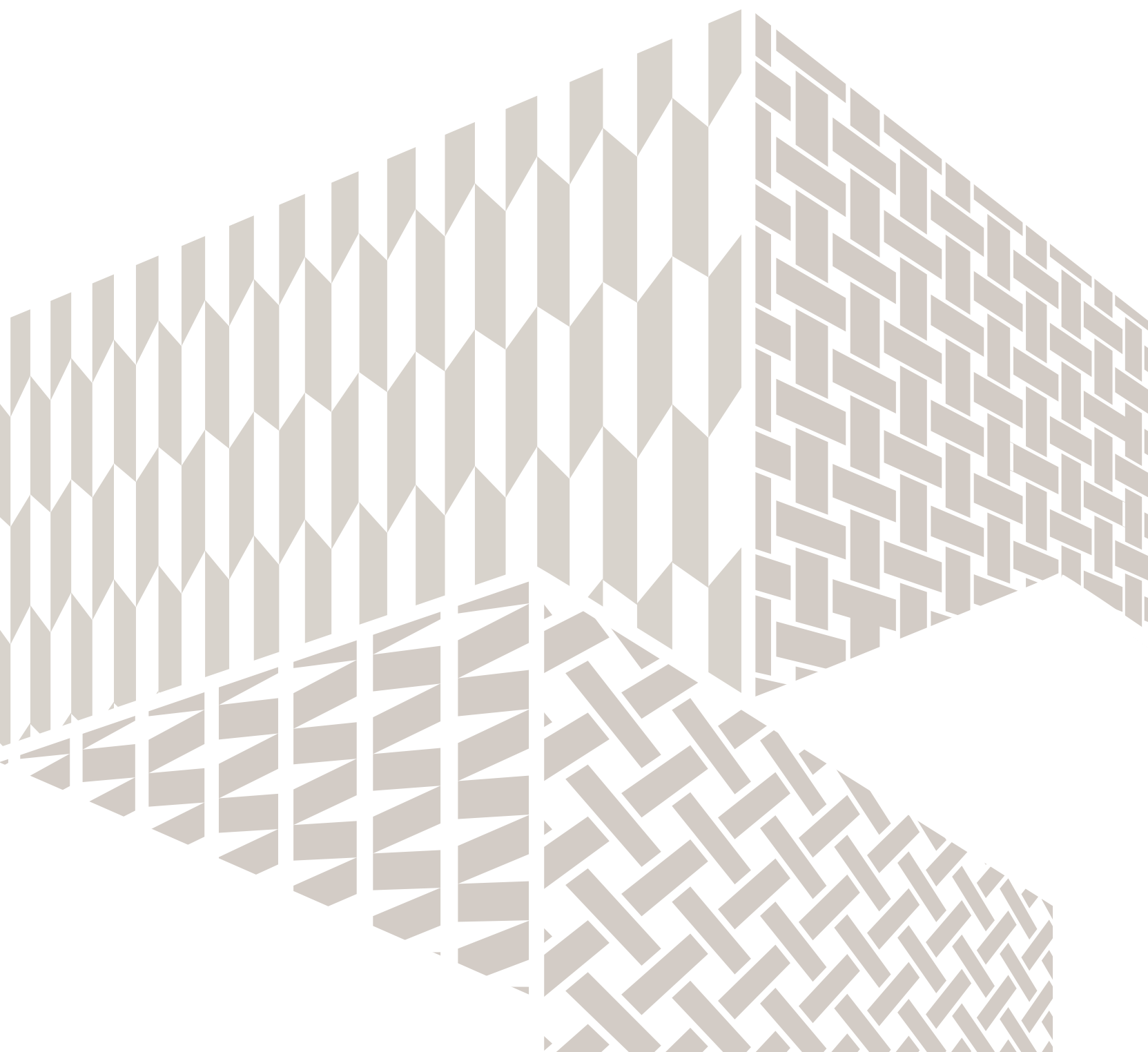


Building Tomorrow

INTEGRATED ANNUAL REPORT 2025



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Cover Rationale
Building Tomorrow

The theme reflects UEM Sunrise's commitment to shaping developments with a long-term view, guided by the needs of communities and future generations. It underscores a responsibility to deliver places that remain relevant, supporting social well-being, environmental care and enduring value. This commitment is translated through an interlaced composition, reflecting how UEM Sunrise intentionally weaves and intertwines communities, spaces and experiences across its developments. The structured forms convey clarity of purpose and disciplined execution, while the interconnected patterns symbolise integration, connectivity and a portfolio that is thoughtfully tied together, expressing strength, continuity and purposeful design in delivering long-term value, fostering social cohesion and supporting sustainable growth.



We have taken conscious efforts to manage and minimise the environmental impact of our annual report and related processes. Download the soft copy of our IAR 2025 on our website.

Basis of This Report

We are pleased to present our Integrated Annual Report 2025 (“IAR 2025”) for the year ended 31 December 2025 (“FY2025”). This report offers a holistic view of how we create value through our strategies, operations and sustainability efforts while addressing stakeholder priorities, material matters, risks and opportunities across the short, medium and long term.

Our past reports are available online through our website: www.uemsunrise.com/corporate/investor-relations

The Integrated Annual Report for FY2025 (“IAR2025”) has been prepared in accordance with the Guiding Principles and Content Elements of the International Integrated Reporting (“<IR>”) Framework. It demonstrates the interconnectedness of the Group’s financial and non-financial information and provides a holistic view of the Group’s business strategy, sustainability initiatives, risks and opportunities, capital trade-offs, governance and future outlook.

Reporting Framework and Standards

This report has been prepared in accordance with relevant statutory provisions, reporting frameworks and recognised best practices, including:

- International Integrated Reporting Council’s International Integrated Reporting (“<IR>”) Framework
- Bursa Malaysia Securities Berhad’s (“Bursa Malaysia”) Main Market Listing Requirements
- Bursa Malaysia’s Corporate Governance Guide (Fourth Edition)
- National Sustainability Reporting Framework (“NSRF”)
- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information (“IFRS S1”), only insofar as they relate to the disclosure of information on climate-related risks and opportunities (“CROs”)
- IFRS S2 Climate-related Disclosures (“IFRS S2”)
- Global Reporting Initiative (“GRI”) Universal Standards 2021
- Sustainability Accounting Standards Board (“SASB”) Sector Specific Disclosure
- Securities Commission Malaysia’s (“SC”)’s Malaysian Code on Corporate Governance
- Malaysian Companies Act 2016
- MFRS Accounting Standards issued by the Malaysian Accounting Standards Board (“MFRS Accounting Standards”)
- IFRS Accounting Standards issued by the International Accounting Standards Board (“IFRS Accounting Standards”)
- United Nations Sustainable Development Goals (“UN SDGs”)

Reporting Scope and Boundary

All information in this Integrated Annual Report (“IAR”) covers the period from 1 January 2025 to 31 December 2025, unless stated otherwise. The report covers the consolidated group of entities included in UEM Sunrise’s financial statements, consistent with the Group’s reporting boundary applied for financial reporting. Within this reporting scope, the disclosures reflect the entire Group’s operations in Malaysia and Australia. The IAR outlines the Group’s strategic focus, refreshed materiality matrix, stakeholder engagement approach, and the material matters across its sustainability pillars, including associated risks, opportunities and value creation for stakeholders.

Reporting Boundary for GHG Emissions

UEM Sunrise measures and reports greenhouse gas (“GHG”) emissions in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, unless otherwise required under IFRS S2. For Scope 3 emissions, the Group applies the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, which defines 15 Scope 3 categories for boundary definition and categorisation.

Scope 1 and Scope 2 GHG emissions relate entirely to the consolidated accounting group. The consolidation boundary applied for IFRS financial reporting is aligned with the consolidated group boundary used for sustainability-related disclosures.

Organisational Boundary

UEM Sunrise defines its organisational boundaries by applying the operational control approach as defined in the GHG Protocol. Operational control is established when the Group or one of its entities has full authority to introduce and implement its operating policies and thus has operational control of the entity and this represents the most appropriate boundary approach given the ability to influence the operating policies and implement measures to achieve the set targets.

Within this boundary, UEM Sunrise’s Scope 1 and Scope 2 inventory covers operational emissions across UEM Sunrise’s key operating entities, including:

- Bandar Nusajaya Development Sdn. Bhd.
- Cahaya Jauhar Sdn. Bhd.
- Marina Management Sdn. Bhd.
- Mega Legacy (M) Sdn. Bhd.
- Nusajaya DCS Sdn. Bhd.
- Nusajaya Greens Sdn. Bhd.
- Nusajaya Lifestyle Sdn. Bhd.
- Nusajaya Resort Sdn. Bhd.
- Sime Darby Property Sunrise Development Sdn. Bhd.
- Sun Victory Sdn. Bhd.
- Sunrise Alliance Sdn. Bhd.
- Sunrise DCS Sdn. Bhd.
- Symphony Hills Sdn. Bhd.
- UEM Land Berhad
- UEM Sunrise (Developments) Pty. Ltd.
- UEM Sunrise Berhad
- UEM Sunrise Nusajaya Properties Sdn. Bhd.

Operational Boundary

UEM Sunrise’s operational boundary categorises emissions as follows:

Scope 1 (Direct emissions): Direct GHG emissions from sources that are owned or controlled by operations within UEM Sunrise’s organisational boundary.

Scope 2 (Indirect emissions): Indirect GHG emissions from the generation of purchased electricity consumed by operations within UEM Sunrise’s organisational boundary.

Scope 3 (Other indirect emissions): Indirect emissions occurring in UEM Sunrise’s value chain. In the current reporting period, UEM Sunrise discloses selected Scope 3 GHG emissions for Category 1 (Purchased Goods and Services), Category 6 (Business Travel) and Category 7 (Employee Commuting), consistent with UEM Sunrise’s current reporting maturity and transition relief position under IFRS S2.

Preparation in accordance with IFRS Sustainability Disclosure Standards

UEM Sunrise has prepared the climate-related disclosures within its Sustainability Statement (refers to Climate Change, pages 117 to 129) in accordance with the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (“ISSB”), specifically IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures. It is prepared in line with Bursa Malaysia’s Main Market Listing Requirements.

In preparing this climate-related disclosures, UEM Sunrise referred to the SASB Standards and considered their disclosure topics as part of the materiality assessment. Refer to SASB Content Index, pages 227 to 229 for details.

In addition to climate-related disclosures, UEM Sunrise also addresses other sustainability matters identified as material through its Double Materiality Assessment (“DMA”) process. These material sustainability matters are discussed to provide broader context on the Group’s sustainability priorities; however, the related disclosures are not prepared in accordance with the IFRS Sustainability Disclosure Standards. Further details on the Group’s alignment with IFRS S1 and IFRS S2 are set out in the IFRS S1 and S2 Content Index on pages 230 to 245.

Connectivity with Financial Statements

The climate-related disclosures include relevant climate-related financial information and should be read together with the Group’s consolidated financial statements, which are prepared in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the Companies Act 2016 in Malaysia. The reporting period corresponds to the financial year ended 31 December 2025. This disclosure also connects to other sections of the IAR 2025, including the Financial Statements, to demonstrate how CROs may influence financial position, performance and cash flows across the short, medium and long term.

UEM Sunrise defines its strategic time horizons as:

- Short-term (2026)
- Medium-term (2027 to 2030)
- Long-term (2031 to 2050)

The reporting boundary for climate-related financial disclosures mirrors that of the consolidated financial statements and includes UEM Sunrise Berhad and its subsidiaries. In preparing these disclosures, we assessed climate-related risks and opportunities across our operations and value chain, which include suppliers, procurement vendors, third parties and strategic partners.

Functional and Presentation Currency

All climate-related financial information is presented in Ringgit Malaysia, consistent with the Financial Statements.

First-time Adoption of IFRS Sustainability Disclosure Standards and Transition Reliefs

UEM Sunrise is adopting the IFRS Sustainability Disclosure Standards for the first time for the financial year ended 31 December 2025. Accordingly, beginning 1 January 2025, we have applied:

- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information, only insofar as they relate to the disclosure of information on CROs
- IFRS S2 Climate related Disclosures

As at 31 December 2025, no additional IFRS Sustainability Disclosure Standards have been issued by the ISSB. In December 2025, the ISSB issued amendments to IFRS S2 Climate-related Disclosures. These amendments are effective for annual reporting periods beginning on or after 1 January 2027, with earlier application permitted. We will adopt the amendments when they become effective.

The standards provide transition reliefs for the first annual reporting period in which an entity applies the standards. The Main Market Listing Requirements of Bursa Malaysia provide further transition reliefs to Main Market-listed issuers.

For this initial reporting period, UEM Sunrise applied the transition reliefs provided under the Standards and the Main Market Listing Requirements:

Climate-First Approach
Climate-first approach, which permits entities to initially focus on climate-related disclosures. The Group has elected to apply this transition relief and, accordingly, its climate-related disclosures for the current reporting period relate primarily to climate-related risks and opportunities in accordance with IFRS S2.
Comparative Information Relief
Comparative IFRS related disclosures are not required for this first reporting year. However, selected comparative information is presented to maintain continuity with previous reporting practices.
Scope 3 GHG Emissions Disclosure Relief
The Group is permitted to not disclose Scope 3 GHG emissions (IFRS S2 Paragraph C4(b)), except for categories already required by applicable entities’ respective regulators. UEM Sunrise continues disclosure on Scope 3 GHG emissions for Category 1: Purchased Goods and Services, Category 6: Business Travel and Category 7: Employee Commuting.

Significant Judgements

Preparing this report required UEM Sunrise’s Board and Senior Management to exercise judgement, particularly in identifying climate-related risks and opportunities and determining what information is material for disclosure.

Management applied significant judgements for the following:

- (a) Materiality Assessment process**
Judgement was exercised in identifying CROs that could reasonably impact UEM Sunrise’s prospects, as well as the material information to be disclosed. This includes assessing the relevance of SASB disclosure topics (see Section 5: Sustainability Statement - SASB Content Index).
- (b) Selection of Climate Scenarios**
Significant judgement was required in selecting climate scenarios for the scenario analysis. UEM Sunrise used a dual-framework approach, adopting internationally recognised scenarios from The Intergovernmental Panel on Climate Change (“IPCC”) AR6 (for physical risks) and Network for Greening the Financial System (“NGFS”) V5.0 (for transition risks).

Physical Risk – Shared Socio-economic Pathways (“SSPs”), IPCC	Transition Risk – NGFS
SSP1-2.6, Low GHG Emissions scenario Radiative forcing peaks at around ~3.0 W/m² mid-century before declining to approximately 2.6 W/m² by 2100, driven by a rapid shift towards renewable energy, energy efficiency, and land-use mitigation. Global CO₂ emissions peak around 2020, decline sharply to reach net-zero around mid-century, and become net-negative thereafter, while atmospheric CO₂ concentrations peak around mid-century and decline modestly to approximately 400–420 ppm by 2100.	Orderly: Net Zero 2050 Significant behavioural changes in energy generation and consumption activities to ensure an orderly Paris aligned transition.
SSP2-4.5, Very High GHG Emissions scenario Intermediate stabilisation pathways in which radiative forcing is stabilised at approximately 4.5 W/m² after 2100.	Disorderly: Delayed Transition Annual emissions do not decrease until 2030. Strong policies are needed to limit warming to below 2°C.
SSP5-8.5, Business as usual IPCC’s high-end pathway in which radiative forcing reaches greater than 8.5 W/m² by 2100, and continues to rise for some time afterwards.	Hot House World: Nationally Determined Contributions (“NDCs”) All pledged targets published by the UNFCCC until end of March 2024 are assumed to be implemented, even if they are not yet backed up by effective policies.

(c) GHG Emissions Calculation Methods

A range of calculation methods was applied to determine Scope 3 emissions. Judgement was used to select the most appropriate approach based on data availability and quality, prioritising supplier-specific data where feasible.

Statement of Assurance

This report has undergone a structured assurance process involving management, internal and external auditors and oversight by our Board of Directors (“Board”). Internal assurance was provided through our governance framework, control policies and risk oversight, while our financial statements were audited by Messrs. Ernst & Young PLT.

Basis of This Report

To strengthen the credibility of our Sustainability Statement, selected disclosures for the Group’s operations in Malaysia were reviewed by our internal auditors and subjected to independent limited assurance by Messrs BDO PLT in accordance with International Standard on Assurance Engagements (“ISAE”) 3000. The resulting reports were approved by our Audit Committee, with several improvement opportunities identified for implementation in the following year. The subject matter and key conclusions of these reviews are presented below.

Type of Assurance	Subject Matter	Conclusion
Independent Limited Assurance	1. Lost Time Incident Rate 2. Total amount invested in the community where the target beneficiaries are external to UEM Sunrise 3. Total number of beneficiaries of the investment in communities	 <i>The Independent Limited Assurance Report can be found on pages 246 to 248.</i>
Internal Review	1. Employee breakdown 2. Hiring and turnover 3. Director breakdown 4. Energy consumption (fuel and electricity) 5. Waste Generated 6. Water Consumption 7. Training records 8. Operations assessed for corruption-related risks 9. Incidence of corruption and action taken	 Verified

Materiality and Material Matters

Guided by the principle of materiality under the IFRS Sustainability Disclosure Standards, UEM Sunrise has established structured processes to identify, assess, prioritise and monitor sustainability-related risks and opportunities that could reasonably be expected to affect the Group’s prospects over the short, medium and long term. This ISSB-aligned process is integrated within the Group’s enterprise-wide risk management (“ERM”) framework and considers inputs including internal business strategy, asset portfolio characteristics, historical performance data, stakeholder feedback, industry benchmarks, value chain exposures, and emerging regulatory and market developments across the Group’s operations.

Building on this, UEM Sunrise undertook a Double Materiality Assessment (“DMA”) in FY2025, following an initial single materiality assessment conducted in FY2022. The DMA expands the assessment to consider both financial materiality and impact materiality, capturing the Group’s significant impacts on the environment and people, alongside sustainability-related risks and opportunities that may affect enterprise value. The process incorporates industry-specific disclosure topics under the Sustainability Accounting Standards Board (“SASB”) Standards (refer to Section 4 – Material Matters, pages 65 to 74), stakeholder engagement outcomes, and evolving regulatory and market expectations, and remains aligned with the Group’s ERM approach to risk identification and prioritisation.

Climate Scenario Analysis (“CSA”) is subsequently applied to support the identification and prioritisation of climate-related risks and opportunities (“CROs”), building on the DMA outcomes. CSA considers the potential effects of different physical and transition climate pathways on the Group’s assets, operations and relevant upstream and downstream value chain segments, and provides forward-looking insights that inform the assessment of current and anticipated financial effects under different climate scenarios. The resulting CROs are integrated into the Group’s risk registers and managed in accordance with the Group’s ERM framework.

In determining the content of sustainability-related disclosures, the Group applies entity-specific materiality judgements guided by the IFRS Sustainability Disclosure Standards. Material information is assessed

individually and in combination, considering qualitative and quantitative factors such as the nature, magnitude, timing and uncertainty of potential effects on the Group’s cash flows over the short, medium and long term. Where disclosures involve possible future events with uncertain outcomes, the Group considers the range and likelihood of potential impacts, including low-probability but high-impact scenarios. Information assessed as not material is not disclosed. Materiality judgements are reassessed at each reporting date to reflect changes in assumptions, circumstances and the external environment.

To reflect the enhanced insights from the FY2025 assessment and to maintain alignment with the Group’s evolving strategy and risk profile, selected sustainability disclosures have been updated and, where relevant, restated.

Board Responsibility Statement

The Board recognises our responsibility to uphold the integrity of this report. Prepared through a robust internal process involving team members from across the Group, the Board is confident that this report reflects a fair and balanced disclosure of material matters that influence our ability to create, preserve or erode value.

The Nominations & Remuneration Committee, Audit Committee and the Board Governance & Risk Committee reviewed relevant sections, particularly those relating to governance, before recommending them to the Board. This report was subsequently authorised for release on 30 March 2026.

Forward-Looking Statements and Measurement Uncertainty
This report contains forward-looking statements regarding UEM Sunrise’s strategy, plans and future performance, which are based on current assumptions and expectations and are subject to risks and uncertainties beyond the Group’s control.

As a result, actual outcomes may differ materially from those expressed or implied in these statements. UEM Sunrise does not guarantee the achievement of such forward-looking statements and undertakes no obligation to update them; accordingly, readers are cautioned against placing undue reliance on this information.

In particular, the following disclosure sections involve a high degree of measurement uncertainty, as they rely on estimates where direct measurement is not possible, including those affected by value chain dependencies, forward-looking assumptions or data limitations.

(a) Quantification of anticipated financial effects for CROs
The measurement of anticipated financial effects for the identified CROs is subject to a high degree of measurement uncertainty, particularly over the medium and long term. This uncertainty arises from assumptions relating to the timing, scope and potential implementation of future regulations, as well as the occurrence or non-occurrence of specific climate-related events.

At this stage, the Group is unable to reliably quantify the financial effects associated with the disclosed CROs (refer to pages 121 and 122: Current and Anticipated Financial Effects). Accordingly, the financial impacts have been disclosed on a qualitative basis for the current reporting period. Based on this assessment, no material adjustments to the carrying amounts of assets or liabilities are expected within the next annual reporting period.

(b) Climate scenario analysis
Climate scenario analysis involves a range of assumptions, estimations and forward-looking projections. As such, the results should be interpreted as informational insights to support strategic understanding, rather than precise forecasts of future outcomes. UEM Sunrise recognises that inherent limitations and uncertainties exist in climate modelling, particularly where policy developments, climate projections and data availability remain subject to change.

• **Carbon pricing mechanisms:** While Malaysia has indicated the potential introduction of a Carbon Tax by 2026, the policy framework, scope of coverage and applicable carbon tax rate have not yet been formally announced. As a result, any carbon pricing assumptions applied in the scenario analysis are based on indicative estimates and international benchmarks, which may differ from the eventual regulatory implementation.

- **Assessment of climate-related physical impacts:** Physical impacts rely on climate projection datasets combined with historical climate observations. Although these models provide useful insights into potential future climate patterns, projections inherently contain uncertainties due to variations in climate models, emission pathways and regional climate responses. Consequently, the projected physical risk impacts should be viewed as indicative assessments of potential exposure rather than definitive predictions.
- **Customer preferences and market expectations:** Market preferences for sustainable or climate-resilient property features may influence future demand. However, such expectations are difficult to quantify due to the absence of standardised metrics or consistent market benchmarks. As a result, assumptions regarding customer preferences are based on qualitative observations and market trends rather than measurable indicators.
- **Raw material price volatility:** Potential climate transition impacts on construction material prices, such as cement and steel, were considered qualitatively. However, commodity prices are influenced by a wide range of external factors, including global

supply-demand dynamics, geopolitical developments, trade policies, and energy prices. Consequently, isolating the specific impact of climate-related factors on material costs remains challenging.

Recognising these limitations, UEM Sunrise will continue to refine our climate scenario analysis over time as regulatory clarity improves, methodologies evolve and more robust climate and operational data become available.

(c) GHG-related metrics
GHG emissions are measured in accordance with the GHG Protocol unless stated otherwise. These metrics carry inherent uncertainty due to reliance on activity data and third-party emission factors. Where data is incomplete or delayed, estimates are used.

Feedback

We are committed to continuously enhancing the quality and transparency of our reporting. Queries or feedback regarding this report or our broader reporting suite can be relayed to our Investor Relations team at ir@uemsunrise.com.

NAVIGATION ICONS

To improve readability, this report includes icons and cross-references to help readers navigate key sections:

Our Strategic Thrusts

- ST1** Drive Sustainable Revenue Stream
- ST2** Catalyse Southern Region Potential

Our Capitals

- F** Financial Capital
- M** Manufactured Capital
- H** Human Capital

Principal Risks

- R1** Competition Risk
- R2** Financial Risk
- R3** Operational Risk
- R4** People Risk

Material Matters

Planet

- CC** Climate Change
- WS** Waste Management
- WT** Water Management
- EG** Energy Management
- BD** Biodiversity

People

- EY** Employee Management
- HR** Human Rights
- HS** Health and Safety

- ST3** Scale New Growth Areas
- ST4** Advance Sustainability Agenda

- SR** Social and Relationship Capital
- I** Intellectual Capital
- N** Natural Capital

- R5** Regulatory and Corruption Risk
- R6** Cybersecurity Risk
- R7** Health and Safety Risk
- R8** Climate Change Risk

Communities

- LC** Local Community
- CM** Customer Management
- Governance**
- EC** Economic Contribution
- EB** Ethical Business Practices
- DC** Data Privacy and Cybersecurity
- RS** Responsible Supply Chain
- IV** Innovation

Key Stakeholder Groups

- SG1** Board of Directors
- SG2** Senior Management
- SG3** Employees
- SG4** Customers
- SG5** Investment-related Stakeholders
- SG6** Government Agencies/Authorities/Regulators
- SG7** Service Providers (Vendors, Suppliers, Contractors, Lawyers)
- SG8** Business Partners
- SG9** Banks, Rating Agencies, Sukuk Holders
- SG10** Local Communities
- SG11** Media

Alignment with the Global Sustainability Agenda

We have aligned our operations with the following United Nations Sustainable Development Goals (“UN SDGs”) as part of our commitment to environmental, social and economic sustainability:

United Nations Sustainable Development Goals Adopted



 For more information, kindly refer to pages 114 to 116 of this report.

Who We Are

UEM Sunrise Berhad (“UEM Sunrise” and “the Group”) is one of Malaysia’s established property developers specialising in township, high-rise residential, commercial, industrial and integrated developments. We are the flagship entity for township and property development under UEM Group Berhad (“UEM Group”).

We are recognised for award-winning and premium properties across our portfolio. Our developments are strategically located in key urban growth areas, including the affluent Mont’Kiara enclave and surrounding neighbourhoods in the Greater Kuala Lumpur. We play an instrumental role in developing Iskandar Puteri in Johor, contributing to one of Southeast Asia’s largest fully integrated urban developments. Meanwhile, our international footprint extends to Australia, further solidifying our presence beyond Malaysia.

Vision

Building communities of the future with you and for you.

Mission

UEM Sunrise brings together the talented and skilled, the imaginative and the courageous. We create sustainable environments loved by homeowners, acclaimed by investors and recognised by the industry. We believe in thinking big and acting quickly to unlock potential; to thrive in a changing world.

Visit our website at www.uemsunrise.com for more information.

Our Core Values

01

Caring

We take pride in our work and consistently hold ourselves accountable for the impact we create, always striving for excellence while seeking ways to improve. Beyond work, we care about helping others succeed and we foster collaboration to achieve collective goals. Our commitment extends to the people we work with, the communities we shape and the planet we share, ensuring sustainable outcomes in everything we do.

02

Honest

Honesty and trust are the cornerstones of our actions. We uphold integrity through openness, mutual respect and accountability, allowing us to foster meaningful relationships with all stakeholders. We welcome feedback as an opportunity to improve, adapt, grow and continuously create a lasting, positive impact.

03

Involved

We actively support our customers, stakeholders and colleagues through the communities we develop, the spaces we create and the initiatives we champion. By promoting collaboration, we take the initiative to improve outcomes and embrace forward-thinking solutions. As team players, we value diverse perspectives and work collectively to achieve shared goals, ensuring meaningful impact.

04

Enthusiastic

We bring energy, optimism and confidence to our work, believing in the positive impact of our efforts. Our passion drives us to seek new knowledge, explore innovative ideas and adopt improved methods of working. With a forward-thinking mindset, we are committed to achieving meaningful results that make a difference.

05

Fun-loving

We approach our work with a positive and uplifting spirit, always mindful of the needs and sensitivities of those around us. By fostering a supportive and encouraging environment, we create meaningful connections and inspire those we collaborate with. Through teamwork and creativity, we strive to make every experience fulfilling and impactful.



Aerial view of Symphony Hills, Cyberjaya.

Our Presence

We are primarily present in Malaysia’s Central and Southern regions with high gross development value (“GDV”) projects and strategic landbank poised for growth. Internationally, we have expanded to Australia with developments in Melbourne and Perth.

In 2025, we launched 8 projects worth RM2.2 billion, surpassing our RM2.0 billion GDV target. Our remaining GDV now stands at RM87.9 billion for 5,032.1 acres of remaining landbank as at 31 December 2025.



MALAYSIA

Our remaining GDV is split between the Southern (RM58.6 billion) and Central (RM28.4 billion) regions, totalling to

RM87.0 billion



AUSTRALIA

Our remaining GDV in Australia, amounting to

RM0.9 billion

Our Property Portfolio

MALAYSIA

Our active and ongoing Residential projects¹, Commercial and Industrial developments as well as a ferry terminal in Malaysia, are located in the Central region (Kuala Lumpur, Selangor and Negeri Sembilan) and the Southern region (Iskandar Puteri in Johor).

Township

- Serene Heights
- Symphony Hills
- Forest Heights²
- Aspira Hills
- Aspira LakeHomes
- Estuari
- Gerbang Nusajaya
- Senadi Hills
- Horizon Hills²

High-rise Residential

- KAIA Heights
- The Connaught One
- The MINH

Integrated Development

- Kiara Bay
- Solaris Parq
- Radia Bukit Jelutong²
- Puteri Harbour

Retail

- Publika
- Summer Suites Retail
- The Beat
- Anjung Neighbourhood Centre
- Marina Walk
- Teega Retail
- Mall of Medini²

Commercial

- Hyatt House Kuala Lumpur
- Serene Square
- Afiat Healthpark
- DiReka Square
- Estuari Sport Centre
- Kota Iskandar²

Industrial

- Nusajaya Tech Park²

Ferry Terminal

- Puteri Harbour International Ferry Terminal

- Central region
- Southern region

AUSTRALIA

Our ongoing property project in Australia is located in Perth, focusing on high-rise residential projects.

High-rise Residential

- One Oval, Perth

- Australia

¹ Active and ongoing development projects within the past three years.
² Joint ventures (“JV”).

Our Competitive Advantage



Proven Expertise in Development and Construction

Plays an instrumental role in the development of Puteri Harbour, Iskandar Puteri and Kiara Bay, Kuala Lumpur, with a longstanding presence in Mont’Kiara.



Diverse and Resilient Portfolio

Balanced mix of development and investment-grade projects across Malaysia and Australia, ensuring sustainable growth.



Commitment to ESG Leadership

Guided by ESG indexes such as FTSE4Good and S&P Global Corporate Sustainability Assessment (“CSA”), supported by our Sustainability Blueprint 2.0, Sustainable Development Design Guidelines (“SDDG”) and advanced construction methods such as design for manufacture and assembly, Building Information Modelling (“BIM”) and the Industrialised Building System (“IBS”).



Experienced and Strategic Leadership

A professional management team with deep expertise and a success-driven approach to sustainable growth.



Award-winning Developments

Secured multiple prestigious awards, highlighting leadership in quality, innovation and sustainable development.



Extensive Landbank with High Growth Potential

Holding 5,032.1 acres of prime land with an estimated GDV of RM87.9 billion, providing a strong pipeline for future developments.



Robust Financial Position

Net gearing ratio of 0.37 times as at 31 December 2025, ensuring financial flexibility for expansion and investment.



Strong Partnerships for Sustainable Growth

Established joint ventures with reputable partners such as Gamuda Berhad and CapitaLand, alongside strategic collaborations with financial institutions such as Maybank to digitalise the homeownership journey.



Prime Positioning in the Johor-Singapore Special Economic Zone

Developments and landbank strategically located to capitalise on opportunities within the fast-growing Johor-Singapore Special Economic Zone.



Leading Digital Innovation in Property Development

Integration of smart technologies to enhance construction efficiency, reduce waste and improve the customer experience through digital platforms.



Focus on High-Growth Industrial Sectors

Meeting rising demand in Malaysia’s industrial and digital economy through the development of industrial parks and data centres.



Skyline of Mont’Kiara.

Our Strategic Partnerships

Through joint ventures and industry partnerships, we expand into new markets, introduce innovative products and services and drive cost efficiencies by sharing resources and optimising processes. Beyond property development, collaborations with financial institutions enable us to offer exclusive homebuyer packages, enhancing affordability and adding value for our customers.

01 Active JVs and Associates

These collaborations support UEM Sunrise’s growth in the real estate and property development sectors, enabling the company to expand its portfolio, leverage additional expertise and access new markets through shared resources and expertise with its partners.



Horizon Hills Development Sdn. Bhd.

A 50:50 joint venture between UEM Sunrise and Gamuda Berhad to develop a 1,200-acre integrated residential township featuring a golf course and 11 residential precincts in Iskandar Puteri, Johor.



Nusajaya Tech Park Sdn. Bhd.

A 40:60 joint venture between UEM Sunrise and CapitaLand Development (through Ascendas Land (Malaysia) Sdn. Bhd.) to develop a 371-acre world-class integrated industrial park with eco-friendly infrastructure, design and facilities in Iskandar Puteri, Johor.



Sunrise MCL Land Sdn. Bhd.

A 50:50 joint venture between UEM Sunrise and Sunway Property (through Sunway MCL Ltd.), to develop a 488-acre freehold development in Forest Heights, Negeri Sembilan.



Nusajaya Lifestyle Sdn. Bhd.

A 49:51 joint venture between UEM Sunrise and Iskandar Investment Bhd. (through Iskandar Harta Holdings Sdn. Bhd.) to develop a 35-acre of retail and mixed development located in Iskandar Puteri, Johor.



Sime Darby Property Sunrise Development Sdn. Bhd.

A 50:50 joint venture between UEM Sunrise and Sime Darby Property Berhad to develop a 21-acre integrated development in Bukit Jelutong, Shah Alam.



Cahaya Jauhar Sdn. Bhd.

A 60:40 joint venture between UEM Sunrise and the State of Johor (through Permodalan Darul Ta’zim Sdn. Bhd.) to develop and maintain Kota Iskandar, Johor’s new administrative centre in Iskandar Puteri, Johor.

02 Financial Institution Partners

These partnerships help ensure the successful execution and growth through reliable financial backing and strategic collaboration.



Maybank Home2u and Maybank Islamic HouzKEY

Maybank Home2u is seamlessly integrated into UEM Sunrise’s HomeClick platform, allowing homebuyers to check financing eligibility and apply for home loans with ease. Alongside this, HomeClick enables users to explore virtual tours, compare properties and reserve their preferred units—all in one place. Meanwhile, the HouzKEY programme, a rent-to-own scheme, offers first-time and second-time homebuyers the opportunity to own their dream home with no down payment, zero payment during construction period and up to 100% financing.



Home Step Fast/i and Affinita

The ‘Home Step Fast/i’ campaign offers low monthly repayments for the first five years upon completion of the project, with no lock-in period and no early settlement fees, which is ideal for fresh graduates, young homebuyers and investors. The Affinita programme empowers women homebuyers through exclusive financing options and benefits, supported by a merchant network that offers lifestyle products and services curated especially for women.



Home Complete Programme

The Home Complete Programme offers an additional loan of up to 10% of the property value or a maximum of RM150,000, allowing homebuyers to customise their living spaces for renovations and interior design and helping them to ease their financial burden.

03 Sustainability Partners

Collaborate to promote environmental and social responsibility, ensuring sustainable practices and long-term value for communities and stakeholders.



In alignment with Malaysia’s Low Carbon Mobility Blueprint 2021-2030 and the National Energy Policy, we are actively installing electric vehicle (“EV”) charging stations across all new high-rise residential developments. This initiative is carried out in collaboration with Gentari Green Mobility Sdn. Bhd., ChargEV and other key partners.



UEM Sunrise partnered with Opus Consultants (an Edgenta Company) to evaluate and implement energy efficiency solutions at the Solaris Dutamas District Cooling Plant, including the proposed replacement of the existing ice chiller system with a high-efficiency chiller to optimise energy performance and reduce overall consumption.



Collaborated with Cenergi SEA Berhad to implement Solar PV projects at various UEM Sunrise’s corporate and commercial assets in the Central and Southern regions, supporting the Group’s transition to renewable energy and aligning with its carbon neutrality by 2050 target.



Collaborated with Universiti Malaya for a water quality assessment of the Kepong Metropolitan Park lake, supporting the sustainable activation of Kiara Bay’s waterfront and reinforcing our environmental commitments.



Over 20 partners are involved in a tree planting programme across 343 acres of public park in Iskandar Puteri, with a goal to plant 25,000 trees by 2028. This initiative aims to contribute to a low-carbon future by 2030.

2025 Awards and Recognitions

- 01

Malaysian Book of Records (SIREH Park)
Named Largest Urban Community Green Recreational Park in Malaysia.
- 02

Alpha Southeast Asia 15th Institutional Investor Corporate Awards 2025
Ranked #1 for strongest adherence to corporate governance, and placed among the top five for most organised investor relations, senior management IR support and most consistent dividend policy.
- 03

Malaysia Developer Awards 2025
Named in Top 10 under Top-of-the-Chart Property Developers category.
- 04

The Edge Property Excellence Awards 2025
Ranked #9 in the Top 10 Property Developers in Malaysia.
- 05

National Corporate Governance and Sustainability (“NACGSA”) Awards 2025
Ranked #36 in the Top 50 for overall excellence in Corporate Governance and Sustainability.
- 06

Putra Brand Awards 2025
Awarded Bronze for The People’s Choice under the Property category.
- 07

ASEAN Corporate Governance Awards 2025
Recognised by the ASEAN Capital Markets Forum (“ACMF”) and Minority Shareholders Watch Group (“MSWG”) as an ASEAN Asset Class Public Listed Company assessed using the ASEAN Corporate Governance Scorecard.



2025 Key Highlights



Financial Highlights

Revenue

RM1.7 billion

FY2024: RM1.3 billion

Gross Profit

RM440.8 million

FY2024: RM417.6 million

Profit After Tax and Non-Controlling Interests

RM71.0 million

FY2024: RM104.3 million

Property Development Revenue

RM1.2 billion

FY2024: RM0.9 billion

Earnings Before Interest, Taxes, Depreciation and Amortisation

RM269.4 million

FY2024: RM257.6 million



Balance Sheet Highlights

Total Equity

RM7.0 billion

FY2024: RM7.0 billion

Cash, Bank Balances, Deposits and Short-term Investments

RM1.5 billion

FY2024: RM1.3 billion

Net Gearing Ratio

0.37 times

FY2024: 0.40 times

Dividend Per Share

1.43 sen¹

FY2024: 1.24 sen

¹ Includes a special dividend of 0.59 sen



Business Highlights

Launched GDV

RM2.2 billion

FY2024: RM0.9 billion

Sales Achieved

RM1.4 billion

FY2024: RM1.4 billion

Ongoing Residential Projects

24 projects

With a GDV of RM26.4 billion

Number of Units Completed

1,927 units

FY2024: 33 units

Number of Units Sold

1,669 units

FY2024: 1,572 units



Aspira Hills was fully reserved within 12 minutes of its launch on the **HomeClick** platform.



Gerbang Nusajaya Interchange enhances connectivity in Iskandar Puteri.



Entered into MoUs with **GuocoLand** for freehold landbank development in Iskandar Puteri and with **DBKL** for water quality restoration at Kepong Metropolitan Park.

2025 Key Highlights

Sustainability
Highlights

- Achieved **4-Star FTSE4Good ESG Rating**.
- Continued participation in the **S&P Global Corporate Sustainability Assessment (“CSA”)**, with improved sustainability performance year-on-year.
- Achieved Safety and Health Assessment System in Construction (“SHASSIC”) **five-star ratings for eight projects*** with an average score of **98.4%**.
- Recorded an average Quality Assessment System for Building Construction Works (“QLASSIC”) score of **83% across seven projects***.
- CIDB QUEST Awards 2025**
Anugerah Tertinggi QLASSIC (Projek Swasta Kategori B) - Allevia
Anugerah Keselamatan Tertinggi SHASSIC (Projek Swasta) - The Connaught One

Several of our developments hold industry-recognised **Green Building Certifications**, including:



SIREH Park named by Malaysian Book of Records as **Largest** Urban Community Green Recreational Park in Malaysia, supporting biodiversity of **465 species comprising flora and fauna**.

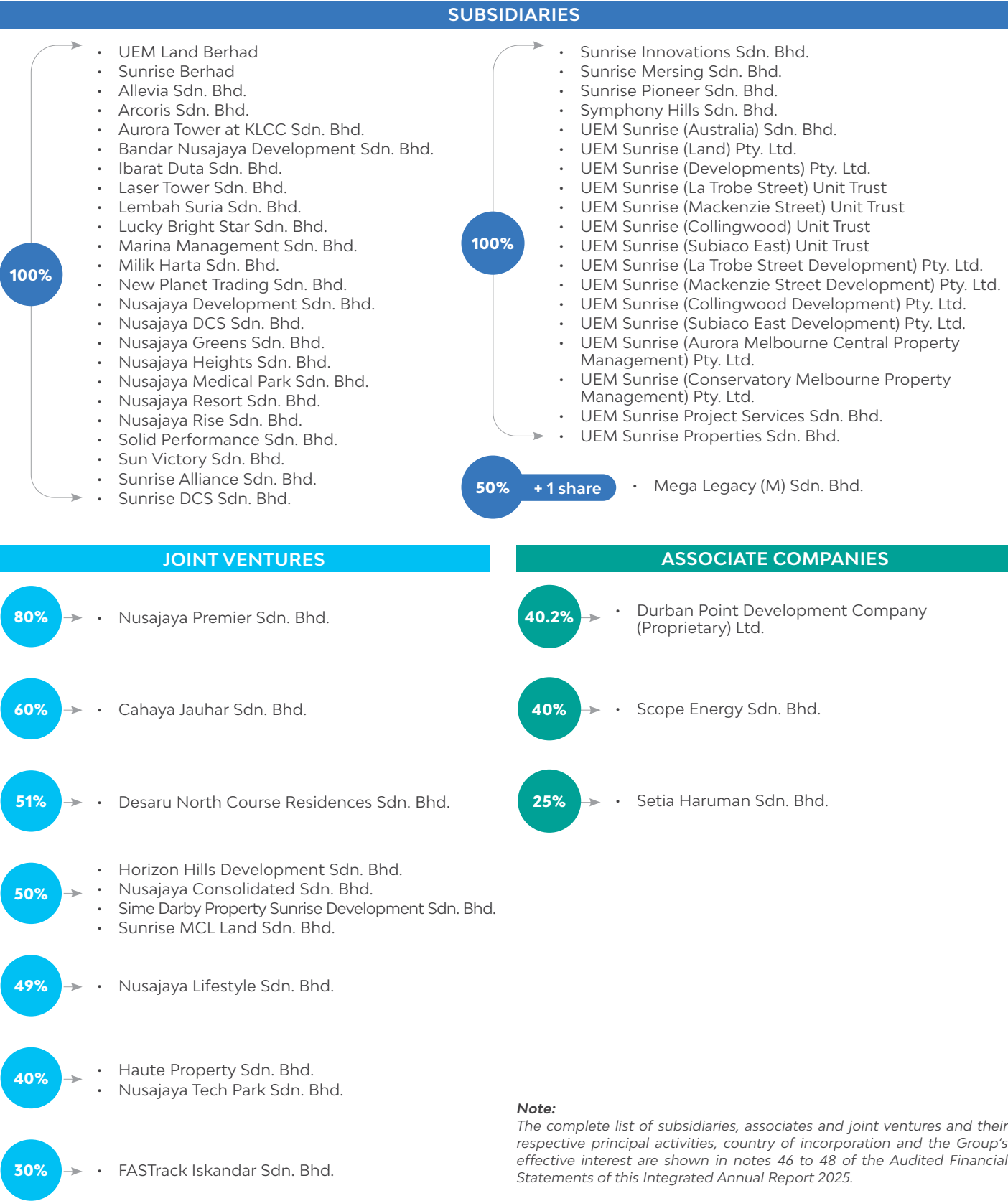


Conducted a **climate scenario analysis** using IPCC physical climate models and NGFS transition pathways to **assess resilience** of our business strategy across multiple climate futures and time horizons.

* Details on project-level SHASSIC and QLASSIC performance are available on pages 90 and 94.

Group Corporate Structure

As at 24 March 2026



Corporate Information

BOARD OF DIRECTORS		
Datuk Hisham Hamdan Non-Independent Non-Executive Chairman	Datuk Amran Hafiz Affifudin Non-Independent Non-Executive Director	Datin Sri Badrunnisa Mohd Yasin Khan Independent Non-Executive Director
Shaharul Farez Hassan Managing Director/Chief Executive Officer	Reagan Chan Chung Cheng Non-Independent Non-Executive Director	Dato’ Sr. Azmar Talib Independent Non-Executive Director
Christina Foo Senior Independent Non-Executive Director	Chari TVT Independent Non-Executive Director	Eric Chan Kok Leong Independent Non-Executive Director
		Grace Yap Mei Wan Independent Non-Executive Director

AUDIT COMMITTEE	
Christina Foo	Chairperson
Chari TVT	Member
Eric Chan Kok Leong	Member

NOMINATIONS & REMUNERATION COMMITTEE	
Datin Sri Badrunnisa Mohd Yasin Khan	Chairperson
Christina Foo	Member
Datuk Amran Hafiz Affifudin	Member

BOARD TENDER COMMITTEE	
Eric Chan Kok Leong	Chairman
Dato’ Sr. Azmar Talib	Member
Grace Yap Wei Man	Member

BOARD DEVELOPMENT COMMITTEE	
Dato’ Sr. Azmar Talib	Chairman
Reagan Chan Chung Cheng	Member
Eric Chan Kok Leong	Member

BOARD GOVERNANCE & RISK COMMITTEE	
Chari TVT	Chairman
Christina Foo	Member
Reagan Chan Chung Cheng	Member
Grace Yap Wei Man	Member

SECRETARIES	
Liew Irene MAICSA 7022609 SSM PC No.: 201908001893	
Lim Poh Chun MAICSA 7063323 SSM PC No.: 201908001892	

AUDITORS	
Ernst & Young PLT Registration No. 202006000003 (LLP0022760-LCA) and AF 0039	
Chartered Accountants Level 23A, Menara Milenium Jalan Damanlela Pusat Bandar Damansara 50490 Kuala Lumpur	

PRINCIPAL BANKERS	
CIMB Bank Berhad HSBC Amanah Malaysia Berhad HSBC Bank Malaysia Berhad Malayan Banking Berhad Maybank Islamic Berhad Hong Leong Bank Berhad	

STOCK EXCHANGE	
Main Market of Bursa Malaysia Securities Berhad Stock Name : UEMS Stock Code : 5148 Stock Sector : Property Listing Date : 18 November 2008	

PRINCIPAL SOLICITORS	
Lee Hishammuddin Allen & Gledhill Zul Rafique & Partners Raja, Darryl & Loh Rosli Dahlan Saravana Partnership Azmi & Associates	

REGISTRARS	
Boardroom Share Registrars Sdn. Bhd. 11 th Floor, Menara Symphony No. 5, Jalan Professor Khoo Kay Kim Seksyen 13 46200 Petaling Jaya Selangor Darul Ehsan Tel : +603-7890 4700 Fax : +603-7890 4670 Email : bsr.helpdesk@boardroomlimited.com Web : www.boardroomlimited.com/my	

INVESTOR RELATIONS	
Christine Lau Fei Ling Head of Investor Relations, Corporate Finance and Research Email : ir@uemsunrise.com	

REGISTERED OFFICE	
Level U6, Block C5, Solaris Dutamas No. 1, Jalan Dutamas 1 50480 Kuala Lumpur Tel : +603-2718 7788 Fax : +603-6207 9330 Email : cosec@uemsunrise.com Web : www.uemsunrise.com	

Section 2
Our Leadership

Profile of Board of Directors



Datuk Hisham Hamdan
Non-Independent Non-Executive Chairman

Nationality Malaysian	Gender Male	Age 58
Date of Appointment 1 July 2023		Date of Last Re-election 6 June 2024
Length of Service (as at 24 March 2026) 2 years 8½ months		Board Committee Memberships NIL

No. of Board Meetings attended in the financial year: 8/8

100%

- Academic/Professional Qualification/Membership**
- Advanced Management Programme, Harvard Business School, United States of America
 - Dual Bachelor's Degree in Chemical Engineering and Industrial Management, Purdue University, United States of America
- Directorships in Public Companies and Listed Issuers in Malaysia Listed Entity**
NIL
- Other public companies**
- Khazanah Research Institute
 - UEM Group Berhad
 - Malaysia Venture Capital Management Berhad
 - Malaysia Airports Holdings Berhad
- Skills and Experience**
- Leadership Across Markets, Sectors and Societies**
- Datuk Hisham brings over three decades of senior leadership and board experience across financial, strategic and societal domains. With a proven track record in steering organisations through complexity and transformation, his journey has spanned multiple sectors and geographies, from global capital markets to driving nation-building initiatives, contributing towards Malaysia's economic and societal development.
 - His 12 years with various international banks, covering investment banking and equity research were foundational in developing a deep understanding of capital flows, market dynamics and value creation levers.
- Multi-Asset Class and Sector Investments Leader**
- As the Chief Investment Officer of Khazanah Nasional Berhad ("Khazanah"), Datuk Hisham leads the strategic direction and performance of the Investments Division. His stewardship integrates a long-term portfolio management philosophy, leveraging his expertise in operations, corporate finance and business development.
 - He has been instrumental in setting up Khazanah's Public Markets Programme, through both quantamental and systematic investment approaches across Developed and Emerging Markets, within his capacity as the Head of Public Markets.
 - Additionally, Datuk Hisham shaped Khazanah's investment theses across the automotive, agrifood and regional development, notably in Iskandar Malaysia.
 - He also served as Executive Director of Research and Investments and is a founding trustee of the Khazanah Research Institute, which focuses on researching pressing national issues and providing policy recommendations that could improve Malaysians' well-being.
- Sectoral Transformation and Corporate Stewardship**
- Prior to joining Khazanah in April 2011, he held senior leadership roles at Sime Darby Berhad from 2004, spearheading corporate transformations and leading Strategy, M&A and Business Development across multiple sectors and geographies, with a focus on healthcare, energy and utilities and the China market.
- Championing Good Corporate Governance Practices through Board Representation**
- Datuk Hisham has long advocated for excellence in corporate governance, using board representation as a platform to promote good governance and long-term value creation.
 - He currently serves as Chairman of several Boards, including UEM Group Berhad, Jelawang Capital Sdn. Bhd. and Malaysia Venture Capital Management Berhad.
 - He also sits on the Board of Malaysia Airports Holdings Berhad and Gateway Development Alliance Sdn. Bhd.
 - Previously, he chaired the Board of UDA Holdings Berhad, Bandar Malaysia Sdn. Bhd. and BBCC Development Sdn. Bhd., the developer of Bukit Bintang City Centre. He has also previously served on the Board of Iskandar Investment Berhad, Sunway Iskandar Sdn. Bhd. and Southern Marina Development Sdn. Bhd.
 - He was also a member of the Board and Investment Committee of ValueCap Sdn. Bhd., an investment house that was equally-owned by Khazanah, Permodalan Nasional Berhad and Kumpulan Wang Persaraan (Diperbadankan).

- Legend:**
- Chairman of Committee
 - AC Audit Committee
 - BTC Board Tender Committee
 - BGRC Board Governance & Risk Committee
 - NRC Nominations & Remuneration Committee
 - BDC Board Development Committee



Shaharul Farez Hassan
Managing Director/
Chief Executive
Officer

Nationality
Malaysian

Gender
Male

Age
55

Date of Appointment 17 November 2025	Date of Last Re-election NIL
Length of Service (as at 24 March 2026) 4 months	Board Committee Memberships NIL

- Academic/Professional Qualification/Membership**
- Master of Business Administration, Massachusetts Institute of Technology, United States of America
 - Bachelor of Science in Economics and Accounting, University of Bristol, United Kingdom

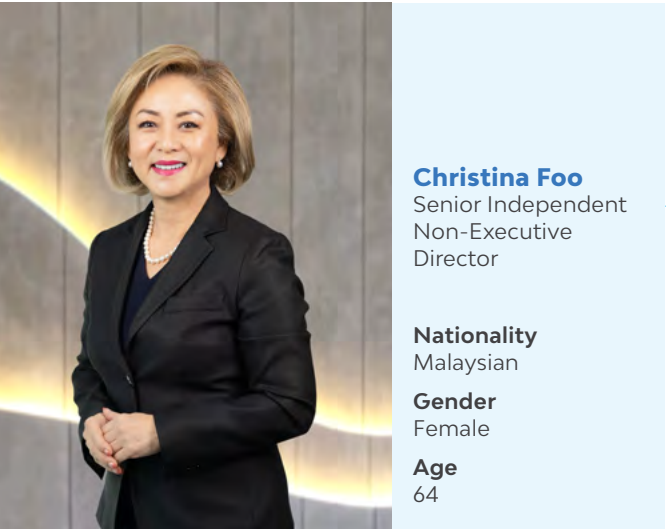
Directorships in Public Companies and Listed Issuers in Malaysia Listed Entity
NIL

- Other public companies**
- UEM Land Berhad
 - Sunrise Berhad

- Skills and Experience**
- Shaharul Farez brings with him 30 years of extensive experience in corporate leadership, financial management, strategic planning and corporate operations management across the real estate, hospitality, automotive and infrastructure sectors.
 - He previously served as the Chief Operating Officer of DRB-HICOM Berhad from 2016 to 2022, where he oversaw the group's property development, hospitality and concession businesses, in addition to driving several key strategic initiatives. His experience also extends to a board role at Proton Holdings Berhad from 2017 to 2021, where he contributed to Proton's strategic growth and transformation initiatives.
 - He began his career in the corporate and financial advisory field before joining Pemas International Holdings Berhad (now known as Tradewinds Corporation Berhad) in 2003 where he rose to become Group Chief Financial Officer.
 - He later served as the Chief Executive Officer of Tradewinds Hotels and Resorts Sdn. Bhd. from 2005 to 2008 and subsequently led the then publicly listed Tradewinds Corporation Berhad through its transformational phases as the Group Chief Executive Officer from 2008 to 2015.
 - In 2015, he moved to Malakoff Corporation Berhad and served as Executive Vice President, Corporate, focusing on business strategy and operational transformation until 2016.

No. of Board Meetings attended in the financial year: 1/1

100%



Christina Foo
Senior Independent
Non-Executive
Director

Nationality
Malaysian

Gender
Female

Age
64

Date of Appointment • 23 November 2018 (Independent Non-Executive Director) • 21 June 2021 (Senior Independent Non-Executive Director)	Date of Last Re-election 6 June 2024
Board Committee Memberships AC NRC BGRC	

**Length of Service
(as at 24 March 2026)**
7 years 4 months

- Academic/Professional Qualification/Membership**
- Chartered Accountant, Malaysian Institute of Accountants
 - Fellow, CPA Australia
 - Fellow, Malaysian Institute of Management
 - Fellow, Institute of Corporate Directors Malaysia
 - Member, ASEAN Chartered Professional Accountants
 - Member, Malaysian Institute of Corporate Governance
 - Qualified Risk Director, Institute of Enterprise Risk Practitioners
 - Bachelor of Business Studies (Accounting), Deakin University, Australia

Directorships in Public Companies and Listed Issuers in Malaysia Listed Entity

- Ancom Nylex Berhad

- Other public companies**
- Tokio Marine Life Insurance Malaysia Bhd.

- Skills and Experience**
- Christina is a seasoned professional with over 40 years of experience. She has served clients in accounting, tax, strategic and business advisory in diverse industries.
 - She started her career in Ernst & Young ("EY") Malaysia in 1985. During this period until 2001, she served in various capacities including EY LLP in Atlanta, EY International in London and EY Asia Pacific Consulting. Her last held position was Director, Business Development, EY Malaysia.
 - In 2001, she founded Priority One Group and was the Managing Director of Priority One Consultancy Services Sdn. Bhd. and Priority One Tax Services Sdn. Bhd. until August 2022.
 - From 2018 to 2019, she was appointed as a Senior Practice Fellow of Sunway Business School, Sunway University, Malaysia.
 - She currently sits on the Board of Malaysian Technology Development Corporation Sdn. Bhd., Ancom Nylex Berhad, Touch N Go Sdn. Bhd. and Tokio Marine Life Insurance Malaysia Bhd.
 - She chairs the Industry Advisory Board, Sunway Business School, Sunway University.
 - She was previously a Board member of KPJ Healthcare Berhad and Star Media Group Berhad, the Chairperson of the Members Liaison Committee of The Mines Resort & Golf Club and committee member of the Malaysian Golf Association's Women in Golf Charter.

No. of Board Meetings attended in the financial year: 8/8

100%

Profile of Board of Directors



**Datuk Amran
Hafiz Affifudin**
Non-Independent
Non-Executive
Director

Nationality
Malaysian

Gender
Male

Age
51

Date of Appointment
19 July 2024

Date of Last Re-election
11 June 2025

**Length of Service
(as at 24 March 2026)**
1 year 8 months

Board Committee Memberships

NRC

Academic/Professional Qualification/Membership

- Executive/Professional courses, Harvard Business School, United States of America
- Executive/Professional courses, London Business School, United Kingdom
- Bachelor of Science in Commerce majoring in Accounting & Finance, McIntire School of Commerce, University of Virginia, Charlottesville, United States of America

Directorships in Public Companies and Listed Issuers in Malaysia
Listed Entity

- UEM Edgenta Berhad

Other public companies

- UEM Group Berhad
- UEM Lestra Berhad
- PLUS Malaysia Berhad
- Projek Lebuhraya Usahasama Berhad
- Cement Industries of Malaysia Berhad
- UEM Builders Berhad
- Malaysia Airports Holdings Berhad
- Yayasan UEM

Skills and Experience

- Datuk Amran was appointed to the Board of UEM Group Berhad on 15 April 2022 and re-designated as Chairman on 1 January 2023. He was subsequently re-designated and appointed as the Managing Director on 1 August 2024.
- He was previously the Executive Director and Head of Asset Development Group, overseeing Khazanah Nasional Berhad’s (“Khazanah”) Malaysian Investments. Prior to this, Datuk Amran, who has over 28 years of experience, was responsible for Khazanah’s investments in various sectors including Energy, Iskandar, Leisure & Tourism, Infrastructure, Power, Agrifood, Indonesia and Sustainable Development.
- He began his career in 1997 with Petroliaam Nasional Berhad (“PETRONAS”) in corporate finance and treasury functions. He then transitioned to the private equity industry before joining Khazanah in 2011.
- He is the Chairman of the Board of UEM Lestra Berhad, UEM Builders Berhad, N.U.R Power Sdn. Bhd. and Konsortium ProHAWK Sdn. Bhd.
- He is also a Director of UEM Edgenta Berhad, PLUS Malaysia Berhad, Projek Lebuhraya Usahasama Berhad, Cement Industries of Malaysia Berhad, Malaysia Airports Holdings Berhad and several private entities under UEM Group Berhad.
- He was previously a Director of Cenergi SEA Berhad and PLUS Expressways International Berhad.

No. of Board Meetings attended in the financial year: 8/8

100%



**Reagan Chan
Chung Cheng**
Non-Independent
Non-Executive
Director

Nationality
Malaysian

Gender
Male

Age
44

Date of Appointment
1 July 2023

Date of Last Re-election
6 June 2024

**Length of Service
(as at 24 March 2026)**
2 years 8½ months

Board Committee Memberships

BDC BGRC

Academic/Professional Qualification/Membership

- Chartered Financial Analyst (CFA) Charterholder, CFA Institute
- Bachelor of Science (First Class Honours) in Actuarial Science, London School of Economics, United Kingdom

Directorships in Public Companies and Listed Issuers in Malaysia
Listed Entity

NIL

Other public companies

NIL

Skills and Experience

- Reagan is currently Head of Connectivity (Leisure & Tourism) at Khazanah Nasional Berhad (“Khazanah”). His professional experience includes undertaking investments, corporate strategies, business planning, corporate finance and restructuring projects encompassing both strategic and financial elements.
- He joined Khazanah in 2012 and is currently also leading the overall Greater Johor portfolio, having previously covered the Real Assets, Iskandar Malaysia and Technology portfolios of Khazanah. In addition, he is a member of Khazanah’s Management Committee and Investments Committee.
- He currently sits on the Board of Destination Resorts and Hotels Sdn. Bhd., an organisation that creates hospitality destinations and experiences that capture and promote Malaysia’s rich cultural and biological diversity.
- He oversaw the restoration of key national heritage buildings, including the Bangunan Sultan Abdul Samad and Seri Negara, as part of the country’s efforts to preserve and strengthen its heritage assets and historical identity.
- He previously served on the Board of Impeccable Vintage Properties Sdn. Bhd., an entity established to support the Government’s aspiration to make Subang a world-class aerospace hub.
- Prior to Khazanah, he was a Vice President in a regional private equity house, where he focused primarily on managing venture capital and private equity investments in the technology and consumer sectors in Malaysia and China.

No. of Board Meetings attended in the financial year: 8/8

100%

Legend:

Chairman of Committee

AC Audit Committee

BTC Board Tender Committee

BGRC Board Governance & Risk Committee

NRC Nominations & Remuneration Committee

BDC Board Development Committee



Chari TVT
Independent
Non-Executive
Director

Nationality
Indian

Gender
Male

Age
69

Date of Appointment
5 November 2020

Date of Last Re-election
7 June 2023

**Length of Service
(as at 24 March 2026)**
5 years 4½ months

Board Committee Memberships

BGRC AC

Academic/Professional Qualification/Membership

- Fellow, Chartered Institute of Management Accountants, United Kingdom
- Fellow, Chartered Accountants of India
- Master of Business Administration, University of Buffalo, New York, United States of America
- Post Graduate Diploma in Digital Business, Digital Transformation and Digital Marketing, Emeritus Institute of Management in collaboration with MIT and Columbia Business School

Directorships in Public Companies and Listed Issuers in Malaysia
Listed Entity

Nil

Other public companies

Nil

Skills and Experience

- After spending 20 years in Asia (Hong Kong, Thailand, Singapore, India) with Hewlett Packard in senior business management and finance roles and 9 years with Axiata Group as Group Chief Financial Officer of Celcom Axiata Berhad and Axiata Group Berhad, Chari is currently serving as an independent consultant to a large conglomerate, a national telecommunications infrastructure provider and a global forensics and valuation company.
- He is also a Board Advisor of a US-based Agentic AI company and a Board Member of a listed media company in Indonesia.
- He has consulted for a few large listed companies in the aviation industry, a global technology system integrator, national telecommunications infrastructure providers and a semiconductor fabrication company.
- He continues to deliver a wide range of talks at local and international conferences on topics such as the Importance of Analytics, Digital Disruptions, Digital Transformation, AI and Agentic AI, Technology Risk Assessment, Cybersecurity, Purpose Driven Leadership and Investment Portfolio Management.
- He is an advisory member of a subcommittee of the Malaysian Institute of Accountants. He is also a mentor for entrepreneurs under Endeavor Malaysia.

No. of Board Meetings attended in the financial year: 8/8

100%



**Datin Sri
Badrunnisa Mohd
Yasin Khan**
Independent
Non-Executive
Director

Nationality
Malaysian

Gender
Female

Age
66

Date of Appointment
21 June 2021

Date of Last Re-election
11 June 2025

**Length of Service
(as at 24 March 2026)**
4 years 9 months

Board Committee Memberships

NRC

Academic/Professional Qualification/Membership

- Bachelor of Science (Honours) in Biochemistry and Pharmacology, University of Aston, Birmingham, United Kingdom

Directorships in Public Companies and Listed Issuers in Malaysia
Listed Entity

Nil

Other public companies

Nil

Skills and Experience

- Datin Sri Badrunnisa began her career with Shell in Malaysia in 1982 and served for 25 years with the first half focusing on Information Technology software application and the second half in Human Resources (“HR”), where her last position was as one of the global job evaluation advisors, being part of a global team in Shell Group HR serving regional businesses.
- She joined Telekom Malaysia Berhad (“TM”) as General Manager, Leadership Development & Talent Management in Group HR in 2007.
- Upon the demerger of TM Group in early 2008, she was appointed as Head, Group HR of Axiata Group Berhad (“Axiata”). Following the split of Axiata’s HR function into Talent Management and HR in 2011, she was appointed as the Group Chief Talent Officer of Axiata, focusing on Talent Management across the group, including supporting its digital transformation and responsible for its highly successful flagship Corporate Social Responsibility programme, the Axiata Young Talent Programme that builds young talents into future CEOs of the nation.
- In March 2020, she retired from Axiata as Group Chief of Axiata Learning, a position she assumed in 2019 which focused on a sustained, modern, agile and digital way of capability building for the Axiata Group, through the setup of a Group-wide Applied University.
- She continued to be responsible for the Axiata Young Talent Programme even after retirement by being subsequently appointed as the CEO of Axiata Foundation, a non-profit organisation whose main focus is to oversee the programme, a position she held until May 2021.
- She was the Chief Talent Officer of QSR Brands (M) Holdings Berhad from October 2021 to October 2023.

No. of Board Meetings attended in the financial year: 8/8

100%

Profile of Board of Directors



Dato' Sr. Azmar Talib
Independent Non-Executive Director

Nationality
Malaysian

Gender
Male

Age
66

Date of Appointment
11 March 2024

Date of Last Re-election
6 June 2024

Length of Service (as at 24 March 2026)
2 years

Board Committee Memberships
BDC BTC

Academic/Professional Qualification/Membership

- Financial Risk Management, Harvard Business School
- Member, Royal Institution of Surveyors Malaysia
- Bachelor of Science (Honours) in Estate Management, Universiti Teknologi Mara ("UiTM"), Shah Alam, Selangor

Directorships in Public Companies and Listed Issuers in Malaysia
Listed Entity
Nil

Other public companies
Nil

Skills and Experience

- Dato' Sr. Azmar brings over 45 years of leadership experience spanning institutional investment, financial ecosystems and nationally significant urban and infrastructure development sectors. He currently spearheads Tun Razak Exchange ("TRX"), Malaysia's International Financial Centre ("IFC"). At TRX, he has led the shift from master planning to operationalising Malaysia's IFC agenda, building and enabling the ecosystem required to attract long-term capital, talent and innovation.
- His strategic vision and commitment to governance and sustainability have earned him national recognition including the Tokoh Maal Hijrah Award (Melaka, 2025), for his contributions to institutional development.
- He is widely recognised for embedding Environmental, Social and Governance principles into TRX's master plan in line with the expectations of global financial institutions, setting benchmarks for sustainable urban development.
- He is committed to academic development and serves as a Member of the Property Industry Advisory Panel at the University of Malaya as well as an Ahli Program CEO@Faculty 2025 at Universiti Teknologi MARA ("UiTM") since August 2025.
- Prior to joining TRX, he served for 18 years with Permodalan Nasional Berhad ("PNB"), holding various senior leadership positions, including Group Chief Executive Officer of seven companies within the PNB Group.
- During his tenure, he led strategic acquisitions of public-listed companies, corporate turnarounds and restructuring initiatives, developing deep experience in capital markets, institutional investors and long-term value creation, alongside overseeing the development of 13 major townships across the Klang Valley, significantly contributing to Malaysia's urban and economic growth.
- Since 2011, he has served as the Group Chief Executive Officer of TRX City Sdn. Bhd., where he is responsible for the comprehensive development of TRX. He works closely with financial regulators government stakeholders, and global institutions to position TRX as a trusted platform for regional and international finance.
- He also led the procurement and planning of Bandar Malaysia, a strategic national development project, including the creation of advanced facilities for the Air Force, Army and Police Air Wing.

No. of Board Meetings attended in the financial year: 8/8

100%



Eric Chan Kok Leong
Independent Non-Executive Director

Nationality
Malaysian

Gender
Male

Age
55

Date of Appointment
21 August 2025

Date of Last Re-election
NIL

Length of Service (as at 24 March 2026)
7 months

Board Committee Memberships
BTC AC BDC

Academic/Professional Qualification/Membership

- Master of Business Administration, International Business School, ISG, France
- Member, Malaysian Institute of Accountants

Directorships in Public Companies and Listed Issuers in Malaysia
Listed Entity
Nil

Other public companies
Nil

Skills and Experience

- Eric brings with him over 25 years of experience across property development, corporate finance and investment banking. He was a key member of the senior management team at Eastern & Oriental Berhad ("E&O") for 15 years, where he played a pivotal role in transforming the group into a premier lifestyle property developer.
- During his tenure as Deputy Managing Director, E&O's market capitalisation grew significantly, supported by successful landmark developments such as Dua Residency, Idamansara and the Seri Tanjung Pinang reclamation project in Penang.
- He oversaw operations across property development, hospitality, F&B and investment, while also expanding E&O's lifestyle portfolio of the Eastern & Oriental Hotel in Penang, launch of E&O Residences in Kuala Lumpur and operations of Lone Pine Hotel. He has also spearheaded strategic collaborations with leading regional and international partners, including Khazanah Nasional, Temasek, Sime Darby and Mitsui Fudosan, underscoring his ability to forge impactful partnerships.
- Before his career in real estate, Eric gained valuable experience in corporate finance and investment banking with BNP Paribas and RHB Sakura, as well as with Danaharta, where he contributed to the restructuring of distressed assets during the Asian financial crisis.
- Eric is a Chartered Accountant and holds an MBA in International Business from ISG, France, where he graduated as Valedictorian. He continues to invest in lifelong learning, including recent work in blockchain applications at Oxford University and mentoring in AI-driven property valuation.
- He serves as a member of the Board Development Committee of PNB Merdeka Ventures Sdn. Bhd. since June 2025.

No. of Board Meetings attended in the financial year: 3/3

100%

Legend:

Chairman of Committee

AC Audit Committee

BTC Board Tender Committee

BGRC Board Governance & Risk Committee

NRC Nominations & Remuneration Committee

BDC Board Development Committee



Grace Yap Mei Wan
Independent Non-Executive Director

Nationality
Malaysian

Gender
Female

Age
58

Date of Appointment
3 November 2025

Date of Last Re-election
NIL

Length of Service (as at 24 March 2026)
4½ months

Board Committee Memberships
BTC BGRC

Academic/Professional Qualification/Membership

- Advocate & Solicitor, High Court of Malaya
- Barrister at Law, England & Wales, Honourable Society of the Middle Temple
- Bachelor of Law ("LLB") Honours, University of Nottingham, England

Directorships in Public Companies and Listed Issuers in Malaysia
Listed Entity
Sungei Bagan Rubber Company (Malaya) Berhad

Other public companies
Nil

Skills and Experience

- Grace brings with her over 30 years of extensive experience spanning corporate and commercial law, real estate, capital markets, mergers and acquisitions, corporate governance, compliance and risk management. She possesses deep legal and governance expertise, complemented by proven leadership experience across both legal practice and corporate environments.
- She began her career in legal practice with Messrs. Azman Davidson & Partners in 1993 and later joined Messrs. Zul Rafique & Partners in 1996. She then moved into corporate practice, serving as Legal Manager of Sime Darby Berhad from 2000 to 2004, and subsequently from 2007 to 2011 as Head of Legal Department at Putrajaya Holdings Sdn. Bhd.
- In 2011, she joined CapitalLand Malaysia Group, where she oversaw the group's legal, secretarial, compliance and risk management functions, and served as the Compliance Officer for its real estate investment trust listed on Bursa Malaysia Securities Berhad, a role she held until 2021. From January 2023 to January 2024, she served as Vice President of the Legal, Secretariat, Compliance & Risk Management Department.
- She currently serves as an Independent Non-Executive Director of Bata Malaysia Sdn. Bhd. and Sungei Bagan Rubber Company (Malaya) Berhad.

No. of Board Meetings attended in the financial year: 1/1

100%

Notes:

- None of the Directors have any family relationship with any other Director and/or major shareholder of UEM Sunrise.
- Save as disclosed, none of the Directors have any conflict of interest or potential conflict of interest, including interest in any competing business, with UEM Sunrise and/or its subsidiaries (UEM Sunrise Group):
 - Mr Reagan Chan Chung Cheng was appointed as a Director on the Board of Destination Resorts and Hotels Sdn. Bhd. and its subsidiaries, Desaru Development Corporation Sdn. Bhd. and Desaru Development Holdings One Sdn. Bhd., in which their principal activities include property development and property investment.
 - Dato' Sr. Azmar Talib is the Group CEO of TRX and a Director on the Board of TRX's wholly-owned subsidiary, Bandar Malaysia Sdn. Bhd., in which both companies' principal activities are similar to UEM Sunrise Group, which include property development and property investment.
 - Mr Eric Chan Kok Leong is the member of the Board Development Committee of PNB Merdeka Ventures Sdn. Berhad ("PNBMV"), a wholly-owned subsidiary of Permodalan Nasional Berhad. PNBMV engages in niche development activities that focus on the Merdeka 118 Precinct, an integrated development.
- None of the Directors have been convicted of any offence within the past 5 years, other than traffic offences, if any, or imposed any public sanction or penalty by the relevant regulatory bodies during the financial year ended 31 December 2025.

Profile of Key Management Team



Shaharul Farez Hassan
Managing Director/
Chief Executive
Officer

Nationality
Malaysian

Gender
Male

Age
55

Date of Appointment
17 November 2025

➤ For the profile of Shaharul Farez Hassan, please refer to page 19 of this Integrated Annual Report.



Hafizuddin Sulaiman
Chief Financial
Officer

Nationality
Malaysian

Gender
Male

Age
50

Date of Appointment
1 August 2023

Academic/Professional Qualification/Membership

- Fellow of CPA Australia ("FCPA")
- Chartered Accountant, Malaysian Institute of Accountants
- Bachelor of Accountancy, Universiti Teknologi Mara ("UiTM"), Shah Alam, Selangor
- Diploma in Accountancy, Institut Teknologi MARA, Segamat, Johor

Directorships in Public Companies and Listed Issuers in Malaysia
Listed Entity
Nil

Other public companies

- Sunrise Berhad
- UEM Land Berhad

Skills and Experience

- Hafizuddin has more than 21 years of extensive experience in Strategic Planning, Venture Capital, Equities, Capital Markets and Mergers & Acquisitions ("M&A").
- Prior to joining to UEM Sunrise, he served as Group Head of Strategy at QSR Brands (M) Holdings Bhd.
- Between May 2005 and October 2019, he served in Khazanah Nasional Berhad as the Director of Finance.
- He has also held numerous key senior management roles, including as Chief Treasury Officer at Berjaya Corporation Berhad and as Head of Treasury at Permodalan Nasional Berhad, among others.
- He began his career in audit and accounting with Ernst & Young and went on to hold several key positions in a number of large public and private institutions in Malaysia.
- As Chief Financial Officer, he guides our financial strategies and execution across the company. His responsibilities include ensuring our financial discipline, business sustainability, supervising the control systems to ensure accurate financial reporting, upholding high standards in legal and governance matters, engaging various internal and external stakeholders and last but not least, steering strategic procurement initiatives.
- He was also appointed as Officer-in-Charge ("OIC"), covering the role of Chief Executive Officer ("CEO") for 11 months. In this capacity, he provided strategic leadership and oversight of the Group's operations, ensuring business continuity and effective execution of the Group's objectives.



Saniman Md Apandi
Chief Operations
Officer, Township

Nationality
Malaysian

Gender
Male

Age
55

Date of Appointment
1 July 2022

Academic/Professional Qualification/Membership

- Bachelor's Degree in Engineering (Civil), University of Malaya, Kuala Lumpur

Directorships in Public Companies and Listed Issuers in Malaysia
Listed Entity
Nil

Other public companies

- Horizon Hills Resort Berhad
- Sunrise Berhad
- UEM Land Berhad

Skills and Experience

- Saniman has over 29 years of working experience across Development, Engineering, Project Planning and Quality Assurance and Quality Control (QAQC), with deep expertise in township development, project delivery and construction management.
- He is highly experienced in township development with a diverse portfolio of products (residential, commercial, affordable homes) under his belt.
- He was formerly the CEO of Cahaya Jauhar Sdn. Bhd., heading the development of state-related projects in Kota Iskandar, Johor State Government Offices in Iskandar Puteri.
- Saniman currently leads the township business and operations, driving overall strategy and execution, including the expansion and growth of the product and service portfolio. In this role, he drives the end-to-end delivery of large-scale township developments with a focus on quality, cost discipline and timely delivery, while advancing cohesive infrastructure development and master planning to support long-term value creation. He also provides broader oversight across the southern region, ensuring alignment in execution and delivery.



Emily Teh Hooi Chuan
Chief Marketing
Officer

Nationality
Malaysian

Gender
Female

Age
58

Date of Appointment
15 April 2024

Academic/Professional Qualification/Membership

- St Xavier's Institution

Directorships in Public Companies and Listed Issuers in Malaysia
Listed Entity
Nil

Other public companies

- Sunrise Berhad

Skills and Experience

- Emily has more than 35 years of relevant working experience and has gained deep expertise across the real estate and property development value chain.
- Her career has evolved through varying roles, ranging from strategic planning of townships, commercial and residential developments, to asset and property investment management, as well as marketing and customer service innovation.
- Prior to UEM Sunrise, she served as Director of Property and Project Investments at Eastern & Oriental Berhad.
- She has also held several key management roles with Eastern & Oriental Berhad throughout her tenure with the Group since 2010 until 2023 including as Senior General Manager, Property and Projects Investments, General Manager, Retail and Commercial Assets, Group, Head of Retail, Group and the Assistant General Manager, Leasing and Marketing, Group.
- Emily heads UEM Sunrise's Marketing, Sales and Customer Experience division. In this role, she leads our brand positioning, sales and marketing strategy and customer service delivery. Additionally, she is a key contributor to product conceptualisation and design across our portfolio.

Profile of Key Management Team



Peggy Lee Pek Kee
Chief People Officer

Nationality
Malaysian
Gender
Female
Age
56

Date of Appointment
1 December 2021

Academic/Professional Qualification/Membership

- Chartered Secretaries & Administrators, MAICSA/TAR College, Kuala Lumpur
- Diploma in Business Management, TAR College, Kuala Lumpur

Directorships in Public Companies and Listed Issuers in Malaysia

Listed Entity
Nil

Other public companies
Nil

Skills and Experience

- Peggy has more than 30 years of relevant working experience and skills in the major Human Resource Management functions and has demonstrated her ability to implement change and deliver effectively in challenging times.
- She has exposure to various industries such as IT, oil and gas, shared services, insurance, telecommunications, transportation, power, banking, property, securities and retail in global, regional and local coverage.
- Prior to UEM Sunrise, she was an Associate Director for AIA Berhad, HR Services Operations Manager in Shell Business Service Centre, Regional HR Manager in Shell Information Technology International, Corporate HR Key Account Manager in Siemens Malaysia and others.
- Peggy currently heads the People and Organisation division, overseeing People & Culture, Quality, Health, Safety, Environment & Compliance (QHSEC), and Corporate Property Management (CPM). In this role, she leads the strategic alignment of people, culture, governance and workplace operations, focusing on building a high-performing organisation and embedding sustainable, compliant business practices.



Azmy Mahbot
Chief Business Officer

Nationality
Malaysian
Gender
Male
Age
50

Date of Appointment
1 June 2025

Academic/Professional Qualification/Membership

- Master of Science in Islamic Finance, International Centre for Education for Islamic Finance ("INCEIF")
- Bachelor of Commerce (Accounting/Finance), University of Melbourne

Directorships in Public Companies and Listed Issuers in Malaysia

Listed Entity
Nil

Other public companies

- Horizon Hills Resort Berhad
- ONE15 Marina Development Berhad
- UEM Land Berhad

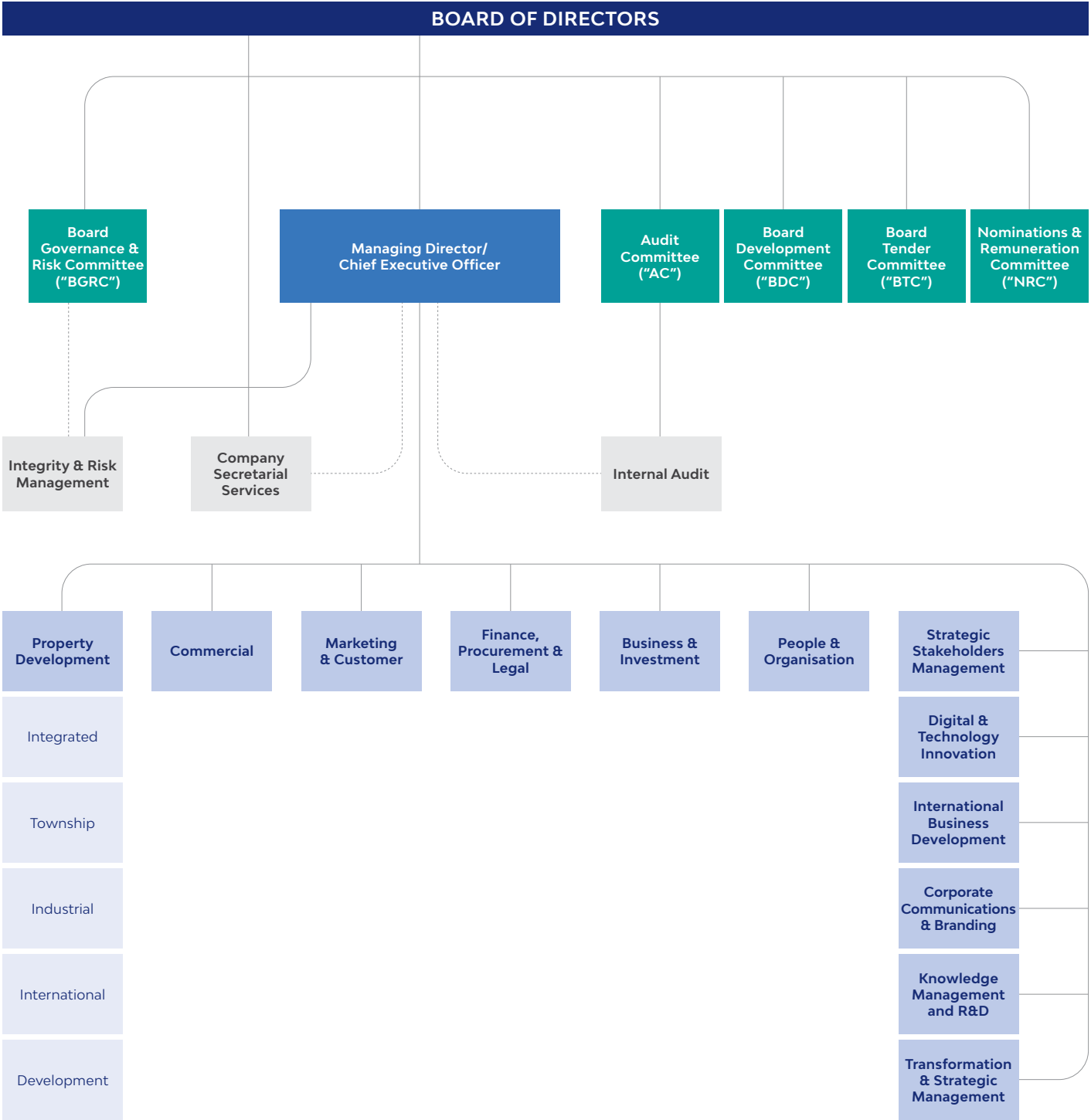
Skills and Experience

- Azmy has more than 25 years of experience in corporate finance, investor relations and strategic planning.
- He is a seasoned leader who has contributed meaningfully to UEM Sunrise over the years, playing a pivotal role in several of UEM Sunrise's key milestones including the listing of UEM Land Holdings Berhad on Bursa Malaysia in 2008, the landmark merger with Sunrise Berhad in 2011, and the formation of strategic joint ventures such as Horizon Hills with Gamuda Berhad and Nusajaya Tech Park with Capitaland.
- Prior to being appointed as Chief Business Officer, Azmy served as Head, Financial Controller 1 for UEM Sunrise.
- He assumes a key leadership role in driving UEM Sunrise's long-term growth strategy, overseeing high-impact portfolios such as Business Development, Joint Venture Management, Strategic Commercialisation, Corporate Strategy and Sustainability. In his new role, he will focus on unlocking new growth opportunities across the Group's landbank, partnerships and business development ecosystems.

Notes:

- None of the Senior Management have any family relationship with any other Director and/or major shareholder of UEM Sunrise.
- None of the Senior Management have any conflict of interest or potential conflict of interest, including interest in any competing business, with UEM Sunrise and/or its subsidiaries.
- None of the Senior Management have been convicted of any offence within the past 5 years, other than traffic offences, if any, or imposed any public sanction or penalty by the relevant regulatory bodies during the financial year ended 31 December 2025.

Organisation Structure





Letter from Our Chairman

DATUK HISHAM HAMDAN
Chairman

Dear Stakeholders,

Turning Structural Advantage into Performance

2025 marked an important transition year for UEM Sunrise as we strengthened the Group’s leadership bench and sharpened our focus on disciplined capital allocation and long-term value creation.

We strengthened UEM Sunrise’s leadership bench during the year with the appointment of Shaharul Farez Hassan as Managing Director and Chief Executive Officer, along with Grace Yap Mei Wan and Eric Chan Kok Leong as Independent Non-Executive Directors.

Farez, who assumed the role on 17 November 2025, brings more than three decades of leadership experience across multiple industries, combining deep operational expertise with a strong background in corporate finance and strategic partnerships. These capabilities are critical as UEM Sunrise continues to sharpen its balance sheet and embed greater discipline in capital allocation to support its future growth. Operational execution must be closely aligned with how capital is allocated in such a capital-intensive industry.

Grace Yap, who joined the Board on 3 November 2025, enhances the Board’s governance depth through her extensive experience in legal and corporate advisory matters, both in private practice and as in-house counsel. Her familiarity with the operating cultures of both government-linked institutions and private corporations, including stints at CapitaLand Malaysia Group, Sime Darby Berhad and Putrajaya Holdings, brings a balanced perspective to the Board and reinforces our commitment to strong governance, integrity and accountability.

We also welcomed Eric Chan to the Board on 21 August 2025. Eric brings with him over 15 years of operational experience in property development at Eastern & Oriental Berhad, including serving as Deputy Managing Director, as well as investment banking experience from his stints at BNP Paribas and RHB Sakura. He also has a strong grounding in corporate finance from his time at Danaharta. His perspective will support the Board in maintaining discipline in capital deployment and strengthening oversight of the Group’s investment decisions.

Together, these appointments bring fresh perspectives, complementary strengths and additional depth across strategy, governance and operational oversight, further strengthening the Board’s ability to guide the Group through its next phase of growth while maintaining discipline in how capital is deployed across the portfolio.

I would also like to record the Board’s appreciation to Hafizuddin Sulaiman, who served as Officer-in-Charge during the interim period. His stewardship ensured continuity in operations and organisational focus during a period of leadership transition.

We also extend our sincere gratitude to Zaida Khalida Shaari, who retired from the Board on 11 June 2025 after more than nine years of dedicated service as a Non-Independent Non-Executive Director. Her counsel and commitment over that period have been valued, and the Board wishes her well in her endeavours ahead.

Encouraging Progress with More to Deliver

Operationally, the Group closed FY2025 on a firmer footing, with revenue increasing 27% year-on-year and sales surpassing our target by 35% as we continue to deliver on our core development activity. This reflects sustained demand for our products as we launched RM2.2 billion of projects last year.

The Group’s financial position also strengthened. Cash and bank balances increased to RM1.5 billion, while net gearing improved to 0.37 times from 0.45 (FY2023), driven by sustained operational cashflows from property development, disciplined cost and capital management, and debt management initiatives undertaken under the U2030 programme launched in November 2023. Complementing this, a prudent review of the asset portfolio and a series of structured sukuk exercises have staggered the debt maturity profile evenly, extending the Group’s financial runway and providing meaningful headroom to support investment and growth into 2026 and beyond.

Reflecting this progress, the Board declared a total dividend of 1.43 sen per share, including a special dividend of 0.59 sen. This translates to a total dividend payout of 102% and an ordinary dividend payout of 42%, reaffirming our commitment to delivering sustainable returns and rewarding shareholders as the Group’s performance improves.

Reflecting on the Journey

This marks my third year reflecting on UEM Sunrise’s progress as Chairman.

In my first Chairman’s Statement in 2023, I addressed the structural challenges facing the Group and the need to confront them upfront, from underwhelming returns on equity (“ROE”) to deeper questions around competitiveness, organisational culture and the role of a GLC developer operating in an increasingly competitive market. That statement was intended to diagnose the issues clearly and establish a commitment to improve the Group’s fundamentals over a defined three-year horizon.

In my second statement in 2024, I widened the perspective to the broader environment within which UEM Sunrise operates. The global economy was entering a period characterised by geopolitical fragmentation, technological disruption and shifts in supply chains. At the same time, new opportunities were emerging closer to home, particularly in Johor, where cross-border integration and digital infrastructure investment were beginning to reshape the development landscape.

I referenced the work of Charles O’Reilly and Michael Tushman, who describe the need for organisations to balance exploration and exploitation when responding to such conditions. Exploration involves identifying emerging opportunities and positioning the organisation for future growth, while exploitation focuses on translating those opportunities into measurable performance. This balance demands an ambidextrous organisation, one with the DNA and culture to pursue exploration while executing with discipline at scale.

Closing the Performance Gap

While the Group has made encouraging operational progress over the past year, we must also recognise that UEM Sunrise has not yet reached the level of performance that its asset base and strategic positioning should be capable of delivering.

Across Malaysia’s listed property developers, comparable private-sector peers have consistently delivered mid-to-high single-digit returns on equity, typically in the range of 5-9% over the last 5 years, supported by disciplined project sequencing, capital recycling and stronger asset productivity.

Letter from Our Chairman

By comparison, UEM Sunrise’s recent ROE has consistently remained in the low single digits and unlike our peers, we have not recovered to pre-pandemic levels (1.03% as of FY2025 vs 3.1% in FY2019), reflecting the gap between our structural endowment and the returns currently generated from our equity base.

The market’s assessment reflects this gap. UEM Sunrise’s RM3.0 billion market capitalisation continues to trade below its RM6.9 billion book value despite the Group’s significant asset base and strategic landbank. Closing this gap between asset value and market valuation ultimately requires sustained improvements in returns, capital discipline and execution.

This comparison is not intended to diminish the progress made, but to clarify the standard against which we must measure ourselves. As a listed developer operating in the same market environment, UEM Sunrise must demonstrate that its landbank, balance sheet and strategic positioning can translate into returns that are competitive with the broader sector.

More broadly, the experience across parts of ASEAN illustrates a related challenge. While the region has recorded respectable economic growth (4-5%) over the past decade, equity market performance has often lagged global benchmarks. The implication is clear: economic expansion alone does not automatically translate into shareholder returns unless capital is deployed with discipline and assets generate competitive returns.

Addressing this gap requires continued improvements in capital discipline, asset productivity and operational execution.

Endowment, Trends and Moves

Against this backdrop, UEM Sunrise’s position today can be understood through three lenses: **Endowment, Trends and Moves**.

Endowment

Historically, UEM Sunrise’s significant landbank concentration in Johor was often viewed as a structural headwind, particularly during periods when property demand in the Klang Valley outpaced other regions and developers with heavier Klang Valley exposure benefited from stronger market cycles.

Today, however, several structural trends are beginning to reshape this dynamic. The Group benefits from significant landbanks in Johor, supported by a resilient balance sheet. Our proximity to the Johor-Singapore corridor places us within one of Southeast Asia’s most dynamic cross-border economic regions.

Trends

Macro conditions are increasingly supportive. The Johor-Singapore Special Economic Zone has reignited investor interest in the region, catalysing a broader wave of industrial growth as high-value sectors establish a growing operational footprint across southern Johor.

Underpinning this is a rapid acceleration in digital infrastructure investment, with Johor emerging as Southeast Asia’s fastest-growing data centre destination, drawing in associated industrial activity, workforce demand and supply chain development across the corridor. This is further accelerated by realignment of global supply chains driven by geopolitical necessities. The imminent commencement of the Rapid Transit System Link, set to open by end-2026, further reinforces this trajectory, structurally connecting Johor’s growing industrial base and labour force to Singapore’s capital and talent pool.

UEM Sunrise’s extensive landbank positions the Group to benefit from this convergence across residential, industrial and commercial demand.

Moves

Structural advantages and favourable macro trends, however, do not automatically translate into stronger returns.

The timing and sequencing of capital deployment have long-term implications in property development. Projects launched ahead of market demand can result in slow take up and capital being tied up for extended periods, while excessive caution may lead to missed opportunities during favourable market conditions. Balance sheet leverage must also be managed carefully to ensure resilience across property cycles.

For these reasons, disciplined execution and careful capital allocation remain central to how UEM Sunrise converts opportunity into performance.

Capital Allocation as a Leadership Discipline

In The Outsiders: Eight Unconventional CEOs and Their Radically Rational Blueprint for Success, author William N. Thorndike examined a group of CEOs who consistently outperformed their peers over extended periods. Their distinguishing characteristic was not being a visionary nor leading rapid expansions. Rather, it was having a disciplined approach to capital allocation. They redeployed capital where returns were highest, divested when economics deteriorated and prioritised long-term value creation over organisational scale.

Professor Aswath Damodaran frequently reminds investors that growth enhances value only when the returns generated on invested capital exceed the cost of capital. Where this condition is not met, expansion risks diluting rather than strengthening shareholder value.

For UEM Sunrise, disciplined portfolio optimisation must therefore remain central to how we manage our development pipeline and capital commitments.

From Hosting Growth to Capturing Value, Breaking Out of the “Hotel Economy”

The Smile Curve illustrates how value often accumulates at the higher-value ends of economic activity, such as technology, design and intellectual property, while more capital-intensive middle layers tend to capture a smaller share of the value created. Therefore, while Johor is entering a new phase of economic development driven by digital infrastructure investment and industrial expansion, merely hosting this digital infrastructure alone does not necessarily translate into durable value creation as we would be playing in the middle of the curve.

Parts of Southeast Asia also face similar issues and have occasionally been described as resembling a “Hotel Economy”, where countries host economic activity while a significant share of value creation accrues elsewhere. These activities could also move elsewhere if costs significantly increase.

In this context, the role of UEM Sunrise is not simply to host development activity but to contribute to the formation of ecosystems capable of sustaining economic density over time. UEM Sunrise’s remaining landbank across Gerbang Nusajaya and Puteri Harbour represents a multi-decade development horizon, with an estimated cycle extending to 2045. This long runway

reflects the opportunity to compound infrastructure investment over time, allowing early foundations in connectivity, township planning and land preparation to underpin successive layers of economic activity across residential, industrial and commercial uses.

Real estate development is, at its core, a question of how, where and when land and capital are allocated. Where development occurs, and how it connects to infrastructure, industry and talent, plays a critical role in shaping where long-term value accumulates.

Ricardo Hausmann argued that sustained economic progress often depends on the ability of regions to develop increasingly complex networks of capabilities, where industries, suppliers, talent and institutions reinforce one another. In many respects, the role of long-horizon developers is to help lay the physical foundations that allow such ecosystems to emerge.

Preparing such ecosystems often requires patient capital well before private investment reaches scale. Early investments in township planning, infrastructure connectivity and land preparation play a catalytic role in enabling broader economic activity.

Discipline Within the Three-Year Horizon

We have strengthened the Group’s leadership. We have clarified the strategic priorities for capital allocation.

The next phase will require sustained discipline in execution and continued improvements in capital productivity.

Structural advantages and supportive macro trends provide a strong foundation, but long-term outcomes will ultimately depend on how effectively these opportunities are translated into sustained performance.

With strengthened leadership and continued discipline in how capital is deployed, I remain confident that UEM Sunrise can translate its structural advantages into sustained performance for our shareholders.

DATUK HISHAM HAMDAN
Chairman

Managing Director/ Chief Executive Officer's Statement

SHAHARUL FAREZ HASSAN
Managing Director/Chief Executive Officer



Dear Stakeholders,

I joined UEM Sunrise in November 2025, following a year of stronger operational delivery across the business. My focus since then has been on undertaking a clear and objective review of the Group's fundamentals, identifying areas for refinement and sharpening the strategic priorities required to position UEM Sunrise for its next phase of growth.

For FY2025, UEM Sunrise recorded stronger operational and financial performance, with revenue increasing to RM1.7 billion and sales reaching RM1.4 billion. Overall profitability was slightly affected by several non-operational and non-cash adjustments, arising from a more prudent review of selected assets as we refine our portfolio. Excluding these non-recurring adjustments, adjusted PATANCI stood at RM121.5 million, up 22%, demonstrating resilient underlying performance and progress across the business. These actions strengthen the balance sheet and provide a clearer baseline for future performance.

While these outcomes are encouraging, we recognise the need to further enhance our position relative to industry benchmarks. This underscores the importance of sustaining our momentum, sharpening execution and improving consistency as we move forward.

Since joining, my focus has been on securing the fundamentals of the business and embedding a more disciplined operating model. This includes tighter control over project launch timelines, improving execution velocity, bolstering financial resilience and taking a more active approach to portfolio optimisation and capital allocation across our projects and business segments. Together, these efforts position us to navigate near-term uncertainties while supporting sustained long-term growth.

Strengthening our Property Development Core

Our development strategy is anchored on improving visibility and discipline across our pipeline. Launches will be concentrated in locations with resilient demand

fundamentals, supported by more deliberate planning and sequencing. In parallel, we are focused on improving execution readiness across our developments to bring products to market more efficiently.

In the Central region, upcoming key launches are planned in both Mont'Kiara and Petaling Jaya. These locations represent established urban markets with sustained demand and strong connectivity.

In the Southern region, our focus remains on Iskandar Puteri, where we continue to build on our township developments in Gerbang Nusajaya and Puteri Harbour, supported by improving infrastructure and increasing economic activity within the Johor-Singapore Special Economic Zone ("JS-SEZ") corridor.

Internationally, our presence in Australia continues to provide portfolio diversification, supported by the recently launched One Oval in Subiaco, Perth. Meanwhile, we remain selective in pursuing opportunities in other markets that are aligned with our risk-return expectations.

Efficient Capital Allocation and Growing our Property Investment Portfolio

Strengthening financial discipline remains a key priority. This includes effective cost management, maintaining a healthy balance sheet, improving liquidity and ensuring that capital is allocated efficiently to support our future pipeline.

To this end, we are taking a more active approach in managing our asset portfolio to ensure it is aligned with our core corridors and long-term strategy. This includes a more disciplined and regular assessment of our landbank to ensure that assets are actively contributing to value creation.

Residential and commercial land values in Johor have seen notable appreciation in recent years, making it an opportune time for us to pursue selective strategic commercialisation to unlock value. This allows us to redeploy capital towards developments with stronger demand fundamentals and healthier returns.

At the same time, we are laying the groundwork to grow our property investment segment. While this will take time to materialise, it is an important step towards building a more stable and recurring income

base to complement our development activities. Our focus will be on enhancing our existing Assets Under Management to improve net yields, strengthening our asset management capabilities and pursuing growth opportunities selectively.

Advancing Industrial and Strategic Growth Nodes

A key component of our Southern strategy is the positioning of Gerbang Nusajaya as an integrated industrial and economic node. This supports the broader development of industrial and logistics ecosystems within Iskandar Puteri and bolsters demand across our townships.

Meanwhile, JS-SEZ represents a significant opportunity for the region. Greater cross-border integration, enhanced infrastructure and increased investment flows are expected to reinforce Johor's position as a key economic hub.

Given our established presence in Iskandar Puteri, we are well positioned to participate in this growth. Increased economic and investment activities, job creation and improved connectivity are expected to support long-term demand for well-planned communities, and we remain aligned with national priorities in contributing to this transformation.

“While these outcomes are encouraging, we recognise the need to further enhance our position relative to industry benchmarks. This underscores the importance of sustaining our momentum, sharpening execution and improving consistency as we move forward.”

Managing Director/Chief Executive Officer’s Statement

Strengthening Sustainability and Governance

Sustainability remains embedded in how we plan, develop and manage our projects. In FY2025, our FTSE4Good score moved up to 4.1, placing us within the top 8% of real estate companies globally. We also recorded improvements in our S&P Global Corporate Sustainability Assessment. In addition, UEM Sunrise was ranked 36th in the Top 50 of the National Corporate Governance and Sustainability Awards 2025 by the Minority Shareholders Watch Group.

These outcomes reflect continued progress in strengthening our governance framework and integrating sustainability considerations into our operations.

Enhancing Performance: Our Strategic Priorities

A key priority moving forward is to enhance returns and deliver greater value to shareholders. This includes driving a more consistent, industry-benchmarked return on equity while maintaining our dividend policy of 40% and above. Our strategic priorities are aligned to support this objective over the next few years.

Outlook

Moving into 2026, the operating environment is expected to be challenging. The property market is likely to moderate following a stronger 2025, amid heightened global uncertainties. Ongoing geopolitical developments, especially the US-Iran war in West Asia, have brought about inflationary pressures and shifts in fuel prices which are expected to influence construction costs and overall consumer sentiment.

Navigating the global uncertainties and cost pressures for the year ahead will require continued focus and discipline. As market conditions soften, we believe

that the right products in well-located developments, supported by strong fundamentals will continue to perform.

With clearer strategic direction and a firmer foundation across the Group, we are committed to improving execution, enhancing returns and delivering long-term value to our shareholders.

Moving forward, the progress we seek to achieve will continue to be underpinned by the collective efforts of our people and stakeholders.

Acknowledgement

I would like to take this opportunity to extend my sincere appreciation to the Board of Directors for their guidance and stewardship and to recognise the senior management team for their leadership in delivering the Group’s performance in FY2025 during the transition period. I would also like to acknowledge our Chief Financial Officer, Hafizuddin Sulaiman, for stepping in as Officer-in-Charge and providing stability and continuity during this period, while playing a key role in stewarding the Group’s improved performance.

I also wish to thank our business partners and stakeholders for their continued collaboration and support. To our shareholders, my appreciation for your continued trust and confidence in UEM Sunrise. Finally, to all our employees across the organisation, I appreciate your dedication, resolute determination and professionalism.

As we move into the next phase of our journey, I look forward to working closely with the leadership team and the wider organisation as we continue building tomorrow, shaping a future that is purposeful and worth building.

SHAHARUL FAREZ HASSAN
Managing Director/Chief Executive Officer



Delivering Disciplined Execution in FY2025

FY2025 was a year in which UEM Sunrise strengthened its financial resilience, improved liquidity and reinforced the foundations for sustainable growth, despite a selective and competitive operating environment.

The Group remained focused on driving growth, operational excellence and prudent decision-making across the business amidst leadership transition during the year. Serving as both Officer-in-Charge (“OIC”) and Chief Financial Officer (“CFO”) during the year reinforced the importance of disciplined leadership, sound financial stewardship and clear decision-making in guiding the Group through transition while positioning it for long-term value creation.

Our portfolio across the Central and Southern regions continue to deliver resilient operating performance, supported by improving fundamentals and sustained value creation across our key developments. Backed by a strong balance sheet and improving credit metrics, the Group remains well-positioned to fund growth while maintaining optimal liquidity levels.

These achievements reflect the dedication and collaboration of our people across the organisation, whose continued commitment has been instrumental in advancing our strategic priorities.

➤ See more in Section 4: Management Discussion and Analysis.

Strengthening Financial Discipline and Capital Stewardship

During the year, the Group strengthened its financial position through improved liquidity, disciplined capital management and continued optimisation of its funding structure. Net gearing improved to 0.37 times, the lowest level since 2019 while cash balances increased, reflecting stronger operational cash flows and effective working capital management.

At the same time, we maintained a well-balanced debt maturity profile and continued access to the capital markets, which enabled us to secure competitive funding terms, including through the successful issuances of RM800.0 million Islamic Medium-term Notes during the year.

Chief Financial Officer’s Statement

This proactive funding and refinancing strategy is expected to optimise funding costs, lower the Group’s cost of capital and support stronger investment returns over the longer term. Our credit strength was further affirmed by an external rating agency, reflecting the Group’s sound financial profile and prudent risk management.

The Group continues to advance its capital efficiency through selective asset monetisation, working capital improvements and ongoing portfolio optimisation. These efforts have strengthened our liquidity position and enhanced financial flexibility, ensuring that we remain well-positioned to reinvest into strategic growth opportunities while maintaining a disciplined approach to capital deployment.

➔ See more in Section 4: Financial Review.

Advancing a Data-Driven Finance Function

Concurrently, we continued to strengthen the role of finance as a strategic enabler of the business, with a focus on building a more data-driven, efficient and forward-looking finance function through digital transformation and automation.

During the year, we made meaningful progress in streamlining reporting processes, enhancing data governance and improving visibility across key financial and operational metrics. We also advanced selected finance workflows and strengthened internal reporting capabilities, helping to improve consistency, reduce manual intervention and support more reliable analysis across the organisation.

These efforts are not only enhancing efficiency and accuracy but also enabling more timely, informed and forward-looking decision-making in support of the Group’s strategic priorities.

Aligning with Evolving Sustainability Reporting Standards in Malaysia

The Group continued to enhance its sustainability reporting framework in line with Bursa Malaysia’s evolving disclosure requirements and the National Sustainability Reporting Framework (“NSRF”). In anticipation of Malaysia’s phased adoption of IFRS S1 and IFRS S2 beginning in 2025 UEM Sunrise has progressively aligned its reporting practices, particularly in strengthening climate-related disclosures.

These ongoing efforts enhance the transparency, consistency and decision-usefulness of the Group’s sustainability-related financial disclosures, while supporting a more structured and integrated approach to identifying, assessing and managing climate-related risks and opportunities, in line with emerging regulatory expectations and investor needs.

➔ See more in Section 5: Sustainability Statement.

Positioned for Sustainable Growth in FY2026

Looking ahead, UEM Sunrise remains focused on executing its development pipeline, unlocking value from its strategic landbank and further strengthening its financial position.

Having served the Group in an expanded leadership capacity during the year, I remain mindful of the need to guide UEM Sunrise through an increasingly dynamic operating environment, balancing evolving regulatory expectations, shifting trade dynamics and rising stakeholder demands while ensuring disciplined and forward-looking decision-making.

With clear priorities and sharp execution, I am confident that the Group is well-positioned to build on the stronger financial foundation established in FY2025 as we advance towards our next phase of growth to deliver sustainable long-term value for our stakeholders.

CFO Priorities in 2026

- ▶ **Driving sustainable profitability** through cost optimisation and operational efficiency
- ▶ **Optimising capital allocation** for long-term returns
- ▶ **Strengthening risk resilience** through supply chain oversight and cybersecurity readiness
- ▶ **Advancing Data and AI capabilities** to enable smarter decision-making

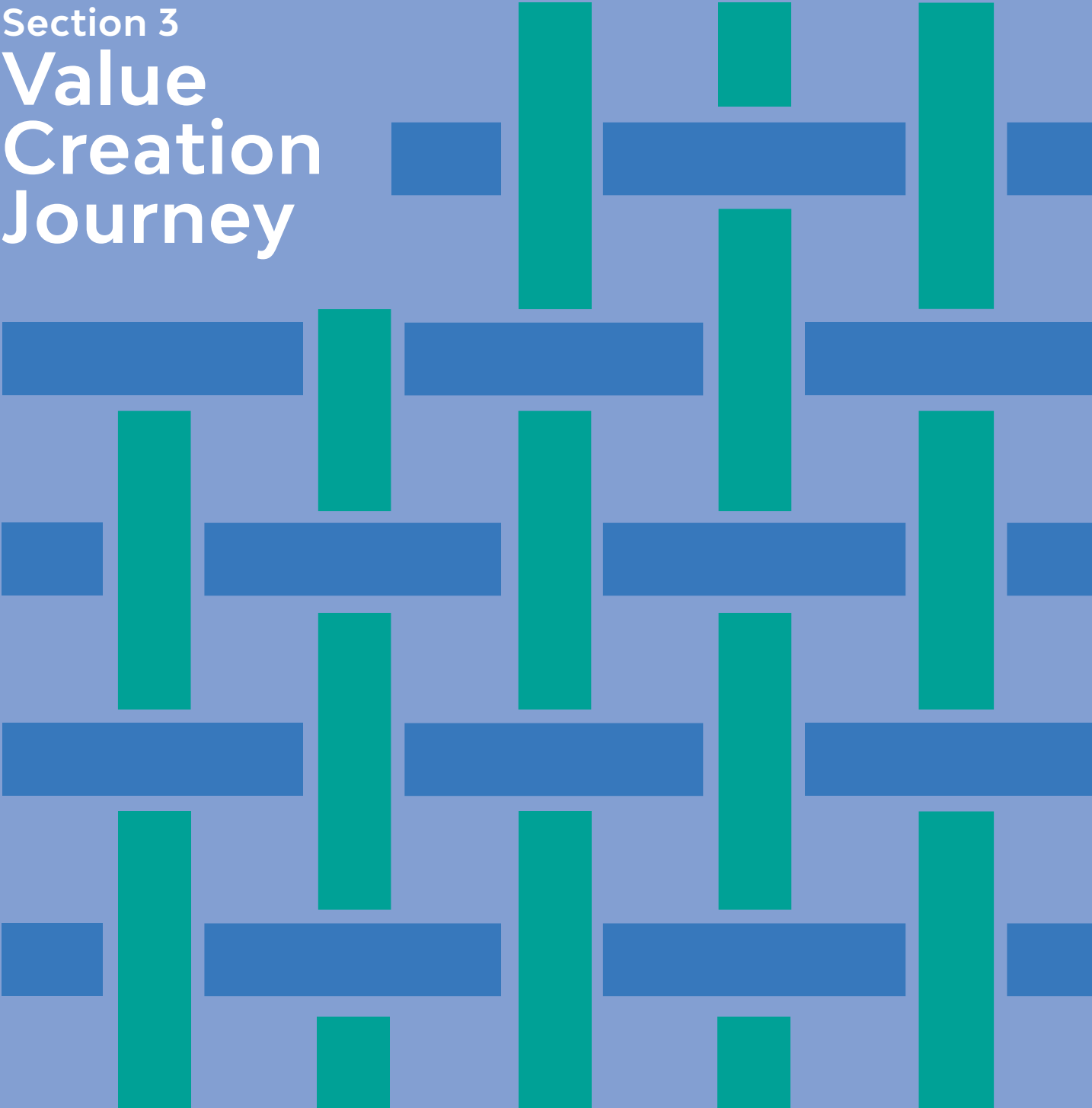
Special Appreciation

I would like to record my sincere appreciation to our employees across the Group for their resilience, focus and continued commitment throughout the year. Their efforts were instrumental in sustaining momentum during a period of transition.

I also extend my thanks to the UEM Sunrise leadership team, board members and shareholders for their trust, support and collaboration, which were invaluable as I served the Group in both OIC and CFO capacities during FY2025.

HAFIZUDDIN SULAIMAN
Chief Financial Officer

Section 3
Value
Creation
Journey



Our Approach to Value Creation

Our value creation strategy goes beyond conventional models, embedding strategic thinking and integration into every decision while accounting for our operating landscape, stakeholder expectations and sustainability goals. This enables us to navigate challenges with resilience while driving sustainable growth.

01 Assessing Our Context

Navigating Our Operating Environment

We operate in a dynamic landscape shaped by economic conditions, shifting homebuyer preferences, societal changes and environmental challenges, with our mission and vision guiding value creation across the short, medium and long term.

➤ Read “Operating Landscape” on pages 56 to 60 for more information.

Engaging with Our Stakeholders

Through continuous engagement with our customers, investment community, business partners and service providers, we gain valuable insights that enable us to adapt to market conditions and align our strategies for sustainable growth.

➤ Read “Stakeholder Engagement and Value Creation” on pages 46 to 53 for more information.

Key Stakeholders Groups

SG1 Board of Directors	SG5 Investment-related Stakeholders	SG9 Banks, Rating Agencies, Sukuk Holders
SG2 Senior Management	SG6 Government Agencies/Authorities/Regulators	SG10 Local Communities
SG3 Employees	SG7 Service Providers (Vendors, Suppliers, Contractors, Lawyers)	SG11 Media
SG4 Customers	SG8 Business Partners	

Identifying and Managing Risks

To ensure resilience and long-term growth, we proactively assess key risks including market competition, regulatory changes, people and ESG compliance-related challenges while navigating disruptions and seizing opportunities to strengthen our market position.

➤ Read “Key Risks and Mitigation” on pages 75 to 79 for more information.

Principal Risks

R1 Competition Risk	R3 Operational Risk	R5 Regulatory and Corruption Risk	R7 Health and Safety Risk
R2 Financial Risk	R4 People Risk	R6 Cybersecurity Risk	R8 Climate Change Risk

02 Charting Our Strategic Direction

Prioritising Our Material Matters

We have identified 15 key material matters, including eight high-priority material matters, that impact our business and stakeholders across economic and ESG aspects, regularly reviewing them to align with market trends, external developments and stakeholder needs.

➤ Read “Material Matters” on pages 65 to 74 for more information.

Material Matters

Planet	People	Communities	Governance
CC Climate Change	EY Employee Management	LC Local Community	EC Economic Contribution
WS Waste Management	HR Human Rights	CM Customer Management	EB Ethical Business Practices
WT Water Management	HS Health and Safety		DC Data Privacy and Cybersecurity
EG Energy Management			RS Responsible Supply Chain
BD Biodiversity			IV Innovation

Integrating Sustainability

As a leading property developer, we have integrated sustainability into our business practices through our Sustainability Blueprint 2.0, which sets clear objectives and strategies for responsible and resilient development.

➤ Read “Sustainability Statement” on pages 112 to 219 for more information.

03 Putting Strategy into Action

Executing Our Strategies

Building on these insights, we have shaped our strategic thrusts to guide our long-term value creation journey, anchoring our decisions and actions towards our vision of becoming a balanced real estate company by 2030.

➤ Read “Strategy Roadmap” on pages 80 to 85 for more information.

Our Strategic Thrusts

ST1 Drive Sustainable Revenue Stream	ST2 Catalyse Southern Region Potential	ST3 Scale New Growth Areas	ST4 Advance Sustainability Agenda
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Leveraging Our Capitals

Supporting this shift, we have utilised the six capitals framework encompassing Financial, Manufactured, Human, Social and Relationship, Intellectual and Natural Capital, to deliver meaningful outcomes and sustain value creation.

➤ Read “Our Capital” on pages 42 to 45 for more information.

Our Capitals

F Financial Capital	H Human Capital	I Intellectual Capital
M Manufactured Capital	SR Social and Relationship Capital	N Natural Capital

Integrating into Our Business Model

Our business model integrates our strategy, operations and resources to deliver sustained value and positive impact, ensuring a holistic approach to long-term success by aligning efforts across key areas of influence.

➤ Read “Our Value Creating Business Model” on pages 40 and 41 for more information.



04 Creating Sustained, Shared Value

Through this integrated approach, we create economic value while driving lasting environmental impact and social impact, strengthening our business and building a sustainable future for our business, stakeholders, society and planet.

Our Value Creating Business Model

Vision
Building communities of the future with you and for you.

Mission
UEM Sunrise brings together the talented and skilled, the imaginative and the courageous. We create sustainable environments loved by homeowners, acclaimed by investors and recognised by the industry. We believe in thinking big and acting quickly to unlock potential; to thrive in a changing world.

OUR RESOURCES... ...PROPEL EFFORTS THAT CREATE VALUE... ...FOR OUR STAKEHOLDERS	INPUTS						
	F Financial Capital		M Manufactured Capital		I Intellectual Capital		
	- RM6.9 billion in shareholders' equity - RM1.5 billion in cash, bank balances, deposits and short-term investments - RM5.3 billion inventories (land held for property development) - RM0.7 billion inventories (property development costs)		5,032.1 acres of development landbank: 90% Southern 9% Central 1% International 1,239,590 sq ft retail Net Lettable Area ("NLA") - Central and Southern offices and sales galleries 343 acres of urban park which is known as SIREH Park in Iskandar Puteri, Johor		- RM12.9 million in digital initiatives - Proprietary platforms (AI-powered Ria Bot/Live Chat and HomeClick): Expanded adoption across new project launches to strengthen customer engagement and deliver a more seamless, end-to-end home-buying experience - MyAsset365: New asset management system implemented to improve visibility, control and lifecycle management of organisational assets - eProc: Deployed phase one of the new procurement system to enhance transparency and process efficiency		
					- ProRetail: Digitalised the placemaking approval workflow with UI/UX enhancements to improve usability, efficiency and process turnaround time - ProLand: Improved workflows and automated reminders to strengthen project tracking, coordination and overall governance - Next Gen Contact Centre: Implemented the TalkDesk cloud-based contact centre - Salesforce Feedback Management: Implemented to capture customer feedback in a single integrated system, supporting better decision-making and continuous improvement		
					H Human Capital		
				948 employees as at 31 Dec 2025, of which 55.6% are women - RM123.5 million in employee salaries and benefits - RM1.8 million investment in training			
				SR Social and Relationship Capital			
				- Invested RM1.0 million in CSR and community engagement programmes - Supported five NGOs 1,150 total volunteer hours			
				N Natural Capital			
				157,762.35 GJ of energy consumed 43,246.13 MWh of electricity consumed comprises electricity purchased from the grid and on-site renewable energy generated for UEM Sunrise's operations 167,438.12 m³ of water usage at our Office, Sales Gallery and Retail premises			
Value Creating Business Model							
UEM SUNRISE Growth Pillars RESIDENTIAL INTEGRATED DEVELOPMENT INDUSTRIAL COMMERCIAL INTERNATIONAL U2030 Transformation Plan Strategic Focus Areas Sustainability Pillars Material Matters Key Risks Market Trends Corporate Governance Framework							
OUTPUTS							
Landed Properties		Niche and High-Rise Developments		Comprehensive Industrial Developments		Integrated Commercial and Retail Developments	
OUTCOMES							
F Financial Capital		M Manufactured Capital		I Intellectual Capital		H Human Capital	
- RM1.7 billion revenue generated (2024: RM1.3 billion) - RM1.4 billion sales achieved (2024: RM1.4 billion) - RM2.1 billion unbilled sales (2024: RM3.0 billion) - RM71.0 million profit attributable to owners of the parent (2024: RM104.3 million) - RM476.8 million cash generated from operations (2024: RM456.6 million) 1.40 sen earnings per share (2024: 2.06 sen) 1.43 sen dividend per share (2024: 1.24 sen) 1.03% return on equity (2024: 1.52%)		- RM1.4 billion sales achieved (2024: RM1.4 billion) 1,927 units completed and issued with vacant possession (2024: 33 units) 83.0% average QCLASSIC score (2024: 85.5%)		99% cybersecurity e-learning take-up rate (2024: 100%) 21% of sales conducted via our digital platforms (2024: 23%) - FTSE4Good score: 4.1 (2024: 3.6) - S&P Global ESG score: 51 (2024: 43)		10 Board members, of whom 30% are women 128 employees promoted (2024: 139 employees) 1,138 employees trained throughout 2025 (2024: 980 employees) 50,493 total training hours for employees, averaging 44 hours per employee (2024: 50,898 hours; 50 hours) - Employee turnover rate improved to 10.7% (2024: 11.4%) 0 Lost Time Incident Rate ("LTIR") (2024: 0) 71% employee engagement score (Voice of CHIEFs) (2024: 62%)	
SR Social and Relationship Capital		N Natural Capital					
19 schools under the PINTAR Foundation school adoption programme (2024: 19 schools) 88% Customer Measurement Score (2024: 81%) 44,665 lives enriched by community engagement programmes (2024: 39,290 lives) 98.4% average SHASSIC score (2024: 97.31%)		685.20 tCO₂e Scope 1 GHG emissions (2024: 554.90 tCO₂e) 31,328.80 tCO₂e Scope 2 GHG emissions (2024: 34,159.00 tCO₂e) 8,283.60 tCO₂e Scope 3 GHG emissions (2024: 10,563.90 tCO₂e) 1.27 tonnes of hazardous waste (2024: 0.44 tonnes) 6,235.21 tonnes of non-hazardous waste (2024: 21,191.91 tonnes) 2,280 trees planted at SIREH Park (2024: 913 trees) - SIREH Park supports biodiversity of 465 flora and fauna species (2024: 216 species of fauna)					
STAKEHOLDERS		SG1 SG2 SG5 SG6 SG8 SG9		SG1 SG2 SG3 SG4 SG9 SG10		SG1 SG2 SG3 SG7	
SG1 SG2 SG3 SG4 SG7 SG10 SG11		SG4 SG6 SG10					
UN SDG		3 8 11 12		8 9 12 16		3 4 5 10	
1 4 11 16 17		7 11 12 13 15					
Strong Governance and Risk Management							
We operate within a robust corporate governance ecosystem supported by effective Board leadership							

Our Value Creating Business Model



An artist impression of Estuari Greens, Iskandar Puteri.

M

Manufactured Capital

Stakeholders:

SG1

SG2

SG3

SG4

SG9

SG10

UN SDGs:

3

8

11

12

Key Constraints

- Faced escalating building costs and shortages of skilled labour that disrupted development schedules.
- Navigated uncertain market conditions that constrained financing availability for new projects, particularly in the commercial segment.
- Encountered limited development capacity in the Central region due to a declining strategic landbank.
- Addressed regulatory challenges, land issues and joint venture ownership structures that slowed land activation.

Actions to Enhance Outcomes

- Strengthened oversight of construction and completion progress to ensure timely project delivery.
- Implemented a comprehensive procurement programme to improve sourcing efficiency and realise synergies.

Trade-Offs

- Pursuing land acquisitions and portfolio expansions support financial sustainability through sales and revenue from completed developments.
- Allowing erratic and inconsistent land divestment may weaken future landbanking potential.
- Leveraging the expertise and capabilities of Human Capital and Intellectual Capital ensures smooth execution and value realisation.

F

Financial Capital

Stakeholders:

SG1

SG2

SG5

SG6

SG8

SG9

UN SDGs:

8

9

11

Key Constraints

- Experienced extended approval cycles that slowed project launches and deferred revenue recognition, reducing cash inflows available for reinvestment.
- Postponed land sale proceeds due to regulatory clearance delays which affected gains and revenue recognition.
- Recorded reduced sales momentum and cash inflows amid market volatility and shifting consumer priorities which influenced purchasing behaviours and sales velocity.
- Extensive landbanks and asset base required substantial capital commitments, constraining liquidity and requiring disciplined capital allocation to support sustainable growth.
- Experienced pressure to balance near-term performance with long-term value creation while meeting investor expectations for consistent returns amid capital-intensive development activities.

Actions to Enhance Outcomes

- Pursued selective land monetisation through disposals, joint ventures and strategic collaborations to unlock capital.
- Executed phased development rollouts to optimise capital expenditure by aligning funding capacity with project milestones.
- Strengthened cost management discipline and refined procurement practices to maximise value from financial resources while maintaining product quality and market positioning.
- Broadened financing sources to secure competitive funding terms, maintaining balanced gearing and supporting strategic land acquisitions in markets requiring landbank replenishment.

Trade-Offs

- Aligning liquidity generation with long-term value creation.
- Reconciling investor expectations for immediate returns with capital allocation for strategic investments essential to sustaining long-term value appreciation.
- Addressing liquidity requirements while supporting capital-intensive developments necessary to ensure long-term growth and value creation.

M Manufactured Capital

Stakeholders:



UN SDGs:



Key Constraints

- Faced escalating building costs and shortages of skilled labour that disrupted development schedules.
- Navigated uncertain market conditions that constrained financing availability for new projects, particularly in the commercial segment.
- Encountered limited development capacity in the Central region due to a declining strategic landbank.
- Addressed regulatory challenges, land issues and joint venture ownership structures that slowed land activation.

Actions to Enhance Outcomes

- Strengthened oversight of construction and completion progress to ensure timely project delivery.
- Implemented a comprehensive procurement programme to improve sourcing efficiency and realise synergies.

Trade-Offs

- Pursuing land acquisitions and portfolio expansions support financial sustainability through sales and revenue from completed developments.
- Allowing erratic and inconsistent land divestment may weaken future landbanking potential.
- Leveraging the expertise and capabilities of Human Capital and Intellectual Capital ensures smooth execution and value realisation.

I Intellectual Capital

Stakeholders:



UN SDGs:



Key Constraints

- Experienced rapid shifts in customer expectations and digital behaviours that reshaped the real estate landscape, requiring agile responses and ongoing innovation.
- Faced rising technology investment and operating costs that required tighter prioritisation and clearer return on investment discipline.
- Implemented organisation-wide adoption of new digital platforms that necessitated structured change management to minimise productivity dips during transition phases.

Actions to Enhance Outcomes

- Enhanced the digital ecosystem to elevate brand positioning and improve stakeholder engagement.
- Scaled AI and automation initiatives to reduce manual effort, shorten process turnaround times and enhance decision accuracy.
- Standardised digital workflows across business units to improve operational visibility, governance and cost control.

Trade-Offs

- Enhancing operational and organisational efficiency through technologies strengthen long-term Intellectual Capital but may reduce short-term Financial Capital.
- Optimising procurement strategies, strengthening cost management and driving productivity gains help sustain short-term Financial Capital while maximising long-term Intellectual Capital growth.

Our Value Creating Business Model

H

Human Capital

Stakeholders:

SG1

SG2

SG3

SG7

UN SDGs:

3

4

5

10

Key Constraints

- Faced intense competition for specialised skills as the competitive job market, rising employee expectations and a limited local talent pipeline continued to challenge the organisation’s ability to attract, develop and retain specialised talent required for long-term strategic growth.
- Experienced inflation, market uncertainty and ongoing organisational changes that influenced employee sentiment, job security perceptions and morale, requiring sustained efforts to maintain engagement, well-being and productivity.
- Faced increasing demands for agility as rapid technological advances and evolving business needs heightened the need for continuous upskilling and reskilling initiatives.
- Encountered evolving labour regulations, ESG compliance requirements and rising operational costs that shaped employment practices, requiring careful workforce planning, cost optimisation and balanced people investment strategies.

Actions to Enhance Outcomes

- Continued investing in future-ready skillsets through skills gap identification targeted upskilling and reskilling initiatives as well as curated leadership programmes while, prioritising critical technical and functional development to strengthen workforce adaptability and sustain business performance.
- Strengthened the digital foundation by enabling employees to leverage emerging technologies, including AI, through licensing, guided usage and targeted training programmes. Concurrently, processes were simplified, system support improved and relevant technologies explored to enhance productivity and enable employees to contribute more effectively to organisational performance.

As part of our High-Performance Organisation agenda, we strengthened a holistic employee experience focused on attracting, developing and retaining critical talent. This was enabled through competitive total rewards, flexible benefits and structured career development opportunities, and reinforced by targeted welfare and well-being initiatives, regular engagements and leadership sharing platforms such as Chat with C-Suites and Senior Management Dialogues. Collectively, these initiatives support employee growth, foster open communication and reinforce retention, capability and long-term workforce sustainability.

Upheld compliance with evolving labour laws while optimising operational structures to improve efficiency and cost-effectiveness.

Maintained strong health and safety protocols to safeguard employee well-being and protect our reputation as a responsible employer.

Trade-Offs

- Prioritising robust health and safety measures protect employees and minimise incidents as inadequate practices may harm employee well-being and damage our reputation, weakening Social and Relationship Capital.
- Balancing cost optimisation, automation and strong performance expectations enhance operational efficiency and business results while requiring continuous engagement, well-being initiatives and strategic people practices to sustain morale, trust, resilience and long-term commitment.
- Adopting new technologies strengthens competitiveness but may temporarily disrupt workflows and challenge workforce adaptability, requiring structured support, time and targeted capability development to ensure sustainable integration.
- Managing financial pressures while maintaining competitiveness in pay, benefits and career opportunities remain critical, especially within a talent-constrained market.
- Prioritising short-term financial performance may limit investment in long-term capability building to future-proof the workforce, including leadership development and continuous learning, potentially affecting organisational growth, capability strength and workforce resilience.

OVERVIEW OF UEM SUNRISE

OUR LEADERSHIP

VALUE CREATION JOURNEY

MANAGEMENT DISCUSSION AND ANALYSIS

SUSTAINABILITY REVIEW

GOVERNANCE APPROACH

FINANCIAL STATEMENTS

SHAREHOLDERS' INFORMATION

45

SR

Social and Relationship Capital

Stakeholders:

SG1

SG2

SG3

SG4

SG7

SG10

SG11

UN SDGs:

1

4

11

16

17

Key Constraints

- Faced challenges in supporting low-income and rural students in accessing quality education, limiting equitable opportunities and long-term community development.
- Encountered difficulties in measuring the effectiveness of our community initiatives which may weaken stakeholder engagement and trust.
- Allocated significant resources to promoting environmental and social awareness which may slow long-term outreach and alignment.
- Experienced adverse online commentary that undermined community-building efforts, harming public perception as well as eroding Social and Relationship Capital.

Actions to Enhance Outcomes

- Strengthened stakeholder engagement platforms through quarterly townhalls, U2030 Turun Padang activities, community engagements for youth and senior citizens as well as digital feedback channels to foster trust, transparency and inclusiveness.
- Elevated customer experience and satisfaction through targeted lifestyle offerings and post-handover services to improve homeowner satisfaction and long-term brand loyalty.
- Deepened partnerships through strategic collaborations with government agencies, educational institutions and industry players to drive shared value creation.
- Promoted inclusive community development through placemaking and social integration principles in project planning, focusing on accessibility, safety and local community needs.

Trade-Offs

- Investing Financial Capital in programmes and initiatives that enhance our Social and Relationship Capital, including customer experience, CSR programmes and supplier development, creates value for stakeholders.
- Reducing our Financial Capital through these expenditures builds stakeholder loyalty and trust, strengthening our industry position and enabling long-term client retention and growth, ultimately regenerating our Financial Capital.

N

Natural Capital

Stakeholders:

SG4

SG6

SG10

UN SDGs:

7

11

12

13

15

Key Constraints

- Required careful prioritisation of environmental initiatives based on risk significance, regulatory expectations and financial feasibility as business expansion and portfolio optimisation continued.
- Generated environmental data across multiple functions, projects and contractors, requiring continued strengthening of data ownership, consistency and timeliness.
- Necessitated ongoing engagement and reinforcement of environmental requirements due to different levels of understanding among internal teams and supply chain partners.

Actions to Enhance Outcomes

- Integrated green building principles across development projects and selected operational assets, combining energy efficiency, renewable energy readiness and water efficiency considerations at the planning and design stages.
- Incorporated passive design features, energy-efficient building systems and renewable energy readiness (where feasible) to support reduced energy demand and longer-term decarbonisation objectives.
- Preserved biodiversity by maintaining green buffers and protecting mangrove or ecologically sensitive zones (e.g. Estuari Garden and SIREH Park).
- Adopted water-efficient strategies, including rainwater harvesting systems, water-efficient fittings and smart irrigation for landscaped areas to reduce potable water consumption and water stress.
- Operationalised the Group’s commitment to sustainable developments through SDDG and Green Building Certification Policy, ensuring all new key developments planned and designed from 2026 onwards to achieve green building certification. (e.g. GreenRE, GBI and Green Star) to support improved environmental performance and sustainable living outcomes.

Trade-Offs

- Balancing long-term environmental benefits with immediate financial constraints remain necessary as limited Financial Capital and competing business needs create allocation pressure.
- Implementing a structured evaluation framework helps assess the urgency and potential impact of initiatives, enabling resource allocation without compromising financial stability.

Stakeholder Engagement and Value Creation

At UEM Sunrise, we recognise that creating long-term value requires a holistic approach grounded in strong stakeholder relationships and transparent reporting. Guided by the IFRS Sustainability Disclosure Standards and the principle of double materiality, we consider both the financial implications of sustainability-related risks and opportunities on our business, as well as our broader impacts on the environment and society. Through consistent and inclusive engagement, we stay attuned to evolving stakeholder expectations, ensuring that our strategic decisions align with their priorities while delivering measurable outcomes that drive resilience, accountability and shared value.

Our Valued Stakeholders

- SG1

Board of Directors
- SG2

Senior Management
- SG3

Employees
- SG4

Customers
- SG5

Investment-related Stakeholders
- SG6

Government Agencies/Authorities/Regulators
- SG7

Service Providers (Vendors, Suppliers, Contractors, Lawyers)
- SG8

Business Partners
- SG9

Banks, Rating Agencies, Sukuk Holders
- SG10

Local Communities
- SG11

Media

Frequency of Engagement

- WR

When Required
- Q

Quarterly
- M

Monthly
- D

Daily
- A

Annually
- AH

Adhoc
- O

Ongoing

Membership and Associations

We actively engage in various memberships and associations to drive collective action on sustainability and to stay informed about the latest industry innovations and trends.

- Real Estate and Housing Developers’ Association Malaysia (“REHDA”)
- Federation of Public Listed Companies Berhad
- The International Real Estate Federation (“FIABCI”) Malaysia
- PINTAR Foundation
- Malaysian Advertisers Association
- Association of Accredited Advertising Agents Malaysia
- Malaysian Society for Occupational Safety and Health (“MSOSH”)



Stakeholder engagement during UEM Sunrise’s 17th Annual General Meeting.

SG1 Board of Directors

The Board of Directors sets the Group’s principal policies, oversees strategic direction and provides final approval for significant decisions, ensuring effective governance and the creation of long-term, sustainable value.

- Capitals:

F

I

H

SR
- Material Matters:

EC

EB

Engagement Purpose

Engagement with the Board of Directors enables effective oversight of the Group’s strategic direction, policies and significant decisions, ensuring that sustainability considerations and long-term risks and opportunities are appropriately addressed at the highest level of governance.

Channel and Frequency of Engagement

- Q

Strategic reviews/meetings
- Q

Financial results announcements
- Q

Board meetings
- A

Annual General Meetings
- A

Integrated Annual Report production

Key Concerns Raised

- Sustained financial performance and returns.
- Strong corporate governance and ethical conduct.
- ESG commitments and effective risk management.
- Long-term business resilience and strategic growth.
- Compliance with regulatory and corporate responsibility requirements.

Our Response

- Ensure sustainable long-term financial performance.
- Strengthen governance, ethics and oversight.
- Drive ESG-aligned value creation and managing material risks.
- Support strategic resilience and future-oriented growth.
- Maintain compliance and upholding corporate responsibility.

Value Created

- Value Created for Board of Directors**
- Strengthened oversight through clearer visibility of financial, operational, regulatory and emerging risk areas.
 - Improved decision-making supported by timely, transparent and reliable performance insights.
 - Greater assurance that governance, compliance and selected sustainability-related matters are effectively managed.
 - Enhanced Board confidence in long-term business resilience and strategic direction.
 - Reinforced trust through stronger control mechanisms and improved reporting quality.

- Value Created for UEM Sunrise**
- More effective governance and decision-making at the top level, supporting stronger organisational performance.
 - Improved alignment between strategic priorities, risk management and long-term value creation.
 - Enhanced the ability to respond to regulatory changes and stakeholder expectations confidently.
 - Increased accountability and transparency, strengthening trust with regulators, investors and stakeholders.
 - Support for sustainable business growth through better oversight of financial, operational and ESG-related risks.

SG2 Senior Management

The Senior Management team plays a pivotal role in driving the implementation of the Group’s strategies, overseeing resource allocation, and leading stakeholder engagement efforts.

- Capitals:

F

M

I

H

SR
- Material Matters:

CC

WS

WT

EG

BD

EY

HR

HS

CM

EC

EB

IV

Engagement Purpose

The engagement with Senior Management aims to obtain strategic insights, ensure alignment between the Group’s strategic direction and operational execution, and gather their perspectives on key risks, opportunities and resource requirements. Through these discussions, Senior Management helps assess implementation progress, identify priority areas requiring leadership focus and strengthen cross-functional collaboration to drive accountability and deliver intended outcomes.

Channel and Frequency of Engagement

- O

M

WR

Q
- Management meetings

Strategic reviews

Key Concerns Raised

- Effective execution of the Group’s strategies with aligned and efficient operations.
- Strong governance, internal controls and ethical business conduct.
- Managing key business, regulatory and ESG risks while ensuring consistent ESG performance and reporting.
- Protecting data privacy and cybersecurity while sustaining financial and operational performance.

Our Response

- Translate strategic priorities into effective operational execution.
- Drive operational efficiency and optimising resource allocation.
- Strengthen governance, internal controls and risk management.
- Embed ESG into daily operations to enhance sustainability performance.
- Ensure consistent, accurate and transparent reporting across the Group.
- Enable timely decision-making that supports long-term organisational resilience and growth.

Value Created

- Value Created for Senior Management**
- Enhanced clarity in translating strategic priorities into operational execution.
 - Stronger management oversight supported by reliable financial, compliance and performance insights.
 - Improved ability to anticipate risks and respond to regulatory and market developments.
 - Greater alignment between functional teams, enabling more coordinated delivery of business plans.
 - Increased confidence in decision-making through structured reporting and strengthened governance processes.

- Value Created for UEM Sunrise**
- More effective execution of strategic plans, driving operational efficiency and business resilience.
 - Stronger organisational performance through clearer accountability and improved management controls.
 - Enhanced capacity to meet regulatory, customer and stakeholder expectations consistently.
 - Strengthened leadership alignment to support long-term value creation.
 - Improved organisational agility through proactive management of risks and opportunities.

Stakeholder Engagement and Value Creation

SG3 Employees Our employees represent a key source of value for the organisation. Their skills, knowledge and experience support the execution of our strategy and contribute to the attainment of our strategic priorities and future ambitions. Capitals: FMIHSRNL Material Matters: CCWSWTEGBD EYHRHS LCCMECEBIVDC Engagement Purpose By engaging with our employees, we gain valuable insights into what matters most to them, allowing us to design strategies that enhance productivity, motivation and retention. This, in turn, fosters a positive work culture that supports the achievement of our long-term business goals. Channel and Frequency of Engagement Q Townhall sessions and dialogues with senior management O Corporate subscription to e-learning platforms O Team building and wellness activities (i.e. CHIEF Wellness Programme) focusing on sports, recreation and mental health A Voice of CHIEFs annual employee engagement survey WR Enterprise social networking via Viva Engage and Yammer WR Organisation-wide announcements via email WR Home of CHIEFs internal SharePoint Key Concerns Raised • Opportunity to rebuild engagement and boost morale following leadership transition. • Capability development remains important to support employees transitioning into new and expanded roles. • Strengthening technical, functional and future-ready capabilities, including digital and AI-related skills, is essential to prepare employees for evolving job demands and support career development. • Continued focus on leadership bench strength and succession readiness to support organisational continuity.	Our Response • Embed continuous learning and leadership development to build an agile, adaptable workforce ready to navigate change and drive strategic growth. • Attract and develop high-impact, niche talent to deepen critical capabilities, accelerate innovation and strengthen competitive advantage. • Cultivate a high-performance, inclusive culture through engagement, well-being and resilience-building programmes that support sustained contributions. • Deliver a holistic employee experience through integrated total rewards, clear career pathways and flexible policies aligned with business priorities and future workforce needs. • Launch of Future@Work, our newly renovated office designed to support new ways of working, prioritising efficiency, collaboration, agility and well-being towards shaping a high-performing organisation.
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Value Created

Value Created for Employees

•

Enhanced access to career development, upskilling and learning opportunities.

•

A more supportive and engaging workplace culture that prioritises well-being, safety and open communication.

•

Clearer pathways for progression, recognition and employee empowerment.

•

Strengthened sense of belonging through improved inclusion, fairness and transparent practices.

•

Increased confidence in leadership and organisational direction through consistent updates and engagement.

•

Better alignment between personal aspirations and organisational goals, enabling employees to contribute meaningfully.

Value Created for UEM Sunrise

•

Strengthened workforce capability through continuous development and improved skills readiness.

•

Higher employee motivation, productivity and retention, reducing talent turnover risks.

•

Improved collaboration, innovation and operational execution driven by an engaged and informed workforce.

•

A more resilient organisation supported by a healthy, inclusive and future-ready talent base.

•

Enhanced delivery of strategic priorities through empowered teams aligned with organisational objectives.

•

Reinforced employer brand attractiveness, aiding recruitment of high-quality talent.

SG4 Customers Our customers play a pivotal role in driving our performance and growth. Through continuous engagement and a deep understanding of their evolving expectations, we are committed to delivering high-quality products and services that elevate satisfaction, strengthen loyalty and build enduring brand trust in an increasingly competitive market. Capitals: FMIHSR Material Matters: EC EBDCEIVCM Engagement Purpose By engaging closely with our customers, we gain deeper insight into their needs and deliver more tailored, effective solutions. This strengthens loyalty, encourages advocacy and reinforces our reputation as a trusted organisation, building a strong foundation for long-term success. Channel and Frequency of Engagement D Physical interactions (sales galleries, lounges) WR Events and previews WR Focus groups O Trésor Loyalty Programme A Customer Surveys D Virtual interactions (Contact Centre, hUb prop, website and social media) Key Concerns Raised • Customers value timely project delivery and clear timelines, with proactive updates throughout the construction and handover journey. • Transparent communication on homeownership journey remains a priority for maintaining customer confidence.	• Buyers expect properties that reflect strong workmanship, modern lifestyle standards, and sustainable design, with clear rectification process where needed. • Customers look for responsive building management, clarity on contract terms, service charges, and maintenance obligations. • Growing customer interest in green features, accessibility, community spaces, and environmentally innovative design.
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Our Response

•

Strengthen our customer-first approach by implementing targeted action plans derived from structured customer feedback, ensuring continuous improvement across touchpoints.

•

Deepen engagement through multi-channel communication, including regular property progress updates and service interactions via hUb prop, to keep customers informed and connected.

•

Leverage actionable customer insights to refine our product offerings, elevate service quality and deliver solutions that align more closely with customer needs and expectations.

Value Created

Value Created for Customers

•

Develops projects in strategic locations with features tailored to customer needs, fostering vibrant communities that enhance quality of life and everyday convenience.

•

Offers personalised experiences and exclusive partner privileges through the Trésor loyalty programme.

Value Created for UEM Sunrise

•

Greater likelihood of customers advocating for our brand to others.

•

Steady and sustainable demand for our developments and new product offerings.

•

Improved customer satisfaction and stronger retention, contributing to sustained property value.

Favourable buyer response at the unveiling of Estuari Greens and Estuari ParkHomes.

Stakeholder Engagement and Value Creation

SG5

Investment-related Stakeholders

Our investors and shareholders play a pivotal role in enabling our growth by providing the financial capital that underpins our business activities. Their continued confidence strengthens the trust we uphold and reinforces our reputation as a responsibly governed, public-listed organisation committed to long-term value creation.

Capitals:

F

I

SR

H

N

Material Matters:

EC

EB

CC

Engagement Purpose

By engaging with our investors, we secure the capital necessary to drive our strategy and support sustainable growth. These interactions also strengthen trust with this critical stakeholder group, giving them the confidence to remain committed even in challenging times.

Channel and Frequency of Engagement

D

Updates to our Investor Relations webpage

D

Updates to investors via email or phone

Q

Quarterly analyst briefings

WR

Broker conferences, forums, site visits and roadshows

A

Annual General Meetings (“AGM”) or Extraordinary General Meetings (“EGM”)

Key Concerns Raised

- Overall financial and operational performance.
- Expected returns on investment.
- Demonstrated commitment to sustainability.
- Investments in technology and other initiatives to future-proof the business.
- Timely approval of revised planning permissions.

Our Response

- Issue regular updates through press releases, the Group’s website, and social media platforms.
- Conduct briefings to share key developments and address stakeholder queries.
- Organise property site visits.

Value Created

Value Created for Investment-related Stakeholders

- Steady value generation through strategic capital allocation and prudent financial management.
- Sustainable growth and profitability through strong governance, robust risk management and ethical business conduct.
- Strengthened investor trust through transparent, timely and comprehensive reporting of financial and operational performance.

Value Created for UEM Sunrise

- Strengthened corporate reputation by demonstrating our values to the investor community.
- Greater transparency enabled through clear, comprehensive financial and sustainability disclosures.

SG6

Government Agencies/Authorities/Regulators

Regulators across federal, state, and local levels establish the standards and requirements that guide our operations. Ongoing engagement with them is essential to ensure continuous compliance which supports the stability and long-term sustainability of our business.

Capitals:

F

SR

N

H

M

I

Material Matters:

CC

WS

WT

EG

BD

EY

HR

HS

LC

EC

EB

DC

RS

Engagement Purpose

Regular and proactive engagement with regulators enables us to stay informed of the latest regulatory developments, allowing us to maintain continuous compliance while adapting to emerging requirements and opportunities that support our ongoing growth.

Channel and Frequency of Engagement

WR

Formal meetings and briefings

A

Submission of statutory reports and compliance documentation

WR

Participation in regulatory consultations, workshops and industry dialogues

WR

Site inspections and technical reviews

Key Concerns Raised

- Compliance with planning, environmental and construction regulations.
- Timeliness and completeness of documentation submitted for approvals.
- Alignment with national and state development policies and sustainability requirements.
- Safety, environmental and social impact of developments.

Our Response

- Proactively engage regulators early in the planning process to clarify expectations.
- Ensure timely, accurate and complete submissions of all required documents.
- Strengthen internal compliance processes and reinforced governance measures.
- Implement sustainability and safety initiatives aligned with regulatory guidelines.
- Maintain transparent communication on project progress and issues.

Value Created

Value Created for Government Agencies/Authorities/Regulators

- Improved regulatory compliance and reduced administrative burden.
- Better oversight, transparency and alignment with national development objectives.
- Assurance that developments adhere to safety, environmental and community standards.

Value Created for UEM Sunrise

- Strengthened trust and credibility with government and regulators.
- Faster, smoother approval processes reducing potential project delays.
- Enhanced reputation as a responsible, compliant and collaborative developer.
- Lower regulatory and operational risks.

SG7

Service Providers (Vendors, Suppliers, Contractors and Lawyers)

Our service providers are essential in enabling our business operations. To uphold our standards and minimise potential negative impacts, it is crucial that we maintain continuous engagement and collaborate closely with them.

Capitals:

F

M

SR

H

I

N

Material Matters:

CC

WS

WT

EG

BD

EY

HR

HS

LC

CM

EB

DC

RS

IV

Engagement Purpose

By engaging closely with our service providers, we reinforce our standards and expectations, ensuring that all deliverables are aligned with our required specifications.

Channel and Frequency of Engagement

M

Regular coordination meetings

WR

Contract negotiations

Q

A

Performance reviews and audits

O

Site inspections and technical checks

WR

Training and capability-building sessions

Key Concerns Raised

- Clarity on contractual requirements, timelines and expectations.
- Timeliness of payment, invoicing and administrative processes.
- Safety requirements, site access protocols and compliance obligations.
- Quality of materials, workmanship and adherence to specifications.
- Impact of cost fluctuations, supply chain disruptions or regulatory changes.

Our Response

- Provide clear guidelines, scope of work and timely communication on project requirements.
- Require vendors to acknowledge our Code of Conduct for Business Partners which incorporates QHSE requirements.
- Initiate the Vendors Partnership Programme to promote branding synergies, innovation and cost efficiency.
- Regularly engage vendors on governance and ESG matters regularly.

Value Created

Value Created for Service Providers

- Clear expectations and streamlined processes that enabled efficient project delivery.
- Stronger working relationships built on trust, fairness and consistent communication.
- Opportunities for capability building, business growth and long-term collaboration.

Value Created for UEM Sunrise

- Higher quality output and project execution through reliable partners.
- Reduced operational risks through stronger compliance, safety and supply chain management.
- Enhanced efficiency, cost savings and overall project performance.
- Strengthened reputation as a fair, transparent and collaborative business partner.



UEM Sunrise participating at the Anchor Open Day and Vendor Business Matching powered by MIDF to support the growth of local SMEs and vendors.

Stakeholder Engagement and Value Creation

SG8Business Partners Our collaborators, joint venture partners and business associates are instrumental in executing our projects and enabling us to explore new markets, pursue strategic opportunities and unlock additional avenues for value creation. Capitals: F M I N H SR Material Matters: WS WT EG CM EC EB DC RS IV Engagement Purpose Alignment on strategic objectives, project milestones and partnership expectations to ensure smooth collaboration that drives mutual value creation. Channel and Frequency of Engagement Q Steering committee meetings WR Operational working groups AH Ad-hoc discussions and email updates	Key Concerns Raised • Clarity on roles and responsibilities. • Timely decision-making and project delivery. • Governance structure and escalation channels. • Commercial viability and risk-sharing arrangements. Our Response • Implement clear governance structures, including joint steering committees. • Maintain transparent communication through regular progress updates. • Jointly define KPIs, responsibilities and timelines. • Hold periodic reviews to resolve issues early and ensure alignment. Value Created Value Created for Business Partners • Stronger alignment, reduced ambiguity and improved partnership efficiency. • Greater confidence through structured oversight and communication. Value Created for UEM Sunrise • Enhanced project delivery through shared expertise and resources. • Accessed to new markets, capabilities and co-investment opportunities.
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SG9Banks, Rating Agencies, Sukuk Holders This group of financiers supports and facilitates the mobilisation of funds required for the Group's day-to-day operations, ensuring that sufficient working capital is available to sustain ongoing activities and enable future growth. Capitals: F SR Material Matters: CC EC EB Engagement Purpose To uphold strong financial credibility and transparency with capital providers, while ensuring continued access to financing and maintaining favourable credit evaluations. Channel and Frequency of Engagement Q Quarterly financial briefings and performance updates A Annual meetings related to credit/rating reviews O Ongoing disclosures through Bursa announcements and analyst engagements	Key Concerns Raised • Financial performance, liquidity and capital structure. • Project pipeline, sales performance and long-term strategy. • Adherence to governance, compliance and sustainability standards. Our Response • Provide timely, accurate financial and operational disclosures. • Engage proactively in rating reviews and investor briefings. • Strengthen internal governance and risk-management processes. • Demonstrate commitment to sustainability performance and reporting. Value Created Value Created for Banks, Rating Agencies and Sukuk Holders • Increased transparency and confidence in the Group's financial stability. • Assurance through regular disclosure of performance and governance practices. Value Created for UEM Sunrise • Improved access to capital with favourable financing terms. • Strengthened financial reputation and investor confidence.
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SG10Local Communities Local communities consist of the residents living within and around our developments, making their perspectives and collaboration essential to shaping projects that are sustainable, inclusive and meaningful for the people they impact. Capitals: I H SR N M Material Matters: CC WS WT BD HR LC Engagement Purpose To promote the long-term socioeconomic well-being of communities in the areas where we operate, while proactively addressing local needs, supporting community development and minimising any disruptions or adverse impacts that may arise from our projects. Channel and Frequency of Engagement WR Community outreach programmes AH Dialogue meetings O CSR initiatives and social development programmes WR Feedback channels via email, service hotlines and on-site engagement	Key Concerns Raised • Impact of development activities (noise, traffic and safety). • Employment opportunities and community benefits. • Environmental impacts and sustainability considerations. • Transparency on project timelines and development changes. Our Response • Implement mitigation measures for construction impacts. • Provide employment and vendor opportunities to local communities. • Roll out community programmes (education, well-being and environmental activities). • Communicate proactively on project progress and changes. Value Created Value Created for Local Communities • Enhanced local well-being and access to social programmes. • Reduced disruption and increased transparency. Value Created for UEM Sunrise • Stronger social licence to operate. • Improved community relations and long-term trust.
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SG11Media The media acts as an essential conduit between our organisation and external stakeholders. By tapping into their broad reach and credibility, we are able to share timely and accurate information about our business with the wider public. Capitals: F H I SR Material Matters: HR EB Engagement Purpose To engage the media as a strategic partner in building trust, shaping credible and balanced narratives on issues impacting our business and society, and reinforcing our commitment to transparency, accountability and long-term value creation. Channel and Frequency of Engagement WR Press releases and media statements WR Media briefings and interviews O Social media updates WR Participation in industry events	Key Concerns Raised • Risk of misalignment arising from inaccuracies or inconsistencies in published content. • Possibility of unbalanced or speculative interpretation of company developments. • Compressed media timelines increasing the likelihood of incomplete context being reported. Our Response • Close coordination with senior leadership to ensure timely, accurate and aligned media communications. • Rigorous verification of information prior to media dissemination to ensure accuracy and transparency. • Prompt, consistent responses to media enquiries to provide clarity and context. • Proactive engagement with media on strategic priorities, business developments and sustainability initiatives. Value Created Value Created for Media • Direct access to our top leadership for insights. • Sustained visibility through targeted investment in advertising and partnerships. • Clear and consistent access to credible information on the Group's strategy and sustainability commitments. Value Created for UEM Sunrise • Enhanced brand credibility, positive media visibility and strengthened thought leadership positioning. • Stronger brand affinity, trust and customer engagement. • Greater alignment across corporate narrative, sustainability positioning and messaging.
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Stakeholder Scorecard

Stakeholder Scorecard

Stakeholder	Indicator	Value Drivers	YoY Change	2025	2024	2023	2022	2021	Assurance	
Employees	Salaries and Benefits (RM million)	Remuneration and benefits for employees	▲	123.5	119.9	105.9	97.2	100.9	MBO	FS
	Training Spend (RM million)	Investment in employee development	▬	1.8	1.8	1.2	1.1	0.9	MBO	FS
	Women in Senior Management (%)	Progressing gender diversity	▲	54.3	52.8	48.6	48.4	47.2	MBO	
	Turnover Rate (%)	Ability to retain employees	▼	10.7	11.4	12.7	19.6	19.0	MBO	
	Voice of CHIEF (%)	Employee engagement levels	▲	71	62	64	45	48	EXT	
Customers	Customer Measurement Score (%)	Overall satisfaction with our products and services	▲	88	81	80	79	77	EXT	
	Net Promoter Score ("NPS")	Overall satisfaction with our products and services	▲	+60	+20	+30	+30	+25	EXT	
	Customer Effort Score (%)	Ease of engagement during customer journey	▲	93	72	72	69	71	EXT	
	Customer Feedback Service Level Agreement (%)	Timeliness in responding to customer feedback	▼	91	96	89	96	97	SLA	
	Unit Defects Service Level Agreement (%)	Timeliness in rectifying unit defects	▼	74	95	76	63	63	SLA	
Investment-related Stakeholders	Revenue (RM million)	Financial value generated	▲	1,702.1	1,340.3	1,339.1	1,473.4	1,184.5	FS	
	Share Price Performance (RM)	Share price appreciation	▼	0.75	1.04	0.48	0.30	0.39	EXT	
	Earnings per Share (sen)	Earnings for shareholders	▼	1.40	2.06	1.50	1.59	(4.21)	MBO	FS
	Dividend Payout Ratio (%)	Value distributed to shareholders	▲	102	60	50	31	–	MBO	
	Return on Equity (%)	Efficiency in generating value from capital invested	▼	1.03	1.52	1.11	1.20	(3.13)	MBO	
	Average Analyst Rating (%)	Trust of the analyst community	▲	100	62.5	33.3	100.0	91.7	EXT	
	FTSE4Good Score	Business ESG rating	▲	4.1	3.6	3.6	3.5	3.0	EXT	
Banks/Rating Agencies/ Sukuk Holders	MARC	Credit rating	▬	AA _{-IS} stable outlook	AA _{-IS} stable outlook	AA _{-IS} stable outlook	AA _{-IS} stable outlook	AA _{-IS} stable outlook	EXT	
Service Providers and Business Partners	Number of Registered Vendors	Service quality and supply chain resilience	▼	*2,151	6,672	6,413	6,086	5,677	MBO	
	Local Procurement Spend (%)	Support of local suppliers	▬	99	99	99	99	99	MBO	
Local Communities	Total Socioeconomic Spend (RM'000)	Contribution to society	▲	1,005.9	936.0	282.7	167.6	194.7	LA	
	Carbon Emissions (tCO ₂ e)	Impact on supporting climate action	▼	40,297.6	45,277.8	55,900.5	6,958.0	4,029.0	MBO	
	Energy Consumption (GJ)	Impact on supporting climate action	▼	157,762.35	171,323.04	193,752.77	78,602.00	285,451.30	MBO	
Government and Related Authorities	Zakat and Taxes Paid (RM'000)	Contribution to government funds	▼	35,347	61,168	53,043	51,479	(1,796)	OV	

* Reflects active vendors during the reporting year and therefore shows a decrease compared to the previous year.

- LA

External limited assurance on selected sustainability information
- MBO

Management and Board oversight
- EXT

Information sourced from external sources, e.g. independent surveys
- OV

Oversight by regulatory bodies
- FS

Financial information extracted from 2025 UEM Sunrise Audited Annual Financial Statements
- SLA

Service Level Agreement

Section 4
Management Discussion and Analysis

A Strategic Review

Operating Landscape and Outlook

Global economic conditions in 2025 remained resilient despite heightened geopolitical tensions, renewed tariff measures between the United States and China, and restrictive financial conditions. These factors contributed to uneven growth outcomes, supply chain adjustments and persistent cost pressures, particularly in trade-exposed and construction-related sectors. While inflationary pressures generally moderated through 2025, global monetary policy remained cautious as policymakers balanced growth support with external and geopolitical risks.

In Malaysia, economic activity continued to be supported by domestic consumption, investment momentum and targeted fiscal measures, even as financing conditions remained selective. Australia experienced steady growth and a gradual adjustment in housing and construction activity, though inflationary pressures re-emerged towards year-end, prompting a resumption of monetary tightening into 2026. Looking ahead, macro conditions are expected to remain mixed with growth prospects influenced by policy direction, interest rate trajectories and the evolving global trade and geopolitical environment.

2025 Economic Growth – Gross Domestic Product (“GDP”)

Global ¹	Advanced Economies ¹	Emerging Markets and Developing Economies ¹	Malaysia ²	Australia ³
3.4% 2024: 3.4%	1.9% 2024: 1.8%	4.4% 2024: 4.5%	5.2% 2024: 5.1%	2.0% 2024: 1.0%

2025 Economic Performance Malaysia

- GDP growth at 5.2% exceeded earlier estimates and projections of 4.0% to 4.8%, driven by domestic demand and exports.
- Supported by healthy job market with unemployment steady at ~3% and modest wage growth of ~4% year-on-year, reflecting continued resilience in the formal labour market and sustained demand for skilled labour.
- Construction sector expanded by 11.3%, bolstered mainly by non-residential buildings and specialised construction activities.

2026 Economic Outlook Malaysia

- GDP growth is projected at 4.0% to 4.5%, anchored by domestic demand and ongoing investment activity.
- However, the outlook has become more uncertain, with upside risks as higher energy and logistics costs are likely to exert broad-based pressure and shape near-term price dynamics.
- Employment conditions are expected to remain stable with wage growth normalising amid productivity and cost discipline.
- Construction and property-related activity is expected to remain selective, influenced by project phasing, costs and financing conditions.
- Externally, trade policies, global financial conditions and geopolitical developments remain key watchpoints, affecting supply chains, costs and market confidence.

Monetary and Fiscal Policy (as at Dec 2025)

Overnight Policy Rate (“OPR”) ⁴	Headline Inflation ²	Property Loan Approval Rate ⁴	Debt-to-GDP Ratio ⁵	Government Development Budget ⁵
2.75% ▼ -25bps yoy	1.4% ▼ -0.4pp yoy	41.0% ▼ -1.0pp yoy	64.7% ▲ +0.1pp yoy	RM86 _{bn} ► 0% yoy

- Monetary policy is expected to remain cautious amid global rate uncertainty.
- Inflation continues to moderate but cost pressures remain uneven across sectors.
- Financing conditions remain selective with stable household balance sheets.

Key Regulatory and Policy Developments

- 13th Malaysia Plan (RMK-13, 2026–2030)**
Aims to make Malaysia a high-income, sustainable and technologically advanced nation. Key property-related areas include plans to build one million affordable homes (2026-2035), home financing and ownership support and housing sector reforms, with the most significant being the Build-Then-Sell (“BTS”) transition.

sectors including manufacturing, logistics, tourism, global services and the digital economy. The initiative aims to strengthen cross-border connectivity and position Johor as a complementary platform to Singapore for regional supply chains and services. The JS-SEZ investment blueprint/master plan originally expected by end-March 2026 has been postponed to a later date.
- Urban Renewal Act (“URA”)**
Progress continued towards legislative clarity for redevelopment of ageing urban areas which will allow developers access to prime urban land. The Bill is expected to be further debated and passed in 2026.
- Sales and Service Tax (“SST”) Expansion**
Tax coverage on selected goods and services was expanded, adding cost pressures across construction, leasing and operational aspects of property development, effective 1 July 2025.
- Johor–Singapore Special Economic Zone (“JS-SEZ”)**
Agreement was signed on 7 January 2025 with a tax incentive package and facilitation guidelines introduced to attract high-value investments in key
- Electricity Tariff (RP4 – Peninsular Malaysia)**
Higher tariffs took effect from 1 July 2025, increasing operating and development costs with implications for energy-intensive assets such as industrial, commercial and data-related facilities.

¹ International Monetary Fund (“IMF”).
² Department of Statistics Malaysia (“DOSM”).
³ Figures represent the calendar year (Jan–Dec) average of quarterly through-the-year GDP growth. December Quarter 2025 National Accounts, Australia Bureau of Statistics (“ABS”).
⁴ Bank Negara Malaysia (“BNM”).
⁵ Ministry of Finance Malaysia (“MOF”).

Malaysia – Central Region

The Central Region remained the largest contributor to Malaysia’s economic output and property activity in 2025, underpinned by its role as the country’s primary commercial, financial and employment hub.

The region benefits from a diversified economic base spanning services, finance, manufacturing, logistics and the digital economy, supported by population growth, higher income levels and strong labour participation. Ongoing public and private investment, particularly in transport-led infrastructure and transit-oriented developments, continues to reinforce urban densification and sustain demand across residential, commercial and industrial sub-markets.

At the same time, the market reflects the characteristics of a maturing, high-cost and tightly regulated urban environment, with rising land and construction costs and longer development timelines shaping feasibility and supply dynamics. Development economics are expected to remain influenced by infrastructure connectivity, regulatory clarity and alignment with affordability considerations and evolving occupier preferences.

Property Sector Overview

2025 Performance The market remained resilient but selective with sustained demand for well-located residential and industrial as well as high-quality commercial developments.	2026 Outlook Momentum is expected to be increasingly shaped by infrastructure connectivity and sustainability-oriented investment.
RESIDENTIAL Transacted Value¹ ▲ 4.4% yoy House Price Index¹ ▲ 1.2% yoy	- Demand was mainly supported by owner-occupiers and affordability-led segments, with a balanced mix between landed and high-rise. - Pricing remained resilient in well-located suburban and transit-linked areas.
COMMERCIAL Prime Office Rental² ▲ 1.9% yoy Occupancy Rate² 76.6% ▲ by 4.4pp yoy	- Rents recorded gradual growth, particularly in prime and transit-accessible locations. - Occupancy edged higher amid continued flight-to-quality with demand focused on well-located, premium quality space as return-to-office trends gained traction.
COMMERCIAL Prime Retail Retail Sales³ ▲ 6.1% yoy Occupancy Rate⁴ 82.7% ▲ by 0.6pp yoy	- Continued recovery for the retail sector overall. - Top-tier assets outperformed with near-full occupancy, attracting international and experiential retailers. - Rents and footfall recorded steady improvement.
INDUSTRIAL Transaction Value¹ ▲ 9.0% yoy Approved Investment⁵ ▲ 3.8% yoy	- Performance remained stable, supported by strong tenant demand and improving connectivity. - Demand was driven by logistics, e-commerce and light manufacturing. - Trends included smart and managed industrial parks as well as the repurposing of underutilised factories.
	- Demand is expected to remain selective, shaped by cautious optimism, persistent affordability concerns and evolving lifestyle preferences. - Supply discipline and cost pressures are expected to influence pricing and launch strategies.
	- Leasing activity is expected to remain selective, favouring quality assets. - New supply and hybrid work trends remain key variables. - Repurposing and repositioning of older assets into hotels and residences are expected to continue.
	- Competition is expected to intensify amid growing supply with asset repositioning likely to rise, especially among ageing malls seeking to stay relevant. - Headwinds are expected to stem mainly from the higher cost of living though Visit Malaysia 2026 is anticipated to provide a near-term uplift to retail activity.
	- Short-term fluctuations remain possible amid macro uncertainty and new supply. - Underlying demand from key segments is expected to support market fundamentals.

¹ Central Region taken as the states of Selangor and FT Kuala Lumpur. Property Market Report 2025, NAPIC.
² Asia Pacific Office Highlights Q4 2025, Knight Frank.
³ Department of Statistics Malaysia (“DOSM”).
⁴ 2025e. 2026 Market Outlook Report, CBRE | WTW.
⁵ Total approved manufacturing investments in Kuala Lumpur and Selangor 2025. Malaysian Investment Development Authority (“MIDA”).

Malaysia – Southern Region

The Southern Region, led by Iskandar Malaysia, continues to play a strategic role in Malaysia’s growth landscape, supported by its proximity to Singapore, a strong industrial base and improving cross-border connectivity. Economic activity in the region has been underpinned by manufacturing, logistics and data centre-related investments, alongside a gradual recovery in residential and commercial property markets.

The formalisation of the Johor–Singapore Special Economic Zone (“JS-SEZ”). Together with the Johor Bahru–Singapore Rapid Transit System (“RTS”), which is targeted for completion in late 2026 or early 2027, has reinforced the region’s long-term positioning as a complementary extension to Singapore’s economic ecosystem, supporting renewed investor and occupier interest.

The region, however, remains a more price-sensitive and supply-responsive market. Performance continues to be shaped by the pace of investment inflows, employment creation and cross-border demand dynamics with development activity closely linked to infrastructure delivery and policy execution. Looking ahead, growth prospects are expected to be increasingly influenced by the translation of JS-SEZ initiatives into tangible investments, alongside ongoing improvements in connectivity, industrial capacity and supporting urban infrastructure.

Property Sector Overview

2025 Performance Gradual improvement was recorded in 2025, supported by industrial-led growth and improving connectivity while broader market recovery remained selective and investment-driven.	2026 Outlook Conditions are expected to remain selective supported by JS-SEZ-driven investment and improving cross-border connectivity.
RESIDENTIAL Transacted Value¹ ▲ 1.4% yoy House Price Index¹ ▲ 6.9% yoy	- Demand centred on landed homes with high-rise uptake remaining selective in denser urban corridors. - Prices rose 6.5% for landed homes and 9.6% for high-rise units driven by stronger interest in city-centre properties along the RTS corridor.
COMMERCIAL – Office Rental² ▲ 12.5% yoy Occupancy Rate² 55.0% ► unchanged yoy	- Entered stabilisation phase following several years of subdued performance. - Limited new completions and stronger leasing interest supported consolidation particularly in modern transit-linked buildings. - Rents edged higher reflecting resilience and continued flight-to-quality trend.
COMMERCIAL – Prime Retail Rental² ▲ 22.2% yoy Occupancy Rate² 75.0% ► unchanged yoy	- Performance stayed resilient with stable rents, occupancy and measured supply growth. - Market fundamentals held steady on the back of consistent consumer spending.
INDUSTRIAL Transaction Value¹ ▲ 44.0% yoy Approved Investment³ ▲ 81.3% yoy	- Performance strengthened on higher approved investments and growth in manufacturing (mainly E&E), real estate and logistics. - Supply stayed stable with modest additions. Transactions rose on the back of regional supply chain shifts and logistics expansion in Iskandar Puteri, Senai and Pasir Gudang.
	- Demand is expected to bifurcate between city centre high-rise units in RTS-linked corridors and landed homes in well-connected townships. - Local upgraders and first-time buyers form the core demand base with foreign interest rising in selected pockets .
	- Market consolidation should continue, supported by limited near-term supply. - Leasing demand is expected to stay selective favouring quality well-located assets as occupancy recovery stays gradual.
	- Mature suburban catchments are set to stay attractive for convenience, entertainment and lifestyle offerings. - City centre and fringe projects are expected to be increasingly shaped by institutional investment, large mixed developments and improving connectivity to Singapore.
	- Industrial activity set to expand on foreign investment and manufacturing diversification although growth may moderate amid infrastructure constraints, higher costs and stronger competition. - Future supply will depend on grid enhancement and renewable integration. - JS-SEZ will continue attracting sustainable long-term investment.

¹ Property Market Report 2025, NAPIC.
² 2025e. 2026 Market Outlook Report, CBRE | WTW.
³ Total approved manufacturing investments in Johor 2025. Malaysia Investment Development Authority (“MIDA”).

Australia

In 2025, Australia navigated a steady but moderated growth environment. GDP expanded by around 2.0%, below the economy’s longer-run trend while population growth of about 1.4% continued to provide a supportive base for demand. Monetary conditions remained tight through 2025 with the cash rate ending the year at 3.6% before the RBA resumed tightening in early 2026 in response to persistent inflationary pressures. Although higher borrowing costs weighed on household spending, the broader economy held up on the back of population-led activity and resilient labour market conditions.

The labour market stayed firm with unemployment hovering near 4.3% and job vacancies gradually moving back towards more normalised, pre-pandemic levels. That said, capacity constraints remained evident in construction as job vacancies stayed elevated and this continued to influence delivery conditions for the built environment. While construction cost growth eased from earlier peaks, it remained within the 4.0% to 5.0% per annum range, slightly ahead of inflation.

Looking ahead to 2026, growth is expected to remain broadly stable at around 2.1% to 2.3%, though the outlook is subject to uncertainty from elevated inflation, rising borrowing costs, and global energy price pressures linked to the ongoing conflict in West Asia. Unemployment is projected to edge up modestly to around 4.6% while inflation is expected to remain above the central bank’s 2% to 3% target band in the near term. Australia is also expected to welcome around 240,000 new migrants in 2026 which should continue to underpin population growth and support underlying real estate demand. The federal budget in May is anticipated to introduce fiscal measures that could help ease cost-of-living pressures, providing a degree of offset to current monetary headwinds.

Residential – Apartments

2025 Performance			2026 Outlook		
Mixed market conditions across capital cities. Strong population growth continued to support housing demand with the national vacancy rate remaining at historically low levels (~1.4% at end-2025). However, price growth was uneven across capitals, with mid-sized cities outperforming as affordability constraints weighed on Melbourne and Sydney.			Demand is expected to continue outpacing new supply over the medium-term, particularly as apartment vacancy remains low. Cost pressures are likely to stay elevated, even as construction cost growth has eased from earlier peaks. Monetary tightening in early 2026 may temper investor activity, particularly in more affordability-constrained markets.		
MELBOURNE Price Growth ▲ 2.7% yoy Rental Growth ▲ 5.5% yoy - Apartment rents remained positive through 2025; growth softened into Q4, with rents up ~0.9% quarter-on-quarter while still ~5.5% higher year-on-year. - Price growth was modest overall, with momentum tempered by softer sentiment amid interest-rate uncertainty. - Vacancy remained tight at ~2.0% (December 2025), reflecting a continued undersupply. - Supply remained constrained, with new apartment completions averaging ~9,000 units per annum against underlying demand of ~38,000 units per annum to 2030.			Rents are expected to continue rising at a forecast average rental growth of ~5% per annum to 2030. - Vacancy could fall as low as ~1.4% under a sustained supply shortfall. - Unit prices are forecast to outpace house prices, with KPMG projecting ~7% growth in 2026, supported by affordability-driven demand and persistent undersupply.		
PERTH Price Growth ▲ 20.1% yoy Rental Growth ▲ 4.8% yoy - Strong price gains continued with values reaching new highs. - Conditions remained supported by population growth and supply constraints, with new delivery still lagging demand. - Vacancy remained extremely tight at 0.7% (December 2025), among the lowest across major capitals. - After several years of strong rental uplift, growth flattened in Q4, suggesting affordability limits were becoming more evident.			Despite improving approvals, the pipeline is still expected to be insufficient to materially ease conditions in the near term. - Rental growth is expected to persist averaging around ~4% per annum through to 2030, supported by tight vacancy and limited supply response. - Unit prices are forecast to sustain strong momentum with Real Estate Institute of Western Australia projecting 15% to 20% growth in 2026, underpinned by chronic undersupply and continued population inflows.		

Source: CBRE Australia, Cotality, KPMG, The Real Estate Institute of Western Australia (“REIWA”).

A Strategic Review

Key Market Trends and Opportunities

The property sector continues to navigate a complex and rapidly evolving landscape, shaped by macroeconomic volatility, intensifying sustainability expectations, technological advancements and shifting demographic and lifestyle trends. Understanding these forces is essential to anticipating risks, capturing opportunities and informing strategic decisions. The following outlines the key market trends shaping our operating environment and our responses to them.

ENVIRONMENTAL	
Climate Change and Decarbonisation of the Built Environment Driven by growing stakeholder demand, evolving regulations and rising investor expectations, companies are under increasing pressure to operate more sustainably, address climate change and manage environmental issues with greater transparency. Physical and transition risks continue to reshape design standards, construction costs and long-term asset resilience. Capitals: F SR N Stakeholders: SG2 SG3 SG4 SG6 SG7 SG8 SG9 Material Matters: CC WT EG LC CM EB RS Risks: R2 R5 R8	Strategic Implications Climate-resilient design and lower-carbon construction are becoming baseline requirements not differentiators, with direct implications for cost structures, asset valuations and project viability. Our Response - Embedded climate resilience and carbon considerations into planning, design and development decisions through our Sustainable Development Design Guidelines (“SDDG”). - Committed to ensuring green building certification for all key developments planned and designed in 2026 onwards, in line with UEM Sunrise’s new Green Building Certification Policy. - Advanced ecological stewardship at SIREH Park through the establishment of the Eco-Learning Garden under Majlis Bandaraya Iskandar Puteri Iskandar Puteri Low Carbon Grant, the launch of the ECO Link Bridge and the cumulative planting of 12,510 native trees (including IUCN-listed threatened species), supporting the Johor Green Development Policy 2030. - Rehabilitation of Kepong Metropolitan Park’s lake, a key natural asset at our Kiara Bay township with the signing of an MoU with DBKL, covering ecological restoration, water treatment and lakeside improvements. Way Forward - Integrate climate considerations more deeply as a baseline in future project planning. - Progress towards measurable embodied carbon targets and continue aligning with evolving regulatory and investor expectations on climate disclosure.
ESG and Renewable Energy Expectations Stakeholder expectations on ESG performance and renewable energy continue to rise with growing calls for disclosure on carbon emissions, biodiversity and labour practices. Institutional investors, financiers, regulators and end-users demand credible and proactive sustainability commitments from property developers. Capitals: F SR N Stakeholders: SG2 SG3 SG4 SG6 SG7 SG8 SG9 Material Matters: CC EG EB RS LC CM Risks: R2 R5 R8	Strategic Implications Failure to demonstrate credible ESG progress risks reputational and funding consequences while proactive ESG positioning increasingly differentiates developers in competitive capital and sales markets. Our Response - Upheld good governance through transparent reporting and ethical business practices, achieving a 4-star FTSE4Good rating from a 3-star rating in 2024. - Rolled out green mobility initiatives across our communities to support more sustainable transport options. - Advanced green building and RE commitments, progressing solar PV installations across five Malaysian sites (860 tCO₂e annual avoidance projected) and delivering One Oval, Australia as a fully electric, solar-ready development with a weighted average NatHERS rating of 7.5 stars. - Expanded internal ESG training and education to foster a stronger sustainability culture. Way Forward - Accelerate ESG disclosures aligned with Bursa requirements and strengthen alignment with international ESG standards and certifications. - Expand renewable energy integration and improve development value by embedding green building practices and energy-efficient solutions in all future developments.

Key Market Trends and Opportunities

SOCIAL	
Labour Shortages in Construction A significant shortage of labour in the construction and related industries continues to impact project timelines and increase costs. Persistent skilled labour shortages and wage pressures affect project delivery, productivity and cost certainty across the sector. Capitals: F H Stakeholders: SG2 SG6 SG7 Material Matters: EY EB RS Risks: R2 R3 R4	Strategic Implications Project delays affect reputation and revenue. Elevated delivery risk and cost volatility require greater emphasis on contractor sequencing, productivity management and supply chain reliability to protect project margins and schedules. Our Response Tightened cost controls and monitoring to reduce inefficiencies. Prioritised critical project delivery and optimised timelines. Strengthened contractor partnerships and advanced productivity-led delivery approaches, including progressive steps towards the adoption of Modern Methods of Construction (“MMC”) to reduce reliance on manual labour. Way Forward Leverage technology and strategic workforce planning to improve efficiency and drive innovation. Continue to expand MMC adoption and construction technology solutions across new projects. Collaborate with government and industry stakeholders to strengthen labour policies and sustain focus on labour availability and productivity as key determinants of delivery certainty.
Workforce Development and Talent Demand for niche expertise is intensifying as rapid technological shifts outpace talent supply, creating capability gaps and succession pressure. Hybrid work continues to reshape team dynamics, adding complexity to cohesion, performance and engagement. Capitals: H I Stakeholders: SG1 SG2 SG3 Material Matters: EY EC Risks: R3 R4	Strategic Implications Competition for niche skills may limit our ability to attract and retain high-calibre talent essential for growth. Attrition in critical roles threatens business continuity and increases succession planning pressure. Widening skill gaps also create misalignment between existing capabilities and evolving business needs. Our Response Provided holistic employee experience via competitive total rewards, flexible benefits, meaningful career pathways and structured learning opportunities. Retained a hybrid work policy and employee experience initiatives to support a diverse and engaged workforce. Ensured a safe and conducive working environment, maintaining responsible, sustainable and fair employment practices. Way Forward Address workforce challenges through long-term workforce planning, targeted upskilling initiatives and inclusive workplace strategies. Invest in digital tools to improve productivity, performance and talent management. Build a talent pipeline aligned with our strategic priorities, with particular focus on sustainability, digital and leadership capability.

Evolving Occupier and Buyer Preferences

Rapid urbanisation, population growth and government-led initiatives such as TODs are reshaping the urban landscape. Simultaneously, demand is shifting towards sustainable, community-oriented and value-driven developments as buyers prioritise lifestyle, wellness and liveability.

Capitals:



Stakeholders:



Material Matters:



Risks:



Strategic Implications

Rising land costs and property prices in high-demand areas heighten affordability pressures. Sharper product-market alignment, stronger placemaking and differentiation beyond price are increasingly essential to retain market relevance.

Our Response

- Prioritised sustainable and integrated townships that combine residential, commercial and recreational spaces as well as TODs and smart city concepts.
- Delivered positive community outcomes through affordable housing and development programmes, including the inauguration of the Belia OKU Lestari Empowerment Hub (“BOLEH”) at SIREH Park.
- Refined product offerings and placemaking strategies aligned with evolving lifestyle and sustainability needs.
- Continued to leverage established partnerships with financial institutions to ease access to property ownership for our buyers.

Way Forward

- Prioritise well-located, sustainable and thoughtfully designed developments to meet evolving demand.
- Leverage and enhance our expertise in high-rise and integrated developments and capture rising demand for innovative and sustainable urban housing solutions.
- Ensure projects are aligned with national and local urban masterplans to address the evolving needs of rapidly growing cities.

GOVERNANCE

Macroeconomic and Geopolitical Volatility

Interest rate movements, inflationary pressures and geopolitical uncertainty, including ongoing conflicts affecting global energy markets, continue to affect capital costs, buyer demand, investment flows and project timing. The broader operating environment remains sensitive to external shocks that can rapidly alter financing conditions and development viability.

Capitals:



Stakeholders:



Material Matters:



Risks:



Strategic Implications

Earlier regulatory engagement, longer development lead times and stronger capital discipline are required. Increased sensitivity to timing and portfolio phasing decisions is essential to preserve optionality and protect returns.

Our Response

- Enhanced regulatory engagement, approval readiness and compliance processes across development lifecycles.
- Maintained financial flexibility and disciplined phasing to navigate market and funding cycles.
- Advanced digital tools and data transparency to strengthen cost control and execution oversight.

Way Forward

- Maintain rigorous planning and compliance standards over the medium-term.
- Actively monitor macroeconomic developments, including interest rate trajectories and geopolitical risks across our Malaysian and Australian operations and preserve timing discipline and flexibility amid continued market volatility.

Key Market Trends and Opportunities

Regulatory Tightening and Planning Complexity

The regulatory and compliance landscape is evolving rapidly with growing emphasis on sustainability, transparency and governance. Increasing requirements extend approval timelines, raise compliance costs and heighten execution risk across local and international markets.

Capitals:

F

N

Stakeholders:

SG2

SG3

SG4

SG7

SG8

SG9

Material Matters:

CC

WS

EG

BD

EY

EB

DC

RS

Risks:

R2

R5

Strategic Implications

Non-compliance risks penalties, project delays and reputational damage. Proactive compliance, however, fosters investor confidence, enhances operational efficiency and strengthens market positioning.

Our Response

- Maintained robust regulatory intelligence and engaged continuously with authorities to ensure alignment.
- Conducted regular training and knowledge-sharing sessions with internal and external advisors.
- Actively strengthened ESG integration to align operational practices with evolving regulatory expectations.

Way Forward

- Remain agile, embedding governance frameworks and ESG principles into core strategies to build trust, enhance resilience and retain a competitive edge.
- Deepen digital adoption as a core enabler of compliance management and execution oversight.
- Continue to build regulatory expertise as a competitive capability as planning reform discussions evolve in key markets.

Technology and Digitalisation

The rapid pace of digitalisation is reshaping the real estate landscape. AI-driven tools, automation and data analytics are enabling greater operational efficiency, enhanced customer experience and improved competitiveness while heightening cybersecurity risk.

Capitals:

F

M

H

I

Stakeholders:

SG1

SG2

SG6

SG8

Material Matters:

EY

CM

EC

DC

Risks:

R1

R3

R5

R6

Strategic Implications

Increased digital reliance heightens vulnerability to cyberattacks and data breaches. Delayed adoption risks financial losses and competitive disadvantage. Automation is driving demand for workforce upskilling and reskilling.

Our Response

Prioritised cybersecurity through training programmes and streamlined processes via automation and digitalisation:

- Rolled out new systems such as eProc (procurement) and MyAsset365 (asset management) to enhance transparency, effectiveness and process efficiency.
- Introduced enhancements to existing systems, including ProRetail (a fully digitised placemaking approval workflow) and ProLand (a centralised land management system).
- Widened adoption of proprietary platforms (AI-powered Ria Bot/Live Chat and HomeClick) across new projects to enhance end-to-end customer experience.

Way Forward

- Remain committed to investing in innovation and leveraging digital tools as key growth enablers.
- Focus on data-driven decision-making, enhancing operational efficiency and strengthening cybersecurity.
- Deepen digital adoption across project management and analytics, with AI adoption as a strategic priority to advance productivity and sustainable progress.

A Strategic Review

Material Matters

We are committed to systematically identifying and managing our material matters to support long-term value creation. These matters reflect the issues with the most significant impact on our ability to achieve our strategic objectives and create value across our six capitals. By gaining clear insights into related risks and opportunities, and by monitoring performance against defined metrics, we are able to prioritise resources and actions where they deliver the greatest value for our business and stakeholders.

In line with our strategic planning cycle, UEM Sunrise conducts a materiality assessment every three years, with the last assessment conducted in 2022. In 2025, we strengthened our sustainability approach by adopting the double materiality principle, assessing both financial materiality which examines how external factors impact our business performance (outside-in) and impact materiality, which evaluates how our activities affect the environment and society (inside-out).

By taking both perspectives into account, we are able to identify risks, opportunities and impacts, enabling more informed decision-making and stronger risk management. This approach enhances our capacity to support sustainable growth, ensuring long-term business resilience while creating lasting value for society and protecting the environment for future generations.

With the adoption of IFRS S1 and S2, UEM Sunrise has strengthened the alignment of its 2025 disclosures with material ESG matters. These sustainability topics are identified based on their actual or potential impact on the Group’s business model, value chain and overall financial, operational and business performance.

Our Double Materiality Assessment Process

01 Review of Sustainability Matters and Identification of Sustainability-related Risks and Opportunities

- Reviewed existing sustainability matters based on prior materiality assessments, internal policies and strategies, while considering relevant regulatory requirements, industry trends, peer benchmarking and global sustainability frameworks.
- Identified actual and potential sustainability-related risks, opportunities and impacts across the value chain, including those affecting the Group’s key resources, relationships and interdependencies.

02 Stakeholder Engagement

- Identified the key stakeholder groups connected to the Group’s operations and sustainability priorities.
- Prioritised stakeholders based on their influence, level of dependency and relevance to sustainability issues, applying weighted considerations for influence and significance of feedback raised.
- Engaged stakeholders through suitable channels, including surveys, interviews, workshops and discussions.
- Collected insights on stakeholders’ sustainability expectations, concerns, priorities and perceived impacts.

➤ Read more about Stakeholder Engagement on pages 46 to 53.

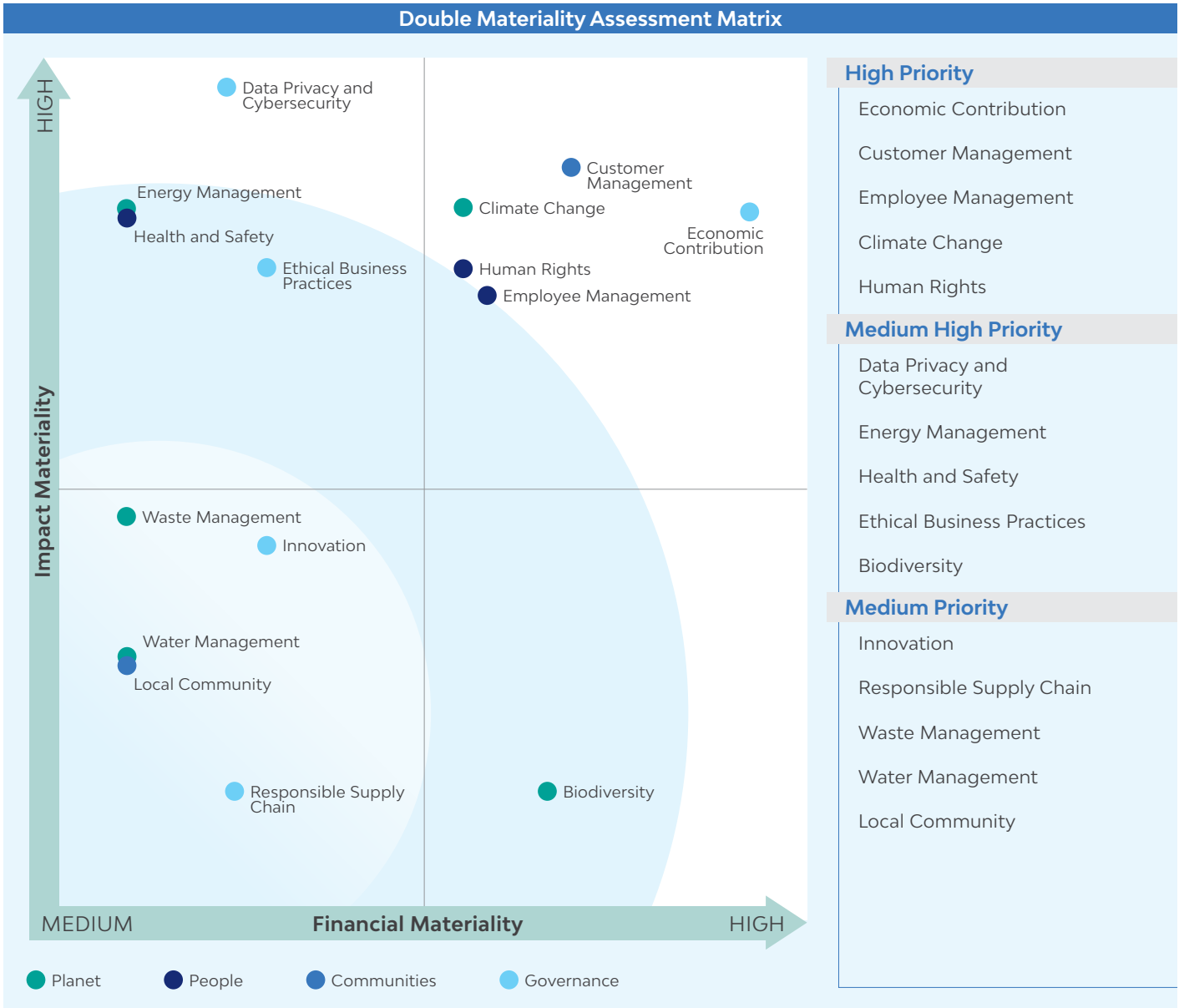
03 Evaluation of Material Matters

- Impact materiality considers topics with actual or potential negative impacts on people or the environment, assessed based on scale, scope, remediability and likelihood.
- Financial materiality considers topics that may affect financial risks, opportunities, or value creation, with potential impacts on future cash flows in the short, medium and long term, assessed in alignment with ERM parameters.
- Assessed sustainability matters from both perspectives, (i) their potential effects on business performance, financial position and future prospects (outside-in); and (ii) the Group’s impacts on the economy, environment and society arising from its operations (inside-out).
- Applied defined scoring criteria to ensure a consistent and structured assessment process.

04 Validation of the Double Materiality Matrix

- Plotted sustainability matters on a double materiality matrix based on impact and financial significance.
- Identified and validated material matters to be prioritised for management action and disclosure.
- Materiality assessment will be conducted every three years to ensure continued relevance and robustness.

Material Matters



UEM Sunrise previously identified 17 material matters in its 2022 materiality assessment. Following a recent review conducted with an independent third party, this list has been refined to 15 material matters that are considered most significant to the business.

The double materiality assessment conducted in FY2025 reflects a more refined and forward-looking understanding of UEM Sunrise's impacts and financial exposures. Several shifts emerged as stakeholder expectations, regulatory requirements and operational priorities evolved. Economic Performance has been reframed as Economic Contribution to emphasise wider value creation. Customer Management continues to rank highly due to its strong influence on service quality and business performance. Climate Change has strengthened its position as a high-priority matter in recognition of growing physical and transition risks and the need for enhanced climate risk management and transition planning. Human Rights has risen in priority following increasing expectations for responsible labour practices and value chain governance. Data Privacy and Cybersecurity has become a more prominent area of focus as business operations and customer interfaces continue to digitalise.

Matters such as Health and Safety, Ethical Business Practices, Energy Management and Biodiversity are positioned within the medium-to-high range, reflecting their continued relevance to operational performance, environmental stewardship, risk management and stakeholder expectations. Waste Management, together with topics such as Innovation, Responsible Supply Chain, Water Management and Local Community, remains within the medium range, indicating their ongoing importance to the Group's operations and long-term considerations, while being managed through established processes and frameworks.

The table below outlines the 15 material matters, including their descriptions, their importance, the Group's response, the stakeholders and capitals impacted, and the relevant UN SDGs.

cc Climate Change Committed to addressing climate change by implementing a comprehensive decarbonisation strategy that focuses on reducing GHG emissions across operations, enhancing climate resilience and integrating low-carbon solutions into our business model. At the same time, the transition to a low-carbon economy presents opportunities to drive innovation, improve resource efficiency and unlock sustainable value creation. Through innovation and collaboration with stakeholders, we are advancing our transition towards carbon neutrality while mitigating climate-related risks and identifying opportunities to strengthen long-term financial and operational resilience.	Stakeholders: SG2 SG3 SG5 SG6 SG8 SG9 SG10 Capitals: I M N UN SDGs: 7 AFFORDABLE AND CLEAN ENERGY 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION Why It Is Important - Proactive climate risk management helps reduce operational disruptions and financial impacts from floods, extreme weather and heat events. - Integrating green and energy-efficient solutions helps enhance resilience, meet ESG standards and build stakeholder trust. Our Response - Prioritising energy-efficient designs, renewable energy and sustainable construction materials. - Integrating climate risk considerations and retrofitting assets with green technologies to enhance resilience and reduce emissions. - Committing to a low-carbon transition by 2030 and carbon neutrality by 2050. - Ensuring transparent governance, ethical conduct and alignment with international sustainability standards.
ws Waste Management Committed to minimising waste generation and managing effluent responsibly across our operations and supply chain. Our approach focuses on reducing, reusing and recycling materials while ensuring that all effluent is treated and discharged in compliance with environmental standards. By implementing effective waste and effluent management practices, we aim to prevent pollution, conserve resources and protect ecosystems and community health.	Stakeholders: SG2 SG3 SG6 SG7 SG8 SG10 Capitals: N M UN SDGs: 6 CLEAN WATER AND SANITATION 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION Why It Is Important - Proper handling of construction and hazardous waste helps prevent spills, legal penalties and safety risks. - Effective waste tracking and management helps reduce operational inefficiencies and improve compliance. - Adopting circular economy practices helps optimise resource use, minimise waste and enhance stakeholder trust. Our Response - Reducing waste through the adoption of IBS including prefabrication techniques to improve efficiency and minimise waste. - Leveraging BIM for integrated data analysis and real-time collaboration to improve procurement coordination. - Applying the UEM Sunrise Design Playbook to enhance precision and reduce material waste through standardisation and modularisation.

Material Matters

WT

Water Management

Committed to responsible water stewardship across our operations and supply chain. This includes optimising water use efficiency, reducing water consumption and safeguarding water resources for surrounding ecosystems and communities. Our approach focuses on sustainable sourcing and proactive measures to mitigate water-related risks such as scarcity and flooding. By managing water responsibly, we aim to support long-term environmental health and resilience.

Stakeholders:

SG2SG3SG6SG7SG10

Capitals:

SRIN

UN SDGs:

81213

Why It Is Important

- Reliable water supply management helps prevent disruptions to chilled water operations and ensure operational continuity.
- Responsible water practices help mitigate regulatory, environmental and community health risks.
- Implementing water-efficient technologies helps enhance climate resilience and support sustainable building practices.

Our Response

- Incorporating climate-resilient design and planning in all developments.
- Using water-efficient technologies and best practices to reduce consumption.
- Diversifying water sources to minimise reliance on municipal supplies.

EG

Energy Management

Committed to optimising energy use across our operations to improve efficiency and reduce environmental impact. Our initiatives include implementing energy-efficient technologies, streamlining processes and monitoring consumption to identify opportunities for continuous improvement. By managing energy responsibly within our facilities and operations, we aim to lower costs, enhance operational performance and contribute to overall sustainability.

Stakeholders:

SG2SG3SG6SG7SG8

Capitals:

IMN

UN SDGs:

791213

Why It Is Important

- Optimising energy use and adopting smart technologies help reduce energy intensity, operational costs and carbon exposure.
- Transitioning to low-carbon and renewable energy sources helps enhance resilience, meet sustainability targets and create long-term value.

Our Response

- Installation of solar PV in several corporate and commercial assets to support the transition towards renewable energy.
- Implementing energy-efficient designs and technologies across developments and operations.
- Monitoring energy usage to identify opportunities for optimisation and cost reduction.
- Promoting awareness and training among employees on energy conservation and sustainable practices.

BD

Biodiversity

Committed to protecting and enhancing biodiversity across our operations and supply chain. This includes minimising habitat loss, preventing species extinction and promoting ecosystem resilience. Our approach focuses on sustainable land use, conservation of natural habitats and integration of biodiversity considerations into decision-making processes. By safeguarding biodiversity, we aim to maintain ecosystem services essential for climate regulation, soil health and community well-being.

Stakeholders:

SG2SG3SG6SG7SG10

Capitals:

NM

UN SDGs:

11121415

Why It Is Important

- Aligning with biodiversity frameworks and standards helps prevent ecosystem degradation and reputational risks.
- Responsible biodiversity management helps ensure regulatory compliance and safeguard natural habitats.
- Conservation initiatives help promote community engagement, awareness and access to green financing opportunities.

Our Response

- Integrating biodiversity and ecological considerations across project planning, design, construction and operations.
- Ensuring compliance with environmental and biodiversity-related regulations.
- Supporting tree planting and nature-based initiatives to restore and enhance ecosystems.

EY

Employee Management

Committed to attracting, developing and retaining a diverse and high-performing workforce in a safe, inclusive and empowering environment. By fostering employee well-being, equity and continuous learning, we uphold responsible business practices and enable sustainable growth aligned with international standards and sustainable practices expectations.

Stakeholders:

SG2SG3SG6SG7

Capitals:

HISR

UN SDGs:

5810

Why It Is Important

- Effective communication, collaboration, and change management help improve alignment, accelerate adoption and strengthen execution of strategy.
- Structured knowledge management and succession planning help preserve critical expertise and ensure operational continuity.
- Strong talent attraction, retention and upskilling practices help reduce skill gaps, enhance agility and support a future-ready workforce.

Our Response

- Providing continuous learning and development opportunities alongside regular performance reviews to foster growth and high performance.
- Offering competitive and comprehensive rewards and benefits.
- Supporting employee well-being through tailored wellness and mental health programmes, flexible working arrangements and engagement activities that promote collaboration and inclusivity.

Material Matters

HR

Human Rights

Committed to upholding and promoting human rights access across all aspects of our operations, supply chains and business relationships. This includes upholding the principles of non-discrimination, fair treatment, freedom of association, and the prohibition of forced labour and child labour.

Stakeholders:

SG2

SG3

SG6

SG7

SG10

Capitals:

H

SR

UN SDGs:

5

8

10

16

Why It Is Important

- Responsible supply chain management helps prevent labour violations and strengthen transparency across suppliers.
- Respecting land and community rights helps reduce social conflict, project delays and reputational risks.
- Ethical procurement practices help build trust, support sustainable sourcing and strengthen long-term supply chain resilience.

Our Response

- Fostering employee growth through learning, skill development and career advancement opportunities.
- Promoting fair employment practices by regularly reviewing policies to ensure legal compliance and equity.
- Encouraging a culture of awareness and accountability with accessible grievance channels.

HS

Health and Safety

Promotion of health, safety and environment (“HSE”) excellence through regulatory compliance, strategic partnerships and structured programmes while driving a zero-fatality culture, strengthening our workforce capability and aligning with international standards to support operational excellence and sustainability.

Stakeholders:

SG2

SG3

SG6

SG7

Capitals:

H

SR

I

M

UN SDGs:

3

8

9

16

Why It Is Important

- Strong HSE management helps prevent accidents, legal disputes and financial and reputational impacts.
- Compliance with OSH, environmental and ISO standards helps avoid penalties, audit findings and operational disruptions.
- Properly trained personnel and safe handling of materials help maintain site safety, project quality and business continuity.

Our Response

- Strengthening governance and ensuring compliance with regulatory requirements.
- Reducing incidents through behaviour-based safety programmes, hazard management and comprehensive HSE training and certification.
- Using digital tools to track compliance, manage risks and monitor performance.

LC

Local Community

Committed to empowering the communities where we operate by promoting social well-being and inclusive growth. Our efforts focus on initiatives that enhance education, health and skills development as well as programmes that build community resilience. Through active engagement and partnerships, we strive to create meaningful, long-lasting impacts that improve quality of life and contribute to shared prosperity.

Stakeholders:

SG3

SG6

SG7

SG10

Capitals:

N

M

I

UN SDGs:

3

4

10

11

13

Why It Is Important

- Meaningful community engagement and participation help strengthen relationships, social well-being and shared value creation.
- Responsible sponsorships and donations help prevent reputational risks and ensure positive social impact.

Our Response

- Collaborating with stakeholders to design and implement meaningful social programmes.
- Supporting community needs through donations, infrastructure projects and initiatives that empower students and local entrepreneurs.
- Strengthening access to education, building capabilities and fostering community resilience, particularly among underserved and marginalised groups.
- Incorporating sustainable practices into community projects to reduce environmental risks.

CM

Customer Management

The experience that we provide our customers during their interactions with us, including the products and the ways we interact with them via in-person and virtual communication channels.

Stakeholders:

SG2

SG3

SG4

SG7

SG8

Capitals:

F

I

SR

UN SDGs:

8

12

16

Why It Is Important

- Timely project delivery, quality products and reliable services help drive customer satisfaction, loyalty and repeat business.
- Strong occupancy, take-up rates and market-aligned offerings help support revenue stability and long-term financial performance.
- Effective communication and complaints handling help reduce reputational and compliance risks while strengthening customer trust.

Our Response

- Complying with local and international standards to deliver quality, sustainable homes while managing risks and building customer trust.
- Maintaining project timelines, financial stability and service quality through proactive risk management, audits and supply chain oversight.
- Enhancing customer engagement and satisfaction via digital tools, feedback platforms and in-person interactions.

Material Matters

EC

Economic Contribution

Committed to creating sustainable economic value through financial performance, strategic market positioning and positive contributions to the communities where we operate. This includes driving business growth and profitability, fostering local economic development through employment and procurement, maintaining a competitive presence in key markets and providing access to affordable housing solutions. By aligning our economic objectives with responsible practices, we aim to deliver long-term benefits for stakeholders while supporting inclusive and resilient economies.

Stakeholders:

SG1SG2SG3SG4SG5SG6SG8SG9SG10

Capitals:

FISRH

UN SDGs:

891117

Why It Is Important

- Effective planning, approvals, and execution help ensure timely project launches, handovers and achievement of financial targets.
- Strategic land acquisition and a strong project pipeline help support long-term growth, revenue continuity and earnings stability.
- Prudent cost, sales and asset management help protect margins, manage liquidity and strengthen overall financial resilience.

Our Response

- Developing a self-sustaining master plan in Gerbang Nusajaya that integrates residential, commercial, industrial and transportation needs while promoting sustainable growth.
- Expanding our presence through strategic growth, partnerships and innovation.
- Driving economic growth and community prosperity while upholding labour standards and promoting local hiring.

EB

Ethical Business Practices

Ethical business practices are essential for building a resilient and sustainable business. We are committed to operating our business in an ethical manner and adhering to all relevant laws and regulations.

Stakeholders:

SG1SG2SG3SG4SG5SG6SG7SG8SG9SG11

Capitals:

FISRH

UN SDGs:

81617

Why It Is Important

- Strong ethical and governance practices reduce legal, financial and reputational risks arising from regulatory non-compliance, tax issues, conflicts of interest and weak oversight.
- Reliable audit and financial reporting processes help prevent misrepresentation, fraud, corruption and disputes that could impact financial performance and stability.
- Upholding ethical standards and cultural sensitivity protects reputation and supports long-term business sustainability.

Our Response

- Implementing comprehensive policies and anti-corruption measures, including the anti-corruption policy, code of conduct and guidelines for business partners to uphold integrity and prevent corruption.
- Managing the Group Risk Management Policy that defines objectives, responsibilities and accountabilities, led by the Integrity & Risk Management (“IRM”) department.

DC

Data Privacy and Cybersecurity

The robust controls, continuous monitoring and proactive risk management in place to safeguard customer information and our corporate data.

RS

Responsible Supply Chain

Committed to building a responsible and resilient supply chain by integrating sustainability into every stage of procurement. This includes prioritising green procurement practices that reduce environmental impact and conducting rigorous ESG assessments of our suppliers to ensure compliance with ethical, social and environmental standards. Through these efforts, we aim to minimise risks, enhance transparency and create long-term value for our stakeholders.

Stakeholders:



Capitals:



UN SDGs:



Why It Is Important

- Strong data management, cybersecurity and system controls reduce the risk of cyberattacks, system failures and operational disruptions.
- Effective data accuracy, confidentiality and access controls help prevent data breaches, financial losses and safety incidents.
- Robust information security practices protect the Group’s reputation, support regulatory compliance and strengthen stakeholder and employee trust.

Our Response

- Protecting data through end-to-end encryption and real-time threat monitoring via our Security Operations Centre (“SOC”).
- Promoting organisational awareness through targeted data protection and accountability training.
- Continuously updating policies and security tools to follow international best practices.

Stakeholders:



Capitals:



UN SDGs:



Why It Is Important

- Robust procurement planning and governance help reduce delays, inefficiencies and compliance risk.
- Effective supplier and consultant management helps ensure quality outcomes and minimise rework and project delays.
- Responsible supply chain practices help improve cost efficiency, reliability and long-term operational resilience.

Our Response

- Strengthening collaboration and communication with consultants, contractors and vendors.
- Integrating suppliers into digital systems and technology platforms to streamline operations and improve efficiency.
- Maintaining a current, agile and diverse Approved Vendor List (“AVL”) focuses on high-performing suppliers.

Material Matters

IVInnovation

Committed to driving innovation across our property development projects to deliver sustainable, efficient and future-ready solutions. This includes adopting advanced construction technologies, integrating smart building systems and leveraging digital tools to enhance design, safety and customer experience. We also prioritise green building practices and health-focused design to create spaces that promote well-being and environmental responsibility. By fostering a culture of continuous improvement and embracing new ideas, we aim to create properties that meet evolving market demands, improve operational efficiency and support long-term value creation for stakeholders.

Stakeholders:

SG2SG3SG4SG7SG8

Capitals:

HIM

UN SDGs:

9111213

Why It Is Important

- Integrating new solutions with legacy workflows helps prevent operational inefficiencies and delays.
- Driving innovation helps meet evolving market expectations and enhance customer experience.
- Leveraging advanced technologies and smart systems helps deliver sustainable, future-ready developments and long-term stakeholder value.

Our Response

- Leveraging advanced technologies and smart systems to improve operational efficiency and customer experience.
- Incorporating green design and sustainable practices into development projects to future-proof assets.
- Working with strategic partners and industry experts, including our sister companies, to harness technology-based renewable energy solutions that enhance asset resilience and performance.

Identifying Material Information for Reporting

As part of our commitment to transparent and responsible reporting, UEM Sunrise applies a structured process to determine material information related to sustainability risks and opportunities. This process is guided by the IFRS Sustainability Disclosure Standards and considers industry-specific benchmarks including the SASB Standard.

Materiality is assessed by determining whether the information could reasonably influence the decisions of users of general-purpose financial reports. Once identified, the information undergoes validation by the Executive Committee and Board Governance & Risk Committee before being approved by the Board of Directors. The final disclosures are then integrated into the sustainability statement section of this Integrated Annual Report to ensure alignment with global best practices and stakeholder expectations.

➦ For more information, please refer to Section 5 “Sustainability Statement” on pages 112 to 219.

A Strategic Review

Key Risks and Mitigation

We recognise the importance of an effective risk management framework in strategic planning and addressing potential impacts. By proactively identifying, assessing and managing key risks and opportunities across our internal operations and external environment, we enhance organisational resilience, optimise resource allocation and support informed decision-making. This approach safeguards business continuity, strengthens sustainability and protects our stakeholders’ interests over the long term.

➦ Refer to “Statement on Risk Management and Internal Control” on pages 287 to 292 for more information on our risk management approach.

Management of Key Risks

R1Competition Risk

We operate in a highly competitive property sector with ongoing challenges in securing cost-effective land banks, attracting skilled talent as well as managing material cost and pricing pressures. Intensifying competition for market share, coupled with the need for competitive pricing and effective marketing strategies may exert pressure on margins and growth, particularly as property development continued to be our main revenue driver.

Capitals:

FSRIH

Stakeholders:

SG1SG2SG3SG4SG5SG6SG8SG9

Link to Material Matters:

CMECIV

Link to Strategy Thrusts:

ST1ST2ST3

Implication on Value Creation

- Intensified competition for investment opportunities resulted in funding constraints.
- Rising land costs could make it harder to acquire land in prime locations.
- Over-investing in marketing or aggressive expansion could lead to financial pressure without guaranteed returns.
- Heightened competition triggered price wars, reduced margins as well as higher marketing and promotional expenses.

Our Response & Mitigation Actions

- Established strategic plans and detailed budgets to define clear objectives, optimise our resources and enhance our performance assessment.
- Maintained continuous oversight of the competitive landscape by tracking competitor movements, market developments and evolving customer preferences.
- Reviewed and refined our cost structure to sustain our competitive pricing and profitability, including streamlining operations, improving efficiency and removing unnecessary expenses.
- Leveraged digital and technology solutions such as HomeClick, hUb prop, Building Information Modelling (“BIM”) and AI within our processes to drive innovation, reduce costs and improve project outcomes.
- Formed strategic partnerships and alliances while strengthening our brand to extend our market reach, attract and retain customers and enhance our competitive positioning.

Opportunities Arising from this Risk

- Expand our revenue streams and reduce market dependency by tapping into new markets and customer segments.
- Enhance customer satisfaction and strengthen our market position through continuous innovation and improved offerings.
- Strengthen brand value through innovative and customer-centric developments that deliver differentiated value propositions.

Key Risks and Mitigation

R2 Financial Risk We are exposed to various financial risks, including credit risk that may affect our credit ratings and access to financing as well as business and earnings risks arising from revenue and profit shortfalls. Additionally, liquidity risk challenges may affect our ability to meet both anticipated and unforeseen funding obligations. Collectively, these risks can impact profitability, financial performance, cash flow stability and overall business performance. Capitals: F SR I H M Stakeholders: SG1 SG2 SG5 SG6 SG8 SG9 SG10 Link to Material Matters: EC Link to Strategy Thrusts: ST1 ST2 ST3 ST4	Implication on Value Creation - Delayed land transactions could affect revenue and profit recognition. - Restricted funding could slow the pace of landbank development and related construction billings. - Claims or legal actions from creditors or tax authorities could negatively impact profitability. - Rising interest rates may increase our borrowing costs and reduce our margins. - Changes in tax or financial policies could restrict our access to project funding. Our Response and Mitigation Actions - Monitored financial risks, liquidity levels and borrowing repayment maturity profiles to optimise our cash flow and ensure financial stability. - Monetised inventory to strengthen our cash reserves. - Executed GDV launch plans and divested non-strategic land and non-core assets to enhance our liquidity. - Tracked sales performance, inventory levels and development milestones to sustain liquidity buffers. - Ensured compliance with financial covenants, including maintaining gearing ratios within required thresholds. - Actively managed our debtors to ensure timely payments. - Engaged closely with banks and the investment community to communicate our plans and growth prospects. Opportunities Arising from this Risk - Secure financing more easily by leveraging a stable financial environment. - Mitigate credit risk through continued access to resilient bond and Sukuk markets. - Access alternative capital by capitalising on investor preference for corporate bonds and Sukuk. - Benefit from a favourable economic climate due to fiscal deficit reduction. - Attract foreign investors to boost growth and expansion prospects.
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R3 Operational Risk We rely on third parties and the need for a stable and compliant supply chain which exposes the Group to operational risks. Non-compliance by suppliers or vendors may affect the Group's ability to deliver quality services and achieve timely project development and delivery. Additionally, deficiencies in internal controls, process failures or human error may lead to operational inefficiencies and adversely impact product quality, project timelines and cost management. Capitals: F M SR I H Stakeholders: SG1 SG2 SG3 SG4 SG5 SG6 SG7 SG8 SG9 Link to Material Matters: CM EC RS Link to Strategy Thrusts: ST1 ST2 ST3	Implication on Value Creation - Supplier-related issues could result in project schedule slippages, cost increases and quality impacts. - Ineffective internal procedures and systems could reduce efficiency, increase expenses and lower profitability. - Quality deficiencies may compromise the integrity, functionality and long-term value of completed developments and assets. - Operational failures may affect future partnerships and adversely impact our reputation. Our Response and Mitigation Actions - Strengthened project management capabilities through continuous review, monitoring and enhancement of our operational processes while embedding technology and digitisation to improve overall efficiency. - Benchmarked our Integrated Management System and Standard Operating Procedures against ISO 9001:2015 and other best practices to ensure product and service quality. - Reinforced ESG commitments through our Sustainability Blueprint 2.0, aiming for a low-carbon future by 2030 and carbon neutrality by 2050. Opportunities Arising from this Risk - Enhance supply chain resilience by diversifying suppliers. - Secure preferential pricing and priority access to materials by forming strategic partnerships with reliable suppliers. - Improve efficiency and reduce errors through better systems and technology adoption. - Strengthen employee competency and effectiveness by investing in training and development. - Optimise operational performance by process improvements. - Accelerate project completion while maintaining quality control through streamlined construction processes, advanced project management and rigorous quality assurance measures.
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R4 People Risk We face talent-related risks arising from increasing competition for skilled professionals, evolving workforce expectations and the need to develop a strong leadership pipeline while building a future-ready workforce with the required knowledge, skills and experience. These risks also include succession readiness, which is critical to ensure leadership continuity and sustain long-term growth. Failure to address these pressures may result in productivity declines, operational disruptions and challenges in achieving the Group's long-term strategic objectives. Capitals: H SR M I Stakeholders: SG2 SG3 SG6 SG7 SG10 SG11 Link to Material Matters: EY HR HS LC Link to Strategy Thrusts: ST1 ST2 ST3	Implication on Value Creation - Project delays, reduced productivity and development quality due to loss of talent. - Insufficient availability of skilled talent may impede the implementation of strategic initiatives. - Higher personnel costs due to regulatory changes and tighter talent supply. - Low employee morale, absenteeism and high turnover rates reduced overall productivity. - Potential reputational impacts arising from labour rights violations and high employee turnover. Our Response and Mitigation Actions - Conducted regular talent management and succession planning discussions to identify and address developmental gaps as well as structured leadership and talent programmes to nurture emerging leaders and high-potential individuals while enhancing their skills. - Cultivated a high-performance organisation through comprehensive learning and development programmes aligned with our business strategy, future skill needs and individual career development plans to strengthen resilience and ensure sustained contributions. - Fostered a culture of teamwork, inclusivity and a safe work environment to enhance collaboration and employee well-being. - Implemented robust employee engagement programmes, including mental health wellness initiatives to boost job satisfaction, loyalty and overall well-being. - Maintained a well-defined organisational structure with regular reviews conducted to ensure alignment with business and operational needs. Opportunities Arising from this Risk - Enhance structured leadership and talent development programmes, leveraging AI and digital tools to create a pipeline of future leaders, boost workforce productivity and improve collaboration and employee well-being. - Strengthen workforce skills and competencies in line with changing business needs.
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R5 Regulatory and Corruption Risk We face regulatory risks arising from potential non-compliance within an evolving regulatory landscape. Increasing regulatory scrutiny and enforcement actions may heighten legal, financial and reputational risks, highlighting the importance of maintaining robust governance standards and effective compliance practices to safeguard stakeholder trust. Capitals: F SR Stakeholders: SG1 SG2 SG3 SG4 SG5 SG6 SG7 SG8 SG9 SG11 Link to Material Matters: EB Link to Strategy Thrusts: ST4	Implication on Value Creation - Reputational damage or loss of public confidence due to poor governance practices. - Financial losses from fines, penalties and share price decline. - Failure to meet legal or contractual obligations resulting in potential claims or litigation. - Higher compliance costs to meet evolving regulatory expectations, potentially affecting cost structures. Our Response and Mitigation Actions - Reviewed our corruption risk profile periodically. - Ensured strict compliance with all relevant laws and regulations. - Enhanced anti-corruption policies and procedures. - Conducted integrity and anti-corruption awareness initiatives, including monthly newsletters, talks, training and chat sessions as well as Integrity Month initiatives. - Appointed CHIEF Integrity Advocates ("CIA") and implemented the CIA programme to improve ethics and integrity. - Provided a mechanism for employees, third parties and members of the public to report wrongdoing or improper conduct. - Attained ISO 37001:2016 Anti-Bribery Management Systems certification. - Strengthened the compliance culture across the organisation. - Maintained professional engagement with regulatory bodies. Opportunities Arising from this Risk - Mitigate corruption risks by continuously evaluating and certifying the Anti-Bribery Management System ("ABMS"). - Enhance our reputation and strengthen stakeholder trust by maintaining high standards of integrity and compliance. - Improve operational efficiency by ensuring processes and practices align with best practices and industry standards, thereby improving performance and reducing legal risk. - Strengthen policies and procedures in accordance with the Adequate Procedures standards to ensure continued compliance with the National Anti-Corruption Strategy.
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Key Risks and Mitigation

R6 Cybersecurity Risk We are exposed to cybersecurity risks relating to potential data breaches, data loss and other digital threats arising from limitations in access controls, system protection and recovery capabilities. As the use and integration of digital tools and systems increase to support operations and enhance customer experience, exposure to evolving cyber threats also rises. These risks may disrupt business continuity, result in financial losses and compromise sensitive information, highlighting the importance of robust cybersecurity controls and resilience measures. Capitals: M I Stakeholders: SG3 SG4 SG6 SG7 SG8 Link to Material Matters: DC Link to Strategy Thrusts: ST4	Implication on Value Creation - Reputational damage or erosion of public confidence arising from inadequate data management practices. - Disruption to business operations leading to downtime and operational inefficiencies. - Exposure to regulatory non-compliance, penalties or legal actions related to data protection and cybersecurity requirements. - Increased costs associated with system remediation and incident response following cyberattacks or system failures. Our Response and Mitigation Actions - Implemented conditional access controls to prevent brute-force attacks. - Enforced mass download restrictions on cloud storage to reduce the risk of data leakage. - Blocked USB access on endpoints to prevent unauthorised data transfer. - Deployed antivirus protection with Endpoint Detection and Response (“EDR”) on user computers. - Implemented a Cybersecurity Awareness Training Programme to educate employees on cybersecurity best practices. - Maintained continuous monitoring and analysis of IT perimeters on a 24/7 basis. - Engaged an external ISO/IEC 27001:2022-certified Information Security Management System Security Operations Centre (“SOC”). - Ensured relevant data was captured, compiled, analysed and reported to support timely and accurate management decision-making. - Protected our IT infrastructure against unauthorised access and security threats using an Identity Access Management System, Endpoint Protection System and Unified Threat Management at both the end-user and gateway levels. Opportunities Arising from this Risk - Enhance governance structures, strengthen internal controls and build greater organisational resilience against evolving digital threats through proactive cybersecurity risk management. - Improve regulatory compliance by enhancing cybersecurity controls in line with evolving data protection and cybersecurity regulations. - Strengthen organisation-wide cyber resilience through continued investment in cybersecurity infrastructure and solutions. - Upskill employees through ongoing training, fostering a culture of security awareness and shared accountability.
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Building cyber resilience through continuous awareness, training and proactive risk mitigation.

R7 Health and Safety Risk

We face health and safety risks arising from the potential occurrence of injuries, accidents or incidents at workplaces or project sites. These risks include exposure to infectious diseases, hazardous substances and fire hazards arising from the improper handling of flammable materials. Such incidents may cause harm to employees and contractors, adversely impact our reputation, create legal liabilities or result in potential regulatory action against the Group.

Capitals:



Stakeholders:



Link to Material Matters:



Link to Strategy Thrusts:



Implication on Value Creation

- Non-compliance with occupational health and safety regulations may lead to legal action, regulatory penalties and operational disruptions which may affect business continuity.
- Injuries, illnesses or fatalities involving employees, contractors or subcontractors may affect workforce morale and productivity.
- Project delays or work stoppages could lead to cost overruns, deferred revenue recognition and margin compression.
- Higher operating costs may arise from medical expenses, insurance claims, remediation efforts, legal liabilities and regulatory fines.
- Reputational damage arising from inadequate safety management may erode stakeholder confidence and trust.

Our Response and Mitigation Actions

- Conducted regular site inspections by Safety and Health Officers to identify and mitigate health and safety risks at workplaces and project sites.
- Ensured compliance with applicable occupational health and safety regulations, including requirements related to labour management, construction safety and waste management.
- Carried out periodic pest control treatments by licensed Pest Control Operators (“PCOs”) to reduce the risk of infectious diseases.
- Maintained high standards of site cleanliness and hygiene, including worker accommodation, to prevent health hazards.
- Required mandatory safety training and certifications, supported by regular safety briefings and meetings to reinforce safe work practices.

Opportunities Arising from this Risk

- Proactively identify and mitigate safety risks to prevent the occurrence of safety incidents.
- Strengthen safety management practices to safeguard worker welfare and ensure ongoing compliance with safety regulations.
- Promote a strong safety culture among employees to uphold high standards of safety in daily work activities.

R8 Climate Change Risk

We face risks arising from shifting weather patterns and climate variability, including increased flood occurrences, evolving climate-related regulations and changing market expectations that impact the operating landscape of property development and townships. Stakeholder concerns over climate change continue to escalate with growing expectations for organisations to demonstrate commitment to reducing emissions and integrating sustainable features into their projects.

Capitals:



Stakeholders:



Link to Material Matters:



Link to Strategy Thrusts:



Implication on Value Creation

- Implementation of sustainable design principles, energy-efficient building layouts and renewable energy solutions may increase development costs and capital expenditure in the near term to support low-carbon development objectives.
- Greater capital allocation toward low-carbon technologies across development and operational activities may affect project cost structures and investment priorities.
- Rising demand for sustainable, inclusive and environmentally responsible communities may influence product positioning and development offerings in line with evolving customer preferences.

Our Response and Mitigation Actions

- Integrated sustainable design principles through (“SDDG”).
- Incorporated sustainability and climate resilience considerations into infrastructure planning and asset management.
- Monitored and managed GHG emissions, including periodic reviews and re-baselining of the emissions inventory.
- Applied recognised green building certifications and quality standards.

Opportunities Arising from this Risk

- Strengthen competitive advantage through climate-responsive developments that address evolving customer needs and community resilience.
- Formulate and execute strategies that drive the transition toward a low-carbon, climate-resilient future.

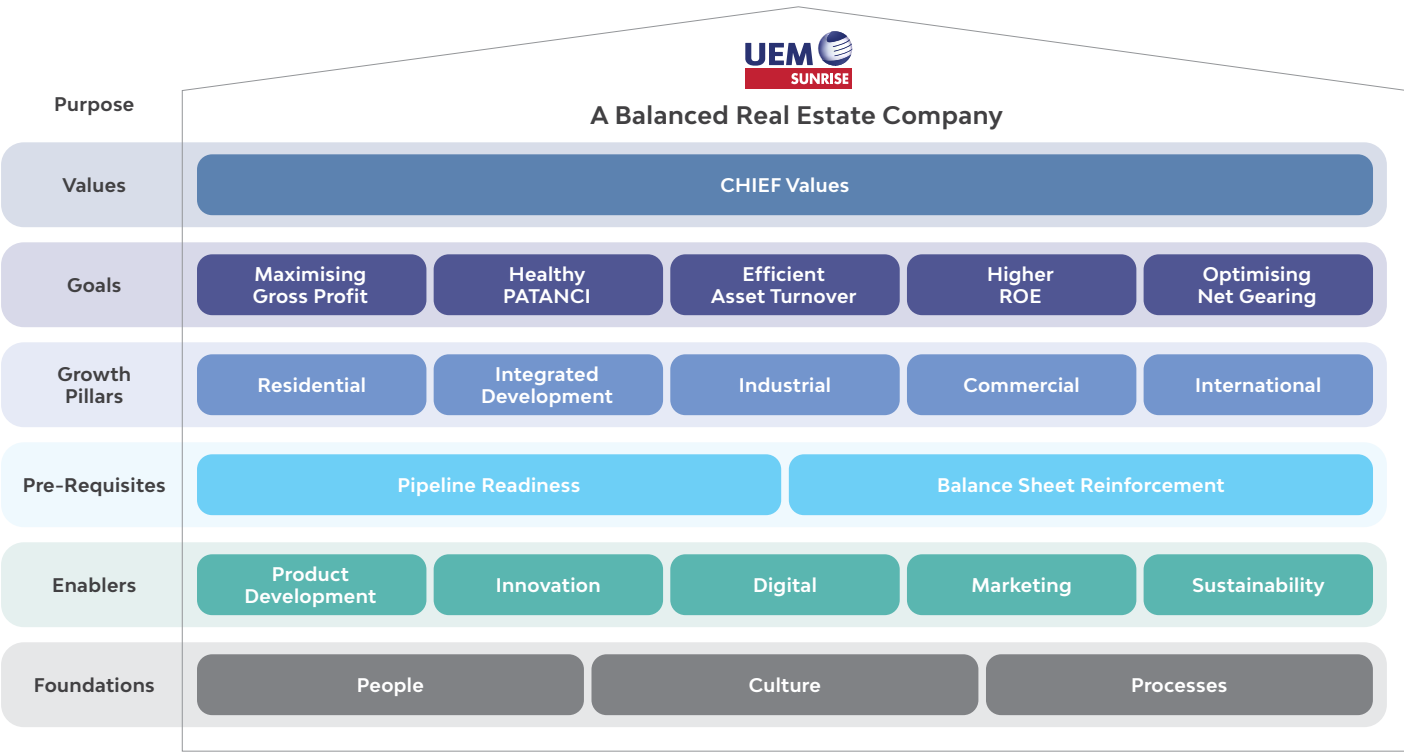
A Strategic Review

Our Strategic Roadmap

The U2030 Transformation Plan

In 2025, the U2030 Transformation Plan continued to anchor our, guiding our efforts to deliver sustainable growth, strengthen capital efficiency and enhance long-term value creation. Building on the groundwork laid in the previous year which centred on establishing the framework, aligning stakeholders and setting strategic direction, we shifted firmly towards disciplined execution and value realisation.

Keeping the strategic architecture and long-term priorities intact, we placed greater emphasis on strengthening ownership, sharpening prioritisation and reinforcing accountability across the organisation. We continued to make steady progress under U2030, reinforcing our confidence in the strategy’s relevance and effectiveness. This has provided clearer direction for navigating market volatility and positioning the Group to capture opportunities aligned with our risk and return objectives.



The U2030 Strategy House remains the foundation of the Group’s growth and long-term value creation agenda.

Throughout 2025, U2030’s focus shifted from mobilisation to an execution-led phase. We strengthened delivery accountability, enhanced visibility over interdependencies and clarified decision-making across initiatives and functions. This shift signalled rising organisational maturity and kept value realisation firmly at the core of the Group’s strategic agenda.

At the same time, we maintained a strong emphasis on Pipeline Readiness and Balance Sheet Reinforcement to enhance the Group’s capacity to pursue growth while preserving financial strength. This disciplined approach delivered tangible results in growth preparedness, capital discipline and organisational alignment. Resources were directed towards areas with the highest strategic and financial impact while preserving flexibility to respond to evolving market conditions.

Concurrently, continued investment in people, systems and sustainability not only strengthened the Group’s operating platform but also improved execution reliability and reinforced long-term resilience.

U2030: Value Creation and Performance Indicators

Strategic Focus	Strategic Intent	Value Creation Outcome	Value and Performance Indicators
Pipeline Readiness and Growth Execution	Maintain disciplined planning and launch sequencing	Improved launch readiness and pipeline visibility	Launch GDV, sales take-up rates, unbilled sales, GDV pipeline
Balance Sheet Reinforcement	Strengthen capital resilience and cash flow visibility	Enhanced capital discipline and prudent gearing management	Net gearing, operating cash flow
Asset and Margin Performance	Improve asset productivity and profitability	Stronger margin protection and asset turnover discipline	Development margins, asset turnover
Market and Customer Positioning	Enhance relevance while protecting value	More focused product and go-to-market positioning	Sales velocity, product mix
Organisational Capability and Resilience	Strengthen people, culture and processes	Greater execution reliability and governance integration	Productivity indicators, ESG performance, process cycle time improvements

Looking Forward

As U2030 enters its next phase, the Group will continue to prioritise disciplined growth, prudent capital allocation and further strengthening of its operating platform. The focus will increasingly shift towards sustained value realisation, closer integration into core governance processes and consistent execution across the organisation.

Over the long-term, the framework is expected to become progressively embedded in the organisation’s delivery and performance management, reinforcing disciplined execution as a core organisational capability.

With a clearer strategic focus and a more resilient foundation in place, UEM Sunrise is well-positioned to capture opportunities that drive long-term value creation while preserving financial and operational discipline as it progresses towards becoming a balanced real estate company by 2030.

Our Strategic Roadmap

Strategic Performance Review	
ST1 Drive Sustainable Revenue Stream Goal Direct efforts towards developing core products and positioning the Property Development segment as our primary source of revenue. Capitals: F M Stakeholders: SG4 SG5 SG7 SG8 SG9 Material Matters: CM EC RS Risks: R1 R2 R3 R4 Initiatives Activated existing landbank, reviewed land use and continuously refined existing masterplans to maximise site potential and optimise GDV. Broadened market reach by diversifying into new markets to widen our customer base and mitigate market risk. Strengthened our short-term to medium-term development plan. Implemented Year 2 of U2030 by reinforcing launch discipline and pipeline resilience, integrating industrial and township components and strengthening our presence in Australia. Achievements Revenue of RM1.7 billion, 27% higher than 2024. PATANCI of RM71.0 million, after one-off adjustments. Adjusted PATANCI: RM121.5 million. Improved Pipeline Readiness for the Property Development segment. Achieved RM2.2 billion in new launch GDV, surpassing RM2.0 billion target. Improved Gross Profit (“GP”) Margin for this segment via GDV uplift and cost savings. Headline 2026 KPIs Financial Metrics: Revenue GP Margin PATANCI Return On Equity (“ROE”) and Net Gearing Sales Achieved Operational Metrics: Launch Readiness Employee Productivity Customer Satisfaction Quality Score	Priorities for 2026 Execute Year 3 of U2030 with continued focus on the Southern region, leveraging opportunities within JS-SEZ. Achieve new launch GDV of RM2.2 billion. Sustain disciplined launches and strengthen pipeline resilience to support targeted GDV delivery and revenue continuity for the Property Development segment. Enhance cost certainty and execution efficiency through stronger governance, standardisation and digital enablement. Prioritise capital allocation towards high-impact developments to maximise returns and operational focus. Focus Areas Short to Medium-Term Priorities Target new launch GDV of RM2.2 billion for 2026 and aim to sustain this level over the next three years. Activate existing land in the Central and Southern regions. Long-Term Priorities Advance U2030 priorities by capitalising on emerging industrial markets, developing sustainable revenue-generating integrated developments from 2026 onwards from activation of existing land and selected landbank acquisitions. Pursue strategic activation of existing landbank while implementing selective land replenishment to secure long-term development continuity. Maintain close monitoring and tracking of the pre-development process to ensure pipeline readiness.

ST2 Catalyse Southern Region Potential Goal Strengthen Southern presence and activate our strategic assets with ready infrastructure. Capitals: F M Stakeholders: SG4 SG5 SG8 SG9 Material Matters: EC Risks: R1 R2 R3 R4 Initiatives Re-examined the Gerbang Nusajaya masterplan to explore TOD development potential. Pursued the rejuvenation of Puteri Harbour, particularly Marina Walk as a destination linked to the Puteri Harbour International Ferry Terminal (“PHIFT”). Tailored developments to meet evolving lifestyle, needs and customer segments. Collaborated with strategic partners to integrate green energy solutions and sustainable practices. Achievements Launched a new sales gallery, the UEM Sunrise Gallery at Gerbang Nusajaya. Strengthened connectivity in Iskandar Puteri through the Gerbang Nusajaya Interchange launch. Improved pipeline readiness for the Property Development segment. Average take-up rate as at 31 Dec 2025 for Aspira Hills Phases 2A1 & 2A2 (launched Jun 2025) is 69.8%. Achieved an average take-up rate of 88.1% as at Dec-2025 for all Southern ongoing projects. Headline 2026 KPIs Financial Metrics: Revenue GP Margin PATANCI Return On Equity (“ROE”) and Net Gearing Sales Achieved Operational Metrics: Launch Readiness Employee Productivity Customer Satisfaction Quality Score	Priorities for 2026 Accelerate value creation from the Johor landbank through disciplined launches and optimised product offerings. Drive industrial momentum by prioritising go-to-market efforts for the future Gerbang Nusajaya industrial project. Leverage key national projects including JS-SEZ, New Industrial Master Plan 2030 (NIMP 2030), MM2H and major transportation and connectivity projects such as the RTS. Revitalise retail and placemaking initiatives in Iskandar Puteri to strengthen vibrancy, footfall and recurring income potential. Focus Areas Short to Medium-Term Priorities Unlock value from Johor landbank through targeted launches. Leverage key national projects including JS-SEZ, NIMP 2030, MM2H and major transportation and connectivity projects such as the RTS. Long-Term Priorities Strengthen the Southern region as a sustainable growth engine by leveraging improved connectivity and economic catalysts. Tap into the various government stimulus packages to support growth momentum. Capture opportunities in renewable energy via the National Energy Transition Roadmap, Budget 2026 commitments, NIMP 2030 incentives for infrastructure projects in the Southern region and the relaxation of MM2H guidelines.
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Our Strategic Roadmap

ST3

Scale New Growth Segments

Goal

Scale up and expand our newer, high growth segments including Industrial and Commercial, reprioritise our asset portfolio and practice prudent financial management.

Capitals:

F

M

Stakeholders:

SG4

SG5

SG8

SG9

Material Matters:

WS

WT

EG

CM

EC

Risks:

R1

R2

R3

R4

R8

Initiatives

• Drive masterplanning for Industrial expansion in Gerbang Nusajaya.

• Pursue land acquisitions for Integrated developments in the Central region.

• Refresh the Puteri Harbour masterplan to rejuvenate Commercial and Retail assets.

• Partner with specialists and niche players while venturing into new markets.

• Balance growth objectives with prudent financial management (including debt reduction and strategic monetisation initiatives).

Achievements

• Commenced the placemaking and rejuvenation of Puteri Harbour Commercial and Retail assets.

• Commercialised RM344.2 million non-core land parcels via strategically planned and opportunistic disposals across the Group’s portfolio.

• Implemented a debt management exercise, partly funded from proceeds from strategic commercialisation, positioning the Group for future expansion.

Headline 2026 KPIs

Financial Metrics:

• PATANCI

• Operating Cash Flow

• Return On Equity (“ROE”)

Priorities for 2026

• Strategically commercialise non-core landbanks to pare down debt and optimise the balance sheet for development activities.

• Intensify reprioritisation via JV rationalisation and asset divestment.

• Strengthen balance sheet and cash management to enable an effective debt reduction exercise and lower total debt.

Focus Areas

Short to Medium-Term Priorities

• Roll out immediate planned launches and execute detailed remasterplanning of Gerbang Nusajaya to capitalise on current market demand.

• Deliver the first Industrial segment launch and integrate it with Southern township development.

• Activate integrated developments in the Central region while pursuing acquisition and exploration of new landbanks.

• Adopt a strategic build-to-core and exit approach for new developments including support elements for pure play, development CAPEX for the rehabilitation of selected assets for eventual divestment and an exit strategy for existing underperforming assets.

Long-Term Priorities

• Rebalance the landbank between the Southern and Central regions.

• Drive economic growth

- Curate developments that cater to evolving lifestyles, needs and customer segments.
- Balance growth objectives with prudent financial management.
- Enable businesses to establish and flourish in key growth corridors such as Iskandar Puteri.

• Focus on investment and industrial growth.

- Pursue a pure industrial play to strengthen competitive positioning.
- Develop infrastructure and spaces required by industries to facilitate their growth and expansion.
- Collaborate with strategic partners to support and integrate green energy solutions and sustainable practices.

INTEGRATED ANNUAL REPORT 2025

85

ST4

Advance Sustainability Agenda

Goal

Carbon Neutrality 2050.

Capitals:

F

H

SR

N

Stakeholders:

SG4

SG5

SG6

SG7

SG8

SG9

SG10

SG11

Material Matters:

CC

WS

WT

EG

BD

EC

RS

Risks:

R3

R8

Initiatives

• Utilised Bursa Malaysia’s Centralised Sustainability Intelligence (“CSI”) solution to engage supply chain partners in assessing ESG maturity.

• Established Sustainability Blueprint 2.0 as a strategic framework guiding the delivery of sustainability commitments and strategic goals as the Group transitions towards a low-carbon future by 2030.

• Developed Version 3 of the Sustainability Policy as the overarching policy encompassing ESG principles and outlining the Group’s commitments to integrating sustainability principles across business operations.

• Strengthened sustainability governance by onboarding a sustainability working group comprising 28 champions from all departments across the Group’s.

Achievements

• Achieved 4.1 FTSE4Good score and 51 S&P Global ESG score.

• Identified and engaged with 50 vendors to complete the ESG survey.

• Approved Sustainability Blueprint 2.0.

• Approved Sustainability Policy (Version 3).

• Approved GHG Reduction Strategies and Decarbonisation Pathway.

• Approved Green Building Certification Policy.

• Approved Biodiversity Policy.

• Approved Human Rights and Diversity, Equity and Inclusion (“DEI”) Policy.

• Conducted a kick-off workshop for sustainability champions.

• Hosted the Sustainability Thought Hub on GHG emissions.

Headline 2026 KPIs

• FTSE4Good ESG Rating and S&P Global Corporate Sustainability Assessment (“CSA”).

• GHG Emissions Inventory Management.

Priorities for 2026

• GHG carbon management.

• Green building development.

• Biodiversity Management Plan.

• Circularity through reuse, resource efficiency and lifecycle thinking across developments.

• Labour standards.

• Reporting and disclosure standards.

• Responsible supply chain management.

Focus Areas

Short to Medium-Term Priorities

• GHG reduction strategies and decarbonisation pathway.

• Green Building Certification Policy.

• Biodiversity Policy.

• Waste Management Policy.

• Human Rights and DEI Policy.

• Progressive alignment with IFRS S1 and IFRS S2.

• Double Materiality Assessment.

• Sustainability learning and awareness campaign on labour rights.

• Climate risk assessment.

Long-Term Priorities

• Internal carbon pricing.

• Water Management Policy.

• Green procurement.

• Life cycle assessment (“LCA”).

• Green leases.

OVERVIEW OF UEM SUNRISE

OUR LEADERSHIP

VALUE CREATION JOURNEY

MANAGEMENT DISCUSSION AND ANALYSIS

SUSTAINABILITY REVIEW

GOVERNANCE APPROACH

FINANCIAL STATEMENTS

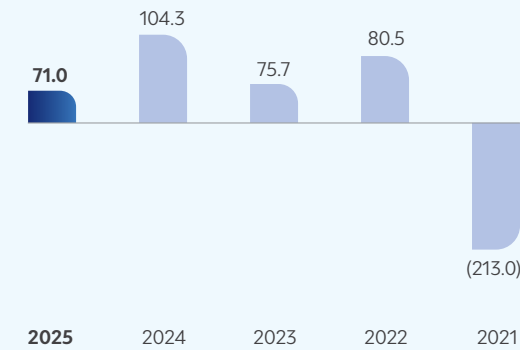
SHAREHOLDERS' INFORMATION

A Strategic Review

KPI Achievements

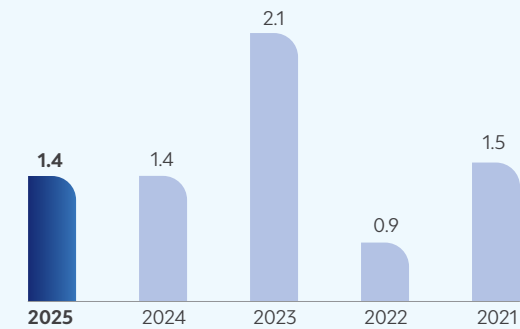
PATANCI (RM million)

To monitor and evaluate our effectiveness in generating sustainable returns



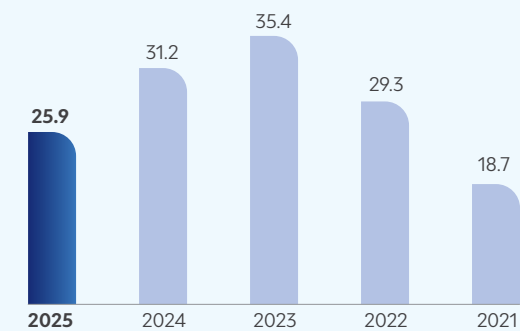
Sales (Property Development) (RM billion)

To monitor and quantify annual sales to drive improvements to revenue and profitability



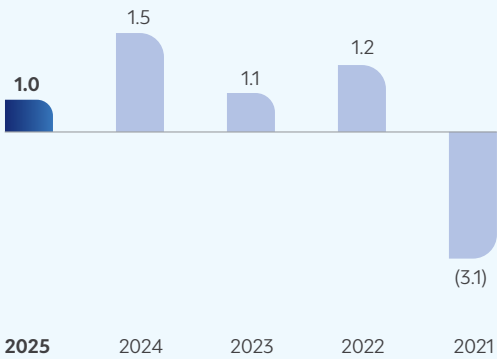
Gross Profit Margin (%)

To improve operational financial efficiency



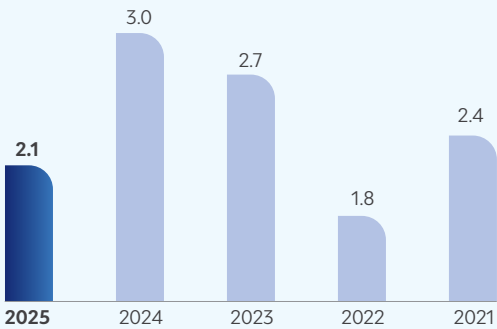
Return on Equity (%)

To improve return on shareholder's equity investment



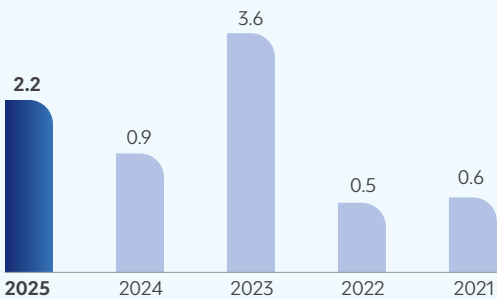
Unbilled Sales (RM billion)

To ensure strong earnings visibility for the next 18 to 36 months



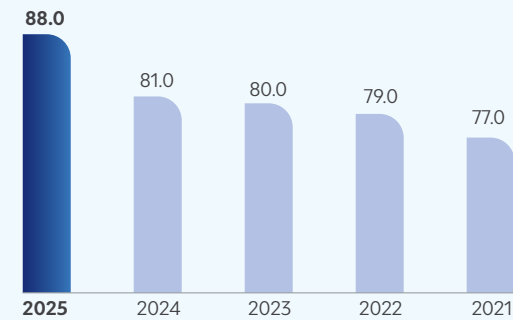
New Launch GDV (RM billion)

The annual GDV of new launches is a key indicator of the Group's ability to deliver long-term sustainable growth



Customer Measurement Score (%)

Deliver quality and sustainable homes to ensure the satisfaction of our customers while enhancing customer journey, building lasting relationships, delivering value and earning their trust and loyalty



QLASSIC (%)

Deliver quality and sustainable homes to ensure the satisfaction of our customers while enhancing customer journey, building lasting relationships, delivering value and earning their trust and loyalty



Out of seven projects handed over in 2025, five scored 85% and above. Average of 83% was mainly due to delays at Residensi AVA resulting in a lower QLASSIC score for this project.

SHASSIC (%)

Provided safe working conditions for employees and developed a high-performing workforce



B Operational Review

Central Region, Malaysia

Momentum across the Central Region continued to reinforce its strategic importance within our portfolio, supported by a diversified presence in prime Klang Valley locations. During the year, we prioritised progressing mixed-use pipelines, sharpening asset performance and aligning offerings with evolving buyer preferences amid intensifying competition in more mature submarkets. Nevertheless, demand fundamentals stayed firm, sustaining the region’s position as a core pillar of our urban growth strategy.



Kiara Bay, Kepong.



The MINH, Mont’Kiara.



Allegro, Symphony Hills.



Intrika 2, Serene Heights.



Ongoing Projects

9



Retail and Commercial Assets

4



Remaining GDV

RM28.4 billion



Remaining Landbank

483.4 acres



Net Lettable Area of Commercial and Retail Assets

709,786 sq ft

Who We Are and What We Do

Development activity in Malaysia’s Central Region continues to gain traction as we expand our footprint, supported by a pipeline that emphasises sustainability, multi-generational living and well-planned urban integration.

Business Environment

Our Central region portfolio spans townships, high-rise residences, integrated developments and commercial assets, positioning us across key urban growth nodes. Mont’Kiara and Kiara Bay continue to see healthy demand, reflecting the sustained appeal of well-planned urban living environments. In Cheras, The Connaught One marks our entry into transit-oriented development, improving connectivity while supporting more affordable urban housing.

Across KAIA Heights, Serene Heights and Symphony Hills, we continue to cultivate wellness-driven, family-oriented communities aligned with evolving lifestyle preferences. Complementing these communities, our commercial assets, including Publika, Hyatt House Mont’Kiara and The Beat in Kiara Bay continue to support ecosystem vibrancy and visitor traffic. Notwithstanding macroeconomic pressures, the Central region continues to demonstrate strong demand momentum, anchored by brand strength and sustained product relevance.

2025 Achievements

Key Financial and Business Highlights

- Achieved RM786.6 million in sales, driven by developments such as The Connaught One, The MINH and Residensi ZIG.
- Accounted for 69% of the Group’s unbilled sales, amounting to RM1.4 billion.
- Mobilised a RM5.7 billion pipeline of mixed-use developments across Kelana Jaya, Section 13 Petaling Jaya, The Connaught Two, MK31 Phase 2 and Solaris Parq Plot B, with launches slated over the next two to five years.

Sustainability Highlights

- 3 projects achieved Green Building Certification for 2025: Allevia (GreenRE Gold), Residensi ZIG (GreenRE Silver Provisional), The Connaught One (GreenRE Silver Provisional).
- Rolled out green mobility initiatives across selected communities to support more sustainable transport options.
- In safety, eight projects attained a five-star rating under the Safety and Health Assessment System in Construction (“SHASSIC”), with an average score of 98.4%. In quality, selected projects also recorded strong performance under the Quality Assessment System in Construction (“QLASSIC”), reflecting our commitment to construction excellence.

SHASSIC

98.2%	KAIA Heights Phase 2
97.8%	Serene Heights Parcel 3A3

QLASSIC

75%	Residensi AVA
85%	Serene Heights Phase 2A
85%	Serene Heights 3A1



A vibrant recreational space at KAIA Heights, designed to promote active and connected community living.

Business Performance Review

Key Initiatives

- Symphony Hills: Reopened the Opera House clubhouse with enhanced facilities, including new pickleball courts operated by Elevate Social Club.
- Radia, Bukit Jelutong: Expanded sports offerings through the addition of 10 pickleball courts alongside the existing two FIFA-sized football fields at Radia Arena, supported by F&B outlets.
- Seksyen 13, Petaling Jaya Lots 78 and 79: Established interim sports and lifestyle facilities comprising pickleball courts, Malaysia’s largest HYROX gym, a food court and an event hall, pending the commencement of Section 13 Phase 2.
- Kiara Bay: Opened the 39th Harvey Norman store, its first solar-powered outlet in Malaysia.

Achievements

- Completed vacant possession handover for KAIA Heights (Phase 1) in Seri Kembangan, Residensi Allevia in Mont’Kiara, and Residensi AVA in Kiara Bay.
- Delivered a healthy 8.6% net yield at Publika with an average occupancy of 83%.
- Maintained a stable average occupancy of 65% at Hyatt House.
- Sustained a strong average occupancy of 90% at Summer Suites, continuing to serve the mid-market urban segment in Kuala Lumpur city centre.
- Achieved 90% occupancy at The Beat, Kiara Bay after the second phase rollout, with Harvey Norman’s opening strengthening its positioning as an integrated lifestyle destination.

Challenges and Mitigation Actions

Challenges

- Increasing construction costs driven by persistent material price fluctuations.
- Intensified competition for market share in the Central Region’s more established sub-markets.
- Shifting buyer priorities placed greater emphasis on lifestyle integration, ESG attributes and seamless connectivity.
- Dynamic retail leasing conditions reflected shifting consumption patterns and more selective tenant demand.

Mitigation Actions

- Secured favourable rates and mitigated cost escalation through strategic procurement and phased tendering.
- Embedded value engineering and strengthened buildability via early contractor involvement.
- Refined product design, pricing and value propositions through continuous market sensing aligned to evolving demand.
- Optimised trade mix and increased footfall through asset enhancement, rejuvenation of weaker assets and focused leasing campaigns.

Results

- Improved cost efficiency via pre-tender technical workshops and value optimisation exercises.
- Preserved product competitiveness, supported by strong take-up within targeted segments.
- Maintained demand momentum despite macroeconomic uncertainty, supported by project readiness and disciplined pricing.
- Delivered sustainable revenue and yield across selected commercial assets, with Publika achieving an 8.6% net yield in 2025, reflecting effective asset optimisation and tenancy curation.

Outlook and Prospects

Short-term (1-3 years)

- Expand footprint in Petaling Jaya through planned mixed-use projects in Kelana Jaya and Seksyen 13 to anchor urban rejuvenation.

Medium-term (3-5 years)

- Drive landbank value realisation through lifestyle-led developments in Mont’Kiara, Kiara Bay and Symphony Hills.

Long-term (> 5 years)

- Elevate commercial portfolio performance via asset enhancement, targeted leasing, tenant mix optimisation, community-led placemaking and selective monetisation of mature assets.
- Strengthen ESG practices across operations, covering green certifications, sustainable design, social impact initiatives and governance discipline.



Residensi AVA, Kiara Bay.

B Operational Review

Southern Region, Malaysia

Growth in Johor was driven by continued development in Iskandar Puteri across integrated township, commercial and emerging industrial segments, centred on Gerbang Nusajaya and Puteri Harbour. This unfolded against a backdrop of stronger regional connectivity, including the ongoing development of the Johor Bahru-Singapore Rapid Transit System (“RTS”), industrial policy direction under NIMP 2030 and JS-SEZ as well as a sustained focus on infrastructure and sustainability priorities.



Gerbang Nusajaya Interchange.



Nusajaya Tech Park, Gerbang Nusajaya, Iskandar Puteri.



DiReka Square, Puteri Harbour.



Estuari Greens, Iskandar Puteri.



Ongoing Projects

14



Total Ongoing Launched GDV

RM15.5

billion



Remaining GDV

RM58.6

billion



Remaining Land Area

4,516.7

acres

Who We Are and What We Do

Integrated townships form the foundation of UEM Sunrise’s presence in Iskandar Puteri, Johor, where we hold the largest land bank. Alongside these townships, our portfolio includes high-rise residential, commercial and industrial developments. In the Southern region, projects such as Gerbang Nusajaya and Puteri Harbour are part of a broader and expanding commercial portfolio that contributes to Iskandar Puteri’s development as a vibrant and sustainable urban centre.

Business Environment

Growth momentum in Iskandar Puteri within the Iskandar Malaysia economic corridor has been sustained by continued cross-border capital inflows, improvements in infrastructure and steady demand across lifestyle-oriented and industrial developments. This segment has continued to perform amid rising costs and global uncertainties, driven by the scale of the strategic land bank, strong brand equity and improved cross-border access.



SIREH Park, Iskandar Puteri.

2025 Achievements

Key Financial and Business Highlights

- RM652 million in GDV from townships launched.
- Secured RM492 million in sales, supported by strong demand from Aspira Hills, Aspira LakeHomes and DiReka Square in Iskandar Puteri.
- 13% of total sales were contributed by new launches, supported by steady sales conversion and organic demand across attainable and commercial products.
- Reduced completed inventories via effective marketing campaigns and strong sales performance in East Ledang and Almas in Iskandar Puteri.

Sustainability Highlights

- Launched the ECO Link Bridge and operationalised an environmental education hub at SIREH Park, Malaysia’s largest urban community green recreational park, under the Iskandar Puteri Low Carbon Initiative.
- Planted 2,280 native trees in 2025 (2024: 913), contributing to a cumulative total of 12,510 trees planted at SIREH Park, including IUCN-listed threatened species.
- Established KAWAN@SIREH PARK, enabling community participation in tree planting, trail maintenance and biodiversity monitoring.
- Launched the Belia OKU Lestari Empowerment Hub (“BOLEH”) to provide opportunities for people with disabilities within the park.
- SIREH Park was recognised as the Largest Urban Community Green Recreational Park in Malaysia by the Malaysian Book of Records.
- Continued to uphold quality, safety and construction standards across developments, as reflected in the following SHASSIC and QCLASSIC scores:

SHASSIC

100.0%	Aspira Hills Section 1
100.0%	Aspira Hills Section 2
99.9%	Aspira LakeHomes Phase 4
98.1%	Aspira LakeHomes - Phase 5a and 5b
97.6%	Senadi Hills Phase 2B
95.8%	Senadi Hills RMBJ-C

QCLASSIC

86%	Aspira Garden Phase 2
86%	Senadi Hills Phase 2A
86%	Senadi Hills Phase 2B
78%	Aspira LakeHomes Phase 4

Business Performance Review

Key Initiatives

Township

- Gerbang Nusajaya: Officially launched new UEM Sunrise Galllery in February 2025.
- Aspira Hills Phase 2, 3 and 4: Launched between June and December 2025, comprising 448 double-storey terrace homes with built-ups ranging from 1,743 sq ft to 1,987 sq ft and prices from RM739,500 to RM1.2 million.
- Estuari ParkHomes Phase 2C1 and Estuari Greens Phase 1B1: Comprising 144 double-storey terrace homes with built-ups of 2,300 sq ft and 46 double-storey semi-detached homes with built-ups of 3,100 sq ft. Priced from RM1.15 million to RM2.11 million, these launches addressed spillover demand from Senadi Hills and low-density residential preferences in the vicinity of Puteri Harbour.
- Gerbang Nusajaya: Officially launched of Gerbang Nusajaya Interchange, strengthening regional connectivity and supporting long-term value creation for surrounding communities.

Industrial

- Gerbang Nusajaya Industrial Park (“GNIP”): Obtained approvals for industrial rezoning for the Precinct 2 industrial development and was included in the draft Rancangan Tempatan Iskandar Puteri (“RTIP”) 2035, pending completion of remaining statutory processes and gazettment by 2026.

Achievements

- Completed 80 units of Aspira Gardens Phase 2 with Vacant Possession (“VP”) issued on 14 February 2025, while at Senadi Hills, 75 units in Phase 2A were issued VP on 9 June 2025 and 91 units in Phase 2B were issued VP on 9 December 2025.
- Achieved full take-up for Aspira Hills 2A1, 2A2 and 3A while all non-Bumiputra units in Phases 3B and 4 were fully booked within an hour via the HomeClick platform.

Challenges and Mitigation Actions

Challenges

- Stricter regulatory enforcement contributed to project delays and higher material costs.
- Low footfall and underdeveloped commercial developments.

Mitigation Actions

- Strengthened cost management through targeted operational measures.
- Improved logistics and sourcing efficiency by ensuring regulatory compliance and closer coordination with suppliers.
- Enhanced retail leasing and placemaking initiatives to support tenant mix, destination appeal and community engagement.

Results

- Mitigated SST cost impact to preserve product affordability, market competitiveness and stable project margins.
- Minimised construction delays through regulatory compliance, stable material supply and control of logistics and material cost pressures.
- Increased footfall and retail occupancy to enhance Puteri Harbour’s vibrancy and visibility.

Outlook and Prospects

Short-term (1-3 years)

Township

- Conduct township launches across Estuari and Aspira, covering residential, commercial and mixed-use components to sustain development momentum.

Industrial

- Secure outstanding planning approvals and finalise the industrial blueprint for GNIP to support phased industrial development.
- Commence the phased rollout of GNIP Phase 1, beginning with ready-built factories and industrial land plots with a GDV of RM441 million, targeted for launch by September 2027.

Medium-term (3-5 years)

Township

- Implement the retail strategy in Puteri Harbour, focusing on commercial and retail leasing.

Industrial

- Target a GDV or revenue of RM3.5 billion by 2032, exceeding the U2030 industrial growth benchmark.
- Expand industrial development footprint beyond the Group’s existing landbank into selected regions across central, northern and eastern Malaysia.

Long-term (> 5 years)

Township

- Transform Puteri Harbour into a vibrant and economically resilient waterfront destination by unlocking its full development and maximising land value. This will be backed by an integrated, future-proof masterplan, a commercially vibrant waterfront precinct, an enhanced placemaking strategy, the optimisation of remaining land parcels and phased execution roadmap to drive value creation.

Industrial

- Position UEM Sunrise as a leading industrial developer in Malaysia and across ASEAN.

B Operational Review



Artist impression of One Oval, Subiaco East, Perth, Western Australia.

Australia

UEM Sunrise has built a solid presence in Melbourne and Perth, Australia, with a portfolio of premium residential and mixed-use developments designed for modern urban lifestyles. Across major cities, resilient housing demand, strengthening residential values and tight rental markets continued to provide a favourable backdrop for the Group’s developments.



Ongoing Project

1



Total Ongoing Launched GDV

AUD450
million



Remaining GDV

AUD315
million



Remaining Land Area

1.3
acres

Artist impression of One Oval, Subiaco East, Perth, Western Australia.

Who We Are and What We Do

UEM Sunrise has built a strong foothold in Melbourne, while expanding its presence into Perth, Australia, with a focus on upscale residential and mixed-use developments in prime inner-city locations tailored for contemporary urban living. These developments cultivate vibrant and sustainable communities that prioritise lifestyle, connectivity, design excellence and long-term value for residents, investors and stakeholders.

Business Environment

The Australian property market remained active in FY2025, supported by stable economic conditions, although momentum moderated across selected segments. Residential values continued to rise with national house and unit prices increasing by 8.6% and 7.3% respectively, representing the strongest annual growth in home values since 2021.

Performance, nevertheless, varied across capital cities. Perth recorded the strongest growth among the mid-sized markets with dwelling values rising 15.9% over the 12 months ended December 2025. Melbourne experienced a more moderate but still healthy increase of 4.8% year-on-year.

Rental conditions stayed firm amid low vacancy levels. The national rental index rose 5.2% although the pace of rental increases moderated slightly. Meanwhile, interest rate movements continued to influence buyer behaviour. Financial pressure among mortgage holders eased following three interest rate cuts in 2025. Nevertheless, both owner-occupiers and investors remained cautious toward year-end as the Reserve Bank of Australia maintained a steady rate stance while uncertainty over future cash rate movements persisted.

Source: CBRE Australia, Cotality, KPMG.

2025 Achievements

Key Financial and Business Highlights

- Launched of the Group's first premium high-rise integrated development in Western Australia, strengthening UEM Sunrise's presence in Australia's property market.
- Launched One Oval in Subiaco East contributing approximately AUD450 million in launch GDV and serving as a key growth driver.
- Prioritised design-led development, land value optimisation, cross-border market expansion and disciplined cost management to drive sustainable growth.
- Embedded sustainability considerations across projects through energy-efficient design, responsible development practices and the creation of vibrant, community-focused environments that foster long-term value creation.

Sustainability Highlights

- Designed to achieve 5-star Green Star rating under the new Green Star v1.0 certification.
- Strengthened ESG integration in Australia by embedding sustainability principles into One Oval's design and development.
- Designed for a weighted average 7.5-star rating under Australia's Nationwide House Energy Rating Scheme ("NatHERS") for One Oval's residences, with no apartment below 6.5 stars.
- Targeted 10% reduction in potable water use and 20% lower embodied carbon compared with reference buildings.
- Delivered a fully electric development with solar-ready capability to enable renewable energy adoption.
- Provision of EV charging infrastructure in 5% of parking bays with capacity to expand to all parking bays as demand grows.
- Included affordable housing units to enhance housing diversity and inclusivity in the Subiaco East precinct.



One Oval architecture showcasing contemporary form and landscape integration.

Business Performance Review

Key Initiatives

- One Oval, Subiaco East: Unveiled Display Suites in July and held the Malaysia launch on 20 and 21 September 2025.
- International outreach: Expanded international market reach through roadshows in Singapore to drive buyer engagement and sales momentum.
- Built-to-Rent pipeline: Explored strategic collaboration for the proposed Collingwood development following planning approval secured in December 2024.

Achievements

- Recorded AUD450 million in GDV from the launch of One Oval in Subiaco East, Western Australia.
- Generated strong early-stage interest with substantial registrations from target owner-occupiers and right-sizers.

Challenges and Mitigation Actions

Challenges

- Executed the mutual termination of the Fund Through Agreement with previous investor for the Build-to-Rent development in Collingwood, Melbourne.
- Secured a new site to ensure business continuity and replenish the future project pipeline in Australia.

Mitigation Actions

- Reviewed the project structure, secured payment recovery from the previous investor following the termination and evaluated alternative options with prospective investors.
- Conducted due diligence on potential development sites in Melbourne and Perth in line with the Group's expansion strategy in Australia.

Results

- Achieved full payment recovery, keeping the project on track while evaluating potential new investors and safeguarding projected returns.
- Identified viable site opportunities to strengthen the future development pipeline and support launches when market conditions improve.



An artist's impression of the apartment interior at One Oval.

Outlook and Prospects

Short-term (1-3 years)

- Prioritise securing new investors for the Collingwood Build-to-Rent project.
- Drive pre-sales at One Oval Subiaco East and continue construction to keep delivery on track despite market volatility.
- Pursue selective site acquisitions and pipeline expansion to ensure future growth and sustain development momentum.

Medium-term (3-5 years)

- Pursue selective acquisitions to strengthen the project pipeline in Australia.

Long-term (> 5 years)

- Build a robust Australian development pipeline and deliver premium sustainable integrated precincts aligned with market trends and ESG priorities.
- Expand partnerships in the Build-to-Rent segment as part of the Group's long-term capital strategy.

C Financial Review

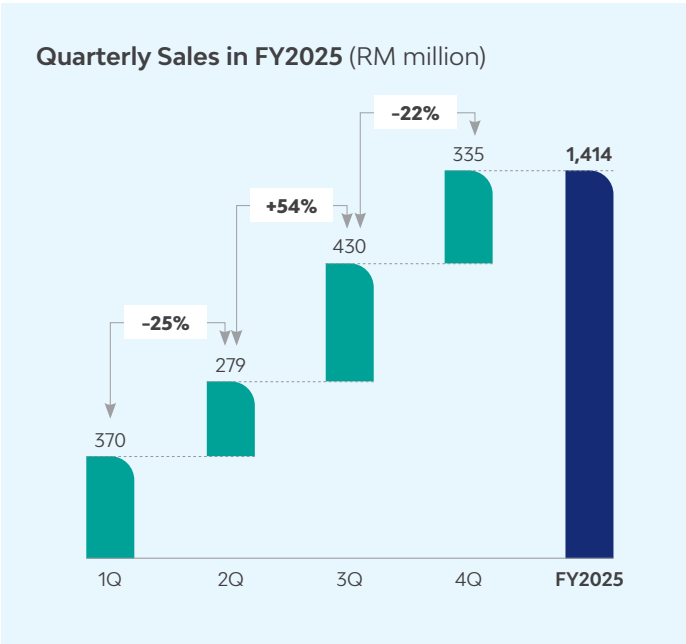
FY2025 at a Glance

FY2025 marked a year of disciplined operational execution and strengthening financial fundamentals for UEM Sunrise Berhad. During the year, the Group continued to focus on strengthening its operating base while maintaining prudent capital management. These efforts were reflected in stronger underlying earnings, improved liquidity and a more resilient balance sheet, positioning the Group on a firmer footing as it moves into FY2026.

Solid Operational Execution

The Group delivered strong operational performance during the year, surpassing its FY2025 sales target with total property sales of RM1.41 billion, exceeding the RM1.05 billion target by 35%. This achievement reflects sustained buyer confidence and healthy demand across the Group's key developments.

Sales were supported by healthy buyer confidence and sustained demand across key projects in both the Central and Southern regions and well diversified, with 55% derived from the Central region, 35% from the Southern region and the remaining 10% from International.



During the year, the Group also exceeded its launched GDV target, delivering RM2.2 billion in new launches across eight projects, comprising 1,153 landed and high-rise units. This surpassed the annual launch target of RM2.0 billion by 11%, strengthening the Group's development pipeline and supporting future revenue visibility.



Operational execution remained strong with the completion and delivery of 1,927 units across six projects, representing RM1.8 billion in delivered GDV, reinforcing the Group's commitment to timely project delivery and execution reliability.

Meanwhile, unbilled sales stood at RM2.1 billion, providing revenue visibility over the next 18 to 36 months as ongoing developments progress through their construction and recognition cycles.

Revenue Mix Shifted, Gross Profit Improved

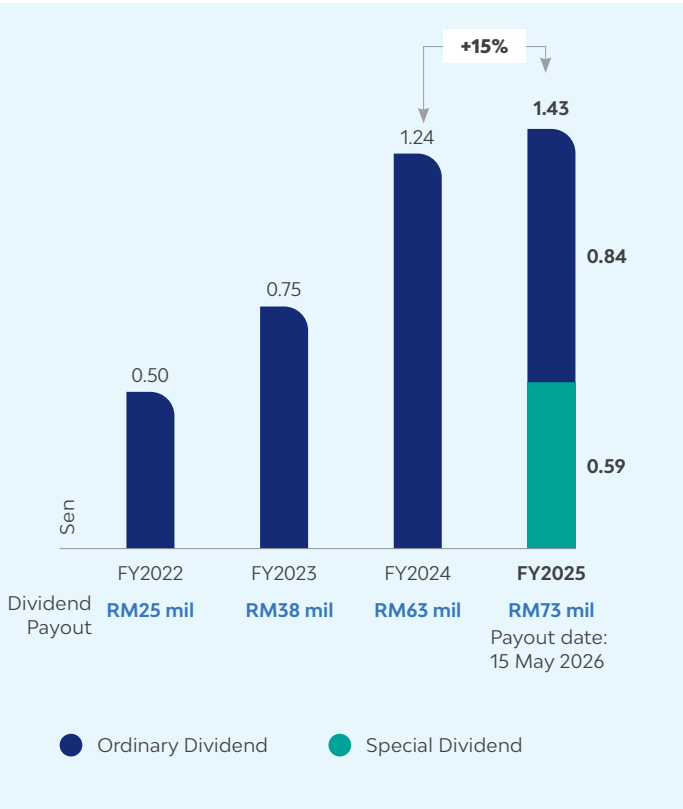
Revenue growth in FY2025 was primarily driven by stronger contributions from the Property Development segment, which accounted for 73% of total revenue, compared with 66% in FY2024. The increase was mainly attributable to higher progress billings from key developments including The MINH, The Connaught One, Aspira Hills and Aspira LakeHomes.

Gross profit increased to RM440.8 million, representing a 6% year-on-year improvement, supported by stronger development contributions and cost efficiencies achieved following the completion of several key projects. While gross profit margin moderated to 26% compared with 31% in the previous year due to the margin profile of certain land sales, the core property development segment recorded improved profitability supported by disciplined cost management.

Enhanced Shareholder Returns in Line with Dividend Policy

With a strengthened liquidity position, the Board declared a dividend of 0.84 sen per share, in line with our 40% to 60% payout policy and a special dividend of 0.59 sen per share.

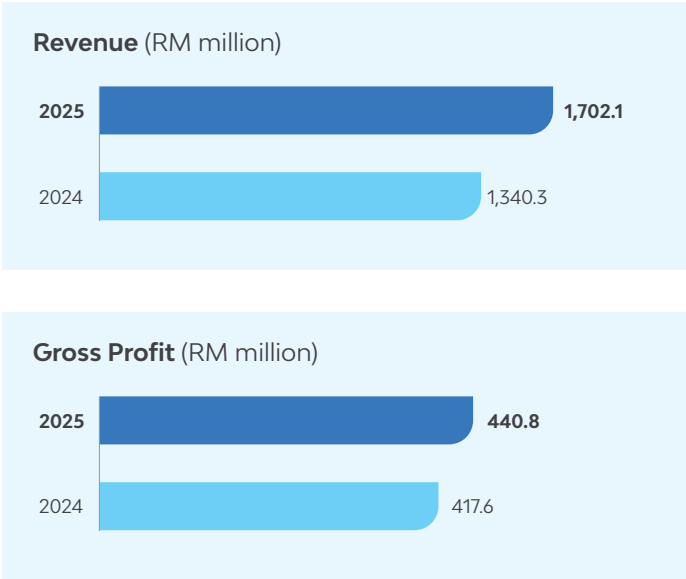
This brings total dividends to 1.43 sen per share, up 15% year-on-year, reflecting disciplined capital allocation and sustainable shareholder returns.



Balanced and Well Distributed Maturity Profiles

The Group successfully issued a total of RM800.0 million nominal value of Islamic Medium Term Notes in FY2025 at competitive rates, effectively reducing funding cost.

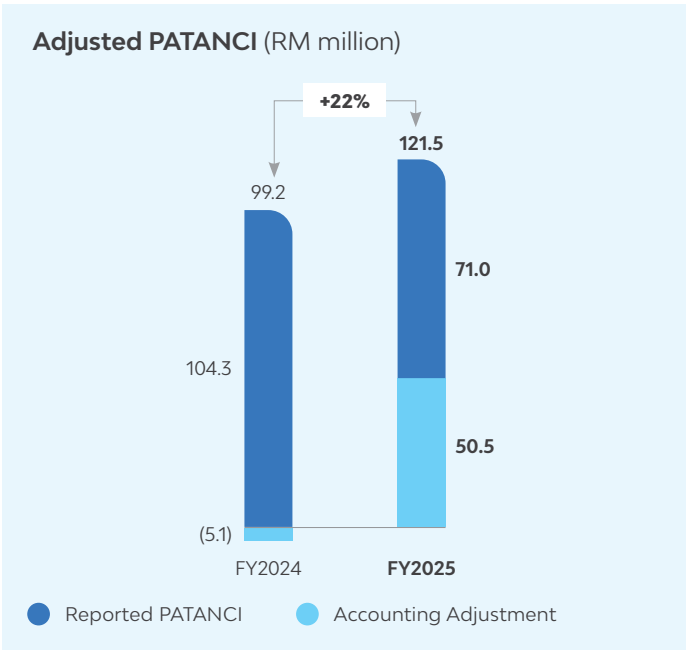
Following prudent refinancing cycles, our maturity profile normalised into smaller, evenly staggered tranches, reducing refinancing volatility while maintaining sufficient funding headroom.



Lower PATANCI Amid Prudent Asset Review

For FY2025, the Group recorded PATANCI of RM71.0 million, compared with RM104.3 million in the previous year. The lower reported figure reflects non-recurring accounting adjustments amounting to RM50.5 million arising from prudent asset review undertaken during the year.

Excluding these adjustments, Adjusted PATANCI stood at RM121.5 million, representing a 22% increase year-on-year compared with RM99.2 million in FY2024. The improvement reflects stronger property development earnings, resilient contributions from joint ventures and associates during the year.



FY2025 at a Glance

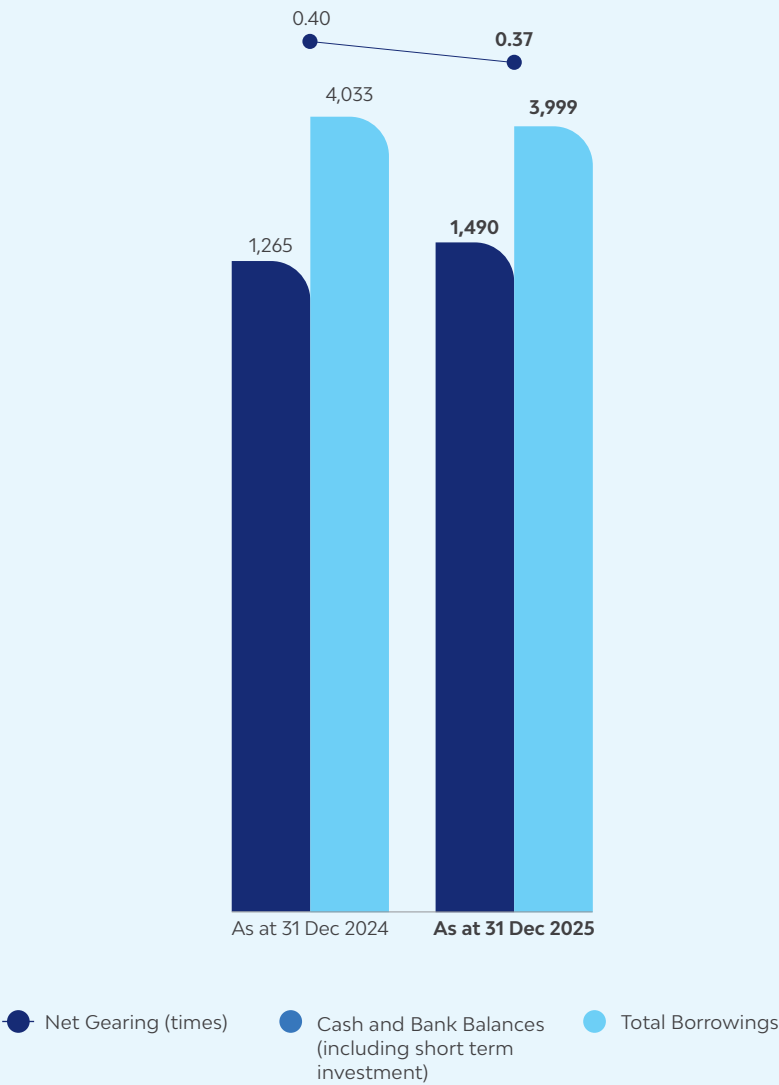
Stronger Financial Position into FY2026

The Group closed the year with a strengthened financial position, supported by improved liquidity and disciplined capital management.

Net gearing improved to 0.37 times, compared with 0.40 times in FY2024, marking the lowest level since 2019. Meanwhile, cash and bank balances increased by 18% year-on-year to RM1.5 billion, reflecting stronger collections and higher balances within Housing Development Accounts from active projects.

Total borrowings remained stable at approximately RM4.0 billion, supported by a balanced and well-distributed debt maturity profile.

Borrowings and Cash and Bank Balances (RM million)



Solid Credit Strength Affirmed by External Agency

Our credit strength continued to be recognised externally. MARC Ratings affirmed its ratings of MARC-1_{IS}/AA_{-IS} on our Islamic Commercial Papers/ Islamic Medium-Term Notes Programme ("ICP/IMTN-3") of RM4.0 billion while maintaining the AA_{-IS} rating on our two earlier RM2.0 billion IMTN Programmes (IMTN-1 and IMTN-2). The ratings outlook remained stable, reflecting the Group's sound credit profile and funding position. The Group's debt maturity profile remained well-managed as we were optimistic about sufficient liquidity buffers to support upcoming obligations.

We also advanced capital efficiency through strategic land disposals, working capital improvements and cash flow optimisation initiatives. These actions reinforced our resilience amid external volatility while aligning capital deployment with long-term value creation. Our robust liquidity position supported continued reinvestment, ensuring capacity to pursue growth opportunities under our U2030 strategic roadmap.

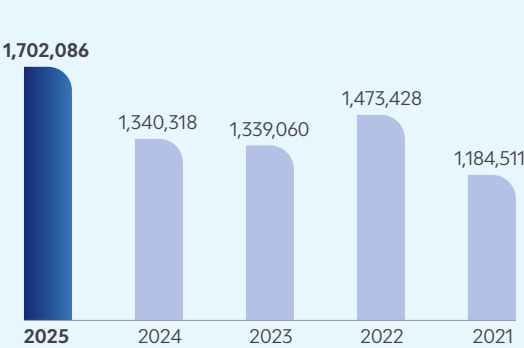
MARC

Rated **MARC-1_{IS}/AA_{-IS}** with **Stable** outlook for the two Islamic Commercial Papers/Islamic Medium-Term Notes Programme ("ICP/IMTN-3") with a combined nominal value of RM4.0 billion while other IMTN Programmes (IMTN-1 and IMTN-2) affirmed at AA_{-IS}

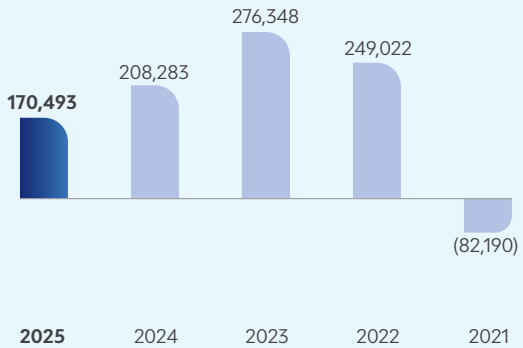
C Financial Review

Five-Year Financial Highlights

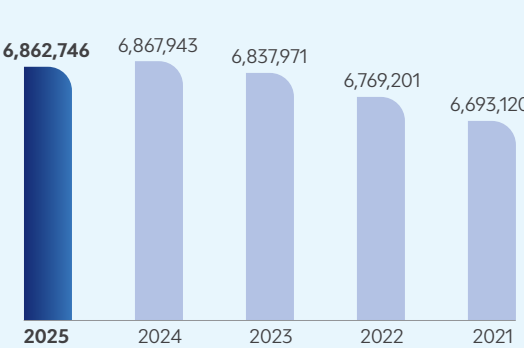
Revenue (RM'000)



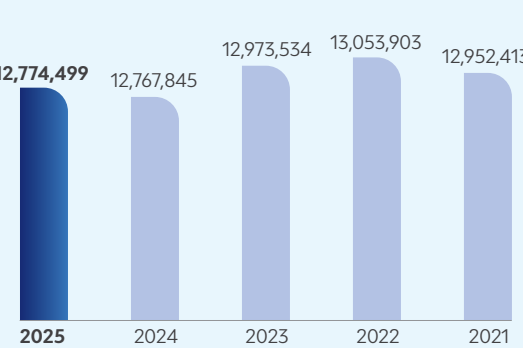
Operating Profit/(Loss) (RM'000)



Shareholders' Equity (RM'000)



Total Assets (RM'000)



Earnings/(Losses) Per Share (Sen)



Net Assets Per Share (RM)



C Financial Review

Five-Year Group Performance

For the Financial Year Ended 31 December 2025

In RM'000	2025	2024	2023	2022	2021
Revenue	1,702,086	1,340,318	1,339,060	1,473,428	1,184,511
Cost of sales	(1,261,269)	(922,718)	(865,351)	(1,042,246)	(963,483)
Operating expenses	(374,947)	(322,224)	(275,951)	(247,286)	(340,748)
Other income	104,623	112,907	78,590	65,126	37,530
Operating profit/(loss)	170,943	208,283	276,348	249,022	(82,190)
Finance costs	(144,095)	(148,772)	(157,781)	(143,470)	(144,712)
Share of net results of associates and joint ventures	82,723	104,168	20,378	27,991	12,981
Profit/(loss) before income tax and zakat	109,121	163,679	138,945	133,543	(213,921)
Profit/(loss) attributable to owners of the parent	71,017	104,338	75,727	80,539	(213,047)
Earnings/(losses) per share (sen)	1.40	2.06	1.50	1.59	(4.21)
Return on equity	1.03%	1.52%	1.11%	1.20%	(3.13%)

C Financial Review

Five-Year Financial Review of the Group

As At 31 December 2025

In RM'000	2025	2024	2023	2022	2021
TOTAL ASSETS					
Property, plant and equipment and investment properties	1,061,167	1,054,553	1,172,417	1,209,105	1,252,419
Interests in associates, joint ventures and others	1,915,799	1,738,246	1,800,718	1,781,176	1,748,701
Inventories and contract cost assets	6,498,876	6,543,529	6,439,002	6,442,259	6,740,375
Receivables	1,235,627	1,304,572	1,498,485	1,583,015	1,339,293
Tax recoverable	93,396	116,007	121,946	85,988	106,998
Goodwill	621,409	621,409	621,409	621,409	621,409
Deferred tax assets	274,960	282,597	268,424	283,003	290,191
Deposits, cash and bank balances	1,067,964	989,996	1,001,572	1,025,551	853,027
Assets held for sale	5,301	116,936	49,561	22,397	-
Total assets	12,774,499	12,767,845	12,973,534	13,053,903	12,952,413
TOTAL EQUITY AND LIABILITIES					
Share capital	4,960,276	4,960,276	4,960,276	4,960,276	4,960,276
Merger relief reserve	34,330	34,330	34,330	34,330	34,330
Other reserves	46,759	60,248	96,675	78,340	82,798
Retained profits	1,821,381	1,813,089	1,746,690	1,696,255	1,615,716
Shareholders' equity	6,862,746	6,867,943	6,837,971	6,769,201	6,693,120
Non-controlling interests	130,097	112,851	114,660	104,467	102,931
Borrowings	3,998,536	4,032,523	4,179,931	4,315,248	4,213,970
Tax payable	23,808	17,014	61,589	15,769	3,981
Payables	1,223,855	1,213,974	1,242,802	1,328,633	1,379,581
Provisions and others	535,457	523,540	536,581	520,585	558,830
Total equity and liabilities	12,774,499	12,767,845	12,973,534	13,053,903	12,952,413
Net assets per share attributable to owners of the parent (RM)	1.36	1.36	1.35	1.34	1.32

C Financial Review

Group Quarterly Performance

For the Financial Year Ended 31 December 2025

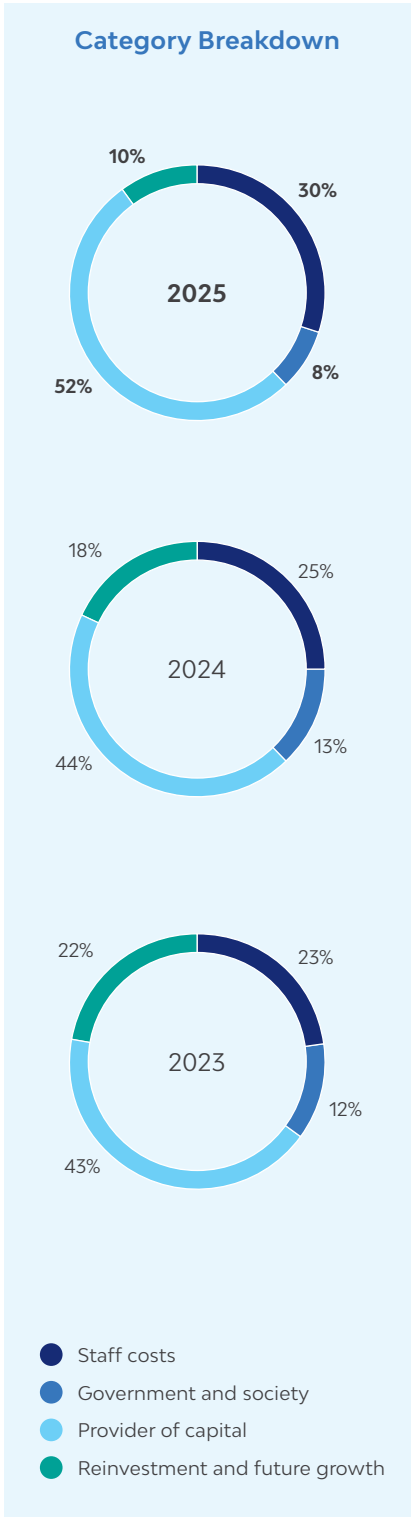
In RM'000	First Quarter 31/03/2025	Second Quarter 30/06/2025	Third Quarter 30/09/2025	Fourth Quarter 31/12/2025	Year Ended 31/12/2025
Revenue	417,634	442,416	417,761	424,275	1,702,086
Cost of sales	(308,753)	(330,724)	(316,731)	(305,061)	(1,261,269)
Operating expenses	(71,522)	(64,855)	(80,060)	(158,510)	(374,947)
Other income	18,129	11,945	49,899	24,650	104,623
Operating profit	55,488	58,782	70,869	(14,646)	170,493
Finance costs	(36,058)	(31,034)	(40,384)	(36,619)	(144,095)
Share of net results of associates and joint ventures	5,942	10,985	14,627	51,169	82,723
Profit before income tax and zakat	25,372	38,733	45,112	(96)	109,121
Profit attributable to owners of the parent	20,487	22,411	18,490	9,629	71,017
Shareholders' equity	6,887,484	6,844,335	6,864,827	6,862,746	6,862,746
Earnings per share (sen)	0.40	0.44	0.37	0.19	1.40
Return on equity	1.19%	1.31%	1.08%	0.56%	1.03%

C Financial Review

Statement of Value Added and Distribution

For The Financial Year Ended 31 December 2025

In RM'000	2025	2024	2023
Value Added:			
Revenue	1,702,086	1,340,318	1,339,060
Purchase of goods and services	(1,471,061)	(1,076,307)	(980,323)
Value added by the Group	231,025	264,011	358,737
Other income	104,623	112,907	78,590
Share of result of associates	5,063	21,879	188
Share of result of joint ventures	77,660	82,289	20,190
Total value added available for distribution	418,371	481,086	457,705
Distribution:			
To employees			
- salaries and other staff costs	123,536	119,890	105,944
To government			
- income tax	33,430	59,777	51,512
- zakat	1,917	1,391	1,531
To provider of capital			
- dividend	72,455	62,725	37,939
- finance cost	144,095	148,772	157,781
To community			
- investment in CSR	627	534	283
- contribution to SIREH Park	-	2,000	3,461
Retained for reinvestment and future growth			
- depreciation and amortisation	40,992	46,211	51,291
- retained profits	(1,438)	41,613	37,788
- minority interest	2,757	(1,827)	10,175
Total distributed	418,371	481,086	457,705
Reconciliation			
Profit for the year	73,774	102,511	85,902
Add: Depreciation and amortisation	40,992	46,211	51,291
Finance costs	144,095	148,772	157,781
Staff costs	123,536	119,890	105,944
Income tax	33,430	59,777	51,512
Zakat	1,917	1,391	1,531
Donation	627	2,534	3,744
Total value added	418,371	481,086	457,705



Investor Relations

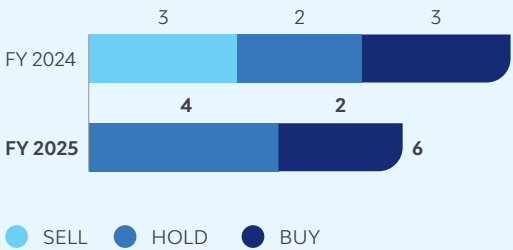
Investor Relations (“IR”) plays a critical role in fostering transparent and consistent communication between UEM Sunrise and the investment community. The function serves as a key interface with institutional investors, analysts and other capital market stakeholders, ensuring that the Group’s strategy, financial performance and long-term value proposition are clearly articulated and well understood.

Operating under the oversight of the Chief Financial Officer, the IR function supports management in strengthening market confidence through timely disclosures, proactive engagement and effective communication of the Group’s strategic priorities. Beyond facilitating investor engagement, IR also provides valuable market intelligence and investor feedback to management, enabling the Group to better understand investor expectations and align its strategic messaging with evolving market perspectives.

Through structured engagements, investor briefings and continuous dialogue with stakeholders, a total of 33 engagements were conducted in 2025. The Group remains committed to upholding high standards of transparency, accountability and governance in its interactions with the investment community.



Analyst Coverage as of post-FY2024 and FY2025 Results Announcement



Average Target Price 2024:
RM0.94

Average Target Price 2025:
RM0.71

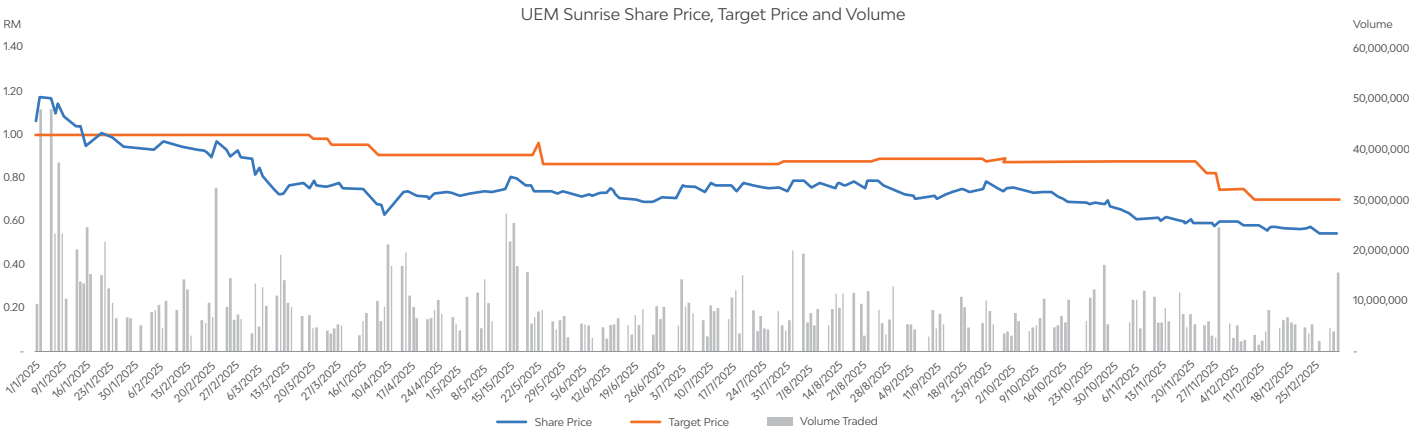
The average target price for the Group declined from RM0.94 in 2024 to RM0.71 in 2025. This represents a reduction of RM0.23 equivalent to a decrease of 24% year-on-year.

The decline in the average target price indicates a downward revision in analysts’ valuation expectations for the Group between the two periods. The adjustment reflects updated market assessments and revised outlooks on the Group’s financial performance, property sector conditions and overall market sentiment during the respective financial years.

Key Focus Areas and Discussion Points

Strategy execution and growth visibility	Investors sought greater clarity on the Group’s development pipeline, launch momentum and the sustainability of future earnings growth.
Capital allocation and strategic commercialisation plans	Discussions focused on the Group’s approach to disciplined capital allocation, including the recycling of non-core assets and the prioritisation of projects with stronger strategic alignment and returns.
Industrial development and Johor growth catalysts	The investment community expressed strong interest in the Group’s industrial strategy and positioning within Johor, particularly in light of the JS-SEZ and growing demand for industrial space.
Balance sheet strength and funding strategy	Investors engaged management on the leverage profile and financial ability, funding requirements for upcoming developments and our commitment to maintaining prudent gearing levels.
Shareholder returns and value creation	Questions were raised on the Group’s approach to enhancing shareholder value, including dividend sustainability and initiatives aimed at improving long-term valuation.

Share Price Performance against Analyst Target Price



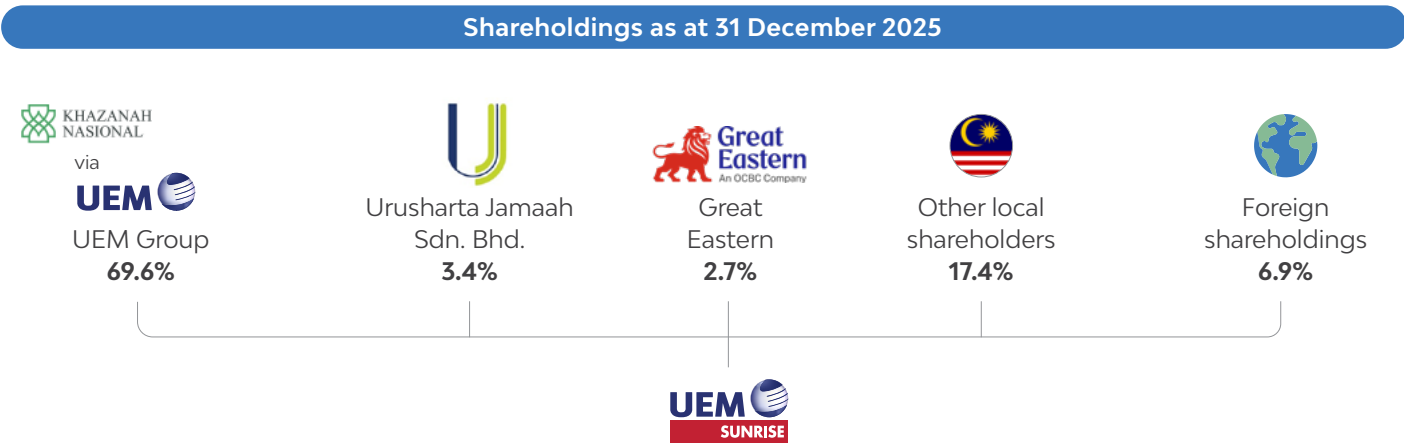
Month	Highest Closing Share Price (RM)	Lowest Closing Share Price (RM)	Average Closing Share Price (RM)	Closing Share Price (RM)	Average Volume Traded
January 2025	1.17	0.93	1.03	0.93	16,803,120
February 2025	0.98	0.89	0.93	0.90	9,559,870
March 2025	0.89	0.73	0.78	0.76	8,078,587
April 2025	0.75	0.63	0.71	0.72	9,424,936
May 2025	0.81	0.73	0.75	0.73	10,960,780
June 2025	0.75	0.69	0.71	0.71	5,561,389
July 2025	0.78	0.74	0.76	0.75	7,605,404
August 2025	0.79	0.74	0.77	0.74	8,861,158
September 2025	0.78	0.71	0.74	0.76	5,997,249
October 2025	0.76	0.64	0.71	0.64	7,645,300
November 2025	0.64	0.58	0.60	0.60	7,929,857
December 2025	0.60	0.55	0.57	0.55	4,856,513

The share price of the Group declined throughout 2025, decreasing from RM0.93 in January to RM0.55 in December, representing a drop of RM0.38 or 41% during the year. The share price showed a brief recovery in the middle of the year, increasing from RM0.71 in June to RM0.76 in September before continuing its downward trend in the final quarter. The overall movement largely mirrored the broader weakness in the property sector, with the KL Property Index also recording a decline during the period amid cautious investor sentiment towards the sector. Notwithstanding this, the Group share price performance remained broadly in line with sector peers.

The monthly average trading volume also fluctuated during the year with the highest level recorded in January at 16.8 million shares and the lowest in December at 4.9 million shares, indicating reduced trading activity towards the end of the year.

Investor Relations

Shareholding Analysis



Outlook

- Investor sentiment towards the Malaysian property sector is expected to remain selective in 2026 with investors placing greater emphasis on earnings visibility, balance sheet strength and disciplined capital allocation.
 - Against this backdrop, the Group will continue to focus on strengthening investor confidence through transparent communication of its strategy, operational progress and capital management priorities.
 - The IR function will remain committed to proactive engagement with the investment community through regular analyst briefings, investor meetings and site visits while enhancing disclosure and communication materials to improve market understanding of the Group's strategic initiatives, including capital recycling efforts and growth opportunities in key development corridors.
- Through these initiatives, the Group aims to reinforce investor confidence and support long-term shareholder value creation.

Enquiries

The Group prioritises open communication and encourages shareholder feedback throughout the year. Shareholders are welcome to raise queries or concerns related to the Group with the IR Department. The contact details are provided below for reference. Kindly refer to the information below for any further clarification or assistance.

Christine Lau Fei Ling
Head of Investor Relations, Corporate Finance and Research.

Other Communication Channels

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Facebook : UEM Sunrise
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Section 5
Sustainability
Review

Sustainability Statement



Mangrove forest located near UEM Sunrise development in Iskandar Puteri.

Towards a Low-Carbon Future

The construction sector remains one of the world’s most resource-intensive and carbon-emitting industries, contributing significantly to environmental degradation and biodiversity loss. We acknowledge these inherent challenges and recognise that our operations inevitably carry environmental impacts.

In response, we have strengthened our Group-wide commitment to reducing our footprint by embedding sustainability considerations into every stage of our business, from strategic planning and procurement to project design, construction practices and asset management. By implementing these measures, we are able to progressively reduce our overall environmental impact while contributing positively to the ecosystems and communities in which we operate.

In line with the Paris Agreement and Malaysia’s aspiration of achieving net-zero emissions by 2050, our carbon-reduction roadmap sets clear targets based on our 2023 emissions baseline, including a 20% reduction in Scope 1 and 2 emissions by 2030, an ambition-zero milestone by 2040 and carbon neutrality by 2050 as our ultimate goal.



This structured pathway ensures we remain on track while meaningfully reducing our environmental footprint over time. Our decarbonisation pathway is anchored on two core principles: These principles are supported by UEM Sunrise’s efforts to adopt renewable energy and improve operational efficiency using advanced, energy-efficient technologies.

Maximising internal operational decarbonisation

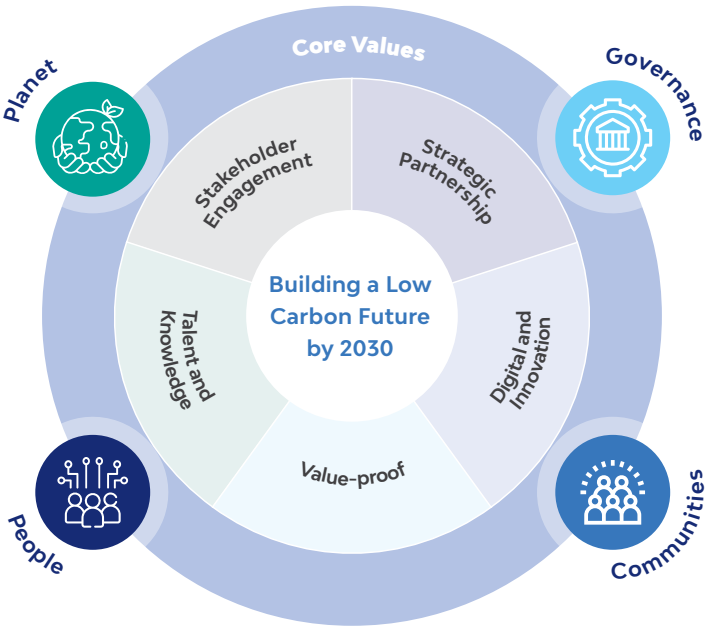
Addressing residual emissions through diversified carbon offsetting approaches

➞ Please refer to *Climate Change*, pages 117 to 129 for detailed disclosures on UEM Sunrise’s decarbonisation pathway.

We prioritise internal emissions reduction by enhancing the performance of our buildings and infrastructure, adopting cleaner technologies and strengthening resource efficiency, guided by SDDG and Green Building Certification Policy. These efforts are complemented by selective use of carbon offsets, including nature-based and market-based options, to neutralise residual emissions that cannot be immediately eliminated. By reducing emissions, we minimise exposure to transition risks such as carbon pricing and tightening regulatory requirements while strengthening our long-term financial resilience through lower operating costs, improved resource efficiency and enhanced competitiveness in a low-carbon economy.

Our Sustainability Blueprint

The Sustainability Blueprint 2.0, introduced in 2025, continues to serve as our strategic compass in advancing our transition toward a low-carbon future. Anchored on four key pillars: Planet, People, Governance and Communities, the blueprint is further reinforced by a set of enablers that drive sustainable outcomes across our operations, ensuring an integrated and consistent approach to responsible development.



To translate Sustainability Blueprint 2.0 into actionable outcomes, we have identified a set of key enablers that support the delivery of our long-term ambitions. These enablers operationalise the principles illustrated in our blueprint by bridging high-level aspirations with the practical strategies, partnerships, technologies and capabilities required to drive sustainable value creation across our operations.

Our Key Enablers

The table below outlines how each enabler contributes to strengthening our sustainability performance and ensuring consistent organisation-wide execution.

Key Enablers	What It Means	Our Commitments
Strategic Partnership	Collaborating and engaging proactively with industry associations and government bodies to achieve our targets.	• Leverage regulations to incentivise and subsidise supply and/or demand in order to close market gaps and achieve targets.
Digital and Innovation	Using technologies and digital solutions to customise the spaces we build according to occupant needs.	• Adopt Building Information Modelling (“BIM”) and data-driven design and planning. • Develop integrated projects with interconnected buildings that operate together. • Protect owners’ privacy with enhanced cybersecurity measures.
Value-proof	Protecting and subsequently increasing our asset value by embedding Environmental, Social and Governance considerations (“ESG”) into our strategies and processes.	• Commit to strategic commercialisation, transparent reporting and innovative financing methods. • Scale sustainable solutions based on a compelling business case and return on investment. • Incorporate, track and report ESG performance into risk-adjusted returns.
Talent and Knowledge	Empowering our employees via upskilling and reskilling, while also attracting the best talent and becoming a thought leader.	• Establish the appropriate organisation structure and appoint capable leaders to lead our people transformation. • Create a positive workplace culture and ensure equal access to opportunities.
Stakeholder Engagement	Obtain varied perspectives to inform the creation of holistic solutions that address stakeholder needs.	• Collaborate with the real estate associations to develop solutions to industry challenges. • Work with tenants, operators and asset managers to implement solutions that improve operational efficiency and lower costs. • Engage with academia to develop innovative technology which can potentially be commercialised in our developments. • Engage with local communities to inform the creation of human centric developments.

Sustainability Statement

Our Key Pillars

To advance sustainable outcomes across our operations, we have established clear KPIs and targets to systematically track and assess performance. These outcome-driven indicators articulate our strategic ambitions, promote focused and measurable action, and reinforce accountability while enabling effective oversight and monitoring. Our performance will then be reported to our Board of Directors, where decision making will be supported by dedicated management and working committees across the organisation.



Planet

Our Goals

Minimising our environmental impact while promoting biodiversity.

Our Commitment

Reducing emissions and waste in our operations by utilising the latest building technologies and GHG management, while incorporating greenery and maintaining biodiverse habitats within our developments.

UN SDGs	Our Initiatives	Performance Monitoring		
		Metrics	Target	FY2025 Progress Update
	6.5 Implemented erosion and sediment controls and optimised effluent treatment systems across all development sites.	• Maintaining Total Suspended Solids ("TSS") levels within the regulatory limit	150 mg/L	Average reading of 22.15 mg/L (min: 0.26 mg/L, max: 221 mg/L) (FY2024: 382 mg/L)
	7.3 Advancing Energy Efficiency through Green Building Certification.	• Total number of projects enrolled in Green Building Certification programmes	All new key development planned and designed from 2026 onwards achieve green building certification as per UEM Sunrise Green Building Certification Policy	Total 7 developments holding green building certifications, inclusive of 3 new certifications received in 2025. (FY2024: 6 developments maintained green building certifications.)
	8.2 Enhanced economic productivity through the principles of Design for Manufacture and Assembly ("DfMA") and modular design by streamlining construction processes and reducing inefficiencies.	• Adoption of DfMA for all new projects	100% adoption	100% adoption (FY2024: 50%)
	9.1 BIM supports resource-efficient project delivery, reducing material waste through early identification and resolution of design conflicts, reducing rework and construction risk.	• Resolution of clashes	100% clashes resolved	100% clashes resolved for newly activated projects in 2025*
	13.2 Unveiled Sustainability Blueprint 2.0, accelerating transition towards carbon neutrality by 2050.	• Carbon emissions reduction (Scope 1 and 2)	20% total reduction by 2030	21.50% reduction (for Scope 1 and Scope 2 only)**
	15.5 Undertaken desktop review on Key Biodiversity Area ("KBA") and Environmentally Sensitive Area ("ESA") assessments.	• Total land developed in Malaysia and Australia	100% of total developed land	100% of total developed land
	17.16 Explored sustainable technologies and green collaboration opportunities to reduce GHG emissions and achieve carbon neutrality by 2050.	• Number of initiatives implemented through partnerships	Implement 2 initiatives a year through partnerships	Implemented 3 initiatives through partnerships* • Cenergi SEA Sdn. Bhd. (Solar PV) • Gentari Green Mobility Sdn. Bhd. and Nichcom Go Sdn. Bhd. • Opus Energy (District cooling plant enhancement)

* We began monitoring in FY2025, which serves as the baseline for all targets and progress tracking.
** Refer to pages 118 to 125 for detailed reduction of our absolute emissions.



People

Our Goals

Creating safe, inclusive and empowered workplaces.

Our Commitment

Ensuring a safe and healthy working environment while nurturing a positive and collaborative working culture where every employee is empowered to reach their full potential.

UN SDGs	Our Initiatives	Performance Monitoring		
		Metrics	Target	FY2025 Progress Update
	3.9 Implemented general safety awareness programmes and specialised hazard-related training sessions.	• Work-related fatalities • Lost-time Incident Rate ("LTIR")	0 fatality	Employees: 0 fatality, 0 LTIR (FY2024: 0; 0) Contractors: 1 fatality, 0.03 LTIR (FY2024: 0; 0)
	4.3 Continued investment in employee education and skills development to strengthen organisational capability.	• Training hours for all employees	38,000 hours	50,493 hours (FY2024: 50,898 hours)
	5.5 Demonstrated strong commitment to gender diversity, with meaningful representation across the workforce and senior leadership.	• Women in senior management roles	30%	54.3% (FY2024: 52.8%)
	8.5 Instituted fair and competitive remuneration policies and provided opportunities for upskilling and career development.	• Percentage of eligible employees who have received performance and career development review	100%	100% (FY2024: 100%)
		• Employee engagement survey score (Voice of CHIEFs)	70%	71% (FY2024: 62%)
	10.3 Implemented our DEI policy to foster an inclusive and supportive workplace.	• Zero cases of bullying, harassment, discrimination	0 case	2 cases (FY2024: 3 cases)



Communities

Our Goals

Building sustainable cities and communities.

Our Commitment

Providing high-quality, sustainable and liveable spaces that enhance well-being and foster thriving communities.

UN SDGs	Our Initiatives	Performance Monitoring		
		Metrics	Target	FY2025 Progress Update
	1.1 Implemented Back-to-School programme for adopted schools by providing essential supplies.	• Total volunteer hours in community engagement programmes	• 1,500 hours	• 1,150 volunteer hours (FY2024: 1,225)
	1.4 Advanced community well-being through sustained implementation of social investment and community engagement programmes.	• Total investment for community engagement programmes	• 0.2% of profit after tax	• RM1,005,914 invested (FY2024: RM936,014)
	4.1 Promoted education with PINTAR Foundation, focusing on academic and character development.	• Number of beneficiaries from community engagement programmes	• 40,000 beneficiaries	• 44,665 beneficiaries (FY2024: 39,290)
	4.6 Maintained community reading access through BukuHub.			

Sustainability Statement

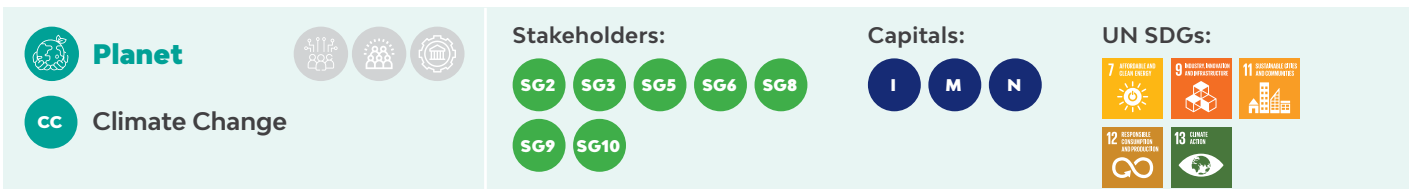
Communities

Our Goals		Our Commitment		
Building sustainable cities and communities.		Providing high-quality, sustainable and liveable spaces that enhance well-being and foster thriving communities.		
UN SDGs	Our Initiatives	Performance Monitoring		
		Metrics	Target	FY2025 Progress Update
	9.1	Completed the Gerbang Nusajaya Interchange, a RM166.4 million elevated trumpet-design interchange linking the Second Link Expressway to Gerbang Nusajaya and nearby road networks.	- Customer Measurement Score - Service-Level Agreement (“SLA”) performance for defect management	88% (FY2024: 81%) 74% (FY2024: 95%)
	9.3, 9B, 9C	Implemented HomeClick Platform, an end-to-end digital homebuying ecosystem enabling online unit reservation, virtual tours, and seamless financing applications.	QLASSIC score	83% (FY2024: 85.5%)
	11A	Delivered safe, sustainable and efficient residential projects, in line with national construction quality standards under Construction Industry Development Board (CIDB)		

Governance

Our Goals		Our Commitment		
Upholding integrity and delivering excellence.		Embedding ethical and sustainability considerations into our governance and decision-making process, enabling resilience and long- term value creation.		
UN SDGs	Our Initiatives	Performance Monitoring		
		Metrics	Target	FY2025 Progress Update
	7a	Embed SDDG as a guiding principle for all UEM Sunrise township, high-rise residential and integrated developments to ensure that our products are aligned with our sustainability goals.	100% integration of SDDG design principles at township, high-rise residential and integrated developments	100% integration*
	8.3	Practiced local sourcing, with materials, equipment, and services obtained from local vendors.	Percentage of Vendors from Local Companies	99.6% (FY2024: 98%)
	16.5	Upheld strict integrity standards with zero tolerance for corruption, reinforced through our Business Partner Code of Conduct.	Number of cases related to corruption	0 case (FY2024: 0)
			Compliance with applicable laws and regulations	100% (FY2024: 100%)

* We began monitoring in FY2025, which serves as the baseline for all targets and progress tracking.



The climate-related disclosure within this section is prepared in accordance with IFRS Sustainability Disclosure Standards issued by the ISSB, specifically IFRS S1 General Requirements for Disclosure of Sustainability related Financial Information, only insofar as they relate to the disclosure of information on CROs and IFRS S2 Climate-related Disclosures.

Introduction

Climate change is increasingly influencing operating conditions across industries. Global average surface temperatures reached approximately 1.44°C above the 1850–1900 baseline, reflecting accelerating climate-related risks. Evolving physical and transition risk requirements are affecting the real estate sector, increasing the need for resilient, future-ready developments.

In 2025, Malaysia reaffirmed its Nationally Determined Contributions (“NDCs”), with national GHG emissions projected to peak between 2029 and 2034. Complementing this commitment, the Government has announced plans to introduce a carbon tax from 2026 to support national climate objectives and align with evolving global decarbonisation requirements. These developments introduce potential financial and operational implications, requiring assessment of climate-related risks and opportunities and appropriate risk mitigation.

In response, we have assessed how climate change may affect our value chain to inform strategies that protect assets and support business continuity under evolving stakeholder expectations. Guided by the IFRS S2 Climate-related Disclosures Standard, the following section outlines key findings and corresponding actions.

Upstream (Business Partners)
Climate-related transition pressures on carbon-intensive materials may increase costs and create supply instability as producers adopt lower-carbon technologies or face carbon pricing. This may result in raw material price volatility and affect availability across the supply chain.
Core Operations (Construction Activities)
Diesel-powered machinery and on-site electricity consumption generate operational emissions (Scope 1 and 2). The introduction of carbon pricing may increase operating costs and create additional compliance and reporting obligations.

Downstream (Property Owners and Tenants)
While physical climate risks affect asset performance and long-term liveability, transition risks may influence stakeholder behaviour and market perception, with implications for property values.

Governance

Oversight of climate-related risks and opportunities rests with our Board of Directors, which ensures that climate considerations are integrated into our strategy risk management and capital allocation decisions. The Board Governance & Risk Committee (“BGRC”), chaired by Mr. Chari TVT, Independent Non-Executive Director, supports the Board by reviewing climate-related priorities, monitoring emerging risks and regulatory developments and overseeing the implementation of mitigation and adaptation measures.

Climate-related matters are governed through established oversight structures, with reporting provided regularly to the Board, BGRC and EXCO to support informed and timely decision-making. These bodies regularly review key performance indicators, including GHG emissions and decarbonisation progress, to ensure alignment with our climate-related commitments and targets.

To strengthen governance capability, we provide upskilling sessions to the Board. In 2025, two dedicated training sessions were conducted on “Navigating NSRF: ISSB IFRS S1 and S2” as well as “Meeting Decarbonisation Targets through the Use of Carbon Offset”. In parallel, we organise continuous training across the organisation to ensure our employees maintain appropriate knowledge and awareness of climate-related matters.

Management is responsible for the identification, assessment and day-to-day management of climate-related risks and opportunities and reports regularly to the BGRC. We have also embedded sustainability KPIs into its performance management framework, cascading them across management and employees to drive shared accountability. MD/CEO’s remuneration is linked to the Corporate Scorecard, which includes a sustainability component, indirectly influencing performance assessment and incentive payouts. At the management level, more than one C-suites incorporate climate related performance into their individual scorecards, embedding climate considerations across products, services and business processes.

Sustainability Statement

Overall, performance against these climate and biodiversity-related metrics is formally assessed by the NRC and directly influences annual incentive payouts. This reinforces accountability for climate-related outcomes at the leadership level and aligns executive remuneration with UEM Sunrise’s long-term sustainability objectives.

As a member of the Real Estate and Housing Developers’ Association (“REHDA”), UEM Sunrise is committed to aligning its climate change policy with the positions and advocacy efforts of the association. This includes active participation in promoting sustainable development practices such as green building standards through the GreenRE rating system and supporting engagements with policymakers to advance climate resilience and low-carbon transition.

➦ For more information on roles and responsibilities, please refer to the Corporate Governance Overview Statement section on pages 252 to 286.

Our Decarbonisation Aspiration

Decarbonisation forms a core pillar of our Sustainability Blueprint 2.0 and is endorsed by our Board of Directors. We have committed to reducing Scope 1 and Scope 2 GHG emissions by 20% by 2030 from a 2023 baseline, with a long-term ambition of achieving carbon neutrality by 2050.

01 Maximising Internal Operational Decarbonisation

UEM Sunrise has been continuously monitoring GHG emissions across our operations to understand prevailing emission patterns and identify key areas for improvement. Based on this analysis, we have prioritised initiatives to enhance operational efficiency, including the integration of energy-efficient technologies and Artificial Intelligence (“AI”) solutions to monitor and optimise consumption patterns.

As part of this exercise, we have also identified key decarbonisation initiatives to reduce the Group’s internal Scope 1 and 2 GHG emissions. These include the installation of Solar Photovoltaic (“Solar PV”) system, the rollout of additional zero-CAPEX Solar PV installations and the commencement of high-efficiency chiller upgrades.

Sunrise DCS 1. District cooling plant refurbishment	Publika Sales Gallery and Solaris Dutamas Carpark 1. Lightings improvement and optimisation 2. Building Management System (“BMS”) enhancement 3. AI-powered Ventilation <i>Variable speed drives (“VSD”) installation to control the existing cooling load needed prior to system implementation.</i>
Overall 1. Solar PV Program <i>Serene Heights Sales Gallery, Symphony Hills Sales Gallery, UEM Sunrise Sales Gallery (“USG”) Iskandar Puteri, Estuari Sports Centre and Puteri Harbour International Ferry Terminal (“PHIFT”).</i> 2. Converting petrol/diesel car to electrical vehicle (“EV”)	

Our GHG reduction strategies and decarbonisation pathway were approved in August 2025. To support this commitment, our decarbonisation strategy is guided by two core principles, focusing on emissions reduction through operational efficiency and the gradual transition towards lower-carbon solutions across our operations. At this juncture, the targets have been established based on internal assessments and assumptions and have not been subject to third-party verification.

As implementation and full operationalisation commenced only following the strategy’s approval, tracking of performance against these targets is at an early stage, and no measurable progress is reported for the current reporting period. Accordingly, progress against the targets will be disclosed as implementation advances and data availability improves.

The Group will progressively enhance data collection, monitoring processes and performance tracking, and will consider appropriate verification approaches as the decarbonisation programme matures. Updates on performance, key initiatives and progress against targets will be disclosed in subsequent reporting cycles.

The refurbishment of the district cooling plant and the deployment of Solar PV systems have been identified as critical levers in achieving our medium-term decarbonisation targets. As part of our climate-related strategy, we are assessing the technical and financial feasibility of integrating and expanding these solutions into our asset portfolio, with consideration of their expected impact on our transition pathway.

We continue to monitor KPIs and other relevant metrics to ensure that implementation progresses in a timely and effective manner, consistent with the targets and assumptions underpinning our broader decarbonisation plan.

02 Addressing Residual Emissions through Diversified Carbon Offsetting Approaches

Carbon offsetting measures will serve as a complementary component of our broader decarbonisation strategy. These measures include nature-based solutions, such as reforestation and conservation initiatives, as well as the purchase of carbon credits. In line with our climate-related strategy and transition planning, these offsets are intended to complement, rather than replace, direct emissions reduction efforts across our operations.

These offset mechanisms will help bridge residual emissions gaps as we progress toward our 2030 emission reduction target and long-term 2050 carbon neutrality ambition. We will continue to assess the integrity, permanence and credibility of offset projects, ensuring alignment with a transparent and accountable transition pathway.

Climate Change Risk Assessment

We have identified climate-related risks and opportunities across our diverse property portfolio, including both our Property Development and Commercial Building segments.

The identification is supported by historical information, along with input from relevant process owners as well as identified industry-related risks. These identified climate-related risks will then be reported to the Board of Directors for endorsement, monitoring, decision making and strategy development. The identified risks are outlined in two categories, mainly physical risk and transition risk.

Climate-related risks are assessed based on their nature, likelihood and potential magnitude of impact on our operations, developments and asset portfolio. The assessment considers qualitative factors such as the severity of operational disruption, cost implications, regulatory exposure and potential effects on asset value and market demand, enabling consistent evaluation alongside other enterprise risks.

Physical Risks and Associated Impacts

Physical climate risks refer to the potential impacts on our operations and assets caused by climate-related events. These include acute hazards such as floods and storms, as well as chronic risks driven by long-term shifts in climate patterns, including increases in temperature and sea level.

Risk	Business Impact	Time Horizon
Acute Physical Risk		
Increased flood frequency and severity	- Increased flood exposure may drive more frequent maintenance and repairs, resulting in higher operating costs. - Project delays may heighten exposure to liquidated and ascertained damages (“LAD”). - Tighter funding conditions due to elevated risk perceptions among financiers.	Short, Medium
Occurrence of strong wind and extreme weather conditions		Short, Medium
Chronic Physical Risk		
Occurrence of extreme heat and elevated temperature conditions	- Increased construction costs due to the implementation of heat-related mitigation measures for workers. - Potential legal exposure related to workplace safety and health.	Medium, Long
Sea level rise	- Increased development costs driven by reduced availability of suitable land, particularly areas affected by coastal encroachment. - Risk of stranded assets for properties located in or near coastal zones.	Long

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Transition Risks and Associated Impacts

Transition risks refer to the risks associated with the transition to a lower-carbon economy. These risks arise from policy, legal, technology and market and reputational changes required to mitigate climate change.

Risk	Business Impact	Time Horizon
Policy and Legal		
Introduction or revision of climate-related policies and legal requirements	- Loss of revenue opportunities due to unmet stakeholder expectations. - Increased operational expenditure in terms of compliance costs. - Potential exposure to financial penalties, fines or other enforcement actions due to non-compliance.	Short, Medium
Regulatory gaps in climate-resilient building standards		Medium
Implementation of domestic and international carbon pricing mechanism	- Cost-push inflation leading to higher material and energy costs, potentially reducing project profit margins. - Upfront transition investments may be needed to shift towards low-carbon technologies, materials and construction methods. - High-emission assets may face an elevated risk of becoming stranded due to declining market demand and tightening carbon-related regulations.	Short, Medium, Long
Technology		
Reliance on legacy construction methods and inefficient building systems	- Higher energy and maintenance costs. - Increasing compliance obligations as building codes and environmental regulations tighten in response to climate-related requirements. - Greater scrutiny from lenders and investors, particularly those prioritising green and low-carbon assets during capital allocation decisions.	Medium, Long
Market		
Scarcity of critical natural resources	- Disrupts project delivery and increases operational costs as resource prices rise and alternative sourcing becomes necessary. - Heightens compliance obligations, limiting access to green financing. - Elevates the risk of stranded assets where shortages impede project completion or operational viability.	Medium, Long
Energy market volatility linked to resource scarcity and low-carbon transition	- Potential budgeting challenges and increased reliance on hedging strategies to manage exposure. - Reduced profit margins arising from unpredictable energy price fluctuations. - Heightened risk of asset stranding for fossil-fuel-based infrastructure.	Short, Medium
Misalignment with evolving customer preferences for sustainable and green properties	- Lower rental demand and reduced asset value for properties that do not meet sustainability expectations. - Higher retrofitting, operational and marketing costs required. - Restricted access to green financing or higher borrowing costs.	Medium, Long
Contractual gaps in climate-related provisions in tenancy agreements	- Higher tenant turnover. - Reduced long-term viability as market expectations shift toward more sustainable leasing practices.	Short, Medium
Reputation		
Risk of greenwashing and misrepresentation of sustainability claims	- Potential loss of sales and reduced demand due to erosion of customer trust. - Exposure to regulatory fines, penalties and remediation costs arising from non-compliance. - Reduced access to sustainability-linked financing or loss of preferential financing terms.	Short, Medium
Increasing workforce expectations and regulatory demand for sustainability-related skills	- Higher recruitment, training and retention costs to attract and develop employees with the necessary sustainability competencies. - Potential loss of competitiveness and slower project delivery due to talent shortages.	Medium

Climate Opportunities

We continue to identify opportunities that can strengthen our long-term resilience and competitiveness as the property sector evolves. These opportunities arise from shifting market expectations, advances in sustainable design and technology and growing interest in responsible development. By leveraging these emerging trends, we aim to enhance asset performance, improve operational efficiency and create greater value for our customers and stakeholders.

Type of Opportunities	Potential Impact	Time Horizon
Enhancing property resilience and tenant appeal	Increased asset value, stronger tenant demand and improved long-term marketability of developments	Medium, Long
Innovation in sustainable design and materials	Lower long-term operating costs, improved construction efficiency and enhanced competitiveness in sustainable property offerings	Medium, Long
Strengthening stakeholder trust and regulatory alignment	Higher stakeholder confidence, smoother compliance with evolving standards and stronger positioning in government or industry programmes	Short, Medium
Improving efficiency in commercial and operational processes	Reduced energy and operational costs, optimised building performance and improved lifecycle cost management	Short, Medium
Building a strong sustainability reputation	Increased market share, stronger customer preference and enhanced ability to attract ESG-focused investors and partners	Medium, Long
Expanding strategic partnerships for innovation	Access to new technologies, improved resilience and accelerated progress on sustainability and digital transformation initiatives	Medium, Long

Note: We have identified the above climate-related opportunities based on current market insights and internal assessments. While these assessments have been undertaken, we have yet to conduct scenario analysis to further evaluate climate-related opportunities.

Current Financial Effects

In 2025, we advanced key transition initiatives under our GHG Reduction Strategy and Decarbonisation Pathway. These included the operation of the solar PV system at Kiara Bay, the rollout of five additional zero-CAPEX solar PV installations and the commencement of high-efficiency chiller upgrades at the Solaris Dutamas District Cooling Plant. While these initiatives support our long-term emissions reduction and energy efficiency goals, we are unable to quantify their financial effects for the year due to data limitations and the early implementation stage of most projects.

The Kiara Bay PV system contributed to reduced grid electricity consumption, resulting in lower operating energy costs although these savings are not separately identifiable within the year’s financial results as electricity expenses are recorded in aggregate without a distinct line item for PV-related reductions. The remaining solar PV projects and the district cooling plant refurbishment have not yet reached operational maturity and therefore did not give rise to material operating expenses or capital expenditure during the reporting period. No material financial impacts from climate-related physical risks were recorded.

Consistent with IFRS S1 and IFRS S2, the Group provides a qualitative description of financial effects where quantitative measurement is not yet feasible. At present, the Group is unable to reliably quantify these effects because the required data, systems and methodologies to isolate climate-related financial impacts are still being developed.

As part of its multi-year implementation plan, the Group is strengthening its data architecture, processes and competencies to enable more robust and quantifiable disclosures in future reporting cycles.

Anticipated Financial Effects

Looking ahead, we expect our decarbonisation initiatives to increasingly influence our cost structure and capital planning as projects progress toward full implementation. Solar PV installations across six sites, together with the refurbishment of the Solaris Dutamas District Cooling Plant, are anticipated to reduce electricity consumption and lower operating energy costs over time, with benefits expected to grow as system performance stabilises. These initiatives may also help defer future energy-related cost increases, improve asset efficiency and enhance resilience against potential carbon-pricing and evolving regulatory requirements.

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The District Cooling Plant upgrade, upon completion, is expected to deliver substantial energy efficiency gains, resulting in lower utility expenditure at the asset level. Similarly, the expansion of solar PV adoption is anticipated to reduce reliance on grid electricity, improve energy cost predictability and support longer-term operational savings. As these projects mature, we may also experience changes in capital requirements, particularly for energy-efficient technologies and building system enhancements aligned with its decarbonisation pathway.

At this stage, we are unable to quantify the anticipated financial effects due to uncertainties relating to project timing, asset performance, tariff structures and the availability of verifiable measurement data. In line with IFRS S1 and IFRS S2, we provide a qualitative description based on the best information available and will enhance the robustness and reliability of forward-looking financial disclosures as data quality and systems mature.

UEM Sunrise’s Climate Resiliency

UEM Sunrise continuously evaluates the resilience of its strategy and operations against climate-related risks through governance oversight, risk assessments and long-term decarbonisation planning. Climate considerations are embedded early in project development, supported by Environmental Impact Assessments (EIA) and adaptation principles such as passive design, renewable energy readiness and climate-responsive features.

The SDDG ensure consistent integration of environmental performance and resilience across new developments, with all projects designed to be green-certification ready. From 2026, key projects will be required to achieve recognised certifications under the Group’s Green Building Certification Policy.

At the organisational level, the Board oversees climate-related matters while the EXCO, Risk, and Sustainability functions track mitigation, adaptation and emissions-reduction measures. Complementing this, UEM Sunrise’s Carbon Neutrality by 2050 target and the GHG Reduction Strategies and Decarbonisation Pathway guides the transition to a lower-carbon business model.

Through this integrated approach, UEM Sunrise strengthens resilience, mitigates climate risks, and supports long-term value creation.

Climate Scenario Analysis

Following the identification of key physical and transition climate-related risks, we conducted a comprehensive climate scenario analysis to assess the potential impact and likelihood of these risks under multiple climate futures across different time horizons. This analysis evaluated how different policy pathways, carbon pricing mechanisms, market shifts and physical climate hazards may affect our operations, supply chain, financial performance and long-term strategic ambitions.

The assessment enabled us to evaluate the resilience of our current business strategies against different climate trajectories, highlighting areas where adaptation or mitigation measures are required. Insights from this assessment will inform our strategic planning processes, including capital allocation, risk management practices and operational decision-making. We assessed our climate-related physical and transition risks using internationally recognised climate scenarios applying Intergovernmental Panel on Climate Change (“IPCC”)-based models to evaluate physical hazards and Network for Greening the Financial System (“NGFS”) scenario pathways to analyse policy, market and carbon-pricing transition.

➞ Please refer to Basis of This Report, pages 2 to 5 for the scenario selection.

UEM Sunrise complements its climate scenario analysis for physical risks with asset-level flood-risk mapping covering immovable assets and developments across Malaysia. Flood risk assessments were conducted for 61 in-scope sites (43 unique locations) across all business units, including property development, investment and asset management. Leveraging open-source datasets and climate modelling supported by JC3, the assessments identify areas of potential flood exposure and provide insights into localised physical climate hazards.

These assessments are conducted under low and very high GHG emissions scenarios (SSP1-2.6 and SSP5-8.5) for the short, medium and long term, enabling the Group to better anticipate the potential evolution of risks and strengthen resilience planning. Temperature-rise assumptions and data on physical climate events sourced from the IPCC database are also incorporated. Insights from this mapping and assessment exercise inform adaptive design decisions, guide mitigation measures and support the long-term resilience of the Group’s townships and developments.

In assessing climate-related transition risks, the Group draws on a wide range of openly published information and industry references, complemented by internal operational insights. This includes monitoring changes in social behaviours, evolving market conditions, regulatory developments and broader economic trends that may influence demand patterns, investment priorities and operating costs. By integrating these external and internal perspectives, the Group is better positioned to anticipate emerging challenges, guide strategic responses and strengthen resilience in a transitioning climate landscape.

These inputs are then evaluated through our established Enterprise Risk Management (“ERM”) framework, enabling a consistent, evidence-based approach to understanding climate impacts and strengthening organisational resilience.

The Group applies short- (up to 2026), medium- (2027–2030) and long-term (2031–2050) time horizons, defined with reference to its operational planning cycles, capital planning horizons and asset lifecycles. These time horizons are applied consistently across climate-related risk assessments to support strategic and investment decision-making.

The key findings from the assessment are set out below.

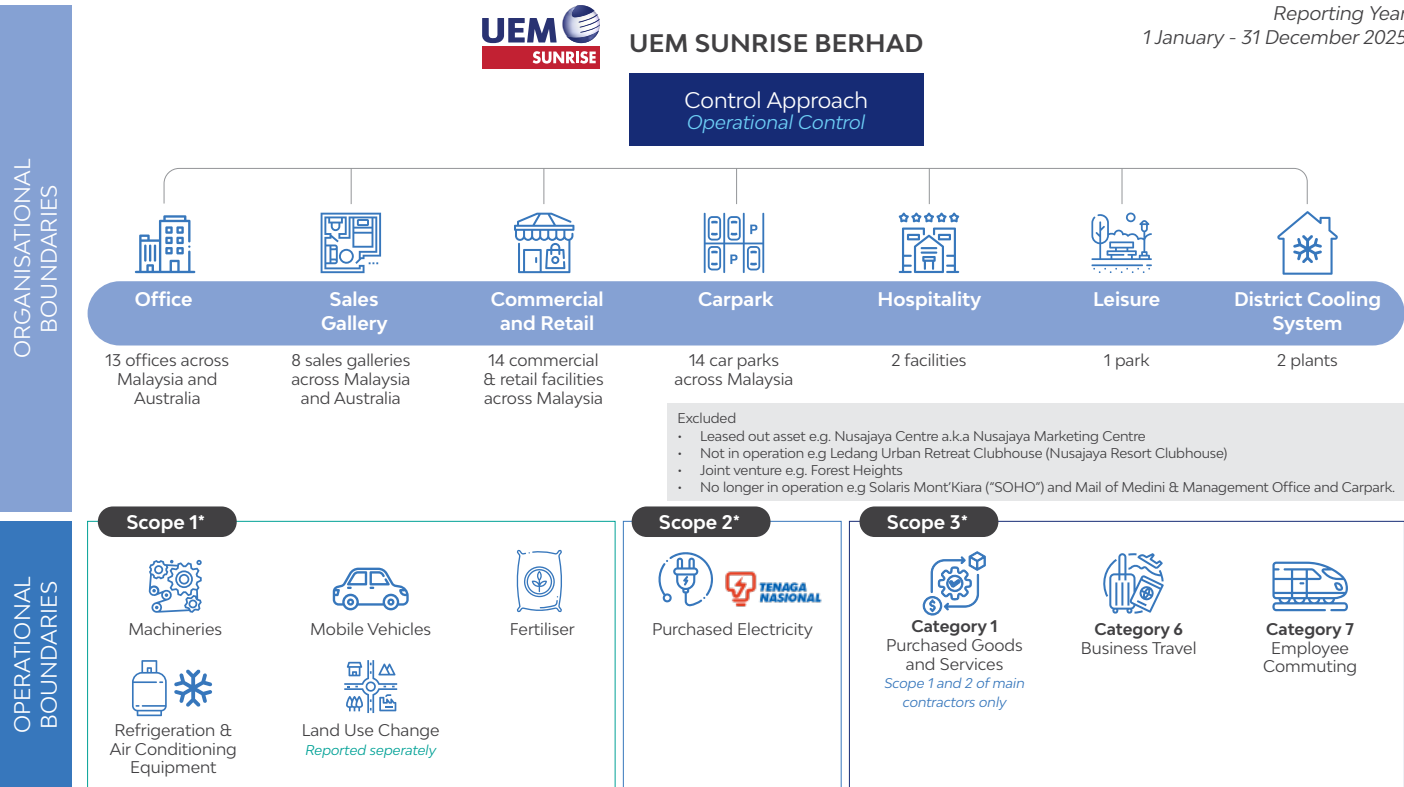
Risk Category	Risk Level			Key Findings
	Short-term (2026)	Medium-term (2027-2030)	Long-term (2031-2050)	
Acute Physical Risk	Medium	Medium to Significant	Medium to Significant	Acute climate events are expected to disrupt operations due to the high dependence on external manpower and critical construction equipment. These disruptions may result in financial losses, with severity projected to increase, particularly under a business-as-usual trajectory where such events are anticipated to become more frequent and intense.
Chronic Physical Risk	Low	Low to Medium	Low to Significant	While higher temperatures may currently have limited visible impact on operations due to existing mitigation measures, the continued intensification of heat under a business-as-usual climate pathway is expected to heighten both the likelihood and severity of temperature-related incidents over time.
Policy and Legal	Medium	Medium	Medium to Significant	Enhancements to climate-related regulations and design frameworks have raised concerns about potential increases in compliance costs. However, because sustainability elements are already embedded in current practices, the near-term impact is expected to be manageable. Under the Net Zero scenario, carbon pricing is projected to escalate significantly to discourage reliance on traditional fossil fuels. Given our existing construction methodologies and operational requirements, this could result in substantial financial implications if not proactively mitigated.
Technology	Medium	Medium	Medium to Significant	Reliance on conventional construction methods presents near-term transition risks due to the high costs associated with adopting lower-carbon alternatives. The risk intensifies if the pace of transition lags behind market and regulatory expectations though the impact is expected to be less significant under the NDCs scenario, where technological advancement and policy shifts are more gradual.

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Risk Category	Risk Level			Key Findings
	Short-term (2026)	Medium-term (2027-2030)	Long-term (2031-2050)	
Market	Low to Significant	Low to Significant	Low to Significant	Market volatility is not expected to pose significant near-term risks for us. However, long-term reductions in natural resource availability driven by climate change may intensify raw material prices and contribute to greater market uncertainty. In addition, uneven levels of customer awareness and preferences regarding sustainability increase the risk of misalignment with evolving expectations which could reduce competitiveness and place pressure on profit margins.
Reputation	Medium	Medium	Medium to Significant	The risk of greenwashing is assessed as immaterial to the Group given that disclosures and data collection processes are systemised, with low likelihood of misrepresentation. However, the intensification of climate-related regulations is expected to heighten the demand for specialised sustainability skills. Over time, this may result in talent constraints as organisations compete for suitably qualified professionals to meet evolving compliance and reporting requirements.

Metrics and Targets

We monitor and manage our climate-related risks and opportunities through a set of defined metrics and targets that support informed decision-making and performance tracking. These metrics enable us to assess progress in managing GHG emissions, improving operational efficiency and advancing its decarbonisation efforts.



* Scope 1 and Scope 2 emissions are 100% accounted for operations under UEM Sunrise' operational control.

UEM Sunrise is committed to continuously improving and enhancing its GHG emissions inventory to ensure the reporting of accurate, reliable, and decision-useful data.

We apply the operational control approach to define our organisational boundary for Scope 1 and Scope 2 emissions, reporting 100% of emissions from operations over which we have full authority to introduce and implement operating policies. This includes all wholly-owned subsidiaries and managed sites regardless of ownership percentage.

During the reporting period, several enhancements were implemented. For Scope 2 emissions, the Group adopted the latest provisional grid emission factors for 2023 and 2024, as published by the Malaysia Energy Commission in 2026. In addition, improvements were made to Scope 1 fugitive refrigerant emissions through enhanced data collection processes, resulting in a more robust and representative estimation of emissions. The Group also refined its calculation methodology for Scope 3 Category 7 (Employee Commuting) to better reflect actual employee commuting patterns.

UEM Sunrise will continue to strengthen its GHG inventory methodologies and data quality in future reporting periods as part of its ongoing commitment to transparency and continuous improvement.



Approach and Methodologies

- Reporting Standards**
The GHG Protocol Corporate Accounting and Reporting Standard by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).
- GHG Emissions Calculation**
Based on internationally recognised calculation tools i.e. 2019 Refinement to the 2006 IPCC Guidelines and local emission factors (where applicable).



Scope of Emissions

- Scope 1: Direct GHG Emissions**
What it covers: Emissions from UEM Sunrise direct control including fuel consumption from mobile combustion, on-site generators, refrigeration and air conditioning and fertiliser usage.
- Scope 2: Indirect GHG Emissions from Electricity Use**
What it covers: Indirect emissions from electricity use in our operations building, corporate offices, sales galleries, commercial and retail, carparks, district cooling system (DCS) plants and SIREH Park.
Scope 2 emissions are reported using both location-based and market-based methods. As UEM Sunrise does not currently procure grid-supplied renewable energy or utilise contractual instruments, market-based emissions are equivalent to location-based emissions.
- Scope 3: Other Indirect GHG Emissions**
What it covers: All indirect emissions (not included in Scope 2) that occur in the value chain of UEM Sunrise i.e. emissions from Scope 1 and 2 of our main contractors, business travel and employee commuting.

Scope 3 emissions are all other indirect GHG emissions. Currently UEM Sunrise discloses three categories:

- Category 1**
Purchased Goods and Services is partially disclosed to include fuel and electricity consumption attributable to main contractors engaged by UEM Sunrise at its property development project sites.
- Category 6**
Business Travel encompasses all business travel by non-company vehicles. A distance-based methodology is used to calculate the emissions for this category. The distance travelled by employees using non-company vehicles is determined based on staff mileage claims, as well as train and flight destinations derived from travel tickets purchased.
- Category 7**
Employee Commuting refers to emissions arising from employees' daily travel to and from the workplace. To calculate the emissions for this category, a survey was conducted to obtain the average daily distance travelled by all employees. Various modes of transportation, such as cars, buses and trains were accounted for. The emissions were then calculated from the survey and extrapolated to cover all employees within UEM Sunrise.

In 2025, UEM Sunrise conducted a Scope 3 materiality assessment to identify the Scope 3 categories that are material to the Group and to assist in prioritising our efforts in accounting for the various categories. The assessment was conducted using a stakeholder survey and the related expenditure and revenue of each category. Based on the Scope 3 materiality assessment and the data readiness of each Scope 3 category, the following categories were identified as high priority for expansion of UEM Sunrise's Scope 3 reporting:

Sustainability Statement

Category 1
Purchased Goods and Services

This category is intrinsically linked to our core business of property development. It primarily comprises emissions from third-party contractors engaged in construction activities, the procurement of construction materials and other goods and services associated with our operations. Currently, our reporting covers GHG emissions from the main contractors employed for the various property development projects. We will expand the coverage to include other goods and services purchased by the Group in future reporting.

Category 2
Capital Goods

This category has high materiality as capital assets acquired or developed by UEM Sunrise such as buildings and other infrastructure, contribute significantly to our GHG emissions due to the high embodied carbon associated with these assets. In preparation for future disclosure of this category, we have commenced the identification of relevant capital assets acquired for the next reporting period.

Category 3
Fuel- and Energy-related Activities

This category covers the upstream emissions (extraction, production and transportation emissions) of fuel and energy purchased and consumed by the Group's. This relates to the Scope 1 and 2 emissions of the Group's, that is the fuel and electricity consumption from the Group's operations. As such, UEM Sunrise is preparing the data to calculate these emissions for future reporting.

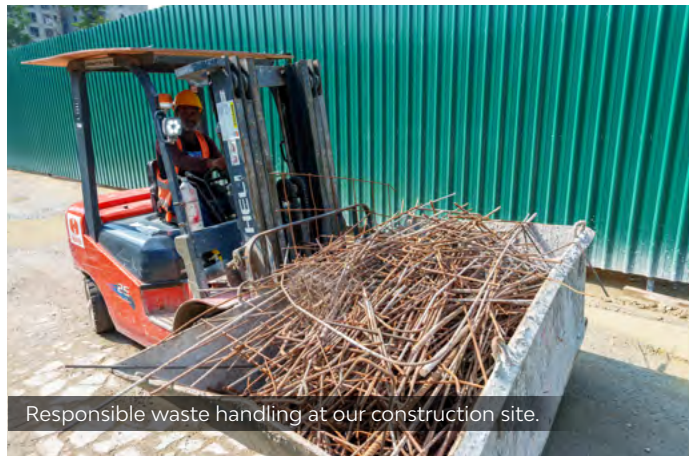
UEM Sunrise is committed and will continue to strengthen our Scope 3 emissions data collection processes and data integrity while establishing a robust baseline. Concurrently, efforts will focus on improving visibility over key emissions drivers and enhancing tracking mechanisms to support more comprehensive monitoring and management of Scope 3 emissions.

Operational Emissions (Excluding Emissions from Land Use Change)

Key Performance Indicator	Unit	2023 (Re-baselined)	2024	2025
Scope 1 Direct Emissions				
Stationary Combustion	tCO ₂ e	105.70	125.60	142.20
Mobile Combustion	tCO ₂ e	161.00	153.20	159.40
Fugitive Emissions	tCO ₂ e	411.40**	275.80**	383.10
Fertiliser Usage	tCO ₂ e	0.10	0.30	0.50
Scope 2 Indirect Emissions				
Purchased Electricity	tCO ₂ e	39,913.70*	34,159.00*	31,328.80
Total Scope 1 and 2 Emissions	tCO ₂ e	40,591.90	34,713.90**	32,014.00

Category 5
Waste Generated in Operations

This category, as the name suggests, relates to the waste produced by the Group's from its business operations such as the office and property development sites. UEM Sunrise is currently in the process of collecting the necessary information and data for estimating the emissions for future reporting.

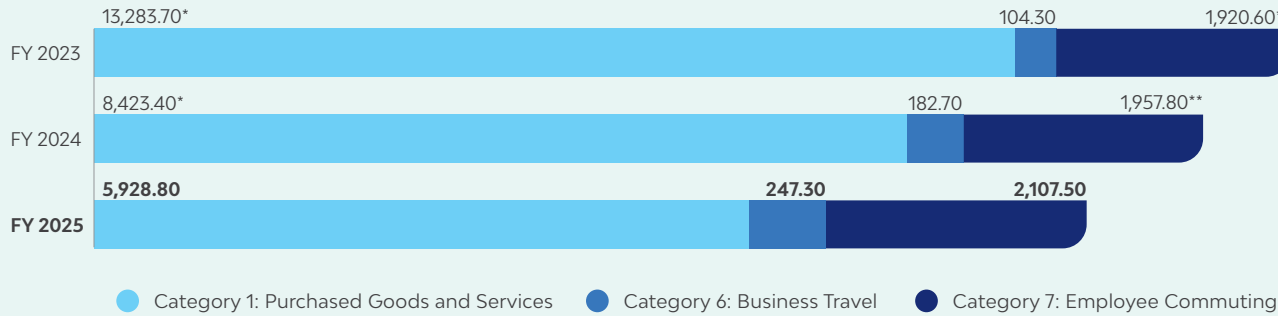


Responsible waste handling at our construction site.

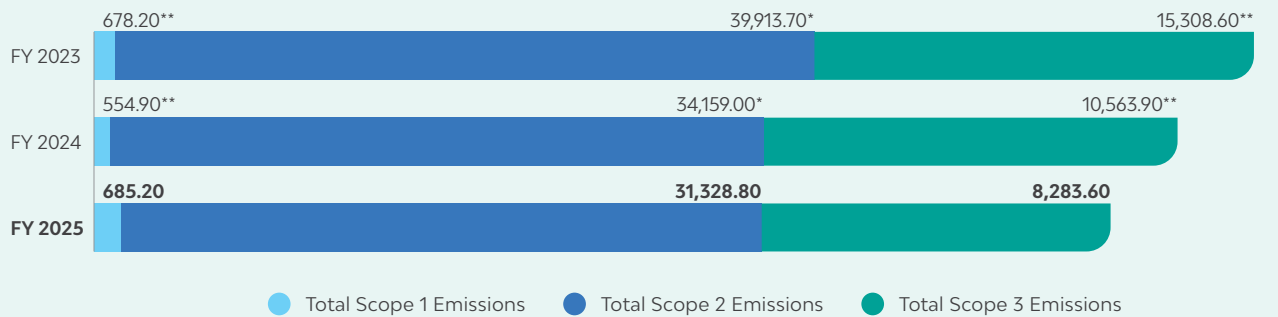
Category 13
Downstream Leased Assets

This category relates to our leasing activities, where properties are leased to tenants, mainly within the commercial and retail segments. Emissions arise primarily from the operational energy consumption of these leased assets. As such, we have started collecting data in relation to the energy consumption of our tenants, in preparation for future reporting.

Scope 3 Indirect Emissions (tCO₂e)



Total Emissions (tCO₂e)



GHG Emissions Intensity (tCO₂e/RM million revenue)

Total Direct and Indirect GHG Emissions Intensity (Scope 1 and 2)



Remarks:

- Scope 1 Stationary and Mobile Combustion calculation methodology and emission factors were from the 2006 IPCC Guidelines for National GHG Inventories.
- Scope 1 Fugitive Refrigerant emissions were calculated using the Refrigerant and Air-Conditioning Equipment methodology by GHG Protocol.
- Scope 1 Fertiliser Application calculation methodology and emission factors were from the 2006 IPCC Guidelines for National GHG Inventories. Scope 1 Land Use Change emissions is excluded within the total Scope 1 emissions in the table as it is reported separately.
- Scope 2 emissions were calculated using the Peninsular Malaysia Grid Emission Factor ("GEF") 2022-2024 (Provisional) published by the Energy Commission of Malaysia and the Melbourne and Perth Grid Emission Factor 2025 published by the Australian Government Department of Climate Change, Energy, the Environment and Water.
- Scope 3 Category 1: Purchased Goods and Services emissions calculation methodology and emission factors were from the 2006 IPCC Guidelines for National GHG Inventories.
- Scope 3 Category 6: Business Travel emissions were calculated using the distance-based method and locally derived emission factors or from the UK Government Conversion Factors for GHG reporting 2025
- Scope 3 Category 7: Employee Commuting emissions were calculated using a weighted average distance method and locally derived emission factors or from the UK Government Conversion Factors for GHG reporting 2025

* The Scope 2 and Scope 3 - Category 1 emissions for 2023 and 2024 previously disclosed were calculated based on the Peninsular Grid Emission Factor ("GEF") 2022 (0.774 GgCO₂/GWh) and have been revised in accordance with the newly published GEF 2022-2024 (Provisional) by the Energy Commission of Malaysia (0.760 GgCO₂/GWh for 2023; 0.740 GgCO₂/GWh for 2024 and 2025).

** Scope 1 Fugitive Emissions and Scope 3 - Category 7 (Employee Commuting) emissions from 2023 and 2024 have been adjusted following improvements in data completeness and data quality.

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Scope 1 Emissions – Land Use Change (“LUC”)

Land Use Change (“LUC”) emissions arise from land clearing and site preparation activities undertaken for the Group’s development projects while carbon sequestration from untouched landbanks is also accounted for under Scope 1 emissions. The assessment covers land areas within the Group’s operational control and project development boundaries where land conversion activities occur.

The land-use change emissions and carbon removals were prepared in accordance with the GHG Protocol Land Sector and Removals Standard. The Group utilises the jurisdictional direct land use change (“dLUC”) calculation approach at the land-management unit (“LMU”) level, where each of the individual project development sites’ landbank and SIREH Park landbank were accounted for. This ensures a high level of traceability to the LMUs under the Group’s operational control. The calculation methodology and emission factors for the land use change emissions and carbon sequestrations were based on the IPPC Guidelines for National Greenhouse Gas Inventories, Volume 4: Agriculture, Forestry and Other Land Use (“AFOLU”).

The Group establishes 2023 as the baseline year for LUC emissions, aligning with the Group’s baseline year of the GHG emissions inventory. This is to improve the

Group’s GHG management and enhance its disclosure transparency. The emissions and removals from LUC are quantified in accordance with the GHG Protocol Land Sector and Removals Standard which considers changes in vegetation and soil carbon stocks that have resulted from land conversion activities. Where site-specific carbon stock data are unavailable, appropriate default values and conservative assumptions were applied to ensure methodological consistency and completeness.

Disclosure on land-use change emissions and carbon removals is in accordance with the Land Sector and Removals Standard. The Group has elected to disclose these emissions both separately and as net land emissions. This approach reflects the nature of the Group’s operational control over land, which typically extends only until the completion of development projects, after which control is transferred to relevant authorities, management bodies or purchasers. Reporting these emissions separately also enhances transparency and enables clearer tracking of the Group’s operational emissions performance over time.

To manage and mitigate the LUC-related impacts, the Group prioritises development on previously disturbed land where feasible, optimises site planning to minimise vegetation clearing and integrates green spaces and tree planting into project designs to support carbon sequestration and ecological value.

The LUC emissions as below:

Emissions Sources/Emissions	Under the GHG Inventory Study			
	Unit	2023	2024	2025
		(Re-baselined)		
Land Use Change	tCO ₂ e	3,259.60	4,196.60*	4,174.00
Carbon Sequestration	tCO ₂ e	11,756.20	11,755.60*	11,692.00
Net Land Use Emissions	tCO ₂ e	-8,496.60	-7,559.00*	-7,518.00

* The 2024 figures for land use change emissions and carbon sequestration have been updated following improvements in data accuracy.

The Group remains committed to improving land use practices and reducing emissions over time.

Environmental Monitoring

Environmental Impact (Central and Southern)	Unit	Sampling Points	Average Reading	Min	Max	Target
Air Quality Monitoring	µg/m3	258	23.33	1	72	PM10, 100 µg/ m ³
Noise Monitoring	db (A)	358	Day 57.28 Night 50.29	Day 44.1 Night 38.4	Day 84.7 Night 65.5	Day 65 db (A) Night 66 db (A)
Water Monitoring	mg/L	456	22.15	0.26	221	150 mg/L
Vibration Monitoring	mm/s	107	0.61	0.01	20.63	15 mm/s

In 2025, UEM Sunrise is committed to implementing structured processes to prevent and reduce pollution across our development lifecycle, going beyond baseline regulatory compliance. These process targets apply to all active projects and operations throughout the year.

For water and sediment control, currently our average reading is 22.15 mg/L (min: 0.26, Max: 221), and. We are committed to maintaining Total Suspended Solids (“TSS”) levels within the regulatory limit of 150 mg/L across all active project sites through the implementation of mandatory erosion and sediment control plans, including silt traps, sediment ponds, and vegetative buffers, supported by monthly monitoring.

To address construction waste, we committed to using of the Industrialised Building System (“IBS”) and BIM and Design for Manufacture and Assembly (“DfMA”) principles for all new projects, reducing material off-cuts and minimising waste generation at source.

For air quality management, dust suppression measures, including water spraying, wheel washing bays and covered material storage, are implemented at all construction sites to prevent fugitive dust impacts on surrounding communities, verified through routine site inspections.

In terms of noise pollution, we strictly enforce approved construction hours and require the use of low-noise equipment across all projects with compliance monitored through regular environmental site inspections and community feedback channels.

For hazardous materials, we ensure that 100% of scheduled waste is managed by licensed contractors and disposed of in full compliance with the Environmental Quality (Scheduled Wastes) Regulations 2005. All contractors are required to submit disposal records via our ProSus platform for verification.

These process targets are embedded within our Project Quality, Health, Safety and Environment Plan (“PQHSEP”) and monitored through our internal systems, with performance reported quarterly to management.

Outlook

We advance our climate agenda through feasible carbon reduction initiatives and track performance against established targets. Climate-related risks and opportunities are assessed through scenario analysis to support decision-making under evolving market and regulatory conditions.

To improve Scope 3 emissions management, efforts are also underway to strengthen data collection with work focused on refining scope and boundaries to improve data quality and reporting consistency. This enables more informed assessment of transition risks and clearer identification of decarbonisation priorities.

This approach enhances resilience and improves our ability to manage climate-related risks while progressing towards a lower-carbon operating model.

Sustainability Statement

**Planet**

**Waste Management**



Stakeholders:

SG2

SG3

SG6

SG7

SG8

SG10

Capitals:

N

M

UN SDGs:

6

11

12

Introduction

Construction and operational waste, including debris, packaging materials and hazardous residues, are key contributors to our environmental footprint. These waste streams influence regulatory exposure, operational costs and asset performance, particularly where improper handling or disposal may result in non-compliance or environmental incidents.

Waste-related risks arise across development and operational activities, including construction waste management, contractor practices and ongoing site operations. If not managed effectively, these risks may lead to regulatory penalties, increased costs and reputational impact.

We have identified the potential implications of waste-related risks across our value chain:

Upstream (Business Partners)
Inefficiencies in procurement and supplier practices, including poor planning and material over-ordering, may increase waste generation, raising disposal costs and environmental exposure.
Core Operations (Construction Activities)
Outdated construction methods and weak site controls may lead to excessive waste and poor disposal practices, increasing environmental risks, regulatory exposure and operational costs.
Downstream (Environment)
Failure to implement reuse, recycling or take-back practices may increase environmental impact and waste-related costs, affecting resource efficiency and long-term sustainability performance.

Management Approach

In Malaysia, waste management is regulated under a comprehensive legal framework, notably the Environmental Quality Act 1974 and the Environmental Quality (Scheduled Wastes) Regulations 2005. These regulations set out explicit responsibilities for developers to ensure the proper handling, storage, transportation and disposal of waste generated during both construction and operational phases.

Waste-related risks, including regulatory non-compliance, improper handling and inefficient resource use, are assessed across project planning and operational stages. These considerations inform waste management strategies, contractor requirements and operational controls to manage costs, ensure compliance and minimise environmental impact.

In accordance with our Code of Conduct for Business Partners, we require all business partners to understand and comply with applicable laws, rules and regulations in Malaysia and any other jurisdictions in which they operate, including relevant environmental and statutory requirements. This is a fundamental condition for engaging in business with our organisation. In addition, third-party waste management partners must hold all relevant certifications, permits and licences for the lawful handling and disposal of waste and provide regular reporting on waste collection, disposal and recycling in line with established performance metrics.

To strengthen oversight and accountability, waste management considerations are integrated into our governance framework. The BGRC provides oversight of waste-related and environmental compliance matters, while operational accountability for waste performance rests with management, including the Head of QHSEC, Head of Sustainability, Chief Business Officer and the Managing Director.

All on-site service providers at our facilities and project sites must comply with our site-specific requirements, including the UEM Sunrise Site Security, Safety, Health and Environment Regulations for Contractors and Workers, which are periodically updated. These regulations set clear standards for workplace conduct, environmental controls and waste management. We enforce corrective actions in cases of non-compliance, including fines in accordance with UEM Sunrise’s Schedule of Fines, our QHSE Policy and any other appropriate measures as required.

Additionally, we have introduced a comprehensive Standard Operating Procedure (“SOP”), the Health, Safety and Environment Requirements for Contractors and Consultants which sets clear guidance on waste management and environmental controls across our project sites. This SOP provides a structured framework for monitoring and enforcing responsible practices throughout the construction phase. It outlines detailed requirements for managing solid, domestic and construction waste, including housekeeping and proper wastewater discharge to minimise on-site material loss. It also sets stringent controls for scheduled (hazardous) waste, including:

- Appointment of competent scheduled waste handlers
- Construction of designated temporary storage areas
- Use of appropriate containers and labelling
- Disposal through licensed waste collectors
- Mandatory use of personal protective equipment (“PPE”)
- Required environmental and safety training

These procedures ensure systematic handling, segregation and disposal of waste in line with regulatory requirements and industry best practices. Through disciplined implementation and continuous monitoring, we reduce the risk of mismanagement, enhance resource efficiency and minimise the environmental footprint of our developments.

UEM Sunrise’s waste generation data currently covers all active project sites over which we have management control in Malaysia. This includes construction sites for residential, commercial and mixed-use developments where UEM Sunrise is the principal developer.

**Data Collection and Documentation**

All contractors are required to submit monthly waste data through our ProSus system, covering both domestic and construction waste by material type. Contractors must also report recycling volumes by category and attach supporting documentation. The site person-in-charge (“PIC”) prepares the data, which is then reviewed by their superior and verified by our consultant to ensure accuracy and integrity.

**Monitoring and Reporting**

Data submitted through ProSus are consolidated, verified and analysed to monitor performance trends, identify opportunities for waste reduction and resource optimisation, and support accurate sustainability disclosures by the QHSEC and Sustainability team. This structured reporting framework enhances transparency, strengthens accountability across our project sites and enables data-driven decision-making in line with our environmental commitments.

Monitoring Our Effluents and Wastewater

We manage effluents and wastewater through structured monitoring and compliance processes designed to safeguard water quality and minimise impacts on surrounding environments. Total Suspended Solids (“TSS”) levels are monitored monthly across relevant project sites, with assessments considering potential contributors such as soil erosion, surface runoff and site discharges. External consultants are engaged, where required, to support sampling and reporting, particularly for developments located near natural water bodies.

We use TSS trends as an early indicator of environmental risk, recognising that sudden increases in turbidity may signal potential degradation of water quality and aquatic ecosystems. In line with regulatory requirements, we maintain TSS levels within the applicable limit of 150 mg/L, with monitoring sustained throughout 2025 to support ongoing compliance and prompt identification of emerging issues.

All effluents and wastewater generated at project sites are treated by Indah Water Konsortium (“IWK”) and disposed of in accordance with the requirements of the National Water Services Commission (“SPAN”) and other relevant local authorities, ensuring full adherence to applicable wastewater treatment and discharge regulations.

Sustainability Statement

Key Initiatives

Circular Material Management and Waste Reduction

In line with our Sustainable Development Design Guidelines (“SDDG”), we proactively identify opportunities to embed material circularity from the design stage to reduce waste. These include:

- **Reused On-Site Materials**
Prioritising the reuse of existing materials by repurposing or refurbishing them for new applications such as salvaging on-site doors and cabinets for reuse.
- **Reused Off-Site Materials**
Utilising salvaged materials from external sources, including those from decommissioned facilities.
- **Temporary Structures**
Selecting reusable temporary formwork and framing systems to reduce construction waste and improve overall sustainability.
- **Recycled Materials**
Prioritising materials with certified recycled content to minimise dependence on virgin resources, consistent with ISO-defined criteria.

In July 2025, we initiated a comprehensive review of the Sustainable Development Design Guidelines (“SDDG”) 2.0 to update and strengthen provisions related to waste management and material efficiency across developments, in support of our Green Building Certification Policy and aligned with recognised green building certification standards in Malaysia. Key enhancements include:

Recycling and waste segregation
Dedicated areas for collection of recyclable materials during construction.
Recycling facilities
Provision of recycling facilities within townships and designated spaces for recycling bins in our integrated developments.
Material efficiency
Design optimisation, standardisation and modular coordination to reduce material wastage.
Construction waste practices
Waste segregation and monitoring during construction.

SDDG 3.0 has since progressed to the awareness and socialisation phase and is targeted for rollout and adoption by Q4 2026.

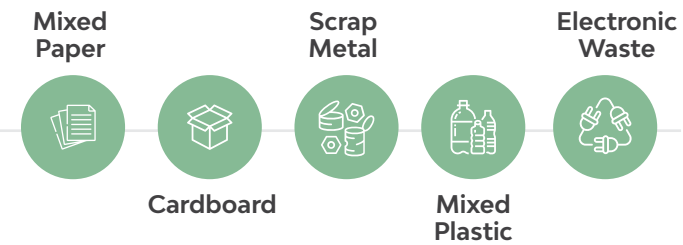
Adoption of Modern Construction Methods

We adopt Modern Methods of Constructions (“MMC”), Design for Manufacture and Assembly (“DfMA”) and modular construction methodology to reduce the amount of materials required while achieving greater design flexibility and cost efficiency. This approach has lowered waste generation compared with conventional construction methods.

Office Recycling Programme

The Green Office Day (“GOD”) recycling programme, together with other recycling initiatives across our Central and Southern region offices and sales galleries, supports our efforts to promote recycling and reuse, divert waste from landfills and reduce costs. We also partnered with Trash4Cash and KITARecycle to collect and recycle items brought in by employees, promoting 3R (Reduce, Reuse, Recycle) awareness.

The recyclable waste collected includes:



Enhancing Supplier Competency

We ensure that all suppliers and contractors understand and adhere to our waste management requirements through transparent communication, training and engagement sessions. In line with this, we implemented comprehensive waste management plans across all construction sites and operational facilities where waste is systematically monitored, segregated and disposed of responsibly.

We also conduct regular environmental walkabouts and boundary inspections to verify compliance and the effective execution of these plans. As part of this initiative, we place particular emphasis on scheduled (hazardous) waste which is clearly labelled and managed in full regulatory compliance.

Automated Waste Collection System

To enhance urban space efficiency and reduce reliance on manual waste handling, we have introduced strategically located collection points within the Automated Waste Collection System (“AWCS”) at Residensi ZIG Kiara Bay and The MINH, Mont’Kiara. Waste deposited at these points will be channelled directly to authorised waste-management partners for processing and disposal. This approach improves hygiene standards while minimising environmental impact by reducing the frequency of garbage truck traffic. The implementation of these systems is currently underway and will be integrated into design and planning of future developments, reinforcing our commitment to sustainable urban living.

Life Cycle Analysis (LCA)

UEM Sunrise is in the process of advancing lifecycle analysis (“LCA”) across our developments. We recognise LCA as an important tool to support informed decision-making, particularly in assessing environmental impacts throughout the lifespan of our projects. Moving forward, our focus will be on defining the appropriate scope and ensuring the availability of reliable data to facilitate the integration of lifecycle considerations into development standards and operational practices. These efforts will be pursued where practicable, in alignment with UEM Sunrise’s Sustainability Blueprint 2.0.

Material Usage

We embed resource efficiency throughout the development lifecycle, beginning at the design stage where optimising building orientation, materials and system configurations reduces long-term energy use, water consumption and material wastage. During procurement and construction, we prioritise responsible sourcing, accurate quantity planning and proper waste-management practices to minimise waste generation and enhance overall cost efficiency.

To further strengthen these efforts, we actively pursue collaborative opportunities and strategic partnerships to advance innovative and sustainable building solutions.

Collectively, it will reinforce our commitment to sustainable material use, improved construction efficiency and the integration of innovative solutions that reduce environmental impact across our developments.

Sustainable Workspace Upgrade at UEM Sunrise

Our Workspace Upgrade at the Head Office in Solaris Dutamas represents a strategic transformation beyond physical refurbishment. We undertook this initiative to create a more efficient, conducive and collaborative working environment for our CHIEFs while embedding sustainability and responsible business practices into day-to-day operations.

The key outcomes are:

- **Material savings through reuse and recycling**
Achieved approximately 55% reduction in material usage achieved through reuse and recycling initiatives.
- **Reuse and recycling of materials**
Reused salvaged carpet tiles for use in the new storeroom.
- **Asset repurposing**
Refurbished and repurposed chairs from another UEM Sunrise showhouse for use at level U2.
- **Responsible waste management**
Segregated all aluminium waste generated and sent it to certified recyclers.
- **Waste minimisation through design**
Adopted standardised 1,220 mm partition and glass modules to reduce fabrication waste and material off-cuts.
- **Design for adaptability**
Selected loose furniture to allow flexibility and reconfiguration for future workspace layouts, extending asset life cycles.

Our upgraded workspace reflects a modern, efficient and ethically managed environment that supports our ESG aspirations, with consideration for environmental impact, social values and sound governance. We prioritised environmental responsibility throughout the design and procurement process, guiding our decisions with principles of resource efficiency and environmental stewardship. Through these initiatives, we aim to reduce our environmental impact while strengthening long-term operational efficiency.

Sustainability Statement

Current Financial Effects

- The integration of waste-efficient systems and technologies requires higher upfront investment during the development phase. In 2025, we continued to invest in waste-efficient infrastructure to strengthen our commitment to minimising waste across project sites.
- Waste-related inefficiencies are often embedded within tender pricing and contractor contingencies where higher material wastage can translate into increased contract costs and reduced project margins. In 2024, higher waste generation contributed to an overall increase in project costs compared to 2025.

Anticipated Financial Impacts

- Efficient waste segregation and recycling systems help reduce landfill tipping fees, transportation costs and waste-handling expenses, contributing to long-term operational savings.
- Improper waste management increases the volume of waste requiring disposal, resulting in higher disposal fees, landfill levies and potential non-compliance penalties.
- Inadequate waste management practices may lead to foregone opportunities to recover value from recyclable materials, participate in circular economy initiatives or access green financing and sustainability-linked incentives. Over time, these missed opportunities may adversely affect sustainability ratings, increase cost inefficiencies and weaken the Group’s competitive positioning in an increasingly ESG-driven market.
- Projects with poor downstream waste management may be classified by financial institutions as higher risk which can restrict access to financing or lead to increased borrowing costs.

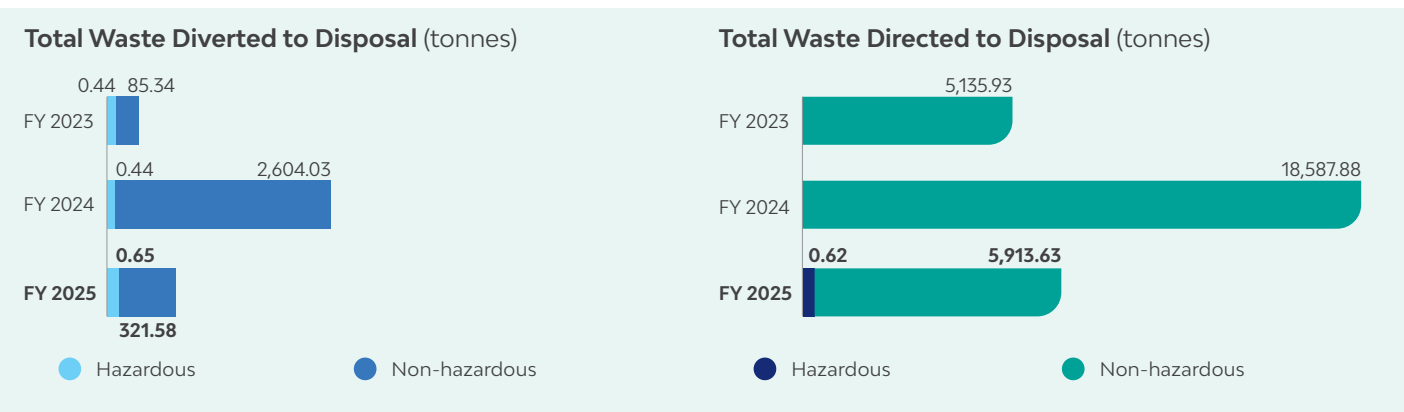
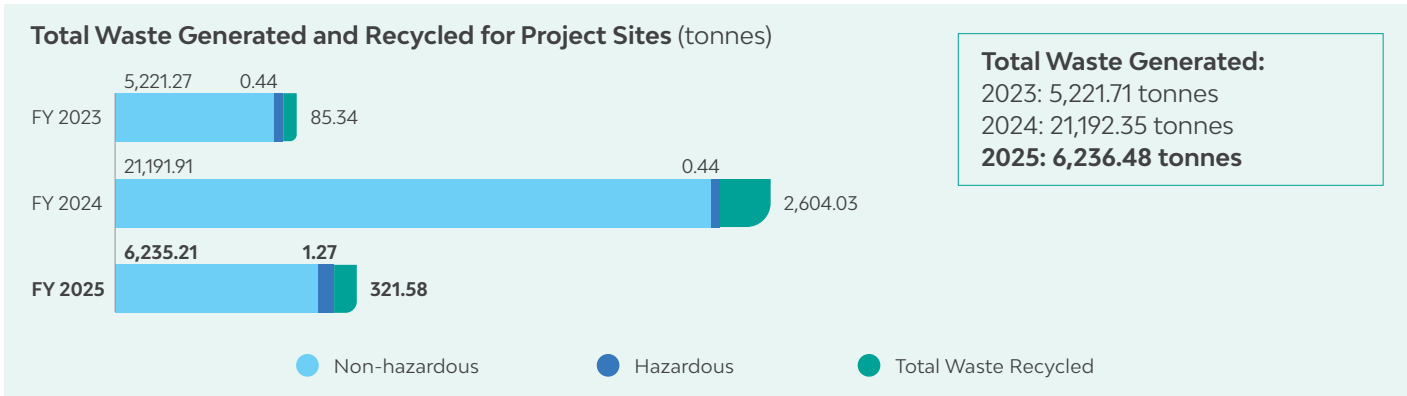
Resilience of Our Strategy and Business Model

UEM Sunrise maintains a resilient waste management framework through clear guidelines and a comprehensive Code of Conduct, ensuring expectations are communicated across the value chain. Suppliers and contractors are supported with ongoing training and engagement while a structured penalty mechanism addresses non-compliance. Risks such as breaches of environmental laws are mitigated through periodic updates to our standards, reflecting evolving regulations and best practices. To achieve waste-reduction targets, we continue to introduce new initiatives, adopt efficient technologies and monitor market developments to ensure the most effective solutions are implemented.

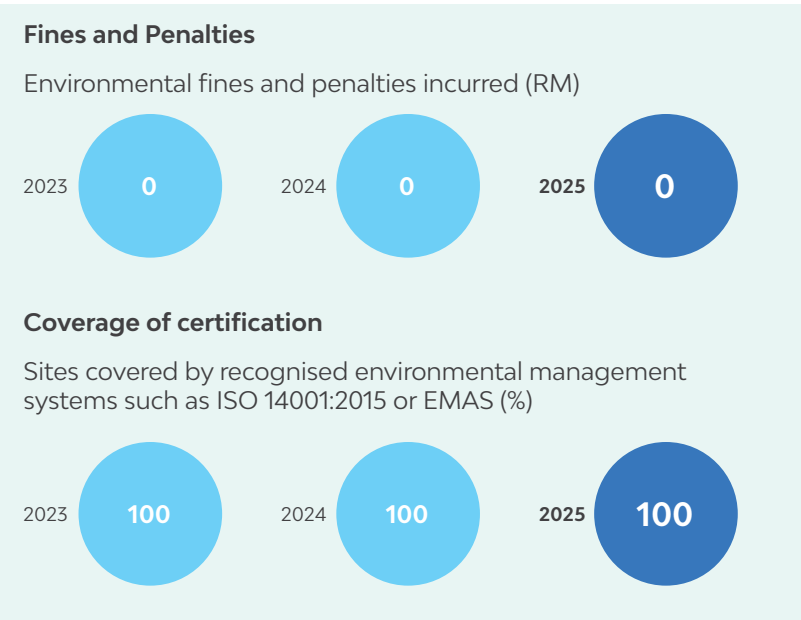
Metrics and Targets

In 2025, total waste generation decreased by approximately 70% compared to 2024. This reduction was primarily driven by a lower number of active project sites, alongside the positive impact of enhanced waste reduction initiatives and strengthened site-level controls. Additionally, we have established a waste-related target to further drive performance improvement, aiming to achieve:

Total waste generation to be reduced by
20% by 2030 and by
60% by 2040



Key Performance Indicator		Unit	2023	2024	2025
Total Recycle Waste Collected					
Mixed Paper	kg	N/A	7,205.00		835.80
	tonnes	N/A	7.21		0.84
Cardboard	kg	N/A	172.00		572.30
	tonnes	N/A	0.17		0.57
Scrap Metal	kg	N/A	6.00		89.80
	tonnes	N/A	0.01		0.09
Mixed Plastic	kg	N/A	8.00		60.00
	tonnes	N/A	0.01		0.06
Electronic	kg	N/A	630.00		103.50
	tonnes	N/A	0.63		0.10
Total	kg	N/A	8,021.00		1,661.40
	tonnes	N/A	8.02		1.66
Non-Renewable Materials Used					
Concrete	tonnes	N/A	338,722.00		366,530.71
Steel	tonnes	N/A	13,793,554.00		11,986.17
Cement	tonnes	N/A	N/A		79,882.95
Renewable Materials Used					
Timber Formwork	m ²	N/A	524,812.00		858,173.58
Laminated Timber Flooring	m ²	N/A	231,547.00		30,048.00
Precast Concrete	m ³	N/A	165,795.00		5,300.00
Stone	m ³	N/A	34,717.00		4,043.15



Note:
i. Non-renewable and renewable material usage has been disclosed from 2024 onwards, corresponding with the initiation of formal data collection processes.

Outlook

We target a 20% reduction in waste by 2030 as part of our transition towards more circular waste management practices. Progress is supported by ongoing performance reviews and alignment with evolving regulatory requirements and industry standards.

To support this ambition, efforts are focused on strengthening waste performance monitoring and improving waste segregation across operations to establish a clear performance baseline. These actions enable the development of targeted waste management plans, promote more efficient resource use and support our broader decarbonisation pathway.

Sustainability Statement

**Planet**

**Water Management**



Stakeholders:



Capitals:



UN SDGs:



Introduction

Water availability, consumption and cost have material implications across our development lifecycle, influencing project feasibility, operational performance and long-term asset value. Constraints in water supply or increases in tariffs may affect capital expenditure, project timelines and operating costs across planning, construction and operational stages.

Water-related risks may arise from supply disruptions, water stress and regulatory requirements, particularly in water-constrained regions. If not managed effectively, these risks may affect project delivery, increase costs and impact asset performance and competitiveness.

We have identified the potential implications of water-related risks across our value chain as follows:

Upstream (Suppliers and Materials)
Construction materials such as cement, steel and glass are associated with water-intensive production processes, particularly where suppliers operate in water-stressed regions. Water-aware sourcing decisions support supply continuity, cost stability and more resilient procurement for construction activities.
Core Operations (Construction Activities)
Construction activities are water-dependent and sensitive to water availability and cost. Effective management of water use supports construction efficiency, cost control and timely project delivery across active developments.
Downstream (Completed Developments and End Users)
The long-term performance of completed developments may be influenced by water availability and efficiency in surrounding areas. Developments designed with water efficiency in mind enhance user experience, asset attractiveness and long-term value preservation across the portfolio.

Management Approach

We are committed to the efficient and responsible management of water resources across our operations, in line with our Sustainability Policy. This commitment is supported by our Sustainability Blueprint 2.0, which outlines our strategic approach to water management. In particular, it focuses on integrating water-efficient systems into building design and operational practices as well as promoting sustainable water supply systems.

In support of this approach, we oversee water management through established governance structures, including our BGRC. In 2025, we prioritised the consolidation and standardisation of water consumption data across our operations to strengthen data accuracy and completeness. This process aims to improve visibility over current performance, help identify areas of higher water use intensity and establish a reliable baseline to inform a more structured water management strategy in subsequent phases.

While we do not operate in water-stressed areas, we remain focused on minimising water consumption across our sites and ensuring the responsible management of effluents and discharges. Water stewardship is embedded into project planning, construction and operational processes to support regulatory compliance, mitigate operational risks and uphold responsible development practices.

Water sourced for projects is typically from a combination of potable and non-potable supplies, including municipal sources, water body withdrawals and rainwater harvesting systems. These sources support construction activities and irrigation during the development phase. For project sites, office and asset operations, water use is mainly associated with building operations, including sanitation systems and cooling requirements for HVAC or district cooling systems.

Water consumption is disclosed for both project sites and operational facilities within the Group’s reporting boundary. In 2024, water consumption data for operational facilities was partially captured and reported. In 2025, the reporting boundary was expanded to include a broader set of operational assets, comprising offices,

sales galleries, and retail/commercial spaces under the Group’s operational control. As a result of the expanded reporting scope and improved data coverage, total water consumption reported for 2025 is not directly comparable with 2024. For project sites, water consumption data covering potable and non-potable sources is reported on a monthly basis through ProSuS, our in-house environmental data management system, supporting consistent monitoring across the operational footprint. To ensure consistency in implementation, requirements relating to water supply and water quality monitoring are stipulated in our Health, Safety and Environment (“HSE”) Requirements for Contractors.

Recognising that discharges may arise from stormwater runoff or operational effluents, we remain vigilant in managing related impacts from construction, landscaping and operations. Additionally, our monitoring of contractors’ monthly water consumption enhances resource efficiency and supports effective oversight of contractors’ water use.

Key Initiatives

**Water Management**

Identifying Water Risks with the Risks and Opportunities Assessment Register (“ROAR”)

Recognising that periods of water scarcity may increase environmental sensitivity and place greater emphasis on effective water quality management, we adopt a precautionary approach to water management. We adhere strictly to applicable local environmental regulations and standards governing water use and discharge, with our practices aligned to ISO 14001:2015 standard. These are complemented by water conservation measures that promote responsible and sustainable resource management across operations.

Building on this regulatory and standards-based foundation, we have established a ROAR in accordance with ISO 14001:2015 standard. This structured framework enables systematic identification, assessment and management of environmental risks and opportunities across our operations. In the context of water management, ROAR supports the identification of water-related risks, including those associated with water conservation and management practices and informs actions to strengthen controls, enhance performance and drive continuous improvement in environmental and operational outcomes.

Driving Water Efficiency

Across our developments, we integrate water-efficient technologies and practices to optimise water use, in line with our SDDG. These include the installation of low-flow fixtures for water closets and the incorporation of water recycling systems. Where applicable, projects are designed to incorporate water-efficient fixtures that carry Water Efficiency Labelling and Standards (“WELS”) certification or equivalent recognised certification.

Beyond fixture-level efficiency, the SDDG provides guidance on broader water management considerations to support efficient water use across the development lifecycle. This includes the incorporation of rainwater harvesting and the application of WSUD principles, which promote an integrated approach to managing rainfall and stormwater within developments. The guidelines outline measures relating to erosion and sediment control, water quality protection, water use minimisation and the consideration of alternative water sources, where appropriate. These may include options such as stormwater and rainwater reuse for irrigation and other non-potable applications as well as project-specific water management measures. Flood risk mitigation considerations are also incorporated to support climate resilience in development planning and design.

Aspira Hills illustrates the application of these water efficiency measures through the integration of water-conscious design features within both the built environment and surrounding landscape. Bathroom facilities are equipped with water-efficient fittings, including dual-flush toilets and WELS-certified fixtures, while the central park incorporates stormwater-based green infrastructure such as rain gardens and bioswales to support on-site water management.

To support continuous improvement in water efficiency, we also conduct water audits across our operations and prioritise the identification and implementation of water-saving initiatives within our premises.

Sustainability Statement



Kepong Metropolitan Park located next to Kiara Bay, where a lake rehabilitation plan has been implemented to improve water quality.

Diversifying Our Water Sources

We continue to diversify our water sources to reduce reliance on municipal supply and strengthen water resilience across our developments. Key initiatives include the adoption of alternative water sources such as rainwater harvesting and the reuse of reclaimed water from dry ponds at selected project sites.

Rainwater harvesting tanks (“RWHT”) have been progressively integrated into our developments, to facilitate the collection and reuse of rainwater for non-potable applications, including toilet flushing and landscape irrigation. RWHT will be implemented across selected developments, including Allegro at Symphony Hills, Estuari Greens (semi-detached), RES 5 (semi-detached and cluster units), Seksyen 13 Petaling Jaya, Kelana Jaya Land, Solaris Parq B, and Cheras Taman Connaught Plot 2.

Moving forward, RWHT will be incorporated as a design consideration in future developments, guided by project-specific/authority requirements to support improved water management and efficient use of water resources across our portfolio.

Ensuring Water Quality

To safeguard water quality, we require our contractors to implement appropriate erosion and sediment control measures to mitigate construction-related runoff and minimise sedimentation impacts on surrounding water bodies. These measures include the use of sediment

ponds, vegetative buffers, silt screens and silt traps, which are applied across project sites to support effective runoff management.

In parallel, we establish requirements for the management of effluent treatment systems to ensure compliance with applicable regulatory standards and prevent water pollution from construction activities and operational discharges. These controls form part of our broader approach to safeguarding water quality throughout the development lifecycle.

To further enhance water quality outcomes, desilting activities and scheduled maintenance programmes are undertaken by project teams and contractors, where applicable. These efforts contribute to the ongoing effectiveness of our water management infrastructure and support continuous improvement in water quality management across our developments.

Monitoring Our Compliance and Risk

We conduct regular assessments and audits to ensure compliance with applicable water-related regulations, permits and environmental management plans across both project sites and our office operations. These processes are supported by early warning systems and contingency measures which enable us to proactively identify and respond to emerging water-related risks, regulatory developments and potential community concerns.

In 2025, we undertook a comprehensive review of our reporting boundaries and expanded the scope of disclosure to cover the majority of our own operations, increasing coverage from 10 facilities to 55 facilities. This enhancement was implemented to standardise environmental data collection practices and improve the completeness, consistency and reliability of water-related disclosures. As a result of the expanded boundary, reported water consumption reflects a broader operational footprint, contributing to a year-on-year increase in total water usage.

Pursuing Continuous Optimisation and Innovation

We continue to pursue opportunities to enhance water conservation, pollution control and sustainable water use through the identification and adoption of innovative technologies, materials and practices. These efforts are supported by targeted investments in research and development as well as collaborations with external partners to strengthen water management outcomes across our developments.

As part of this approach, we initiated a collaboration with Universiti Malaya’s Faculty of Science in 2023 to assess the water quality and heavy metal content of the lake at Kepong Metropolitan Park, supported by a RM50,000 contribution through Yayasan UEM. The findings from this assessment informed the scientific basis for subsequent restoration efforts.

Building on this foundational work, a Phase 2 water quality improvement initiative was undertaken in 2025, with an additional RM150,000 contribution from Yayasan UEM to support the implementation phase of the lake restoration project. This phase focuses on translating the assessment findings into tangible water quality improvements.

To further advance the revitalisation of Kiara Bay’s waterfront development, we proposed a collaboration with Kuala Lumpur City Hall (“DBKL”) under a Memorandum of Understanding. Once formalised, the partnership will enable the implementation of rehabilitation works, including water treatment systems and long-term maintenance strategies to restore the lake’s ecological balance and enhance its role as a community asset.

In addition to research-driven initiatives, we leverage non-potable water sources where feasible to reduce reliance on potable supplies. At SIREH Park, non-potable water from an on-site pond is utilised for irrigation purposes. In 2025, an estimated 4.65 ML litres of non-potable water were extracted for this use, supporting more efficient water resource utilisation.

Current Financial Effects

Water-related considerations have informed the adoption of mitigation and management measures across operations during the reporting period. These considerations form part of the Group’s broader approach to managing environmental and operational risks.

Water-related risks, together with other environmental and operational factors, may influence operating conditions and external risk assessments over time. Such considerations are monitored as part of the Group’s overall risk management framework.

Anticipated Financial Effects

Looking ahead, water-related risks may have further financial implications for us. Reduced market demand for properties located in water-stressed areas could affect sales performance and rental income, with potential impacts on revenue generation.

Future water constraints may also require increased investment in alternative water sources such as recycling systems and storage infrastructure, leading to higher capital expenditure. Projects located in areas exposed to elevated water-related risks may experience increased operating costs or reduced profitability and in certain cases could in turn affect sales and long-term value.

We continue to consider these potential financial effects in our strategic planning, investment decisions and risk management processes.

Resilience of Our Strategy and Business Model

We integrate water-related considerations into planning and operational decision-making to ensure our strategy remains resilient to changes in water availability, cost and regulatory expectations. While risks may affect project feasibility, sequencing and asset performance, these are managed through our broader sustainability governance, ongoing monitoring and continued efforts to improve data quality and identify emerging issues. By emphasising water efficiency, diversified sources and regulatory compliance, we maintain continuity in project delivery and asset operations, supporting long-term value creation across our development portfolio.

Sustainability Statement

Metrics and Targets

Water Usage

	2023		2024		2025	
	In m³	In ML	In m³	In ML	In m³	In ML
Office and Sales Gallery	19,340.43	19.34	10,042.00	10.04	23,704.01	23.70
Retail/Commercial	64,072.57	64.07	79,925.00	79.93	143,734.11	143.73
Project Sites	399,074.59	399.07	177,997.80	178.00	175,232.81	175.23
Total	482,487.59	482.48	267,964.80	267.97	342,670.93	342.66

Project Sites

	2023		2024		2025	
	In m³	In ML	In m³	In ML	In m³	In ML
Potable Water	95,498.17	95.50	174,327.00	174.33	170,340.00	170.34
Non-Potable Water	303,576.42	303.57	3,670.80	3.67	4,892.81	4.89

Management of Tenant Sustainability Impacts

	Unit	2023	2024	2025
Tenants that are separately metered or submetered for water withdrawals, by property sector - Total	%	86.10%	86.64%	86.29%
(i) Retail	%	86.10%	86.64%	86.29%

Our water consumption is predominantly supplied through municipal potable water systems which fulfil most operational requirements. For non-potable needs such as site cleaning and landscape maintenance, we utilise water drawn from lakes and natural ponds located within or around our project sites, enabling more sustainable and resource-efficient water management.

In 2025, we recorded zero instances of breaches or non-compliance with water quality or quantity permits, standards and regulations, reflecting the effectiveness of our compliance monitoring and risk management practices.

Outlook

Looking ahead, we will continue to enhance water management capabilities to strengthen efficiency, performance visibility and decision-making across developments and operations. Improved understanding of water use will enable more informed planning and better anticipation of water-related risks.

Over time, greater emphasis on water efficiency and responsible effluent management will support improved operational performance and asset resilience. These efforts position UEM Sunrise to respond to evolving water challenges, manage costs more effectively and protect long-term asset value as water-related risks continue to intensify.

 Planet

 Energy Management

Stakeholders:



Capitals:



UN SDGs:



Introduction

Energy use is a key driver of operating costs, emissions and transition risk in the property sector. As buildings account for a substantial share of total energy demand, inefficient design and operations can increase utility costs, strain grid infrastructure and elevate carbon emissions, affecting asset competitiveness and exposure to regulatory developments.

Energy efficiency is a priority under our Sustainability Blueprint 2.0 due to its direct influence on operational performance. With the potential introduction of a carbon tax in 2026, we are assessing the financial implications and strengthening mitigation measures to manage energy-related risks across our portfolio.

Upstream (Electricity Provider)
Volatility in fuel prices, foreign exchange rates and tariff mechanisms such as the Automatic Fuel Adjustment (“AFA”) may lead to fluctuations in electricity tariffs, affecting utility costs and budget planning.
Core Operations (Operational Activities)
Fluctuating energy prices may increase operating costs and affect budget allocation, impacting cost control across operations.
Downstream (Property Owners and Tenants)
Rising utility costs may increase operating and living expenses for tenants and property owners, affecting affordability, customer satisfaction and the competitiveness of our portfolio.

Management Approach

In support of our development projects, the Board approved the UEM Sunrise Green Building Certification Policy in August 2025, reinforcing our commitment to responsible and sustainable development. This policy formalises our ambition for key developments to achieve recognised green building certifications.

Sustainability and energy-related risks are assessed during project planning and design stages, including considerations related to energy consumption, regulatory requirements and long-term asset performance. These assessments inform design specifications, material selection and investment decisions to manage environmental impact and support cost efficiency.

Aligned with our Sustainability Blueprint 2.0 and Sustainability Policy, we adopt recognised green building standards, including the Green Building Index (“GBI”), GreenRE and Green Star (Australia). These frameworks offer a comprehensive approach that emphasises resource efficiency, minimisation of environmental impacts, and enhancement of occupant well-being. Beginning with projects planned and designed from 2026 onwards, we are committed to pursuing green building certification for all new key developments. This initiative aims to minimise environmental impacts while fostering greater harmony between the built environment and surrounding ecosystems.

Energy-related data for our operations and development projects are currently captured through our in-house ProSus platform, supplemented by manual spreadsheet tracking where needed. To improve accuracy, consistency and reporting efficiency, we are currently undertaking system enhancements to strengthen data consolidation, traceability and analytics in line with evolving disclosure requirements. Since 2024, we have also initiated a structured effort to centralise energy consumption data and refine our internal data management processes. Recognising that data quality remains an area for continuous improvement, we are adopting a phased approach to enhance data collection, verification and analysis, ensuring a more robust and reliable dataset to support informed decision-making and progress towards our decarbonisation targets.

Additionally, to facilitate this transition, our Knowledge Management and Research & Development Department (“KMR&D”) has initiated an update of the (“SDDG”), strengthening the technical guidance provided to our development and operations teams.

Sustainability Statement

Key Initiatives

Expanding Solar Photovoltaic (“PV”) Initiatives

In 2025, our renewable energy initiative at Kiara Bay delivered measurable environmental outcomes. The total installed capacity of approximately 1004.18 kWp operated throughout 2025, generating renewable electricity for on-site consumption. The system achieved a self-consumption rate of 100%, with all renewable energy generated utilised internally, directly displacing grid-supplied electricity. The solar PV system also reduced reliance on grid electricity, improving overall energy resilience.

In addition to the solar PV initiative at Kiara Bay, our Management has approved the implementation of solar PV projects at five corporate and commercial assets. These projects will be carried out in collaboration with Cenergi SEA Berhad, a subsidiary of UEM Lestra, under a zero-CAPEX model at the following locations:

Solar PV Sites	Status
UEM Sunrise Sales Gallery (“USG”) Iskandar Puteri	Installation of the solar PV system has been completed with successful energisation achieved in November 2025.
Symphony Hills Sales Gallery	Installation of the solar PV system has been completed with successful energisation achieved in December 2025.
Serene Heights Sales Gallery	Solar PV installation has been completed and progressing through final stages prior to energisation.
Puteri Harbour International Ferry Terminal (“PHIFT”)	Solar PV installation has been completed, awaiting submission of chargeman documentation for the Suruhanjaya Tenaga (“ST”) licence application.
Estuari Sports Centre	Solar PV installation is in progress, with the next milestone involving submission of chargeman documentation for the ST licence application.

Building on the current progress, we continue to strengthen our decarbonisation strategy through the following planned and pipeline actions:

- Expansion of energy efficiency retrofits across a wider portfolio of operational assets
- Further solar PV opportunities under assessment in the pipeline, informed by feasibility studies and asset-specific considerations
- Consideration of additional decarbonisation levers, including operational fuel efficiency improvements and future carbon offset options to address residual emissions

We expect the approved solar PV installations to be fully operational in the coming months, generating clean energy, reducing reliance on grid electricity and contributing to lower operational costs and GHG emissions. Performance will be monitored against established baselines to track energy savings, emissions reductions and potential cost efficiencies, supporting our broader objective of reducing operational emissions and strengthening energy management across our portfolio.

Scaling EV Charging Facilities

In alignment with Malaysia’s Low Carbon Mobility Blueprint 2021–2030 and the National Energy Policy, we are progressively installing electric vehicle (“EV”) charging stations across all new high-rise residential developments, in collaboration with Gentari Green Mobility Sdn. Bhd., ChargEV and other partners.

For landed properties in our new developments, excluding the starter homes series, each unit is equipped with a designated socket to support home EV charging, encouraging residents to transition from fuel-powered vehicles to hybrid or fully electric alternatives.

EV charging bays have been incorporated into several ongoing development projects, including Residensi AVA, Residensi ZIG, The Connaught One and KAIA Heights Phase 2 to support the growing adoption of electric vehicles. At KAIA Heights Phase 1, EV charging bays have been installed and are operational.



Electric vehicle charging facilities at The Beat, Kiara Bay.

EV charging stations will also be rolled out across five corporate and commercial assets, namely. Publika, Estuari Sports Centre, Serene Heights Sales Gallery, Symphony Hills Sales Gallery, and UEM Sunrise Sales Gallery (“USG”) Iskandar Puteri, with implementation targeted in 2026. This initiative builds on our commitment established in 2025 to expand EV infrastructure within our assets and will be delivered in collaboration with EV charge point operators under a zero CAPEX and zero OPEX model.

Enhancing Energy Efficiency at District Cooling Plant, Solaris Dutamas

Through Sunrise DCS Sdn. Bhd., in collaboration with Opus Energy, an agreement has been entered into to implement an energy efficiency solution involving the replacement of existing chiller units with high-efficiency chillers at the District Cooling Plant in Solaris Dutamas. Site works commenced in October 2025, with project completion targeted for the end of July 2026.

As indicated in the preliminary technical proposal, based on the January 2024 TNB bill, the (“DCS”) consumed approximately 2,560,321 kWh per month, equivalent to 30,732,852 kWh annually (baseline). Following the planned refurbishment, annual electricity consumption is projected to decrease to around 15,480,000 kWh.

Utilising SMART Meters for Efficient Energy Consumption

At Publika, smart meters have been deployed across retail lots and food court stalls to enhance energy management and operational efficiency. A total of 249 units, consisting of 83 single-phase and 166 three-phase meters, are connected to a centralised server that enables real-time monitoring, automated data collection and improved energy optimisation.

The system supports quicker identification of irregularities and includes advanced features such as automated meter reading, tariff programming and a safeguard mode that helps prevent power interruptions during nights, weekends and public holidays. Collectively, these capabilities improve energy efficiency and contribute to stronger sustainability performance across the facility.

Sustainability Statement

Escalator Sensor Initiative for Energy Optimisation at Publika Shopping Gallery

In October 2025, we implemented a sensor-based initiative to enhance energy efficiency across our escalator network, with a focus on areas experiencing lower foot traffic. A total of four units (two sets) of Automatic Start-Stop Sensors were installed on selected underutilised escalators at an investment cost of RM140,000. These sensors monitor real-time usage patterns and enable escalators to automatically transition into energy-saving modes such as standby or reduced-speed operation when no users are detected, before resuming normal operation upon user presence. The initiative was first deployed in identified low-traffic zones. Based on an estimated 12 hours of daily operation, the system is expected to deliver up to a 50% reduction in energy consumption per escalator. This contributes to our broader sustainability goals by lowering overall energy usage and reducing carbon emissions.

While a comprehensive environmental management policy specifically governing tenant operations is not currently in place, sustainability principles are embedded within our renovation and fit-out guidelines. New tenants are required to incorporate energy-efficient measures, including the mandatory use of LED lighting, as part of their fit-out specifications.

Current Financial Effects

In evaluating the financial effects of our transition initiatives, capital expenditure remains one of the key areas influenced by UEM Sunrise’s sustainability commitments. Investments in solar energy systems continue to support our long-term energy-reduction targets, although the upfront capital required may potentially affect short-term funding capacity. To balance capital deployment while accelerating the transition, we continue to leverage strategic partnerships, including UEM Lestra’s zero-CAPEX financing model which enables us to adopt renewable energy solutions without significant upfront investment. This approach helps ease immediate capital requirements while supporting long-term cost savings and strengthening UEM Sunrise’s decarbonisation pathway.

Anticipated Financial Effects

The anticipated financial effects of our transition initiatives are shaped by ongoing energy market volatility and rapid technological advancements. Fluctuating energy prices, together with the fast pace of innovation in energy-efficient technologies, may introduce cost uncertainties and necessitate additional investment to

maintain operational continuity and ensure long-term competitiveness.

- Cost Efficiency**
The installation of solar energy systems is expected to reduce long-term operating costs by lowering reliance on grid electricity thereby helping stabilise energy expenses and improving overall financial performance
- Capital Expenditure**
Increasingly stringent energy-related regulations will require the integration of energy-efficient technologies into new projects, while existing assets may need retrofitting. This is anticipated to drive higher capital expenditure and upfront investment, which may affect cash flow and project financials.

Resilience of Our Strategy and Business Model

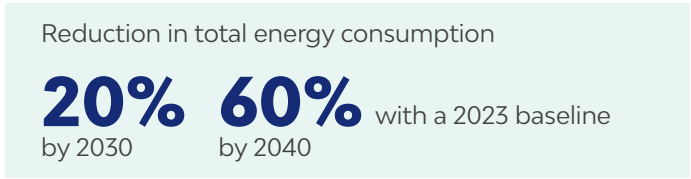
Our strategy and business model remain resilient against energy-related challenges by integrating efficiency measures and regulatory expectations into our planning and operations. We continue to enhance stability through energy-optimisation initiatives, targeted system upgrades and periodic audits, supported by the gradual adoption of renewable energy solutions such as solar installations to reduce reliance on grid electricity. Collectively, these measures help manage cost volatility, strengthen operational resilience and support our transition toward a low-carbon future.

Metrics and Target

As part of our broader decarbonisation agenda, energy management remains a central focus in strengthening operational resilience and reducing our environmental footprint. To guide progress in this area, we have established clear, measurable metrics and long-term targets that reflect our commitment to improving energy efficiency across our operations and developments.

These targets serve as key indicators for tracking performance, informing investment decisions and ensuring alignment with national policies and global best practices in energy stewardship.

In support of our carbon-neutrality aspirations, we aim to achieve:



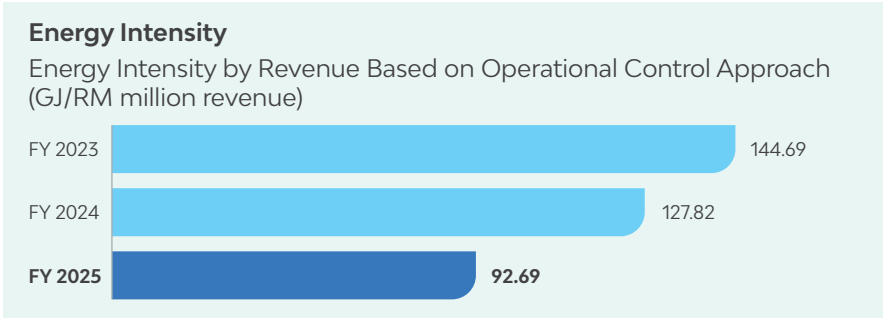
Key Performance Indicators	Unit	2023	2024	2025
Energy Consumption – Based on Operational Control Approach				
Non-renewable fuel	MWh	620.09	753.70	576.74
	GJ	2,232.31	2,713.32	2,076.28
• Diesel	MWh	344.65	443.62	362.95
	GJ	1,240.71	1,587.03	1,306.62
• Petrol	MWh	275.44	310.08	213.79
	GJ	991.60	1,116.29	769.66
Renewable Energy - Solar (Generated on-site)	MWh	N/A	N/A	910.93*
	GJ	N/A	N/A	3,279.35*
Electricity (Purchased from the grid)	MWh	53,200.13	46,836.03	42,335.20
	GJ	191,520.46	168,609.72	152,406.72
Total	MWh	53,820.22	47,589.73	43,822.87
	GJ	193,752.77	171,323.04	157,762.35
Project Sites				
Non-renewable fuel	MWh	N/A	24,646.98	13,643.12
	GJ	N/A	88,729.12	49,115.22
• Diesel	MWh	N/A	23,726.62	13,421.97
	GJ	N/A	85,415.82	48,319.08
• Petrol	MWh	N/A	920.36	221.15
	GJ	N/A	3,313.30	796.14
Electricity (Purchased from the grid)	MWh	N/A	1,823.81	1,518.53
	GJ	N/A	6,565.73	5,466.69
Total	MWh	N/A	26,470.79	15,161.65
	GJ	N/A	95,294.85	54,581.91

- Notes:
- * Exclude pre-commissioning data in Jan and Feb 2025.
 - i) Energy consumption (electricity and fuel) follows the operational control approach, similar to GHG emissions as reported in the Sustainability Statement.
 - ii) Energy values are converted using a standard conversion factor of 1 MWh = 3.6 GJ.
 - iii) Energy consumption data for project sites has been disclosed since 2024, following the initiation of formal data collection processes.
 - iv) Renewable Energy-Solar represents on-site solar energy generated and consumed during the reporting period. All solar electricity generated is used for self-consumption.
 - v) Solar energy generation data has been reported since 2024, when solar installations became operational.

Management of Tenant Sustainability Impacts

	Unit	2023	2024	2025
Tenants that are separately metered or submetered for electricity consumption, by property sector – Total	%	85.34%	85.89%	83.72%
(i) Retail	%	85.34%	85.89%	83.72%

- Note:
- i) Management of Tenant Sustainability Impact – Grid electricity consumption represents the total electricity consumed by tenants at Publika, as mentioned under the SMART Meters initiative.



Outlook

Over the next five to ten years, our energy profile is expected to shift from a predominantly grid-dependent model towards greater use of energy-efficient systems and renewable energy sources, reducing portfolio-wide energy intensity.

This transition is supported by broader integration of energy-efficient technologies and digital monitoring across developments, alongside continued exploration of lower-carbon design and construction approaches.

We are also establishing portfolio-wide baselines, monitoring frameworks and decarbonisation targets to strengthen oversight and support more informed energy management decisions. These efforts position us to respond to evolving energy transition requirements while supporting operational resilience and ESG performance.

Sustainability Statement

**Planet**

**Biodiversity**



Stakeholders:

SG2SG3SG6SG7SG10

Capitals:

NM

UN SDGs:



Introduction

Biodiversity underpins ecological balance, climate resilience and long-term environmental well-being. Healthy ecosystems provide essential services such as carbon sequestration, climate regulation and water management, which support environmental sustainability as well as business resilience. For UEM Sunrise, biodiversity conservation is fundamental to responsible development and the creation of long-term value.

As a property developer, our activities may interact with natural ecosystems across the development lifecycle. Biodiversity considerations therefore influence the sustainability, liveability and climate resilience of urban environments as well as stakeholder confidence and perceptions of development quality. Misalignment between development activities and evolving biodiversity expectations may give rise to regulatory, reputational and project-related risks. These potential risks may affect UEM Sunrise’s business model and value chain across the following stages:

Upstream (Land Acquisition and Planning)
Biodiversity considerations in upstream activities arise from sourcing of construction materials that depend on natural resource extraction. Responsible sourcing decisions support supply chain resilience and help reduce exposure to environmental and regulatory constraints affecting development activities.
Core Operations (Construction Activities)
Construction activities may affect local ecosystems through land disturbance and vegetation clearance. Integrating biodiversity considerations during construction supports ecosystem protection, regulatory confidence and long-term project resilience.
Downstream (Operations and Communities)
Biodiversity impacts may arise from the long-term use of developments, including urbanisation and pressure on local ecosystems. These impacts are addressed by green spaces and nature-based elements that enhances environmental quality, community well-being and the liveability of UEM Sunrise’s developments.

Management Approach

Biodiversity-related matters are managed through established governance and risk management processes at UEM Sunrise. Sustainability matters, including biodiversity-related topics, are regularly tabled to our EXCO, BGRC and the Board, providing oversight and supporting informed decision-making on biodiversity risks, regulatory compliance and mitigation measures across our operations.

UEM Sunrise’s biodiversity commitments are guided by its Biodiversity Policy established in August 2025 and Sustainability Blueprint 2.0, which embed biodiversity considerations into planning, design and decision-making processes. These commitments are aligned with applicable environmental laws and informed by recognised frameworks, including the Taskforce on Nature-related Financial Disclosures (“TNFD”), the Kunming-Montreal Global Biodiversity Framework and the National Policy on Biological Diversity 2022–2030.

Biodiversity Exposure and Assessment

Prior to the commencement of land clearing and construction activities, we ensure compliance with all applicable Department of Environment (“DOE”) requirements at both state and federal levels. In accordance with the Environmental Quality Act 1974, projects that meet the prescribed criteria under the Environmental Quality (Prescribed Activities) (Environmental Impact Assessment) Order 2015 are required to undergo an (“EIA”). These assessments evaluate regulatory compliance, identify potential biodiversity impacts and assess the adequacy of proposed mitigation measures.

In addition, all project sites implement an Erosion and Sediment Control Plan (“ESCP”) to effectively manage soil erosion and sedimentation risks. This is supported by the application of Best Management Practices (“BMP”), including silt fences, silt traps, and slope protection measures, to ensure environmental protection and regulatory compliance throughout project execution.

To support ongoing compliance, we conduct environmental audits through DOE-appointed auditors or consultants. Audit findings are formally documented in our Environmental Aspect Impact Register (“EAIR”) and the Risks and Opportunities Assessment Register (“ROAR”), both of which are integral components of our Project Quality, Health, Safety and Environment Plan (“PQHSEP”). These registers enable systematic risk identification, monitoring and management across project lifecycles.

Where environmental impacts are identified, an Environmental Management Plan (“EMP”) is developed to define appropriate mitigation and control measures. The implementation of these measures is supported by quarterly environmental monitoring conducted by accredited laboratories, enabling ongoing tracking of environmental performance and compliance with regulatory standards and recognised best practices.

This structured approach ensures that biodiversity considerations are consistently integrated into project planning, implementation and monitoring, supporting responsible development outcomes across our operations.

Managing Impacts on Ecosystems and Sensitive Areas

We strive to prevent and minimise adverse impacts arising from our projects on sensitive terrestrial and aquatic ecosystems, including wetlands, mangroves, protected forests and steep hillslopes classified as Class 3 and Class 4 within our landbank.

We have conducted desktop study on the KBA and Environmentally Sensitive Area (“ESA”) assessments internally based on the definition and criteria established by the International Union for Conservation of Nature (IUCN) for KBAs.

As of FY2025, Lot 1 and 2 of One Oval, Subiaco East, Perth intersects with the mapped boundary of a Key Biodiversity Area (“KBA”), representing 0.015% of our total landbank. Biodiversity considerations at this site are addressed through urban greening initiatives including native planting and tree canopy expansion, aligned with local ecological corridors.

For ESAs, we have noted that our landbank in Australia does not intersect with any declared ESA under the Western Australian Environmental Protection Act 1986 and the Environmental Protection (Environmentally Sensitive Areas) Notice 2005. Similarly, for our Malaysian landbank, the assessment referenced Malaysia’s National Physical Plan for ESA definitions, with no identified overlaps within our active development areas.

All developments adhere to relevant state-level regulations and national guidelines, including the Guidelines for Hillside Development issued by the Department of Town and Country Planning (“JPBD”) and the Public Works Department (“JKR”), supporting environmental protection, risk mitigation and long-term land stability.

We strictly avoid exploration or development activities within key sensitive areas, including national and state heritage sites and designated natural conservation areas. In addition, we are committed to minimising impacts associated with deforestation of primary forests in relation to our core projects, ensuring that our development activities do not contribute to the loss of forest ecosystems.

Sustainable Development Design Guidelines (SDDG)

Our SDDG serves as the primary framework for integrating biodiversity considerations across the planning, design and delivery of our developments. The SDDG embeds biodiversity-related principles at every project phase, guiding decision-making to minimise environmental impact and support the protection and enhancement of natural habitats and native species. Key biodiversity principles and practices embedded within the SDDG include:

Preserving Ecology and Biodiversity
We identify and protect ecologically significant areas, including wetlands, forests and wildlife habitats, by avoiding development in sensitive locations and maintaining protected zones or nature reserves where applicable. This approach supports ecosystem stability, conserves biodiversity and safeguards natural landscapes for future generations.
Developing Urban Forests and Green Infrastructure
We prioritise the creation of green spaces and urban forests within our developments to provide habitats for diverse plant and animal species. Moreover, we recognise the role of urban forests in enhancing air quality, regulating local temperatures and supporting stormwater management by intercepting rainfall and reducing surface runoff.
Where appropriate, we incorporate green infrastructure, including constructed wetlands and bioswales to support sustainable water management, improve water quality and create functional habitats for aquatic plants and wildlife while also enhancing the visual and recreational value of open spaces.

Sustainability Statement



Olive-backed Sunbird classified as Least Concern (LC) by the IUCN, observed within the landbank area.

Integrating Native and Endangered Species into Landscapes

We incorporate native plant species into landscape designs to support local ecosystems, provide food and shelter for wildlife, attract pollinators and maintain ecological balance. This approach enhances biodiversity while supporting the long-term resilience and sustainability of our green spaces.

We also integrate Endangered, Rare and Threatened ("ERT") native species, where feasible, including those listed on the IUCN Red List, into open spaces and township landscapes to support conservation outcomes and biodiversity enrichment.

Applying Biophilic Design Principles

We apply biophilic design principles within our developments, integrating natural elements into the built environment to enhance both ecological function and human experience. This is implemented through the use of native and adaptive plant species, the creation of green corridors that encourage interaction with nature and the incorporation of landscape features that support biodiversity and liveability.

Fostering Collaboration, Biodiversity Awareness and Informed Decision-Making

We actively engage with environmental agencies, conservation organisations, local authorities and communities to advance biodiversity conservation efforts and promote awareness. Through collaboration, training and communication initiatives, we encourage shared responsibility for biodiversity protection among our employees, customers, suppliers, contractors and other stakeholders.

Insights from these engagements are embedded into our planning and decision-making processes, supporting informed development outcomes and the consistent application of biodiversity considerations across our projects.

Key Initiatives

SIREH Park – Our Biodiversity Hotspot

In 2025, our commitment to biodiversity conservation at SIREH Park remained steadfast, supported through continued in-kind contributions and management support. Since the park's establishment and opening to the public in November 2017, the Group has contributed a cumulative RM35 million seed grant, enabling the development of the 343-acre park as a key green and ecological asset. Established and managed by The Nusajaya Natural Heritage Trust ("TNNHT"), SIREH Park has evolved into a well-recognised natural heritage destination that supports

recreation, education and research while serving as an accessible green space that connects communities with nature. Through active collaboration with TNNHT, we continue to strengthen the park's resilience by delivering conservation programmes and biodiversity initiatives focused on habitat preservation, ecological enhancement, environmental education and community engagement. Looking ahead, we remain committed to sustaining SIREH Park as a resilient and inclusive natural asset, safeguarding its long-term ecological value and community benefits over the next five years and beyond.

Tree Planting Initiative

Our tree planting initiative at SIREH Park supports biodiversity hotspot restoration by restoring natural habitats, supporting native species and strengthening ecosystem resilience. These efforts deliver tangible environmental benefits, including improved air quality, carbon sequestration, enhanced ecosystem services and stronger green infrastructure, contributing positively to overall planetary health.

Beyond environmental outcomes, the initiative generates long-term economic and social value. Economically, it contributes to land value enhancement and supports eco-tourism and recreational activities. Socially, tree planting improves quality of life by creating cooler, greener and more attractive spaces while promoting physical and mental well-being, strengthening community engagement and environmental awareness and providing educational opportunities that support sustainable development and community liveability.

Tree planting at SIREH Park is implemented through a combination of conventional forest planting and the Miyawaki method. The conventional approach involves planting selected species at wider spacing, while the Miyawaki method applies a high-density mix of native species to establish fast-growing, biodiverse mini forests. Together, these methods enable balanced reforestation outcomes and long-term ecological resilience, supporting our medium-term target of planting 25,000 trees by 2028, with a total of 12,510 trees planted to date.

In 2025,

2,280

Trees were planted through stakeholder contributions

From the 99 species planted in 2025, species were classified in accordance with the IUCN Red List categories, reflecting a diverse range of conservation statuses across Critically Endangered, Endangered, Vulnerable, Near Threatened, Least Concern and Not Evaluated species.

Overall, the initiative improves environmental quality, enhances social well-being and community awareness, and delivers measurable gains in carbon reduction, climate resilience, land value and green infrastructure performance.

Green Composting Initiative

SIREH Park continues to operate its green composting initiative, supporting sustainable waste management and circular practices. The composting yard, one of the earliest facilities established under the Iskandar Puteri Low Carbon Grant, converts green waste generated within the park into nutrient-rich compost used to improve soil health, nourish flora and reduce reliance on chemical fertilisers.

In 2025, the programme produced 300 kg of compost, with participation from over 100 community members, including representatives from companies such as Timberland Singapore and Esteel Services as well as students from Universiti Teknologi MARA ("UiTM") Melaka. Composting activities at the park are conducted every two months while workshops and hands-on sessions are organised based on participant demand. On an annual basis, SIREH Park produces approximately 1,800kg to 2,000kg of compost.

Beyond waste reduction, the initiative serves as a community engagement and education platform, raising awareness of sustainable green waste management while supporting soil regeneration and resource efficiency across the park.

Bamboo Farming and Garden

In collaboration with the Malaysian Timber Industry Board (MTIB), SIREH Park continues to develop its bamboo farming and garden initiative, established for species collection and research purposes. To date, the initiative has planted 1,507 bamboo plants across a collection of 13 species, supporting conservation, research and knowledge-building efforts.

Recognised for its rapid growth and high carbon sequestration potential, bamboo plays an important role in supporting environmental protection and climate-related outcomes. Compared to conventional tree species, bamboo functions as an efficient carbon sink while contributing to ecosystem resilience.

The bamboo garden also serves as an educational and demonstration platform, highlighting bamboo's versatility in areas such as eco-friendly construction, handicrafts and erosion control. From an economic perspective, bamboo represents a renewable and fast-growing resource, reinforcing its potential to support sustainable land use while complementing broader biodiversity and environmental objectives at SIREH Park.

Sustainability Statement



Environmental learning in action among students during the 'Waste to Wonder 2.0' event at SIREH Park.

Tracking Wildlife in SIREH Park

SIREH Park provides habitat for a wide range of wildlife and serves as an important ecological network within the region. Ongoing surveys and monitoring efforts have recorded the presence of various species, including wild boars, otters, monkeys, dusky leaf monkeys, porcupines, reptiles and numerous bird species such as eagles and kingfishers.

465

species recorded in 2025, including: 58 birds, 219 insects, reptiles and other animals, 188 wild flora

Notable observations include diverse dragonfly species such as the scarlet pygmy, scarlet basker, restless demon, pond adjutant and Asian sapphire flutterer, reflecting the health and diversity of the park’s ecosystems.

Biodiversity monitoring at SIREH Park is supported through iNaturalist, where the park is mapped as a project community. The platform enables visitors, researchers and the public to document, identify and share observations of flora and fauna, contributing to a global biodiversity database used by scientists and conservationists. Data collected through this citizen science approach supports ecosystem health assessments and informs ongoing conservation and management efforts at the park.

SIREH Park Eco-Learning Garden

Initiated through a grant from Majlis Bandaraya Iskandar Puteri under the Iskandar Puteri Low Carbon Grant, the SIREH Park Eco-Learning Garden was established to deliver hands-on environmental learning through a range of green activities, including workshops, nature walks and experiential programmes.

The Eco-Learning Garden serves as a shared learning space where students, researchers and community members can develop a deeper connection to, and understanding of nature. Through practical engagement, the initiative supports environmental awareness, knowledge-building and community participation in biodiversity and sustainability practices.

In 2025, the Eco-Learning Garden has been progressively enhanced with additional educational facilities, including rainwater harvesting systems and mini composting compartments, to demonstrate sustainable resource management practices. The initiative has also introduced a banana circle, a nature-based system that recycles organic waste and wastewater, reinforcing circular and low-impact environmental solutions.

To date, nearly 300 visitors have benefited from their participation in the Eco-Learning Garden, gaining meaningful learning experiences that promote environmental stewardship, sustainability awareness and community engagement.

SIREH Park Community Engagement

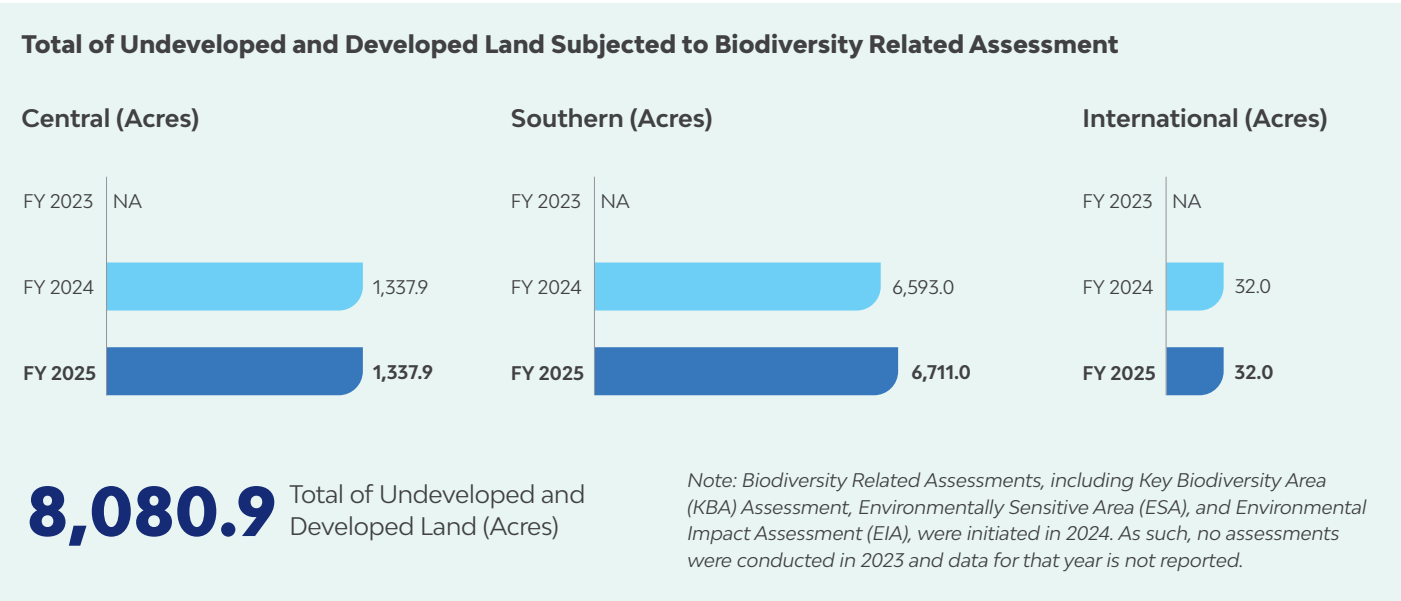
SIREH Park has supported community engagement through a range of sports and active lifestyle events, social gatherings and festive celebrations held at the park.

In 2025, several community-based initiatives were implemented to encourage inclusive participation and strengthen connections with the surrounding community. These included volunteer and stewardship-focused programmes such as KAWAN, which are comparable to community initiatives like Friends of Bukit Kiara and Friends of Taman Tugu. In addition, SIREH Park facilitates corporate social responsibility programmes that provide opportunities for employees and their families to participate in environmental and green activities. Collectively, these initiatives support environmental awareness, foster community ownership and strengthen long-term engagement with sustainability and conservation efforts.

Current Financial Effects

In the current financial year, we have not identified any material financial losses arising directly from biodiversity-related risks. However, biodiversity considerations may give rise to ongoing costs associated with development

Metrics and Target



planning, environmental assessments and compliance with applicable biodiversity-related requirements, which are incorporated into project development and operational expenditures.

Anticipated Financial Effects

We recognise that biodiversity-related requirements and expectations may result in additional costs or adjustments in future development activities, depending on project-specific characteristics and regulatory conditions. Any potential financial effects are subject to the nature and location of developments as well as evolving regulatory and stakeholder expectations.

Resilience of Our Strategy and Business Model

We strengthen the resilience of our strategy by progressively integrating biodiversity considerations into planning and decision-making. This is anchored by the Board’s approval of the Biodiversity Policy in August 2025. In 2026, we are operationalising the policy through a Biodiversity Roadmap that will guide a phased, systematic approach across our landbank. This will be further reinforced in 2027 with a Biodiversity Management Plan that translates roadmap priorities into site-level actions. Together, these measures help ensure our business model remains resilient as regulatory requirements and stakeholder expectations evolve.

Sustainability Statement

Level of Risk (IUCN-Guided Extinction Risk Classification)

	2023	2024	2025
Critically Endangered	2,073	20	66
Endangered	75	3	65
Vulnerable	1,078	156	463
Near Threatened	387	123	396
Least Concern	1,663	389	765
Not Evaluated	-	222	525
Total	5,276	913	2,280

Outlook

We will strengthen the integration of biodiversity considerations into development planning and decision-making to support early identification and management of biodiversity-related risks across the project lifecycle.

This direction is supported by the development of a Biodiversity Roadmap to guide the establishment of baselines, improve understanding of site-specific ecological conditions and enable more consistent application of biodiversity considerations across developments.

Reducing impacts on natural habitats and improving ecological outcomes are prioritised through more structured and scalable conservation approaches, supporting long-term environmental resilience and alignment with evolving regulatory and stakeholder expectations.



A journey into nature and biodiversity with kids at SIREH Park.

**People**

**Employee Management**



Stakeholders:


Capitals:


UN SDGs:


Introduction

Our employees are fundamental to delivering our strategy, with workforce capability and organisational continuity directly influencing productivity, project delivery and cost efficiency across development, construction and asset management.

The Human Rights and Diversity, Equity and Inclusion (“DEI”) Policy guides workforce management and supports fair employment practices, inclusive leadership and the development of a capable, future-ready workforce. Through this framework, we focus on:

**Enhance** our position as an employer of choice by attracting and retaining a diverse and inclusive workforce across all levels of the organisation.

**Provide** fair and equitable access to employment, learning and career advancement opportunities that is free from discrimination.

**Promote** a workplace culture that values individual contributions, diverse perspectives and respectful collaboration.

**Establish** a work environment that upholds dignity, respect and ethical conduct for all employees.

Our operations depend on consistent workforce performance and coordination across the value chain. Workforce-related risks include gaps in capability and succession, which may affect productivity, knowledge retention and operational responsiveness, resulting in project delays, higher operating costs and reduced employee engagement.

These risks also inform strategic planning, shaping workforce priorities and resource allocation to sustain operational continuity and long-term value. The effects on the business model and value chain are set out as follows:

Upstream (Strategy, Planning and Procurement)

Early-stage planning, feasibility and procurement activities ensure decisions are coordinated and aligned with long-term objectives. Ongoing capability building, including ESG-related competencies and clearer internal communication, supports disciplined and consistent delivery of strategic priorities across the value chain.

Downstream (Construction Activities)

Workforce readiness and technical proficiency underpin effective project delivery. Addressing hiring challenges, leadership continuity and adoption of modern construction technologies such as digital site management, modular systems and green building methods, supports productivity, quality and safety outcomes across construction activities.

Customers and Stakeholders’ Engagement

Employee capability and engagement underpin customer trust and service quality. Strengthening internal communication, product and sustainability knowledge, and effective use of digital engagement platforms supports clearer articulation of value delivered, reinforces long-term relationships and enhances overall customer experience.

Management Approach

We adopt an integrated approach to employee management to ensure we have a capable, engaged and future-ready workforce. Governance is led by the People & Organisation (“P&O”) division, supported by People Business Partners and Centres of Excellence, which oversee workforce planning, talent acquisition, talent management, performance management, talent development, employee engagement, industrial relations, compensation and benefits. Oversight is strengthened by the Executive Committee (“EXCO”) for strategic alignment and the Nominations & Remuneration Committee (“NRC”) at Board level for leadership, succession and remuneration matters.

Sustainability Statement

Our people practices are guided by the Human Rights and DEI Policy, which establishes respect, fairness and equal opportunity as core principles. Recruitment, development and performance evaluation are based on merit, skills and qualifications, while remuneration is governed by the principle of equal pay for equal work. These policies ensure consistency, non-discrimination and fairness across the employee lifecycle. The Policy aims to foster a diverse workforce, equitable opportunities and an inclusive workplace where all employees can contribute and progress.

To support effective implementation, we continue to assess and review the effectiveness of our Human Rights and DEI Policy by monitoring progress through periodic reporting and analysis and undertaking reviews as required. We ensure that the Policy’s measurable objectives remain relevant and effective in addressing evolving workforce needs and that insights from these reviews inform continuous improvements to workforce practices and governance oversight across all levels of the organisation, including the Board and employees of UEM Sunrise Group, without regard to gender, age, race, religion, cultural background, nationality, ethnicity or disability.

Capability development and talent growth are supported through an integrated framework that provides structured assessment, development planning and performance governance. This includes mechanisms for identifying talent, assessing readiness and ensuring that development pathways are aligned with both employee aspirations and organisational needs. Standardised governance across these processes ensures clarity, transparency and accountability.

Our commitment to inclusivity is implemented via policies and workplace practices that support gender, ethnic and generational diversity, uphold respect for cultural and religious needs and ensure accessibility for persons with disabilities. These principles guide the creation of a supportive and respectful environment for all employees.

Key Initiatives

 Leveraging People Analytics

We leverage our people systems and selected digital tools to support workforce planning, talent oversight and the effective execution of people-related strategies. People analytics provides insights into workforce trends, capability requirements and organisational risks, enabling closer alignment between our people priorities and business objectives. Key areas where people analytics are applied include:

Area	How We Apply People Analytics
Employee Performance	We utilise performance data aligned to individual objectives and key performance indicators to support consistent performance evaluation and enhance workforce effectiveness.
Strategic Workforce Planning	We analyse workforce data to identify future skill requirements that aligns with our business and transformation needs.
Recruitment and Hiring	We utilise recruitment insights to optimise hiring channels and assess candidate suitability to support consistent and effective talent acquisition practices.
Retention and Engagement	We monitor workforce trends to identify potential retention risks, inform engagement initiatives and support the development of a positive and sustainable workplace culture.
Diversity and Inclusion	Demographic insights are used to promote fair employment practices and support equal access to career development opportunities across the organisation.
Competitive Benchmarking	We benchmark our workforce indicators against relevant market and industry data to strengthen talent recruitment and retention.



Talent Attraction and Retention

New Hires in 2025

In 2025, we welcomed 106 new employees, further strengthening the organisation’s talent base with new skills and perspectives. Recruitment continued to be guided by an approach that emphasises capability, cultural fit and long-term potential. To support seamless integration, new hires undergo a comprehensive onboarding process designed to familiarise them with our culture, policies and role expectations. In parallel, succession planning efforts remain focused on systematically identifying and developing high-potential employees to reinforce leadership continuity and ensure a sustainable pipeline of future leaders that is aligned with our long-term growth needs.

Comprehensive Employee Benefits

Our commitment to employee well-being is reflected in the breadth of benefits we provide, which are designed to support financial security, health and work-life balance. In recognition of the importance of long-term retirement planning, we contribute an additional 2-3% above the statutory requirement to the Employees Provident Fund (“EPF”), reinforcing our support for employees’ long-term financial resilience.

Our insurance coverage is structured to provide comprehensive protection and peace of mind, including Group Personal Accident Insurance, Group Hospitalisation and Surgical Insurance, and Group Term Life Insurance. These benefits are complemented by initiatives that support preventive healthcare and overall well-being.

We continue to promote a balanced and supportive work environment through a range of health and wellness benefits, including annual health screenings, dental care benefits and flexible work arrangements where appropriate. Additional facilities, such as nursing rooms for breastfeeding mothers, are provided to support employees at different stages of life. Together with our wellness programmes, these measures contribute to a healthier, more engaged workforce and support sustained productivity.

Benefits Offered by UEM Sunrise

- Flexible work arrangements
- Increments, bonuses and other incentives
- 15% employer’s share to EPF for employees with over two years’ service
- 98 days of maternity leave
- 7 days of paternity leave
- 9 days of compassionate leave
- Talent mobility, for internal job movement (CHIEF Move), transfers and assignments at overseas offices, as well as other companies within UEM Group
- Corporate club membership at an approved social and recreational club and personal membership in a company-approved club
- Study leaves and sabbatical leaves

Hybrid Working Arrangements

UEM Sunrise has established policies and guidelines to better manage working time and employee commitments, with the aim of mitigating excessive working hours. This is supported by the Hybrid Working Policy, which provides clear guidelines and enables flexible work arrangements to help employees balance professional and personal commitments. The Group’s Code of Conduct, which emphasises compliance with applicable laws, rules and regulations, including work rules and procedures, further reinforces these efforts. Together, these frameworks support the monitoring and mitigation of unreasonable working hour demands across the organisation.

2025 Employee Engagement Survey:
71% Working hours are reasonable and flexible

UEM Sunrise continuously enhances its processes to manage and oversee employees’ working hours. This includes periodic reviews of the Hybrid Working Policy to ensure it remains relevant, provides clear guidance and supports flexible work arrangements aligned with workforce and business needs. Flexible working arrangements allow employees to adjust their schedules in compliance with applicable labour laws, with overtime eligibility commencing after standard working hours and processed through the HR system. Supporting procedures, approvals and mandatory daily attendance tracking have been implemented in the HR system to strengthen oversight. In addition, the application process for Overtime (OT) and Replacement Leave (RL) has been refined to improve time management and ensure appropriate controls are in place.

Sustainability Statement

Parental Leave

We recognise the importance of supporting employees during key stages of life and maintaining a family-friendly workplace. Our parental leave policy is designed to help employees manage caregiving responsibilities alongside their professional roles, supporting a smoother transition back to work. To this end, we continue to monitor the effectiveness of our parental support measures to ensure they remain relevant and aligned with workforce needs, reinforcing our commitment to employee well-being and retention. In 2025, 82.5% of employees who took parental leave returned to work.

Employee Turnover

In 2025, our employee turnover rate stood at

10.7%

We continue to place strong emphasis on attracting, developing and retaining talent to support organisational stability and long-term performance. Our people strategy remains focused on maintaining market-competitive remuneration structures and reward frameworks that recognise performance and contribution.

We also continue to strengthen our talent pipeline through development initiatives, succession planning and capability-building programmes. These efforts are aimed at supporting employee engagement, enhancing retention and ensuring workforce sustainability as our business evolves.

Fair Remuneration and Competitive Benefits

Remuneration and Compensation

We are committed to maintaining an equitable and competitive remuneration practices that support fair compensation and attract, motivate and retain talent. Our remuneration framework is designed to align with applicable employment regulations, covering salary structures, benefits, working hours, overtime, minimum wage requirements and allowances.

We uphold the principle of non-discriminatory pay practices to ensure equal pay work across gender, age and other demographic factors while respecting employees’ rights to lawful representation, freedom of association and collective bargaining in accordance with applicable regulations.

To ensure salary competitiveness, our pay structures are benchmarked against relevant market data and industry peers. Oversight of remuneration matters is provided by the Board through the NRC, while management ensures our remuneration matters are aligned with our diversity, equity and inclusion principles. Our remuneration structure comprises fixed pay based on role scope, responsibilities and experience, complemented by variable components linked to performance outcomes. Where applicable, variable rewards are aligned to key performance indicators, including sustainability-related considerations.

All employees are paid above the statutory minimum wage, with compensation practices progressively aligned to living wage considerations. To support this, the Group regularly reviews salary structures against industry benchmarks and cost-of-living variations, particularly in high-cost urban areas, while enhancing total rewards and benefits to strengthen overall financial well-being. UEM Sunrise recognises that fair compensation is essential to driving employee motivation, retention and productivity. The group remains committed to upholding the economic dignity and well-being of its employees and their families.

Career and Performance Reviews

Our performance management framework is anchored on clearly defined individual objectives and key performance indicators, providing a consistent and objective basis for assessing employee contributions. Performance reviews also provide a platform for employees to discuss career aspirations, development goals and growth opportunities within the organisation.

We support career progression through multiple pathways, encouraging internal mobility and continuous development to strengthen our talent pipeline. In 2025, 100% of eligible employees participated in performance and career development reviews, resulting in 128 internal movements and promotions. Our ongoing succession planning efforts continue to focus on building leadership readiness for critical roles, supporting workforce continuity while mitigating retention and recruitment risks.

Inclusive Employment

UEM Sunrise is committed to equal opportunity and inclusive employment as part of its broader approach to community development by providing job opportunities to individuals from diverse backgrounds, including those with limited formal educational qualifications and access to employment. Beyond the executive roles, the Group

also offers a range of positions across the organisation, such as auxiliary personnel, office assistants and park operation employees, to provide accessible employment opportunities for individuals from diverse and less advantaged background. These roles are supported by fair employment practices and on-the-job training, providing equitable opportunities for individuals to develop skills, enhance employability and contribute meaningfully to the community.

Employee Engagement for Talent Retention and Job Satisfaction

UEM Sunrise Belief System

Employee engagement remains a key priority as we continue to build a high-performing culture anchored in the UEM Sunrise Belief System. Our engagement approach is guided by four core pillars: Well-being, Recognition, Engagement and Festivities, which collectively shape a positive and supportive work environment. These pillars inform our people initiatives and help cultivate a culture that encourages collaboration, trust and shared purpose across the organisation.



Vaccination programme for employees and families, reinforcing the importance of physical well-being.

CHIEF @ UEM Sunrise

At UEM Sunrise, our CHIEFs are at the heart of our organisation, where well-being, recognition and engagement are essential to sustaining a strong and resilient culture. We continuously enhance the CHIEF experience through a holistic and structured approach, encompassing open communication platforms, data-driven insights and comprehensive well-being initiatives. Together, these efforts foster a supportive and inclusive environment, empowering our CHIEFs to stay connected, valued and aligned with our organisational priorities.

Employee Engagement Events Held in 2025

- CHIEF Financial Wellness Programme Webinar**
A dedicated financial literacy session designed to enhance employees’ financial well-being by improving understanding of SSPN savings, tax relief optimisation and long-term education planning for dependents.
- CHIEF Wellness Day**
A wellness programme designed to raise awareness on influenza and promote holistic employee well-being through health-focused activities and preventive care.
- CHIEF Wellness Programme Webinar**
An informative session designed to help employees understand options to enhance their existing inpatient medical coverage beyond the Group’s standard plan.
- International Women’s Day**
A session that promotes gender equality and empowerment by cultivating awareness, inspiration and open dialogue on women’s advancement in the workplace.
- Future@Work (UEM Sunrise New Office Launch)**
A celebratory event to mark the launch of the newly renovated workspace, designed to support new ways of working, prioritising efficiency, collaboration, agility and well-being of employees.
- People Open Day**
A programme that brought together all six People and Culture pillars to increase employee awareness of the Integrated Standard Operating Procedure (ISOP) embedded across HR processes, while offering direct touchpoints for employees to raise enquiries and engage with the People and Culture team. This initiative also enabled employees to gain clearer insights into career advancement opportunities, HR policies, benefits and other People and Culture matters.
- Malaysia Day Challenge**
An initiative which brought together team members from different divisions to promote collaboration, strengthen cross-functional relationships and reduce gaps across the organisation.
- CHIEF Build Our Bond (Team-building)**
A team building programme that focuses on strengthening agility, cultivating a business-oriented mindset and enhancing communication among CHIEFs across different functions.

Sustainability Statement

9. UEM Sunrise Gala Dinner

An event to celebrate achievements and resilience, strengthen unity through shared experiences, reignite motivation and engagement, and reinforce the “One UEM Sunrise” spirit based on CHIEFs’ feedback.

10. Festive Celebrations

An initiative in which festive activities are carried out throughout the year including the distribution of angpao, Hari Raya potluck and a Deepavali video contest to cultivate unity, inclusivity and a strong sense of belonging and bringing employees together to appreciate and celebrate cultural diversity.

Employee Engagement Platforms

We foster a supportive and inclusive workplace through engagement platforms that encourage open communication and meaningful dialogue. Regular engagement sessions, including town halls and interactive discussions with senior management, provide employees with opportunities potluck, and to share feedback, strengthen alignment and stay informed on organisational priorities. We also organised cultural and engagement activities during festive seasons and key occasions to help strengthen workplace connections, promote inclusivity and reflect our appreciation of Malaysia’s diverse traditions.

Employee Engagement Survey

We conduct an annual employee engagement survey to assess sentiment, engagement levels and areas for improvement across the organisation. In 2025, we recorded a Voice of CHIEFs (“VOC”) engagement score of 71%. As part of our continuous improvement efforts, the People team works closely with business divisions to analyse survey insights and implement targeted interventions to address key improvement areas.

Employee Well-Being

We continue to prioritise employee well-being through a holistic approach that supports physical, mental and emotional health. In alignment with the Hybrid Working Policy, we provide access to in-house counselling services as part of our commitment to supporting employees’ personal, work-related and family needs in a confidential and professional setting. Wellness-focused engagements, including the annual Wellness Day, together with preventive healthcare measures and Well-being and Active Lifestyle programmes further encourage healthier daily habits.



Investing in Our Employees

Investing in our employees is essential to sustain performance in an evolving business landscape. Our learning and development approach is built on a framework that educates (imparting knowledge), enhances (improving expertise) and evolves (driving changes) across four key pillars: Leadership, Essentials, Academies and Digital Learning. These efforts are informed by learning aspiration surveys, skills assessments and business-driven training needs, particularly for technical and functional capability development. We also leverage a broad range of learning channels, including physical training, webinars and interactive workshops to ensure employees have the skills and knowledge required for long-term success.

Investing in Employee Learning and Development

Recognising the importance of continuous development, we invested RM1.8 million in employee learning and development in 2025. These investments supported a range of training, education and professional development initiatives aimed at enhancing technical expertise, strengthening leadership capabilities and supporting career progression.

In 2025, UEM Sunrise delivered a total of 50,493 training hours to 1,138 employees, representing an average of 44.4 training hours per employee. Based on a standard training day of 8 hours, this translates to approximately 5.6 training days per employee, reflecting our commitment to continuous learning and professional development across the organisation.

Furthermore, UEM Sunrise nurtures young talent through its structured entry-level hiring initiatives. In 2025, a total of 17 fresh graduates (15 PROTÉGÉ and 2 Graduate Trainees) and 11 interns were hired throughout the year, supported through hands-on experience, mentorship and cross-functional exposure. In addition, UEM Sunrise continues to hire fresh and recent graduates across various roles, offering opportunities to gain practical work experience. These initiatives aim to support youth employability by providing relevant skills and industry exposure, facilitating their transition into employment within the Malaysia’s real estate and property development sector.



Training programmes supporting continuous professional development.

Learning and Development Programmes

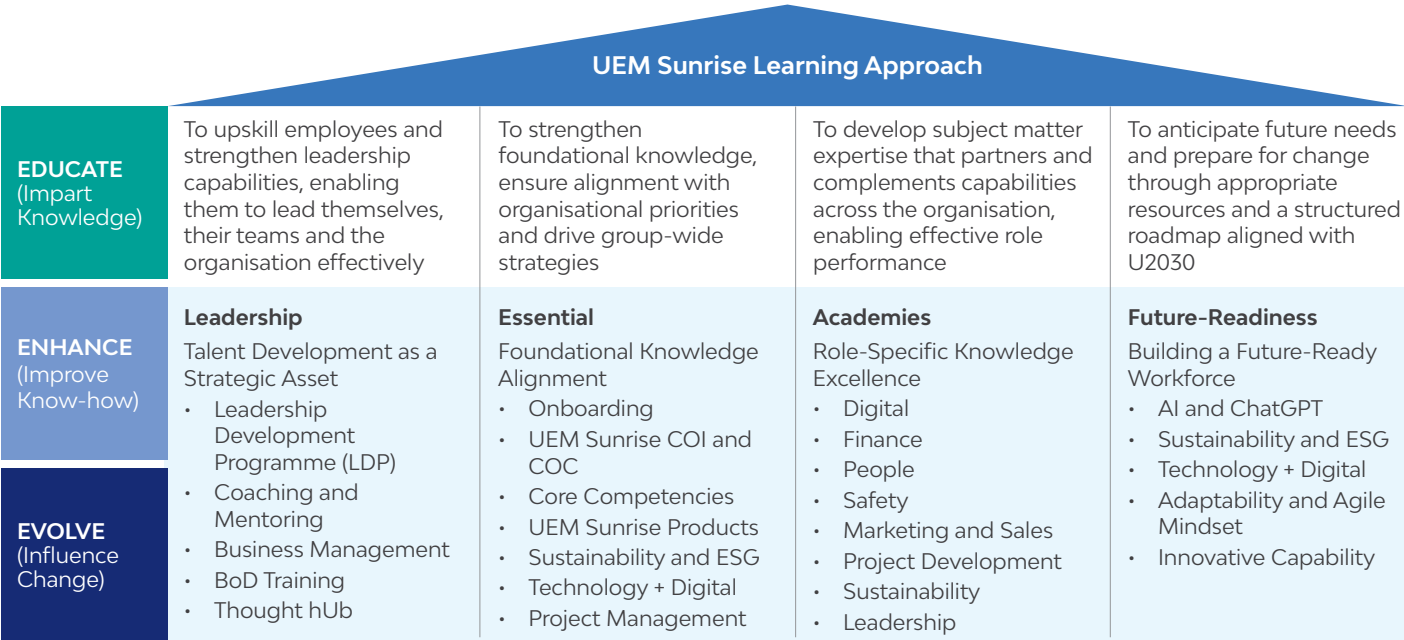
Our learning and development approach is led by our in-house Learning, Culture and Talent Management function, with a focus on building relevant capabilities, strengthening leadership depth and supporting long-term succession planning. We deliver a range of structured internal programmes designed to equip employees with industry-relevant knowledge and critical skills, complemented by external training opportunities to broaden expertise and professional exposure. Participation in development programme is integrated into employee performance indicators to reinforce the importance of continuous learning and career progression.

To support leadership readiness across the organisation, we have implemented development programmes that are aligned to different leadership levels. These programmes are designed to build essential leadership competencies, support effective people management and prepare future leaders for expanded responsibilities.

Key leadership development programmes include:

- **Senior Management Leadership Development Programme (“SLDP”)**
Designed to strengthen senior leaders’ capabilities in strategic thinking, people development and results-driven leadership, enabling them to effectively lead teams and drive organisational performance.
- **Middle Management Leadership Development Programme (“MLDP”)**
Focuses on enhancing leadership effectiveness by developing character, clarity of vision and the ability to guide teams towards achieving strategic objectives, while supporting personal and professional growth.
- **Junior Management Leadership Development Programme (“JLDP”)**
Supports new and emerging managers in building foundational leadership skills, building confidence and promoting sustainable management practices.
- **Non-Executive Development Programme (“NEDP”)**
Aims to develop a skilled and effective workforce by strengthening core competencies, improving productivity and supporting sustainable business growth.
- **Leadership Alignment: Psychological Safety for High-Performing Leaders**
Conducted across three cohorts, focusing on strengthening psychological safety, shared leadership behaviours, open communication and collaboration across leadership levels.

Sustainability Statement



UEM Sunrise Learning and Development Programmes

1. Service from the HEART

Designed to cultivate a service mindset anchored in empathy, sincerity and professionalism to enable employees to deliver consistent, heartfelt service that enhances customer satisfaction and supports the organisation’s brand expertise.

2. Advance Sales Training

Designed to strengthen sales teams’ capabilities with advanced techniques aligned to evolving market expectations.

3. Using Generative AI as Daily Work Tools Assistant

Guides employees on using Generative AI tools such as ChatGPT, Notebook LM and Google Docs to support daily work tasks by improving efficiency, consistency and the quality of work outputs.

4. Project Management Professional (PMP) Essentials

Equips emerging leaders, team leads and middle-level professionals with essential project management tools and techniques, supporting effective project delivery and career advancement, including readiness for PMP certification.

5. Corporate Directors Training Programme

Curated for Nominee Directors representing UEM Sunrise and its subsidiaries, the programme strengthens understanding of corporate governance, fiduciary duties and strategic boardroom decision-making.

6. Talent Chat with C-Suites

Enables identified talents to engage directly with senior leaders, learning from their experiences and gaining insights on focus topics relevant to organisational growth.

7. Commercial Real Estate Programme

A collaborative programme with the National University of Singapore (“NUS”) to equip participants with the knowledge and skills needed to navigate the complexities of the commercial property market, covering market trends, investment and valuation strategies, asset and portfolio management, legal and regulatory frameworks, financing options, sustainability and negotiation techniques.

8. Personal Coaching Programme for Senior Leaders

Leading with Confidence and Purpose – A personalised coaching initiative designed to help senior leaders address specific leadership challenges and strengthen their management capabilities. The programme supports leaders in driving organisational success, fostering innovation and adapting effectively to change. Coaching for Performance and Growth – A tailored coaching programme focused on developing leaders’ performance-driven behaviours and growth-oriented mindsets. The sessions are designed to refine leadership effectiveness, strengthen decision-making and support leaders in managing teams more effectively.

9. UEM Sunrise Board Leadership Engagement Programme

Provides Talents and Successors with exposure to strategic thinking, governance perspectives and real-world leadership insights through direct interaction with the Board. The programme also enables two-way dialogue, giving the Board greater visibility into emerging leadership capabilities within the organisation.

10. UEM Sunrise Mentoring Programme

Connect experienced senior leaders with UEM Sunrise Talent Pool participants through a trust-based mentoring partnership focused on achieving defined development goals. It accelerates mentee growth by strengthening technical, leadership, digital, commercial, entrepreneurial and industry capabilities, while supporting continuous exchange of insights and best practices.

11. Self-Discovery Workshop

Identifies leadership team members with strong potential in change readiness and results orientation, aligned with UEM Sunrise’s U2030 strategic requirements. It supports leaders in understanding their strengths and development areas in relation to future organisational needs.

Current Financial Effects

In the current financial year, we incurred recurring costs in maintaining and strengthening our employee management framework. These included:

- Investment in training and upskilling, reflecting short-term increase in employee capability development budgets to build sustainability-related competencies, enhance digital enablement and strengthen leadership capabilities. These investments support the development of future-ready skills and organisational agility.
- Spending on employee engagement and well-being programmes, including wellness initiatives, recognition activities and sustainability-aligned engagements to reinforce organisational purpose, maintain morale and support workforce resilience and performance.
- Higher recruitment and onboarding costs, driven by the need to attract specialised talent in areas such as ESG, green building, digitalisation and transformation, in line with heightened market demand and the strategic importance of these roles.

Anticipated Financial Effects

We anticipate that, over the medium-term, improvements in employee management practices may generate financial benefits through enhanced retention, stronger leadership capability and a more engaged workforce. These enhancements are expected to reduce recruitment, onboarding and replacement costs by lowering turnover and strengthening internal career pathways. In addition, a more skilled and digitally enabled workforce is anticipated to support higher productivity, improved project execution and reduced operational inefficiencies, contributing to cost optimisation and margin improvement.

We also expect that ongoing efforts to strengthen our employer value proposition, anchored in sustainability, well-being and continuous development, may improve talent attraction outcomes, lowering long-term hiring costs and improving workforce capability. Furthermore, strategic investments in learning, engagement and leadership development are expected to enhance problem-solving capacity, encourage innovation and support the adoption of more efficient operational and construction practices, generating long-term business value and reducing associated risks.

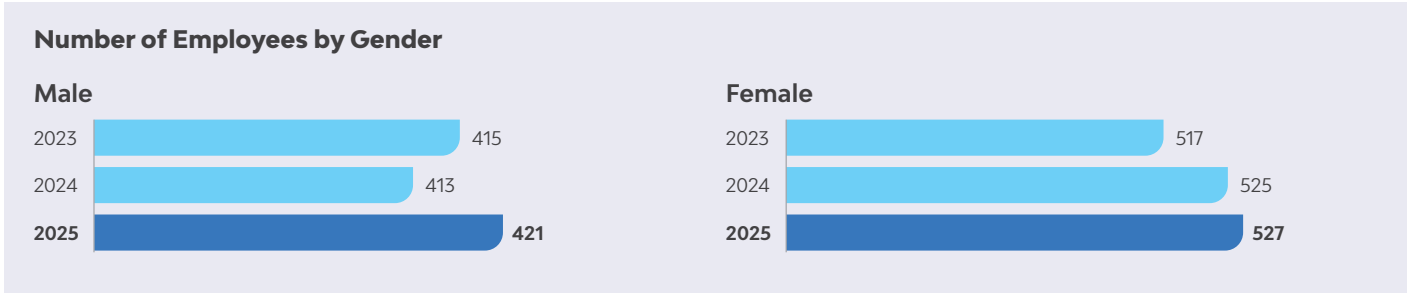
Based on current assessments, we do not expect these anticipated financial effects to have a material adverse impact on our financial position over the short, medium or long-term.

Resilience of Our Strategy and Business Model

UEM Sunrise’s strategy and business model continue to demonstrate strong resilience in relation to employee management, supported by deliberate investments in workforce capability, leadership development and employee engagement. During the year, we continued with our upskilling and reskilling efforts to strengthen leadership development pathways and broadened sustainability-related competencies across key functions. These measures improved organisational adaptability to accelerated technological advancements and evolving ESG expectations, while ensuring that employee capabilities remain aligned with strategic priorities.

Sustainability Statement

Metrics and Target

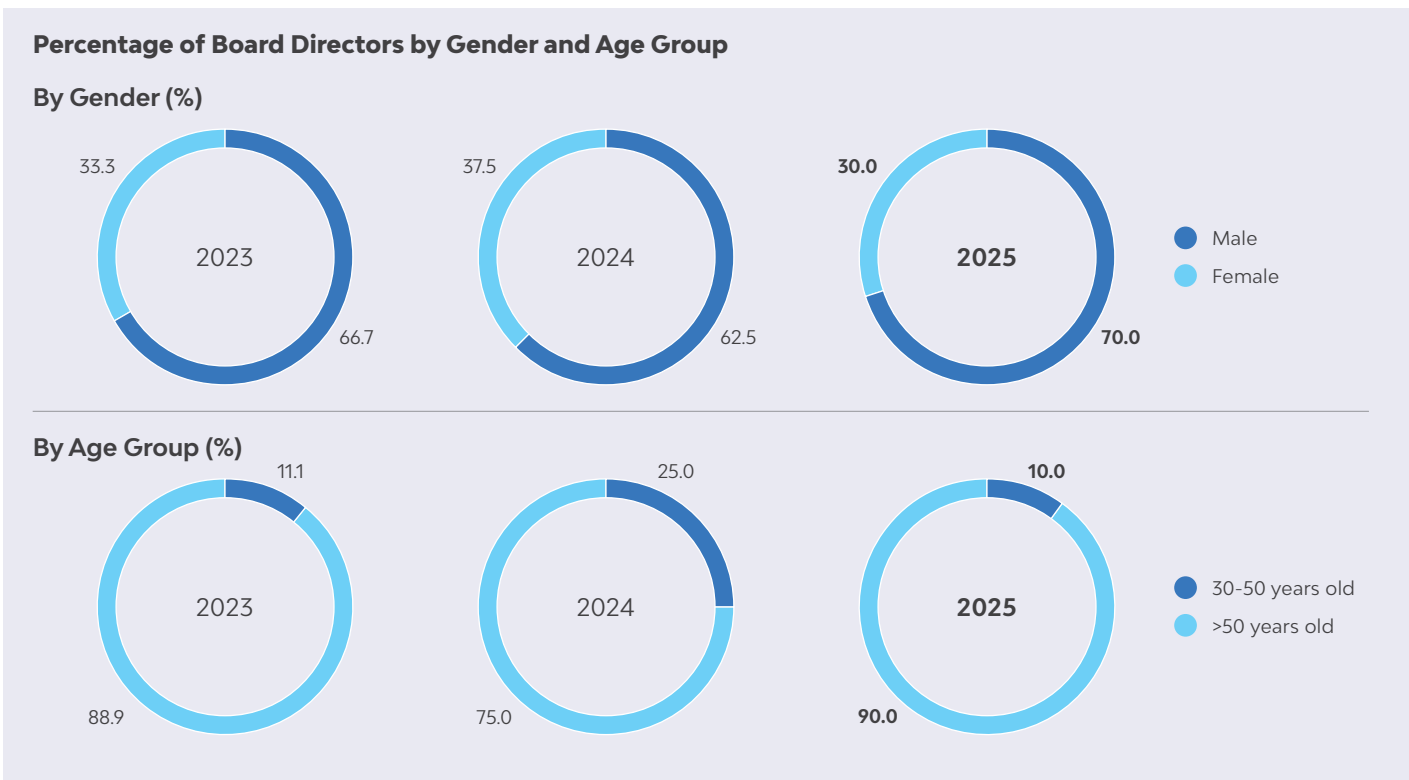


Percentage of Employees by Gender, Age Group and Ethnicity for Each Employee Category

Employee Category (%)	Gender		Age Group			Ethnicity			
	Male	Female	<30 years old	30-50 years old	>50 years old	Chinese	Malay	Indian	Others
2025									
Non-management	45.7	54.3	18.4	75.7	5.9	11.4	83.7	2.9	2.0
Management	40.3	59.7	0.0	80.1	19.9	23.5	69.2	4.5	2.7
Senior Management	45.7	54.3	0.0	60.0	40.0	40.0	57.1	2.9	0.0
2024									
Non-management	44.5	55.5	18.9	74.4	6.8	11.7	82.9	3.3	2.2
Management	41.8	58.2	0.5	80.8	18.7	27.9	64.9	4.3	2.9
Senior Management	47.2	52.8	0.0	58.3	41.7	41.7	55.6	2.8	0.0
2023									
Non-management	43.9	56.1	21.4	72.2	6.4	11.4	83.2	3.9	1.6
Management	45.4	54.6	0.0	79.1	20.9	31.1	61.2	4.1	3.6
Senior Management	51.4	48.6	0.0	71.4	28.6	42.9	54.3	2.9	0.0

Percentage of Employees that are Contractors or Temporary Employees

	Unit	2023	2024	2025
Employees that are contractors	%	N/A	N/A	0
Employees that are temporary employees	%	13.7	15.5	15.0
Employees who are interns	%	0.9	2.4	0



New Employee Hires

	Gender		Age Group			Region	
	Male	Female	<30 years old	30-50 years old	>50 years old	Malaysia	International
2025							
Number	48	58	36	64	6	105	1
Rate	5.1%	6.2%	3.8%	6.8%	0.6%	11.2%	0.1%
2024							
Number	66	78	76	62	6	144	0
Rate	7.2%	8.5%	8.3%	6.7%	0.7%	15.7%	0.0%
2023							
Number	76	116	109	80	3	192	0
Rate	8.5%	13.0%	12.2%	9.0%	0.3%	21.5%	0.0%

Turnover and Turnover Rate

	Gender		Age Group			Region			Employee Category		
	Male	Female	<30 years old	30-50 years old	>50 years old	Malaysia	Australia	South Africa	Non-Management	Management	Senior Management
2025											
Number	40	60	16	64	20	100	0	0	69	23	8
Rate	4.3%	6.4%	1.7%	6.8%	2.1%	10.7%	0.0%	0.0%	7.4%	2.5%	0.9%
2024											
Number	57	48	23	71	11	104	1	0	73	27	5
Rate	6.2%	5.2%	2.5%	7.7%	1.2%	11.3%	0.1%	0.0%	7.9%	2.9%	0.5%
2023											
Number	59	54	33	72	8	113	0	0	89	19	5
Rate	6.6%	6.1%	3.7%	8.1%	0.9%	12.7%	0.0%	0.0%	10.0%	2.1%	0.6%

Total Training Hours and Investments

	2023	2024	2025
Total training hours (hours)	22,194	50,898	50,493
Total investment in training (RM million)**	1.2	1.8	1.8

** Includes HRDC contributions.

Total Training Hours and Average Training Hours per Employee (By Gender and Employee Category)

	Gender		Employee Category		
	Male	Female	Non- Management	Management	Senior Management
2025					
Total training hours	18,890	31,603	37,782	10,540	2,171
Average training hours per employee	39	49	46	42	32
2024					
Total training hours	22,954	27,944	37,255	11,756	1,887
Average training hours per employee	50	49	49	53	39
2023					
Total training hours	7,844	14,350	10,641	10,444	1,109
Average training hours per employee	19	28	15	53	32

	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees	415	517	932	413	525	938	421	527	948
Number of permanent employees	349	455	804	333	460	793	339	467	806
Number of temporary employees (Employees on renewable contract)	66	62	128	80	65	145	82	60	142
Number of non-guaranteed hours employees	0	0	0	0	0	0	0	0	0
Number of full-time employees (Must fulfill eight hours a day or according to labour law)	415	517	932	413	525	938	421	527	948
Number of part-time employees (Employees with fewer working hours compared to full-time employees)	0	0	0	0	0	0	0	0	0

	As of 31 December 2023		As of 31 December 2024		As of 31 December 2025	
	Male	Female	Male	Female	Male	Female
Total number of eligible* employees	359	444	347	455	375	484
Percentage of eligible employees who received performance and career development review (%)	100	100	100	100	100	100

[illegible]

* All employees excluding practical and graduate trainees, contract employees (sales), employees on probation and employees serving notice.

Sustainability Statement

Employees by Region

	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Malaysia (Central)									
Number of employees (headcount/FTE)	232	335	567	237	352	589	241	354	595
Number of permanent employees (headcount/FTE)	194	301	495	190	306	496	198	314	512
Number of temporary employees (headcount/FTE)	38	34	72	47	46	93	43	40	83
Number of non-guaranteed hours employees (headcount/FTE)	0	0	0	0	0	0	0	0	0
Number of full-time employees (headcount/FTE)	232	335	567	237	352	589	241	354	595
Number of part-time employees (headcount/FTE)	0	0	0	0	0	0	0	0	0
Malaysia (Southern)									
Number of employees (headcount/FTE)	179	178	357	174	167	341	178	166	344
Number of permanent employees (headcount/FTE)	152	150	302	142	148	290	139	146	285
Number of temporary employees (headcount/FTE)	27	28	55	32	19	51	39	20	59
Number of non-guaranteed hours employees (headcount/FTE)	0	0	0	0	0	0	0	0	0
Number of full-time employees (headcount/FTE)	179	178	357	174	167	341	178	166	344
Number of part-time employees (headcount/FTE)	0	0	0	0	0	0	0	0	0
Australia and South Africa (International)									
Number of employees (headcount/FTE)	4	4	8	2	6	8	2	7	9
Number of permanent employees (headcount/FTE)	4	1	5	1	6	7	2	7	9
Number of temporary employees (headcount/FTE)	0	1	1	1	0	1	0	0	0
Number of non-guaranteed hours employees (headcount/FTE)	0	0	0	0	0	0	0	0	0
Number of full-time employees (headcount/FTE)	4	4	8	2	6	8	2	7	9
Number of part-time employees (headcount/FTE)	0	0	0	0	0	0	0	0	0

Outlook

Workforce capability will be strengthened in line with the U2030 Transformation Plan to support evolving business needs, digital transformation and sustainability priorities. Focus will be placed on building workforce capability and leadership capacity to sustain productivity, support delivery, manage operational complexity and maintain cost efficiency.

To support this, enhancing employee experience, engagement and well-being, together with improvements in human resource practices processes, benefits and flexible work practices, will strengthen workforce stability and support retention. These measures improve responsiveness and strengthen operational efficiency, contributing to consistent day-to-day performance.

Building on this foundation, workforce transformation will focus on capability development, succession and mobility, supported by integrated workforce planning and digital and innovation skills development, alongside efforts to strengthen employer positioning to attract and retain talent aligned with the Group’s strategic direction.

**People**

**Human Rights**



Stakeholders:



Capitals:



UN SDGs:



Introduction

Upholding human rights is fundamental to UEM Sunrise’s commitment to responsible and ethical business conduct. As a property developer operating across multiple geographies and supported by a diverse workforce and supply chain, respect for human dignity, fair treatment and harm prevention is critical to employee trust, community confidence and long-term business resilience. Human rights considerations directly affect workforce well-being, value chain integrity and stakeholder relationships.

Human rights risks may arise across construction and development value chains involving contractors, subcontractors and suppliers, particularly in relation to labour practices, migrant workers, working conditions and land acquisition affecting local or indigenous communities. If not effectively managed, such risks may result in legal non-compliance, reputational damage and disruptions to project delivery. The effects on the business model and value chain are set out below:

Upstream (Strategic Planning and Design)

Human rights considerations influence land planning and feasibility decisions, including potential impacts on local communities and land rights. Early consideration of community perspectives supports responsible development decisions and reduces the risk of social conflict or delays.

Core Operations (Construction Activities)

Construction activities present heightened human rights risks due to reliance on contractors and labour supply chains. Effective management of labour practices supports stable operations, regulatory confidence and continuity in project delivery.

Downstream (Operations, Property Management and Customer Relations)

Human rights practices shape customer and community trust throughout the operational phase. Upholding fair treatment, inclusion and respect for privacy supports positive stakeholder relationships and sustained confidence in the Group’s developments.

Management Approach

Our management of human rights is guided by clear commitments, governance structures and policies that promotes fairness, dignity and respect across all operations. These commitments are anchored in the Human Rights and DEI Policy which aligns with internationally recognised frameworks, including the International Labour Organisation (“ILO”) Core Conventions. This includes non-discrimination based on gender, race, disability and other status; freedom from forced labour, child labour, human trafficking and document retention; fair working conditions; the right to freedom of association and collective bargaining; and access to grievance mechanisms without fear or retaliation.

Human rights risks are managed through established grievance and escalation mechanisms accessible to employees, contractors and external stakeholders. Reported concerns are assessed and investigated through defined processes, with appropriate remediation actions implemented where required. Human rights considerations are also incorporated into supplier engagement and due diligence processes to identify and address potential risks across the value chain.

Our approach is reinforced by the strict adherence to the Employment Act 1955 and other applicable labour laws in the jurisdictions where we operate. Compliance is supported through regular site inspections and operational monitoring to ensure that labour standards are upheld and that no instances of child or forced labour occur within our operations or project sites.

Human rights governance is supported by the Sustainability Blueprint 2.0, which positions human rights as a core governance responsibility. Whistleblowing is categorised as a “Building Block” under the Governance Pillar, reinforcing integrity, early risk detection and transparent resolution of concerns. We provide confidential and non-retaliatory reporting channels, including a Whistleblowing Policy accessible to employees and external stakeholders, and a dedicated Employee Grievance Platform managed by the Industrial Relations (“IR”) team.

Sustainability Statement

When human rights impacts are identified, we undertake remediation through grievance processes, whistleblowing mechanisms, due diligence and supply chain assessments. The organisation also actively supports the empowerment of underserved and indigenous communities through community-focused initiatives.

Collectively, these measures ensure that human rights considerations are applied across the organisation’s operations, supporting ethical conduct, responsible growth and sustained stakeholder trust.

Key Initiatives

We implemented a series of initiatives to uphold and protect human rights across our operations and value chain. These initiatives focus on risk identification, due diligence, responsible sourcing, stakeholder engagement and effective grievance management.



Human Rights Risk Assessment

We conduct labour-related and human rights risk assessments for all new and existing projects through our mandatory Risk and Opportunities Assessment Register (“ROAR”). The ROAR assessment spans the entire project lifecycle, from feasibility and land due diligence to construction and post-handover and is updated regularly to identify emerging risks and ensure timely mitigation.

These assessments address key labour risks, including potential indicators of forced labour, child labour and unsafe or hazardous working conditions. Regular site audits verify age documentation for all contractor personnel, supported by the requirement that all workers hold a valid CIDB Green Card, which carries a minimum eligibility age of 16. We verify compliance through spot checks, quarterly HSE assessments and SHASSIC assessments to confirm that workers have access to their identity documents in accordance with Malaysian law.

While the construction industry is globally recognised as high-risk for labour concerns, our application of the ROAR framework ensures all projects and suppliers are screened for human rights assessments. We extend our zero-tolerance stance to all vendors, contractors and business partners by making adherence to the Code of Conduct for Business Partners a mandatory component of procurement to ensuring the labour standards are applied consistently across our supply chain.

We conducted assessments across our key geographic markets, which include Malaysia, Australia and South Africa. In Malaysia, regular site audits and enforcement of the Workers’ Minimum Standards of Housing and Amenities Act have resulted in zero reported cases of child or forced labour. Internationally, operations in Australia and South Africa comply with local labour laws and the Group’s Human Rights and DEI Policy maintaining a clean record with respect to underage or hazardous work.

Similarly, we have not identified any operations or suppliers with confirmed significant risks of forced or child labour during the reporting period. Although the construction and property development sector inherently carries elevated risks, particularly concerning migrant labour and multi-tiered supply chains, our governance measures are designed to address these vulnerabilities.



Human Rights Due Diligence

We apply a human rights due diligence process that assesses, documents and addresses potential human rights impacts across our operations and value chain. These processes strengthen governance, reinforce ethical conduct and support the avoidance, prevention and mitigation of human rights risks.

Assessment and Ongoing Integration into Core Business Processes

We incorporate human rights due diligence into our core strategic and operational processes through our periodical Materiality Assessment. This ongoing process engages a wide range of stakeholders to identify, prioritise and monitor key social and governance topics, including occupational health and safety, diversity and inclusion, fair labour practices and community welfare. Findings from the assessment are integrated into the governance oversight of the BGRC and NRC and determines the annual Sustainability Framework and strategic business planning. This ensures that human rights considerations are proactively managed as part of our enterprise risk landscape and value creation model.

Documentation and Application of Assessment Results

Our human rights due diligence outcomes are formally documented via three key processes: ROAR for operational and opportunity-based impact assessments; the Code of Conduct for Business Partners to embed human rights expectations across the supply chain; and project site management to monitor and mitigate on-the-ground risks.

The primary output is the Double Materiality Matrix, which guides strategic focus and reporting priorities. These results are operationalised through governance documents such as the Human Rights and DEI Policy, which sets foundational principles, the Code of Conduct for Business Partners, which defines ethical expectations for the supply chain, and the internal Employee Handbook, which establishes fair treatment and safe working conditions. Material human rights topics are also translated into specific goals and key performance indicators (KPIs) within the Sustainability Blueprint 2.0 to enable us to track sustainability of our performance. Furthermore, the Board and its committees regularly review the human right due diligence processes to ensure we continuously improve our governance and operations on this matter.

Actions for Avoidance, Prevention and Mitigation

We apply a hierarchy of controls to manage potential human rights impacts across our operations and value chain.

Avoidance and Prevention

- Signed supplier declarations are used to confirm partners have received and agreed to comply with the UEM Sunrise Code of Conduct, which includes provisions intended to prevent unfair labour practices.
- We maintain a certified Occupational Health and Safety (“OHS”) Management System ISO 45001:2018 and provides training to prevent workplace harm.
- Social Impact Assessments (SIAs) are carried out for new developments, supported by ongoing community engagement to avoid negative social impacts.

Mitigation and Remediation

- Dedicated hotlines and formal procedures provide accessible channels for grievance reporting for employees, suppliers and community members.
- A documented Grievance Management Procedure ensures that ensures that concerns are logged, investigated and addressed appropriately.
- In cases of non-compliance within the supply chain, corrective plans are enforced and where necessary, contracts may be terminated to prevent any further adverse impacts on our operations.



Fair Employment Practices and Protection of Workers’ Rights

Beyond physical safety, we are committed to upholding fair employment practices and safeguarding workers’ rights across all project sites. All workers are required to possess valid work permits and CIDB Green Cards to ensure they are being employed legally, receive proper training and have a firm understanding of construction safety and health requirements within our operations.

We ensure that all our workers are paid fairly and on time. Employment documentation and compliance controls further reinforce job security and fair treatment at all levels.

We also adhere to the Employees’ Minimum Standards of Housing, Accommodations and Amenities Act 1990 (Act 446) by ensuring our workers are provided with appropriate housing and access to essential amenities, including food and medical care. Regular medical check-ups and disease prevention programmes are also implemented to safeguard worker health and minimise work disruptions.



Grievance Mechanisms and Whistleblowing

We provide accessible and confidential reporting channels to support the remediation of human rights concerns within our operations. All employees, business partners, vendors, contractors and other stakeholders may raise their concerns in good faith and without fear of retaliation or adverse consequences.

Human rights and DEI-related grievances may be reported through our Whistleblowing Policy, which provides an independent channel for both internal and external stakeholders to report discrimination, harassment, unfair treatment or potential policy violations. Alternatively, employees can report the matter through the Employee Grievance Platform, where they can submit their concerns directly to the Industrial Relations team for a timely and fair resolution.

All reports are handled with sensitivity, fairness and promptness. It is supported by clear procedures, confidentiality safeguards and a non-retaliation commitment. We investigate reported matters thoroughly and impartially, and take appropriate corrective or disciplinary action where violations are confirmed.

Sustainability Statement

Capability Building and Awareness

We conduct training and awareness programmes to equip our managers with the knowledge to identify and handle cases involving bullying, harassment and workplace conduct in a consistent and sensitive manner. Regular communication through internal channels, including email broadcasts, the CHIEF Portal and the corporate website, ensures employee access to human rights policies and updates. We also conduct engagement sessions with our supply chain partners through engagement sessions that focuses on labour standards, safety expectations and responsible conduct.

Stakeholder Engagement on Human Rights Issues

We continuously engage with our employees, communities, partners and customers to identify potential human rights issues. As a “Key Enabler” under Sustainability Blueprint 2.0, stakeholder engagement includes annual Materiality Assessments, surveys and community dialogues. Tools such as the Customer Success Score (“CSS”) provide real-time insights on safety, accessibility and community needs.

Current Financial Effects

In the current financial year, we incurred costs in strengthening our human rights risk management framework, including:

- Expenditure on supplier audits and compliance monitoring, including verification of labour practices, age documentation and adherence to the Code of Conduct for Business Partners.
- Costs associated with community engagement and consultations during land acquisition and planning activities.
- Additional procurement costs linked to sourcing from ethical and verified suppliers to mitigate risks of forced labour, child labour and other labour violations.
- Investment in human rights governance, including mandatory declarations on the Code of Conduct, Conflict of Interest and Anti-Corruption to reduce the likelihood of future human rights-related breaches.

Anticipated Financial Effects

We anticipate that any significant human rights-related incident within our operations or supply chain may result in financial impacts such as project delays arising from land rights disputes, legal fees, penalties for non-compliance with labour regulations or the need to implement remediation and corrective actions.

Reputational impacts associated with human rights-related controversies may also reduce buyer confidence and investor trust, potentially affecting access to capital or influencing financing terms. In addition, inadequate data governance or lapses in ethical conduct may expose us to future legal or regulatory costs.

These possible exposures are inherently difficult to estimate but are expected to be mitigated through ongoing human rights due diligence, responsible sourcing practices, transparent reporting and strengthened governance controls as described above. Based on current assesstments, we do not expect these anticipated financial effects to have a material impact on our financial position over the short, medium or long term.

Resilience of Our Strategy and Business Model

Our current strategy demonstrates resilience in managing human rights matters across our operations and value chain. This resilience is underpinned by established oversight mechanisms and structured processes that enable us to identify, address and respond to human rights risks in a timely manner. Given our reliance on external partners, these measures help uphold responsible labour practices, safeguard stakeholder well-being and support uninterrupted project delivery. Collectively, this strengthens the robustness of our business model and reinforces our ability to create sustained long-term value.

Metrics and Target

	2023	2024	2025
Number of substantiated complaints concerning human rights violations	0	0	0
Total number of incidents of discrimination during the reporting period	0	3	2

All incidents were reviewed, and appropriate actions were taken in accordance with the Group’s policies and procedures. Remediation measures were implemented where necessary, and outcomes were reviewed through routine internal management processes. All matters have since been resolved and are no longer subject to action.

UEM Sunrise reviews the effectiveness of its Code of Conduct through a case-by-case approach, where findings from actual conduct cases are assessed to determine whether the Code remains relevant and effective in addressing emerging ethical risks.

In 2025, the review process extended beyond the Code itself. Where conduct cases revealed gaps in guidance or clarity, the focus shifted to reviewing and enhancing the relevant internal policies and standard operating procedures (SOPs) that govern day-to-day operations. This approach ensures that the Code of Conduct is supported by practical, actionable frameworks that guide employee behaviour.

Outlook

Looking ahead, we will continue to strengthen the integration of human rights as part of our governance practices, ensuring responsiveness to evolving regulatory requirements and stakeholder expectations. Ethical conduct and accountability will remain supported through ongoing declarations, confidential whistleblowing channels and clear expectations across the supply chain.

We will continue to build employee awareness through sustainability and ethics training, reinforcing consistent understanding of human rights responsibilities. Together, these efforts support responsible business conduct, safeguard stakeholder trust and contribute to UEM Sunrise’s long-term sustainability performance.



Upholding zero tolerance for human rights violations at the construction site through awareness sessions.

Sustainability Statement

**People**

**Health and Safety**



Stakeholders:

SG2 SG3 SG6 SG7

Capitals:

H SR I M

UN SDGs:



Introduction

Protecting the health and safety of employees, contractors and surrounding communities is integral to UEM Sunrise’s operations. Given the nature of construction and development activities, occupational health and safety (“OHS”) risks are inherent across project planning, site operations and contractor engagement, requiring effective identification, control and monitoring.

Through structured risk management, training and contractor oversight, OHS risks are actively identified, controlled and monitored. Maintaining safe operations supports operational continuity, workforce availability and overall project performance.

OHS risks can materially impact project execution, operational continuity and corporate reputation. Across the value chain, these risks are managed as follows:

Upstream (Regulators and Authorities)
Compliance with OSH regulations and permitting requirements is critical to project continuity. Non-compliance may result in penalties, work stoppages and increased regulatory scrutiny, affecting project timelines and costs.
Core Operations (Planning and Construction)
Construction activities expose operations to safety risks, including workplace incidents and hazardous conditions, which are managed through risk assessments, preventive measures and structured monitoring to support safe and timely project delivery.
Downstream (Contractors and Partners)
Contractor and service provider performance influences on-site safety outcomes. Weak compliance with safety standards may increase incident risk, disrupt project execution and impact overall project performance.

Through proactive risk management, continuous safety monitoring and comprehensive training programmes, we strengthen workplace safety, safeguard our workforce and ensure responsible, high-quality project delivery.

Management Approach

Through regularly reviewed policies and operational procedures, we ensure our health and safety commitments are aligned with the evolving regulatory requirements, industry standards and best practices. Since 2012, the Group has implemented a comprehensive Quality, Health, Safety and Environment (“QHSE”) management system across its operations to ensure a structured and consistent approach to risk management. This system enables the proactive identification, assessment and mitigation of workplace and environmental risks. This comprehensive coverage ensures that health, safety and environmental controls are systematically implemented, monitored and continuously enhanced in alignment with internationally recognised standards.

At UEM Sunrise, we maintain our certification to the ISO 45001:2018 Occupational Health and Safety Management System, having successfully completed our transition from the legacy OHSAS 18001 standard and ISO 14001:2015 Environmental Management System (“EMS”), reinforcing our commitment to systematic risk control, regulatory compliance and continuous improvement in both safety and environmental performance. These certifications reflect a disciplined approach to risk management, regulatory compliance and continuous improvement across all operations.

Oversight of OSH risks is reinforced at the highest level through the Board Governance & Risk Committee, which monitors the effectiveness of systems, controls and processes implemented across the Group. This governance structure ensures that safety risks are systematically identified, assessed and managed in line with established standards and regulatory requirements.

Beyond internal operations, we recognise our broader responsibility to deliver developments that are safe, well-managed and conducive to community well-being. The Group’s safety-first approach extends to the ongoing maintenance and management of its properties and public spaces, ensuring that projects meet stringent safety standards for homeowners, tenants, visitors and the wider public.

Health and Safety Policies and Governance Framework

We have established a comprehensive suite of policies and guidelines to systematically manage health, safety and environmental risks across its operations. These key frameworks include:

- UEM Sunrise QHSE Policy**
The overarching policy that articulates the Group’s safety principles, governance structure, responsibilities and commitment to cultivating a strong safety culture.
- UEM Sunrise QHSE Manual**
A detailed operational document outlining safety procedures, risk management processes and compliance requirements applicable to employees, contractors and project sites.
- HSE Performance Monitoring and Reporting Guideline**
A structured framework for tracking health, safety and environmental performance, including key performance indicators (KPIs), incident reporting protocols and audit requirements.
- Emergency Preparedness and Response (“ERP”)**
Guidelines governing crisis management procedures, including fire drills, evacuation protocols, emergency response coordination and first aid readiness.

Behaviour-Based Safety (“BBS”)

To strengthen our health and safety culture, we have implemented a Behaviour-Based Safety (“BBS”) approach across the organisation. This proactive framework focuses on cultivating safety-conscious behaviours at all levels, reinforcing personal accountability and embedding safe practices into daily operations. The BBS programme adopts a structured and measurable methodology to drive sustainable, long-term improvements in workplace safety performance.

To assess organisational safety maturity, surveys were conducted among employees, consultants and contractors using the DuPont Bradley Curve framework. Findings indicate that the Group is currently at the “Defend” stage, reflecting established systems and compliance-driven practices, with ongoing efforts to further strengthen collective ownership of safety. Targeted in-house and external training programmes have been implemented to enhance competency, leadership engagement and behavioural awareness across project sites and corporate functions.

In parallel, we align our safety management practices with relevant regulatory frameworks and industry guidelines to ensure robust compliance and continuous improvement. The Group references the Occupational Safety and Health (Construction Work) (Design and Management) Regulations 2024 as a guiding framework for integrating health and safety considerations throughout the project lifecycle, from planning and design to construction execution. This is complemented by adherence to the Occupational Safety and Health in Construction Industry (Management) Guidelines 2020 (OSHCIM), which strengthen safety governance within construction environments.

Occupational Safety and Health Management

Protecting the well-being of our workforce remains a core priority under UEM Sunrise’s Occupational Safety and Health Management System (“OSHMS”). The framework is designed to uphold high safety standards across all operations and reflects the Group’s commitment to providing a safe, healthy and productive working environment.

The OSHMS applies comprehensively to all UEM Sunrise-controlled workplaces and extends to employees, contractors, subcontractors, consultants, service providers, interns and trainees involved in our corporate and project operations. This broad coverage ensures a consistent and standardised approach to workplace safety across corporate offices, regional branches, development sites and operational facilities. All parties engaged in construction, facility management, engineering, project oversight and related services are required to comply with established safety protocols and performance expectations.

Operationally, the OSHMS governs a wide range of activities to ensure compliance with health and safety requirements. This includes corporate administrative functions, construction and development activities, facility maintenance, routine inspections and audits and the safe handling and transportation of materials and equipment. Emergency preparedness and response measures such as fire drills, crisis management planning and incident response procedures are integrated into the framework to strengthen organisational resilience.

Continuous improvement remains a central pillar of the OSHMS. The Group conducts structured HSE training, safety inductions and competency development programmes to reinforce awareness, accountability and technical capability at all levels. Through this comprehensive and systematic approach, we ensure that safety considerations are embedded across our value chain and operational lifecycle.

Sustainability Statement

Workplace Risk Identification and Control

We manage workplace hazards through a structured Hazard Identification, Risk Assessment and Risk Control (HIRARC) process, which enables the systematic identification of work-related risks, evaluation of their potential impact and implementation of appropriate mitigation measures based on the hierarchy of controls. As a fundamental component of the OSH management system, this approach strengthens risk governance and ensures a safe and controlled working environment for employees, contractors and other stakeholders across all operations.

Our Risk Mitigation Process

- Routine Hazard Identification and Risk Assessment:** Regular worksite inspections are conducted with active employee participation to capture insights and break down tasks to identify hazards at each job step using Job Safety Analysis (“JSA”) and Job Hazard Analysis (“JHA”). Near-miss reporting, health surveillance and employee feedback further support proactive hazard identification.
- Non-Routine Hazard Identification and Risk Assessment:** Change management processes are applied to address risks arising from operational, process or equipment changes before implementation. In the event of incidents, thorough investigations are conducted to identify root causes and contributing factors, with preventive measures implemented. Emergency preparedness is continuously strengthened to address all possible scenarios.
- Regular Review and Monitoring:** Hazards are addressed through a five-step approach: elimination where feasible, substitution with safer alternatives, engineering or physical controls, administrative policies to reduce exposure and the use of Personal Protective Equipment (PPE) as the last line of defence.
- Application of the Hierarchy of Controls:** Periodic risk assessments are carried out to evaluate the effectiveness of safety controls. Policies and procedures are continuously improved based on lessons learned and stakeholder feedback, ensuring that risk management remains dynamic and adaptive to evolving circumstances.

Key Initiatives



Implementing Worker Health, Safety and Welfare

The health, safety and welfare of construction site workers is a fundamental component of responsible development at UEM Sunrise. The Group is committed to ensuring that contractors and site personnel operate in a safe, fair and dignified environment that protects their rights and well-being.

Upon site possession, a Project HSE Compliance Plan is implemented to establish clear safety controls and regulatory requirements. Medical surveillance and pre-employment health screenings are conducted to ensure workers are fit for duty and to minimise occupational health risks.

Operational safeguards include Traffic Management Plans to reduce road-related hazards for workers and nearby communities, as well as barricades, hoarding and security controls to prevent unauthorised access and manage high-risk construction activities. Preventive measures such as fogging and larviciding are also carried out to mitigate vector-borne diseases, with efforts extending to surrounding neighbourhoods where necessary.

To uphold worker dignity and comfort, designated rest areas, PPE-free zones and well-maintained sanitation facilities are provided. These measures collectively reinforce a safe, hygienic and supportive work environment across all project sites.



Encouraging Employees to Report Hazards and Unsafe Conditions

Our OSH programme empowers employees to report hazards and unsafe conditions promptly. To support this, workers can raise concerns directly with supervisors, submit hazard reporting forms or use anonymous channels such as our online intranet system, ensuring they can voice issues without fear of reprisal.

Employees are also authorised to stop work and remove themselves from any situation that poses imminent risk to their health or safety, immediately notifying their supervisor, Safety and Health Officer (“SHO”) or project leader.

Reported hazards are assessed, investigated and mitigated in line with our risk management protocols, with work resuming only once deemed safe by the HSE team. To strengthen this process, we continuously review and improve our reporting mechanisms, update policies

and educate employees on their rights and protections, including applicable whistleblower safeguards, fostering a proactive and accountable safety culture across all operations.



Fostering Worker Participation, Consultation and OSH Communication

In prioritising collaboration and shared responsibility to build a strong safety culture, our Health and Safety Committees, which include both management and worker representatives, provide a dedicated platform to discuss ongoing safety concerns, share feedback and actively involve employees in risk management. Frontline workers, being closest to day-to-day operations, play a vital role in identifying hazards, participating in safety planning, reporting incidents and contributing to investigations, ensuring that OSH procedures remain practical and effective.

We recognise and reward employees who support a safe and compliant work environment, reinforcing the importance of active participation. To maintain clear communication, we utilise multiple channels, including meetings, newsletters and digital platforms, to disseminate health and safety information across the Group. Ergonomic concerns and workplace well-being are formally reviewed in HSE Corporate Committee meetings, with employee input directly shaping improvements such as ergonomic chairs, tables and other supportive equipment to reduce occupational health risks and enhance comfort.



Managing and Reducing Occupational Safety and Health Risks

We conduct thorough risk assessments, collaborate with contractors and suppliers and embed OSH standards into all agreements. Our commitment extends beyond employees to include customers, contractors and partners, fostering a shared responsibility for a safe and healthy environment.

We provide targeted training to build awareness and compliance and use clear communication and collaboration to investigate incidents, implement responses and ensure transparency in OSH matters. Leveraging technology and continuous stakeholder engagement, we regularly review and improve our OSH framework, promoting a culture of accountability, participation and safe practices throughout all operations.



Advocating the Safety and Delivery of Quality Products

To uphold the highest safety and quality standards, all site supervisors and skilled workers are required to obtain relevant accreditation under the Malaysia Construction Industry Development Board (“CIDB”) Act 1994 (Act 520). This ensures that our personnel possesses the necessary skills and competencies to execute their tasks safely and efficiently, enhancing workmanship and reducing workplace risks across all construction sites.

Compliance is closely monitored by our Total Quality Management Unit, supported by the ProSus system, which provides monthly online updates on accreditation status to maintain strict adherence and continuous quality assurance.

Number and Percentage of Supervisors and Workers Accredited	2023	2024	2025
Accredited Skilled Workers	1,046 (99%)	874 (95%)	869 (86%)
Accredited Site Supervisors	95 (94%)	123 (89%)	97 (95%)



Health and Safety Beyond Operations

In 2025, UEM Sunrise advanced community health protection through two key initiatives addressing communicable and non-communicable diseases (“NCDs”):

- Dengue Prevention Through Mosquito Fogging:** Across our active project sites, contractors conduct regular mosquito fogging programmes as part of mandatory site safety and health protocols, while at our retail properties, fogging is undertaken by retail management. While primarily aimed at protecting our workforce and patrons, these fogging activities also benefit surrounding communities by reducing mosquito populations and lowering the risk of dengue transmission in nearby neighbourhoods. This reflects our commitment to extending health protections beyond our operational boundaries.

Sustainability Statement

- In June 2025, UEM Sunrise, through Publika Shopping Gallery, organised a three-day Blood Donation Drive in collaboration with the Pusat Darah Negara, Ministry of Health Malaysia. Held from 20 to 22 June 2025, the event invited the community to “Give the Gift of Life” with free admission for all participants.

This initiative supports a key global health priority recognised by the World Health Organization: ensuring a safe and sufficient voluntary blood supply. Blood donation is vital for reducing maternal mortality, treating severe anaemia and blood disorders such as thalassaemia, and saving lives in trauma and surgical emergencies.

By providing an accessible and welcoming venue for blood donation, we aimed to:

- Raise community awareness about the importance of voluntary blood donation.
- Encourage a culture of altruism and social responsibility within the local community.
- Support the national blood bank’s efforts to maintain adequate supplies for patients in need.

The event saw strong community participation, with every drop donated contributing to the shared goal of saving lives. This reflects our commitment to shaping vibrant and inclusive spaces that foster community well-being and address fundamental public health needs.

Ensuring Excellence in Construction Quality and Safety

We continue to deliver high-quality developments while ensuring safe and healthy work environments. Our performance reflects strong standards in construction quality and site safety, underscoring our commitment to excellence across all project sites.

A Quality Assessment System for Building Construction score for 7 projects, with an average score of

83%

A 5-star rating for 8 projects under the Safety and Health Assessment System in Construction (SHASSIC), with a score of

98.43%

0 fines, penalties, warnings or breaches of voluntary codes in 2025.



Enhancing Workplace Safety and Employee Well-Being

In fostering a strong safety culture, promoting holistic employee well-being across all operations and strengthening OSH performance, we provide both general safety awareness programmes and specialised hazard-focused training tailored to participants’ roles.



First aid, CPR and AED training for CHIEFs to strengthen workplace safety and emergency preparedness.

In 2025, we recorded a high level of engagement in our safety programmes, with a total of 141,980 worker attendances and 1,310 employee attendances across various OSH training modules. These sessions collectively accumulated 81,221.5 and 87,609 training hours respectively, across our project sites and headquarters.

Complementing safety efforts, we actively promote health and wellness for our employees. Services include mental health counselling, stress management workshops, ergonomically-designed workspace, health screenings, webinars and physical activity sessions in collaboration with the UEM Sunrise Sports and Recreational Club. These initiatives, supported by trained psychologists and wellness coaches, aim to enhance the physical, mental and emotional well-being of employees, reinforcing a safe, productive and supportive work environment.



Training at Project Sites

- Awareness on infectious diseases
- Fire drill training
- SHASSIC awareness training
- Safety Toolbox and Effective Safety Briefing
- 4 Pre-SHASSIC training
- ProSus training
- SHASSIC Awareness Engagement Session
- Working at Heights Guidelines and Training
- Scaffold Guidelines and Training
- Excavation Work Safety Guidelines
- Electrical Safety Training
- Hot Work Safety Guidelines
- Lifting Work Training
- Hand and Power Tools Safety Guidelines Training
- Slips, Trips, and Falls Prevention Training
- Briefing on Laws (Act 446) – Workers’ Quarters Training
- Water Pollution Control and Scheduled Waste Management Training
- Environmental Aspect and Impact Training
- Emergency Drill Briefing and Response Drill Training
- HSE De-Briefing for all
- Awareness on Infectious Diseases Training



Training at Head Office

- Safety Stand-Down
- WAFEW Briefing and Training to the Safety Committee
- CIDB Green Card Training
- Workplace Accident-Free Week (WAFEW)
- Office Immersion Activities
- Emergency Preparedness and Response Team (EPRT) Training and Coordination
- Fire Drill
- Basic Occupational First Aid, CPR and AED Training
- Construction Design Management (CDM) Awareness Training
- Awareness Talk on HIV, AIDS, Tuberculosis and Malaria



Key Health and Well-Being Initiatives

- CHIEF Wellness Day 2025
- Health Improvement Programme
- In-House Counselling
- ThoughtHub – “Resilience: Winning Your Inner Game” (Well-being at Work Talk and assessment)

In 2025, a total of 110 employees received health and safety training through general programmes that included safety components. This includes:

- New employee onboarding – mandatory HSE briefing for all new hires, ensuring every employee begins their journey with foundational safety knowledge
- CHIEF Wellness Day – sessions on workplace safety and well-being
- SHIFT Day – safety culture awareness during Sustainability Day

This underscores our commitment to embedding a strong safety culture across 100% of our workforce, extending beyond high-risk roles, with all employees covered under our ISO 45001:2018-certified OHS management system.

Current Financial Effects

In a bid to proactively manage OSH risks and continue to invest in measures that prevent, mitigate and respond to potential safety issues, our efforts include strengthening site-level controls, enhancing safety training and awareness programmes, improving contractor management practices and regularly reviewing our OSH governance frameworks to ensure alignment with industry standards and regulatory requirements.

The following examples are some of the investments to safeguard the health, safety and well-being of our employees, contractors and visitors, while also ensuring safe and uninterrupted project delivery and long-term operational excellence:

- An allocation was made to support environmental and safety monitoring, site inspections and compliance with occupational health and safety regulations.
- Resources were allocated to employee and contractor training programmes, awareness campaigns and safety management initiatives to promote a proactive safety culture.
- Ongoing expenditures related to site safety controls, emergency preparedness and contractor oversight to minimise workplace hazards, unsafe conditions and potential incidents.

Sustainability Statement

Anticipated Financial Effects

We proactively address OSH risks to sustain operational continuity, protect our workforce well-being and maintain stakeholder confidence. Failing to do so may lead to operational disruptions and project delays, regulatory implications and reputational concerns. These may include worksite accidents, unsafe conditions or non-compliance with safety requirements; potential fines or remedial measures, as well as reduced confidence among stakeholders, contractors and employees.

To minimise these exposures, we continue to enhance our safety management systems through continuous training, proactive hazard identification, structured emergency preparedness, strengthened contractor oversight and rigorous site monitoring. These efforts support safe operations, uninterrupted project delivery and long-term organisational resilience.

Resilience of Our Strategy and Business Model

Our OSH strategy strengthens operational resilience by embedding safety considerations across all stages of operations, supported by certified QHSE management systems and structured risk management processes. Through continuous capability building, emergency preparedness and proactive oversight, we effectively manage workplace risks and ensure regulatory compliance. This approach fosters a strong safety culture and continuous improvement, enabling safe and reliable operations while reinforcing stakeholder confidence and long-term business sustainability.

Metrics and Target

Workplace Safety Performance in 2025

In 2025, one work-related fatality was recorded involving a non-employee. In response, an internal Stop Work Order was immediately enforced at the affected area, which remained in place until a thorough investigation was completed and safety clearance was granted. Apart from this isolated case, there were no other material OSH incidents, including worksite accidents, regulatory non-compliance, or significant operational disruptions across project sites. To ensure a collective focus on safety, a mandatory Safety Stand-Down was conducted for all high-risk activities across the organisation to re-evaluate hazards and reinforce safety expectations.

The findings of the formal accident investigation, along with proposed remediation plans, were shared and deliberated during the HSE Committee Meeting and reported to BGRC to ensure executive oversight and accountability. To prevent future occurrences, safety audits and cross-site verifications were carried out at all other operational locations to ensure risk controls were strictly adhered to. All recordable work-related injuries among the non-employee population were documented and investigated, with immediate corrective measures implemented.

Measurement of lost-time in accordance with the Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease (“NADAPOD”) Regulations 2004 guidelines. We remain committed to a “Zero Harm” culture, where employees and contractors are actively encouraged to report hazards and participate in continuous safety initiatives and adherence to the following targets:

- Zero fatalities, monitored and maintained annually across all operations
- Zero lost-time incidents (LTI), targeted and tracked across all project sites on a yearly basis

Performance against these targets is continuously monitored through established HSE reporting systems and reviewed periodically to ensure sustained compliance and improvement.

Workers Covered by Our OSH Management System

Key Performance Indicators	2023		2024		2025	
Covered by an OHS management system and has been internally audited by IMS-ISO Auditors	Employees	Contractor	Employees	Contractor	Employees	Contractor
Number*	932	2,505	948	2,620	953	2,794
Percentage	100	100	100	100	100	100

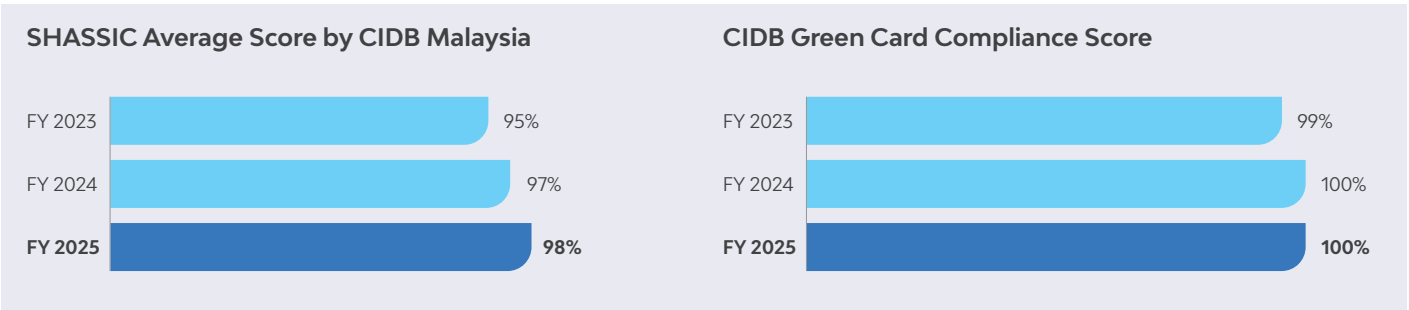
* Average number of employees and contractors for each respective year.

 All Employees			 Contractors		
Fatalities as a result of work-related injury					
2023	2024	2025	2023	2024	2025
0	0	0	0	0	1
Fatality rate					
2023	2024	2025	2023	2024	2025
0	0	0	0	0	0.14
Recordable work-related injuries					
Number and Rate			Number and Rate		
2023	2024	2025	2023	2024	2025
0	0	0	8 (1.28)	1 (1.05)	2 (0.29)
Number of hours worked			Number of hours worked		
2023	2024	2025	2023	2024	2025
1,833,120	1,820,320	1,830,080	5,267,200	6,539,520	6,972,576
Lost time incident rate (LTIR)			Lost time incident rate (LTIR)		
2023	2024	2025	2023	2024	2025
0	0	0	0	0	0.03
Total recordable incident rate			Total recordable incident rate		
2023	2024	2025	2023	2024	2025
0	0	0	0	0	2.00

Sustainability Statement

Work-Related Ill Health for Employees and Non-employees

Key Performance Indicators	Unit	2023	2024	2025
Number of fatalities as a result of work-related ill health				
Employees	number	0	0	0
Non-employees	number	0	0	0
Number of cases of recordable work-related ill health				
Employees	number	0	0	0
Non-employees	number	0	0	0
Number of high-consequence work-related ill health				
Employees	number	0	0	0
Non-employees	number	0	0	0



Outlook

We prioritise the safety of employees, contractors and surrounding communities as part of our QHSE approach, with technology-enabled solutions, including predictive analytics and digital reporting, increasingly applied to improve hazard identification and strengthen safety performance.

Alongside this, strengthening workforce capability and safety culture across operations enables more consistent application of safety practices and more effective management of OHS risks across the value chain, reinforced through performance monitoring and continuous improvement.

 **Communities**

 **Local Community**

Stakeholders:

SG3

SG4

SG7

SG10

Capitals:

SR

H

N

UN SDGs:











Introduction

Community engagement and social considerations are integral to project delivery, operational continuity and corporate reputation. Guided by Sustainability Blueprint 2.0 and alignment with SDG 11 and SDG 17, community investment is embedded within the Group’s approach to sustainable development.

Development activities may affect surrounding communities through land use, environmental impact and construction-related disruption. Community-related risks may arise from stakeholder concerns, inadequate engagement or non-compliance with regulatory requirements.

We have identified the potential implications of community-related risks across our value chain as follows:

Upstream (Strategic Planning and Design)

Community expectations and land use considerations influence project planning and approvals. Failure to address these factors may affect project feasibility, delay approvals and impact social licence to operate.

Core Operations (Construction and Project Delivery)

Construction activities may cause noise, disruption and environmental impacts that affect surrounding communities. These risks are managed through assessments and mitigation measures (e.g., EIA, SIA, DfMA, IBS). Poor management of these impacts may result in complaints, regulatory action and delays in project delivery.

Downstream (Community Well-being and Long-Term Stewardship)

Post-development impacts on community well-being and liveability may influence stakeholder trust and long-term asset value. Negative community outcomes may affect reputation and the attractiveness of developments.

Management Approach

Our CSR framework is anchored on three strategic focus areas: Education Enhancement, Community Engagement and Environmental Conservation. Across these pillars, our CHIEF volunteers play an integral role in translating our commitments into action, driving initiatives that create measurable and meaningful impact within the communities we serve.

Community-related risks are identified and managed through structured stakeholder engagement and impact assessment processes across the project lifecycle. Stakeholder feedback, including concerns related to land use, environmental impact and community disruption, is assessed and incorporated into planning and execution decisions. Where issues are identified, mitigation actions and escalation mechanisms are applied to minimise disruption and maintain stakeholder trust.

Our Corporate Social Responsibility Pillars



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graph LR; Education((Education)) --> Community((Community)); Community --> Environmental((Environmental));
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Fostering Thriving Communities Through Placemaking

UEM Sunrise integrates community well-being, inclusivity, and social equity by operationalising its Sustainability Blueprint 2.0 through the Sustainable Development Design Guidelines (“SDDG”), ensuring social value is embedded from the earliest stage of development.



Skateboarding CSR programme at Publika, driving meaningful community engagement through placemaking.

Sustainability Statement

Strategic Planning and Infrastructure

- Equitable Access**
Balanced provision of parks, community halls and essential amenities to ensure accessibility for all residents.
- Universal Design**
Accessible pathways, ramps and facilities that accommodate individuals of all ages and mobility levels.
- Safe and Secure Environments**
Integration of Crime Prevention Through Environmental Design (CPTED) principles, including natural surveillance, clear visibility, appropriate lighting and active space planning, to enhance safety and promote a sense of security across developments.

Well-being and Social Cohesion

- Green Spaces**
Dedicated recreational areas, including playgrounds and community gardens, to support physical and mental well-being.
- Creative Placemaking**
Activation of shared spaces such as BukuHub community libraries to foster social interaction and local identity.
- Indoor Quality**
Use of passive design principles to optimise natural light and ventilation, enhancing occupant comfort.

Equity and Community Support

- Social Impact Mapping**
Early identification of local needs, including Asnaf families and schools, to align CSR initiatives effectively.
- Targeted Support**
Ongoing programmes such as Back-to-School initiatives and academic workshops to ease financial burdens and improve education outcomes.
- Economic Inclusivity**
Provision of spaces for local markets and bazaars to support livelihoods and integrate developments with surrounding communities.

Strategic Community Empowerment

We actively engage with stakeholders and local communities through materiality assessments and continuous dialogue to ensure our community initiatives address genuine needs and deliver lasting impact.

For 2024–2025, our community investment priorities focus on:

- Education (SDG 4)**
Continued support for PINTAR Foundation adopted schools to enhance educational access and empower future generations.
- Community Literacy**
Expansion of BukuHub community libraries to bridge literacy gaps and provide inclusive, accessible learning spaces.
- Social Equity and Livelihoods**
Partnerships with social enterprises such as Gerai OA (Orang Asal) to support indigenous and marginalised artisans, enabling sustainable income generation and inclusive economic participation.

Collectively, these initiatives strengthen trust and long-term relationships with local communities, authorities, and key stakeholders. This social capital is critical in advancing our U2030 Transformation agenda and reinforcing our role as a purpose-driven organisation committed to nation-building and sustainable growth.

Selection of Target Communities

UEM Sunrise adopts a Sustainability-First approach in selecting target communities, ensuring that social investments are integrated into the project delivery lifecycle. Communities are identified through structured stakeholder needs assessments to address local challenges and deliver long-term, meaningful impact. Where applicable, Social Impact Assessments (SIA) are conducted to understand affected stakeholders and local demographics, allowing interventions to be tailored to the specific needs of each community. Priority is given to areas near our developments, reinforcing the Group’s social license to operate and its commitment to enhancing liveability.

Community investments are strategically aligned with the Group’s broader business objectives and Sustainability Blueprint 2.0, ensuring initiatives deliver both social and economic value. Early engagement and provision of public amenities help foster vibrant, inclusive townships while mitigating potential social risks. Through creative placemaking, these efforts transform community support into self-sustaining ecosystems, strengthening long-term trust, resilience and the overall value of our developments.

Key Initiatives

Our social impact efforts span both township development projects and community-focused CSR programmes. As a property developer, the Group incorporates well-being, inclusivity and social equity into township planning through the SDDG. This ensures fair access to parks, community halls and shared spaces, supported by universal design features that enable residents of all ages and abilities to move comfortably.

Alongside its developments, UEM Sunrise also carries out CSR programmes that support education, environmental stewardship and community well-being, strengthening the resilience and quality of life of surrounding communities.

 Parks and Green Spaces Development

UEM Sunrise integrates parks and green spaces into its developments to enhance community well-being, promote social interaction and help mitigate environmental impacts such as the urban heat island effect. Masterplans ensure equitable access to parks, playgrounds and community gardens for all residents, while inclusive design caters to diverse groups, from children to the elderly. Creative placemaking transforms these areas into vibrant social hubs, fostering trust, cohesion and a sense of shared identity.

These green spaces also serve as environmental infrastructure, providing shade, reducing urban heat and supporting biodiversity by protecting natural habitats. Features like podium gardens, vertical greenery, retention ponds and constructed wetlands help improve indoor comfort, manage stormwater and enhance water quality. Connected by pedestrian and cycling networks, these areas encourage active lifestyles and sustainable urban living.

Examples of key green spaces include:

Serene Heights Central Park	39.1 acre (including a 20.4-acre detention pond)
Aspira Hills Open Space	10.2 acre
Aspira Linear Park	13.7 acre (including a 6.6-acre detention pond)
Estuari Central Park in the Estuari Masterplan	32.6 acre (including a 14.5-acre detention pond)
Taman Linear DiReka in Laman DiReka	17.8 acre

 Driving Urban Regeneration

Accessibility is a key priority in UEM Sunrise developments. Parks and landed properties are designed to be inclusive, ensuring that all residents including people with disabilities can move around easily. Features such as gentle ramps, step ramps, lever handles and wheelchair-friendly layouts provide seamless mobility across different levels, creating welcoming and accessible spaces for everyone.

Where feasible, we revitalise ageing urban areas to improve the quality of life for local residents while enhancing the overall value of the surrounding community. Our approach to urban regeneration involves assessing site conditions and identifying redevelopment opportunities that deliver shared, sustainable benefits for both the community and our business. Currently, we are undertaking several urban regeneration projects, each designed to promote sustainable, community-focused redevelopment.

Project 1

Rejuvenation of Marina Walk, Puteri Harbour

As part of the Waterfront Crescent masterplan, Marina Walk has been thoughtfully integrated to create vibrant public spaces that encourage community interaction. This redevelopment enhances the area’s overall value while attracting both local and international visitors to Puteri Harbour.

Project 2

Redevelopment of the Dutch Lady factory in Petaling Jaya

The former factory site is being redeveloped into a mixed-use precinct comprising residential towers and retail spaces, supporting our strategic portfolio rebalancing and strengthening our presence in the Klang Valley.

Project 3

Purchase of Giant Mall in Kelana Jaya (For development of its land)

The acquired land is being developed into a high-value mixed-use project, creating economic opportunities, supporting local growth and enhancing the overall quality of life for the surrounding community.

Project 4

Development of Lot 1 and Lot 2 at The Oval, Subiaco East, Perth, Western Australia

We are developing this iconic site with careful consideration of its heritage and the surrounding neighbourhood, reflecting our commitment to sustainable urban regeneration and creating a lasting positive impact on the community.

Sustainability Statement

Assessing Community and Environmental Impacts

In 2025, we assessed the social and environmental impacts of relevant development activities on local communities, identifying key areas of concern and putting in place measures to minimise negative effects while promoting positive, sustainable outcomes.

Potential Impact Area	Description	Mitigation Measures and Action Plans
Traffic Congestion and Road Safety Risks	Construction activities can result in higher traffic volumes, increased heavy vehicle movements and temporary road closures, which may affect local residents and commutes.	- Upgrade and repair affected roads and intersections. - Control heavy vehicle movement entering and exiting the construction area. - Ensure compliance with the road upgrading plan. - Engage with local communities through feedback channels and grievance mechanisms for complaints or concerns.
Strain on Local Infrastructure and Public Services	Large-scale developments can place additional demand on water, electricity and public transportation and community resources.	- Obtain necessary approvals from utility companies for supporting infrastructure works. - Comply with guidelines and approval conditions set by relevant authorities. - Follow technical agency requirements for designated utility routes.
Physical Health and Safety Risk	- Construction activities may increase the likelihood of disease transmission among workers and nearby communities. - Workers and residents in proximity to construction zones may come into contact with harmful materials, including cement dust, asbestos and volatile organic compounds (VOCs). - Improper storage or handling of flammable materials can create fire risks, endangering both workers and surrounding communities. - Inadequate disposal of construction waste or hazardous materials can pose environmental and health risks to the local community.	- Maintain cleanliness and hygiene at the site and workers’ accommodation to prevent mosquito and pest breeding. - Appoint a Pest Control Operator (PCO) to conduct regular pest control at and around the site. - Carry out regular inspections by the Safety and Health Officer at the site and surrounding areas. - Comply with requirements set by the Solid Waste Management and Public Cleansing Department. - Adhere to Act 446, the Employment Act and CIDB Green Card requirements, and hold quarterly HSE Committee meetings.
Emotional and Physical Disturbances due to Noise and Air Pollution	- Extended construction activities, piling operations and machinery use can generate high noise levels, affecting residents’ sleep and increasing stress. - Dust, particulate matter and emissions from construction equipment and material transport may reduce air quality for nearby communities. - Heavy vehicles contribute to noise, dust and potential wear and tear on local roads.	- Comply with approval conditions and pollution control measures set by local authorities. - Follow HIRADC guidelines for hazard identification and risk assessment. - Appoint a Safety and Health Officer or Site Safety Supervisor to monitor safety practices. - Implement dust control, waste management and water filtration measures. - Minimise noise pollution through controlled construction hours, low-noise equipment and proper traffic management.

Highway and Infrastructure Development

The Group invests in infrastructure and community assets that improve connectivity, drive economic growth and support environmental sustainability. In 2025, we completed the Gerbang Nusajaya Interchange, a RM166.4 million elevated trumpet-design interchange linking the Second Link Expressway to Gerbang Nusajaya and nearby road networks. This project enhances regional connectivity, supports the Johor-Singapore Special Economic Zone and facilitates cross-border trade and investment. Improved accessibility is expected to reduce travel times, increase land values and attract industrial and commercial development, while also contributing to the Group’s strategy to unlock the Gross Development Value (“GDV”) of its land holdings.

SIREH Park Community

The Group also supports green infrastructure through SIREH Park, a 343-acre urban community forest rehabilitated from a former plantation. Recognised by the Malaysian Book of Records (“MBR”) in 2025 as the largest urban community green recreational park of its kind, the park supports biodiversity with over 120 plant species and provides recreational and educational opportunities for the surrounding community. The park is managed by The Nusajaya Natural Heritage Trust, reflecting the Group’s in-kind contribution to environmental conservation and community well-being.

We encourage tenants to contribute to sustainable living through collaboration and active engagement. Clear targets for energy efficiency, waste reduction and water conservation are supported by smart meters, data analytics and shared resources such as EV charging stations and composting facilities.

Waste management and water-saving initiatives promote responsible resource use, while workshops, feedback loops and AI-driven analytics help tenants track and improve their sustainability performance. We also support CSR activities, including community clean-ups, tree-planting and sustainability workshops, fostering a strong sense of shared responsibility and community among tenants.

Improving Lives Through Targeted CSR Initiatives

We are dedicated to protecting children’s rights by creating inclusive and supportive environments that foster their growth and development. Our initiatives aim to improve access to education, provide school supplies and promote sports development. Working with schools and non-profit organisations, we also support underprivileged students, senior citizens, low-income communities and those affected by natural disasters. All CSR programmes are designed to be inclusive and accessible, ensuring equal opportunities for men, women and marginalised gender groups. Activities in education, skills development and sports are structured to encourage wide community participation.

Pillar 1: Education Enhancement

Back-to-School Programme

In support of our commitment to advancing education, we distribute essential school supplies to 200 underprivileged students ahead of the new academic year.

Sports Development

To encourage healthy and active lifestyles among young learners, sports development forms an integral part of our education-focused initiatives. In 2025, we continued our skateboard clinics at Publika and introduced The Grom Games, a skateboarding competition designed to provide young participants with a platform to showcase their skills, build confidence and experience the spirit of friendly competition.

The programme aims to strengthen their self-confidence, coordination and perseverance, while nurturing discipline and teamwork. By exposing participants to new sporting opportunities and supporting potential athletic pathways, we reinforce the role of sports in shaping well-rounded individuals and enriching holistic education experiences.

BukuHub (Community reading spaces)

Established in 2019, BukuHub is our long-term community library initiative aligned with the National Community Policy’s vision of fostering inclusive and sustainable communities. The programme aims to cultivate reading habits and encourage knowledge-sharing by providing accessible books and educational resources within welcoming communal spaces.

Sustainability Statement

PINTAR Foundation School Adoption Programme

Through our PINTAR Foundation School Adoption Programme, founded by Khazanah Nasional Berhad and Yayasan Hasanah, we support efforts to enhance academic outcomes and elevate the quality of education in underprivileged schools. Currently, 19 schools are adopted under the programme, reflecting our sustained commitment to expanding access to quality education.

In addition to our flagship education programmes, we provided targeted support to schools through initiatives that strengthened learning environments and expanded access to education. These included academic workshops, tuition support, school-community programmes, and selected facility improvements. Through these efforts, we

Pillar 2: Community Engagement

CHIEF Initiatives

	Total Volunteers	Total Hours Each Volunteer	Total Hours
UEM Sunrise Rugby Clinic in collaboration with KL Tigers	10	4	40
Chinese New Year Contribution at Tong Sim Senior Citizen Care Centre	20	3	60
A Gift To Celebrate Art Exhibition	10	4	40
Baju Raya Contribution to Rumah Jalinan Kasih	28	5	140
Bubur Lambuk Distribution at Masjid Wilayah Persekutuan	20	3	60
Bubur Lambuk Distribution at Masjid Kota Iskandar	5	2	10
Contribution for Flood Relief at Kampung Pasir Johor PPS (Temporary Relief Centre)	5	3	15
Baju Raya Contribution to Rumah Kebajikan Darul Hanan	40	5	200
UEM Sunrise Skateboard Clinic 2025	30	5	150
UEM Sunrise Bakul Rezeki Contribution for Adopted Schools	5	2	10
SDG Explorer Programme at SK Bangi	70	4	280
Tables and Chairs Contribution to Kampung Simpang Arang	15	2	30
Sponsorship for Hari Sungai Sedunia	5	2	10
Waste to Wonder Programme at SIREH Park for Adopted Schools	10	6	60
Bakul Rezeki Contribution at PPR Sri Tioman, Gombak	15	3	45
TOTAL	288	53	1,150

Pillar 3: Environmental Conservation

Promoting Environmental Awareness

Programme	Details
SDG Explorer Programme at SK Bangi	A 6-month sustainability education programme that introduced students at SK Bangi to the 17 UN SDGs through interactive learning activities. The programme aimed to build awareness of environmental, social and community issues while encouraging students to adopt more responsible and sustainable practices in their daily lives.

addressed the practical needs of students and schools while promoting inclusive access to education.

We also supported the broader development of students through initiatives that enriched co-curricular learning, creativity and participation beyond the classroom. Our contributions covered activities such as robotics and competition exposure, musical and extracurricular support, as well as selected school-based programmes that encouraged students engagement and development.

Together these efforts complemented our ongoing CSR programmes by helping schools create more well-rounded learning experiences for their students.

Programme	Details
Waste to Wonder Programme at SIREH Park with Adopted Schools	As part of our ESG efforts, we conducted a sustainability programme with three adopted schools in SIREH Park, educating students on environmental awareness, waste reduction, and responsible resource use, fostering eco-conscious habits from an early age.
Lake Water Quality Restoration	UEM Sunrise and DBKL have signed a Memorandum of Understanding to restore the water quality of the lake at Kepong Metropolitan Park, aiming to revitalise the 106-acre lake with rehabilitation and water-treatment systems to support safe recreation and ecological balance.

Current Financial Effects

In 2025, UEM Sunrise maintained a strong track record with no significant financial losses arising from incidents that could impact the community, such as regulatory non-compliance, prolonged disputes, or major construction disruptions. The Group continues to invest in measures to manage and mitigate potential community impacts, including:

- Community-centric design and active engagement initiatives, such as the maintenance of SIREH Park, enhance the desirability of our townships. This strengthens stakeholder trust and brand loyalty, which supports stable, recurring revenue streams from our managed assets.
- Investments in localised social programmes and various festive outreach initiatives, have marginally increased operational costs. However, these are partially offset by smoother project execution and faster local authority approvals due to our established social license to operate.
- Short-term capital requirements have increased due to significant investments in shared social infrastructure. In 2025, this included the infrastructure upgrade for the schools and the upgrading of Surau Al-Faizin at SMK Kompleks Sultan Abu Bakar, Johor ensuring that local community facilities keep pace with our development cycles.
- While social initiatives and adherence to SDDG (e.g., energy-efficient public spaces) represent an upfront cost, they protect project margins by significantly reducing the risk of community disputes, regulatory delays, and reputational damage that can arise during construction.

These investments reflect our commitment to responsible development, proactive stakeholder engagement and maintaining positive relationships with surrounding communities while safeguarding long-term project continuity and value creation.

Anticipated Financial Effects

UEM Sunrise recognises that community-related risks may lead to financial and operational impacts. The Group continues to actively manage and address these risks to support both the community and its operations:

- By strictly adhering to SDDG (Community Planning and Design), our townships are expected to offer liveability uplift. Strengthening community relations through these design standards is projected to improve client trust and support long-term revenue growth.
- As regional expansion in the Southern Region progresses, our proactive educational and social support initiatives aimed at preparing for the community for the JS-SEZ, are expected to support smoother project rollouts and create opportunities for future commercial growth as the region’s socio-economic profile rises.
- Engaging local communities early in the lifecycle of new developments helps mitigate social risks. This supports scalable operations and faster market entry in new growth areas, indirectly boosting overall profitability.
- Proactive community programmes and the adoption of Design for Manufacture and Assembly (“DfMA”) are expected to reduce waste and potential disputes. This foresight improves operational efficiency and reduces the financial impact of regulatory delays or remedial community actions.
- Future investments in “Social Value” infrastructure may increase short to medium-term spending. However, these are projected to deliver long-term financial benefits through stronger stakeholder relationships, reduced security/ maintenance costs in well-integrated townships.

While these potential exposures are difficult to quantify, the Group mitigates them through proactive stakeholder engagement, strengthened environmental monitoring and compliance controls, structured grievance mechanisms and close collaboration with contractors and authorities. These measures support project continuity, responsible development and long-term value creation.

Sustainability Statement

Resilience of Our Strategy and Business Model

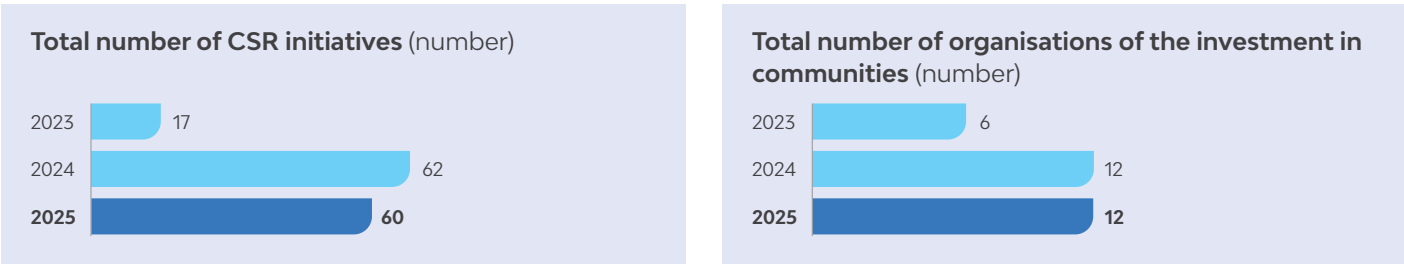
The Group’s strategy demonstrates resilience in customer management by shifting towards a sustainability-driven community building approach, with sustainability integrated into township planning to enhance customer value and long-term demand. Developments incorporate features that promote healthier, energy-efficient living and strong connectivity, while urban design and placemaking principles support inclusive and liveable communities. Proactive community engagement further strengthens customer trust, enhances township appeal and supports the long-term stability of developments.

Metrics and Targets

In 2025, we received five community grievances through our structured feedback channels and grievance mechanisms, all of which were fully addressed and resolved through appropriate remediation measures. There were no reported incidents of violations involving the rights of indigenous people. The Group remains committed to respecting and protecting the rights of indigenous communities across all its developments, with zero identified cases during the reporting period.

The grievances related to:

- Increased noise levels from construction activities
- Extended work hours necessary for critical construction processes to maintain structural integrity
- Insufficient updates provided to community members regarding ongoing construction activities



Key Performance Indicators	Unit	2023	2024	2025
Total number of CHIEF volunteers	number	311	337	228
Total Contribution to CSR Programmes (RM)	RM	282,740	936,014	1,005,914*
Number of Beneficiaries	number	27,480	39,290	44,665
Number of NGOs supported	number	6	7	5
Number of lots delivered on infill sites	number	2	0	3
Number of homes delivered on infill sites	number	959	0	1,681
Number of homes delivered in compact developments	number	745	0	246

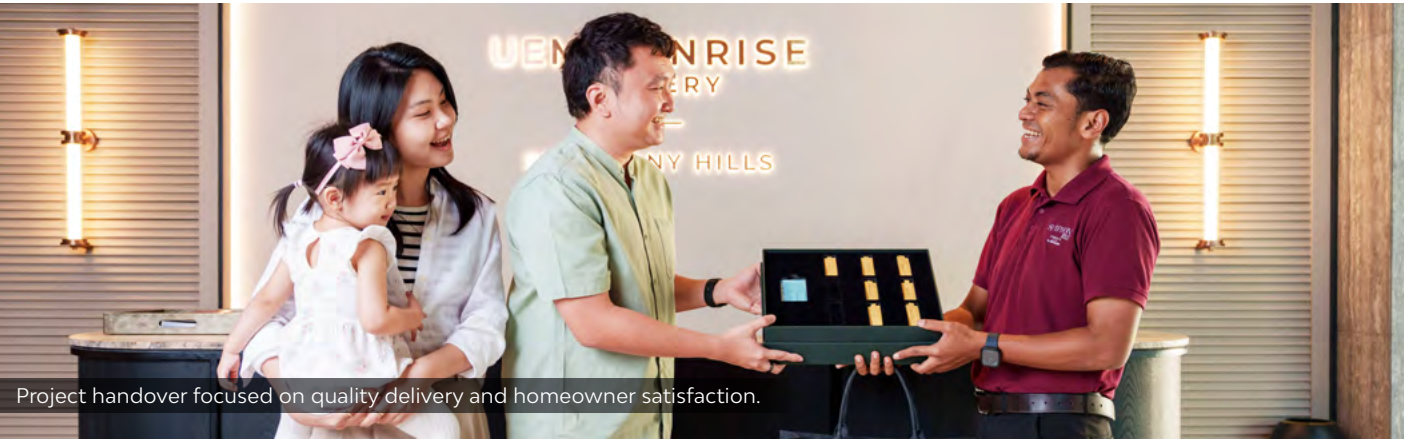
* Inclusive 2024 zakat wakalah programme.

Outlook

Moving forward, we will continue strengthening the integration of sustainability across our development lifecycle. In the short to medium-term, sustainability and human rights considerations will be embedded into project planning through the rollout of sustainability requirements within the Project Execution Plan (PEP) and the inclusion of a mandatory Sustainability Plan in Development Briefs.

Over the medium term, we aim for all new key developments to achieve the Green Building Index, GreenRE or Green Star. The Group also plans to enhance the long-term sustainability of SIREH Park through community programmes and eco-tourism initiatives.

In the long term, we aspire to achieve carbon neutrality by 2050 while continuing to strengthen environmental stewardship and community value creation across our developments.



Project handover focused on quality delivery and homeowner satisfaction.

Introduction

Delivering quality and sustainable homes sits at the centre of our customer management approach. Each development is designed to meet immediate expectations while supporting long-term value for homeowners, communities and the business through quality craftsmanship, thoughtful design and sustainability considerations.

Across the customer journey, from initial engagement to post-handover support, experiences shape perceptions of our developments. Service standards and responsiveness influence satisfaction, loyalty and referrals, while stronger engagement builds trust, reinforces brand reputation and supports retention and cost efficiencies.

An integrated approach across the value chain, from planning and construction to post-purchase engagement, enables us to manage customer-related risks and opportunities more effectively. As expectations evolve, proactively addressing gaps reduces exposure to dissatisfaction, reputational risks and regulatory scrutiny, while strengthening long-term value.

Upstream (Strategic Planning and Design)

Customer preferences and sustainability expectations influence design decisions, including energy efficiency, climate resilience and integration of features such as renewable energy readiness and community-centric planning (e.g., solar PV, EV charging). Failure to align with these considerations may reduce product relevance, increase lifecycle costs and affect market competitiveness.

Core Operations (Development and Execution)

Procurement practices, including ESG screening of suppliers and construction methodologies such as Modern Methods of Construction (“MMC”) and Design for Manufacture and Assembly (“DfMA”) influence build quality, cost efficiency and delivery timelines. The adoption of modern construction techniques also supports stronger quality outcomes, as reflected in QLASSIC performance. Weak execution may lead to delays, cost overruns and defects, affecting project outcomes and customer satisfaction.

Downstream (Operations and Customer Experience)

Customer experience and asset performance are shaped by service delivery, digital engagement (e.g., customer platforms and apps) and data management. Gaps in service quality or data protection may reduce customer trust, affect retention and impact long-term asset value.

Sustainability Statement

Management Approach

In 2025, our customer experience strategy was anchored by meaningful, human-centred initiatives designed to deepen trust and elevate service quality. The launch of the Service from the HEART programme marked a significant step in embedding a service culture across our customer-facing teams — equipping them with the values, behaviours and mindset needed to deliver consistently exceptional experiences. Complementing this, the Trésor loyalty programme underwent a comprehensive refresh, enhancing the way we recognise, reward and retain our most valued customers through a more relevant and enriched membership experience.

These initiatives reflect a deliberate shift towards relationship-driven engagement — ensuring customers feel genuinely valued at every stage of their homeownership journey. By investing in people and programmes alongside digital platforms, property purchasers, investors and homeowners are empowered to navigate their journey with greater confidence and ease. Through an omnichannel approach, customers are able to engage with us across multiple touchpoints, providing flexibility and convenience while catering to their diverse needs and preferences.



Customer Service Lounge

Customer lounges are operated in key locations across our developments nationwide, providing accessible support for walk-in visitors. These lounges offer a dedicated environment to assist with product handovers, address defect concerns and respond to a wide range of customer enquiries, ensuring a seamless and personalised service experience.



hUb prop App

The hUb prop app is a self-service digital platform that empowers customers to conveniently manage their property matters via mobile devices. During the year, the app's features were further enhanced to simplify and improve the overall customer journey, strengthening accessibility, transparency and real-time engagement, including enhancements to the hUb prop platform that introduce new features allowing purchasers to invite third-party assessors to lodge and monitor defect closure. It also serves as a centralised channel for customers to receive timely updates on property status and Trésor membership benefits, supporting a more seamless and customer-centric experience.



Delivering responsive support to ensure customer satisfaction.



Customer Contact Centre

A cloud-based Customer Contact Centre is accessible via hotline at **+6016 2999 333** or via email at **speaktoUS@uemsunrise.com** to enable seamless customer interactions across multiple channels.



Live Chat

Immediate support is accessible through the RIA chat bot on **www.uemsunrise.com**, which includes features to seamlessly escalate queries to our Customer Contact Centre Consultant for personalised assistance.



Social Media

An active presence on key social media platforms to share updates with customers and address their enquiries. Guided by our Social Media Policy, these channels are managed to ensure responsible, timely and professional engagement with our audiences.

The defects management framework was further strengthened through the implementation of an Integrated Standard Operating Procedure ("ISOP"). The Defects Management Integrated SOP establishes a structured and consistent approach to tracking and monitoring reported defects from the point of lodgement through to final closure.

By leveraging the hUb prop app as a centralised platform, greater visibility and accountability are ensured throughout the Defects Liability Period (DLP). All reported issues are systematically recorded, monitored and updated within the system, enabling effective coordination among internal teams and contractors while providing customers with clear oversight of rectification progress.

To optimise service delivery, our Integrated SOPs are regularly reviewed to ensure they remain effective, efficient and comprehensive, covering the end-to-end customer journey from marketing and sales to post-sales processes, including vacant possession delivery, handovers, defect management and customer feedback management. This structured approach supports consistency, operational efficiency and a seamless customer experience across all touchpoints.

UEM Sunrise is committed to fostering a collaborative and responsible relationship with our tenants, recognising them as key partners in creating safe, healthy, and vibrant communities within our commercial assets, including Publika Shopping Gallery and The BEAT at Kiara Bay. Our commitment to engaging tenants on social issues is embedded within our Tenancy Agreement and operational practices.

The Tenancy Agreement includes specific provisions that prioritise the health and safety of tenants, their employees, and the wider community. Tenants are required to:

- Comply with all statutory provisions and directives from Appropriate Authorities relating to health, safety, and welfare of persons employed in the Demised Premises.
- Notify the Appropriate Authority and, if required, facilitate fumigation of the premises in the event of a contagious disease or illness.
- Keep the Demised Premises free of rodents, insects, and pests, with the Landlord authorised to engage pest control at the tenant's expense if they fail to do so.
- Maintain adequate public liability and other relevant insurance policies to cover potential risks.

Key Initiatives

In 2025, we implemented a series of customer-focused initiatives aimed at strengthening engagement, enhancing service delivery and improving overall customer satisfaction across our developments.



Advancing Operational Excellence Through Digital Solutions

In 2025, we strengthened our customer feedback ecosystem with the implementation of Salesforce Feedback Management, enabling feedback to be captured within a single, integrated system. This centralised platform enhances visibility of customer insights across touchpoints, supports more informed decision-making, and drives timely service improvements. By consolidating data into a unified system, we are better positioned to identify trends, address recurring issues, and continuously enhance the overall customer experience.



Build Emotional Connection Through Trésor

The Trésor Loyalty Programme was refreshed in 2025 with a new logo, a simplified tiering structure, with a fully digital membership via the hUb prop app, surpassing 31,000 members. The programme is supported by selected strategic partners, member privileges, curated engagements, and regular digital communications, all aimed at enhancing the members' experience and supporting sustained sales performance.



Customer Feedback Management

A Customer Feedback system has been developed leveraging the Salesforce CRM platform to capture real-time insights across key customer touchpoints, i.e handover and product experience, enabling a more responsive and data-driven approach to customer experience management. Through transactional surveys deployed at critical moments of the customer journey, teams are able to quickly identify concerns, take timely action, and enhance service delivery. The platform also provides actionable analytics and trend insights, supporting continuous improvement and ensuring that customer feedback is consistently captured, monitored, and acted upon across the organisation.

Sustainability Statement



Enhancing Customer Operations Through Digitalisation

We implemented a Talkdesk cloud-based Customer Contact Centre to enable seamless customer interactions across multiple channels. In addition, the RIA Chatbot has been upgraded with generative AI to deliver more intuitive, human-like, and accurate responses. The property booking process has also been enhanced with an automated Sales Quotation reference that includes financing options, further streamlining the home-buying experience.



Elevating the Handover Experience

We strive to create a seamless handover experience across projects. This includes continuing the Pre-Delivery Inspection (“PDI”) to maintain our quality standard, encouraging customers to use the mobile app to make handover appointments, providing a dedicated customer service lounge at each handover location, and hosting customer appreciation events to welcome homeowners to their new homes.

We have improved our mobile app for a smoother handover and DLP experience. Features include “Assign Access,” allowing homeowners to grant temporary access to third parties to submit defects, and a fully digitised Homeowner Guide and House Rules for easy reference, enhancing the overall homeownership experience.

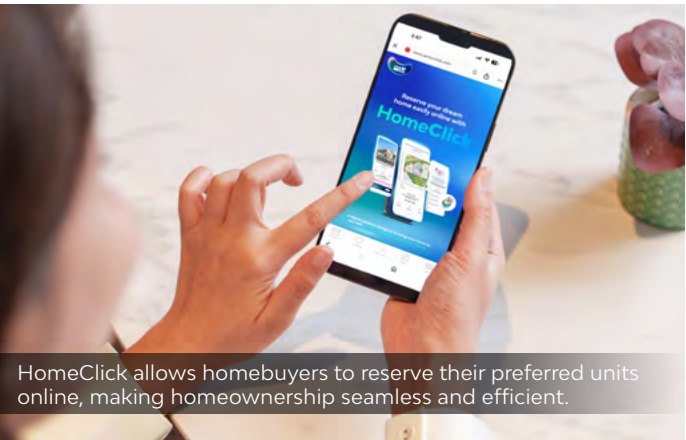
The Average Defects Per Unit (“ADPU”) remained below the internal benchmark of 80, showing our commitment to delivering a quality product.



Ongoing Enhancement of hUb prop

Since its launch in June 2019, our hUb prop app has recorded over 15,352 downloads, with 8,484 adopters to date, reflecting growing customer engagement with our digital platform. We have continued to enhance its functionality and user experience, with the latest update introducing a feature that allows purchasers to grant third-party access to lodge defects on their behalf, improving convenience and transparency in defect management.

In addition, the Homeowner Guide and House Rules have been fully digitalised and made accessible through the app, providing property owners with easy reference to essential information and supporting a more seamless homeownership experience.



HomeClick allows homebuyers to reserve their preferred units online, making homeownership seamless and efficient.



Elevating the Home Buying Experience

In 2025, HomeClick expanded its coverage across both high-rise and landed developments. The platform currently supports high-rise projects including Residensi ZIG at Kiara Bay and The Connaught One, Cheras, and was recently extended to landed developments such as Aspira Hills, Gerbang Nusajaya, which was launched exclusively online via HomeClick. Notably, the launch achieved 100% take-up through online reservation, demonstrating strong market acceptance of UEM Sunrise’s digital-first sales approach.



Service from the HEART programme

The Service from the HEART programme strengthens customer experience and service excellence across the organisation by embedding customer-centric values, enhancing employee capabilities and ensuring consistent service standards at every touchpoint, thereby reinforcing trust and reliability.

Current Financial Effects

UEM Sunrise continues to strengthen customer satisfaction and operational resilience through measures that directly contribute to cost efficiency and improved financial performance. Guided by sustainable design principles and responsible operational practices, these efforts support long-term value creation while enhancing the overall customer experience.

- Direct reduction in utility and energy expenses through resource-efficient designs rainwater harvesting systems and energy-efficient building features embedded within our developments.
- Improved construction efficiency and lower development costs achieved through the adoption of Building Information Modelling (BIM) and Design for Manufacture and Assembly (“DfMA”), Modular Construction, reducing labour hours, material wastage and rework.
- Reduced financial exposure and minised risk associated to workplace accidents, project delays and downtime by embedding a strong safety culture under our People pillar.
- Procurement optimisation and cost efficiencies can be achieved through procurement-led sourcing and bulk purchasing, based on sustainability-driven material specifications defined at the project design and planning stage.

Collectively, these measures demonstrate that responsible customer-centric development spanning design, construction, and delivery not only enhances experience and product quality but also contributes to operational resilience and disciplined cost management.

Anticipated Financial Effects

As market expectations shift towards sustainability, digital enablement, and environmental responsibility, we are well-positioned to unlock new financial opportunities arising from our customer-focused and sustainability-driven strategies.

- Strengthening long-term property value and investments by meeting growing demand for green-certified and climate-resilient developments.
- Potential to command premium pricing and achieve faster sales take-up rates by offering homes with lower long-term cost of living through energy and water-efficient features. Digital platforms such as HomeClick further support this by enabling real-time unit visibility, faster booking conversion and a scalable foundation for future project launches, enhancing marketability.
- Expanding into emerging segments such as smart and autonomous buildings, as well as attainable housing solutions supported by digital innovation, creating new revenue streams.
- Lower risk of ESG-related penalties and improved access to green financing instruments and sustainable investment capital.

While the precise financial impact of these opportunities is subject to market conditions and regulatory developments, we continue to embed sustainability, digital innovation and responsible governance into our business model to support long-term value creation and financial resilience.

Resilience of Our Strategy and Business Model

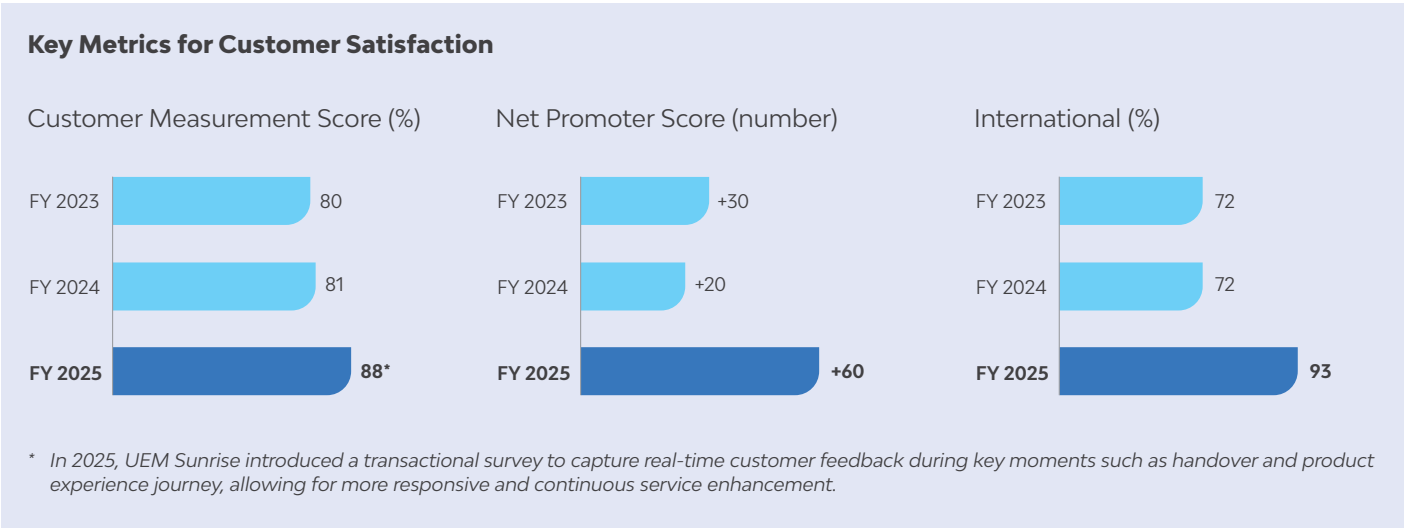
The customer management framework was enhanced in FY2025 with the introduction of the Customer Success Score, shifting towards a more outcome-driven and structured assessment of service excellence. This is supported by ongoing improvements in customer engagement, loyalty initiatives and service delivery, alongside strengthened monitoring and continuous process enhancements to improve defect management and operational responsiveness.

Sustainability Statement

Metrics and Targets

The following metrics track performance across customer satisfaction, digital engagement, defect management, and regulatory compliance for the period 2023 to 2025.

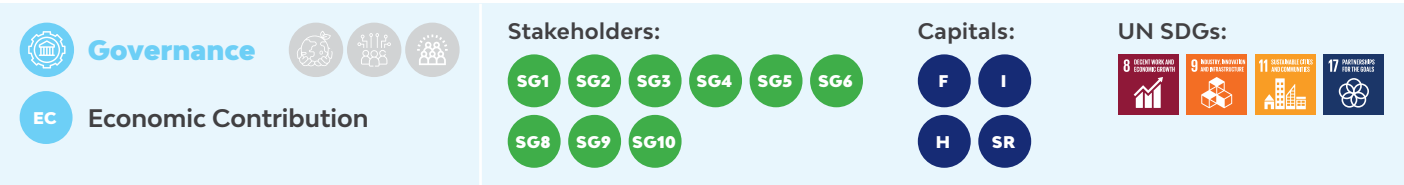
Key Performance Indicators	Unit	2023	2024	2025
Investments in Digital Initiatives (OPEX)	RM million	10.3	12.4	12.9
Total sales from our digital platform	%	27.8	23.0	21.0
Chatbot visitors		1,068	1,554	4,265
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing and communications, including advertising, promotion and sponsorship by:				
i. Incidents of non-compliance with regulations resulting in a fine or penalty	number	0	0	0
ii. Incidents of non-compliance with regulations resulting in a warning	number	0	0	0
iii. Incidents of non-compliance with voluntary codes	number	0	0	0
Amount of defect- and safety-related rework costs	RM	0	0	0
Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	RM	NA	0	0
Service Level Agreement (SLA) Performance for Defects Management	%	76	95	74
Customer Feedback Service Level Agreement	number	89	96	91
Green leases offered to tenants	number	0	0	1



Outlook

Providing an outstanding customer experience is a core commitment, achieved through continuously raising service standards and fostering strong, enduring relationships. Customer excellence and satisfaction are prioritised, ensuring that every interaction is seamless, transparent and genuinely centred on the customer.

As customer expectations and regulatory requirements evolve, we continue to enhance data protection measures in line with the Personal Data Protection Act. These enhancements safeguard customer information, reinforce trust and contribute to a secure and confident customer experience.



Introduction

UEM Sunrise’s economic performance underpins its sustainability agenda by providing the financial capacity to invest in local communities, create jobs, contributions to national development through taxes and broader socio-economic contributions, and support national development priorities. These contributions strengthens our position as a responsible organisation and help build a resilient foundation for long-term business success. We remain committed to sustainable and responsible growth, ensuring that our operations continue to create value for stakeholders and the broader economy.

Business performance and market presence are shaped by sustainability-related risks and opportunities arising from evolving economic conditions, regulatory requirements and market expectations. External factors such as inflationary pressures, interest rate movements, shifts in property demand and volatility in construction or financing costs may influence development planning, project feasibility and capital allocation decisions. At the same time, managing our finances prudently allows us to maintain our market confidence, support local supplier participation and contribution to economic development.

These sustainability-related risks and opportunities may influence our business model and value chain across several stages:

Upstream (Suppliers and Contractors)

Economic conditions and policy changes influence the availability and pricing of construction materials and services. Supply disruptions or regulatory shifts may increase procurement costs, affect tender competitiveness and pressure project margins.

Project Development and Construction Activities

Cost escalation, design revisions, and uncertainties in cost assumptions may affect project budgets, delivery timelines, and overall development viability. Operational inefficiencies or contractor underperformance may reduce productivity and adversely impact project execution.

Downstream (Customers, Tenants and Investors)

Market conditions, affordability, and stakeholder confidence influence sales performance, take-up rates, occupancy levels, and asset attractiveness. Weak demand or unmet sustainability and quality expectations may affect new project launches, reduce asset competitiveness, and impact long-term returns and investor confidence.

Through disciplined financial management, responsible market engagement and strategic capital allocation, we seek to generate sustainable economic value while strengthening our resilience to evolving market conditions and supporting long-term stakeholder value creation.

Management Approach

We adopt a responsible and transparent approach to taxation as part of our broader commitment to responsible economic governance and long-term value creation. The Group recognises that tax contributions represent an important component of its economic impact, supporting public services, infrastructure development and socio-economic progress in the jurisdictions where it operates.

Responsible Tax Practices

Our commitment to transparency, accountability and responsible tax management. UEM Sunrise maintains transparency in its tax affairs to build trust with tax authorities, stakeholders and the public. Upholding tax transparency is essential to ensure regulatory compliance, strengthen stakeholder confidence, mitigate legal and reputational risks and support sustainable business practices.



Zakat contributions to support community development and inclusive economic growth.

Sustainability Statement

Through both direct and indirect tax contributions, the Group contributes to economic growth and socio-economic development in the jurisdictions where it operates, including Malaysia, Australia and South Africa. In 2025, the Group contributed RM52.8 million in income tax and RM6.9 million in Sales and Service Tax (“SST”).

The Group continues to actively monitor and respond to emerging national and international tax developments, including the expansion of Sales and Service Tax (“SST”) requirements, developments in stamp duty regulations, the mandatory implementation of e-Invoicing, and the introduction of the Global Minimum Tax. These developments are assessed on an ongoing basis to ensure timely compliance and appropriate implementation. This approach underscores the Group’s commitment to strong tax governance, responsible tax practices and adherence to evolving regulatory requirements.

Tax Governance, Control and Risk Management

The Board and Management recognise that responsible tax practices form an integral part of sustainable business operations and contribute to the economic development of the jurisdictions in which the Group operates. Effective tax governance therefore remains a key component of the Group’s overall governance framework.

Accordingly, oversight of tax governance is led by the Chief Financial Officer, supported by a dedicated Group Tax team and Financial Controllers across the Group’s business segments. The Group has established structured policies and procedures to identify, assess and monitor tax risks, ensuring that tax-related matters are managed consistently and in compliance with applicable regulatory requirements.

Through periodic internal assessments and oversight at various levels, including the Audit Committee and the Board of Directors, the Group continues to strengthen its tax governance practices while promoting transparency and accountability in the management of its tax obligations. To further enhance the effectiveness of its governance framework, the Group also engages external consultants to provide independent evaluations and technical guidance, incorporating their recommendations to reinforce best practices and support continuous improvement.

Expansion Scope of Sales and Service Tax (SST)

Effective 1 July 2025, the Government of Malaysia expanded the scope of Service Tax under the SST framework to include additional services. In response, the Group conducted internal assessments to evaluate the potential implications on its operations, particularly in relation to its commercial leasing and construction-related businesses. These initiatives support the strengthening of the Group’s internal governance framework and enhance readiness in adapting to evolving regulatory requirements.

The Group remains committed to maintaining high standards of tax compliance through close collaboration between the Tax Team and relevant business units to ensure accurate tax treatment, timely reporting, and proper fulfilment of SST obligations. The Group also maintains ongoing engagement with the Royal Malaysian Customs Department to promote alignment in regulatory interpretation and support the effective management of its indirect tax responsibilities.

Stamp Duty

The Group recognises the importance of ensuring proper compliance with stamp duty requirements, including property transactions, financing arrangements and contractual agreements.

In preparation for the implementation of the Stamp Duty Self-Assessment System, effective 1 January 2026, the Group has undertaken proactive measures to enhance its readiness for the new regulatory framework. These include aligning relevant departments, reviewing existing procedures and strengthening internal processes to facilitate the accurate assessment and timely stamping of instruments.

The Group also maintains ongoing engagement with the Inland Revenue Board of Malaysia to ensure alignment in the interpretation and application of stamp duty requirements. This collaborative approach supports effective compliance while reinforcing the Group’s commitment to maintaining sound governance and responsible tax management.

Mandatory E-Invoicing Regulation

The Malaysian Government is introducing mandatory e-Invoicing to enhance tax efficiency, improve transparency and encourage digital transformation in business operations.

In line with the phased implementation introduced by the Inland Revenue Board of Malaysia, UEM Sunrise has progressively undertaken the necessary system enhancements and internal coordination to support the transition to e-Invoicing. Through a structured group-wide rollout programme, the Group has successfully implemented e-Invoicing across entities within the earlier phases and expanded the implementation across additional subsidiaries.

To date, UEM Sunrise has successfully onboarded entities up to Phase 4 of the implementation timeline, demonstrating the Group’s commitment to timely regulatory compliance while strengthening its digital tax reporting capabilities and supporting efficient tax administration.

Global Minimum Tax

UEM Sunrise is a subsidiary of UEM Group, the ultimate parent entity of a multinational group that falls within the scope of the OECD Pillar Two Model Rules, with consolidated annual revenue exceeding EUR750 million. UEM Sunrise and its subsidiaries operate in jurisdictions where the rules have been enacted, including Australia, Malaysia, Singapore and South Africa, with the Malaysian rules effective for the financial year beginning 1 January 2025.

The Group has undertaken preliminary assessments to evaluate the potential implications of the Global Minimum Tax framework. Based on the Transitional Country-by-Country Reporting Safe Harbour provisions, most jurisdictions qualify for transitional relief except for Singapore. While certain jurisdictions may not meet the simplified safe harbour tests, the Group currently does not expect any material Top-up Tax exposure after taking into account the relevant adjustments under the Global Anti-Base Erosion (“GloBE”) rules and will continue to monitor developments to ensure ongoing compliance.

Transfer Pricing

The Group recognises the importance of maintaining robust transfer pricing practices in managing cross-border transactions within the Group.

All related-party transactions are conducted in accordance with the arm’s length principle and applicable regulatory requirements. Our Tax Team oversees transfer pricing matters to ensure appropriate documentation is maintained and that the Group remains aligned with relevant regulations and international guidelines.

Engagement with Tax Authorities

The Group maintains open and constructive engagement with tax authorities in the jurisdictions where it operates, fostering professional relationships built on mutual respect, transparency and collaboration.

Our interactions with tax administrators are guided by ethical principles and a commitment to compliance with applicable tax legislation. Through ongoing dialogue and consultations, the Group seeks to ensure alignment in the interpretation and application of tax regulations while promoting clarity and consistency in compliance requirements.

Where relevant, the Group also participates in industry engagements relating to tax policy developments. These engagements enable the Group to remain informed of evolving regulatory expectations while contributing to a transparent and well-governed tax environment.

Sustainability Sukuk Framework

UEM Sunrise has established a Sustainability Sukuk Framework to support sustainable financing aligned with the Group’s Sustainability Blueprint 2.0 and the UN SDGs. The framework enables us to raise funds through ASEAN Sustainability and Sustainable and Responsible Investment (“SRI”) Sukuk to finance or refinance eligible projects that contribute to environmental and socio-economic outcomes.

Eligible initiatives under the framework include:



Green buildings



Energy efficiency improvements



Renewable energy adoption



Affordable housing



Pollution prevention and control



Sustainable water



Waste water management

Through this framework, we aim to channel capital towards developments that generate long-term economic value while supporting broader sustainability objectives.

Sustainability Statement

The Sustainability Sukuk Framework establishes clear governance mechanisms covering proceeds utilisation and management, project evaluation and selection and reporting. These processes ensure that funds raised are allocated transparently and managed in accordance with recognised sustainable finance principles. Through structured oversight and periodic reporting, we strengthen accountability and supports responsible investment in projects that contribute to sustainable urban development.

Key Initiatives

Expanding Our Market Base

We continue to strengthen our market presence by diversifying into new geographic areas and broadening our customer segments. In line with our development strategy, we continue to expand our product offerings and refine our short-to-medium-term development plans to optimise land use and maximise development value across our project portfolio.

Our existing landbank remains a key foundation as we explore opportunities in new growth corridors, including developments aligned with national and regional economic initiatives such as the Johor-Singapore Special Economic Zone (“JS-SEZ”).

In FY2025, the Group aims to achieve a new launch Gross Development Value (GDV) of

RM2.0 billion

These developments align with the Group’s U2030 Transformation Plan, focusing on sustainable and integrated developments that incorporate industrial, township and transit-oriented elements. Our international presence is also being strengthened, particularly in Australia, through developments such as Collingwood in Victoria and One Oval Subiaco East in Western Australia. These projects integrate residential and commercial components designed to promote vibrant communities and improve housing accessibility.

Prioritising Local Hiring

Local talent development is a core priority, underpinning our commitment to nation-building and inclusive economic growth. Across our operational hubs in Malaysia, emphasis is placed on recruiting and developing local talent to support employment opportunities and long-term socio-economic value creation for local communities.

Fair labour practices are upheld as part of our workforce strategy, ensuring compliance with applicable wage regulations while providing competitive remuneration and career development opportunities. Training and upskilling programmes are implemented to strengthen workforce capabilities and prepare employees for evolving industry demands.

We also collaborate with educational institutions and technical training centres to create pathways for graduates and young professionals to enter the property development sector.

In FY2025, a strong local workforce representation of

100%

was maintained, reflecting our commitment to supporting the domestic labour market.

Indirect Economic Impact

Beyond its direct business activities, our developments generate broader economic benefits for surrounding communities. Through the creation of integrated townships, commercial centres and urban infrastructure, local economic development is supported by driving business activity, improving connectivity and enhancing the attractiveness of urban areas.

Our developments often act as catalysts for economic activity by attracting businesses, generating employment opportunities and stimulating supporting industries such as retail, hospitality and services. By developing well-connected and vibrant communities, the aim is to create long-term economic value that extends beyond the initial investment in each project.

Providing Affordable Housing

Delivering affordable housing is a key focus area under the Community pillar of the Sustainability Blueprint 2.0, contributing to UN Sustainable Development Goal 11: Sustainable Cities and Communities.

Recognising the importance of accessible housing in building inclusive and resilient communities. Housing solutions that balance affordability with quality living environments are developed with residents in mind ensuring access to essential amenities such as education, healthcare, public transport and commercial services.

To improve cost efficiency and construction performance, modern construction technologies such as Building Information Modelling (“BIM”) are adopted across our developments. BIM enables improved design precision, reduces material waste and enhances coordination across project teams, supporting more efficient project delivery and cost management.

We also support government initiatives aimed at promoting homeownership and affordable housing accessibility, delivering affordable residential and commercial units within our developments. In 2025, five projects were completed comprising 1,889 units, with a strategic location that provides a competitive edge for businesses. In line with our approved affordable housing development phasing, no affordable housing units were completed or handed over in FY2025. Affordable housing developments planned under our master plan are scheduled for delivery from 2026 onwards, with progress tracked in accordance with established timelines.

In Australia, One Oval, Subiaco East, Perth launched in September 2025 and incorporates an affordable housing component as part of the mixed-use development. As of FY2025, the project is in its initial development stages. A total of 41 units are designated as affordable housing, catering to eligible low- to moderate-income households in accordance with regulatory requirements. This initiative supports broader urban inclusion objectives and contributes to community well-being as the township develops.

The inclusion of affordable housing across selected projects reflects the Group’s commitment to supporting national and state housing policies while ensuring sustainable development outcomes. The Group will continue to provide transparent updates on progress as projects advance towards completion.

Current Financial Effects

Economic performance is influenced by financial impacts arising from operational activities, market conditions and project cost structures. Current effects include fluctuations in operating costs, labour expenses and material prices that influence project budgeting and profitability. Construction-related cost escalations, inflation and interest rate movements also affect financing needs and capital allocation decisions.

Procurement dynamics, including changes in supplier pricing and tender contingencies, may increase development costs. Market factors such as shifts in property demand, sales conversion rates and occupancy levels shape revenue generation for new launches and ongoing projects. These combined effects influence operating margins and guide decisions on resource prioritisation, project phasing and market expansion.

Anticipated Financial Effects

Looking ahead, future financial impacts are expected to be driven by regulatory developments, sustainability expectations and broader economic trends. Capital requirements may increase as we invest in climate-resilient design, energy-efficient systems, waste-minimisation measures and digital solutions. While these investments may elevate upfront development costs, they are expected to support long-term asset resilience and operational efficiency.

Market uncertainties such as interest rate changes, construction cost volatility, supply chain disruptions and affordability pressures may influence project feasibility and launch timing. Future compliance with emerging building standards, sustainability guidelines and reporting requirements may also affect expenditure. Despite these potential pressures, sustained customer demand for quality and sustainable homes is expected to support long-term value creation.

Resilience of Our Strategy and Business Model

Economic performance remains essential to enabling continued investment in development projects, community initiatives, affordable housing and market expansion. A resilient financial position supports long-term growth and strengthens our ability to create value for stakeholders.

Economic trends, property market shifts and cost movements within the construction sector are monitored to guide project planning, capital allocation and sales strategies, ensuring we stay agile in responding to changing market conditions.

Sustainability Statement

Financial implications across our value chain are also assessed, including supplier pricing, labour and material cost volatility and homebuyer affordability. These insights help shape mitigation measures such as improving construction efficiency, strengthening supplier partnerships and enhancing cost management.

Through proactive monitoring and disciplined financial management, we aim to reinforce the resilience of our business model while sustaining market confidence and supporting long-term value creation.

Metrics and Target

Key Performance Indicator	Unit	FY2023	FY2024	FY2025
Direct Economic Value Generated				
Revenue	RM ('000)	1,339,060	1,340,318	1,702,086
Economic Value Distributed to:				
Operating costs	RM ('000)	980,323	1,076,307	1,471,061
Employee wages and benefits	RM ('000)	105,944	119,890	123,536
Payments to providers of capital	RM ('000)	157,781	148,772	144,095
Payments to governments	RM ('000)	53,043	61,168	35,347
Community investment	RM ('000)	3,744	2,534	627*
Financial Assistance Received from Government				
Tax relief and tax credits	RM ('000)	-	-	-
Subsidies	RM ('000)	-	-	-
Investment grants, R&D grants, and other relevant types of grants	RM ('000)	-	-	-
Financial Incentives	RM ('000)	-	-	-
Other financial benefits received or receivable	RM ('000)	-	-	-
Number of Completed Units and Projects				
Number of units completed and issued with vacant possession	-	1,724	33	1,889
Number of projects completed	-	13	1	5

* excluding zakat wakalah

Outlook

As we pursue opportunities in high-growth areas, including strategic economic corridors such as the JS-SEZ, the aim is to ensure that economic value generated from these developments supports local economies through business participation and employment opportunities.

These efforts are undertaken in the context of evolving market opportunities, regulatory requirements and economic conditions that may influence development planning, cost structures and project delivery. Strong governance and transparency, including responsible tax practices and regulatory compliance, will be upheld to reinforce stakeholder trust and alignment with national development priorities.

To strengthen execution under these conditions, UEM Sunrise is implementing the Operational Process Algorithm (OPA), an enterprise-wide framework that governs how projects are planned, executed and monitored. OPA supports cost control, improves delivery timelines and enhances predictability of project outcomes, strengthening the Group’s ability to translate growth opportunities into sustained economic value under the U2030 Transformation Plan.

Our development strategy is aligned with regional economic initiatives and market opportunities, supported by a balanced approach that enables business growth while sustaining economic value creation across our portfolio.

**Governance**

**Ethical Business Practices**

**Stakeholders:**



**Capitals:**



**UN SDGs:**



Introduction

Ethical conduct and responsible business practices are essential to sustaining our reputation, operational stability and long-term performance. Incidents of corruption or unethical behaviour may expose the Group to legal, financial and reputational risks, with potential consequences for employees, customers, shareholders and the wider community.

These risks are managed through a defined governance framework, supported by clear policies, leadership oversight and a commitment to integrity, transparency and accountability across the Group. Weaknesses in ethical governance or control environments may disrupt the business model and value chain in the following ways:

Upstream (Regulators and Policymakers)

Operating in a highly regulated environment exposes the Group to compliance and integrity risks. Non-compliance or unethical conduct may result in regulatory sanctions, increased scrutiny and restricted market access, affecting operational continuity.

Core Operations (Internal Processes)

Gaps in internal controls or reporting mechanisms may result in misconduct going undetected or unresolved, affecting employee trust, operational integrity and overall organisational performance.

Downstream (Business Partners)

Reliance on business partners exposes the Group to third-party misconduct risks. Unethical conduct within the supply chain may impact regulatory compliance, damage reputation and affect stakeholder confidence.



Promoting integrity and risk awareness across the organisation.

Management Approach

At UEM Sunrise, we hold a zero-tolerance stance towards corruption. It is operationalised through defined anti-corruption requirements that apply to both employees and business partners. Compliance with these requirements is expected throughout the value chain, reinforcing ethical standards and safeguarding the Group against misconduct.

Our governance framework is supported by a set of key policies that guide ethical conduct and anti-corruption practices across the Group, including:

- Anti-Corruption Policy Statement
- Anti-Corruption Policy and Guidelines
- Code of Conduct
- Code of Conduct for Business Partners
- Whistleblowing Policy
- Whistleblowing Procedures

For more information, refer to our corporate website at <https://www.uemsunrise.com/corporate/living-with-integrity>

We adopt a structured and integrated approach to promoting ethical business practices and preventing corruption across our operations. Our anti-bribery management framework is aligned with ISO 37001:2016 and applied across key risk areas, including procurement, corporate social responsibility activities and integrity and risk management processes, supporting transparency, accountability and responsible conduct.

Sustainability Statement

Our leadership structure reinforces strong governance and oversight, as the Board of Directors (“BOD”) holds ultimate accountability for the ethical compliance programme. The BOD is supported by the Board Governance & Risk Committee (“BGRC”), which provides focused oversight on governance, risk and anti-corruption compliance matters. Our approach to managing corruption risk is embedded within its broader risk management framework, overseen by the Integrity & Risk Management (“IRM”) Department through the Group Risk Management Policy and Guidelines. These guidelines establish clear objectives, roles and accountabilities for identifying, assessing and managing risks, including those related to corruption and unethical conduct.

Execution and day-to-day oversight of integrity and anti-corruption initiatives are led by the Integrity and Governance Unit (“IGU”), which operates within the IRM Department. The effectiveness of anti-corruption policies and controls is regularly reviewed and monitored through quarterly reports by the IGU to the BGRC and the Board, ensuring continuous oversight and timely escalation of key issues. In addition, periodic assessments of corruption risk profiles are conducted to maintain alignment with evolving business needs and regulatory expectations. Anti-corruption compliance programmes are also implemented across divisions and departments, reinforcing a culture of integrity throughout the Group.

We have procedures in place to address corruption risks, including bribery, false claim, abuse of office or position, based on a risk-based approach as set out in the Group’s Corruption Risk Management Guidelines. This includes operations identified as high-risk. These risk mitigation measures encompass clear governance structures, defined roles and responsibilities and regular monitoring to ensure compliance with ethical standards and regulatory requirements.

We also support these efforts through leadership and talent development programmes, succession planning discussions and a well-defined organisational structure that is reviewed periodically. Additionally, the Performance Management Framework aligns employee deliverables with business objectives through Key Performance Indicator (KPI) monitoring, while employee engagement and well-being initiatives help foster a culture of integrity, accountability and responsible conduct.

Embedding Integrity Across the Organisation

Integrity remains a shared responsibility across UEM Sunrise. All employees, including members of the Board, are required to submit annual Conflict of Interest and Anti-Corruption Declarations, supported by refresher awareness sessions to reinforce their understanding of applicable policies and expectations. Adherence to ethical standards is further strengthened through annual acknowledgment of the Code of Conduct by employees and Directors. Business partners, suppliers and vendors are likewise required to commit to the Code of Conduct for Business Partners upon registration and at regular intervals, affirming alignment with our ethical and compliance standards.

To promote transparency and accountability, we maintain a Whistleblowing Policy supported by a secure and confidential reporting platform accessible to employees, third parties and the public. Awareness of the whistleblowing mechanism is actively promoted internally through ongoing initiatives such as internal newsletters, focus group awareness sessions and employee training programmes. Externally, the policy and reporting channel are publicly disclosed to ensure accessibility and reinforce stakeholder confidence.

🌐 For more information, please refer to our website at whistleblower.uemsunrise.com/

Corruption risk is managed through structured documentation and processes, including the Risk Management Policy and Guidelines, Risk Management Process Standard Operating Procedure (“SOP”) and a Corruption Risk Management Template. These risk-based tools support the systematic identification and assessment of corruption risks across operations.

Where corruption risks are identified, mitigation measures are implemented through existing controls and targeted action plans, with ongoing monitoring to ensure effectiveness. In cases involving alleged or actual corruption, matters are escalated to the Management, BGRC and Board to ensure appropriate oversight and action.

Key Initiatives

In 2025, some of the key initiatives carried out to reinforce ethical conduct and responsible business practices are as follows:

CHIEF Integrity Advocate (CIA) Programme

The CIA programme aims to cultivate a strong culture of integrity and model ethical behaviour among employees, reinforcing accountability and compliance at all levels of the Group. It also serves as a divisional change agent, championing integrity and anti-corruption initiatives within respective departments across the Group.

In conjunction with World Whistleblowers Day, an external trainer was engaged to conduct CIA training at the Kiara Bay Sales Gallery on 2 July 2025 to strengthen awareness and practical understanding of integrity-related responsibilities.

Additionally, in conjunction with Hari Integrity Nasional and International Anti-Corruption Day, CIA sharing sessions were held during the UEM Sunrise Hi-Tea (HI-INTEGRITY) session with the IRM Department further promoting ethical leadership and integrity awareness across the Group.

Awareness and Training Programmes for Employees

We implemented a range of initiatives and training programmes to reinforce our zero-tolerance stance on corruption and strengthen awareness on ethical business practices across the Group, including:

- New UEM Sunrise Integrity and Anti-Corruption E-Learning Programme – Module 2, 3, 4 and 5
- Monthly Hi-Integrity Newsletter
- UEM Sunrise Hi-Tea (HI-INTEGRITY) session to new joiners and focus group
- 2025 UEM Sunrise’s Integrity and Risk Day

Awareness Programme for Business Partners

We provided anti-corruption awareness training to our business partners through the UEM Sunrise Bumiputera Vendor Development Programme (“B-VDP”) – Sesi Keempat, to promote understanding of corporate liability under Section 17A of the Malaysian Anti-Corruption Commission Act 2009.



Knowledge sharing under the Bumiputera Vendor Development Programme.

Current Financial Effects

There were no corruption-related cases reported during the year. In line with our commitment to strong governance, we continue to reinforce our anti-corruption and compliance framework through regular policy reviews, risk assessments and capability-building initiatives that promote ethical behaviour and accountability. Some of these efforts include:

- Implementation and maintenance of anti-corruption programmes, audits and monitoring systems as part of operational expenses
- Investments in governance-related tools, such as secure whistleblowing platforms, to ensure transparency, confidentiality and timely escalation of concerns
- Ongoing preventive compliance activities, including monitoring, due diligence and oversight of agents, intermediaries, contractors and business partners

These measures, while adding to operational costs, are essential to mitigate regulatory risk, uphold our reputation and safeguard long-term shareholder value.

Sustainability Statement

Anticipated Financial Effects

We recognise that any instance of corruption or unethical behaviour could disrupt operations, undermine stakeholder trust and compromise the Group’s commitment to responsible and transparent business practices. Potential impacts include operational disruptions, reputational harm and increased scrutiny from regulators and stakeholders. These also include financial penalties from regulators, such as:

- Fines and substantial regulatory sanctions may be imposed in the event of bribery, kickbacks or other corrupt practices
- Restitution payments may be required to reimburse affected parties or settle claims
- Compliance costs, such as continued investment in anti-corruption programmes, audits and monitoring systems will be necessary to prevent, detect and address risks
- Access to financing could be affected by governance concerns which may influence investor confidence, potentially affecting funding or investment decisions

While the financial impact of such events cannot be precisely quantified in advance, we mitigate these risks through structured compliance controls, accessible and confidential reporting channels, regular monitoring and engagement with regulators and key stakeholders.

Resilience of Our Strategy and Business Model

To prevent corruption-related incidents within UEM Sunrise, we have established a comprehensive Integrity and Anti-Corruption Plan guided by T.R.U.S.T. principles and aligned with the Guidelines on Adequate Procedures issued by the Prime Minister’s Department of

Malaysia. The plan or framework encompasses policies, procedures and a suite of initiatives designed to monitor, assess and mitigate corruption risks across all operations. Key elements include mandatory annual anti-corruption, code of conduct and conflict of interest declarations, periodic corruption risk assessments, regular training programmes and relevant internal and external audits, ensuring that ethical standards are consistently upheld throughout the organisation.

Metrics and Target

In 2025, we retained the ISO 37001:2016 Anti-Bribery Management System (“ABMS”) certification for key corporate shared services, including procurement, corporate social responsibility and integrity and risk management. This certification represents an important milestone in strengthening the Group’s system of adequate procedures, which serves as a critical safeguard against risks arising under Section 17A of the Malaysian Anti-Corruption Commission Act.

Building on the positive performance recorded in 2024, the Group continued to report zero cases in 2025 across key governance and compliance indicators.

0 legal actions relating to anti-competitive behaviour, anti-trust or monopoly practices confirmed incidents of corruption, political contributions made and fines, penalties or settlements incurred in relation to corruption

Key Performance Indicators	Unit	2023	2024	2025
Number of whistleblowing disclosures	number	8	28	4
Number of employees disciplined or dismissed due to non-compliance with anti-corruption policy	number	1	0	0
Operations Assessed for Risks Related to Corruption				
Total number of operations	number	17	22	25
Total number of operations assessed for corruption-related risks	number	17	22	25
Percentage of operations assessed for corruption-related risks	%	100	100	100
Business Ethics				
Total amount of monetary losses as a result of legal proceedings associated with charges of bribery or corruption (RM)	RM	0	0	0
Total amount of monetary losses as a result of legal proceedings associated with charges of anti-competitive practices (RM)	RM	0	0	0

Key Performance Indicators		2023		2024		2025	
Number and Percentage of Employees Who Have Received Training on Anti-Corruption (By Employee Category)							
Employee Category	No. of employees received training on anti-corruption*	Percentage of employees received training on anti-corruption	No. of employees received training on anti-corruption *	Percentage of employees received training on anti-corruption	No. of employees received training on anti-corruption*	Percentage of employees received training on anti-corruption	
Non-Management	622	99%	614	94%	653	99%	
Management	177	100%	196	97%	209	99%	
Senior Management	32	89%	34	94%	31	94%	

* Employees of Cahaya Jauhar Sdn. Bhd. are not included.

The table below summarises the Group’s communication and enforcement of anti-corruption policies and procedures. It reflects our efforts to ensure employees and business partners are aware of their responsibilities and demonstrates our adherence to ethical business practices.

Sustainability Statement

Communication of Anti-Corruption Policies and Procedures

	Unit	2023	2024	2025
No. of Board of Directors Informed on Anti-Corruption Policies and Procedures	number	9	8	10
Percentage of Board of Directors Informed on Anti-Corruption Policies and Procedures	%	100	100	100
Methods of Communication for Board of Directors		- Email - Monthly Hi- Integrity newsletter - Quarterly update in BGRC and Board of Directors meetings	- Email - Monthly Hi- Integrity newsletter - Quarterly update in BGRC and Board of Directors meetings	- Email - Monthly Hi- Integrity newsletter - Quarterly update in BGRC and Board of Directors meeting - Regular training and awareness programmes - Company intranet
No. of Employees Informed on Anti- Corruption Policies and Procedures	number	874	938	936
Percentage of Employees Informed on Anti-Corruption Policies and Procedures	%	100	100	100
Methods of Communication for Employees		- Email - Company intranet Monthly Hi- Integrity newsletter - Regular training and awareness programmes	- Email - Company intranet - Monthly Hi- Integrity newsletter - Regular training and awareness programmes	- Email - Monthly Hi- Integrity newsletter - Regular training and awareness programmes - Company intranet
No. of Business Partners Informed on Anti-Corruption Policies and Procedures	number	6,413	6,672	1,973*
Percentage of Business Partners Informed on Anti-Corruption Policies and Procedures	%	100	100	100
Methods of Communication for Business Partners		- Email - Tender briefing - Code of Conduct for Business Partners	- Email - Tender briefing - Anti-Corruption Policy and Guidelines - Code of Conduct for Business Partners	- Email - Tender briefing - Code of Conduct for Business Partners

* Represents the active vendors (valid registration and able to participate in UEMS tenders)

Outlook

The Group remains committed to upholding strong governance and ethical business practices, with continued adherence to regulatory requirements. We will reinforce integrity, transparency and accountability across our operations while maintaining competitiveness in government-related engagements. Ongoing awareness programmes and targeted training will continue to strengthen ethical conduct and mitigate corruption risks across the Group.

Governance

Data Privacy and Cybersecurity

Stakeholders:

SG3

SG4

SG6

SG7

SG8

Capitals:

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UN SDGs:

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Introduction

As digital transformation accelerates, safeguarding data privacy and cybersecurity is critical to maintaining stakeholder trust and operational resilience. In an environment of increasing cyber threats, protecting personal data and securing digital infrastructure supports the reliability, integrity and continuity of our operations.

These considerations influence how we manage our digital ecosystem across the value chain, particularly as digital platforms expand and customer interactions become more data-driven.

Upstream (External Partners and Vendors)

By engaging consultants, data privacy and cybersecurity requirements influence the business model through stricter vendor screening, data protection agreements and basic cybersecurity checks. These measures may increase compliance and procurement efforts but help reduce risks of data breaches, regulatory non-compliance and reputational damage.

Core Operations (Construction Activites)

Construction activities increasingly leverage digital systems as part of a continuous improvement approach to sustainability and project management. ProSus is being progressively deployed to track and monitor environmental data during construction, alongside other operational information. This requires secure IT systems, controlled access and regular monitoring at project sites, supporting better environmental governance, operational resilience and regulatory compliance.

Downstream (Customers and Tenants)

Involves handling customer and tenant data through sales, handovers and digital platforms. Secure data management, privacy controls and incident response procedures are therefore essential components of our business model. Although this requires continued investment, it strengthens customer trust, protects our reputation and supports long-term value creation.

Management Approach

A comprehensive suite of data privacy and cybersecurity policies are in place, including the Data Governance Policy, IT Security Policy, Cybersecurity Baseline Requirements, Information Classification Policy and Acceptable Use of Generative AI Policy. These

documents govern data access control, encryption, data minimisation, lifecycle management, PDPA compliance and protection against data leakage. Alignment with ISO/IEC 27001:2022 and PDPA is being progressively strengthened through Security Operations Center (“SOC”) maturity improvements, vulnerability assessments, MFA enforcement, endpoint protection and structured cybersecurity roadmaps. We are also progressing towards ISO/IEC 27001 and ISO/IEC 20000 organisational certification as part of the Digital Strategy.

Data privacy and cybersecurity risks are managed through defined governance structures, policies and technical controls, led by the Digital and Technology Innovation (“DTI”). This includes access management, system monitoring, vulnerability assessments and incident response protocols to detect and respond to potential threats. Responsibilities are clearly defined across functions to ensure accountability, while regular reporting to the BRGC and periodic assessments support continuous improvement in protecting data and digital infrastructure.

We maintain a structured governance framework led by the Digital and Technology Innovation (“DTI”) division. Cybersecurity and IT Governance functions oversee policy enforcement, risk monitoring, security assessments and incident response. A 24/7 SOC enhances detection and monitoring. Regular reporting is tabled to the BGRC quarterly. Roles and responsibilities are clearly defined through IT Security Policy, Data Governance Policy and Cybersecurity Baseline Requirements.

Governance has been strengthened through expanded cybersecurity roles, establishment of Next-Gen Security Operations Center (“SOC”), an enhanced reporting regime covering daily, monthly and quarterly review, adoption of NIST and ISO27001-aligned initiatives and introduction of Cybersecurity Baseline Requirements. Security controls such as MFA, EDR, threat intelligence, quarterly Security Posture Assessments and advanced email security have been implemented.



Sustainability Statement

Key Initiatives

In 2025, a range of initiatives was implemented to enhance data privacy and cybersecurity, reinforcing our commitment to safeguarding personal data and preventing privacy breaches.

Next Gen SOC Implementation

In line with our commitment to strengthening cybersecurity, we implemented the Next Gen SOC to establish a modern, centralised platform for monitoring, detecting, and responding to cyber threats. The SOC enhances our threat intelligence capabilities, enabling faster identification of potential security incidents and more rapid response times. By integrating advanced analytics, automated alerts and real-time monitoring across the digital ecosystem, it reduces the likelihood and impact of cyber incidents, strengthens our overall security posture and safeguards critical digital assets and customer information, supported by 66 devices and a total investment of RM568,683.

Attack Surface Management

The Attack Surface Management Programme, involving 1,017 participants and an investment of RM72,997 actively identifies and monitors all internet-facing assets to reduce exposure to external cyber threats. The initiative includes asset discovery, vulnerability assessments, continuous monitoring and monthly reporting to IT and Security teams. By improving visibility, prioritising risks and providing actionable guidance for remediation, the programme strengthens our overall cybersecurity posture and reduces the likelihood of successful cyberattacks.

Management of Cybersecurity Complaints

Efficient resolution of IT-related issues is prioritised while upholding high service standards, particularly in cybersecurity. Through enhanced incident response procedures, improved monitoring and better operational coordination, all reported cybersecurity and IT incidents were resolve within 24 hours. This underscores our ongoing commitment to operational excellence and maintaining stakeholder confidence.

IT Policy and SOP Realignment

Corporate information security was reinforced through the advancing of IT policies and Integrated Standard Operating Procedures (ISOP). This effort demonstrates our ongoing commitment to agility, resilience, and proactive

risk management in the face of evolving technology and emerging cyber threats. Through periodic review and enhancement of our governance frameworks, IT and cybersecurity controls remain strong, effective and aligned with industry best practices, enabling the organisation to respond swiftly and confidently to a growing and complex digital risk environment.

Cybersecurity Awareness Programme

In 2025, the Cybersecurity Awareness Programme was designed to equip employees with the knowledge and skills needed to recognise and respond to digital threats. It reduces the risk of cyber incidents arising from human error, including phishing attacks, weak password practices and the improper handling of sensitive data, while fostering a culture of cybersecurity awareness across the organisation. The initiative involved 62 hours of training with 955 participants and an investment of RM106,380, reflecting our dedication to building a resilient and security-conscious workforce.

Current Financial Effects

Investment in strengthening data governance and cybersecurity capabilities is sustained through enhanced technical controls, targeted monitoring, policy refinement and capacity-building initiatives to safeguard digital assets and maintain customer trust.

- Investments in cybersecurity and data privacy systems have strengthened customer and investor confidence, supporting stable revenue streams and digital service offerings.
- Implementation of secure IT infrastructure, access controls and employee training has increased operational costs, partially offset by lower potential expenses from data breaches, fines, or legal claims.
- Upgrading cybersecurity systems, encryption technologies and monitoring tools has increased short-term capital requirements.
- While cybersecurity investments raise immediate costs, they reduce financial risks from data breaches, regulatory penalties and reputational damage, helping protect margins.

Anticipated Financial Effects

Significant cybersecurity incidents, particularly those involving prolonged system disruption or unauthorised access to data, can influence operational continuity, stakeholder confidence and the effectiveness of digital service delivery. These considerations include:

- Strong cybersecurity and data privacy practices are expected to enhance trust with clients and tenants, supporting long-term revenue growth through digital and property-related services.

- As we expand into new growth areas such as smart buildings, proptech solutions or digital platforms, cybersecurity measures will enable scalable, secure operations and strengthen our corporate reputation, indirectly boosting profitability.
- Over time, proactive cybersecurity initiatives are expected to reduce costs related to breaches, insurance premiums and regulatory fines, improving operational efficiency.
- Future investments in advanced cybersecurity tools, monitoring systems and employee training may increase upfront spending but are projected to deliver long-term returns through risk reduction, business continuity and productivity gains.

Our cybersecurity capabilities, incident-response readiness and continuous monitoring are actively enhanced to safeguard our digital infrastructure and protect customer data in an evolving threat landscape.

Resilience of Our Strategy and Business Model

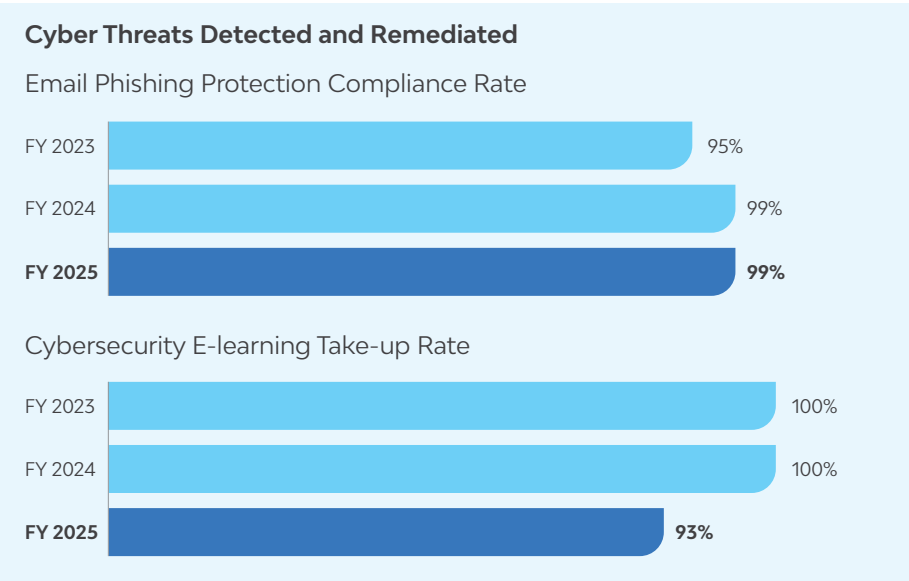
Increasing expectations from clients, regulators and stakeholders for secure digital operations have influenced long-term strategic planning. Cybersecurity standards are embedded into IT infrastructure, project operations and vendor management to maintain trust and competitiveness. Our resilience assessment includes scenario planning for data breaches, cyberattacks and regulatory changes, ensuring our business model remains adaptable, secure, and reliable under varying conditions.

Metrics and Target

In 2025, our digital ecosystem expanded amid a more complex cyber threat landscape. Strengthened controls, continuous monitoring and an adaptive cybersecurity framework enabled us to identify, contain and resolve all detected threats effectively.

confirmed data breaches, data loss, or unauthorised access cybersecurity incidents or breaches of the Personal Data Protection Act 2010

We also recorded no substantiated complaints related to identity leaks, theft or loss of customer information, building on the track record achieved in previous years. A 100% detection and remediation rate of identified cyber threats was achieved, underscoring the effectiveness of our proactive cybersecurity measures and our commitment to safeguarding customer data and digital assets.



Key Performance Indicators	Unit	2023	2024	2025
Management of Complaints				
Number of Tickets	number	539	523	601
SLA Achievement	%	100	100	100
Cybersecurity Awareness Training				
Before Training	%	Not reported	76	76
After Training	%	Not reported	78	73
Completion Rate*	%	100	100	94

* Updates to the training platform or assessment structure may have required adjustment time for some employees. The consistent 94% completion indicates smooth adoption despite these changes

Outlook

A proactive defense posture is upheld through annual Security Posture and Vulnerability Assessments, quarterly vulnerability reviews and global threat notifications, ensuring clear visibility and preparedness against emerging risks. Equally important, investment in employee cybersecurity awareness is sustained, ensuring a vigilant and well-trained workforce as a critical line of defense.

Sustainability Statement

**Governance**

**Responsible Supply Chain**



Stakeholders:





Capitals:





UN SDGs:



Introduction

Responsible supply chain management is integral to project delivery, cost control and operational performance. Given our reliance on contractors, consultants, vendors and service providers supply chain practices directly influence quality, timelines and compliance across development activities.

Supply chain risks may arise from delays and disruptions in procurement processes, non-performance by vendors and consultants, and non-compliance with contractual or regulatory requirements. These risks may result in project delays, cost overruns, quality issues and governance gaps, affecting overall project delivery and operational efficiency.

We have identified the potential implications of supply chain risks across our value chain as follows:

Upstream (Suppliers and Materials)

Environmental and social risks in procurement may arise from inaccurate information, weak planning and non-compliance with internal procedures, leading to delays, governance gaps and quality issues that affect project delivery.

Core Operations (Construction Activities)

Risks related to contractor and consultant performance may result in schedule disruptions, cost overruns and rework, affecting execution efficiency and overall project outcomes.

Downstream

Procurement-related risks may affect post-construction outcomes, including defects management, handover timelines and customer experience, potentially leading to higher rectification costs, customer dissatisfaction and reputational impact.

Management Approach

UEM Sunrise is committed to upholding responsible, transparent and ethical procurement practices across its operations and value chain. Governance controls and oversight mechanisms are in place to ensure that suppliers, contractors and business partners operate in accordance with applicable laws, contractual requirements and ethical standards. Supply chain risk governance is anchored in the Integrated Risk Management (“IRM”) framework, which defines our risk structure and tolerances, while the Procurement function operationalises this framework through vendor due diligence, compliance monitoring and ongoing engagement.

Suppliers are subject to structured due diligence and ESG screening as part of onboarding and ongoing evaluation processes to identify and manage environmental, social and compliance risks across the supply chain.

Our supply chain governance is further supported by key policies and guidelines, including the Procurement Policy, Code of Conduct for Business Partners, Anti-Corruption Policy and Guidelines, Conflict of Interest Policy and Whistleblowing Policy. All vendors and business partners on the Approved Vendor List are required to acknowledge the Code of Conduct for Business Partners, reinforcing expectations related to ethical behaviour, labour practices, health and safety, environmental compliance and anti-corruption commitments.

Supplier risk is managed through structured onboarding, evaluation and ongoing performance monitoring processes. Vendors and contractors are assessed against defined ethical, environmental and operational criteria prior to engagement, with periodic reviews conducted to monitor compliance with required standards. Non-compliance is addressed through corrective actions, performance tracking and, where necessary, escalation or disengagement.



As part of the vendor pre-qualification and due diligence process, we conduct structured assessments listed below to evaluate suppliers’ governance, operational capability and sustainability performance. These criteria are designed to ensure that vendors are capable of meeting UEM Sunrise’s standards while mitigating risks related to delays, quality deficiencies, regulatory breaches or reputational exposure.

Governance and Ethical Compliance

Verification of Anti-bribery and corruption (“ABAC”) and Conflict of Interest (“COI”) compliance, acknowledgement of the Code of Conduct (“CoC”) for Business Partners and confirmation of regulatory compliance status.

Labour Standards and Social Practices

Review of labour policies and practices, adherence to social standards declarations, and compliance with applicable employment and human rights regulations.

Environmental Practices

Assessment of environmental management systems, track record in regulatory compliance, waste and resource management practices, and adoption of environmentally responsible materials and production technologies.

Quality Health Safety and Environment

Evaluation of historical QHSE performance, safety records, incident history and quality management systems.

Certifications and Standards

Verification of relevant industry and ESG-related certifications (e.g., ISO 9001:2015 or equivalent quality management certifications).

Operational and Financial Capacity

Assessment of technical expertise, project execution capability, financial strength and ability to deliver within required timelines and specifications.

Supplier performance is monitored through ongoing project oversight, contractual compliance checks, annual assessments and site supervision mechanisms. All vendors undergo performance reviews within their year of service, covering contractual compliance, quality, safety, environmental practices and ethical conduct. Where non-compliance is identified, corrective actions are implemented in accordance with contractual and governance procedures. Through these measures, we seek to mitigate supply chain-related risks, uphold responsible sourcing practices and safeguard operational continuity, financial performance and stakeholder trust.

To promote long-term collaboration and performance consistency, we engage selected vendors through its Vendor Partnership Programme (“VPP”), which fosters structured engagement, capability development and performance alignment. Sustainability considerations are further incorporated into procurement and project delivery through the SDDG guiding responsible material selection, resource efficiency and environmental performance across developments.

Sustainability Statement

Key Initiatives

Supplier Management and ESG Integration

UEM Sunrise continued to strengthen its supplier due diligence processes to ensure governance, integrity, and ESG alignment across the supply chain. In FY2025, environmental screening coverage of vendors increased to 69%, reflecting enhanced environmental assessment criteria and improved supplier screening processes. Social screening coverage remained at 100% across the past three years, demonstrating sustained adherence to social compliance requirements within the supply base.

The assessment identified no material non-compliance relating to labour standards, environmental requirements, or ethical practices. Safety-related non-conformances, where observed, were addressed through established QHSE monitoring and corrective action mechanisms, ensuring compliance with site standards and supporting continuous improvement. These monitoring processes provide assurance that suppliers remain aligned with governance and sustainability expectations, while enabling timely intervention when performance gaps are identified.

During the year, the vendor base was refreshed through the addition of new vendors and the removal of inactive or non-compliant vendors. The resulting streamlined pool enhances oversight and ensures alignment with operational and regulatory standards.

UEM Sunrise also maintained its commitment to local sourcing. In FY2025, 98% of vendors were local companies, accounting for 99.62% of total procurement spending. Total contributions to vendors increased to RM971.7 million, reflecting higher project activity during the year.

98%

local vendors

RM971.7 million

contribution to vendors

99.6%

local procurement spend

Current Financial Effects

In the current financial year, UEM Sunrise did not incur financial losses arising from supply chain-related sustainability risks. While the Group did not experience additional financial outlays, it is recognised that green materials are not always competitively priced compared to conventional alternatives. This pricing dynamic is an important consideration in strengthening responsible supply chain practices and informs procurement decision-making. Ensuring supplier compliance with environmental and social regulations involves established due-diligence processes, including verification activities and documentation review. These processes support responsible supply chain practices and are integrated into procurement and project management considerations, of which will contribute to higher overall procurement and project costs.

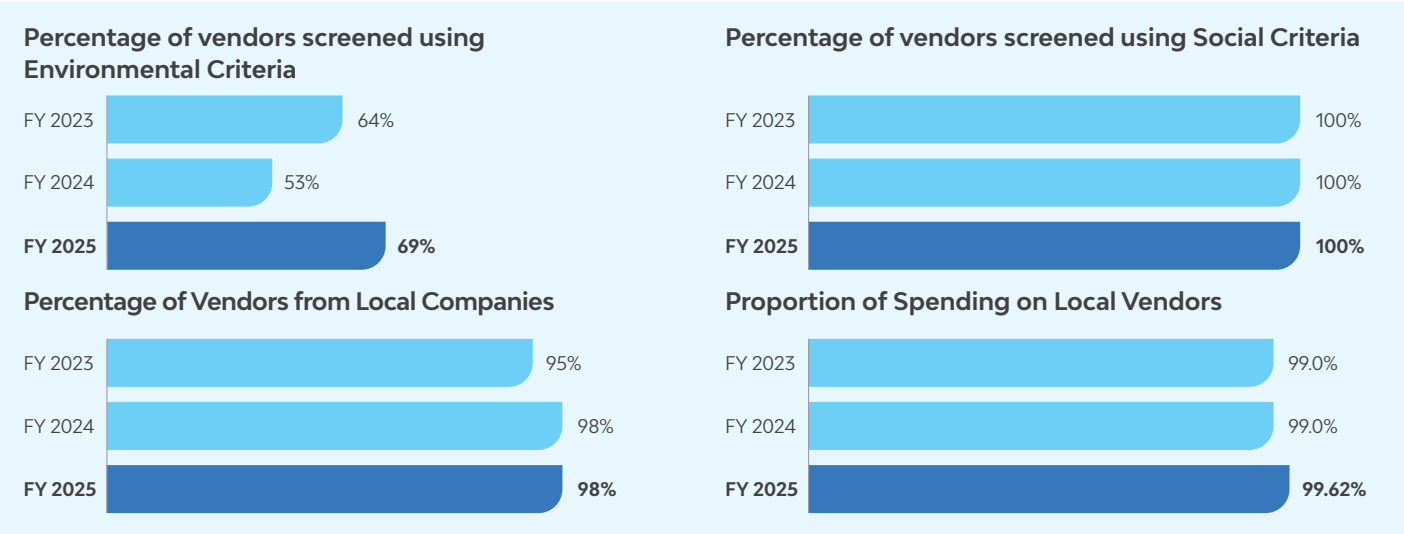
Anticipated Financial Effects

It is anticipated that the continued strengthening of responsible supply chain practices may carry financial implications over the short to medium-term. Environmental and social compliance issues within the value chain have the potential to influence stakeholder confidence and perceptions of UEM Sunrise’s sustainability performance, which may in turn affect future access to financing and constrain long-term growth prospects. At the same time, initiatives to enhance supplier capabilities in areas such as sustainability compliance, low-carbon construction methods and quality management are expected to support cost efficiency over the longer term. As suppliers improve performance and adopt more sustainable practices, UEM Sunrise is likely to benefit from more competitive material pricing, fewer project delays, lower defect-related costs and greater predictability in project delivery. Collectively, these improvements are anticipated to strengthen project economics and enhance financial resilience across the supply chain.

Resilience of Our Strategy and Business Model

UEM Sunrise’s responsible supply chain approach demonstrates strong resilience through structured supplier governance and continuous performance monitoring. Comprehensive due diligence and regular assessments ensure suppliers meet legal, social and environmental requirements before and throughout engagement. This disciplined approach strengthens operational reliability, mitigates value chain risks and reinforces long-term resilience by aligning supplier performance with sustainability objectives embedded in the business model.

Metrics and Target



Key Performance Indicators	Unit	2023	2024	2025
Vendor Registration – Number of New Vendors	number	327	259	352
Vendor Registration – Number of Expired Vendors	number	N/A	N/A	174
Vendor Registration – Nett Addition of Vendors	number	N/A	N/A	178
Vendor Registration – Existing Vendors	number	6,086	6,413	1,973*
Vendor Registration – Total Vendors	number	6,413	6,672	2,151*
Percentage of New Registration	%	5.00	4.00	8.30*
Total Contribution to Vendors	RM’000	742,986	701,231	971,743

* The FY2025 data reflects active vendors during the reporting year and therefore shows a decrease compared to the previous year.

Outlook

We will strengthen supply chain governance and capability to support reliable project delivery, compliance and sustainability performance across our operations. Greater integration of ethical, environmental and performance standards across suppliers supports improved oversight and consistency across the value chain.

Supplier capability development and closer collaboration with business partners support improved quality, compliance and alignment with evolving sustainability expectations, including low-carbon construction practices. These efforts position UEM Sunrise to manage supply chain risks more effectively while supporting operational efficiency and long-term value creation.

Sustainability Statement

**Governance**

**IV Innovation**



Stakeholders:



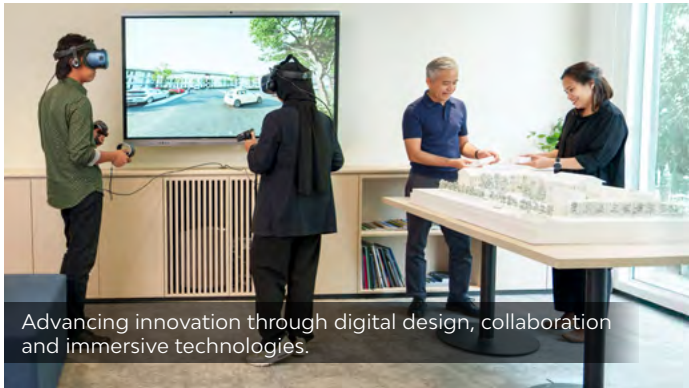
Capitals:



UN SDGs:



Introduction



Advancing innovation through digital design, collaboration and immersive technologies.

Innovation is a key driver of project delivery efficiency, cost optimisation, and market competitiveness across our development portfolio. The integration of digital design, advanced construction methods, and data-driven tools enhances precision, strengthens coordination across the project lifecycle and supports improved quality outcomes throughout the value chain.

However, gaps in system integration, inconsistent standards and legacy processes may disrupt coordination and limit the effectiveness of these technologies. This may result in design inefficiencies, rework, increased costs and delays in project delivery, ultimately constraining competitiveness in a technology-driven property development landscape.

We have identified the potential impacts of innovation across our value chain as follows:

Upstream

Innovation supports a digital-first approach to design by enhancing data accuracy and enabling early risk mitigation. The integration of Building Information Modelling (“BIM”) at the planning stage helps minimise design clashes, reduce data silos, and integrate sustainability considerations aligned with the SDDG, while early research into sustainable materials and smart-home features strengthens product differentiation and value optimisation.

Core Operations (Construction Activities)

Inadequate innovation can cause delays, rework, and material waste, affecting cost and timelines. Adoption of Industrialised Building System (“IBS”) and BIM-enabled workflows enhances efficiency, reduces labour reliance and waste and lowers construction-related carbon emissions, supporting the transition to carbon neutrality by 2050.

Downstream

Innovation improves developer–customer engagement through digital platforms like the hUb prop app, enhancing experience, efficiency, and competitiveness. Smart meters and green building certification compliance reduce operating costs, mitigate energy and climate risks and enhance long-term asset value and resilience.

Management Approach

Innovation at UEM Sunrise is embedded within UEM Sunrise’s corporate governance and strategic management framework, with oversight provided by the Board of Directors and Senior Leadership. At the management level, innovation-related initiatives are coordinated through relevant functional departments, including KMR&D, which facilitate cross-functional collaboration across areas such as product development, digitalisation and sustainable design.

The strategic direction and prioritisation of our innovation initiatives are guided by the U2030 Transformation Plan, which serves as the overarching framework supporting our transformation into a balanced and resilient real estate company by 2030. In line with national priorities such as Industry 4.0 and the National Energy Transition Roadmap, innovation functions as a strategic lever to enhance operational efficiency, strengthen organisational resilience and improve development outcomes across our residential, integrated development, industrial, commercial and international segments.

U2030 Transformation Plan

Launched in December 2023, the U2030 Transformation Plan provides the overarching strategic framework guiding UEM Sunrise’s transformation into a balanced real estate company by 2030. Within this framework, innovation is positioned as one of the core enablers that support UEM Sunrise’s strategic priorities by promoting the adoption of new technologies, forward-looking design approaches and enhanced development practices across projects and operations.

Through the U2030 Transformation Plan, UEM Sunrise places emphasis on digitalisation, product innovation and sustainable township development to enhance customer experience, optimise project delivery and improve operational performance. This approach enables UEM Sunrise to respond to evolving market demands, deliver future-ready developments and support the creation of sustainable and resilient communities.

UEM Sunrise adopts a structured approach to innovation that enhances environmental performance while strengthening development quality, operational efficiency and sustainability outcomes over time, underpinned by three key pillars:

**Sustainable Development Design Guidelines (“SDDG”) Compliance**

Aligned with the Sustainability Blueprint 2.0, the SDDG provides a structured framework for embedding sustainability principles across our property developments. It guides the integration of environmental performance, resource efficiency and long-term resilience throughout the project development lifecycle. UEM Sunrise is committed to ensuring all new projects are green certification-ready, with ongoing residential high-rise and integrated developments progressing through certification. Sustainability assessments are conducted at key project stages using a structured checklist, with close collaboration across consultants, development managers, operations team and business units to ensure consistent application. Through the SDDG, developments incorporate green building features, energy-efficient technologies and sustainable infrastructure, including passive design and water-efficient fittings, supporting the delivery of resilient, efficient and liveable communities aligned with long-term sustainability objectives.

**Building Information Modelling and Artificial Intelligence (AI) Analytics**

UEM Sunrise leverages digital technologies such as BIM and AI analytics to enhance innovation across its development lifecycle. Since 2023, all projects utilise a comprehensive BIM workflow, enabling Early Performance Analysis (“EPA”) and AI-assisted evaluations to optimise building orientation and conduct solar, wind and daylight studies, thereby reducing energy demand before construction begins. BIM further supports the integration of architectural, engineering and construction data within a collaborative digital environment, allowing project teams to improve design coordination, identify potential clashes and optimise project planning with greater accuracy.

Complementing this, AI-driven analytics strengthens data-informed decision-making by enabling UEM Sunrise to better analyse market trends, customer preferences and development performance as part of its broader digital transformation agenda.



KAIA Heights reflects green building standards certified by GreenRE.

**Green Building Certification**

UEM Sunrise integrates green building certification frameworks into its project design and development processes to enhance environmental performance and promote responsible development practices. UEM Sunrise primarily adopts the GBI and GreenRE certifications in Malaysia, while applying the Green Star framework for selected international developments. Green Consultants are engaged early in the design phase to ensure alignment with best-practice standards. Guided by its Green Building Certification Policy, UEM Sunrise aims to increase the share of certified developments, with all new key projects from 2026 onwards targeted to achieve green building certification.

Sustainability Statement

UEM Sunrise Design Playbook

UEM Sunrise drives innovation through its Design Playbook, an internal framework that standardises design principles, layouts and modular components across its developments. The Playbook streamlines design processes and promotes consistent standards through design rationalisation and the adoption of DfMA practices, supported by digital tools such as BIM to improve planning accuracy, enable early detection of design issues and strengthen project coordination. Since 2023, this approach has been implemented across all projects, enhancing buildability, reducing rework and optimising resource utilisation.

The Playbook further supports product and delivery innovation through modular and prefabricated solutions, including off-site manufactured Utility Compartment Units (“UCUs”) that help shorten construction timelines and improve installation consistency. By combining standardised design with technology-enabled solutions, the Playbook enhances operational efficiency and project predictability, demonstrating how innovation is embedded across UEM Sunrise’s development lifecycle.

Smart Building Technology

UEM Sunrise integrates smart technologies and IoT-enabled systems across its developments to create connected, efficient and sustainable communities. This includes smart home features where connected devices enhance resident convenience, safety and engagement, reflecting the Group’s sustainability-driven design approach. At the township level, solutions such as automated lighting, energy monitoring and waste management systems improve operational efficiency, optimise resource use and enhance residents’ quality of life.

To further strengthen energy visibility and efficiency, smart meters and solar-powered amenities are being introduced in selected developments to support real-time monitoring of electricity consumption and enhance energy management. These initiatives strengthen digital infrastructure across UEM Sunrise’s residential, commercial and mixed-use developments, improving building performance while supporting renewable energy readiness. Through the integration of intelligent technologies, UEM Sunrise advances innovation while promoting resource-efficient and future-ready communities.

Innovation Through Digital Enablement

UEM Sunrise fosters a culture of innovation by integrating digital tools and emerging technologies across its operations to enhance efficiency and elevate customer experience. Advanced solutions, including Microsoft 365 Copilot and AI-powered chatbots, are deployed to strengthen internal productivity and enable more responsive, real-time customer engagement. Demonstrating its customer-centric innovation focus, UEM Sunrise has introduced an end-to-end digital homebuying ecosystem through platforms such as HomeClick, which enables online unit reservation and a seamless purchasing process, and the hUb prop app, which supports progress billing updates, appointment scheduling and defect reporting within a unified digital environment.

Key Initiatives



Digital Customer Platforms

We continue to advance our digital transformation agenda by strengthening the integration of customer-facing platforms that enhance service delivery, streamline interactions and elevate the end-to-end customer experience. These platforms form a unified digital ecosystem designed to improve responsiveness, enable data-driven engagement and support a more seamless homeownership journey across our developments.

The following digital tools have been introduced:

- **Talkdesk** – A cloud-based next-generation Contact Centre platform that enables the management of customer inquiries efficiently, provides faster responses and enhances overall engagement across multiple channels.
- **HomeClick** – A digital homebuying platform that allows customers to take virtual property tours, reserve units online and secure financing through Maybank’s Home2u application, supporting a seamless purchase journey.
- **hUb prop Mobile App** – A mobile app providing homeowners with access to property information, facility booking, digitalised guides and personalised services, including merchant benefits via the Trésor Partnership programme.
- **RIA Chatbot** – An AI-powered chatbot with generative capabilities that assists in customer interactions, enables instant responses and improves productivity across the organisation.

In 2025, we committed to advance our digital transformation agenda.

RM12.9 million

This included the first-phase deployment of an e-procurement system to enhance transparency and process efficiency, as well as the implementation of an asset management system to improve visibility, control and lifecycle management of organisational assets. We also reinforced our cybersecurity posture through targeted training programmes and enhanced security tools, safeguarding data, applications and digital infrastructure while strengthening overall operational resilience.

Enhanced Construction Methodologies

Our commitment to material efficiency begins at the earliest stages of project planning. By leveraging BIM we create detailed digital models that allow us to assess design options, evaluate material requirements and understand cost implications before construction commences. This proactive approach enables more informed decision-making, improves resource utilisation and reduces the likelihood of costly on-site adjustments.

In 2025, **all projects adopted BIM** as a core planning and design tool, strengthening our ability to manage materials more efficiently while ensuring consistent project delivery.

To further enhance efficiency and minimise material waste, the IBS is adopted across all our projects, standardising construction processes and improving overall project delivery. By incorporating prefabricated, standardised building components manufactured in controlled environments, IBS supports greater construction precision, minimises on-site waste and accelerates installation timelines. When combined with BIM’s digital twin capabilities, IBS strengthens design accuracy and ensures better alignment between planning and execution.

Enhancements to our BIM workflow, including the integration of Early Performance Analysis (EPA), further embed sustainability considerations from the outset. EPA leverages real-time site inputs and AI-driven analytics to assess environmental factors such as optimal building orientation, daylight access, thermal comfort, solar exposure and wind and noise conditions during conceptual design. These insights enable us to incorporate sustainability into every project at an early stage, while simultaneously improving material and resource efficiency.

With the full implementation of BIM across all projects since 2023, design management and multi-disciplinary design coordination have been significantly enhanced, reducing interface gaps and rework while enabling accurate material oversight. This provides a strong foundation for continual improvement in construction quality, efficiency, and resource utilisation.

Smart and Sustainable Development

UEM Sunrise incorporates smart technologies across selected developments to enhance convenience, connectivity and operational efficiency for residents while supporting more sustainable living environments. These solutions include digital platforms, connected systems and mobile applications that enable homeowners to access property information, engage with community services and manage aspects of their living spaces through a centralised digital ecosystem. By leveraging technology to support modern lifestyles, these smart living features create more seamless, responsive and efficient residential experiences.

Sustainability Statement

The implementation of smart home solutions forms part of our broader smart and sustainable township development approach. By integrating digital infrastructure, IoT-enabled systems and data-driven platforms, smart homes are connected to township-level initiatives that promote efficient resource management, improved mobility and enhanced community engagement. These innovations complement sustainable design measures such as energy-efficient building elements, renewable energy applications and well-planned green spaces, supporting the development of future-ready communities. Notably, we incorporate intelligent systems such as smart lighting, automated waste management and energy-monitoring technologies within its townships, strengthening efficiency and liveability.

Green Building Certifications

We continued to advance our commitment to sustainable development, with several key projects attaining industry-recognised green building certifications. These achievements reflect our ongoing efforts to embed energy efficiency, environmental stewardship and climate-responsive design across its portfolio. In 2025, 20% of our ongoing and completed developments have been awarded both provisional and final certifications by recognised green building certification bodies, specifically GreenRE by REHDA, including:

Residensi ZIG GreenRE Silver (Provisional)	The Connaught One GreenRE Silver (Provisional)
Allevia GreenRE Gold	



Driving Value Through Partnerships

We actively pursue innovative technologies, materials and practices to enhance water conservation, pollution control and sustainable water management through targeted research and development. In 2025, we partnered with Kuala Lumpur City Hall (DBKL) through the signing of a MoU for Phase 2 of the Kiara Bay lake improvement initiative. This phase encompasses design and engineering works, construction for lake upgrading, and the commercialisation and ongoing maintenance of the lake. The initiative is expected to generate commercial value while supporting the activation of Kiara Bay as a vibrant waterfront township. In addition, we are piloting the reuse of treated lake water for commercial common areas, including sanitation and irrigation, demonstrating our commitment to sustainable and circular water practices.

Current Financial Effects

In the current financial year, we did not incur any material financial loss related to innovation initiatives. However, ongoing digitalisation and technology-driven transformation efforts resulted in higher operating and capital expenditures. On the operating side, challenges associated with the adoption of BIM, particularly its integration with legacy workflows, led to duplicated processes and project delays, increasing staff-related costs and extending project management timelines. Additional resources were also required for data verification due to siloed systems, alongside recurring cybersecurity, system maintenance and data-management expenses to safeguard digital assets.

Capital expenditure increased in line with our investments in innovative technologies, including smart meters, digital platforms and advanced construction systems. Further pressures on CAPEX arose from design rework and material inefficiencies where BIM coordination issues resulted in unresolved clashes during planning. These financial effects reflect both challenges that we face in upholding innovation at UEM Sunrise and our ongoing commitment to driving digital improvements and long-term value creation.

Anticipated Financial Effects

We anticipate that ongoing investment in innovation will deliver long-term financial benefits, particularly through improved operational efficiency and optimised resource utilisation. As digital tools, data platforms and advanced construction technologies become more established across the organisation, greater automation and integrated workflows are expected to reduce energy consumption, enhance material efficiency and streamline project coordination, collectively lowering operational costs across the property portfolio.

Over time, improved data visibility and standardised processes enabled by BIM, AI-driven analysis and digital platforms are also expected to reduce inefficiencies, minimise rework and shorten project cycles, thereby lowering both operating and lifecycle-related expenditures. These financial benefits support our broader innovation strategy by promoting sustainable operations, strengthening project performance and enhancing long-term value creation across developments.

Resilience of Our Business Strategy and Business Model

UEM Sunrise's strategy and business model continue to demonstrate strong resilience in relation to innovation, embedding adaptive capabilities across strategic, operational, environmental and financial pillars. Guided by the U2030 Transformation Plan, innovation supports a balanced portfolio through diversification into growth segments such as industrial development and renewable energy, alongside the adoption of emerging technologies including AI-driven tools like Copilot. Operational efficiency is enhanced through BIM, IBS, MMC and the SDDG, improving coordination, optimising resources and strengthening delivery agility. Environmental resilience is advanced via Sustainability Blueprint 2.0, incorporating passive design, integrated renewables and nature-based solutions. Financial resilience is supported by digital customer platforms such as hUb prop and HomeClick, alongside sustainability-linked financing, enabling UEM Sunrise to navigate external challenges and drive long-term value creation.

Key Performance Indicators	Unit	2023	2024	2025
Percentage of design clashes resolved through BIM	%	N/A*	N/A*	100**

* We began monitoring in 2025, which serves as the baseline for all targets and progress tracking.
** For newly launched projects in 2025.

Outlook

Looking ahead, we will strengthen innovation capabilities to support long-term resilience and competitiveness under the U2030 Transformation Plan. This includes expanding digital and AI-enabled tools, accelerating BIM, IBS and MMC adoption, and enhancing sustainability-driven design standards to improve efficiency, reduce resource dependency, and uplift development quality.

We remain committed to leveraging innovation as a growth enabler, with a focus on data-driven decision-making, operational efficiency, and cybersecurity. Innovation will also support climate-aligned goals through passive design, renewable energy, and smart energy systems, while digital platforms such as hUb prop and HomeClick enhance customer engagement and service continuity. Continued AI adoption will further improve productivity and drive sustainable value creation.

Bursa Malaysia’s Centralised Sustainability Intelligence (“CSI”) Prescribed Table

UEM Sunrise Berhad
IFRS S2

Date & Time: 2026-04-20_19:26:48
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Climate Change	Total Scope 1 and Scope 2 (Location-based)	tCO2e	32,014.00	Reduce Scope 1 and Scope 2 GHG emissions by 20% by 2030 from a 2023 baseline	No assurance	Engaged external consultant to conduct Quality Assurance and Quality Control (QA/QC) review of GHG emissions inventory and land-use change emission calculation for financial year ended 31 December 2025
Climate Change	Scope 3 Category 1: Purchased Goods and Services	tCO2e	5,928.80	No target	No assurance	Engaged external consultant to conduct Quality Assurance and Quality Control (QA/QC) review of GHG emissions inventory and land-use change emission calculation for financial year ended 31 December 2025
Climate Change	Scope 3 Category 6: Business Travel	tCO2e	24730	No target	No assurance	Engaged external consultant to conduct Quality Assurance and Quality Control (QA/QC) review of GHG emissions inventory and land-use change emission calculation for financial year ended 31 December 2025
Climate Change	Scope 3 Category 7: Employee Commuting	tCO2e	2,10750	No target	No assurance	Engaged external consultant to conduct Quality Assurance and Quality Control (QA/QC) review of GHG emissions inventory and land-use change emission calculation for financial year ended 31 December 2025

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-20_19:26:48

Page 1 of 1

Global Reporting Initiative (“GRI”) Content Index

Statement of use	UEM Sunrise Sdn. Bhd. has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organisational details	Who We Are, page 6-11
	2-2 Entities included in the organisation sustainability reporting	Basis of This Report, page 2-5
	2-3 Reporting period, frequency and contact point	Basis of This Report, page 2-5
	2-4 Restatements of information	Basis of This Report, page 2-5
	2-5 External assurance	Independent Limited Assurance Report, page 246-248
	2-6 Activities, value chain and other business relationships	Who We Are page 6-11
	2-7 Employees	Employee Management, page 153-166
	2-8 Workers who are not employees	Employee Management, page 153-166
	2-9 Governance structure and composition	Corporate Governance Overview Statement, page 252-286
	2-10 Nomination and selection of the highest governance body	Corporate Governance Overview Statement, page 252-286
	2-11 Chair of the highest governance body	Corporate Governance Overview Statement, page 252-286
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance Overview Statement, page 252-286
	2-13 Delegation of responsibility for managing impacts	Corporate Governance Overview Statement, page 252-286
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance Overview Statement, page 252-286
	2-15 Conflicts of interest	Corporate Governance Overview Statement, page 252-286
	2-16 Communication of critical concerns	Corporate Governance Overview Statement, page 252-286
	2-17 Collective knowledge of the highest governance body	Corporate Governance Overview Statement, page 252-286
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Overview Statement, page 252-286
	2-19 Remuneration policies	Corporate Governance Overview Statement, page 252-286
	2-20 Process to determine remuneration	Corporate Governance Overview Statement, page 252-286

Global Reporting Initiative (“GRI”) Content Index

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Letter from Our Chairman, page 28-31
	2-23 Policy commitments	Responsible Supply Chain, page 210-213 Human Rights, page 167-171 Corporate Governance Overview Statement, page 252-286
	2-24 Embedding policy commitments	Refer to “Management Approach” across disclosed Sustainability Statement
	2-25 Processes to remediate negative impacts	Human Rights, page 167-171
	2-26 Mechanisms for seeking advice and raising concerns	Human Rights, page 167-171
	2-27 Compliance with laws and regulations	Ethical Business Practices, page 201-206
	2-28 Membership associations	Stakeholder Engagement and Value Creation, page 46
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Value Creation, page 46-54
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Matters, page 65-74
	3-2 List of material topics	Material Matters, page 65-74
	3-3 Management of material topics	Refer to “Management Approach” across disclosed Sustainability Statement
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Biodiversity, page 146-152
	101-2 Management of biodiversity impacts	Biodiversity, page 146-152
	101-3 Access and benefit-sharing	Biodiversity, page 146-152
	101-4 Identification of biodiversity impacts	Biodiversity, page 146-152
	101-5 Locations with biodiversity impacts	Biodiversity, page 146-152
	101-6 Direct drivers of biodiversity loss	Biodiversity, page 146-152
	101-7 Changes to the state of biodiversity	Biodiversity, page 146-152
	101-8 Ecosystem services	Biodiversity, page 146-152
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Climate Change, page 117-129 Corporate Governance Overview Statement, page 252-286
	102-2 Climate change adaptation plan	Climate Change, page 117-129
	102-4 GHG emissions reduction targets and progress	Climate Change, page 117-129
	102-5 Scope 1 GHG emissions	Climate Change, page 117-129
	102-6 Scope 2 GHG emissions	Climate Change, page 117-129
	102-7 Scope 3 GHG emissions	Climate Change, page 117-129

GRI STANDARD	DISCLOSURE	LOCATION
GRI 102: Climate Change 2025	102-8 GHG emissions intensity	Climate Change, page 117-129
	102-9 GHG removals in the value chain	Climate Change, page 117-129
GRI 103: Energy 2025	103-1 Energy policies and commitments	Energy Management, page 141-145
	103-2 Energy consumption and self-generation within the organisation	Energy Management, page 141-145
	103-3 Upstream and downstream energy consumption	Energy Management, page 141-145
	103-4 Energy intensity	Energy Management, page 141-145
	103-5 Reduction in energy consumption	Energy Management, page 141-145
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Contribution, page 195-200
	201-2 Financial implications and other risks and opportunities due to climate change	Climate Change, page 117-129
	201-3 Defined benefit plan obligations and other retirement plans	Employee Management, page 155
	201-4 Financial assistance received from government	Economic Contribution, page 195-200
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Local Community, page 181-188
	203-2 Significant indirect economic impacts	Local Community, page 181-188
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible Supply Chain, page 210-213
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Ethical Business Practices, page 201-206
	205-2 Communication and training about anti-corruption policies and procedures	Ethical Business Practices, page 201-206
	205-3 Confirmed incidents of corruption and actions taken	Ethical Business Practices, page 201-206
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethical Business Practices, page 201-206
GRI 207: Tax 2019	207-1 Approach to tax	Economic Contribution, page 195-200
	207-2 Tax governance, control, and risk management	Economic Contribution, page 196
	207-3 Stakeholder engagement and management of concerns related to tax	Economic Contribution, page 197
	207-4 Country-by-country reporting	Statements of Financial Position, page 313-315
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Waste Management, page 130-135
	301-2 Recycled input materials used	Waste Management, page 130-135

Global Reporting Initiative (“GRI”) Content Index

GRI STANDARD	DISCLOSURE	LOCATION
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, page 136-140
	303-2 Management of water discharge-related impacts	Water Management, page 136-140
	303-5 Water consumption	Water Management, page 136-140
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside of protected areas	Biodiversity, page 146-152
	304-2 Significant impacts of activities products and services on biodiversity	Biodiversity, page 146-152
	304-3 Habitats protected or restored	Biodiversity, page 146-152
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity, page 146-152
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management, page 130-135
	306-2 Management of significant waste-related impacts	Waste Management, page 130-135
	306-3 Waste generated	Waste Management, page 130-135
	306-4 Waste diverted from disposal	Waste Management, page 130-135
	306-5 Waste directed to disposal	Waste Management, page 130-135
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Responsible Supply Chain, page 210-213
	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible Supply Chain, page 210-213
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employee Management, page 153-166
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Management, page 153-166
	401-3 Parental leave	Employee Management, page 153-166
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and Safety, page 172-180
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety, page 172-180
	403-3 Occupational health services	Health and Safety, page 172-180
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety, page 172-180

GRI STANDARD	DISCLOSURE	LOCATION
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	Health and Safety, page 172-180
	403-6 Promotion of worker health	Health and Safety, page 172-180
	403-8 Workers covered by an occupational health and safety management system	Health and Safety, page 172-180
	403-9 Work-related injuries	Health and Safety, page 172-180
	403-10 Work-related ill health	Health and Safety, page 172-180
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Management, page 153-166
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Management, page 153-166
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Management, page 153-166
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Employee Management, page 153-166
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Human Rights, page 167-171
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Employee Management, page 153-166
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Human Rights, page 167-171
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights, page 167-171
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Local Community, page 181-188
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Local Community, page 181-188
	413-2 Operations with significant actual and potential negative impacts on local communities	Local Community, page 181-188

Global Reporting Initiative (“GRI”) Content Index

GRI STANDARD	DISCLOSURE	LOCATION
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible Supply Chain, page 210-213
	414-2 Negative social impacts in the supply chain and actions taken	Human Rights, page 167-171
GRI 415: Public Policy 2016	415-1 Political contributions	Ethical Business Practices, page 201-206
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Customer Management, page 189-194
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Health and Safety, page 172-180
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Cybersecurity, page 207-209

Sustainability Accounting Standards Board (“SASB”) Content Index

IF-RE Real Estate

SASB Topic	SASB Metric	SASB Code	UEM Sunrise’s Reporting
Energy Management	Energy consumption data coverage as a percentage of total floor area, by property sector	IF-RE-130a.1	Energy consumption data coverage is based on 100% of Total Net Lettable Area (Commercial), amounting to 1,239,590 sq ft, in accordance with UEM Sunrise’s operational control approach.
	(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity and (3) percentage renewable, by property sector	IF-RE-130a.2	Energy Management, page 141-145 Total energy consumption under operational control amounted to 157,762.35 GJ, with 54,581.91 GJ consumed at project sites. Renewable energy generation of 3,279.35 GJ from on-site solar installations was used for self-consumption.
	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property sector	IF-RE-130a.3	Energy Management, page 141-145 For UEMS operations, total energy consumption amounted to 171,323.04 GJ in 2024 and 157,762.35 GJ in 2025, representing an increase of 7.92% year-on-year. For project sites, total energy consumption amounted to 95,294.85 GJ in 2024 and 54,581.91 GJ in 2025, representing a reduction of 42.72% year-on-year.
	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property sector	IF-RE-130a.4	Innovation, page 214-219 UEM Sunrise reported the list of properties with green building certifications.
	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	IF-RE-130a.5	Energy Management, page 141-145 Innovation, page 214-219

For all potential projects, UEM Sunrise undertakes a comprehensive due diligence process, supported by a structured and robust assessment framework.

Sustainability Accounting Standards Board (“SASB”) Content Index

SASB Topic	SASB Metric	SASB Code	UEM Sunrise’s Reporting
Water Management	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property sector	IF-RE-140a.1	Water Management, page 136-140 UEM Sunrise does not operate in regions with High or Extremely High Baseline Water Stress; therefore, this metric is not applicable, with coverage determined based on the operational control approach.
	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property sector	IF-RE-140a.2	Water Management, page 136-140 UEM Sunrise does not operate in regions with High or Extremely High Baseline Water Stress; therefore, this metric is not applicable, with coverage determined based on the operational control approach.
	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property sector	IF-RE-140a.3	Water Management, page 136-140 For UEMS operations (Office & Sales Gallery and Retail/Commercial assets), total water consumption amounted to 89.97 ML in 2024 and 167.43 ML in 2025. The increase in FY2025 reflects an expansion of the reporting boundary to include five facilities in 2025, compared to only two facilities in 2024, based on UEM Sunrise’s direct water consumption (excluding tenant usage). As a result, year-on-year comparisons are not directly comparable on a like-for-like basis. For project sites, total water consumption amounted to 178.00 ML in 2024 and 175.23 ML in 2025. The reduction in FY2025 primarily reflects a decrease in the number of active projects from 49 projects in FY2024 to 29 projects in FY2025. Water usage at project sites also varies by construction stage, and therefore year-on-year comparisons may not reflect like-for-like changes.
	Description of water management risks and discussion of strategies and practices to mitigate those risks	IF-RE-140a.4	Water Management, page 136-140

SASB Topic	SASB Metric	SASB Code	UEM Sunrise’s Reporting
Management of Tenant Sustainability Impacts	(1) Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and (2) associated leased floor area, by property sector	IF-RE-410a.1	At present, no cost-recovery-related clauses are incorporated into our leasing arrangements.
	Percentage of tenants that are separately metered or submetered for (1) grid electricity consumption and (2) water withdrawals, by property sector	IF-RE-410a.2	Energy Management, page 141-145 Water Management, page 136-140 Smart metering for energy and water has been implemented across multiple assets. In the Central region, Publika and Kiara Bay achieved 100% separate metering for both electricity and water. In the Southern region, PHIFT achieved 100% coverage for both utilities, while Anjung Neighbourhood Centre, Marina Walk, and ESC have varying levels of coverage. Overall, combined electricity metering coverage for Central and Southern regions was 83.72% in 2025, and water metering coverage was 86.29%
	Discussion of approach to measuring, incentivising and improving sustainability impacts of tenants	IF-RE-410a.3	Discussions are in progress to integrate sustainability considerations into leases and tenant relationships, with initial steps already taken at Kiara Bay through the introduction of green leasing elements, including provisions for solar panel installations and energy efficiency.
Climate Change Adaptation	Area of properties located in 100-year flood zones, by property sector	IF-RE-450a.1	The analysis on areas of properties located in 100-year flood zones is not conducted.
	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	IF-RE-450a.2	Climate Change, page 117-129

Activity Metrics

SASB Metric	SASB Code	UEM Sunrise’s Reporting
Number of assets, by property sector	IF-RE-000.A	Our Property Portfolio, page 8-9
Leasable floor area, by property sector	IF-RE-000.B	Total Net Lettable Area (Commercial) – 1,239,590 sq ft
Percentage of indirectly managed assets, by property sector	IF-RE-000.C	UEM Sunrise does not have any indirectly managed assets. All assets are under 100% control by the Group.
Average occupancy rate, by property sector	IF-RE-000.D	Property Sector Overview, page 55

International Financial Reporting Standards (“IFRS”) S1 and S2 Disclosure Index

ISSB Standard	Requirement	References
S1.20	Are the entity’s sustainability-related financial disclosures for the same reporting entity as the related financial statements?	Basis of This Report, page 2-5
S1.21(a)	Does the entity disclose the connections between the items to which the information relates, such as various sustainability-related risks and opportunities that could reasonably be expected to affect the entity’s prospects?	
S1.21(b)	Does the entity disclose the connections between disclosures provided by the entity i) within its sustainability-related financial disclosures and ii) across its sustainability-related financial disclosures and other general purpose financial reports published by the entity?	
S1.22	Does the entity identify the financial statements to which the sustainability-related financial disclosures relate?	
S1.23	Are the data and assumptions used in preparing the sustainability-related financial disclosures consistent - to the extent possible, considering the requirements of IFRS Accounting Standards or other applicable GAAPs - with the corresponding data and assumptions used in preparing the related financial statements?	
S1.24	When currency is specified as the unit of measure in the sustainability-related financial disclosures, does the entity use the presentation currency of its related financial statements?	
S1.59(a)	Does the entity identify the specific standards, pronouncements, industry practice and other sources of guidance that it has applied in preparing its sustainability-related financial disclosures, including, if applicable, identifying the disclosure topics in the SASB Standards?	
S1.59(b)	Does the entity identify the industry(s) specified in the IFRS Sustainability Disclosure Standards, the SASB Standards or other sources of guidance that the entity has applied in preparing its sustainability-related financial disclosures, including in identifying applicable metrics?	
S1.60	Does the entity provide disclosures required by IFRS Sustainability Disclosure Standards as part of its general purpose financial reports?	IFRS Content Index, page 230-245
S1.62	If the entity discloses information required by an IFRS Sustainability Disclosure Standard in the same location as information disclosed to meet other requirements, such as information required by regulators, does the entity ensure that the sustainability-related financial disclosures are clearly identifiable and not obscured by that additional information?	
S1.64	Does the entity report its sustainability-related financial disclosures at the same time and cover the same reporting period as the related financial statements?	
S1.66(a)	If the entity changes the end of its reporting period and discloses sustainability-related financial disclosures for a period longer or shorter than 12 months, does the entity disclose the period covered by the sustainability-related financial disclosures?	

ISSB Standard	Requirement	References
S1.66(b)	If the entity changes the end of its reporting period and discloses sustainability-related financial disclosures for a period longer or shorter than 12 months, does the entity disclose the reasons for using a longer or shorter period?	There is no change to UEM Sunrise’s reporting year for the current financial year.
S1.66(c)	If the entity changes the end of its reporting period and discloses sustainability-related financial disclosures for a period longer or shorter than 12 months, does the entity disclose the fact that the amounts disclosed in the sustainability-related disclosures are not entirely comparable?	
S1.67	If, after the end of the reporting period but before the date on which the sustainability-related financial disclosures are authorised for issue, an entity receives information about conditions that existed at the end of the reporting period, does the entity update disclosures that relate to those conditions in the light of the new information?	There is no subsequent information relating to conditions existing at the end of the reporting period that UEM Sunrise is required to disclose.
S1.68	Does the entity disclose information about transactions, other events and conditions that occur after the end of the reporting period, but before the date on which the sustainability-related financial disclosures are authorised for issue, if non-disclosure of that information could reasonably be expected to influence decisions that primary users of general purpose financial reports make on the basis of those reports?	
S1.70	Does the entity disclose comparative information in respect of the preceding period for all amounts, narrative and descriptive sustainability-related financial information disclosed in the reporting period?	UEM Sunrise applied the available transition relief from having to disclose comparative information Basis of This Report, page 2-5
S1.72	Does the entity provide an explicit and unqualified statement of compliance if its sustainability-related financial disclosures comply with all of the relevant requirements of IFRS Sustainability Disclosure Standards?	Basis of This Report, page 2-5
S1.74	Does the entity disclose information to enable users of general-purpose financial reports to understand the judgements, apart from those involving estimations of amounts, that the entity has made in the process of preparing its sustainability-related financial disclosures and that have the most significant effect on the information included in those disclosures?	Basis of This Report, page 2-5 Climate Change, page 117-129

International Financial Reporting Standards (“IFRS”) S1 and S2 Disclosure Index

ISSB Standard	Requirement	References
S1.77	Does the entity disclose information to enable users of general purpose financial reports to understand the most significant uncertainties affecting the amounts reported in its sustainability-related financial disclosures?	Basis of This Report, page 2-5
S1.78(a)	Does the entity identify the amounts that it has disclosed that are subject to a high level of measurement uncertainty?	The Group provides qualitative disclosures on the key sources of measurement uncertainty and the significant assumptions and judgements applied in assessing climate-related risks and opportunities. Financial quantification for certain items will be refined as data and methodologies mature, in line with applicable transition relief
S1.78(b)(i)	Does the entity disclose the sources of measurement uncertainty for each amount subject to a high level of measurement uncertainty?	
S1.78(b)(ii)	Does the entity disclose the assumptions, approximations and judgements the entity has made in measuring each amount subject to a high level of measurement uncertainty?	
S1.B32	Does the entity disclose material sustainability-related financial information, even if law or regulation permits the entity not to disclose such information?	Not applicable to UEM Sunrise.
S1.B33	An entity need not disclose information otherwise required by an IFRS Sustainability Disclosure Standard if law or regulation prohibits the entity from disclosing that information. If an entity omits material information for that reason, does it identify the type of information not disclosed and explain the source of the restriction?	UEM Sunrise have disclosed the identified climate-related opportunities under Climate Change, page 117-129
S1.B36(a)	If the entity omits information about a sustainability-related opportunity because the information is commercially sensitive, does the entity disclose the fact that it has used the exemption specified in S1.B34-B35?	
S1.B36(b)	If the entity omits information about a sustainability-related opportunity because the information is commercially sensitive, does the entity reassess, at each reporting date, whether the information qualifies for the exemption specified in S1.B34-B35?	
S1.B42(a)	Does the entity explain connections between disclosures in a clear and concise manner?	Basis of This Report, page 2-5
S1.B42(b)	Does the entity avoid unnecessary duplication if IFRS Sustainability Disclosure Standards require the disclosure of common items of information?	UEM Sunrise avoids unnecessary duplication by clearly identifying IFRS-required disclosures and using cross-references where the same information is disclosed to meet other requirements, ensuring clarity without repetition.

ISSB Standard	Requirement	References
S1.B42(c)	Does the entity disclose information about significant differences between the data and assumptions used in preparing the entity's sustainability-related financial disclosures and the data and assumptions used in preparing the related financial statements?	UEM Sunrise does not have any significant differences between the data and assumption used in preparing the sustainability-related financial disclosures and the assumptions used in the financial statements.
S1.B47(a)	If the entity discloses information required by an IFRS Sustainability Disclosure Standard by cross-reference to another report published by the entity, do the sustainability-related financial disclosures clearly identify the report within which that information is located and explain how to access that report?	UEM Sunrise does not publish any other external reports in relation to IFRS disclosures.
S1.B47(b)	If the entity discloses information required by an IFRS Sustainability Disclosure Standard by cross-reference to another report published by the entity, is the cross-reference to a precisely specified part of that report?	
S1.B50(a)	If the entity identifies new information in relation to an estimated amount disclosed in the preceding period and the new information provides evidence of circumstances that existed in that preceding period, does the entity disclose a revised comparative amount that reflects that new information, unless it is impracticable to do so or unless the metric is forward-looking (see S1.B51)?	There is no new information in relation to an estimated disclosed amount that revises prior-period amounts.
S1.B50(b)	If the entity identifies new information in relation to an estimated amount disclosed in the preceding period and the new information provides evidence of circumstances that existed in that preceding period, does the entity disclose the difference between the amount disclosed in the preceding period and the revised comparative amount, unless it is impracticable to do so or unless the metric is forward-looking (see S1.B51)?	
S1.B50(c)	If the entity identifies new information in relation to an estimated amount disclosed in the preceding period and the new information provides evidence of circumstances that existed in that preceding period, does the entity explain the reasons for revising the comparative amount, unless it is impracticable to do so or unless the metric is forward-looking (see S1.B51)?	
S1.B52(a)	If the entity redefined or replaced a metric in the reporting period, does the entity disclose a revised comparative amount, unless it is impracticable to do so?	Climate Change, page 117-129
S1.B52(b)	If the entity redefined or replaced a metric in the reporting period, does the entity explain the changes?	
S1.B52(c)	If the entity redefined or replaced a metric in the reporting period, does the entity explain the reasons for those changes, including why the redefined or replacement metric provides more useful information?	
S1.B53	If an entity introduces a new metric in the reporting period, does the entity disclose a comparative amount for that metric unless it is impracticable to do so?	

International Financial Reporting Standards (“IFRS”) S1 and S2 Disclosure Index

ISSB Standard	Requirement	References
S1.B54	If it is impracticable to revise a comparative amount for the preceding period, does the entity disclose that fact?	UEM Sunrise applied the available transition relief from having to disclose comparative information Basis of This Report, page 2-5
S1.B58(a)	If the entity identifies a material error in its prior period(s) sustainability-related financial disclosures, does it disclose the nature of the prior period error?	
S1.B58(b)	If the entity identifies a material error in its prior period(s) sustainability-related financial disclosures, does it disclose the correction, to the extent practicable, for each prior period disclosed?	
S1.B58(c)	If the entity identifies a material error in its prior period(s) sustainability-related financial disclosures and correction of the error is impracticable, does it disclose the circumstances that led to the existence of that condition and a description of how and from when the error has been corrected?	
S1.B59	When it is impracticable to determine the effect of an error on all prior periods presented, does the entity restate the comparative information to correct the error from the earliest date practicable?	Corporate Governance Overview Statement, page 252-286
S2.06(a)(i)[1]	Does the entity disclose the identity of and information about the governance body or individual responsible for oversight of climate-related risks and opportunities?	
S2.06(a)(i)[2]	Does the entity disclose how responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that governance body/individual?	
S2.06(a)(ii)	Does the entity disclose how the governance body/individual determines whether appropriate skills and competencies are available or will be developed in the future to oversee strategies designed to respond to climate-related risks and opportunities?	
S2.06(a)(iii)	Does the entity disclose how and how often the governance body/individual is informed about climate-related risks and opportunities?	Climate Change, page 117-129
S2.06(a)(iv)[1]	Does the entity disclose how the governance body/individual takes into account climate-related risks and opportunities when overseeing strategy, its decisions on major transactions and its risk management policies?	
S2.06(a)(iv)[2]	Does the entity disclose if the body/individual has considered trade-offs associated with risks and opportunities?	
S2.06(a)(v)[1]	Does the entity disclose how the governance body/individual oversees the setting of targets related to climate-related risks and opportunities?	
S2.06(a)(v)[2]	Does the entity disclose how the governance body/individual monitors progress towards those targets?	Corporate Governance Overview Statement, page 252-286
S2.06(a)(v)[3]	Does the entity disclose whether and how performance metrics related to targets are included in remuneration policies?	
S2.06(b)(i)[1]	Does the entity disclose management’s role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities?	

ISSB Standard	Requirement	References
S2.06(b)(i)[2]	Does the entity disclose whether the role is delegated to a specific management-level position/committee?	Corporate Governance Overview Statement, page 252-286
S2.06(b)(i)[3]	If the role is delegated to a specific management-level position/committee, does the entity disclose information on how oversight is exercised over that position/committee?	
S2.06(b)(ii)[1]	Does the entity disclose whether management uses controls and procedures to support the oversight of climate-related risks and opportunities?	
S2.06(b)(ii)[2]	If management uses controls and procedures to support the oversight of climate-related risks and opportunities, does the entity disclose information about how these controls and procedures are integrated with other internal functions?	
S2.07	In preparing disclosures to fulfil the requirements in S2.06, does the entity avoid unnecessary duplication in accordance with IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1)?	UEM Sunrise avoids unnecessary duplication by clearly identifying IFRS-required disclosures and using cross-references where the same information is disclosed to meet other requirements, ensuring clarity without repetition.
S2.10(a)	Does the entity describe climate-related risks and opportunities that could reasonably be expected to affect its prospects?	Climate Change, page 117-129
S2.10(b)	Does the entity explain, for each climate-related risk the entity has identified, whether it considers the risk to be a climate-related physical risk or climate-related transition risk?	
S2.10(c)	Does the entity specify, for each climate-related risk and opportunity it has identified, over which time horizons – short, medium or long-term – the effects of each climate-related risk and opportunity could reasonably be expected to occur?	Climate Change, page 117-129
S2.10(d)[1]	Does the entity disclose how it defines its short, medium and long-term time horizons?	Basis of This Report, page 2-5
S2.10(d)[2]	Does the entity disclose how the definitions of short, medium and long-term time horizons are linked to the planning horizons used by the entity for strategic decision-making?	
S2.12	In identifying the climate-related risks and opportunities that could reasonably be expected to affect an entity’s prospects, does the entity refer to and consider the applicability of the industry-based disclosure topics defined in the Industry-based Guidance on Implementing IFRS S2?	SASB Content Index, page 227-229
S2.13(a)	Does the entity disclose a description of the current and anticipated effects of climate-related risks and opportunities on its business model and value chain?	Climate Change, page 117-129

International Financial Reporting Standards (“IFRS”) S1 and S2 Disclosure Index

ISSB Standard	Requirement	References
S2.13(b)	Does the entity disclose a description of where in its business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets)?	Climate Change, page 117-129
S2.14(a)(i)[1]	Does the entity disclose how it has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making?	
S2.14(a)(i)[2]	Does the entity disclose how it plans to achieve any climate-related targets it has set?	
S2.14(a)(i)[3]	Does the entity disclose how it plans to achieve any targets it is required to meet by law or regulation?	UEM Sunrise does not have sustainability targets in place that are required to be met by any laws or regulations.
S2.14(a)(i)[4]	Does the entity disclose the current and anticipated changes to its business model, including its resource allocation, to address climate-related risks and opportunities?	Climate Change, page 117-129
S2.14(a)(ii)	Does the entity disclose its current and anticipated direct mitigation and adaptation efforts?	
S2.14(a)(iii)	Does the entity disclose its current and anticipated indirect mitigation and adaptation efforts?	
S2.14(a)(iv)	Does the entity disclose any climate-related transition plan that it has, including information about key assumptions used in developing its transition plan, and dependencies on which its transition plan relies?	
S2.14(a)(v)	Does the entity disclose information about how it plans to achieve any climate-related targets, including any greenhouse gas emissions targets described in accordance with S2.33-36?	Climate Change, page 117-129
S2.14(b)	Does the entity disclose information about how it is resourcing, and plans to resource, the activities disclosed in accordance with S2.14(a)?	
S2.14(c)	Does the entity disclose quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with S2.14(a)?	
S2.15(a), S2.16(a)	Does the entity disclose quantitative and qualitative information about how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period (current effects)?	Climate Change, page 117-129
S2.15(b)	Does the entity disclose the anticipated effects of climate-related risks and opportunities on its financial position, financial performance and cash flows over the short, medium and long-term, taking into consideration how climate-related risks and opportunities are included in the entity’s financial planning?	The Group provides qualitative disclosures on the current and anticipated financial effects of climate-related risks and opportunities on its financial position, performance, and cash flows. Quantitative financial impacts for certain climate-related risks and opportunities will be progressively enhanced as data matures, in accordance with applicable transition relief.

ISSB Standard	Requirement	References
S2.16(b)	Does the entity disclose quantitative and qualitative information about the climate-related risks and opportunities identified in S2.16(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements?	Climate Change, page 117-129
S2.16(c)	Does the entity disclose how it expects its financial position to change over the short, medium and long-term, given its strategy to manage climate-related risks and opportunities, taking into consideration its investment and disposal plans (including plans the entity is not contractually committed to) and its planned sources of funding to implement its strategy?	
S2.16(d)	Does the entity disclose how it expects its financial performance and cash flows to change over the short, medium and long-term, given its strategy to manage climate-related risks and opportunities (for example, increased revenue from products and services aligned with a lower-carbon economy; costs arising from physical damage to assets from climate events; and expenses associated with climate adaptation or mitigation)?	
S2.21(a)	If the entity determines that it need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity applying the criteria set out in S2.19-20, does the entity explain why it has not provided quantitative information?	
S2.21(b)	If the entity determines that it need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity applying the criteria set out in S2.19-20, does the entity provide qualitative information about those financial effects, including identifying line items, totals and subtotals within the related financial statements that are likely to be affected, or have been affected, by that climate-related risk or opportunity?	
S2.21(c)	If the entity determines that it need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity applying the criteria set out in S2.19-20, does the entity provide quantitative information about the combined financial effects of that climate-related risk or opportunity with other climate-related risks or opportunities and other factors unless the entity determines that quantitative information about the combined financial effects would not be useful?	
S2.22(a)(i)[1]	Does the entity disclose the implications, if any, of its climate resilience assessment for its strategy and business model?	Basis of This Report, page 2-5
S2.22(a)(i)[2]	Does the entity disclose how it would need to respond to the effects identified in the climate-related scenario analysis?	Climate Change, page 117-129
S2.22(a)(ii)	Does the entity disclose the significant areas of uncertainty considered in its assessment of its climate resilience?	
S2.22(a)(iii)	Does the entity disclose its capacity to adjust or adapt its strategy and business model to climate change over the short, medium, and long-term?	

International Financial Reporting Standards (“IFRS”) S1 and S2 Disclosure Index

ISSB Standard	Requirement	References
S2.22(a)(iii)[1]	Does the entity disclose the availability of, and flexibility in, its existing financial resources to respond to the effects identified in the climate-related scenario analysis, including to address climate-related risks and to take advantage of climate-related opportunities?	Basis of This Report, page 2-5 Climate Change, page 117-129
S2.22(a)(iii)[2]	Does the entity disclose its ability to redeploy, repurpose, upgrade or decommission existing assets?	
S2.22(a)(iii)[3]	Does the entity disclose the effect of its current and planned investments in climate-related mitigation, adaptation, and opportunities for climate resilience?	
S2.22(b)	Does the entity disclose how and when the climate-related scenario analysis was carried out?	Basis of This Report, page 2-5
S2.22(b)(i)[1]	Does the entity disclose which climate-related scenarios it used for the analysis and the sources of those scenarios?	Climate Change, page 117-129
S2.22(b)(i)[2]	Does the entity disclose whether the scenario analysis included a diverse range of climate-related scenarios?	
S2.22(b)(i)[3]	Does the entity disclose whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or physical risks?	
S2.22(b)(i)[4]	Does the entity disclose whether it used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change?	
S2.22(b)(i)[5]	Does the entity disclose why it decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments, or uncertainties?	Basis of This Report, page 2-5
S2.22(b)(i)[6]	Does the entity disclose the time horizons it used in the climate-related scenario analysis?	Climate Change, page 117-129
S2.22(b)(i)[7]	Does the entity disclose what scope of operations it used in the climate-related scenario analysis (for example, the operating locations and business units used in the analysis)?	
S2.22(b)(ii)[1]	Does the entity disclose the key assumptions made in the climate-related scenario analysis, including assumptions about climate-related policies in the jurisdictions in which the entity operates?	
S2.22(b)(ii)[2]	Does the entity disclose key assumptions made in the climate-related scenario analysis, including assumptions about macroeconomic trends?	
S2.22(b)(ii)[3]	Does the entity disclose key assumptions made in the climate-related scenario analysis, including assumptions about national- or regional-level variables (for example, local weather patterns, demographics, land use, infrastructure, and availability of natural resources)?	
S2.22(b)(ii)[4]	Does the entity disclose key assumptions made in the climate-related scenario analysis, including assumptions about energy usage and mix?	
S2.22(b)(ii)[5]	Does the entity disclose key assumptions made in the climate-related scenario analysis, including assumptions about developments in technology?	
S2.22(b)(iii)	Does the entity disclose the reporting period in which the climate-related scenario analysis was carried out (see S2. B18)?	Climate Change, page 117-129

ISSB Standard	Requirement	References
S2.23	In preparing disclosures to meet the requirements in S2.13-22, does the entity refer to and consider the applicability of cross-industry metric categories (see S2.29) and industry-based metrics associated with disclosure topics defined in the Industry- based Guidance on Implementing IFRS S2?	Basis of This Report, page 2-5 Climate Change, page 117-129 SASB Content Index, page 227-229
S2.25(a)	Does the entity disclose information about the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks?	Climate Change, page 117-129
S2.25(a)(i)	Does the entity disclose the inputs and parameters it uses (for example, information about data sources and the scope of operations covered in the processes)?	Statement on Risk Management and Internal Control, page 287-292
S2.25(a)(ii)	Does the entity disclose whether and how it uses climate-related scenario analysis to inform its identification of climate-related risks?	
S2.25(a)(iii)	Does the entity disclose how it assesses the nature, likelihood and magnitude of the effects of climate-related risks?	
S2.25(a)(iv)	Does the entity disclose whether and how it prioritises climate-related risks relative to other types of risks?	
S2.25(a)(v)	Does the entity disclose how it monitors climate-related risks?	
S2.25(a)(vi)	Does the entity disclose whether and how it changed the processes it uses - to identify, assess, prioritise and monitor climate-related risks - compared with the previous reporting period?	
S2.25(b)[1]	Does the entity disclose the processes it uses to identify, assess, prioritise and monitor climate-related opportunities?	
S2.25(b)[2]	Does the entity disclose whether and how it uses climate-related scenario analysis to inform its identification of climate-related opportunities?	
S2.25(c)	Does the entity disclose the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity’s overall risk management process?	Statement on Risk Management and Internal Control, page 287-292
S2.26	In preparing disclosures to fulfil the requirements in S2.25, does the entity avoid unnecessary duplication in accordance with S1.B42(b)?	UEM Sunrise avoids unnecessary duplication by clearly identifying IFRS-required disclosures and using cross-references where the same information is disclosed to meet other requirements, ensuring clarity without repetition.
S2.29(a)(i)	Does the entity separately disclose its absolute gross Scope 1, 2 and 3 GHG emissions generated during the reporting period, expressed as metric tonnes of CO ₂ equivalent (see S2.B19-B22)?	Climate Change, page 117-129

International Financial Reporting Standards (“IFRS”) S1 and S2 Disclosure Index

ISSB Standard	Requirement	References
S2.29(a)(ii)[1], S2.B28(a)	If required by a jurisdictional authority, or an exchange on which the entity is listed, to use a different method than the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) for measuring its greenhouse gas emissions, does the entity disclose the applicable method and the measurement approach it uses to determine its greenhouse gas emissions?	Under Bursa’s Main Market Listing Requirements – NSRF, issuers are required to comply with IFRS S2, which in turn mandates GHG emissions measurement in accordance with the GHG Protocol.
S2.29(a)(ii)[2], S2.B28(b)	If required by a jurisdictional authority or an exchange on which the entity is listed to use a different method than the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) for measuring its greenhouse gas emissions, does the entity disclose the reason, or reasons, for its choice of method and measurement approach and how that approach relates to the disclosure objective in S2.27?	
S2.29(a)(iii)[1]	Does the entity disclose the approach it uses to measure its greenhouse gas emissions (see S2.B26-B29), including the measurement approach, inputs and assumptions?	Climate Change, page 117-129
S2.29(a)(iii)[2]	Does the entity disclose the approach it uses to measure its greenhouse gas emissions (see S2.B26-B29), including the reason why it has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions?	
S2.29(a)(iii)[3]	Does the entity disclose the approach it uses to measure its greenhouse gas emissions (see S2.B26-B29), including any changes it has made to the measurement approach, inputs and assumptions during the reporting period and the reason for those changes?	Climate Change, page 117-129
S2.29(a)(iv)	Does the entity disclose Scope 1 and 2 greenhouse gas emissions disaggregated between the consolidated accounting group and other investees (e.g., associates, joint ventures and unconsolidated subsidiaries)?	Basis of This Report, page 2-5 Climate Change, page 117-129
S2.29(a)(v)[1]	Does the entity disclose its location-based Scope 2 emissions?	
S2.29(a)(v)[2]	Does the entity disclose information about any contractual instruments necessary to inform users about the entity’s Scope 2 greenhouse gas emissions?	
S2.29(a)(vi)[1]	Does the entity disclose the categories included within its measure of Scope 3 emissions?	
S2.29(a)(vi)[2]	If the entity’s activities include asset management (AM), commercial banking (CB) or insurance (IN), does the entity disclose its financed emissions for the relevant activity/activities?	Financed emissions data collection is ongoing and will be disclosed in the next reporting period

ISSB Standard	Requirement	References
S2.29(b)	Does the entity disclose the amount and percentage of assets or business activities vulnerable to transition risks?	Climate Change, page 117-129 UEM Sunrise provides qualitative disclosures on assets and business activities exposed to climate-related transition risks, informed by climate scenario analysis and assessment of transition pathways. Quantitative disclosure of the amount and percentage of assets vulnerable to transition risks is currently limited and will be progressively enhanced as data, methodologies, and systems mature, in line with applicable transition relief.
S2.29(c)	Does the entity disclose the amount and percentage of assets or business activities vulnerable to physical risks?	Climate Change, page 117-129 UEM Sunrise discloses information on assets exposed to climate-related physical risks through flood risk mapping, which identifies exposure across key geographical areas and asset types. While the assessment provides a clear indication of where physical risks are concentrated, quantitative disclosure of the amount and percentage of assets exposed to physical risks will be further refined as data quality and analytical capabilities mature, in line with applicable transition relief.

International Financial Reporting Standards (“IFRS”) S1 and S2 Disclosure Index

ISSB Standard	Requirement	References
S2.29(d)	Does the entity disclose the amount and percentage of assets or business activities aligned to climate-related opportunities?	Climate Change, page 117-129 The amount and percentage of assets/business activities aligned to climate-related opportunities is not disclosed as it is commercially sensitive information.
S2.29(e)	Does the entity disclose the amount of capital expenditure, financing or investment deployed in climate-related risks and opportunities?	Climate Change, page 117-129 The Group provides qualitative disclosures on how capital expenditure, financing, and investment decisions relate to the management of climate-related risks and opportunities. At this stage, quantitative information on the amount of capital expenditure, financing, or investment deployed specifically for climate-related risks and opportunities has not been disclosed. The Group will continue to enhance the robustness of such disclosures as data availability, tracking mechanisms, and internal systems mature, in line with applicable transition relief provisions.
S2.29(f)(i)[1]	Does the entity disclose whether it applies carbon pricing in decision-making?	UEM Sunrise does not apply internal carbon pricing in decision-making.
S2.29(f)(i)[2]	Does the entity disclose how it applies carbon pricing in decision-making?	
S2.29(f)(ii)	Does the entity disclose the price for each metric tonne of greenhouse gas emissions it uses to assess the costs of its greenhouse gas emissions?	
S2.29(g)(i)[1]	Does the entity disclose whether climate-related considerations are factored into executive remuneration?	Climate Change, page 117-129
S2.29(g)(i)[2]	Does the entity disclose how climate-related considerations are factored into executive remuneration?	Corporate Governance Overview Statement, page 252-286

ISSB Standard	Requirement	References
S2.29(g)(ii)	Does the entity disclose the percentage of executive management remuneration recognised in the current period that is linked to climate-related considerations?	Whilst Sustainability is part of UEM Sunrise executive management’s KPI, we will assess for disclosure in future reporting. Corporate Governance Overview Statement – page 252-286
S2.32	Does the entity disclose industry-based metrics?	SASB Content Index, page 227-229
S2.33	Does the entity disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets?	Climate Change, page 117-129
S2.33(a)	Does the entity disclose the metric used to set each target?	Climate Change, page 117-129
S2.33(b)	Does the entity disclose the objective of each target?	
S2.33(c)	Does the entity disclose the parts of the entity to which each target applies?	
S2.33(d)	Does the entity disclose the period over which each target applies?	
S2.33(e)	Does the entity disclose the base period from which progress is measured for each target?	
S2.33(f)	For each target, does the entity disclose any milestones and interim targets?	
S2.33(g)	For each target that is quantitative, does the entity disclose whether it is an absolute target or an intensity target?	
S2.33(h)	For each target, does the entity disclose how the latest international agreement on climate change and the corresponding jurisdictional commitments informed the target?	
S2.34	Does the entity disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target?	
S2.34(a)	Does the entity disclose whether each target and the methodology for setting the target is validated by a third party?	
S2.34(b)	Does the entity disclose its processes for reviewing each target?	Climate Change, page 117-129
S2.34(c)	Does the entity disclose the metrics used to monitor progress towards reaching each target?	
S2.34(d)	If there are any revisions to a target, does the entity disclose an explanation for those revisions?	
S2.35	Does the entity disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity’s performance?	
S2.36(a)	For each greenhouse gas emissions target, does the entity disclose which greenhouse gases are covered by the target?	

International Financial Reporting Standards (“IFRS”) S1 and S2 Disclosure Index

ISSB Standard	Requirement	References
S2.36(b)	For each greenhouse gas emissions target, does the entity disclose whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target?	Climate Change, page 117-129
S2.36(c)[1]	For each greenhouse gas emissions target, does the entity disclose whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target?	
S2.36(c)[2]	For each net greenhouse gas emissions target, does the entity disclose its associated gross greenhouse gas emissions target?	
S2.36(d)	For each greenhouse gas emissions target, does the entity disclose whether target is derived using a sectoral decarbonisation approach?	Climate Change, page 117-129
S2.36(e)	For each greenhouse gas emissions target, does the entity disclose the planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target?	Climate Change, page 117-129
S2.36(e)(i)	In explaining its planned use of carbon credits, does the entity disclose the extent to which, and how, the achievement of any net greenhouse gas emissions target relies on the use of carbon credits?	UEM Sunrise is in the process of assessing the methodology for carbon credit usage.
S2.36(e)(ii)	In explaining its planned use of carbon credits, does the entity disclose which third-party scheme(s) are used to verify or certify the carbon credits?	
S2.36(e)(iii)[1]	In explaining its planned use of carbon credits, does the entity disclose the type of carbon credit used?	
S2.36(e)(iii)[2]	In explaining its planned use of carbon credits, does the entity disclose whether the underlying offset is nature-based or based on technological carbon removals?	
S2.36(e)(iii)[3]	In explaining its planned use of carbon credits, does the entity disclose whether the underlying offset is achieved through carbon reduction or removal?	
S2.36(e)(iv)	In explaining its planned use of carbon credits, does the entity disclose any other factors necessary for users of general purpose financial reports to understand the credibility and integrity of the carbon credits the entity plans to use?	Climate Change, page 117-129
S2.B56(a)	Does the entity disclose the extent to which the entity’s Scope 3 greenhouse gas emissions are measured using inputs from specific activities within the entity’s value chain?	
S2.B56(b)	Does the entity disclose the extent to which the entity’s Scope 3 greenhouse gas emissions are measured using inputs that are verified?	Inputs used to measure Scope 3 greenhouse gas emissions are currently not internally or externally verified.
S2.B63(a)[1]	IN: Does the entity disclose its absolute gross financed emissions, disaggregated by Scope 1, Scope 2 and Scope 3 greenhouse gas emissions for each industry by asset class?	UEM Sunrise have applied the available transition relief from having to disclose Scope 3 greenhouse gas emissions.
S2.B63(a)[2]	IN: When disaggregating by industry does the entity use the Global Industry Classification Standard (GICS) 6-digit industry-level code for classifying counterparties, reflecting the latest version of the classification system available at the reporting date?	

ISSB Standard	Requirement	References
S2.B63(a)[3]	IN: When disaggregating by asset class, does the disclosure include the loans, bonds and equity investments, as well as undrawn loan commitments?	Basis of This Report, page 2-5
S2.B63(a)[4]	IN: If the entity calculates and discloses financed emissions for other asset classes, does it provide an explanation of why the inclusion of those additional asset classes provides relevant information to users of general purpose financial reports?	
S2.B63(b)[1]	IN: Does the entity disclose the gross exposure for each industry by asset class, expressed in the presentation currency of its financial statements?	
S2.B63(b)[2]	IN: For funded amounts, does the entity disclose gross exposure calculated as the funded carrying amounts (before subtracting the loss allowance, when applicable), whether prepared in accordance with IFRS Accounting Standards or other GAAP?	UEM Sunrise have applied the available transition relief from having to disclose Scope 3 greenhouse gas emissions.
S2.B63(b)[3]	IN: For undrawn loan commitments, does the entity disclose the full amount of the commitment separately from the drawn portion of loan commitments?	
S2.B63(c)[1]	IN: Does the entity disclose the percentage of its gross exposure included in the financed emissions calculation?	
S2.B63(c)[2]	IN: If the percentage of the entity’s gross exposure included, in the financed emissions calculation is less than 100%, does it disclose information that explains the exclusions, including type of assets excluded?	Basis of This Report, page 2-5
S2.B63(c)[3]	IN: Does the entity disclose separately the percentage of its undrawn loan commitments included in the financed emissions calculation?	
S2.B63(d)	IN: Does the entity disclose the methodology it used to calculate its financed emissions, including the method of allocation it used to attribute its share of emissions in relation to the size of its gross exposure?	

Independent Limited Assurance Report

Independent Limited Assurance Statement to the Board of Directors UEM Sunrise Berhad

Limited Assurance Conclusion

We have conducted a limited assurance engagement on the selected sustainability information (the “Subject Matters”) listed below for the year ended 31 December 2025 as published in the Sustainability Statement 2025 (“S-Statement”) of UEM Sunrise Berhad (the “Group” or “UEMS”).

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matters are not prepared, in all material respects, in accordance with the Reporting Criteria.

Scope of Work

BDO PLT (“BDO” or “we”), was engaged by the Company to provide limited assurance engagement as defined by the International Standard on Assurance Engagements (“ISAE”) 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information on the Subject Matters for the year ended 31 December 2025 as published in the S-Statement.

Subject Matters

The Subject Matters on which we provided limited assurance, consist of:

Subject Matters	Unit	Value 2025
Social		
• Total amount invested in the community where the target beneficiaries are external to UEMS	RM	1,005,914
• Total number of beneficiaries of the investment in communities	Pax	44,665
Health and Safety		
• Lost time incident rate	Rate	0.03

The scope of our work was limited to the Subject Matters presented in the S-Statement and did not include coverage of data sets or information unrelated to the data and information underlying the Subject Matters; nor did it include information reported outside of the S-Statement, comparisons against historical data, or management’s forward-looking statements.

Reporting Criteria

In preparing the Subject Matters mentioned above, the Group applied the following criteria:

- Listing Requirements of Bursa Malaysia Securities Berhad [paragraph 9.45(2) and paragraph (29), Part A of Appendix 9C of the Main Market Listing Requirements (supplemented by Practice Note 9)];
- Sustainability Reporting Guide 3rd Edition issued by Bursa Malaysia Securities Berhad; and
- Group’s Sustainability policies and procedures.

Inherent Limitation

Inherent limitations of assurance engagements include use of judgement and selective testing of data, which means that it is possible that fraud, error or non-compliance may occur and not be detected in the course of performing the engagement. Accordingly, there is some risk that a material misstatement may remain undetected. Further, our limited assurance engagement is not designed to detect fraud or error that is immaterial.

The absence of a significant body of established practice on which to measure and evaluate the Subject Matters, allows for different, but acceptable, measurement basis and can affect comparability between entities over time.

In addition, the reported Subject Matters may be subject to inherent limitations due to the use of estimates and assumptions applied in the underlying data and calculation methodologies.

The Subject Matters are subject to more inherent limitations than financial information, given the characteristics and methods used for determining underlying information. The precision of different measurement techniques may also vary.

Our Independence and Quality Management

We are independent of the Company in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) issued by the International Ethics Standards Board for Accountants, together with the ethical requirements that are relevant to our assurance engagement of the Subject Matters in Malaysia, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Our firm applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, and accordingly, maintains a comprehensive system of quality management, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Management’s Responsibilities

Management of the Company is responsible for:

- The preparation of the Subject Matters in accordance with the Reporting Criteria;
- Selection and application of appropriate methods to prepare the Subject Matters reported in the Report, which includes but not limited to the use of assumptions and estimates for disclosure which are reasonable; and
- Designing, implementing and maintaining internal control relevant to the preparation of the Subject Matters, in accordance with the Reporting Criteria, to enable the preparation of such information that is free from material misstatement, whether due to fraud or error.

Our Responsibilities

Our responsibility is to express our conclusion on whether anything has come to our attention that causes us to believe that the Subject Matters and related disclosures as presented in the Report are not prepared, in all material respects, in accordance with the Reporting Criteria.

We have performed our limited assurance engagement in accordance with the scope of work agreed with UEM Sunrise Berhad as stated in our Engagement Letter dated 14 February 2026, including performing the engagement in accordance to ISAE 3000 which was issued by the International Auditing and Assurance Standards Board. The Standard require that we plan and perform our engagement to obtain limited assurance about whether the Subject Matters as presented in the S-Statement are free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 involves assessing the suitability in the circumstances of UEM Sunrise Berhad’s use of the Reporting Criteria specified as the basis of preparation used for the selected Subject Matters presented in the S-Statement, assessing the risks of material misstatement thereof, whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Subject Matters in the S-Statement. We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Procedures Performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls.

Independent Limited Assurance Report

Our limited assurance engagement on the Subject Matters consists of making enquiries, primarily of persons responsible for the preparation of the Subject Matters presented in the S-Statement and applying analytical and other evidence gathering procedures as appropriate.

Our limited assurance procedures included:

- Gaining an understanding of the Company’s business, internal processes and approach to sustainability;
- Conducting interviews with key personnel and collating evidence to understand the Company’s process for reporting performance indicators and disclosures, including inquiring regarding risks of misstatement and quality controls to address risks;
- Conducting limited assurance procedures over the selected Subject Matters, including:
 - i. Undertaking analytical procedures to support the reasonableness of the data;
 - ii. Checking that the calculation Reporting Criteria have been applied as per the methodologies for the Subject Matters;
 - iii. Identifying and testing assumptions supporting calculations;
 - iv. Testing, on a sample basis, underlying source information to check accuracy of the data;
 - v. Obtaining appropriate representations from management, in the form of a management representation letter addressed to us to confirm that the management believes that it has fulfilled its responsibilities.

Other Matters

Information relating to prior reporting periods has not been subject to assurance procedures. Our report does not extend to any disclosures or assertions relating to future performance plans and/or strategies disclosed in the S-Statement. The maintenance and integrity of UEM Sunrise Berhad’s website is the responsibility of UEM Sunrise Berhad’s management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to the Subject Matters and related disclosures, the S-Statement or to our independent limited assurance report that may have occurred since the initial date of presentation on the UEM Sunrise Berhad’s website.

Restriction on distribution and use and disclaimer of liability to third parties and for any other purpose

This report, including the conclusion, has been prepared solely for the Board of Directors of UEM Sunrise Berhad, in accordance with the agreement between us, in connection with the performance of an independent limited assurance engagement on the Subject Matters, as reported by UEM Sunrise Berhad in the S-Statement and should not be used or relied upon for any other purposes.

We consent the inclusion of this report in the S-Statement to be disclosed on the website of UEM Sunrise Berhad at <https://www.uemsunrise.com/> to assist the Board of Directors in responding to their governance responsibilities by obtaining an independent limited assurance report on the Subject Matters in connection with the preparation of the S-Statement.

As a result, we will not accept any liability or responsibility to any other party to whom our report is shown or into whose hands it may come. Any reliance on this report by any third party is entirely at its own risk.

BDO PLT
Kuala Lumpur
15 April 2026

Section 6
Governance
Approach



DATUK HISHAM HAMDAN
Chairman

Governance as a Living System

Corporate governance is the foundation of strong and lasting corporate performance. At UEM Sunrise, we treat it as a strategic input; one that shapes how we make decisions, how we challenge assumptions, and how we account for the trust placed in us by the people and institutions we serve.

Our industry continues to evolve rapidly. The demands it places on our business, speed of execution, quality of judgement, and coherence of strategy have not eased. Governance must answer not just whether our structures are sound, but whether they are alive to the reality of the organisation they serve.

Good governance is not static, instead requires continuous refinement to hold ourselves to the highest level of accountability. That is the spirit in which this statement is offered.

No Single Model: Contingent Governance Theory as Our Compass

Governance research is clear on one point: there is no single optimal governance model. What works for one organisation – at one stage of its maturity, within a specific set of conditions – may be entirely wrong for another. Scholars call this Contingent Governance Theory: the principle that governance must vary with context, with the risk at stake, and with the value in play.

The question we return to is this: what does UEM Sunrise need from its Board right now? In some domains, the answer is close scrutiny and tight accountability. In others, it is the room to move quickly, with management's trust earned and intact. Getting that calibration right is one of the most demanding things a Board must do.

Michele Gelfand's research on tight and loose cultures speaks directly to this tension. Organisations, like societies, exist on a spectrum of norm enforcement – and neither extreme serves well. Too tight, and compliance replaces conviction. Too loose, and

accountability fades away. As a Government-Linked Company, UEM Sunrise operates within an inherently tighter institutional environment, and that discipline is a genuine strength. But transformation demands that we know when to loosen our grip: giving management room to experiment, to move at the pace the market requires, and to make bold calls. We must manage this tension deliberately, as calibration is itself a governance act.

From Agency to Stewardship: A Higher Aspiration

Corporate governance's dominant tradition rests on Agency Theory – the premise that managers require oversight because their interests may not align with shareholders'. It is a useful premise because it explains why boards exist, why audit committees matter, and why independent directors are valued. However, it carries a quiet pessimism: that without surveillance, behaviour drifts.

We hold ourselves to a higher standard. Stewardship Theory, on the other hand, offers a different account of what motivates management. It holds that management, given the right culture, act in the organisation's long-term best interest not because they are monitored, but because they feel genuine ownership of its future.

The distinction changes the texture of board deliberation. A board built on agency assumptions functions primarily as a control mechanism. One built on stewardship is a source of institutional wisdom, strategic challenge, and moral authority. At UEM Sunrise, the rigour remains – its foundation should ultimately be purpose, not control. That is what the tight-loose calibration described earlier looks like in practice: knowing when to hold, when to trust, and when the right move is to step back.

Challenge as a Duty, not a Disruption

The Board is an active participant in U2030 – setting direction, stress-testing strategy, and ensuring difficult decisions are made.

Transformation will naturally encounter resistance. There are moments when the commercially comfortable path diverges from the strategically necessary one. At those moments, the Board must be able to apply constructive pressure rather than provide reassurance, to avoid bad strategies from being adopted.

At UEM Sunrise, honest dialogue takes precedence over comfortable consensus. The relationship between the Board and the MD/CEO remains one of the most

consequential factors in whether non-executive directors exercise genuine influence over strategy. A strong Board creates the conditions for management to be excellent and holds itself to that standard.

Governing with the Future in Mind

Trust, once lost, is not easily rebuilt. We engage with shareholders and stakeholders on that basis – timely, clear communication is institutional integrity in practice.

We are deepening our sustainability commitments. Through the Sustainability Blueprint 2.0, the Board is guiding the Group toward a low-carbon future by 2030, ambition zero by 2040, and carbon neutrality by 2050. These are Board-level commitments, tracked through our GHG Emissions Reduction Strategy, Decarbonisation Pathway and Sustainable Development Design Guidelines. ESG is a key dimension of every strategic decision we make.

The Question We Must Earn the Right to Ask

I have closed this statement previously by asking whether we are the right stewards for UEM Sunrise. I stand by that question. Every board should return to it honestly, each year.

This year, I want to go further. Stewardship of the present is necessary. Stewardship of the future is the harder obligation. The decisions that will define UEM Sunrise a decade from now are being made today – in the strategies we approve, in the risks we accept, in what we choose to decline. The Board sitting at this table will not be the same Board that inherits those results. That asymmetry is not a reason for caution but rather, a reason for courage.

Therefore, the question I leave the Board with – and the question I believe our shareholders are entitled to ask of us – is whether we are building the kind of institution that will govern itself well long after we have gone.

Governance is not meant to obstruct our duties. It is meant to ask the right questions, make the right judgements, and ensure we stay true to our purpose. We must be bold enough to see our own weaknesses clearly. We must be honest enough to act on what we see. And we must be disciplined enough to do all of this not when it is easy, but especially when it is not.

DATUK HISHAM HAMDAN
Chairman

Corporate Governance Overview Statement

The Board of Directors (“Board”) of UEM Sunrise Berhad (“UEM Sunrise” or the “Company”) remains committed to upholding strong corporate governance as a cornerstone of effective leadership, resilience and long-term sustainability. By continuously enhancing governance policies and practices across UEM Sunrise and its subsidiaries (the “Group”), the Board seeks to support disciplined decision-making, protect stakeholders’ interests and position the Group to navigate an evolving business and regulatory landscape.

The Board remains committed to upholding high ethical standards and integrating sustainability and climate considerations into the Group’s strategic and governance framework. In light of the increasing significance of environmental, social and governance (“ESG”) matters and the introduction of the IFRS Sustainability Disclosures Standards, including IFRS S1 and S2, the Board will oversee the progressive strengthening of the Group’s governance, risk management and sustainability-related disclosure practices to enhance transparency, accountability and long-term value creation. The Board’s oversight will be guided by the following regulatory requirements and governance guidelines:

- Companies Act 2016
- Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Malaysia”)
- Malaysian Code on Corporate Governance (“MCCG” or the “Code”) issued by the Securities Commission Malaysia
- Sustainability Reporting Guide [Third Edition] of Bursa Malaysia

This statement is prepared in compliance with Bursa Malaysia’s Listing Requirements and is to be read together with the Corporate Governance Report 2025 of the Company which is available on the Company’s website. The Company’s Corporate Governance Report 2025 provides the details on how the Company has applied the practices set out in the MCCG during the financial year 2025. Robust corporate governance practices are embedded across the Group and underpin business integrity, transparency and stakeholder confidence. Governance disclosures are structured around the MCCG principles to ensure clarity, accessibility and meaningful communication with stakeholders.

COMPLIANCE WITH THE CODE

This statement takes guidance from the key corporate governance principles as set out in the MCCG.

The Group has benchmarked its practices against the relevant promulgations as well as other best practices.

As at 31 December 2025, the Company has complied with and has applied the practices encapsulated in the MCCG for the year under review with the exception of Practice 8.2 (the disclosure on a named basis of the top five Senior Management’s remuneration in bands of RM50,000), Practice 13.3 (the listed companies should leverage technology to facilitate voting in absentia and remote shareholders’ participation at general meetings) and step-up Practices 8.3 (the disclosure on a named basis of each member of Senior Management’s remuneration).

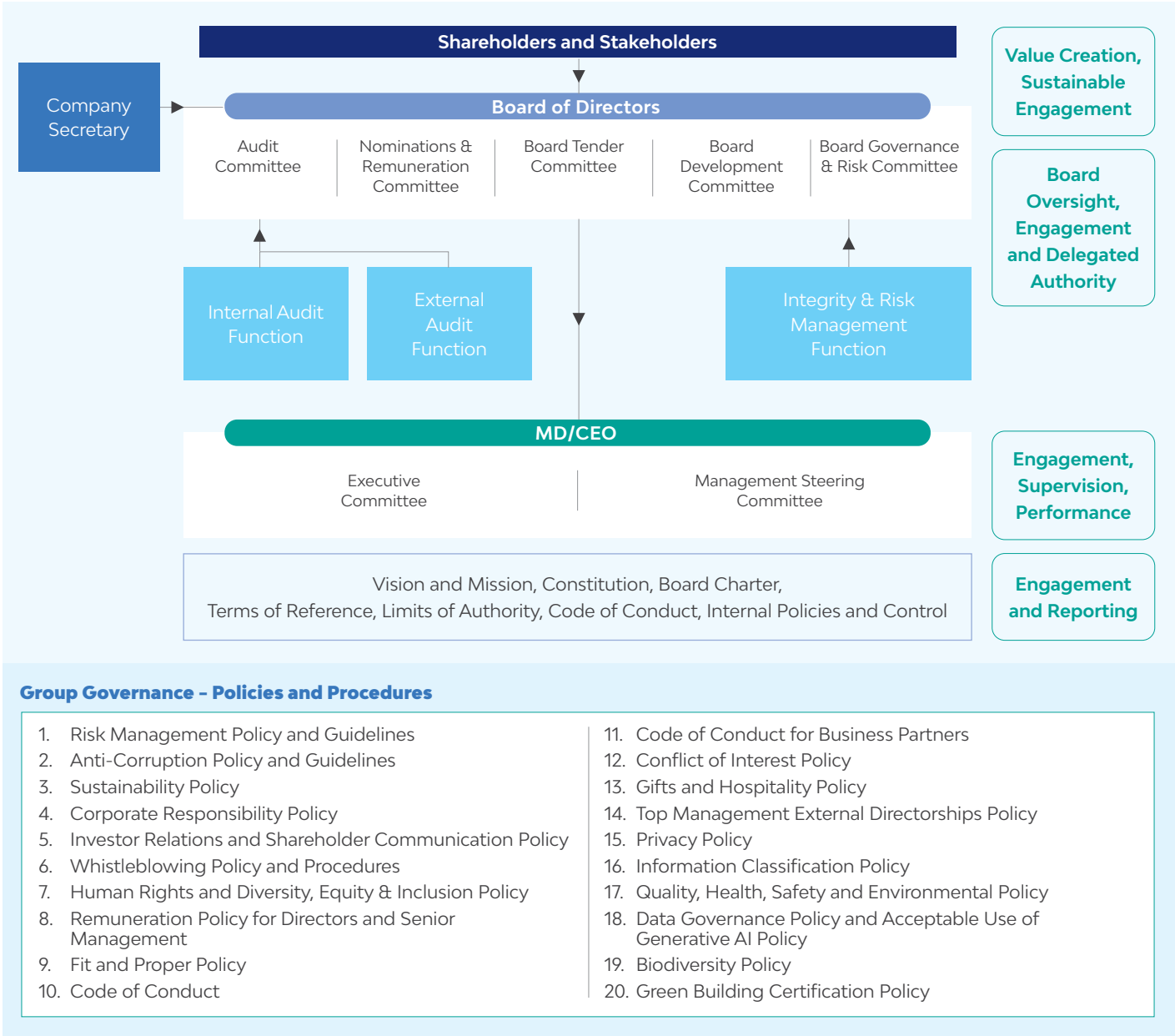
Principle A Board Leadership and Effectiveness

Governance Framework

The Board provides strategic leadership and oversight of the Group, while Management is responsible for the execution of approved strategies and the day-to-day operations of the business. A clear demarcation of roles and responsibilities between the Board and Management is maintained to ensure effective governance, accountability and operational efficiency.

Corporate Governance Model

Consistent with this governance framework, the Board has overall responsibility for the stewardship and oversight of the Company’s business, corporate governance, strategic direction, and financial and organisational matters. Under the Group’s corporate governance model, the Board delegates specific authority to its Committees and the Managing Director/Chief Executive Officer (“MD/CEO”). The model is anchored on the Terms of Reference of the Board Committees and is supported by the Limits of Authority, management committees, a Group governance framework, and Group-level policies and procedures.



Corporate Governance Overview Statement

Principle A Board Leadership and Effectiveness

Following an extensive validation exercise in 2023, the Company established the U2030 Transformation Plan (“U2030”), which serves as the focal point of the Group’s corporate strategy in realising its aspiration to become a balanced real estate player by 2030. The Board provides oversight of U2030 to ensure that its strategic priorities and initiatives remain aligned with the Group’s long-term objectives, risk appetite and operating environment. The key dimensions of U2030 support value creation and performance delivery while upholding the organisation’s CHIEF Values and corporate purpose.

Board Committees

To support effective governance, the Board has established five (5) Board Committees, which are constituted in accordance with Bursa Malaysia’s Listing Requirements and guided by the relevant practices in the MCCG. The Committees assist the Board by undertaking detailed reviews and deliberations on matters within their respective mandates, including financial reporting, procurement and development matters, anti-corruption, internal controls and risk management, sustainability oversight including climate-related risks and opportunities, and human capital management. The Committees report to the Board on their deliberations and recommendations to facilitate informed decision-making.

AC Audit Committee assists the Board in its oversight of the Company’s financial statements and reporting, and reviews the adequacy and integrity of the Group’s system of internal control, financial and non-financial reporting processes, management information systems, related party transactions and conflict of interest situations	BTC Board Tender Committee assists the Board on project tender related matters which are in line with the Group’s Limits of Authority requirements	BGRC Board Governance & Risk Committee assists the Board in overseeing the Group’s adherence to risk governance and anti-corruption compliance matters, and providing oversight on the Group’s integrity, sustainability governance and whistleblowing management
NRC Nominations & Remuneration Committee assists the Board in the nomination of new Directors and Senior Management, assessing the effectiveness of the Board and its Committees, recommending remuneration packages and assessing the performance of the MD/CEO and/or Executive Director(s) and Senior Management	BDC Board Development Committee oversees the investment and development planning for all projects and provides strategic direction and guidance concerning investment, development and/or project matters	

Board members have unrestricted access to the Joint Company Secretaries, both of whom are qualified under Section 235(2) of the Companies Act 2016. The Company Secretaries support the Board and Board Committees by ensuring timely circulation of meeting materials, facilitating structured reporting from Board Committee meetings, maintaining accurate minutes of meetings and advising the Board on corporate governance, regulatory developments and compliance matters.

During the financial year, the Board continued the formal process to identify and appoint a new MD/CEO following the former CEO’s resignation. Supported by an independent executive search consultant, this process was completed with the appointment of the new MD/CEO on 17 November 2025. Throughout the transition, the Chief Financial Officer (“CFO”) served as the

Officer-in-Charge (“OIC”), supported by an ad hoc Board Oversight Committee established on 4 December 2024 to provide governance oversight. Upon the new MD/CEO’s appointment, the CFO resumed his substantive role and the Board Oversight Committee was consequently dissolved.

During the financial year 2025, the Board provided effective leadership and oversight, including guiding the Group through a leadership transition. The Nominations & Remuneration Committee (“NRC”) oversaw the selection and nomination process of the new MD/CEO, with the Chairman’s views sought, as appropriate, on the criteria to be applied in identifying, selecting and assessing candidates for the role, drawing on his experience, past exposure, broad industry knowledge and network across various investment sectors, thereby supporting a robust appointment process.

Principle A Board Leadership and Effectiveness

Sustainability Governance

The Board has established a structured sustainability governance framework to ensure effective oversight and integration of sustainability considerations across the Group. The Sustainability Department, established in January 2020, is responsible for formulating and coordinating the Group’s sustainability strategy, and for presenting the sustainability plan to the Board for alignment, approval and oversight. Sustainability initiatives are implemented through a top-down governance approach to ensure consistency and accountability.



Sustainability Function

- Drive sustainability agendas within UEM Sunrise
- Develop sustainability strategies that integrate ESG considerations into core business processes
- Recommend and develop sustainability strategies aligned with the Company’s goals and aspirations
- Monitor performance towards sustainability targets

Sustainability Champions

- Demonstrate leadership and advocacy in sustainability
- Promote implementation of sustainability initiatives in their respective areas and functions
- To be part of U2030 sustainability initiatives:
 - Sustainability Blueprint 2.0
 - Carbon Emission Inventory Management, Reduction Strategies and Decarbonisation Pathway
 - Sustainability Awareness and Culture

Key Sustainability Policies

The Board supports the integration of sustainability considerations into the Group’s governance framework through a suite of Board-approved sustainability-related policies that guide responsible decision-making, risk management and long-term value creation.

Central to this framework is the Sustainability Policy, which sets out the Group’s ESG commitments and guides the integration of sustainability considerations into corporate decision-making. The policy defines the Group’s sustainability governance and reporting arrangements, including oversight and reporting lines for sustainability- and climate-related matters, to support accountability and informed decision-making across the Group.

The Group is further guided by the Green Building Certification Policy, approved by the Board in August 2025, which supports the Group’s climate-related objectives by promoting energy efficiency, resource optimisation and reduced environmental impact across development projects, thereby contributing to enhanced asset resilience and long-term climate risk management. Complementing this, the Biodiversity Policy, approved by the Board in August 2025, guides the identification, assessment and management of biodiversity-related considerations across the Group’s operations and development activities, supporting responsible land stewardship and informed project planning.

Together, these policies provide a structured and coherent framework to support the Board’s oversight and enable Management to integrate sustainability, climate and environmental considerations into planning, execution and oversight processes, in alignment with the Group’s long-term objectives and governance expectations.

Sustainability Blueprint 2.0

To further strengthen its sustainability approach, the Board approved the UEM Sunrise Sustainability Blueprint 2.0 on 20 February 2025. The revised blueprint adopts a holistic framework encompassing Planet, People, Governance and Communities, and incorporates sustainability metrics and target-setting for company-wide implementation and monitoring. This framework also serves as the foundation through which the Board oversees the setting of sustainability- and climate-related targets and to monitor progress against those targets through regular reporting and performance tracking across the Group.

Corporate Governance Overview Statement

Principle A Board Leadership and Effectiveness

Sustainability Accountability and Performance Management

The Company has embedded sustainability KPIs into its performance management framework, cascaded across Management and employees to drive shared accountability. MD/CEO’s remuneration is linked to the Corporate Scorecard, which includes a sustainability component, indirectly influencing performance assessment and incentive payouts. At the Management level, more than one C-suites incorporate climate-related performance into their individual scorecards, driving sustainability initiatives and embedding climate considerations across products, services and business processes. Performance against these metrics is reviewed by the NRC which contributes to overall assessment, incentive outcomes and performance-linked compensation.

Board Charter and Terms of Reference

The Board Charter serves as the principal reference document for Directors on Board-related matters, governance processes, and the respective roles and responsibilities of the Board, individual Directors and the Senior Independent Director. It clearly delineates matters reserved for the Board, as well as those delegated to Board Committees, the MD/CEO and Management, to support effective oversight and accountability.

The Board Charter is reviewed periodically to ensure alignment with evolving best practices, regulatory requirements and governance expectations. The most recent revision was undertaken in March 2022, taking into account the findings of Board and Directors Effectiveness Evaluation, updates to the MCCG and amendments to Bursa Malaysia’s Listing Requirements, including the introduction of the Fit and Proper Policy. The Board will continue to review the Board Charter as and when necessary.

The Terms of Reference for Board Committees set out the purpose, authority and scope of each Committee and are reviewed regularly to ensure continued relevance and compliance with regulatory developments. As part of this process, the Board, together with Management, reviews the Board Charter and Terms of Reference of relevant Board Committees with the aim of strengthening oversight, accountability and reporting on climate-related risks and opportunities.

Aligning with the amendments to Paragraph 15.12 of the Bursa Malaysia’s Listing Requirements, the Audit Committee’s Terms of Reference was revised to enhance oversight of related party transactions and conflict of interest matters. These revisions took effect on 18 August 2023 and 1 July 2024, respectively. The Terms of Reference of the other Board Committees are also subject to periodic review, as required.

Limits of Authority

The Board-approved Limits of Authority (“LOA”) framework, which replaced the former Discretionary Authority Limits, took effect on 10 January 2025 following a comprehensive review conducted in 2024. The updated LOA reinforces good corporate governance practices by establishing a structured, predefined and transparent approval process, with clear delegation of decision-making authority aligned to the Company’s organisational structure, risk management framework and strategic objectives.

The Board emphasised the consistent and effective application of the LOA across the Group. Management is required to adhere strictly to the prescribed authority levels when preparing Board and Management papers, including ensuring that the appropriate approvals and recommendations are obtained in accordance with the LOA.

The LOA is reviewed periodically to ensure it remains fit for purpose, responsive to changes in business complexity and aligned with regulatory expectations and best practices, thereby strengthening governance discipline, accountability and decision-making quality.

Principle A Board Leadership and Effectiveness

Conflict of Interest

The Group has established a comprehensive Conflict of Interest Policy that requires Directors and employees to act in the best interests of the Group and to avoid situations that may give rise to actual, potential or perceived conflicts of interest. The policy promotes integrity, transparency and accountability in the conduct of business and decision-making.

Conflicts of interest are broadly defined as follows:

- **Actual conflicts of interest:** Where an individual is confronted with a tangible, existing conflict.
- **Potential conflicts of interest:** Situations where an individual may experience a conflict between personal and professional interests.
- **Perceived conflicts of interest:** Situations where an individual appears to have a conflict, even if it may not be the case.

All Directors and employees are required to declare any actual, potential or perceived conflicts of interest in accordance with the policy and to take appropriate steps to avoid, mitigate and/or manage such conflicts:

- **Upon joining UEM Sunrise**
- **Whenever an actual, potential or perceived conflict arises**
- **Annually, based on the calendar year (i.e., 1 January)**
- **Quarterly, for shareholding disclosure**

Any conflict identified outside the annual declaration process must be promptly disclosed and reported within five (5) business days of discovery. Directors make such declarations through the Company Secretaries, while employees submit their declarations through the prescribed internal channels.

Employees involved in procurement, negotiation or decision-making processes are required to declare any conflict of interest prior to commencement and to abstain from deliberations or decisions where a conflict exists. The Board considers the effective implementation of the Conflict of Interest Policy as an important safeguard in reinforcing ethical conduct and sound governance across the Group.

Board Roles and Responsibilities

The Board’s roles and responsibilities, amongst others, are as follows:

- Review and adopt strategic and annual plans and directions for the Group.
- Review the financial statements to give a true and fair view of the state of affairs of the Group.
- Oversee the conduct of the Group’s business to evaluate whether the business is being properly managed.
- Identify principal risks and ensuring the implementation of appropriate systems to manage these risks.
- Succession planning, including appointing, training, reviewing the compensation and retention or replacement of Board members, MD/CEO and Senior Management.
- Develop and implement an investor relations programme or shareholder communication policy for the Group.
- Review the adequacy and the integrity of the Group’s internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines.
- Setting the Company’s sustainability strategies, priorities and targets and be responsible together with Management for the governance of sustainability in the Company.
- Act as the governing body which is ultimately responsible and accountable for the implementation of adequate procedures and an anti-bribery management system, and oversee the establishment of an integrity and governance unit structure that reports to the Board through the BGRC.

Corporate Governance Overview Statement

Principle A Board Leadership and Effectiveness

Key Roles of the Board

Chairman
Presides over meetings of Directors and ensures efficient organisation and conduct of the meeting for the smooth functioning of the Board under good corporate governance.
MD/CEO
- Develops and executes the Group’s strategies in line with the Board’s direction. - Oversees the operations and drives the Group’s businesses and performance towards achieving its vision and goals.
Senior Independent Director
Acts as a sounding board to the Chairman, serves as an intermediary for other Directors and acts as a point of contact for shareholders or other stakeholders for any queries or concerns relating to the Company which cannot be resolved through normal channels.
Non-Executive Director
Monitors and oversees Management’s conduct in running the business while bringing their expertise and wisdom to bear on the decision-making process.
Joint Company Secretaries
- Advises the Board on all governance matters and ensures that Board procedures are followed. - Ensures effective communication flows between the Board and its Committees as well as between Senior Management and the Non-Executive Directors.

The separation and clear distinction of roles and responsibilities between the Chairman and MD/CEO are deliberately structured to maintain a balance of power and authority. The Chairman leads the Board, establishing the overarching tone and managing the Board’s effectiveness by prioritising strategy, governance and compliance. Notably, the Chairman does not serve as a member of any Board Committee.

To ensure proactive planning, Board meetings for each financial year are scheduled before the end of the preceding financial year, allowing Directors to plan ahead. The Board is committed to meeting at least six (6) times annually, with additional ad hoc meetings convened as needed for in-depth discussions and decision-making.

Principle A Board Leadership and Effectiveness

During the financial year that concluded on 31 December 2025, the Board convened eight (8) times, encompassing five (5) scheduled Board Meetings and three (3) Special Board Meetings. All Directors adhered to the minimum attendance requirement of at least 50% of Board meetings, as mandated by Bursa Malaysia’s Listing Requirements. These meetings cover key agenda items including operational and financial performance, strategic initiatives, risk management, compliance and capital allocation. The Board is also regularly apprised of sustainability- and climate-related risks and opportunities as part of these meetings, ensuring that such matters are discussed regularly and are appropriately integrated into the Group’s strategy, risk management framework, capital allocation and long-term value creation. Their commitment to the Company was demonstrated through consistent attendance at both Board and Board Committee meetings, reflected as follows:

Director	BOD		AC		NRC		BTC		BDC		BGRC	
	Attendance	%	Attendance	%	Attendance	%	Attendance	%	Attendance	%	Attendance	%
Datuk Hisham Hamdan	8/8	100										
Shaharul Farez Hassan (appointed on 17.11.2025)	1/1	100										
Christina Foo	8/8	100	15/15	100	7/7	100					5/5	100
Datuk Amran Hafiz Affifudin	8/8	100	11/13 ^(c)	85	7/7	100	3/3 ^(f)	100				
Reagan Chan Chung Cheng	8/8	100							8/8	100	5/5	100
Chari TVT	8/8	100	15/15	100							5/5	100
Datin Sri Badrunnisa Mohd Yasin Khan	8/8	100			7/7	100						
Dato’ Sr. Azmar Talib	8/8	100					4/4	100	8/8	100		
Eric Chan Kok Leong (appointed on 21.08.2025)	2/2	100	2/2 ^(b)	100			1/1 ^{(b)(e)}	100	2/2 ^(b)	100		
Grace Yap Mei Wan (appointed on 03.11.2025)	1/1	100					1/1 ^(d)	100			1/1 ^(d)	100
Zaida Khalida Shaari (retired on 11.06.2025)	4/5	80					2/2 ^(a)	100	4/4 ^(a)	100		
Total meetings	8		15		7		4		8		5	

Legend:

- BOD Board of Directors
- AC Audit Committee
- NRC Nominations & Remuneration Committee
- BTC Board Tender Committee
- BDC Board Development Committee
- BGRC Board Governance & Risk Committee

^(a) Ceased as a member of BDC and BTC following her retirement as director of UEMS on 11 June 2025.

^(b) Appointed as member of AC, BDC and BTC 21 August 2025.

^(c) Relinquished AC membership on 21 August 2025.

^(d) Appointed as member of BGRC and BTC on 3 November 2025.

^(e) Redesignated as BTC Chairman on 3 November 2025.

^(f) Relinquished BTC membership on 3 November 2025.

Corporate Governance Overview Statement

Principle A Board Leadership and Effectiveness

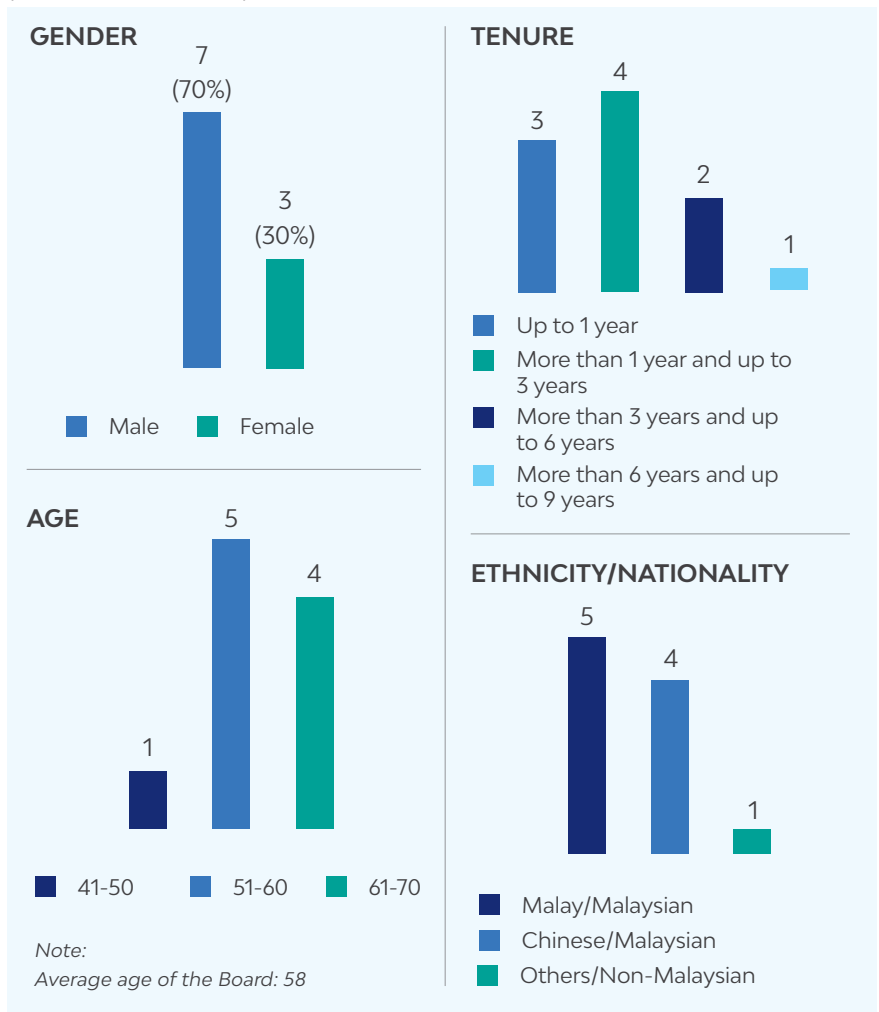
Board Composition

During the financial year, the Board strengthened its composition from seven (7) to ten (10) members. The appointment of two (2) additional Independent Non-Executive Directors, Mr Eric Chan Kok Leong was effected in August 2025 and Ms Grace Yap Mei Wan in November 2025. These appointments were made to maintain an appropriate balance of independence and mix of skills on the Board. The appointment of the new MD/CEO to the Board was effected in November 2025.

As of 31 December 2025, the Board is composed of ten (10) members, comprising the Non-Independent Non-Executive Chairman, MD/CEO, Senior Independent Non-Executive Director, two (2) Non-Independent Non-Executive Directors and five (5) Independent Non-Executive Directors. This structured composition ensures a balanced mix of independence, skills, experience and expertise to support effective governance and decision-making.

Independent Non-Executive Director	Senior Independent Non-Executive Director	Non-Independent Non-Executive Director (including Chairman)	MD/CEO	Note:
5	1	3	1	1. The Board comprises of 60% Independent Directors. 2. The Chairman is a Non-Independent Non-Executive Director.

Board Diversity
(as at 24 March 2026)



Board Skills and Experience

ESG/Sustainability	100%
Leadership Experience	100%
Risk/Internal Control	100%
Strategic Planning	100%
General Management/Business	90%
Investor Relations/Public Relations Communication	90%
Accounting/Auditing	80%
Corporate Finance	80%
Legal	80%
Real Estate Investment	80%
Finance, Banking and Investments	70%
Human Capital Development	70%
International Experience	70%
Property Development	70%
Regulatory/Government Relations	70%
Branding, Marketing and Sales	50%
Information Technology	50%
Public Service	50%
Retail Services and Lifestyle	50%
Tax Planning	50%
Technology	50%
Entrepreneurial Experience	40%
Digital Transformation	30%
Quantity Surveyor/Procurement	30%
Project Management/Engineering	20%
Township Planning/Masterplanning	20%
Architecture	10%

Principle A Board Leadership and Effectiveness

Focus Areas of the Board during 2025

The list below is not exhaustive of all key areas of focus/matters deliberated by the Board throughout the financial year, but serves to provide stakeholders with an insight into some of the key matters considered by the Board:

Financial and Business Performance

- Declaration of Interim Dividend
- Audited Financial Statements for year ended 31 December 2024
- Quarterly Management Report
- Quarterly Financial Results of the Group
- Approval of the audit and non-audit fees to external auditors
- Results of UEM Sunrise 2024 Corporate Scorecard
- Approval of the Recurrent Related Party Transactions entered into by UEM Sunrise Group of Companies
- Review the External Auditor’s Report on 2024 Audit Results for the financial year ended 31 December 2024

Strategy

- Approval of proposed UEM Sunrise 2025 Corporate Scorecard
- Status update on UEM Sunrise U2030 Transformation Plan
- Approval of Annual Operating Plan 2026
- Status update on the Investor Relations Activities and sector performance
- Approval/Status update on UEM Sunrise Joint Ventures and Associates

Operations

- Approval/Status Update on UEM Sunrise’s potential investments/divestment
- Approval/Status Update/Issues raised on operational matters of UEM Sunrise and its group of companies
- Approval of payment of business zakat for the financial year ending 31 December 2025

Sustainability, Governance, Risk and Controls

- Deliberated on the feedback of Board/Board Committees Assessment Survey
- 2024 Integrated Annual Report [Statement on Risk Management and Internal Control, Sustainability Statement, Corporate Governance Overview Statement, Corporate Governance Report, Audit Committee Report and Risk Management Report]
- Notice of the Seventeenth Annual General Meeting (“AGM”)
- Recommendation for the re-appointment of Messrs. Ernst & Young PLT
- Assessment on the fit and proper criteria of retiring Directors and recommendation of their re-election at the AGM
- Quarterly risk management review report
- Quarterly Integrity and Anti-Corruption Plan
- Approval of the Human Rights and Diversity, Equity and Inclusion Policy
- Approval of the Limits of Authority
- Approval of the Sustainability Blueprint 2.0
- Approval of the re-baselining of greenhouse gas (“GHG”) emissions inventory 2023
- Approval of the Greenhouse Gas Reduction Strategies and Decarbonisation Pathway
- Approval of the Biodiversity Policy
- Approval of the Green Building Certification Policy
- Approval of the funding allocations for SIREH Park

Human Capital Management

- Review of UEM Sunrise Board Succession Plan and composition of the Board and Board Committees
- Approval of proposed 2025 Corporate Scorecard
- Appointment of Directors
- Selection and appointment of MD/CEO
- Review of Directors’ Remuneration
- Review of organisational structure
- Approval of remuneration-related matters for the UEM Sunrise Group, including salary increments, adjustments and the performance bonus pool, as well as bonuses and job-related allowances for senior management at UT2 level and above

Corporate Governance Overview Statement

Principle A Board Leadership and Effectiveness

Code of Conduct

The Group has established a Code of Conduct that sets out the standards of behaviour and ethical conduct expected of the Board and employees, in line with the Company’s vision, mission and values. The Code of Conduct provides clear guidance on compliance with laws and regulations, integrity in business dealings and appropriate interactions with stakeholders.

It addresses key areas including workplace conduct, conflicts of interest, fair competition, confidentiality of information, and policies on gifts and hospitality. The Board regards the Code of Conduct as a fundamental element of the Group’s governance framework in promoting ethical behaviour, accountability and a strong culture of integrity across the organisation.

Whistleblowing Policy

The Company has established a Whistleblowing Policy to facilitate the reporting of improper conduct or wrongdoing within the Group, with safeguards to ensure confidentiality and protection against retaliation. The policy and its procedures are reviewed periodically to ensure continued effectiveness.

In 2025, the Board, through the BGRC, reinforced the importance of a strong “tone from the top” by enhancing the visibility of whistleblowing reporting channels and integrity-related communications to support effective anti-bribery and anti-corruption efforts.

The Board remains committed to strengthening a speak up culture across the Group by sustaining the awareness of reporting mechanisms and encouraging responsible reporting in a safe, transparent and ethical manner.

Human Rights, Diversity, Equity and Inclusion

The Board recognises that human rights, diversity, equity and inclusion (“DEI”) are integral to effective governance, sound decision-making and long-term value creation. In support of this, the Board in August 2025 approved the revision of UEM Sunrise’s Diversity, Equity and Inclusion Policy that was adopted in March 2022, and renamed it as Human Rights and Diversity, Equity and Inclusion Policy. This affirms the Group’s commitment to fair treatment, inclusiveness and respect for human rights across its governance and people practices.

The Board is committed to maintaining a diverse and inclusive Board composition in line with the approved policies. In particular, the Board has adopted a target of at least 30% women Directors and will take appropriate steps to achieve and sustain this threshold, with actions disclosed where the target is not met.

During the financial year, the Board through the NRC undertook a robust process to strengthen its gender diversity following the retirement of a female director at the Annual General Meeting held in June 2025. The position was filled with the appointment of Ms Grace Yap Mei Wan as a Director in November 2025 thereby fulfilling the target of 30% women Directors. As at the end of the financial year 2025, the Board comprised three (3) women Directors out of ten (10) members, representing 30% women Directors. This is in compliance with Bursa Malaysia’s Listing Requirements requiring at least one (1) woman Director and adheres to the MCCG which guided that the Board should comprise at least 30% women directors. All of the women Directors are Independent Non-Executive Directors.

The Board will continue to promote DEI practices by broadening diversity considerations beyond gender whilst ensuring that the Board composition remains balanced, effective and aligned with the Group’s long-term objectives.

Tenure of Independent Directors

The Board has adopted a policy that limits the cumulative tenure of Independent Non-Executive Directors to nine (9) years. An Independent Director who has served beyond this period will be re-designated as a Non-Independent Director, in accordance with the policy, should he/ she continue to serve on the Board. Accordingly, the Company does not retain any individual in the position of Independent Director beyond the nine-year tenure limit, thereby preserving the independence and objectivity of the Board.

Nominations & Remuneration Committee

The NRC comprises solely Non-Executive Directors, the majority of whom are Independent Directors, and is chaired by an Independent Director. The NRC assists the Board in matters relating to Board composition, Board and Senior Management succession planning, appointment and re-election of Directors, fit and proper assessment of Directors of the Group as well as remuneration governance. Details of the NRC’s activities during the financial year are set out in the Corporate Governance Report.

Principle A Board Leadership and Effectiveness

Board Succession Planning and Appointments

The Board, with the support of the NRC, adopts a structured and forward-looking approach to Board succession planning and appointments to ensure an effective, well-balanced and diverse Board. In identifying potential candidates, due consideration is given to a range of criteria including skills, knowledge, expertise, experience, professionalism, character, integrity, diversity attributes and competencies required to support the Group’s strategic objectives. This includes assessing whether the potential candidates collectively possess, or will develop, appropriate skills and competencies to effectively oversee strategies addressing operational-, sustainability-related risks and opportunities, with ongoing efforts to enhance such capabilities where necessary.

A Board Skills Matrix is utilised as a key reference to assess the existing Board composition, identify gaps and guide Board refreshment exercise and succession planning. The NRC is responsible for reviewing the Board composition and making recommendations to the Board on appointments and re-elections.

In February 2025, the Board, upon the recommendation of the NRC, endorsed a Board succession planning framework that included an evaluation of Directors’ tenure and the desired skill sets and experience for future Independent Non-Executive Director appointments, taking into account the Group’s strategy, transformation agenda and evolving business landscape.

The following table outlines the procedures for the appointment of a new Director:

STEP 1

Candidate identified

Candidates identified arising from the recommendation of existing Directors, Senior Management staff, shareholders, external registries of corporate directors, internal database of potential candidates, third party referrals or from executive searches.

STEP 2

Assessment and evaluation to be conducted by the NRC

Assessments are conducted based on the following criteria:

- (i) Skills, knowledge, expertise and experience
- (ii) Professionalism
- (iii) Integrity, commitment (including time commitment), character and competence
- (iv) Gender, age and ethnicity/nationality for the purpose of boardroom diversity
- (v) Any business interest that may result in a conflict of interest or potential conflict of interest
- (vi) Independent judgement
- (vii) Any other criteria deemed fit

The NRC also takes into consideration the size and composition of the Board to facilitate the making of informed and critical decisions, as well as being guided by the MCCG and ensuring compliance with the Bursa Malaysia’s Listing Requirements.

STEP 3

Recommendation to be made by NRC to the Board

STEP 4

Discussion and decision to be made by the Board on the proposed new appointment

- ✔ YES

If the proposed appointment is approved: Invitation or offer to be made to the proposed/ potential candidate to join the Board.
- ✗ NO

If the proposed appointment is rejected: The whole process to be recommenced.

Corporate Governance Overview Statement

Principle A Board Leadership and Effectiveness

The procedure for appointing Directors is formal, transparent and merit-based. The Company has also adopted a Fit and Proper Policy, incorporated into the Board Charter, to ensure that all Directors appointed, re-appointed, elected or re-elected possess the requisite integrity, competence, experience and commitment. The Company does not have any active politicians appointed to the Board.

Management Succession Planning

The Board, with the support of the NRC, oversees Management succession planning to ensure leadership continuity for mission-critical roles. During the financial year, the NRC reviewed succession plans and talent management updates, including the bench strength for senior and operational critical roles, with emphasis on leadership competencies and readiness.

In assessing potential Senior Management candidates, consideration is given not only to technical expertise, experience and professional qualifications, but also to leadership capabilities and behaviour required at senior levels. Psychometric assessments are utilised, where appropriate, to support objective evaluation against role-specific competency requirements.

The Board also noted Management’s initiatives to strengthen leadership development and succession depth, including the consolidation of talent governance discussions at the Executive Committee level to support structured deliberation, talent development and internal progression. The Board and NRC will continue to enhance Management succession planning and leadership development to support the Group’s long-term sustainability and transformation agenda.

Board Effectiveness Assessment

The Board, through the NRC, conducts an annual evaluation of the effectiveness of the Board, Board Committees and individual Directors in accordance with the MCCG, the Bursa Malaysia’s Corporate Governance Guide and Listing Requirements.

In the financial year 2025, the Board engaged an external independent consultant to facilitate the Board and Directors Effectiveness Evaluation (“BDEE”), in line with MCCG Practice 6.1, which recommends periodic engagement of independent experts at least once every three (3) years. The previous independent evaluation was conducted for the financial year 2021.

The evaluation covered the following key areas:

- Board Leadership and Oversight
- Board Composition, Skills and Development
- Board Committees
- Board Governance Oversight and Processes
- Board Agenda, Meetings and Information
- Board Dynamics and Culture
- Board and Management Relationship
- Board and Stakeholder Engagement
- Board Sustainability and Climate-Related Matters
- Board Crisis Management
- Technology, Cybersecurity and Digital Oversight

Selected members of the Senior Management were involved in the BDEE to provide constructive Management-level feedback on the Board’s oversight, interaction and decision-making processes. This approach supports a more balanced and meaningful assessment of Board effectiveness, strengthens the Board-Management interface and aligns with good governance practices under the MCCG, without compromising the Board’s independence.

The findings of the BDEE were presented to the NRC and Board for deliberation. Based on the assessment in respect of the financial year 2025, the Board identified the key focus areas for enhancement:

- People, Talent and Long-Term Capacity
- Sustainability and Market Positioning
- AI and Automation Governance

The Board noted its key strengths in the following areas:

- Strong Governance Foundations and Discipline
- Diverse Board Composition and Constructive Board Dynamics
- Robust Oversight by the Board and Board Committees

The NRC and Board will oversee the implementation of the action plans to further strengthen Board and Board Committee effectiveness.

Principle A Board Leadership and Effectiveness

Induction and Professional Training

The Board places importance on ensuring that Directors are properly inducted and continuously equipped with the necessary knowledge and skills to discharge their duties effectively.

A structured induction programme is provided to newly appointed Directors to familiarise them with the Group’s business, operations, strategy, corporate structure and governance framework. During the financial year, induction and on-boarding sessions were conducted for three (3) new Directors who were appointed during the period from August to November 2025, covering operational and financial briefing, strategic priorities and the Group’s transformation agenda, as well as governance practices and the use of the paperless meeting system for Board paper access.

All Directors have attended the Mandatory Accreditation Programme (“MAP”) Part I accredited by Bursa Malaysia as at the end of 2025, except for a new Director who subsequently attended the MAP Part I in March 2026, well within the stipulated timeframe. As at 31 December 2025, a large majority of the Directors have completed MAP Part II (Sustainability), with the remaining Directors scheduled to complete the programme within Bursa Malaysia’s prescribed deadline.

In line with Bursa Malaysia’s Listing Requirements, Directors participate in continuous professional development programmes, including conferences, seminars and briefings organised by the regulatory authorities, professional bodies, UEM Sunrise and other relevant organisations, to remain abreast of regulatory, industry and sustainability developments. The Company Secretary also provides regular updates to the Board on regulatory and governance matters, which are presented to the Board meetings.

In addition, some members of the Board were also invited to participate in forums and/or seminars as a speaker, moderator or panelist in their area of expertise.

The training/conferences/seminars and/or workshops in which members of the Board had participated during the financial year ended 31 December 2025 are set out below:

No	Director	Date	List of Training/Conference/Seminar/ Workshop Attended	Organiser/Provider
1	Datuk Hisham Hamdan	14 and 15 May 2025	MAP Part II: Leading for Impact	Institute of Corporate Directors Malaysia (“ICDM”)
2	Shaharul Farez Hassan (appointed on 17 November 2025)	1 December 2025	UEM Sunrise Digital Day	UEM Sunrise
		3 December 2025	UEM Sunrise Board Learning Session #4/2025 - Budget 2026 Proposals- Director's Fees- Indirect Tax	UEM Sunrise
3	Christina Foo	24 January 2025	Navigating The New Tech Risk Frontier: Essential Guidelines for Directors	ICDM
			UEM Sunrise Integrity and Anti-Corruption E-Learning Programme – Module 2	UEM Sunrise
		7 March 2025	UEM Sunrise Board Learning Session #1/2025 - Real Estate Industry Trends and Art of Building	UEM Sunrise
		12 and 13 March 2025	Seminar on Corporate Directors Training Programme Fundamental 5.0 + Financial Statements 101	UEM Sunrise
		17 March 2025	e-Invoicing for Directors	TnG - Deloitte

Corporate Governance Overview Statement

Principle A Board Leadership and Effectiveness				
No	Director	Date	List of Training/Conference/Seminar/ Workshop Attended	Organiser/Provider
3	Christina Foo (continued)	21 March 2025	Tokio Marine Life Insurance Malaysia Bhd (“TMLM”) Orientation	TMLM
		15 April 2025	e-Invoicing and Service Tax: Impact on Non-Executive Directors	FIDE - Deloitte
		26 June 2025	Boardroom Bound: Women Navigating the Path to Board Leadership	CPA Australia
		2 July 2025	UEM Sunrise Board Learning Session #2/2025 - HR Regulatory Updates- Tax Updates 2025- Tax Corporate Governance and Tax Risk Management	UEM Sunrise
		18 August 2025	The Human Edge in an AI World: Culture as Your Competitive Advantage	ICDM
		19 August 2025	Scaling People: What They Don’t Teach You about Leadership in Startups and Corporate	CPA Australia
		3 September 2025	UEM Sunrise Board Learning Session #3/2025 - Navigating NSRF: IFRS S1 and S2- Meeting Decarbonisation with Carbon Offsets	UEM Sunrise
		29 September 2025	Audit Committee Conference	Malaysian Institute of Accountants (“MIA”)
		30 September to 3 October 2025	FIDE Core Program Module A	FIDE
		7 October 2025	2025 Independent Directors Conference	TMLM
		14 to 17 October 2025	FIDE Core Program Module B	FIDE
		30 October 2025	AI at the Helm: How Directors Can Govern the Future	ICDM
		5 November 2025	CPA Congress KL	CPA Australia
		19 November 2025	Board Leadership Engagement	UEM Sunrise
		25 November 2025	Audit Oversight Board’s Conversation with Audit Committee	Securities Commission
		1 December 2025	UEM Sunrise Digital Day	UEM Sunrise
		2 December 2025	Cybersecurity Awareness Training	TMLM - LGMS
		3 December 2025	UEM Sunrise Board Learning Session #4/2025 - Budget 2026 Proposals- Director’s Fees- Indirect Tax	UEM Sunrise
4	Datuk Amran Hafiz Affifudin	30 and 31 July 2025	MAP Part II: Leading for Impact	ICDM
		3 December 2025	UEM Sunrise Board Learning Session #4/2025 - Budget 2026 Proposals- Director’s Fees- Indirect Tax	UEM Sunrise

Principle A Board Leadership and Effectiveness				
No	Director	Date	List of Training/Conference/Seminar/ Workshop Attended	Organiser/Provider
5	Reagan Chan Chung Cheng	29 and 30 April 2025	MAP Part II: Leading for Impact	ICDM
		3 September 2025	UEM Sunrise Board Learning Session #3/2025 - Navigating NSRF: IFRS S1 and S2- Meeting Decarbonisation with Carbon Offsets	UEM Sunrise
6	Chari TVT	6 January 2025	UEM Sunrise Integrity and Anti-Corruption E-Learning Programme - Module 2	UEM Sunrise
		16 April 2025	UEM Sunrise Integrity and Anti-Corruption E-Learning Programme - Module 3	UEM Sunrise
		7 and 8 May 2025	MAP Part II: Leading for Impact	ICDM
		13 May 2025	i-4 ASPAC Regional Meeting Speaker for Session 2 - Bridging the Gap: Strengthening Communication Between Security Leaders and Board Members on Cybersecurity Risk	KPMG
		20 May 2025	Accounting Technology Day (“ACCTECH”) 2025 “Future-Ready Accounting: Embrace Technology, Empower Success” Forum I: “Tech Readiness in Accounting: Overcoming Challenges in Large Corporations and SMEs” (Panelist)	School of Accounting and Finance, Asia Pacific University of Technology and Innovation
		20 May 2025	Ignite On Tour Malaysia - Fireside Chat: Can Cybersecurity Be The Innovation Catalyst? (Speaker)	Palo Alto Networks
		26 and 27 May 2025	MIA Conferene 2025 - MIA International Accountants Conference: Collaborative Leadership for a Sustainable Future (Panel Speaker)	MIA
		17 June 2025	Bursa Malaysia - The Journey into the AI Age: Game Changer for Your Digital Transformation Era	ICDM
		25 June 2025	All-Star Leadership Development Program (Phase 2) Panel Discussion - Redefining Leadership in the Age of AI: Balancing Human-Centric Values with Digital Innovation (Panelist)	Malaysian Communications and Multimedia Commission
		2 July 2025	Malaysia CFO Summit 2025 - Shaping Financial Future: The CFO Perspective (Speaker)	Biz Integration
		4 July 2025	Engagement Session on AI Playbook for Board #2 (Representative of the board community)	ICDM
		17 July 2025	PNB Board of Directors and Leadership Team: Cyber and Compliance Awareness Training - Session 2: Risk Management, From Hype to Impact: Turning AI and Digitalisation into Business Value and Organisational Resilience (Speaker)	Permodalan Nasional Berhad

Corporate Governance Overview Statement

Principle A Board Leadership and Effectiveness				
No	Director	Date	List of Training/Conference/Seminar/ Workshop Attended	Organiser/Provider
6	Chari TVT (continued)	31 July 2025	Good Governance 5.0 - Empowering Boards for a Digital Era (Speaker)	Marcus Evans
		4 to 8 August 2025	IERP Global Conference 2025 Enterprise Risk Management: Rising from the Ashes (Speaker)	IERP
		13 and 14 August 2025	The CFO Forum 2025: Redefining Leadership, Value and Strategy (Speaker)	Star Media Group Berhad and The Leaders Council
		29 August 2025	How CFO creates value and competitive advantage for sustainable growth (Speaker)	Pricewaterhouse Coopers
		3 September 2025	UEM Sunrise Board Learning Session #3/2025 - Navigating NSRF: IFRS S1 and S2- Meeting Decarbonisation with Carbon Offsets	UEM Sunrise
		23 and 24 September 2025	GSMA Digital Nation (Speaker and Panelist)	GSMA Asia Pacific
		29 September 2025	Audit Committee Conference 2025 - Navigating Risk, Driving Resilience (Panelists)	MIA
		21 October 2025	UEM Sunrise Integrity and Anti-Corruption E-Learning Programme – Assessment (Module 5)	UEM Sunrise
		31 October 2025	Online Tea Talk: AI, Ethics and Accountability - Who Owns the Risk? (Speaker)	IERP
		25 November 2025	Audit Oversight Board’s Conversation with Audit Committee	Securities Commission
7	Datin Sri Badrunnisa Mohd Yasin Khan	13 December 2025	Corporate Governance: The Next Big Career Path	a) MAICSA b) Veritas University College
		7 March 2025	UEM Sunrise Board Learning Session #1/2025 - Real Estate Industry Trends and Art of Building	UEM Sunrise
		2 July 2025	UEM Sunrise Board Learning Session #2/2025 - HR Regulatory Updates- Tax Updates 2025- Tax Corporate Governance and Tax Risk Management	UEM Sunrise
		3 September 2025	UEM Sunrise Board Learning Session #3/2025 - Navigating NSRF: IFRS S1 and S2- Meeting Decarbonisation with Carbon Offsets	UEM Sunrise
		9 September 2025	Board Simulation – Balancing Risks and Opportunity in Sustainability Leadership	ICDM/Bursa Malaysia
		26 November 2025	Can Europe Survive? The Story of a Continent in a Fractured World	Asia School of Business
		1 December 2025	UEM Sunrise Digital Day	UEM Sunrise
		2 December 2025	AI-Powered Leadership Conference	Asia School of Business
		3 December 2025	UEM Sunrise Board Learning Session #4/2025 - Budget 2026 Proposals- Director’s Fees- Indirect Tax	UEM Sunrise

Principle A Board Leadership and Effectiveness

No	Director	Date	List of Training/Conference/Seminar/ Workshop Attended	Organiser/Provider
8	Dato’ Sr. Azmar Talib	2 July 2025	UEM Sunrise Board Learning Session #2/2025 - HR Regulatory Updates- Tax Updates 2025- Tax Corporate Governance and Tax Risk Management	UEM Sunrise
		22 August 2025	Kementerian Kerja Raya: Talent Assessment Program “TRX Approach to Strategic Project Execution”	TRX
		3 September 2025	UEM Sunrise Board Learning Session #3/2025 - Navigating NSRF: IFRS S1 and S2- Meeting Decarbonisation with Carbon Offsets	UEM Sunrise
9	Eric Chan Kok Leong (appointed on 21 August 2025)	3 September 2025	UEM Sunrise Board Learning Session #3/2025 - Navigating NSRF: IFRS S1 and S2- Meeting Decarbonisation with Carbon Offsets	UEM Sunrise
		25 November 2025	Audit Oversight Board’s Conversation with Audit Committee	Securities Commission
		3 December 2025	UEM Sunrise Board Learning Session #4/2025 - Budget 2026 Proposals- Director’s Fees- Indirect Tax	UEM Sunrise
10	Ms Grace Yap Mei Wan (appointed on 3 November 2025)	16 January 2025	Risk and Compliance Summit 2025: Navigating Legal Risks in an Increasingly Complex World	Wong & Partners
		14 February 2025	Stewardship Asia Centre Advocacy Dialogue and Debate Impact in Action: From Leadership to Stewardship	ICDM
		17 February 2025	E-Invoicing Essentials for Board Directors: Navitagating the Compliance Landscape	ICDM
		18 February 2025	Beyond Firewalls: A Directors Guide to Cybersecurity in an Uncertain World	ICDM
		19 February 2025	Special Lecture on Global Events and Financial Industry Outlook	FIDE Forum
		20 February 2025	Boardroom Dynamics	Good Governance Academy (“GGA”)
		24 February 2025	Well-being @ Work	O Psych Sdn. Bhd. with ICDM
		24 February 2025	Masterclass Carbon Pricing and Markets: EU Insights and Implications for Malaysia	Climate Governance Malaysia (“CGM”)
		25 February 2025	Workplace Data Privacy: Key Issues and Developments	WP
		12 March 2025	Board Leadership in Industry Disruption: Steering Companies Through Market Shifts	ICDM
		13 March 2025	Driving Governance Transportation and Board Innovation	GGA
		19 March 2025	A Directos Guide for Navigating Climate change	Singapore Institute of Directors
		25 March 2025	Malaysia “Diversity In Debate”	PwC

Corporate Governance Overview Statement

Principle A Board Leadership and Effectiveness				
No	Director	Date	List of Training/Conference/Seminar/ Workshop Attended	Organiser/Provider
10	Grace Yap Mei Wan (appointed on 3 November 2025) (continued)	25 March 2025	Understanding the Appointment of Data Potection Officer and DBN Through the Legal Lens of the General Data Protection Regulation	Halim Hong Quek Advocates and Solicitors
		18 April 2025	Bridging Generations of Women	LeadWomen
		15 May 2025	Building a Speak Up Culture	GGA
		19 June 2025	Values-Led Leadership and Ethical Governance	GGA
		23 and 24 June 2025	Introduction to Corporate Directorship in the New Era of ESG	ICDM
		3 July 2025	How Purpose and Values Drive Governance	GGA
		16 July 2025	Too Costly to Keep, Too Risky to Cut: Malaysia’s Economic Reform meets Trump 25% Tariff and Global Uncertainty	Heya Inc
			Culture by Design – Transforming Culture from Within	LeadWomen
		23 July 2025	Gen AI In Action: Innovation, Regulation and Opportunity in SEA	Christopher & Lee Ong
		25 July 2025	Governance in an Era of Trade Uncertainty; Navigating Tariff Risks and Opportunities	ICDM
		6 August 2025	How Did France Reach 70% Nuclear Energy	CGM
		11 August 2025	ASEAN AI Malaysia Summit 2025	National AI Organisation (“NAIO”) Malaysia
		12 August 2025	Taking the Helm with Professor Melvyn King: Underperforming Boards	GGA
		19 and 20 August 2025	SSM National Conference	SSM
		21 August 2025	Reverse Governance: What if the Algorithm Assesses the Board	ICDM
		26 August 2025	Managing Ethics of AI in Organisations	GGA
		3 September 2025	Boardroom Blindspots: How our Perceptions of Risk Influence our Boardroom Effectiveness	ICDM
		8 September 2025	Climate First...or Last?	Asia School of Business
		9 September 2025	Advocacy Programme on Board Simulation – Balancing Risks and Opportunity in Sustainable Leadership	Bursa-ICDM
		6 October 2025	CGM Roundtable: Post Consumer Packaging and Extended Producer responsibility	CGM
		7 October 2025	CGM Roundtable: Built Environment – Nature Based Resilience	CGM

Principle A Board Leadership and Effectiveness

No	Director	Date	List of Training/Conference/Seminar/ Workshop Attended	Organiser/Provider
10	Grace Yap Mei Wan (appointed on 3 November 2025) (continued)	8 October 2025	Jobs – East Asia and Pacific Economic Update	The World Bank
		15 October 2025	LHAG Legal Innovation Summit 2025 – Global Uncertainties; Law as a compass in a disrupted world	Lee Hishammuddin Allen & Gledhill
		22 October 2025	CGM Roundtable: Communicating Sustainability in the Palm Oil Sector amid evolving expectations	CGM
		4 November 2025	How are Boards Tracking Progress and Quality of Sustainability Reporting	ICDM
		11 November 2025	Gen AI – Latest Developments in Intellectual Property, Policy and Regulatory Governance	Rahmat Lim & Partners
			Corporate Sustainability and Governance	Bar Council Malaysia
		16 November 2025	Cities: Possibilities 2025 - Malaysia	Eco-Business
		20 November 2025	Resilience at Risk: Board Governance in a Fractured Supply Chain	GGA
		25 November 2025	Navigating the NSRF: Insights on Implementation (by PWC)	Securities Commission
		1 December 2025	UEM Sunrise Digital Day	UEM Sunrise
		3 December 2025	UEM Sunrise Board Learning Session #4/2025 - Budget 2026 Proposals- Director’s Fees- Indirect Tax	UEM Sunrise
		4 December 2025	Board Candidacy Decoded: From Nomination and Interview to First Board Meeting	ICDM
		18 December 2025	UEM Sunrise Integrity and Anti-Corruption E-Learning Programme – Module 1	UEM Sunrise
			UEM Sunrise Integrity and Anti-Corruption E-Learning Programme – Module 2	UEM Sunrise
			UEM Sunrise Integrity and Anti-Corruption E-Learning Programme – Module 3	UEM Sunrise
			UEM Sunrise Integrity and Anti-Corruption E-Learning Programme – Module 4	UEM Sunrise
			UEM Sunrise Integrity and Anti-Corruption E-Learning Programme – Assessment, Module 5	UEM Sunrise

Corporate Governance Overview Statement

Principle ABoard Leadership and Effectiveness

Remuneration

The Board has established a Directors’ Remuneration Policy and framework aimed at attracting, retaining and motivating Directors of high-calibre, while supporting effective stewardship and long-term value creation. The policy takes into account the demands, complexities and performance of the Group, and is aligned with the Group’s strategic objectives and sustainability considerations. Non-Executive Directors are remunerated through a fixed fee for the Chairman and members of the Board and Board Committees, with benefits accorded in line with the Company’s framework. They do not participate in performance-based incentive schemes. Directors’ fees and benefits are subject to shareholders’ approval at the AGM. The MD/CEO is remunerated in accordance with the Company’s remuneration policy for Senior Management, which is aligned with the business strategy, affordability and market practices.

The Remuneration Policy for Directors and Senior Management, revised by the Board on 29 March 2022, provides a structured and transparent framework for remuneration governance. Decisions on Non-Executive Directors’ remuneration are made collectively by the Board, with Directors abstaining from deliberations and voting on their own remuneration.

Following a review conducted by NRC in 2024, the Board approved revisions to the Directors’ remuneration framework, which were tabled and approved by the shareholders at the Company’s 16th AGM held on 6 June 2024. The Directors’ remuneration framework remained unchanged thereafter and was re approved by shareholders at the Company’s 17th AGM held on 11 June 2025.

The key details of the Directors’ Remuneration Framework are as follows:

No	Fees/Benefits	Amount/Description		
1	Directors’ Fees*	Directors’ fees approved at the 17 th AGM held on 11 June 2025, payable on a quarterly basis, are as follows:		
			Non-Executive Chairman	Non-Executive Director/ Member
		Directors’ Fees/person	Per Annum (RM)	Per Annum (RM)
		Board	240,000	150,000
		Audit Committee	50,000	30,000
2	Offsite Allowance*	Other Board Committees	36,000	24,000
		An allowance of RM1,000 per day will be paid to Directors for the following:		
		(i) Attending meetings with Government representatives or third parties such as consultants, bankers and advisors on behalf of the Company; or		
		(ii) Visiting project and/or reference sites to advise management and/or the Company		
		The total amount paid for the financial year 2025 was RM16,000 in respect of visits to the Company’s project sites in the Central and Southern regions of Malaysia as well as Australia.		

Principle ABoard Leadership and Effectiveness

No	Fees/Benefits	Amount/Description	
3	Meeting Allowance*	Meeting allowance for ad hoc or temporary Board Committees established for specific purposes: (i) Chairman of Committee – RM2,000 per meeting (ii) Member of Committee – RM1,000 per meeting The total amount paid for the financial year 2025 was RM59,000 in respect of the meeting allowances for the Board Oversight Committee, an ad hoc committee established by the Board in December 2024 to provide governance oversight during the leadership transition and subsequently dissolved upon the appointment of the new MD/CEO in November 2025. The Committee held in total 16 meetings during its tenure with 15 meetings conducted in 2025.	
4	Chairman’s Benefits*	The benefits payable and accorded to the Non-Executive Chairman comprise the following, as approved at the 17 th AGM held on 11 June 2025:	
		i. Car Allowance	RM3,400 per month
		ii. Car-related benefits including maintenance, fuel and other permissible items/claims	Up to RM32,100 per annum
5	Property Discount (which is the same policy applied for employees)	Discount for purchase of property as follows: (i) Up to 10% discount will be given once in 5 years for residential property; and (ii) For subsequent purchase of residential property within 5 years’ period or any non-residential property purchase, up to 3% discount will be given. For the year 2025, none of the Directors availed themselves to this benefit.	
6	Medical Benefits for Directors	The medical benefits for Directors are as follows: (i) Medical coverage of RM7,000 per annum, inclusive of outpatient, clinical, specialist and dental; and (ii) Hospitalisation of RM100,000 per annum including room and board at RM500 per day. Where a Director sits on several boards, he/she will only be entitled to claim medical benefits from one (1) company only.	
7	Training and Development of Directors	A training budget is allocated for Directors to attend relevant training programmes and seminars to enhance their knowledge and skills in discharging their duties.	
8	Directors’ and Officers’ Liability Insurance	Directors are covered by Directors’ and Officers’ Liability Insurance maintained throughout the financial year to indemnify directors and officers against any liability incurred by them in the discharge of their duties while holding office as directors and officers of the Company. All the Directors who are paid Director’s fee contributed their portion of the premium payment for this policy for the year 2025.	

Note: * In respect of the services rendered by Datuk Hisham Hamdan and Mr Reagan Chan Chung Cheng as the Chairman of the Board and Non-Independent Non-Executive Director, respectively, UEM Group Berhad has waived all fees and allowances since their date of appointment to the Board, in accordance with Khazanah Nasional Berhad’s internal policy.

Corporate Governance Overview Statement

Principle B Effective Audit and Risk Management

Audit Committee Report

The Board is pleased to present the Audit Committee (“AC”) Report, providing insights into the manner in which the AC discharged its duties and responsibilities as well as an overview of the key activities undertaken by the AC during the financial year under review.

Term of Office

The AC was established by the Board on 15 September 2008 to support the Board in fulfilling its oversight and fiduciary duties and responsibilities.

The key responsibilities of the AC are as follows:

Oversee the financial reporting process of the Group to ensure compliance with the applicable financial reporting standards

Review the effectiveness of the internal and external audit functions and internal control systems

Review related party transactions and conflict of interest situations that may arise within the Group

The AC’s authorities and functions are governed by its Terms of Reference (“TOR”), which is reviewed periodically and updated as and when necessary. The AC TOR was last revised by the Board on 1 July 2024 which aligned with the latest Listing Requirements of Bursa Malaysia, reflecting the evolving role of the AC in managing conflict of interest (“COI”) matters within the Group.

To ensure the effectiveness of the external audit functions, the AC assesses the suitability, objectivity and independence of the external auditors annually, thereby safeguarding the quality and reliability of the audited financial statements.

The AC shall not assume the functions of Management, which remain the responsibility of the MD/CEO.

Following a review of the term of office and performance of the AC during the 2025 Board Effectiveness Assessment conducted by the NRC and facilitated by an independent consultant, the Board was satisfied that the AC had effectively discharged its duties in accordance with its TOR during the financial year under review.

🌐 The TOR of the AC is available for reference at the Company’s website at www.uemsunrise.com

Principle B Effective Audit and Risk Management

Composition

As at the financial year ended 31 December 2025, the AC comprises three (3) members of the Board, as follows:

Christina Foo (Chairperson) Senior Independent Non-Executive Director
Chari TVT (Member) Independent Non-Executive Director
Eric Chan Kok Leong (Member) Independent Non-Executive Director (appointed as a member of the AC with effect from 21 August 2025)

The composition of the AC is in compliance with paragraph 15.09 of the Bursa Malaysia Listing Requirements and adheres to the principles and practices set out in the MCCG issued on 28 April 2021 by virtue of the following:

- The AC Chairperson is not the Chairman of the Board, ensuring independent oversight.
- All AC members are Non-Executive Directors and are independent in accordance with the criteria prescribed under the Listing Requirements of Bursa Malaysia.
- All the AC members are financially literate and possess the relevant experience and capabilities necessary to discharge their duties and responsibilities effectively.
- None of the AC members serves as an alternate director, maintaining continuity and effectiveness in the AC’s governance role.

During the financial year ended 31 December 2025, there were changes to the composition of the AC. Datuk Amran Hafiz Affifudin relinquished his position as an AC member on 21 August 2025 while Mr Eric Chan Kok Leong was appointed as an AC member in replacement thereof.

The appointment of AC members is made by the Board on the recommendation of the NRC and in consultation with the AC Chairperson, who is also a member of the NRC.

All AC members have undertaken continuous professional development programmes to ensure they are kept up to date with relevant developments in accounting and auditing standards, practices and regulatory requirements. The list of training attended by the AC members during the year under review is set out in the Corporate Governance Overview Statement under the Principle A section.

Meetings

A total of fifteen (15) AC meetings comprising five (5) scheduled meetings and ten (10) special meetings were held during the financial year ended 31 December 2025, as follows:

1	17 February 2025	2	4 March 2025	3	7 March 2025	4	19 March 2025	5	20 March 2025
6	10 April 2025	7	2 May 2025	8	14 May 2025	9	14 May 2025	10	31 July 2025
11	13 August 2025	12	13 August 2025	13	21 August 2025	14	17 October 2025	15	19 November 2025

Legend:

Scheduled Meeting

Special Meeting

Corporate Governance Overview Statement

Principle B Effective Audit and Risk Management

The attendance record of the members at the AC meetings held during the financial year ended 31 December 2025 is disclosed in the Corporate Governance Overview Statement under the Principle A section.

During the year, the AC maintained regular engagement with both the External Auditors and the Internal Auditors to keep abreast with the key audit issues and concerns affecting the Company.

The AC met with the External Auditors without Management on four (4) occasions at the AC meetings during the year. The AC also met with the Head, Internal Audit without Management on three (3) occasions at the AC meetings during the year, ensuring independent and objective oversight of the Company’s financial reporting and internal control processes.

The AC meetings were attended by the following parties upon invitation:

Invitees	Frequency of Attendance	Purpose
MD/CEO and Officer-in-Charge/CFO	All AC meetings	To report on the Group’s financial performance and provide explanations in response to the AC’s queries on the audit matters, internal controls and business operations.
External Auditors	All AC meetings (for specific agenda only)	To present the statutory audit of the financial statements for the financial year 2024, quarterly financial reports for 2025, the progress of the audit plan for years 2024 and 2025 and confirmations of the independence assessment of non-assurance services participation.
Internal Auditors	All AC meetings	To present the annual audit plan, internal audit reports, any significant audit findings including corrective actions taken to address such findings as well as updates on the internal audit function.
Senior Management	As and when necessary	To brief the AC on specific matters within their respective areas of responsibility arising from internal audit reports or other matters of interest to the AC.

After each AC meeting, the Company Secretary prepared a written report summarising the key discussion points and decisions of the AC, which was tabled at the subsequent Board meeting. At the Board meetings, the AC Chairperson briefed the Board on the highlights and key matters deliberated during the AC meetings. The minutes of each AC meeting were recorded and circulated to the AC for review prior to tabling at the next AC meeting for confirmation and subsequently presented to the Board for notation.

Principle B Effective Audit and Risk Management

Summary of Key Activities of the AC

As at the date of this report, the AC has undertaken the following activities in discharging its functions and duties, which are in line with its responsibilities as set out in the TOR:

Key Areas	Key Activities of the AC	
Financial Reporting	1.	Reviewed the quarterly and annual financial statements with Management and the External Auditors for recommendation to the Board for approval and release to Bursa Malaysia.
	2.	Reviewed and recommended to the Board the proposed project financing and other financing facilities, taking into consideration the financial position and funding requirements of the Group.
	3.	Reviewed and recommended to the Board the proposed declaration of dividend for the financial years ended 31 December 2024 and 2025, after having considered the Company's dividend policy and the results of the solvency test in compliance with the provisions of the Companies Act 2016.
	4.	The CFO also engaged separately with the AC Chairperson prior to the AC meetings and on an as-needed basis.
Internal Audit	1.	Reviewed and approved the annual risk-based internal audit plan to ensure adequate scope, comprehensive coverage of the activities of the Company and the Group and alignment with emerging risks, including changes to the audit plan that impacted its coverage.
	2.	Reviewed and deliberated the internal audit reports on the adequacy, effectiveness and efficiency of operational, compliance and governance processes across the Company and the Group. Where appropriate, advised Management on rectification of control gaps and prioritisation of remediation timelines.
	3.	The internal audit reports reviewed and deliberated during the year included planned and ad-hoc audits on the following: - Corporate Transformation Plan - Project Management – Senadi Hills, Aspira Hills, Serene Heights, KAIA Heights, Aspira LakeHomes and The MINH - Joint-venture Management - Cahaya Jauhar Sdn. Bhd. and Sime Darby Property Sunrise Development Sdn. Bhd. - Retail Management - Management of Authority Approvals - Management of Sales Galleries and Sales Offices - Information Technology – Puteri Harbour International Ferry Terminal (TMOS System), Project Management of Human Resources Operation System (Darwinbox), Online Management Paper system, e-invoicing system, customer management system and land management system - Auxiliary Police function - Sustainability Reporting - Recurrent Related Party Transactions - Validation audit of reported human resources control matters arising from whistleblower report(s) - Follow-up on corrective actions
	4.	Monitored the implementation of recommendations by Management on outstanding issues to ensure that all key risks and control weaknesses were adequately addressed including the timeliness of responses received and actions taken. Met with auditees to follow up on updates of selected key audit findings.

Corporate Governance Overview Statement

Principle B Effective Audit and Risk Management

Key Areas	Key Activities of the AC										
Internal Audit (continued)	5. In year 2025 and until to date, the AC, alongside available Directors, participated in four (4) site visits with Internal Auditors and Management. The details are as follows: <table><tr><th>Date</th><th>Site Visited</th></tr><tr><td>27 February 2025</td><td> Dewan Negeri Johor, Kota Iskandar Johor Bahru Courts Complex </td></tr><tr><td>4 March 2025</td><td> The MINH, Mont'Kiara Symphony Hills, Cyberjaya </td></tr><tr><td>28 August 2025</td><td> Serene Heights, Semenyih Kiara Bay, Kuala Lumpur </td></tr><tr><td>13-14 January 2026</td><td> Puteri Harbour International Ferry Terminal Teega Residences, Iskandar Puteri Marina Walk, Iskandar Puteri Laman DiReka, Puteri Harbour Estuari Sports Centre, Iskandar Puteri Nusajaya Tech Park, Iskandar Puteri Aspira LakeHomes, Iskandar Puteri Aspira Hills, Iskandar Puteri UEM Sunrise Gallery, Iskandar Puteri </td></tr></table>	Date	Site Visited	27 February 2025	Dewan Negeri Johor, Kota Iskandar Johor Bahru Courts Complex	4 March 2025	The MINH, Mont'Kiara Symphony Hills, Cyberjaya	28 August 2025	Serene Heights, Semenyih Kiara Bay, Kuala Lumpur	13-14 January 2026	Puteri Harbour International Ferry Terminal Teega Residences, Iskandar Puteri Marina Walk, Iskandar Puteri Laman DiReka, Puteri Harbour Estuari Sports Centre, Iskandar Puteri Nusajaya Tech Park, Iskandar Puteri Aspira LakeHomes, Iskandar Puteri Aspira Hills, Iskandar Puteri UEM Sunrise Gallery, Iskandar Puteri
	Date	Site Visited									
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	4 March 2025	The MINH, Mont'Kiara Symphony Hills, Cyberjaya									
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	6. Reviewed the performance, adequacy, scope, resources and competency of the Internal Auditors as well as the training needs of the Internal Audit function.										
	7. Reviewed the Internal Audit organisation structure, including its diversity, equity and inclusion considerations to ensure it remains fit for purpose.										
	8. Reviewed the outcome of the quality assurance review performed by an external consultant which opined that the Internal Audit function of UEM Sunrise generally conforms to the Global Internal Audit Standards ("GIAS") and discussed the areas for improvement with agreed action plans and implementation target dates.										
	9. Approved the 2024 key performance indicators ("KPI") scorecard achievements of the Internal Audit function. Deliberated the results of the Internal Audit's Customer Satisfaction Survey for 2024, based on the responses received from the AC members and Senior Management via questionnaires. Reviewed the performance of the Head, Internal Audit taking into consideration the performance evaluations as per the scorecard results and behavioural competencies. During the financial year, the AC also approved the revised 2025 KPI and the 2026 KPI for Internal Audit function. Subsequent to the financial year end, the AC had a separate discussion with the Head, Internal Audit and approved the 2025 KPI scorecard achievements of the Internal Audit function.										
	10. Met thrice with the Head, Internal Audit on 17 February 2025, 13 August 2025 and 19 November 2025 without the presence of the MD/CEO, Officer-in-Charge and Management to discuss the extent of assistance rendered by Management, challenges faced and recommendations from Internal Auditors. The Head, Internal Audit also engaged separately with the AC prior to the AC meetings and on an as-needed basis.										
	11. Endorsed the issuance of Statement of Assurance for the Sustainability Statement in the Integrated Annual Report 2024 following the findings and concluding statement by Internal Audit on seven (7) selected common ESG indicators. Subsequent to the financial year end, the AC also endorsed the issuance of Statement of Assurance for the Sustainability Statement in the Integrated Annual Report 2025 following the findings and concluding statements by Internal Audit on nine (9) selected common ESG indicators.										
	12. The AC reviewed the findings of a special investigation and monitored Management's implementation of remedial action.										

Principle B Effective Audit and Risk Management

Key Areas	Key Activities of the AC																																																																															
External Audit	1. Reviewed with the External Auditors the audit plan of the Company and the Group for the year, including the audit scope, risk assessment, audit approach, system evaluation, audit fees, significant issues identified and Management responses, prior to the commencement of the annual audit. The AC also reviewed and deliberated the key audit matters and areas of emphasis highlighted by the External Auditors, including the action taken by Management to address such matters. 2. Met four (4) times with the External Auditors on 17 February 2025, 20 March 2025, 14 May 2025 and 19 November 2025, without the presence of the MD/CEO, Officer-in-Charge and Management staff, to discuss the extent of cooperation and assistance rendered by Management, audit issues encountered and matters arising from the audit. The External Auditors also met separately with the AC Chairperson prior to the quarterly meetings and on an as-needed basis. 3. Reviewed the audit and non-audit fees for the financial year ended 31 December 2024. Subsequent to the financial year end, the AC reviewed the audit and non-audit fees for the financial year ended 31 December 2025. In addition, the AC reviewed the benchmark of the audit fees against industry peers to assess the reasonableness of the fees and to understand the variances. The AC noted that the Group’s audit fees are generally in line with industry peers. The details of the nature of non-audit services rendered by Messrs Ernst & Young PLT (“EY”), the External Auditors and/or its affiliates for the financial years ended 31 December 2024 and 2025 are set out as follows: <table><tr><th rowspan="3">Fees paid or payable to EY and its affiliates</th><th colspan="4">Company</th><th colspan="4">Group</th></tr><tr><th colspan="2">2025</th><th colspan="2">2024</th><th colspan="2">2025</th><th colspan="2">2024</th></tr><tr><th>RM’000</th><th>%</th><th>RM’000</th><th>%</th><th>RM’000</th><th>%</th><th>RM’000</th><th>%</th></tr><tr><td>Audit Services</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>– EY</td><td>188</td><td>62</td><td>186</td><td>62</td><td>1,575</td><td>74</td><td>1,538</td><td>72</td></tr><tr><td>Non-Audit Services</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>– EY</td><td>90</td><td>30</td><td>87</td><td>29</td><td>90^(a)</td><td>4</td><td>87^(c)</td><td>4</td></tr><tr><td>– Affiliates of EY</td><td>27</td><td>8</td><td>25</td><td>9</td><td>480^(b)</td><td>22</td><td>516^(d)</td><td>24</td></tr><tr><td>Total</td><td>305</td><td>100</td><td>298</td><td>100</td><td>2,145</td><td>100</td><td>2,141</td><td>100</td></tr></table> Notes: (a) Review of quarterly announcement and debt-equity ratio for FY2025. (b) Preparation, review and submission of tax return and new submission via Malaysian Income Tax Reporting System for FY2025. (c) Review of quarterly announcement and debt-equity ratio for FY2024. (d) Preparation, review and submission of tax return, other tax services and limited assurance audit on ESG for FY2024.	Fees paid or payable to EY and its affiliates	Company				Group				2025		2024		2025		2024		RM’000	%	RM’000	%	RM’000	%	RM’000	%	Audit Services									– EY	188	62	186	62	1,575	74	1,538	72	Non-Audit Services									– EY	90	30	87	29	90 ^(a)	4	87 ^(c)	4	– Affiliates of EY	27	8	25	9	480 ^(b)	22	516 ^(d)	24	Total	305	100	298	100	2,145	100	2,141	100
	Fees paid or payable to EY and its affiliates		Company				Group																																																																									
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	Total	305	100	298	100	2,145	100	2,141	100																																																																							
4.	Received written confirmation from the External Auditors on their professional independence throughout the audit engagement and their compliance with the By-Laws of the Malaysian Institute of Accountants on Professional Ethics, Conduct and Practice as well as the International Code of Ethics for Professional Accountants (including International Independence Standards) requirements.																																																																															
5.	Considered the technical competency, experience and performance of the External Auditors based on the feedback from Management, who had substantial engagement with the external audit team throughout the financial year. The AC further took into consideration feedback from the External Auditors on the effectiveness of coordination and reliance on the internal audit work between the Internal Auditors and External Auditors.																																																																															

Corporate Governance Overview Statement

Principle B Effective Audit and Risk Management	
Key Areas	Key Activities of the AC
External Audit (continued)	6. Discussed the results of the annual assessment on the performance, suitability and independence of the External Auditors based on the criteria prescribed under Paragraph 15.21 of the Listing Requirements and the Corporate Governance Guide (4th Edition). The AC, being satisfied with the suitability, performance, technical competency, sufficiency of experience and resources, cost effectiveness of the audit and audit objectivity, quality and independence of EY, had recommended the appointment of EY as External Auditors of the Company for the financial year ended 31 December 2025. Subsequent to the financial year-end, the AC conducted the same assessment and being satisfied with the assessment outcome, recommended the appointment of EY as External Auditors of the Company for the financial year ending 31 December 2026 to the Board. The appointment of the External Auditors is subject to the shareholders’ approval being sought at the forthcoming 18th AGM in 2026. 7. Reviewed and approved the provision of non-audit services by the External Auditors, including the pre-approval of such services, to ensure that the independence and objectivity of the External Auditors were not compromised. 8. In addition, the AC was briefed by EY on its Board Matters Quarterly publications to remain apprised of developments in financial reporting standards, regulatory requirements and emerging audit and governance issues. 9. On 20 March 2025, the AC took note of EY’s 2024 Transparency Report, which outlined, amongst others, EY’s implementation of System of Quality Management, infrastructure supporting quality, independence practices, audit quality indicators and commitment to sustainability. Subsequent to the financial year end, on 17 March 2026, the AC took note of EY’s 2025 Transparency Report which outlined similar areas and reflected on EY’s five (5)-year journey of continuous investment and enhancements in improving audit quality.
Governance	Annual Report 1. Reviewed and recommended the Corporate Governance Overview Statement (including the AC Report) and Statement on Risk Management and Internal Control to the Board for approval and disclosure in the Integrated Annual Reports 2024 and 2025 of the Company. 2. Reviewed and endorsed the Corporate Governance Report in relation to Principle B of the MCCG for inclusion in the Integrated Annual Reports 2024 and 2025 to the Board for approval. 3. Endorsed the issuance of Statement of Assurance for the Sustainability Statement in the Integrated Annual Report 2024 following the findings and concluding statement by Messrs KPMG PLT from its independent limited assurance audit on selected ESG indicators. Subsequent to the financial year end, the AC endorsed the issuance of the Statement of Assurance for the Sustainability Statement in the Integrated Annual Report 2025 following the findings and the concluding statement by Messrs BDO PLT from its independent limited assurance audit on selected ESG indicators. Related Party Transactions 1. Reviewed the related party transaction pertaining to the tenancy with Unipati Concrete Sdn. Bhd., a ready-mix concrete arm of Cement Industries of Malaysia Berhad (“CIMA”), a direct subsidiary of UEM Group Berhad, for the construction of a batching plant on a parcel of land owned by UEM Sunrise Group and ensured that the transaction was conducted on an arm’s length basis and on normal commercial terms. 2. Reviewed on a quarterly basis, the recurrent related party transactions of a revenue or trading nature entered into by the Group pursuant to the applicable threshold stipulated under paragraph 10.09(1), Chapter 10 of the Listing Requirements of Bursa Malaysia.

Principle B Effective Audit and Risk Management	
Key Areas	Key Activities of the AC
Governance (continued)	Conflict of Interest 1. Reviewed the disclosure of actual or potential COI, including interest in any competing business, submitted by the Directors and key Senior Management of the Company via the Declaration of Interest Form. 2. The COI and/or potential COI reviewed by the AC during the year were as follows: (i) Reviewed the COI arising from a Board member’s new appointment in another company and its subsidiaries, which is in a joint venture with UEM Sunrise’s subsidiary. The AC concluded that this constituted a COI. To mitigate the COI, the Board member is required to abstain from any relevant discussions/approvals and recuse from the meeting, when necessary. (ii) Reviewed the potential COI arising from the assessment of a Board candidate in view of his position in another property development company. The AC concluded that the potential COI was minimal, as both companies operate in distinct development portfolios. (iii) Reviewed the COI arising from the Board members of a subsidiary of UEM Sunrise who also hold directorships in another property development company. The AC concluded that this constituted a COI due to the similarity in development portfolios and potential competition for resources and contracts. To mitigate the COI, the said Board members shall abide to UEM Sunrise’s Code of Conduct and shall abstain from any relevant discussions/approvals and recuse from the meeting, when necessary. (iv) Noted the declaration from a Board member whose son was employed as an intern in a firm that provides consulting services to UEM Sunrise for transparency purposes. (v) Reviewed the declaration from a Board member who is in contact with a vendor for a potential business opportunity for UEM Group Berhad involving the Company’s asset whereby his son was also accepted as a management trainee by the vendor. The AC concluded its assessment that there was no COI at that juncture. (vi) Reviewed the potential COI arising from the assessment of a Board candidate who held directorships in two (2) companies. The AC concluded that there is no COI with one (1) company due to its distinct business nature, but noted a perceived COI with another company whose nature of business includes long-term portfolio investment in securities. To mitigate the potential or perceived COI, the said Board candidate shall formally declare the interest and abstain from deliberation or decision making involving overlapping interest and to provide a written undertaking to comply with insider trading laws under the Capital Markets and Services Act 2007. (vii) Reviewed the potential COI arising from the assessment of a Board candidate who does not hold any executive position in other organisations and does not have any directorships in other companies. The AC concluded that there was no COI or potential COI from the said Board candidate. (viii) Reviewed the COI declaration by a proposed Top/Senior Management candidate in respect of the request for specific arrangements prior to accepting UEM Sunrise’s offer of employment. The AC concluded that the potential COI can be mitigated through the proposed measures discussed. 3. Reviewed the summary of declarations of COI by Board members and Top/Senior Management tabled at AC meetings on a quarterly basis. 4. Noted that the potential COI previously declared by a Board member has been resolved following his resignation from the said property development company, which has different development portfolio from UEM Sunrise. 5. AC also ensured that no issues arose from the potential COI declarations of the Board members who have directorship/executive positions in other property development companies, whose principal activities are similar to UEM Sunrise Group.

Corporate Governance Overview Statement

Principle B Effective Audit and Risk Management

Key Areas	Key Activities of the AC
Governance (continued)	Internal Controls - Reviewed the representation by Senior Management on specific questions posed on the following: - The reasonableness and appropriateness of the financial statements in accordance with applicable approved accounting standards; - Risk management and internal control systems are operating adequately and effectively, in all material aspects, based on the risk management and internal control systems of the Company; and - Compliance with all regulatory and legislative requirements. - Reviewed the results of the survey conducted on Management’s internal control assessment and its view on the effectiveness of the Company-wide internal control procedures, which were conducted with a targeted group from the Management team, as well as the plans to address the identified gaps and expectations. - The AC had requested and received a written assurance from the Officer-in-Charge cum CFO that the risk management and internal control systems of the Company are generally adequate and effective for the financial year ended 31 December 2024. Subsequent to the financial year end, the AC also received a written assurance from the MD/CEO and CFO for the financial year ended 31 December 2025.
	Others - The AC Chairperson and members had engaged with the Officer-in-Charge cum CFO, Internal Auditors and External Auditors on a continuous basis to keep abreast of matters and issues affecting the Group. - Approved the appointment of a tax agent for UEM Sunrise and its subsidiaries for assessment years 2024 and 2025. - Noted the quarterly updates on the Investor Relations activities and sectoral performance. - Noted the update on tax cases of the Group including briefing by external consultants. - Noted the periodic corporate tax status update on the Company’s tax matters, transfer pricing, SST scope expansion, global minimum tax, awareness and readiness for the transition to the Self-Assessment System for stamp duty, e-invoicing and the action plans undertaken by the Management. - Reviewed the proposed investment framework for UEM Sunrise.

Internal Audit Function

- The Internal Audit function of the Company is managed by the Internal Audit Department, led by the Head, Internal Audit. Reporting directly to the AC and administratively to the Officer-in-Charge (i.e. CFO, who performed the role of CEO following the CEO’s resignation on 5 December 2024) and subsequently to the MD/CEO (following his appointment on 17 November 2025). The Internal Audit function operates independently and objectively in accordance with the Internal Audit Charter. Its primary objective is to provide reasonable assurance to the AC regarding the adequacy and effectiveness of the Group’s risk management, internal control and governance systems.
- The Internal Audit function adheres to the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors, Inc.
- For the financial year ended 31 December 2025, the total cost incurred for the Internal Audit function was RM3,152,489 (2024: RM2,701,405).
- Internal Auditors are responsible for presenting independent and objective reports to the AC on the state of internal control within various operating divisions of the Company and its Group. This includes assessing compliance with established policies and procedures as well as relevant statutory requirements.

Principle B Effective Audit and Risk Management

- The AC continuously reviews the scope, functions, competency, proficiency and resources of the Internal Audit function, including the quality of the audit reports and the monitoring of audit progress.
- The Internal Auditors adopt a risk-based approach in formulating its annual audit plan, which is aligned with the Group’s three-year audit plan.
- Audit findings, including necessary follow-up actions required by Management, are communicated to both Management and the AC. The AC is briefed on the progress of selected outstanding audit issues, with the auditees invited to the AC meetings to provide further updates. Internal audit reports are circulated to the AC and Management, with discussions on these reports conducted during AC meetings.
- During the financial year, internal audit activities covered operational, ad-hoc and special audits across various areas of the Group.
- Follow-up reviews are conducted to ensure the satisfactory closure of audit findings. Internal Auditors actively strive to establish sustainable control processes within the Group, focusing on strengthening areas identified with weak controls.
- Internal Auditors, in collaboration with Management, organised site visits for the AC and Directors to enhance understanding of operational matters, improve oversight and assess the effectiveness of internal controls across the Company’s projects and operations.
- The AC places emphasis on succession planning and job rotation as part of its oversight of Internal Audit staff development. As part of the Group’s internal talent development initiatives, and with the AC’s support, the then Head, Internal Audit was rotated to lead the Integrity and Risk Management function. The successor for the Head, Internal Audit was appointed through an internal promotion, reflecting the effectiveness of the Group’s succession planning and talent development efforts that support career advancement.

Looking Ahead to FY2026

In addition to routine responsibilities, the AC has identified the following focus areas for FY2026:

- Continuous review and proactive response to the evolving regulatory landscape affecting financial reporting and sustainability reporting, including IFRS Sustainability Disclosure Standard (“IFRS S1 and S2”).
- Oversight of new and evolving tax regulations, including e-invoicing, global minimum tax, expansion of Sales and Service Tax scope, transition to the Self-Assessment System for stamp duty and the Malaysian Business Reporting System within the Group, as well as ongoing developments in capital gains tax (“CGT”) and the implementation of changes to real property gains tax (“RPGT”). This includes ensuring appropriate adjustments are made to the Group’s internal control systems, processes and policies to maintain compliance.
- Ongoing review of the Group’s income tax compliance processes including compliance with the Malaysian Income Tax Reporting System (“MITRS”) requirements for the submission of prescribed tax information and supporting documents, as well as potential digitalisation and preparedness for the implementation of the Tax Corporate Governance Framework.
- Continuous monitoring of technological advancements including digitalisation initiatives and the adoption of data analytics and artificial intelligence (“AI”), to support the effective integration into the Group’s internal control systems and enhance agility, competitiveness and responsiveness to emerging trends and customer needs.
- Assess the potential economic implications of geopolitical tensions on the Group’s operations, particularly the impact on construction, operating and borrowing costs taking into account factors such as supply chain stability, financing conditions and property market demand.

This AC Report was reviewed by the AC on 17 March 2026 and approved by the Board on 30 March 2026.

Corporate Governance Overview Statement

Principle B Effective Audit and Risk Management

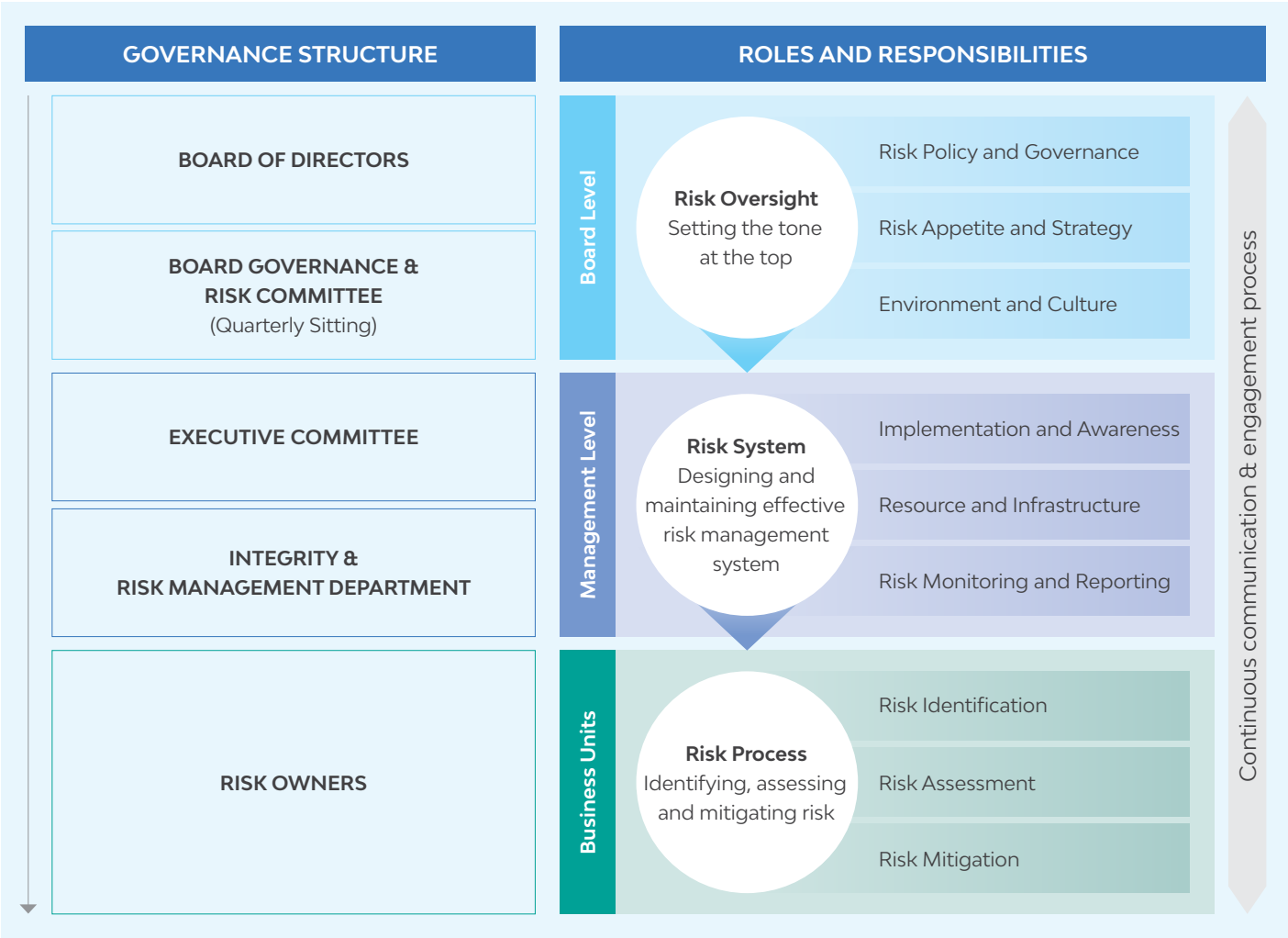
Risk Management and Risk Owners

The Board exercises oversight of the Group’s risk management framework through the BGRC, which evaluates the effectiveness of risk management processes and oversees the Group’s overall risk exposure, including the identification, assessment and monitoring of climate-related risks. The BGRC monitors the adequacy of risk mitigation strategies and control measures, while the AC, supported by the Internal Audit function, assesses the adequacy and effectiveness of internal controls.

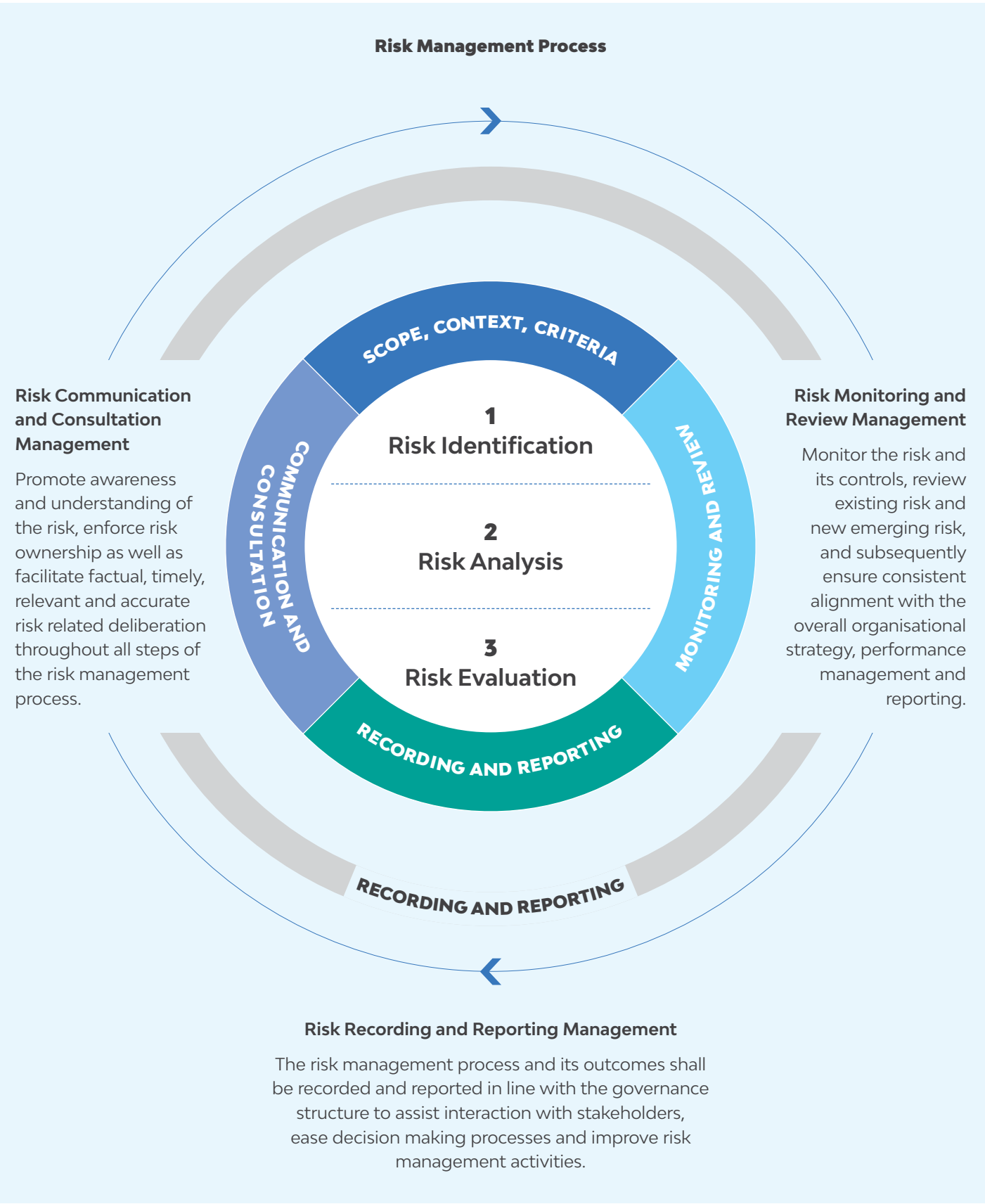
As of 31 December 2025, the BGRC comprised four (4) members, the majority of whom are Independent Non-Executive Directors, including a Senior Independent Director, ensuring appropriate independence and a balanced mix of skills. During the financial year, the Board was satisfied with the BGRC’s performance in discharging its duties in accordance with its Terms of Reference.

Based on its annual assessment, the Board concluded that the Group’s risk management and internal control system including those supporting climate-related oversight were generally adequate and effective for the financial year under review. Further details are set out in the Statement on Risk Management and Internal Control in this Integrated Annual Report.

Governance and Risk Framework



Principle B Effective Audit and Risk Management



Corporate Governance Overview Statement

Principle C Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

Stakeholder Communication

The Company recognises the importance of understanding stakeholder expectations and maintaining effective, transparent and regular communication. The Company engages proactively with its stakeholders through various platforms to obtain feedback and insights on material issues affecting both stakeholders and the Group. Details of key stakeholder groups, their expectations and the Company’s responses are set out in the Stakeholder Engagement and Value Creation section of the Integrated Annual Report 2025.

Transparency and accountability to shareholders and investors remain key priorities of the Board. The Company ensures timely and balanced disclosure of material information through appropriate communication channels, including the Integrated Annual Report, announcements to Bursa Malaysia, press releases, engagement sessions, general meetings and the investor relations portal on the Company’s website at www.uemsunrise.com.

Conduct of General Meetings

The AGM serves as a key platform for two-way engagement between the shareholders and the Board and Management. The Company’s 17th AGM held on 11 June 2025, was conducted as a physical meeting and facilitated meaningful interaction with shareholders.

All Directors, including the Chairpersons of AC, NRC, Board Tender Committee, Board Development Committee and BGRC were present in person to engage with shareholders and discharge their stewardship responsibilities. Shareholders were given the opportunity to submit questions prior to as well as during the meeting, and all questions were addressed by the Board and Management.

In line with the MCCG, the notice of the 17th AGM was issued at least 28 days in advance to allow shareholders sufficient time to review the proposed resolutions and make informed voting decisions. All resolutions were put to vote by poll, with the results verified by independent scrutineers and announced to Bursa Malaysia on the same day. The minutes of the 17th AGM were made available on the Company’s website within 30 business days after the meeting.

Key Focus Areas and Future Priorities

The Board remains committed to applying the principles of the MCCG and to progressively address any remaining departures, taking into account the Company’s circumstances and evolving regulatory expectations. The Board recognises that effective corporate governance is driven not only by structures and policies, but also by strong leadership, sound judgement and accountability across the organisation.

Accordingly, the Board will continue to prioritise the development of leadership and people capabilities to ensure that governance principles are consistently understood, applied and embedded into decision-making and day-to-day operations. This is viewed as a key enabler of governance effectiveness and long-term sustainability.

As part of its ongoing governance journey, the Board’s key focus areas include:

- strengthening Board and Management succession planning and leadership development to support continuity and organisational resilience;
- further integrating sustainability and ESG considerations into strategy, risk management and capital allocation decisions;
- enhancing risk governance to proactively address emerging, strategic and sustainability- and climate-related risks;
- reinforcing a strong culture of integrity by enhancing the effectiveness of the whistleblowing framework and maintaining a consistent “tone from the top”; and
- uplifting governance practices and disclosures in line with evolving MCCG requirements, stakeholder expectations and sustainability reporting standards.

The Board considers these priorities fundamental to advancing governance maturity and supporting sustainable long-term value creation for shareholders and stakeholders.

This Statement is made in accordance with the resolution of the Board dated 30 March 2026.

UEM SUNRISE’S REVISED DIVIDEND POLICY APPROVED ON 27 FEBRUARY 2024

Paying out between 40% to 60% of the Group’s consolidated profit after tax and non-controlling interest subject to among others, availability of distributable reserves and adequate free cash flow from operations.

Statement on Risk Management and Internal Control

The Board of Directors (“the Board”) of UEM Sunrise Berhad (“UEM Sunrise” or “the Company”) and its subsidiaries (“the Group”) is dedicated to upholding a robust integrated and forward-looking framework for risk management and internal control.

In accordance with Paragraph 15.26(b) of the Listing Requirements of Bursa Malaysia Securities and guided by the Statement on Risk Management and Internal Control (“SORMIC”): Guidelines for Directors of Listed Companies (“SORMIC Guide 2025”), the Board is pleased to present this Statement on Risk Management and Internal Control. This statement outlines the nature, scope and key features of the Group’s risk management and internal control framework, its alignment with the Group’s strategic objectives, and its integration into business operations. By embedding these principles within the governance framework, the Group seeks to strengthen resilience, safeguard assets, and protect stakeholder interest while supporting the achievement of strategic objectives.

Board’s Responsibilities

The Board acknowledges its responsibility for maintaining a robust system of risk management and internal controls to safeguard shareholders’ investments and the Group’s assets. In fulfilling this responsibility, the Group promotes a strong culture of governance, ethics, and integrity to ensure that robust controls are implemented across the organisation. In setting strategy and approving major business decisions, due consideration is given to material risks, including but not limited to strategic, operational, financial, ESG and sustainability (including climate), artificial intelligence (“AI”), cybersecurity and reputational risks.

While recognising the inherent limitations of any risk management framework and internal control system, where risks cannot be entirely eliminated, the Group has established a structured system designed to manage and mitigate risks to an acceptable level. Within this framework, principal and emerging risks are systematically identified and assessed, with ongoing monitoring and mitigation planning conducted to ensure that the Group can respond promptly to emerging risk developments. Accordingly, this framework provides reasonable, though not absolute, assurance against material misstatement, loss, or fraud. Collectively, these measures support strategic decision-making, safeguarding stakeholder interests, and upholding robust internal control practices.

The Board further reviews and monitors the adequacy, effectiveness, and integrity of the Group’s risk management and internal control system, including compliance with applicable laws, regulations, standards and policies. The Board defines and periodically reviews the Group’s risk acceptance level and tolerance levels, and ensures these are cascaded across business units and embedded into operational controls and performance

monitoring. In carrying out these oversight functions, the Board is supported by the Board Governance and Risk Committee (“BGRC”) and the Audit Committee (“AC”) in assessing the adequacy of the risk management and internal control framework.

Overall, the Board is satisfied that the Group has established a systematic risk management framework via Risk Management Policy and Guidelines, encompassing robust processes to identify, evaluate, and monitor principal risks, while implementing appropriate internal controls to manage these risks across the Group in a consistent manner.

BGRC Board Governance and Risk Committee (“BGRC”)

The BGRC assists the Board in discharging its oversight responsibilities in relation to governance, risk management, integrity, and sustainability (including climate) ensuring alignment with the Group’s long-term strategy and objectives. In this capacity, the BGRC oversees the effectiveness of the Group’s governance framework, ethical standards, and compliance environment, promoting accountability and integrity across the organisation.

The BGRC also oversees the Group’s integrity and anti-corruption framework, including the implementation of policies, controls, and whistleblowing mechanisms designed to prevent misconduct and ensure compliance with applicable laws and regulations, including Section 17A of the Malaysian Anti-Corruption Commission Act 2009.

From a risk oversight perspective, the BGRC supports the Board in ensuring effective implementation of the risk management framework. This includes overseeing that principal and emerging risks, including but not

Statement on Risk Management and Internal Control

limited to sustainability, ESG, and climate-related risks are systematically identified, assessed, and embedded within the Group’s risk management practices.

In addition, the BGRC provides oversight on cybersecurity risks arising from the Group’s increasing reliance on digital systems and technologies. This includes oversight of Management’s approach in identifying, assessing and managing cybersecurity threats that could impact the confidentiality, integrity and availability of the Group’s information assets and critical systems, as well as monitoring the adequacy of related controls and mitigation measures within the overall risk management framework.

The BGRC also oversees the development and implementation of policies and governance principles relating to the responsible use of AI within the Group, ensuring that the adoption of AI technologies is subject to appropriate governance, risk assessment and internal controls. This oversight supports the Board in addressing emerging technology risks while enabling the Group to leverage digital innovation in a controlled and responsible manner.

AC Audit Committee (“AC”)

The AC assists the Board in evaluating the effectiveness of the Group’s internal control system, overseeing financial and non-financial reporting process, and monitoring compliance with applicable laws and regulations. The AC assesses adequacy and effectiveness of internal controls through internal audits carried out by the Internal Audit Department as well as thorough observations and recommendations by the External Auditors.

Risk Management

The Group recognises that effective risk management framework and practices form an integral component of good governance. The Integrity & Risk Management (“IRM”) Department has developed Risk Assessment Playbook which provides a structured and consistent methodology for identifying, analysing, evaluating and monitoring risks across the Group. The Playbook promotes consistency, compliance and effectiveness in risk assessment activities and supports informed decision-making, business resilience and stakeholder protection.

The Group’s Risk Management Policy and Guidelines (“Policy”), principally aligned with ISO 31000:2018 Risk Management Guidelines, establishes a structured enterprise-wide approach to risk management, setting out the risk management methodology, roles, responsibilities and accountability across the Group. The Policy serves as a strategic framework to identify,

assess and manage both existing and emerging risks through a systematic and integrated process, taking into consideration changes in the risk landscape affected by the changes in the business environment. It outlines the fundamental principles and approaches adopted to manage these risks effectively and defines specific requirements for the successful implementation of the risk management processes across the Group.

Enterprise-wide risk assessments are conducted at least on a quarterly basis, with periodic updates undertaken to identify and evaluate emerging and evolving risks. The Group’s risk profile is reviewed regularly by Management and reported to the BGRC with matters of significant impact or requiring strategic oversight are escalated to the Board, as appropriate. These risk management processes were in place throughout the financial year under review and up to the date of approval of this Statement.

As an integral component of the Group’s Risk Management framework, the Business Continuity Management (“BCM”) framework strengthens organisational resilience by safeguarding critical operations against potential disruptions. The BCM framework encompasses risk assessments, crisis response strategies, and recovery plans aimed at mitigating the impacts of unforeseen events. The Group periodically reviews and enhances its BCM plans to ensure alignment with industry best practices and evolving business landscapes, thereby supporting the continuity of essential services and long-term sustainability.

Internal Audit

The internal audit function is performed by the Internal Audit (“IA”) Department, which operates independently under an approved audit charter. The IA provides objective assurance and consulting services through a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes of the Group.

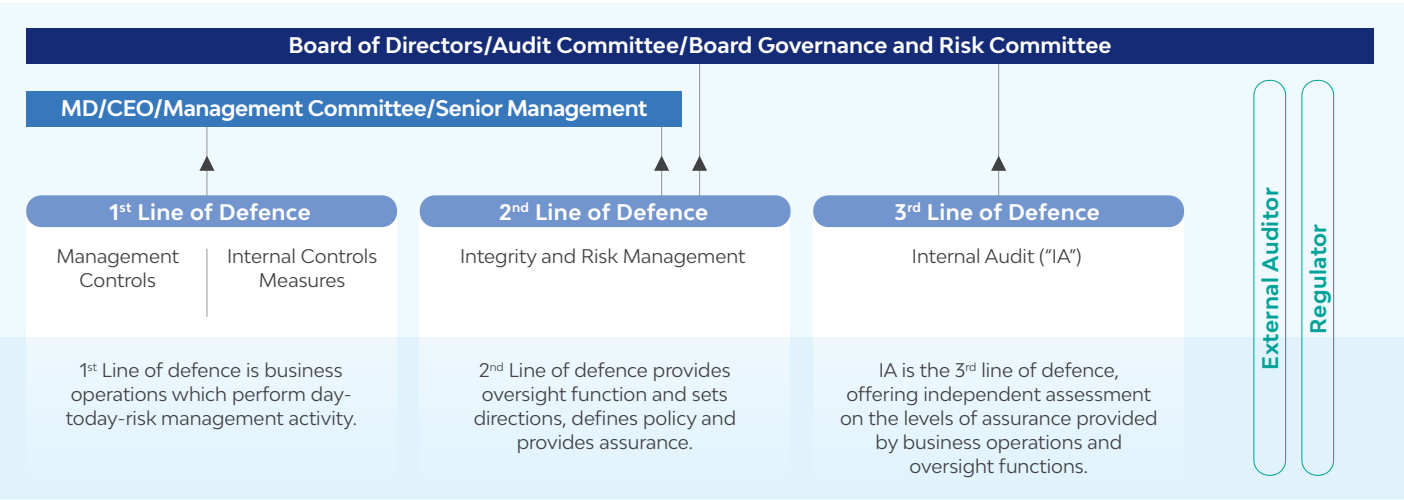
The key role of internal audit function is to provide reasonable assurance to the AC and the Board regarding the adequacy and effectiveness of risk management, internal control and governance systems. IA reviews cover operational, financial, management information systems, and compliance with the Malaysian Code on Corporate Governance. Key internal audit findings and recommendations are deliberated by the AC and reported to the Board.

Internal audit assignments are prioritised based on the results of the risk management exercise, the established audit cycle and consultations with the Senior Management. The Annual Internal Audit Plan is presented to the AC for review and approval.

Key Internal Control System and Structure

Internal Control Structure

The Group adopts a “Three Lines of Defence” approach that integrates internal control policies and procedures as the first line of defence, risk oversight as the second line of defence and audit providing independent assurance as the third line of defence. Each of the three lines of defence plays a distinct role within the Group’s governance, as illustrated in the chart below.

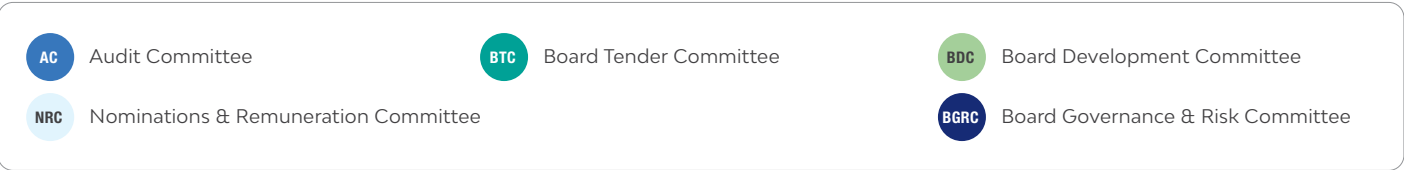


Key Elements of Internal Controls

The Board and Management of the Group have put in place the following key internal controls to assure the achievement of the Group’s objectives and its operational effectiveness:

Board Committees

In discharging its oversight responsibilities, the Board is supported by five (5) Board Committees whose responsibilities are defined and governed by their respective terms of reference and scope of authority. The Board Committees are:



To ensure effective governance, regular Board and Board Committee meetings are scheduled, with the Chairpersons, in consultation with the Managing Director/Chief Executive Officer (“MD/CEO”), deciding the agenda for these meetings.

Board papers are distributed at least five (5) business days prior to the Board meetings, providing Board members with sufficient time and access to all relevant information and proper deliberation. Any urgent business is addressed and decided upon only after all the required information is presented and thoroughly deliberated. This structured approach enables that the Board maintains full and effective supervision over key issues, facilitating informed decision-making and strategic oversight.

Statement on Risk Management and Internal Control

During the year, the Board continued the formal process to appoint a new MD/CEO following the former CEO’s resignation. Supported by an independent executive search consultant, this process was completed with the appointment of new MD/CEO on 17 November 2025. Throughout the transition, the Chief Financial Officer (“CFO”) served as Officer-in-Charge (“OIC”), supported by a Board Oversight Committee established on 4 December 2024 to provide governance oversight. Upon the new MD/CEO’s appointment, the CFO resumed his substantive role, and the Board Oversight Committee was subsequently dissolved.

Authority Limits and Policies

The Group has in place Limits of Authority (“LOA”), which establishes clearly defined roles and responsibilities, authority and approval thresholds across the organisation, reinforcing good corporate governance. Designed to ensure robust oversight and adequate checks and balances, the LOA governs the initiation and approval of authorised transactions through a risk-based approach. This framework maintains a balanced span of accountability and control among the Board, Board Committees, and Management.

The effectiveness of the LOA is supported by the Group’s organisational structure, which is aligned with business and operational priorities to ensure clear lines of authority and accountability in the execution of the Group’s strategic objectives.

Management Committee

The Group continued to strengthen its internal control environment through the establishment of the Executive Committee (“EXCO”), which serves to streamline decision-making and enhance governance oversight. As the central management platform, the EXCO reviews proposals, oversees key operational areas and recommends significant matters to the Board and relevant Board Committees. Through this integrated structure, governance practices have been reinforced, risk management oversight enhanced, and alignment between operational execution and strategic objectives strengthened.

Strategic Plans and Budgets

The Group undertakes a comprehensive review of the existing businesses’ operations and has put in place an annual strategic planning and thorough budgeting process to establish goals, targets and required resources. Financial impact, risk and mitigation plans incorporated into the

strategic plans are deliberated thoroughly deliberated with Management, prior to being recommended by the relevant Board Committee for approval by the Board. The Board actively participates in the review and approval of the Annual Strategic Plan and Budget.

Performance is monitored on a regular basis, and interventions are put in place, where required. The Board pays particular attention to significant variances of Key Performance Indicators against plans and budget to monitor performance. Key variances are highlighted and followed up by Management through the appropriate mitigation plans.

Human Resources Management and Development

The Group’s Human Resources Policies and Procedures provide clear guidance for the organisation in all aspects of human resource management and development. These policies are subject to regular review to maintain effective controls, ensure ongoing relevance, and compliance standards. To advance business objectives and workforce growth, the Group has implemented comprehensive learning and development programmes aligned with the Group’s business objectives and employee requirements. As part of its commitment to strengthen leadership capabilities, the Group offers structured leadership and talent programmes to enhance existing leadership skills and nurture future talent. These initiatives are to ensure a strong leadership pipeline that supports succession planning and readiness to navigate future challenges.

Integrated Management System

The Group is committed to upholding the highest standards of Quality, Health, Safety, and Environment through its certifications in ISO 9001:2015 (Quality Management Systems), ISO 14001:2015 (Environmental Management Systems), ISO 45001:2018 (Occupational Health and Safety Management Systems), and ISO 37001:2016 (Anti-Bribery Management Systems). These internationally recognised standards reflect the Group’s dedication to operational excellence, environmental sustainability, climate change mitigation and adaptation and workplace safety. The Quality, Health, Safety, Environment, and Compliance Department play a pivotal role in ensuring compliance with the Group’s Integrated Standard Operating Procedures (“ISOPs”), which form the foundation of the Group’s Integrated Management System (“IMS”). These structured processes support risk management, enhance efficiency, and ensure alignment with evolving industry standards and regulatory requirement.

To strengthen governance and compliance, the Group enforces strict adherence to all regulatory and industry-specific requirements. A structured internal audit programme, complemented by internal and external audits, ensures the effectiveness of its ISOPs and management systems. By incorporating risk-based thinking at all levels of the organisation, the IMS enables a proactive approach in identifying, assessing, and mitigating risks that could impact quality, environment, and occupational health and safety. This framework integrates risk management into daily operations, enhancing overall efficiency, productivity, and regulatory compliance. Looking ahead, the Group has scheduled its ISO surveillance audit for 2026 and is actively preparing for the transition to ISO 9001:2026. In preparation for this transition, quality improvement initiatives, digitalisation of processes, and enhanced stakeholder engagement are being implemented to ensure full compliance with the latest ISO standards and evolving industry best practices, reflecting its dedication to continuous improvement and long-term sustainability.

Financial Controls

The Group’s financial control framework encompasses comprehensive financial planning and budgeting, along with diligent monitoring, reviewing and reporting of financial performance. Periodic reviews of actual performance against targets ensure that necessary initiatives and mitigating actions are promptly implemented. The financial performance of the Group is reviewed and deliberated in management meetings while quarterly financial reports are presented to the Audit Committee and the Board of Directors, providing continuous oversight and strategic alignment. Furthermore, this structured approach not only enhances financial transparency but also supports informed decision-making and proactive risk management.

Complementing these financial controls, the Group maintains adequate and appropriate insurance coverage to safeguard its assets, operation and financial position. In collaboration with the Group’s insurance broker, the scope of coverage is regularly reviewed to ensure that the current arrangements provide reasonable protection against material financial loss and support operational continuity.

Integrity and Anti-Corruption

The Integrity and Governance Unit (“IGU”), a unit within the IRM Department, oversees the implementation and execution of the Group’s Integrity and Anti-Corruption Plan (“IACP”). The IACP is structured around the T.R.U.S.T. (T – top level commitment; R – risk assessment; U – undertake control measures; S – systematic review, monitoring and enforcement; T – training and

communication) principles prescribed by the Prime Minister’s Department ensuring a comprehensive and structured approach to corruption prevention.

As part of its governance framework, the Group conducts periodic Corruption Risk Management (“CRM”) assessments to review and update the Group’s corruption risk profile. These assessments enable proactive risk mitigation and continuous strengthening of internal controls across operations. The Group remains steadfast in upholding the highest standards of integrity, accountability, and ethical behaviour in its business conducts and operations. A formal Whistleblowing Channel, governed by the Group’s Whistleblowing Policy, provides employees, third parties and members of the public with accessible and secure mechanisms to report suspected misconduct. The Policy safeguards whistleblowers against retaliation and ensures that all reported concerns are independently reviewed and appropriately investigated.

To further enhance awareness and competency, the Group implemented the Integrity and Anti-Corruption E-Learning Programme for Board members and employees, focusing on ethical decision-making, integrity values and anti-corruption practices, and organised Integrity and Risk Day to engage employees and reinforce awareness of anti-corruption principles and emerging risk considerations. These efforts are reinforced by the Group’s sustained ISO 37001:2016 (Anti- Bribery Management Systems) certification, covering key operational areas and reflecting adherence to international best practices in corruption prevention.

Information Technology

The Group’s Information Technology (“IT”) Policy prescribes the requirements to maintain an adequate level of cybersecurity for IT systems and information supporting its operations. The Digital and Technology Innovation Department continues to adopt industry standards to elevate the quality and resilience of the information and communication systems.

In response to increasing digitalisation and emerging threats in cybersecurity, the Group conducts regular reviews on cybersecurity controls and risk management to protect the information systems, networks, and data. These reviews include periodic penetration testing on selected systems and externally exposed digital assets to identify potential vulnerabilities, as well as structured assessments of cybersecurity maturity against recognised industry benchmarks. The outcomes of these activities are used to identify gaps, prioritise remediation actions and support the continuous strengthening of the Group’s cybersecurity posture.

Statement on Risk Management and Internal Control

The Group has established a robust cybersecurity control environment to mitigate key cyber risks. Preventive, detective and responsive controls are implemented across user access, endpoints and cloud platforms, supported by continuous monitoring and centralised logging to enable early detection and effective response to security incidents. Oversight of externally exposed digital assets is maintained to ensure timely identification and remediation of potential security exposures. In addition, cybersecurity awareness training is conducted to enhance employees’ understanding of cyber risks and promote secure behaviours across the organisation. The Group’s IT environment is monitored on a 24/7 basis by an external Security Operations Centre certified under ISO/IEC 27001:2022 (Information Security Management), providing an additional layer of assurance.

With respect to artificial intelligence (“AI”), the Group’s use of AI-enabled solutions is governed by established Data Governance and Acceptable Use of Generative AI policies. These policies set out principles for ethical, secure and responsible use of AI, including requirements relating to data protection, information security, accountability and regulatory compliance. The governance of AI is embedded within the Group’s overall governance and risk management framework to ensure that innovation is pursued in a controlled and responsible manner.

In addition, the Group utilises comprehensive management information systems to ensure that relevant data is captured, compiled, analysed, and reported, enabling the Management to make accurate and timely decisions towards meeting business objectives.

Joint Ventures and Associates

For joint ventures and associates, governance and internal control oversight are undertaken by their respective boards in accordance with their established governance frameworks. The Group continues to exercise its rights and responsibilities as a shareholder in line with the applicable joint venture arrangements. This includes enhancing anti-corruption awareness and ensuring agreement from joint venture partners to adopt the relevant standards.

The Group safeguards its interests in joint ventures and associates through established governance arrangements, including a formal Nominee Director Framework, board representation where applicable, and the review of periodic financial, operational and risk-related information.

Material matters arising from joint ventures and associates that may have an impact on the Group are escalated to Management and, where appropriate, to the Board

and relevant Board Committees for consideration. This approach enables the Group to exercise appropriate oversight while recognising the respective boards’ responsibility for the management and control of these entities. The Group continues to engage with its joint venture and associate partners to promote risk management and governance practices, where practicable.

Review of the Statement by the External Auditors

As required by Paragraph 15.23 of the Main Market Listing Requirement of Bursa Securities, the External Auditors have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed in accordance with the Malaysian Approved Standard on Assurance Engagements, ISAE 3000, Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and the principles of Audit and Assurance Practice Guide 3 (“AAPG 3”) issued by the Malaysian Institute of Accountants.

The ISAE 3000 (Revised) does not require the external auditor to form an opinion on the adequacy and effectiveness of the risk management and internal control system of the Group.

Assurance from Management

The Board has received written assurance from the Managing Director/Chief Executive Officer and Chief Financial Officer that the Group’s risk management and internal control systems have operated adequately and effectively in all material aspects. The assurance covers the adequacy and effectiveness of the Group’s risk management and internal control systems relating to financial reporting, operational effectiveness and compliance with applicable laws and regulations. This assurance is supported by management reviews, internal audit activities and external audit assessments where applicable.

Conclusion

The Board is satisfied that the Group’s risk management and internal control systems are, in general, adequate and effective. The Board remains committed to continuous enhancement of these systems to address emerging risks, support strategic objectives and safeguard shareholders’ interests.

Additional Compliance Information

Utilisation of Proceeds Raised from Corporate Proposals

During the financial year 2025, the Company issued Islamic Medium Term Notes (“IMTNs”) as part of its capital and fund raising exercises. The proceeds raised from these capital and fund raising exercises were utilised for UEM Sunrise and/or its subsidiaries’ Shariah-compliant general corporate purposes.

Details of these IMTNs are disclosed in Note 36 of the financial statements.

Material Contracts

Other than those disclosed in the financial statements, there were no material contracts including contracts relating to any loans entered into by the Company and/or its subsidiaries involving interests of the Directors, Managing Director/Chief Executive Officer and major shareholders, either still subsisting at the end of financial year ended 31 December 2025 or entered into since the end of the previous financial year.

Recurrent Related Party Transactions of a Revenue or Trading Nature (“RRPT”)

The Company did not seek the approval of its shareholders on any mandate for its RRPT during the financial year ended 31 December 2025 as the estimated aggregated transacted amount for the related parties is below the applicable percentage stipulated under Paragraph 10.09(1), Chapter 10 of the Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Malaysia”). The Company will continue to monitor its RRPT and make appropriate announcement(s) to Bursa Malaysia of such transaction(s) where required in accordance with the requirements under Chapter 10 of the Listing Requirements.

UEM Sunrise adopts a fit-for-purpose control framework to capture and track related party transactions (“RPT”) or RRPT to ensure that it meets the obligations under the Listing Requirements of Bursa Malaysia and/or other applicable guidelines/standards in connection with such transactions. This is enforced through the ongoing process of identifying and recording of RPT and RRPT as per the established Standard Operating Procedures. Based on the internal audit review conducted in 2025, the control framework on an overall basis was working as intended.

RPT and RRPT are monitored and conducted in a manner that is fair and at arm’s length basis, with the terms not more favourable to the related parties than to the public, not to the detriment of minority shareholders and in the best interest of UEM Sunrise.

A Director who has an interest in a transaction abstains himself/herself from deliberation and voting on the relevant resolution in respect of such transaction at Board meetings and/or other meetings of the Company.

Additional Compliance Information

Disclosure of Financial Data for Shariah Screening

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements, the financial information set out below is provided for the purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. This includes financial data relating to non-permissible income arising from the Group’s business activities and its interest-based financial position.

(a) Group Total Income and Total Assets

	Group	
	2025 RM’000	2024 RM’000
Total Income		
Revenue	1,702,086	1,340,318
Interest/Finance income	35,636	40,591
Other income	68,987	72,316
Share of profit of associates	5,063	21,879
Share of profit of ventures	77,660	82,289
Total Income	1,889,432	1,557,393
Total Assets	12,774,499	12,767,845

(b) Business Activities

	Group	
	2025 RM’000	2024 RM’000
Shariah Non-Compliant Activities		
Interest income	7,590	4,027
Food and beverages without halal certification from JAKIM or any certification bodies recognised by JAKIM	387	414
Liquor/alcoholic beverages and related products and activities	175	146
Tobacco, cigarette, electronic cigarettes and their related products and activities	5	1
Rental income received from tenant involved in Shariah non-compliant activities	17,031	14,290
Total	25,188	18,878

(c) Component of Financial Position

(i) Cash Component

Islamic Account/Instruments	Remarks	Group	
		2025 RM’000	2024 RM’000
Cash and bank balances (exclude cash in hand)		235,170	144,059
Deposits with licensed bank		234,690	194,856
Other cash equivalents (please specify in the remarks column)	Deposits with tenures of more than 3 months	(16,104)	(58,541)
Total Cash		453,756	280,374

Conventional Account/Instruments			
Cash and bank balances (exclude cash in hand)		561,744	480,798
Deposits with licensed bank		36,360	170,283
Other cash equivalents (please specify in the remarks column)	Deposits with tenures of more than 3 months	(8,668)	(151,774)
Total Cash		589,436	499,307

(ii) Debt Component

Islamic Financing	Remarks	Group	
		2025 RM’000	2024 RM’000
Current			
Medium term notes		1,369,150	899,394
Non-Current			
Medium term notes		2,373,300	2,938,506
Total Financing		3,742,450	3,837,900

Conventional Borrowing			
Current			
Term loans		41,277	21,277
Bank overdrafts		10,709	11,482
Revolving credit and loans		154,100	111,864
Non-Current			
Term loans		50,000	50,000
Total Debt		256,086	194,623

Directors’ Responsibility Statement in Respect of Audited Financial Statements

The Directors are required by the Companies Act 2016 (the “Act”) to prepare the financial statements for each financial year which are drawn up in accordance with the applicable Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Act in Malaysia.

The Directors are responsible to ensure that the financial statements give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year, and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

The Directors consider that, in preparing the financial statements for the financial year ended 31 December 2025, the Group and the Company have used appropriate accounting policies and applied them consistently, made judgements and estimates that are reasonable and prudent, and confirm that the financial statements have been prepared on a going concern basis.

The Directors are responsible to ensure that the Group and the Company keep accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy, enabling them to ensure that the financial statements comply with the applicable Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Act.

The Directors also have a general responsibility to take reasonable steps to safeguard the assets of the Group and of the Company, and to prevent and detect fraud and other irregularities.

Section 7 Financial Statements

Directors’ Report

Directors’ report

The Directors are pleased to present their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

Principal activities

The principal activity of the Company is investment holding. It also provides shared services for its subsidiaries.

The principal activities of the subsidiaries are property development, land trading, property investment, project procurement and management, hotel operations and investment holding.

There have been no significant changes in the nature of the principal activities during the financial year.

Other information relating to the subsidiaries is disclosed in Note 46 to the financial statements.

Results

	Group RM’000	Company RM’000
Profit, net of tax	73,774	118,335
Attributable to:		
Owners of the parent		
Profit for the year from continuing operations	71,183	118,335
Loss for the year from discontinued operation	(166)	-
Non-controlling interests		
Profit for the year from continuing operations	2,798	-
Loss for the year from discontinued operation	(41)	-
	73,774	118,335

There were no material transfers to or from reserves or provisions during the financial year, other than as disclosed in the financial statements.

In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.

Directors’ Report

Dividend

The dividend paid by the Company since the end of previous financial year is as follows:

	RM’000
In respect of the financial year ended 31 December 2024:	
Interim single tier dividend of 1.24 sen per share on 5,058,476,221 ordinary shares paid on 19 May 2025	62,725

Subsequent to the end of the current financial year, the Board of Directors declared a single-tier tax exempt dividend of 0.84 sen per share and a special single-tier tax exempt dividend of 0.59 sen per share on 5,058,476,221 ordinary shares amounting to approximately RM72,455,000 in respect of the financial year ended 31 December 2025. The proposed dividends will be paid on 15 May 2026 to shareholders registered at the close of business on 30 April 2026. The financial statements for the current financial year do not reflect this dividend. The dividend will be accounted for in equity as an appropriation of retained profits in the financial year ending 31 December 2026.

Directors

The names of the Directors of the Company in office since the beginning of the financial year to the date of this report are:

Datuk Mohamad Hishammudin Hamdan	
Shaharul Farez Hassan **	(appointed on 17 November 2025)
Christina Foo	
Datuk Amran Hafiz Affifudin	
Reagan Chan Chung Cheng	
Chari Thandalam Veeravalli Thirumala	
Datin Sri Badrunnisa Mohd Yasin Khan	
Dato’ Sr. Azmar Talib **	
Chan Kok Leong	(appointed on 21 August 2025)
Yap Mei Wan	(appointed on 3 November 2025)
Zaida Khalida Shaari	(retired on 11 June 2025)

** Also directors in one or more subsidiaries of the Company.

The names of the Directors of the Company’s subsidiaries in office since the beginning of the financial year to the date of this report (not including those Directors listed above) are:

Hafizuddin Sulaiman
Teh Hooi Chuan
Saniman Md Apandi
Lee Pek Kee
Azmy Mahbot
Ong Chee Wei
Liew Irene

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	Directors’ Report		Directors’ Report		
	Directors (cont’d.)		Directors’ interests		
OUR LEADERSHIP	The names of the Directors of the Company’s subsidiaries in office since the beginning of the financial year to the date of this report (not including those Directors listed above) are: (cont’d.)		According to the register of directors’ shareholdings, none of the Directors in office at the end of the financial year had any interest in shares of the Company and its related corporations during the financial year.		OUR LEADERSHIP
	Vijayan Balan Chong Chai Wea Lim Poh Ling Muhammad Safwan Mohd Shukri Ng Chee Chi Siti Naizah Mohamed A’asi Siti Nurkhairiah Mohd Nasir Tan Sri Dato' Seri Yap Suan Chee Lim Tong Hee Chan Chee Yean Yap Wei Sam Aminah Othman Azri Zaharuddin Professor Philip Sutton Cox Victor Johan Zacharias Dumisani Blessing Mnganga Lim Yew Phin Syahid Mohd Zain Azlina Jamaluddin Loh Mun Ching Tee Han Wei Sufian Abdullah Hasniza Mohamed Khairol Basha Md Tahir Liong Kok Kit Dato’ Mohammad Imran Ismail		During the financial year, the Directors and officers of the Group are covered under the Directors’ and Officers’ Liability Insurance (“DOLI”) in respect of liabilities arising from acts committed in their respective capacity as, inter alia, the Directors and officers of the Company subject to the terms of the DOLI policy procured for its group of companies. The indemnity coverage and total amount of insurance premium paid for the DOLI by the Company were RM50,000,000 and RM189,221 respectively.		
			Business outlook		
			As we enter 2026, the Group remains focused on disciplined growth and long-term value creation amid an external environment shaped by trade-related uncertainties, cost pressures and evolving policy priorities. Geopolitical developments, including the ongoing Middle East crisis, continue to contribute to global uncertainty and may affect sentiment and market conditions. In this context, Malaysia continues to monitor potential spillovers to the domestic economy, while prioritising stability and cost-of-living considerations.		
VALUE CREATION JOURNEY			Nevertheless, Malaysia’s macroeconomic fundamentals remain supportive. Bank Negara Malaysia (“BNM”) has maintained the Overnight Policy Rate (“OPR”) at 2.75% following its pre-emptive 25-basis-point reduction in July 2025, reinforcing an accommodative financing backdrop for households and businesses while safeguarding price stability.		VALUE CREATION JOURNEY
			Inflationary pressures have remained manageable. Headline inflation stood at 1.6% year-on-year in December 2025, with the Consumer Price Index rising to 135.5 points versus 133.4 points a year earlier, reflecting moderate increases across key categories. In terms of growth, Malaysia’s economy expanded by 5.2% in 2025, exceeding forecasts of 4.0% to 4.9%, driven by strong domestic demand and favourable exports. Resilience in household spending was supported by stable labour market conditions and income-related policy support.		
			Regionally, Johor continues to be a key catalyst for the Group. The Johor–Singapore Special Economic Zone (“JS-SEZ”) alone attracted RM68 billion in investments in first nine months of 2025, making up 75% of the state’s total, reinforcing Johor’s role as a competitive manufacturing, logistics and services hub and signalling sustained cross-border investor confidence. Connectivity enhancements have also strengthened the long-term value proposition of Greater Johor. The Johor Bahru–Singapore Rapid Transit System (“RTS”) Link remains on track for completion in 2026, which will materially improve cross-border accessibility and commuter flows. In tandem, Johor’s planned Elevated Autonomous Rapid Transit (“E-ART”) network (covering major corridors including Skudai, Tebrau, Iskandar Puteri and Pasir Gudang) together with ongoing road and expressway upgrades, is expected to catalyse transit-oriented activity, uplift land values along key corridors and support sustained demand across residential, commercial and industrial property markets.		
			Policy measures introduced under Budget 2026 further reinforce a supportive demand environment. The Government has highlighted pro-housing reforms and initiatives to expand affordability and accessibility, including strengthened home-financing support, rent-to-own schemes and a gradual transition towards build-then-sell models to reduce delivery risks and improve buyer confidence. The Group welcomes these initiatives, which are aligned with the Group’s mission to deliver attainable, sustainable and community-centric developments while supporting national housing objectives.		
MANAGEMENT DISCUSSION AND ANALYSIS	Directors’ remuneration		Directors’ benefits		MANAGEMENT DISCUSSION AND ANALYSIS
	Total directors’ remuneration incurred by the Group or the Company for the financial year ended 31 December 2025 were RM1,590,000. The Directors did not receive any benefits from the subsidiaries. Further details are disclosed in Note 6(i) to the financial statements.		Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the Directors might acquire benefits by means of acquisition of shares and debentures of the Company or any other body corporate.		
SUSTAINABILITY REVIEW	Directors’ interests		Directors’ indemnity		SUSTAINABILITY REVIEW
	According to the register of directors’ shareholdings, none of the Directors in office at the end of the financial year had any interest in shares of the Company and its related corporations during the financial year.		During the financial year, the Directors and officers of the Group are covered under the Directors’ and Officers’ Liability Insurance (“DOLI”) in respect of liabilities arising from acts committed in their respective capacity as, inter alia, the Directors and officers of the Company subject to the terms of the DOLI policy procured for its group of companies. The indemnity coverage and total amount of insurance premium paid for the DOLI by the Company were RM50,000,000 and RM189,221 respectively.		
	Business outlook		Business outlook		
	As we enter 2026, the Group remains focused on disciplined growth and long-term value creation amid an external environment shaped by trade-related uncertainties, cost pressures and evolving policy priorities. Geopolitical developments, including the ongoing Middle East crisis, continue to contribute to global uncertainty and may affect sentiment and market conditions. In this context, Malaysia continues to monitor potential spillovers to the domestic economy, while prioritising stability and cost-of-living considerations.		As we enter 2026, the Group remains focused on disciplined growth and long-term value creation amid an external environment shaped by trade-related uncertainties, cost pressures and evolving policy priorities. Geopolitical developments, including the ongoing Middle East crisis, continue to contribute to global uncertainty and may affect sentiment and market conditions. In this context, Malaysia continues to monitor potential spillovers to the domestic economy, while prioritising stability and cost-of-living considerations.		
GOVERNANCE APPROACH	Directors’ remuneration		Directors’ benefits		GOVERNANCE APPROACH
	Total directors’ remuneration incurred by the Group or the Company for the financial year ended 31 December 2025 were RM1,590,000. The Directors did not receive any benefits from the subsidiaries. Further details are disclosed in Note 6(i) to the financial statements.		Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the Directors might acquire benefits by means of acquisition of shares and debentures of the Company or any other body corporate.		
FINANCIAL STATEMENTS	Directors’ interests		Directors’ indemnity		FINANCIAL STATEMENTS
	According to the register of directors’ shareholdings, none of the Directors in office at the end of the financial year had any interest in shares of the Company and its related corporations during the financial year.		During the financial year, the Directors and officers of the Group are covered under the Directors’ and Officers’ Liability Insurance (“DOLI”) in respect of liabilities arising from acts committed in their respective capacity as, inter alia, the Directors and officers of the Company subject to the terms of the DOLI policy procured for its group of companies. The indemnity coverage and total amount of insurance premium paid for the DOLI by the Company were RM50,000,000 and RM189,221 respectively.		
	Business outlook		Business outlook		
	As we enter 2026, the Group remains focused on disciplined growth and long-term value creation amid an external environment shaped by trade-related uncertainties, cost pressures and evolving policy priorities. Geopolitical developments, including the ongoing Middle East crisis, continue to contribute to global uncertainty and may affect sentiment and market conditions. In this context, Malaysia continues to monitor potential spillovers to the domestic economy, while prioritising stability and cost-of-living considerations.		As we enter 2026, the Group remains focused on disciplined growth and long-term value creation amid an external environment shaped by trade-related uncertainties, cost pressures and evolving policy priorities. Geopolitical developments, including the ongoing Middle East crisis, continue to contribute to global uncertainty and may affect sentiment and market conditions. In this context, Malaysia continues to monitor potential spillovers to the domestic economy, while prioritising stability and cost-of-living considerations.		
SHAREHOLDERS’ INFORMATION	Directors’ remuneration		Directors’ benefits		SHAREHOLDERS’ INFORMATION
	Total directors’ remuneration incurred by the Group or the Company for the financial year ended 31 December 2025 were RM1,590,000. The Directors did not receive any benefits from the subsidiaries. Further details are disclosed in Note 6(i) to the financial statements.		Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the Directors might acquire benefits by means of acquisition of shares and debentures of the Company or any other body corporate.		

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	Business outlook (cont’d.)	Other statutory information (cont’d.)	
OUR LEADERSHIP	Building on this performance, the Group has set its 2026 launch GDV target of RM2,200,000,000 and sales target of RM1,300,000,000. These targets are underpinned by a calibrated launch pipeline focused on attainable and upgrader homes across Serene Heights and Mont’Kiara in the Central region, as well as Gerbang Nusajaya and Estuari in the Southern region. While consumer demand is expected to remain supported by stable labour market conditions and resilient domestic activity, the Group remains mindful of lingering cost pressures and external uncertainties that may temper discretionary spending. Against this backdrop, the Group will continue to prioritise disciplined capital allocation, prudent risk management and strong product–market alignment in executing its 2026 growth strategy.	(c) At the date of this report, the Directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.	OUR LEADERSHIP
	Looking ahead, the Group remains confident of sustaining its growth trajectory through 2026. Anchored by a strong landbank, strategic townships and disciplined capital management, the Group will continue to pursue value creation through selective launches, industrial development acceleration, capital recycling initiatives and balance sheet optimisation. At the Group level, favourable national and regional developments, particularly the JS-SEZ and key connectivity projects, should continue to support demand and underpin value creation, positioning the Group to navigate market uncertainties while delivering sustainable long-term value for stakeholders.	(d) At the date of this report, the Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.	
	Sources:	(e) At the date of this report, there does not exist:	
	Bank Negara Malaysia, Monetary Policy Statement dated 22 January 2026 Department of Statistics Malaysia, Consumer Price Index as released in December 2025 Department of Statistics Malaysia, National Accounts for 2025 Malaysian Investment Development Authority (MIDA), Approved Investments Data 2025 MRT Corp, RTS Link Project Updates, 2025–2026 Ministry of Finance Malaysia, Budget 2026 Speech	(i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or (ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.	
VALUE CREATION JOURNEY	Other statutory information	(f) In the opinion of the Directors:	VALUE CREATION JOURNEY
	(a) Before the statements of profit or loss and statements of financial position of the Group and of the Company were made out, the Directors took reasonable steps:	(i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and	
	(i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that all known bad debts has been written off and that adequate provision had been made for doubtful debts; and	(ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.	
	(ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.		
MANAGEMENT DISCUSSION AND ANALYSIS	(b) At the date of this report, the Directors are not aware of any circumstances which would render:		MANAGEMENT DISCUSSION AND ANALYSIS
	(i) the amount written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; and		
	(ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.		
SUSTAINABILITY REVIEW		Auditors	SUSTAINABILITY REVIEW
		The auditors, Ernst & Young PLT (“EY”), have expressed their willingness to continue in office.	
		Auditors’ remuneration is as follows:	
GOVERNANCE APPROACH			GOVERNANCE APPROACH
FINANCIAL STATEMENTS			FINANCIAL STATEMENTS
SHAREHOLDERS’ INFORMATION			SHAREHOLDERS’ INFORMATION

Statement by Directors

Pursuant to Section 251(2) of the Companies Act 2016

We, Datuk Mohamad Hishammudin Hamdan and Shaharul Farez Hassan, being two of the Directors of UEM Sunrise Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 311 to 415 are drawn up in accordance with MFRS Accounting Standards as issued by Malaysian Accounting Standards Board, IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and of the results and the cash flows of the Group and of the Company for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 30 March 2026.

Datuk Mohamad Hishammudin Hamdan

Shaharul Farez Hassan

Statutory Declaration

Pursuant to Section 251(1)(b) of the Companies Act 2016

I, Hafizuddin Sulaiman, being the Officer primarily responsible for the financial management of UEM Sunrise Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 311 to 415 are, to the best of my knowledge and belief, correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the
abovenamed Hafizuddin Sulaiman
at Kuala Lumpur in the Federal Territory
on 30 March 2026

Hafizuddin Sulaiman
(MIA Membership No. 22384)

Before me,

Abdul Shukor bin Md Noor (No. W725)
Commissioner for oaths
Kuala Lumpur

Independent Auditors’ Report

to the members of UEM Sunrise Berhad (Incorporated in Malaysia)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of UEM Sunrise Berhad, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the statements of profit or loss and statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 311 to 415.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and their cash flows for the year then ended in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors’ responsibilities for the audit of the financial statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants (“By-Laws”) and the International Ethics for Professional Accountants (including International Independence Standards) (“IESBA Code”), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. The key audit matters for the audit of the financial statements of the Group and the Company are described below. These matters were addressed in the context of our audit of the financial statements of the Group as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditors’ responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis of our audit opinion on the accompanying financial statements.

Independent Auditors’ Report
to the members of UEM Sunrise Berhad (Incorporated in Malaysia)

Key audit matters (cont'd.)

Key audit matters in respect of the financial statements of the Group

1. Impairment of goodwill

As at 31 December 2025, the carrying amount of goodwill recognised by the Group stood at RM621,409,000 which represents 6.8% and 4.9% of the Group’s total non-current assets and total assets respectively.

The annual impairment assessment of goodwill is considered to be an area of audit focus because the assessment process is complex, involves significant management judgement and is based on assumptions that are affected by expected future market and economic conditions. The Group estimated the recoverable amount of goodwill by assessing the cash generating unit (“CGU”) comprising of projects, land and investment properties based on the higher of fair value less costs to sell (“FVLCS”) or value in use (“VIU”).

Our procedure to address this area of audit focus include, amongst others, the following:

- (i) obtained an understanding of the relevant internal controls over estimating the recoverable amount of the CGU or groups of CGUs;
- (ii) assessed and tested the reasonableness of the key assumptions to which the recoverable amount of the CGUs are most sensitive such as estimated selling price, budgeted gross margin, market value of identifiable assets, the weighted average cost of capital, by comparing them to internal empirical data and external valuers’ reports;
- (iii) evaluated the assumptions applied in estimating the expected take up rate for each development phase by comparing to the actual take up rate of similar completed development phases in previous years; and
- (iv) considered the historical accuracy of management’s estimates of profits for similar completed property development activities; and also assessed whether the future cash flows used were based on the Annual Operating Plan 2026 – 2030 approved by the Board of Directors.

Given the complexity of judgement on which the key underlying assumptions are based, our internal valuation experts have assisted us in performing the review of management’s assessment.

Further, we have reviewed management’s analysis of the sensitivity of the goodwill balance to changes in the key assumptions.

For recoverable amounts of land properties and investment properties that are based on FVLCS, the Group benchmarked the carrying values of the properties against recently transacted prices of properties at nearby locations or relied on external valuers’ reports. We have reviewed such comparison by making reference to property transactions registered with the local authorities or reviewed external valuers’ reports where applicable.

We have also focused on the adequacy of the Group’s disclosures in the audited financial statements concerning the key assumptions mentioned above. The disclosure on goodwill, key assumptions and sensitivities of these assumptions are included in Note 22 to the financial statements.

Independent Auditors’ Report
to the members of UEM Sunrise Berhad (Incorporated in Malaysia)

Key audit matters (cont'd.)

Key audit matters in respect of the financial statements of the Group (cont’d.)

2. Revenue and cost of sales from property development activities recognised based on percentage-of-completion method

A significant proportion of the Group’s revenues and profits are derived from property development contracts which span more than one accounting period. For the financial year ended 31 December 2025, property development revenue of RM1,236,527,000 and cost of sales of RM970,091,000 accounted for approximately 72.6% and 76.9% of the Group’s revenue and cost of sales respectively. The Group uses the percentage-of-completion method in accounting for these property development contracts.

In assessing the appropriateness of the extent of costs incurred, total estimated costs of construction and total estimated revenue collectively, we have:

- (i) obtained an understanding of the internal controls over the accuracy and timing of revenue recognised in the financial statements, including controls performed by management in estimating the total property development cost including the provisions and allocations of low-cost housing and common infrastructure costs over the life of township development, profit margin and percentage-of-completion of property development activities;
- (ii) read the sale and purchase agreements entered into with the customers on a sampling basis to obtain an understanding of the specific terms and conditions;
- (iii) evaluated the progress towards satisfaction of performance obligation by examining supporting evidence such as contractors’ progress claims and suppliers’ invoices;
- (iv) evaluated the assumptions applied in estimating the total development costs on a sampling basis by examining documentary evidence such as letters of award issued to contractors to support the total budgeted costs. We also considered the historical accuracy management’s budgets for the similar property development projects in evaluating the estimated total property development costs;
- (v) observed the progress of the property development phases on a sampling basis by performing site visits and examined physical progress reports. We have also discussed the status of ongoing property development phases with management, finance personnel and project officials.

We have also assessed the mathematical accuracy of the revenue and profit based on the percentage-of-completion calculations. Refer to Notes 4, 5 and 50.4 (a)(v) to the financial statements.

Information other than the financial statements and auditors’ report thereon

The directors of the Company are responsible for the other information. The other information comprises the Directors’ Report, but does not include the financial statements of the Group and of the Company and our auditors’ report thereon, which we obtained prior to the date of this auditors’ report, and the annual report, which is expected to be made available to us after the date of this auditors’ report.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

OVERVIEW OF UEM SUNRISE	UEM SUNRISE BERHAD	INTEGRATED ANNUAL REPORT 2025	OVERVIEW OF UEM SUNRISE
	308	309	
	Independent Auditors’ Report to the members of UEM Sunrise Berhad (Incorporated in Malaysia)	Independent Auditors’ Report to the members of UEM Sunrise Berhad (Incorporated in Malaysia)	
	Information other than the financial statements and auditors’ report thereon (cont’d.)	Auditors’ responsibilities for the audit of the financial statements (cont’d.)	
	If, based on the work we have performed on the other information that we obtained prior to the date of this auditors’ report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.	As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (cont’d.)	
OUR LEADERSHIP	When we read the information included in the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors of the Company and take appropriate action.	(iv) conclude on the appropriateness of the directors’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group’s or the Company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors’ report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors’ report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.	OUR LEADERSHIP
	Responsibilities of the directors for the financial statements	(v) evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.	
	The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.	(vi) plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming and audit opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the Group audit. We remain solely responsible for our audit opinion.	
	In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group’s and the Company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.	We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.	
	Auditors’ responsibilities for the audit of the financial statements	We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.	
VALUE CREATION JOURNEY	Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.	From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors’ report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.	VALUE CREATION JOURNEY
	As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:		
	(i) identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.		
	(ii) obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group’s and the Company’s internal control.		
	(iii) evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.		
MANAGEMENT DISCUSSION AND ANALYSIS			MANAGEMENT DISCUSSION AND ANALYSIS
SUSTAINABILITY REVIEW			SUSTAINABILITY REVIEW
GOVERNANCE APPROACH			GOVERNANCE APPROACH
FINANCIAL STATEMENTS			FINANCIAL STATEMENTS
SHAREHOLDERS’ INFORMATION			SHAREHOLDERS’ INFORMATION

Independent Auditors’ Report
to the members of UEM Sunrise Berhad (Incorporated in Malaysia)

Report on other legal and regulatory requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 46 to the financial statements.

Other matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

Tan Shium Jye
No. 02991/05/2026 J
Chartered Accountant

Kuala Lumpur, Malaysia
30 March 2026

Statements of Profit or Loss

For the financial year ended 31 December 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Continuing operations					
Revenue	4	1,702,086	1,340,318	316,158	304,353
Cost of sales	5	(1,261,269)	(922,718)	(124,128)	(114,355)
Gross profit		440,817	417,600	192,030	189,998
Other income		104,623	112,907	153,226	169,698
Selling and distribution expenses		(20,417)	(22,045)	-	-
Other expenses		(354,530)	(300,179)	(26,402)	(49,497)
Operating profit	6	170,493	208,283	318,854	310,199
Finance costs	7	(144,095)	(148,772)	(198,011)	(202,020)
Share of results of associates		5,270	19,242	-	-
Share of results of joint ventures		77,660	82,289	-	-
Profit before income tax and zakat from continuing operations		109,328	161,042	120,843	108,179
Zakat	8	(1,917)	(1,391)	-	-
Income tax expenses	9	(33,430)	(59,777)	(2,508)	(2,040)
Profit for the year from continuing operations		73,981	99,874	118,335	106,139
Discontinued operation					
(Loss)/profit from discontinued operation	32(a)	(207)	2,637	-	-
Profit for the year		73,774	102,511	118,335	106,139
Profit/(loss) attributable to:					
Owners of the parent					
- Continuing operations		71,183	102,218	118,335	106,139
- Discontinuing operation		(166)	2,120	-	-
		71,017	104,338	118,335	106,139
Non-controlling interests					
- Continuing operations		2,798	(2,344)	-	-
- Discontinuing operation		(41)	517	-	-
		2,757	(1,827)	-	-
		73,774	102,511	118,335	106,139
*Earnings per share attributable to owners of the parent (sen)					
	11	1.4	2.1		

* Included (loss)/earnings per share from discontinued operation amounting to (0.00) sen (2024:0.04 sen).

The accompanying notes form an integral part of the financial statements.

Statements of Comprehensive Income

For the financial year ended 31 December 2025

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit for the year	73,774	102,511	118,335	106,139
Other comprehensive expense to be reclassified to profit or loss in subsequent period:				
- Foreign currency translation loss of foreign operations	(13,500)	(36,409)	-	-
Total comprehensive income for the year	60,274	66,102	118,335	106,139
Total comprehensive income/(expense) attributable to:				
Owners of the parent	57,528	67,911	118,335	106,139
Non-controlling interests	2,746	(1,809)	-	-
	60,274	66,102	118,335	106,139

The accompanying notes form an integral part of the financial statements.

Statements of Financial Position

As at 31 December 2025

Group	Note	2025 RM'000	2024 RM'000
Assets			
Non-current assets			
Property, plant and equipment	12	359,419	390,330
Investment properties	13	692,102	649,636
Right-of-use assets	14(a)	9,646	14,587
Inventories - land held for property development	15	5,318,725	5,158,577
Interests in associates	17	505,296	502,527
Interests in joint ventures	19	988,907	960,601
Amounts due from joint ventures	20	176,011	176,866
Goodwill	22	621,409	621,409
Deferred tax assets	24	274,960	282,597
Receivables	28(a)	127,864	128,303
		9,074,339	8,885,433
Current assets			
Inventories - property development costs	25	729,815	790,018
Contract cost assets	26	228,294	259,747
Inventories - completed properties and others	27(a)	127,860	97,893
Inventories - land held for sale/assets under contract of sale	27(b)	94,182	237,294
Receivables	28(a)	375,287	356,589
Tax recoverable	28(b)	93,396	116,007
Contract assets	29	479,262	527,509
Amounts due from associates	18	407	406
Amounts due from joint ventures	20	76,796	114,899
Short term investments	31	421,596	275,118
Cash, bank balances and deposits	23	1,067,964	989,996
		3,694,859	3,765,476
Assets classified as held for sale	32	5,301	116,936
Total assets		12,774,499	12,767,845

The accompanying notes form an integral part of the financial statements.

Statements of Financial Position
As at 31 December 2025

Group	Note	2025 RM'000	2024 RM'000
Equity and liabilities			
Equity attributable to owners of the parent			
Share capital	33(a)	4,960,276	4,960,276
Reserves			
Merger relief reserve	33(b)	34,330	34,330
Other reserves	34(a)	46,759	60,248
Retained profits	34(b)	1,821,381	1,813,089
		6,862,746	6,867,943
Non-controlling interests	35	130,097	112,851
Total equity		6,992,843	6,980,794
Non-current liabilities			
Borrowings	36	2,423,300	2,988,506
Lease liabilities	14(b)	6,059	11,044
Payables	38	100,571	101,423
Contract liabilities	29	368,000	334,243
Deferred income	39	204,840	215,003
Provisions	37	9,994	69
Deferred tax liabilities	24	109,465	130,981
		3,222,229	3,781,269
Current liabilities			
Provisions	37	200,495	161,860
Payables	38	734,143	758,661
Contract liabilities	29	21,141	19,647
Borrowings	36	1,575,236	1,044,017
Lease liabilities	14(b)	4,604	4,583
Tax payable		23,808	17,014
		2,559,427	2,005,782
Total liabilities		5,781,656	5,787,051
Total equity and liabilities		12,774,499	12,767,845

The accompanying notes form an integral part of the financial statements.

Statements of Financial Position
As at 31 December 2025

Company	Note	2025 RM'000	2024 RM'000
Assets			
Non-current assets			
Property, plant and equipment	12	18,764	9,653
Right-of-use assets	14(a)	9,404	14,098
Interests in subsidiaries	16	4,258,931	4,300,931
Interests in joint ventures	19	289,440	289,440
Amounts due from joint ventures	20	800	11,000
Amounts due from subsidiaries	30	1,696,616	2,437,025
		6,273,955	7,062,147
Current assets			
Receivables	28(a)	10,520	5,114
Tax recoverable	28(b)	135	-
Amounts due from subsidiaries	30	2,331,814	1,694,572
Amounts due from joint ventures	20	55,500	40,853
Short term investments	31	421,589	275,110
Cash, bank balances and deposits	23	17,078	20,748
		2,836,636	2,036,397
Total assets		9,110,591	9,098,544
Equity and liabilities			
Equity attributable to owners of the Company			
Share capital	33(a)	4,960,276	4,960,276
Merger relief reserve	33(b)	34,330	34,330
Retained profits	34(b)	237,635	182,025
Total equity		5,232,241	5,176,631
Non-current liabilities			
Borrowings	36	2,373,300	2,938,506
Lease liabilities	14(b)	6,040	10,816
		2,379,340	2,949,322
Current liabilities			
Payables	38	70,464	67,481
Amounts due to subsidiaries	30	-	1,330
Borrowings	36	1,424,151	899,394
Lease liabilities	14(b)	4,395	4,358
Tax payable		-	28
		1,499,010	972,591
Total liabilities		3,878,350	3,921,913
Total equity and liabilities		9,110,591	9,098,544

The accompanying notes form an integral part of the financial statements.

Statements of Changes in Equity
For the financial year ended 31 December 2025

Group	Attributable to owners of the parent						Non-controlling interests (Note 35) RM'000	Total equity RM'000
	Non-distributable			Distributable				
	Share capital (Note 33(a)) RM'000	Merger relief reserve (Note 33(b)) RM'000	Other reserves (Note 34(a)) RM'000	Retained profits (Note 34(b)) RM'000	Total RM'000			
At 1 January 2025	4,960,276	34,330	60,248	1,813,089	6,867,943	112,851	6,980,794	
Total comprehensive (expense)/ income for the year	-	-	(13,489)	71,017	57,528	2,746	60,274	
Shares acquired by NCI (Note 35)	-	-	-	-	-	14,500	14,500	
Dividend paid (Note 10)	-	-	-	(62,725)	(62,725)	-	(62,725)	
At 31 December 2025	4,960,276	34,330	46,759	1,821,381	6,862,746	130,097	6,992,843	
At 1 January 2024	4,960,276	34,330	96,675	1,746,690	6,837,971	114,660	6,952,631	
Total comprehensive (expense)/ income for the year	-	-	(36,427)	104,338	67,911	(1,809)	66,102	
Dividend paid (Note 10)	-	-	-	(37,939)	(37,939)	-	(37,939)	
At 31 December 2024	4,960,276	34,330	60,248	1,813,089	6,867,943	112,851	6,980,794	

The accompanying notes form an integral part of the financial statements.

Statements of Changes in Equity
For the financial year ended 31 December 2025

Company	Share capital (Note 33(a)) RM'000	Non- distributable	Distributable	Total equity RM'000
		Merger relief reserve (Note 33(b)) RM'000	Retained profits (Note 34(b)) RM'000	
At 1 January 2025	4,960,276	34,330	182,025	5,176,631
Total comprehensive income for the year	-	-	118,335	118,335
Dividend paid (Note 10)	-	-	(62,725)	(62,725)
At 31 December 2025	4,960,276	34,330	237,635	5,232,241
At 1 January 2024	4,960,276	34,330	113,825	5,108,431
Total comprehensive income for the year	-	-	106,139	106,139
Dividend paid (Note 10)	-	-	(37,939)	(37,939)
At 31 December 2024	4,960,276	34,330	182,025	5,176,631

The accompanying notes form an integral part of the financial statements.

Statements of Cash Flows

For the financial year ended 31 December 2025

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash flows from operating activities				
Cash receipts from customers	1,782,825	1,532,462	799	3,928
Cash receipts from subsidiaries	-	-	178,351	143,309
Receipts from other related parties	44,509	112,994	3,422	3,026
Cash payments to suppliers	(210,701)	(292,088)	-	-
Cash payments to contractors	(787,209)	(618,061)	-	-
Cash payments for land and development related costs	(27,550)	(21,703)	-	-
Cash payments to other related parties	(15,485)	(5,395)	(522)	(376)
Cash payments to subsidiaries	-	-	(559)	(1,340)
Cash payments to employees, for selling and distribution and for general expenses	(309,614)	(251,591)	(170,178)	(155,597)
Cash generated from/(used in) operations	476,775	456,618	11,313	(7,050)
Net income tax paid	(25,154)	(88,064)	(2,671)	(2,572)
Zakat paid	(1,917)	(1,391)	-	-
Interest received	14,292	16,946	2,410	2,124
Net cash generated from/(used in) operating activities	463,996	384,109	11,052	(7,498)
Cash flows from investing activities				
Dividend received from joint ventures	51,500	1,500	-	-
Dividend received from subsidiaries	-	-	172,000	240,500
Dividend received from associate	2,500	5,000	-	-
Proceeds from disposals of:				
- property, plant and equipment	22	6	11	3
- assets classified as held for sale	106,000	5,120	-	-
Deposits received from disposals of assets classified as held for sale	-	2,795	-	-
Net proceeds from disposal of an associate (Note 49)	-	382,952	-	-
Purchase of:				
- property, plant and equipment (Note (a))	(25,731)	(6,611)	(12,200)	(4,307)
- investment properties (Note (b))	(18,294)	(7,598)	-	-
Advance to subsidiaries	-	-	(191,314)	(672,770)
Repayment from subsidiaries	-	-	406,970	1,065,542
Redemption from subsidiary	-	-	42,000	-
Redemption from joint venture	18,500	10,000	-	-
Repayment from associate	243	5,286	-	-
Investment in land held for property development	(72,248)	(182,743)	-	-
Investment in joint venture	(5,050)	(1,290)	-	-
Net investment of short term investments	55,043	(152,660)	(130,500)	(178,401)
Net cash generated from investing activities	112,485	61,757	286,967	450,567

Statements of Cash Flows
For the financial year ended 31 December 2025

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash flows from financing activities				
Drawdown of term loans	108,257	116,764	-	-
Drawdown of Islamic Medium Term Notes ("IMTN")	800,000	700,000	800,000	700,000
Drawdown of revolving credits	150,100	524,300	55,000	275,000
Repayment of term loans	(88,257)	(100,807)	-	-
Repayment of IMTN and Islamic Commercial Papers ("ICP")	(900,000)	(905,000)	(900,000)	(905,000)
Repayment of revolving credits	(107,864)	(498,635)	-	(275,000)
Repayment of lease liabilities	(5,040)	(5,177)	(4,800)	(4,882)
Interest paid	(201,913)	(204,819)	(189,145)	(191,582)
Dividend paid	(62,725)	(37,939)	(62,725)	(37,939)
Net cash used in financing activities	(307,442)	(411,313)	(301,670)	(439,403)
Net increase/(decrease) in cash and cash equivalents	269,039	34,553	(3,651)	3,666
Effects of foreign exchange rate changes	(4,755)	(29,668)	(19)	(60)
Cash and cash equivalents at beginning of year	768,199	763,314	20,748	17,142
Cash and cash equivalents at end of year (Note 23)	1,032,483	768,199	17,078	20,748
Note (a):				
Additions of property, plant and equipment (Note 12)	28,822	11,475	14,173	4,817
Net accruals	(3,091)	(4,864)	(1,973)	(510)
Cash outflow for purchase of property, plant and equipment	25,731	6,611	12,200	4,307
Note (b):				
Additions of investment properties (Note 13)	18,294	7,567	-	-
Net payment	-	31	-	-
Cash outflow for purchase of investment properties	18,294	7,598	-	-

* There is no cash flows attributable to discontinued operation.

The accompanying notes form an integral part of the financial statements.

Notes to the Financial Statements
31 December 2025

1. Corporate information

The Company is a public limited liability company, incorporated and domiciled in Malaysia and listed on the Main Market of Bursa Malaysia Securities Berhad. The registered office of the Company is located at Level U6, Block C5, Solaris Dutamas, No. 1, Jalan Dutamas 1, 50480 Kuala Lumpur and the principal place of business is at Level U1, Block C5, Solaris Dutamas, No. 1, Jalan Dutamas 1, 50480 Kuala Lumpur.

The principal activity of the Company is investment holding. It also provides shared services for its subsidiaries.

The principal activities of the subsidiaries are property development, land trading, property investment, project procurement and management, hotel operation and investment holding.

There have been no significant changes in the nature of the principal activities of the Group and the Company during the financial year.

The immediate and ultimate holding companies are UEM Group Berhad (“UEM”) and Khazanah Nasional Berhad (“Khazanah”) respectively, both of which are incorporated in Malaysia.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 30 March 2026.

2. Basis of preparation

The financial statements of the Group and of the Company have been prepared in accordance with the MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board, IFRS Accounting Standards as issued by the International Accounting Standards Board and the provisions of Companies Act 2016 in Malaysia.

The amendments to MFRSs adopted during the financial year are set out in Note 50.1(a) to the financial statements.

The financial statements are presented in Ringgit Malaysia (“RM”) and all values are rounded to the nearest thousand (RM’000) except where otherwise indicated.

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates (“the functional currency”). The consolidated financial statements are presented in RM, which is also the Company’s functional currency.

Notes to the Financial Statements
31 December 2025

3. Segment information

(a) Business unit segments

For management purposes, the Group is organised into business units based on their products and services, and has three reportable segments as follows:

- | | | |
|-------|---|--|
| (i) | Property development | - development and sales of residential and commercial properties, as well as sales of lands; |
| (ii) | Property investment and hotel operation | - holds to earn rental income and/or capital appreciation including hotel operation; and |
| (iii) | Others | - investment holding, assets and facilities management, project management, harvesting, land leasing, other income, and other dormant companies. |

Except as indicated above, no operating segments have been aggregated to form the above reportable operating segments.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements.

Transfer prices between operating segments have been entered into a normal course of business and have been established on mutually agreed terms and conditions. The reported segment revenue, segment results and eliminations exclude intercompany dividend.

(b) Geographical segments

The Group’s geographical segments are based on the location of the Group’s assets. Sales to external customers disclosed in geographical segments are based on the geographical location of its customers. The Group’s three business segments operate in four geographical areas:

- | | | |
|-------|--------------|--|
| (i) | Malaysia | - the operations in this area are principally development and sales of residential and commercial properties, development of investment properties, held to earn rental income and/or sales of lands, hotel operation, assets and facilities management, project management, harvesting, land leasing, other income, investment holding and other dormant companies; |
| (ii) | Australia | - the operations in this area are principally development and sales of residential and commercial properties as well as development of investment properties, held to earn rental income; and |
| (iii) | South Africa | - the operations in this area are principally development and sales of residential and commercial properties. |

Notes to the Financial Statements
31 December 2025

3. Segment information (cont'd.)

Business segment information

At 31 December 2025	Property development RM'000	Property investment and hotel operation RM'000	Others RM'000	Eliminations RM'000	Consolidated RM'000
Revenue					
External revenue	1,580,766	108,417	12,903	-	1,702,086
Inter-segment revenue	-	294	147,762	(148,056)	-
Total revenue	1,580,766	108,711	160,665	(148,056)	1,702,086
Results					
Segment results	173,592	39,406	(37,302)	(5,203)	170,493
Finance costs	(56,942)	(37,720)	(54,636)	5,203	(144,095)
Share of results of associates	5,063	-	-	-	5,063
Share of results of joint ventures	78,353	(693)	-	-	77,660
Profit/(loss) before income tax and zakat	200,066	993	(91,938)	-	109,121
Zakat	(1,917)	-	-	-	(1,917)
Income tax expenses	(29,246)	(586)	(3,598)	-	(33,430)
Profit/(loss) for the year	168,903	407	(95,536)	-	73,774
Attributable to:					
Owners of the parent	165,879	407	(95,269)	-	71,017
Non-controlling interests	3,024	-	(267)	-	2,757
Profit/(loss) for the year	168,903	407	(95,536)	-	73,774
Analysed as:					
Continuing operations	169,110	407	(95,536)	-	73,981
Discontinued operation	(207)	-	-	-	(207)
	168,903	407	(95,536)	-	73,774

Notes to the Financial Statements
31 December 2025

3. Segment information (cont'd.)

Business segment information (cont'd.)

At 31 December 2025	Property development RM'000	Property investment and hotel operation RM'000	Others RM'000	Eliminations RM'000	Consolidated RM'000
Assets					
Segment assets	10,427,342	946,325	812,908	(1,004,976)	11,181,599
Interests in:					
- associates	325,774	-	179,522	-	505,296
- joint ventures	774,078	72,955	141,874	-	988,907
Income tax assets	90,578	39	2,779	-	93,396
	11,617,772	1,019,319	1,137,083	(1,004,976)	12,769,198
Assets classified as held for sale	5,301	-	-	-	5,301
Total assets	11,623,073	1,019,319	1,137,083	(1,004,976)	12,774,499
Liabilities					
Segment liabilities	4,785,942	815,822	1,161,060	(1,004,976)	5,757,848
Income tax liabilities	23,796	-	12	-	23,808
Total liabilities	4,809,738	815,822	1,161,072	(1,004,976)	5,781,656
Other information					
Additions to non-current assets	270,931	24,376	1,595	-	296,902
Depreciation and amortisation	(2,204)	(28,553)	(10,237)	-	(40,994)

Notes to the Financial Statements
31 December 2025

3. Segment information (cont'd.)

Business segment information (cont'd.)

At 31 December 2024	Property development RM'000	Property investment and hotel operation RM'000	Others RM'000	Eliminations RM'000	Consolidated RM'000
Revenue					
External revenue	1,215,131	110,497	14,690	-	1,340,318
Inter-segment revenue	-	100	131,461	(131,561)	-
Total revenue	1,215,131	110,597	146,151	(131,561)	1,340,318
Results					
Segment results	239,705	3,890	(28,650)	(6,662)	208,283
Finance costs	(72,298)	(42,577)	(40,559)	6,662	(148,772)
Share of results of associates	21,879	-	-	-	21,879
Share of results of joint ventures	86,311	(4,022)	-	-	82,289
Profit/(loss) before income tax and zakat	275,597	(42,709)	(69,209)	-	163,679
Zakat	(1,391)	-	-	-	(1,391)
Income tax expenses	(55,437)	2	(4,342)	-	(59,777)
Profit/(loss) for the year	218,769	(42,707)	(73,551)	-	102,511
Attributable to:					
Owners of the parent	221,306	(42,707)	(74,261)	-	104,338
Non-controlling interests	(2,537)	-	710	-	(1,827)
Profit/(loss) for the year	218,769	(42,707)	(73,551)	-	102,511
Analysed as:					
Continuing operations	216,132	(42,707)	(73,551)	-	99,874
Discontinued operation	2,637	-	-	-	2,637
	218,769	(42,707)	(73,551)	-	102,511

Notes to the Financial Statements
31 December 2025

3. Segment information (cont'd.)

Business segment information (cont'd.)

At 31 December 2024	Property development RM'000	Property investment and hotel operation RM'000	Others RM'000	Eliminations RM'000	Consolidated RM'000
Assets					
Segment assets	10,614,842	828,386	659,917	(1,031,371)	11,071,774
Interests in:					
- associates	502,525	-	2	-	502,527
- joint ventures	889,740	70,861	-	-	960,601
Income tax assets	113,133	118	2,756	-	116,007
	12,120,240	899,365	662,675	(1,031,371)	12,650,909
Assets classified as held for sale	6,900	110,036	-	-	116,936
Total assets	12,127,140	1,009,401	662,675	(1,031,371)	12,767,845
Liabilities					
Segment liabilities	4,799,316	860,352	1,141,740	(1,031,371)	5,770,037
Income tax liabilities	17,014	-	-	-	17,014
Total liabilities	4,816,330	860,352	1,141,740	(1,031,371)	5,787,051
Other information					
Additions to non-current assets	399,195	22,189	5,211	-	426,595
Depreciation and amortisation	(5,674)	(26,177)	(14,361)	-	(46,212)

Notes to the Financial Statements
31 December 2025

3. Segment information (cont'd.)

Geographical information

Revenue and non-current assets information based on the geographical location of customers and assets respectively are as follows:

	Revenue	
	2025 RM'000	2024 RM'000
Malaysia	1,700,585	1,321,652
Australia	1,501	18,666
	1,702,086	1,340,318

	Non-current assets	
	2025 RM'000	2024 RM'000
Malaysia	8,868,927	8,659,649
Australia	195,631	216,082
South Africa	9,781	9,702
	9,074,339	8,885,433

Notes to the Financial Statements
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4. Revenue

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue from contract with customers	1,645,878	1,285,953	130,334	120,059
Revenue from other sources:				
- Rental income	56,208	54,365	-	-
- Dividend income from short term investments	-	-	13,824	4,294
- Dividend income from subsidiaries	-	-	172,000	180,000
	1,702,086	1,340,318	316,158	304,353

Revenue from contract with customers				
Property development:				
- Sales of development properties	1,236,527	887,736	-	-
- Sales of developed lands	69,989	33,540	-	-
	1,306,516	921,276	-	-
Strategic land sales	274,250	293,855	-	-
Car park operations	22,061	25,894	-	-
Hotel operation	31,010	29,774	-	-
Management fees from subsidiaries	-	-	130,334	120,059
Assets and facilities management and others	12,041	15,154	-	-
	1,645,878	1,285,953	130,334	120,059

Geographical market				
Malaysia	1,644,377	1,270,407	128,870	118,877
Australia	1,501	15,546	1,464	1,182
	1,645,878	1,285,953	130,334	120,059

Timing of revenue				
At a point in time	402,037	362,865	130,334	120,059
Over time:				
- Property development (Note 29(a))	1,170,292	827,305	-	-
- Strategic land sales	53,502	89,516	-	-
- Sales of developed lands	20,047	6,267	-	-
	1,243,841	923,088	-	-
	1,645,878	1,285,953	130,334	120,059

4. Revenue (cont’d.)

4.1 Revenue from contract customers

Material accounting policy information

(a) Property development and strategic land sale

Revenue recognition from property development would depend on the terms of the contract and the laws that apply to the contract, which determine whether control of assets may transfer over time or at a point in time.

This is generally established when:

- the promised properties are specifically identified by its plot, lot and parcel number and its attributes (such as its size and location) in the sale and purchase agreements and the attached layout plan and the purchasers could enforce its rights to the promised properties if the Group seeks to sell the properties to other purchasers. The contractual restriction on the Group’s ability to direct the promised properties for another use is substantive and the promised properties sold to the purchasers do not have an alternative use to the Group; and
- the Group has the right to payment for performance completed to date and is entitled to continue to transfer to the customer the development properties promised and has the right to complete the construction of the properties and enforce its rights to full payments.

The Group recognises revenue over time using the input method, which is based on the level of completion in proportion of cost incurred to date against the expected total construction costs.

Contracts with customers may include multiple promises to customers and therefore accounted for as separate performance obligations. In this case, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. When these are not directly observable, they are estimated based on expected cost plus margin.

(b) Completed properties and properties under contract of sale

The Group recognises the revenue at a point in time for the sale of completed properties and properties under contract of sale when the control of the properties has been transferred to the customers and it is probable that the Group will collect the consideration it is entitled to.

(c) Assets and facilities management

Assets and facilities management income is derived from managing the residential, commercial and retail properties. The income is recognised when such services are rendered.

(d) Car park operations

Car park operations are recognised net of goods and service tax or sales and services tax and upon services being rendered.

4. Revenue (cont’d.)

4.1 Revenue from contract customers (cont’d.)

Material accounting policy information (cont’d.)

(e) Hotel operation

Hotel operation generally consists of room rentals and food and beverage. Room rental revenue is accrued over time on customer-occupied rooms. Revenue from the sales of food and beverage is recognised when the customer receives and consumes, and the Company has a present right to payment for, the food and beverage product. Hotel room rental and food and beverages revenue are recorded based on the published rates, net of discounts.

(f) Management fees

Management fees on the provision of shared services to subsidiaries are accrued when the services are rendered.

4.2 Revenue from other sources

(a) Property investment

Rental income is accounted on a straight-line basis over the period of lease term.

(b) Dividends

Dividends from subsidiaries, associates and other investments are included in profit or loss when the shareholders’ right to receive payment has been established.

5. Cost of sales

	Group		Company	
	2025 RM’000	2024 RM’000	2025 RM’000	2024 RM’000
Property development:				
- Sales of development properties	970,091	687,041	-	-
- Sales of developed lands	40,507	24,558	-	-
	1,010,598	711,599	-	-
Strategic land sales	210,680	165,762	-	-
Rental income and car park operations	10,648	14,012	-	-
Hotel operation	15,378	13,126	-	-
Costs of services rendered to subsidiaries	-	-	124,128	114,355
Assets and facilities management and others	13,965	18,219	-	-
	1,261,269	922,718	124,128	114,355

Notes to the Financial Statements
31 December 2025

6. Operating profit

The following amounts have been included in arriving at operating profit from continuing operations:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Allowance for doubtful debts for receivables (Note 28(a)(vii))	3,197	8,792	-	-
Auditors' remuneration:				
- Fees for statutory audit				
EY and its affiliates:				
- Malaysian operations	975	950	165	165
- overseas operations	512	512	-	-
Other auditors	41	36	-	-
- Fees for assurance related services				
EY	170	157	105	102
- Fees for non-audit services				
EY	8	6	8	6
Affiliates of EY	480	516	27	25
Rental expenses of:				
- short-term leases	2,151	1,054	1,324	799
- low-value assets	319	397	227	245
Depreciation of:				
- property, plant and equipment (Note 12)	18,185	20,906	3,364	6,000
- investment properties (Note 13)	18,367	20,746	-	-
- right-of-use assets (Note 14(a))	4,442	4,560	4,197	4,329
Directors' remuneration (Note (i))	1,590	1,225	1,590	1,225
Staff costs (Note (iii))	123,536	119,890	101,769	95,148
Net remeasurement of long term receivables (Note 28(a)(v))	1,378	7,035	-	-
Write-back of allowance for impairment:				
- amount due from an associate (Note 18)	-	(5,286)	-	-
- receivables (Note 28(a)(vii))	(645)	(7,914)	-	-
Write-off cost for:				
- property, plant and equipment (Note 12)	1,720	1,186	1,698	25
- inventories - land held for property development (Note 15)	23,934	-	-	-
- inventories - property development costs (Note 25)	18,773	-	-	-
- Contract assets (Note 29)	29,233	-	-	-
(Gain)/loss on foreign exchange:				
- unrealised	(610)	15,497	6	48
- realised	106	17	12	12
Direct operating expenses arising from investment properties that are:				
- generating rental income	20,056	17,470	-	-
- not generating rental income	8,423	5,108	-	-

Notes to the Financial Statements
31 December 2025

6. Operating profit (cont'd.)

The following amounts have been included in arriving at operating profit from continuing operations: (cont'd.)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Dividend income from short term investments	(13,824)	(4,294)	(13,824)	(4,294)
Interest income:				
- deposits with licensed banks	(21,524)	(24,321)	(2,410)	(2,124)
- accretion of interest on long term receivables (Note 28(a)(v))	(3,230)	(8,208)	-	-
- subsidiaries	-	-	(147,370)	(164,807)
- joint ventures	(5,974)	(5,264)	(776)	(777)
- others	(4,908)	(2,798)	-	-
Fair value adjustments of short term investments	(2,155)	(1,863)	(2,155)	(1,863)
Write-back of impairment losses on:				
- property, plant and equipment (Note 12)	(159)	(4,451)	-	-
- investment properties (Note 13)	(5,555)	(13,829)	-	-
Impairment losses on:				
- interest in subsidiaries (Note 16)	-	-	-	6,705
- property, plant and equipment (Note 12)	816	6,560	-	-
- investment properties (Note 13)	-	22,332	-	-
- amounts due from subsidiaries (Note 30)	-	-	3,995	18,702
- amounts due from joint venture (Note 20)	-	10	-	10
(Gain)/Loss on disposal of:				
- an associate (Note 49)	-	(31,698)	-	-
- property, plant and equipment	(21)	(5)	(11)	(3)
- assets classified as held for sale	155	(4,050)	-	-

Notes to the Financial Statements
31 December 2025

6. Operating profit (cont'd.)

- (i) Directors' remuneration

	Group/Company			
	2025		2024	
	Salary and Other emoluments RM'000	Benefits-in -kind RM'000	Salary and Other emoluments RM'000	Benefits-in -kind RM'000
Executive director:				
Shaharul Farez Hassan ^a	205	21	-	-
	Group/Company			
	2025		2024	
	Director fees ³ RM'000	Other emoluments ³ RM'000	Director fees ³ RM'000	Other emoluments ³ RM'000
Non-executive directors:				
Datuk Mohamad Hishammudin Hamdan	- ¹	-	- ¹	-
Christina Foo	285	-	222	-
Datuk Amran Hafiz Affifudin	238 ²	-	100 ²	-
Reagan Chan Chung Cheng	- ¹	-	- ¹	-
Chari Thandalam Veeravalli Thirumala	220	-	193	-
Datin Sri Badrunnisa Mohd Yasin Khan	188	-	163	-
Dato' Sr. Azmar Talib	226	-	149	-
Chan Kok Leong ^b	85	-	-	-
Yap Mei Wan ^c	32	-	-	-
Zaida Khalida Shaari ^d	90	-	183	-
Yeow Wai Siaw ^e	-	-	50	-
Poh Ying Loof	-	-	73	-
Dato' Mohd Izani Ghani ^g	-	-	92 ²	-
	1,364	-	1,225	-
	1,569	21	1,225	-
Total directors' remuneration		1,590		1,225

a Appointed on 17 November 2025.

b Appointed on 21 August 2025.

c Appointed on 3 November 2025.

d Retired on 11 June 2025.

e Resigned on 28 May 2024.

f Retired on 6 June 2024.

g Resigned on 19 July 2024.

¹ Fees waived by UEM in line with the policy of Khazanah.

² Fees for nominees of UEM on the Board of the Company are paid to UEM.

³ Excluding SST where applicable.

Notes to the Financial Statements
31 December 2025

6. Operating profit (cont'd.)

- (ii) Staff costs

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Wages and salaries	88,322	83,387	61,575	57,870
Staff bonus, benefits and welfare	32,752	35,612	26,078	23,898
Statutory contributions to EPF and social security costs	15,796	13,238	12,462	11,787
Training expenses	1,815	1,752	1,654	1,593
	138,685	133,989	101,769	95,148
Capitalised to:				
Land held for property development (Note 15)	(525)	(128)	-	-
Property development costs (Note 25)	(14,624)	(13,971)	-	-
	123,536	119,890	101,769	95,148

Material accounting policy information

Defined contribution plans are post-employment benefits plans under which the Group and the Company pay fixed contribution into separate entities or funds and will have no legal or constructive obligation to pay further contribution if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years. Such contribution is recognised as an expense in profit or loss as incurred. As required by law, companies in Malaysia make such contribution to the Employees Provident Fund ("EPF").

Notes to the Financial Statements
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7. Finance costs

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Finance costs incurred and accrued during the year on:				
- IMTN, ICP, term loans and structured commodity	202,703	204,559	197,040	199,491
- revolving credits and bank overdraft	3,941	7,571	354	1,059
- loan from subsidiaries	-	-	-	667
- interest on lease liabilities (Note 14(b))	575	803	558	780
- accretion of interest on long term payables	-	318	-	-
- development rights value	3,800	2,228	-	-
- bank charges	733	303	59	23
	211,752	215,782	198,011	202,020
Capitalised in:				
- land held for property development (Note 15)	(66,996)	(67,010)	-	-
- investment properties (Note 13)	(661)	-	-	-
	(67,657)	(67,010)	-	-
	144,095	148,772	198,011	202,020

Finance costs are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that assets including land held for property development and investment properties. Capitalisation of finance costs commences when the activities to prepare the assets for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Finance costs are capitalised until the assets are substantially completed for their intended use.

The interest and profit rates for borrowing costs capitalised during the financial year range from 3.7% to 6.6% (2024: 4.2% to 5.4%) per annum.

8. Zakat

	Group	
	2025 RM'000	2024 RM'000
Expensed and paid	1,917	1,391

Notes to the Financial Statements
31 December 2025

9. Income tax expenses

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Continuing operations				
Income tax:				
Malaysian income tax	54,309	50,642	2,889	2,304
Foreign income tax	7,336	3,097	-	-
(Over)/underprovision in prior years	(7,086)	3,051	(381)	(264)
	54,559	56,790	2,508	2,040
Deferred tax (Note 24):				
Relating to origination and reversal of temporary differences	(15,858)	4,775	-	-
Overprovision of deferred tax in prior years	(5,271)	(1,788)	-	-
	(21,129)	2,987	-	-
Total income tax expenses	33,430	59,777	2,508	2,040

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% of the estimated assessable profit for the financial year.

Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

Notes to the Financial Statements
31 December 2025

9. Income tax expenses (cont’d.)

A reconciliation of income tax expense applicable between profit before income tax and zakat at the statutory income tax rate and total income tax expenses at the effective income tax rate of the Group and of the Company is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Continuing operations				
Profit before income tax and zakat	109,328	161,042	120,843	108,179
Taxation at Malaysian statutory tax rate of 24% (2024: 24%)	26,239	38,650	29,002	25,963
Effect of different tax rates in other country	(557)	(750)	-	-
Income not subject to tax	(7,599)	(2,487)	(44,482)	(44,594)
Expenses not deductible for tax purposes	33,067	28,951	18,369	20,935
Deferred tax assets not recognised during the year	17,060	13,691	-	-
Utilisation of previously unrecognised tax losses and other deductible temporary differences	(457)	(5,550)	-	-
(Recognition)/derecognition of deferred tax assets	(2,426)	7,072	-	-
Tax effect on share of associates’ and joint ventures’ results	(19,903)	(24,367)	-	-
(Over)/underprovision of income tax in prior years	(7,086)	3,051	(381)	(264)
Overprovision of deferred tax in prior years	(5,271)	(1,788)	-	-
Other indirect taxes and additional tax assessment	823	3,638	-	-
Zakat deduction	(460)	(334)	-	-
Tax expenses for the year	33,430	59,777	2,508	2,040
Discontinued operation				
(Loss)/profit before income tax and zakat	(207)	2,637	-	-
Taxation at Malaysian statutory tax rate of 24% (2024: 24%)	(50)	633	-	-
Tax effect on share of associates’ results	50	(633)	-	-
	-	-	-	-
Total income tax expenses	33,430	59,777	2,508	2,040

Notes to the Financial Statements
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10. Dividend

	Company	
	2025 RM'000	2024 RM'000
In respect of financial year ended 31 December 2024		
Interim single tier dividend of 1.24 sen per share on 5,058,476,221 ordinary shares paid on 19 May 2025	62,725	-
In respect of financial year ended 31 December 2023		
Interim single tier dividend of 0.75 sen per share on 5,058,476,221 ordinary shares paid on 24 May 2024	-	37,939

In respect of financial year ended 31 December 2025, the Board of Directors has declared a single-tier tax exempt dividend of 0.84 sen per share and a special single-tier tax exempt dividend of 0.59 sen per share on 5,058,476,221 ordinary shares amounting to approximately RM72,455,000. The proposed dividends will be paid on 15 May 2026 to shareholders registered at the close of business on 30 April 2026.

The financial statements for the current financial year do not reflect this dividend. The dividend will be accounted for in equity as an appropriation of retained profits in the financial year ending 31 December 2026.

11. Earnings per share

Earnings per share are calculated by dividing profit for the financial year attributable to owners of the parent by the weighted average number of ordinary shares in issue during the financial year.

	Group	
	2025	2024
Profit for the year attributable to owners of the parent (RM'000)	71,017	104,338
Weighted average number of ordinary shares in issue ('000)	5,058,476	5,058,476
*Earnings per share (sen)	1.4	2.1

* Included (loss)/earnings per share from discontinued operation amounting to (0.00) sen (2024: 0.04 sen).

There have been no other transactions involving ordinary shares between the reporting date and the date of authorisation of these financial statements.

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Group	Freehold land RM'000	Building RM'000	Capital work-in-progress RM'000	Plant and machinery RM'000	Floating pontoons RM'000	Motor vehicles RM'000	Renovation, equipment and others RM'000	Total RM'000
At 31 December 2025								
Net carrying amount at 1 January 2025	12,580	310,955	846	50,452	319	280	14,898	390,330
Additions	-	11,000	661	1,733	-	311	15,117	28,822
Disposal	-	-	-	-	-	-	(1)	(1)
Foreign currency translation	-	102	-	-	-	-	1	103
Transfer to investment properties (Note 13)	-	(39,273)	-	-	-	-	-	(39,273)
Write-off (Note 6)	-	-	-	(4)	-	-	(1,716)	(1,720)
Depreciation charge (Note 6)	-	(7,813)	-	(5,457)	(34)	-	(4,881)	(18,185)
Additional impairment (Note 6)	-	(553)	-	-	-	-	(263)	(816)
Write-back of impairment loss (Note 6)	-	159	-	-	-	-	-	159
Net carrying amount at 31 December 2025	12,580	274,577	1,507	46,724	285	591	23,155	359,419
Cost	12,580	339,903	1,507	109,950	6,812	8,695	132,908	612,355
Accumulated depreciation	-	(64,932)	-	(54,970)	(6,527)	(8,104)	(108,621)	(243,154)
Accumulated impairment	-	(394)	-	(8,256)	-	-	(1,132)	(9,782)
Net carrying amount	12,580	274,577	1,507	46,724	285	591	23,155	359,419

At 31 December 2024

Net carrying amount at 1 January 2024	14,893	323,352	846	53,999	-	3	16,952	410,045
Additions	-	102	-	4,139	336	277	6,621	11,475
Disposal	-	-	-	(1)	-	-	-	(1)
Foreign currency translation	-	(1,108)	-	-	-	-	(145)	(1,253)
Transfer to investment properties (Note 13)	(2,313)	(3,422)	-	-	-	-	-	(5,735)
Write-off (Note 6)	-	-	-	(1,160)	-	-	(26)	(1,186)
Depreciation charge (Note 6)	-	(7,969)	-	(5,285)	(17)	-	(7,635)	(20,906)
Additional impairment (Note 6)	-	-	-	(5,691)	-	-	(869)	(6,560)
Write-back of impairment loss (Note 6)	-	-	-	4,451	-	-	-	4,451
Net carrying amount at 31 December 2024	12,580	310,955	846	50,452	319	280	14,898	390,330
Cost	12,580	368,074	846	108,221	6,812	8,384	119,507	624,424
Accumulated depreciation	-	(57,119)	-	(49,513)	(6,493)	(8,104)	(103,740)	(224,969)
Accumulated impairment	-	-	-	(8,256)	-	-	(869)	(9,125)
Net carrying amount	12,580	310,955	846	50,452	319	280	14,898	390,330

12. Property, plant and equipment (cont'd.)

Company	Capital work-in-progress RM'000	Renovation, equipment and others RM'000	Total RM'000
At 31 December 2025			
Net carrying amount at 1 January 2025	1,683	7,970	9,653
Additions	657	13,516	14,173
Write-off (Note 6)	-	(1,698)	(1,698)
Reclassification	(1,281)	1,281	-
Depreciation charge (Note 6)	-	(3,364)	(3,364)
Net carrying amount at 31 December 2025	1,059	17,705	18,764
Cost	1,059	41,508	42,567
Accumulated depreciation	-	(23,803)	(23,803)
Net carrying amount	1,059	17,705	18,764
At 31 December 2024			
Net carrying amount at 1 January 2024	59	10,802	10,861
Additions	1,683	3,134	4,817
Write-off (Note 6)	-	(25)	(25)
Reclassification	(59)	59	-
Depreciation charge (Note 6)	-	(6,000)	(6,000)
Net carrying amount at 31 December 2024	1,683	7,970	9,653
Cost	1,683	32,594	34,277
Accumulated depreciation	-	(24,624)	(24,624)
Net carrying amount	1,683	7,970	9,653

Material accounting policy information

All items of property, plant and equipment are initially recorded at cost. After initial recognition, property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses. Freehold land and capital work-in-progress are not depreciated. Depreciation of other property, plant and equipment is computed on a straight-line basis over the estimated useful lives of the assets, at the following annual rates:

Building	2% - 5%
Plant and machinery	2.5% - 20%
Floating pontoons	10%
Motor vehicles	20% - 25%
Renovation, equipment and others	5% - 50%

The assets’ residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each financial year-end.

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13. Investment properties

Group	Investment properties under construction RM'000	Completed, investment properties RM'000	Total RM'000
Cost			
At 1 January 2025	26,584	821,653	848,237
Additions	18,172	122	18,294
Foreign translation	-	(2,289)	(2,289)
Transfer to completed investment properties	(43,098)	43,098	-
Transfer from property, plant and equipment (Note 12)	-	39,273	39,273
At 31 December 2025	1,658	901,857	903,515
Accumulated depreciation			
At 1 January 2025	-	(183,140)	(183,140)
Depreciation charge (Note 6)	-	(18,367)	(18,367)
At 31 December 2025	-	(201,507)	(201,507)
Accumulated impairment			
At 1 January 2025	-	(15,461)	(15,461)
Write-back of impairment loss (Note 6)	-	5,555	5,555
At 31 December 2025	-	(9,906)	(9,906)
Net carrying amount	1,658	690,444	692,102
Fair value of investment properties (Note 44)	#	1,049,655	1,049,655

Impairment losses of investment properties

On the reporting date, the Group conducted an impairment review of its investment properties, principally based on the independent accredited third-party valuers assessment, which represents the directors' estimation of the fair value less costs to sell. In the previous financial year, the Group has recognised an impairment loss of RM22,332,000. During the year, the Group has recognised a write-back of impairment loss of RM5,555,000 (2024: RM13,829,000).

Included in the additions to the investment properties of the Group during the financial year are as follows:

	Group	
	2025 RM'000	2024 RM'000
Interest capitalised (Note 7)	661	-

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13. Investment properties (cont'd.)

Group	Investment properties under construction RM'000	Completed, investment properties RM'000	Total RM'000
Cost			
At 1 January 2024	19,017	935,308	954,325
Additions	7,567	-	7,567
Foreign translation	-	(8,782)	(8,782)
Transfer to assets held for sale (Note 32)	-	(112,608)	(112,608)
Transfer from property, plant and equipment (Note 12)	-	7,735	7,735
At 31 December 2024	26,584	821,653	848,237
Accumulated depreciation			
At 1 January 2024	-	(174,684)	(174,684)
Depreciation charge (Note 6)	-	(20,746)	(20,746)
Transfer to assets held for sale (Note 32)	-	14,290	14,290
Transfer from property, plant and equipment (Note 12)	-	(2,000)	(2,000)
At 31 December 2024	-	(183,140)	(183,140)
Accumulated impairment			
At 1 January 2024	-	(34,992)	(34,992)
Additional impairment (Note 6)	-	(22,332)	(22,332)
Write-back of impairment loss (Note 6)	-	13,829	13,829
Transfer to assets held for sale (Note 32)	-	28,034	28,034
At 31 December 2024	-	(15,461)	(15,461)
Net carrying amount	26,584	623,052	649,636
Fair value of investment properties (Note 44)	#	1,157,921	1,157,921

The fair value of the investment properties under construction cannot be reliably determined and accordingly, no fair value information is being disclosed.

The Group has no restrictions on the realisability of its investment properties and no significant contractual obligations to purchase, construct or develop investment properties or for repairs, maintenance and enhancements.

The fair value of the investment properties has been substantially arrived at via valuation performed by accredited independent valuers, in which categorised within the fair value hierarchy (Level 3), as the fair value is measured using inputs that are not based on observable market data.

The fair value of investment properties described above was based on conditions existing as at 31 December 2025.

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13. Investment properties (cont'd.)

Material accounting policy information

- (a) Investment properties comprise completed properties and properties under construction which are held either to earn rental income or for capital appreciation or for both. Such properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, completed investment properties are stated at cost less accumulated depreciation and any accumulated impairment losses while investment properties under construction are stated at cost less any accumulated impairment losses.
- (b) Depreciation of completed investment properties is provided for at 2% to 10% per annum on a straight line basis to write off the cost of each assets to its residual value or over the estimated useful life. Investment properties under construction are not depreciated.
- (c) Investment properties are derecognised when they have been disposed of or when they are permanently withdrawn from use and no future economic benefits is expected. Any gains or losses on the retirement or disposal of investment properties are recognised in profit or loss in the year which they arise.

14(a). Right-of-use assets

Group	Building	
	2025 RM'000	2024 RM'000
At 1 January	14,587	17,723
Additions	-	1,424
Derecognition	(499)	-
Depreciation (Note 6)	(4,442)	(4,560)
At 31 December	9,646	14,587

Company	Building	
	2025 RM'000	2024 RM'000
At 1 January	14,098	17,665
Additions	-	762
Derecognition	(497)	-
Depreciation (Note 6)	(4,197)	(4,329)
At 31 December	9,404	14,098

The Group and the Company lease a number of offices and building for a period of between 1 year and 6 years, with fixed rents and an option to renew the lease.

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14(a). Right-of-use assets (cont'd.)

Material accounting policy information

- (a) The Group has elected not to recognise for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments on a straight-line basis over the lease term.
- (b) The right-of-use asset is depreciated using the straight-line method, at the following annual rates:
- | | |
|---------------------|-------------|
| Building | 16.7% - 50% |
| Plant and equipment | 20% - 30% |
- (c) In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

14(b). Lease liabilities

Group	Building	
	2025 RM'000	2024 RM'000
At 1 January	15,627	18,578
Additions	-	1,423
Derecognition	(499)	-
Accretion of interest (Note 7)	575	803
Billings	(5,040)	(5,177)
At 31 December	10,663	15,627

Analysed into:		
Non-current	6,059	11,044
Current	4,604	4,583
	10,663	15,627

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14(b). Lease liabilities (cont'd.)

Company	Building	
	2025 RM'000	2024 RM'000
At 1 January	15,174	18,514
Additions	-	762
Derecognition	(497)	-
Accretion of interest (Note 7)	558	780
Billings	(4,800)	(4,882)
At 31 December	10,435	15,174
Analysed into:		
Non-current	6,040	10,816
Current	4,395	4,358
	10,435	15,174

The maturity analysis of lease liabilities is disclosed as below:

Group	Future minimum lease payments RM'000	Interest RM'000	Present value of minimum lease payments RM'000
2025			
Within 1 year	4,979	375	4,604
Between 1 to 2 years	4,615	161	4,454
Between 2 to 6 years	1,633	28	1,605
2024			
Within 1 year	5,186	603	4,583
Between 1 to 2 years	5,195	387	4,808
Between 2 to 6 years	6,429	193	6,236

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14(b). Lease liabilities (cont'd.)

The maturity analysis of lease liabilities is disclosed as below: (cont'd.)

Company	Future minimum lease payments RM'000	Interest RM'000	Present value of minimum lease payments RM'000
2025			
Within 1 year	4,764	369	4,395
Between 1 to 2 years	4,597	162	4,435
Between 2 to 6 years	1,633	28	1,605
2024			
Within 1 year	4,945	587	4,358
Between 1 to 2 years	4,980	381	4,599
Between 2 to 6 years	6,410	193	6,217

15. Inventories – land held for property development

	Group	
	2025 RM'000	2024 RM'000
Cost		
At 1 January	5,158,577	5,224,711
Additions	244,736	392,859
Disposal	(1,519)	(78,516)
Write-off (Note 6)	(23,934)	-
Transfer to property development costs (Note 25)	(45,892)	(158,551)
Transfer to inventories under contract of sale	(7,279)	(204,087)
Foreign currency translation	(5,964)	(17,839)
At 31 December	5,318,725	5,158,577

As at the reporting date, land and related development expenditures of RM892,882,000 (2024: RM840,503,000) are pledged as securities for the borrowing facilities granted to the Group as disclosed in Note 36(a).

Included in the additions to the land held for property development of the Group during the financial year are as follows:

	Group	
	2025 RM'000	2024 RM'000
Interest capitalised (Note 7)	66,996	67,010
Staff costs capitalised (Note 6(ii))	525	128

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15. Inventories – land held for property development (cont’d.)

Material accounting policy information

- (a) Land held for property development consists of land where no development activity has been carried out or where development activities are not expected to be completed within the normal operating cycle. Land held for property development is stated at cost less impairment losses. Cost consists of land and development expenditure which include borrowing costs relating to the financing of the development and staff costs for activities carried out for the development.
- (b) Land held for property development is transferred to property development costs when the development activities has commenced.

16. Interests in subsidiaries

	Company	
	2025 RM'000	2024 RM'000
Investment in subsidiaries, unquoted shares		
At 1 January/31 December	3,181,299	3,181,299
Investment in RCPS/RPS, issued by subsidiaries		
At 1 January	1,168,312	1,168,312
Redemption of investment	(42,000)	-
At 31 December	1,126,312	1,168,312
Impairment losses		
At 1 January	(48,680)	(41,975)
Impairment losses (Note 6)	-	(6,705)
At 31 December	(48,680)	(48,680)
	4,258,931	4,300,931

Details of the subsidiaries are disclosed in Note 46.

Impairment losses of interests in subsidiaries

On the reporting date, the Company conducted an impairment review of its interests in certain subsidiaries, principally based on the Company’s share of net assets in these subsidiaries, which represents the directors’ estimation of fair value less costs to sell of these subsidiaries. During the year, the Company has recognised impairment losses of RMNil (2024: RM6,705,000).

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17. Interests in associates

Material accounting policy information

The Group’s interests in its associates are accounted for using the equity method.

	Group	
	2025 RM'000	2024 RM'000
Investment in associates, unquoted shares		
At 1 January/31 December	9,769	9,769
Investment in RPS, issued by an associate		
At 1 January	360,000	707,801
Disposal (Note 49)	-	(347,801)
At 31 December	360,000	360,000
Share of post-acquisition reserves		
At 1 January	132,758	121,607
Share of reserve during the year	2,562	16,880
Disposal (Note 49)	-	(6,703)
Transfer to assets classified as held for sale (Note 32)	207	974
At 31 December	135,527	132,758
Foreign currency translation		
At 1 January	-	-
Foreign currency translation	558	(864)
Transfer to assets classified as held for sale (Note 32)	(558)	864
At 31 December	-	-
	505,296	502,527

17. Interests in associates (cont'd.)

Summarised financial information in respect of Group’s material associates is set out below. The summarised financial information represents the amounts in the financial statements of the associates and not the Group’s share of those amounts.

Summarised statement of financial position

	Scope Energy Sdn. Bhd.		Setia Haruman Sdn. Bhd.		*Aura Muhibah Sdn. Bhd.	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current assets	883,998	883,931	103,029	94,332	-	901,873
Current assets	20,239	19,607	623,467	644,857	-	17,968
Total assets	904,237	903,538	726,496	739,189	-	919,841
Current liabilities	52	51	8,409	31,065	-	1,657
Net assets	904,185	903,487	718,087	708,124	-	918,184

Summarised statement of comprehensive income

	Scope Energy Sdn. Bhd.		Setia Haruman Sdn. Bhd.		*Aura Muhibah Sdn. Bhd.	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue	-	-	57,084	187,597	-	-
Profit before income tax	866	454	24,754	88,877	-	3,649
Total comprehensive income	698	366	19,963	71,675	-	2,943
Dividend paid during the year	-	-	(10,000)	(20,000)	-	-

* The associate has been disposed of in the previous financial year as disclosed in Note 49.

17. Interests in associates (cont'd.)

Summarised financial information in respect of Group’s material associates is set out below. The summarised financial information represents the amounts in the financial statements of the associates and not the Group’s share of those amounts. (cont'd.)

Reconciliation of the summarised financial information presented above to the carrying amount of the Group’s interests in associates

	Scope Energy Sdn. Bhd.		Setia Haruman Sdn. Bhd.		*Aura Muhibah Sdn. Bhd.	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Net assets at 1 January	903,487	903,121	708,124	656,449	-	915,241
Profit for the year	698	366	19,963	71,675	-	2,943
Dividend paid	-	-	(10,000)	(20,000)	-	-
Net assets at 31 December/disposal date	904,185	903,487	718,087	708,124	-	918,184
Interests in associate	40%	40%	25%	25%	-	40%
Unrealised profit arising from land sales	361,674	361,395	179,522	177,031	-	367,274
Fair value adjustments of options in investments	-	-	-	-	-	(12,770)
Disposal of associate	-	-	-	-	-	(354,504)
Carrying value of Group’s interest	325,772	325,493	179,522	177,031	-	-

* The associate has been disposed of in the previous financial year as disclosed in Note 49.

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17. Interests in associates (cont'd.)

Aggregate information of associates that are not individually material

	2025 RM'000	2024 RM'000
Discontinued operation:		
The Group's share of (loss)/profit before income tax and zakat	(207)	2,637
The Group's share of (loss)/profit after income tax and zakat	(207)	2,637

Share of (loss)/profit for the year from discontinued operation is as disclosed in Note 32(a).

Apart from as disclosed in Note 42, there is no material contingent liability and capital commitment relating to associates as at 31 December 2025 and 31 December 2024.

18. Amounts due from associates

Group	2025 RM'000	2024 RM'000
Amounts due from associates	10,708	10,707
Accumulated impairment losses		
At 1 January	(10,301)	(15,587)
Write-back of allowance for impairment (Note 6)	-	5,286
At 31 December	(10,301)	(10,301)
	407	406
Analysed into:		
Current	407	406

Amounts due from associates are unsecured, non-interest bearing and repayable on demand.

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19. Interests in joint ventures

Material accounting policy information

The Group's interests in its joint ventures are accounted for using the equity method.

Group	2025 RM'000	2024 RM'000
Investment in joint ventures, unquoted shares		
At 1 January	35,047	33,104
Additional investment (Note (i))	4,000	1,943
At 31 December	39,047	35,047
Investment in Redeemable Convertible Loan Stocks ("RCULS"), RCPS and RPS, issued by joint ventures		
At 1 January	689,437	688,147
Additional investment (Note (ii))	1,050	1,290
At 31 December	690,487	689,437
Share of post-acquisition reserves		
At 1 January	112,574	26,958
Share of reserve during the year	31,130	85,616
At 31 December	143,704	112,574
Amounts due from joint ventures (Note (iii))	176,989	184,863
Accumulated impairment losses	(61,320)	(61,320)
At 31 December	988,907	960,601
Analysed into:		
Non-current	988,907	960,601

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19. Interests in joint ventures (cont'd.)

Company	2025 RM'000	2024 RM'000
Investments in joint ventures, unquoted shares		
At 1 January	24,923	22,980
Additional investment	-	1,943
At 31 December	24,923	24,923
Investment in RCULS, RCPS and RPS, issued by joint ventures		
At 1 January/31 December	491,088	491,088
Accumulated impairment losses		
At 1 January/31 December	(226,571)	(226,571)
At 31 December	289,440	289,440
Analysed into:		
Non-current	289,440	289,440

- (i) During the financial year, UEM Land Berhad, a wholly-owned subsidiary of the Company, subscribed for an additional 4,000,000 ordinary shares in Haute Property Sdn. Bhd. at an issue price of RM1 per share, for a total consideration of RM4,000,000.
- (ii) In addition, UEM Land Berhad, a wholly-owned subsidiary of the Company subscribed for additional 1,050 (2024: 1,290) Redeemable Preference Shares at RM1,000 (2024: RM1,000) per share in FASTrack Iskandar Sdn. Bhd. amounting to RM1,050,000 (2024: RM1,290,000).
- (iii) Amounts due from joint ventures are unsecured and non-interest bearing. The Group views the non-trade amounts due from joint ventures as part of the Group's interests in joint ventures. During the financial year, there was a redemption of investment in Sunrise MCL Land Sdn. Bhd. amounting to RM18,500,000 (2024: RM10,000,000).
- (iv) Apart from as disclosed in Note 42, there is no material contingent liability and capital commitment relating to joint ventures as at 31 December 2025 and 31 December 2024.
- (v) On the reporting date, the Company conducted an impairment review of its interests in certain joint ventures, principally based on the share of net assets in these joint ventures, which represents the directors' estimation of fair value less costs to sell in these joint ventures. No impairment losses recognised during the year (2024: RMNil).

19. Interests in joint ventures (cont'd.)

- (vi) Summarised financial information in respect of Group's material joint ventures is set out below. The summarised information represents the amounts in the financial statements of the joint ventures and not the Group's share of those amounts.

Summarised statement of financial position

	FASTrack Iskandar Sdn. Bhd.		Nusajaya Tech Park Sdn. Bhd.		Nusajaya Lifestyle Sdn. Bhd.		Horizon Hills Development Sdn. Bhd.		Nusajaya Premier Sdn. Bhd.		Sunrise MCL Land Sdn. Bhd.		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Non-current assets	247,059	245,595	4,697	5,778	174,376	170,128	272,728	241,484	193,984	193,981	77,416	86,380	970,260	943,346
Cash and cash equivalents	1,418	2,167	128,748	156,740	2,538	3,194	144,971	71,379	14,382	14,007	41,469	68,273	333,526	315,760
Other current assets	52,675	51,887	663,447	568,753	3,894	2,029	593,369	686,950	2,913	3,126	114,047	116,406	1,430,345	1,429,151
Total current assets	54,093	54,054	792,195	725,493	6,432	5,223	738,340	758,329	17,295	17,133	155,516	184,679	1,763,871	1,744,911
Total assets	301,152	299,649	796,892	731,271	180,808	175,351	1,011,068	999,813	211,279	211,114	232,932	271,059	2,734,131	2,688,257
Current Liabilities	34	35	-	-	-	-	39,473	69,444	-	14,348	14,484	30,618	53,991	114,445
Trade and other payables and provisions	14	37	295,484	256,866	2,664	30,736	89,929	102,813	857	979	8,273	10,338	397,221	407,769
Total current liabilities	48	72	295,484	256,866	2,664	30,736	129,402	172,257	857	15,327	22,757	40,956	451,212	516,214
Non-current liabilities	-	-	146,724	127,691	29,257	-	85,009	109,030	15,033	-	-	-	276,023	236,721
Trade and other payables and provision	-	-	-	-	-	-	22,980	13,572	-	-	-	-	22,980	13,572
Total non-current liabilities	-	-	146,724	127,691	29,257	-	107,989	122,602	15,033	-	-	-	299,003	250,293
Total liabilities	48	72	442,208	384,557	31,921	30,736	237,391	294,859	15,890	15,327	22,757	40,956	750,215	766,507
Net assets	301,104	299,577	354,684	346,714	148,887	144,615	773,677	704,954	195,389	195,787	210,175	230,103	1,983,916	1,921,750

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(vi) Summarised financial information in respect of Group's material joint ventures is set out below. The summarised information represents the amounts in the financial statements of the joint ventures and not the Group's share of those amounts (cont'd).

Summarised statement of comprehensive income

	FASTRack Iskandar Sdn. Bhd.		Nusajaya Tech Park Sdn. Bhd.		Nusajaya Lifestyle Sdn. Bhd.		Horizon Hills Development Sdn. Bhd.		Nusajaya Premier Sdn. Bhd.		Sunrise MCL Land Sdn. Bhd.		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024		
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000		
Revenue	-	-	304,236	382,251	4,978	3,213	449,659	312,615	-	-	110,866	117,532	869,739	815,611
Depreciation, amortisation & impairment loss	(2)	-	(1,268)	(884)	3,934	(9)	(3,209)	(3,035)	-	-	(248)	(252)	(793)	(4,180)
Interest income	25	38	4,290	2,850	139	78	-	-	488	490	838	1,079	5,780	4,535
Interest expenses	-	-	(5,528)	(4,568)	-	(871)	(2,604)	(2,985)	(676)	(646)	(55)	(55)	(8,863)	(9,125)
(Loss)/profit before tax	(1973)	(1763)	142,066	162,718	4,272	(2,767)	116,741	87,678	(398)	4,336	26,411	30,057	287,119	280,259
Income tax expense	-	-	(34,096)	(39,052)	-	-	(28,018)	(21,043)	-	(1,041)	(6,339)	(7,214)	(68,453)	(68,350)
(Loss)/profit after tax	(1973)	(1763)	107,970	123,666	4,272	(2,767)	88,723	66,635	(398)	3,295	20,072	22,843	218,666	211,909
Total comprehensive (expense)/income	(1973)	(1763)	107,970	123,666	4,272	(2,767)	88,723	66,635	(398)	3,295	20,072	22,843	218,666	211,909

Reconciliation of the summarised financial information presented above to the carrying amount of the Group's interests in the joint ventures

[illegible]

19. Interests in joint ventures (cont'd.)

Aggregate information of joint ventures that are not individually material

Group	2025 RM'000	2024 RM'000
The Group's share of loss before income tax and zakat	(21,111)	(12,647)
The Group's share of loss after income tax and zakat	(21,111)	(12,647)

20. Amounts due from joint ventures

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Amounts due from joint ventures				
- Non-current (Note (i))	176,011	176,866	800	11,000
- Current (Note (ii))	76,796	114,899	55,500	40,853
	252,807	291,765	56,300	51,853
At 31 December	252,807	291,775	56,300	51,863
Impairment loss (Note 6)	-	(10)	-	(10)
	252,807	291,765	56,300	51,853

Group

- (i) Amounts due from joint ventures are unsecured, have no fixed repayment terms, and bear interest at an average rate of 5.7% (2024: 5.7%) per annum.
- (ii) Amounts due from these joint ventures are unsecured, non-interest bearing and repayable on demand.

Company

- (i) Amounts due from joint ventures are unsecured, not expected to be repayable in the next 12 months and bear interest at an average rate of 7.0% (2024: 7.3%) per annum.
- (ii) Amounts due from these joint ventures are unsecured, non-interest bearing and repayable on demand.

21. Other investments

	Group	
	2025 RM'000	2024 RM'000
Unquoted shares in Malaysia	22,525	22,525
Less: Accumulated impairment losses	(22,525)	(22,525)
	-	-

Notes to the Financial Statements
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22. Goodwill

Goodwill arising from business combinations has been allocated into two individual cash-generating units (“CGU”), comprising two subsidiary groups principally engaged in property development activities for impairment testing. The carrying amount of goodwill allocated to CGU is as follows:

	Group	
	2025 RM'000	2024 RM'000
At 1 January/31 December	621,409	621,409

Assumptions and approach used

The recoverable amounts of the CGU have been determined based on fair value less costs to sell and value-in-use calculations using cash flow projections from financial budgets approved by the management covering a five-year period. The management has applied a pre-tax discount rate of 13.2% (2024: 13.2%).

The calculations of value-in-use for the CGU are most sensitive to the following assumptions:

- Budgeted gross margins - Gross margins are based on historical trend of gross margins for the CGU.
- Pre-tax discount rates - Discount rates reflect the weighted average cost of capital of the CGU.
- Sales take-up rate - Sales take-up rate is based on historical trend of the market of which the CGU operates.

In determining fair value less costs to sell of the properties, the Group relies on the works performed by the accredited independent valuers. In the absence of such valuation, the Group applies the recently transacted prices of properties at nearby locations.

There remains a risk that, due to unforeseen changes in the global economic condition and/or in the economy in which the CGU operates, the gross margins and sales take-up rate for property development may be adversely affected.

Impact of possible changes in key assumptions

The sensitivity tests indicated that with an increase in the discount rate by 1.0% (2024: 1.0%) or a reduction in the market value of identifiable assets by 5.4% (2024: 3.1%) or a reduction in the net development value of property sales by 4.4% (2024: 2.3%), there will be no impairment loss required where other realistic variations remained the same.

The calculation for value-in-use for the CGU described above was based on conditions existing as at 31 December 2025. The Group will continue to monitor and assess the assumptions applied.

Notes to the Financial Statements
31 December 2025

23. Cash, bank balances and deposits

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Deposits with licensed banks (Note (i))	271,050	365,139	10,041	12,500
Cash and bank balances (Note (ii))	796,914	624,857	7,037	8,248
	1,067,964	989,996	17,078	20,748
Less:				
Deposits with tenures of more than 3 months	(24,772)	(210,315)	-	-
Bank overdraft (Note 36)	(10,709)	(11,482)	-	-
Cash and cash equivalents	1,032,483	768,199	17,078	20,748

- (i) The interest rate and maturity of deposits of the Group and the Company as at financial year end range from 1.39% to 4.3% (2024: 2.1% to 4.7%) and 1.95% to 3.1% (2024: 3% to 3.15%) per annum, with an average maturity of 57 days (2024: 67 days) and 40 days (2024: 16 days) respectively.
- (ii) Included in cash and bank balances of the Group are:

	Group	
	2025 RM'000	2024 RM'000
- Housing Development Accounts	404,168	325,865
- Securities under credit facilities*	1,313	425

* Included in the cash and bank balances are monies restricted for use for certain payments under the requirements of the financing facility agreements.

Notes to the Financial Statements
31 December 2025

24. Deferred taxation

	Group	
	2025 RM'000	2024 RM'000
At 1 January	(151,616)	(148,396)
Recognised in profit or loss (Note 9)	(21,129)	2,987
Foreign currency translation	7,250	(6,207)
At 31 December	(165,495)	(151,616)
Presented as follows:		
- Deferred tax liabilities	109,465	130,981
- Deferred tax assets	(274,960)	(282,597)
	(165,495)	(151,616)

The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows:

Deferred tax liabilities of the Group:

	Fair value adjustment of land and building RM'000	Interest capitalised RM'000	Others RM'000	Total RM'000
At 1 January 2025	116,918	106,266	2,604	225,788
Recognised in profit or loss	(34,713)	(8,657)	(1,021)	(44,391)
At 31 December 2025	82,205	97,609	1,583	181,397
At 1 January 2024	115,370	106,266	972	222,608
Recognised in profit or loss	1,548	-	1,632	3,180
At 31 December 2024	116,918	106,266	2,604	225,788

Deferred tax assets of the Group:

	Provisions RM'000	Tax losses and capital allowances RM'000	Others RM'000	Total RM'000
At 1 January 2025	(178,918)	(141,336)	(57,150)	(377,404)
Recognised in profit or loss	(15,225)	34,942	3,545	23,262
Foreign currency translation	-	7,250	-	7,250
At 31 December 2025	(194,143)	(99,144)	(53,605)	(346,892)
At 1 January 2024	(174,037)	(154,755)	(42,212)	(371,004)
Recognised in profit or loss	(4,881)	19,626	(14,938)	(193)
Foreign currency translation	-	(6,207)	-	(6,207)
At 31 December 2024	(178,918)	(141,336)	(57,150)	(377,404)

Notes to the Financial Statements
31 December 2025

24. Deferred taxation (cont'd.)

Deferred tax assets are not recognised in respect of the following items:

	Group	
	2025 RM'000	2024 RM'000
Unutilised tax losses:		
- Expires in FY2028	344,333	344,333
- Expires in FY2029	26,581	26,581
- Expires in FY2030	82,910	82,910
- Expires in FY2031	44,451	44,451
- Expires in FY2032	68,031	68,031
- Expires in FY2033	63,150	63,150
- Expires in FY2034	54,857	54,857
- Expires in FY2035	67,903	-
	752,216	684,313
Others	153,170	151,894
	905,386	836,207
Deferred tax benefit at 24%, if recognised	217,293	200,690

Under the Malaysia Finance Act 2018 which was gazetted on 27 December 2018, the Group’s unutilised tax losses in Malaysia tax entities with no expiry period will be imposed with a time limit of utilisation. Any accumulated unutilised tax losses brought forward from year of assessment 2018 can be carried forward for another 7 consecutive years of assessment. The Malaysia Finance Act 2021 has subsequently extended the utilisation period to 10 years.

Deferred tax assets have not been recognised in respect of the above items as it is not probable that future taxable profits will be available in the Company and certain subsidiaries against which the Group can utilise the benefits.

24. Deferred taxation (cont’d.)

Material accounting policy information

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or a liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with interests in subsidiaries, associates and joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unutilised tax credits and unutilised tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unutilised tax credits and unutilised tax losses can be utilised except:

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with interests in subsidiaries, associates and joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will be reversed in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax assets to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income (“OCI”) or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

24. Deferred taxation (cont’d.)

Material accounting policy information (cont’d.)

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances changes. The adjustment is either treated as a reduction to goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognised in profit or loss.

25. Inventories - property development costs

Material accounting policy information

Property development costs are those assets on which significant works have been undertaken and are expected to be completed within the normal operating cycle.

Property development costs are initially stated at cost. Cost includes:

- Freehold and leasehold rights for land;
- Amounts paid to contractors for construction;
- Borrowing costs, staff costs, planning and design costs, costs of site preparation, professional fees for legal services, property transfer taxes, construction overheads and other related costs; and
- Non-refundable commission costs.

Property development cost is recognised as an expense when the corresponding revenue is recognised in Note 50.4(a)(v).

Any expected loss on a development project, including costs to be incurred over the defects liability period, is recognised as an expense immediately.

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25. Inventories – property development costs (cont'd.)

	Group	
	2025 RM'000	2024 RM'000
At 1 January	790,018	710,753
Development costs incurred during the year	292,796	298,640
Transfer (to)/from:		
- contract cost assets (Note 26)	(312,154)	(296,363)
- land held for property development (Note 15)	45,892	158,551
- inventories held for sale	(59,010)	(6,453)
- inventories under contract of sale	(8,954)	(75,110)
Write-off (Note 6)	(18,773)	-
	(60,203)	79,265
At 31 December	729,815	790,018

Included in costs incurred during the financial year are:

	Group	
	2025 RM'000	2024 RM'000
Staff costs capitalised (Note 6(ii))	14,624	13,971

As at the reporting date, freehold land and related development expenditure of RM409,202,000 (2024: RM514,962,000) are pledged as securities for the borrowing facilities granted to the Group as disclosed in Note 36(a).

Notes to the Financial Statements
31 December 2025

26. Contract cost assets

Material accounting policy information

(i) Incremental costs of obtaining contract

The incremental costs of obtaining a contract are those costs that the Group incurs to obtain a contract with a customer which they would not have incurred if the contract had not been obtained.

(ii) Cost to fulfil a contract

The costs incurred in fulfilling a contract with a customer who are not within the scope of other MFRS such as MFRS 102: Inventories, MFRS 116: Property, Plant and Equipment and MFRS 138: Intangible Assets, are recognised as contract cost assets when all of the following criteria are met:

- costs relate directly to a contract or to an anticipated contract that can be specifically identified;
- the costs generate or enhance resources of the Group that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and
- the costs are expected to be recovered.

	Group	
	2025 RM'000	2024 RM'000
Contract cost assets:		
Costs to fulfil contracts with customers	204,656	235,707
Incremental costs to obtain contracts with customers	23,638	24,040
	228,294	259,747

	Group	
	2025 RM'000	2024 RM'000
(a) Costs to fulfil contracts with customers:		
At 1 January	235,707	203,834
Cost transferred from inventories – property development costs (Note 25)	312,154	296,363
Cost incurred during the year	581,731	359,460
Cost recognised in profit or loss during the year	(924,936)	(623,950)
At 31 December	204,656	235,707
(b) Costs to obtain contracts with customers:		
At 1 January	24,040	18,060
Cost incurred during the year	19,031	19,230
Cost recognised in profit or loss during the year	(19,433)	(13,250)
At 31 December	23,638	24,040

Notes to the Financial Statements
31 December 2025

27. Inventories

(a) Inventories - completed properties and others

Material accounting policy information

Units of development properties completed and others are stated at the lower of cost and net realisable value ("NRV"). Costs comprise costs of land acquisition including all related costs incurred subsequent to the acquisition necessary to prepare the land for its intended use, related development costs to projects and direct building costs.

NRV is the estimated selling price in the ordinary course of the business, based on market prices at the reporting date less estimated costs of completion and the estimated costs necessary to make the sale, taking into account the time value of money if material.

	Group	
	2025 RM'000	2024 RM'000
At cost		
Completed properties	50,154	13,447
At net realisable value		
Completed properties	49,898	56,536
Golf memberships*	27,808	27,910
	127,860	97,893

The cost of inventories recognised as cost of sales during the year amounted to RM8,600,000 (2024: RM35,800,000).

* Under the terms of the Development Agreement dated 16 June 2005 between Horizon Hills Development Sdn. Bhd. ("HHDSB") and Nusajaya Greens Sdn. Bhd., HHDSB has settled part of the purchase consideration in the form of rights to club membership (golf and non-golf) which is to be issued by the Horizon Hills Resort Berhad, a wholly-owned subsidiary of HHDSB.

(b) Inventories - land held for sale/assets under contract of sale

Material accounting policy information

Completed inventories under contract of sale are recognised as cost of sales when the control is transferred to customers in accordance to the terms of the contract with customers. The related accounting policies in respect of inventories under contract of sale is similar to those under inventories - completed properties and others.

	Group	
	2025 RM'000	2024 RM'000
At cost		
Completed properties/land held for sale	94,182	237,294

The inventories under contract of sale relate to sales, which sale and purchase agreements have been entered into, pending settlement by the purchasers.

Notes to the Financial Statements
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28(a). Receivables

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Trade receivables	(i),(v),(vi)	434,149	417,536	-	-
Amounts due from related parties	(ii)	96	96	-	-
Other receivables	(iii)	110,217	106,019	10,520	5,114
		544,462	523,651	10,520	5,114
Less: Allowance for impairment	(iv)	(41,311)	(38,759)	-	-
		503,151	484,892	10,520	5,114
Analysed into:					
Non-current	(v)	127,864	128,303	-	-
Current		375,287	356,589	10,520	5,114
		503,151	484,892	10,520	5,114

- (i) Included in trade receivables is an amount of RM31,792,000 (2024: RM31,792,000) owing from a joint venture entity that arose from a sale of land in prior years and bears interest at 6.0% (2024: 6.0%) per annum.
- (ii) Related parties refer to those as specified in Note 41. Amounts due from related parties are unsecured, non-interest bearing and repayable on demand.
- (iii) Other receivables

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Sundry debtors (Note (a))	78,326	77,222	8,269	2,772
Prepayments	5,357	3,517	2,251	2,342
Deposits	26,534	25,280	-	-
	110,217	106,019	10,520	5,114

- (a) Included in the sundry debtors is amount of RM22,900,000 (2024: RM22,900,000) representing additional tax penalty paid under protest and subject to appeal to Inland Revenue Board (Note 42).

Notes to the Financial Statements
31 December 2025

28(a). Receivables (cont’d.)

- (iv) Allowance for impairment

	Group	
	2025 RM'000	2024 RM'000
Trade receivables	11,511	9,683
Amounts due from related parties	714	628
Sundry debtors	29,086	28,448
	41,311	38,759

- (v) Long term receivables arose from the negotiated sales term of which payment is not expected to be received within the next 12 months.

The amounts due from the customers are computed based on estimated future cash flows discounted at the debtor’s cost of borrowing as follows:

	Group	
	2025 RM'000	2024 RM'000
At 1 January	128,303	240,855
Additions	10,646	48,614
Reclassification to current receivables	(12,937)	(162,339)
Remeasurement (Note 6)	(1,378)	(7,035)
Accretion of interest (Note 6)	3,230	8,208
At 31 December	127,864	128,303

- (vi) The Group’s normal trade credit terms range from 30 to 90 days (2024: 30 to 90 days). For strategic land sales and sales of developed land, credit terms are negotiated and approved on a case-by-case basis.

Notes to the Financial Statements
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28(a). Receivables (cont’d.)

- (vii) Ageing analysis

Ageing analysis of trade receivables

The ageing analysis of the Group’s trade receivables are as follows:

	Group	
	2025 RM'000	2024 RM'000
Neither past due nor impaired	231,630	259,093
1 to 30 days past due not impaired	78,107	22,299
31 to 60 days past due not impaired	17,101	17,497
61 to 90 days past due not impaired	8,324	11,168
More than 90 days past due not impaired	87,476	97,796
Past due but not impaired	191,008	148,760
Impaired	11,511	9,683
	434,149	417,536
<u>Individually impaired</u>		
Nominal amount	11,511	9,683
Allowance for impairment	(11,511)	(9,683)
	-	-

Receivables that are neither past due nor impaired

None of the Group’s trade receivables that are neither past due nor impaired have been renegotiated during the financial year.

Based on past experience, the Board believes that no allowance for impairment is necessary in respect of those balances.

Receivables that are impaired

The Group has trade receivables that are related to customers with those with ongoing transactions and/ or progressive payments. Based on past experience, the Board believes that no allowance for impairment is necessary as the directors are of the opinion that this debt should be realised in full without making losses in the ordinary course of business.

The methods, assumptions and information used to measure expected credit loss (“ECL”) at the reporting date were based on conditions existing as at 31 December 2025.

The Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

Notes to the Financial Statements
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28(a). Receivables (cont’d.)

(vii) Ageing analysis (cont’d.)

Receivables that are impaired (cont’d.)

The Group has performed its assessment based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. In making this assessment, the Group also takes into consideration that it would maintain its name as the registered owner of the properties until full settlement is made by purchasers or the purchasers’ end-financiers.

The movement in allowance account for receivables are as follows:

	Group	
	2025 RM’000	2024 RM’000
At 1 January	38,759	37,881
Charge for the year (Note 6)	3,197	8,792
Write-back of allowance for impairment (Note 6)	(645)	(7,914)
At 31 December	41,311	38,759

28(b). Tax recoverable

	Group	
	2025 RM’000	2024 RM’000
Tax recoverable	93,396	116,007

Included in the tax recoverable amounting to RM59,400,000 (2024: RM59,400,000) representing additional tax paid under protest and subject to appeal to Inland Revenue Board (Note 42).

	Company	
	2025 RM’000	2024 RM’000
Tax recoverable	135	-

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29. Contract assets and contract liabilities

	Group	
	2025 RM’000	2024 RM’000
Contract assets		
Contract assets from property development (Note (a))	479,262	527,509

	Group	
	2025 RM’000	2024 RM’000
Contract liabilities		
Contract liabilities from property development (Note (a))	14,803	1,415
Contract liabilities from strategic land sales (Note (b))	374,338	352,475
Carrying amount at the end of the financial year	389,141	353,890
Analysed into:		
Non-current	368,000	334,243
Current	21,141	19,647
	389,141	353,890

Material accounting policy information

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs the contract.

Notes to the Financial Statements
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29. Contract assets and contract liabilities (cont'd.)

(a) Contract assets and contract liabilities from property development

The Group issues progress billings to purchasers when the billing milestones are attained. The Group recognises revenue when the performance obligation is satisfied.

The Group’s contract assets and contract liabilities relating to the sale of properties at the end of each reporting period are shown as below:

	Group	
	2025 RM'000	2024 RM'000
Contract assets	479,262	527,509
Contract liabilities	(14,803)	(1,415)
	464,459	526,094
At 1 January	526,094	319,508
Revenue recognised during the financial year (Note 4)	1,170,292	827,305
Progress billings during the financial year	(1,202,694)	(620,719)
Write-off (Note 6)	(29,233)	-
At 31 December	464,459	526,094

(b) Contract assets and contract liabilities from land sales

The Group recognises revenue upon transfer of control and issues billings to purchasers based on contractual terms.

The Group’s contract assets and contract liabilities relating to the land sales at the end of each reporting period are shown as below:

	Group	
	2025 RM'000	2024 RM'000
Contract liabilities	(374,338)	(352,475)
At 1 January	(352,475)	(265,669)
Revenue recognised during the financial year (Note 4)	73,549	95,783
Deferred during the financial year	(95,412)	(182,589)
At 31 December	(374,338)	(352,475)

Notes to the Financial Statements
31 December 2025

29. Contract assets and contract liabilities (cont'd.)

(c) Unsatisfied performance obligations

The unsatisfied performance obligations at the end of each reporting period are estimated to be recognised in the following periods:

	Group	
	2025 RM'000	2024 RM'000
Within 1 year	1,112,629	1,077,740
Between 1 and 4 years	476,804	735,552
More than 4 years	147,719	158,814
	1,737,152	1,972,106

30. Amounts due from/(to) subsidiaries

	Company	
	2025 RM'000	2024 RM'000
Amounts due from subsidiaries		
- Non-current (Note (i))	1,696,616	2,437,025
- Current (Note (ii))	2,331,814	1,694,572
	4,028,430	4,131,597
At 31 December	4,157,590	4,256,762
Impairment loss	(129,160)	(125,165)
	4,028,430	4,131,597
Amounts due to subsidiaries		
- Current (Note (iii))	-	1,330

During the financial year, the Company has made a provision for impairment on the amounts due from subsidiaries of RM3,995,000 (2024: RM18,702,000) as disclosed in Note 6.

- (i) Amounts due from subsidiaries are unsecured, not expected to be repayable in the next 12 months and bear interest rates ranging from 5.0% to 5.2% (2024: 5.2% to 5.3%) per annum.
- (ii) Amounts due from subsidiaries mainly comprise advances, interest receivable and payment on behalf which are unsecured, repayable on demand and non-interest bearing except for amounts totalling of RM1,155,493,000 (2024: RM591,757,000) which bear interest rates ranging from 5.0% to 5.2% (2024: 5.2% to 5.3%) per annum.
- (iii) Amounts due to subsidiaries mainly comprise advances, interest payable and payment on behalf which are unsecured, repayable on demand and non-interest bearing.

Notes to the Financial Statements
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31. Short term investments

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
In Malaysia:				
Financial assets at fair value through other comprehensive income				
- quoted shares	7	8	-	-
Financial assets at fair value through profit or loss				
- unquoted unit trust [#]	421,589	275,110	421,589	275,110
	421,596	275,118	421,589	275,110

[#] Unquoted unit trusts represent surplus funds that are invested through tax exempted funds with licensed fund managers in the funds approved by the Securities Commission. The portfolio of investment authorised by the Board of Directors comprises only deposits in Islamic instruments with financial institutions, hence are capital preserved. The investments can be uplifted at any point of time.

32. Assets classified as held for sale

Non-current assets or disposal groups are classified as held for sale if they meet certain conditions and their carrying amounts will be recovered principally through sale transactions rather than through continuing use. The condition is regarded as met only when the asset or disposal group is available for immediate sale in its present condition subject to terms that are usual and customary and the sale is highly probable.

Non-current assets or disposal groups held for sale are not depreciated and are measured at the lower of carrying amount and fair value less costs to sell. Any differences are recognised in profit or loss.

A component of the Group is classified as a discontinued operation when the criteria to be classified as held for sale have been met or it has been disposed of and such component represents a separate major line of business or geographical area of operations, is part of a single co-ordinated plan to dispose of a separate major line of business or geographical area of operations or is a subsidiary acquired exclusively with a view to resale.

Notes to the Financial Statements
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32. Assets classified as held for sale (cont'd.)

	Group	
	2025 RM'000	2024 RM'000
Assets classified as held for sale	5,301	116,936

During the financial year, the Group completed the disposal of assets previously classified as held for sale, mainly comprising the parking space located at Solaris Mont'Kiara and the parking and retail space at Arcoris, Mont'Kiara with a total carrying amount of approximately RM110,155,000.

In addition, the assets classified as held for sale also includes proposed disposal of 80.4% of equity interest in Roc-Union Proprietary Ltd. ("Roc-Union").

(a) The financial results of the discontinued operation of disposal of Roc-Union are as follows:

	2025 RM'000	2024 RM'000
Share of results from associate (Loss)/profit for the year from discontinued operation	(207)	2,637
Attributable to:		
Owners of the parents	(166)	2,120
Non-controlling interests	(41)	517
	(207)	2,637

The details assets transferred to assets classified as held for sale are as follows:

	2025 RM'000	2024 RM'000
Assets		
Interest in an associate	5,301	4,950

Notes to the Financial Statements
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33. Share capital and merger relief reserve

(a) Share capital

Issued and fully paid up

	← Group/Company →	
	2025 RM'000	2024 RM'000
Ordinary shares		
At 1 January/31 December	4,960,276	4,960,276

(b) Merger relief reserve

The merger relief reserve of RM34,330,000 represents the difference between the fair value and nominal value of shares issued as consideration for the acquisition of the UEM Land Berhad group, pursuant to the Restructuring Scheme in 2008.

34. Other reserves and retained profits

(a) Other reserves

	Group	
	2025 RM'000	2024 RM'000
(i) Exchange fluctuation reserve		
At 1 January	28,343	64,770
Foreign currency translation	(13,489)	(36,427)
At 31 December	14,854	28,343
(ii) Merger reserve		
At 1 January/31 December	32,112	32,112
(iii) Fair value adjustments reserve		
At 1 January/31 December	(207)	(207)
	46,759	60,248

The merger reserve is arising from initial public offering undertaken by the Group in 2008.

(b) Retained profits

The Company may distribute dividends out of its entire retained profits as at 31 December 2025 under the single-tier system.

Notes to the Financial Statements
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35. Non-controlling interests

	Proportion of equity held by non-controlling interests	
	2025	2024
Name of subsidiaries		
Mega Legacy (M) Sdn. Bhd.	50%-1 share	50%-1 share
Marak Unggul Sdn. Bhd.	49.9%	49.9%
Roc-Union (Proprietary) Ltd.	20%	20%

Total non-controlling interests of the Group are as follows:

	2025 RM'000	2024 RM'000
Mega Legacy (M) Sdn. Bhd.	131,322	114,018
Marak Unggul Sdn. Bhd.	650	610
Roc-Union (Proprietary) Ltd.	(1,875)	(1,777)
	130,097	112,851

During the financial year, Mega Legacy (M) Sdn. Bhd. increased its paid-up share capital from 1,000,001 to 1,056,643 ordinary shares via the issuance of 56,642 new ordinary shares at RM512 per share, for a total consideration of RM29,001,000. The allotment of 28,321 new ordinary shares was satisfied by way of cash amounting to RM14,500,000 whereas the balance allotment of 28,321 new ordinary shares was satisfied by way of capitalisation of advances.

The shares were subscribed proportionately by the existing shareholders on a 50%+1 share:50%-1 share basis. Accordingly, there was no change in the Group's effective equity interest in the subsidiary.

The financial information of subsidiary that have material non-controlling interest is as follows:

(i) Summarised statement of financial position

	Mega Legacy (M) Sdn. Bhd.	
	2025 RM'000	2024 RM'000
Non-current assets	775,550	715,880
Current assets	325,455	281,615
Total assets	1,101,005	997,495
Non-current liabilities	254,000	254,000
Current liabilities	584,361	515,459
Total liabilities	838,361	769,459
Net assets	262,644	228,036

Notes to the Financial Statements
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35. Non-controlling interests (cont'd.)

(i) Summarised statement of financial position (cont'd.)

	Mega Legacy (M) Sdn. Bhd.	
	2025 RM'000	2024 RM'000
Net assets attributable to:		
Owner of the parent	131,322	114,018
Non-controlling interest	131,322	114,018
	262,644	228,036

(ii) Summarised statement of comprehensive income

	2025 RM'000	2024 RM'000
Profit/(loss) for the year	5,608	(5,080)
Profit/(loss) attributable to owners of the Company	2,804	(2,540)
Profit/(loss) attributable to non-controlling interest	2,804	(2,540)
	5,608	(5,080)

(iii) Summarised statement of cash flows

	2025 RM'000	2024 RM'000
Net cash generated from/(used in) operating activities	48,575	(22,236)
Net cash used in investing activities	(25,472)	(1,684)
Net cash generated from financing activities	51,325	2,598
Net change in cash and cash equivalents	74,428	(21,322)
Cash and cash equivalents at the beginning of the year	90	21,412
Cash and cash equivalents at the end of the year	74,518	90

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36. Borrowings

		Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Note					
Non-current borrowings					
Secured					
Term loans	(a)	50,000	50,000	-	-
Unsecured					
IMTN and ICP	(b)	2,373,300	2,938,506	2,373,300	2,938,506
		2,423,300	2,988,506	2,373,300	2,938,506
Current borrowings					
Secured					
Revolving credits	(a)	99,100	111,864	-	-
Term loans	(a)	41,277	21,277	-	-
Bank overdraft	(c)	10,709	11,482	-	-
Unsecured					
Revolving credits	(a)	55,000	-	55,000	-
IMTN	(b)	1,369,150	899,394	1,369,151	899,394
		1,575,236	1,044,017	1,424,151	899,394
Total borrowings		3,998,536	4,032,523	3,797,451	3,837,900
Maturities of borrowings:					
Not later than one year		1,575,236	1,044,017	1,424,151	899,394
Later than 1 year and not later 2 years		423,880	1,366,211	423,880	1,366,211
Later than 2 years and not later 5 years		699,420	972,295	649,420	922,295
More than 5 years		1,300,000	650,000	1,300,000	650,000
		3,998,536	4,032,523	3,797,451	3,837,900

Notes to the Financial Statements
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36. Borrowings (cont’d.)

(a) The term loans and revolving credits facilities obtained from various banks, by the Company and certain subsidiaries, bear interest rates of 3.7% to 5.5% (2024: 4.8% to 5.4%) per annum. Certain loans are secured by land held for property development and property development costs as disclosed in Note 15 and Note 25.

(i) Mega Legacy (M) Sdn. Bhd. (“MLSB”), a subsidiary of the Company via Sunrise Berhad, has obtained the following banking facilities:

- Credit Facilities of up to RM199,000,000 (“Credit Facilities 1”);
- Credit Facilities of up to RM210,000,000 (“Credit Facilities 2”); and
- Commodity Murabahah Revolving Financing (“CMRF-i”), with a limit of RM70,000,000 to part-finance the development of Kiara Bay project in Kepong, Kuala Lumpur, secured by the following:-

Credit Facilities 1:

- Letter of Guarantee from Shareholders;
- Letter of Subordination of Debts from Shareholders and related party;
- Letter of Undertaking from Shareholders and related party; and
- First Party Legal Charge over land held for property development as disclosed in Note 15.

Credit Facilities 2:

- Letter of Undertaking from Shareholders and MLSB; and
- First Party Legal Charge over the development’s land and several parcels of land held for property development as disclosed in Note 15.

CMRF-i:

- Corporate Guarantee from Shareholders; and
- A first party charge over several parcels of land held for property development is as disclosed in Note 15.

MLSB’s Credit Facilities 1, Credit Facilities 2 and CMRF-i bear interest rates ranging from 4.8% to 5.5% (2024: 5.3% to 5.4%) per annum.

(ii) Sunrise Alliance Sdn. Bhd. (“SASB”), a wholly-owned subsidiary of the Company via Sunrise Berhad, obtained Islamic Banking Facilities (“IBF”) of up to RM208,000,000, to part-finance the development of KAIA Heights in Seri Kembangan, Selangor, secured by the following:

- Corporate Guarantee from shareholder;
- First Party Legal Charge over the development’s land as disclosed in Note 25; and
- Letter of undertaking from Sunrise Berhad and SASB.

The IBF 1 bear interest rates ranging from 4.7% to 5.4% (2024: 5.2% to 5.4%) per annum.

(iii) Laser Tower Sdn. Bhd. (“LTSB”), a wholly-owned subsidiary of the Company via Sunrise Berhad, obtained a Credit Facilities (“Credit Facilities 3”) of up to RM235,000,000, to part-finance the development of The MINH in Mont’Kiara, Kuala Lumpur (“The MINH”), secured by the following:

- Corporate Guarantee from shareholder;
- First Party Legal Charge over the development’s land as disclosed in Note 25;
- Specific Debenture over the The MINH; and
- Assignment and Charge over Designated Account.

The Credit Facilities 3 bear interest rates at 4.8% (2024: 4.8%) per annum.

Notes to the Financial Statements
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36. Borrowings (cont’d.)

(a) (cont’d.)

(iv) UEM Land Berhad (“UEML”), a wholly-owned subsidiary of the Company, obtained an Islamic Banking Facilities (“IBF 2”) of up to RM200,000,000, to part-finance the development of The Connaught One project in Cheras, Kuala Lumpur (“The Connaught One”), secured by the following:

- First Party Legal Charge over the development’s land as disclosed in Note 25;
- Letter of Undertaking from UEML and the Company;
- Deed of Assignment over Takaful/insurance proceeds;
- Specific Debenture over the The Connaught One; and
- Assignment and Charge over Designated Account.

(v) On 17 July 2025, the Company entered into a Banking Facilities of up to RM55,000,000, to utilise for projects and working capital purposes which bear an average profit at 3.7% per annum.

(b) The ICP Programme and IMTN Programme of Group are subject to significant financial covenant. Under the terms of these Sukuk Programmes, the Group is required to maintain a Debt-to-Equity Ratio of not more than 1.0 time throughout the tenure of the programmes.

As at reporting date, the Group has no indication of any difficulty in complying with the above covenant.

(i) The Company established its Islamic Commercial Paper Programme (“ICP Programme”) and Islamic Medium Term Notes Programme (“IMTN Programme”) with a combined nominal value of RM2,000,000,000 and a sub-limit on the ICP Programme of RM500,000,000 in nominal value. The ICP Programme expired in 2019. Malaysian Rating Corporation Berhad (“MARC”) has assigned a rating of AA-is for the IMTN Programme.

The details of the IMTN issuances are as follows:

Issuance Date	Tenures	Profit Rate	At	Issuance RM’mil	Repayment RM’mil	At
			1 January RM’mil			31 December RM’mil
20 May 2021	5	4.60%	300	-	-	300
08 September 2021	5	4.40%	290	-	-	290
21 September 2021	4	4.25%	150	-	(150)	-
			740	-	(150)	590
Adjustment			(2)			(1)
			738			589

(ii) The Company further established its second programme: ICP Programme and IMTN Programme with a combined nominal value of RM2,000,000,000 and a sub-limit on the ICP Programme of RM500,000,000 in nominal value. The ICP Programme has expired in 2023. MARC has assigned a rating of AA-is for the IMTN Programme.

The details of the IMTN issuances are as follows:

Issuance Date	Tenures	Profit Rate	At	Issuance RM’mil	Repayment RM’mil	At
			1 January RM’mil			31 December RM’mil
31 October 2018	7	5.15%	250	-	(250)	-
18 February 2021	5	4.30%	170	-	-	170
			420	-	(250)	170
Adjustment			-			-
			420			170

Notes to the Financial Statements
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36. Borrowings (cont'd.)

- (b) (iii) The Company established its third programme: ICP Programme and IMTN Programme with a combined aggregate limit of up to RM4,000,000,000 in nominal value. MARC has assigned a rating of MARC-1 is/AA- is for the ICP and IMTN Programmes respectively.

The details of the IMTN and the ICP issuances are as follows:

Issuance Date	Tenures	Profit Rate	At 1 January RM'mil	Issuance RM'mil	Repayment RM'mil	At 31 December RM'mil
15 February 2022	3	4.60%	40	-	(40)	-
12 April 2022	3	4.79%	110	-	(110)	-
19 September 2022	5	5.37%	145	-	-	145
19 September 2022	3	5.03%	150	-	-	150
13 December 2022	3	5.50%	120	-	-	120
30 January 2023	3	5.45%	255	-	-	255
07 March 2023	3	5.39%	165	-	-	165
07 April 2023	3	5.34%	70	-	-	70
14 April 2023	2	5.25%	80	-	(80)	-
14 April 2023	5	5.44%	100	-	-	100
19 June 2023	3	5.30%	120	-	(120)	-
20 June 2023	4	5.45%	280	-	-	280
29 September 2023	5	4.87%	200	-	-	200
29 September 2023	7	5.09%	150	-	(150)	-
14 February 2024	5	4.50%	200	-	-	200
14 February 2024	7	4.67%	100	-	-	100
14 February 2024	10	4.84%	200	-	-	200
23 August 2024	9	4.04%	200	-	-	200
04 March 2025	10	4.11%	-	100	-	100
04 March 2025	6	4.01%	-	100	-	100
04 March 2025	7	4.08%	-	100	-	100
30 July 2025	10	3.92%	-	200	-	200
30 July 2025	12	4.02%	-	300	-	300
			2,685	800	(500)	2,985
Adjustment			(5)			(2)
			2,680			2,983

- (c) The bank overdraft taken by MLSB, bears interest rates of 6.6% (2024: 6.9%) per annum as at end of the financial year.

Notes to the Financial Statements
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36. Borrowings (cont'd.)

- (d) Reconciliation of liabilities arising from financing activities:

Group	2025 RM'000	2024 RM'000	Movement		
			Cash flows		Non-cash changes Interest cost and others RM'000
			Principal movement RM'000	Interest paid RM'000	
IMTN and ICP	3,742,450	3,837,900	(100,000)	(189,145)	193,695
Term loans	91,277	71,277	20,000	(4,586)	4,586
Revolving credits	154,100	111,864	42,236	(7,375)	7,375
Bank overdraft	10,709	11,482	-	(807)	34 [^]
	3,998,536	4,032,523	(37,764)	(201,913)	205,690

Presented in statements of financial position

	2025 RM'000	2024 RM'000
Non-current	2,423,300	2,988,506
Current	1,575,236	1,044,017
	3,998,536	4,032,523

[^] Where the movement is excluded in cash flows other than financing activities.

Notes to the Financial Statements
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36. Borrowings (cont’d.)

(d) Reconciliation of liabilities arising from financing activities: (cont’d.)

Group	2024 RM’000	2023 RM’000	Movement		
			Cash flows		Non-cash changes Interest cost and others RM’000
			Principal movement RM’000	Interest paid RM’000	
IMTN and ICP	3,837,900	4,036,208	(205,000)	(190,523)	197,215
Term loans	71,277	55,320	15,957	(4,093)	4,093
Revolving credits	111,864	86,200	25,665	(9,604)	9,603
Bank overdraft	11,482	2,203	-	(599)	9,878 [^]
	4,032,523	4,179,931	(163,378)	(204,819)	220,789

Presented in statements of financial position

	2024 RM’000	2023 RM’000
Non-current	2,988,506	3,164,259
Current	1,044,017	1,015,672
	4,032,523	4,179,931

[^] Where the movement is excluded in cash flows other than financing activities.

Notes to the Financial Statements
31 December 2025

36. Borrowings (cont’d.)

(d) Reconciliation of liabilities arising from financing activities: (cont’d.)

Company	2025 RM’000	2024 RM’000	Movement		
			Cash flows		Interest cost and others RM’000
			Principal movement RM’000	Interest paid RM’000	
IMTN and ICP	3,742,451	3,837,900	(100,000)	(189,145)	193,696
Revolving credits	55,000	-	55,000	-	-
	3,797,451	3,837,900	(45,000)	(189,145)	193,696

Presented in statements of financial position

	2025 RM’000	2024 RM’000
Non-current	2,373,300	2,938,506
Current	1,424,151	899,394
	3,797,451	3,837,900

Company	2024 RM’000	2023 RM’000	Movement		
			Cash flows		Interest cost and others RM’000
			Principal movement RM’000	Interest paid RM’000	
IMTN and ICP	3,837,900	4,036,208	(205,000)	(190,523)	197,215 [^]
Revolving credits	-	-	-	(1,059)	1,059
	3,837,900	4,036,208	(205,000)	(191,582)	198,274

Presented in statements of financial position

	2024 RM’000	2023 RM’000
Non-current	2,938,506	3,132,739
Current	899,394	903,469
	3,837,900	4,036,208

[^] Including movement excluding in cash flow other than financing activities.

Notes to the Financial Statements
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37. Provisions

	Provision for public infrastructure RM'000 (Note a)	Provision for construction costs RM'000 (Note b)	Provision for foreseeable losses RM'000 (Note c)	Other provisions RM'000 (Note d)	Total RM'000
Group					
2025					
Non-current					
At 1 January	-	-	-	69	69
Additions	9,994	-	-	-	9,994
Utilisation	-	-	-	(69)	(69)
At 31 December	9,994	-	-	-	9,994
Current					
At 1 January	-	120,033	15,466	26,361	161,860
Additions	4,997	90,535	4,260	64,355	164,147
Utilisation	-	(28,790)	(15,256)	(52,203)	(96,249)
Reversal	-	(22,146)	-	(7,117)	(29,263)
At 31 December	4,997	159,632	4,470	31,396	200,495
2024					
Non-current					
At 1 January	-	-	9,310	-	9,310
Additions	-	-	-	69	69
Utilisation	-	-	(9,310)	-	(9,310)
At 31 December	-	-	-	69	69
Current					
At 1 January	-	139,387	3,727	1,899	145,013
Additions	-	46,299	14,911	32,916	94,126
Utilisation	-	(29,867)	-	(8,115)	(37,982)
Reversal	-	(35,786)	(3,172)	(339)	(39,297)
At 31 December	-	120,033	15,466	26,361	161,860

(a) Provision for public infrastructure

Provision for public infrastructure comprises anticipated cost to be incurred for the obligation to complete the infrastructure for development projects.

(b) Provision for construction costs

Provision for construction costs comprises estimated final claims by contractors which have not been finalised.

(c) Provision for foreseeable losses

This relates to anticipated losses to be incurred for the development of low cost housing under the requirement of the Local Government.

(d) Other provisions

Other provisions mainly include provision for sales commission and professional fees.

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38. Payables

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Trade payables and accruals	(i)	377,704	363,183	-	-
Amount due to immediate holding company	(ii)	389	347	309	267
Amounts due to related parties	(ii)	632	632	-	-
Amount due to a director of minority shareholder of a subsidiary	(iii)	26,579	41,080	-	-
Other payables and accruals	(iv)	429,410	454,842	70,155	67,214
		834,714	860,084	70,464	67,481
Analysed into:					
Non-current		100,571	101,423	-	-
Current		734,143	758,661	70,464	67,481
		834,714	860,084	70,464	67,481

The normal trade credit terms granted to the Group range from 30 to 60 days (2024: 30 to 60 days).

- (i) Included in trade payables and accruals is an amount of RM148,300,000 (2024: RM109,300,000) representing accrued project development cost.
- (ii) Amounts due to immediate holding company and related parties are unsecured and non-interest bearing with monthly installment of payment over the periods and credit terms of 30 days (2024: 30 days).
- (iii) Amount due to a director of minority shareholder of a subsidiary is unsecured, non-interest bearing and repayable on demand.
- (iv) Other payables and accruals

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Sundry creditors*	229,030	223,700	4,494	3,507
Deposits received	9,898	21,832	34	-
Accruals	182,720	194,810	59,366	52,514
Employee benefits	7,762	14,500	6,261	11,193
	429,410	454,842	70,155	67,214

* Included in the current financial year's sundry creditors of the Group is Pembinaan Kery Sdn. Bhd. of RM85,000,000 which arose from development rights agreement in prior year.

Notes to the Financial Statements
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39. Deferred income

Unrealised profits

	Group	
	2025 RM'000	2024 RM'000
At 1 January	215,003	243,652
Additions	751	601
Realised during the year	(10,914)	(29,250)
At 31 December	204,840	215,003

The unrealised profits relate to land sale by the Group to its associates and joint ventures. The profit recognised from the sales of land by the Group to the associates and a joint venture to-date is eliminated to the extent of the Group’s interests in the companies.

Accordingly, the Group recognises the excess of the unrealised profit over the carrying value of the associate or the joint venture as deferred income. The deferred income is realised to the profit or loss over the period when the underlying asset of the associates or the joint venture is realised or disposed.

40. Financial risk management objectives and policies

The Group’s financial risk management practices seeks to ensure that adequate financial resources are available for the development of the Group’s business whilst managing its credit, liquidity, interest rate, foreign currency and market price risk. The Group’s overall risk management strategy seeks to minimise the adverse effect from the unpredictability of economy on the Group’s financial performance.

It is the Group’s practice not to engage in foreign exchange and/or derivatives speculation and trading. The Group only undertakes hedging instruments where appropriate and cost-efficient.

In the domain of enterprise risk management, the Board of Directors (“Board”), assisted by the Board Governance & Risk Committee (“BGRC”), is ultimately responsible for the Group’s risk management activities and sets the strategic direction, risk appetite and relevant risk management practices for the Group. The Group Risk Management Guidelines (“Framework”) comprise the risk management policy, risk assessment methodology, and the lines of responsibility and accountability.

Notes to the Financial Statements
31 December 2025

40. Financial risk management objectives and policies (cont’d.)

In implementing this Framework, the Executive Committee (“EXCO”), chaired by the Managing Director (“MD”)/Chief Executive Officer (“CEO”), serves as the Management platform to deliberate on the identification, assessment and treatment of the Group’s risks, as well as to facilitate the communication, monitoring and review of such risks. The deliberation on the identified key risks and corresponding mitigation plans is tabled to the BGRC for its oversight and endorsement, with matters of significance escalated to the Board through the BGRC.

The policies for controlling these risks where applicable are set out below:

(a) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty defaults on its obligations. The Group’s and the Company’s exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including investment securities as well as cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

Generally, the Group does not require collateral in respect of its financial assets. The Group is not duly exposed to any individual customer or counterparty nor does it have any major concentration of credit risk related to any financial instrument except as disclosed in Note 28. Furthermore, for property development in Malaysia, the developer has the option to terminate the sale and purchase agreement in the event of default by the purchaser.

The maximum exposure to credit risk is represented by the carrying amount of each financial assets in the statements of financial position. The Group’s main financial assets are its receivables. Ageing analysis is disclosed in Note 28(a)(vii).

The Group has no significant concentration of credit risk that may arise from exposures to a single debtor or group of receivables except for land sales receivables representing Nil% (2024: 12%) of total gross receivables.

The Company has no significant concentration of credit risk that may arise from exposures to a single debtor or group of receivables except amount owing by a subsidiary representing 29% (2024: 30%) of the total gross amounts due from subsidiaries as disclosed in Note 30.

40. Financial risk management objectives and policies (cont'd.)

(a) Credit risk (cont'd.)

The following are the carrying amounts of the financial instruments of the Group and the Company at reporting date:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Financial assets				
Receivables				
- Non-current (Note 28(a))	127,864	128,303	-	-
- Current* (Note 28(a))	369,930	353,072	8,269	2,772
Amounts due from subsidiaries				
- Non-current (Note 30)	-	-	1,696,616	2,437,025
- Current (Note 30)	-	-	2,331,814	1,694,572
Amounts due from associates				
- Current (Note 18)	407	406	-	-
Interests in joint ventures				
- Amounts due from joint ventures (Note 19)	176,989	184,863	-	-
Amounts due from joint ventures				
- Non-current (Note 20)	176,011	176,866	800	11,000
- Current (Note 20)	76,796	114,899	55,500	40,853
Short term investments (Note 31)	421,596	275,118	421,589	275,110
Cash, bank balances and deposits (Note 23)	1,067,964	989,996	17,078	20,748
	2,417,557	2,223,523	4,531,666	4,482,080

* Current receivables excluding prepayment.

40. Financial risk management objectives and policies (cont'd.)

(b) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates.

The Group and the Company maintain a natural hedge, whenever possible, by borrowing in the currency of the country in which the property or investment is located or by borrowing in currencies that match the future revenue stream to be generated from its investments. When necessary, the Group and the Company entered into a currency swap to hedge the exposure to currency risk. Foreign exchange exposures in transactional currencies other than functional currencies of the operating entities are kept to an acceptable level and short-term imbalances are addressed by buying or selling foreign currencies at spot rates.

The table below shows material currency exposures of the Group, i.e. those material transactional (or non-structural) exposures that give rise to the net currency gains and losses recognised in the statements of profit or loss. Such exposures comprise the monetary assets and monetary liabilities of the Group that are not denominated in the operating currency of the operating units involved.

	Functional currency of Group	
	2025 RM'000	2024 RM'000
United States Dollar ("USD")	(16,150)	(17,798)

The following table demonstrates the sensitivity of the Group's profit after tax to a reasonably possible change in the USD and RM exchange rates against the respective functional currencies of the Group's entities, with all other variables held constant.

	Effect on profit after tax	
	Group	
	2025 RM'000	2024 RM'000
USD/RM (strengthened 5%)	(614)	(676)

(c) Liquidity and cash flow risk

The Group actively manages its debt maturity profile, operating cash flows and the availability of funding so as to ensure that all refinancing, repayment and funding needs are met. As part of its overall prudent liquidity management, the Group endeavours to maintain sufficient levels of cash or cash-convertible investments to meet its working capital requirements.

In addition, the Group's objective is to maintain a balance of cost of funding and flexibility through the use of credit facilities, short- and long-term borrowings. Short-term flexibility is achieved through credit facilities and short-term borrowings. As far as possible, the Group raises committed funding from both capital markets and financial institutions and prudently balances its portfolio with some short-term funding so as to achieve the Group's objective.

Notes to the Financial Statements
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40. Financial risk management objectives and policies (cont'd.)

(c) Liquidity and cash flow risk (cont'd.)

The total financial liabilities of the Group and of the Company carried at amortised cost are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Trade and other payables (Note 38)	834,714	860,084	70,464	67,481
Borrowings (Note 36)	3,998,536	4,032,523	3,797,451	3,837,900
Lease liabilities (Note 14(b))	10,663	15,627	10,435	15,174
Amounts due to subsidiaries (Note 30)	-	-	-	1,330
	4,843,913	4,908,234	3,878,350	3,921,885

The analysis of financial liabilities maturity profile of the Group and of the Company, based on undiscounted amounts is disclosed as follows:

	2025				
	Within 1 year RM'000	1 to 2 years RM'000	2 to 5 years RM'000	More than 5 years RM'000	Total RM'000
Group					
Trade and other payables	734,143	115,761	-	-	849,904
Loans and borrowings	1,605,621	459,539	805,618	1,762,979	4,633,757
Lease liabilities (Note 14(b))	4,979	4,615	1,633	-	11,227
Corporate guarantee **	24,968	-	-	-	24,968
	2,369,711	579,915	807,251	1,762,979	5,519,856
Company					
Trade and other payables	70,464	-	-	-	70,464
Loans and borrowings	1,445,986	459,539	752,923	1,762,956	4,421,404
Lease liabilities (Note 14(b))	4,764	4,597	1,633	-	10,994
	1,521,214	464,136	754,556	1,762,956	4,502,862

** As at the end of the reporting period, the Company did not recognise any allowance for impairment in respect of financial guarantees since the fair value on initial recognition was not material.

Notes to the Financial Statements
31 December 2025

40. Financial risk management objectives and policies (cont'd.)

(c) Liquidity and cash flow risk (cont'd.)

The analysis of financial liabilities maturity profile of the Group and of the Company, based on undiscounted amounts is disclosed as follows: (cont'd.)

	2024				
	Within 1 year RM'000	1 to 2 years RM'000	2 to 5 years RM'000	More than 5 years RM'000	Total RM'000
Group					
Trade and other payables (Note 38)	758,661	120,414	-	-	879,075
Loans and borrowings (Note 36)	1,081,564	1,454,636	1,122,475	880,705	4,539,380
Lease liabilities (Note 14(b))	5,186	5,195	6,429	-	16,810
Corporate guarantee **	50,487	-	-	-	50,487
	1,895,898	1,580,245	1,128,904	880,705	5,485,752
Company					
Trade and other payables	67,481	-	-	-	67,481
Loans and borrowings	929,247	1,454,636	1,072,475	880,705	4,337,063
Lease liabilities (Note 14(b))	4,945	4,980	6,410	-	16,335
Amounts due to subsidiaries	1,330	-	-	-	1,330
	1,003,003	1,459,616	1,078,885	880,705	4,422,209

** As at the end of the reporting period, the Company did not recognise any allowance for impairment in respect of financial guarantees since the fair value on initial recognition was not material.

Notes to the Financial Statements
31 December 2025

40. Financial risk management objectives and policies (cont'd.)

(d) Interest rate risk

The Group manages its interest rate exposure by maintaining a prudent mix of fixed and floating rate borrowings. The Group actively reviews its debt portfolio, taking into account the investment holding period and nature of its assets. This strategy allows it to capitalise on cheaper funding in a low interest rate environment and achieve a certain level of protection against rate hikes.

The average interest rates per annum on the financial assets and liabilities as at the reporting date were as follows:

	Group	
	2025 %	2024 %
Financial assets		
Floating rate	3.2	3.9
Financial liabilities		
Fixed rate	4.7	4.9
Floating rate	4.8	5.4

The average interest rates per annum on the financial liabilities can be further analysed as follows:

	Group	
	2025 %	2024 %
Financial liabilities		
Term loans	5.1	5.6
Revolving credits	4.5	5.5
Bank overdraft	6.6	6.9
IMTN	4.7	4.9
Lease liabilities	3.7	4.9

At the reporting date, if the interest rates had been 10 basis points lower/higher, with all other variables held constant, the Group's profit after tax will be higher/lower by approximately RM260,000 (2024: RM189,000) as a result of lower/higher interest expense on borrowings and lease liabilities.

(e) Market risk

Market price risk is the risk that the fair value or future cash flows of the Group's financial instrument will fluctuate as a result of changes in market prices (other than interest or exchange rates). The Group's exposure to market price risk is minimal as the Group's investment in quoted equity instruments is small compared to its total assets.

Notes to the Financial Statements
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41. Significant related party transactions

- (a) In addition to the transactions detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year:

	Group	
	2025 RM'000	2024 RM'000
Paid/payable to UEM:		
- Rental	(2,378)	(2,486)
Realisation of land sales to joint ventures:		
- Horizon Hills Development Sdn. Bhd.	5,373	4,828
- Haute Property Sdn. Bhd.	-	325
- Nusajaya Tech Park Sdn. Bhd.	10,345	26,114
Realisation of land sales to associate:		
- Sarandra Malaysia Sdn. Bhd.	-	124
Paid/payable to Telekom Malaysia Berhad, Khazanah Group's associate company:		
- Smart building services	(1,769)	(985)
Interest income from joint ventures:		
- Desaru North Course Residences Sdn. Bhd.	351	351
- Sime Darby Property Sunrise Development Sdn. Bhd.	4,450	4,450
- Nusajaya Lifestyle Sdn. Bhd.	208	74
- Nusajaya Consolidated Sdn. Bhd.	965	389
- Haute Property Sdn. Bhd.	4,274	4,258
Rental income from Unipati Concrete Sdn. Bhd., a subsidiary of Cement Industry of Malaysia Berhad	270	65
Management fees received/receivable from joint ventures:		
- Cahaya Jauhar Sdn. Bhd.	420	420
- Desaru North Course Residences Sdn. Bhd.	37	53
- Nusajaya Lifestyle Sdn. Bhd.	-	17
Sale of property to a Director of the Company	1,686	-

	Company	
	2025 RM'000	2024 RM'000
Dividend from subsidiaries	172,000	180,000
Management fees from subsidiaries	130,334	120,059
Interest income from subsidiaries	147,370	164,807
Interest income from joint ventures	776	777
Rental paid/payable to UEM	(2,378)	(2,485)
Rental paid/payable to subsidiaries	(1,916)	(1,293)

Notes to the Financial Statements
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41. Significant related party transactions (cont’d.)

(a) (cont’d.)

Related parties refer to:

- subsidiaries, associates and joint ventures of the Company and their subsidiaries;
- Khazanah Nasional Berhad, the ultimate holding company, its subsidiaries and associates excluding subsidiaries of the Company;
- those companies controlled, jointly controlled and significantly influenced by the Government of Malaysia, other than those mentioned above;
- directors and key management personnel having authority and representation for planning, directing and controlling the activities of the Company and their close family members;
- enterprises owned by directors and key management personnel; and
- enterprises that have a member of key management in common with the Company.

The directors are of the opinion that all the transactions above have been entered into in the normal course of the business and have been established on mutually agreed terms and conditions.

(b) The remuneration of members of key management personnel during the financial year is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Salaries and other emoluments	10,958	14,637	6,768	10,464
Bonus, benefits and welfare	2,184	3,149	1,657	2,743
Defined contribution plan	1,735	2,221	1,304	1,779
Benefits-in-kind	506	565	475	538
	15,383	20,572	10,204	15,524

42. Contingent liabilities and financial guarantees

	Group	
	2025 RM'000	2024 RM'000
Corporate guarantees issued to banks for credit facilities granted to joint ventures	24,968	50,487

Notes to the Financial Statements
31 December 2025

42. Contingent liabilities and financial guarantees (cont’d.)

Material outstanding litigations

(a) On 3 October 2011, Bandar Nusajaya Development Sdn. Bhd. (“BND”) received a notice of additional assessment (“Form JA”) from the Inland Revenue Board (“IRB”) for additional tax and penalty amounting to RM73,800,000 for the year of assessment 2006.

On 4 September 2012, the High Court (“HC”) ruled in favour of BND that the IRB had no legal basis to raise the additional assessment.

On 20 May 2014, the Court of Appeal (“CoA”) agreed with the decision of the HC which ruled in favour of BND.

On 18 October 2016, the Federal Court (“FC”) reversed the decisions of CoA and HC and ordered that BND appeal by way of filing a notice of appeal (“Form Q”) to the Special Commissioners of Income Tax (“SCIT”). The FC’s decision resulted in the Form JA totalling RM73,800,000 to become due and payable within 30 days, which was fully paid on 5 December 2016.

The IRB had confirmed the receipt of BND’s Form Q dated 20 March 2017, and served the Form Q to the SCIT vide a letter dated 14 March 2018.

The SCIT hearing took place on 2 October 2023. Following this, the SCIT gave instructions for filing and written submissions. Parties had also attended a clarification proceeding on 12 January 2024 and 3 May 2024. Following the last clarification proceeding, the SCIT instructed parties to file additional written submission.

On 28 June 2024, the SCIT dismissed BND’s Form Q and ruled that the Form JA is maintained. On 3 July 2024, BND filed an appeal to the HC against the SCIT’s decision. The HC has further fixed a case management for the appeal on 30 April 2026.

BND’s solicitors are of the view that BND has an arguable case that the IRB has no legal or factual basis to issue the notice of additional assessment and to impose the penalty.

(b) On 3 May 2021, UEM Land Berhad (“UEM Land”) and Symphony Hills Sdn. Bhd. (“Symphony Hills”) received notices of additional assessment from the IRB dated 30 April 2021, for additional taxes with penalties amounting to RM82,200,000 (“Notices”). The Notices issued to UEM Land raised for the amount of RM8,500,000 was for the years of assessment from 2013 to 2015 in relation to the removal of Bumiputera quota and low cost requirements for selected developments in Iskandar Puteri, while the Notices issued to Symphony Hills raised for the amount of RM73,700,000 was for the reversal of tax losses utilisation for the years of assessment from 2006 to 2017.

On 24 May 2021 and 25 May 2021, Symphony Hills and UEM Land were both granted an interim stay of the Notices by the HC including the enforcement of the Notices until the hearing of the application to intervene by the IRB and until the disposal of the leave application, respectively.

Notice against UEM Land

On 13 March 2023, HC dismissed UEM Land’s leave application to commence judicial review on IRB’s decision to charge UEM Land additional assessments. This indicates that the interim stay of the additional assessments for UEM Land is no longer applicable resulting in UEM Land having to pay the additional taxes and penalties within 30 days of the High Court’s decision. IRB has allowed for the payments to be made via instalments over 36 months until 15 March 2026.

OVERVIEW OF UEM SUNRISE	UEM SUNRISE BERHAD		INTEGRATED ANNUAL REPORT 2025		OVERVIEW OF UEM SUNRISE
	396		397		
	Notes to the Financial Statements 31 December 2025		Notes to the Financial Statements 31 December 2025		
	42. Contingent liabilities and financial guarantees (cont’d.)		42. Contingent liabilities and financial guarantee (cont’d.)		
	Material outstanding litigations (cont’d.)		Material outstanding litigations (cont’d.)		
OUR LEADERSHIP	(b) (cont’d.)		(c) (cont’d.)		OUR LEADERSHIP
	Notice against UEM Land (cont’d.)				
	UEM Land has filed a Notice of Appeal to the CoA on 14 March 2023 and a Stay Application has been filed at the CoA on 23 March 2023. The first stay hearing before the CoA was adjourned from 3 May 2023 in which the next case management date at CoA was fixed on 25 May 2023. The stay hearing before the CoA was fixed on 18 July 2023.		The exchange of expert and factual witness statements concluded by April 2022, and the hearing took place from 23 May to 2 June 2022. However, the arbitration was suspended in August 2022 following Ireka’s placement under judicial management. The proceedings remained stayed until the judicial management ended on 9 January 2023. Ireka was subsequently wound up in May 2023 through Creditors’ Voluntary Winding-Up. On 31 October 2023, UEM Land filed an application to seek leave from the HC to continue the arbitration proceedings.		
	On 18 July 2023, the CoA dismissed UEM Land’s Stay Application. However, the appeal process is still pending before the CoA and the hearing before the CoA was fixed on 21 May 2024. The decision before the CoA was delivered on 19 December 2024 and the CoA allowed UEM Land’s appeal and the stay of the payments of the remaining additional taxes, penalty and interest on instalments.		UEM Land subsequently obtained leave from the HC on 4 March 2024 to proceed with its counterclaims. Pursuant to the arbitrator’s direction, UEM Land served its written submissions on 4 April 2024.		
	On 15 January 2025, the Attorney General’s Chambers (“AGC”) filed a Notice of Motion to Appeal to the FC. On 13 May 2025, the FC granted leave to the AGC to appeal against the CoA’s decision dated 19 December 2024. A case management date has been fixed before the FC on 7 July 2025. On 7 July 2025, the FC fixed the hearing for the appeal on 8 October 2025. On 8 October 2025, the FC allowed AGC’s appeal and held that the merits of UEM Land’s case should be heard and determined before the SCIT. Consequent to the FC’s decision, UEM Land’s judicial review application before the HC was struck out on 9 October 2025. UEM Land paid the remaining RM3,270,000 on 7 November 2025 following the IRB’s waiver of RM849,000 in interest. The hearing before the SCIT has been fixed on 10 November 2026 and 11 November 2026.		Ireka’s newly appointed solicitors requested and were granted several extensions, eventually filing their written submissions on 16 August 2024. Following the arbitrator’s instruction, Ireka amended its submissions to address UEM Land’s counterclaims by 19 September 2024. UEM Land then filed its reply on 22 November 2024 and later submitted an amended reply on 3 January 2025 to include submissions on expert costs. Ireka filed its reply on 20 January 2025, and UEM Land submitted its final response on 7 February 2025.		
VALUE CREATION JOURNEY	Notice against Symphony Hills		With no further submissions pending from either party, the arbitration proceedings have concluded. The arbitrator formally declared the closure of proceedings on 20 May 2025 and the draft of the final award was submitted to AIAC for technical review in September 2025.		VALUE CREATION JOURNEY
	On 28 March 2023, Symphony Hills’ case management for the leave for judicial review application was held which fixed the hearing date on 18 September 2023. Interim Stay of the Notices was granted until the disposal of the leave application. The decision of the leave application was fixed on 8 November 2023.		On 29 December 2025, the Arbitrator dismissed the claims brought by Ireka and allowed counterclaims sought by UEM Land. The net result is Ireka is required to pay UEM Land RM3,038,000 before taxes based on the following breakdown:		
	On 8 November 2023, the HC dismissed Symphony Hills’ leave application to commence judicial review. Symphony Hills filed a Notice of Appeal to the CoA on 22 November 2023 and a Stay Application at the HC on 8 December 2023. The HC granted an interim stay of the Notices pending the disposal of the Stay Application at the HC. A Notice of Discontinuance was filed on 17 November 2025 at the CoA. As such, Symphony Hill’s appeal before the CoA is withdrawn. The hearing for the stay application before the HC fixed on 9 July 2025 was vacated and rescheduled to 7 January 2026. The stay hearing before the HC on 7 January 2026 was vacated and a case management has been fixed on 27 January 2026.		(i) after offsetting the amounts payable under the final account, Ireka is required to pay UEM Land RM2,097,000; (ii) Ireka was also ordered to pay RM700,000 in arbitration costs; and (iii) RM241,000 for the Arbitrator’s fees and administrative expenses.		
	During the case management on 27 January 2026, the HC directed that the stay application be heard and disposed of, and has fixed the hearing date on 3 August 2026. SCIT has fixed the trial dates on 26 October 2026 and 27 October 2026.		The Arbitrator also ruled that interest at 5% per year will accrue on any outstanding sums if payment is not made within 21 days from the date of the final award which lapsed on 6 January 2026.		
	The Company will continue to take all necessary actions to protect its interest and will make further announcements when there are material developments on this matter.		UEM Land did not receive the above payment by the due date i.e. 6 January 2026 and neither did the liquidator reach out requesting for details of account for payment.		
MANAGEMENT DISCUSSION AND ANALYSIS	(c) On 17 April 2019, Ireka Corporation Berhad (“Ireka”) initiated arbitration proceedings against UEM Land at the Asian International Arbitration Centre (“AIAC”) in relation to disputes arising from a Letter of Award dated 15 June 2012 for the construction of Imperia in Puteri Harbour, Johor. Mr. Wayne Martin was appointed as arbitrator. In its Statement of Claim dated 27 December 2019, Ireka sought, among others, 372 days of extension of time, RM20,395,000 for loss and expense, and RM29,250,000 pursuant to the Statement of Final Account.		The liquidator has not challenged the arbitral award. The proof of debt has been filed with the liquidator on 16 March 2026.		MANAGEMENT DISCUSSION AND ANALYSIS
	UEM Land disputed all claims and counterclaimed for a declaration that the final value of works performed by Ireka is in the sum of RM265,297,000 and RM33,507,000, comprising Liquidated Ascertained Damages (“LAD”) (RM27,288,000), rectification costs (RM2,158,000), back charges (RM2,918,000), and direct payments to subcontractors (RM1,143,000).				
SUSTAINABILITY REVIEW					SUSTAINABILITY REVIEW
GOVERNANCE APPROACH					GOVERNANCE APPROACH
FINANCIAL STATEMENTS					FINANCIAL STATEMENTS
SHAREHOLDERS' INFORMATION					SHAREHOLDERS' INFORMATION

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43. Capital commitments

	Group	
	2025 RM'000	2024 RM'000
In respect of purchase of property, plant and equipment, and investment properties:		
Approved and contracted for	32,483	33,124
Approved but not contracted for	36,716	62,165
	69,199	95,289

44. Fair values

The following are fair value of financial instruments by classes:

	2025		2024	
	Carrying amount RM'000	Fair values (Level 3) RM'000	Carrying amount RM'000	Fair values (Level 3) RM'000
Group				
Borrowings (non-current portion)	2,423,300	2,360,404	2,988,506	2,924,274
Company				
Borrowings (non-current portion)	2,373,300	2,310,404	2,938,506	2,874,274

As stipulated in Amendments to MFRS 7: Financial Instruments: Disclosures, the Group and the Company are required to classify fair value measurement using a fair value hierarchy. The fair value hierarchy would have the following levels:

- Level 1
- the fair value is measured using quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2
- the fair value is measured using inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3
- the fair value is measured using inputs for the asset or liability that are not based on observable market data (unobservable inputs).

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44. Fair values (cont'd.)

The following table presents the Group's and the Company's other financial assets and financial liabilities that are measured at fair value:

At 31 December 2025:

Assets	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
Group				
Short term investments:				
Financial and other assets at fair value through other comprehensive income	7	-	-	7
Financial asset at fair value through profit or loss	-	421,589	-	421,589
	7	421,589	-	421,596
Company				
Short term investment:				
Financial assets at fair value through profit or loss	-	421,589	-	421,589

At 31 December 2024:

Assets	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
Group				
Short term investments:				
Financial assets at fair value through other comprehensive income	8	-	-	8
Financial asset at fair value through profit or loss	-	275,110	-	275,110
	8	275,110	-	275,118
Company				
Short term investment:				
Financial asset at fair value through profit or loss	-	275,110	-	275,110

44. Fair values (cont’d.)

Determination of fair values

The following are classes of financial instruments that are not carried at fair values and whose carrying amounts are reasonable approximations of fair values:

Receivables (Note 28(a))
Payables (Note 38)

The carrying amounts of the financial assets and financial liabilities are reasonable approximations of fair values due to their short-term nature.

- (a) Borrowings (current)

The fair values of these financial instruments are estimated by discounting expected future cash flows at market incremental lending rate for similar types of lending, borrowing or leasing arrangements at the reporting date.

- (b) Unquoted debt securities and corporate bonds

Fair value is estimated by using a discounted cash flow model based on various assumptions, including current and expected future credit losses, market rates of interest, prepayment rates and assumptions regarding market liquidity.

- (c) Long term receivables/payables

Fair values of long term receivables/payables are based on discounting expected future cash flows at market incremental lending rate for the receivables/payables.

44. Fair values (cont’d.)

Non financial instruments

The following table provides the fair value measurement hierarchy of the Group’s assets.

Quantitative disclosures fair value measurement hierarchy for assets:

Assets	Level 1 RM’000	Level 2 RM’000	Level 3 RM’000	Total RM’000
At 31 December 2025:				
Assets for which fair value are disclosed:				
Investment properties (Note 13)	-	-	1,049,655	1,049,655
At 31 December 2024:				
Assets for which fair value are disclosed:				
Investment properties (Note 13)	-	-	1,157,921	1,157,921

There were no material transfers between Level 1, Level 2 and Level 3 during the financial year.

As at 31 December 2025, the fair values of Group’s properties were determined based on accredited independent valuers. Depending on the types of properties, various valuation techniques were applied.

Description of valuation techniques used and key inputs:

Properties	Valuation techniques
Offices	Investment and comparison approaches
Car parks	Comparison and income approaches
Retail	Income, comparison, investment and depreciation replacement cost approaches
Sports club	Comparison and cost approaches
Ferry terminal	Comparison and cost approaches

The investment approach is an analysis based on the relationship between the rate of return that an investor or buyer expects or requires and the net income that a property produces.

The income approach uses valuation techniques to convert estimated future amounts of cash flows or income to a single present value (discounted) amount. To this estimated future amounts of cash flows or income, an appropriate market-derived discount rate is applied to establish the present value of the income stream associated with the real property.

The comparison approach seeks to determine the value of the property being valued by comparing and adopting as a yardstick recent transactions and sale evidences involving other similar properties in the vicinity. Due considerations are given for such factors including location, plot size, improvements made if any, surrounding developments, facilities and amenities available.

The comparison/cost approach of valuation entails separate valuations of the land and buildings to arrive at the market value of the subject property. Completed buildings are valued by reference to the current estimates on constructional costs to erect equivalent buildings, taking into consideration of similar accommodation in terms of size, construction, finishes contractors’ overheads, fees and profits. Appropriate adjustments are then made for the factors of its depreciation and obsolescence to arrive at the depreciated building value.

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44. Fair values (cont’d.)

Non financial instruments (cont’d.)

Description of valuation techniques used and key inputs to valuation on investment properties are as below:

	Valuation techniques	Significant unobservable inputs	Range
Offices	Investment approach	Capitalisation rate	4.3% – 5.7%
		Average rent	AUD1,000 – AUD4,800
	Comparison approach	Adjustment factors to prices of comparable properties	-10% to 5%
Car parks	Comparison approach	Adjustment factors to prices of comparable properties	-30% to 20%
	Income approach	Void rate	15%
		Average rent per carpark bay	RM4,824
Retail	Income approach	Market yield	4.5% – 5.5%
		Average rent per square metre	AUD770 – AUD2,365
	Comparison approach	Adjustment factors to prices of comparable properties	-10.0% to 12.0%
	Investment approach	Estimated rental value per square feet ("psf") per month	RM3 to RM10
		Void rate	5%
		Term yield	6% – 6.5%
	Depreciation replacement cost approach	Construction cost psf	RM150 to RM300
Sports Club	Comparison approach	Adjustment factors to prices of comparable properties	-5% to 10%
	Cost approach	Construction cost psf	RM250
Ferry terminal	Comparison approach	Adjustment factors to prices of comparable properties	-40.0% to 10.0%
	Cost approach	Construction cost psf	RM262 to RM347

45. Capital management

The primary objective of the Group’s capital management is to ensure that it maintains a strong credit rating and acceptable capital ratios in order to support its business and maximise shareholder value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions or expansion plans of the Group. The Group may adjust the capital structure by issuing new shares, returning capital to shareholders or adjusting dividend payment policies.

There are no externally imposed capital requirements.

Notes to the Financial Statements
31 December 2025

46. Subsidiaries

Name of subsidiaries	Principal activities	Country of incorporation	Effective interest	
			2025 %	2024 %
Nusajaya Five O Sdn. Bhd.	Ceased operations	Malaysia	100	100
Nusajaya Resort Sdn. Bhd.	Operator of clubhouse and restaurant	Malaysia	100	100
Sunrise Berhad	Property development and investment holding	Malaysia	100	100
UEM Land Berhad	Property development, property investment, project procurement and management, and strategic investment holding	Malaysia	100	100
UEM Sunrise (Australia) Sdn. Bhd.	Investment holding	Malaysia	100	100
UEM Sunrise Management Services Sdn. Bhd.	Investment holding	Malaysia	100	100
UEM Sunrise Properties Sdn. Bhd.	Investment holding, property development and general trading	Malaysia	100	100
Subsidiaries of Sunrise Berhad				
Arcoris Sdn. Bhd.	Property investment and development	Malaysia	100	100
Ascot Assets Sdn. Bhd.^	Property development	Malaysia	100	100
Allevia Sdn. Bhd.	Property investment, development and construction	Malaysia	100	100
Aurora Tower at KLCC Sdn. Bhd.	Property development	Malaysia	100	100
Ibarat Duta Sdn. Bhd.	Property development	Malaysia	100	100
Laser Tower Sdn. Bhd.	Property development	Malaysia	100	100
Lembah Suria Sdn. Bhd.	Property development	Malaysia	100	100
Lucky Bright Star Sdn. Bhd.	Property investment and development	Malaysia	100	100
Mega Legacy (M) Sdn. Bhd.^	Property development and investment	Malaysia	50	50
Milik Harta Sdn. Bhd.	Property development	Malaysia	100	100
New Planet Trading Sdn. Bhd.	Property investment and development	Malaysia	100	100
Prinsip Eramaju Sdn. Bhd.^^	Dissolved	Malaysia	-	100

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46. Subsidiaries (cont'd.)

Name of subsidiaries	Principal activities	Country of incorporation	Effective interest	
			2025 %	2024 %
Subsidiaries of Sunrise Berhad (cont'd.)				
Solid Performance Sdn. Bhd.	Property development	Malaysia	100	100
Summer Suites Sdn. Bhd.	Property development	Malaysia	100	100
Sunrise Alliance Sdn. Bhd.	Property development	Malaysia	100	100
Sunrise Benchmark Sdn. Bhd.	Property development	Malaysia	100	100
Sunrise Century Sdn. Bhd.	Property development	Malaysia	100	100
Sunrise Innovations Sdn. Bhd.	Property development	Malaysia	100	100
Sunrise International Development Ltd.**	Dissolved	The Cayman Island	-	-
Sunrise Landmark Sdn. Bhd.	Property development	Malaysia	100	100
Sunrise Mersing Sdn. Bhd.	Property development	Malaysia	100	100
Sunrise Oscar Sdn. Bhd.	Investment holding	Malaysia	100	100
Sunrise Overseas Corporation Sdn. Bhd.^^^^	Investment holding and provision of management services	Malaysia	100	100
Sunrise Paradigm Sdn. Bhd.	Property development	Malaysia	100	100
Sunrise Pioneer Sdn. Bhd.	Property development	Malaysia	100	100
Sunrise Project Services Sdn. Bhd.	Property development and project management for property development projects	Malaysia	100	100
Sunrise Quality Sdn. Bhd.	Property development	Malaysia	100	100
Sunrise Region Sdn. Bhd.	Property development	Malaysia	100	100
Sunrise Sovereign Sdn. Bhd.	Property development and investment holding	Malaysia	100	100
Sun Victory Sdn. Bhd.	Property investment and development, and hotel operation	Malaysia	100	100
Sunrise MS Pte. Ltd.^^^^^	Provision of consultancy, advisory and technical services in relation to project development	Singapore	100	100
Sunrise Overseas (S) Pte. Ltd.^^^^^	Promotion and management services relating to the Group's properties in Malaysia	Singapore	100	100
Subsidiary of Sunrise Oscar Sdn. Bhd.				
Sunrise DCS Sdn. Bhd.	Provision of cooling plant facility services	Malaysia	100	100
Subsidiary of Sunrise International Development Ltd. (Dissolved)				
Sunrise Holdings S.à.r.l.**	Dissolved	The Grand Duchy of Luxembourg	-	-
Subsidiary of Sunrise Holdings S.à.r.l. (Dissolved)				
Canada Sunrise Development Corp.**	Dissolved and restored	British Columbia Canada	100	-

Notes to the Financial Statements
31 December 2025

46. Subsidiaries (cont'd.)

Name of subsidiaries	Principal activities	Country of incorporation	Effective interest	
			2025 %	2024 %
Subsidiaries of UEM Land Berhad				
Bandar Nusajaya Development Sdn. Bhd.	Investment holding, property development, land trading and an agent for its subsidiary companies	Malaysia	100	100
Finwares Sdn. Bhd.	Investment holding	Malaysia	100	100
Fleet Group Sdn. Bhd.	Investment holding	Malaysia	100	100
Mahisa Sdn. Bhd.	Property development and undertaking construction and turnkey development contracts	Malaysia	100	100
Marak Unggul Sdn. Bhd.	Dormant	Malaysia	50.1	50.1
Marina Management Sdn. Bhd.	Property management	Malaysia	100	100
Nusajaya Development Sdn. Bhd.	Property development	Malaysia	100	100
Nusajaya Medical Park Sdn. Bhd.*	Construct, manage and/or operate specialised buildings for long-term lease and property development	Malaysia	100	100
UEM Sunrise Overseas Corporation Sdn. Bhd.	Investment holding	Malaysia	100	100
Hatibudi Nominees (Tempatan) Sdn. Bhd.*	In Member’s Voluntary Winding Up	Malaysia	100	100
UEM Sunrise Nusantara Sdn. Bhd.*	In Member’s Voluntary Winding Up	Malaysia	100	100
Subsidiaries of Bandar Nusajaya Development Sdn. Bhd.				
Nusajaya Gardens Sdn. Bhd.	Land trading and investment holding	Malaysia	100	100
Nusajaya Greens Sdn. Bhd.	Property development, land trading and investment holding	Malaysia	100	100
Nusajaya Heights Sdn. Bhd.	Property development, land trading and investment holding	Malaysia	100	100
Nusajaya Industrial Park Sdn. Bhd.	Property development	Malaysia	100	100
Nusajaya Land Sdn. Bhd.	Property development	Malaysia	100	100
Nusajaya Rise Sdn. Bhd.	Property development, land trading, investment holding and licensed money lending activity	Malaysia	100	100
Nusajaya Seaview Sdn. Bhd.	Land trading and investment holding	Malaysia	100	100
Symphony Hills Sdn. Bhd.	Property development, land trading and investment holding	Malaysia	100	100

Notes to the Financial Statements
31 December 2025

46. Subsidiaries (cont'd.)

Name of subsidiaries	Principal activities	Country of incorporation	Effective interest	
			2025 %	2024 %
Subsidiary of UEM Sunrise Nusantara Sdn. Bhd. (In Member’s Voluntary Winding Up)				
P.T. Bias Permata*	Investment holding	Indonesia	100	100
Subsidiary of UEM Sunrise Overseas Corporation Sdn. Bhd.				
UEM Sunrise South Africa (Pty) Ltd.*	Property development	South Africa	100	100
Subsidiary of UEM Sunrise South Africa (Pty) Ltd.				
Roc-Union (Proprietary) Ltd.*	Investment holding	South Africa	80.4	80.4
Subsidiary of Roc-Union (Proprietary) Ltd.				
Rocpoint (Proprietary) Ltd.*	Property development	South Africa	80.4	80.4
Subsidiaries of UEM Sunrise (Australia) Sdn. Bhd.				
UEM Sunrise (Land) Pty. Ltd.	Holding and financing company	Australia	100	100
UEM Sunrise (Developments) Pty. Ltd.^*****	Holding and financing company	Australia	-	100
Subsidiaries of UEM Sunrise (Land) Pty. Ltd.				
UEM Sunrise (Developments) Pty. Ltd.^*****	Holding and financing company	Australia	100	-
UEM Sunrise (La Trobe Street) Pty. Ltd.	Trustee company	Australia	100	100
UEM Sunrise (Mackenzie Street) Pty. Ltd.	Trustee company	Australia	100	100
UEM Sunrise (Collingwood) Pty. Ltd.	Trustee company	Australia	100	100
UEM Sunrise (Subiaco East) Pty. Ltd.	Trustee company	Australia	100	100
UEM Sunrise (La Trobe Street) Unit Trust [#]	Landowning entity	Australia	100	100
UEM Sunrise (Mackenzie Street) Unit Trust [#]	Landowning entity	Australia	100	100
UEM Sunrise (Collingwood) Unit Trust [#]	Land holding entity	Australia	100	100
UEM Sunrise (Subiaco East) Unit Trust [#]	Land holding entity	Australia	100	100

Notes to the Financial Statements
31 December 2025

46. Subsidiaries (cont'd.)

Name of subsidiaries	Principal activities	Country of incorporation	Effective interest	
			2025 %	2024 %
Subsidiaries of UEM Sunrise (Developments) Pty. Ltd.				
UEM Sunrise (La Trobe Street Development) Pty. Ltd.#	Development company	Australia	100	100
UEM Sunrise (Mackenzie Street Development) Pty. Ltd.#	Development company	Australia	100	100
UEM Sunrise (Collingwood Development) Pty. Ltd.#	Project Development	Australia	100	100
UEM Sunrise (Subiaco East Development) Pty. Ltd.#	Project Development	Australia	100	100
UEM Sunrise (Aurora Melbourne Central Property Management) Pty. Ltd.#	Property management services	Australia	100	100
UEM Sunrise (Conservatory Melbourne Property Management) Pty. Ltd.#	Property management services	Australia	100	100
Subsidiaries of UEM Sunrise Management Services Sdn. Bhd.				
UEM Sunrise Project Services Sdn. Bhd.	Project management for property development	Malaysia	100	100
Rise Digital Sdn. Bhd.	Ceased operations	Malaysia	100	100
Subsidiaries of UEM Sunrise Properties Sdn. Bhd.				
UEM Sunrise Nusajaya Properties Sdn. Bhd.	Property investment	Malaysia	100	100
Nusajaya DCS Sdn. Bhd.	Provision of cooling plant facility services	Malaysia	100	100
Opera Retreat Sdn. Bhd.	Property investment	Malaysia	100	100
Puteri Harbour Convention Centre Sdn. Bhd.	Own and operate a convention centre	Malaysia	100	100

Note:

The financial statements of these subsidiary companies are audited for consolidated purposes.

* Subsidiaries not audited by Ernst & Young PLT or Ernst & Young.

** Canada Sunrise Development Corp (“CSDC”) was dissolved on 9 November 2023 by way of voluntary dissolution under Business Corporation Act (British Columbia). On 16 April 2025, CSDC was restored under the Business Corporation Act (British Columbia) for a period of 2 years ending 16 April 2027. CSDC is a wholly-owned subsidiary of Sunrise Holding Sarl, which in turn is a wholly-owned subsidiary of Sunrise International Development Ltd., both of which were dissolved on 21 December 2023 and 28 June 2024, respectively.

^ During the financial year, the subsidiary submitted its application to the CCM to strike off its name from the register of CCM pursuant to Section 550 of the Companies Act 2016. Subsequent to the financial year end the subsidiary had been struck off from register and dissolved following the publication of the notice of striking off pursuant to Section 551(3) of the Companies Act 2016 on 30 March 2026.

^^ The company indirectly owned 50% + 1 share in the subsidiary.

^^^ On 22 September 2025, this subsidiary had been struck off from register and dissolved following the publication of the notice of striking off pursuant to Section 551(3) of the Companies Act 2016.

**** Subsequent to the financial year end, this subsidiary submitted its application to the CCM to strike off its name from the register of CCM pursuant to Section 550 of the Companies Act 2016.

***** Subsequent to the financial year end, these subsidiaries submitted its application to the Accounting and Corporate Regulatory Authority (“ACRA”), to be struck off from the register pursuant to Section 344A of the Companies Act 1967. These subsidiaries names were published in the first gazette notification on 11 March 2026 and shall be struck off upon publication of their names in the final Gazette notification.

***** On 24 July 2025, UEM Sunrise (Australia) Sdn. Bhd., a wholly owned subsidiary, disposed of all its shares held in UEM Sunrise (Developments) Pty. Ltd. to UEM Sunrise (Land) Pty. Ltd., which was satisfied via the issuance of new ordinary shares by UEM Sunrise (Land) Pty. Ltd. to UEM Sunrise (Australia) Sdn. Bhd.

Notes to the Financial Statements
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47. Associates

Name of associates	Principal activities	Country of incorporation	Effective interest	
			2025 %	2024 %
UEM Sunrise Edgenta TMS Sdn. Bhd.	Investment holding and provision of real estate management services	Malaysia	30	30
Associates of UEM Land Berhad				
Inneonusa Sdn. Bhd.*	In Members’ Voluntary Winding Up	Malaysia	39	39
Setia Haruman Sdn. Bhd.*	Township development, property development, project development and sale of land	Malaysia	25	25
Scope Energy Sdn. Bhd.*	Property development	Malaysia	40	40
Sarandra Malaysia Sdn. Bhd.*	Managing and developing of marina club, investment holding and construction	Malaysia	40	40
Associate of Rocpoint (Proprietary) Ltd.				
Durban Point Development Company (Proprietary) Ltd.*	Property development	South Africa	40.2	40.2

Note:
* Associates not audited by Ernst & Young PLT or Ernst & Young.

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48. Joint ventures

Name of joint ventures	Principal activities	Country of incorporation	Effective interest	
			2025 %	2024 %
Desaru North Course Residences Sdn. Bhd.	Property development	Malaysia	51	51
Desaru South Course Land Sdn. Bhd.	Property development	Malaysia	51	51
Desaru South Course Residences Sdn. Bhd.	Property development	Malaysia	51	51
Nusajaya Premier Sdn. Bhd.	Property development and investment holding	Malaysia	80	80
Nusajaya Lifestyle Sdn. Bhd.	Property and real estate development, management and property management	Malaysia	49	49
Malaysian Bio-XCell Sdn. Bhd.*	Development and operation of a biotechnology park in the Southern Industrial Logistics Cluster in Iskandar Puteri, Iskandar Malaysia, (In receivership and in liquidation)	Malaysia	40	40
Joint ventures of UEM Land Berhad				
Cahaya Jauhar Sdn. Bhd.	Undertake the Turnkey Design and Build contract for the development of the Johor State New Administrative Centre (now known as Kota Iskandar) and State Government staff housing in Iskandar Puteri, Johor and provision of facilities maintenance and management services	Malaysia	60	60
Horizon Hills Development Sdn. Bhd.	Property development	Malaysia	50	50
Nusajaya Tech Park Sdn. Bhd.*	Property development	Malaysia	40	40
Nusajaya Consolidated Sdn. Bhd.*	Property development and related activities	Malaysia	50	50
Haute Property Sdn. Bhd.*	Property development and property marketing	Malaysia	40	40
FASTrack Iskandar Sdn. Bhd.	Property development and to develop, construct, operate and manage a motorsport city with related facilities and services	Malaysia	30	30

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48. Joint ventures (cont’d.)

Name of subsidiaries	Principal activities	Country of incorporation	Effective interest	
			2025 %	2024 %
Joint ventures of Sunrise Berhad				
Sime Darby Property Sunrise Development Sdn. Bhd.*	Property development	Malaysia	50	50
Sunrise MCL Land Sdn. Bhd.*	Property development and property investment	Malaysia	50	50
Joint venture of UEM Sunrise Properties Sdn. Bhd.				
UEM Sunrise WOTSO Malaysia Sdn. Bhd.*	Provision of flexible commercial office tenancies	Malaysia	50	50

Note:
* Joint ventures not audited by Ernst & Young PLT or Ernst & Young.

49. Disposal of an associate

On 28 June 2024, UEM Land Berhad (“UEML”), completed the Share Sale Agreement with KLK Land Sdn. Bhd. (“KLKL”) for the disposal of 100,000 ordinary shares and 353,600,000 redeemable non-convertible preference shares, representing 40% equity interest in Aura Muhibah Sdn. Bhd. (“AMSB”) for a total sale consideration of RM386,202,000 following the exercise of the call option over the sale shares by KLKL. A Second Deed of Rescission and Mutual Release (“2nd Deed”) was entered between UEML, KLKL and AMSB on 18 June 2024 for the termination of the Shareholders’ Agreement dated 23 October 2020.

- (a) The effects of the disposal to the statements of profit or loss of the Group are as follows:

	2024 Group RM’000
Proceeds from disposal	386,202
Carrying value of 40% interest in AMSB	(354,504)
Gain on disposal of 40% interest in AMSB (Note 6)	31,698

- (b) The effects of the disposal to the statements of cash flows of the Group are as follows:

	2024 Group RM’000
Proceeds from disposal	386,202
Less: Capital gain tax	(3,250)
Net proceeds received	382,952

- (c) The effects of the disposal to the statements of financial position of the Group are disclosed in Note 17.

Notes to the Financial Statements
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50. Material accounting policy information

The financial statements of the Group and of the Company are prepared under the historical cost convention, unless otherwise disclosed in the accounting policies below, and comply with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

The financial statements are presented in RM and all values are rounded to the nearest thousand (RM’000) except where otherwise indicated.

50.1 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except as follows:

- (a) On 1 January 2025, the Group and the Company adopted the following amendments to MFRS mandatory for annual financial periods beginning on or after 1 January 2025:

Amendments to MFRS 121: Lack of Exchangeability

The adoption of the above amendment does not have any significant impact on the financial performance or position of the Group and of the Company.

50.2 Standards and interpretations issued but not yet effective

The Group and the Company have not adopted the following new MFRSs and amendments to MFRS that have been issued but are not yet effective:

	Effective for the financial period beginning on or after
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Annual Improvement to MFRS Accounting Standards - Volume 11 for MFRS 1, MFRS 7, MFRS 9, MFRS 10 and MFRS 107	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
MFRS 18: Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19: Subsidiaries without Public Accountability Disclosure	1 January 2027
Amendments to MFRS 121: Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture or Joint Venture	To be announced

The Directors expect that the adoption of the above new MFRSs and amendments to MFRS will have no significant impact to the financial statements in the period of initial application.

In relation to MFRS 18, which introduces new presentation and disclosure requirements, including additional categories and subtotals in the statements of profit or loss and other comprehensive income, as well as disclosures of management-defined performance measures, the Group and the Company have performed a preliminary high-level assessment. The Group and the Company will continue to evaluate the effects of adopting MFRS 18 on the financial statements.

50. Material accounting policy information (cont'd.)

50.3 Summary of material accounting policy information

(a) Basis of consolidation

Pursuant to the restructuring in 2008, the Company was introduced as a new parent company. The introduction of the Company constitutes a Group reconstruction and has been accounted for using merger accounting principles, thus depicting the combination of those entities as if they have been in the combination for the current and previous financial years.

Business combinations involving entities under common control are accounted for by applying the merger accounting method. The assets and liabilities of the combining entities are reflected at their carrying amounts reported in the consolidated financial statements of the controlling holding company. Any difference between the consideration paid and the share capital of the ‘acquired’ entity is reflected within equity as merger reserve/deficit. The profit or loss reflects the results of the combining entities for the full year, irrespective of when the combination takes place.

The consolidated financial statements comprise the financial statements of the Company and subsidiaries under its control as at 31 December 2025.

(b) Sales and Service Tax (“SST”)

Revenue is recognised net of SST charged to customers. Expenses and assets are recognised inclusive of SST. The amount payable to taxation authority is included as payables in the statements of financial position.

(c) Global Minimum Tax

On 2 June 2023, the MASB has issued the Amendments to MFRS 112 Income Taxes International Tax Reform - Pillar Two Model Rules. This pronouncement is effective from annual period beginning on or after 1 January 2023. On 29 December 2023, Pillar Two legislation has been enacted in Malaysia, which will come into effect on 1 January 2025.

As the Group is consolidated beneath UEM Group Berhad (“UEM”) and UEM is the ultimate parent entity of a multinational group that falls within the scope of Pillar Two Rules (with annual consolidated revenues of at least EURO 750,000,000), the Group would fall within the scope of the Pillar Two Rules. Pillar Two legislation has been enacted in Malaysia and it is effective for the financial year beginning on 1 January 2025.

UEM has performed an assessment of its potential exposure to Pillar Two income taxes based on the relevant Group entities’ financial information for the financial year 2025. Based on the Transitional Country by Country Report Safe Harbour assessment carried out, all jurisdictions, except for Malaysia, qualify for the Transitional Safe Harbour relief. However, Malaysia will not be subject to any Top-up Tax exposure upon performing the Global Anti-Base Erosion (“GloBE”) calculation.

Accordingly, there is no current tax expense in relation to Pillar Two for the Group. In addition, the Group has applied the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes.

50. Material accounting policy information (cont'd.)

50.4 Critical judgements and accounting estimates

Judgements, estimates and assumptions concerning the future are made in the preparation of the financial statements. They affect the application of the Group’s accounting policies, reported amounts of assets, liabilities, income and expenses, and disclosures made. They are assessed on an ongoing basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(i) Tax recoverable for BND legal case

As disclosed in Note 42(a), Bandar Nusajaya Development Sdn. Bhd. (“BND”) received an additional assessment from the Inland Revenue Board (“IRB”) for additional tax payable and tax penalty in respect of year of assessment 2006 totalling to RM73,800,000 which has been paid in full. As the Group is disputing the additional assessment, the amount paid is recorded as receivable instead of tax expense in the financial statements. The collectability of the receivable of RM73,800,000 is dependent on the ultimate outcome of the legal proceedings.

(ii) Additional tax assessment related to tax deductibility of bumiputera quota waiver

In 2021, the Group had initiated legal proceeding via UEM Land in relation to additional tax assessment on deductibility of bumiputra quota waiver being served to UEM Land amounted to RM8,500,000, details are disclosed in Note 42(b). In addition, a joint venture company was served with additional tax assessment of RM8,600,000 and a High Court held that deduction is allowed under Section 33(1) of the Income Tax Act, while certain subsidiaries of the Company are disputing the payment of RM6,500,000 in relation to the additional tax assessment of the same matter.

Upon taking into account the advice from the Group’s tax consultants and solicitors, the Group believes that there are reasonable grounds and good basis to appeal and contest the additional assessment. As such, none of the additional tax assessment have been expensed to profit or loss. The recognition of the tax expenses to profit or loss is dependent on the ultimate outcome of the legal proceedings.

(iii) Income tax and deferred tax assets

Judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain. The Group recognises liabilities for expected tax based on estimates of whether additional taxes will be due.

Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the year in which such determination is made.

Deferred tax assets are recognised for all unutilised tax losses and unabsorbed capital allowances to the extent that it is probable that taxable profits will be available against which the losses and capital allowances can be utilised. Significant management judgement is required to determine the amount of deferred tax assets can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The carrying amount of deferred tax as at reporting date is disclosed in Note 24.

50. Material accounting policy information (cont’d.)

50.4 Critical judgements and accounting estimates (cont’d.)

(a) Key sources of estimation uncertainty (cont’d.)

(iv) Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis and at other times when such indication exists. This requires an estimation of the fair value less costs to sell and value-in-use (“VIU”) of the CGU to which the goodwill is allocated. Estimating the VIU requires the Group to make an estimate of the expected future cash flows from the CGU and also to apply a suitable discount rate in order to calculate the present value of those cash flows. Details of goodwill are disclosed in Note 22.

(v) Revenue recognition of property development activities

Revenue on property development activities are recognised in accordance with the accounting policy in Note 4. The terms of the property development contracts and the laws that apply to these contracts, will determine whether the control of the properties sold is transferred and the corresponding revenue is recognised over time or at a point in time.

The Group recognises certain of its property development activities over time or based on the percentage of completion method using the input method which is based on the actual cost incurred to date on the property development project as compared to the total budgeted cost for the respective development projects. Revenue from property development activities of the Group that is recognised over time amounts to RM1,243,841,000 (2024: RM923,088,000).

Significant judgement is required in determining the progress towards complete satisfaction of the performance obligation and this includes determining the extent of property development costs incurred and the total estimated costs of property development, which in turn is used to determine the percentage of completion and gross profit margin of property development activities undertaken by the Group. In making these judgements, management relies on past experience and the work of specialist.

(vi) Provision for construction costs

The Group recognises a provision for construction costs relating to estimated final claims by contractors which have not been finalised.

Significant judgement is required in determining the extent of the costs to be incurred and in making the judgement, the Group evaluates based on past experience, external economic factors and by relying on the work of specialists.

The carrying amount of the Group’s provision for construction costs as at reporting date is disclosed in Note 37.

50. Material accounting policy information (cont’d.)

50.4 Critical judgements and accounting estimates (cont’d.)

(a) Key sources of estimation uncertainty (cont’d.)

(vii) Provision for foreseeable losses for low cost housing

Provision for foreseeable losses for low cost housing is recognised for anticipated losses to be incurred for the development of low cost housing under the requirements of the local Government attributable to a premium housing project. The Group is of the view that the expected costs should be accrued progressively as and when the premium housing is constructed.

Significant judgement is required in determining the amount of the foreseeable losses for low cost housing, as the construction of low cost housing is typically over the life of township development spanning more than few financial years. Regulatory, technological and economics changes may result in significant changes to the provision amount which will subsequently affect the profitability of premium housing.

The carrying amount of the Group’s provision for foreseeable losses for low cost housing as at reporting date is disclosed in Note 37.

(viii) Net realisable value of completed property development units and others classified as inventories

Inventories - completed properties and others are stated at the lower of cost or net realisable value. The Group estimates the net realisable value of inventories based on an assessment of expected sales prices.

Inventories - completed properties and others are reviewed on a regular basis and the Group will make an allowance for impairment primarily based on historical trends and management estimates of expected and future product demand and related pricing.

Demand and pricing levels could change from time to time. If such factors result in an adverse effect on the Group’s products, the Group provides additional allowances for slow moving inventories.

The carrying amount of the Group’s inventories - completed properties and others as at 31 December 2025 is disclosed in Note 27(a).

(ix) Impairment of interests in subsidiaries, associates and joint ventures

At each reporting date, the Group and the Company assess if any indication of impairment exists. If there is any indication, the Group and the Company will make an estimate of the recoverable amounts of its interests. This requires an estimation of the fair value less costs to sell and value-in-use of the cash-generating units of its interests in subsidiaries, joint ventures and associates. Significant judgement is required in determining the estimated realisable value of the net assets and potential third party claims and other liabilities. In making the judgement, the Group relies on independent accredited third-party valuers assessment in determining the fair value less costs to sell.

The carrying amount as at 31 December 2025 is disclosed in Note 16, Note 17 and Note 19.

Group Directory

Corporate Office

UEM SUNRISE BERHAD (Head Office)

Level U1, Block C5, Solaris Dutamas
Jalan Dutamas 1
50480 Kuala Lumpur
Wilayah Persekutuan

Southern Office

UEM SUNRISE BERHAD

Level 6, Imperia Office Tower
Jalan Laksamana 1, Puteri Harbour
79250 Iskandar Puteri
Johor Darul Ta’zim

Australia Office

UEM SUNRISE (DEVELOPMENTS) PTY. LTD.

Suite 601, Aurora Melbourne Central
232 La Trobe Street
Melbourne VIC 3000
Australia

Retail and Property Investment (Central)

MERCU SUMMER SUITES

8, Jalan Cendana
off Jalan Sultan Ismail
50250 Kuala Lumpur
Wilayah Persekutuan

PUBLIKA SHOPPING GALLERY

Level U1, Solaris Dutamas
Jalan Dutamas 1
50480 Kuala Lumpur
Wilayah Persekutuan

SYMPHONY HILLS

Symphony Hills Clubhouse
Persiaran Simfoni, Cyber 9
63000 Cyberjaya
Selangor Darul Ehsan

THE BEAT at KIARA BAY

Kiara Bayu
51, Persiaran Putra Bayu, Kepong
52100 Kuala Lumpur
Wilayah Persekutuan

Retail and Property Investment (Southern)

ANJUNG NEIGHBOURHOOD CENTRE

Persiaran Ledang Heights
79250 Iskandar Puteri
Johor Darul Ta’zim

MARINA WALK, PUTERI HARBOUR

Persiaran Puteri Selatan
Puteri Harbour
79000 Iskandar Puteri
Johor Darul Ta’zim

PORT OF PUTERI HARBOUR, FERRY TERMINAL

Terminal Feri
Persiaran Puteri Selatan
Pengkalan Puteri
79100 Iskandar Puteri
Johor Darul Ta’zim

TEEGA, PUTERI HARBOUR

Menara Teega
Jalan Lebuhr Laksamana
Puteri Harbour
79250 Iskandar Puteri
Johor Darul Ta’zim

UEM Sunrise Property Sales Gallery (Central)

KAIA HEIGHTS SALES GALLERY

Jalan Equine 9
43300 Seri Kembangan
Selangor Darul Ehsan
Tel: +6019-339 9085

KIARA BAY SALES GALLERY

Karya Bayu Metropolitan
51, Persiaran Putra Bayu, Kiara Bay
52100 Kuala Lumpur
Wilayah Persekutuan
Tel: +6012-818 1259

MONT’KIARA SALES GALLERY

21, Jalan Kiara, Mont’Kiara
50480 Kuala Lumpur
Wilayah Persekutuan
Tel: +6017-982 3011

SERENE HEIGHTS SALES GALLERY

Persiaran Serene, Serene Heights
43500 Semenyih
Selangor Darul Ehsan
Tel: +6012-648 7433

SYMPHONY HILLS SALES GALLERY

Persiaran Simfoni, Cyber 9
63000 Cyberjaya
Selangor Darul Ehsan
Tel: +6012-880 7059

UEM Sunrise Property Sales Gallery (Southern)

UEM SUNRISE SALES GALLERY, SOUTHERN

UEM Sunrise Gallery, Persiaran
Sentral Gerbang Nusajaya
79200 Iskandar Puteri
Johor Darul Ta’zim
Tel: +607-277 3788

UEM Sunrise Property Sales Gallery (Subiaco, Western Australia)

ONE OVAL DISPLAY SUITE

202 Subiaco Road
Subiaco WA 6008
Australia

Analysis of Shareholdings

As at 24 March 2026

SHARE CAPITAL

Total number of Issued and Paid-up Shares : 5,058,476,221 ordinary shares
Voting Rights : One vote per ordinary share held

DISTRIBUTION SCHEDULE FOR ORDINARY SHARES

Size of Holdings	No. of shareholders	%	Total shareholdings	%
Less than 100	3,274	9.92	101,114	0.00
100 to 1,000	8,932	27.06	4,592,043	0.09
1,001 to 10,000	13,497	40.89	63,237,614	1.25
10,001 to 100,000	6,176	18.71	203,744,661	4.03
100,001 to 252,923,811 (less than 5% of issued shares)	1,128	3.42	1,268,268,826	25.07
252,923,811 and above (5% and above of issued shares)	1	0.00	3,518,531,963	69.56
Total	33,008	100.00	5,058,476,221	100.00

30 LARGEST SHAREHOLDERS AS PER THE RECORD OF DEPOSITORS

No.	Name of Shareholder	No. of Shares held	% of Issued shares
1.	UEM GROUP BERHAD	3,518,531,963	69.56
2.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD URUSHARTA JAMAAH SDN. BHD. (1)	152,940,600	3.02
3.	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 14)	50,483,800	1.00
4.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 1)	46,897,300	0.93
5.	CITIGROUP NOMINEES (ASING) SDN BHD CBLDN FOR POLUNIN EMERGING MARKETS SMALL CAP FUND, LLC	42,924,834	0.85
6.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD.	41,306,100	0.82
7.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LEEF)	38,639,700	0.76
8.	LIEW SWEE MIO @ LIEW HOI FOO	33,000,000	0.65
9.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LBF)	24,971,500	0.49
10.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	20,167,955	0.40

Analysis of Shareholdings
As at 24 March 2026

No.	Name of Shareholder	No. of Shares held	% of Issued shares
11.	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR EASTSPRING INVESTMENTSSMALL-CAP FUND	19,547,600	0.39
12.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND	18,580,600	0.37
13.	CARTABAN NOMINEES (ASING) SDN BHD THE BANK OF NEW YORK MELLON FOR DELAWARE GROUP GLOBAL & INTERNATIONAL FUNDS DELAWARE EMERGING MARKETS FUND	17,000,000	0.34
14.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (NOMURA)	16,732,800	0.33
15.	CITIGROUP NOMINEES (ASING) SDN BHD CBNY FOR ISHARES CORE MSCI EMERGING MARKETS ETF	14,314,157	0.28
16.	DB (MALAYSIA) NOMINEE (ASING) SDN BHD SSBT FUND J724 FOR SPDR PORTFOLIO EMERGING MARKETS ETF	12,602,288	0.25
17.	HSBC NOMINEES (ASING) SDN BHD EXEMPT AN FOR BANK JULIUS BAER & CO. LTD. (SINGAPORE BCH)	12,591,365	0.25
18.	HONG LEONG ASSURANCE BERHAD AS BENEFICIAL OWNER (UNITLINKED BCF)	11,169,400	0.22
19.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (AM INV)	11,088,100	0.22
20.	CHU BENG HAN	10,900,000	0.21
21.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (KENANGA)	10,628,300	0.21
22.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II	10,450,500	0.21
23.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD LEMBAGA TABUNG HAJI (PRINCIPAL)	10,000,000	0.20
24.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (DR)	9,257,600	0.18
25.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (CPIAM EQ)	9,250,000	0.18
26.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (ESPRING ABSR EQ)	9,151,700	0.18

Analysis of Shareholdings
As at 24 March 2026

No.	Name of Shareholder	No. of Shares held	% of Issued shares
27.	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR UBS AG SINGAPORE (FOREIGN)	7,795,000	0.15
28.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LGF)	7,176,400	0.14
29.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 3)	6,562,400	0.13
30.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (ESPG IV SC E)	6,500,000	0.13
TOTAL		4,201,161,962	83.05

SUBSTANTIAL SHAREHOLDERS
As per the Register of Substantial Shareholders

Name	No.of shares			
	Direct	%	Indirect	%
1. UEM Group Berhad	3,518,531,963	69.56	-	-
2. Khazanah Nasional Berhad*	-	-	3,518,531,963	69.56

Note:
* Deemed interested by virtue of being the holding company of UEM Group Berhad

STATEMENT OF DIRECT AND DEEMED INTERESTS IN THE SECURITIES OF THE COMPANY AND ITS RELATED CORPORATIONS

ORDINARY SHARES OF UEM SUNRISE BERHAD

No.	Name	No. of shares			
		Direct	%	Indirect	%
DIRECTORS					
1.	Datuk Hisham Hamdan	-	-	-	-
2.	Shaharul Farez Hassan	-	-	-	-
3.	Christina Foo	-	-	-	-
4.	Datuk Amran Hafiz Affifudin	-	-	-	-
5.	Reagan Chan Chung Cheng	-	-	-	-
6.	Chari TVT	-	-	-	-
7.	Datin Sri Badrunnisa Mohd Yasin Khan	-	-	-	-
8.	Dato’ Sr. Azmar Talib	-	-	-	-
9.	Eric Chan Kok Leong	-	-	-	-
10.	Grace Yap Mei Wan	-	-	-	-

List of Material Properties Held by The Group

	Location and address of property	Brief description and existing use	Area (sq meters)	Tenure and year of expiry	Age of building (years)	Net book value as at 31/12/2025 RM'000	Date of revaluation/ acquisition
1	Iskandar Puteri (fka Bandar Nusajaya) Iskandar Development Region Johor Darul Takzim	Land held for property development and development in progress	16,869,492	Freehold	-	2,438,821	1995
2	PTD 26684-26685, 26687-26689, 26691-26693 Mukim Batu, Daerah Kuala Lumpur Wilayah Persekutuan Kuala Lumpur	Land held for property development	251,970	Leasehold expiring on 29-Dec-2112	-	818,445	2-Apr-19
3	Solaris Dutamas 1 Jalan Dutamas 1 50480 Kuala Lumpur	Building - Retail	150,187	Freehold	15	342,632	25-Jul-11
4	PTD 44503-44504, 44506, 44520, 44533 Mukim Semenyih, Daerah Ulu Langat Selangor Darul Ehsan	Land held for property development	367,849	Freehold	-	450,663	29-Sep-11
5	GM 4733 Lot 149 Seksyen 58 Bandar of Kuala Lumpur Daerah Kuala Lumpur	Land held for property development	6,434	Freehold	-	320,909	4-Jun-11
6	Arcoris GM 9305 Lot 80199 Mukim Batu Daerah Kuala Lumpur	Building - Hotel	66,397	Freehold	8	190,357	20-Mar-12
7	PN 33305 Lot 78, 33306 Lot 79 and 96122 Lot 48 Seksyen 13, Bandar Petaling Jaya Daerah Petaling, Selangor	Land held for property development	40,193	99 years lease expiring between 25/03/2065 to 10/03/2066	-	229,229	10-Mar-21
8	PT 6584-6585, Mukim Kuala Lumpur Wilayah Persekutuan Kuala Lumpur	Land held for property development	46,130	99 years lease expiring on 01-Jul-2102	-	186,004	28-Aug-20
9	21-53 Hoddle Street, Collingwood Melbourne, Australia	Land held for property development	5,390	Freehold	-	94,134	18-Jun-20
10	PN 9988 Lot 1108 Pekan Kajang Daerah Ulu Langat Selangor Darul Ehsan	Land held for property development	136,205	99 years lease expiring on 22-Dec-2090	-	92,330	14-Jun-11
11	Aurora Retail 224-252 La Trobe Street Melbourne, Australia	Building - Retail	2,123	Freehold	8	69,844	24-Aug-18
12	Geran 60863 Lot 58689 Mukim Batu Daerah Kuala Lumpur	Land held for property development	15,308	Freehold	-	235,278	14-Jun-11
13	Lot 108537-108538 Mukim Dengkil, Daerah Sepang Selangor Darul Ehsan	Land held for property development	25,978	Freehold	-	45,644	31-Dec-08
14	Lot PT 67 Seksyen 40 Mukim Petaling, Daerah Petaling Selangor Darul Ehsan	Land held for property development	36,609	Freehold	-	181,930	6-Jun-23

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Eighteenth Annual General Meeting (“18th AGM”) of UEM Sunrise Berhad (the “Company”) will be held at the Ballroom, The Space, Level 2, Menara KEN TTDI, No. 37, Jalan Burhanuddin Helmi, Taman Tun Dr. Ismail, 60000 Kuala Lumpur on Thursday, 11 June 2026 at 10.00 a.m. for the following business:

AGENDA

Ordinary Business

1.

To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and Auditors thereon.
2.

To re-elect the following Directors, who retire in accordance with Article 93 of the Company’s Constitution and, being eligible, have offered themselves for re-election:

(i)

YBhg Datuk Hisham Hamdan

(ii)

Mr Chari TVT
3.

To re-elect the following Directors, who retire in accordance with Article 100 of the Company’s Constitution and, being eligible, have offered themselves for re-election:

(i)

En Shaharul Farez Hassan

(ii)

Mr Eric Chan Kok Leong

(iii)

Ms Grace Yap Mei Wan
4.

To approve the Directors’ fees and the payment thereof to the Directors for the period from 12 June 2026 until the next AGM of the Company, to be payable on a quarterly basis as follows:

	Non-Executive Chairman		Non-Executive Director/Member	
Directors’ Fees/ person	Per Quarter (RM)	Per Annum (RM)	Per Quarter (RM)	Per Annum (RM)
Board	60,000	240,000	37,500	150,000
Audit Committee	12,500	50,000	7,500	30,000
Other Board Committees	9,000	36,000	6,000	24,000

5.

To approve the payment of Directors’ benefits (excluding Directors’ fees) to the Non-Executive Chairman and Non-Executive Directors based on the following table of benefits and remuneration for the period from 12 June 2026 until the next AGM of the Company:

Ordinary Resolution 1
Ordinary Resolution 2

Ordinary Resolution 3
Ordinary Resolution 4
Ordinary Resolution 5

Ordinary Resolution 6

Notice of Annual General Meeting

Description		Directors’ remuneration/benefits	
Offsite allowance will be paid to Directors for the following:		RM1,000 per day	
(i) Attending meetings with Government representatives or third parties such as consultants, bankers and advisors on behalf of the Company; or			
(ii) Visiting project and/or reference sites to advise management and/or the Company.			
Meeting allowance for ad-hoc or temporary Board Committees established for specific purposes.	(i)	Chairman of committee	
	(ii)	Member of committee	
		- RM2,000 per meeting	
		- RM1,000 per meeting	
Discount for purchase of property by Directors, which is the same policy applied for employees.	(i)	Up to 10% discount will be given once in 5 years for residential property; and	
	(ii)	For subsequent purchase of residential property within 5 years’ period or any non-residential property purchase, up to 3% discount will be given.	
Benefits for Chairman:			
(i)	Car allowance	(i)	RM3,400 per month
(ii)	Car maintenance, fuel and other claimable benefits	(ii)	Up to RM32,100 per annum

6. To appoint Messrs Ernst & Young PLT as Auditors and to authorise the Directors to fix their remuneration.

7. To transact any other business for which due notice shall have been given.

NOTICE IS HEREBY GIVEN THAT for the purpose of determining a member who shall be entitled to attend this 18th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. in accordance with the provisions under Article 65 of the Company’s Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991 to issue a General Meeting Record of Depositors (“ROD”) as at 5 June 2026. Only a depositor whose name appears on the ROD as at 5 June 2026 shall be entitled to attend this 18th AGM or appoint a proxy(ies) to attend, participate, speak and vote on his/her behalf.

By Order of the Board

LIEW IRENE (SSM PC No. 201908001893) (MAICSA 7022609)
LIM POH CHUN (SSM PC No. 201908001892) (MAICSA 7063323)
Company Secretaries

Kuala Lumpur
30 April 2026

Ordinary Resolution 7

Ordinary Resolution 8

Notice of Annual General Meeting

NOTES:

1. PROXY

- Shareholders may submit questions to the Board of Directors in advance prior to the 18th AGM via the Share Registrars’ website, Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com> or email to the Company’s Investor Relations at ir@uemsunrise.com in relation to the agenda items for the 18th AGM no later than 10.00 a.m. on Wednesday, 3 June 2026.
- Every member including authorised nominees as defined under the Securities Industry (Central Depositories) Act, 1991 (Central Depositories Act) and authorised nominees defined under the Central Depositories Act which are exempted from compliance with the provisions of subsection 25A(1) of the Central Depositories Act (Exempt Authorised Nominees) which hold ordinary shares in the Company for multiple beneficial owners in one securities account (Omnibus Account), is entitled to appoint another person as his/her proxy to exercise all or any of his/her rights to attend, participate, speak and vote instead of him/her at the AGM and that such proxy need not be a member.
- Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholdings to be represented by each proxy.
- The instrument appointing a proxy (Form of Proxy) shall be in writing under the hand of the member or his/her attorney duly authorised in writing or, if the member is a corporation, shall either be executed under its common seal or under the hand of two (2) authorised officers, one of whom shall be a director, or in the case of a sole director, by that director in the presence of a witness who attests the signature or of its attorney duly authorised in writing.
- The Form of Proxy duly completed must be deposited at the Share Registrars’ office, Boardroom Share Registrars Sdn. Bhd. at 11th Floor, Menara Symphony, No. 5, Jalan Professor Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan not less than forty-eight (48) hours before the time of holding the AGM. The proxy appointment may also be lodged electronically through the Share Registrars’ website, Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com> not less than forty-eight (48) hours before the time of holding the AGM.
- If the Form of Proxy is submitted without any instruction as to how the proxy shall vote, the proxy will vote in his/her discretion. Any alteration to the Form of Proxy must be initialled. If no name is inserted in the space provided for the name of your proxy, the Chairman of the Meeting will act as your proxy.
- Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice are to be voted on a poll.

2. AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

The Audited Financial Statements are laid in accordance with Section 340(1)(a) of the Companies Act 2016 (the “Act”) for discussion only under Agenda item 1 and do not require shareholders’ approval. Hence, this item is not put forward for voting.

3. ORDINARY RESOLUTIONS 1, 2, 3, 4 AND 5 – RE-ELECTION OF DIRECTORS

- The Nominations & Remuneration Committee (“NRC”) has considered the performance, contribution and competencies of each of the retiring Directors and has also assessed the retiring Directors against the Company’s fit and proper criteria as well as independence of the Independent Non-Executive Director (“INED”) seeking re-election.
- Based on the results of the Board & Directors Effectiveness Evaluation (“BDEE”) conducted for the financial year ended 31 December 2025 by an independent consultant, the performance, contribution and competencies of each of the retiring Directors were found to be satisfactory.
- The retiring Directors also provided the fit and proper declarations in the prescribed form in accordance with the Fit and Proper Policy of the Company. Based on the assessment and evaluation carried out by NRC, the retiring Directors satisfied the Company’s fit and proper criteria with regard to:
 - Probity, reputation, personal and financial integrity
 - Experience and competency
 - Time and commitment
- The retiring INED has also fulfilled the independence criteria set out in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and other independence criteria applied by the Company.
- The Board has endorsed the NRC’s recommendation to seek shareholders’ approval for the re-election of the retiring Directors and the Board’s statements of support are set out in the Statement Accompanying Notice of AGM. The retiring Directors had abstained from deliberations and decisions on their re-election at the NRC and Board meetings.
- The details and profiles of the Directors who are standing for re-election at the 18th AGM are provided in the Board of Directors’ Profile section in the Company’s Integrated Annual Report 2025.

4. DIRECTORS’ FEES AND BENEFITS PAYABLE TO THE NON-EXECUTIVE CHAIRMAN AND NON-EXECUTIVE DIRECTORS

- Pursuant to Section 230(1) of the Act, the shareholders’ approval shall be sought for the Directors’ fees and benefits in the following resolutions:

Notice of Annual General Meeting

- (a)

Ordinary Resolution 6 on payment of Directors’ fees to the Directors for the period from 12 June 2026 until the next AGM of the Company on a quarterly basis; and
- (b)

Ordinary Resolution 7 on payment of Directors’ benefits (excluding Directors’ fees) to the Non-Executive Chairman and Non-Executive Directors for the period from 12 June 2026 until the next AGM of the Company.
- 4.2

The Company’s Remuneration Policy for Directors and Senior Management sets out the procedures in determining the remuneration for the Directors. It provides that the NRC shall periodically review the remuneration framework of the Directors.
- 4.3

The Directors’ fees and benefits remained unchanged as per the fees and benefits approved at the last AGM held on 11 June 2025.
- 4.4

The benefits for the Non-Executive Chairman serve as a unique feature of the Company to attract and retain leadership for the Board and are given in recognition of the significant role in leadership and oversight including the wide-ranging scope of responsibilities expected of the position.
- 4.5

UEM Group Berhad waived all fees and allowances for services to be rendered by Datuk Hisham Hamdan and Mr Reagan Chan Chung Cheng as Non-Executive Chairman and Non-Executive Director of the Company, respectively, since their date of appointment to the Board on 1 July 2023, in accordance with Khazanah Nasional Berhad’s internal policy.

5. ORDINARY RESOLUTION 8 – APPOINTMENT OF AUDITORS AND AUDIT FEES

- 5.1

The Audit Committee had, at its meeting held on 17 March 2026, conducted an annual assessment of the suitability and independence of the external auditors, Messrs Ernst & Young PLT.
- 5.2

In its assessment, the Audit Committee considered several factors which include the following:

(a)

Adequacy of experience and resources provided to the Group by the external auditors and the level of knowledge, capabilities and experience of the professional staff assigned to the audit;

(b)

Quality of performance and level of engagement with the Audit Committee and the Group based on feedback obtained via assessment questionnaires from the Company’s personnel who had substantial contact with the external audit team throughout the year;

(c)

Ability to provide constructive observations, implications and recommendations in areas requiring improvements;

- (d)

Appropriateness of audit approach and the effectiveness of audit planning;
- (e)

Ability to perform audit work within agreed timeframe; and
- (f)

Independence and objectivity of the external auditors when interpreting standards/policies adopted by the Company and the level of non-audit services rendered by the external auditors.
- 5.3

Being satisfied with the performance, technical competency, audit approach as well as audit independence of Messrs Ernst & Young PLT, the Audit Committee has recommended the appointment of Messrs Ernst & Young PLT as external auditors of the Company for the financial year ending 31 December 2026.
- 5.4

The Board had, at its meeting held on 30 March 2026, endorsed the Audit Committee’s recommendation for the shareholders’ approval to be sought at the 18th AGM on the appointment of Messrs Ernst & Young PLT as external auditors of the Company for the financial year ending 31 December 2026 in accordance with Section 340(1)(c) of the Act.
- 5.5

The Board is also seeking shareholders’ approval to authorise the Directors to fix the remuneration of the external auditors for the financial year ending 31 December 2026 in accordance with Section 274(1)(a) of the Act.

6. PERSONAL DATA PRIVACY

By submitting a Form of Proxy or an instrument appointing a representative(s) to attend, participate, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member’s personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the Purposes), (ii) warrants that where the member discloses the personal data of the member’s proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member’s breach of warranty.

Statement Accompanying Notice of Annual General Meeting (“AGM”)

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

The details of the Directors who are standing for re-election at the 18th AGM are provided in the Board of Directors’ Profile section in the Integrated Annual Report 2025.

Based on the Nominations & Remuneration Committee’s review, the Board found that the performance, contribution and competencies of the following retiring directors in the discharge of their duties assessed during the Board & Directors Effectiveness Evaluation (“BDEE”) for the financial year 2025, as well as from the assessment of new appointment and their fit and proper criteria, were satisfactory, salient details as below:

1.

Datuk Hisham Hamdan
He has contributed effectively to the Board’s deliberation. He has demonstrated strong leadership, diligence and commitment in his role as Board Chairman. He brings extensive expertise and experience in investments with profit and loss responsibility, corporate finance, strategy and business development, as well as investment banking to the Board. He has served on the Board for 2 years 8½ months as at 24 March 2026 since the date of his appointment as Non-Independent Non-Executive Chairman on 1 July 2023.
2.

Chari TVT
He has contributed effectively to the Board’s deliberations. He has demonstrated strong commercial and technology savviness, astute financial and cost management, as well as diligence and commitment, particularly in his role as Chairman of the Board Governance & Risk Committee and as a member of the Audit Committee. He brings extensive experience to the Board in corporate finance and digital and technological matters, drawing from his past experience in the telecommunications industry. He has served on the Board for 5 years 4½ months as at 24 March 2026 since the date of his appointment as Independent Non-Executive Director on 5 November 2020.
3.

Shaharul Farez Hassan
He has contributed effectively to the Board’s deliberations. He has demonstrated extensive experience in corporate leadership, financial management, strategic planning and operations management across multiple sectors, including real estate, hospitality, automotive and infrastructure. He has served on the Board for 4 months as at 24 March 2026 since the date of his appointment as MD/CEO on 17 November 2025.
4.

Eric Chan Kok Leong
He has contributed effectively to the Board’s deliberations. He has demonstrated extensive experience in property development, corporate finance and investment banking. He provides valuable perspectives on strategic matters and has played an active role in driving strategic collaborations, particularly as Chairman of the Board Tender Committee and a member of the Audit Committee and Board Development Committee. He has served on the Board for 7 months as at 24 March 2026 since the date of his appointment as Independent Non-Executive Director on 21 August 2025.
5.

Grace Yap Mei Wan
She has contributed effectively to the Board’s deliberations. She has extensive experience spanning corporate and commercial law, real estate, capital markets, mergers and acquisitions, corporate governance, compliance and risk management. She provides valuable legal and governance perspectives and demonstrates sound judgement, particularly as a member of the Board Tender Committee and Board Governance & Risk Committee. She has served on the Board for 4½ months as at 24 March 2026 since the date of her appointment as Independent Non-Executive Director on 3 November 2025.

The retiring Directors have abstained themselves from deliberation and decision by the Board on their respective re-election. The Board upon due deliberation, resolved to support and approve the proposed re-election of Datuk Hisham Hamdan, Mr Chari TVT, En Shaharul Farez Hassan, Mr Eric Chan Kok Leong and Ms Grace Yap Mei Wan to be tabled at the 18th AGM of the Company, as recommended by the Nominations & Remuneration Committee.

No individual is standing for election as a Director at the 18th AGM.

FORM OF PROXY

UEM SUNRISE BERHAD
Registration no. 200801028815 (830144-W)
(Incorporated in Malaysia)



I/We _____ NRIC/Company No. _____

of _____

being a member of UEM Sunrise Berhad (the "Company") hereby appoint: _____

Full Name (in Block Letters)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Email Address			
Mobile Phone No.			

and/or failing him/her

Full Name (in Block Letters)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Email Address			
Mobile Phone No.			

or failing him/her, the Chairman of the Meeting as my/our proxy to vote for me/us on my/our behalf at the Eighteenth Annual General Meeting ("18th AGM") of the Company to be held at the Ballroom, The Space, Level 2, Menara KEN TTDI, No. 37, Jalan Burhanuddin Helmi, Taman Tun Dr. Ismail, 60000 Kuala Lumpur on Thursday, 11 June 2026 at 10.00 a.m. or at any adjournment thereof.

(Please indicate with an "X" in the boxes provided how you wish your vote to be cast. If you do not do so, the proxy will vote or abstain from voting at his/her discretion.)

ORDINARY RESOLUTIONS	NO.	FOR	AGAINST
To re-elect Datuk Hisham Hamdan who is retiring in accordance with Article 93 of the Company's Constitution.	1		
To re-elect Mr Chari TVT who is retiring in accordance with Article 93 of the Company's Constitution.	2		
To re-elect En Shaharul Farez Hassan who is retiring in accordance with Article 100 of the Company's Constitution.	3		
To re-elect Mr Eric Chan Kok Leong who is retiring in accordance with Article 100 of the Company's Constitution.	4		
To re-elect Ms Grace Yap Mei Wan who is retiring in accordance with Article 100 of the Company's Constitution.	5		
To approve the payment of Directors' fees for the period from 12 June 2026 until the next AGM of the Company on a quarterly basis.	6		
To approve the payment of Directors' benefits (excluding Directors' fees) to the Non-Executive Chairman and Non-Executive Directors for the period from 12 June 2026 until the next AGM of the Company.	7		
To appoint Messrs Ernst & Young PLT as Auditors and to authorise Directors to fix their remuneration.	8		

Signature or Common Seal of Member

No. of shares	
CDS Account No.	
Telephone No.	

Signed this _____ day of _____ 2026

NOTES

1. Shareholders may submit questions to the Board of Directors in advance prior to the 18th AGM via the Share Registrars’ website, Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com> or email to the Company’s Investor Relations at ir@uemsunrise.com in relation to the agenda items for the 18th AGM no later than 10.00 a.m. on Wednesday, 3 June 2026.
2. Every member including authorised nominees as defined under the Securities Industry (Central Depositories) Act, 1991 (Central Depositories Act) and authorised nominees defined under the Central Depositories Act which are exempted from compliance with the provisions of subsection 25A(1) of the Central Depositories Act (Exempt Authorised Nominees) which hold ordinary shares in the Company for multiple beneficial owners in one securities account (Omnibus Account), is entitled to appoint another person as his/her proxy to exercise all or any of his/her rights to attend, participate, speak and vote instead of him/her at the AGM and that such proxy need not be a member.
3. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholdings to be represented by each proxy.
4. The instrument appointing a proxy (Form of Proxy) shall be in writing under the hand of the member or his/her attorney duly authorised in writing or, if the member is a corporation, shall either be executed under its common seal or under the hand of two (2) authorised

- officers, one of whom shall be a director, or in the case of a sole director, by that director in the presence of a witness who attests the signature or of its attorney duly authorised in writing.
5. The Form of Proxy duly completed must be deposited at the Share Registrars’ office, Boardroom Share Registrars Sdn. Bhd. at 11th Floor, Menara Symphony, No. 5, Jalan Professor Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan not less than forty-eight (48) hours before the time of holding the AGM. The proxy appointment may also be lodged electronically through the Share Registrars’ website, Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com> not less than forty-eight (48) hours before the time of holding the AGM.
6. If the Form of Proxy is submitted without any instruction as to how the proxy shall vote, the proxy will vote in his/her discretion. Any alteration to the Form of Proxy must be initialled. If no name is inserted in the space provided for the name of your proxy, the Chairman of the Meeting will act as your proxy.
7. Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice are to be voted on a poll.

PERSONAL DATA PRIVACY

By submitting a Form of Proxy or an instrument appointing a representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 30 April 2026.

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STAMP

The Share Registrars’ Office

Boardroom Share Registrars Sdn. Bhd.
11th Floor, Menara Symphony
No. 5, Jalan Professor Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

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UEM SUNRISE BERHAD 200801028815 (830144-W)

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50480 Kuala Lumpur, Malaysia

uemsunrise.com

