

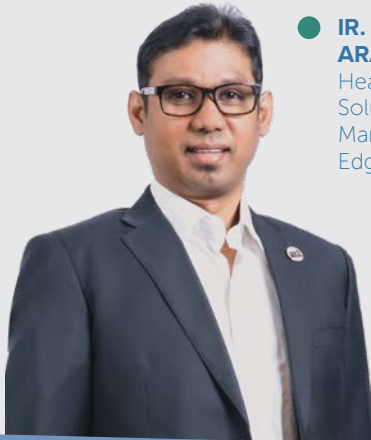
EXECUTIVE LEADERSHIP



● **SYAHRUNIZAM SAMSUDIN**
Managing Director/
Chief Executive Officer,
UEM Edgenta Berhad



● **HILLARY CHUA PEI SUM**
Chief Financial Officer,
UEM Edgenta Berhad



● **IR. VEKNESWARAN T. ARASAPPAN**
Head, Property & Facility
Solutions
Managing Director,
Edgenta Greentech Sdn. Bhd.



● **SHARIMAN YUSUF MOHAMED ZAIN**
Head, Infrastructure Services
Managing Director,
Edgenta PROPEL Berhad



● **DERRICK WONG**
General Manager,
Operon Middle
East Limited



● **NIK MARIEN NIK AHMAD KAMAL**
Chief Executive Officer,
Edgenta NXT Sdn. Bhd.



● **ANIL ABRAHAM**
General Counsel,
Legal,
UEM Edgenta Berhad

EXECUTIVE LEADERSHIP



● **RAIS IMRAN**
Chief Strategy Officer,
UEM Edgenta Berhad



● **RAZMAN ISMAIL**
Chief People Officer,
UEM Edgenta Berhad



● **CHUA YONG HOWE**
Chief Digital Officer,
UEM Edgenta Berhad



● **SHAIFUL ZHRIN SUBHAN**
Head, Healthcare Solutions
Managing Director,
Edgenta Mediserve Sdn. Bhd.



● **TAN CHEH TIAN**
Chief Executive Officer,
UEMS Singapore
& Taiwan



● **AHMAD ZAKRI ISMAIL**
Chief Executive
Officer,
Edgenta Arabia
Limited



● **ANDREW RAJ VARATHARAJU**
Head, Operational
Excellence & HSSE,
UEM Edgenta Berhad



● **WAN LAILA FATIMAH WAN OMAR SUKRI**
Head, Corporate
Communications,
UEM Edgenta
Berhad



● **FAIZATUL FARHAH GHAZALI**
Head, Risk, Integrity &
Compliance
UEM Edgenta Berhad

EXECUTIVE LEADERSHIP'S PROFILE



SYAHRUNIZAM SAMSUDIN

Managing Director/
Chief Executive Officer,
UEM Edgenta Berhad



Nationality
Malaysian



Age
49



Gender
Male

Please refer to his profile in the Board of Directors' Profile on page 193.



HILLARY CHUA PEI SUM

Chief Financial Officer,
UEM Edgenta Berhad



Nationality
Malaysian



Age
47



Gender
Female

Date of Appointment:

15 October 2020

Professional Qualifications:

- Bachelor of Commerce (Accounting and Finance), Distinction, University of Southern Queensland, Australia
- Chartered Accountant of the Malaysian Institute of Accountants
- Certified Practising Accountant of CPA Australia

Present Directorship(s) In Listed Entity/Other Public Companies:

- Opus International (M) Berhad
- Opus Group Berhad
- Pengurusan Lintas Berhad

Working Experiences:

- October 2020 – Present: Chief Financial Officer, UEM Edgenta Berhad
- November 2018 – October 2020: Head of Corporate Development, Group Enterprise Axiata Business Services Sdn. Bhd.
- July 2016 – June 2018: Group Chief Financial Officer, OCK Group Berhad
- August 2012 – June 2016: Chief Financial Officer, Altel Communications Sdn. Bhd.
- April 2012 – August 2012: Assistant Vice President - Group Strategy and Analysis, Axiata Berhad
- November 2008 – March 2012: Head of Budgeting and Forecast (Management Accounts), Maxis Berhad
- August 2007 – November 2008: Assistant Vice President – Strategic Planning & Analytics, Citibank Berhad
- November 2002 – April 2007: Manager - Planning & Analysis, American Express Australia Limited (Australia)
- June 1999 – November 2002: Senior Associate - Audit and Business Advisory Service Division, PricewaterhouseCoopers (PwC) Malaysia



RAIS IMRAN

Chief Strategy Officer,
UEM Edgenta Berhad



Nationality
Malaysian



Age
40



Gender
Male

Date of Appointment:

22 February 2021

Professional Qualifications:

- Master's in Engineering (Chemical), Cornell University, USA
- Bachelor of Science (Chemical Engineering), Cornell University, USA
- Dean's Certificate in Engineering Management, Cornell University, USA

Present Directorship(s) In Listed Entity/Other Public Companies:

- Nil

Working Experiences:

- February 2021 – Present: Chief Strategy Officer, UEM Edgenta Berhad
- 2020 – 2021: Principal and Core Member of Principle Investment and Private Equity and Industrial Goods Practice Area, The Boston Consulting Group
- 2013 – 2019: Various senior leadership positions at Sapura Energy Berhad including Strategic Business, Office of the President and Group CEO, as well as Head, Corporate Finance & Investor Relations
- 2011 – 2013: Senior Consultant and Core Member of Upstream Oil & Gas Industry Practice Area, The Boston Consulting Group
- 2008 – 2010: Senior Executive, Group Technology and R&D Management, PETRONAS
- 2007 – 2008: Petroleum Economist, PETRONAS Carigali Sdn. Bhd.

EXECUTIVE LEADERSHIP'S PROFILE



RAZMAN ISMAIL
Chief People Officer,
UEM Edgenta Berhad

 **Nationality**
Malaysian

 **Age**
52

 **Gender**
Male

Date of Appointment:
1 November 2019

Professional Qualifications:

- Bachelor's Degree in Management majoring in Human Resources, Universiti Sains Malaysia
- Associate Qualification in Islamic Finance ("AQIF") by Islamic Banking & Finance Institute Malaysia ("IBFIM")

Present Directorship(s) In Listed Entity/Other Public Companies:
Nil

Working Experiences:

- November 2019 – Present: Chief People Officer, UEM Edgenta Berhad
- July 2014 – September 2019: Chief Human Resources Officer, Bank Islam Malaysia Berhad
- January 2007 – June 2014: Director, Group Human Resources, CIMB
- September 2004 – December 2006: Manager, Recruitment and Scholarship, Bank Negara Malaysia
- January 2003 – August 2004: Principal Consultant, IBM Malaysia
- May 1995 – December 2002: Senior Consultant, PricewaterhouseCoopers (PwC)



CHUA YONG HOWE
Chief Digital Officer,
UEM Edgenta Berhad

 **Nationality**
Malaysian

 **Age**
45

 **Gender**
Male

Date of Appointment:
18 January 2021

Professional Qualifications:

- Master's in Business Administration (MBA) from University of Strathclyde, United Kingdom
- Bachelor's Degree in Information Technology from Charles Sturt University, Australia
- Executive Education in Building Digital Partnerships and Ecosystems, Insead Business School, France
- Executive Education in Leading Digital Business Transformation, IMD Business School, Switzerland
- Executive Education in Competing on Business Analytics and Big Data, Harvard Business School, USA
- Certified Practitioner in PROjects IN Controlled Environments ("PRINCE2")
- Certified Practitioner in Information Technology Infrastructure Library ("ITIL")

Present Directorship(s) In Listed Entity/Other Public Companies:
Nil

Working Experiences:

- January 2021 – Present: Chief Digital Officer, UEM Edgenta Berhad
- November 2018 – January 2021: Country Managing Director (Malaysia & Singapore), Eureka AI
- February 2013 – October 2018: Practice Leader - Analytics Advisory (Asia), DXC Technologies
- February 2011 – February 2013: Consulting Manager, Accenture
- July 2009 – February 2011: Business Development Manager, China Telecom Europe
- January 2007 – July 2009: Senior Service Analyst, Centrica
- September 2003 – October 2005: Solution Architect, Hewlett Packard
- February 2001 – August 2003: Head of Technology, Smart Global Network
- January 2000 – December 2000: User Experience Research, e1000.com



IR. VEKNESWARAN T. ARASAPPAN
Head, Property & Facility
Solutions
Managing Director,
Edgenta Greentech Sdn. Bhd.

 **Nationality**
Malaysian

 **Age**
47

 **Gender**
Male

Date of Appointment:
1 January 2022

Professional Qualifications:

- MSc. in Energy, Heriot-Watt University, UK
- MBA in Finance, University of Southern Queensland, Australia
- B.E. (Hons) Mechanical, UPM
- Registered Professional Engineer with Practising Certificate with the Board of Engineers Malaysia
- Registered Chartered Engineer with the Engineering Council, United Kingdom
- Registered European Engineer with the European Federation of National Engineering Associations
- Corporate Member of The Institution of Engineers, Malaysia
- Member of the Chartered Institution of Building Services Engineers, UK
- Member of the American Society of Heating, Refrigerating and Air-Conditioning Engineers

Present Directorship(s) In Listed Entity/Other Public Companies:
Nil

Working Experiences:

- January 2022 - Present: Head, Property & Facility Solutions, Managing Director, Edgenta Greentech Sdn. Bhd.
- April 2021 – December 2021: Head of Information Technology, UEM Edgenta Bhd.
- September 2018 – April 2021: Head of Technology & Innovation, UEM Edgenta Bhd.
- May 2015 – August 2018: Head of Business Solutions (Technology), UEM Edgenta Berhad
- June 2009 – May 2015: Head of Technical Development (Sustainability), Faber Group Bhd.
- August 2008 – May 2009: Asst. Manager Regional Operations, Faber Medi-Serve Sdn. Bhd.
- September 2007 – July 2008: Project Engineer, Prince Court Medical Centre
- February 2006 – August 2007: Project Engineer, Sheikh Khalifa Medical City, Abu Dhabi, United Arab Emirates
- January 2001 – January 2006: Senior Mechanical Engineer, Faber Medi-Serve Sdn. Bhd.
- July 1999 – December 2000: Mechanical Engineer, PROPEL-Johnson Controls Sdn. Bhd.

EXECUTIVE LEADERSHIP'S PROFILE



SHARIMAN YUSUF MOHAMED ZAIN
Head, Infrastructure Services
Managing Director,
Edgenta PROPEL Berhad



Nationality
Malaysian



Age
48



Gender
Male

Date of Appointment:

17 March 2020

Professional Qualifications:

- Bachelor of Economics (Accounting & Finance) (Hons), London School of Economics & Political Science ("LSE"), United Kingdom

Present Directorship(s) In Listed Entity/Other Public Companies:

- Edgenta PROPEL Berhad

Working Experiences:

- March 2020 – Present: Head, Infrastructure Services, Managing Director, Edgenta PROPEL Berhad
- January 2019 – March 2020: Head, Client Solutions, UEM Edgenta Berhad
- 2011 – 2017: Country Division Lead/Chief Executive Officer of the Mobility Division, Siemens, Malaysia
- 2007 – 2011: Various senior leadership positions in Siemens Malaysia including Head of Strategies and Business Development, Head of Airport Logistics, Deputy Head of Mobility and also short posting to HQ in Germany in 2010
- 2006 – 2007: Vice President, CEO's Office, Powertek Berhad
- 2002 – 2006: Director of Market Development, General Electric International Inc.
- 2001 – 2002: Head of Strategic Marketing, Siemens Malaysia Sdn. Bhd.
- 1999 – 2001: Senior Management Consultant with Deloitte Consulting's Asia Pacific Manufacturing Sector
- 1996 – 1999: Business Service Executive in the Retail Business Unit, Shell Malaysia Trading Sdn. Bhd., Malaysia



SHAIFUL ZAHRIN SUBHAN
Head, Healthcare Solutions
Managing Director,
Edgenta Mediserve Sdn. Bhd.



Nationality
Malaysian



Age
46



Gender
Male

Date of Appointment:

27 January 2023

Professional Qualifications:

- Master's Degree in Business Administration from the University of New England, Australia
- Bachelor's Degree in Accounting from the University of Birmingham, England
- Chartered Accountant with the Malaysian Institute of Accountants (MIA)
- Fellow of the Association of Chartered Certified Accountants (ACCA), UK

Present Directorship(s) In Listed Entity/Other Public Companies:

Nil

Working Experiences:

- January 2023 – Present: Head of Healthcare Solutions & Managing Director, Edgenta Mediserve Sdn. Bhd.
- October 2017 – December 2022: Group Chief Executive Officer, IRIS Corporation Berhad
- September 2011 – September 2017: Vice President, Segment & Portfolio Management – Customer Division, Astro (Measat Broadcast Network Systems Sdn. Bhd.)
- January 2008 – August 2011: Head of Sales Development (Enterprise Business), Head of Key Account Management (Enterprise Business) and Senior, Business Planning, Digi Telecommunications Sdn. Bhd.
- February 2003 – January 2008: Executive Director, Privasia Sdn. Bhd.
- August 2000 – January 2003: Assistant Manager, Office of the Chief Executive, TIME dotCom Berhad
- September 1999 – July 2000: Accounts Executive, Propel Berhad
- September 1998 – August 1999: Internal Audit Executive, United Engineers Malaysia Berhad



TAN CHEH TIAN
Chief Executive Officer,
UEMS Singapore & Taiwan



Nationality
Singaporean



Age
50



Gender
Female

Date of Appointment:

1 September 2021

Professional Qualifications:

- Master of Science (Estate Management), National University of Singapore
- Bachelor of Science (Estate Management) (2nd Upper Honours), National University of Singapore
- Board of Director, Singapore International Facility Management Association, Singapore
- Chairperson, Membership & Publicity Committee, Singapore International Facility Management Association
- Member, Singapore Institute of Surveyors & Valuers ("SISV"), Singapore
- Member, Association of Property & Facility Managers ("APFM"), Singapore
- Certified Property and Facility Manager (Registered), Association of Property & Facility Managers ("APFM"), Singapore

Present Directorship(s) In Listed Entity/Other Public Companies:

Nil

Working Experiences:

- September 2021 – Present: Chief Executive Officer, UEMS Singapore & Taiwan
- April 2018 – August 2021: Chief Operating Officer, Healthcare Support (Commercial), UEMS Pte. Ltd.
- April 2012 – August 2021: General Manager, UEMS Solutions Pte. Ltd. (UEMS Singapore)
- October 2012 – Present: Key Executive Officer ("KEO"), UEMS Solutions Pte. Ltd., Council of Estate Agencies ("CEA"), Singapore and Licensed Salesperson (R028841E), Council of Estate Agencies, Singapore
- April 2009 – April 2012: Director of Facilities Management and Director of Corporate Real Estate, UGL Services Premas Operations Limited, Singapore [now known as C&W Services (S) Pte. Ltd., Singapore]
- June 2005 – April 2009: General Manager (Property & Asset Management), Exceltec Property Management Pte. Ltd., Singapore
- May 1996 – June 2005: Holding various senior roles such as Head of Building & Tender, Head of Planning & Development, Head of Property Management (Building), and Head of Building Management, Singapore Land Authority and Land Office, Singapore

EXECUTIVE LEADERSHIP'S PROFILE



AHMAD ZAKRI ISMAIL
Chief Executive Officer,
Edgenta Arabia Limited

 **Nationality**
Malaysian

 **Age**
56

 **Gender**
Male

Date of Appointment:
29 November 2022

Professional Qualifications:

- Bachelor of Science (Advanced Major in Computing Science) Dalhousie University, Nova Scotia, Canada

Present Directorship(s) In Listed Entity/Other Public Companies:
Nil

Working Experiences:

- November 2022 – Present Chief Executive Officer Edgenta Arabia Limited, Riyadh, Saudi Arabia
- November 2021 – October 2022: Director, Digital & Technology Solution Operon Middle East, Dubai, United Arab Emirates
- June 2011 – October 2021: Holding various technology, project management and operational positions with the last 4 years as Chief Technology Officer Touch 'n Go Sdn. Bhd., Kuala Lumpur, Malaysia
- February 2008 – December 2010: Head of Information Technology Wasatah Capital, Riyadh, Saudi Arabia
- March 2007 – January 2008: Vice President, Information Technology Kenanga Investment Bank Berhad, Kuala Lumpur, Malaysia
- March 2006 – February 2007: Vice President, Strategic IT Planning & IT Policies K&N Kenanga Holdings Berhad, Kuala Lumpur, Malaysia
- January 1994 – February 2006: Holding various technology positions with the last 10 years as Senior Manager, Information Technology SBB Securities Sdn. Bhd./ Mohaiyani Securities Sdn. Bhd., Selangor, Malaysia



DERRICK WONG
General Manager,
Operon Middle East Limited

 **Nationality**
Malaysian

 **Age**
47

 **Gender**
Male

Date of Appointment:
13 November 2011

Professional Qualifications:

- Bachelor of Science (Mechanical Engineering), City College of London, London, England
- Diploma (2nd Class Upper) in Electromechanical, Federal Institute of Technology, Kuala Lumpur, Malaysia
- International Facility Management Association (Member)
- RICS MEA (Member)

Present Directorship(s) In Listed Entity/Other Public Companies:
Nil

Working Experiences:

- November 2011 – Present: General Manager (Integrated Facilities Management), Operon Middle East (Dubai, UAE)
- September 2009 – January 2011: National Head (Integrated Facilities Management), Jones Lang Lasalle (Intel Penang)
- April 2008 – September 2009: Section Head Facility Engineer II, Fuji Electric (M) Sdn. Bhd. Malaysia
- June 2005 – November 2007: Maintenance Engineer, MESL Group/Norland Manage Services, VISA Europe Headquarters Building (Paddington), London



**NIK MARIEN
NIK AHMAD KAMAL**
Chief Executive Officer,
Edgenta NXT Sdn. Bhd.

 **Nationality**
Malaysian

 **Age**
39

 **Gender**
Female

Date of Appointment:
12 January 2023

Professional Qualifications:

- Master's Degree in Business Administration from the Massachusetts Institute of Technology (MIT), where she was a Sloan Fellow under the Sloan School of Management
- Bachelor's Degree in Science, Information Technology (majoring in Finance) from the Polytechnic Institute in New York

Present Directorship(s) In Listed Entity/Other Public Companies:
Nil

Working Experiences:

- June 2019 – January 2023: Team Lead Iskandar Malaysia Portfolio, Khazanah Nasional Berhad
- December 2019 – January 2022: Founding Lead and Senior Care Lead Dana Impak, Khazanah Nasional Berhad
- December 2015 – April 2018: Senior Vice President, Utilities Sector, Khazanah Nasional Berhad
- February 2012 – November 2015: Vice President, Leisure & Tourism Sector, Khazanah Nasional Berhad
- June 2010 – June 2012: Assistant Vice President, Healthcare Sector, Khazanah Nasional Berhad
- November 2007 – June 2010: Associate, Khazanah Nasional Berhad

EXECUTIVE LEADERSHIP'S PROFILE



ANIL ABRAHAM
General Counsel, Legal,
UEM Edgenta Berhad


Nationality
Malaysian


Age
42


Gender
Male

Date of Appointment:
12 December 2020

Professional Qualifications:

- Master of Business Administration (MBA), ESSEC Business School, Paris
- Masters in Law with Merit (LL.M), King's College, London
- Bachelors in Law with Upper Second Class Honours (LL.B), King's College, London

Present Directorship(s) In Listed Entity/Other Public Companies:
Nil

Working Experiences:

- Present: General Counsel, Legal - UEM Edgenta Berhad
- April 2017 – 2020: Group Head, Legal & Regulatory Affairs - Malaysian Resources Corporation Berhad
- January 2011 – December 2016: Vice President – MEASAT Satellite Systems Sdn. Bhd.
- January 2010 – January 2011: Senior Legal Counsel, Group Legal Department – Usaha Tegas Sdn. Bhd.



ANDREW RAJ VARATHARAJU
Head, Operational Excellence & HSSE,
UEM Edgenta Berhad


Nationality
Malaysian


Age
49


Gender
Male

Date of Appointment:
1 July 2021

Academic/Professional Qualification

- Executive Diploma in Management Operation – Universiti Teknologi Malaysia
- Certificate in Mechanical Engineering – Polytechnic Port Dickson
- Certificate in the Oil & Gas Industry – NEBOSH
- Lead auditor for OHSAS 18001 – NIOSH

Present Directorship(s) in Listed Entity/Other Public Companies
• Edgenta Facilities Sdn. Bhd.

Working Experiences

- 2021: Head Operational Excellence & HSSE, UEM Edgenta Berhad
- 2018: Head Behavioural Safety, Culture & Learning, UEM Edgenta Berhad
- 2013: HSSEQ Manager, Shell Middle Distillate Synthesis Plant in Bintulu, Sarawak
- 2008: Head of HSSE MS and Safety, Shell Refining Company Port Dickson
- 2005: Workshop Leader, Shell Refining Company Port Dickson
- 2002: Engineering Planner, Shell Refining Company Port Dickson
- 1997: Mechanical Supervisor, Shell Refining Company Port Dickson



**WAN LAILA FATIMAH
WAN OMAR SUKRI**
Head, Corporate Communications,
UEM Edgenta Berhad


Nationality
Malaysian


Age
41


Gender
Female

Date of Appointment:
15 December 2022

Professional Qualifications:

- Masters in Knowledge Management with Multimedia, Multimedia University, Cyberjaya
- Bachelor's Degree in Multimedia, (film & animation) Multimedia University, Cyberjaya
- 19 years of experience specialising in Branding, Marketing, Strategic & Corporate Communications in addition to Stakeholder Management encompassing various industries which includes Oil & Gas, Media & Broadcasting and Government Agencies

Present Directorship(s) In Listed Entity/Other Public Companies:
Nil

Working Experiences:

- 2022 – Present: Head, Corporate Communications, UEM Edgenta Berhad
- 2020 – 2022: Director, Strategic Communications, Malaysian Rubber Council (MRC) with the responsibility of a wide spectrum of communications portfolio including Corporate Communications, Strategic Communications, Corporate Social Responsibility (CSR), Media Relations, Government Relations, Advertising, Brand Management as well as Creative Services
- 2010 – 2019: Holding various roles including spearheading the role of Head, Branding & Stakeholder Management, Project Delivery & Technology Division, PETRONAS
- 2003 – 2010 : Holding various roles in TV3 and Media Prima Berhad which includes Corporate Governance, Risk Management, Internal Audit, News & Current Affairs, Magazine & Entertainment and Creative Services



FAIZATUL FARHAH GHAZALI

Head, Risk, Integrity & Compliance
UEM Edgenta Berhad



Nationality
Malaysian



Age
45



Gender
Female

Date of Appointment:

1 December 2022

Professional Qualifications:

- Master in Business Administration (MBA, Islamic Banking & Finance), International Islamic University Malaysia (IIUM)
- Bachelor's Degree in Accounting (B.Acc), International Islamic University Malaysia (IIUM)
- Chartered Accountant (CA(M)), Malaysian Institute of Accountants (MIA)
- Certified Risk Management (CRM), Academy Risk Management Malaysia (ARIMM)

Present Directorship(s) In Listed Entity/Other Public Companies:

Nil

Working Experiences:

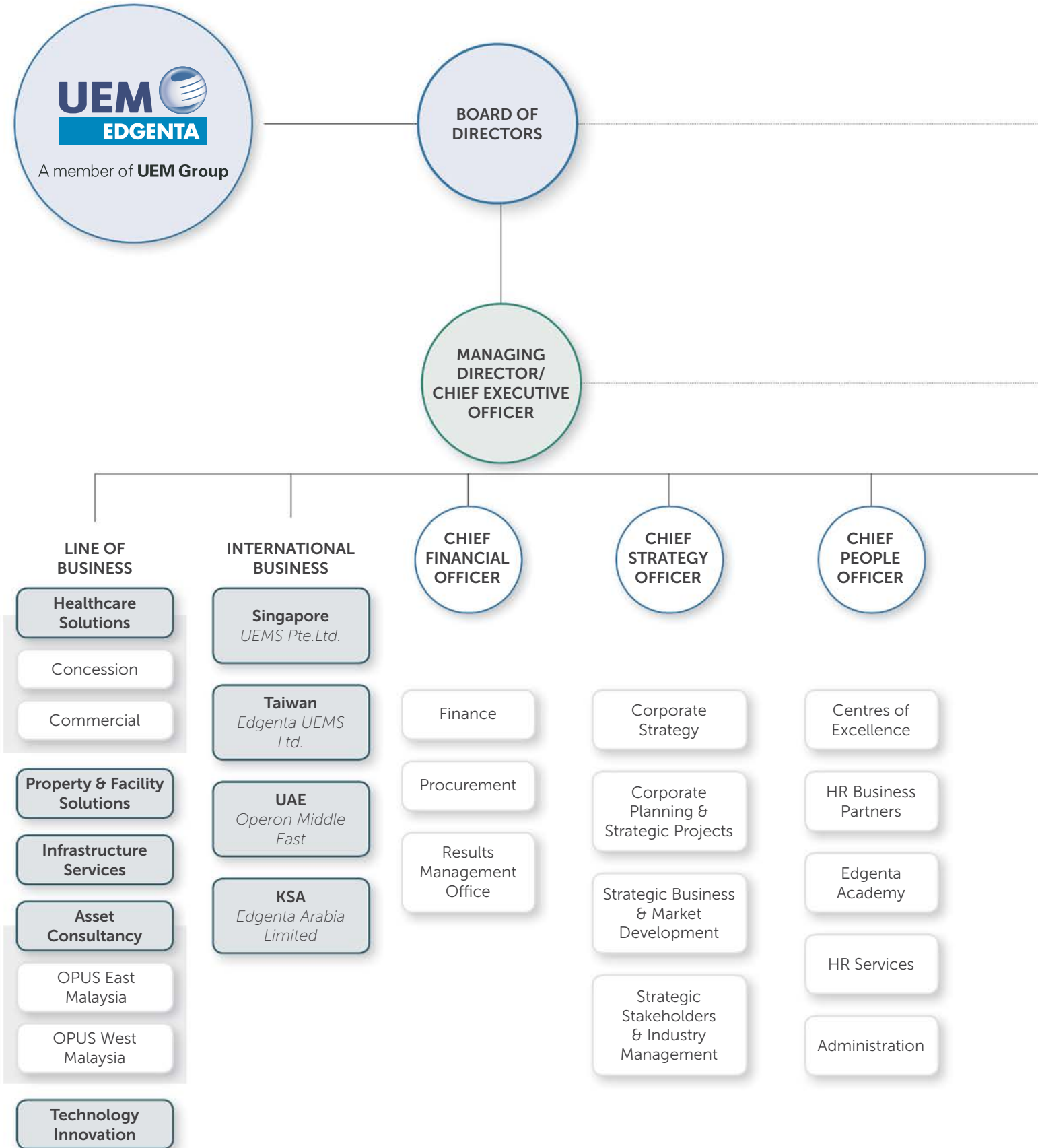
- December 2022 – Present: Head of Risk, Integrity & Compliance, UEM Edgenta Berhad
- 2021 – 2022: Head of Group Enterprise Risk Management, Axiata Group Berhad (AGB)
- 2018 – 2021: General Manager/Head of Group Risk Management, Malaysia Resources Corporation Berhad (MRCB)
- 2014 – 2018: Head of Risk Management, Mass Rapid Transit Corporation (MRTC)
- 2011 – 2014: Head of Risk Management, East Coast Economic Region Development Council (ECERDC)
- 2007 – 2011: Head of Internal Audit & Risk Management, Malaysian Agrifood Corporation Berhad (MAFC)
- 2004 – 2007: Team Leader, Financial and Management Audit Department (Specialisation: Investment & Fund Management), Permodalan Nasional Berhad (PNB)
- 2000 – 2004: Senior Associate, Assurance and Business Advisory Services (Specialisation: Financial Services), PricewaterhouseCoopers (PwC) Malaysia

DECLARATION:

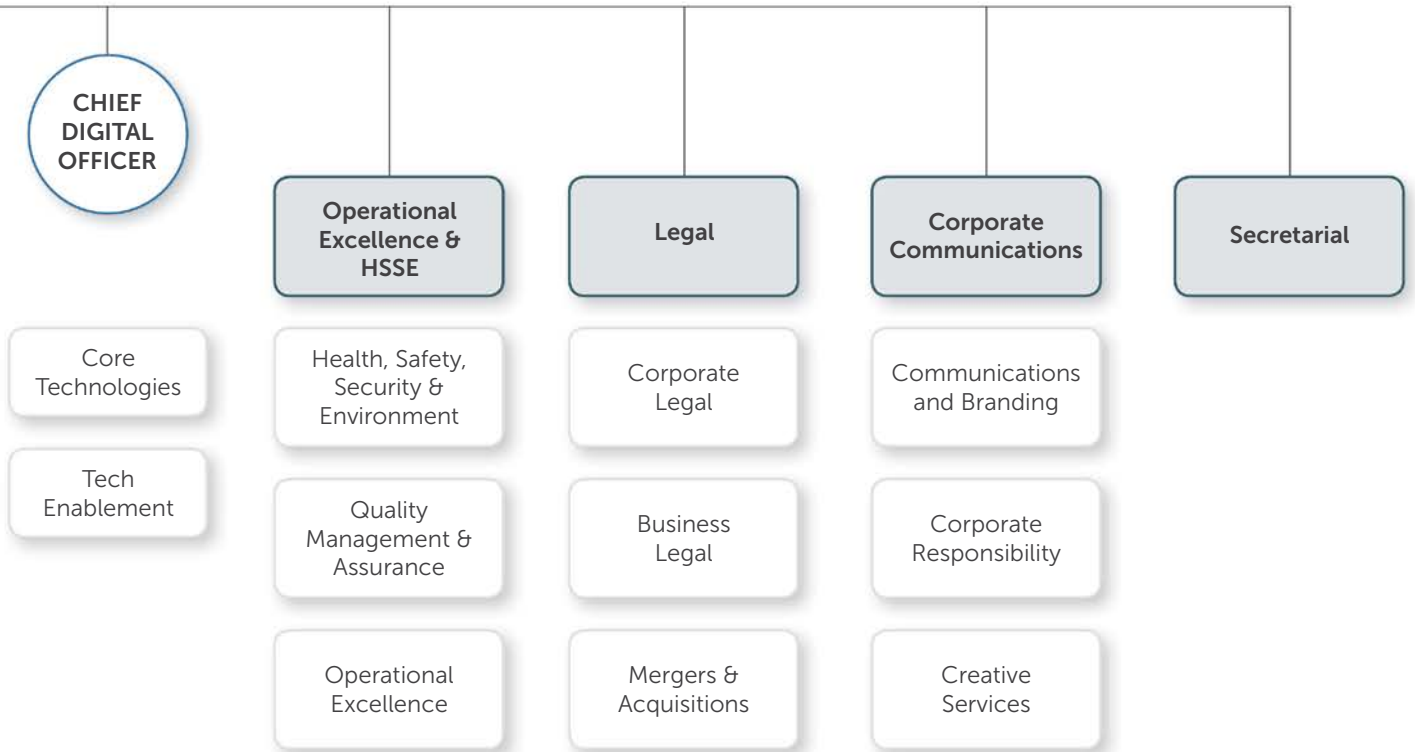
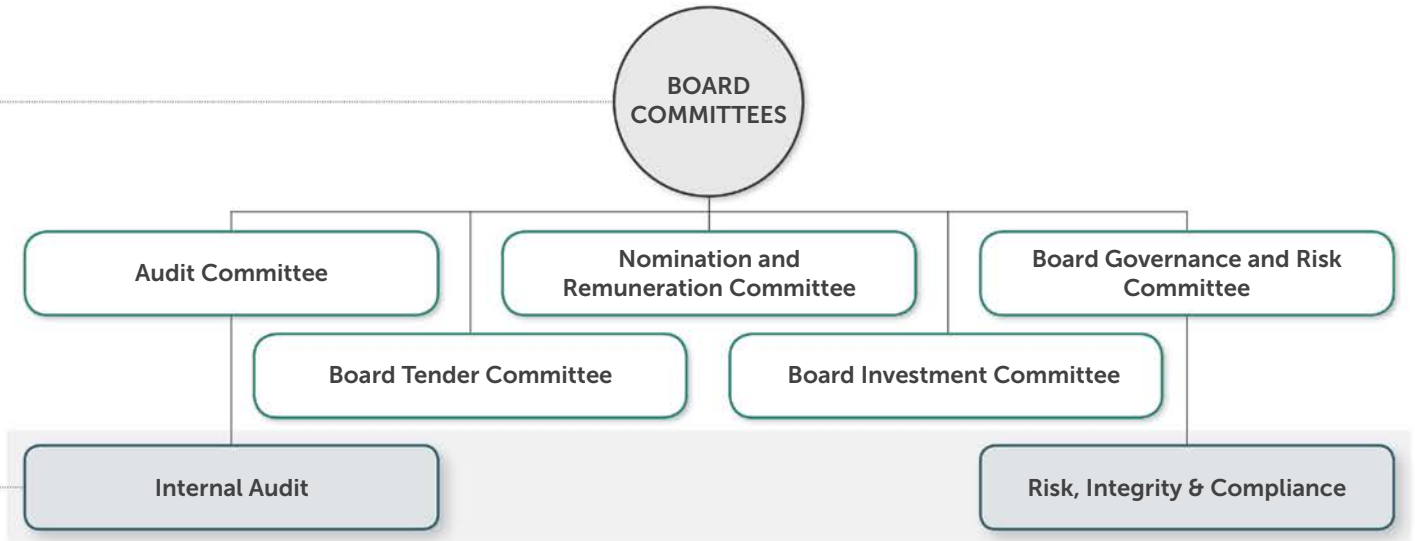
- **Family Relationship with Director and/or Major Shareholder**
None of the Key Senior Management have any family relationship with any other Director and/or major shareholder of UEM Edgenta.
- **Conflict of Interest**
None of the Key Senior Management have any conflict of interest with UEM Edgenta.
- **Conviction of Offences**
None of the Key Senior Management have been convicted for offences within the past 5 years other than traffic offences, if any.
- **Public Sanction/Penalty**
None of the Key Senior Management have any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2022.

ORGANISATION STRUCTURE

As at 31 March 2023



ORGANISATION STRUCTURE



GOVERNANCE





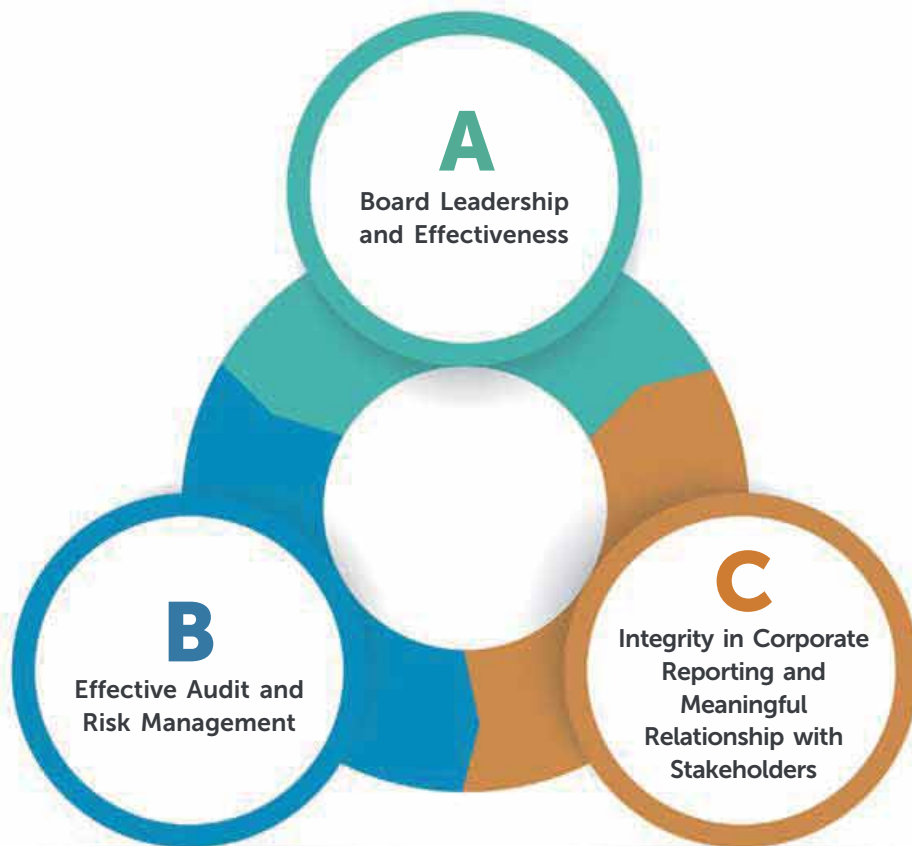
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CORPORATE GOVERNANCE OVERVIEW STATEMENT

This Statement is to be read together with the Corporate Governance Report (“CG Report”), which provides details on how the Company has applied each Practice as set out in the Malaysian Code on Corporate Governance 2021. The CG Report is available on the Company’s website at www.umedgenta.com.

This Report sets out, amongst other things, our approach to governance in practice, how the Board works, how it has spent its time during the year. The Board recognises the importance of the application of the Malaysian Code on Corporate Governance 2021 (“the Code”), effective stewardship and strong corporate values that contribute to the success of the Company. The Company is headed by an effective Board that is collectively responsible for its long-term success and ensures that it operates effectively and efficiently and remains committed to maintaining strong momentum in pursuit of excellence in the way the Company is governed. The values that the Board believes in are demonstrably embedded throughout the organisation.

This Corporate Governance Overview Statement (“Statement”) provides a summary of the Company’s corporate governance practices during the financial year under review, guided by the following three (3) key principles:-



CORPORATE GOVERNANCE OVERVIEW STATEMENT

A

BOARD LEADERSHIP AND EFFECTIVENESS

BOARD RESPONSIBILITIES

A Strengthened Governance Framework

The Board is ultimately responsible to shareholders for the direction, management, performance and long-term success of the Company. It sets the Group's strategies and objectives, as well as oversees and monitors the performance, internal controls, risks and its management, policies, governance and viability of the Company.

In discharging its roles and responsibilities, the Board is guided by the Board Charter and the Discretionary Authority Limits which outlines the duties and responsibilities of the Board, as well as matters that the Board may delegate to the Board Committees, the Managing Director/Chief Executive Officer and Management. The Board Charter can be found on the Company's website at www.uemedgenta.com.

The Board's main roles and responsibilities among others are as follows:-

Establishing, reviewing and adopting the **strategic plans** and direction for the Group.

Overseeing the conduct of the **Group's business** to evaluate whether the business is being properly managed.

Identifying **principal risks** and ensuring the implementation of appropriate systems to manage these risks.

Succession planning, including appointing, training, fixing the compensation of and where appropriate, replacing senior management.

Developing and implementing an **investor relations programme** or Corporate Disclosure Policy for the Group.

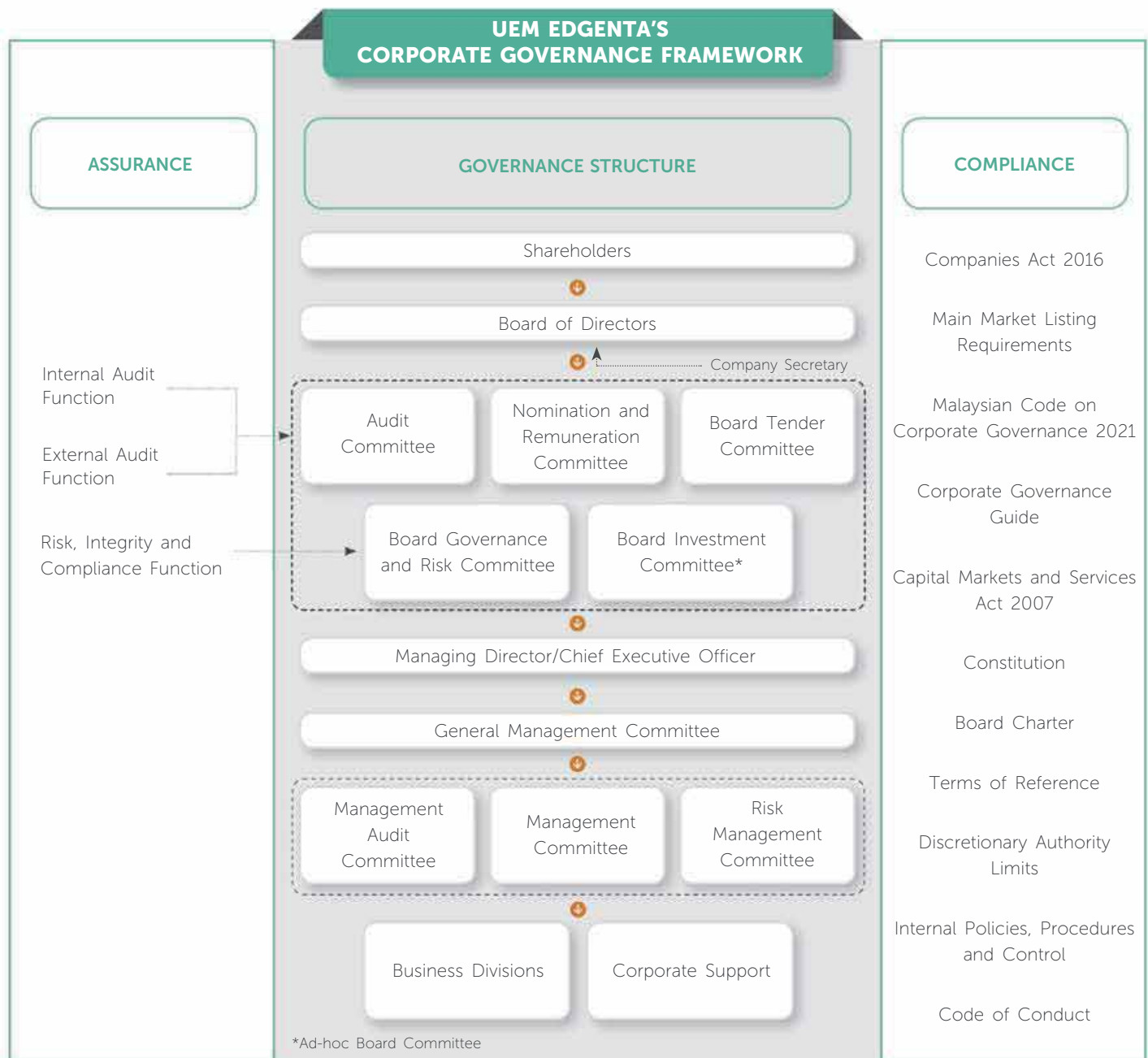
Reviewing the adequacy and the integrity of the **Group's internal control systems and management information systems**, including system for compliance with applicable laws, regulations, rules, directives and guidelines.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

To ensure uniformity in decision-making authority and to inform all staff of the Company’s governance practices and processes, the Board had formalised the Corporate Governance Framework. The framework incorporates the key elements of Group-wide Framework on Corporate Governance.

This framework contains 2 sections i.e. the Corporate Governance Structure and list of policies/documents. The framework combines the items in one place for easy overview and reference to guide the governance practices and authority of decision-making across the Company.

The Corporate Governance Framework can also be found on the Company’s website.



CORPORATE GOVERNANCE OVERVIEW STATEMENT

LEADERSHIPS AND CULTURE

CODE OF CONDUCT

CODE OF CONDUCT

ETHICS • INTEGRITY • ACCOUNTABILITY

At the Workplace

- ▶ Work Culture
- ▶ Conflict of Interest

Regulations

- ▶ Anti-Competition
- ▶ Data Privacy & Protection
- ▶ Intellectual Property & Confidential Information
- ▶ Anti-Money Laundering & Terrorism Financing


Working with External Stakeholders

- ▶ Anti-Bribery & Anti-Corruption
- ▶ Gifts & Business Entertainment
- ▶ Dealings with Government & Local Authorities
- ▶ Working with Suppliers & Business Partners

CORE VALUES

F


FUTURE
FOCUSED



we prepare for tomorrow's challenges, today

I


IMAGINE
NEW WAYS



we imagine new ways to deliver better work

R


RESPECT
FOR ALL



we treat our colleagues & stakeholders with respect

S


SOLUTIONING
MINDSET



we solve challenges to deliver results

T

TRUE TO
OUR WORD



we are guided by integrity to build trust

ALIGNMENT OF STRATEGY AND PRIORITIES ACROSS THE GROUP

GENERAL MANAGEMENT COMMITTEE

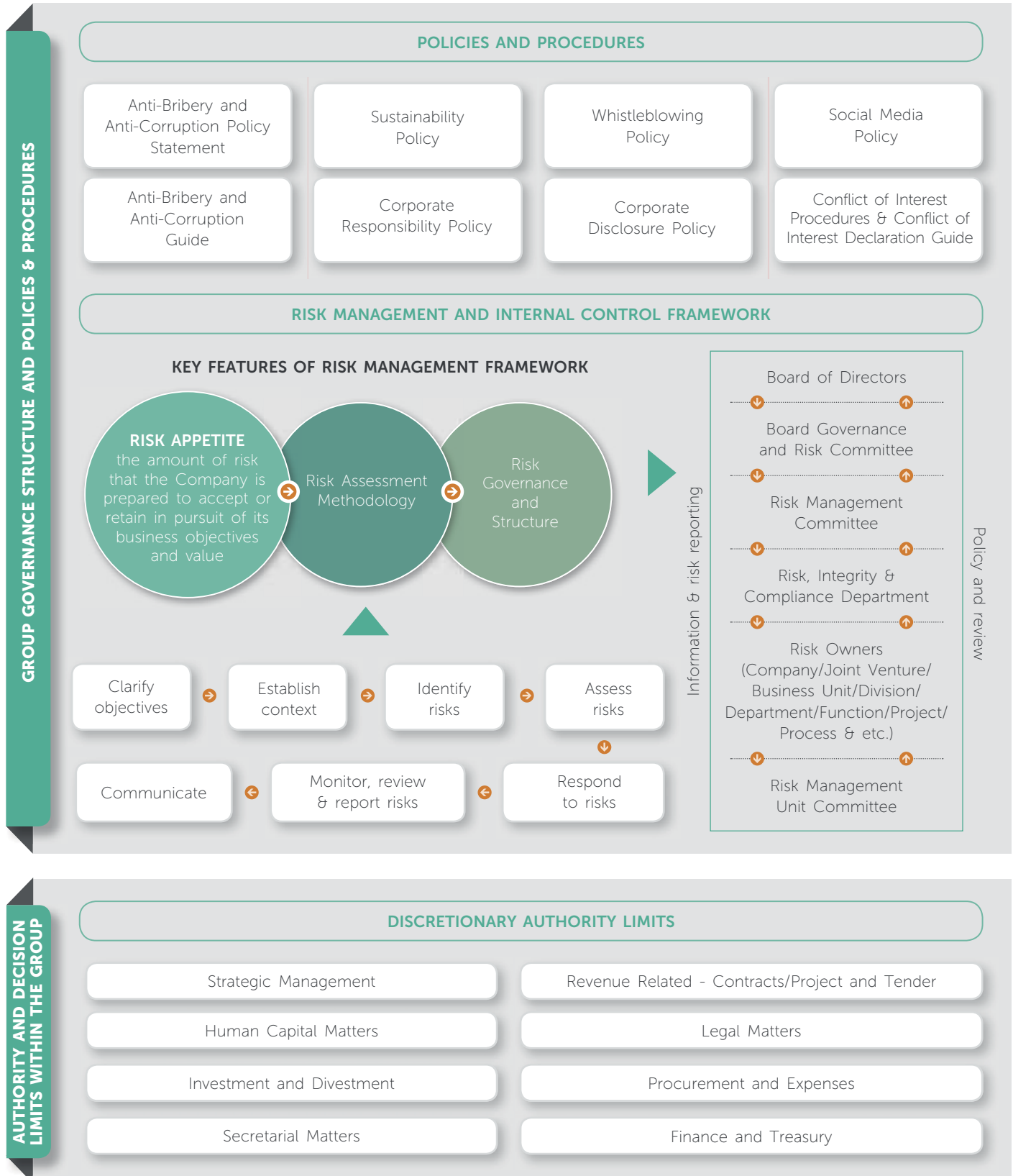
Members

- ▶ Chaired by Managing Director/Chief Executive Officer (MD/CEO)
- ▶ Comprised of senior management team members from respective divisions

Key Roles

- ▶ Drive strategic execution
- ▶ Deliberate and resolve the Group's key strategic & operational issues in a timely manner
- ▶ Keep track of key business developments
- ▶ Monitor the Group's strategic direction
- ▶ Platform for members to report their respective business and operation plans to the MD/CEO
- ▶ Highlight issues and devise solutions/corrective plans
- ▶ Address other matters as directed by the Board and/or the MD/CEO

CORPORATE GOVERNANCE OVERVIEW STATEMENT



Note: Corporate Governance Framework is applicable to UEM Edgenta Berhad and its subsidiaries only.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

In order to ensure responsibilities are effectively discharged, the Board is assisted by five (5) Board Committees. These committees operate within defined terms of references, which are published on our website at www.uemedgenta.com/about-us/corporate-governance. Each committee chair reports to the Board on the committee's activities following each committee meeting. However, the ultimate responsibility for the final decision on all matters, lies with the Board.

BOARD INVESTMENT COMMITTEE

(Ad-hoc Committee)

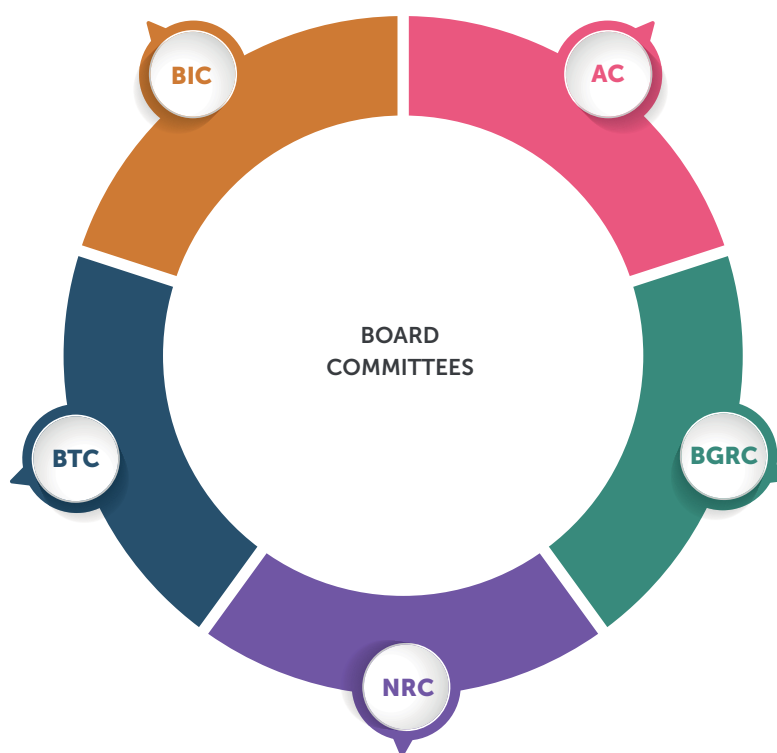
Assist the Board on all matters in respect of acquisitions and divestments of business/investments.

AUDIT COMMITTEE

Assist the Board in the oversight responsibilities by reviewing and monitoring the integrity and adequacy of the Group's internal controls, financial and non-financial reporting process and management information systems, including related party transactions and systems for compliance with applicable laws, regulations, rules, directives and guidelines.

BOARD TENDER COMMITTEE

Reinforce corporate governance, integrity and transparency in the procurement process and contract management.



BOARD GOVERNANCE AND RISK COMMITTEE

Undertake governance and compliance duties and responsibilities in addition to the oversight of risk management matters, monitor the exercise of Integrity & Governance unit and overseeing the overall issue of corruption, fraud, malpractice & unethical conduct within the organisation.

NOMINATION AND REMUNERATION COMMITTEE

Assist the Board on the nomination of Directors and Senior Management, assessing the effectiveness of the Board and Board Committees and recommending remuneration packages and assessing the performance of Managing Director/Chief Executive Officer and Senior Management.

The Board is supported by a Company Secretary, who advises the Board on all governance matters and ensures that Board procedures are followed. The Company Secretary also ensures that effective communication flows between the Board and its Committees and between Senior Management and the Non-Executive Directors.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

BOARD FOCUS AREAS

The Board is responsible for ensuring that the Company is appropriately managed and achieves the strategic objectives that it sets. For the financial year end, the Board discharged its responsibilities through an annual programme of meetings which was planned ahead in the fourth quarter of 2021. The annual Board meeting calendar is then communicated to the Directors prior to the commencement of the new financial year. Special meetings are convened as and when required.

The following are some of the main Board activities during the financial year under review:-

Strategic Plans and Direction

- ▶ Reviewed and approved:-
 - The Annual Operating Plan, Corporate Scorecard and Managing Director/Chief Executive Officer's Scorecard.
 - The establishment of new companies in United Arab Emirates.
 - Proposed acquisition of stake in MASIC-backed MEEM in Kingdom of Saudi Arabia.
 - Proposed partnership with Sarawak Economic Development Corporation.
 - Moving Forward Plan for Edgenta Energy Services Sdn Bhd.
 - Proposed disposal of Faber Sindoori Management Services Private Limited.

Overseeing the Conduct of Business

- ▶ Reviewed and approved the formation of Executive Committee for Healthcare Support and Asset Consultancy.

Health, Safety, Security and Environment

- ▶ Reviewed the Health, Safety, Security and Environment Report on quarterly basis.

Risk Management

- ▶ Reviewed whistleblowing statuses on a quarterly basis.
- ▶ Reviewed the risk exposures in relation to material litigations.
- ▶ Reviewed the recommendation from BGRC and approved the following:-
 - Risk Management Status Report on quarterly basis.
 - Integrity & Compliance Reports.
 - Integrity & Compliance Plan.
 - Revised Anti-Bribery and Anti-Corruption Policy Statement.
 - Whistleblowing Policy Statement.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Succession Planning for Senior Management

- ▶ Discussed on the current status of the Succession Plan for Senior Management and reviewed the progress made so far and identified areas that require further attention.
- ▶ Reviewed and approved:-
 - The appointment of Chief Executive Officers for Edgenta NXT Sdn Bhd and Edgenta Arabia Limited.
 - The promotion of Senior Management of Grade UT2 & above.
 - The renewal of fixed-term employment contract of Senior Management of Grade UT2 & above.
 - New organisational chart and appointment of General Manager for UEMS Pte Ltd.
 - Appointment of Head of Edgenta Healthcare Solutions.
 - Appointment of Head of Internal Audit.

Financial Statements

- ▶ Reviewed the recommendation from AC and approved the quarterly financial results and audited financial statements.
- ▶ Met up with the External Auditors for the presentation of their reports.
- ▶ Reviewed the re-appointment of External Auditors and their audit fees.
- ▶ Considered the segmental disclosure for alignment with Edgenta of the Future 2025 Vision.

Environmental, Social & Governance

- ▶ Reviewed the reports on the progress of the action plans for Environmental, Social & Governance on a quarterly basis.
- ▶ Approved the Sustainability Strategy and Roadmap.

Governance/Compliance

- ▶ Reviewed and adopted:-
 - Fit and Proper Policy.
 - Updates to Terms of Reference for the Board Governance and Risk Committee.
 - Updates to Board Charter.

Human Resources

- ▶ Reviewed and approved the following:-
 - Revision to Employee Benefits.
 - Rewards structure for Edgenta NXT Sdn Bhd.
 - Talent Attraction and Retention Strategy.
 - Minimum Wage Implementation and revision of Selected Terms and Condition of Employment for Edgenta UEMS Sdn Bhd.
 - Remuneration Policy for Global Talent Mobility Programme.
 - Revision of Salary Range.
 - Revision of Additional Responsibility Allowance Policy.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

MEETING ATTENDANCE FOR FINANCIAL YEAR 2022

Members	Board	AC	NRC
Tan Sri Dr. Azmil Khalid Independent Non-Executive Chairman	9/9	-	-
Syahrnizam Samsudin Managing Director/Chief Executive Officer	9/9	-	-
Dato' Mohd Izani Ghani[#] Non-Independent Non-Executive Director	9/9	-	M 11/11
Dato' Noorazman Abd Aziz Non-Independent Non-Executive Director	9/9	-	-
Dato' George Stewart LaBrooy Independent Non-Executive Director	9/9	-	M 11/11
Rowina Ghazali Seth Independent Non-Executive Director	9/9	-	C 11/11
Shirley Goh^{#^} Independent Non-Executive Director	8/9	C 5/5	-
Jenifer Thien Independent Non-Executive Director	9/9	M 2/2	-
Mohd Asrul Ab Rahim[#] Non-Independent Non-Executive Director (Appointed on 21 January 2022)	9/9	M 5/5	-
Wong Shu Hsien Non-Independent Non-Executive Director (Resigned on 21 January 2022)	0/0	M 0/0	-
Robert Tan Bun Poo^{#^} Independent Non-Executive Director (Retired on 16 June 2022)	5/5	C 3/3	-

Member of the Malaysian Institute of Accountants

^ Member of the Malaysian Institute of Certified Public Accountants

LEGEND: **C** Chairperson of Board Committee

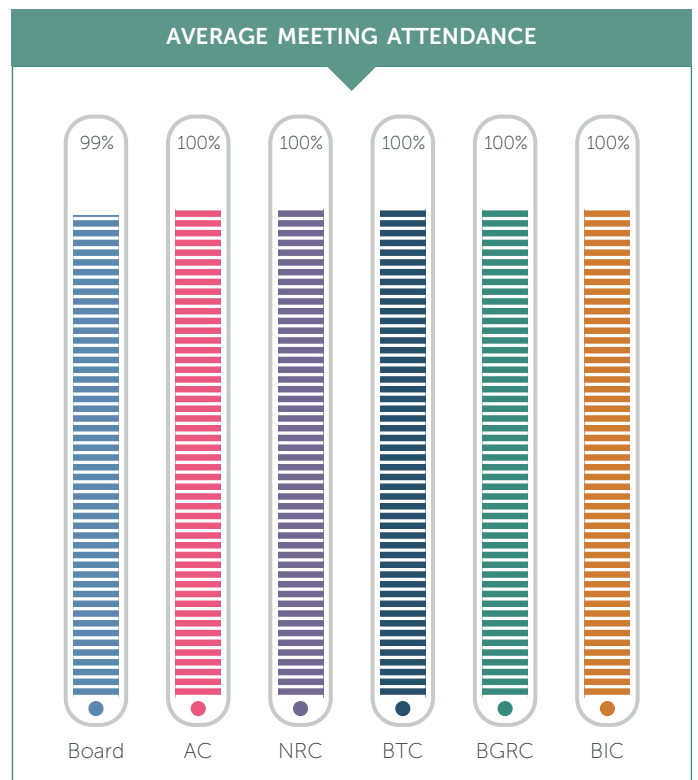
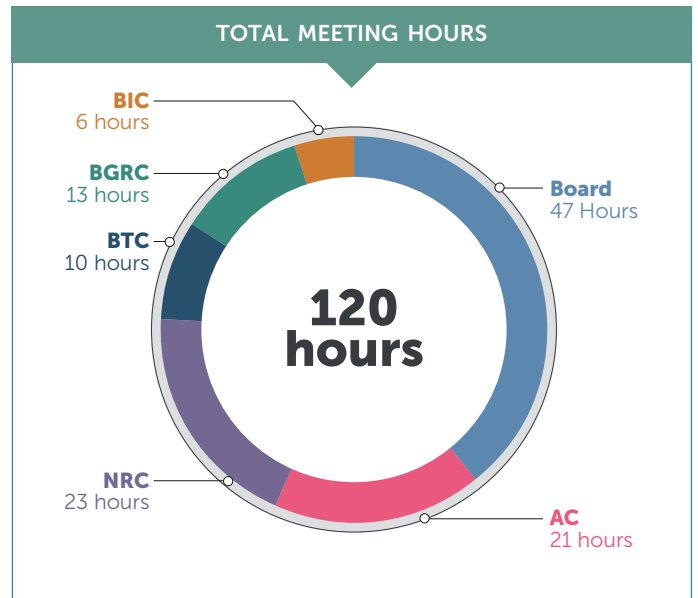
M Member of Board Committee

B Board

A Audit Committee

CORPORATE GOVERNANCE OVERVIEW STATEMENT

BTC	BGRC	BIC
-	-	M 3/3
-	-	-
-	-	-
-	M 6/6	C 3/3
M 3/3	C 6/6	-
-	M 6/6	-
-	-	M 3/3
C 7/7	M 6/6	-
M 6/6	-	-
C 1/1	-	-
M 4/4	-	-



● Nomination and Remuneration Committee
 ● Board Tender Committee

● Board Governance and Risk Committee
 ● Board Investment Committee

CORPORATE GOVERNANCE OVERVIEW STATEMENT

NOMINATION AND REMUNERATION COMMITTEE (“NRC”)

The main responsibilities of the NRC is to assist the Board on the nomination of Directors and Senior Management, assessing the effectiveness of the Board and Board Committees and recommending remuneration packages and assessing the performance of Managing Director/Chief Executive Officer and Senior Management.

Among the key activities undertaken by the NRC during the financial year under review were as follows:-

Board Composition and Succession Planning

- ▶ Reviewed the Board size and structure, tenure of each Director, the mix of Directors in terms of gender diversity, skills and expertise of each Directors to ensure high standard of Board performance and succession for both Executive and Non-Executive Directors in the event of any deficiency.
- ▶ Reviewed the composition of the Board and Board Committees of UEM Edgenta Berhad.
- ▶ Reviewed the Board composition for the subsidiaries/associate companies of UEM Edgenta Berhad.
- ▶ Recommended the re-election/re-appointment of Directors under the retirement by rotation provisions of the Constitution of the Company and the Companies Act, 2016.

Recruitment and Appointment of Directors

- ▶ Assessed and recommended to the Board the candidacy of Director, appointment of Directors to Board Committees, and reviewed Board’s succession plans and training programmes for the Board.
- ▶ Reviewed the required mix of skills and experience and other qualities, including core competencies which Non-Executive Directors should bring to the Board.

Remuneration of Directors

- ▶ Reviewed and recommended to the Board the remuneration of Non-Executive Directors in all its forms and to review the Group’s remuneration policies and procedures which should be disclosed in the Annual Report.

Board Effectiveness Evaluation

- ▶ Assessed the Directors annually, the effectiveness of the Board as a whole, the Committees of the Board and the contribution of each individual Director including his/her time commitment to effectively discharge his/her role as a Director, character, experience and integrity. All assessments and evaluations carried out by the NRC in the discharge of all its functions were properly documented.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Recruitment/Appointment and Succession Planning of Senior Management

- ▶ Reviewed the character, experience, integrity, competence and time commitment to effectively discharge the roles of Managing Director/Chief Executive Officer and Chief Financial Officer.
- ▶ Reviewed the current status of the Succession Plan for Senior Management and the progress made so far and identified areas that require further attention.
- ▶ Reviewed and recommended:-
 - Proposed appointments of Senior Management.
 - New organisational chart and appointment of General Manager for UEMS Pte Ltd.

Remuneration for UEM Edgenta Group

- ▶ Reviewed and recommended:-
 - The 2021 Corporate Scorecard Achievement and 2021 Managing Director/Chief Executive Officer's Scorecard Achievement.
 - The proposed 2022 Corporate Scorecard and Managing Director/Chief Executive Officer's Scorecard.
 - The 2021 Bonus Pool and 2022 increment.
 - The 2021 Performance Bonus of the Managing Director/Chief Executive Officer and Senior Management.
 - The proposed Talent Attraction and Retention Strategy.
 - Minimum wage implementation and revision of selected Terms and Condition of employment.
 - The revision to employee benefits.
 - The proposed Rewards Structure for Edgenta NXT Sdn Bhd.

Overseeing the Conduct of Business

- ▶ Reviewed and recommended the formation of Executive Committee for Healthcare Support and Asset Consultancy.

Governance/Policy

- ▶ Approved the MCCG proposed action plan.
- ▶ Reviewed and recommended:-
 - The Fit and Proper Policy.
 - The revision of Additional Responsibility Allowance Policy.
 - The Remuneration Policy for Global Talent Mobility Programme.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Nomination and Appointment of Directors

The Board has put in place adequate and effective selection processes and procedures for the recruitment or appointment of new Directors and members of the Board Committees.

In sourcing for new Board members, candidates are identified through a mixture of recommendations made by existing Board members and major shareholder, desktop searches and independent executive searches.

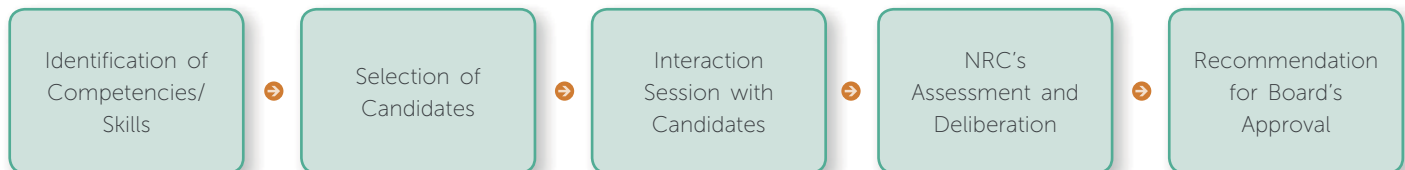
In assessing and making recommendations to the Board on the candidacy of Directors or appointment of Directors to Board Committees, the NRC considers the candidates' competencies, time commitment, contribution and performance, skills, knowledge, expertise and experience, professionalism, background, character and integrity and leadership qualities. The NRC also takes into consideration the size and composition of the Board as well as be guided by the MCCG and comply with the Listing Requirements.

For the position of Independent Non-Executive Directors, the NRC also evaluates the candidates' ability to discharge such responsibilities/functions as expected from an Independent Non-Executive Director.

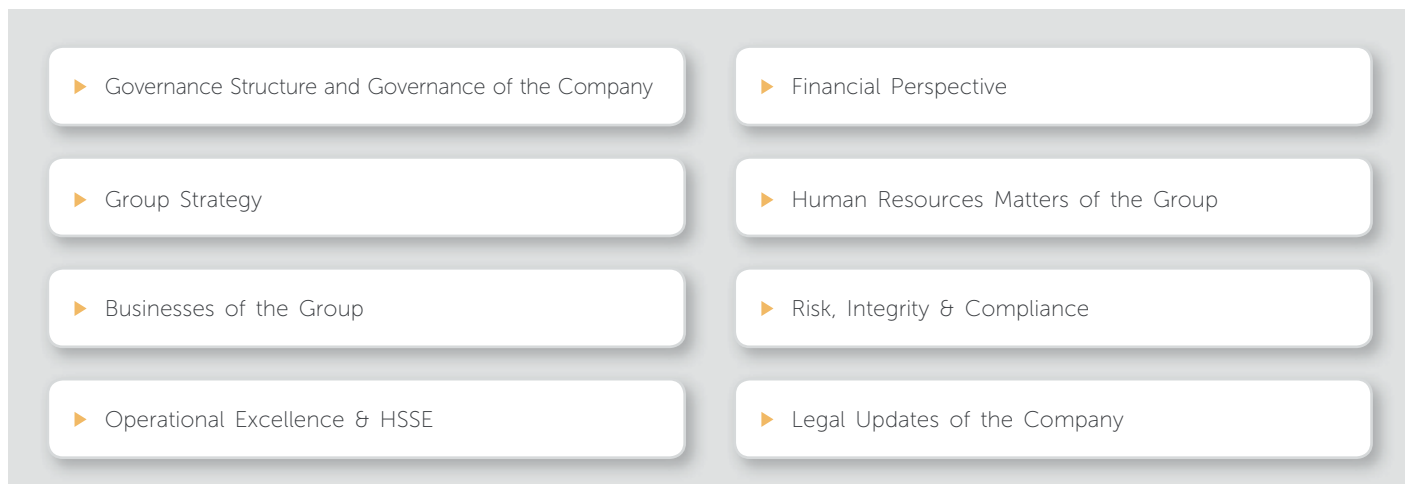
After due assessment and shortlisting, with the consent from identified candidate, a reputable third-party agency will conduct a thorough background screening process to verify their credibility.

On 26 May 2022, the Board has approved the Fit & Proper Policy to ensure formal, rigorous and transparent process for the appointment and re-election of Directors.

The process of appointment of new Directors are as follows:-



Once appointed, the new Board member would undergo a Board Induction Programme where they would be briefed in detailed on the following:-



CORPORATE GOVERNANCE OVERVIEW STATEMENT

Additionally, the NRC has also recommended for all Directors of the Company to attend at least one external briefing on Section 17A, Malaysian Anti-Corruption Commission Act 2009 ("MACC Act 2009") as part of Directors' training and development.

For the year under review, En. Mohd Asrul Ab Rahim was appointed as Board member on 21 January 2022. He was nominated by the major shareholder.

En. Mohd Asrul has attended the Board Induction Programme on 3 & 4 March 2022 and an external briefing on Section 17A, MACC Act 2009.

Directors' Continuing Education Programmes

Recognising that continuous education is vital to gain insight into the state of economy, technological advances, regulatory updates and management strategies for Directors to discharge their responsibilities effectively, a specific budget has been allocated for Directors' training.

The Board's training needs are assessed and identified through the Board Evaluation Assessment. In addition to individual Director's recommendations on appropriate trainings that will enhance their effectiveness, the Board is also regularly updated on the availability of external training courses for their consideration by the Company Secretary and the Edgenta Academy team.

Additionally, since the effective of the corporate liability provision of the MACC Act 2009, the NRC has recommended for all Directors of the Company to attend at least one external briefing

on Section 17A, MACC Act 2009 as part of Directors' training and development. Therefore, the Company Secretary is constantly monitoring to ensure the recommendation of NRC was met when there are new Directors appointed to the Board.

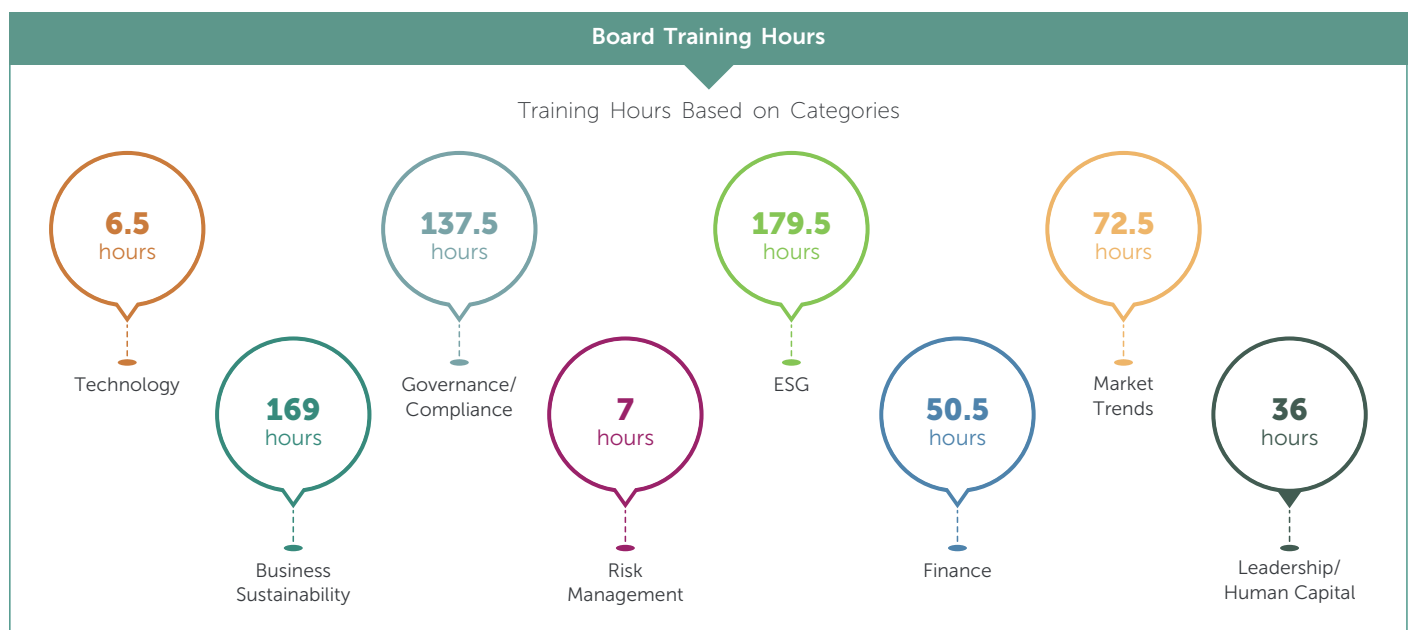
During the year under review, the Directors have attended various seminars and training programmes to gain insights into the latest regulatory and industry developments in relation to the Group's businesses.

Besides formal training programmes, the Board is also kept abreast on regulatory updates from the Bursa Malaysia Berhad, Securities Commission Malaysia and the Companies Commission of Malaysia by the Company Secretary.

In line with Management's strategy to focus on Environmental, Social and Governance ("ESG"), the Board has also been updating their ESG competencies by attending courses in relation with ESG.

Pn. Rowina Ghazali Seth is currently attending the ESG Competent Boards Certificate and Designation Programme. This programme syllabus contains 12 strategic ESG session topics. Upon graduating, Pn. Rowina Ghazali Seth will attain the Global ESG Competent Boards Certificate and Designation (GCB.D). Meanwhile, Ms. Jenifer Thien has been granted GCB.D in March 2022.

At the 2022 Pre-Board Convergence held on 6 October 2022, the Management focused the discussion around ESG and sustainability, and also invited speakers to share on ESG topics.



CORPORATE GOVERNANCE OVERVIEW STATEMENT

BOARD COMPOSITION

Ensuring the Right Composition

As at 31 December 2022, the Board consist of nine (9) members, comprising an Independent Non-Executive Chairman, one (1) Executive Director, three (3) Non-Independent Non-Executive Directors and four (4) Independent Non-Executive Directors. One third (1/3) of the Board comprises of Independent Non-Executive Directors, in compliance with Paragraph 15.02(1) of the Listing Requirements.

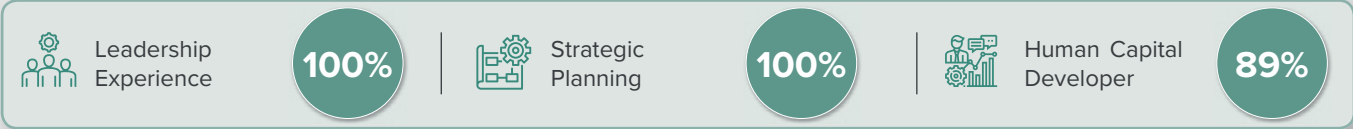
For year 2022, the Company had 56% Independent Non-Executive Directors and 34% Women Directors on Board.



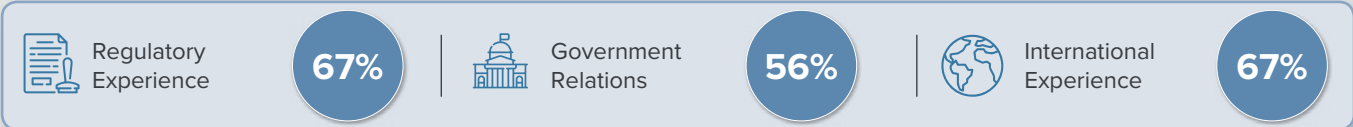
CORPORATE GOVERNANCE OVERVIEW STATEMENT

Board Mix of Skills and Experience

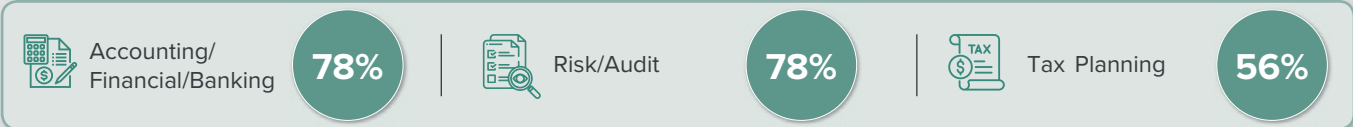
Leadership/Stewardship



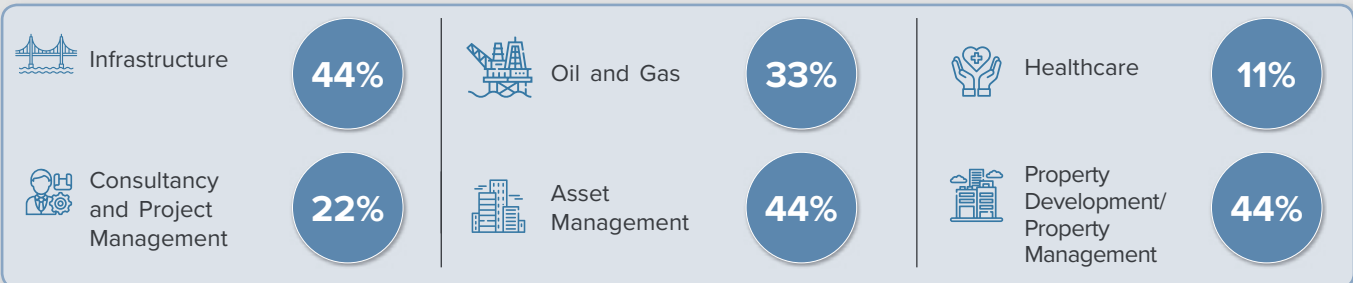
Regulatory Experience and Network



General Management



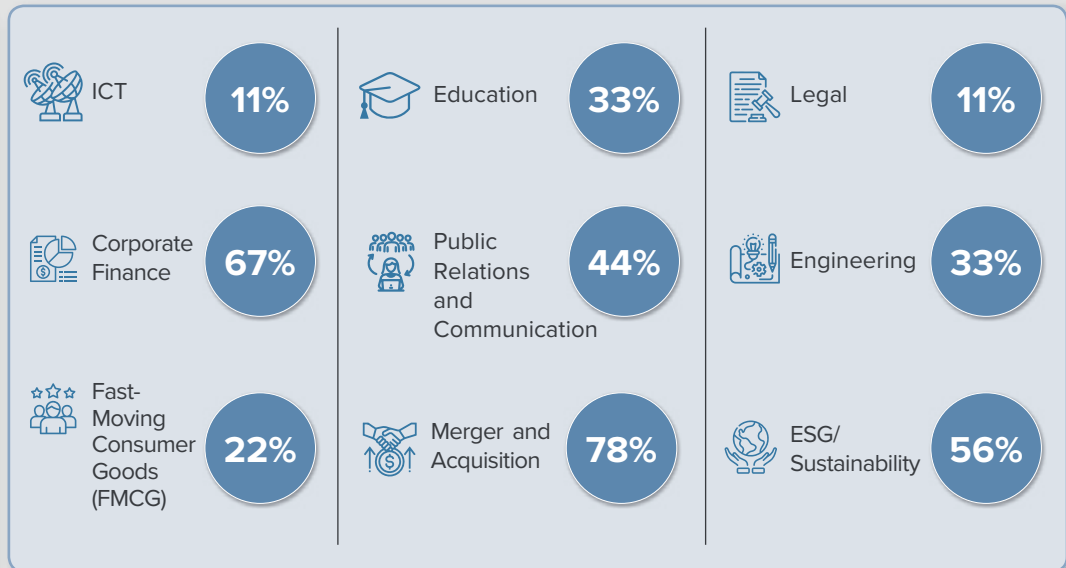
Sector/Service Experience



Entrepreneurship



Others



The profile of each Director is set out on pages 192 to 200 of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Board Effectiveness Assessment

The Board via the NRC performs yearly Board Effectiveness Assessment ("BEA") of its performance and activities.

As the Company is not a Large Company, the BEA for FY2022 was facilitated by the Company Secretary via an online portal, which covered key topics and included forward looking elements as follows:-

Board Evaluation	Directors' Self and Peer Evaluation	Assessment of Mix of Skills and Experience	Assessment on Board Committees	Independent Director's Self-assessment
Structure	Contribution to Interaction	Leadership/ Stewardship	AC	Tan Sri Dr. Azmil Khalid
Operations & Interactions - Meetings - Papers - Communications	Quality of Input	Regulatory Experience & Network	BGRC	Dato' George Stewart LaBrooy
Roles & Responsibilities - General Responsibilities - Strategy Planning - Performance Management - Human Capital - Risk Management & Internal Control - ESG	Understanding of Role	General Management	NRC	Rowina Ghazali Seth
	Chairman's Role	Sector/Service Experience	BTC	Shirley Goh
		Entrepreneurship	BIC	Jenifer Thien
		Others		

All feedbacks are handled in a confidential manner to ensure that Directors give their honest feedback. A summary of the key issues raised was then collated and presented in a report to the NRC and the Board.

Based on the results of the BEA, the Board Criteria Matrix was updated. The skills criteria in the matrix are constantly reviewed to ensure that it covers the relevant knowledge/skills that are required for the businesses of the Company.

The Board Criteria Matrix is considered an important tool in ensuring the diversity of the Board in terms of experience and expertise. With this matrix, the Board is able to identify any gaps in Board composition and use these gaps as criteria for selection of new Board members.

The results for FY2022 did not indicate any material weaknesses or shortcomings identified that warrant specific action plan to address the same. The results of BEA indicated that the performance of the Board, Board Committees and individual Directors had been effective in their overall discharge of functions, roles and duties. The level of independence demonstrated by the Independent Directors are satisfactory.

The results also revealed that the Board is satisfied that MD/CEO and CFO of the Company has the character, experience, integrity, competence and time to effectively discharge their roles accordingly.

The Board is also satisfied that each Board member is able to devote sufficient time to the Company.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

REMUNERATION

The Board via the NRC is also tasked to establish and review periodically the remuneration policies and procedures to attract and retain Directors and Senior Management.

Remuneration for Directors

The Directors' remuneration is reviewed from time to time and is determined at levels which enable UEM Edgenta Group to attract and retain Directors with the relevant experience and expertise needed to manage the Group effectively.

Additionally, the Company also has its own Remuneration Policy for Non-Executive Directors, which was drawn up with the aim to strengthen the Company's commitment to attract and retain talented and well qualified candidates while being financially cautious. This policy was in place since 8 December 2020. For transparency purpose, the Remuneration Policy is published on the Company's website at www.uemedgenta.com.

The Non-Executive Directors are paid a fixed base fee on a quarterly basis. With the recommendation from the NRC, the Board as a whole determines the remuneration for Non-Executive Directors with Directors concerned abstaining from deliberation or voting on decision in respect of their remuneration. The aggregate amount of Directors' fee to be paid to Non-Executive Directors is subject to the approval of the shareholders at general meeting.

The Directors' Remuneration Framework which was last reviewed in August 2020 is as below. The remuneration breakdown of individual Directors which includes fees, salary, bonus, benefits-in-kind and other emoluments are as set out in the CG Report under Practice 8.1.

Directors' Fees	Proposed Directors' Fee per annum (RM)	
	Chairman	Member
Board	210,000	108,000
Audit Committee	50,000	30,000
Other Board Committees	25,000	15,000

The current benefits payable and accorded to the Directors are:-

No.	Description	Directors' benefits
(a)	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
(b)	Car allowance for Chairman of UEM Edgenta	RM3,400 per month
(c)	Medical benefits for Board members <i>Where a Director sits on several boards within the UEM Group of Companies, he will be entitled to claim medical benefits from one (1) company only.</i>	(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
(d)	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.
(e)	Directors' & 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.
(f)	Subsistence allowance for business travel	Peninsular & East Malaysia – RM150 per day Overseas – USD125 per day

The Company would be seeking shareholders' approval at the forthcoming annual general meeting for the payment of Directors' benefits for items (a) and (b) of the above table.

Remuneration for Senior Management

The Board had on 25 February 2021 established a Senior Management Remuneration Framework. This framework which is benchmarked against market rate, is to ensure that Senior Management is always remunerated fairly and to attract, retain and motivate individuals to give their best in serving the Company.

However, due to talent retention purposes, the framework is not published on the website. The Management will reconsider the appropriateness of the publication of the framework on the Company's website.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

B

EFFECTIVE AUDIT AND RISK MANAGEMENT

AUDIT COMMITTEE

Upon the retirement of Mr. Robert Tan Bun Poo at the annual general meeting held on 16 June 2022, the Audit Committee ("AC") was led by Ms. Shirley Goh, to assist the Board in its oversight of the Company's financial reporting, and in fulfilling its fiduciary responsibilities relating to internal controls. This includes risk management, maintenance of financial and accounting records and setting policies as well as financial reporting practices of the Group. It also reviews related party transactions, conflict of interest situations that may arise within the Group and the provision of non-audit services by the External Auditors.

The AC comprises of three (3) members, all of whom are Non-Executive Directors, with a majority of them being Independent Directors.

Kindly refer to pages 234 to 236 for the AC's membership and composition, and the AC Report for the summary of work carried out by the AC during the financial year 2022.

The duties and responsibilities of the AC are set out in its Terms of Reference which is available on the Company's website at www.uemedgenta.com.

As at 31 December 2022, the current AC members have attended training courses relating to the development in accounting and auditing standards, practices and rules.

The Board, through the AC, maintains a transparent and professional relationship with the Internal and External Auditors. The AC has been explicitly accorded the authority to communicate directly with both the Internal and External Auditors.

The AC meets up with the External Auditors at least twice a year in the absence of the Managing Director/Chief Executive Officer and Management. The External Auditors were also present at Board Meetings for the presentation of their reports.

Currently, Messrs Ernst & Young PLT provides independent and professional external auditing services to the Group. The AC conducts yearly assessment on the suitability and independence of the External Auditors.

For the year under review, the External Auditors have confirmed to the Board their independence in providing their services.

The assessment on the External Auditors for financial year ended 31 December 2022 was facilitated by the Finance team. A set of questionnaires pertaining to the following were sent out to the AC members, relevant personnel from Finance, Risk, Integrity &

Compliance, Internal Audit and the Company Secretary for their feedback:-

- 1) Calibre of the firm
- 2) Quality of processes/services/performance
- 3) Audit team
- 4) Independence, objectivity and professional skepticism
- 5) Audit planning, execution and conclusion
- 6) Audit fees
- 7) Audit communications

The Board is satisfied with the outcome of the assessment of the External Auditors on their suitability and independence, and recommended for their re-appointment at the forthcoming annual general meeting.

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Effective Risk Management and Internal Control Framework

The Board has overall responsibility for the system of Risk Management and Internal Control which includes financial controls, operational and compliance controls to ensure that shareholders' investments, customers' interests and the Company's assets are safeguarded.

The Board discharges its risk governance and oversight functions via the Board Governance & Risk Committee ("BGRC") who undertake governance and compliance duties and responsibilities in addition to the oversight of risk management matters and reviews the effectiveness of risk management framework to manage the overall risk exposure to the Group, monitor the exercise of Integrity & Governance unit and overseeing the overall issue of corruption, fraud, malpractice & unethical conduct within the organisation.

While the BGRC is responsible for assessing and monitoring the efficacy of the risk management controls and measures taken, the AC is responsible for the review of the adequacy and effectiveness of the internal controls through the work performed by the Internal Audit function.

For the year under review, the BGRC comprises 4 members with a majority being Independent Non-Executive Directors, operate within defined terms of references.

The Statement on Risk Management and Internal Control as set out on pages 237 to 245 of this Annual Report provides an overview of the state of internal controls within the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT



INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

COMMUNICATION WITH STAKEHOLDERS

The Group has been transparent and accountable to its shareholders and investors and recognises the importance of timely dissemination of information to shareholders and other stakeholders. The Board is also committed to ensure that the shareholders and other stakeholders are well informed of major developments of the Company and the information is communicated to the stakeholders through the following channels:-

- ▶ Annual Report;
- ▶ Various disclosures and announcement to Bursa Securities including quarterly results;
- ▶ Analyst briefings, press releases and announcements to the media;
- ▶ Dialogues and presentations at general meetings to provide overview and clear rationale with regard to the proposals tabled for approval by shareholders;
- ▶ Online investor relations on the Company's website at www.uemedgenta.com; and
- ▶ All announcements made by the Company to Bursa Securities will be posted on the Company's website at www.uemedgenta.com.

The Company's website is a one-stop page that one could easily access to the above information. It has a dedicated section that provides investors with detailed information on the Group's business, commitments and latest developments.

Keeping up with the trend, the Company also has an Instagram account, a social media channel which is constantly updated with the happenings of the Company. The message and email functions are also activated on Instagram, for the public's convenience should they wish to reach out to the Company.

Shareholders may forward any concern/queries to Investor Relations at ir@edgenta.com and all relevant and appropriate issues raised will be addressed accordingly.

While the Company endeavours to provide as much information as possible to its shareholders and stakeholders, the Company is mindful of the legal and regulatory framework governing the release of material and price-sensitive information.

The Company has in place, the Corporate Disclosure Policy which outlines the Company's approach towards the determination and dissemination of confidential information, the circumstances under which the confidentiality of information will be maintained and restrictions on insider trading. The Corporate Disclosure Policy also provides guidelines in order to achieve consistent disclosure practices across the Group.

The Annual Report 2022 was presented based on Integrated Reporting. The Company has fully adopted integrated reporting based on a globally recognised framework.

The summary of engagements with stakeholders are available on pages 56 to 61.

CONDUCT OF GENERAL MEETINGS

The annual general meeting ("AGM") is the principal forum for dialogue with shareholders. Shareholders are provided with an opportunity to participate in the question and answer session in which shareholders may raise questions pertaining to the business activities of the Company.

For the AGM held on 16 June 2022, the Notice of AGM was given to shareholders on 29 April 2022. The Notice together with the relevant reports and circular was given more than 28 days prior to the AGM to allow sufficient time to consider the resolutions that would be discussed and decided at the AGM.

The meeting which was conducted in its entirety via live streaming and online remote voting at the Broadcasting venue at Menara UEM, was attended by all Directors. Besides the Directors, the Company Secretary, Senior Management and External Auditors were also in attendance.

The Chairman as well as the Managing Director/Chief Executive Officer, together with the Chairpersons of Board Committees and the External Auditors, if so required, will respond to questions from shareholders at the AGM.

The answers to the live questions that were not answered at the AGM due to time constraint was reverted to shareholders via email. Meanwhile, the questions submitted prior to the AGM were published on the website of the Company together with their answers. These pre-AGM questions were also addressed at the AGM.

The summary of the AGM proceeding was uploaded on the website within 30 business days after the completion of the AGM on 22 July 2022.

Taking cognisance of shareholders' rights and with the Company's aim to provide a good meeting experience to shareholders, the Management would be exploring with the virtual service provider on the possibility to incorporate a two-way engagement and to explore effective ways to have questions received to be made visible to all meeting participants.

This Corporate Governance Overview Statement was approved by the Board on 28 March 2023.

AUDIT COMMITTEE REPORT

The Board is pleased to present the Audit Committee ("AC") Report which provides insights on how the AC discharge its function and duties for the financial year ended 31 December 2022.

The AC assists the Board in its oversight of the Company's financial reporting, and in fulfilling its fiduciary responsibilities relating to internal controls. This includes overseeing the proper maintenance of financial and accounting records and setting policies as well as financial reporting practices of the Group. It also reviews related party transactions and conflict of interest situations that may arise within the Group.

COMPOSITION AND MEETING ATTENDANCE

The composition of the AC and meeting attendance for financial year 31 December 2022 are available in pages 222 to 223 of the Corporate Governance Overview Statement.

SUMMARY OF ACTIVITIES OF THE AC

During the year, the Chairperson of AC met the Internal Audit team regularly and had pre-meeting discussions of their activities and reports.

In line with the terms of reference of the AC, the following works were carried out by the AC during the financial year ended 31 December 2022:-

A. FINANCIAL STATEMENTS AND CORPORATE GOVERNANCE

1. Reviewed the quarterly and annual financial statements of the Company and of the Group; and recommended them for Board's approval, focusing particularly on:-
 - a) appropriateness and relevance of accounting policies and practices adopted and their application in compliance with current accounting standards;
 - b) any significant non-recurrent or unusual transactions made or events occurred during the year;
 - c) any significant changes to the basis of preparation of the financial statements or new accounting standards adopted during the year which impacted the result or financial position of the Group;
 - d) the going concern assumption used in the preparation of the financial statements;
 - e) significant accounting and auditing matters including financial reporting issues, estimates or judgements made by Management, unusual events or transactions, and how these matters are addressed; and
 - f) compliance with financial reporting standards and other regulatory requirements.
2. Reviewed recurrent related party transactions of a revenue or trading nature which are necessary for the day-to-day operations in the ordinary course of business of the Company and its subsidiaries to ascertain as to whether they are undertaken on an arm's length basis on normal commercial terms not more favourable to the related parties than those generally available to the public or those extended to unrelated parties and are not detrimental to the minority shareholders.
3. Reviewed the Circular to Shareholders in respect of the proposed shareholders' mandate for recurrent related party transactions and proposed new mandate for additional recurrent related party transactions of a revenue or trading nature.
4. Reviewed and recommended the Corporate Governance Overview Statement, Corporate Governance Report, AC Report and Statement on Risk Management and Internal Control, to the Board for its approval.
5. Considered the proposed change of segmental disclosure for alignment with the Edgenta of the Future 2025 ("EoTF 2025") vision.

AUDIT COMMITTEE REPORT

B. INTERNAL AUDIT

1. Reviewed the scope, functions and resources of the Internal Audit Department ("IAD") to ensure that it had the necessary competency, independence and authority expected by the professional standards and applicable guidelines to carry out its work professionally and with impartiality and propriety.
2. Reviewed and deliberated the internal audit reports (planned and ad-hoc) and ensured that audit observations and appropriate recommendations were discussed and agreed with Management including timelines set to be taken for remedial actions on gaps or lapses of controls or procedures identified by IAD.
3. Reviewed the status of implementation, effectiveness, and adequacy of management's corrective actions through follow-up audit reports to ensure all key risks and control issues were addressed adequately and in a timely manner.
4. Reviewed and approved the Internal Audit Plan, including changes for adequacy and appropriateness of coverages. The above included the risk-based planning methodology, high-level review scope and its manpower requirement for the proposed audit activities.
5. Assessed and approved the performance rating of IAD and the IAD Scorecard.
6. Assessed and recommended the appointment of new Head of Internal Audit for the Board's approval.
7. Suggested additional improvement opportunities in the areas of internal control, systems and operational efficiency.

C. EXTERNAL AUDIT

1. Reviewed with the External Auditors:-
 - a) The audit plan, audit methodology and scope of work, especially on areas identified for audit focus for the year;
 - b) Their comments and issues arising from their annual audit, their audit report and management letter of comments on the group internal control;
 - c) The key audit matters highlighted for inclusion in the audit report and the audit process in addressing them; and
 - d) The Group's financial reporting process including consolidation.
2. Assessed the objectivity, suitability and independence of the External Auditors in carrying out their audit during the year and this included their appointment for non-audit services.
3. Discussed with the External Auditors on 22 November 2022 and 20 February 2023 without the presence of the Managing Director/Chief Executive Officer and Management, on any concerns/issues affecting their audit, the results of audit, including the level of cooperation rendered by Management in respect of their access to financial information and accounting records.
4. Evaluated the performance of the External Auditors and due to their satisfactory performance based on the feedback received via assessment questionnaires and the 2021 Annual Transparency Report, recommended their re-appointment to the Board of Directors.
5. Reviewed and recommended the audit fees for the Board's approval.

AUDIT COMMITTEE REPORT

INTERNAL AUDIT FUNCTION

The Group has established its own IAD to provide independent and objective assurance to the AC and the Board that the established internal controls, risk management, and governance processes are adequate and operating effectively and efficiently as well as complied with the relevant internal rules and regulations.

The IAD activities and practices are closely guided by the International Professional Practice Framework ("IPPF") on Internal Auditing issued by the Institute of Internal Auditors ("IIA").

The information on the resources, objectivity, and independence of the internal auditors are provided in the Corporate Governance Report in accordance with Practice 11.2 of the revised Malaysian Code on Corporate Governance issued by the Securities Commission Malaysia in 2021.

The AC reviews and approves the IAD's manpower requirements to ensure the function is adequately resourced with competent and proficient internal auditors. During the year, the search for a new Head of Internal Audit has been initiated and is ongoing. As an interim measure, the Head of Risk, Integrity and Compliance is double hatting as the Acting Head of Internal Audit, in view of the focus on risk-based audit plan/reviews.

The total cost incurred for the internal audit function for financial year ended 31 December 2022 is approximately RM1,427,000, comprising mainly salaries, training, and traveling expenses for audit assignments.

SUMMARY OF ACTIVITIES

The IAD implements a risk-based audit methodology in establishing its annual audit plan. The audit plan 2022 which was approved by the AC on 19 November 2021, had considered the Group's identified risks and focused on auditable areas where the risks would have the most impact on the business objectives of the Group. Among the focus areas are revenue concentration risks, litigation risks, cybersecurity risks, business strategy execution risks, information security risks, project execution risks, overseas business expansion risks, and sustainability risks.

The scope of the planned audit assignments for the financial year 2022 covered the following:-

1. Operational audits in Healthcare Support, Infrastructure Services, Asset Consultancy, and overseas operations.
2. Audit on Information Technology, Cybersecurity and Support Services.
3. Quarterly review on Related Party Transactions/Recurrent Related Party Transactions.

During the year, AC had reviewed and deliberated on a total of ten (10) internal audit reports in relation to the audits carried out, together with the audit recommendations made by IAD and the Management Responses to those recommendations. Representatives of IAD attended all the planned AC meetings during the year to brief the AC on audit results and significant matters raised in the detailed IAD reports. The Heads of Divisions, where required, were also invited to the AC Meeting to provide further explanations on the audit observations highlighted. Where appropriate, the AC directed Management to rectify and improve control and workflow procedures.

The AC, at all its quarterly meetings, also reviewed the implementation status of the corrective actions arising from the audit recommendations to ensure that the key risks and control lapses were addressed in a timely manner.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

In accordance with the practise set out in the revised Malaysian Code on Corporate Governance issued in April 2021, a listed company should establish an effective risk management and internal control framework.

The Board of Directors ("Board") is pleased to provide this Statement on Risk Management and Internal Control pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and as guided by The Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers.

RESPONSIBILITY AND ACCOUNTABILITY

Responsibility of the Board

The Board affirms its commitment and responsibility in maintaining a sound and effective system of risk management and internal control in safeguarding shareholders' interests and the Group's assets.

The Board is constantly and actively identifying the Group's level of risk tolerance, assessing and monitoring the key business risks. The risk management and internal control system adopted by the Group are reviewed and updated periodically to align with the dynamic changes in the business operating environment as well as changes in regulatory requirements.

The Board acknowledges that the risk management and internal control system are designed to manage and reduce the risk of not achieving business objectives and can only provide reasonable and not absolute assurance of effectiveness against material misstatement of management and financial information and records, financial losses or fraud or any occurrences of unforeseeable circumstances.

Board and Board Committees

For the financial year under review, there are nine (9) Directors on the Board comprising one (1) Managing Director/Chief Executive Officer ("MD/CEO"), five (5) Independent Non-Executive Directors and three (3) Non-Independent Non-Executive Directors.

The Board is supported by a number of established Committees, namely the Audit Committee ("AC"), Board Governance and Risk Committee ("BGRC"), Nomination and Remuneration Committee ("NRC"), Board Tender Committee ("BTC") and Board Investment Committee ("BIC") which examine all matters within its scope and responsibilities, and report to the Board with its recommendations for the Board's decision.

The responsibilities and functions of the Board, each of its committees and the individual directors are specified in its respective Terms of Reference and Board Charter.

General Management Committee

The General Management Committee ("GMC") is chaired by the Managing Director/Chief Executive Officer and comprises the Chief Financial Officer, Chief Strategy Officer, Chief People Officer, Chief Digital Officer and management team members from the respective business divisions and corporate support services.

The key roles of the GMC are to drive strategic execution, deliberate and resolve the Group's key strategic and operational issues in a timely manner and keep track of key business developments.

The GMC also serves as a platform to monitor the Group's strategic direction and for members to report on their respective business and operation plans to the Managing Director/Chief Executive Officer, highlight issues and devise solutions/corrective plans, as well as address other matters as directed by the Board and/or the Managing Director/Chief Executive Officer.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT COMMITTEE

The Risk Management Committee ("RMC") is responsible to implement the policies and procedures established by the Board and Board Governance and Risk Committee ("BGRC") in ensuring a sound and robust Risk Management Framework ("RMF") to achieve the Group's strategic objectives, safeguard shareholders' investments and its assets.

The RMC is chaired by the Group's Managing Director/Chief Executive Officer and consists of Head of Companies of the Group and co-opted members from the management team of the Group.

The RMC undertakes the following responsibilities:

- ▶ Review and recommend risk management policies and procedures for the approval or acknowledgement of the BGRC and Board and Managing Director/Chief Executive Officer respectively;
- ▶ Act as Primary Champion of risk management at strategic and operational levels;
- ▶ Review the ongoing adequacy and effectiveness of the risk management process;
- ▶ Review and deliberate on identified risks, controls and risk mitigating strategies to ensure that these are adequately managed;
- ▶ Review the Group's resilience in event of a crisis or disaster and ensure adequate insurance coverage against key risks and perils;
- ▶ Review and implement compliance programmes to drive and embed a culture of ethical behaviour and integrity; and
- ▶ Ensure that the BGRC and Board receive adequate and appropriate information for review and decision-making purposes.

The RMC is assisted by the Risk, Integrity & Compliance Department ("RICD"), which is primarily responsible for the implementation of the risk management, business resilience and compliance integrity processes and practices within the Group. A Charter, which defines RICD's responsibilities, scope and authority, has been established and endorsed by the Board.

RISK MANAGEMENT

Managing risks is an integral part of the Group's daily business activities and management decision making process. It involves the activity of identifying, assessing, monitoring and managing risks and uncertainties that could inhibit the Group's ability to achieve its strategy and strategic objectives.

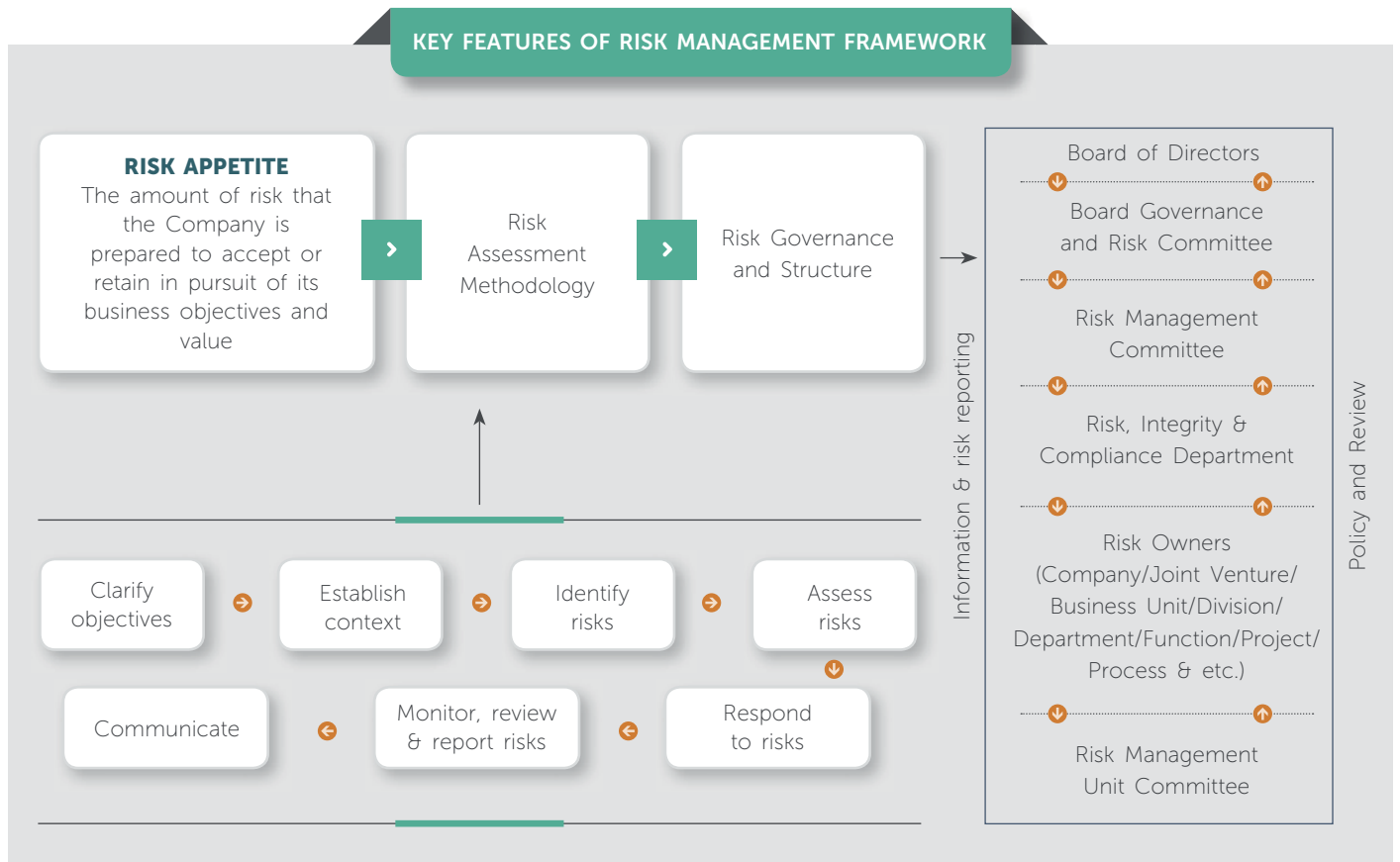
Risk Management Framework

The Group has in place a Risk Management Framework ("RMF") that provides the foundation and organisational arrangement for managing risk across the Group.

Principally aligned with ISO:31000, the RMF sets out the context and objectives, emphasising on enterprise-wide risk assessment and management encompassing the identification, assessment and measurement, mitigation responses, as well as monitoring, communicating and reporting of risks.

The RMF serves as a tool in managing both existing and emerging risks with the objective to enhance and protect stakeholders' interests and at the same time to safeguard the Group's assets and reputation.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL



Risk Management Approach

The Group's risk management approach adopts a process which entails a consistent and systematic approach in the identification, assessment, monitoring and reporting of risk exposures.

The risk management process is applied throughout the whole of the Group (enterprise level) or to any part of a business (i.e., divisions, departments, functions, business units and projects).

The risk management approach comprises sequential steps of activities that are interrelated and iterative as follows:

- a. Set/clarify business objectives
Set and understand the objectives for the Group and/or its business.
- b. Establish the context
Establish the context and boundaries within which the Group and/or the business operates.
- c. Risk Identification
Identify risks together with their respective causes and consequences which could affect/influence the achievement of the Group and/or business objectives.
- d. Risk Assessment
Identified risks are prioritised to determine the overall effect on the Group and/or business by evaluating the potential impact on business objectives should a risk materialise together with the likelihood of its occurrence.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

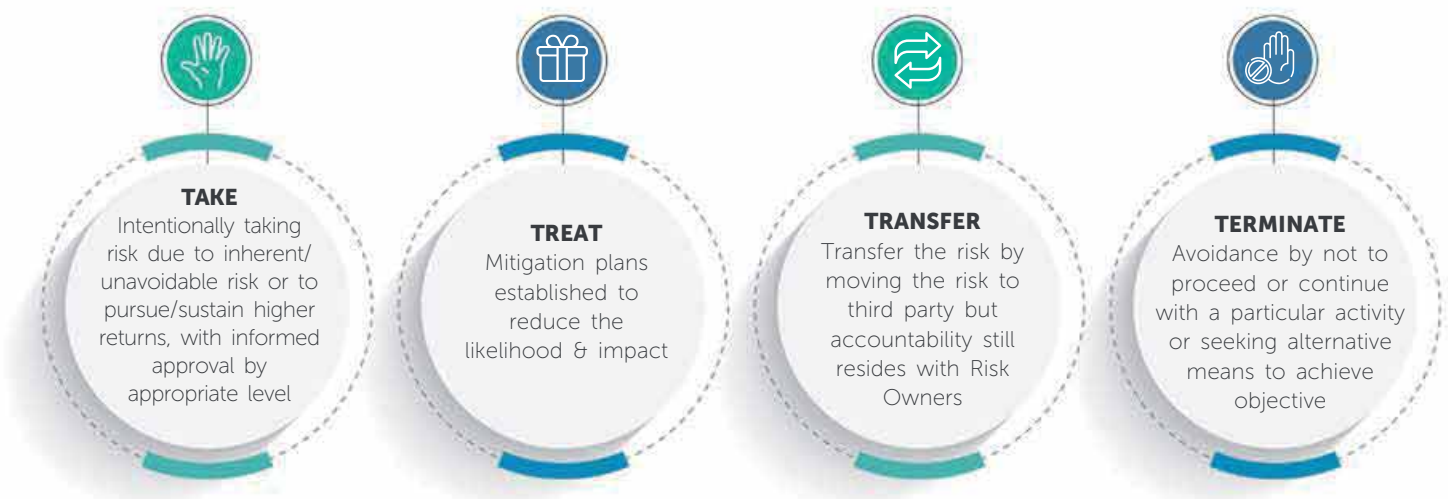
The Group adopts the following risk rating matrix to articulate the relationship between risk impact and likelihood:

Risk Rating					
Likelihood	Risk Impact				
	Insignificant	Minor	Moderate	Major	Catastrophic
Certain	Medium	Significant	Significant	High	High
Likely	Medium	Medium	Significant	Significant	High
Possible	Low	Medium	Medium	Significant	High
Unlikely	Low	Medium	Medium	Significant	Significant
Remote	Low	Low	Medium	Medium	Significant

e. Risk Response

Risk treatment involves developing a range of responses and options for mitigating the risks.

The Group adopts the **4Ts (Take, Treat, Transfer & Terminate)** strategy in responding to the identified risks and qualifies these risks according to the acceptable levels by the relevant risk owners and stakeholders.



f. Monitor, review and report risks

Risk events and trends to be continually reviewed, assessed and monitored. Similarly, risk responses are monitored continuously to ensure that risk responses and mitigations remains relevant and are operating as designed and expected.

g. Communication

Communication is required for an effective risk management programme. Changing business conditions continuously alters the risk profile of the Group and/or business, hence, frequent and explicit conversations about risk is vital to maintain continued awareness and management of key risks.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Summary of Risk Management Activities

Risk management activities undertaken for the financial year at the Group and subsidiaries to instil a proactive risk management culture and ownership are as follows:

Periodic risk awareness briefings and risk management workshops are conducted as continuous efforts to inculcate a proactive risk-aware culture within the Group.

Risk Management Status Reports are produced quarterly at the minimum and are presented to the RMC, BGRC and Board for deliberation and approval.

Quarterly review and monitoring implementation of risk action plans by RICD to ensure appropriateness and effectiveness.

Identification and reporting of emerging, key business risks and mitigation plans to the RMC, BGRC and Board for deliberation and approval.

Provides risk management consultation and advisory services to projects, investment and potential business leads.

Integrity & Compliance

Integrity & Compliance are the foundation and values in our day-to-day decision-making and business practices.

UEM Edgenta is committed to uphold its integrity and compliance value in carrying out its business operations. The Group has embarked on the journey to obtain the international accreditation of MS ISO 37001:2016 Anti-Bribery Management System (ABMS) as a testament to our zero tolerance against corruption.

In line with the regulatory requirements, UEM Edgenta had adopted best practices and has the following framework, policy & procedures in place:

- ▶ Code of Conduct for Directors and Employee

UEM Edgenta's Code of Conduct for Directors and Employee expresses our commitment to build trust in our business ecosystem, and it outlines ethical behaviour standards in our business activities, accompanied by important policy statements.
- ▶ Code of Conduct for Business Partners ("COCBP")

UEM Edgenta's Code of Conduct for Business Partners sets the expectations for our dealings with this key stakeholder group.
- ▶ Business Partner's Letter of Declaration ("BPLoD")

The Business Partner's Letter of Declaration has been established to maintain a high standard of integrity in our business operations and ensure business partners embrace the spirit of commitment to integrity and high ethical standards as set out in UEM Edgenta's Code of Conduct for Business Partners.
- ▶ Compliance Framework

The framework aims to establish and embed the culture of ethics and integrity, consistent with the values of the organisation and promote the culture of commitment to lawful and ethical behaviour.
- ▶ Third-Party Risk Management Framework

This framework is to safeguard the interests of stakeholders by ensuring that third-party risks are adequately and properly managed to mitigate the impact on reputation, operations, and financials of UEM Edgenta.

Compliance checks include:

 - Evaluation of the Third-Party's governance, values, code of conduct, anti-corruption programme and policies
 - Checks of evidence of good practice compliance
- ▶ Anti-Bribery & Anti-Corruption ("ABAC") Policy Statement

At UEM Edgenta, we strive to uphold our core values and to present ourselves with integrity, ethics, and accountability as essential components which the Company and its employees must harness at both professional and personal levels.
- ▶ Anti-Bribery & Anti-Corruption ("ABAC") Guide

UEM Edgenta takes a zero-tolerance approach to bribery and corruption and is committed to adhering to the highest standards of ethical behaviour in the conduct of all its business dealings and relationships. This is an essential guide to manage bribery and corruption risk.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

▶ ABMS Manual

This Manual sets out requirements in relations to MS ISO 37001:2016 Anti-Bribery Management System and provide guidance of a management system designed to help UEM Edgenta to prevent, detect, respond, and address to bribery and corruption.

▶ No Gift Policy

UEM Edgenta upholds the "No Gift Policy" to avoid actual or perceived conflict of interest, in accordance with UEM Edgenta's Code of Conduct.

▶ Conflict of Interest Declaration Procedure

This procedure serves as a guide to making a declaration on a possible conflict of interest and actions to be taken therefrom.

▶ Investigation Procedure

The procedure has established a consistent process to ensure that alleged violations of UEM Edgenta Code of Conduct, policies and procedures, and applicable rules and regulations are assessed and investigated properly, that outcomes are recorded uniformly and in a timely manner, and that any necessary corrective action and/or external reporting is executed appropriately.

▶ Authorities' Raid/Visit Procedures

This procedure sets out the key practical points to be considered in providing an effective response when facing the authorities' raid.

Whistleblowing Policy Statement

UEM Edgenta is committed to adhering to the highest standards of ethical behaviour in terms of governance, integrity, accountability, and transparency in the conduct of our business and operations, which is in line with Edgenta's core values of FIRST. We aspire to conduct our business dealings and relationships in an ethical, responsible, and transparent manner.

The policy encourages the reporting of wrongdoings in good faith, with the assurance that personnel or any parties making such reports shall be treated fairly, their identity remains confidentiality and are protected from retaliation.

Whistleblowing Procedure

UEM Edgenta's Whistleblowing Procedure provides an avenue for its employees, stakeholders and members of the public to report any actual or suspected malpractice, misconduct or violation of Group's policies and procedures through dedicated and confidential channels (Whistleblowing Lodgement Form to the Chairman of the Board or Chairman of BGRC or email to the Whistleblowing Committee at whistleblowing@edgenta.com) which are available on our UEM Edgenta Official Website.

The Whistleblowing Procedure encourages the reporting of such allegations in good faith, with the assurance that employees or any parties making such reports will be treated fairly, their identity remains anonymous and are protected from reprisal. All disclosure will be verified and evaluated by the Whistleblowing Committee. The Chairman of the Whistleblowing Committee shall then report to the BGRC and Board on all outcomes and recommendations of the investigation.

INTERNAL CONTROLS

The key elements of the internal control system established by the Board that provides effective governance and oversight of internal control include:

Policies and Procedures

Written policies are established to guide how a department or an individual within the Group works or behaves and provides guidance to employees as to what their obligations are. Some policies are supported by procedures which describe the steps the employees shall take to produce an output or to complete a process. The policies and procedures also form part of the various management systems which are reviewed and updated periodically to ensure that they remain relevant and reflective of the Group's operating and business environment.

The Group, via its subsidiaries, have in place several Internationally Accredited Management Systems (for e.g., ISO 9001:2015 – Quality Management System, ISO 45001:2018 – Occupational Quality Health & Safety Management System, ISO 14001:2015 – Environmental Management System, ISO 13485 – Medical Devices Quality Management System and ISO 39001:2012 – Road Traffic Safety Management System) to standardise its management and operational processes and to further improve its efficiency. These certifications reflect the Group's commitment to ensuring quality deliverables to customers, safeguard safety and health of employees and safeguard the environment.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Group has also established a HSSE Management Systems, comprising HSSE Rules, standard operating procedures and processes, to inculcate a strong HSSE culture and sustainable HSSE performance. This also includes introducing an enhanced UEM Edgenta HSSE Management System Manual which seeks to make the HSSE execution simpler and more aligned within the Group.

The Group has dedicated teams to carry out Quality Assurance/Quality Control, and Health, Safety and Environment activities to ensure continuous improvement of processes and ongoing compliance with the established internal policies and procedures, International Management System Standards, contracts and relevant legal requirements.

Organisational Structure

The organisational structure of the Group is clear and detailed, defining the roles, responsibilities and reporting line of the various Committees of the Board; Management of the Corporate Office and subsidiaries; departments and individuals.

The Board appoints the Managing Director/Chief Executive Officer of the Group, Chief Financial Officer, Chief Strategy Officer, Chief People Officer, Chief Digital Officer, and Heads of Divisions/Business within the Group, as well as holders of mission-critical position.

The organisational structure is reviewed regularly to assess its effectiveness and to ensure that it is in line with any changes in business requirements.

Operating Plans and Strategies

The Group undertakes a comprehensive annual budgeting and forecasting exercise to ensure that the development of business plan for respective operating divisions are in line with the Group's 5-year operating plan, short-term and long-term strategic plans.

Each Business Unit is responsible for carrying out a comprehensive analysis on current and prior years' performances and identifying the strategic priorities for consideration and commitment in the Group Annual Operating Plan ("AOP"), 5-year operating plan and strategic plan. These form the basis for the development of Key Performance Indicators ("KPIs") to be included in the Group's Corporate Scorecard and MD/CEO's Scorecard which are deliberated, reviewed by the Board for approval.

The approved AOP, 5-year operating plan and strategic plans are then cascaded to the senior management team across the Business Units for planning, monitoring and execution.

The Group monitors the business performance of respective business divisions through its KPIs and measures them against the approved AOP, 5-year operating plan and strategic plan on a regular basis via its General Management Committee meetings and other ad hoc meetings to be carried out by the senior management as and when necessary. Reports and analysis on variances against the AOP are prepared and monitored, taking into consideration current and future macro/microeconomic situations and business landscapes. A report on the year-to-date quarterly Group results and performance is submitted and presented to the Board on a quarterly basis.

The management is responsible for identifying and executing any mitigation actions, where necessary.

Employee's Authority and Responsibility

UEM Edgenta's internal controls are embedded within the responsibility of each employee as specified in the Job Description.

The establishment of performance monitoring serves as a tool to monitor performance against the set KPIs and targets at various levels, covering key financials, customers, internal business processes and learning and growth indicators.

Discretionary Authority Limits

Clear delegation of authority is defined in the Discretionary Authority Limits ("DAL"), which sets the limit for strategic, operating and capital decisions and expenditures, as well as decision authority for each level of management within the Group, and also the Board's authority.

The DAL is reviewed from time-to-time to ensure effectiveness of strategic and operational executions.

Procurement

In parallel with the implementation of Oracle ERP, GPCM functions as a centralised and coordinated procurement function to control and manage procurement activities within each of the Group's key business division, encompassing eight (8) key areas, namely, Procurement Strategy & Performance, Category Management, Vendor Management, Sourcing, Purchasing Admin, Contract Management, Master Data Management, and Inventory Management.

The potential risks pertaining to these key areas are mitigated through procedural governance and compliance monitoring of the SOPs users. The SOPs will be reviewed periodically and updated as and when required to ensure continuous improvement of internal controls and taking into consideration any additional process improvement required.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The provisions for Integrity & Compliance (i.e., Code of Conduct for Business Partner, Business Partners Letter of Declaration), HSSE Management Requirements are incorporated accordingly in the procurement terms and conditions to create awareness on our anti-bribery, anti-corruption, safety and accountability policies amongst our suppliers and contractors at the early stage of engagement with these stakeholders.

Insurance on Assets

Sufficient insurance coverage and physical safeguards on the Group assets, including its human resources are in place to ensure adequate coverage against any mishaps that could result in material loss. Coverage typically includes damage to or theft of assets; liability coverage for the legal responsibility to others for accidents, bodily injury or property damage; and medical coverage for the cost of treating injuries and illnesses, rehabilitation and fatalities.

Insurance coverage is reviewed regularly to ensure sufficient coverage in view of changing business environment or assets.

Business Continuity Management

Business Continuity Management ("BCM") is defined as an all-rounded management process that recognises possible threats to a company and the effects on business operations it may cause, and offers an outline for building organisational flexibility with the aptitude for an effective response that protects the interests of its key stakeholders, reputation, brand and value-creating actions.

UEM Edgenta continues to deliver an effective BCM programme as part of its efforts to enhance organisational resilience that enables effective response to continue operations and deliver critical services in the event of any crisis and disruption.

Human Resources Management

UEM Edgenta's internal controls are realised and supported by a formal organisational structure. This official structure is made of defined lines of authority, responsibility and accountability. These lines of authority, responsibility and accountability are continuously and transparently updated and improved to demonstrate good governance.

Talent acquisition policies and guidelines are established within UEM Edgenta and its subsidiaries. This is to ensure the selection of suitable candidates who meet the job requirements and core competencies for the role in UEM Edgenta. Potential candidates will go through a structured recruitment process which includes interviews by the hiring manager and relevant stakeholders; and for certain roles, additional assessments would be applicable. A thorough and complete pre-employment background screening

which includes medical screening, checks on past employment records, education and qualification records, credit records, criminal records, directorship and reference check, would be performed before the job offers are issued. This is a control measure to minimise the risk to the Company.

To ensure that we are able to develop a capable, agile and competitive workforce, employees are provided with structured internal technical and soft skills training, mobility opportunities and external development programmes, as well as professional certification opportunities for identified employees. Technical skills training is also prioritised through the development of a technical competency framework and subsequent development interventions. These interventions are tied back to the Individual Development Plan of our employees.

Management Information Systems ("MIS")

The Group is continually investing in tools and solutions to migrate processes, people, and technology to the cloud for improved data collection, analysis, and evaluation of organisational development and operational performance. To maximise the benefits of cloud computing, the Group has established partnerships with Microsoft and Alibaba, utilising both the Azure and Alibaba cloud platforms for hosting, deploying, and managing systems and applications.

The Group has also converted its data centre into a hybrid cloud, primarily hosting development and test environments, which facilitates seamless deployment across different clouds. With this transition to cloud computing, the Group can allocate its resources more effectively, freeing them from managing physical hardware, networks, and infrastructure, and instead focusing on enhancing its digital capabilities to digitise and transform core business operations. This investment in cloud-related technologies also accelerates application development and simplifies technical operations.

The Group places a high priority on cyber security and adopts adequate governance measures, such as implementing robust access controls and conducting security audits, at the earliest stages of software development. This proactive approach helps to ensure compliance with industry regulations and protects against evolving cyber threats. The Group carefully balances the advantages of utilising cloud technology with the requirement to maintain the confidentiality and integrity of data through regular assessments and updates.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Disaster Recovery Planning

The Group's Business Continuity Management (BCM) process encompasses Disaster Recovery Planning to secure its data, systems, and applications stored in the cloud with backup and protection in a safe location. Quick access to company data ensures seamless business continuity, minimising downtime and preserving productivity.

Joint Ventures and Associates

The disclosures in this statement do not include the risk management and internal control practices of the Group's joint venture and associate companies, as the Board does not have any direct control over their operations.

The Group's interests in these entities are safeguarded through the representation on the Boards of the respective companies where management accounts and periodical reports are received and reviewed, as well as deliberation on proposals related to these companies. Such representation also provides the Board with information for decision-making on the continuity of the Group's investments based on the performance of the Group's joint venture and associate companies.

Internal Audit

The Group has established its own Internal Audit Department ("IAD") to carry out the internal audit function of the Group. IAD reports functionally to the Audit Committee ("AC") and administratively to the Managing Director/Chief Executive Officer. The IAD regularly reviews the Group's systems of internal controls and evaluates the adequacy and effectiveness of the controls, risk management and governance processes implemented by the management. The reviews conducted are based on the risk-based Annual Audit Plan approved by the AC. The results of audit reviews, including status of management action plans to address gaps identified in the governance processes, risk management processes and controls during the engagements are reported regularly to the AC for deliberation.

The Group has also established a Management Audit Committee ("MAC") to ensure effective actions are taken to address internal control weaknesses and proper closures of all audit issues and areas for improvement highlighted by the IAD. The MAC is chaired by the Managing Director/Chief Executive Officer and holds its meeting regularly.

Internal control weaknesses and areas for improvement regarding risk management and governance identified during the financial period under review have been or are being addressed by the management. None of the weaknesses identified have resulted in any material loss that would require disclosure in the Group's financial statements.

ASSURANCE FROM MANAGEMENT

The Board has received assurance from the Managing Director/Chief Executive Officer and Chief Financial Officer that a review on the adequacy and effectiveness of the risk management framework and internal control system has been undertaken and the Group's risk management and internal control system are operating adequately and effectively, in all material aspects, based on the risk management and internal control system of the Group.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The External Auditor has performed limited assurance procedures on this Statement on Risk Management and Internal Control in accordance with the Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information and Audit and Assurance Practice Guide 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants ("MIA") for inclusion in the Annual Report of the Group for the year ended 31 December 2022, and reported to the Board that nothing has come to their attention that causes them to believe that the statement is not prepared, in all material respects, in accordance with the disclosure required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor is the Statement factually inaccurate.

This Statement on Risk Management and Internal Control was approved by the Board on 28 March 2023.

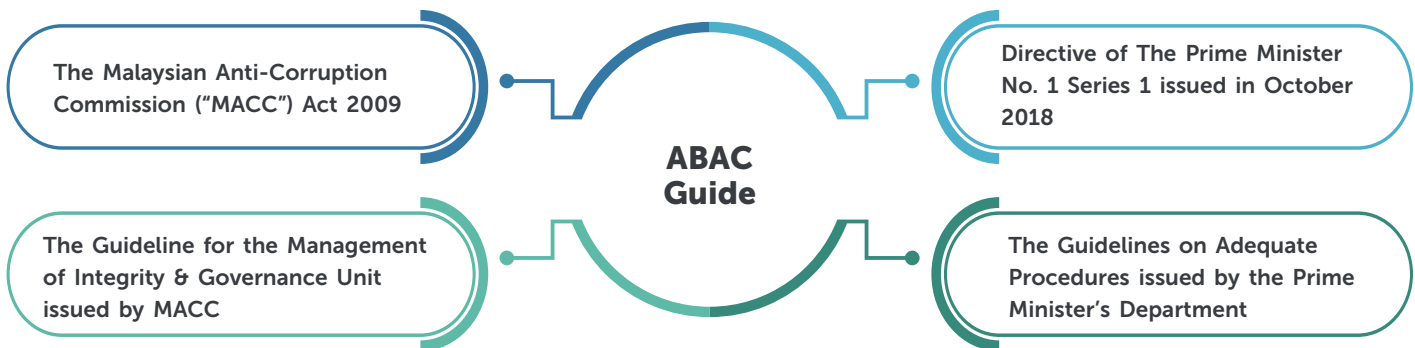
CONCLUSION

The Board is of the view that the risk management and internal control system are in place for the year under review, and up to the date of approval of the Statement on Risk Management and Internal Control, are sound and sufficient to safeguard shareholders' interests and the Group's assets.

CORPORATE INTEGRITY AND ETHICAL BUSINESS CONDUCT

At UEM Edgenta, we are committed to strengthening the integrity & ethical culture across the organisation. The shared values we instill in our DNA to steer businesses and operations are anchored to uncompromising integrity and exceptional performance. As we actively lay solid foundations across all businesses and remain steadfast in pursuing our growth plans through geographical expansion, new products & services, cost optimisation, and tech-enabled solutions, upholding these values and presenting ourselves with integrity, ethics, and accountability are essential components which we must harness at both a professional and personal level. As a public listed company, we are adamant that all our business undertakings and proceedings are in strict adherence to good corporate governance practices.

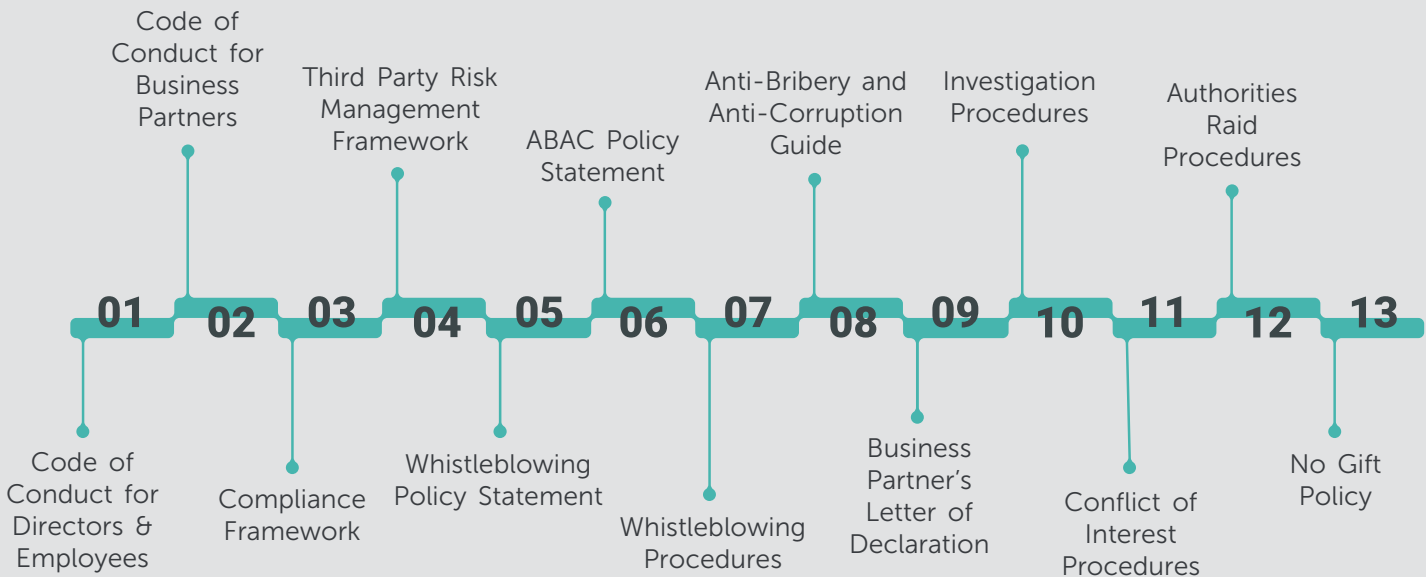
The Board is committed to the Anti-Bribery & Anti-Corruption ("ABAC") measures such as ABAC Guide by ensuring that the document is enforced appropriately. As a yardstick in terms of ABAC, we are guided by the following legal and regulatory requirements that relate to the ABAC Guide:



UEM Edgenta has the following existing Framework, Policies, and Procedures in place to curb bribery and corruption:

Framework, Codes, Policies & Procedures

13 Integrity & Compliance



CORPORATE INTEGRITY AND ETHICAL BUSINESS CONDUCT

Our Core Values



In 2022, UEM Edgenta undertook the following initiatives to drive better governance and integrity culture under four strategic pillars, namely:

- **Complaint Management:**

Involves the systematic management of information/complaints on the misconduct of corruption, abuse of power, malpractice, and violation of the organisation's code of conduct and ethics to ensure that action is taken on every information/complaint. In addition to supervising and monitoring complaints, the Integrity & Compliance Unit is responsible for the efficiency of the Complaints Management system.
- **Detection and Verification**

 - Established a dedicated team to investigate grievances related to the breach of Code of Conduct ("COC") channeled to Whistleblowing Platform.
- **Integrity Enhancement**

 - Conducted RICD Engagement Roadshow to instill and cultivate the adoption of Risk, Business Resilience, Integrity & Compliance into daily operation of Edgenta Stars
 - Conducted awareness briefing for business partner during Vendor Mass Training 2022 in collaboration with Group Procurement and Contract Management
 - Webinar focused on the understanding of the term "Governance" from an ESG perspective, its relation to the Culture of Integrity and Compliance at UEM Edgenta and the role of employees in corporate governance
 - Conducted Authorities Raid Briefing to provide Edgenta Stars with the necessary knowledge on what to expect during a raid and in how to manage it effectively
 - Shared Integrity messages during Annual Management Dialogue 2022.
- **Compliance and Governance**

 - Reviewed and revised existing Policies and Procedure according to MS ISO 37001:2016 Anti-Bribery Management System certifications requirements
 - Completed Stage 1 Certification Body audit for MS ISO 37001:2016 Anti-Bribery Management System
 - Instilling a culture of integrity and compliance at the workplace through educational awareness sessions such as engagement session and periodic communications.

UEM Edgenta is committed towards addressing any violations to the Code of Conduct, as well as any applicable laws, regulations, or policies. We have put in place several procedures and appropriate disciplinary actions against any unethical or improper practices.

The Whistleblowing Policy and Procedure encourages the reporting of such allegations in good faith, with the assurance that employees or any parties making such reports will be treated fairly, their identity remains anonymous and are protected from reprisal.

You can email your concern to whistleblowing@edgenta.com or write to the Chairman of the Board of Directors or Chairman of the Board Governance and Risk Committee, UEM Edgenta Berhad using the prescribed Whistleblowing Lodgment Form.

All disclosures will be verified and evaluated by the Whistleblowing Committee. The Chairman of the Whistleblowing Committee shall then report to the BGRC and Board on all outcomes and recommendations of the investigation in ensuring a supervisory overview of the ethical environment within UEM Edgenta.

ADDITIONAL COMPLIANCE INFORMATION

1. AUDIT AND NON-AUDIT FEES

During the financial year ended 31 December 2022, the total audit and non-audit fees paid or payable incurred for services rendered to the Group and the Company by the external auditors or a firm affiliated to the external auditors are as follows:

	Company RM'000	Group RM'000
Statutory audit services	212	1,474
Non-audit services	365	435
Total	577	1,909

The Group and the Company engaged the external auditors for the following non-audit works:

- Advisory services for the development of sustainability roadmap
- Review of Statement on Risk Management and Internal Control
- Tax compliance services

2. UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

In 2017, the Company has established the Islamic Commercial Papers ("ICPs") and Islamic Medium Term Notes ("IMTNs") under an ICP Programme and IMTN Programme respectively, which have a combined aggregate limit up to RM1,000 million in nominal value and sub-limit of RM300 million in nominal value for ICP Programme under Shariah Principle of Murabahah via a Tawarruq Arrangement.

On 26 April 2017, the Company completed the issuance of RM250.0 million in nominal value of IMTNs with a tenure of 5 years.

On 26 April 2022, the Company redeemed its outstanding IMTNs amounting to RM250.0 million in nominal value upon its maturity. On the same date, the Company has reissued the IMTNs with the same nominal value with a tenor of four years (maturity date: 24 April 2026).

The proceeds raised from the IMTNs have been utilised by the Company for its Shariah-compliant general corporate purposes.

3. REVALUATION POLICY ON LANDED PROPERTIES

During the financial year ended 31 December 2022, the Group has adopted MFRS 140 Investment Properties and MFRS 13 Fair Value Measurement (for non-financial instruments) due to the transfer of land held for property development to investment properties.

Accordingly, the Group has adopted a revaluation policy on the land classified under investment properties. Please refer to the accounting policy and revaluation of the investment properties in Note 2.4(o) and Note 14 in the Audited Financial Statements which are set out in the pages 264 to 382 of this Annual Report.

4. MATERIAL CONTRACTS

Other than those disclosed in the financial statements and the recurrent related party transaction section in this Annual Report, there were no material contracts including contracts to any loans entered into by the Company and its subsidiaries involving Directors' and major shareholders' interests.

5. RECURRENT RELATED PARTY TRANSACTIONS

The Company proposes to seek approval of its shareholders for the renewal of mandate for recurrent related party transactions and the proposed new shareholders' mandate for additional recurrent related party transactions of a revenue and trading nature which is in the ordinary course of business at the forthcoming Annual General Meeting of the Company to be held in 2023.

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DIRECTORS' RESPONSIBILITY STATEMENT

For the Audited Financial Statements

The directors are required by the Companies Act 2016 to prepare the financial statements for each financial year which have been made out in accordance with applicable Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards ("IFRS") and the requirements of the Companies Act 2016 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 2022, the Group and the Company have:

- Adopted appropriate accounting policies and applied them consistently;
- Made judgements and estimates that are reasonable and prudent; and
- Prepared the financial statements 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 MFRS, IFRS and the requirements of the Companies Act 2016 in Malaysia.

The directors are satisfied that they have met their obligations to present a balanced and fair assessment of the Group's and of the Company's position and prospects in the Directors' Report on pages 251 to 256 and the Audited Financial Statements from pages 264 to 382 of this Annual Report.

DIRECTORS' REPORT

The directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2022.

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding and provision of management services to its subsidiaries.

The principal activities and other information of the subsidiaries, joint ventures and associates are described in Note 46 to the financial statements.

RESULTS

	Group RM'000	Company RM'000
Profit after tax and zakat	45,651	38,209
Attributable to:		
Owners of the parent	45,879	38,209
Non-controlling interests	(228)	–
	45,651	38,209

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.

DIVIDENDS

The amounts of dividends paid by the Company since 31 December 2021 were as follows:

	RM'000
In respect of the financial year ended 31 December 2021 as reported in Directors' report of that year:	
Single tier interim dividend of 3.00 sen on 831,624,030 ordinary shares declared on 24 February 2022 and paid on 19 May 2022	24,949

On 28 February 2023, the Board of Directors has declared a single tier interim dividend of 4.00 sen per ordinary share on 831,624,030 ordinary shares, amounting to RM33,264,961 to be paid on 18 May 2023. The entitlement date is 20 April 2023. The financial statements for the current financial year do not reflect this dividend. This dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2023.

DIRECTORS' REPORT

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:

Tan Sri Dr. Azmil Khalili bin Dato' Khalid
Syahrudin bin Samsudin*
Dato' Mohd Izani bin Ghani
Dato' Noorazman bin Abd Aziz
Dato' George Stewart LaBrooy
Rowina Ghazali Seth
Shirley Goh
Jenifer Thien Bit Leong
Mohd Asrul bin Ab Rahim (Appointed on 21 January 2022)
Wong Shu Hsien (Resigned on 21 January 2022)
Tan Bun Poo (Retired on 16 June 2022)

**The director is also director of certain subsidiaries of the Company.*

The names of the directors of the subsidiaries of the Company since the beginning of the financial year to the date of this report (not including the director listed above) are:

Aliza binti Sulaiman
Andrew Raj A/L Varatharaju
Angel Yogesh Vora
Anil Abraham
Azam bin Mohamed
Chen Yen-Yu
Chua Pei Sum
Chua Yong Howe
Dr. Nik Fawaz bin Nik Abdul Aziz
Grace Nesam Poore A/P J. Kannuthurai
Izdihar binti Ibrahim
Jesudason Selvaraj
Kang Kee Yen
Kenneth Anak Tuba
Leong Kar Yung
Lim Su San
Lim Wah Seng
Lim Wei Hsien Kenny
Liu Hsiao Fan
Mazli bin Mohamed Ayob
Mohamad Muhazni bin Mukhtar
Mohamad Zamani bin Razali
Nur Aisyah binti Osman
Nuraida binti Ismail
Raihana binti Ahmad
Rais bin Imran
Razman bin Ismail

DIRECTORS' REPORT

DIRECTORS (CONTD.)

The names of the directors of the subsidiaries of the Company since the beginning of the financial year to the date of this report (not including those directors listed above) are (contd.):

Roli Shukla	
Shariman Yusuf bin Mohamed Zain	
Tan Cheh Tian	
Tan Sri Dato' Chen Kooi Chiew @ Cheng Ngi Chong	
Tan Sri Datuk Chen Lok Loi	
Tan Wan San	
(Alternate to Tan Sri Dato' Chen Kooi Chiew @ Cheng Ngi Chong)	
Tang Chee Wai	
Tengku Norlinda binti Tengku Hamzah	
Vincent Michael Gin	
Ahmad Zakri bin Ismail	(Appointed on 5 December 2022)
Choo Boon Kwee Colin	(Appointed on 31 May 2022)
Effreeza binti Mohamad	(Appointed on 30 March 2022)
Enita Azlina binti Osman	(Appointed on 19 August 2022 and resigned on 13 January 2023)
Erika Mushtarina bin Mat Ariffin	(Appointed on 13 January 2023)
Haziah binti Hamzah	(Appointed on 15 December 2022)
Ir. Vekneswaran A/L T.Arasappan	(Appointed on 1 January 2022)
Josephine Wong Foong Yin	(Appointed on 1 October 2022)
Rakesh Devasish Jena	(Appointed on 16 November 2022)
(Alternate to Chua Pei Sum)	
Saipolyazan bin Mat Yusop	(Appointed on 13 August 2022 and resigned on 24 October 2022)
Shaiful Zahrin bin Subhan	(Appointed on 27 January 2023)
Soo Kian Sin	(Appointed on 16 November 2022)
Dr. Chan Tuck Leong	(Resigned on 30 September 2022)
Fardan bin Abdul Majeed	(Resigned on 15 July 2022)
Lim Hock Thye	(Resigned on 31 May 2022)
Mohd Hasri bin Haron	(Resigned on 19 August 2022)
Rakesh Devasish Jena	(Resigned on 30 September 2022)
(Alternate to Dr. Chan Tuck Leong)	
Sharon Ruba a/p Krishnamurthy	(Resigned on 31 March 2022)
Suriana binti Abdul Hamid	(Resigned on 16 December 2022)

Director of a subsidiary that has been dissolved during the financial year:

Sitthambaranatha Gandhi a/l Suppiah	(Dissolved on 17 January 2022)
-------------------------------------	--------------------------------

DIRECTORS' BENEFITS

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 the acquisition of shares in or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors or the fixed salary of a full time employee of the Company as shown below) by reason of a contract made by the Company or a related corporation with any director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

DIRECTORS' REPORT

DIRECTORS' BENEFITS (CONTD.)

The directors' benefits are as follows:

	Group RM'000	Company RM'000
Executive:		
Salaries and other emoluments	1,020	255
Bonus	255	255
Contributions to defined contribution plans	191	71
Allowances	50	13
Benefits-in-kind	28	7
	1,544	601
Non-Executive:		
Fees	1,144	1,144
Allowance	53	53
	1,197	1,197
Total	2,741	1,798

During the financial year, the directors and officers of the Company are covered under the Directors and Officers Liability Insurance ("D&O Insurance") 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 D&O Insurance policy. The insurance premium incurred by the Company was RM130,870.

DIRECTORS' INTEREST

None of the directors in office at the end of the financial year had any interest in shares in the Company or its related corporations during the financial year.

HOLDING COMPANIES

The Company regards UEM Group Berhad ("UEM Group") and Khazanah Nasional Berhad, both incorporated in Malaysia, as its immediate and ultimate holding companies respectively.

OTHER STATUTORY INFORMATION

- (a) Before the statements of comprehensive income and statements of financial position of the Group and of the Company were made out, the directors took reasonable steps:
- (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 had been written off and that adequate provision had been made for doubtful debts; and
 - (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.

DIRECTORS' REPORT

OTHER STATUTORY INFORMATION (CONTD.)

- (b) At the date of this report, the directors are not aware of any circumstances which would render:
- (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.
- (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.
- (d) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.
- (e) At the date of this report, there does not exist:
- (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 in respect of the Group or of the Company which has arisen since the end of the financial year.
- (f) In the opinion of the directors:
- (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
 - (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.

SIGNIFICANT EVENTS

Significant events are disclosed in Note 45 to the financial statements.

AUDITORS

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

Auditors' remuneration is as follows:

	Group RM'000	Company RM'000
Ernst & Young PLT	964	212
Other member firms of Ernst & Young Global	444	–
Other auditors	66	–
	1,474	212

DIRECTORS' REPORT

AUDITORS (CONTD.)

To the extent permitted by law, the Company has agreed to indemnify its auditors, Ernst & Young PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young PLT for the financial year ended 31 December 2022.

Signed on behalf of the Board in accordance with a resolution of the directors dated 20 March 2023.

Tan Sri Dr. Azmil Khalili bin Dato' Khalid

Syahrnizam bin Samsudin

STATEMENT BY DIRECTORS

Pursuant to Section 251(2) of the Companies Act 2016

We, Tan Sri Dr. Azmil Khalili bin Dato' Khalid and Syahrnizam bin Samsudin, being two of the directors of UEM Edgenta Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 264 to 382 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards 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 2022 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors dated 20 March 2023.

Tan Sri Dr. Azmil Khalili bin Dato' Khalid

Syahrnizam bin Samsudin

STATUTORY DECLARATION

Pursuant to Section 251(1)(b) of the Companies Act 2016

I, Chua Pei Sum, being the officer primarily responsible for the financial management of UEM Edgenta Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 264 to 382 are in my opinion 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
Chua Pei Sum (MIA 39350)
at Kuala Lumpur in the Federal Territory
on 20 March 2023.

Chua Pei Sum

Before me,

Abdul Shukor Md Noor (No: W725)
Commissioner of Oaths
Kuala Lumpur

INDEPENDENT AUDITORS' REPORT

to the members of UEM Edgenta Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of UEM Edgenta Berhad, which comprise the statements of financial position as at 31 December 2022 of the Group and of the Company, and the 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 a summary of significant accounting policies, as set out on pages 264 to 382.

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 2022, and of their financial performance and their cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting 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 Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), 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. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company 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 Edgenta Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTD.)

Key audit matters (contd.)

Key audit matters in respect of the audit of the financial statements of the Group

(a) Impairment assessment of goodwill

(Refer to Note 17 – Intangible assets, Note 2.4 (f)(i) and (i) – Summary of significant accounting policies: Intangibles assets - Goodwill and Impairment of non-financial assets and Note 2.5 (b)(ii) - Key sources of estimation uncertainty: Impairment of goodwill)

As at 31 December 2022, the carrying amount of goodwill amounted to RM561 million, representing 48% and 20% of the Group's total non-current assets and total assets respectively. The Group is required to perform annual impairment assessment on the goodwill by comparing the recoverable amounts of the related cash generating units ("CGUs") or groups of CGUs to its carrying amount.

The Group estimated the recoverable amounts of the CGUs based on value-in-use ("VIU"). Estimating VIU involves the discounting of the estimated future cash inflows and outflows expected to be derived from the CGUs using appropriate discount rates to their present values.

This was our area of focus as the impairment assessment was complex and highly judgemental. The estimation of VIU involved the assessment of possible variations in the amounts and timing of future cash flows, particularly the forecasted revenue, profit margins and long-term growth rate, based on assumptions affected by future market and economic conditions in the respective geographical regions. Judgement was also applied in determining the appropriate discount rate.

Our audit response

In addressing this area of audit focus, we performed, amongst others, the following procedures:

- We obtained an understanding of the methodology adopted by management in estimating the VIU and assessed whether such methodology is consistent with those used in the industry;
- We assessed the reasonableness of key assumptions used for each CGU, focusing on forecasted revenue, profit margins and long-term growth rate, taking into consideration the current and expected future economic conditions of the respective business segments, industries and geographical regions of the CGUs;
- We compared the key assumptions against past actual outcomes and where relevant, evaluated the probability of securing significant future contracts by making enquiries with project teams to obtain an understanding of the status of negotiations and the likelihood that such cash flows will materialise;
- We involved our internal valuation experts in assessing the reasonableness of the discount rate used and whether the rate used reflects the current market assessments of the time value of money and the risks specific to the asset which is the return that investors would require if they were to choose an investment that would generate cash flows of amounts, timing and risk profile equivalent to those that the entity expects to derive from the CGU;
- We performed sensitivity analysis on key assumptions that will significantly affect the VIU of each CGU; and
- We evaluated the adequacy of disclosures of key assumptions to which the outcome of the impairment test is most sensitive.

INDEPENDENT AUDITORS' REPORT

to the members of UEM Edgenta Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTD.)

Key audit matters (contd.)

Key audit matters in respect of the audit of the financial statements of the Company

(b) Impairment assessment of investment in a subsidiary

(Refer to Note 18 – Investment in subsidiaries, Note 2.4 (i) – Summary of significant accounting policies: Impairment of non-financial assets and Note 2.5 (b)(iii) – Key sources of estimation uncertainty: Impairment of investment in subsidiaries)

As at 31 December 2022, the carrying amount of the investment in a subsidiary, Edgenta Environmental & Material Testing Sdn. Bhd. ("EEMT") amounted to approximately RM25.9 million, representing 2% and 1% of the Company's total non-current assets and total assets respectively. The Company assessed that there was an indication of impairment for its investment in EEMT.

Accordingly, the Company performed an impairment assessment to determine the recoverable amounts of EEMT which was based on its VIU.

We identified the impairment review as an area of audit focus as the impairment assessment was complex and highly judgemental. Determining the VIU requires management to make an estimate of the amount and timing of the expected future cash flows based on assumptions affected by future market and economic condition. Judgement is also applied in determining the appropriate discount rate to calculate the present value of those cash flows.

Arising from the impairment assessment, the Company recognised an impairment loss of RM4.5 million in relation to its investment in EEMT during the year.

Our audit response

In addressing this area of audit focus, we performed, amongst others, the following procedures:

- We obtained an understanding of the methodology adopted by management in estimating the VIU and assessed whether such methodology is consistent with those used in the industry;
- We assessed the reasonableness of key assumptions, focusing on forecasted revenue, profit margins and long-term growth rate, taking into consideration the current and expected future economic conditions of the subsidiary;
- We compared the key assumptions against past actual outcomes and where relevant, evaluated the probability of securing significant future contracts by making enquiries with project teams to obtain an understanding of the status of negotiations and the likelihood that such cash flows will materialise;
- We involved our internal valuation experts in assessing the reasonableness of the discount rate used and whether the rate used reflects the current market assessments of the time value of money and the risks specific to the asset which is the return that investors would require if they were to choose an investment that would generate cash flows of amounts, timing and risk profile equivalent to those that the entity expects to derive from the subsidiary;
- We performed sensitivity analysis on key assumptions that will significantly affect the recoverable amounts of the investment in the subsidiary; and
- We evaluated the adequacy of disclosures relating to the impairment of investment in the subsidiary recorded during the financial year.

INDEPENDENT AUDITORS' REPORT

to the members of UEM Edgenta Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTD.)

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 the 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 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 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.

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.

When we read 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.

Responsibilities of the directors for the financial statements

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 Malaysian Financial Reporting Standards, International Financial Reporting 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.

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.

Auditors' responsibilities for the audit of the financial statements

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.

INDEPENDENT AUDITORS' REPORT

to the members of UEM Edgenta Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTD.)

Auditors' responsibilities for the audit of the financial statements (contd.)

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:

- 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.
- 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 of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- 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.
- 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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.

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.

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.

INDEPENDENT AUDITORS' REPORT

to the members of UEM Edgenta 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

Kuala Lumpur, Malaysia
20 March 2023

Ismed Darwis Bahtiar

No. 02921/04/2024 J
Chartered Accountant

STATEMENTS OF COMPREHENSIVE INCOME

For the year ended 31 December 2022

	Note	Group		Company	
		2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Revenue	3	2,523,629	2,292,422	81,934	189,906
Cost of sales	4	(2,192,154)	(1,982,088)	–	–
Gross profit		331,475	310,334	81,934	189,906
Other income	5	49,966	36,019	35,044	14,126
Administrative expenses		(228,715)	(217,880)	(39,714)	(89,948)
Selling and marketing expenses		(1,388)	(1,136)	–	–
Other expenses		(50,327)	(52,026)	(18,540)	(57,398)
Operating profit		101,011	75,311	58,724	56,686
Finance costs	6	(20,769)	(20,901)	(13,560)	(15,274)
Share of profit of associates		13,537	24,159	–	–
Share of loss of a joint venture		(6)	–	–	–
Profit before tax and zakat	7	93,773	78,569	45,164	41,412
Zakat		(773)	(707)	–	–
Income tax expense	10	(47,349)	(34,502)	(6,955)	–
Profit after tax and zakat		45,651	43,360	38,209	41,412
Profit/(loss) attributable to:					
Owners of the parent		45,879	42,003	38,209	41,412
Non-controlling interests		(228)	1,357	–	–
		45,651	43,360	38,209	41,412
Earnings per share attributable to owners of the parent (sen)	11	5.5	5.1		

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

STATEMENTS OF COMPREHENSIVE INCOME

For the year ended 31 December 2022

	Note	Group		Company	
		2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Profit after tax and zakat		45,651	43,360	38,209	41,412
Other comprehensive income					
<i>Other comprehensive income/(loss) to be reclassified to profit or loss in subsequent periods:</i>					
Exchange differences on translation of foreign operations		23,182	12,889	—	—
Exchange differences reclassified to profit or loss		—	3,679	—	—
		23,182	16,568	—	—
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods:</i>					
Remeasurement gain/(loss) on:					
Retirement benefit scheme	32	821	—	—	—
Defined benefit pension scheme	33	121	(127)	—	—
		942	(127)	—	—
Other comprehensive income for the year		24,124	16,441	—	—
Total comprehensive income for the year		69,775	59,801	38,209	41,412
Total comprehensive income/(loss) attributable to:					
Owners of the parent		70,003	58,379	38,209	41,412
Non-controlling interests		(228)	1,422	—	—
		69,775	59,801	38,209	41,412

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION

As at 31 December 2022

	Note	Group	
		2022 RM'000	2021 RM'000
ASSETS			
Non-current assets			
Property, plant and equipment	13	146,355	166,502
Investment properties	14	13,800	–
Right-of-use assets	15	44,246	37,281
Land held for property development	16	–	477
Intangible assets	17	700,893	699,204
Investment in associates	19	72,346	102,922
Investment in a joint venture	20	116	–
Other investments	21	232	232
Trade and other receivables	22	107,366	113,477
Contract related assets	23	73,656	77,694
Deferred tax assets	24	12,513	8,141
		1,171,523	1,205,930
Current assets			
Inventories	25	17,178	66,772
Trade and other receivables	22	491,670	586,918
Contract related assets	23	359,404	311,646
Tax recoverable		32,184	55,103
Short-term investments	26	97,178	28,310
Cash, bank balances and deposits	27	609,486	600,391
		1,607,100	1,649,140
Assets of disposal group classified as held for sale	28	90,048	–
Total assets		2,868,671	2,855,070

STATEMENTS OF FINANCIAL POSITION

As at 31 December 2022

	Note	Group	
		2022 RM'000	2021 RM'000
EQUITY AND LIABILITIES			
Equity attributable to owners of the parent			
Share capital	29	268,074	268,074
Capital reserve	30	313,856	313,856
Other reserves	31	23,066	(116)
Retained earnings		975,894	954,022
		1,580,890	1,535,836
Non-controlling interests		3,141	3,519
Total equity		1,584,031	1,539,355
Non-current liabilities			
Retirement benefit obligations	32	1,046	2,140
Defined benefit pension plan	33	709	1,003
Provisions	34	4,280	3,441
Borrowings	35	331,639	58,095
Lease liabilities	15	28,210	25,020
Trade and other payables	36	10,776	10,765
Deferred tax liabilities	24	47,128	47,392
		423,788	147,856
Current liabilities			
Retirement benefit obligations	32	1,036	550
Provisions	34	1,620	1,620
Borrowings	35	127,111	385,426
Lease liabilities	15	12,744	8,599
Trade and other payables	36	665,385	727,740
Contract liabilities	23	30,777	30,312
Income tax payable		19,008	13,612
		857,681	1,167,859
Liabilities of disposal group classified as held for sale	28	3,171	–
Total liabilities		1,284,640	1,315,715
Total equity and liabilities		2,868,671	2,855,070

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION

As at 31 December 2022 (contd.)

	Note	Company	
		2022 RM'000	2021 RM'000
ASSETS			
Non-current assets			
Property, plant and equipment	13	8,640	11,672
Right-of-use assets	15	32,195	31,406
Intangible assets	17	–	35,893
Investment in subsidiaries	18	1,673,261	1,546,139
Other investments	21	232	232
Other receivables	22	–	107,082
		1,714,328	1,732,424
Current assets			
Other receivables	22	115,076	111,604
Tax recoverable		–	2,688
Cash, bank balances and deposits	27	62,289	50,457
		177,365	164,749
Total assets		1,891,693	1,897,173
EQUITY AND LIABILITIES			
Equity attributable to owners of the parent			
Share capital	29	268,074	268,074
Capital reserve	30	788,375	788,375
Other merger reserve	30	482,035	482,035
Accumulated losses		(9,941)	(23,201)
		1,528,543	1,515,283
Non-current liabilities			
Borrowings	35	250,000	–
Lease liabilities	15	20,901	22,577
		270,901	22,577
Current liabilities			
Borrowings	35	52,000	304,184
Lease liabilities	15	9,700	6,818
Income tax payable		4,144	–
Other payables	36	26,405	48,311
		92,249	359,313
Total liabilities		363,150	381,890
Total equity and liabilities		1,891,693	1,897,173

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

For the year ended 31 December 2022

Group	Attributable to owners of the parent						Non-controlling interests RM'000	Total equity RM'000
	Share capital (Note 29) RM'000	Non-distributable		Retained earnings RM'000	Total RM'000			
		Capital reserve (Note 30) RM'000	Other reserves (Note 31) RM'000					
At 1 January 2022	268,074	313,856	(116)	954,022	1,535,836	3,519	1,539,355	
Profit/(loss) for the year	–	–	–	45,879	45,879	(228)	45,651	
Other comprehensive income	–	–	23,182	942	24,124	–	24,124	
Total comprehensive income/(loss)	–	–	23,182	46,821	70,003	(228)	69,775	
Transactions with owners								
Dividends paid to:								
– Shareholders of the Company (Note 12)	–	–	–	(24,949)	(24,949)	–	(24,949)	
– Non-controlling shareholders of subsidiaries	–	–	–	–	–	(150)	(150)	
	–	–	–	(24,949)	(24,949)	(150)	(25,099)	
At 31 December 2022	268,074	313,856	23,066	975,894	1,580,890	3,141	1,584,031	
At 1 January 2021	268,074	313,856	(16,340)	935,082	1,500,672	8,590	1,509,262	
Profit for the year	–	–	–	42,003	42,003	1,357	43,360	
Other comprehensive income/(loss)	–	–	16,503	(127)	16,376	65	16,441	
Total comprehensive income	–	–	16,503	41,876	58,379	1,422	59,801	
Transactions with owners								
Acquisition of non-controlling interest	–	–	–	(22,936)	(22,936)	(4,625)	(27,561)	
Issuance of shares to non-controlling interest	–	–	–	–	–	306	306	
Dividends paid to:								
– Non-controlling shareholders of subsidiaries	–	–	–	–	–	(1,965)	(1,965)	
Liquidation of a subsidiary	–	–	(279)	–	(279)	(209)	(488)	
	–	–	(279)	(22,936)	(23,215)	(6,493)	(29,708)	
At 31 December 2021	268,074	313,856	(116)	954,022	1,535,836	3,519	1,539,355	

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

For the year ended 31 December 2022 (contd.)

Company	Share capital (Note 29) RM'000	Capital reserve (Note 30) RM'000	Other merger reserve (Note 31) RM'000	Accumulated losses RM'000	Total equity RM'000
At 1 January 2022	268,074	788,375	482,035	(23,201)	1,515,283
Total comprehensive income	–	–	–	38,209	38,209
Transaction with owners					
Dividends (Note 12)	–	–	–	(24,949)	(24,949)
At 31 December 2022	268,074	788,375	482,035	(9,941)	1,528,543
At 1 January 2021	268,074	788,375	482,035	(64,613)	1,473,871
Total comprehensive income	–	–	–	41,412	41,412
At 31 December 2021	268,074	788,375	482,035	(23,201)	1,515,283

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

For the year ended 31 December 2022

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Cash flows from operating activities				
Cash receipts from customers	2,689,352	2,351,932	77,297	60,779
Cash payments to suppliers	(1,178,018)	(1,021,364)	–	–
Cash payments to employees and for expenses	(1,362,648)	(1,232,806)	(69,304)	(78,589)
Cash generated from/(used in) operations	148,686	97,762	7,993	(17,810)
Interest paid	(19,221)	(19,036)	(13,853)	(14,062)
Net taxes paid	(25,147)	(34,129)	–	(2,688)
Net cash flows generated from/(used in) operating activities	104,318	44,597	(5,860)	(34,560)
Cash flows from investing activities				
Proceeds from disposal of an associate	38,174	–	–	–
Acquisition of shares in a joint venture	(122)	–	–	–
Proceeds from disposal of property, plant and equipment	50	121	–	–
Final distribution to shareholders upon disposal of a subsidiary company	–	152	–	152
Payment of deferred consideration	–	(2,910)	–	(2,910)
Subscription of additional shares in subsidiary companies	–	–	(713)	(500)
Acquisition of non-controlling interests in a subsidiary	–	(27,561)	–	–
Placement of short term investments	(67,938)	(90,700)	–	–
Proceeds from withdrawal of short-term investments	–	74,953	–	–
Interest received	3,923	4,514	96	81
Dividends received from associates	4,800	6,418	–	–
Dividends received from subsidiaries	–	–	53,258	65,034
Purchase of property, plant and equipment (Note (b))	(21,814)	(24,393)	(623)	(1,180)
Purchase of intangible assets (Note (c))	(2,310)	(18,286)	(926)	(17,175)
(Advance to)/repayment from subsidiaries	–	–	(1,378)	30,506
Net cash flows (used in)/generated from investing activities	(45,237)	(77,692)	49,714	74,008

STATEMENTS OF CASH FLOWS

For the year ended 31 December 2022

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Cash flows from financing activities				
Issuance of shares to non-controlling interest	–	306	–	–
Drawdown of borrowings	428,437	82,197	275,000	52,000
Repayment of borrowings	(408,614)	(126,182)	(275,000)	(50,000)
Repayment of lease liabilities	(7,251)	(7,278)	(7,073)	(5,804)
Dividends paid	(24,949)	–	(24,949)	–
Dividends paid to non-controlling shareholders of subsidiaries	(150)	(1,965)	–	–
Net placement of pledged fixed deposits	(7,512)	(5,014)	–	–
Net cash flows used in financing activities	(20,039)	(57,936)	(32,022)	(3,804)
Net increase/(decrease) in cash and cash equivalents	39,042	(91,031)	11,832	35,644
Net foreign exchange difference	(489)	6,985	–	–
Cash and cash equivalents at beginning of year	554,760	638,806	50,457	14,813
Cash and cash equivalents at end of year (Note a)	593,313	554,760	62,289	50,457
(a) Cash and cash equivalents comprise:				
Cash in hand and at banks	478,242	398,649	53,289	50,457
Fixed deposits with licensed banks	131,244	201,742	9,000	–
Cash, bank balances and (Note 27)	609,486	600,391	62,289	50,457
Add: Cash and bank of disposal group (Note 28)	35,840	–	–	–
Less: Fixed deposits on lien	(4,219)	(3,849)	–	–
Less: Fixed deposits pledged	(22,160)	(22,933)	–	–
Less: Cash and fixed deposit restricted in usage	(25,634)	(18,849)	–	–
	593,313	554,760	62,289	50,457

(b) In the previous financial year, included in the purchase of property, plant and equipment of the Group and the Company amounted to RM1.6 million and RM0.3 million, respectively, relates to amounts paid for property, plant and equipment that had been capitalised in prior years.

(c) Included in the purchase of intangible assets of the Group and the Company is an amount of RM0.9 million (2021: RM17.2 million) paid for intangible assets that had been capitalised in prior years.

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

1. CORPORATE INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad. The registered office of the Company is located at Level 17, Menara UEM, Tower 1, Avenue 7, The Horizon, Bangsar South City, No. 8 Jalan Kerinchi, 59200 Kuala Lumpur.

The Company regards UEM Group and Khazanah Nasional Berhad, both incorporated in Malaysia, as its immediate and ultimate holding companies respectively. Related companies in these financial statements refer to member companies within the UEM Group of companies.

The principal activities of the Company are investment holding and provision of management services to its subsidiaries. The principal activities of the subsidiaries, joint ventures and associates are described in Note 46.

There have been no significant changes in the nature of the principal activities during the financial year.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 20 March 2023.

2. SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards ("IFRS") and the requirements of the Companies Act 2016 in Malaysia.

The financial statements of the Group and of the Company have been prepared on a historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand (RM'000) except when otherwise indicated.

2.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year, except as follows:

- (a) Adoption of MFRS 140 *Investment Properties* ("MFRS 140") and MFRS 13 *Fair Value Measurement* ("MFRS 13") (for non-financial instrument) due to the transfer of land held for property development to investment properties during the financial year ended 31 December 2022.

Other than the adoption the fair value adjustment of RM13.3 million and its related tax impact, the adoption of MFRS 140 and MFRS 13 (for non-financial instrument) did not have any significant impact to the Group's result.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.2 Changes in accounting policies (contd.)

The accounting policies adopted are consistent with those of the previous financial year, except as follows: (contd.)

- (b) On 1 January 2022, the Group and the Company adopted the following amendments to MFRS mandatory for financial period beginning on or after 1 January 2022:

	Effective for annual period beginning on or after
Amendments to MFRS 16 Leases: Covid-19-Related Rent Concessions beyond 30 June 2021	1 April 2021
Annual Improvements to MFRS Standards 2018–2020	1 January 2022
Amendments to MFRS 3 Business Combinations: Reference to conceptual framework	1 January 2022
Amendments to MFRS 116: Property, Plant and Equipment Property, plant and equipment – proceeds before intended use	1 January 2022
Amendments to MFRS 137: Provisions, Contingent Liabilities and Contingent Assets: Onerous Contracts – cost of fulfilling a contract	1 January 2022

The adoption of the above amendments to MFRSs did not have any significant effect on the financial statements of the Group and of the Company.

2.3 Standards issued but not yet effective

The standards and interpretations that are issued but not yet effective up to the date of issuance of the Group's and the Company's financial statements are disclosed below. The Group and the Company intend to adopt these standards, if applicable, when they become effective:

	Effective for annual period beginning on or after
MFRS 17: Insurance Contracts ("MFRS 17") and amendments to MFRS 17	1 January 2023
Amendments to MFRS 108: Accounting Policies, Changes in Accounting Estimates and Errors	1 January 2023
Amendments to MFRS 112: Income taxes	1 January 2023
Amendments to MFRS 16: Leases	1 January 2024
Amendments to MFRS 101: Presentation of Financial Statements	1 January 2024
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred

The Board of Directors expect that the adoption of the above amendments to MFRSs will not have a material impact on the financial statements in the period of initial application.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies

(a) Basis of consolidation and subsidiaries

(i) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

- (i) Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- (ii) Exposure, or rights, to variable returns from its involvement with the investee; and
- (iii) The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- (i) The contractual arrangement(s) with the other vote holders of the investee;
- (ii) Rights arising from other contractual arrangements; and
- (iii) The Group's voting rights and potential voting right

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of OCI are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interest is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the parent.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(a) Basis of consolidation and subsidiaries (contd.)

(i) Basis of consolidation (contd.)

Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs.

The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9 *Financial Instruments* ("MFRS 9"), is measured at fair value with the changes in fair value recognised in the statement of profit or loss in accordance with MFRS 9.

Other contingent consideration that is not within the scope of MFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group reassesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(a) Basis of consolidation and subsidiaries (contd.)

(i) Basis of consolidation (contd.)

Business combinations and goodwill (contd.)

Where goodwill has been allocated to a cash-generating unit (CGU) and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

Business combinations involving entities under common control

Business combinations involving entities under common control are accounted for by applying the pooling of interest method. Under the pooling of interest method, the results of the subsidiaries are presented as if the combination had been effected throughout the current and previous financial periods. The assets and liabilities of the combining entities are reflected at their carrying amounts reported in the consolidated financial statements of the common control shareholder. Any difference between the cost of consideration and the share capital of the "acquired" entity is classified as an equity and regarded as a non distributable reserve. Comparatives are presented as if the entities has always been combined since the date the entities had come under common control.

(ii) Subsidiaries

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.

(b) Investment in associates and joint venture

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries. The Group's investment in its associate and joint venture are accounted for using the equity method.

Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is not tested for impairment separately.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(b) Investment in associates and joint venture (contd.)

The statement of profit or loss reflects the Group's share of the results of operations of the associate or joint venture. Any change in OCI of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group's share of profit or loss of an associate and a joint venture is shown on the face of the statement of profit or loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture.

The financial statements of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and then recognises the loss within 'Share of profit of an associate and a joint venture' in the statement of profit or loss.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

(c) Joint arrangements

A joint arrangement is an arrangement of which two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

(d) Joint operations

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement.

The Group recognises its interest in joint operation using the proportionate consolidation. The Group combines its share of each of the assets, liabilities, income and expenses of the joint operation with the similar items, line by line, in its consolidated financial statements. The joint operation is proportionately consolidated from the date the Group obtains joint control until the date the Group ceases to have joint control over the joint operation.

Adjustments are made in the Group's consolidated financial statements to eliminate the Group's share of intragroup balances, income and expenses and unrealised gains and losses on transactions between the Group and its joint operation.

The financial statements of the joint operation are prepared as of the same reporting date as the Company. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(e) Current versus non-current classification

The Group presents assets and liabilities in statement of financial position based on current/non-current classification. An asset is classified as current when it is:

- (i) Expected to be realised or intended to be sold or consumed in normal operating cycle;
- (ii) Held primarily for the purpose of trading;
- (iii) Expected to be realised within twelve months after the reporting period; or
- (iv) Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- (i) It is expected to be settled in normal operating cycle;
- (ii) It is held primarily for the purpose of trading;
- (iii) It is due to be settled within twelve months after the reporting period; or
- (iv) There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

(f) Intangible assets

(i) Goodwill

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired is allocated, from the acquisition date, to each of the Group's cash-generating units ("CGU") that are expected to benefit from the synergies of the combination.

The CGU to which goodwill has been allocated is tested for impairment annually and whenever there is an indication that the CGU may be impaired, by comparing the carrying amount of the CGU, including the allocated goodwill, with the recoverable amount of the CGU. Where the recoverable amount of the CGU is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment losses recognised for goodwill are not reversed in subsequent periods.

Where goodwill forms part of a CGU and part of the operation within that CGU is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative fair values of the operations disposed of and the portion of the CGU retained.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign operations and are recorded in the functional currency of the foreign operations and translated in accordance with the accounting policy set out in Note 2.4(u).

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(f) Intangible assets (contd.)

(ii) Other intangible assets

Intangible assets acquired separately are measured initially at cost. The cost of intangible assets acquired in a business combination is their fair values as at the date of acquisition. Following initial acquisition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. The useful lives of intangible assets are assessed to be either finite or indefinite.

Intangible assets with finite lives are amortised on a straight-line basis over the estimated economic useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in profit or loss.

Intangible assets with indefinite useful lives are not amortised but tested for impairment annually or more frequently if the events or changes in circumstances indicate that the carrying value may be impaired either individually or at the cash-generating unit level. The useful life of an intangible asset with an indefinite life is also reviewed annually to determine whether the useful life assessment continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss when the asset is derecognised.

Customer contracts and relationships

Customer contracts and relationships acquired through business combination are capitalised at fair value as at the date of acquisition. Following initial recognition, the cost model is applied. The finite useful life of customer contracts and customer relationships are assessed to be ranging from 10 to 15 years and 5 to 10 years respectively. Amortisation is charged on a straight line basis and the expense is recognised in profit or loss.

Software

Software that do not form an integral part of the related hardware have been reclassified as intangible assets. Software is considered to have finite useful lives, are stated at cost less any impairment losses and are amortised using the straight-line basis over the commercial lives of the underlying products between 3 and 10 years. Impairment is assessed whenever there is an indication of impairment and amortisation period and method are also reviewed at least at each reporting date. Software-in-progress is stated at cost, net of accumulated impairment losses, if any.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(f) Intangible assets (contd.)

(ii) Other intangible assets (contd.)

Research and development costs

Research and development costs are recognised as an expense except that costs incurred on individual development project are recognised as development asset to the extent that such expenditure is expected to generate future economic benefits. Development costs are only recognised as an asset when it is probable that future economic benefits will be realised as a result of the specific expenditure and the costs can be measured reliably.

Following the initial recognition of the development expenditure, the asset is carried at cost less accumulated amortisation and accumulated impairment losses. Policy for the recognition and measurement of impairment loss is in accordance with Note 2.4(i). Any impairment loss recognised shall not be reversed in subsequent periods even if there are changes to the circumstances or events that led to the impairment. These costs are derecognised when they are disposed of or when no future economic benefit is expected from the disposal.

Development costs that have been capitalised are amortised over the period of expected future economic benefits from the related project of 15 years.

(g) Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the Company and the cost of the item can be measured reliably. Capital work-in-progress is stated at cost, net of accumulated impairment losses, if any.

Subsequent to recognition, property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses. When significant parts of property, plant and equipment are required to be replaced in intervals, the Group and the Company recognise such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repairs and maintenance costs are recognised in profit or loss as incurred.

Freehold land has an unlimited useful life and therefore is not depreciated. Capital work-in-progress is not depreciated as these assets are not available for use.

Depreciation of other property, plant and equipment is provided for on a straight-line basis to write off the cost of each asset to its residual value over the estimated useful life, at the following annual rates:

Buildings	1.8%-2.2%
Plant and equipment	5%-50%
Furniture and fittings	10%-20%
Motor vehicles	20%
Computers	20%-33%
Machinery	10%-20%
Office equipment	10%-20%

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(g) Property, plant and equipment (contd.)

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The difference between the net disposal proceeds, if any and the net carrying amount is recognised in profit or loss.

(h) Land held for property development and property development costs

(i) Land held for property development

Inventory properties where no development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle are referred to as land held for development and classified within non-current assets. Generally no significant development work would have been undertaken on these lands other than infrastructure work, earth work and landscape work incurred to prepare the land for development and these inventory properties are stated at cost plus incidental expenditure incurred to put the land in a condition ready for development. These inventory properties are classified to current assets at the point when active development project activities have commenced and when it can be demonstrated that the development activities can be completed within the normal operating cycle.

(ii) Property development costs

Property development costs are recognised to the extent that the Group has performed the construction services. Property development costs are initially measured at cost, which is represented by the allocated fair value of the construction services rendered.

(i) Impairment of non-financial assets

The Group and the Company assess at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment for an asset is required, the Group and the Company make an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value-in-use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows CGU.

In assessing value-in-use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(i) Impairment of non-financial assets (contd.)

Impairment losses are recognised in profit or loss except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase. Impairment loss on goodwill is not reversed in a subsequent period.

(j) Inventories

Inventories are stated at lower of cost and net realisable value.

Cost of consumables which is determined on the weighted average basis, comprise cost of purchase of inventories.

Cost of property held for resale is determined on the specific identification basis and include cost associated with the acquisition of land, direct costs and appropriate proportions of common costs.

Net realisable value is the estimated selling price in ordinary course of business less estimated costs of completion and the estimated costs necessary to make the sale.

(k) Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

(i) Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income ("OCI"), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient, the Group and the Company initially measure a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price determined under MFRS 15 *Revenue from Contract with Customers*.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(k) Financial instruments (contd.)

(i) Financial assets (contd.)

Initial recognition and measurement (contd.)

Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows while financial assets classified and measured at fair value through OCI are held within a business model with the objective of both holding to collect contractual cash flows and selling.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e. the date that the Group commits to purchase or sell the asset.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments)
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at fair value through profit or loss

Financial assets at amortised cost (debt instruments)

Financial assets at amortised cost are subsequently measured using the effective interest ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group's and the Company's financial assets at amortised cost includes trade and other receivables, and cash, bank balances and deposits.

Financial assets at fair value through OCI (debt instruments)

For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognised in the statement of profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI. Upon derecognition, the cumulative fair value change recognised in OCI is recycled to profit or loss.

The Group does not have any debt instruments at fair value through OCI.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(k) Financial instruments (contd.)

(i) Financial assets (contd.)

Subsequent measurement (contd.)

Financial assets designated at fair value through OCI (equity instruments)

Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under MFRS 132 *Financial Instruments: Presentation* and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in the statement of profit or loss when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The Group has not elected to classify irrevocably any of its financial assets under this category.

Financial assets at fair value through profit or loss ("FVTPL")

FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

This category includes short-term investments which the Group and the Company had not irrevocably elected to classify at fair value through OCI.

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if: the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss. Embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Group's consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Group and the Company have transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group and the Company have transferred substantially all the risks and rewards of the asset, or (b) the Group and the Company have neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(k) Financial instruments (contd.)

(i) Financial assets (contd.)

Derecognition (contd.)

When the Group and the Company have transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group and the Company continue to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group and the Company also recognise an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group and the Company have retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group and the Company could be required to repay.

Impairment

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. In measuring ECLs, the Group and the Company take into accounts reasonable and supportable information that is available without undue cost or effort. This includes information about past events, current conditions and forward-looking factors specific to the debtors.

The Group and the Company consider a financial asset in default when contractual payments are 120 days past due. However, in certain cases, the Group and the Company may also consider a financial asset to be in default when internal or external information indicates that the Group and the Company are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group and the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(k) Financial instruments (contd.)

(ii) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's and the Company's financial liabilities include trade and other payables, borrowings and lease liabilities.

Subsequent measurement

For purposes of subsequent measurement, financial liabilities are classified in two categories:

- Financial liabilities at fair value through profit or loss
- Financial liabilities at amortised cost (loans and borrowings)

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group and the Company that are not designated as hedging instruments in hedge relationships as defined by MFRS 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognised in the statement of profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in MFRS 9 are satisfied. The Group has not designated any financial liability as at fair value through profit or loss.

Financial liabilities at amortised cost (loans and borrowings)

This is the category most relevant to the Group and the Company. After initial recognition, trade payables, other payables and interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of profit or loss. This category generally applies to interest-bearing loans and borrowings.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(k) Financial instruments (contd.)

(ii) Financial liabilities (contd.)

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

(iii) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

(l) Cash, bank balances and deposits

Cash, bank balances and deposits in the statements of financial position comprise cash at banks and on hand and short-term liquid deposits with a maturity of three months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

For the purpose of the statements of cash flows, cash and cash equivalents consist of cash, bank balances and deposits, as defined above.

(m) Share capital

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Ordinary shares are classified as equity instruments.

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Dividends on ordinary shares are recognised in equity in the period in which they are declared.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(n) Leases

The Group and the Company assess at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

The Group and the Company apply a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group and the Company recognise lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i. Right-of-use assets

The Group and the Company recognise right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the estimated useful lives of the assets, as follows:

Leasehold land	50 to 94 years
Office premises	2 to 10 years
Motor vehicles	2 to 3 years

If ownership of the leased asset transfers to the Group and the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in Note 2.4(i).

ii. Lease liabilities

At the commencement date of the lease, the Group and the Company recognise lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and the Company and the payments of penalties for terminating the lease, if the lease term reflects the Group and the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group and the Company use its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(n) Leases (contd.)

As a lessee (contd.)

iii. Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

As a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

(o) Investment properties

Investment properties comprise of properties which are held either to earn rental income or capital appreciation or both.

Such properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions at the reporting date. Gains or losses arising from changes in the fair values of investment properties are included in profit or loss in the period in which they arise, including the corresponding tax effect. Fair values are determined based on an annual valuation performed by an accredited external independent valuer having appropriate recognised professional qualification and relevant experience.

Investment properties are to be derecognised either when they have been disposed of (i.e., at the date the recipient obtains control) or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition. In determining the amount of consideration from the derecognition of investment property the Group considers the effects of variable consideration, existence of a significant financing component, non-cash consideration, and consideration payable to the buyer (if any).

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

(p) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(q) Taxes

(i) Current tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date in the countries where the Group and the Company operate and generates taxable income.

Current taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity.

(ii) Deferred tax

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 at the reporting date.

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 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 investments in subsidiaries, associates and interests in 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 unused tax credits and unused 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 unused tax credits and unused 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 investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse 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 asset 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.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(q) Taxes (contd.)

(ii) Deferred tax (contd.)

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 or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

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 change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognised in profit or loss.

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.

Where investment properties are carried at their fair value in accordance with the accounting policy set out in Note 2.4(aa), the amount of deferred tax recognised is measured using the tax rates that would apply on sale of those assets at their carrying value at the reporting date unless the property is depreciable and is held with objective to consume substantially all of the economic benefits embodied in the property over time, rather than through sale. In all other cases, the amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantively enacted at the reporting date.

(iii) Sales and service tax

Indirect taxes include Sales Tax, Service Tax and Goods and Services Tax (also known as Value Added Tax).

The amount of indirect taxes payable to taxation authority is included as part of payables in the statements of financial position.

Indirect taxes incurred on the purchase of assets or services which cannot be recovered from the respective tax authorities are recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable.

The difference between output and input Goods and Services Tax, being the amount payable to or receivable from the respective taxation authorities at the reporting date, is included in other payables or other receivables respectively in the statements of financial position.

(r) Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received, and all attaching conditions will be complied with.

Government grant related to income

Government grants are recognised in profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate. Grants related to income are deducted from related expenses.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(s) Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

(t) Employee benefits

(i) Short-term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees. Short-term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences, and short-term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(ii) Long-term incentives plan

Long-term incentives are granted to eligible employees subject to meeting the pre-determined financial performance and value growth targets of the Group over a vesting period of 3 years.

Liability arising from long-term incentives is measured and reviewed at each reporting date, based on the management's estimates on the achievement of the pre-determined targets, and it is recognised as an expense over the performance period of 3 years.

(iii) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group and the Company pay fixed contributions into separate entities or funds and will have no legal or constructive obligation to pay further contributions 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 contributions are recognised as an expense in profit or loss as incurred. As required by law, companies in Malaysia make contributions to the state pension scheme, the Employees Provident Fund ("EPF").

(iv) Defined benefit plan

The Group's subsidiaries operate defined benefit pension schemes for its eligible employees. The benefit is unfunded. A liability or asset is recognised when there is a shortfall or surplus in a defined benefit pension scheme, being the difference between the fair value of the scheme assets and liabilities as determined by an independent actuary. Actuarial gains and losses are recognised in full in other comprehensive income at the time of valuation.

Such actuarial gains and losses are also immediately recognised in retained earnings and are not reclassified to profit or loss in subsequent periods.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(t) Employee benefits (contd.)

(iv) Defined benefit plan (contd.)

The cost of providing benefits under this plan is determined using the projected unit credit method, which attributes entitlement to benefits to the current period (to determine the current service cost) and to the current and prior periods (to determine the present value of the defined benefit obligation) and is based on actuarial advice. The current service cost is charged to profit or loss. Past service costs are recognised in profit or loss on a straight-line basis over the vesting period or immediately if benefits have vested.

A charge representing the unwinding of the discount on the plan liabilities during the year is included in profit or loss as administrative expenses. A credit representing the expected return of the plan assets during the year is also included within administrative expenses. This credit is based on the market value of the plan assets and expected rates of return at the beginning of the year.

(v) Termination benefit

The termination benefits are payable solely at the discretion by the Board of Directors and management. These benefits are payable when employment is terminated before the normal retirement date or where an employee accepts voluntary redundancy in exchange for these benefits when they are offered. The Group recognises termination benefits when it is demonstrably committed to either terminate the employment of current employees according to a detailed plan without possibility of withdrawal.

(u) Foreign currencies

The Group's consolidated financial statements are presented in Malaysian Ringgit ("MYR"), which is also the parent company's functional currency. For each entity, the Group determines the functional currency and items included in the financial statements of each entity are measured using that functional currency. The Group uses the direct method of consolidation and on disposal of a foreign operation, the gain or loss that is reclassified to profit or loss reflects the amount that arises from using this method.

(i) Transactions and balances

Transactions in foreign currencies are initially recorded by the Group's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Differences arising on settlement or translation of monetary items are recognised in profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recognised in OCI.

In the consolidated financial statements, currency translation differences arising from intercompany borrowing in foreign currencies and other currency instruments designated and qualifying as net investment in foreign operations are recognised in other comprehensive income and accumulated in the currency translation reserve. The repayment of borrowings which forming part of the Group's net investment in foreign operation by a subsidiary is considered as a partial disposal and its related foreign currency exchange differences are reclassified to profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in OCI or profit or loss are also recognised in OCI or profit or loss, respectively).

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(u) Foreign currencies (contd.)

(i) Transactions and balances (contd.)

In determining the spot exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of advance consideration.

(ii) Group companies

On consolidation, the assets and liabilities of foreign operations are translated into MYR at the rate of exchange prevailing at the reporting date and their statements of profit or loss are translated at exchange rates prevailing at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in OCI. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified to profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the spot rate of exchange at the reporting date.

(v) Non-current assets held for sale and discontinued operations

The Group classifies non-current assets and disposal groups as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset (disposal group), excluding finance costs and income tax expense.

The criteria for held for sale classification is regarded as met only when the sale is highly probable, and the asset or disposal group is available for immediate sale in its present condition. Actions required to complete the sale should indicate that it is unlikely that significant changes to the sale will be made or that the decision to sell will be withdrawn. Management must be committed to the plan to sell the asset and the sale expected to be completed within one year from the date of the classification.

Property, plant and equipment and intangible assets are not depreciated or amortised once classified as held for sale.

Assets and liabilities classified as held for sale are presented separately as current items in the statement of financial position.

Discontinued operations are excluded from the results of continuing operations and are presented as a single amount as profit or loss after tax from discontinued operations in the statement of profit or loss.

(w) Cash dividend

The Company recognises a liability to pay a dividend when the distribution is authorised. A corresponding amount is recognised directly in equity.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(x) Income recognition

Revenue from contracts with customers

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.

In determining the transaction price for contracts with customers, the Group and the Company consider the effects of variable consideration, the existence of significant financing components, non-cash consideration, and consideration payable to the customer (if any). Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group and the Company expect to be entitled in exchange for those goods or services. The Group and the Company have generally concluded that it is the principal in its revenue arrangements because it typically controls the goods or services before transferring them to the customer.

If control of the assets transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset.

(i) Asset consultancy

The Group recognises revenue from consultancy services over time when the performance obligations are performed and the Group has an enforceable right to the payment for the performance completed to date.

Revenue is recognised over time using an input method to measure progress towards complete satisfaction of the service, because customer simultaneously receives and consumes the benefits provided by the Group. Revenue is calculated as the proportion of total contract value which costs incurred to date bear to total expected costs for that contract. Revenue derived from variations on contracts are recognised only when they have been accepted by the customer whereby no significant revenue reversal will occur. Full provision is made for losses on all contracts in the year in which they are first foreseen.

(ii) Healthcare support

The Group through the Concession Agreement provides healthcare support services to the public hospital in the Northern zone of Malaysia encompassing the states of Perlis, Kedah, Pulau Pinang and Perak. The services provided are healthcare waste management, cleansing, linen and laundry, facilities engineering maintenance, biomedical engineering maintenance and facilities management services. The Group also provides healthcare facilities management, housekeeping and patient management services to various private healthcare institutions in Malaysia, Singapore and Taiwan.

The revenue from the services, which is based on fixed price under the agreement is allocated based on relative stand-alone selling price of the considerations for each of the separate performance obligations.

The Group recognises the services revenue over time when the performance obligations are performed and the Group has an enforceable right to the payment for the performance completed to date. Any variable consideration is estimated at contract inception and constrained until it is highly probable. The Group applies the most likely amount method to determine the variable consideration which will be netted against the revenue.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(x) Income recognition (contd.)

Revenue from contracts with customers (contd.)

(iii) Infrastructure services

The Group provides maintenance service and repair of civil, mechanical and electrical works on roads, infrastructure and expressways works.

Revenue on infrastructure services are recognised over time, using an input method to measure progress towards complete satisfaction of the service, because customer simultaneously receives and consumes the benefits provided by the Group. Revenue is calculated as the proportion of total contract value which costs incurred to date to total expected costs for that contract. Revenue derived from variations on contracts are recognised only when they have been accepted by the customer. Full provision is made for losses on all contracts in the year in which they are first foreseen.

Revenue for routine maintenance is recognised based on fixed sum contract while revenue for non routine maintenance is recognised based on schedule of rates agreed with customers.

(iv) Property and facility solutions

The Group provides various facilities management including infrastructure, building and ground maintenance to commercial customers. These services are provided on a time and material basis or as a fixed-priced contract, with contract terms generally ranging from one (1) year to three (3) years.

Revenue from these services is recognised over time in the period the services are rendered.

The Group also provides green technology and sustainability services in retro-fitting works of buildings followed by a period in which the Group maintains and services the infrastructure. In such contracts, revenue from the supply of retro-fitting equipment and installation works are recognised at the point in time when:

- (i) the control of the asset is transferred to the customer upon the acceptance of physical possession of the asset and successful testing and commissioning;
- (ii) the significant risks and rewards of ownership of the asset is borne by the customer.

Revenue from the maintenance and servicing of the infrastructure subsequent to the retro-fitting is recognised over time in the period the services are rendered.

(v) Property development

Revenue from sale of property development is recognised over time.

Revenue from sale of completed property units is recognised at the point of time upon the control of the asset is transferred to the customer and it is probable that the Group will collect the consideration to which it entitled in exchange for the asset that will be transferred to the customer.

(vi) Management fees

Management fees for services provided to entities within the Group are recognised over time as services are rendered.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(x) Income recognition (contd.)

Other income recognition

(i) Dividend income

Dividend income is recognised when the Group's and the Company's right to receive payment is established.

(ii) Rental income

Rental income is recognised on a straight-line basis over the term of the lease.

(iii) Interest income

Interest income is recognised on an accrual basis using the effective interest method.

(y) Contract balances

Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs its obligation 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.

Contract liabilities

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 obligations under the contract.

Contract fulfillment assets

Contract fulfillment assets are divided into:

- (i) cost that give rise to an asset; and
- (ii) costs that are expensed as incurred.

When determining the appropriate accounting treatment for such costs, the Group firstly considers any other applicable standards. If those other standards preclude capitalisation of a particular cost, then an asset is not recognised under MFRS 15.

If other standards are not applicable to contract fulfillment costs, the Group applies the following criteria which, if met, result in capitalisation:

- (i) the costs directly relate to a contract or to a specifically identifiable anticipated contract;
- (ii) the costs generate or enhance resources of the entity that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and
- (iii) the costs are expected to be recovered. The assessment of this criteria requires the application of judgement, in particular when considering if costs generate or enhance resources to be used to satisfy future performance obligations and whether costs are expected to be recoverable.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(y) Contract balances (contd.)

Contract fulfillment assets (contd.)

The Group utilises contract fulfillment assets over the expected contract period using a systematic basis that mirrors the pattern in which the Group transfers control of the service to the customer. The utilisation charge is included within cost of sales.

A contract fulfillment assets is derecognised either when it is disposed of or when no further economic benefits are expected to flow from its use or disposal.

Management is required to determine the recoverability of contract fulfillment assets. At each reporting date, the Group determines whether or not the contract fulfillment assets are impaired by comparing the carrying amount of the asset to the remaining amount of consideration that the Group expects to receive less the costs that relate to providing services under the relevant contract.

(z) Segment reporting

For management purposes, the Group is organised into operating segments based on their products and services which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the management of the Company who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance. Additional disclosures on each of these segments are shown in Note 43, including the factors used to identify the reportable segments and the measurement basis of segment information.

(aa) Fair value measurement

The Group and the Company measure financial instruments such as derivatives, and non-financial assets such as investment properties, at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Group and the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.4 Summary of significant accounting policies (contd.)

(aa) Fair value measurement (contd.)

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- (i) Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- (ii) Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- (iii) Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements at fair value on a recurring basis, the Group and the Company determine whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(ab) Contingencies

A contingent liability is:

- (i) A possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or
- (ii) A present obligation that arises from past events but is not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of uncertain future event(s) not wholly within the control of the Group.

Contingent liabilities and assets are not recognised in the statement of financial positions of the Group, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.5 Significant accounting judgements and estimates

The preparation of the Group's and of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

(a) Judgements

There are no critical judgements made by management in the process of applying the Group's and the Company's accounting policies that may have significant effects on the amounts recognised in the financial statements.

(b) 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 as follows:

(i) Revenue recognition – Asset consultancy

The Group recognises its revenue and profit on consultancy contract services based on the percentage of completion, calculated by reference to the proportion of costs incurred to date against the total expected costs for the contracts. Full provision is made for losses on all contracts when they are first foreseen. Significant estimates are applied especially in determining the total expected costs for the contracts in order to reliably estimate the percentage of completion.

(ii) Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the VIU of the CGU to which the goodwill is allocated. Estimating a value-in-use amount requires management to make an estimate of the expected future cash flows from the CGU and also to determine suitable discount and growth rates in order to calculate the present value of those cash flows. The carrying amounts of goodwill at 31 December 2022 was RM561.0 million (2021: RM539.7 million). Further details are disclosed in Note 17(a).

(iii) Impairment of investment in subsidiaries

The Company determines whether investment in subsidiaries is impaired when there is an indication of impairment. This requires an estimation of the VIU of the investment in subsidiaries. Estimating a VIU amount requires management to make an estimate of the expected future cash flows and also to determine suitable discount and growth rates in order to calculate the present value of those cash flows. The carrying amounts of investment in subsidiaries at 31 December 2022 was RM1,673.3 million (2021: RM1,546.1 million). Further details are disclosed in Note 18.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

2. SIGNIFICANT ACCOUNTING POLICIES (CONTD.)

2.5 Significant accounting judgements and estimates (contd.)

(b) Key sources of estimation uncertainty (contd.)

(iv) Allowance for ECLs of trade receivables and contract assets

The Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments in calculating ECLs for trade receivables and contract assets. The amount and timing of future cash flows are then estimated based on historical credit loss experience for assets with similar credit risk characteristics and adjusted with forward-looking information such as forecast economic conditions. The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's trade receivables and contract assets is disclosed in Note 22 and Note 23 respectively.

(v) Income taxes

Significant estimation is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for expected tax issues 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 period in which such determination is made.

(vi) Deferred tax assets

Deferred tax assets are recognised for all unutilised tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgment is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The deferred tax assets amounting to RM12.5 million (2021: RM8.1 million) are mainly related to subsidiaries of which management is confident that it would be probable for the related subsidiaries to generate future taxable profits.

If the Group was able to recognise all unrecognised deferred tax assets, profit and equity would have increased by RM67.4 million (2021: RM69.4 million). Further details are disclosed in Note 24.

(vii) Fair value of investment properties

The Group carries its investment properties at fair value, with changes in fair value being recognised in profit or loss. The Group engaged independent professional valuers to perform value on its investment properties as at 31 December 2022. The valuation methodology commonly used is the comparison method which is based on comparable historical transactions adjusted for specific market factors such as location, size, condition, accessibility and design of the respective properties.

The details of the investment properties are disclosed in Note 14.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

3. REVENUE

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Revenue from contracts with customers (a)				
Asset consultancy	99,520	82,475	–	–
Healthcare support	1,487,871	1,432,534	–	–
Infrastructure services	768,997	594,405	–	–
Property and facility solutions	163,766	162,974	–	–
Others	3,475	20,034	–	–
Management fees	–	–	22,748	82,458
	2,523,629	2,292,422	22,748	82,458
Revenue from other sources				
Dividend income from subsidiaries	–	–	59,186	107,448
Total revenue	2,523,629	2,292,422	81,934	189,906
(a) Revenue from contracts with customers are recognised:				
– At a point in time	153,756	72,856	–	–
– Over time	2,369,873	2,219,566	22,748	82,458
	2,523,629	2,292,422	22,748	82,458
(b) Geographical markets				
Malaysia	1,567,649	1,374,803	81,934	189,906
United Arab Emirates	75,057	78,697	–	–
Indonesia	12,092	28,237	–	–
Singapore	401,867	381,221	–	–
Taiwan	466,964	429,464	–	–
	2,523,629	2,292,422	81,934	189,906

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at 31 December 2022 due within one year is RM1.7 billion (2021: RM1.5 billion) and due more than one year is RM4.6 billion (2021: RM5.6 billion). These relate to performance obligations from long-term service contracts that is to be satisfied within 1 to 16 years (2021: within 1 to 17 years).

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

4. COST OF SALES

	Group	
	2022 RM'000	2021 RM'000
Asset consultancy	77,454	77,202
Healthcare support	1,328,670	1,252,307
Infrastructure services	646,997	500,326
Property and facility solutions	138,811	138,817
Property development:		
– completed properties held for sale (Note 25)	2,413	11,810
– other costs	*(2,710)	1,626
Others	519	–
	2,192,154	1,982,088

*Included in other costs relates to reversal of cost which was accrued in prior years.

During the year, the amounts of inventories recognised as expenses in cost of sales of the Group for consumables and properties held for sale were RM197.0 million and RM2.4 million (2021: RM193.0 million and RM11.8 million) respectively.

5. OTHER INCOME

Included in other income are:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Dividend income from short-term investments	733	656	–	–
Interest income from:				
– fixed deposits	3,232	4,437	77	87
– advances to subsidiaries	–	–	5,414	4,205
License and commission fees from an associate	1,197	1,844	–	–
Reversal of allowance for ECL on trade and other receivables (Note 22)	3,812	334	16,507	–
Fair value adjustment on investment properties (Note 14)	13,323	–	–	–
Fair value gain on short-term investment	174	–	–	–
Bad debt recovered	771	–	–	–
Net foreign exchange gain:				
– realised	1,172	72	590	26
– unrealised	1,335	–	1,621	–
Gain on derecognition of lease	–	89	–	89
Accretion of interest on:				
– concession receivables	17,459	18,883	–	–
– loans and receivables	2,658	975	–	–
Rental income	147	147	9,821	6,162

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

6. FINANCE COSTS

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Interest expense on:				
– bank borrowings	18,176	18,375	12,615	13,511
– loan from a subsidiary	–	–	–	420
– lease liabilities (Note 15)	1,204	1,541	901	1,212
Amortisation of capitalised borrowing cost	135	379	31	125
Commitment fees	457	275	–	–
Bank charges	797	331	13	6
	20,769	20,901	13,560	15,274

7. PROFIT BEFORE TAX AND ZAKAT

The following amounts have been charged/(credited) in arriving at profit before tax and zakat:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Employee benefits expense (Note 8)	1,086,589	1,031,140	13,954	68,587
Non-executive directors' remuneration excluding benefits-in-kind (Note 9)	1,197	1,315	1,197	1,315
Auditors' remuneration:				
Statutory audit:				
– Ernst & Young PLT	964	913	212	210
– other member firms of Ernst & Young Global	444	359	–	–
– other auditors	66	90	–	–
Other assurance services	15	14	15	14
Other services	420	70	350	–
Loss on liquidation of a subsidiary	–	3,875	–	266
Amortisation of intangible assets (Note 17)	25,693	26,698	1,215	5,325
Depreciation of right-of-use assets (Note 15)	13,626	10,883	10,855	7,124
Depreciation of property, plant and equipment (Note 13)	44,241	49,671	1,284	2,964
Net loss/(gain) on disposal of plant and equipment	340	283	–	(2)
Property, plant and equipment written off (Note 13)	1,365	363	–	–
Intangible asset written off (Note 17)	–	246	–	–
Allowance for ECL on trade and other receivables (Note 22)	5,375	2,328	–	1,584
Bad debts written off	1,025	8	–	–
Impairment loss on investment in a subsidiary (Note 18(b))	–	–	4,516	40,350
Inventories written off (Note 25)	12,762	–	–	–
Net foreign exchange loss:				
– realised	1,992	149	560	42
– unrealised	421	136	307	13
Loss on disposal of an associate (Note 19)	251	–	–	–
Tax penalty (Note 44(c))	1,530	–	1,530	–

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

8. EMPLOYEE BENEFITS EXPENSE

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Wages and salaries	805,536	753,682	8,613	52,257
Contributions to statutory Employees Provident Fund ("EPF")	77,974	76,360	1,270	8,151
Social security contributions	2,961	2,808	89	352
Retirement benefit obligations (Note 32)	411	(121)	–	–
Decrease in liability for defined benefit pension plan (Note 33)	(124)	(125)	–	–
Employees' service entitlements (Note 34(a))	653	621	–	–
Staff rationalisation cost	12,672	12,619	–	–
Other benefits	186,506	185,296	3,982	7,827
Total employee benefits recognised in profit or loss (Note 7)	1,086,589	1,031,140	13,954	68,587

Included in employee benefits expense of the Group and of the Company are executive directors' remuneration excluding benefits-in-kind amounting to RM1.5 million (2021: RM1.3 million) and RM0.6 million (2021: RM1.3 million), respectively as further disclosed in Note 9.

9. DIRECTORS' REMUNERATION

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Directors of the Company				
Executive:				
Salaries and other emoluments	1,020	1,020	255	1,020
Bonus	255	85	255	85
Contributions to defined contribution plans	191	171	71	171
Allowances	50	50	13	50
Benefits-in-kind	28	30	7	30
	1,544	1,356	601	1,356
Non-Executive:				
Fees	1,144	1,299	1,144	1,299
Allowances	53	16	53	16
Benefits-in-kind	–	41	–	41
	1,197	1,356	1,197	1,356
Total	2,741	2,712	1,798	2,712
Total excluding benefits-in-kind	2,713	2,641	1,791	2,641

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

9. DIRECTORS' REMUNERATION (CONTD.)

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Analysis excluding benefits-in-kind:				
Total executive directors' remuneration excluding benefits-in-kind (Note 8)	1,516	1,326	594	1,326
Total non-executive directors' remuneration excluding benefits-in-kind (Note 7)	1,197	1,315	1,197	1,315
Total directors' remuneration excluding benefits-in-kind (Note 39(b))	2,713	2,641	1,791	2,641

The number of directors of the Company whose total remunerations during the year fell within the following bands is analysed below:

	No. of Directors	
	2022	2021
Executive directors:		
RM550,001 – RM600,000	1	–
RM1,350,001 – RM1,400,000	–	1
Non-executive directors:		
Below RM50,000	2	–
RM50,001 – RM100,000	1	5
RM100,001 – RM150,000	4	4
RM150,001 – RM200,000	2	1
RM250,001 – RM300,000	1	1

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

10. INCOME TAX EXPENSE

Major components of income tax expense

Major components of income tax expense for the years ended 31 December 2022 and 2021 are:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Current income tax:				
– Malaysian income tax	18,097	13,407	25	–
– Foreign tax	22,310	18,605	–	–
– Capital gain tax [#]	3,612	–	–	–
	44,019	32,012	25	–
Under/(over) provision of income tax in prior years:				
– Malaysian income tax [*]	7,345	(1,340)	6,930	–
– Foreign tax	1,257	(121)	–	–
	8,602	(1,461)	6,930	–
	52,621	30,551	6,955	–
Deferred tax (Note 24):				
– Relating to origination and reversal of temporary differences	(6,370)	152	–	–
– Underprovision in prior years	1,098	3,799	–	–
	(5,272)	3,951	–	–
Income tax recognised in profit or loss	47,349	34,502	6,955	–

[#] Relates to capital gain tax paid to tax authority upon disposal of an associate in India as disclosed in Note 19.

^{*} Included in the underprovision of Malaysian income tax is an amount of RM5.3 million recorded resulted from out-of-court settlement with Director General of Inland Revenue Board ("DGIR") as disclosed in Note 44(c).

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2021: 24%) of the estimated assessable profit for the year.

Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions. Profits derived from overseas branch operations are not subject to Malaysian tax.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

10. INCOME TAX EXPENSE (CONTD.)**Reconciliation between tax expense and accounting profits**

A reconciliation of income tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 December 2022 and 2021 are as follows:

Group	2022 RM'000	2021 RM'000
Profit before tax and zakat	93,773	78,569
Less: Zakat	(773)	(707)
	93,000	77,862
Taxation at Malaysian statutory tax rate of 24% (2021: 24%)	22,320	18,687
Tax effect on share of profit of associates	(3,249)	(5,798)
Tax effect on share of profit of a joint venture	(1)	–
Income not subject to tax	(526)	(2,318)
Foreign income not subject to tax	(4,347)	(8,284)
Non-deductible expenses	23,297	18,971
Different tax rates in other countries	(1,816)	(2,476)
Utilisation of previously unrecognised tax losses and unabsorbed capital allowances	(6,643)	(2,600)
Deferred tax assets not recognised during the year	5,002	15,982
Capital gain tax	3,612	–
Underprovision of deferred tax in prior years	1,098	3,799
Under/(over) provision of income tax expense in prior years	8,602	(1,461)
Income tax expense recognised in statement of comprehensive income	47,349	34,502

The above reconciliation is prepared by aggregating separate reconciliations for each national jurisdiction.

Company	2022 RM'000	2021 RM'000
Profit before tax and zakat	45,164	41,412
Taxation at Malaysian statutory tax rate of 24% (2021: 24%)	10,839	9,939
Non-deductible expenses	12,800	10,720
Foreign income not subject to tax	(770)	(745)
Income not subject to tax	(18,384)	(26,516)
Utilisation of previously unrecognised tax losses and other deductible temporary differences	(4,460)	–
Deferred tax assets not recognised	–	6,602
Underprovision of income tax expense in prior years	6,930	–
Income tax expense recognised in statement of comprehensive income	6,955	–

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

11. EARNINGS PER SHARE

Basic earnings per share amounts are calculated by dividing profit for the year attributable to owners of the parent by the weighted average number of ordinary shares in issue during the financial year held by the Company.

	Group	
	2022 RM'000	2021 RM'000
Profit attributable to owners of the parent	45,879	42,003
	Number of shares '000	Number of shares '000
Weighted average number of ordinary shares in issue	831,624	831,624
	Sen	Sen
Basic earnings per share	5.5	5.1

There are no potential ordinary shares outstanding as at 31 December 2022. As such, the diluted earnings per share of the Group is equivalent to the basic earnings per share.

There have been no other transactions involving ordinary shares or potential ordinary shares between the reporting date and the date of authorisation of these financial statements.

12. DIVIDENDS

	Company			
	Amount		Net Dividends per Ordinary Share	
	2022 RM'000	2021 RM'000	2022 Sen	2021 Sen
Recognised during the financial year:				
Single tier interim dividend for the financial year ended 2021: 3.00 sen on 831,624,030 ordinary shares declared on 24 February 2022 and paid on 19 May 2022	24,949	–	3.00	–

On 28 February 2023, the Board of Directors has declared a single tier interim dividend of 4.00 sen per ordinary share on 831,624,030 ordinary shares, amounting to RM33,264,961 to be paid on 18 May 2023. The entitlement date is 20 April 2023. The financial statements for the current financial year do not reflect this dividend. This dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2023.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

13. PROPERTY, PLANT AND EQUIPMENT

Group 2022	Freehold land RM'000	Buildings RM'000	Plant, machinery, equipment, furniture, fittings, office equipment, motor vehicles and computers RM'000	Capital work-in- progress RM'000	Total RM'000
Cost					
At 1 January 2022	1,160	12,149	516,830	856	530,995
Additions	–	–	25,465	–	25,465
Disposals	–	–	(4,111)	–	(4,111)
Written off	–	–	(28,965)	(151)	(29,116)
Reclassification	–	–	705	(705)	–
Reclassification to asset held for sale	–	–	(834)	–	(834)
Exchange differences	–	–	729	–	729
At 31 December 2022	1,160	12,149	509,819	–	523,128
Accumulated depreciation and impairment loss					
At 1 January 2022	–	1,935	362,558	–	364,493
Charge for the year (Note 7)	–	223	44,018	–	44,241
Disposals	–	–	(3,721)	–	(3,721)
Written off	–	–	(27,751)	–	(27,751)
Reclassification to asset held for sale	–	–	(826)	–	(826)
Exchange differences	–	–	337	–	337
At 31 December 2022	–	2,158	374,615	–	376,773
Net carrying amount					
At 31 December 2022	1,160	9,991	135,204	–	146,355

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

13. PROPERTY, PLANT AND EQUIPMENT (CONTD.)

Group 2021	Freehold land RM'000	Buildings RM'000	Plant, machinery, equipment, furniture, fittings, office equipment, motor vehicles and computers RM'000	Capital work-in- progress RM'000	Total RM'000
Cost					
At 1 January 2021	1,160	12,149	432,486	68,754	514,549
Additions	–	–	22,603	212	22,815
Disposals	–	–	(3,627)	–	(3,627)
Written off	–	–	(3,593)	–	(3,593)
Reclassification	–	–	68,110	(68,110)	–
Exchange differences	–	–	851	–	851
At 31 December 2021	1,160	12,149	516,830	856	530,995
Accumulated depreciation and impairment loss					
At 1 January 2021	–	1,680	319,191	–	320,871
Charge for the year (Note 7)	–	255	49,416	–	49,671
Disposals	–	–	(3,223)	–	(3,223)
Written off	–	–	(3,230)	–	(3,230)
Exchange differences	–	–	404	–	404
At 31 December 2021	–	1,935	362,558	–	364,493
Net carrying amount					
At 31 December 2021	1,160	10,214	154,272	856	166,502

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

13. PROPERTY, PLANT AND EQUIPMENT (CONTD.)

Company 2022	Buildings RM'000	Equipment, furniture, fittings, office equipment, motor vehicles and computers RM'000	Total RM'000
Cost			
At 1 January 2022	9,759	19,650	29,409
Additions	–	623	623
Transfer to a subsidiary	–	(16,139)	(16,139)
At 31 December 2022	9,759	4,134	13,893
Accumulated depreciation and impairment loss			
At 1 January 2022	1,441	16,296	17,737
Charge for the year (Note 7)	195	1,089	1,284
Transfer to a subsidiary	–	(13,768)	(13,768)
At 31 December 2022	1,636	3,617	5,253
Net carrying amount	8,123	517	8,640
Company 2021			
Cost			
At 1 January 2021	9,759	18,805	28,564
Additions	–	863	863
Disposals	–	(18)	(18)
At 31 December 2021	9,759	19,650	29,409
Accumulated depreciation and impairment loss			
At 1 January 2021	1,246	13,545	14,791
Charge for the year (Note 7)	195	2,769	2,964
Disposals	–	(18)	(18)
At 31 December 2021	1,441	16,296	17,737
Net carrying amount	8,318	3,354	11,672

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

13. PROPERTY, PLANT AND EQUIPMENT (CONTD.)

- (a) The net carrying amounts of property, plant and equipment of the Group charged to a bank for banking facilities (Note 35(a)) are as follows:

	Group	
	2022 RM'000	2021 RM'000
Plant and equipment	92,829	103,826

- (b) During the year, the Group and the Company acquired property, plant and equipment by way of:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Cash payment	21,814	22,815	623	863
Other payables	3,651	–	–	–
	25,465	22,815	623	863

- (c) As at 31 December 2022, plant and equipment with net carrying amount of RM8,000 has been reclassified to asset held for sale as disclosed in Note 28.

14. INVESTMENT PROPERTIES

	Group	
	2022 RM'000	2021 RM'000
At 1 January	–	–
Transfer from land held for property development (Note 16)	477	–
Fair value adjustment (Note 5)	13,323	–
At 31 December	13,800	–

The Group's investment properties consist of two pieces of land in Sabah, which is held under lease term.

As at 31 December 2022, the fair values of the properties are based on valuations performed by Raine & Horne International, an accredited independent valuer. Raine & Horne International is a specialist in valuing these types of investment properties. A valuation model in accordance with that recommended by the International Valuation Standards Committee has been applied.

For the financial year ended 31 December 2022, the expenses incurred in relation to the investment properties was RM15,000.

The Group has no restrictions on the realisability of its investment properties and no contractual obligations to purchase, construct or develop investment properties or for repairs, maintenance and enhancements.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

14. INVESTMENT PROPERTIES (CONTD.)**Description of valuation techniques**

Under the comparison method, a property's fair value is estimated based on comparable transactions. This approach is based upon the principle where a potential buyer will not pay more for the property than it will cost to buy a comparable substitute property and would indicate, by the known selling price of the duplicate, the price for which the subject property could be sold.

Investment properties valued using the comparison method with significant adjustments made for differences such as location, size, condition, accessibility and design ("adjustment factors") are categorised as Level 3 in the fair value hierarchy. The significant unobservable inputs for this category of investment properties, which are the adjustment factors, range generally between -20% and 15% of the property's comparable.

Sensitivity analysis

An increase in the price per square feet of comparable properties in the surrounding vicinity will result in an increase of fair value of the investment properties.

Fair value measurement hierarchy for investment properties as at 31 December 2022

Group 2022	Date of valuation	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Land	31 December 2022	–	–	13,800

- (i) Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- (ii) Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- (iii) Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

The following table show a reconciliation of Level 3 fair value:

	Group	
	2022 RM'000	2021 RM'000
Land		
As at 1 January	–	–
Transfer from land held for development	477	–
Fair value adjustment	13,323	–
As at 31 December	13,800	–

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

15. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

The Group and the Company have lease contracts for leasehold land, office premises and motor vehicles used in its operations. Leases of premises generally have lease terms between 2 and 15 years, while motor vehicles have lease terms between 2 to 3 years.

The Group and the Company have several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group's and the Company's business needs. Management exercises judgement in determining whether these extension and termination options are reasonably certain to be exercised.

The Group and the Company also has leases with lease terms of 12 months or less and leases of office equipment with low value. The Group and the Company apply the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

	Group			
	Leasehold land RM'000	Office premises RM'000	Motor vehicles RM'000	Total RM'000
As at 1 January 2022	4,698	32,491	92	37,281
Additions	–	20,920	156	21,076
Depreciation (Note 7)	(98)	(13,394)	(134)	(13,626)
Derecognition	–	(559)	–	(559)
Foreign exchange differences	–	74	–	74
As at 31 December 2022	4,600	39,532	114	44,246
As at 1 January 2021	4,818	35,736	273	40,827
Additions	–	9,219	338	9,557
Depreciation (Note 7)	(120)	(10,244)	(519)	(10,883)
Derecognition	–	(2,287)	–	(2,287)
Foreign exchange differences	–	67	–	67
As at 31 December 2021	4,698	32,491	92	37,281

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

15. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTD.)

Company	Leasehold land RM'000	Office premises RM'000	Total RM'000
As at 1 January 2022	2,963	28,443	31,406
Additions	–	11,644	11,644
Depreciation (Note 7)	(34)	(10,821)	(10,855)
As at 31 December 2022	2,929	29,266	32,195
As at 1 January 2021	2,997	30,964	33,961
Additions	–	6,856	6,856
Derecognition	–	(2,287)	(2,287)
Depreciation (Note 7)	(34)	(7,090)	(7,124)
As at 31 December 2021	2,963	28,443	31,406

As at 31 December 2022, leasehold land with an aggregate carrying value of RM2.0 million (2021: RM1.9 million) are pledged as securities for banking facilities (Note 35(a)).

Set out below are the carrying amounts of lease liabilities and the movements during the year:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
As at 1 January	33,619	37,575	29,395	31,557
Additions	21,667	9,557	11,644	6,856
Accretion of interest (Note 6)	1,204	1,541	901	1,212
Amount billed	(14,438)	(12,768)	(11,339)	(7,852)
Derecognition	(1,054)	(2,378)	–	(2,378)
Foreign exchange differences	(44)	92	–	–
As at 31 December	40,954	33,619	30,601	29,395
Disclosed as:				
– Current	12,744	8,599	9,700	6,818
– Non-current	28,210	25,020	20,901	22,577
	40,954	33,619	30,601	29,395

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

15. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTD.)

During the year, lease liability and interest paid by the Group and the Company amounts to RM7.3 million (2021: RM7.3 million) and RM7.0 million (2021: RM5.8 million) respectively.

Included in profit or loss of the Group and the Company:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Expense relating to leases of short-term leases	2,799	5,570	753	643
Expense relating to leases of low-value assets	247	5,353	28	45
	3,046	10,923	781	688

16. LAND HELD FOR PROPERTY DEVELOPMENT

	Group		
	Land RM'000	Development expenditure RM'000	Total RM'000
As at 31 December 2022			
At cost			
At 1 January 2022	830	6,674	7,504
Transfer to investment properties (Note 14)	(830)	–	(830)
At 31 December 2022	–	6,674	6,674
Accumulated impairment loss			
At 1 January 2022	353	6,674	7,027
Transfer to investment properties (Note 14)	(353)	–	(353)
At 31 December 2022	–	6,674	6,674
Carrying amount at 31 December 2022			
	–	–	–
As at 31 December 2021			
At cost			
At 1 January 2021/31 December 2021	830	6,674	7,504
Accumulated impairment loss			
At 1 January 2021/31 December 2021	353	6,674	7,027
Carrying amount at 31 December 2021			
	477	–	477

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

17. INTANGIBLE ASSETS

Group	Goodwill RM'000 (Note a)	Customer contracts RM'000 (Note b)	Customer relationships RM'000 (Note b)	Software and other development cost RM'000 (Note c)	Software- in-progress RM'000	Total RM'000
Cost						
At 1 January 2021	534,538	33,996	173,807	98,685	354	841,380
Additions	–	–	–	1,111	–	1,111
Transfer	–	–	–	354	(354)	–
Written off	–	–	–	(1,616)	–	(1,616)
Exchange difference	5,156	–	2,506	95	–	7,757
At 31 December 2021	539,694	33,996	176,313	98,629	–	848,632
Additions	–	–	–	1,384	–	1,384
Written off	–	–	–	(307)	–	(307)
Exchange difference	21,290	–	10,349	190	–	31,829
At 31 December 2022	560,984	33,996	186,662	99,896	–	881,538
Accumulated amortisation and impairment loss						
At 1 January 2021	–	10,417	73,434	39,180	–	123,031
Amortisation during the year (Note 7)	–	2,193	17,298	7,207	–	26,698
Written off	–	–	–	(1,370)	–	(1,370)
Exchange difference	–	–	980	89	–	1,069
At 31 December 2021	–	12,610	91,712	45,106	–	149,428
Amortisation during the year (Note 7)	–	2,193	17,492	6,008	–	25,693
Written off	–	–	–	(307)	–	(307)
Exchange difference	–	–	5,638	193	–	5,831
At 31 December 2022	–	14,803	114,842	51,000	–	180,645
Net carrying amount						
At 31 December 2022	560,984	19,193	71,820	48,896	–	700,893
At 31 December 2021	539,694	21,386	84,601	53,523	–	699,204

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

17. INTANGIBLE ASSETS (CONTD.)

Company	Software RM'000 (Note c)	Software- in-progress RM'000	Total RM'000
Cost			
At 1 January 2021	45,818	354	46,172
Additions	25	–	25
Disposals	(180)	–	(180)
Reclassification	354	(354)	–
At 31 December 2021	46,017	–	46,017
At 1 January 2022	46,017	–	46,017
Transfer to a subsidiary	(46,017)	–	(46,017)
At 31 December 2022	–	–	–
Accumulated amortisation			
At 1 January 2021	4,799	–	4,799
Amortisation for the year (Note 7)	5,325	–	5,325
At 31 December 2021	10,124	–	10,124
At 1 January 2022	10,124	–	10,124
Amortisation for the year (Note 7)	1,215	–	1,215
Transfer to a subsidiary	(11,339)	–	(11,339)
At 31 December 2022	–	–	–
Net carrying amount			
At 31 December 2022	–	–	–
At 31 December 2021	35,893	–	35,893

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

17. INTANGIBLE ASSETS (CONTD.)

(a) Goodwill

Impairment testing of goodwill

Goodwill is allocated and monitored by management across the following cash generating units ("CGU"):

	2022 RM'000	2021 RM'000
Asset consultancy:		
Opus Group Berhad and its subsidiaries ("Opus Group")	38,636	38,636
Healthcare support:		
Edgenta Mediserve Sdn. Bhd. ("EMS")	26,982	26,982
Edgenta UEMS Group:		
– Malaysia	68,518	64,571
– Singapore	289,338	272,659
– Taiwan	11,538	10,874
Property and Facility Solutions:		
Edgenta Greentech Sdn. Bhd. and its subsidiaries ("EGT Group")	49,600	49,600
Infrastructure services:		
Edgenta PROPEL Berhad	76,372	76,372
	560,984	539,694

Goodwill is tested for impairment on an annual basis by comparing the carrying amount of the CGU with their respective recoverable amounts, which is based on value-in-use. The value-in-use is determined by discounting future cash flows over a period of five to twelve years including a terminal value. The future cash flows are based on management's future business plan, which is the best estimate of immediate future performance.

Key assumptions used in value-in-use calculation

The discount rates applied to the cash flow projections and the forecasted growth rates used to extrapolate cash flows beyond the projection period are as follows:

	Projection period Years	Discount rate		Terminal growth rate	
		2022 %	2021 %	2022 %	2021 %
Asset consultancy:					
Opus Group	5	11.0	11.0	1.0	1.0
Healthcare support:					
EMS	12	8.6	8.6	*	*
Edgenta UEMS Group:					
– Malaysia	5	8.6	8.6	1.0	1.0
– Singapore	5	8.6	8.6	1.0	1.0
– Taiwan	5	8.6	8.6	1.0	1.0
Property and Facility Solutions:					
EGT Group	5	7.9	7.9	1.0	1.0
Infrastructure services:					
Edgenta PROPEL Berhad	5	7.3	7.3	1.0	1.0

* For EMS, the value-in-use is determined by discounting cash flows for a period of 12 years (2021: 13 years) with no terminal value.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

17. INTANGIBLE ASSETS (CONTD.)

(a) Goodwill (contd.)

Key assumptions used in value-in-use calculation (contd.)

The calculation of the value-in-use for the CGUs are most sensitive to the following assumptions:

(i) Budgeted gross margin

The basis used to determine the value assigned to the budgeted gross margins is the average gross margins and average growth rate achieved in the years before the budgeted year, adjusted for market and economic conditions and internal resource efficiency.

(ii) Discount rate

The discount rates reflect the current market assessment of the risks specific to each CGU. This reflected the management's best estimate of return on capital employed required in the Group.

(iii) Terminal growth rate

Terminal growth rates used to extrapolate cash flows beyond the budget period is based on published industry research for each business.

Sensitivity to change in assumption

Management believes that no reasonable possible change in any of the above key assumptions would cause the recoverable amount of each of the CGUs to be materially lower than their respective carrying amounts.

(b) Customer contracts and relationships

Customer contracts and relationships arose from the acquisition of EGT Group and Edgenta UEMS Group in 2016 and are amortised over the range of 5 to 15 years.

(c) Software and other development cost

Computer software represents licenses and other software assets that are not an integral part of property, plant and equipment assets. Software assets are recorded at cost and have finite useful life based on the term of the license or other contractual basis. The cost is amortised over the estimated asset's useful life of 3 to 10 years (2021: between 3 to 10 years).

Other development cost relates to the development of a framework for the application of improved processes, systems and services for servicing expressways.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

18. INVESTMENT IN SUBSIDIARIES

	Company	
	2022 RM'000	2021 RM'000
Unquoted shares, at cost (Note (a)):		
– Malaysian subsidiaries	1,871,259	1,870,546
– Foreign subsidiaries	217,302	86,377
	2,088,561	1,956,923
Less: Accumulated impairment (Note (b))	(415,300)	(410,784)
	1,673,261	1,546,139

(a) Cost of investment in subsidiary companies

	Note	Company	
		2022 RM'000	2021 RM'000
At 1 January		1,956,923	2,249,216
Capitalisation of amounts due from Edgenta (Singapore) Pte. Ltd. ("ESG")	(i)	130,925	–
Incorporation of Edgenta Arabia Limited ("EAL")	(ii)	613	–
Acquisition of additional share capital in subsidiaries	(iii)	100	500
Capital reduction of Opus Group Berhad ("OGB")	(iv)	–	(101,816)
Liquidation of Faber L.L.C ("FLLC")	(v)	–	(418)
Dissolution of Faber Hotel Holdings Sdn. Bhd. ("FHH")	(vi)	–	(190,559)
At 31 December		2,088,561	1,956,923

(i) Capitalisation of amounts due from ESG

On 16 December 2022, a wholly-owned subsidiary of the Company, ESG increased its share capital from SGD1 to SGD40.8 million (approximately RM131.0 million). The Company subscribed to the new shares which was settled via capitalisation of debts due to the Company amounting to RM131.0 million.

This capitalisation of amounts due from ESG has no cash flows impact to the Company.

(ii) Incorporation of EAL

On 31 July 2022, EAL was incorporated in the Kingdom of Saudi Arabia as a wholly-owned subsidiary of the Company.

(iii) Acquisition of additional share capital in subsidiaries

On 30 March 2022, Edgenta FIRST Sdn. Bhd., increased its ordinary shares to 100,000 by issuing new ordinary shares. The Company subscribed to the new shares which was settled by cash.

In previous financial year, the acquisition of additional share capital in subsidiaries relates to subscription of new shares issued by Edgenta NXT Sdn. Bhd.. The subscription was settled by cash.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

18. INVESTMENT IN SUBSIDIARIES (CONTD.)

(a) Cost of investment in subsidiary companies (contd.)

(iv) Capital reduction of OGB

On 15 February 2021, OGB had undertaken capital reduction exercise of RM101.8 million by way of offsetting against the loan amount due from the Company. Consequently, the cost of investment of OGB reduced from RM1,002.4 million to RM900.6 million.

This capital reduction exercise has no cash flows impact to the Company.

(v) Liquidation of FLLC

On 29 May 2021, FLLC, a 75% subsidiary of the Company, which was under Members' Voluntary Winding-Up, has ceased to be a subsidiary of the Company upon cancellation and termination of its Trade License from the Commercial Register in accordance with Federal Law No. (5) of 1975 and Federal Law No. (8) of 1984 of United Arab Emirates.

The financial impact of the liquidation to the Group is as follows:

	RM'000	RM'000
Final distribution to shareholders, via cash		152
Net asset at the date of liquidation	(836)	
Less: Non-controlling interest	209	
Group's share of net assets	(627)	(627)
Transfer from statutory reserve	279	
Transfer from foreign exchange reserve	(3,679)	
	(3,400)	(3,400)
Net loss on liquidation of a subsidiary		(3,875)

The financial impact of the liquidation to the Company is as follows:

	RM'000
Final distribution to shareholders, via cash	152
Less: Cost of investment	(418)
Net loss on liquidation of a subsidiary	(266)

(vi) Dissolution of FHH

On 14 March 2021, FHH, a wholly-owned subsidiary of the Company, which was under Members' Voluntary Liquidation, has dissolved and ceased to be a subsidiary of the Company.

The dissolution of FHH has no cash flows impact to the Company.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

18. INVESTMENT IN SUBSIDIARIES (CONTD.)**(b) Impairment of investment in subsidiaries**

The movement in accumulated impairment loss as follows:

	Company	
	2022 RM'000	2021 RM'000
At 1 January	410,784	560,993
Impairment loss on investment in a subsidiary company	4,516	40,350
Dissolution of FHH (Note 18(a)(vi))	—	(190,559)
At 31 December	415,300	410,784

During the current financial year, an impairment loss of RM4.5 million was recognised against the carrying amount of its investment in Edgenta Environmental & Material Testing Sdn. Bhd. ("EEMT") of RM25.9 million to its recoverable amounts. Based on management's assessment, the recoverable amount of its investment in EEMT was RM21.4 million which was estimated based on the net tangible asset of EEMT.

In the previous financial year, an impairment loss of RM40.3 million was recognised against the carrying amount of its investment in OGB of RM516.5 million to its recoverable amounts. Based on management's assessment, the recoverable amount of its investment in OGB was RM476.2 million which was estimated based on the VIU of OGB.

Summarised financial information

Summarised financial information of Rimbunan Melati Sdn. Bhd. ("Rimbunan Melati"), which has non-controlling interests that are material to the Group, is set out below. The summarised financial information presented below is the amount before inter-company elimination. The non-controlling interests in respect of other entities within the Group are not material to the Group.

(i) Summarised statement of financial position

	Rimbunan Melati	
	2022 RM'000	2021 RM'000
Current assets, representing total assets	11,857	11,815
Current liabilities, representing total liabilities	(26)	(162)
Net assets	11,831	11,653
Equity attributable to owners of the Company	6,507	6,409
Non-controlling interests	5,324	5,244

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

18. INVESTMENT IN SUBSIDIARIES (CONTD.)

Summarised financial information (contd.)

(ii) Summarised statement of comprehensive income

	Rimbunan Melati	
	2022 RM'000	2021 RM'000
Revenue	–	–
Profit for the year, representing total comprehensive income for the year	152	227
Attributable to:		
– owners of the Company	84	125
– non-controlling interests	68	102
	152	227

(iii) Summarised statement of cash flows

	Rimbunan Melati	
	2022 RM'000	2021 RM'000
Net cash (used in)/generated from operating activities	(77)	89
Net cash generated from investing activities	144	127
Net increase in cash and cash equivalents	67	216
Cash and cash equivalents at beginning of the year	11,739	11,523
Cash and cash equivalents at the end of year	11,806	11,739

19. INVESTMENT IN ASSOCIATES

	Group	
	2022 RM'000	2021 RM'000
Unquoted shares, at cost		
In Malaysia	5,730	5,730
Outside Malaysia	–	6,082
	5,730	11,812
Share of post-acquisition reserves	71,416	97,528
Less: Dividend received	(4,800)	(6,418)
	72,346	102,922

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

19. INVESTMENT IN ASSOCIATES (CONTD.)

On 9 November 2022, the Company announced that its wholly-owned subsidiary, Edgenta Facilities Sdn. Bhd. ("EFSB"), had on 8 November 2022, entered into a Share Purchase Agreement with Apollo Sindoori Holdings Limited ("ASHL") for the disposal of EFSB's entire 47,113 equity shares in Faber Sindoori Management Services Pte. Ltd. ("FSPL"), which represented 51% of the paid-up share capital of FSPL for a sale consideration of INR700 million (equivalent to approximately RM39.1 million based on exchange rate on completion date).

	2022 RM'000
Cash consideration	39,062*
Less: Net carrying amount of FSPL upon disposal	(39,313)
Loss on disposal of FSPL	(251)

* Difference of cash consideration above with actual cash receipt disclosed in the Statement of Cash Flows is due to realised foreign exchange losses.

Prior to disposal of ASHL, the Group's effective shareholding in FSPL was 51%. Notwithstanding of more than 50% in FSPL, the Group did not have the substantive rights and power to direct the relevant activities of FSPL and the ability to use the power to significantly affects its returns as the key governing structure resides with the board of directors of FSPL of which majority of the board representative are from ASHL that also has the casting vote in the event of deadlock, as stipulated in the shareholders agreement.

Therefore, the Group continued to have significant influence in FSPL and account for this investment as an associate under MFRS 128 *Investments in Associate* until FSPL ceased to be associate to EFSB on 17 November 2022.

Further details of the associates are disclosed in Note 46.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

19. INVESTMENT IN ASSOCIATES (CONTD.)

Summarised financial information of FSPL, Biomedix Solutions Sdn. Bhd. ("Biomedix"), One Medicare Sdn. Bhd. ("One Medicare") and Sedafiat Sdn. Bhd. ("Sedafiat"), that are material associates of the Group are set out below. The summarised financial information represents the amounts in the MFRS financial statements of the associates and not the Group's share of those amounts.

(i) Summarised statements of financial position

	FSPL		Biomedix		One Medicare		Sedafiat	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Non-current assets	—	21,139	1,321	1,648	8,613	9,647	20,431	18,213
Current assets	—	81,354	78,718	79,405	162,293	115,585	106,664	98,842
Total assets	—	102,493	80,039	81,053	170,906	125,232	127,095	117,055
Non-current liabilities	—	10,943	9,034	8,015	—	636	467	660
Current liabilities	—	16,830	5,905	19,445	132,932	88,186	58,656	50,921
Total liabilities	—	27,773	14,939	27,460	132,932	88,822	59,123	51,581
Net assets	—	74,720	65,100	53,593	37,974	36,410	67,972	65,474

(ii) Summarised statements of comprehensive income

	FSPL		Biomedix		One Medicare		Sedafiat	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Revenue	—	117,812	56,841	85,121	211,279	254,783	251,987	257,689
Profit before tax	—	17,451	21,069	22,391	2,186	9,520	15,295	22,652
Profit for the year, representing total comprehensive income	—	13,882	15,507	16,993	1,564	7,791	10,498	16,885
Dividend received from the associates during the year	—	1,418	1,600	1,600	—	600	3,200	2,800

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

19. INVESTMENT IN ASSOCIATES (CONTD.)

(iii) Reconciliation of the summarised financial information presented above to the carrying amount of the Group's interest in associates

	FSPL		Biomedix		One Medicare		Sedafiat	
	2022	2021	2022	2021	2022	2021	2022	2021
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Net assets at 1 January	-	63,618	53,593	40,600	36,410	30,119	65,474	55,589
Profit for the year	-	13,882	15,507	16,993	1,564	7,791	10,498	16,885
Dividend from associate	-	(2,780)	(4,000)	(4,000)	-	(1,500)	(8,000)	(7,000)
Net assets at 31 December	-	74,720	65,100	53,593	37,974	36,410	67,972	65,474
Interest in associates	-	51%	40%	40%	40%	40%	40%	40%
Exchange differences	-	(884)	-	-	-	-	-	-
Carrying value of Group's interest in material associate	-	37,223	26,040	21,437	15,190	14,564	27,189	26,190

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

20. INVESTMENT IN A JOINT VENTURE

	Group	
	2022 RM'000	2021 RM'000
Unquoted shares, at cost		
In Malaysia	122	–
Share of post-acquisition reserves	(6)	–
	116	–

On 22 April 2022, Opus Consultants (Sarawak) Sdn. Bhd. ("OCS"), an indirect wholly-owned subsidiary of the Company via Opus International (M) Berhad ("OIMB") has issued 175,000 new ordinary shares. Pursuant to the Shareholders' Agreement between OIMB and PPES Consults Sdn. Bhd. ("PPES"), 47,500 and 127,500 new ordinary shares were allotted to OIMB and PPES, respectively.

As a result, OIMB's equity interest in OCS was diluted to 49% and OCS became a joint-venture ("JV") company to OIMB.

Summarised financial information of OCS has not been disclosed as they are immaterial.

21. OTHER INVESTMENTS

	Group and Company	
	2022 RM'000	2021 RM'000
Equity instruments (unquoted shares in Malaysia)	1,200	1,200
Less: Accumulated impairment losses	(1,200)	(1,200)
Unquoted shares, net	–	–
Club memberships	232	232
	232	232

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

22. TRADE AND OTHER RECEIVABLES

	Group	
	2022 RM'000	2021 RM'000
Current		
Trade receivables (Note a)		
Third parties	370,047	388,101
Related companies	46,291	40,635
Associates	11,995	26,899
	428,333	455,635
Less: Allowance for expected credit losses ("ECL"):		
Third parties	(34,829)	(34,340)
Related companies	(6,351)	(6,377)
	(41,180)	(40,717)
Retention receivables:		
Third parties	4,624	10,243
Related companies	7,495	8,294
	12,119	18,537
Trade receivables, net	399,272	433,455
Concession receivable (Note c)	22,600	22,600
Other receivables (Note b)		
Amounts due from related parties:		
Associates	7,221	19,789
Joint venture	11	–
Related companies	630	2,290
	7,862	22,079
Deposits	29,022	43,752
Sundry receivables	13,844	14,996
	50,728	80,827
Less: Allowance for ECL:		
Sundry receivables	(2,977)	(2,730)
Other receivables, net	47,751	78,097
Other current assets		
Prepayments	22,047	52,242
Others	–	524
	22,047	52,766
Total	491,670	586,918

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

22. TRADE AND OTHER RECEIVABLES (CONTD.)

	Group	
	2022 RM'000	2021 RM'000
Non-current		
Trade receivables (Note a)		
Third parties	686	–
Retention receivables:		
Third parties	7,370	3,860
Related companies	–	3,522
Trade receivables, net	8,056	7,382
Concession receivable (Note c)	99,310	106,095
Total	107,366	113,477
	Company	
	2022 RM'000	2021 RM'000
Current		
Other receivables (Note b)		
Amounts due from subsidiaries	118,876	137,797
Amount due from related parties	443	200
Dividend receivable	6,000	–
Deposits	1,987	2,023
Sundry receivables	507	828
	127,813	140,848
Less: Allowance for ECL:		
Sundry receivables	(216)	(216)
Subsidiaries	(12,521)	(29,028)
	(12,737)	(29,244)
	115,076	111,604
Non-current		
Loan to a subsidiary (Note b)	–	107,082

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

22. TRADE AND OTHER RECEIVABLES (CONTD.)

Movements in allowance for ECL:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
At 1 January	43,447	46,362	29,244	27,660
Charge for the year (Note 7)	5,375	2,328	–	1,584
Reversal of allowance (Note 5)	(3,812)	(334)	(16,507)	–
Reclassification to asset held for sale	(862)	–	–	–
Written off	–	(4,924)	–	–
Exchange differences	9	15	–	–
At 31 December	44,157	43,447	12,737	29,244

(a) Trade receivables

Trade receivables are non-interest bearing and are generally on 30 to 90 days (2021: 30 to 90 days) terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Ageing analysis of trade receivables

The ageing analysis of the Group's trade receivables is as follows:

	Group	
	2022 RM'000	2021 RM'000
Neither past due nor impaired	191,153	99,951
1 to 30 days past due from the credit terms but not impaired	101,349	202,732
31 to 60 days past due from the credit terms but not impaired	35,423	31,121
61 to 90 days past due from the credit terms but not impaired	23,988	14,291
91 to 120 days past due from the credit terms but not impaired	10,341	6,832
More than 121 days past due from the credit terms but not impaired	45,073	85,910
	216,175	340,886
Impaired	41,180	40,717
	448,508	481,554

Receivables that are neither past due nor impaired

Trade receivables that are neither past due nor impaired are creditworthy debtors with good payment records with the Group. At the reporting date, approximately 8% (2021: 7%) of the Group's trade receivables arose from current receivable balances with related companies, while approximately 19% (2021: 27%) of the Group's trade receivables arose from current receivable balances with Ministry of Health ("MOH").

None of the Group's trade receivables that are neither past due nor impaired have been renegotiated during the financial year.

Receivables that are past due from the credit terms but not impaired

The Group has trade receivables amounting to RM216.2 million (2021: RM340.9 million) that are past due from the credit terms at the reporting date but not impaired.

The Group's objectives, policies and processes of credit risk are as disclosed in Note 41(a).

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

22. TRADE AND OTHER RECEIVABLES (CONTD.)

(b) Other receivables

Amounts due from subsidiaries and related parties

As at 31 December 2022, amounts due from subsidiaries are non-trade related, repayable on demand and bears interest ranging between 3.76% to 3.83% per annum.

In the previous financial year, only amounts due from subsidiaries amounted to RM34.6 million bear interest ranging between 3.76% to 5.00% per annum, whilst the remaining amounts due from subsidiaries were non-interest bearing.

All related companies balances are repayable on demand, unsecured and are to be settled in cash.

Further details on related party transactions are disclosed in Note 39.

Other receivables that are impaired

At the reporting date, the Group and the Company have provided an allowance of RM3.0 million (2021: RM2.7 million) and RM12.7 million (2021: RM29.2 million) respectively.

(c) Concession receivable

This is in relation to a concession arrangement in which the Group provides retro-fitting works and upgrades of infrastructure to turn existing buildings into green buildings. These amounts are to be repaid over the remaining period of the concession. These amounts are also pledged as security for the borrowing obtained for this concession as disclosed in Note 35(a).

23. CONTRACT RELATED ASSETS AND LIABILITIES

	Group	
	2022 RM'000	2021 RM'000
Contract assets (a)		
Non-current	73,109	75,078
Current	357,174	309,551
	430,283	384,629
Contract liabilities (a)		
Current	(30,777)	(30,312)
Contract fulfillment asset (b)		
Non-current	547	2,616
Current	2,230	2,095
	2,777	4,711

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

23. CONTRACT RELATED ASSETS AND LIABILITIES (CONTD.)**(a) Contract assets and liabilities**

Contract assets are initially recognised for revenue earned from services transferred which receipt of the consideration is conditional on the completion and final acceptance by customers. Upon final acceptance by the customers, the amounts recognised as contract assets becomes unconditional and are reclassified to trade receivables.

The increase in contract asset as at financial year ended 31 December 2022 was mainly due to the infrastructure services works performed towards the year-end.

Contract liabilities include billings made in advance which represent amounts where customers have been invoiced ahead of the satisfaction of the performance obligation by the Group.

Set out below is the amount of revenue recognised from:

	Group	
	2022 RM'000	2021 RM'000
Amounts included in contract liabilities at the beginning of the year	14,235	5,578

(b) Contract fulfillment asset

	Group	
	2022 RM'000	2021 RM'000
As at 1 January	4,711	9,402
Additions	—	2,128
Utilised during the year	(1,934)	(6,819)
As at 31 December	2,777	4,711

These costs relate to direct cost incurred to generate or enhance resources used in satisfying the contracts with customers and amortised on a straight-line basis over the period of the respective contracts. The amortisation period for these cost is between 4 to 5 years.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

24. DEFERRED TAX

	Group	
	2022 RM'000	2021 RM'000
At 1 January	39,251	35,166
Recognised in statement of comprehensive income (Note 10)	(5,272)	3,951
Exchange differences	636	134
At 31 December	34,615	39,251
Presented after appropriate offsetting as follows:		
Deferred tax assets	(12,513)	(8,141)
Deferred tax liabilities	47,128	47,392
	34,615	39,251

The components and movements of deferred tax assets and liabilities during the financial year prior to offsetting are as follows:

Deferred tax assets of the Group:

	Provisions and others RM'000	Unused tax losses and other tax credits RM'000	Total RM'000
At 1 January 2022	(9,119)	(8,830)	(17,949)
Recognised in profit or loss	(1,732)	(16,419)	(18,152)
Exchange differences	(38)	–	(38)
	(10,889)	(25,249)	(36,138)
Less: Set off with deferred tax liabilities	4,419	19,206	23,625
At 31 December 2022	(6,470)	(6,043)	(12,513)
At 1 January 2021	(16,767)	(1,900)	(18,667)
Recognised in profit or loss	7,717	(6,930)	787
Exchange differences	(69)	–	(69)
	(9,119)	(8,830)	(17,949)
Less: Set off with deferred tax liabilities	5,002	4,806	9,808
At 31 December 2021	(4,117)	(4,024)	(8,141)

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

24. DEFERRED TAX (CONTD.)

The components and movements of deferred tax assets and liabilities during the financial year prior to offsetting are as follows: (contd.)

Deferred tax liabilities of the Group:

	Property, plant and equipment RM'000	Intangible assets RM'000	Concession receivable and others RM'000	Total RM'000
At 1 January 2022	5,615	22,256	29,329	57,200
Recognised in profit or loss	18,760	(5,810)	(71)	12,880
Exchange differences	93	581	–	674
	24,468	17,027	29,258	70,753
Less: Set off with deferred tax assets	(19,602)	–	(4,023)	(23,625)
At 31 December 2022	4,866	17,027	25,235	47,128
At 1 January 2021	1,650	24,950	27,233	53,833
Recognised in profit or loss	3,965	(2,897)	2,096	3,164
Exchange differences	–	203	–	203
	5,615	22,256	29,329	57,200
Less: Set off with deferred tax assets	(1,527)	–	(8,281)	(9,808)
At 31 December 2021	4,088	22,256	21,048	47,392

The Group offsets tax assets and liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authority.

Deferred tax assets have not been recognised in respect of the following items:

Malaysian Companies

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Unutilised tax losses	174,820	163,480	23,715	23,715
Unabsorbed capital allowances	19,620	20,747	12,382	12,382
Others	38,546	55,598	15,185	33,772
	232,986	239,825	51,282	69,868
Deferred tax benefit at 24%, if recognised	55,917	57,558	12,308	16,768

Deferred tax assets have not been recognised in respect of these items for certain subsidiary companies as it is not probable that taxable profits of the subsidiary companies would be available against which the unutilised tax losses, unabsorbed capital allowances and other deductible temporary differences could be utilised.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

24. DEFERRED TAX (CONTD.)

The unabsorbed capital allowance of the Group are available indefinitely for offsetting against future taxable profits of the respective entities within the Group, subject to no substantial changes in shareholdings of those entities under the Income Tax Act, 1967 and guidelines issued by the tax authority.

Effective from Year of Assessment 2019, unused tax losses are allowed to be carried forward for a maximum period of ten years. The details of the expiry of the Group's and the Company's unutilised tax losses are as follows:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Unutilised tax losses				
– Expires in 2028	43,410	52,337	–	–
– Expires in 2029	36,596	36,788	23,715	23,715
– Expires in 2030	27,695	27,900	–	–
– Expires in 2031	43,692	43,920	–	–
– Expires in 2032	23,427	2,535	–	–
	174,820	163,480	23,715	23,715

The foreign unutilised losses and unabsorbed capital allowances applicable to foreign incorporated subsidiary companies, if any, are pre-determined by and subject to the tax legislations of the respective countries.

25. INVENTORIES

	Group	
	2022 RM'000	2021 RM'000
Consumables	17,178	15,224
Properties held for sale	–	51,548
	17,178	66,772

The amounts of inventories recognised as expenses in cost of sales of the Group is disclosed in Note 4.

Inventories amounted to RM12.8 million which was acquired during the financial year (2021: RM nil) was written off in the same year. These inventories were related to the COVID-19 business under the healthcare support segment.

As at 31 December 2022, properties held for sale with carrying amount of RM49.5 million has been reclassified to asset held for sale as disclosed in Note 28.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

26. SHORT-TERM INVESTMENTS

	Group	
	2022 RM'000	2021 RM'000
Financial asset at fair value through profit or loss: – unquoted unit trusts (money market funds)	97,178	28,310

Unquoted unit trusts (money market funds) represent investment funds invested with licensed fund managers in the funds approved by the Securities Commission Malaysia. The portfolio of investments authorised by the Board of Directors comprises only deposits in both Islamic and conventional instruments with financial institutions.

27. CASH, BANK BALANCES AND DEPOSITS

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Cash in hand and at banks	478,242	398,649	53,289	50,457
Deposits with licensed banks	131,244	201,742	9,000	–
	609,486	600,391	62,289	50,457

- (a) Included in cash at bank of the Group are amounts of RM0.12 million (2021: RM26.4 million) held pursuant to Section 7A of the Housing Development (Control and Licensing) Act 1966 and Section 8A of the Housing Development Account (Control and Licensing) Sabah Act, 1978 and are restricted for use in other operations.
- (b) Deposits with licensed banks of the Group amounting to RM3.2 million (2021: RM3.9 million) are on lien for bank guarantee facilities granted to certain subsidiaries. As at 31 December 2022, the subsidiaries have utilised guarantee facilities amounting to RM1.5 million (2021: RM0.9 million).
- (c) Deposits with licensed banks amounting to RM2.0 million (2021: RM2.4 million) are pledged to secure certain facilities granted to the Group.
- (d) Deposits with licensed banks of the Group amounting to RM22.9 million (2021: RM20.6 million) are pledged as securities for bank borrowing granted to a foreign subsidiary.
- (e) Cash and fixed deposits of RM21.9 million (2021: RM18.1 million) from a foreign subsidiary are pledged as collateral for performance of service under integrated facility management contract, and are therefore restricted from use in other operation.
- (f) Cash and bank balances amounting to RM0.7 million (2021: RM0.7 million) are held in trust to maintain and deposit all security deposits received by the Company as licensed Estate Agent held on behalf of its client.

Other information on financial risks of cash, bank balances and deposits are disclosed in Note 41.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

28. NET ASSETS CLASSIFIED AS HELD FOR SALE

During the financial year, the Board of Directors approved the plan to dispose Faber Union Sdn. Bhd. ("FUSB"), an indirect wholly-owned subsidiary of the Company via Faber Development Holdings Sdn. Bhd. ("FDH"). The sale of FUSB is expected to be completed within 12 months from the reporting date and accordingly, FUSB was classified as a disposal group held for sale as at 31 December 2022.

Summarised statement of financial position

The major classes of assets and liabilities of FUSB classified as held for sale as at 31 December 2022 are as follows:

	2022
	RM'000
Assets	
Plant and equipment	8
Trade and other receivables	1,823
Inventories	49,493
Tax recoverable	2,884
Cash and short-term deposit	35,840
Assets held for sale	90,048
Liabilities	
Accruals, representing liability directly associated with assets held for sale	(3,171)
Net assets of disposal group	86,877

The assets are measured at the lower of their carrying amount and fair value less costs to sell.

FUSB has not been disclosed as discontinued operation as the Group considers its operation to be immaterial.

29. SHARE CAPITAL

	Number of ordinary shares		Amount	
	2022	2021	2022	2021
	'000	'000	RM'000	RM'000
Issued and fully paid up				
At 1 January/31 December	831,624	831,624	268,074	268,074

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

30. CAPITAL AND OTHER MERGER RESERVE

The acquisitions of Opus Group Berhad and Edgenta PROPEL Berhad in prior years, which was accounted for using the pooling of interest method, gave rise to the following:

(a) Capital reserve

This reserve represents the excess of issue price of the Company's shares over the par value in accordance with Section 60(4)(a) of the Companies Act, 1965. This reserve had been partially set off against the merger deficit reserve in prior years for the purpose of presentation in the financial statements of the Group.

(b) Other merger reserve

This reserve represents the excess of fair value of the Company's shares at the acquisition date over the issue price. This reserve had been fully set off against the merger deficit reserve for the purpose of presentation in the financial statements of the Group.

31. OTHER RESERVES

Group	Statutory reserve RM'000 (Note a)	Foreign currency translation reserve RM'000 (Note b)	Other reserve RM'000 (Note c)	Total RM'000
At 1 January 2021	279	(25,782)	9,163	(16,340)
Foreign currency translation	–	12,824	–	12,824
Exchange differences reclassified to profit or loss	–	3,679	–	3,679
Liquidation of a subsidiary	(279)	–	–	(279)
At 31 December 2021	–	(9,279)	9,163	(116)
Foreign currency translation	–	23,182	–	23,182
At 31 December 2022	–	13,903	9,163	23,066

(a) Statutory reserve

In accordance with the United Arab Emirates ("UAE") Commercial Companies Law, 10% of profit for each year from a Limited Liability Company incorporated in the UAE is transferred to a legal reserve until such time as the reserve equalled 50% of the paid-up capital. FLLC has resolved to discontinue such annual transfers since the reserve has equalled to 50% of its share capital. This reserve is not available for distribution except as stipulated by UAE law.

FLLC has been dissolved in prior year.

(b) Foreign currency translation reserve

The foreign currency translation reserve is used to record exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency. It is also used to record the exchange differences arising from monetary items which form part of the Group's net investment in foreign operations, where the monetary item is denominated in either the functional currency of the reporting entity or the foreign operation.

(c) Other reserve

Other reserve arose from the redemption of redeemable preference shares in prior years by a subsidiary.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

32. RETIREMENT BENEFIT OBLIGATIONS

Retirement benefit obligations recognised by the Group is analysed into:

	Group	
	2022 RM'000	2021 RM'000
Current	1,036	550
Non-current	1,046	2,140
	2,082	2,690

The Group operates an unfunded, defined benefit Retirement Benefit Scheme ("the Scheme") for its eligible employees. The Scheme is closed to new employees. Under the Scheme, eligible employees are entitled to retirement benefits on attainment of the retirement age of 60 (2021: 60), on medical incapacity or on death. The present value of defined benefit obligation was based on the actuarial valuation report by independent actuary dated 9 January 2023.

The details of the net employee benefits liability are as follows:

	Group	
	2022 RM'000	2021 RM'000
Present value of the defined benefit obligations ("PVDBO")		
At 1 January	2,690	3,395
Defined retirement benefit obligations (Note 8)	411	(121)
Actuarial gain	(821)	–
Contributions paid	(198)	(425)
Payable by associates	–	(159)
At 31 December	2,082	2,690

	Group	
	2022 RM'000	2021 RM'000
Analysis of funded and unfunded PVDBO		
Analysed as:		
Current	1,036	550
Non-current:		
Later than 1 year but not later than 2 years	268	487
Later than 2 years	778	1,653
	1,046	2,140
PVDBO from plans that are wholly unfunded	2,082	2,690

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

32. RETIREMENT BENEFIT OBLIGATIONS (CONTD.)

The details of net employee benefits expense recognised in income statement are as follows:

	Group	
	2022 RM'000	2021 RM'000
Current service costs	21	49
Loss/(gain) on settlement	209	(293)
Interest cost	181	123
Net employee benefits expense (Note 8)	411	(121)

Total amount recognised in statement of comprehensive income

	Group	
	2022 RM'000	2021 RM'000
Cumulative amount of actuarial loss recognised in statement of comprehensive income:		
At 1 January	963	963
Actuarial gain recognised in other comprehensive income	(821)	–
At 31 December	142	963
Historical experience adjustments:		
PVDBO	2,082	2,690
Experience adjustment (value)	(821)	–
Experience adjustment (% of PVDBO)	-39%	0%

Principal actuarial assumptions used:

	2022 %	2021 %
Discount rate	4.50	4.90
Expected rate of salary increases	4.00	5.00

Assumptions regarding future mortality are based on published statistics and mortality tables.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

32. RETIREMENT BENEFIT OBLIGATIONS (CONTD.)

A one percentage point change in the below key assumptions would have the following effects to the retirement benefit obligations:

Sensitivity Level	Increase in one percentage		Decrease in one percentage	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Assumptions				
Discount rate	42	68	(44)	(72)
Salary increment rate	(171)	(419)	132	392

The average duration of the retirement benefit obligation at the end of the reporting period is 2 years (2021: 3 years).

33. DEFINED BENEFIT PENSION PLAN

Defined benefit pension plan is by a subsidiary, Edgenta UEMS Ltd. ("UEMS Taiwan").

UEMS Taiwan has a retirement plan covering all its regular employees who opted for defined benefits plan. Benefits under the plan are based on the length of service and estimated base pay at the time of retirement. The pension assets and liabilities are valued on annual basis by independent actuary, taking into account gains and losses.

The plan assets, comprising cash and cash equivalents, are deposited with the Bank of Taiwan and are managed by the government of Taiwan. The plan assets do not have quoted market prices in active market.

Amount recognised in the statement of comprehensive income:

	Group	
	2022 RM'000	2021 RM'000
Interest cost on benefit obligation	10	4
Employer's contribution	(131)	(127)
Interest income	(3)	(2)
Total included in employee benefits expense (Note 8)	(124)	(125)
Net actuarial (gain)/loss recognised for the year	(121)	127
	(245)	2

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

33. DEFINED BENEFIT PENSION PLAN (CONTD.)

Amount recognised in statement of financial position:

	Group	
	2022 RM'000	2021 RM'000
Present value of defined benefit obligation	1,238	1,675
Fair value of plan assets	(529)	(672)
Defined benefit obligation	709	1,003

Changes in present value of defined benefit obligation:

	Group	
	2022 RM'000	2021 RM'000
At 1 January	1,675	1,657
Interest cost	10	4
Benefit paid	(281)	(225)
Actuarial (gain)/loss	(102)	138
Exchange differences	(64)	101
At 31 December	1,238	1,675

Changes in fair value of plan assets:

	Group	
	2022 RM'000	2021 RM'000
At 1 January	(672)	(720)
Employer's contribution	(131)	(127)
Benefit paid	281	225
Actuarial gain	(19)	(11)
Interest income	(3)	(2)
Exchange differences	15	(37)
At 31 December	(529)	(672)

The principal assumptions used in determining defined benefit obligation of the Group are shown below:

	Group	
	2022	2021
Discount rate	1.33%	0.54%
Salary escalation	3.00%	2.06%

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

33. DEFINED BENEFIT PENSION PLAN (CONTD.)

Actual return on plan assets:

	Group	
	2022 RM'000	2021 RM'000
Actual return of plan assets, representing actuarial gain recognised in the other comprehensive income	(19)	(11)

A quantitative sensitivity analysis for significant assumptions as at 31 December 2022 and 2021 are as shown below:

Sensitivity Level	Increase in one percentage		Decrease in one percentage	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Assumptions				
Discount rate	(121)	(174)	129	186
Salary increase	126	180	(119)	(171)

The sensitivity analysis above has been determined based on a method that extrapolates the impact on net defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

The average duration of the defined benefit obligation at the end of the reporting period is 10 years (2021: 11 years).

34. PROVISIONS

	Group	
	2022 RM'000	2021 RM'000
Non-current:		
Provision for employee service entitlements (Note a)	4,280	3,441
Current:		
Provision for long-term incentive plan (Note b)	1,620	1,620
Total	5,900	5,061

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

34. PROVISIONS (CONTD.)**(a) Provision for employee service entitlements**

	Group	
	2022 RM'000	2021 RM'000
At 1 January	3,441	2,891
Charged to the statement of comprehensive income (Note 8)	653	621
Exchange differences	186	109
Payment	—	(180)
At 31 December	4,280	3,441

Provision for employee service entitlements comprises provisions for retirement leave entitlements in respect of eligible employees. The provisions are in respect of both vested and unvested entitlements, and are made by reference to independent actuarial valuations. The timing of such payments depends on when vesting occurs and the subsequent retirement date of the eligible employees.

(b) Provision for long-term incentive plan ("LTIP")

	Group	
	2022 RM'000	2021 RM'000
At 1 January/31 December	1,620	1,620

The Group under some of its subsidiaries grant the Shadow Share Option Scheme, i.e. LTIP, to eligible employees, as part of the remuneration package, whereby the employees will be entitled to future cash payments subject to meeting the pre-determined financial performance and value growth targets of the Group over a specific performance vesting period.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

35. BORROWINGS

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Current borrowings				
Secured:				
Term loans (Note a)	25,379	13,294	–	–
Revolving credit (Note c)	49,732	67,948	–	–
	75,111	81,242	–	–
Unsecured:				
Islamic Medium Term Notes (Note b)	–	252,184	–	252,184
Revolving credit (Note c)	52,000	52,000	52,000	52,000
Total short-term borrowings	127,111	385,426	52,000	304,184
Non-current borrowings				
Secured:				
Term loans (Note a)	81,639	58,095	–	–
Unsecured:				
Islamic Medium Term Notes (Note b)	250,000	–	250,000	–
Total long-term borrowings	331,639	58,095	250,000	–
Total borrowings				
Secured:				
Term loans (Note a)	107,018	71,389	–	–
Revolving credit (Note c)	49,732	67,948	–	–
	156,750	139,337	–	–
Unsecured:				
Islamic Medium Term Notes (Note b)	250,000	252,184	250,000	252,184
Revolving credit (Note c)	52,000	52,000	52,000	52,000
Total borrowings	458,750	443,521	302,000	304,184

The maturity profile of the loans and borrowings are as follows:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Within one year	127,111	385,426	52,000	304,184
More than 1 year and less than 2 years	26,563	11,115	–	–
More than 2 years and less than 5 years	305,076	34,821	250,000	–
More than 5 years	–	12,159	–	–
	331,639	58,095	250,000	–
	458,750	443,521	302,000	304,184

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

35. BORROWINGS (CONTD.)

(a) Term loans

Secure term loans bear interests which range from 3.66% to 3.99% per annum (2021: 3.20% to 4.30% per annum).

The term loans are secured by:

- (i) Assignment of rights, title, interest and benefits of the customer under the Concession Agreement in respect of the followings:
 - Project payment charges
 - Amount payable to the customer by the Government of Malaysia as a result of early termination
 - Appointment of substituted entity
- (ii) Assignment of proceeds over revenue and other income generated from a project;
- (iii) Assignment over designated accounts;
- (iv) Letter of undertaking from a subsidiary to service the monthly obligation of the customer in the event of any shortfall;
- (v) Corporate guarantee from a subsidiary.
- (vi) Deed of assignment and charge over a bank account; and
- (vii) Fixed and floating charge over present and future assets.

(b) Islamic Commercial Papers (“ICPs”) and Islamic Medium Term Notes (“IMTNs”)

The Company had established the ICPs and IMTNs under an Islamic Commercial Papers Programme and Islamic Medium Term Notes Programme respectively, which have a combined aggregate limit of up to RM1,000 million in nominal value and a sub-limit of RM300 million in nominal value for the ICP Programme under the Shariah Principle of Murabahah via a Tawarruq Arrangement. The tenure for ICPs and IMTNs are at 7 and 30 years, respectively from the date of the first issue.

The Company has issued the following:

- (i) RM50.0 million in nominal value of ICPs with a tenure of 12 months issued on 24 April 2020; and
- (ii) RM250.0 million in nominal value of IMTNs with a tenure of 5 years issued on 26 April 2017.

ICPs

On 23 April 2021, the Company has redeemed its outstanding ICPs amounting to RM50.0 million in nominal value upon its maturity. Prior to its redemption, the effective interest rate was 3.40%.

IMTNs

On 26 April 2022, the Company redeemed its outstanding IMTNs amounting to RM250.0 million in nominal value upon its maturity. On the same date, the Company has reissued the IMTNs with the same nominal value with a tenor of four years. The IMTNs will mature on 24 April 2026 and as a result, the Company has reclassified the IMTNs from current liabilities to non-current liabilities.

The effective profit rates for IMTNs at the reporting date is 4.25% (2021: 4.85%).

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

35. BORROWINGS (CONTD.)

(c) Revolving credit

Unsecured revolving credit of the Company and the Group bear interest of 3.45% (2021: 2.45%).

Secured revolving credit of the Group bears interest rate of 1.74% (2021: 1.48%). The facility is secured by corporate guarantee from fellow subsidiaries.

Reconciliation of liabilities arising from financing activities

Group	2022 RM'000	2021 RM'000	Cash flows		Non-cash changes
			Principal movement RM'000	*Interest paid RM'000	Interest cost and others RM'000
Term loan	107,018	71,389	35,629	(4,144)	4,144
IMTNs	250,000	252,184	–	(11,372)	9,188
Revolving credit	101,732	119,948	(15,806)	(990)	(1,420)
Lease liabilities	40,954	33,619	(7,251)	(2,715)	17,301
	499,704	477,140	12,572	(19,221)	29,213

Company	2022 RM'000	2021 RM'000	Cash flows		Non-cash changes
			Principal movement RM'000	*Interest paid RM'000	Interest cost and others RM'000
IMTNs	250,000	252,184	–	(11,372)	9,188
Revolving credit	52,000	52,000	–	(1,523)	1,523
Lease liabilities	30,601	29,395	(7,073)	(958)	9,237
	332,601	333,579	(7,073)	(13,853)	19,948

* Interest paid for the Group's and the Company's borrowings and lease liabilities are disclosed as cash flows from operating activities in the statements of cash flows of the Group and the Company, respectively.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

36. TRADE AND OTHER PAYABLES

	Group	
	2022 RM'000	2021 RM'000
Current		
Trade payables (Note a)		
Third parties	142,507	122,655
Accrued costs	145,623	224,720
Retention payables (Note b):		
Services:		
– Infrastructure	39,852	34,214
– Property facility solution	2,701	2,059
– Healthcare support	2,455	3,724
Due to related companies (Note d)	8,936	24,639
	342,074	412,011
Other payables		
Employee costs payable	136,712	128,336
Accruals	95,689	93,368
Refundable deposits	2,239	1,235
Sundry payables	71,125	72,936
Due to holding company (Note c)	6,130	16,986
Due to related companies (Note d)	11,416	2,868
	323,311	315,729
Total	665,385	727,740
Non-current		
Trade payables (Note a)		
Retention payables (Note b):		
Services:		
– Infrastructure	10,538	10,538
– Property development	238	227
	10,776	10,765

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

36. TRADE AND OTHER PAYABLES (CONTD.)

	Company	
	2022 RM'000	2021 RM'000
Current		
Other payables		
Accruals	15,596	20,048
Sundry payables	1,310	14,751
Due to holding company (Note b)	1,465	5,986
Due to related companies (Note d)	4,738	2,381
Due to subsidiary companies (Note b)	3,296	5,145
Total	26,405	48,311

(a) Trade payables

Trade payables are non-interest bearing and the normal trade credit terms granted to the Group range from 30 to 90 days (2021: 30 to 90 days).

(b) Retention payables

Retention payables are unsecured, interest-free and are expected to be paid within the terms of the relevant contracts.

(c) Amounts due to holding and subsidiary companies

Amount due to holding and subsidiary companies are non-interest bearing and repayable on demand. The amounts are unsecured and are to be settled in cash.

Further details on related party transactions are disclosed in Note 39.

(d) Amounts due to related companies

Related companies refer to companies within the UEM group of companies.

Amounts due to related companies are non-interest bearing and are repayable on demand. The amounts are unsecured and are to be settled in cash.

Further details on related party transactions are disclosed in Note 39.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

37. CAPITAL COMMITMENTS

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Capital expenditure				
Approved and contracted for purchase of:				
– intangible assets	85	–	–	–
– property, plant and equipment	23,408	10,794	526	216
Approved but not contracted for purchase of:				
– intangible assets	19,935	10,523	–	5,770
– property, plant and equipment	72,878	71,824	–	1,558

38. PERFORMANCE BONDS AND GUARANTEES

	Group	
	2022 RM'000	2021 RM'000
Secured:		
Performance bond extended to Government of Malaysia in respect of security for the due performance of the Hospital Support Services Concession Agreement dated 28 October 1996	19,655	20,048
Bank guarantee issued to authorities	6,067	7,792
Bank guarantees and performance bonds issued to others	143,349	120,516
Corporate guarantee for banking facilities utilised by fellow subsidiaries	422,902	402,677
	591,973	551,033
Unsecured:		
Bank guarantees extended to third parties - trade related	25,320	19,803

As at the reporting date, no values are ascribed on these guarantees provided by the Group for the purpose described above as the directors regard the value of the credit enhancement provided by these guarantees as minimal and the probability of default, based on historical track records of the parties receiving the guarantees are not probable.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

39. RELATED PARTY DISCLOSURES

(a) Sale and purchase of services

In addition to the transactions and balances detailed elsewhere in the financial statements, the Group and the Company had the following significant transactions at terms agreed between the related parties during the financial year:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Income received/receivable from				
Management fees from subsidiaries	–	–	22,748	82,458
Asset consultancy services fees received from:				
– immediate holding company	–	79	–	–
– related companies	25,636	24,952	–	–
– associates	44,547	41,518	–	–
Infrastructure maintenance fees received from:				
– related companies	653,065	501,431	–	–
Facilities management fees received from:				
– related companies	79,895	89,283	–	–
License and commission fees received from an associate	1,197	1,844	–	–
Rental received from:				
– a subsidiary	–	–	9,821	6,162
– an associate	147	147	–	–
Expenses paid/payable to				
Rendering of services by:				
– immediate holding company	(10,000)	(10,000)	–	–
– a subsidiary	–	–	(17,138)	(1,167)
– related companies	(5,389)	(3,143)	–	–
– associates	(11,665)	(9,937)	–	–
Rental paid to:				
– immediate holding company	(1,373)	(1,373)	(1,373)	(1,373)
– related company	(9,219)	(6,480)	(9,219)	(6,480)
– a subsidiary	–	–	(515)	(515)
Deferred consideration paid to non-controlling shareholder of a subsidiary	–	2,910	–	2,910

All other significant intercompany transactions have been disclosed in Note 22 and 36.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

39. RELATED PARTY DISCLOSURES (CONTD.)**(a) Sale and purchase of services (contd.)**

Related parties referred to:

- subsidiaries, associates and joint venture 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) Compensation of key management personnel

Key management personnel is defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group, directly or indirectly including any directors.

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Salaries and other emoluments	14,258	15,849	1,779	3,646
Contributions to defined contribution plans	1,419	1,366	237	507
	15,677	17,215	2,016	4,153

Included in total key management personnel compensation are:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Directors' remuneration excluding benefits-in-kind (Note 9)	2,713	2,641	1,791	2,641

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

40. FINANCIAL INSTRUMENTS

Classification of financial instruments

The principal accounting policies in Note 2.4 describe how the classes of financial instruments are measured, and how income and expenses, including fair value gains and losses, are recognised. The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instrument to which they are assigned, and therefore by the measurement basis:

Group	FVTPL RM'000	Amortised cost RM'000	Total RM'000
2022			
Assets			
Trade receivables, net (Note 22)	–	407,328	407,328
Concession receivable (Note 22)	–	121,910	121,910
Other receivables, net (Note 22)	–	47,751	47,751
Cash, bank balances and deposits (Note 27)	–	609,486	609,486
Short-term investments (Note 26)	97,178	–	97,178
Total financial assets	97,178	1,186,475	1,283,653
Liabilities			
Trade payables (Note 36)		352,850	352,850
Other payables (Note 36)		323,311	323,311
Lease liabilities (Note 15)		40,954	40,954
Borrowings (Note 35)		458,750	458,750
Total financial liabilities		1,175,865	1,175,865
2021			
Assets			
Trade receivables, net (Note 22)	–	440,837	440,837
Concession receivable (Note 22)	–	128,695	128,695
Other receivables, net (Note 22)	–	78,097	78,097
Cash, bank balances and deposits (Note 27)	–	600,391	600,391
Short-term investments (Note 26)	28,310	–	28,310
Total financial assets	28,310	1,248,020	1,276,330
Liabilities			
Trade payables (Note 36)		422,776	422,776
Other payables (Note 36)		315,729	315,729
Lease liabilities (Note 15)		33,619	33,619
Borrowings (Note 35)		443,521	443,521
Total financial liabilities		1,215,645	1,215,645

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

40. FINANCIAL INSTRUMENTS (CONTD.)**Classification of financial instruments (contd.)**

Company	Amortised cost	
	2022 RM'000	2021 RM'000
Assets		
Other receivables, net (Note 22)	115,076	218,686
Cash, bank balances and deposits (Note 27)	62,289	50,457
Total financial assets	177,365	269,143
Liabilities		
Other payables (Note 36)	26,405	48,311
Lease liabilities (Note 15)	30,601	29,395
Borrowings (Note 35)	302,000	304,184
Total financial liabilities	359,006	381,890

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group is exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, foreign currency risk, interest rate risk and market price risk.

The Group's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the Group's businesses whilst managing its interest rate risks (both fair value and cash flow), foreign currency risk, liquidity risk and credit risk. The Board of Directors reviews and agrees policies and procedures for the management of these risks. The audit committee provides independent oversight to the effectiveness of the risk management process.

It is, and has been throughout the current and previous financial year, the Group's policy that no derivatives shall be undertaken except for the use as hedging instruments where appropriate and cost-efficient.

The following sections provide details regarding the Group's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions, foreign exchange transactions and other financial instruments.

Trade receivables and contract assets

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management. The Group minimises credit risk by dealing exclusively with high credit rating counterparties. The Group controls its credit risk by the application of credit approvals, limits and monitoring procedures. Credit evaluations are performed on all customers requiring credit over a certain amount and strictly limiting the Group's associations to business partners with high credit worthiness. Outstanding customer receivables and contract assets are regularly monitored and the status of major receivables are reported to the Board of Directors.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(a) Credit risk (contd.)

Trade receivables and contract assets (contd.)

The Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments in calculating ECLs for trade receivables and contract assets. The amount and timing of future cash flows are then estimated based on historical credit loss experience for assets with similar credit risk characteristics and adjusted with forward-looking information such as forecast economic conditions. The measurement of ECL take into accounts reasonable and supportable information that is available without undue cost or effort. This includes information about past events, current conditions and forward-looking factors specific to the debtors.

Exposure to credit risk

The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in Note 40. The Group does not hold collateral as security.

Credit risk concentration profile

The Group determines concentrations of credit risk by monitoring the country sector profile of its trade receivables on an ongoing basis. The credit risk concentration profile of the Group's net trade receivables at the reporting date are as follows:

	2022		2021	
	RM'000	% of total	RM'000	% of total
By country:				
Malaysia	240,938	59	268,859	61
United Arab Emirates	19,168	5	18,304	4
Indonesia	—	—	4,948	1
Singapore	58,902	14	66,691	15
Taiwan	88,320	22	82,035	19
	407,328	100	440,837	100

At the reporting date, the Group's ten largest customers account for approximately 37% (2021: 34%) of total trade receivables. Majority of these customers are government, quasi-government agency and government linked organisations.

Financial assets that are either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 22.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)**(b) Liquidity risk**

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

The Group manages its debt maturity profile, operating cash flows and the availability of funding so as to ensure that refinancing, repayment and funding needs are met. As part of its overall liquidity management, the Group maintains sufficient levels of cash or cash convertible investments to meet its working capital requirements. In addition, the Group strives to maintain available banking facilities at a reasonable level to its overall debt position. As far as possible, the Group raises committed funding from both capital markets and financial institutions and balances its portfolio with some short-term funding so as to achieve overall cost effectiveness.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations.

Group	On demand or within one year RM'000	One to five years RM'000	More than five years RM'000	Total RM'000
2022				
Financial liabilities:				
Trade and other payables	665,385	10,776	–	676,161
Lease liabilities	13,708	29,115	–	42,823
Loans and borrowings:				
– IMTNs	–	296,970	–	296,970
– Revolving credit	101,732	–	–	101,732
– Term loans	27,845	88,325	–	116,170
Total undiscounted financial liabilities	808,670	425,186	–	1,233,856
2021				
Financial liabilities:				
Trade and other payables	727,740	10,765	–	738,505
Lease liabilities	9,342	26,603	170	36,115
Loans and borrowings:				
– IMTNs	252,184	–	–	252,184
– Revolving credit	119,948	–	–	119,948
– Term loans	13,294	51,922	12,434	77,650
Total undiscounted financial liabilities	1,122,508	89,290	12,604	1,224,402

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(b) Liquidity risk (contd.)

Analysis of financial instruments by remaining contractual maturities (contd.)

The table below summarises the maturity profile of the Group's and the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations. (contd.)

Company	On demand or within one year RM'000	One to five years RM'000	More than five years RM'000	Total RM'000
2022				
Financial liabilities:				
Other payables	26,405	–	–	26,405
Lease liabilities	9,700	20,901	–	30,601
Loans and borrowings:				
– Revolving credit	52,000	–	–	52,000
– IMTNs	–	296,970	–	296,970
Total undiscounted financial liabilities	88,105	317,871	–	405,976
2021				
Financial liabilities:				
Other payables	48,311	–	–	48,311
Lease liabilities	7,773	23,992	–	31,765
Loans and borrowings:				
– ICPs	52,000	–	–	52,000
– IMTNs	252,184	–	–	252,184
Total undiscounted financial liabilities	360,268	23,992	–	384,260

(c) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities (when revenue or expense is denominated in a foreign currency) and the Group's net investments in foreign subsidiaries.

The Group operates internationally and is exposed to various currencies, mainly Singapore Dollar ("SGD"), Taiwanese Dollar ("TWD"), Indonesian Rupiah ("IDR"), United Arab Emirates Dirham ("AED"), Saudi Arabia Riyal ("SAR") and New Zealand Dollar ("NZD").

The Group maintains a natural hedge, whenever possible, by borrowing in the currency of the country in which the investments are located or by borrowing in currencies that match the future revenue stream to be generated from its investments.

As and when the Group undertakes significant transactions denominated in foreign currencies, with continuing exposure over the applicable periods of settlement, the Group evaluates its exposure and the necessity to hedge such exposure, as well as the availability and cost of such hedging instruments.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)**(c) Foreign currency risk (contd.)****Sensitivity analysis for foreign currency risk**

The following table demonstrates the sensitivity of the Group's profit before tax and equity to a reasonably possible change in the SGD and TWD exchange rates against the RM, with all other variables held constant.

	Change in SGD rate	Effect on profit before tax RM'000	Effect on equity RM'000
2022	6% -6%	1,579 (1,579)	33,305 (33,305)
2021	2% -2%	620 (620)	8,379 (8,379)

	Change in TWD rate	Effect on profit before tax RM'000	Effect on equity RM'000
2022	6% -6%	- -	7,230 (7,230)
2021	6% -6%	- -	5,158 (5,158)

The impact of sensitivity analysis of the rest of the foreign currencies is not material to the Group.

(d) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates.

As the Group has no significant interest-bearing financial assets, the Group's income and operating cash flows are substantially independent of changes in market interest rates. The Group's interest-bearing financial assets are mainly short-term in nature and have been mostly placed in fixed deposits or occasionally, in short-term commercial papers.

The Group's interest rate risk arises primarily from interest-bearing borrowings. Borrowings at floating rates expose the Group to cash flow interest rate risk. Borrowings obtained at fixed rates expose the Group to fair value interest rate risk. The Group's policy is to manage interest cost using a mix of fixed and floating rate debts.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(d) Interest rate risk (contd.)

Sensitivity analysis for interest rate risk

A sensitivity analysis had been performed to determine the sensitivity of the Group's profit net of tax to a reasonably possible change in the interest rate at the reporting date. This analysis assumes that all other variables, in particular foreign currency rate, remain constant. Based on the analysis, there is no material impact to the Group's profit net of tax.

The following tables set out the carrying amounts, the weighted average effective interest rates ("WAEIR") as at the reporting date and the remaining maturities of the Group's and of the Company's financial instruments that are exposed to interest rate risk:

At 31 December 2022	Note	WAEIR %	Within 1 year RM'000	1-2 years RM'000	2-5 years RM'000	> 5 years RM'000	Total RM'000
Group							
Fixed rate							
Deposits with licensed banks and other financial institutions	27	2.16	131,244	—	—	—	131,244
IMTNs	35	4.25	—	—	(250,000)	—	(250,000)
Lease liabilities	15	2.54	(12,744)	(12,136)	(16,074)	—	(40,954)
Floating rate							
Revolving credit	35	2.61	(101,732)	—	—	—	(101,732)
Term loans	35	4.69	(25,379)	(26,563)	(55,076)	—	(107,018)
Company							
Fixed rate							
Deposits with licensed banks and other financial institutions	27	3.27	9,000	—	—	—	9,000
IMTNs	35	4.25	—	—	(250,000)	—	(250,000)
Lease liabilities	15	4.00	(9,700)	(6,934)	(13,967)	—	(30,601)
Floating rate							
Revolving credit	35	2.45	(52,000)	—	—	—	(52,000)

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)**(d) Interest rate risk (contd.)**

The following tables set out the carrying amounts, the weighted average effective interest rates ("WAEIR") as at the reporting date and the remaining maturities of the Group's and of the Company's financial instruments that are exposed to interest rate risk: (contd.)

At 31 December 2021	Note	WAEIR %	Within 1 year RM'000	1-2 years RM'000	2-5 years RM'000	> 5 years RM'000	Total RM'000
Group							
Fixed rate							
Deposits with licensed banks and other financial institutions	27	1.61	201,742	–	–	–	201,742
IMTNs	35	4.85	(252,184)	–	–	–	(252,184)
Lease liabilities	15	3.55	(8,599)	(8,827)	(16,193)	–	(33,619)
Floating rate							
Revolving credit	35	1.90	(119,948)	–	–	–	(119,948)
Term loans	35	3.83	(13,294)	(11,238)	(34,698)	(12,159)	(71,389)
Company							
Fixed rate							
IMTNs	35	4.85	(252,184)	–	–	–	(252,184)
Lease liabilities	15	3.73	(6,818)	(7,052)	(15,525)	–	(29,395)
Floating rate							
Revolving credit	35	2.45	(52,000)	–	–	–	(52,000)

Interest on financial instruments subject to floating interest rates is contractually repriced at intervals of less than 12 months. Interest on financial instruments at fixed rates are fixed until the maturity of the instruments. The other financial instruments of the Group and of the Company that are not included in the above tables are not subject to interest rate risks.

(e) Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group is not exposed to equity price risk arising from its investment in quoted equity instruments.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(f) Fair value

Financial instruments that are not measured at fair value and whose carrying amounts are reasonable approximation of fair value

Included in these classes of financial instruments are certain financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value:

	Note
Trade and other receivables	22
Cash, bank balances and deposits	27
Borrowings	35
Trade and other payables	36

The carrying amounts of these financial assets and financial liabilities are reasonable approximation of fair values due either to the short-term nature or insignificant impact of discounting or that they are floating rate instruments that are repriced to market interest rates on or near the reporting date.

Determination of fair value

The following table provides the fair value measurement hierarchy of the Group's financial assets

	Group	
	2022	2021
Level 2 – significant observable input	RM'000	RM'000
Assets measured at fair value:		
Short-term investments	97,178	28,310

The valuation date of these financial instruments is 31 December 2022 and 2021, respectively. There have been no transfers between levels during the period.

Short-term investments are valued based on currently available deposits with similar terms and maturities.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

42. CAPITAL MANAGEMENT

The primary objective of the Group's and of the Company's capital management is to ensure that they maintain a strong credit rating and healthy capital ratios in order to support their business and maximise shareholder value. The Group and the Company also aim to maintain a capital structure that has an appropriate cost of capital available to the Group and the Company.

In order to achieve this overall objective, the Group's capital management, among other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements. Breaches in meeting the financial covenants would permit the bank to immediately call loans and borrowings. There have been no breaches of the financial covenants of any interest-bearing loans and borrowing in the current period.

The Group and the Company manage capital by reference to the debt to asset ratio. The Group's and the Company's debt to asset ratio is as follows:

	Group		Company	
	2022 RM'000	2021 RM'000	2022 RM'000	2021 RM'000
Term loans	107,018	71,389	–	–
Revolving credit	101,732	119,948	52,000	52,000
IMTNs	250,000	252,184	250,000	252,184
Total debt	458,750	443,521	302,000	304,184
Total assets	2,868,671	2,855,070	1,891,693	1,897,173
Debt to asset ratio	16%	16%	16%	16%

43. SEGMENT INFORMATION

(a) Business unit segments

For management purposes, the Group is organised into business units based on their products and services, and reflect the Group's offerings across different sectors as follows:

Asset Management

The asset management segment provides integrated facilities management and engineering contracting services for a range of assets and building types specialising in healthcare support and property and facility solutions.

(i) Healthcare support

The healthcare support division delivers optimal solutions in improving the non-clinical support services demanded by healthcare providers and other commercial industries.

Services range from facilities and biomedical engineering maintenance, waste management, linen and laundry, to housekeeping and portering services.

(ii) Property and facility solutions ("PFS")

The PFS division offers integrated facilities management services complimented with technology-driven green building solutions and asset optimisation, with a focus on enhancement and energy solutions.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

43. SEGMENT INFORMATION (CONTD.)

(a) Business unit segments (contd.)

Infrastructure Solutions

Infrastructure solutions segment provides strategic advisory services, design, development, maintenance and management of major transport projects and infrastructure assets.

(i) Asset consultancy

The asset consultancy division provides advisory and planning, engineering design and consultancy, property and community consultancy, research and development, procurement and construction planning, project and construction management, and asset and facilities management.

(ii) Infrastructure services

The infrastructure services division focuses on highway network maintenance and asset management, including innovative pavement works and solutions services; with expanded capabilities beyond roads, servicing multiple industries including rail, airports, ports, oil and gas, plantation roads and other commercial and industrial sectors.

Others

Other segment includes the business of developing residential properties and Group-level corporate services and investment holdings.

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.

(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 business segments operate in six geographical areas:

- (i) Malaysia – the operations in this area are principally integrated facilities management, consultancy services, infrastructure maintenance, geotechnical investigation, instrumentation, pavement condition assessment works, township management, property development and investment holding.
- (ii) Indonesia – the operations in this area are principally consultancy services and road infrastructure.
- (iii) Middle East – the operation in this area are principally integrated facilities management and asset management consultancy services.
- (iv) Singapore – the operations in this area are principally integrated facilities management.
- (v) Taiwan – the operations in this area are principally integrated facilities management.
- (vi) India – the operations in this area are principally integrated facilities management.

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For the year ended 31 December 2022

43. SEGMENT INFORMATION (CONTD.)

	At 31 December 2022	Note	Asset Management		Infrastructure Solutions			Elimination	Others	Group
			Healthcare Support RM'000	Property and Facility Solutions RM'000	Infrastructure Services RM'000	Asset Consultancy RM'000	RM'000			
Revenue										
External revenue	1,487,871		163,766		768,997	99,520		3,475		2,523,629
Inter-segment revenue	1,106	A	2,158		2,504	255		156,601		—
Total revenue	1,488,977		165,925		771,500	99,775		160,076		2,523,629
Results										
EBITDA*	101,004		9,752		63,687	2,106		106,314		179,945
Depreciation and amortisation	(33,784)		(1,087)		(11,622)	(978)		(33,946)		(83,560)
EBIT**	67,220		8,665		52,065	1,128		72,368		96,385
Interest income	911		353		1,051	252		1,566		3,232
Interest expense	(3,304)		(3,371)		(31)	(37)		(13,538)		(19,380)
Share of results of associates	11,023		2,091		—	422		—		13,536
Share of results of a joint venture	—		—		—	(6)		—		(6)
Profit before tax and zakat	75,850		7,738		53,085	1,765		60,396		93,773
Income tax expense	(14,404)		(5,116)		(14,445)	(493)		(9,043)		(47,349)
Zakat	(133)		—		(577)	(63)		—		(773)
Profit after tax and zakat	61,313		2,622		38,063	1,209		51,353		45,651
Assets										
Segment assets	1,406,795	B	416,328		532,702	520,451		430,112		2,868,671
Liabilities										
Segment liabilities	531,112	B	269,903		237,406	64,431		845,275		1,284,640

* Earnings before interest, taxes, depreciation and amortisation

**Earnings before interest and taxes

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

43. SEGMENT INFORMATION (CONTD.)

	At 31 December 2022 (contd.)	Note	Asset Management		Infrastructure Solutions			Elimination	Group
			Healthcare Support RM'000	Property and Facility Solutions RM'000	Infrastructure Services RM'000	Asset Consultancy RM'000	Others RM'000		
Other segment information									
Capital expenditure		C	27,898	671	5,487	260	—	13,609	47,925
Investments in associates			68,419	—	—	3,927	—	—	72,346
Staff rationalisation cost			—	—	12,192	—	—	480	12,672
Accretion of interest on			—	(17,459)	—	—	—	—	(17,459)
- concession receivables			(2,658)	—	—	—	—	—	(2,658)
- loans and receivables			—	—	—	—	—	—	—
Fair value adjustment on investment properties			—	—	—	—	(13,323)	—	(13,323)
Dividend income			—	—	(675)	(58)	—	—	(733)
Depreciation (Note 7)			33,500	1,073	9,891	971	—	12,482	57,867
Amortisation (Note 7)		D	285	14	1,731	7	—	21,463	25,693
Non-cash expenses/(income) other than impairment, depreciation, and amortisation		E	2,019	(390)	893	2,173	—	9	4,704

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

43. SEGMENT INFORMATION (CONTD.)

At 31 December 2021	Note	Asset Management		Infrastructure Solutions			Elimination	Others	Group
		Healthcare Support RM'000	Property and Facility Solutions RM'000	Infrastructure Services RM'000	Asset Consultancy RM'000	RM'000			
Revenue									
External revenue		1,432,534	162,974	594,405	82,475	20,034	–	2,292,422	
Inter-segment revenue	A	2,536	7,935	1,234	269	189,906	(201,880)	–	
Total revenue		1,435,070	170,909	595,639	82,744	209,940	(201,880)	2,292,422	
Results									
EBITDA*		115,899	17,300	40,688	(18,887)	108,901	(106,759)	157,142	
Depreciation and amortisation		(38,155)	(1,043)	(11,804)	(1,346)	(32,355)	(2,549)	(87,252)	
EBIT**		77,744	16,257	28,884	(20,233)	76,546	(109,308)	69,890	
Interest income		771	960	1,812	426	468	–	4,437	
Interest expense		(1,880)	(3,265)	(30)	(17)	(16,320)	1,596	(19,916)	
Share of results of associates		16,671	7,079	–	409	–	–	24,159	
Profit/(loss) before tax and zakat		93,307	21,031	30,665	(19,416)	60,694	(107,712)	78,569	
Zakat		–	–	(623)	(84)	–	–	(707)	
Income tax (expense)/benefit		(15,858)	(3,161)	(12,712)	(1,415)	2,917	(4,273)	(34,502)	
Profit/(loss) after tax and zakat		77,449	17,870	17,330	(20,915)	63,611	(111,986)	43,360	
Assets									
Segment assets	B	1,439,695	459,040	555,053	525,502	463,231	(587,451)	2,855,070	
Liabilities									
Segment liabilities	B	568,621	309,822	256,781	75,285	893,804	(788,598)	1,315,715	

* Earnings before interest, taxes, depreciation and amortisation

**Earnings before interest and taxes

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

43. SEGMENT INFORMATION (CONTD.)

Notes Nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements

A Inter-segment revenues are eliminated on consolidation.

B The following items are deducted from segment assets to arrive at total assets reported in the consolidated statement of financial position:

	2022 RM'000	2021 RM'000
Inter-segment assets	(437,717)	(587,451)

The following items are deducted from segment liabilities to arrive at total liabilities reported in the consolidated statement of financial position:

	2022 RM'000	2021 RM'000
Inter-segment liabilities	(663,487)	(788,598)

C Capital expenditure consist of:

	2022 RM'000	2021 RM'000
Property, plant and equipment	25,465	22,815
Intangible assets – software and other development cost	1,384	1,111
Right-of-use assets	21,076	9,557
	47,925	33,483

D Amortisation consist of:

	2022 RM'000	2021 RM'000
Intangible assets	25,693	26,698

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

43. SEGMENT INFORMATION (CONTD.)

Notes Nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements (contd.)

E Other material non-cash expenses/(income) consist of the following items as presented in the respective notes to the financial statements:

	Note	2022 RM'000	2021 RM'000
Net gain on disposal of plant and equipment	7	340	283
Property, plant and equipment written off	7	1,365	363
Impairment on financial assets:			
– Trade and other receivables	7	5,375	2,328
Reversal of impairment on financial assets:			
– Trade and other receivables	5	(3,812)	(334)
Bad debts written off	7	1,025	8
Defined retirement benefit obligations	8	411	(121)
Intangible assets written off	7	–	246
		4,704	2,773

Geographical information

Revenue and non-current assets information based on the geographical location of customers and assets respectively are as follows:

	Revenue	
	2022 RM'000	2021 RM'000
Malaysia	1,567,650	1,374,803
United Arab Emirates	75,057	78,697
Indonesia	12,092	28,237
Singapore	401,867	381,221
Taiwan	466,964	429,464
Consolidated	2,523,629	2,292,422

	Non-current assets	
	2022 RM'000	2021 RM'000
Malaysia	572,106	596,734
United Arab Emirates	849	1,141
India	–	37,223
Indonesia	–	213
Singapore	472,557	442,153
Taiwan	6,132	6,848
Consolidated	1,051,644	1,084,312

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

43. SEGMENT INFORMATION (CONTD.)

Geographical information (contd.)

Non-current assets information presented above consist of the followings items as presented in the consolidated statement of financial position:

	2022	2021
	RM'000	RM'000
Property, plant and equipment	146,355	166,502
Investment properties	13,800	–
Right-of-use assets	44,246	37,281
Land held for property development	–	477
Intangible assets	700,893	699,204
Investment in associates	72,346	102,922
Investment in a joint venture	116	–
Other investments	232	232
Contract assets	73,109	75,078
Contract fulfillment asset	547	2,616
	1,051,644	1,084,312

Information about major customers

Revenue from two (2021: two) major customers amounted to RM450.2 million and RM635.1 million (2021: RM455.7 million and RM532.6 million) respectively, arising from services rendered in the Infrastructure Services and Healthcare Support segment.

44. SIGNIFICANT CONTINGENT LIABILITIES

As at 31 December 2022, there is no significant contingent liabilities.

The development of material litigation disclosed as contingent liabilities in the financial year ended 31 December 2021 are as follows:

(a) Ahmad Zaki Sdn. Bhd. ("AZSB") vs Edgenta PROPEL Berhad ("EPB")

On 15 April 2021, AZSB commenced an action against EPB on the claim that EPB has breached the terms of contract, mainly due to the EPB's failure to meet completion date. Consequently, AZSB had to engage third parties to complete some of the works under the contract. AZSB is therefore seeking reliefs amounting to RM30.9 million from EPB.

As at 31 December 2021, no provision was recognised and AZSB's claim was disclosed as contingent liability as EPB has been advised by its legal counsel that it has a good defence against the claim.

On 12 July 2022, AZSB and EPB has reached a settlement and recorded consent judgement before the judge on 27 July 2022. The terms of the Consent Judgement include withdrawal of all the claims against EPB amounting to RM30.9 million with no liberty to file afresh and AZSB is to pay EPB's counter-claim of RM10.6 million, by way of 10 monthly instalments from 30 November 2022 to 31 August 2023.

As a result of AZSB's failure to meet the instalment plan per consent judgement, EPB has filed a winding-up petition against AZSB on 3 January 2023. On 27 January 2023, EPB's winding up petition against AZSB was withdrawn with a liberty to start afresh and EPB allowed the payment of outstanding amounts via 11 monthly instalments from 31 March 2023 to 31 January 2024.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

44. SIGNIFICANT CONTINGENT LIABILITIES (CONTD.)

The development of material litigation disclosed as contingent liabilities in the financial year ended 31 December 2021 are as follows: (contd.)

(b) Magna Meditech Sdn. Bhd. ("MMSB") vs Edgenta Mediserve Sdn. Bhd. ("EMS")

On 25 March 2021, MMSB commenced an action against EMS on the claim that EMS has breached the terms of contract, by prematurely and unlawfully terminating the contract. MMSB seeks reinstatement of the contract by way of a new term of 3 years with an extension of further 2 years damages amounting to RM22.0 million.

As at 31 December 2021, no provision was recognised and MMSB's claim was disclosed as contingent liability as EMS has been advised by its legal counsel that it has a good defence against the claim.

On 29 December 2022, EMS entered into a settlement agreement with MMSB. Pursuant to the settlement agreement, EMS will pay a settlement sum of RM1.2 million and MMSB withdrew the claim against EMSB without liberty to file afresh. The settlement sum, which also inclusive of claim of assets and equipment purchased by MMSB had been recorded by EMS in the financial year ended 31 December 2022.

(c) UEM Edgenta Berhad ("UEM Edgenta" or "the Company") and DGIR

On 30 April 2021, the DGIR served UEM Edgenta with additional tax assessment for the years of assessment 2015 to 2018 for additional income taxes and penalty of RM18.7 million. The additional income tax was imposed by DGIR mainly pursuant to the dispute on the status of the Company as a Management Service Company and shall be taxed as an Investment Holding Company under Section 60FA of the Income Tax Act, 1967.

At 31 December 2021, no provision was recognised and the additional tax assessment was disclosed as contingent liability as the Company has been advised by its legal counsel that it has a valid legal claim to challenge the basis of assessment.

On 8 December 2022, the Company reached an out of court settlement with DGIR, on the Company's treatment of its taxable income, which resulted in the downward revision of additional tax assessments and penalty from RM18.7 million to RM6.9 million. The Company had recorded additional tax assessments and penalty totalling to RM6.9 million, disclosed in Note 7 and Note 10.

(d) Edgenta PROPEL Berhad ("EPB") and DGIR

On 29 June 2021, DGIR served EPB with additional tax assessment for the years of assessment 2016 to 2018 for additional income taxes of RM9.4 million. The additional income taxes are consequent to the DGIR's view that EPB ought to not have deducted the adjusted losses surrendered to it by UEM Edgenta Berhad, flowing from DGIR's position that UEM Edgenta is not a management services company as described in Note 44(c).

On 8 December 2022, EPB reached an out of court settlement with DGIR. As the losses surrendered by UEM Edgenta are now allowed for deduction by EPB, there is no additional tax charges imposed for the years of assessment 2016 to 2018. Consequently, DGIR discharged all the notices of additional assessments.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

45. SIGNIFICANT EVENTS

- (a) On 10 March 2022, OIMB, a wholly-owned subsidiary of OGB which in turn is a wholly-owned subsidiary of UEM Edgenta Berhad entered into a Shareholders Agreement with PPES and OCS to jointly provide project management services and engineering design consultancy services, relating to the engineering and construction projects.

On 22 April 2022, OCS issued 175,000 new ordinary shares, in which 47,500 and 127,500 were subscribed by OIMB and PPES, respectively. As a result, OIMB's equity interest were diluted to 49% and OCS became a JV to OIMB as disclosed in Note 20.

- (b) On 29 September 2022, Edgenta Arabia Limited ("EAL"), a wholly-owned subsidiary of the Company, entered into a Share Purchase Agreement and Shareholders Agreement with Mohammed Ibrahim Al-Subeaei and His Sons Investment Company for the proposed investment in MEEM for Facilities Management Company, through a 60% equity interest buy-in by EAL.

The transaction is expected to be completed in the first quarter of financial year ending 31 December 2023. As at 31 December 2022, the transaction has no financial impact to the Group and the Company.

- (c) On 9 November 2022, Edgenta Facilities Sdn Bhd ("EFSB"), a wholly-owned subsidiary of UEM Edgenta entered into a Share Purchase Agreement for the disposal of its entire 47,113 equity shares in FSPL, representing 51% of the paid-up share capital of FSPL for a sale consideration of INR700 million (approximately RM39.1 million).

The disposal has been completed on 17 November 2022. Further details are disclosed in Note 19.

- (d) Malaysia transitioned into an endemic phase of Covid-19 on 1 April 2022. Accordingly, the Group has also been able to resume its operations at full capacity while still maintaining necessary precautionary measures in our day-to-day operation.

46. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES

Details of subsidiaries, joint ventures and associates are as follows:

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest		Principal activities
			2022 %	2021 %	
Subsidiary of the Company:					
Edgenta FIRST Sdn. Bhd.	Malaysia	100,000	100	100	Provision of management services
Edgenta Arabia Limited (a)	The Kingdom of Saudi Arabia	SAR 500,000	100	–	Investment holding, provision of integrated facilities management services and energy performance management services
Faber Development Holdings Sdn. Bhd.	Malaysia	56,520,010	100	100	Investment holding
Edgenta Facilities Sdn. Bhd.	Malaysia	200,000	100	100	Investment holding and provision of integrated facilities management services
Edgenta Healthcare Management Sdn. Bhd.	Malaysia	2	100	100	Provision of hospital support services

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

46. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest		Principal activities
			2022 %	2021 %	
Subsidiary of the Company: (contd.)					
Edgenta PROPEL Berhad	Malaysia	78,962,615	100	100	Maintenance and repair of civil, mechanical and electrical works on roads, infrastructure and expressways and industrial cleaning services
Opus Group Berhad	Malaysia	156,497,958	100	100	Investment holding
Edgenta NXT Sdn. Bhd.	Malaysia	500,002	100	100	Provision of digital technology services
Sate Yaki Sdn. Bhd.	Malaysia	5,000,000	60	60	In liquidation
Edgenta Environmental & Material Testing Sdn. Bhd.	Malaysia	1,000,000	100	100	Geotechnical investigation, instrumentation and pavement condition assessment works; maintenance and repair of civil, mechanical and electrical works on roads, infrastructure and expressways, and industrial cleaning services
Edgenta Energy Services Sdn. Bhd.	Malaysia	1,000,000	70	70	Energy performance management services
Edgenta Township Management Services Sdn. Bhd.	Malaysia	2,730,000	100	100	Investment holding and management services of real estate
Edgenta GreenTech Sdn. Bhd.	Malaysia	15,000,000	100	100	Provision of asset development and facility management services
Edgenta Energy Projects Sdn. Bhd.	Malaysia	750,000	100	100	Providing energy performance management services and renewable energy services
Edgenta (Singapore) Pte. Ltd.	Singapore	SGD40,748,425	100	100	Investment holding
Subsidiary of Edgenta Healthcare Management Sdn. Bhd.:					
Edgenta Mediserve Sdn. Bhd. (c)	Malaysia	43,170,010	100	100	Provision of hospital support services

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

46. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest		Principal activities
			2022 %	2021 %	
Subsidiary of Edgenta Mediserve Sdn. Bhd.:					
Edgenta Healthtronics Sdn. Bhd.	Malaysia	3,000,000	100	100	Provision of hospital support services
Edgenta Mediserve (Sabah) Sdn. Bhd.	Malaysia	100,000	100	100	Investment holding
Edgenta Mediserve (Sarawak) Sdn. Bhd.	Malaysia	100,000	100	100	Investment holding
Cermin Cahaya Sdn. Bhd.	Malaysia	2	100	100	Provision of cleansing services to hospitals
Associate of Edgenta Mediserve (Sabah) Sdn. Bhd.					
Sedafiat Sdn. Bhd. (b)	Malaysia	5,000,000	40	40	Provision of hospital support services
Associate of Edgenta Mediserve (Sarawak) Sdn. Bhd.:					
One Medicare Sdn. Bhd. (b)	Malaysia	5,000,000	40	40	Provision of hospital support services
Biomedix Solutions Sdn. Bhd. (b)	Malaysia	1,000,000	40	40	Provision of biomedical engineering maintenance services
Subsidiary of Faber Development Holdings Sdn. Bhd.:					
Faber Union Sdn. Bhd. (e)	Malaysia	51,700,000	100	100	Property development
Rimbunan Melati Sdn. Bhd.	Malaysia	6,159,091	55	55	Property development
Faber Grandview Development (Sabah) Sdn. Bhd.	Malaysia	4,500,000	100	100	Property development
Faber Heights Management Sdn. Bhd.	Malaysia	2	100	100	Property management
Country View Development Sdn. Bhd.	Malaysia	11,200,000	100	100	Property development and provision of facilities management services

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

46. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest		Principal activities
			2022 %	2021 %	
Subsidiary of Edgenta Facilities Sdn. Bhd.:					
Edgenta Facilities Management Sdn. Bhd.	Malaysia	5,000,000	100	100	Facilities management services
Faber Star Facilities Management Limited. (b)	India	Rs3,57,10,770	100	100	Facilities management services
Associate of Edgenta Facilities Sdn. Bhd.:					
Faber Sindoori Management Services Private Limited (b)	India	Rs9,23,780	–	51	Facilities management in India
Subsidiary of Edgenta PROPEL Berhad:					
Edgenta Infrastructure Services Sdn. Bhd.	Malaysia	49,798,206	100	100	Maintenance and repair of civil, mechanical and electrical works on roads, infrastructure and expressways and industrial cleaning services
PT Edgenta PROPEL Indonesia (b)	Indonesia	Rp10.0 billion	99.9	99.9	Provision of management consultancy and advisory related to management of roads
Edgenta PROPEL (Sarawak) Sdn. Bhd. (f)	Malaysia	600,001	49	49	Construction, maintenance and repair of civil, mechanical and electrical works on infrastructure, roads, expressways and sewerage and industrial cleaning services
Jointly Controlled Operation of Edgenta PROPEL Berhad:					
Edgenta PROPEL – NRC JO	Unincorporated	–	55	55	Providing highway maintenance services
Jointly Controlled Operation of PT Edgenta PROPEL Indonesia					
PT Edgenta PROPEL PT Astra Nusantara – Astra Infra Solutions JO	Unincorporated	–	–	50	Providing highway maintenance services

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46. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest		Principal activities
			2022 %	2021 %	
Subsidiary of Opus Group Berhad:					
Builders Credit & Leasing Sdn. Bhd.	Malaysia	600,000	100	100	Investment holding
Opus International (NZ) Limited (a)	New Zealand	NZD200	100	100	Investment holding
Opus International (M) Berhad	Malaysia	15,000,000	100	100	Management of the planning, design and construction of infrastructure projects and provision of facilities management services
Subsidiary of Opus International (M) Berhad:					
Opus Management Sdn. Bhd.	Malaysia	1,000,000	100	100	Management of the planning, design and construction of infrastructure projects and provision of facilities management services
Opus Consultants (Sarawak) Sdn. Bhd.	Malaysia	250,000	–	100	Provision of project management and engineering consultancy services
Pengurusan Lantas Berhad	Malaysia	5,000,000	100	100	Provision of technical management support services for the planning, design and construction of projects
Pengurusan LRT Sdn. Bhd.	Malaysia	2	–	100	Dissolved
Opus International India Private Limited (b)	India	Rs4,60,000	100	100	Provision of asset development and asset management services
Opus Al-Dauliyyah L.L.C. (b)(d)	The Kingdom of Saudi Arabia	SAR 500,000	100	100	Engineering consultancy services
Associate of Opus International (M) Berhad:					
Opus Consultants (M) Sdn. Bhd.	Malaysia	250,531	30	30	Engineering consultancy services

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For the year ended 31 December 2022

46. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest		Principal activities
			2022 %	2021 %	
Joint Venture of Opus International (M) Berhad:					
Opus Consultants (Sarawak) Sdn. Bhd.	Malaysia	250,000	49	–	Provision of project management and engineering consultancy services
Subsidiary of Edgenta Township Management Services Sdn. Bhd.:					
UEM Sunrise Edgenta TMS Sdn. Bhd.	Malaysia	3,900,000	70	70	Investment holding and management of real estate
Subsidiary of UEM Sunrise Edgenta TMS Sdn. Bhd.:					
Edgenta TMS Sdn. Bhd.	Malaysia	5,500,000	49	49	In liquidation
Subsidiary of Edgenta GreenTech Sdn. Bhd.:					
Operon Consulting Sdn. Bhd.	Malaysia	1,128,260	70	70	Asset management consultancy services
KFM Energy Services Sdn. Bhd.	Malaysia	2,000,000	100	100	Provision of consultancy and other services relating to energy conservation and renewable energy
KFM Projects Sdn. Bhd.	Malaysia	100,000	100	100	In liquidation
KFM Solutions Sdn. Bhd.	Malaysia	100,000	100	100	Consultancy services in the green, smart and connected urban ecology and integrated facility management services
KFM Systems Sdn. Bhd.	Malaysia	100,000	100	100	Consultancy and contractors for building management systems for the built environment
Veridis PPP One Sdn. Bhd.	Malaysia	275,000	100	100	Concession holder specialising in retro-fitting works of building utilising green technology
Operon Middle East Limited (a)	British Virgin Island	USD1,503,200	100	100	Facilities management and building cleaning services

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

46. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest		Principal activities
			2022 %	2021 %	
Subsidiary of Edgenta GreenTech Sdn. Bhd.: (contd.)					
Operon Malaysia Sdn. Bhd.	Malaysia	100,000	100	100	Provision of supervising officer for activities related to Green Technology and other solutions for the built environment
KFM Middle East Limited (b)	British Virgin Island	USD1,000	70	70	Dormant
Subsidiary of Edgenta (Singapore) Pte. Ltd.:					
UEMS Pte. Ltd. (a)	Singapore	SGD8,300,000	100	100	Investment holding
Subsidiary of UEMS Pte. Ltd.:					
UEMS Solutions Pte. Ltd. (a)	Singapore	SGD2,000,000	100	100	Property management, facilities engineering, facilities management, energy management, corporate real estate, environmental services, project management and technology optimisation, learning and development, and specialised services
Edgenta UEMS Sdn. Bhd.	Malaysia	3,000,000	100	100	Provision of maintenance and support services for hospitals, public centres, manufacturing facilities and commercial buildings
Edgenta UEMS Ltd. (a)	Taiwan	TWD25,000,000	100	100	Provision of cleaning, portering and consulting services for hospitals, medical care institutes, commercial, high-tech companies, education centre, transportation and shopping mall.
ServiceMaster Hong Kong Limited (a)	Hong Kong	HKD20,360,000	100	100	Dormant

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2022

46. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest		Principal activities
			2022 %	2021 %	
Subsidiary of Edgenta UEMS Ltd.:					
Edgenta UEMS SC Ltd. (a)	Taiwan	TWD25,000,000	100	100	Provision of cleaning, portering and consulting services for hospitals, medical care institutes, commercial, high-tech companies, education centre, transportation and shopping mall

- (a) Audited by member firms of Ernst & Young Global in respective countries
- (b) Audited by firms other than Ernst & Young PLT or any member firms of Ernst & Young Global
- (c) Edgenta Mediserve Sdn. Bhd. is 43% owned by UEM Edgenta Berhad and 57% owned by Edgenta Healthcare Management Sdn. Bhd.
- (d) Opus Al-Dauliyah L.L.C. is 95% owned by Opus International (M) Berhad and 5% owned by Opus Management Sdn. Bhd.
- (e) Classified as disposal group held for sale during the current financial year (Note 28).
- (f) Notwithstanding Edgenta Propel Berhad's ("EPB") effective shareholding of less than 50% in Edgenta PROPEL (Sarawak) Sdn. Bhd. ("EPS"), the Group does have the substantive rights and power to direct the relevant activities of EPS and the ability to use the power to significantly affect its returns as stipulated in the shareholder's agreement. Therefore, EPS is consolidated in the Group's consolidated financial statements.

SHAREHOLDERS' INFORMATION

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ANALYSIS OF SHAREHOLDINGS

As at 20 March 2023

SHARE CAPITAL

The total number of issued shares stands at 831,624,030 ordinary shares, with voting right of one (1) vote per ordinary share held.

DISTRIBUTION SCHEDULE FOR ORDINARY SHARES

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares	% of Issued Shares
Less than 100	1,109	6.69	34,858	0.00
100 - 1,000	9,493	57.23	3,502,440	0.42
1,001 - 10,000	4,483	27.02	19,524,395	2.35
10,001 - 100,000	1,334	8.04	39,468,864	4.75
100,001 - 41,581,200 (*)	168	1.01	145,812,248	17.53
41,581,201 and above (**)	2	0.01	623,281,225	74.95
Total	16,589	100.00	831,624,030	100.00

Notes:

* Less than 5% of issued holdings

**5% and above of issued holdings

30 LARGEST SHAREHOLDERS AS PER RECORD OF DEPOSITORS

As at 20 March 2023

No.	Name of Shareholders	No. of Shares Held	% of Issued Shares
1	UEM GROUP BERHAD	574,967,925	69.14
2	CITIGROUP NOMINEES (TEMPATAN) SDN BHD URUSHARTA JAMAAH SDN. BHD. (1)	48,313,300	5.81
3	AMANAHRAYA TRUSTEES BERHAD PUBLIC ITTIKAL SEQUEL FUND	16,337,000	1.96
4	AMANAHRAYA TRUSTEES BERHAD PUBLIC SMALLCAP FUND	10,825,500	1.30
5	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (CIMB PRIN)	9,577,100	1.15
6	MAYBANK NOMINEES (TEMPATAN) SDN BHD MTRUSTEE BERHAD FOR PRINCIPAL DALI EQUITY GROWTH FUND (UT-CIMB-DALI) (419455)	7,887,200	0.95
7	AMANAHRAYA TRUSTEES BERHAD PUBLIC ISLAMIC TREASURES GROWTH FUND	7,267,700	0.87
8	UOB KAY HIAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	6,114,298	0.74

ANALYSIS OF SHAREHOLDINGS

As at 20 March 2023

30 LARGEST SHAREHOLDERS AS PER RECORD OF DEPOSITORS

As at 20 March 2023

No.	Name of Shareholders	No. of Shares Held	% of Issued Shares
9	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 3)	5,356,300	0.64
10	CARTABAN NOMINEES (ASING) SDN BHD STATE STREET LONDON FUND MJEM FOR MERCER INVESTMENT FUND 1 (MERCER QIF FUND)	4,821,500	0.58
11	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (PRINCIPAL EQITS)	4,363,200	0.52
12	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR OCBC SECURITIES PRIVATE LIMITED (CLIENT A/C-NR)	3,986,683	0.48
13	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LPF)	3,035,400	0.36
14	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 1)	2,692,900	0.32
15	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (NOMURA)	2,135,000	0.26
16	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ARIM)	2,065,500	0.25
17	CITIGROUP NOMINEES (ASING) SDN BHD CBNY FOR EMERGING MARKET CORE EQUITY PORTFOLIO DFA INVESTMENT DIMENSIONS GROUP INC	1,879,800	0.23
18	AMANAHRAYA TRUSTEES BERHAD PUBLIC ISLAMIC SELECT TREASURES FUND	1,839,300	0.22
19	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ANDREW LIM ENG GUAN	1,799,000	0.22
20	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LGF)	1,588,700	0.19
21	CIMSEC NOMINEES (ASING) SDN BHD CIMB FOR TOSHIHIKO SAITO (PB)	1,500,000	0.18
22	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHUNG KEAT ANN	1,500,000	0.18
23	CARTABAN NOMINEES (ASING) SDN BHD STATE STREET MUNICH FUND SGZL FOR GAM INVESTMENT MANAGEMENT (SWITZERLAND) AG ON BEHALF OF REUSS-ASIA SMALL CAP	1,490,200	0.18
24	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD PRINCIPAL ISLAMIC ASSET MANAGEMENT SDN BHD FOR LEMBAGA TABUNG HAJI	1,485,900	0.18
25	NG CHEONG BING	1,477,800	0.18
26	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN TAKAFUL BERHAD (MEKAR)	1,305,800	0.16

ANALYSIS OF SHAREHOLDINGS

As at 20 March 2023

30 LARGEST SHAREHOLDERS AS PER RECORD OF DEPOSITORS

As at 20 March 2023

No.	Name of Shareholders	No. of Shares Held	% of Issued Shares
27	CARTABAN NOMINEES (ASING) SDN BHD SSBT FUND J724 FOR SPDR S&P EMERGING MARKETS ETF	1,242,700	0.15
28	SYARIKAT PEMASARAN SEJATI SDN BHD	1,227,951	0.15
29	LIM CHEE MENG	1,215,000	0.15
30	DING HUONG KAI	1,210,000	0.15
TOTAL		730,508,657	87.85

SUBSTANTIAL SHAREHOLDERS

As per the Register of Substantial Shareholders

As at 20 March 2023

Name of Substantial Shareholders	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
UEM Group Berhad	574,967,925	69.14	–	–
Khazanah Nasional Berhad [#]	–	–	574,967,925	69.14
Urusharta Jamaah Sdn Bhd	48,313,300	5.81	–	–

Note:

[#]Deemed interested pursuant to Section 8(4) of the Companies Act 2016.

DIRECTORS' INTERESTS IN THE COMPANY AND ITS RELATED CORPORATIONS

As at 20 March 2023

Directors' Interests in Ordinary Shares of UEM Edgenta Berhad

Name of Directors	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
Tan Sri Dr. Azmil Khalid	–	–	–	–
Syahrizam Samsudin	–	–	–	–
Dato' Mohd Izani Ghani	–	–	–	–
Dato' Noorazman Abd Aziz	–	–	–	–
Dato' George Stewart LaBrooy	–	–	–	–
Rowina Ghazali Seth	–	–	–	–
Shirley Goh	–	–	–	–
Jenifer Thien Bit Leong	–	–	–	–
Mohd Asrul Ab Rahim	–	–	–	–

PROPERTIES HELD BY THE GROUP

Location & Address	Description Of Properties	Approx. Land Area	Gross Built-Up Area (Sq. Meters)	Existing Use	Land Tenure (Expire Date)	Building Approx. Age (Years)	Net Book Value As At 31.12.2022 (RM'000)	Last Date Of Revaluation Or If None: Date Of Acquisition
CORPORATE								
UEM EDGENTA BERHAD								
Lot 32, 33 & 33A Prima Villa No. 2, Jalan 109F Taman Danau Desa 58100 Kuala Lumpur	Three units of four-storey link villas	0.24 acres	1,617	Corporate facilities	Leasehold (6.1.2109)	8	7,681	16.12.2016
HEALTHCARE SUPPORT								
EDGENTA MEDISERVE SDN. BHD.								
Lot No. 65, Jalan Logam 3 Kamunting Raya Industrial Estate 34600 Taiping, Perak	Incineration plant with double-storey administration block plus laundry plant	5.87 acres	23,760	Incinerator for clinical waste and laundry plant	Leasehold (7.12.2097)	26	860	31.12.2022
Lot No. 37, Jalan Industri 8 Kuala Ketil Industrial Estate Mukim of Tawar 09300 Kuala Ketil, Kedah	Laundry plant with 2-storey administration block and ancillary facilities	2.24 acres	9,058	Laundry plant	Leasehold (26.3.2056)	19	688	31.12.2022
Lot No. 131 (CL215359890) & Lot No. 132 (CL215359907) SEDCO Industrial Estate Lok Kawi, Sabah	Incineration plant with single-storey detached factory with mezzanine office	0.51 acres	2,060	Incinerator for clinical waste	Leasehold (13.12.2042)	17	297	2.11.2018
No. 2, Jalan Kamunting 2 Jalan Kamunting Industrial Estate 48300 Bukit Beruntung, Selangor	Research and development center	1.47 acres	5,987	Research and development	Freehold	11	1,160	31.12.2022
INFRASTRUCTURE SERVICES								
EDGENTA PROPEL BERHAD & EDGENTA INFRASTRUCTURE SERVICES SDN. BHD.								
No. C1-16-08, Block C1 Vista Komanwel, Bukit Jalil 57700 Kuala Lumpur	Penthouse (duplex)	–	850	Staff accommodation	Freehold	9	308	19.4.2013
LMD Dengkil Office Kawasan Rehat dan Rawat Dengkil KM238 Arah Selatan, Lebuhraya ELITE 43800 Dengkil, Selangor	Office building and warehouse storage	–	5,000	Logistic and machinery depot	Freehold	17	2,274	1.5.2005
EDGENTA ENVIRONMENTAL & MATERIAL TESTING SDN. BHD.								
Suite 4801-1-05, Block 4801 CBD Perdana, Jalan Perdana 63000 Putrajaya, Selangor	Office building	–	175	Office lot	Freehold	12	213	7.12.2015
No. 3 & No. 5, Jalan P18 Kawasan Perindustrian MIEL 43650 Bandar Baru Bangi Selangor	Two adjoining units of one and half storey semi detached factory	0.83 acres	1,303	Laboratory and office building	Leasehold (29.9.2086)	32	2,091	7.12.2015
PROPERTY DEVELOPMENT								
COUNTRY VIEW DEVELOPMENT SDN. BHD.								
CL015027237 and CL015395196 Jalan Tuaran, Likas 88400 Kota Kinabalu, Sabah	Vacant land for development	7.72 acres	–	Vacant land	Leasehold 999 years (2.12.2920 and 20.8.2925)	–	13,800	31.12.2022

RECURRENT RELATED PARTY TRANSACTIONS

The shareholders of UEM Edgenta Berhad ("UEM Edgenta" or "the Company"), at the 59th Annual General Meeting held on 16 June 2022, had granted their approval for the Company and its subsidiary companies ("UEM Edgenta Group") to enter into recurrent related party transactions of a revenue or trading nature, which are necessary for its day-to-day operations and are in the ordinary course of business in order to comply with Paragraph 10.09 of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities").

In accordance to Practice Note 12 of the MMLR of the Bursa Securities, the details of recurrent related party transactions made during the financial year ended 31 December 2022 pursuant to the shareholders' mandate are as follows:

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2022 to 16 June 2022 RM'000	Value Incurred from 17 June 2022 to 31 December 2022 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
1.	UEM Edgenta Group	UEM Group Berhad ("UEMG") and its subsidiaries ("UEMG Group")	<p>Khazanah Nasional Berhad ("Khazanah") is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>Dato' Mohd Izani Ghani is a director of UEM Edgenta and UEMG.</p> <p>Dato' Mohd Izani Ghani does not have any equity interest in UEMG.</p>	<p>Provision of directors and staff training and development by UEMG Group.</p> <p>Provision of administrative and audit and tax services by UEMG Group.</p> <p>Rental of office space in Tower 1, Avenue 7, Bangsar South and ancillary facilities from UEMG Group.</p> <p>Rental of archive store at Taman Desa and ancillary facilities from UEMG Group.</p> <p>Rental of training space at UEM Learning Centre, Petaling Jaya from UEMG Group.</p> <p>Payment of annual nomination fee to UEMG.</p> <p>Provision of building maintenance works to UEMG Group.</p> <p>Provision of services to UEMG Group as follows:</p> <p>(i) proposed provision of vehicle screening services for projects developed;</p> <p>(ii) design and project management fees for projects;</p> <p>(iii) provision for soil investigation, instrumentation, material testing, environmental and pavement condition assessment works for infrastructure projects; and/or</p> <p>(iv) provision of energy management services.</p> <p>Pavement, civil, mechanical, electrical and electronic ("MEE") works, utilities relocation and traffic management works for UEMG Group.</p> <p>Rental of office area at Petaling Jaya from UEMG Group.</p>	<p>-</p> <p>-</p> <p>3,737</p> <p>113</p> <p>374</p> <p>4,167</p> <p>-</p> <p>-</p> <p>-</p> <p>-</p> <p>-</p> <p>198</p>	<p>-</p> <p>-</p> <p>5,232</p> <p>137</p> <p>524</p> <p>5,833</p> <p>-</p> <p>-</p> <p>-</p> <p>-</p> <p>277</p>	<p>-</p> <p>-</p> <p>8,969</p> <p>250</p> <p>898</p> <p>10,000</p> <p>-</p> <p>-</p> <p>-</p> <p>-</p> <p>475</p>

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2022 to 16 June 2022 RM'000	Value Incurred from 17 June 2022 to 31 December 2022 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
2.	UEM Edgenta Group	PLUS Malaysia Berhad and its subsidiaries ("PLUS Malaysia Group")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>PLUS Malaysia is a 51% subsidiary of UEMG.</p> <p>Dato' Mohd Izani Ghani and Dato' Noorazman Abd Aziz are directors of UEM Edgenta and PLUS Malaysia.</p> <p>Dato' Mohd Izani Ghani and Dato' Noorazman Abd Aziz do not have any equity interest in PLUS Malaysia.</p>	Provision of facilities maintenance services to PLUS Malaysia Group.	10	-	10
				Provision of highway operations and maintenance services through Performance Based Contract ("PBC") concept to PLUS Malaysia Group.	-	-	-
				Provision of design, consultancy services, maintenance management & technical services to PLUS Malaysia Group; project management fees and development & proposed network maintenance fee from PLUS Malaysia Group.	10,713	14,923	25,635
				Provision of highway maintenance services to PLUS Malaysia Group.	207,694	443,836	651,531
				Provision of maintenance services of the real time monitoring system and soil investigation works for upgrading of existing and new facilities to PLUS Malaysia Group.	-	-	-
				Provision of facilities maintenance services to UEM Sunrise Group.	2,941	4,176	7,117
3.	UEM Edgenta Group	UEM Sunrise Berhad and its subsidiaries ("UEM Sunrise Group")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>UEM Sunrise is a 69.56% subsidiary of UEMG.</p> <p>Dato' Mohd Izani Ghani and Dato' Noorazman Abd Aziz are directors of UEM Edgenta and UEM Sunrise.</p> <p>Dato' Mohd Izani Ghani and Dato' Noorazman Abd Aziz do not have any equity interest in UEM Sunrise.</p>	Provision of services to UEM Sunrise Group as follows:	-	-	-
				(i) pavement, MEE works, utilities relocation and traffic management works;			
				(ii) project management consultancy services for commercial development;			
				(iii) proposed soil investigation works, instrumentation, material testing, environmental services and pavement works for projects development;			
(iv) provision of energy management services; and/or							
(v) provision of Strata and Building Facilities Management software - User License Fee.							
Provision of energy management service, operate and maintain the district cooling tower for UEM Sunrise Group.	-	-	-				

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2022 to 16 June 2022 RM'000	Value Incurred from 17 June 2022 to 31 December 2022 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
4.	UEM Edgenta Group	Themed Attractions Resorts & Hotels Sdn. Bhd. ("TARH")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>TARH is a wholly-owned subsidiary of Khazanah.</p>	<p>Provision of services to TARH as follows:</p> <p>(i) pavement, MEE works, utilities relocation and traffic management works;</p> <p>(ii) proposed soil investigation works, instrumentation, material testing, environmental services for hotels and resorts; and/or</p> <p>(iii) buildings and facilities audit exercise at Desaru Adventure Water Park.</p>	95	-	95
5.	UEM Edgenta Group	First Impact Sdn. Bhd. ("First Impact")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>First Impact is a wholly-owned subsidiary of UEMG.</p>	<p>Provision of asset management services for office buildings of First Impact.</p> <p>Installation and upgrading of building equipment and assets for First Impact.</p>	3,441	5,912	9,353
6.	UEM Edgenta Group	Telekom Malaysia Berhad ("TM") and its subsidiaries ("TM Group")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>Khazanah holds 21.11% equity interest in TM.</p>	<p>Provision of services to TM Group as follows:</p> <p>(i) facilities maintenance services and energy management services;</p> <p>(ii) pavement, civil, MEE works, utilities relocation work and traffic management services; and/or</p> <p>(iii) infrastructure maintenance of telecommunications network.</p>	-	-	-
7.	UEM Edgenta Group	Malaysia Airports Holdings Berhad ("MAHB") and its subsidiaries ("MAHB Group")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>MAHB is a 33.21% associated company of Khazanah.</p>	<p>Provision of services to MAHB Group as follows:</p> <p>(i) pavement, civil, MEE works, utilities relocation works and traffic management services; and/or</p> <p>(ii) proposed soil investigation works, instrumentation, material testing, environmental services and pavement works for airports.</p>	-	-	-

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2022 to 16 June 2022 RM'000	Value Incurred from 17 June 2022 to 31 December 2022 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
8.	UEM Edgenta Group	Tenaga Nasional Berhad ("TNB") and its subsidiaries ("TNB Group")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>TNB is a 25.28% associated company of Khazanah.</p>	<p>Provision of services to TNB Group as follows:</p> <p>(i) project management consultancy services for office building;</p> <p>(ii) provision of pavement, MEE works, utilities relocation and traffic management works;</p> <p>(iii) proposed soil investigation works, instrumentation, material testing, environmental services; and/or</p> <p>(iv) provision of integrated facilities management and energy services for TNB buildings.</p>	-	-	-
9.	UEM Edgenta Group	Borneo Highway PDP Sdn. Bhd. ("BHP")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>BHP is a 40% associated company of UEM MMC Joint Venture Sdn. Bhd., which in turn is a 50% joint venture of UEMG.</p>	<p>Provision of services to BHP as follows:</p> <p>(i) pavement, MEE works, utilities relocation and traffic management works;</p> <p>(ii) payment of project management fees for highway project; and/or</p> <p>(iii) proposed soil investigation works, instrumentation, material testing, environmental services and pavement works.</p>	-	-	-
10.	UEM Edgenta Group	Cenviro Sdn. Bhd. and its subsidiaries ("Cenviro Group")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>Cenviro is a wholly-owned subsidiary of Khazanah.</p> <p>Tan Sri Dr. Azmil Khalid is a director of UEM Edgenta and Cenviro.</p> <p>Tan Sri Dr. Azmil Khalid does not have any equity interest in Cenviro.</p>	<p>Provision of services to Cenviro Group as follows:</p> <p>(i) provision of office services; and/or</p> <p>(ii) proposed soil investigation works, instrumentation, material testing, environmental services.</p> <p>Provision of healthcare waste management services to Cenviro Group.</p>	19	37	56

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2022 to 16 June 2022 RM'000	Value Incurred from 17 June 2022 to 31 December 2022 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
11.	UEM Edgenta Group	Konsortium ProHAWK Sdn. Bhd. ("ProHAWK")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>ProHAWK is a 65% subsidiary of UEMG.</p> <p>Dato' Mohd Izani Ghani is a director of UEM Edgenta and ProHAWK.</p> <p>Dato' Mohd Izani Ghani does not have any equity interest in ProHAWK.</p>	<p>Provision of management, operations and maintenance of parking facilities, café, medical hotel and retail business at Women & Children Hospital ("WACH") to ProHAWK.</p> <p>Provision of asset management services for WACH to ProHAWK.</p>	–	–	–
					18,283	12,076	30,358
12.	UEM Edgenta Group	Teras Teknologi Sdn. Bhd. ("TERAS")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>TERAS is a wholly-owned subsidiary of PLUS Malaysia, which in turn is a 51% subsidiary of UEMG.</p>	Provision of MEE works to TERAS by Edgenta PROPEL Berhad ("Edgenta PROPEL").	–	–	–
13.	UEM Edgenta Group	Kualiti Alam Sdn. Bhd. ("Kualiti Alam")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>Kualiti Alam is a wholly-owned subsidiary of Cenviro, which in turn is a wholly-owned subsidiary of Khazanah.</p>	Provision of waste collection services by Kualiti Alam.	40	–	40
14.	UEM Edgenta Group	Kuad Sdn. Bhd. ("Kuad")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>Cement Industries of Malaysia Berhad ("CIMA"), a wholly-owned subsidiary of UEMG, has disposed its 70% interest in Kuad.</p>	Purchase of material and provision of pavement works from Kuad.	–	–	–

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2022 to 16 June 2022 RM'000	Value Incurred from 17 June 2022 to 31 December 2022 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
15.	UEM Edgenta Group	Kuari Pati Sdn. Bhd. ("Kuari Pati")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>Kuari Pati is a wholly-owned subsidiary of CIMA, which in turn is a wholly-owned subsidiary of UEMG.</p>	Purchases of materials for pavement works from Kuari Pati.	-	-	-
16.	UEM Edgenta Group	TT dotCom Sdn. Bhd. ("TT dotCom")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>TT dotCom Sdn. Bhd. is a wholly-owned subsidiary of TIME dotCom Berhad ("TdC").</p> <p>TdC is a 10.73% associated company of Khazanah.</p> <p>TdC is a 29.11% associated company of Pulau Kapas Ventures Sdn. Bhd., which in turn is a 30.0% associated company of Khazanah.</p>	<p>Provision of fiber optic maintenance on highway by TT dotCom.</p> <p>Provision of integrated facilities maintenance services and energy management services to TT dotCom.</p>	501	1,026	1,527
17.	UEM Edgenta Group	IHH Healthcare Berhad and its subsidiaries ("IHH Healthcare Group")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>IHH Healthcare is a 25.95% associated company of Pulau Memutik Ventures Sdn. Bhd., which in turn is a wholly-owned subsidiary of Khazanah.</p>	Provision of hospital support services to IHH Healthcare Group.	425	442	867

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2022 to 16 June 2022 RM'000	Value Incurred from 17 June 2022 to 31 December 2022 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
18.	UEM Edgenta Group	edotco Group Sdn Bhd ("edotco Group")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p> <p>edotco Group is a 10.6% associated company of Mount Bintang Ventures Sdn. Bhd., which in turn is a wholly-owned subsidiary of Khazanah.</p>	Provision of integrated facilities maintenance services and energy management services to edotco Group.	-	-	-
19.	UEM Edgenta Group's property development companies	Any Related Party who may wish to purchase properties developed by UEM Edgenta Group's property development companies	<p>All directors and major shareholders of UEM Edgenta are interested in this transaction.</p> <p>All directors of UEM Edgenta do not have any direct and/or indirect shareholding in UEM Edgenta.</p> <p>All directors and major shareholders of UEM Edgenta will abstain and ensure that all Persons Connected to them will abstain from voting on the relevant resolution.</p> <p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEM Edgenta is a 69.14% subsidiary of UEMG.</p>	Sale of property units by UEM Edgenta Group's property development companies.	-	-	-
20.	Edgenta Mediserve Sdn. Bhd. ("EMS")	Cenviro Group	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>EMS is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.</p> <p>Cenviro is a wholly-owned subsidiary of Khazanah.</p>	Provision of healthcare waste management services by Cenviro Group.	1,071	4,278	5,349

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2022 to 16 June 2022 RM'000	Value Incurred from 17 June 2022 to 31 December 2022 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
21.	Edgenta Facilities Sdn. Bhd. and its subsidiaries ("EFSB Group")	Symphony Hills Sdn. Bhd. ("Symphony Hills")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>EFSB is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.</p> <p>Symphony Hills is a wholly-owned subsidiary of Bandar Nusajaya Development Sdn. Bhd., which in turn is a wholly-owned subsidiary of UEM Land Berhad ("UEM Land"), which in turn is a wholly-owned subsidiary of UEM Sunrise, which in turn is a 69.56% subsidiary of UEMG.</p>	Provision of cleaning services at sales gallery, office and unit show houses for Symphony Hills.	-	-	-
22.	EFSB Group	UEM Builders Berhad ("UEM Builders")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>EFSB is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.</p> <p>UEM Builders is a wholly-owned subsidiary of UEMG.</p>	Provision of cleaning services and mechanical and electrical ("M&E") maintenance to UEM Builders.	8	15	23
23.	EFSB Group	CIMB Group Holdings Berhad and its subsidiaries ("CIMB Group")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>EFSB is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.</p> <p>CIMB is a 25.72% associated company of Khazanah.</p>	Provision of facilities maintenance services to CIMB Group.	5,677	10,030	15,707
24.	Edgenta PROPEL	UEM Construction Sdn. Bhd. ("UEM Construction")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>Edgenta PROPEL is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.</p> <p>UEM Construction is a wholly-owned subsidiary of UEM Builders, which in turn is a wholly-owned subsidiary of UEMG.</p>	Provision of fourth lane widening ("FLW") civil works, MEE works and street lighting and traffic management services to UEM Construction.	-	7	7

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2022 to 16 June 2022 RM'000	Value Incurred from 17 June 2022 to 31 December 2022 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
25.	Edgenta UEMS Sdn. Bhd. ("UEMS Malaysia")	IMU Education Sdn. Bhd. ("IMU")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEMS Malaysia is a wholly-owned subsidiary of UEMS Pte. Ltd., which in turn is a wholly-owned subsidiary of Edgenta (Singapore) Pte. Ltd. ("Edgenta Singapore"), which in turn is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.</p> <p>IMU is a wholly-owned subsidiary of IMU Health Sdn. Bhd., which in turn is a wholly-owned subsidiary of IHH Healthcare, which in turn is a 25.95% associated company of Pulau Memutik Ventures Sdn. Bhd., which in turn is a wholly-owned subsidiary of Khazanah.</p>	Provision of facilities maintenance services to IMU.	349	756	1,104
26.	UEMS Malaysia	Parkway Pantai Limited and its subsidiaries ("Parkway Pantai Group")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEMS Malaysia is a wholly-owned subsidiary of UEMS Pte. Ltd., which in turn is a wholly-owned subsidiary of Edgenta Singapore, which in turn is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.</p> <p>Parkway Pantai is a wholly-owned subsidiary of Integrated Healthcare Holdings Limited, which in turn is a wholly-owned subsidiary of IHH Healthcare, which in turn is a 25.95% associated company of Pulau Memutik Ventures Sdn. Bhd., which in turn is a wholly-owned subsidiary of Khazanah.</p>	Provision of facilities maintenance services to Pantai Holdings Group at various Pantai hospitals.	4,769	7,884	12,653

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2022 to 16 June 2022 RM'000	Value Incurred from 17 June 2022 to 31 December 2022 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
27.	UEMS Malaysia	Khazanah	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEMS Malaysia is a wholly-owned subsidiary of UEMS Pte. Ltd., which in turn is a wholly-owned subsidiary of Edgenta Singapore, which in turn is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.</p>	Provision of cleansing services at KLCC and KL Sentral to Khazanah.	159	260	419
28.	UEMS Malaysia	MAHB	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEMS Malaysia is a wholly-owned subsidiary of UEMS Pte. Ltd., which in turn is a wholly-owned subsidiary of Edgenta Singapore, which in turn is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.</p> <p>MAHB is a 33.21% associated company of Khazanah.</p>	Provision of services to MAHB: <ul style="list-style-type: none"> (i) COVID-19 screening services; (ii) food and beverage services within the Health Screening Lounge; (iii) telecom services within the Health Screening Lounge; (iv) access to retail services providers; and (v) concierge services for passengers waiting in Health Screening Lounge. 	1,124	–	1,124
29.	UEMS Solutions Pte. Ltd.	IHH Healthcare Group	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>UEMS Solutions Pte. Ltd. is a wholly-owned subsidiary of UEMS Pte. Ltd., which in turn is a wholly-owned subsidiary of Edgenta Singapore, which in turn is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.</p> <p>IHH Healthcare is a 25.95% associated company of Pulau Memutik Ventures Sdn. Bhd., which in turn is a wholly-owned subsidiary of Khazanah.</p>	Provision of housekeeping services at various IHH Healthcare Hospitals to IHH Healthcare Group.	455	554	1,009

RECURRENT RELATED PARTY TRANSACTIONS

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2022 to 16 June 2022 RM'000	Value Incurred from 17 June 2022 to 31 December 2022 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
30.	Edgenta GreenTech Sdn. Bhd. ("EGT")	Putrajaya Holdings Sdn. Bhd. ("PHSB")	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>EGT is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.</p> <p>PHSB is a 15.59% associated company of Khazanah.</p>	Provision of integrated facilities maintenance services and energy management services to PHSB.	-	-	-
31.	Edgenta PROPEL	PHSB	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>Edgenta PROPEL is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.</p> <p>PHSB is a 15.59% associated company of Khazanah.</p>	Provision of bridge maintenance services, pavement, civil, MEE works, utilities relocation works and traffic management services to PHSB.	-	-	-
32.	Edgenta PROPEL	CIMA	<p>Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG.</p> <p>Edgenta PROPEL is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.</p> <p>CIMA is a wholly-owned subsidiary of UEMG.</p>	Provision of recycled asphalt pavement ("RAP") premix plant operator by CIMA and purchase of material from CIMA.	-	-	-

GRI CONTENT INDEX

Statement of use	UEM Edgenta Berhad has reported the information cited in this GRI content index for the period 1 January 2022 to 31 December 2022, with reference to the GRI Standards.
GRI Version	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organisational details	Who We are, Page 5
	2-2 Entities included in the organisation's sustainability reporting	Sustainability at UEM Edgenta, About This Report, Page 102
	2-3 Reporting period, frequency and contact point	Page 102
	2-4 Restatements of information	Minimising Environment Impact, Page 138 and 140
	2-5 External assurance	Sustainability at UEM Edgenta, About This Report, Page 102
	2-6 Activities, value chain and other business relationships	What We Do, Page 18
	2-7 Employees	Social Value Creation, Page 176-177
	2-8 Workers who are not employees	
	2-9 Governance structure and composition	Sustainability at UEM Edgenta, Governance Structure, Page 111
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability at UEM Edgenta, Governance Structure, Page 111
	2-13 Delegation of responsibility for managing impacts	Sustainability at UEM Edgenta, Governance Structure, Page 111
	2-14 Role of the highest governance body in sustainability reporting	Sustainability at UEM Edgenta, Governance Structure, Page 111
	2-15 Conflicts of Interest	
	2-16 Communication of critical concerns	Sustainability at UEM Edgenta, Governance Structure, Page 111
	2-17 Collective knowledge of the highest governance body	Minimising Environment Impact, Climate Change and Energy, Addressing Climate Change and Exploring Energy Efficiency, Page 133
	2-18 Evaluation of the performance of the highest governance body	Governance, Corporate Governance Overview Statement, Page 214
	2-19 Remuneration policies	Governance, Corporate Governance Overview Statement, Page 214
	2-20 Process to determine remuneration	Corporate Governance Overview Statement
	2-21 Annual total compensation ratio	Information unavailable. Steps are being taken to include the information in the next Report
	2-22 Statement on sustainable development strategy	Information unavailable. Steps are being taken to include the information in the next Report
	2-23 Policy commitments	Information unavailable. Steps are being taken to include the information in the next Report
	2-24 Embedding policy commitments	Information unavailable. Steps are being taken to include the information in the next Report
	2-25 Processes to remediate negative impacts	Corporate Integrity and Ethical Business Conduct, Page 246

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
	2-26 Mechanisms for seeking advice and raising concerns	Social Value Creation, Diversity and Inclusion, Page 175
	2-27 Compliance with laws and regulations	Social Value Creation, Human Rights Assessment, Aligning Our Stance on Human Rights, Page 181
	2-28 Membership associations	Minimising Environment Impact, Climate Change and Energy, Addressing Climate Change and Exploring Energy Efficiency, Page 133
	2-29 Approach to stakeholder engagement	Information unavailable. Steps are being taken to include the information in the next Report
	2-30 Collective bargaining agreements	Information unavailable. Steps are being taken to include the information in the next Report
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Material Matters, Page 70 Sustainability at UEM Edgenta, Stakeholder Engagement, Page 116 Stakeholder Engagement Page 56 - 61
	3-2 List of material topics	Our Material Matters, Page 70-71
	3-3 Management of material topics	Sustainability at UEM Edgenta, Business Ethics, Page 117 Social Value Creation Occupational Health and Safety, Page 150 Social Value Creation, Employment Culture, Page 163 Social Value Creation, Employment Culture, Diversity and Inclusion, Page 175 Social Value Creation, Employment Culture, Skills and Career Development, Page 163 Social Value Creation, Customer Satisfaction, Management Approach and Initiatives, Page 180 Social Value Creation, Local Community, Contributing to our Local Communities, Page 183 Social Value Creation, Human rights Assessment, Page 161 Minimising Environment Impact, Climate Change and Energy, Addressing Climate Change and Exploring Energy Efficiency, Page 132 Minimising Environment Impact, Climate Change and Energy, Page 133 Minimising Environment Impact, Decarbonisation, Page 138
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Sustainable Economic Growth, Economic Development, Expand Footprint and Deepen Solutions Base, Page 121
	201-2 Financial implications and other risks and opportunities due to climate change	Information unavailable. Steps are being taken to include the information in the next Report
	201-3 Defined benefit plan obligations and other retirement plans	Sustainable Economic Growth, Economic Development, Expand Footprint and Deepen Solutions Base, Page 123
	201-4 Financial assistance received from government	Sustainable Economic Growth, Economic Development, Expand Footprint and Deepen Solutions Base, Page 123

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GRI STANDARD	DISCLOSURE	LOCATION
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Sustainable Economic Growth, Economic Development, Page 124
	202-2 Proportion of senior management hired from the local community	Sustainable Economic Growth, Economic Development, Page 124
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Minimising Environment Impact, Decarbonization, Page 138 Minimising Environment Impact, Maintaining our Environmental Stewardship, Page 142
	203-2 Significant indirect economic impacts	Sustainable Economic Growth, Environment and Social Sections
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainable Economic Growth, Supply Chain Management, Page 129
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Information unavailable. Steps are being taken to include the information in the next Report
	205-2 Communication and training about anti-corruption policies and procedures	Information unavailable. Steps are being taken to include the information in the next Report
	205-3 Confirmed incidents of corruption and actions taken	Information unavailable. Steps are being taken to include the information in the next Report
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Information unavailable. Steps are being taken to include the information in the next Report
GRI 207: Tax 2019	207-1 Approach to tax	Information unavailable. Steps are being taken to include the information in the next Report
	207-2 Tax governance, control, and risk management	Information unavailable. Steps are being taken to include the information in the next Report
	207-3 Stakeholder engagement and management of concerns related to tax	Information unavailable. Steps are being taken to include the information in the next Report
	207-4 Country-by-country reporting	Segmental financial information
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Minimising Environment Impact, Maintaining our Environmental Stewardship, Material Utilisation, Page 146
	301-2 Recycled input materials used	Minimising Environment Impact, Maintaining our Environmental Stewardship, Material Utilisation, Page 146
	301-3 Reclaimed products and their packaging materials	Information unavailable. Steps are being taken to include the information in the next Report
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Minimising Environment Impact, Scope 3 Emission data, page 36
	302-2 Energy consumption outside of the organisation	Information unavailable. Steps are being taken to include the information in the next Report
	302-3 Energy intensity	Information unavailable. Steps are being taken to include the information in the next Report
	302-4 Reduction of energy consumption – not disclosed	Minimising Environment Impact, Decarbonisation, Page 138
	302-5 Reductions in energy requirements of products and services – not disclosed	Minimising Environment Impact, Page 135-136 Minimising Environment Impact, Decarbonisation, Page 138

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GRI STANDARD	DISCLOSURE	LOCATION
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Information unavailable. Steps are being taken to include the information in the next Report
	304-2 Significant impacts of activities, products and services on biodiversity	Information unavailable. Steps are being taken to include the information in the next Report
	304-3 Habitats protected or restored	Information unavailable. Steps are being taken to include the information in the next Report
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information unavailable. Steps are being taken to include the information in the next Report
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Minimising Environment Impact, Page 137-141
	305-2 Energy indirect (Scope 2) GHG emissions	Minimising Environment Impact, Page 137-141
	305-3 Other indirect (Scope 3) GHG emissions	Minimising Environment Impact, Page 137-141
	305-4 GHG emissions intensity	Minimising Environment Impact, Page 137-141
	305-5 Reduction of GHG emissions	Information unavailable. Steps are being taken to include the information in the next Report
	305-6 Emissions of ozone-depleting substances (ODS)	Information unavailable. Steps are being taken to include the information in the next Report
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Information unavailable. Steps are being taken to include the information in the next Report
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Information unavailable. Steps are being taken to include the information in the next Report.
	306-2 Management of significant waste-related impacts	Minimising Environment Impact, Maintaining our Environmental Stewardship, Waste Management, Page 143-145
	306-3 Waste generated	Minimising Environment Impact, Maintaining our Environmental Stewardship, Waste Management, Page 143-145
	306-4 Waste diverted from disposal	Minimising Environment Impact, Maintaining our Environmental Stewardship, Waste Management, Page 143-145
	306-5 Waste directed to disposal	Minimising Environment Impact, Maintaining our Environmental Stewardship, Waste Management, Page 143-145
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management, Responsible Supply Chain Management, Page 127
	308-2 Negative environmental impacts in the supply chain and actions taken	Supply Chain Management, Responsible Supply Chain Management, Page 127
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employment Culture, Talent Attraction and Retention, Performance Data, Page 168
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment Culture, Talent Attraction and Retention, Performance Data, Page 168
	401-3 Parental leave	Employment Culture, Talent Attraction and Retention, Performance Data, Page 168

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GRI STANDARD	DISCLOSURE	LOCATION
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Information unavailable. Steps are being taken to include the information in the next Report
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Social Value Creation, Occupational Health and Safety, Occupational Health and Safety Management System, Page 151
	403-2 Hazard identification, risk assessment, and incident investigation	Social Value Creation, Occupational Health and Safety, Risk Assessment and Hazard Identification, Page 153
	403-3 Occupational health services	Social Value Creation, Promoting the health and wellbeing of employees, Page 157
	403-4 Worker participation, consultation, and communication on occupational health and safety	Social Value Creation, HSSE Governance Structure, Page 153
	403-5 Worker training on occupational health and safety	Social Value Creation, Promoting the health and wellbeing of employees, Page 157
	403-6 Promotion of worker health	Social Value Creation, Promoting the health and wellbeing of employees, Page 157
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social Value Creation, Page 160
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety, Occupational Health and Safety Management System, Page 151
	403-9 Work-related injuries	Occupational Health and Safety, Occupational Health and Safety Management System, Page 151
	403-10 Work-related ill health	Information unavailable. Steps are being taken to include the information in the next Report
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Social Value Creation, Occupational Health and Safety, Skills and Career Development, Performance Data, Page 166-167
	404-2 Programs for upgrading employee skills and transition assistance programs	Social Value Creation, Occupational Health and Safety, Skills and Career Development, Performance Data, Page 166-167
	404-3 Percentage of employees receiving regular performance and career development reviews	Social Value Creation, Occupational Health and Safety, Skills and Career Development, Performance Data, Page 166-167
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social Value Creation, Diversity and Inclusion, Performance Data, Page 175
	405-2 Ratio of basic salary and remuneration of women to men	Information unavailable. Steps are being taken to include the information in the next Report
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Social Value Creation, Diversity and Inclusion, Performance Data, Page 175

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
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	Social Value Creation, Human Rights Assessment, Initiatives, Page 181
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Social Value Creation, Human Rights Assessment, Aligning Our Stance on Human Rights, Page 181
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Social Value Creation, Human Rights Assessment, Aligning Our Stance on Human Rights, Page 181
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Information unavailable. Steps are being taken to include the information in the next Report
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Information unavailable. Steps are being taken to include the information in the next Report
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social Value Creation, Local Community, Contributing to our Local Communities, Page 183
	413-2 Operations with significant actual and potential negative impacts on local communities	Information unavailable. Steps are being taken to include the information in the next Report
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Social Value Creation, Occupational Health and Safety, Advocating Health and Safety within Our Value Chain, Key Initiatives, Page 159
	414-2 Negative social impacts in the supply chain and actions taken	Social Value Creation, Occupational Health and Safety, Advocating Health and Safety within Our Value Chain, Key Initiatives, Page 159
GRI 415: Public Policy 2016	415-1 Political contributions	Information unavailable. Steps are being taken to include the information in the next Report
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Social Value Creation, Occupational Health and Safety, Advocating Health and Safety within Our Value Chain, Key Initiatives, Page 159
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Social Value Creation, Occupational Health and Safety, Advocating Health and Safety within Our Value Chain, Key Initiatives, Page 160
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labeling	Information unavailable. Steps are being taken to include the information in the next Report
	417-2 Incidents of non-compliance concerning product and service information and labeling	Information unavailable. Steps are being taken to include the information in the next Report
	417-3 Incidents of non-compliance concerning marketing communications	Information unavailable. Steps are being taken to include the information in the next Report
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information unavailable. Steps are being taken to include the information in the next Report

FTSE4GOOD CONTENT INDEX

UEM Edgenta Berhad has reported the information cited in this FTSE4Good content index for the period 1 January 2022 to 31 December 2022, with reference to FTSE4Good Bursa Malaysia (F4GBM) Indicators.

FTSE4Good Content Index		Location	
CLIMATE CHANGE			
ECC01	Climate change impact including CO2/GHG emissions - Policy or commitment statement to:	a) Address the issue	Minimising Environment Impact, Climate Change and Energy, Addressing Climate Change and Exploring Energy Efficiency, Page 132
		b) Reduce or avoid the impact or improve efficiency	Minimising Environment Impact, Decarbonization, Page 138
ECC03	Demonstrating support for mitigating climate change through:	a) Membership of business associations	Minimising Environment Impact, Climate Change and Energy, Page 133
		b) Company position on public policy and regulation	Minimising Environment Impact, Climate Change and, Page 132
ECC05	Initiatives in place include measures to address climate change through adaptation:	a) Company mentions addressing adaptation	Minimising Environment Impact, Climate Change and Energy, Addressing Climate Change and Exploring Energy Efficiency, Page 132
	Initiatives in place include measures to address climate change through adaptation:	b) Company explains specific actions taken	Minimising Environment Impact, Climate Change and Energy, Addressing Climate Change and Exploring Energy Efficiency, Page 132
ECC08	Board oversight of climate change:	a) Evidence of board or board committee oversight of the management of climate change risks	Minimising Environment Impact, Climate Change and Energy, Addressing Climate Change and Exploring Energy Efficiency, Page 132
	Board oversight of climate change:	b) Named position responsible at Board level	Minimising Environment Impact, Climate Change and Energy, Addressing Climate Change and Exploring Energy Efficiency, Page 132
ECC75	Does the company's remuneration for senior executives incorporate climate change performance?	a) the CEO's remuneration incorporates climate change performance	Information unavailable. Steps are being taken to include the information in the next Report
		b) At least one other senior executive's remuneration incorporates climate change performance	Information unavailable. Steps are being taken to include the information in the next Report
		c) the company's CEO and/or at least one other senior executive's remuneration arrangements incorporate progress towards achieving the company's GHG reduction targets as a KPI determining performance-linked compensation	Information unavailable. Steps are being taken to include the information in the next Report
ECC74	The company has a stated policy or commitment to ensuring	a) Consistency between its climate change policy and the positions taken by the trade associations of which they are members	Information unavailable. Steps are being taken to include the information in the next Report.
		b) For responding appropriately in those instances where the trade association position is significantly weaker than or contradicts that of the company	Information unavailable. Steps are being taken to include the information in the next Report

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FTSE4Good Content Index		Location	
CLIMATE CHANGE (CONTINUE)			
ECC14	Three years of total operational GHG emissions data (Scope 1 & 2) is disclosed Three years of total	Coverage (%)	Information unavailable. Steps are being taken to include the information in the next Report
		Scope 1 data	Minimising Environment Impact, Scope 1 Mobile Combustion and Stationary Combustion Emission Data, Page 138
		Scope 2 data	Minimising Environment Impact, Scope 2 Emission Data (Purchased Electricity) (tonnes CO ₂), Page 139
		Scope 3 data	
		Latest Year	Minimising Environment Impact, Scope 3 Emission data, Page 140-141
		T minus 1 Year	
		T minus 2 Year	
		Consolidation Method	Information unavailable. Steps are being taken to include the information in the next Report
		Organisational Boundary	Information unavailable. Steps are being taken to include the information in the next Report
REITs data coverage	Information unavailable. Steps are being taken to include the information in the next Report		
ECC15	Three years of total energy consumption data is disclosed	Coverage	
		Current Year	Minimising Environment Impact, Total electricity consumption, Page 136
		Current Year Energy Consumption	
		T minus 1 Year	
		T minus 1 Energy Consumption	Minimising Environment Impact, Total Energy consumption (Petrol and Diesel) (GJ), Page 138
		T minus 2 Year	
T minus 2 Energy Consumption			
ECC49	Scope 3 emissions	Current Year	Minimising Environment Impact, Page 136
		Purchased goods and services	Minimising Environment Impact, Scope 3 Emission data, Page 141
		Capital goods	Information unavailable. Steps are being taken to include the information in the next Report
		Fuel-and-energy-related activities (not included in scope 1 or 2)	Information unavailable. Steps are being taken to include the information in the next Report
		Upstream transportation and distribution	Information unavailable. Steps are being taken to include the information in the next Report
		Waste generated in operations	Information unavailable. Steps are being taken to include the information in the next Report
		Business travel	Minimising Environment Impact, Scope 3 Emission data, Page 140
		Employee commuting	Minimising Environment Impact, Scope 3 Emission data, Page 141
		Upstream leased assets	Minimising Environment Impact, Scope 3 Emission data, Page 141
		Investments	Information unavailable. Steps are being taken to include the information in the next Report
		Downstream transportation and distribution	Information unavailable. Steps are being taken to include the information in the next Report

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FTSE4Good Content Index		Location	
CLIMATE CHANGE (CONTINUE)			
ECC49	Scope 3 emissions (continue)	Processing of sold products	Information unavailable. Steps are being taken to include the information in the next Report
		Use of sold products	Information unavailable. Steps are being taken to include the information in the next Report
		End of life treatment of sold products	Information unavailable. Steps are being taken to include the information in the next Report
		Downstream leased assets	Information unavailable. Steps are being taken to include the information in the next Report
		Franchises	Information unavailable. Steps are being taken to include the information in the next Report
		Other (upstream)	Information unavailable. Steps are being taken to include the information in the next Report
		Other (downstream)	Information unavailable. Steps are being taken to include the information in the next Report
		Total/no breakdown	Information unavailable. Steps are being taken to include the information in the next Report
ECC38	Short-term (up to 5 years) GHG emissions reduction targets - this could include scope 1 and/or scope 2 and/or scope 3:	a) Unquantified, process targets	Minimising Environment Impact, Decarbonization, Page 138
		b) Quantified targets	Information unavailable. Steps are being taken to include the information in the next Report
		Percentage reduction targeted (%)	Information unavailable. Steps are being taken to include the information in the next Report
		Scope	Information unavailable. Steps are being taken to include the information in the next Report
		Percentage of emissions covered by target	Information unavailable. Steps are being taken to include the information in the next Report
		Base year	Sustainability at UEM Edgenta, About This Report, Page 102
		Base year emissions	Information unavailable. Steps are being taken to include the information in the next Report
		Year in which target was set	Information unavailable. Steps are being taken to include the information in the next Report
		Target year	Information unavailable. Steps are being taken to include the information in the next Report
		Net zero target	Information unavailable. Steps are being taken to include the information in the next Report
		Scope	Information unavailable. Steps are being taken to include the information in the next Report
		Percentage of emissions covered by target	Information unavailable. Steps are being taken to include the information in the next Report
		Base year	Information unavailable. Steps are being taken to include the information in the next Report
		Base year emissions	Information unavailable. Steps are being taken to include the information in the next Report
Year in which target was set	Information unavailable. Steps are being taken to include the information in the next Report		

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FTSE4Good Content Index		Location	
CLIMATE CHANGE (CONTINUE)			
		Target year	Information unavailable. Steps are being taken to include the information in the next Report
		Percentage reduction targeted (%)	Information unavailable. Steps are being taken to include the information in the next Report
		Net zero target	Information unavailable. Steps are being taken to include the information in the next Report
		Scope 3 category covered	Information unavailable. Steps are being taken to include the information in the next Report
		Scope 3 category covered	Information unavailable. Steps are being taken to include the information in the next Report
ECC39	Long-term (more than 5 years) GHG emissions reduction targets - this could include scope 1 and/or scope 2 and/or scope 3:	a) Unquantified, process targets	Minimising Environment Impact, Decarbonisation, Page 138
		b) Quantified targets	Information unavailable. Steps are being taken to include the information in the next Report
		Scope	Information unavailable. Steps are being taken to include the information in the next Report
		Base year	Information unavailable. Steps are being taken to include the information in the next Report
		Base year emissions	Information unavailable. Steps are being taken to include the information in the next Report
		Year in which target was set	Information unavailable. Steps are being taken to include the information in the next Report
		Target year	Information unavailable. Steps are being taken to include the information in the next Report
		Percentage reduction targeted (%)	Information unavailable. Steps are being taken to include the information in the next Report
		Percentage of emissions covered by target	Information unavailable. Steps are being taken to include the information in the next Report
		Net zero target	Minimising Environment Impact, Decarbonisation, Page 138
		Scope 3 category covered	Information unavailable. Steps are being taken to include the information in the next Report
		Scope	Information unavailable. Steps are being taken to include the information in the next Report
		Percentage of emissions covered by target	Information unavailable. Steps are being taken to include the information in the next Report
		Base year	Information unavailable. Steps are being taken to include the information in the next Report.
		Base year emissions	Information unavailable. Steps are being taken to include the information in the next Report
		Year in which target was set	Information unavailable. Steps are being taken to include the information in the next Report
		Target year	Information unavailable. Steps are being taken to include the information in the next Report
		Percentage reduction targeted (%)	Information unavailable. Steps are being taken to include the information in the next Report
		Scope 3 category covered	Information unavailable. Steps are being taken to include the information in the next Report

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FTSE4Good Content Index		Location	
CLIMATE CHANGE (CONTINUE)			
		Scope	Information unavailable. Steps are being taken to include the information in the next Report
		Percentage of emissions covered by target	Information unavailable. Steps are being taken to include the information in the next Report
ECC31	Energy use - Policy or commitment statement to:	a) Address the issue	Minimising Environment Impact, Energy Efficiency and Green Building Solutions, Page 133
		b) Reduce or avoid the impact or improve efficiency	Minimising Environment Impact, Energy Efficiency and Green Building Solutions, Page 133
ECC76	Does the company have a commitment to align disclosures to the to the recommendations of the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD)?	The company commits to or currently aligns its disclosures to the TCFD recommendations	Information unavailable. Steps are being taken to include the information in the next Report
		The company is a listed TCFD Supporter	Information unavailable. Steps are being taken to include the information in the next Report
		The company explicitly sign-posts TCFD-aligned disclosures in its annual reporting OR publishes them in a TCFD report.	Information unavailable. Steps are being taken to include the information in the next Report
ECC43	Recognition of climate change:	a) As a relevant risk and/or opportunity to the business	Minimising Environment Impact, Climate Change and Energy, Addressing Climate Change and Exploring Energy Efficiency, Page 132
		b) Discloses time horizon (short/medium/long term) of risk and/or opportunity	Information unavailable. Steps are being taken to include the information in the next Report
ECC51	Internal carbon price:	a) Company has an internal price of carbon	Information unavailable. Steps are being taken to include the information in the next Report
		b) Company discloses the price of carbon	Information unavailable. Steps are being taken to include the information in the next Report
ECC41	Independent verification of operational GHG emissions data:	a) Independent Verification by third party	Minimising Environment Impact, Page 140
		b) International assurance standard used and level of assurance declared	Information unavailable. Steps are being taken to include the information in the next Report
ECC42	Independent verification of operational energy consumption data:	a) Independent Verification by third party	Minimising Environment Impact, Page 140
		b) International assurance standard used and level of assurance declared	Information unavailable. Steps are being taken to include the information in the next Report
ECC44	Impact of climate-related risks and opportunities. The company:	a) Details how they incorporate climate change risks and opportunities in their strategy (mitigation, new products, R&D, etc.)	Minimising Environment Impact, Page 146
		b) Discloses the impact of climate change risks and opportunities on financial planning (OPEX, CAPEX, M&A, debt)	Information unavailable. Steps are being taken to include the information in the next Report
ECC45	Climate scenario planning:	Information unavailable. Steps are being taken to include the information in the next Report.	Information unavailable. Steps are being taken to include the information in the next Report
		b) The company describes the business impact of one or more climate scenario analysis	Information unavailable. Steps are being taken to include the information in the next Report

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FTSE4Good Content Index		Location	
CLIMATE CHANGE (CONTINUE)			
ECC73	The company discloses involvement in organisations dedicated specifically to climate-related issues:	(a) Its memberships of any organisations dedicated to climate-related issues	Minimising Environment Impact, Addressing Climate Change and Exploring Energy Efficiency, Page 132
		(b) Its involvement in these organisations	Minimising Environment Impact, Addressing Climate Change and Exploring Energy Efficiency, Page 132
ECC50	Climate-related risk management procedures:	a) Integrated into multi-disciplinary company-wide risk management	Information unavailable. Steps are being taken to include the information in the next Report
		b) Specific climate-related risk management process	Information unavailable. Steps are being taken to include the information in the next Report
ECC77	The company has a decarbonisation strategy to meet its long, medium and short-term GHG reduction targets:	The company identifies the set of actions it intends to take to achieve its GHG reduction targets over the targeted timeframe. These measures clearly refer to the main sources of its GHG emissions, including Scope 3 emissions where applicable.	Information unavailable. Steps are being taken to include the information in the next Report
		The company quantifies key elements of this strategy with respect to the major sources of its emissions, including scope 3 emissions where applicable (e.g. changing technology or product mix, supply chain measures, research and development spending).	Information unavailable. Steps are being taken to include the information in the next Report
		The company discloses the quantified contribution of each action in terms of the approximate proportion of the overall GHG target that the action will account for.	Information unavailable. Steps are being taken to include the information in the next Report
ECC78	The company is working to decarbonise its future capital expenditures:	The company explicitly commits to align all future capital expenditures with its long-term GHG target(s) OR with the Paris Agreement's objective of limiting global warming to 1.5° Celsius.	Information unavailable. Steps are being taken to include the information in the next Report
		The company explicitly commits to phase out investments in carbon intensive assets or products.	Information unavailable. Steps are being taken to include the information in the next Report
		The company discloses the methodology it uses to align its future capex with its decarbonisation goals	Information unavailable. Steps are being taken to include the information in the next Report
ENVIRONMENT			
Pollution & Resources			
EPR01	Pollution - policy or commitment statement to:	a) Address the issue	Information unavailable. Steps are being taken to include the information in the next Report
		b) Reduce or avoid the impact or improve efficiency	Information unavailable. Steps are being taken to include the information in the next Report
EPR02	Waste - policy or commitment statement to:	a) Address the issue	Minimising Environment Impact, Maintaining our Environmental Stewardship, Page 142
		b) Reduce or avoid the impact or improve efficiency	Minimising Environment Impact, Maintaining our Environmental Stewardship, Waste Management, Page 143

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FTSE4Good Content Index		Location	
ENVIRONMENT (CONTINUE)			
Pollution & Resources (continue)			
EPR03	Resource use - policy or commitment statement to:	a) Address the issue	Minimising Environment Impact, Maintaining our Environmental Stewardship, Material Utilisation, Page 146
		b) Reduce or avoid the impact or improve efficiency	Minimising Environment Impact, Maintaining our Environmental Stewardship, Material Utilisation, Page 146
EPR04	Time-specific targets, beyond regulatory requirements, to reduce or avoid pollution:	a) Unquantified, process targets	Information unavailable. Steps are being taken to include the information in the next Report
		b) Quantified targets	Information unavailable. Steps are being taken to include the information in the next Report
EPR05	Time-specific targets, beyond regulatory requirements, to reduce or avoid waste:	a) Unquantified, process targets	Minimising Environment Impact, Maintaining our Environmental Stewardship, Page 142 Minimising Environment Impact, Maintaining our Environmental Stewardship, Waste Management, Page 143
		b) Quantified targets	Information unavailable. Steps are being taken to include the information in the next Report
EPR06	Time-specific targets, beyond regulatory requirements, to reduce or avoid resource use:	a) Unquantified, process targets	Minimising Environment Impact, Maintaining our Environmental Stewardship, Material Utilisation, Page 146
		b) Quantified targets	Information unavailable. Steps are being taken to include the information in the next Report
EPR07	Progress against previously set targets to reduce or avoid pollution:	a) Unquantified, process targets	Information unavailable. Steps are being taken to include the information in the next Report
		b) Quantified targets	Information unavailable. Steps are being taken to include the information in the next Report
EPR08	Progress against previously set targets to reduce or avoid waste:	a) Unquantified, process targets	Information unavailable. Steps are being taken to include the information in the next Report
		b) Quantified targets	Information unavailable. Steps are being taken to include the information in the next Report
EPR09	Progress against previously set targets to reduce or avoid resource use:	a) Unquantified, process targets	Information unavailable. Steps are being taken to include the information in the next Report
		b) Quantified targets	Information unavailable. Steps are being taken to include the information in the next Report
EPR10	Disclosure of three years of water (effluent) discharge:	a) Total amount	Information unavailable. Steps are being taken to include the information in the next Report
		b) Quality and destination	Information unavailable. Steps are being taken to include the information in the next Report
EPR11	Disclosure of three years of raw material used (tonnes):	a) Total	Information unavailable. Steps are being taken to include the information in the next Report
		b) Total by type	Information unavailable. Steps are being taken to include the information in the next Report
EPR12	Independent verification of operational environmental data:	a) Independent verification by third party	Minimising Environment Impact, Page 133
		b) International assurance standard used and level of assurance declared	Information unavailable. Steps are being taken to include the information in the next Report

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FTSE4Good Content Index			Location
ENVIRONMENT (CONTINUE)			
Pollution & Resources (continue)			
EPR13	Disclosure of working with others to reduce pollution, waste, or resource use by:	a) Participation in specific local or global Initiatives	Information unavailable. Steps are being taken to include the information in the next Report
		b) Collaboration with other companies such as making use of the same waste streams as inputs (such as industrial ecology)	Minimising Environment Impact, Maintaining our Environmental Stewardship, Waste Management, Page 143
EPR15	Financial quantification of pollution, waste or resource use specifying:	a) Costs associated with their impacts (including shadow costing)	Information unavailable. Steps are being taken to include the information in the next Report
		b) Investment in R&D on reducing or avoiding their impacts (including funding of R&D organisations)	Information unavailable. Steps are being taken to include the information in the next Report
EPR16	Use of LCA (LifeCycle Analysis) in product or system design:	a) Report of analysis	Information unavailable. Steps are being taken to include the information in the next Report
		b) Use in planning	Information unavailable. Steps are being taken to include the information in the next Report
EPR18	Disclosure of three years of NOX emissions (tonnes)	Coverage	Information unavailable. Steps are being taken to include the information in the next Report
		Current Year	Information unavailable. Steps are being taken to include the information in the next Report
		Current Year NOx emissions	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 1 Year	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 1 NOx emissions	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 2 Year	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 2 NOx emissions	Information unavailable. Steps are being taken to include the information in the next Report
EPR19	Disclosure of three years of SOX emissions (tonnes)	Coverage	Information unavailable. Steps are being taken to include the information in the next Report
		Current Year	Information unavailable. Steps are being taken to include the information in the next Report
		Current Year SOx emissions	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 1 Year	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 1 Year SOx emissions	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 2 Year	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 2 Year SOx emissions	Information unavailable. Steps are being taken to include the information in the next Report

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FTSE4Good Content Index		Location	
ENVIRONMENT (CONTINUE)			
Pollution & Resources (continue)			
EPR21	Disclosure of three years of volatile organic compounds (VOC) emissions (kilograms)	Coverage	Information unavailable. Steps are being taken to include the information in the next Report
		Current Year	Information unavailable. Steps are being taken to include the information in the next Report
		Current Year VOC Emissions	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 1 Year	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 1 Year VOC Emissions	Information unavailable. Steps are being taken to include the information in the next Report
		C minus 2 Year	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 2 Year VOC Emissions	Information unavailable. Steps are being taken to include the information in the next Report
EPR24	Disclosure of three years of hazardous waste generation (tonnes)	Coverage	Information unavailable. Steps are being taken to include the information in the next Report
		Current Year	Minimising Environment Impact, Maintaining our Environmental Stewardship, Waste Management, Page 145
		Current Year Hazardous Waste Generation	Minimising Environment Impact, Maintaining our Environmental Stewardship, Waste Management, Page 145
		T minus 1 Year	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 1 Year Hazardous Waste Generation	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 2 Year	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 2 Year Hazardous Waste Generation	Information unavailable. Steps are being taken to include the information in the next Report
EPR25	Disclosure of three years of non-recycled waste generation (tonnes)	Coverage	Information unavailable. Steps are being taken to include the information in the next Report
		Current Year	Minimising Environment Impact, Maintaining our Environmental Stewardship, Waste Management, Page 145
		Current Year non-recycled waste generation	Minimising Environment Impact, Maintaining our Environmental Stewardship, Waste Management, Page 145
		T minus 1 Year	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 1 Year non-recycled waste generation	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 2 Year	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 2 Year non-recycled waste generation	Information unavailable. Steps are being taken to include the information in the next Report

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FTSE4Good Content Index		Location	
ENVIRONMENT (CONTINUE)			
Pollution & Resources (continue)			
EPR26	Disclosure of three years of waste recycled (tonnes)	Coverage	Information unavailable. Steps are being taken to include the information in the next Report
		Current Year	Minimising Environment Impact, Maintaining our Environmental Stewardship, Waste Management, Page 145
		Current Year waste recycled	Minimising Environment Impact, Maintaining our Environmental Stewardship, Waste Management, Page 145
		T minus 1 Year	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 1 Year waste recycled	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 2 Year	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 2 Year waste recycled	Information unavailable. Steps are being taken to include the information in the next Report
EPR27	Total costs of environmental fines and penalties during financial year	Year	Information unavailable. Steps are being taken to include the information in the next Report
		Currency	Information unavailable. Steps are being taken to include the information in the next Report
EPR28	Percentage of sites covered by recognised environmental management systems such as ISO14001 or EMAS	Year	Information unavailable. Steps are being taken to include the information in the next Report
		Coverage of certification (percentage of sites)	Minimising Environment Impact, Maintaining our Environmental Stewardship, Page 142
		Name of the system (ISO14001, EMAS, OR Others)	Minimising Environment Impact, Maintaining our Environmental Stewardship, Page 142
Supply Chain			
ESC02	Supplier/sourcing policy or commitment statement that addresses:	a) Energy use	Sustainable Economic Growth, Supply chain management, Page 126
		b) Climate change impact including CO2/ GHG emissions	Sustainable Economic Growth, Supply chain management, Page 126
ESC03		a) Water use	Information unavailable. Steps are being taken to include the information in the next Report
		b) Biodiversity impacts	Information unavailable. Steps are being taken to include the information in the next Report
ESC04		a) Environmental issues	Sustainable Economic Growth, Supply chain management, Page 126-127
		b) Pollution	Information unavailable. Steps are being taken to include the information in the next Report
ESC05		a) Waste reduction	Sustainable Economic Growth, Supply chain management, Page 126-127
		b) Resource use	Information unavailable. Steps are being taken to include the information in the next Report
ESC08	Environmental policy/ policies integrated with suppliers through:	a) Communication	Sustainable Economic Growth, Supply chain management, Page 126
		b) Training of relevant supplier staff	Information unavailable. Steps are being taken to include the information in the next Report

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FTSE4Good Content Index		Location	
ENVIRONMENT (CONTINUE)			
Supply Chain (continue)			
ESC09	Risk Assessment carried out regarding environmental issues for:	a) Potential new suppliers (due diligence)	Information unavailable. Steps are being taken to include the information in the next Report
		b) Existing suppliers to identify those that are high risk	Information unavailable. Steps are being taken to include the information in the next Report
ESC10	Action taken to manage the environmental impact of suppliers through encouraging: Action taken to manage the environmental impact of suppliers through encouraging:	a) Reporting	Information unavailable. Steps are being taken to include the information in the next Report
		b) Impact reduction	Information unavailable. Steps are being taken to include the information in the next Report
ESC11	Monitoring of suppliers including disclosure of:	a) Physical inspection audits, or reporting on number or proportion of suppliers monitored or audited	Information unavailable. Steps are being taken to include the information in the next Report
		b) Results and specific action taken on any non-compliance by suppliers	Information unavailable. Steps are being taken to include the information in the next Report
ESC12	Company involvement in initiatives, or commitment to frameworks, on environmental impacts in supply chain:	a) Participation in workshops or industry or topic-specific initiatives or collaboration efforts	Sustainable Economic Growth, Supply chain management, Page 126-127
		b) Member of an industry or topic-specific initiative	Information unavailable. Steps are being taken to include the information in the next Report
Water Security			
EWT06	Detailed disclosure of action(s) taken to reduce water use:	a) Applied to specific sites	Sustainable Economic Growth, Supply chain management, Page 126-127
		b) Applied throughout the company	Minimising Environment Impact, Water Consumption, Page 147
EWT07	Independent verification of water use data:	a) Independent verification by third party	Minimising Environment Impact, Page 140
		b) International assurance standard used and level of assurance declared	Information unavailable. Steps are being taken to include the information in the next Report
EWT08	Works with others to reduce water use by:	a) Participation in specific local or global Initiatives	Minimising Environment Impact, Water Consumption, Page 147
		b) Collaboration with other companies operating at same sites such as making use of water waste streams as inputs (industrial ecology)	Minimising Environment Impact, Water Consumption, Page 147
EWT09	Progress against quantified targets to reduce water use:	a) Applied at specific sites	Information unavailable. Steps are being taken to include the information in the next Report
		b) Applied throughout the company	Information unavailable. Steps are being taken to include the information in the next Report
EWT13	Policy or commitment on water use reduction which:	a) Addresses the issue	Minimising Environment Impact, Water Consumption, Page 147
		b) Includes commitment to reduce water use or improve efficiency	Minimising Environment Impact, Water Consumption, Page 147

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FTSE4Good Content Index		Location	
ENVIRONMENT (CONTINUE)			
Water Security (continue)			
EWT24	Water management plan (including water recycling system):	a) Company discloses and details its water management plan at the company level/site specific	Minimising Environment Impact, Water Consumption, Page 147
		b) Company discloses the number and/or proportion of sites with a water management plan	Information unavailable. Steps are being taken to include the information in the next Report
EWT25	Does the company engage with its stakeholders at water stressed sites:	Does the company engage with its stakeholders at water stressed sites	Information unavailable. Steps are being taken to include the information in the next Report
EWT26	Water-stressed/scarce regions:	a) Company has identified it operates in water-stressed regions	Information unavailable. Steps are being taken to include the information in the next Report
		b) Company discloses the number and/or proportion of facilities, assets, production, revenue in water-stressed regions	Information unavailable. Steps are being taken to include the information in the next Report
EWT27	Water withdrawals/ consumption in water stressed regions	Water withdrawals/consumption in water stressed regions	Information unavailable. Steps are being taken to include the information in the next Report
		Water withdrawals/consumption in water stressed regions - % if absolute value is no disclosed	Information unavailable. Steps are being taken to include the information in the next Report
		Year	Information unavailable. Steps are being taken to include the information in the next Report
EWT28	Financial quantification of:	a) Costs associated with water-related risks	Information unavailable. Steps are being taken to include the information in the next Report
		b) Investment in R&D to mitigate water-related risks	Information unavailable. Steps are being taken to include the information in the next Report
EWT29	Does the company disclose the number of incidents of non-compliance with water quality/quantity permits, standards and regulations	Does the company disclose the number of incidents of non-compliance with water quality/quantity permits, standards and regulations	Information unavailable. Steps are being taken to include the information in the next Report
EWT30		Latest Year	Information unavailable. Steps are being taken to include the information in the next Report
	Three years of total water discharge data is disclosed by destination	Ocean total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Surface Water total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Subsurface/well total discharge	Information unavailable. Steps are being taken to include the information in the next Report
	Three years of total water discharge data is disclosed by destination	Off-site water treatment total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Beneficial/other use total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Total discharge	Information unavailable. Steps are being taken to include the information in the next Report
T minus 1 year		Information unavailable. Steps are being taken to include the information in the next Report	

FTSE4GOOD CONTENT INDEX

FTSE4Good Content Index		Location	
ENVIRONMENT (CONTINUE)			
Water Security (continue)			
EWT30	Three years of total water discharge data is disclosed by destination (continue)	Ocean total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Surface Water total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Subsurface/well total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Off-site water treatment total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Beneficial/other use total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Total Discharge	Information unavailable. Steps are being taken to include the information in the next Report
		T minus 2 year	Information unavailable. Steps are being taken to include the information in the next Report
		Ocean total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Surface Water total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Subsurface/well total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Off-site water treatment total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Beneficial/other use total discharge	Information unavailable. Steps are being taken to include the information in the next Report
		Total Discharge	Information unavailable. Steps are being taken to include the information in the next Report
		EWT31	Three years of total water withdrawal data is disclosed by source:
Surface water from rivers, lakes, natural ponds	Information unavailable. Steps are being taken to include the information in the next Report		
Groundwater from wells, boreholes	Information unavailable. Steps are being taken to include the information in the next Report		
Used quarry water collected in the quarry	Information unavailable. Steps are being taken to include the information in the next Report		
Municipal potable water	Information unavailable. Steps are being taken to include the information in the next Report		
External wastewater	Information unavailable. Steps are being taken to include the information in the next Report		
Harvested rainwater	Information unavailable. Steps are being taken to include the information in the next Report		
Sea water, water extracted from the sea or the ocean	Information unavailable. Steps are being taken to include the information in the next Report		
Total	Information unavailable. Steps are being taken to include the information in the next Report		
T minus 1 year	Information unavailable. Steps are being taken to include the information in the next Report		
Surface water from rivers, lakes, natural ponds	Information unavailable. Steps are being taken to include the information in the next Report		

FTSE4GOOD CONTENT INDEX

FTSE4Good Content Index		Location			
ENVIRONMENT (CONTINUE)					
Water Security (continue)					
EWT31	Three years of total water withdrawal data is disclosed by source: (continue)	Groundwater from wells, boreholes	Information unavailable. Steps are being taken to include the information in the next Report		
		Used quarry water collected in the quarry	Information unavailable. Steps are being taken to include the information in the next Report		
		Municipal potable water	Information unavailable. Steps are being taken to include the information in the next Report		
		External wastewater	Information unavailable. Steps are being taken to include the information in the next Report		
		Harvested rainwater	Information unavailable. Steps are being taken to include the information in the next Report		
		Sea water, water extracted from the sea or the ocean	Information unavailable. Steps are being taken to include the information in the next Report		
		Total			
		T minus 2 years	Information unavailable. Steps are being taken to include the information in the next Report		
		Surface water from rivers, lakes, natural ponds	Information unavailable. Steps are being taken to include the information in the next Report		
		Groundwater from wells, boreholes	Information unavailable. Steps are being taken to include the information in the next Report		
		Used quarry water collected in the quarry	Information unavailable. Steps are being taken to include the information in the next Report		
		Municipal potable water	Information unavailable. Steps are being taken to include the information in the next Report		
		External wastewater	Information unavailable. Steps are being taken to include the information in the next Report		
		Harvested rainwater	Information unavailable. Steps are being taken to include the information in the next Report		
		Sea water, water extracted from the sea or the ocean	Information unavailable. Steps are being taken to include the information in the next Report		
		Total	Information unavailable. Steps are being taken to include the information in the next Report		
		EWT32	Three years of facilities' water withdrawal data – for companies not disclosing company's overall data	Latest Year	Information unavailable. Steps are being taken to include the information in the next Report
				Facilities' water withdrawal total	Information unavailable. Steps are being taken to include the information in the next Report
				T minus 1 year	Information unavailable. Steps are being taken to include the information in the next Report
				Facilities water withdrawal total	Information unavailable. Steps are being taken to include the information in the next Report
T minus 2 years	Information unavailable. Steps are being taken to include the information in the next Report				
Facilities water withdrawal total	Information unavailable. Steps are being taken to include the information in the next Report				

FTSE4GOOD CONTENT INDEX

FTSE4Good Content Index		Location	
ENVIRONMENT (CONTINUE)			
Water Security (continue)			
EWT33	Three years of facilities' water discharge data – for companies not disclosing company's overall data	Latest Year	Minimising Environment Impact, Water Consumption, Page 147
		Facilities' water discharge total	Minimising Environment Impact, Water Consumption, Page 147
		T minus 1 year	Minimising Environment Impact, Water Consumption, Page 147
		Facilities' water discharge total	Minimising Environment Impact, Water Consumption, Page 147
		T minus 2 year	Minimising Environment Impact, Water Consumption, Page 147
		Facilities' water discharge total	Minimising Environment Impact, Water Consumption, Page 147
EXT34	Time-specific target(s) to reduce water consumption/withdrawal at the company level:	a. Unquantified targets	Minimising Environment Impact, Water Consumption, Page 147
		b. Quantified targets	Information unavailable. Steps are being taken to include the information in the next Report
		Base Year	Information unavailable. Steps are being taken to include the information in the next Report
		Target Year	Information unavailable. Steps are being taken to include the information in the next Report
		Percentage reduction target	Information unavailable. Steps are being taken to include the information in the next Report
		Type	Information unavailable. Steps are being taken to include the information in the next Report
EWT25	Time-specific target(s) to reduce water consumption/withdrawal at the specific sites impacted by water stress:	a. Unquantified targets	Information unavailable. Steps are being taken to include the information in the next Report
		b. Quantified targets	Information unavailable. Steps are being taken to include the information in the next Report
		Base Year	Information unavailable. Steps are being taken to include the information in the next Report
		Target Year	Information unavailable. Steps are being taken to include the information in the next Report
		Percentage reduction target	Information unavailable. Steps are being taken to include the information in the next Report
		Type	Information unavailable. Steps are being taken to include the information in the next Report

FTSE4GOOD CONTENT INDEX

FTSE4Good Content Index			Location
SOCIAL			
Human Rights & Community			
SHR03	Statement of principles or process by which community investments are made:	a) Covering defined focus areas	Social Value Creation, Local community, contributing to our local communities, Page 183
		b) Community investment focus area(s) linked to the company's business strategy	Social Value Creation, Local community, contributing to our local communities, Page 183
SHR04	Policy addresses children's rights, other than child labour through:	a) Evidence of support for children's rights in company operations or through programmes	Social Value Creation, Local community, contributing to our local communities, Page 184
		b) Policy or commitment statement on children's rights, such as commitment to the Children's Rights and Business Principles	Social Value Creation, Human rights assessment, aligning our stance on human rights, Page 181
SHR05	Commitment to local employment and/or sourcing:	a) Comment on local employment/sourcing	Sustainable Economic Growth, Economic development, committing to responsible economic development, Page 120 Sustainable Economic Growth, Economic development, extract value from core business, Page 124
		b) Clear commitment	Information unavailable. Steps are being taken to include the information in the next Report
SHR11	Stakeholder engagement on human rights issues:	a) Evidence of consultation taking place	Information unavailable. Steps are being taken to include the information in the next Report
		b) Documented meetings OR reports of how results have been used	Information unavailable. Steps are being taken to include the information in the next Report
SHR15	Output/outcome of specific results, achievements or benefits of community investments:	a) Details of output/outcome including non-quantified	Social Value Creation, Local community, contributing to our local communities, Page 183
		b) Quantification of output/outcome	
SHR16	Mechanisms to facilitate employee engagement and involvement with charitable partners:	a) Evidence of recognising volunteering	
		b) Specific targets or structures set up to facilitate employee engagement	Information unavailable. Steps are being taken to include the information in the next Report
SHR17	Total Amount of corporate or group donations/community investments made to registered not-for-profit organisations:	Current Year	
		Currency	Social Value Creation, Local community, contributing to our local communities, Page 184
SHR21	Public commitment to respect and support the protection of internationally proclaimed human rights:	The company's commitment includes reference to international human rights instruments, including those contained within the International Bill of Human Rights	Information unavailable. Steps are being taken to include the information in the next Report
		The company has made a specific commitment to apply either the UN Guiding Principles on Business and Human Rights or the OECD Guidelines for Multinational Enterprises	Information unavailable. Steps are being taken to include the information in the next Report

FTSE4GOOD CONTENT INDEX

FTSE4Good Content Index		Location	
SOCIAL (CONTINUE)			
Human Rights & Community (continue)			
SHR23	Identification of salient human rights issues specific to the business:	Salient, industry or business-specific human rights issues are identified	Information unavailable. Steps are being taken to include the information in the next Report
		Commitment to engage with stakeholders to identify these issues	Information unavailable. Steps are being taken to include the information in the next Report
SHR23	Oversight responsibility and resources to ensure respect for human rights:	Oversight responsibility assigned to member or committee of the Board	Information unavailable. Steps are being taken to include the information in the next Report
		Day-to-day responsibilities and resources for relevant functions have been clearly allocated	Information unavailable. Steps are being taken to include the information in the next Report
SHR24	Embedding human rights commitments into corporate practice:	Human rights expectations are clearly communicated to all stakeholders, including business partners	Information unavailable. Steps are being taken to include the information in the next Report
		All staff or specific staff/departments are trained on human rights policy	Information unavailable. Steps are being taken to include the information in the next Report
SHR25	Human rights impact assessment and mitigation	The company proactively assesses its human rights impacts on an on-going basis, as part of core business processes	Information unavailable. Steps are being taken to include the information in the next Report
		Disclosure of actions implemented for avoidance, prevention and mitigation of human rights issues	Social Value Creation, Human rights assessment, aligning our stance on human rights, Page 181
SHR26	Grievance mechanisms in place for individuals and communities impacted by business activities	Formal mechanisms cover human rights explicitly, guarantee confidentiality/ anonymity, and are available to internal and external stakeholders	Social Value Creation, Human rights assessment, aligning our stance on human rights, Page 181
		The company commits to remedy affected parties where it has been identified that it has caused or contributed to human rights impacts	Social Value Creation, Human rights assessment, aligning our stance on human rights, Page 181
SHR27	Disclosure of incidents of human rights violations	Incidents are disclosed, or the company states no incidents occurred in the reporting period	Social Value Creation, Human rights assessment, aligning our stance on human rights, Page 181
		Incident responses or learnings are disclosed, or the company states no incidents occurred in the reporting period	

FTSE4GOOD CONTENT INDEX

FTSE4Good Content Index		Location	
GOVERNANCE			
Anti-Corruption			
GAC01	Bribery - Policy or commitment statement:	a) Addresses countering bribery	Statement on Risk Management and Internal Control, Anti-Bribery & Anti-Corruption ("ABAC") Policy Statement, Page 241
		b) Specifies countering at least 2 different forms of bribery related activities	Refer to Bribery & Anti-Corruption ("ABAC") Policy Statement
GAC02	Anti-corruption - Policy or commitment statement:	a) Addresses anti-corruption	Statement on Risk Management and Internal Control, Anti-Bribery & Anti-Corruption ("ABAC") Policy Statement, Page 241
		b) Specifies countering relevant forms of corruption (e.g. money laundering, obstruction of justice, etc.)	Refer to Bribery & Anti-Corruption ("ABAC") Policy Statement
GAC03	Board has oversight of anti-corruption policy that:	a) Covers elements/types of corruption including bribery	Corporate Governance Overview Statement, Page 219 Refer to Bribery & Anti-Corruption ("ABAC") Policy Statement
		b) Covers anti-corruption comprehensively	Corporate Governance Overview Statement, Page 219 Refer to Bribery & Anti-Corruption ("ABAC") Policy Statement
GAC04	Due diligence of new business partners addresses corruption by:	a) Covering elements/types of corruption including bribery	Supply Chain Management, Responsible Supply Chain Management, Page 127 Refer to Code of Conduct for Business Partner
		b) Covering anti-corruption comprehensively	Supply Chain Management, Responsible Supply Chain Management, Page 127 Refer to Code of Conduct for Business Partner
GAC05	Confidential or anonymous whistle-blowing mechanism for staff covers:	a) Elements/types of corruption including bribery	Corporate Governance Overview Statement, Page 218-219
		b) Anti-corruption comprehensively	Information unavailable. Steps are being taken to include the information in the next Report
GAC07	Communication of anti-corruption policy to all employees covers:	a) Elements/types of corruption including bribery	Statement on Risk Management and Internal Control, Anti-Bribery & Anti-Corruption ("ABAC") Policy Statement, Page 241
		b) Anti-corruption comprehensively	Information unavailable. Steps are being taken to include the information in the next Report.
GAC08	Training for staff on the anti-corruption policy covers:	a) Elements/types of corruption including bribery	Statement on Risk Management and Internal Control, Anti-Bribery & Anti-Corruption ("ABAC") Policy Statement, Page 240
		b) Anti-corruption comprehensively	Information unavailable. Steps are being taken to include the information in the next Report
GAC09	Corruption risk assessment for company operations covers:	a) Elements/types of corruption including bribery	Corporate Governance Overview Statement, Page 218
		b) Anti-corruption comprehensively	Information unavailable. Steps are being taken to include the information in the next Report
GAC10	Procedures are in place to address corruption in operations that are assessed to be "high risk" covering:	a) Elements/types of corruption including bribery	Information unavailable. Steps are being taken to include the information in the next Report
		b) Anti-corruption comprehensively	Information unavailable. Steps are being taken to include the information in the next Report

FTSE4GOOD CONTENT INDEX

FTSE4Good Content Index		Location	
GOVERNANCE (CONTINUE)			
Anti-Corruption (continue)			
GAC11	Process for intermediaries (including contractors or agents):	a) Corruption risk assessment or procedures to address corruption for intermediaries	Information unavailable. Steps are being taken to include the information in the next Report
		b) Anti-corruption policy is communicated to intermediaries	Supply Chain Management, Responsible Supply Chain Management, Page 127 Refer to Code of Conduct for Business Partner
GAC13	Disclosure of number of staff disciplined or dismissed due to non-compliance with anti-corruption policy/policies	Current Year	Information unavailable. Steps are being taken to include the information in the next Report
		Staff disciplined (Number)	Information unavailable. Steps are being taken to include the information in the next Report
GAC14	Disclosure of cost of fines, penalties or settlements in relation to corruption	Current Year	Embedding Sustainability Into Our Business, Sustainability Performance in FY 2022, Page 9
		Currency	Embedding Sustainability Into Our Business, Sustainability Performance in FY 2022, Page 9
Corporate Governance			
GCG01	Separate Non-Executive Chair and CEO	a) Separate Non-Executive Chair and CEO, where Chair is not independent OR their independence is not declared	Information unavailable. Steps are being taken to include the information in the next Report
		b) Separate Non-Executive Chair and CEO, where Chair is independent	Yes
GCG02	Disclosure of details about Directors:	a) Expertise	Board of Directors, page 192-200
		b) Other Directorships	Board of Directors, page 192-200
GCG03	Number of Board Directors	Number	Corporate Governance Overview Statement, Board Composition, Page 228
GCG04	Number of independent Directors on the board	Number	Corporate Governance Overview Statement, Board Composition, Page 228
GCG05	Number of women on the board	Number	Corporate Governance Overview Statement, Board Composition, Page 228
GCG06	Commitment to gender diversity on the board:	a) Statement of support	Information unavailable. Steps are being taken to include the information in the next Report
		b) Targets in place to improve gender ratio	Information unavailable. Steps are being taken to include the information in the next Report
GCG07	Board addresses:	a) Conflicts of interest	Board of Directors, Board of Directors' Profile, Page 200
		b) Related party transactions	Corporate Governance Overview Statement, Effective Audit and Risk Management, Page 232
GCG08	Periodic evaluation of board effectiveness:	a) Review (can have no clear timeframe)	Corporate Governance Overview Statement, Effective Audit and Risk Management, Page 227
		b) Evaluation with a clear timeframe (e.g. annually or other set period)	Information unavailable. Steps are being taken to include the information in the next Report
GCG09	Disclosure of:	a) Board Committee(s)	Sustainability at UEM Edgenta, Governance structure, Page 111 – only for sustainability-related governance structure
		b) Their Charters, terms of reference or equivalent	

FTSE4GOOD CONTENT INDEX

FTSE4Good Content Index		Location	
GOVERNANCE (CONTINUE)			
Corporate Governance (continued)			
GCG10	Disclosure of number of times the board/each committee have/has met per annum:	a) The Board	Information unavailable. Steps are being taken to include the information in the next Report
		b) Each Committee	Information unavailable. Steps are being taken to include the information in the next Report
GCG11	Disclosure of the attendance rate	a) For some individual board/committee members, or average attendance rates	Corporate Governance Overview Statement, Page 222
		b) Of all individual directors at both board and committee level	Corporate Governance Overview Statement, Page 222
GCG14	Disclosure of fixed and variable remuneration for:	a) Senior executives included in the company's remuneration disclosures	Corporate Governance Overview Statement, Remuneration Page 231
		b) Non-executive board members	Corporate Governance Overview Statement, Remuneration Page 231
GCG19	Annual General Meeting: Number of days between the date of notice and date of meeting	AGM Notice Filing Date (DD-MMM-YYYY)	Corporate Governance Overview Statement, Integrity in Corporate Reporting and Meaningful Relationship With Stakeholders, Conduct Of General Meetings, Page 231
		AGM Date (DD-MMM-YYYY)	Corporate Governance Overview Statement, Integrity in Corporate Reporting and Meaningful Relationship With Stakeholders, Conduct Of General Meetings, Page 231
GCG21	Shareholders have the right to vote on executive remuneration:	a) Evidence of shareholders voting in the AGM	Corporate Governance Overview Statement, Integrity in Corporate Reporting and Meaningful Relationship With Stakeholders, Conduct Of General Meetings, Page 231
		b) The right to vote annually is explicitly covered in a company policy	Information unavailable. Steps are being taken to include the information in the next Report
GCG22	Shareholders have the right to vote on Director appointments and dismissals:	a) Evidence of shareholders voting in the AGM	Yes, https://edgenta.irplc.com/investor-relations/New/pdf/2021/Summary-of-Minutes-59th-agm.pdf
		b) The right to vote annually for election/re-election of all directors is explicitly covered in a company policy	Information unavailable. Steps are being taken to include the information in the next Report
GCG26	Disclosure of voting results	a) In at least a limited manner	Information unavailable. Steps are being taken to include the information in the next Report
		b) In a detailed manner	Information unavailable. Steps are being taken to include the information in the next Report
GCG27	Remuneration for senior executives included in the company's remuneration disclosures:	a) Includes long-term incentives or mechanisms	Information unavailable. Steps are being taken to include the information in the next Report
		b) Incorporates ESG performance	Information unavailable. Steps are being taken to include the information in the next Report
GCG40	Claw-back or malus provision exists for remuneration	a) Applies to CEO	Information unavailable. Steps are being taken to include the information in the next Report
		b) Applies to CEO and to one or more senior executives included in the company's remuneration disclosures	Information unavailable. Steps are being taken to include the information in the next Report
GCG42	Does the company provide for one share one vote for all company meeting resolutions?	a) Yes; the company has one share one vote for all of its outstanding shares	Yes

FTSE4GOOD CONTENT INDEX

FTSE4Good Content Index		Location	
GOVERNANCE (CONTINUE)			
Corporate Governance (continued)			
GCG43	If the company does not have a separate Non-Executive Chair and CEO, does it have a Lead Director or Senior Independent Director?	a) Yes; the Company has a Lead Director/ Senior Independent Director	N/A
GCG44	Financial expertise on the audit committee:	a) At least one independent financial expert on the audit committee	Corporate Governance Overview Statement, Effective Audit and Risk Management, Page 232
		b) A majority of independent financial experts on the audit committee	Board of Directors, Page 192-200
GCG46	There is a fully non-executive Audit Committee or Audit Board with:	a) At least half independent members	Corporate Governance Overview Statement, Board Composition, Page 228
		b) All independent members	Information unavailable. Steps are being taken to include the information in the next Report
GCG47	There is a fully non-executive Remuneration Committee with:	a) At least half independent members	Corporate Governance Overview Statement, Board Composition, Page 228
		b) All independent members	Information unavailable. Steps are being taken to include the information in the next Report
GCG48	In relation to executive remuneration, the company discloses:	a) High level principles	Information unavailable. Steps are being taken to include the information in the next Report
		b) A detailed process for setting remuneration	Information unavailable. Steps are being taken to include the information in the next Report
GCG49	Disclosure and Nature of fees paid to the auditor:	a) Audit and non-audit fees are separately disclosed	Corporate Integrity and Ethical Business Conduct, Additional Compliance Information, Audit and Non-Audit Fees, Page 249
		b) Amount of audit fees exceeds the amount of non-audit fees in the last fiscal year	Corporate Integrity and Ethical Business Conduct, Additional Compliance Information, Audit and Non-Audit Fees, Page 249
GCG50	Percentage of women on the Executive committee or equivalent	Percentage of women on the Executive committee or equivalent	Corporate Governance Overview Statement, Board Composition, Page 228
		Year	Corporate Governance Overview Statement, Board Composition, Page 228
Risk Management			
GRM01	The Board:	a) Has oversight of risk management	Sustainability at UEM Edgenta, Sustainability Governance, Page 112
		b) Reviews the effectiveness of the risk management process	
GRM02	Senior responsibility for risk:	a) Senior executive responsible for risk reporting to the CEO; or there is a board risk committee	Statement on Risk Management and Internal Control, Risk Management Committee, Page 238
		b) The same senior executive is separate from Head of Audit or equivalent; or the board risk committee is separate from audit	Statement on Risk Management and Internal Control, Risk Management Committee, Page 238

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FTSE4Good Content Index		Location	
GOVERNANCE (CONTINUE)			
Risk Management (continued)			
GRM04	Reporting and Standards - Reference is made to external standards to inform the company's risk management system and reporting transparency:	a) Company uses risk management standards or frameworks such as ISO31000, COSO, IRM, FERMA, BASEL	Sustainability at UEM Edgenta, Risk Management, Page 112
		b) Company reports using standards such as GRI, Integrated Reporting ("IIRC"), SASB	Sustainability at UEM Edgenta, About this report, Reporting Framework, Page 110
		c) Company uses GRI	
		d) Company uses Integrated Reporting ("IIRC")	
		e) Company uses SASB	Information unavailable. Steps are being taken to include the information in the next Report
		f) Company uses another system	Information unavailable. Steps are being taken to include the information in the next Report
GRM05	Board specifically oversees:	a) Code of Conduct, Code of Ethics or equivalent	Corporate Governance Overview Statement, UEM Edgenta's Corporate Governance Framework, Page 216
		b) ESG risks	Sustainability at UEM Edgenta, Sustainability Governance, Page 111
GRM07	The company's Codes/ charters/policy documents or equivalent:	a) Describe the company's risk management framework	Sustainability at UEM Edgenta, Risk Management, Page 112
		b) This risk management framework specifically covers ESG risks	Sustainability at UEM Edgenta, Sustainability Governance, Page 112
GRM08	The company has a corporate-wide approach to non-compliance including:	a) Procedures to investigate and follow up on any non-compliance identified	Social Value Creation, Advocating health and safety within our value chain, Page 160
		b) Reporting the number of claims or incidents of non-compliance	Social Value Creation, Advocating health and safety within our value chain, Page 160
GRM10	The company commits to:	a) The regular rotation of auditors/audit partner	Information unavailable. Steps are being taken to include the information in the next Report
		b) Tender for a new audit firm on a regular basis	Information unavailable. Steps are being taken to include the information in the next Report
GRM11	The company prepares for major ESG catastrophic events and incidents through:	a) Scenario planning	Information unavailable. Steps are being taken to include the information in the next Report
		b) Having in place response plans	Information unavailable. Steps are being taken to include the information in the next Report
GRM12	The company:	a) Reviews compliance with its Code of Conduct/Code of Ethics and identifies any non-compliance	Statement on Risk Management and Internal Control, Integrity & Compliance, Page 241
		b) Periodically reviews the effectiveness of its Code of Conduct/Code of Ethics	Information unavailable. Steps are being taken to include the information in the next Report
GRM14	Provisions for fines and settlements specified for ESG issues in audited accounts	Year	Information unavailable. Steps are being taken to include the information in the next Report
		Currency	Information unavailable. Steps are being taken to include the information in the next Report
GRM20	There is a confidential or anonymous whistle-blowing or equivalent mechanism to notify breaches of company codes or policies for:	a) Staff which can include contractors, joint ventures, or other parties working with the company	Human rights assessment, Aligning our stance on human rights, Page 182
		b) Other external stakeholders and members of the public	

GLOSSARY

Abbreviation	Full Form	Abbreviation	Full Form
ABAC	Anti-Bribery & Anti-Corruption	CAC	COVID-19 Assessment Centre
ABMS	Anti-Bribery Management System	CAN	CEO Action Network
AC	Audit Committee	CAPAs	Corrective and Preventive Actions
ACMV	Air-Conditioning and Mechanical Ventilation	CG Report	Corporate Governance Report
AGM	Annual General Meeting	CHRA	Chemical Health Risk Assessment
AI	Artificial Intelligence	CIDB	Construction Industry Development Board
AOP	Annual Operating Plan	CIMA	Cement Industries Malaysia Berhad
AQIF	Associate Qualification in Islamic Finance	CLS	Cleansing Services
BCM	Business Continuity Management	CMMS	Computerised Maintenance Management System
BEA	Board Effectiveness Assessment	CnC	Command & Contact Centre
BEM	Board of Engineers Malaysia	COC	Code of Conduct
BEMS	Biomedical Engineering Maintenance Services	COCBP	Code of Conduct for Business Partners
BGRC	Board Governance and Risk Committee	CSR	Corporate Social Responsibility
BIC	Board Investment Committee	CSS	Customer Satisfaction Survey
BOD	Board of Directors	CTOS	Credit Tip Off System
BPLOD	Business Partner's Letter of Declaration	DAL	Discretionary Authority Limits
BTC	Board Tender Committee	DASS	Depression Anxiety Stress Scale
BIC	Board Investment Committee	Disrupt-X	Disrupt-X DMCC
BVDP	Bumiputera Vendor Development Programme	DEI	Diversity, Equity and Inclusion
Byte Blanket	Byte Blanket FZE	DOE	Department of Environment
BCA	Building Condition Assessment	EBITDA	Earnings Before Interest, Tax, Depreciation and Amortisation

GLOSSARY

Abbreviation	Full Form
EDR	EndPoint Detection & Response
ERM	Enterprise Risk Management
EES	Economic, Environmental & Social
ELITE	North-South Expressway Central Link
EESG	Economic, Environmental, Social, and Governance
EMGS	Energy Management Gold Standard
EMR	Electronic Medical Record
EMS	Energy Management System
EoTF2025	Edgenta of the Future 2025
EOT	Extension of Time
EPB	Edgenta Propel Berhad
EPC	Energy Performance Contracting
EPF	Employees Provident Fund
EPS	Edgenta PROPEL (Sarawak) Sdn. Bhd.
ERA	Ergonomic Risk Assessment
ERP	Enterprise Resource Planning
ESCO	Energy Service Company
ESG	Environmental, Social and Governance
EVP	Employee Value Proposition
E-Waste	Electronic Waste
FEMS	Facilities Engineering Maintenance Services

Abbreviation	Full Form
FM	Facilities Manager
FMCG	Fast-Moving Consumer Goods
FMS	Facilities Management Services
FTSE4Good	FTSE4Good
FWA	Flexible Working Hours
FY2022	Financial Year 2022
GBI	Green Building Index
GDP	Gross Domestic Product
GHG	Greenhouse Gases
GMC	General Management Committee
GRI	Global Reporting Initiative
GPCM	Group Procurement and Contract Management
GPC	Green Performance Contracting
HA	Health Attendant Services
HCA	HSSE Capability Assessment
HCM	HSSE Consequence Management
HCM	Human Capital Management
HIRARC	Hazard Identification, Risk Assessment and Risk Control
HQMS	Home Quarantine Monitoring Systems
HSBC AMANAH	HSBC Amanah Malaysia Berhad
HSE	Health, Security and Environment

GLOSSARY

Abbreviation	Full Form	Abbreviation	Full Form
HSS	Hospital Support Services	KSA	Kingdom of Saudi Arabia
HSSE	Health, Safety, Security & Environment	LEED	Leadership in Energy and Environmental Design
HWMS	Healthcare Waste Management Services	LLS	Linen and Laundry Services
IAD	Internal Audit Department	LOTG	LEARN-on-the-GO
IET	The Institution of Engineering and Technology	LSE	London School of Economics & Political Science
IBFIM	Islamic Banking & Finance Institute Malaysia	MAC	Management Audit Committee
ICP	Islamic Commercial Papers	MACC	Malaysian Anti-Corruption Commission
IFM	Integrated Facilities Management	MCCG	Malaysian Code on Corporate Governance 2021
IFRS	International Financial Reporting Standards	MCO	Movement Control Order
IIA	Institute of Internal Auditors	MD/CEO	Managing Director/Chief Executive Officer
IIRC	International Integrated Reporting Council	MFRS	Malaysia Financial Reporting Standards
IMTN	Islamic Medium Term Notes	MIA	Malaysian Institute of Accountants
IoT	Internet of Things	MICPA	Malaysian Institute of Certified Public Accountants
IPPF	International Professional Practice Framework	MIS	Management Information System
ITIL	Information Technology Infrastructure Library	MOSTFac	Mobile On-Site Testing Facility
JHA	Job Hazard Analysis	MoBE	Memorandum of Business Exploration
JKR	Public Works Department	MoH	Ministry of Health
Khazanah	Khazanah Nasional Berhad	MoU	Memorandum of Understanding
KPI	Key Performance Indicators	HMS	HSSE Management System
KSI	KSI Strategic Institute for Asia Pacific	MSD	Muscular Skeletal Disorder
KLIA	Kuala Lumpur International Airport	MSOSH	Malaysian Society for Occupational Safety & Health

GLOSSARY

Abbreviation	Full Form
MSWG	Minority Shareholder Watch Group
MSME	Micro Small-to-Medium Enterprises
MyCREST	Malaysia's Carbon Reduction and Environmental Sustainability Tool
NDA	Non-Disclosure Agreement
NRA	Noise Risk Assessment
NRC	Nomination and Remuneration Committee
NSE	North-South Expressway
OE	Operational Excellence
OGB	Opus Group Berhad
OHD	Occupational Health Doctor
OHSMS	Occupational Health and Safety Management System
OME	Operon Middle East
PAT	Profit After Tax and Zakat
PATANCI	Profit After Tax and Non-Controlling Interest
PBC	Performance Based Contracting
PBT	Profit Before Tax and Zakat
PIF	Public Investment Fund
PLUS	PLUS Malaysia Berhad
PMO	Prime Minister's Office
PMS	Performance Management System
PPV	Private Vaccination Centre

Abbreviation	Full Form
PRC	Pavement Research Centre
PRINCE2	PRojects IN Controlled Environments
PTR	Portering Services
PTP	Procure-to-Pay
QHSSE	Quality, Health, Safety, Security & Environment
RMF	Risk Management Framework
RAP	Reclaimed Asphalt Pavement
RFID	Radio Frequency Identification
RICD	Risk, Integrity & Compliance Department
RMC	Risk Management Committee
RMF	Risk Management Framework
Report	Annual Report 2022
RAMS	Road Asset Management System
RSA	Rest and Service Areas
RTK	Rapid Test Kit
RTM	Replacement Through Maintenance
SaaS	Software as a Service
SEDC	Sarawak Economic Development Corporation
SDGs	Sustainable Development Goals
SFP	Supplier Financing Programme
Statement	Sustainability Statement 2022

GLOSSARY

Abbreviation	Full Form
SME	Small and Medium-Sized Enterprises
SOPs	Standard Operating Procedure
SP	Sustainability Programme
SSS	Site Safety Supervisor
SUKE	Sungai Besi – Ulu Kelang Expressway
The Code	Malaysian Code on Corporate Governance 2021
TnG	Touch 'n Go Sdn. Bhd.
TMA	Truck Mounted Attenuator
TNB	Tenaga Nasional Berhad
TOR	Terms of Reference
TCFD	Task Force on Climate-Related Financial Disclosures
UAE	United Arab Emirates

Abbreviation	Full Form
UELC	UEM Edgenta Learning Centre
UEM Edgenta	UEM Edgenta Berhad
UEM Group	UEM Group Berhad
UNSDGs	United Nations' Sustainable Development Goals
USGBC	US Green Building Council
WACH	Women & Children Hospital
WAEIR	Weighted Average Effective Interest Rates
WBP&P	Whistleblowing Policy and Procedure
WoW	Edgenta Workplace Wellness
WFH	Work from Home
Y-o-Y	Year-on-Year

NOTICE OF THE 60TH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the 60th Annual General Meeting ("60th AGM") of UEM Edgenta Berhad ("UEM Edgenta" or the "Company") will be conducted virtually for the purpose of considering and if thought fit, passing with or without modifications the resolutions set out in this notice.

Meeting Platform : <https://meeting.boardroomlimited.my>

Day and Date : Thursday, 15 June 2023

Time : 3.00 p.m.

Broadcast Venue : The Grounds, Level 12, Menara UEM, Tower 1, Avenue 7, The Horizon, Bangsar South City, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur

Mode of Communication: Shareholders may submit questions to the Board of Directors in advance, prior to the 60th AGM electronically by email to ir@edgenta.com no later than **Tuesday, 13 June 2023 at 3.00 p.m.** or via real time submission of typed texts via Lumi AGM meeting platform at <https://meeting.boardroomlimited.my> during the live streaming.

AGENDA

ORDINARY BUSINESS

- To receive the Audited Financial Statements of the Company for the financial year ended 31 December 2022 together with the Directors' and Auditors' reports thereon.
- To re-elect the following Directors who are retiring in accordance with Article 91 of the Company's Constitution and being eligible, have offered themselves for re-election:-
 - Tan Sri Dr. Azmil Khalid
 - Dato' Mohd Izani Ghani

Ordinary Resolution 1

Ordinary Resolution 2

Dato' Noorazman Abd Aziz who retires in accordance with Article 91 of the Company's Constitution, has expressed his intention not to seek re-election. Hence, he will retain office until the conclusion of the 60th AGM.

- To approve the Directors' fees and the payment thereof to the Directors for the period from the 60th AGM until the next Annual General Meeting ("AGM") of the Company, to be payable on a quarterly basis.
- 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 the 60th AGM until the next AGM of the Company:-

Ordinary Resolution 3

Ordinary Resolution 4

Description	Directors' remuneration/benefits
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
Car allowance for Chairman of UEM Edgenta	RM3,400 per month

- To re-appoint Messrs Ernst & Young PLT as Auditors and to authorise the Board of Directors to fix their remuneration.

Ordinary Resolution 5

NOTICE OF THE 60TH ANNUAL GENERAL MEETING

SPECIAL BUSINESS

To consider and, if thought fit, to pass the following resolutions, with or without modifications:-

6. Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature **Ordinary Resolution 6**

"**THAT** pursuant to Paragraph 10.09 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given for the renewal of the shareholders' mandate for the Company and/or its subsidiaries ("UEM Edgenta Group") to enter into recurrent related party transactions of a revenue or trading nature ("Proposed Renewal of Shareholders' Mandate"), which are necessary for the day-to-day operations in the ordinary course of business of UEM Edgenta Group and are on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the minority shareholders of the Company, particulars of which are set out in Part A of Appendix I of the Circular to Shareholders dated 28 April 2023 **AND THAT** such approval shall continue to be in force until:-

- (a) the conclusion of the next AGM of the Company following this AGM at which such mandate is passed, at which time it will lapse, unless by a resolution passed at such general meeting whereby the authority is renewed;
- (b) the expiration of the period within which the next AGM of the Company after that date is required to be held pursuant to Section 340(2) of the Companies Act 2016 ("the Act") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
- (c) revoked or varied by resolution passed by the shareholders in a general meeting,

whichever is the earlier,

AND FURTHER THAT the Directors of the Company and/or any of them be and are/is (as the case may be) hereby authorised to complete and do all such acts and things (including executing all such documents under the common seal in accordance with the provisions of the Constitution of the Company, as may be required) as they may consider expedient or necessary to give full effect to the Proposed Renewal of Shareholders' Mandate."

7. Proposed New Shareholders' Mandate for Additional Recurrent Related Party Transactions of a Revenue or Trading Nature **Ordinary Resolution 7**

"**THAT** pursuant to Paragraph 10.09 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given for the shareholders' mandate for UEM Edgenta Group to enter into additional recurrent related party transactions of a revenue or trading nature ("Proposed New Shareholders' Mandate"), which are necessary for the day-to-day operations in the ordinary course of business of UEM Edgenta Group and are on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the minority shareholders of the Company, particulars which are set out in Part B of Appendix I of the Circular to Shareholders dated 28 April 2023 **AND THAT** such approval shall continue to be in force until:-

- (a) the conclusion of the next AGM of the Company following this AGM at which such mandate is passed at which time it will lapse, unless by a resolution passed at such general meeting whereby the authority is renewed;
- (b) the expiration of the period within which the next AGM of the Company after that date is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
- (c) revoked or varied by resolution passed by the shareholders in a general meeting,

whichever is the earlier,

NOTICE OF THE 60TH ANNUAL GENERAL MEETING

AND FURTHER THAT the Directors of the Company and/or any of them be and are/is (as the case may be) hereby authorised to complete and do all such acts and things (including executing all such documents under the common seal in accordance with the provisions of the Constitution of the Company, as may be required) as they may consider expedient or necessary to give full effect to the Proposed New Shareholders' Mandate."

8. To transact any other business for which due notice shall have been given.

BY ORDER OF THE BOARD

CHIEW SIEW YUEN

Company Secretary
(SSM PC No. 201908001259)
(MAICSA 7063781)

Kuala Lumpur
28 April 2023

NOTES:

1. The 60th AGM would be held entirely via Remote Participation and Electronic Voting ("RPEV") facilities through Lumi AGM meeting platform at <https://meeting.boardroomlimited.my>. Kindly refer to the Administrative Notes for the 60th AGM in order to register, participate and vote remotely via the RPEV facilities.
2. The venue of the 60th AGM is strictly for the purpose of complying with Article 68 of the Constitution of the Company which requires the Chairperson of the meeting to be present at the main venue of the meeting. **No shareholders/proxy(ies)/corporate representative(s)** from the public will be physically present nor admitted at the Broadcast venue on the day of the 60th AGM.
3. A member of the Company entitled to attend and vote at the meeting, is entitled to appoint not more than two (2) proxies to attend, participate, speak and vote in his stead. A proxy may but need not be a member of the Company.
4. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholding to be represented by each proxy.
5. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds in the Company. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 which is exempted from compliance with the provisions of subsection 25A(1) of the Securities Industry (Central Depositories) Act 1991.
6. The instrument appointing a proxy shall be in writing under the hand of the Member or his 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.
7. The instrument appointing a proxy must be deposited/ submitted via the following ways not less than forty-eight (48) hours before the time set for holding the AGM or any adjournment thereof:-
 - (i) By hardcopy form
The Proxy Form must be deposited at the Share Registrar's Office, Boardroom Share Registrars Sdn. Bhd., at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan.

NOTICE OF THE 60TH ANNUAL GENERAL MEETING

(ii) By electronic form

The Proxy Form can be electronically submitted through the Share Registrar's website, Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com>. Please refer to the Administrative Notes for the procedures on electronic lodgement of proxy form.

8. For the purpose of determining a member who shall be entitled to attend this 60th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. in accordance with the provisions under Article 63 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 8 June 2023. Only a depositor whose name appears on the ROD as at 8 June 2023 shall be entitled to attend this 60th AGM or appoint a proxy(ies) to attend, participate, speak and vote on his behalf.

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or 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.

9. Explanatory Notes on Ordinary Businesses:-

(i) To receive the Audited Financial Statements

Agenda Item No. 1 is meant for discussion only as the provisions of Sections 248(2) and 340(1) of the Act does not require a formal approval of shareholders for the Audited Financial Statements. Hence, this item of the Agenda is not put forward for voting.

(ii) Ordinary Resolutions 1 & 2: Re-election of Directors

The Nomination and Remuneration Committee ("NRC") has considered the performance and contribution of each of the retiring Directors under Agenda Item No. 2 and has also assessed the independence of the Independent Non-Executive Director ("INED") seeking re-election.

Based on the results of the Board Effectiveness Assessment conducted for the financial year ended 31 December 2022, the performance of each of the retiring Directors was found to be satisfactory.

The retiring INED has also fulfilled the independence criteria set out in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and Malaysian Code on Corporate Governance.

The Board has endorsed the NRC's recommendation to seek shareholders' approval for the re-election of the retiring Directors. 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 60th AGM are provided in the Board of Directors' section on pages 192 to 200 of Company's Annual Report 2022.

(iii) Ordinary Resolution 3: Payment of Directors' Fees

The Directors' fees under Agenda Item No. 3 is payable to each of the Non-Executive Directors, on a quarterly basis as follows:-

Directors' Fees	Non-Executive Chairman		Non-Executive Director	
	Per Quarter (RM)	Per Annum (RM)	Per Quarter (RM)	Per Annum (RM)
Board	52,500	210,000	27,000	108,000
Audit Committee	12,500	50,000	7,500	30,000
Other Board Committees	6,250	25,000	3,750	15,000

NOTICE OF THE 60TH ANNUAL GENERAL MEETING

10. Explanatory Notes on Special Businesses:-

- (i) Ordinary Resolution 6: Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature

The proposed Ordinary Resolution 6, if passed, will allow UEM Edgenta Group to enter into recurrent related party transactions which are of a revenue or trading nature and necessary for UEM Edgenta Group's day-to-day operations, subject to the transactions being carried out in the ordinary course of business and on terms not to the detriment of the minority shareholders of the Company.

In addition, it will eliminate the necessity to convene separate general meetings from time to time to seek shareholders' approval as and when such recurrent related party transactions occur. This would reduce substantial administrative time and expenses associated with the convening of such meetings without compromising the corporate objectives of the Group or affecting the business opportunities available to the Group. The shareholders' mandate is subject to renewal on an annual basis.

The details on the Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature are set out in Part A of Appendix I of the Circular to Shareholders dated 28 April 2023.

- (ii) Ordinary Resolution 7 – Proposed New Shareholders' Mandate for Additional Recurrent Related Party Transactions of a Revenue or Trading Nature

Ordinary Resolution 7 is to seek shareholders' mandate in relation to additional recurrent related party transactions to be entered into by the Company and its subsidiaries.

This resolution, if passed, will enable UEM Edgenta Group to enter into recurrent related party transactions of a revenue or trading nature which are necessary for UEM Edgenta Group's day-to-day operations, subject to the transactions being in the ordinary course of business and on normal commercial terms which are not more favourable to the related parties than those generally available to the public and are not to the detriment of the minority shareholders of the Company.

This mandate will eliminate the necessity to convene separate general meetings from time to time to seek shareholders' approval as and when such recurrent related party transactions occur. This would reduce substantial administrative time and expenses associated with the convening of such meetings without compromising the corporate objectives of the Group or affecting the business opportunities available to the Group. The shareholders' mandate is subject to renewal on an annual basis.

The details on the Proposed New Shareholders' Mandate for Additional Recurrent Related Party Transactions of a Revenue or Trading Nature are set out in Part B of Appendix I of the Circular to Shareholders dated 28 April 2023.

STATEMENT ACCOMPANYING NOTICE OF 60TH ANNUAL GENERAL MEETING

(pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

Directors who are standing for re-election at the 60th AGM

The details of the Directors who are standing for re-election at the 60th AGM are provided in the Board of Directors' section on pages 192 to 200 of the Company's Annual Report 2022. None of the Directors have any interest in the securities of the Company and its subsidiaries.

FORM OF PROXY

UEM EDGENTA BERHAD

(Company No. 196301000166 (5067-M))

Incorporated in Malaysia



A member of UEM Group

Total number of ordinary share(s) held		
CDS Account No.		
Proportion of holdings to be represented by each proxy	Proxy 1 %	Proxy 2 %

I/We (Full Name) _____
(block letters)

NRIC/Passport/Company No. _____ of _____
(full address)

being a member of UEM EDGENTA BERHAD ("the Company") hereby appoint:-

Proxy 1

Full Name (block letters)	Email Address	Contact No.	NRIC/Passport No.
Full Address			

and/or failing him/her (delete as appropriate)

Proxy 2

Full Name (block letters)	Email Address	Contact No.	NRIC/Passport No.
Full Address			

or failing him/her, the Chairman of the Meeting as my/our proxy to vote for me/us on my/our behalf at the 60th Annual General Meeting of the Company to be held entirely through live streaming from the Broadcast venue at **The Grounds, Level 12, Menara UEM, Tower 1, Avenue 7, The Horizon, Bangsar South City, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur** on **Thursday, 15 June 2023** at **3.00 p.m.** or at any adjournment thereof.

(Please indicate your vote with an "X" in the respective boxes of each resolution. If you do not do so, the proxy will vote or abstain from voting on the resolutions at his/her discretion.)

ORDINARY RESOLUTIONS	NO.	FOR	AGAINST
To re-elect Tan Sri Dr. Azmil Khalid who is retiring in accordance with Article 91 of the Company's Constitution	1		
To re-elect Dato' Mohd Izani Ghani who is retiring in accordance with Article 91 of the Company's Constitution	2		
To approve the payment of Directors' fees for the period from the 60 th Annual General Meeting until the next Annual General Meeting of the Company, to be payable on a quarterly basis	3		
To approve the payment of Directors' benefits to the Non-Executive Chairman and Non-Executive Directors for the period from the 60 th Annual General Meeting until the next Annual General Meeting of the Company	4		
To re-appoint Messrs Ernst & Young PLT as Auditors and to authorise the Board of Directors to fix their remuneration	5		
To approve the Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature	6		
To approve the Proposed New Shareholders' Mandate for Additional Recurrent Related Party Transactions of a Revenue or Trading Nature	7		

Signature of Shareholder(s)/Common Seal

Date:

Contact No.:

NOTES:

1. The 60th Annual General Meeting ("60th AGM") would be held entirely via Remote Participation and Electronic Voting ("RPEV") facilities through Lumi AGM meeting platform at <https://meeting.boardroomlimited.my>. Kindly refer to the Administrative Notes for the 60th AGM in order to register, participate and vote remotely via the RPEV facilities.
2. The venue of the 60th AGM is strictly for the purpose of complying with Article 68 of the Constitution of the Company which requires the Chairperson of the meeting to be present at the main venue of the meeting. **No shareholders/proxy(ies)/corporate representative(s)** from the public will be physically present nor admitted at the Broadcast venue on the day of the 60th AGM.
3. A member of the Company entitled to attend and vote at the meeting, is entitled to appoint not more than two (2) proxies to attend, participate, speak and vote in his stead. A proxy may but need not be a member of the Company.
4. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholding to be represented by each proxy.
5. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds in the Company. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 which is exempted from compliance with the provisions of subsection 25A(1) of the Securities Industry (Central Depositories) Act 1991.
6. The instrument appointing a proxy shall be in writing under the hand of the Member or his 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.
7. The instrument appointing a proxy must be deposited/submitted via the following ways not less than forty-eight (48) hours before the time set for holding the AGM or any adjournment thereof:-
 - (i) By hardcopy form

The Proxy Form must be deposited at the Share Registrar's Office, Boardroom Share Registrars Sdn. Bhd., 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan.
 - (ii) By electronic form

The Proxy Form can be electronically submitted through the Share Registrar's website, Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com>. Please refer to the Administrative Notes for the procedures on electronic lodgement of proxy form.
8. For the purpose of determining a member who shall be entitled to attend this 60th AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. in accordance with the provisions under Article 63 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 8 June 2023. Only a depositor whose name appears on the ROD as at 8 June 2023 shall be entitled to attend this 60th AGM or appoint a proxy(ies) to attend, participate, speak and vote on his behalf.

PERSONAL DATA PRIVACY:

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 28 April 2023.

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The Share Registrar's Office
Boardroom Share Registrars Sdn. Bhd.
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

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GROUP DIRECTORY

CORPORATE OFFICE

UEM Edgenta Berhad

196301000166 (5067-M)

Level 17, Menara UEM, Tower 1, Avenue 7, The Horizon, Bangsar South City

No. 8, Jalan Kerinchi, 59200 Kuala Lumpur

Tel: +603 2725 6688 Fax: +603 2725 6888

uemedgenta.com

ASSET MANAGEMENT

HEALTHCARE SUPPORT

CONCESSION

Edgenta Healthcare Management Sdn. Bhd.
199501035976 (365178-M)

Edgenta Mediserve Sdn. Bhd.
198301014425 (109818-H)

Edgenta Healthtronics Sdn. Bhd.
199601042834 (415187-M)

Level 3, Menara UEM
Tower 1, Avenue 7
The Horizon
Bangsar South City
No. 8, Jalan Kerinchi
59200 Kuala Lumpur

Tel : +603 2725 6688
Fax : +603 2725 7158

COMMERCIAL

Edgenta UEMS Sdn. Bhd.
198001004679 (58464-M)

Level 3, Menara UEM
Tower 1, Avenue 7
The Horizon
Bangsar South City
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Tel : +603 2725 8200
Fax : +603 2725 6888
edgentauems.com.my

UEMS Solutions Pte. Ltd.

60 Macpherson Road
#03-08
The Siemens Centre
Singapore 348615

Tel : +65 6818 3600
Fax : +65 6818 3601
uemsgroup.com/sg

Edgenta UEMS SC Ltd.

5F-7~9, No. 2 Fuxing N. Rd.
Zhongshan Dist.
Taipei City 10492
Taiwan (R.O.C.)

Tel : +886 (02) 2776 6188
Fax : +886 (02) 2776 6186
edgentauems.com.tw

PROPERTY & FACILITY SOLUTIONS

Edgenta Facilities Sdn. Bhd.
198301012526 (107920-D)

Edgenta Facilities Management Sdn. Bhd.
198301008524 (103775-H)

Edgenta Energy Projects Sdn. Bhd.
201601035054 (1205995-W)

Edgenta Energy Services Sdn. Bhd.
201501029633 (1154954-U)

Edgenta GreenTech Sdn. Bhd.
200301032366 (634787-U)

Level 10, Menara UEM
Tower 1, Avenue 7
The Horizon
Bangsar South City
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Tel : +603 2725 6688
Fax : +603 2725 6888

INFRASTRUCTURE SOLUTIONS

INFRASTRUCTURE SERVICES

Edgenta PROPEL Berhad
198801004310 (171667-P)

Edgenta Infrastructure Services Sdn. Bhd.
200501000568 (677613-A)

Level 8, Menara UEM
Tower 1, Avenue 7
The Horizon
Bangsar South City
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Tel : +603 2725 6688
Fax : +603 2725 6888

Edgenta Environmental & Material Testing Sdn. Bhd.
198801006043 (173400-U)

No. 3, Jalan P/8
Kawasan Perindustrian MIEL
Seksyen 13
43650 Bandar Baru Bangi
Selangor Darul Ehsan
Tel : +603 8925 9370
Fax : +603 8925 9373

ASSET CONSULTANCY

Opus Group Berhad
199401005489 (291168-K)

Opus International (M) Berhad
198601004999 (154159-T)

Opus Consultants (M) Sdn. Bhd.
199601033249 (405601-M)

Level 6, Menara UEM
Tower 1, Avenue 7
The Horizon
Bangsar South City
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Tel : +603 2725 6688
Fax : +603 2711 8016

OTHERS

Edgenta Arabia Limited
Office No. 401, 4th Floor
Futuro Tower, 7731 King Saud Rd
Al Murabba, Riyadh 12624
Kingdom of Saudi Arabia
Tel : +966 11 207 4052/4053/4054
Fax : +966 11 207 4155

TECHNOLOGY INNOVATION

Edgenta NXT Sdn. Bhd.
201101016290 (944424-V)
Level 1, Menara UEM
Tower 1, Avenue 7
The Horizon, Bangsar South City
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Tel : +603 2725 6688
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uemedgenta.com

UEM Edgenta Berhad

196301000166 (5067-M)

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The Horizon, Bangsar South City, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur

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