

# GROUP STRATEGY - STRATEGIC FOCUS AREAS

## A LEADER IN ASSET MANAGEMENT & INFRASTRUCTURE SOLUTIONS



Grow and enhance  
our businesses  
across the region



A clear market leader  
delivering best-in-class  
processes and  
smart solutions



Become a renowned  
Employer of Choice and  
build the industry  
talent pool

### 4 STRATEGIC THEMES towards achieving our ambition

1



#### Market Leadership

- Industry thought leadership
- Employer of Choice
- Innovation Hub

2



#### Growth & Scale

- Changing service delivery model
- Regional expansion

3



#### Operational Excellence

- Health, Safety, Security & Environment
- Performance-Based Contracting
- Technology adoption

4



#### Organisational Excellence

- Edgenta Academy
- Competency development

### 6 FOCUS AREAS to support UEM Edgenta's strategy

1

OPERATIONAL  
EXCELLENCE

2

ORGANISATIONAL EXCELLENCE

3

HEALTH, SAFETY, SECURITY  
AND ENVIRONMENT ("HSSE")

4

CLIENT  
SOLUTIONS

5

TECHNOLOGY

6

STAKEHOLDER MANAGEMENT  
& COMMUNICATION

## 6 STRATEGIC FOCUS AREAS – 2018 ACHIEVEMENTS &amp; 2019 PRIORITIES

|                                                          | 2018 ACHIEVEMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2019 PRIORITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Operational Excellence</b>                            | <ul style="list-style-type: none"> <li>▪ Signing of first Performance-Based Contracting ("PBC") agreement for Pavement works with PLUS</li> <li>▪ Roll-out of Continuous Improvement ("CI") is on track, which includes the Innovation Garage and LEAN frameworks – Delivered significant cost savings which contributed to overall margin improvement for FY2018</li> <li>▪ Awarded Facilities Management Company of the Year Award 2018 by Frost &amp; Sullivan Malaysia</li> <li>▪ On track for the adoption of the Enterprise Resource Planning ("ERP") system</li> <li>▪ 4-STAR award for Excellent Hospital Support Services – Company Performance Assessment by Ministry of Health, Malaysia</li> <li>▪ Achieved the National Environment Agency of Singapore's Enhanced Clean Mark Accreditation Scheme (Gold) Award, for the 4th year running</li> </ul>                                                                                        | <ul style="list-style-type: none"> <li>▪ Operational readiness for implementation of ERP system and PBC</li> <li>▪ Simplify, digitalise and modernise processes and systems to deliver seamless experience internally and externally</li> <li>▪ Leverage on CI Programmes across all main divisions to drive significant improvement in business and operational performance</li> <li>▪ Instilling discipline of high performance and financial accountability across the organisation</li> <li>▪ Pursuing an innovative approach to problem solve existing issues or to improve operational processes</li> </ul>                 |
| <b>Organisational Excellence</b>                         | <ul style="list-style-type: none"> <li>▪ Invested RM6.7 million in capability building of our people, both towards functional and technical competencies enhancement, excelling customer experience, leading teams, technical certification, technology enablement and building internal trainers</li> <li>▪ Conducted over 50 in-house training programmes, external programmes; on-the-job training; covering 16,861 training days, an average of 4 training days per identified employee</li> <li>▪ 78% mid-management upskilled in managerial &amp; technical competencies</li> <li>▪ HR division embarked on digitisation process</li> </ul>                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>▪ Develop our talent into a forward-thinking, competent, agile and an empowered workforce</li> <li>▪ Build CI capability of employees across all main divisions, in particular on LEAN process improvements &amp; training</li> <li>▪ Refining employees' Key Performance Indicators towards Performance-Based Culture</li> <li>▪ Incentivise and reward staff who deliver high performance and better services to our clients</li> <li>▪ To launch the Edgenta Academy – the Company's Centre of Excellence for technical learning in the industry and build a talent pipeline</li> </ul> |
| <b>Health, Safety, Security And Environment ("HSSE")</b> | <ul style="list-style-type: none"> <li>▪ 70% reduction in fatalities from 12 fatalities in 2017 to 3 in 2018</li> <li>▪ Felt &amp; Visible Leadership, enhanced stakeholder engagement and upskilling of staff and subcontractors through: <ul style="list-style-type: none"> <li>– Inaugural Partners Operations Dialogue and Safety Day</li> <li>– Joint Safety Compliance Audit and Management visits by top leadership with PLUS</li> <li>– 20,000 employees/contractors/subcontractors engaged/trained/participated in HSSE events</li> </ul> </li> <li>▪ Implemented a HSSE Management System that encompasses a digital master manual, a safety observation management system called "BEAKON", a digital web-based system and a contractor safety management framework</li> <li>▪ BEAKON enhanced to be accessible via mobile application since November 2018</li> <li>▪ More than 12,000 safety observations submitted through BEAKON</li> </ul> | <ul style="list-style-type: none"> <li>▪ Improving HSSE Culture with more involvement from senior leadership</li> <li>▪ Enhancing and strengthening HSSE processes</li> <li>▪ Continuous training and engagement to inculcate HSSE culture and upskill staff, clients and contractors</li> <li>▪ Kickstart development of a HSSE Ecosystem</li> </ul>                                                                                                                                                                                                                                                                             |

## GROUP STRATEGY - STRATEGIC FOCUS AREAS

|                                                 | 2018 ACHIEVEMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2019 PRIORITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Client Solutions</b>                         | <ul style="list-style-type: none"> <li>▪ Secured Design &amp; Build contracts for Pavement Structural Overlay from PLUS</li> <li>▪ Healthcare Support clinched new wins from MoH for 9 State Clinics in Pulau Pinang</li> <li>▪ Secured significant new overseas wins i.e. Tri-Service General Hospital, National Taiwan University Cancer Centre and Far East Memorial Hospital in Taiwan, Khoo Teck Puat Hospital, Tan Tock Seng Hospital and Sengkang General and Community Hospital in Singapore</li> <li>▪ EPC clientele grew to include Hospital Universiti Sains Malaysia and PROTON</li> <li>▪ Langkawi Hospital – 1<sup>st</sup> in Malaysia to be recognised as a Green Hospital</li> <li>▪ Secured integrated facilities management contracts for additional CIMB buildings, Afiniti Medini and wasl Asset Management Group for Deira Zone 1 and 2, Dubai</li> </ul>                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>▪ Continue to embed a client first mindset in all facets of our business</li> <li>▪ Elevating UEM Edgenta's solutioning / origination capability</li> <li>▪ To secure major national projects across healthcare support, infrastructure services and property &amp; facility solutions sectors</li> </ul>                                                                                                                            |
| <b>Technology</b>                               | <ul style="list-style-type: none"> <li>▪ In Infrastructure Services, introduced an in-house developed integrated enterprise system to track, monitor and manage infrastructure assets and maintenance operation services called Road Asset Management System (RAMS)</li> <li>▪ Implemented mechanisation and <i>UETrack</i>™ system at: <ul style="list-style-type: none"> <li>– Hospital Sultanah Bahiyah, Alor Setar, Kedah</li> <li>– Hospital Tuanku Fauziah, Kangar, Perlis</li> <li>– Hospital Teluk Intan, Perak</li> </ul>                     which includes the deployment of motor scrubber and KAIVAC cleaning system, Toilet Demand Inspection System (TDIS), Housekeeping Performance Based System (HPBS), Unified Clocking System (UCS) and Feedback Management System (FMS)                 </li> <li>▪ Enabled linen tracking at hospitals and laundry plant with RFID (Radio Frequency Identification) tagging on linen managed, which eliminates loss of linen and enhances decision making on usage, stock level and replenishment</li> <li>▪ The Edgenta Smart Connect platform together with client dashboards are operational at all managed sites of Property &amp; Facility Solutions</li> </ul> | <ul style="list-style-type: none"> <li>▪ Continuous improvement and adoption of systems and applications to improve operational efficiency and achieve cost savings</li> <li>▪ Data-driven asset management technology as an enabler to optimise clients' assets, enhance experience and value-for-money to customers</li> </ul>                                                                                                                                            |
| <b>Stakeholder Management and Communication</b> | <ul style="list-style-type: none"> <li>▪ IEM Award for Contribution to the Engineering Industry in Malaysia – Facilities Management for the year 2018 by The Institution of Engineers, Malaysia (IEM) Council</li> <li>▪ Awarded the BrandLaureate Brand Influencer of the Year Award 2017 – 2018 in Integrated Asset Solutions</li> <li>▪ Nominated for Best IR Website and Most Improved Service for the Investor Relations Awards 2018 by Malaysian Investor Relations Association ("MIRA")</li> <li>▪ Received a Merit Certificate for the Company's Annual Report 2017 from the National Annual Corporate Reports (NACRA)</li> <li>▪ Boosted Investor Relations value with increased media exposure and engagement with the investing community</li> <li>▪ Refreshed Brand Strategy as "Asset Management &amp; Infrastructure Solutions" to provide clarity and strong positioning for business growth and expansion</li> </ul>                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>▪ Continuous internal communications and relationship amongst employees through our People Value Proposition and engagement initiatives</li> <li>▪ Undertake branding activities to increase exposure and recognition of UEM Edgenta's brand</li> <li>▪ Elevate external communication and engagement initiatives with key stakeholders such as clients, partners, governmental agencies, regulators, investors and media</li> </ul> |

# GROUP STRATEGY - TECHNOLOGY AND INNOVATION

**WE ARE CONSTANTLY CREATING NEW TECHNOLOGICAL AND INNOVATIVE SOLUTIONS THAT WILL HELP OUR CLIENTS OPTIMISE THEIR ASSETS TO ITS FULL POTENTIAL**

At UEM Edgenta, it is a priority for us to cultivate a working environment that inspires our employees to push the boundaries and revolutionise the way assets are managed by integrating the latest technologies into smart, tailored solutions for our clients. This allows us to break the convention and introduce smart, cutting-edge solutions to manage the total asset life cycle. We are committed to improve efficiency, accelerate performance and deliver innovative solutions for clients across all of our core sectors through various in-house and bespoke technology platforms.

The digital revolution has not only added a new dimension to the asset management business but has opened up immense opportunities for us to revolutionise the industry. Our digitalisation efforts, have enabled us to set new benchmarks as we move away from traditional, less-optimal processes.

Our digital transformation and growth strategies focus on the key enablers of our business – driving innovation; empowering partnerships; and connecting communities. Through the limitless potential of technology in planning and managing the assets, we are able to provide better services to customers through real-time data and performance assessment.

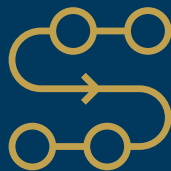
Our next phase of Internet-of-things (“IoT”) will see assets gaining more intelligence, cost-efficiencies and customised technological capabilities to meet the needs of communities. For instance, we are in partnership with Microsoft to create more ground-breaking innovations and solutions to value add to our service offerings.

## Technology, Innovation and Operational Excellence



### SYSTEMS

Command & Contact Centre  
*UETrack™*  
Edgenta SMART CONNECT Solutions  
Road Asset Management System  
BEAKON



### PROCESSES

Continuous Improvement Programmes  
LEAN Process Improvements & Training  
Innovation Garage  
Performance-Based Contracting  
Asset-based P&L Accountability



### EQUIPMENT

Automation & Mechanisation  
Radio Frequency Identification Technology  
Real-Time Sensors



### MATERIAL

Pavement Research Lab  
Environmental Material Testing Lab

## Health, Safety, Security & Environment

# GROUP STRATEGY - TECHNOLOGY AND INNOVATION

## SYSTEMS

### UETRACK™ PLATFORM

UETTrack™ is a mobile resource optimisation platform, which encompasses a web portal, mobile and tablet app. It consists of several sub-modules to support housekeeping, facility management and other services.

UETTrack™ also enhances productivity, promotes automation of work processes, reduces cost and improves customer satisfaction, among other benefits. In 2018, Healthcare Support division implemented UETTrack™ at an additional three public hospitals, where we deployed modules such as Housekeeping Performance Based System ("HPBS"), Unified Clocking System ("UCS"), Feedback Management System ("FMS") and Toilet Demand Inspection System ("TDIS").

### EDGENTA SMART CONNECT SOLUTIONS

Our smart facilities management solution is built on Microsoft's Azure IoT Hub, Microsoft Power BI, Urbanise, RDM and Machine Learning. With this solution, we are able to harness data insights to deliver better value and improved services to our customers. For instance, it captures real-time data from the air-conditioning, lighting, lift systems and other building services, which is then processed to flag irregularities. This further allows predictive maintenance, anomaly detection and improved performance of assets.

### RAMS

RAMS is a comprehensive and integrated enterprise system used in Infrastructure Services for efficient and effective delivery of asset management and maintenance operation services as per requirements under Performance-Based Contracting ("PBC"). Current modules of RAMS have integrated historical and new data tagged by assets into the procurement and financial systems, as well as operational platforms. It allows users to perform remote monitoring and management of work and assets with ongoing collection of data to provide better analysis with the assistance of Artificial Intelligence. Accessibility of RAMS is made available to various stakeholders of the asset including the asset owner, governmental authorities, consultants, surveyors, managers, mainline workers, supply chain partners and auditors.

### BEAKON

We landed a new web-based platform named BEAKON, which was rolled-out to the entire organisation in April 2018. It is a HSSE Management Information system that includes an e-reporting system that can be used by employees to highlight and report safety observations and incidents at their workplace. In the 4<sup>th</sup> Quarter of 2018, the mobile application version of BEAKON was rolled out to enable all employees a more effective way to report safety observations and further promote and enhance the HSSE culture among our people.

## PROCESSES

### LEAN PROCESS IMPROVEMENTS & TRAINING

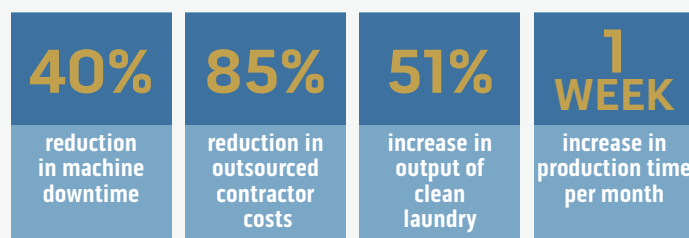
As we progress from an input-based towards an outcome-centered delivery model, a dedicated and expert team has been established to implement LEAN initiatives under the ambit of Continuous Improvement to drive significant improvements in business and operational performance. One of the efforts being undertaken is the LEAN Programme which is a methodology of actively identifying and eradicating of all priority losses/wastages in the End to End ("E2E") supply chain network which drives significant improvement in business and operational performance. By doing this, we aim to realise actual savings that will positively impact our growth and profitability.

#### Case Study: Kamunting Laundry Plant

##### How do we increase Overall Equipment Effectiveness and unlock capacity of the laundry plant?

*Essentially, what we needed to do is identify and reduce the priority losses i.e. lost time from planned cleaning loss, start to finish production / labour and machine breakdowns.*

To address this, the team introduced 'Gemba walks' (a practice of LEAN), drawing insights from observation of work processes to detect inefficiencies. The team also implemented Daily Management System for effective information sharing and to aid with decision making, and a breakdown tracker where a maintenance technician and production manager will be alerted promptly to resolve unplanned down time issues of the machines. These initiatives resulted in:



### INNOVATION GARAGE

In 2018, our innovation journey continued with the Company embarking on Khazanah's Trending Innovation Disruption Entrepreneurship ("TIDE") Programme as part of its GLC transformation initiative. The TIDE team came up with projects to achieve operational cost savings and address HSSE concerns, which are summarised as follows:

- **Healthcare Support** – Reduction in operating costs for Facility Engineering Maintenance Services ("FEMS") and Biomedical Engineering Maintenance Services ("BEMS") by 30%
- **Property & Facility Solutions** – Created a High Performance Building Dashboard which increased productivity by 30% and cost efficiency by 30%
- **Infrastructure Services** – Amongst others, improved designs for the Propel Intervention Trucks ("PIT") and rumble strips that enhances safety by reducing exposure to live traffic by 80%

**EQUIPMENT**

**AUTOMATION & MECHANISATION**

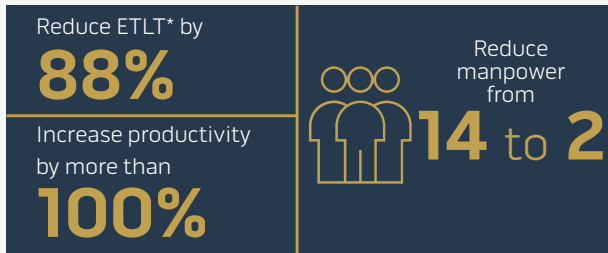
In 2018, we invested heavily by introducing machinery and robots to automate and mechanise work where it will be able to address 3 areas of concern described as follows:

- Reducing financial costs;
- Lowering reliance on manpower; and
- Minimising exposure to health and safety risks.

An overview of some of the investments:

**1. MULAG Grass Cutter**

The MULAG Grass Cutter will be introduced in 2019 to get 'boots-off-the-ground' and eliminate Exposure to Live Traffic to our highway maintenance workers. The MULAG Grass Cutter mows grass around posts and crash barriers support fixtures. It not only enhances safety but drastically improves operational efficiency as the MULAG Grass Cutter can complete about 84,000m<sup>2</sup> per day for 7 hours (without lane closure). This is equivalent to 14-man power output per day for manual cutting. Additional results that can be expected of mechanising our manual grass cutting operations is tabulated below:



\* Exposure To Live Traffic



**2. Autonomous floor scrubber**

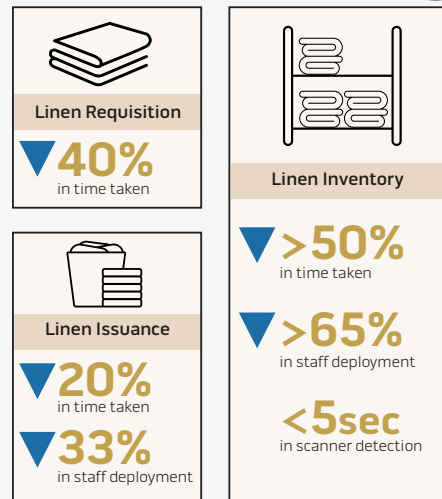
In transforming the manual way of cleansing where labour is required and brooms and mops are used, we invested in an autonomous floor scrubber called Avidbot. It only requires to be switched on and it will automate the cleaning process using intelligent, dynamic mapping and obstacle & collision avoidance technology.

Use of the equipment has resulted in 80% reduction in manpower requirements and 48% savings in manpower costs.



**3. Radio Frequency Identification ("RFID") tagging**

In our laundry plants, each linen has a RFID tag, an ultra-high frequency transponder that, when used with a scanner, provides real time information on its movement, stock status and usage, and thus, enhances linen management and control towards work efficiency and increased productivity. This eliminates manual counting and human error and also automates the process of data entry into the system. Ultimately this will result in ZERO loss of linen.



**MATERIAL**

**Pavement Research Centre**

Development of new asphalt mixes and innovative techniques & pavement design where results have shown:

- 47% increase in productivity in terms of pavement length.
- 20% reduction of costs of repavement.



# GROUP STRATEGY - KEY RISKS AND MITIGATION

**WE IDENTIFY AND MANAGE THE INHERENT AS WELL AS EXTERNAL RISKS TO OUR BUSINESS THROUGH OUR ROBUST RISK MANAGEMENT FRAMEWORK. WE BELIEVE IN GOING BEYOND COMPLIANCE TO ADOPT POLICIES, PRINCIPLES AND PRACTICES, WHICH WILL HELP MINIMISE OUR RISK EXPOSURE AND MAXIMISE OUR PERFORMANCE.**

We see risks as opportunities to strengthen our internal controls, compliance procedures and management strategies. With a robust enterprise risk management platform, we identify principal risks, classify them based on their likelihood and impact, and prioritise in keeping with the dynamic operating environment. We continuously monitor different types of risks associated with our business which can be discussed under six (6) key categories:

| Market/Industry                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Operations | Financials | Compliance/Regulatory                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | People | Management Information System |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------------------|
| KEY RISKS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |            |            | MITIGATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |                               |
| <b>Market/Industry</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |            |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |        |                               |
| <p>Market risk arises when a service provider is subjected to adverse market conditions such as increased competition, adverse demand conditions, economic condition or inability to develop markets or position service offerings to targeted customers.</p> <p>In all our operating markets, our competitiveness as a leading Asset Management &amp; Infrastructure Solutions company is challenged by:</p> <ul style="list-style-type: none"> <li>The operational nature of our business (which tends to be deprioritised as a strategic business imperative by clients/potential clients in a price sensitive industry).</li> <li>The global economic headwinds and Government factors, which may shrink public and private funds, affecting potential spending on infrastructure projects and asset management.</li> <li>Manual and labour-intensive aspects of asset management.</li> </ul> |            |            | <p>Taking cognisance of the risk, we adopted a differentiated approach to drive growth, innovation and efficiency. Powered by smarter thinking, ingenious solutions and with technology as the key enabler, our objective is to revolutionise principles of asset management business.</p> <p>It is our long-term strategy to derive the benefits of technology, including mechanisation, automation and advanced analytics for improving operational efficiencies and delivering value to our clients.</p> <p>We continue to explore opportunities such as public &amp; private healthcare support, infrastructure services and asset consultancy and management via deployment of technology solutions to set new benchmarks and communicate our value proposition to current and potential clients.</p>                                                                                                                                                                              |        |                               |
| <b>Operations</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |            |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |        |                               |
| <p>More than 80% of our employees are blue-collared workers and the working conditions - especially in healthcare support, property &amp; facility solutions, infrastructure services and asset consultancy involving project construction sites, plants, hospitals, highways, high rise buildings – pose HSSE related risks if not properly managed.</p> <p>Our continuing challenge is to not only inculcate a 'safety-first' mindset but to continuously monitor our working environment to ensure full compliance with HSSE standards.</p>                                                                                                                                                                                                                                                                                                                                                    |            |            | <p>We maintain a safe and healthy work environment to protect our people, supply chain partners and other stakeholders. To mitigate work-related HSSE risks:</p> <ul style="list-style-type: none"> <li>We have developed a HSSE Masterplan, with progressive targets and "Goal Zero" aspiration.</li> <li>We conduct HSSE certifications, training, mentoring and regular orientation to increase awareness, and instilling behaviour.</li> <li>We demonstrate strong leadership in our operations, continuous dialogue with supply chain partners to inspire greater accountability on safety at every level.</li> </ul> <p>To drive operational excellence, we constantly challenge status-quo process and drive innovation initiatives such as Continuous Improvement programme which includes the Innovation Garage and LEAN frameworks. Such initiatives have shown positive results in cost savings, improving process efficiency and inculcate a safer working environment.</p> |        |                               |

| KEY RISKS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | MITIGATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Financials</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>We are exposed to financial risks such as credit and foreign exchange fluctuation, which arises primarily from trade and other receivables.</p> <p>Credit risk refers to the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligation.</p> <p>Foreign exchange risk refers to the risk that the fair value or future cash flow of a financial instrument will fluctuate due to changes in foreign exchange rates against Malaysian Ringgit. The main foreign currencies in which the transactions are denominated are Singapore Dollar, UAE Dirham, New Taiwan Dollar, Indonesian Rupiah, Indian Rupee due to our operations in Singapore, Dubai, Taiwan, Indonesia and India.</p> | <p>We control credit risk by carrying out stringent credit evaluations and monitoring procedures on customers and receivables respectively.</p> <p>In mitigating foreign exchange risk, we maintain a natural hedge to the extent possible, by borrowing in the same currency as the future revenue stream to be generated from the overseas entities.</p>                                                                                                                                                                                                        |
| <b>Compliance/Regulatory</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>We take cognisance that the Company's sizeable business are concession in nature, operating in various industries, especially healthcare support and infrastructure services that are subject to a broad range of rules and regulations. Any adverse changes in government policies or non-compliance could lead to reputational or financial damages and disruption in operations.</p>                                                                                                                                                                                                                                                                                                                                                    | <p>With our cross-industry experience, we are well-positioned to meet the strategic needs of our clients and value-add, even in concession businesses.</p> <p>We make a concerted effort to deliver quality services to our clients with strict adherence to service level performance.</p> <p>We have dedicated functions such as Compliance, HSSE, Quality Assurance/Quality Control, and Secretarial to monitor regulatory and policy developments, liaise with relevant governing authorities to stay abreast of regulatory changes and our obligations.</p>  |
| <b>People</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>People are one of our great assets and key pillars of success. Strategies are mere statements without their skilful execution. Our challenges are to upskill and reskill our people, acquire the right talent in a competitive market and retain our best people, who are able and motivated to deliver value for our stakeholders.</p>                                                                                                                                                                                                                                                                                                                                                                                                    | <p>To build a workforce of the future, the Edgenta Academy is well positioned to upskill and reskill our people, equip them with new talents and knowledge.</p> <p>We not only hire the 'right' talent, but also retain the 'best' talent by continuously benchmarking with competitive industry practices.</p> <p>Our performance management system aims to align the interests and aspirations of our workforce with organisational growth objectives. Our progressive remuneration system motivates and rewards greater performance outcomes year on year.</p> |
| <b>Management Information System</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Organisation-wide, we see technology as a key enabler and the biggest game changer, which will allow us to optimise resources, reduce costs, increase productivity and improve our offerings for better customer outcomes.</p> <p>Due to the growing interconnectedness of our systems, there is an increased risk of exposure to cyber threats, breach of information security, compromised data integrity/privacy and prolonged disruption of IT ecosystem.</p>                                                                                                                                                                                                                                                                          | <p>To remain relevant and maintain a competitive advantage in an era of increasing digitisation, we are embarking on a digital revolution by adopting Enterprise Resource Planning ("ERP") system.</p> <p>We look at company-wide security planning through monitoring of critical information, security control via comprehensive IT security solutions and continuous awareness programmes.</p> <p>We undertake self-assessment in identifying gaps and seek ways to improve our digital assets and user experience.</p>                                        |



## GROUP STRATEGY - GOVERNANCE OVERVIEW

**GOOD CORPORATE GOVERNANCE MEANS HAVING STRUCTURES AND PROCESSES IN PLACE TO ENSURE THAT DECISIONS AND ACTIONS ARE IN THE BEST INTERESTS OF STAKEHOLDERS.**

At UEM Edgenta, our corporate governance framework is in line with the guidelines prescribed by the Malaysian Code of Corporate Governance ("MCCG2017") in terms of board leadership and effectiveness, effective audit, risk management, and internal controls; corporate reporting and relationship with stakeholders. In addition, we are also guided by our internal policies and procedures for effective implementation.

We strictly adhere to all regulatory and legal requirements as we continue to practice fair and transparent dealings with clients and supply chain partners. Our corporate and sustainability governance are supported by key policies, systems, processes, standard operating procedures and best practices.

| Focus Areas   | Relevant Policies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Economic      | <ul style="list-style-type: none"> <li>Investor Relations Policy</li> <li>Corporate Disclosure Policy</li> <li>Sustainability Policy</li> <li>Corporate Responsibility Policy</li> <li>Privacy Policy/Personal Data Protection Policy</li> <li>Group Procurement Policy</li> <li>No Festive Gifts Policy</li> <li>Code of Conduct</li> <li>Donations &amp; Sponsorship Guidelines</li> </ul>                                                                                                                                  |
| Environmental | <ul style="list-style-type: none"> <li>Quality, Health, Safety, Security &amp; Environment Policy</li> <li>Energy Policy</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                           |
| Social        | <ul style="list-style-type: none"> <li>Whistle Blower Policy</li> <li>Code of Conduct</li> <li>Quality, Health, Safety, Security &amp; Environment Policy</li> <li>Sustainability Policy</li> <li>Corporate Responsibility Policy</li> <li>Donations &amp; Sponsorship Guidelines</li> <li>Corporate Disclosure Policy</li> <li>No Festive Gifts Policy</li> <li>Social Media Policy</li> <li>IT General (Governance) Policy</li> <li>Group Mobile Device Policy</li> <li>Anti-Bribery &amp; Anti-Corruption Guide</li> </ul> |

The Board of Directors reviews and assesses the strategic directions required to achieve the Company's goals for long-term sustainable growth. The Senior Management team, with the help of the heads of the various divisions, oversees the activities executed by the Company to ensure conformity to the strategies and objectives.

For more information on Corporate Governance, please refer to the Corporate Governance Overview Statement on pages 108 to 117 of this report. For further details of UEM Edgenta's Risk Management Framework, please refer to our Statement on Risk Management and Internal Control from pages 118 to 125 of this Annual Report.

Furthermore, we also place great emphasis on setting and achieving high standards of quality and performance when it comes to delivering core services to our clients and customers. We focus on fostering positive collaborations with supply chain partners and suppliers whom we see as essential to drive us towards our greater vision of Optimising Assets to Improve Lives.

Our value-chain relationships are guided by procurement policies that promote fair participation opportunities and transparent processes. To ensure business continuity, credibility and success of UEM Edgenta and its various subsidiaries, we strictly adhere to international standards and guidelines as follows:

### UEM Edgenta's key subsidiaries certified with the various certifications

#### Edgenta PROPEL Berhad

ISO 9001:2015  
ISO 14001:2015  
OHSAS 18001:2007

#### Edgenta Environmental & Material Testing Sdn Bhd

ISO 9001:2015  
ISO 14001:2015  
OHSAS 18001:2007  
ISO/IEC 17025:2005

#### Opus International (M) Berhad

ISO 9001:2015  
ISO 14001:2015  
OHSAS 18001:2007

#### Edgenta Mediserve Sdn Bhd

ISO 9001:2015  
ISO 14001:2015  
OHSAS 18001:2007  
ISO 13485:2016

#### Kamunting Laundry & Incineration Plant

ISO 9001:2015  
ISO 14001:2015  
OHSAS 18001:2007

#### Kuala Ketil Laundry Plant

ISO 9001:2015  
ISO 14001:2015  
OHSAS 18001:2007  
MS 1722:2011

#### KFM Holdings Sdn Bhd

ISO 9001:2015  
ISO 14001:2015  
OHSAS 18001:2007

Additionally, two of our subsidiaries are currently being validated for the following ISO standards for 2019:

#### Edgenta Mediserve Sdn Bhd

ISO/IEC 27001:2013  
ISO/IEC 20000:2018

#### Edgenta Healthronics Sdn Bhd

ISO 13485:2016

# GROUP STRATEGY - CONTRIBUTIONS TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT, ADOPTED BY ALL UNITED NATIONS MEMBER STATES IN 2015, PROVIDES A SHARED BLUEPRINT FOR PEACE AND PROSPERITY FOR PEOPLE AND THE PLANET, NOW AND INTO THE FUTURE.

At its heart are 17 Sustainable Development Goals (SDGs), which are a call for action to end poverty, improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

At UEM Edgenta, our long-term vision is to align our corporate responsibility initiatives with the SDGs. To date, we have introduced and actively participated in numerous sustainability efforts aligned to our business objectives which support several of the SDGs and are committed to continue to do so as part of our promise to all our stakeholders.

Among them are initiatives related to SDG 9 (Industry, Innovation and Infrastructure), in which we subscribe to as a responsible corporate citizen to boost economic growth and development. Our efforts to continuously innovate our offerings, especially in the areas of information and technology enables our clients to continue providing

services to benefit communities. Furthermore, our sustainability efforts which are further detailed throughout this report showcases our spirit to support other SDGs such as SDG 3 (Good Health & Well-being), SDG 5 (Gender Equality) and SDG 8 (Decent Work & Economic Growth), among others.



Our performance throughout the different sectors we operate in is continuously reviewed and improved, as it is a strong feature in the execution of our strategy to achieve prosperity for our business, the growth of the people and to safeguard the future of the planet.

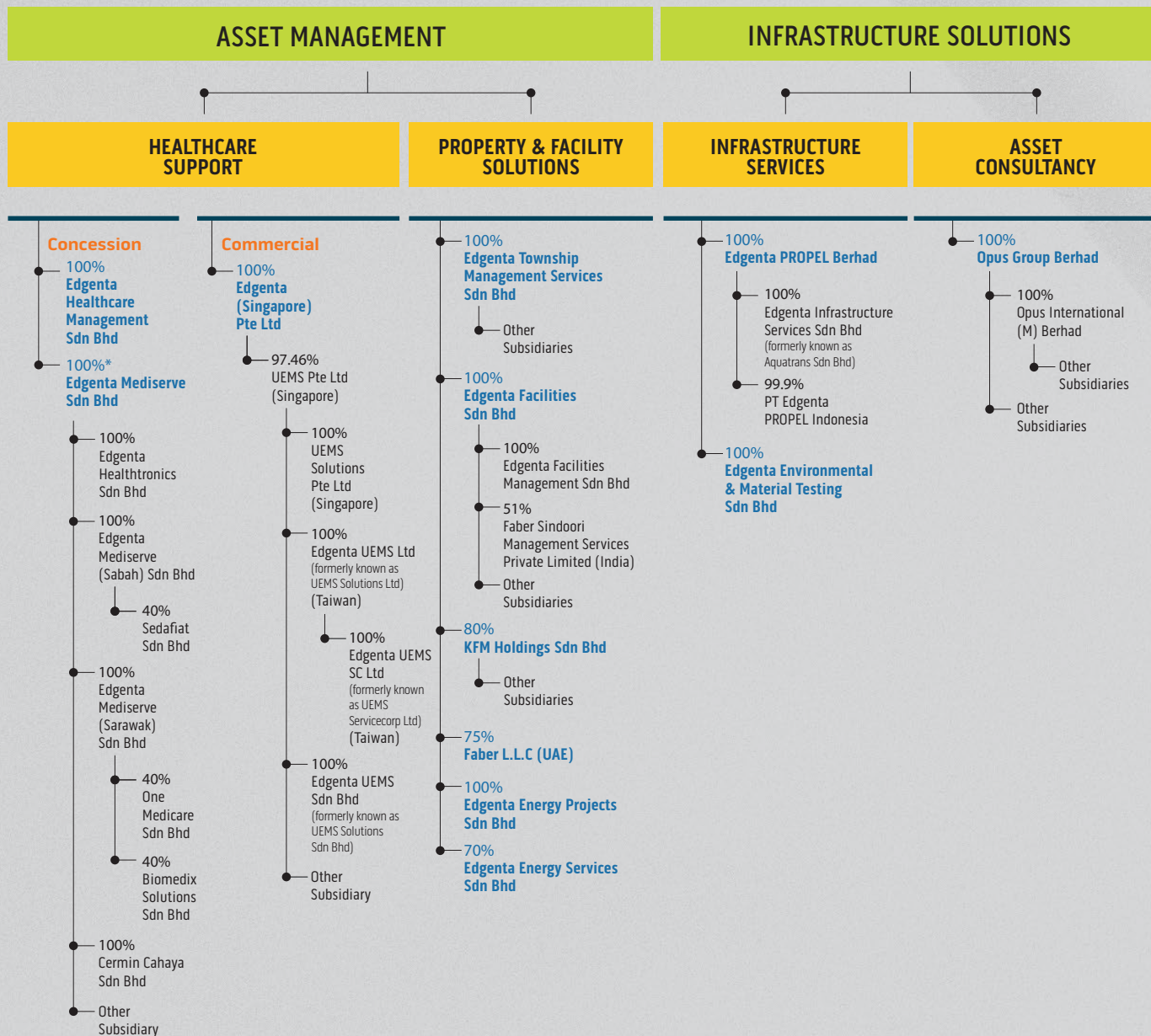


# CORPORATE STRUCTURE

as at 8 March 2019



A member of UEM Group



\*Direct and indirect interest

# CORPORATE INFORMATION

## BOARD OF DIRECTORS

### Amir Hamzah Azizan

Non-Independent Non-Executive  
Chairman

### Dato' Azmir Merican

Managing Director/Chief Executive Officer

### Dato' Noorazman Abd Aziz

Non-Independent Non-Executive Director  
(Appointed on 2 October 2018)

### Robert Tan Bun Poo

Independent Non-Executive Director

### Dr. Saman @ Saimy Ismail

Independent Non-Executive Director

### Elakumari Kantilal

Non-Independent Non-Executive Director

### Juniwati Rahmat Hussin

Independent Non-Executive Director

### Dato' George Stewart LaBrooy

Independent Non-Executive Director

### Emily Kok

Independent Non-Executive Director  
(Appointed on 30 March 2018)

### Rowina Ghazali Seth

Independent Non-Executive Director  
(Appointed on 1 August 2018)

### Dato' Izzaddin Idris

Non-Independent Non-Executive Director  
(Resigned on 2 October 2018)

### Shahazwan Harris

Alternate Director to  
Dato' Noorazman Abd Aziz  
Non-Independent Non-Executive Director  
(Appointed on 22 October 2018 and  
resigned on 28 February 2019)

## AUDIT AND RISK COMMITTEE

### Robert Tan Bun Poo

Chairman

### Elakumari Kantilal

Member

### Emily Kok

Member  
(Appointed on 1 June 2018)

### Dr. Saman @ Saimy Ismail

Member  
(Resigned on 1 June 2018)

## NOMINATION AND REMUNERATION COMMITTEE

### Juniwati Rahmat Hussin

Chairman

### Dato' Noorazman Abd Aziz

Member  
(Appointed on 2 October 2018)

### Dr. Saman @ Saimy Ismail

Member

### Rowina Ghazali Seth

Member  
(Appointed on 1 August 2018)

### Dato' Izzaddin Idris

Member  
(Resigned on 2 October 2018)

## BOARD TENDER COMMITTEE

### Elakumari Kantilal

Chairman

### Dato' George Stewart LaBrooy

Member

### Emily Kok

Member

## COMPANY SECRETARY

### Chiew Siew Yuen

(MAICSA 7063781)

## REGISTERED OFFICE

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

## AUDITORS

### ERNST & YOUNG (AF: 0039)

Chartered Accountants  
Level 23A Menara Milenium  
Jalan Damanlela  
Pusat Bandar Damansara  
50490 Kuala Lumpur

## SHARE REGISTRAR

### BOARDROOM SHARE REGISTRARS SDN BHD (formerly known as Symphony Share Registrars Sdn Bhd)

Level 6, Symphony House  
Pusat Dagangan Dana 1  
Jalan PJU 1A/46  
47301 Petaling Jaya  
Selangor Darul Ehsan  
Tel : +603 7849 0777 (Helpdesk)  
Fax : +603 7841 8151/8152

## PRINCIPAL BANKERS

Ambank Berhad  
CIMB Bank Berhad  
HSBC Amanah Malaysia Berhad  
Malayan Banking Berhad  
Public Bank Berhad  
RHB Bank Berhad

## PRINCIPAL SOLICITORS

Adnan Sundra & Low  
Mohanadass Partnership  
Messrs Rahman Rohaida  
Wiyono Partnership

## STOCK EXCHANGE LISTING

### Main Market of Bursa Malaysia Securities Berhad

Stock Name/Code : EDGENTA/1368  
Stock Sector : Industrial Products  
& Services

# BOARD OF DIRECTORS

as at 2 April 2019

## NATIONALITY

100%

■ Malaysian

## BOARD COMPOSITION

60% 40%

■ Independent Directors  
■ Non-Independent Directors

## GENDER DIVERSITY

60% 40%

■ Male  
■ Female

## ETHNICITY

6 2 2

■ Malay  
■ Chinese  
■ Others



From left to right (standing):

Rowina Ghazali Seth • Dato' Azmir Merican

From left to right (seated):

Robert Tan Bun Poo • Juniwati Rahmat Hussin • Dato' Noorazman Abd Aziz



From left to right (standing):

Amir Hamzah Azizan • Elakumari Kantilal • Dr. Saman @ Saimy Ismail • Dato' George Stewart LaBrooy • Emily Kok

## BOARD OF DIRECTORS' PROFILE



### AMIR HAMZAH AZIZAN

Chairman

Non-Independent Non-Executive Director

Appointed on 1 July 2016

|             |           |
|-------------|-----------|
| Gender      | Male      |
| Age         | 52        |
| Nationality | Malaysian |

**Amir Hamzah** holds a Bachelor of Science Degree in Management (majoring in Finance and Economics) from Syracuse University, New York. He has also attended the Stanford Executive Programme at Stanford University, United States of America and the Corporate Finance Evening Programme at the London Business School, United Kingdom.

He was appointed to the Board on 1 July 2016 as Independent Non-Executive Director and was appointed as Deputy Chairman of the Board of UEM Edgenta on 13 July 2016. Subsequently, he was re-designated as Chairman of the Board on 29 August 2016 and as Non-Independent Non-Executive Chairman on 1 December 2017.

He has 29 years of industry and international experience and extensive knowledge of the oil and gas industry, and marine logistics sector. Apart from that, he has in-depth experience of leading stock-market listed companies, with a strong track record of creating shareholder value through integrating operations and accelerating earnings growth by expanding into new markets and increasing market share.

He started his career within the Shell Group of Companies for 10 years, serving in various capacities, including as Head of Financial Services and Manager, Planning & Support at Sarawak Shell Berhad, Corporate Finance Executive at Shell Malaysia Limited,

Marketing Credit Accountant at Shell Singapore Pte Ltd, Internal Auditor at Shell Eastern Petroleum Pte Ltd, and Senior Treasury Advisory at Shell International Ltd, London.

In the year 2000, he joined MISC Berhad as the Group's General Manager, Corporate Planning Services. Subsequently in 2004, he was the Regional Business Director (Europe, America, Africa and FSU) of MISC Berhad in London, United Kingdom before being appointed President/CEO, AET Tanker Holdings Sdn Bhd on 1 April 2005. He was promoted to become the President/CEO of MISC Berhad on 1 January 2009 and served until 14 June 2010. He was subsequently made the MD/CEO of Petronas Dagangan Berhad from 15 June 2010 until 31 August 2012, when he became the Group MD/CEO of Petronas Lubricants International. At the same time, he was also the Vice President Downstream Marketing from 1 March 2011 until 1 July 2013, when he became the Vice President Lubricants for Petroliaam Nasional Berhad. In March 2016, he became Managing Director of Icon Offshore Berhad. On 1 December 2017, he joined Khazanah Nasional Berhad's unit Themed Attractions Resorts & Hotel Sdn Bhd as Group CEO.

He was appointed as President/CEO and Executive Director of Tenaga Nasional Berhad on 2 April 2019.

He attended all the seven Board meetings held during the financial year ended 31 December 2018.

### DATO' AZMIR MERICAN

Managing Director/Chief Executive Officer



**Dato' Azmir Merican** holds a Bachelor's Degree in Business Administration (Finance) from Haworth College of Business, Western Michigan University, United States of America.

He was appointed to the Board on 4 December 2012 as Non-Independent Non-Executive Director and was re-designated as Executive Director on 1 February 2014. Subsequently, he was appointed as the Managing Director/Chief Executive Officer on 1 August 2014.

He started his career as an investment analyst and later worked as a manager in the financial advisory arm of PricewaterhouseCoopers. His corporate advisory experiences include dealings with corporations, multinational and institutions involved in construction and engineering, real estate development, plantations, manufacturing, oil and gas, venture capital, fund management and stockbroking.

While at CIMB Investment Bank Berhad, he was part of the team that established the bank's private equity business and was involved in various aspects of its operations including fund structuring and fund raising, investment evaluation and structuring, monitoring and execution of divestment plans.

He was the Group Chief Executive Officer/Managing Director of AWC Berhad where he led the successful restructuring and transformation of the company into a leading provider of engineering services and solutions and integrated facilities management in Malaysia, Singapore and the Middle East.

He joined UEM Group Berhad as the Group Chief Operating Officer, Business Units in October 2012 and brought along with him a wealth of cross functional experience from his background in financial advisory and as a business operator.

His current directorships in companies within the UEM Edgenta Group includes Edgenta PROPEL Berhad, Opus Group Berhad and subsidiaries operating in Singapore, Indonesia, India and the United Arab Emirates.

He attended all the seven Board meetings held during the financial year ended 31 December 2018.

|                    |                  |
|--------------------|------------------|
| <b>Gender</b>      | <b>Male</b>      |
| <b>Age</b>         | <b>48</b>        |
| <b>Nationality</b> | <b>Malaysian</b> |



## BOARD OF DIRECTORS' PROFILE



### DATO' NOORAZMAN ABD AZIZ

Non-Independent Non-Executive Director

Appointed on 2 October 2018

Member of Nomination and Remuneration Committee

**Dato' Noorazman Abd Aziz** is a practising member of the Association of Chartered Islamic Finance Professionals (ACIFP). He holds a Bachelor of Science (Finance) Degree from Louisiana State University, USA.

He is currently the Chairman of the Board of UEM Group Berhad, the holding company of UEM Edgenta. He is also a Director of UEM Sunrise Berhad, PLUS Malaysia Berhad, Projek Lebuh raya Usahasama Berhad and PT Lintas Marga Sedaya in Indonesia.

He is also the Chairman of Yayasan UEM, the non-profit foundation that undertakes all of UEM Group's Corporate Social Responsibilities and philanthropic initiatives.

Dato' Noorazman has vast experience in international finance, banking and financial markets including treasury and capital markets.

Dato' Noorazman joined Khazanah Nasional Berhad as Executive Director, Investments in May 2010 after having spent 2½ years as Managing Director of Fajr Capital Ltd, a Khazanah investee company. Prior to this, he had exposures in international banking and finance through stints at Citigroup, Bank Islam Malaysia Berhad, Kuala Lumpur Stock Exchange and Labuan Offshore Financial Services Authority (LOFSA).

Dato' Noorazman is also a Board member of Riyadh-based Jadwa Investment Company.

There was one Board meeting held since his appointment for the financial year ended 31 December 2018, which he has attended.

Gender

Male

Age

63

Nationality

Malaysian

### ROBERT TAN BUN POO

Independent Non-Executive Director  
Appointed on 9 May 2013  
Chairman of Audit and Risk Committee



**Robert Tan** graduated with a Bachelor of Commerce from University of Newcastle, Australia in 1973 and obtained his Chartered Accountancy from the Institute of Chartered Accountants, Australia in 1976. He is a member of the Malaysian Institute of Accountants, Malaysian Institute of Certified Public Accountants (MICPA), Malaysian Institute of Taxation and a Fellow of the Institute of Chartered Accountants in Australia.

Robert Tan is currently in accounting practice providing auditing, due diligence, liquidation, advisory and other related services. He was a Senior Partner with Deloitte and has more than 40 years of audit experience in serving both private and public companies, locally and internationally, in industries which included banking, insurance, construction and property development, manufacturing and engineering.

He was also involved in leading assignments related to outsourced internal audits and risk management services, initial public offerings, corporate restructuring, mergers and acquisitions, and financial due diligence.

He was a council member of MICPA and served as a member in the Accounting and Auditing Technical Committee, Financial Statements Review Committee and Investigation Committee of MICPA. He currently serves as a Board member of the Auditing & Assurance Standards Board, Malaysian Institute of Accountants.

Robert Tan also sits on the Board of QL Resources Berhad, RCE Capital Berhad, Amcorp Properties Berhad, AmMetLife Takaful Berhad and AmInvestment Bank Berhad.

He attended all the seven Board meetings held during the financial year ended 31 December 2018.

|                    |           |
|--------------------|-----------|
| <b>Gender</b>      | Male      |
| <b>Age</b>         | 68        |
| <b>Nationality</b> | Malaysian |

## BOARD OF DIRECTORS' PROFILE



### DR. SAMAN @ SAIMY ISMAIL

Independent Non-Executive Director

Appointed on 9 May 2013

Member of Nomination and Remuneration Committee

**Dr. Saimy** holds a Masters of Public Health, University of California Berkeley, United States of America and Bachelor of Medicine and Surgery from University of Malaya.

Dr. Saimy had served with the Ministry of Health of Malaysia for more than 25 years. Between 1974 and 2001, he held various clinical and senior management positions in both health and hospital establishments around the country with the last position as the Director of Medical and Health Services Sabah. The main responsibilities involved planning and operations of services, including the construction of hospitals and clinics.

He held the position as the specialist in the Health Policy & Management Unit, Department of Social & Preventive Medicine, Faculty of Medicine, University of Malaya. He lectured and did research in areas of Human Resource in health, management of health services, quality assurance and disaster management.

He is also the Chairman of Edgenta Mediserve Sdn Bhd and Edgenta Healthtronics Sdn Bhd.

He attended six out of the seven Board meetings held during the financial year ended 31 December 2018.

Gender

Male

Age

72

Nationality

Malaysian

### ELAKUMARI KANTILAL

Non-Independent Non-Executive Director  
Appointed on 22 October 2001  
Chairman of Board Tender Committee  
Member of Audit and Risk Committee



**Elakumari** holds a Master of Science in Finance and Accounting from University of East Anglia, United Kingdom and a Bachelor of Accounting from Universiti Kebangsaan Malaysia. Besides her executive education in IMD Switzerland, she has also attended the Harvard's Premier Business Management Programme. She is a member of the Malaysian Institute of Accountants.

She started her career in the Government sector in 1981 and held various positions within the sector, namely in the Accountant General's Office, Ministry of Agriculture and Ministry of Finance ("MOF"). During her stint in MOF, she was involved in the monitoring and restructuring of companies, including debts of non performing companies held by MOF (Inc).

She was actively involved in the establishment of Khazanah Nasional Berhad ("Khazanah") whilst in the MOF. She was in Khazanah since its establishment in 1994, moving from the position of Senior Manager to Director in the Investment Division from 2004 until 2017. During her tenure in Khazanah, she undertook investments, divestments, corporate and strategy restructuring and reorganisation, monitoring and management for value creation of companies in the property, telecommunication, infrastructure and services sectors.

Elakumari also sits on the Board of TIME dotCom Berhad and Danajamin Nasional Berhad.

She attended all the seven Board meetings held during the financial year ended 31 December 2018.

|             |           |
|-------------|-----------|
| Gender      | Female    |
| Age         | 62        |
| Nationality | Malaysian |

## BOARD OF DIRECTORS' PROFILE



### JUNIWATI RAHMAT HUSSIN

Independent Non-Executive Director

Appointed on 1 October 2017

Chairman of Nomination and Remuneration Committee

**Juniwati** holds a Bachelor of Science in Chemistry from University of Kent, Canterbury, United Kingdom. She had attended the INSEAD Senior Management Development Program in 2004 and Advanced Management Program in 2007. She also holds a Certificate in International Management from GE and attended the HENLEY Business School Advanced Management Program in United Kingdom.

Juniwati started her career in 1981 as a Chemist and had served 35 years in several positions at PETRONAS Group including Vice President & Venture Director of the Pengerang Integrated Complex, Vice President of Human Resource Management and Vice President of Education Division.

Throughout her career, she has gained a wide range of hands-on experience in Refinery Operations, Project Management, Corporate Planning, Human Resource and Marketing & Trading.

At PETRONAS, she sat on the Board as chairman or member of several subsidiaries, both Core and Non-Core Business. She was also an Exco member of the Johor Petroleum Development Corporation.

She is currently a Director of Tenaga Nasional Berhad. She is also a member of Advisory Council for Yayasan Peneraju Pendidikan Bumiputera.

She attended six out of the seven Board meetings held during the financial year ended 31 December 2018.

Gender

Female

Age

60

Nationality

Malaysian

## DATO' GEORGE STEWART LABROOY

Independent Non-Executive Director  
Appointed on 1 December 2017  
Member of Board Tender Committee



**Dato' Stewart** is a Member of the Institute of Engineers, Malaysia. He holds a Bachelor of Engineering (Hons) and Post Graduate Diploma in Business Studies from the University of Sheffield in United Kingdom.

Dato' Stewart was the Chief Executive Officer and Executive Director of Axis REIT Managers Bhd until December 2015. Axis REIT was the first Shariah compliant listed Industrial REIT in the world and the first REIT to be listed on Bursa Malaysia in August 2005. During that time, he worked to establish REITs as an important component of the capital markets in Malaysia. He spearheaded the formation of the Malaysian REIT Managers Association where he served as its Chairman for 5 years and is currently serving as its Hon Secretary. He is also a Board Member of the Asia Pacific Real Estate Association (APREA).

He has over 43 years of experience in industrial design, manufacturing, operations management, property development, REIT and Funds management. He is a prominent speaker on the subject of real estate investment trusts and has presented numerous papers at conferences globally.

He currently serves as Executive Chairman of Area Management Sdn Bhd, the manager of the AREA Industrial Development Fund 1 which develops high grade industrial projects and estates in Malaysia.

He was also instrumental in the establishment of Alpha REIT, Malaysia's first unlisted Islamic REIT focused on Education assets, where he serves as Chairman of Alpha REIT Managers Sdn Bhd, the manager of Alpha REIT.

He attended all the seven Board meetings held during the financial year ended 31 December 2018.

|                    |                  |
|--------------------|------------------|
| <b>Gender</b>      | <b>Male</b>      |
| <b>Age</b>         | <b>68</b>        |
| <b>Nationality</b> | <b>Malaysian</b> |

## BOARD OF DIRECTORS' PROFILE

**EMILY KOK**

Independent Non-Executive Director  
Appointed on 30 March 2018  
Member of Audit and Risk Committee  
Member of Board Tender Committee

**Emily Kok** holds a Master in Entrepreneurial Studies & Enterprise Innovation from Swinburne University of Technology, Australia and Bachelor of Science (Hons) in Mathematical and Information Sciences from La Trobe University, Australia.

Emily comes from a diverse background of venture capital, private equity, management and entrepreneurship. She has co-founded several businesses. Among these are Rentwise Sdn Bhd, Malaysia's only homegrown, privately held independent lessor specialising in operating leases of IT equipment to the corporate sector. She was CEO and Chairman, 2006 to 2011. Other businesses Emily has co-founded are in the IT, financial services and FMCG space.

Emily has more than 12 years in direct investment, a significant part of that with 3i Group plc as Vice President for the Asia Pacific region, 1998 to 2003, where she was part of the pioneering

team establishing 3i's investment presence in Asia. Her portfolio ranged from new technology to brick and mortar in both b2b and b2c verticals.

She was on the Board of eALCadvisors, an Asian regional company in digital lead generation for the financial services sector; Egraphon Technologies, a Singapore application development company designing interactive Front-End Sales processes for the financial and medical industries; and The Company of Extraordinary, a Singapore foodbased company with import/export activities and a café.

Currently, Emily is on the Board of Governors of ICAN College, a health sciences and business college in Kuala Lumpur.

There were five Board meetings held since her appointment for the financial year ended 31 December 2018, in which she has attended.

|             |           |
|-------------|-----------|
| Gender      | Female    |
| Age         | 52        |
| Nationality | Malaysian |

## ROWINA GHAZALI SETH

Independent Non-Executive Director  
Appointed on 1 August 2018

Member of Nomination and Remuneration Committee

**Rowina** graduated with a Bachelor of Science Degree in Computer Science from Northern Illinois University, United States.

She began her career at SHELL in the Information Technology Division in 1985, then assumed various local and global positions in SHELL's upstream, downstream and business operations. She rose to senior positions, including as SHELL Malaysia's General Manager Corporate Affairs and Director of SHELL Business Services Sdn Bhd.

Her last position was Director, Government Affairs at SHELL Malaysia, building the function from inception and pioneering the lead role.

As a senior member of SHELL's management, she has more than 30 years experience in the Oil & Gas industry, in all aspects of strategic government relations, external and reputation management.

Rowina also sits on the Boards of Veleso Energy Berhad (formerly known as UMW Oil & Gas Corporation Berhad) and Hong Leong Islamic Bank Berhad.

There were two Board meetings held since her appointment for the financial year ended 31 December 2018, in which she has attended.



|             |           |
|-------------|-----------|
| Gender      | Female    |
| Age         | 57        |
| Nationality | Malaysian |

### Notes:

**1. Family Relationship with Director and/or Major Shareholder**

None of the Directors have any family relationship with any other Director and/or major shareholder of UEM Edgenta.

**2. Conflict of Interest**

None of the Directors have any conflict of interest with UEM Edgenta.

**3. Conviction of Offences**

None of the Directors have been convicted for offences within the past 5 years other than traffic offences, if any.

**4. Public Sanction/Penalty**

None of the Directors have any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2018.



## KEY SENIOR MANAGEMENT'S PROFILE

**DATO' AZMIR MERICAN**

Managing Director/Chief Executive Officer,  
UEM Edgenta Berhad

| Nationality | Age | Gender | Ethnicity | Date of Appointment |
|-------------|-----|--------|-----------|---------------------|
| Malaysian   | 48  | Male   | Malay     | 1 August 2014       |

Please refer to his profile in the Board of Directors' Profile on page 43

**GRAEME WALWYN**

Chief Operating Officer,  
UEM Edgenta Berhad

| Nationality | Age | Gender | Ethnicity | Date of Appointment |
|-------------|-----|--------|-----------|---------------------|
| British     | 51  | Male   | English   | 2 October 2017      |

**Academic/Professional Qualifications**

- Six Sigma Black Belt, Motorola University, Malaysia, 2008
- NVQ Level 5 in Operational Management, Oxford, Cambridge and RSA Examinations, United Kingdom, 1998
- B.A. Degree in Business Studies, Staffordshire University, United Kingdom, 1992
- H.N.C. Electrical/Electronic Engineering, Staffordshire University, United Kingdom, 1988

**Present Directorship(s) in Listed Entity/Other Public Companies**

Nil

**Working Experiences:**

- Since 2 October 2017: Chief Operating Officer, UEM Edgenta Berhad
- September 2010 – September 2017: Director, Global Manufacturing and Engineering Processes, Quicksilver Management Services Ltd., Kuala Lumpur, Malaysia
- April 2005 – September 2010: Global Director of Continuous Improvement and Engineering Technology, Ansell Ltd., Shah Alam, Malaysia
- October 2000 – April 2005: Asian Operations Manager, Linatex Ltd., Kuala Lumpur, Malaysia
- January 2000 – October 2000: European Operations Manager, Linatex Ltd., Hampshire, United Kingdom
- June 1997 – December 1999: Production Manager, Country Seat Ltd., Shropshire, United Kingdom
- March 1995 – June 1997: Production Cell Manager, Fairey Industrial Ceramics Ltd., Staffordshire, United Kingdom
- September 1984 – March 1995: Various Engineering & Manufacturing Roles, Michelin Tyres Plc., Staffordshire, United Kingdom

**MUHAMMAD NOOR BIN ABD AZIZ @ HASHIM**

Chief Financial Officer,  
UEM Edgenta Berhad

| Nationality | Age | Gender | Ethnicity | Date of Appointment |
|-------------|-----|--------|-----------|---------------------|
| Malaysian   | 46  | Male   | Malay     | 21 August 2017      |

**Academic/Professional Qualifications**

- Bachelor of Finance and Accounting (Hons) – University of Salford, United Kingdom
- Chartered Management Accountant with the Chartered Institute of Management Accountant, United Kingdom

**Present Directorship(s) in Listed Entity/Other Public Companies**

Edgenta PROPEL Berhad  
Opus Group Berhad  
Pengurusan Lantias Berhad

**Working Experiences:**

- Since 21 August 2017: Chief Financial Officer, UEM Edgenta Berhad
- August 2015 – August 2017: Group Chief Financial Officer, POS Malaysia Berhad
- July 2013 – July 2015: Factory Operations Controller, Nestle Manufacturing (M) Sdn Bhd
- June 2012 – June 2013: Regional Business Unit Controller – Africa & Middle East, Wyeth Nutrition, Nestle Middle East FZE, Dubai, United Arab Emirates
- March 2009 – June 2012: Regional Cash and Corporate Finance Manager – Asia Pacific, Nestle Treasury Centre, Singapore
- November 2000 – February 2009: Management Accounting Manager, Nestle Products Sdn Bhd

**MOHD SHAHAZWAN MOHD HARRIS**

Chief Strategy & Transformation Officer,  
UEM Edgenta Berhad

| Nationality | Age | Gender | Ethnicity | Date of Appointment |
|-------------|-----|--------|-----------|---------------------|
| Malaysian   | 47  | Male   | Malay     | 1 March 2019        |

**Academic/Professional Qualifications**

- Sloan Fellows Master of Business Administration in Leadership and Innovation, Massachusetts Institute of Technology, Cambridge MA, United States of America
- Master of Science in Advanced Mechanical Engineering, Imperial College of Science, Technology and Medicine, London, United Kingdom
- Bachelor of Engineering Degree in Mechanical Engineering, University of Warwick, Coventry, United Kingdom

| Present Directorship(s) in Listed Entity/Other Public Companies |  |
|-----------------------------------------------------------------|--|
| UMW Holdings Berhad, Malaysia                                   |  |

**Working Experiences:**

- March 2019 – present: Chief Strategy & Transformation Officer, UEM Edgenta Berhad, Malaysia
- July 2016 – February 2019: Senior Advisor, Bain & Company, Malaysia and South-East Asia
- March 2017 – September 2018: Corporate Advisor, Temasek International, Singapore
- January 2005 – April 2016: Last Position – Executive Director, Investments, Khazanah Nasional Berhad, Malaysia
- 2003 – 2005: Consultant and Energy Analyst, The Boston Consulting Group, South-East Asia
- 2000 – 2003: Consultant, PA Consulting Group, KL, Malaysia and Jakarta, Indonesia
- 1996 – 2000: Senior Executive, Tenaga Nasional Berhad, Malaysia

**AHMAD ZAMRI SAID**

Head, Healthcare Support (Concession),  
Managing Director,  
Edgenta Mediserve Sdn Bhd

| Nationality | Age | Gender | Ethnicity | Date of Appointment |
|-------------|-----|--------|-----------|---------------------|
| Malaysian   | 57  | Male   | Malay     | 1 October 2016      |

**Academic/Professional Qualification**

- Bachelor of Science in Electrical Science & System Engineering

| Present Directorship(s) in Listed Entity/Other Public Companies |     |
|-----------------------------------------------------------------|-----|
|                                                                 | Nil |

**Working Experiences:**

- Since 1 October 2016: Head of Healthcare Support (Concession) and Managing Director, Edgenta Mediserve Sdn Bhd
- October 2014 – September 2016: Chief Operating Officer, Edgenta Mediserve Sdn Bhd
- 2010 – 2011: Operations Director for Faber LLC - Electromechanical Services at Sheikh Khalifa Medical City, Abu Dhabi, United Arab Emirates
- 1997 – 2005: Held various positions in Faber Medi-Serve Sdn Bhd (now known as Edgenta Mediserve Sdn Bhd) and was promoted as Chief Operating Officer
- 1985 – 1996: Hospital Engineer in Ministry of Health, Malaysia

**LOW CHEE YEN**

Head, Healthcare Support (Commercial),  
Chief Executive Officer,  
UEMS Pte Ltd

| Nationality | Age | Gender | Ethnicity | Date of Appointment |
|-------------|-----|--------|-----------|---------------------|
| Malaysian   | 39  | Female | Chinese   | 1 February 2019     |

**Academic/Professional Qualifications**

- Chartered Financial Analyst (CFA), 2007
- Bachelor of Economics (Economics and Finance), Distinction, RMIT University, Australia (2000)

| Present Directorship(s) in Listed Entity/Other Public Companies |     |
|-----------------------------------------------------------------|-----|
|                                                                 | Nil |

**Working Experiences:**

- February 2019: Head, Healthcare Support (Commercial), UEM Edgenta Berhad; CEO, UEMS Pte Ltd
- August 2018 – January 2019: CEO (Designate), UEMS Pte Ltd
- September 2014 – November 2018: Head of Corporate Development, Planning and Strategy, UEM Edgenta Berhad
- June 2013 – September 2014: General Manager, Group Chief Operating Officer's Office, UEM Group Berhad
- 2005 – 2013: Associate Director, Group Strategy and Strategic Investment (Private Equity), CIMB Group Holdings Berhad
- 2001 – 2005: Senior Associate, KPMG Advisory Services, Malaysia

## KEY SENIOR MANAGEMENT'S PROFILE

**ALASTAIR MCCRACKEN**

Head, Property & Facility Solutions,  
UEM Edgenta Berhad

| Nationality | Age | Gender | Ethnicity | Date of Appointment |
|-------------|-----|--------|-----------|---------------------|
| Australian  | 58  | Male   | Others    | 1 January 2017      |

**Academic/Professional Qualifications**

- 25 years in International Hotel, Resort and Residential Management and 15 years as Chief Executive Officer (CEO) in International Property Services companies serving 12 countries
- Member of Community Association Institute

**Present Directorship(s) in Listed Entity/Other Public Companies**

Nil

**Working Experiences:**

- Since 1 January 2017: Head, Property & Facility Solutions, UEM Edgenta Berhad
- January 2016: Head, Township Management Services, UEM Edgenta Berhad
- 2015 – 2016: CEO, Operon Middle East LLC
- 2008 – 2015: CEO, PRDnationwide Property Services LLC, Dubai and CEO, Novus Community Management, Dubai
- 1998 – 2008: Director, Interpacific Resorts Pty Ltd

**CHIN CHI HAW**

Head, Infrastructure Services,  
Executive Director,  
Edgenta PROPEL Berhad

| Nationality | Age | Gender | Ethnicity | Date of Appointment |
|-------------|-----|--------|-----------|---------------------|
| Malaysian   | 60  | Male   | Chinese   | 3 January 2017      |

**Academic/Professional Qualifications**

- Master of Science (Engineering), University of Melbourne in 1984
- Bachelor of Engineering, University of Melbourne in 1980

**Present Directorship(s) in Listed Entity/Other Public Companies**

Edgenta PROPEL Berhad

**Working Experiences:**

- Since January 2017: Head of Infrastructure Services and Executive Director, Edgenta PROPEL Berhad
- 1988 – 2016: Various positions in Opus International (M) Berhad and involved in key iconic projects i.e. North-South Expressway, Kuala Lumpur International Airport and National Sports Complex. Promoted as Group General Manager in 2003 overseeing Group Business Development, Asset Management and Engineering Division
- 1983 – 1988: Foundation/Civil/Geotechnical Engineer, Tahir Wong Sdn Bhd
- 1978-1979: Graduate Engineer, Kinhill Rofe Pty Ltd (Australia)

**IR. DR. TONY CHAN**

Chief Operating Officer,  
Opus International (M) Berhad

| Nationality | Age | Gender | Ethnicity | Date of Appointment |
|-------------|-----|--------|-----------|---------------------|
| Malaysian   | 44  | Male   | Chinese   | 2 May 2018          |

**Academic/Professional Qualifications**

- Doctor of Philosophy (PhD) in Water & Environmental Engineering, Loughborough University, United Kingdom
- Bachelor of Engineering (First Class Honours), Civil Engineering, Loughborough University, United Kingdom
- Practising Professional Engineer (Ir.) registered with Board of Engineers Malaysia (BEM)
- Corporate Member of Institution of Engineers Malaysia (M.I.E.M)
- Chartered Member of Institution of Civil Engineers, United Kingdom (CEng)
- Member of Institution of Civil Engineers (MICE) UK, and ICE Representative of Malaysia
- Certified Asia Leaders Programme in Infrastructure Excellence (ALPINE), SMU, Singapore
- Qualified United Nations Dialogue Facilitator
- Certified Person for Project Risks & Construction Safety under Construction Skills Certification Scheme (CSCS), United Kingdom

**Present Directorship(s) in Listed Entity/Other Public Companies**

Opus International (M) Berhad  
Pengurusan Lintas Berhad

**Working Experiences:**

- 2015 – 2018: Group General Manager, Engineering & Technical, MMC Corporation Berhad
- 2013 – 2015: Country Head & Business Strategy, Atkins, Singapore
- 2012 – 2013: Regional Head of Water Sector, Atkins, South East Asia
- 2010 – 2012: Regional Business Manager, Water Infrastructure, Mott MacDonald, SE Asia
- 2007 – 2010: Technical Specialist, Millennium Development Goal Programme - Egypt, World Bank and KfW
- 2007: International Development Consultant, Mott MacDonald Group, United Kingdom
- 2003 – 2006: Flood Risk Management Consultant, Atkins Ltd, United Kingdom
- 2000 – 2003: Urban & Infrastructure Consultant, SSP Consulting, Malaysia
- 1998 – 2000: Assistant Professor, Loughborough University, United Kingdom



**MOHD RAZIF MOHD YUSOFF**

Head, Operational Excellence and Health, Safety, Security & Environment (HSSE), UEM Edgenta Berhad

| Nationality | Age | Gender | Ethnicity | Date of Appointment |
|-------------|-----|--------|-----------|---------------------|
| Malaysian   | 52  | Male   | Malay     | 16 October 2017     |

**Academic/Professional Qualification**

- Bachelor of Engineering (Mechanical Engineering), Wollongong University Australia, 1991

| Present Directorship(s) in Listed Entity/Other Public Companies |     |
|-----------------------------------------------------------------|-----|
|                                                                 | Nil |

**Working Experiences:**

- Since 16 October 2017: Head, Operational Excellence & HSSE, UEM Edgenta Berhad
- March 2013 – August 2017: Global Safety Manager, Shell Global Solution International BV, Netherlands
- July 2012 – December 2012: General Manager, Shell Pakistan Limited, Karachi
- September 2017 – July 2012: Manager Health, Safety, Security and Environment – East Region, Shell
- September 1991 – July 2012: Various roles in Shell in commercial, engineering project, engineering maintenance, Learning Manager and HSSE



**SHARIMAN YUSUF MOHAMED ZAIN**

Head, Client Solutions, UEM Edgenta Berhad

| Nationality | Age | Gender | Ethnicity | Date of Appointment |
|-------------|-----|--------|-----------|---------------------|
| Malaysian   | 43  | Male   | Malay     | 2 January 2019      |

**Academic/Professional Qualification**

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

| Present Directorship(s) in Listed Entity/Other Public Companies |     |
|-----------------------------------------------------------------|-----|
|                                                                 | Nil |

**Working Experiences:**

- 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 Services Executive in the Retail Business Unit, Shell Malaysia Trading Sdn Bhd, Malaysia



**CHAN KHENG CHUAN**

Head, Risk Management & Compliance, UEM Edgenta Berhad

| Nationality | Age | Gender | Ethnicity | Date of Appointment |
|-------------|-----|--------|-----------|---------------------|
| Malaysian   | 39  | Male   | Chinese   | 2 March 2015        |

**Academic/Professional Qualifications**

- Bachelor of Business (Accounting and IT), University of Technology Sydney, Australia
- Chartered Accountant (C.A. (M)) with the Malaysian Institute of Accountants (MIA)
- Certified Practising Accountant (CPA) with CPA Australia
- Certified Business Continuity Professional (CBCP) with DRI International, USA
- Certificate in Risk Management with Governance Institute of Australia
- Associate member (Institute of Internal Auditors Malaysia)

| Present Directorship(s) in Listed Entity/Other Public Companies |     |
|-----------------------------------------------------------------|-----|
|                                                                 | Nil |

**Working Experiences:**

- 2013 – 2015: Senior Manager, Group Risk Management, Kumpulan Perangsang Selangor Berhad
- 2011 – 2013: Manager, Group Risk Management, Axiata Group Berhad
- 2006 – 2011: Assistant Manager, Deloitte Enterprise Risk Services Malaysia



**CHIEW SIEW YUEN**

Head, Secretarial, UEM Edgenta Berhad

| Nationality | Age | Gender | Ethnicity | Date of Appointment |
|-------------|-----|--------|-----------|---------------------|
| Malaysian   | 39  | Female | Chinese   | 23 July 2014        |

**Academic/Professional Qualification**

- Associate member of the Malaysian Institute of Chartered Secretaries and Administrators

| Present Directorship(s) in Listed Entity/Other Public Companies |     |
|-----------------------------------------------------------------|-----|
|                                                                 | Nil |

**Working Experiences:**

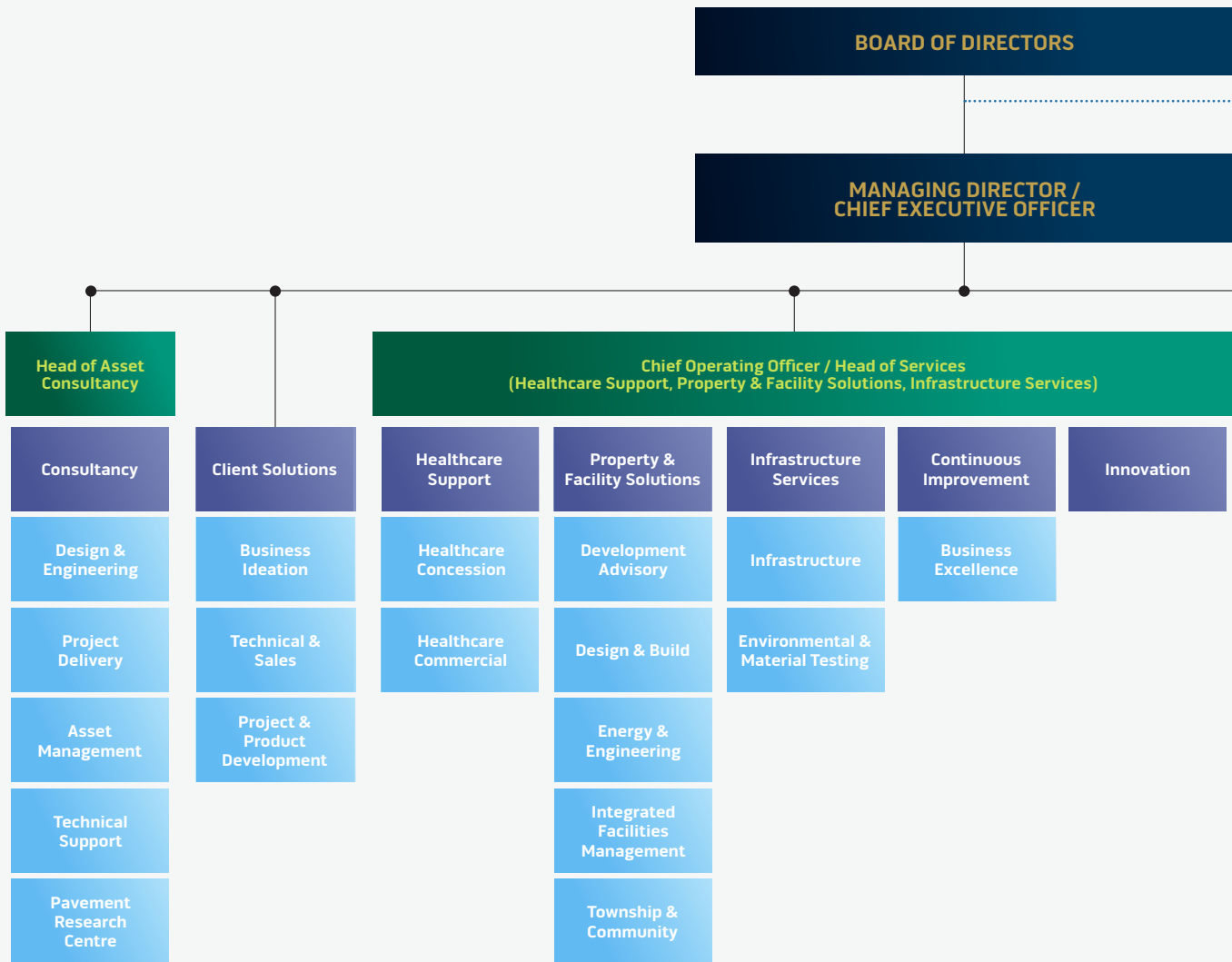
- 2006 – June 2014: Assistant Vice President, Group Company Secretarial, CIMB Investment Bank Berhad

**DECLARATION**

- Family Relationship with Director and/or Major Shareholder**  
None of the Key Senior Management has any family relationship with any Director and/or major shareholder of UEM Edgenta Berhad
- Conflict of Interest**  
None of the Key Senior Management has any conflict of interest with UEM Edgenta Berhad
- Conviction of Offences**  
None of the Key Senior Management has been convicted for offences within the past five years other than traffic offences, if any
- Public Sanction/Penalty**  
None of the Key Senior Management has any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2018

# ORGANISATION STRUCTURE

as at 2 April 2019

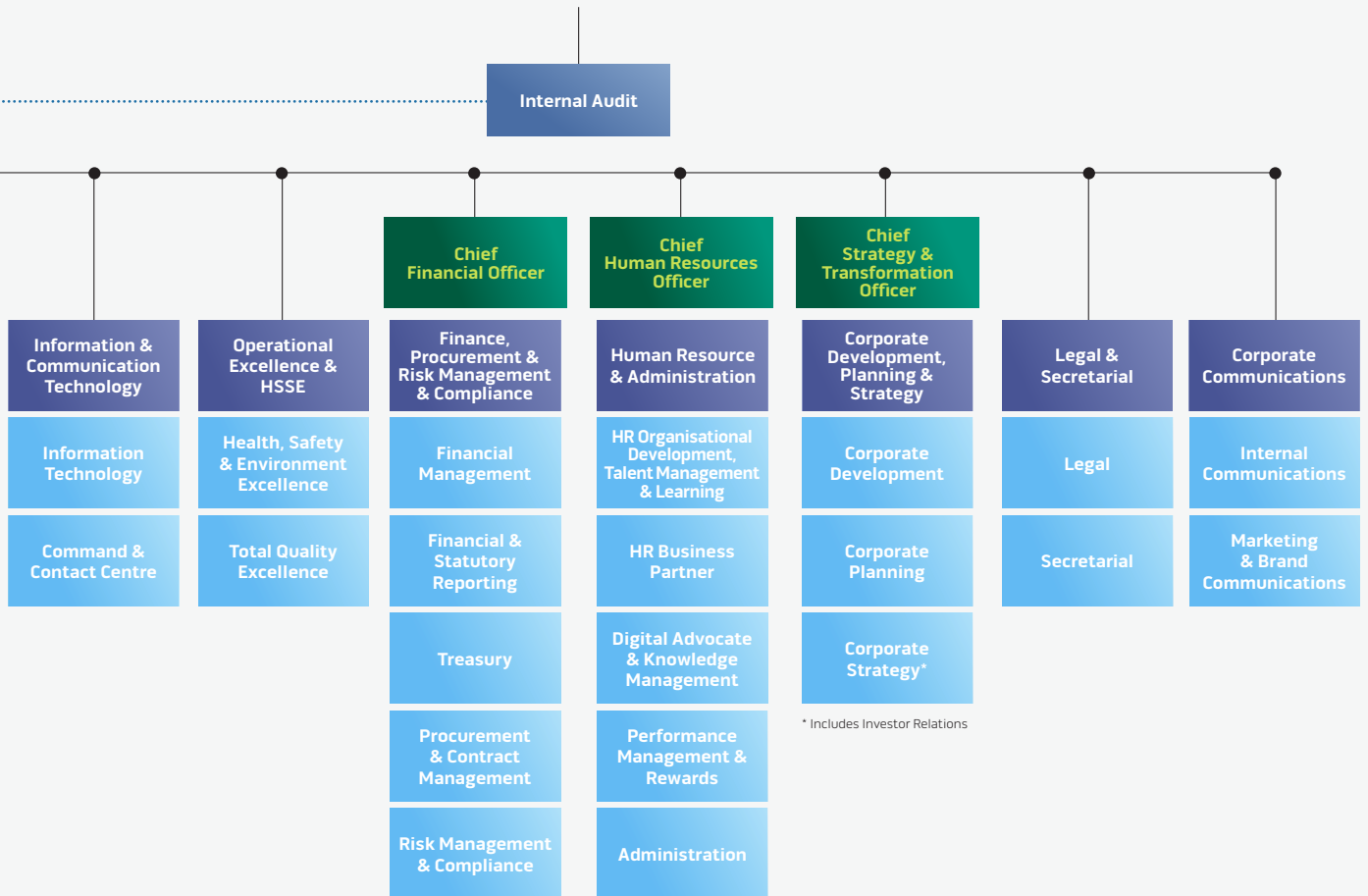


← ..... LINE OF BUSINESS ..... →

|                                                                                                                                                                             |                                                                                                                                     |                                                                                        |                                                                                                       |                                                                                                                                |                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>NUMBER OF EMPLOYEES</b><br/><b>18,572</b></p> <p><b>TOTAL STAFF BY EMPLOYMENT STATUS</b></p> <p><b>11,329</b><br/>Permanent</p> <p><b>7,243</b><br/>Non-Permanent</p> | <p><b>BY CATEGORY</b></p> <p>Management<br/><b>691</b></p> <p>Executive<br/><b>1,745</b></p> <p>Non-Executive<br/><b>16,136</b></p> | <p><b>GENDER DIVERSITY</b></p> <p><b>54%</b><br/>Male</p> <p><b>46%</b><br/>Female</p> | <p><b>AGE DIVERSITY</b></p> <p><b>28%</b> &lt;30</p> <p><b>44%</b> 30-50</p> <p><b>28%</b> &gt;50</p> | <p><b>FEMALE WORKFORCE</b></p> <p><b>29%</b><br/>of Top Management are women</p> <p><b>26%</b><br/>of Management are women</p> | <p><b>REVENUE PER EMPLOYEE COST</b></p> <p><b>2.90</b><br/>times</p> <p><b>VALUE ADDED &amp; DISTRIBUTION PER EMPLOYEE</b></p> <p><b>1.36</b><br/>times</p> <p><small>Only for continuing operations</small></p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Board Committee**

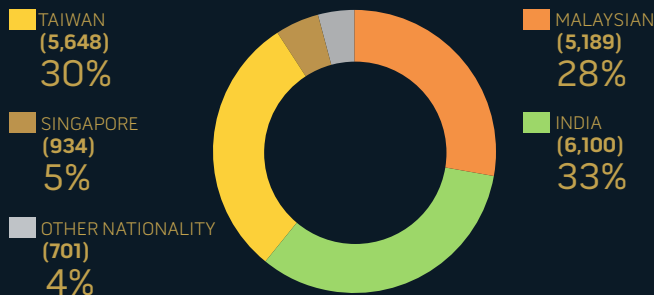
- **Nomination and Remuneration Committee**
- **Board Tender Committee**
- **Audit and Risk Committee**



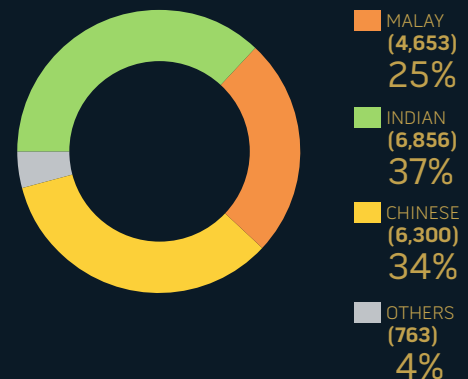
..... BUSINESS SUPPORT .....

..... CORPORATE SUPPORT .....

**NATIONAL DIVERSITY**



**EMPLOYEE BREAKDOWN BY ETHNICITY**



# MILESTONES



2014

## 29 October

Completion of RM1.15 billion acquisition of 100% equity stake in Projek Penyelenggaraan Lebuhraya Bhd (PROPEL) and Opus Group Bhd (OGB).

2015

## 11 March

Edgenta Mediserve Sdn Bhd ("Edgenta Mediserve") signed a 10-year Hospital Support Services Concession Agreement with the Government of Malaysia.



## 9 April

Name changed and officially rebranded to UEM Edgenta Berhad.

## 26 August

Joint Venture with Resource Data Management Asia Sdn Bhd and formation of Edgenta Services Sdn Bhd to offer integrated energy management solutions and remote monitoring services.

## 7 September

Transformed and rebranded Soil Centralab Sdn Bhd to Edgenta Environmental & Material Testing Sdn Bhd as a key business unit to offer Environmental & Material Testing Services.

## 9 December

Edgenta Township Management Services Sdn Bhd joint venture with UEM Sunrise Berhad and formed UEM Sunrise Edgenta TMS Sdn Bhd ("UEMSET") to provide property and township management services in Malaysia.

2016

## 27 January

Edgenta Mediserve joint venture with Biocare Systems Sdn Bhd and formed Biomedix Solutions Sdn Bhd to jointly provide Biomedical Engineering Maintenance Services to all Government hospitals in Sarawak.

## 12 February

Formation of Edgenta TMS Sdn Bhd, a joint venture company between UEMSET and Township Management Services Sdn Bhd, a wholly-owned subsidiary of Medini Iskandar (M) Sdn Bhd to undertake township management of Medini and Iskandar Puteri in Iskandar Malaysia, Johor.

## 6 April

Completed an 80% equity stake acquisition in KFM Holdings Sdn Bhd.

## 23 August

Successful establishment of PT Edgenta PROPEL Indonesia.

## 29 August

Operationalisation of the Command and Contact Centre (CnC).

## 20 October

Incorporation of Edgenta Energy Projects Sdn Bhd to offer energy management services and renewable energy services through capital investments.

## 15 December

Grew our commercial healthcare business via the completion of 100% equity stake acquisition in Asia Integrated Facility Solutions Pte Ltd, which owns UEMS Pte Ltd.



2017

**16 January**

Appointed to support Borneo Highway PDP Sdn Bhd, the Project Delivery Partner for Pan Borneo Highway Sabah.

**4 July**

Project win for the provision of Hospital Support Services to National Cancer Institute, Malaysia.

**31 July**

Established Performance-Based Contracting ("PBC") framework for network management and maintenance of North-South Expressway, and execution of a Heads of Terms with PLUS Malaysia Berhad ("PLUS").

**4 December**

Completed disposal of 61.2% equity stake in Opus International Consultants Ltd ("OIC") which marks UEM Edgenta's exit from the water sector and consultancy business in five (5) countries.

**12 December**

Project win for the provision of Integrated Facilities Management for six (6) CIMB buildings.



2018

**26 April**

Embarked on the Trending, Innovation, Disruption, Entrepreneurship ("TIDE") programme developed by Khazanah resulting in set up of the Innovation Garage programme to harness innovation in delivering solutions for existing problems, as well as create new value for the Company.

**8 May**

Revision of dividend policy to pay out at least 50%, and up to 80% of Profit After Tax And Non-Controlling Interests ("PATANCI").

**30 July**

Signing of first PBC agreement for pavement works with PLUS.

**28 November**

Won inaugural Clinic Support Services ("CSS") contract for nine (9) state clinics in Penang.

**December**

Secured a string of major project wins for Property & Facility Solutions from PROTON, Hospital Universiti Sains Malaysia and wasl Asset Management Group.



# MEDIA HIGHLIGHTS



## UEM EDGENTA CONFIDENT OF PAYING HIGHER DIVIDENDS



UEM Edgenta Chief Executive Officer (CEO) Anwar Ibrahim, Acting Managing Director (AMD) and executive officer (CEO) Group Finance (CEO) and Group Finance Officer (GFO) Ahmad Fauzi and the company's general manager (CEO) Group Finance (CEO) Ahmad Fauzi.

### SOUND EARNINGS VISIBILITY

## 'UEM Edgenta can give out higher dividends'

**KUALA LUMPUR:** UEM Edgenta CEO, Anwar Ibrahim, said the company is confident of paying higher dividends to shareholders, and managing director Ahmad Fauzi said executive officer (CEO) Group Finance (CEO) Ahmad Fauzi.

He said UEM Edgenta was confident of paying higher dividends to shareholders, and managing director Ahmad Fauzi said executive officer (CEO) Group Finance (CEO) Ahmad Fauzi.

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## Road to efficiency

### PLUS accepts UEM Edgenta's proposals on cost-saving

**KUALA LUMPUR:** UEM Edgenta CEO, Anwar Ibrahim, said the company is confident of paying higher dividends to shareholders, and managing director Ahmad Fauzi said executive officer (CEO) Group Finance (CEO) Ahmad Fauzi.

He said UEM Edgenta was confident of paying higher dividends to shareholders, and managing director Ahmad Fauzi said executive officer (CEO) Group Finance (CEO) Ahmad Fauzi.

"We are confident of paying higher dividends to shareholders, and managing director Ahmad Fauzi said executive officer (CEO) Group Finance (CEO) Ahmad Fauzi."



UEM Edgenta CEO Anwar Ibrahim (left) and Acting Managing Director Ahmad Fauzi (right) discussing documents.

"We are confident of paying higher dividends to shareholders, and managing director Ahmad Fauzi said executive officer (CEO) Group Finance (CEO) Ahmad Fauzi."

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## UEM Edgenta pertingkatkan usaha kemuncak pasaran di Malaysia, Singapura dan Taiwan

### Nilai kontrak kukuh RM13.5 bilion

**KUALA LUMPUR:** UEM Edgenta CEO, Anwar Ibrahim, said the company is confident of paying higher dividends to shareholders, and managing director Ahmad Fauzi said executive officer (CEO) Group Finance (CEO) Ahmad Fauzi.

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## Proton lantik UEM Edgenta

**Call to action**

Proton lantik UEM Edgenta

Proton lantik UEM Edgenta

Proton lantik UEM Edgenta

## Analyst sees UEM Edgenta stable rapport with MoH

**Recommendation:** Buy

Target Price: RM13.50

|                     | 2018  | 2019  | 2020  | 2021  |
|---------------------|-------|-------|-------|-------|
| REVENUE (RM mil)    | 2,200 | 2,300 | 2,400 | 2,500 |
| NET PROFIT (RM mil) | 175   | 180   | 185   | 190   |
| EPS (RM)            | 0.24  | 0.25  | 0.26  | 0.27  |
| P/E                 | 57    | 54    | 52    | 50    |

Analyst sees UEM Edgenta stable rapport with MoH

Analyst sees UEM Edgenta stable rapport with MoH



**UEM Edgenta seen benefiting from Malaysia's growing IFM market**

... (text) ...

**BERNAMA** *Pastikan B...*  
English | Malay | Mando | العربية | Español

**Breaking News / Berita Terkini**

Latihan Milis • Penilaian & Kawangan • Aut • Penerbangan • Melayu • Pe

**EKONOMI BERITA**

**UEM Edgenta Umum Dividen Khas Sebanyak 18 Sen**

Tarikh tarikh: 20/03/2018

**KUALA LUMPUR, 20 Feb (Bernama)** – Peserta pengumuman kemutakhir bersepadu UEM Edgenta Sdn Bhd mengumumkan dividen khas sebanyak 18 sen bagi tahun kewangan berakhir 31 Dis 2017, bernilai dengan dividen interim tahun sebelum 5 sen, meningkatkan jumlah dividen bagi tahun ke 18 sen.

Dividen tersebut, tertinggi dalam tempoh satu dekad, mencerminkan peningkatan yang besar berbanding dividen pada tahun sebelumnya sebanyak 14.5 sen.

Dalam laporan kewangan interim tertamunya kepada Bursa Malaysia, UEM Edgenta berkata keuntungan sebelum cukai untuk tahun berakhir 31 Dis 2017 sebanyak RM172.82 juta atau tahun kewangan 2017.

Begitumalagu, perolehan meningkat kepada RM2.12 bilion berbanding RM1.57 bilion sebelum ini.

Bagi suku keempat, keuntungan sebelum cukai UEM Edgenta naik kepada RM75.42 juta daripada perolehan mingguan kepada RM672.31 juta berbanding RM612.8 juta sebelum ini.

Prestasi keuntungan kumpulan itu yang rendah pada tahun kewangan 2017 disebabkan beberapa faktor, termasuk peningkatan RM25.6 juta dalam perolehan beban yang ditanggung bagi kemudahan kemudahan bersejarah dan sukuk.

Selain itu, beban perolehan juga mencatatkan keuntungan sebelum cukai yang rendah bagi suku tahun dan tahun berakhir masing-masing sebanyak RM0.3 juta dan RM7.2 juta berbanding keuntungan tiga-tiga yang sebelumnya perolehan sukuk.

Mengarah prospektif, arah kearah UEM Group Bhd itu berkata ia akan terus memajukan kepada inovasi kecekapan operasi untuk mematu margin dan keuntungan yang lebih baik.

Di samping itu, ia menjangka akan terus melaksanakan strategi jangka panjang dan mengutamakan pemuliharaan cara berkesan sehingga kepada pengurangan.

"Dengan dengan urutan ekonomi yang baik bagi Malaysia, Lembaga Pengarah percaya untuk memulakan proses kewangan yang positif pada 2018," katanya.

**Kosmo! Online**

**Wakil korporat Kuala RM1.5 bilion**

... (text) ...

... (text) ...

**MARKET WATCH**

**MARKET WATCH: UEM Edgenta has filed to go public**

... (text) ...

**the Sunday**

**Thought provoking • Inspiring • Giving • Engage with Sharelink's team**

**UEM Edgenta shares jump 8.97% on higher Q4 earnings**

... (text) ...

**UEM Edgenta's balance sheet strengthened on QIC disposal**

... (text) ...

**MARC AFFIRMS UEM EDGENTA'S STABLE OUTLOOK**

... (text) ...

## AWARDS AND RECOGNITION

UEM EDGENTA PRIDES ITSELF ON PROVIDING HIGH-QUALITY DELIVERABLES AND SERVICES TO BOTH CLIENTS AND INDUSTRIES AT LARGE. BEING THE LEADING ASSET MANAGEMENT AND INFRASTRUCTURE SOLUTIONS COMPANY, OUR COMMITMENT TO QUALITY AND EXCELLENCE IS REFLECTED WITH THE AWARDS AND RECOGNITION RECEIVED.



### IEM AWARD 2018

Contribution to the  
Engineering Industry  
in Malaysia  
- Facilities Management  
of the year 2018

Awarded by –  
The Institutions of  
Engineers, Malaysia  
(IEM) Council

21 APRIL 2018

### THE BRANDLAUREATE BESTBRANDS AWARDS 2018

Brand Influencer  
of the Year Award  
2017 – 2018  
- Integrated Asset  
Solutions

Awarded by –  
The BrandLaureate

3 MAY 2018

### ENHANCED CLEAN MARK ACCREDITATION SCHEME (GOLD) AWARD

4<sup>th</sup> consecutive year for  
delivering high standards  
and delivery of its  
cleaning services

Awarded by –  
National Environment  
Agency Singapore

16 MAY 2018

### THE FROST & SULLIVAN MALAYSIA EXCELLENCE AWARDS

Facilities Management  
Company of the Year  
Award 2018

Awarded by –  
Frost & Sullivan Malaysia

26 JUNE 2018

### MARIM: SECOND RUNNER-UP RISK MANAGEMENT TEAM OF THE YEAR 2018

Awarded by –  
Malaysian Association  
of Risk and Insurance  
Management (MARIM)

18 JULY 2018



**NATIONAL ENERGY AWARDS 2018**

Winner Category 1  
- Energy Efficiency  
(Retrofitted Building)

Awarded by –  
Ministry of Energy,  
Science, Technology,  
Environment & Climate  
Change of Malaysia

19 OCTOBER 2018

**NATIONAL ENERGY AWARDS 2018**

Winner Special Category  
- Ministry & Government  
Complex

Awarded by –  
Ministry of Energy,  
Science, Technology,  
Environment & Climate  
Change of Malaysia

19 OCTOBER 2018

**ASEAN ENERGY AWARDS 2018**

First Runner-up  
Energy Efficiency &  
Conservation, Energy  
Efficiency Building,  
Sub-category: Retrofitted  
Building Award

Awarded by –  
ASEAN Centre for Energy

29 OCTOBER 2018

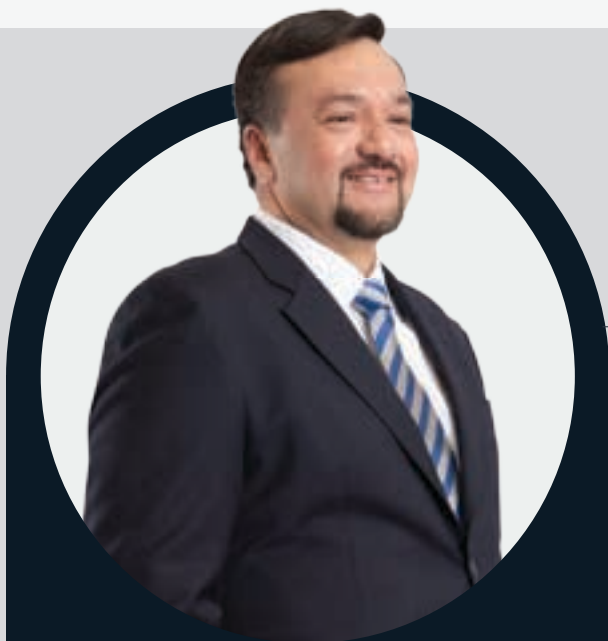
**NACRA AWARDS 2018  
MERIT CERTIFICATE FOR  
UEM EDGENTA AR2017**

Merit Certificate for  
UEM Edgenta Annual  
Report 2017

Awarded by –  
National Annual  
Corporate Reports Award  
(NACRA)

6 DECEMBER 2018

# CHAIRMAN'S STATEMENT



**AMIR HAMZAH AZIZAN**  
Chairman

**Dear Shareholders,**  
**WE CONTINUED TO BUILD ON THE MOMENTUM CARRIED FORWARD FROM 2017 WHERE WE HAD EMBARKED ON INNOVATIVE INITIATIVES TO ENHANCE OUR CAPABILITIES AND STRENGTHEN OUR BUSINESS RELATIONSHIPS. AS SUCH, WE MANAGED TO RECORD COMMENDABLE RESULTS FOR THE YEAR UNDER REVIEW - BREAKING BOUNDARIES AND DELIVERING RESULTS TOGETHER.**

## ECONOMIC ENVIRONMENT

On the macroeconomic level, 2018 was an eventful year for Malaysia due to the uncertainties associated with the 14<sup>th</sup> General Elections, compounded further by indirect economic impact associated with fluctuating crude oil prices, the US interest hikes, the US-China trade war and the continuing Brexit saga in Europe. As a result, the Malaysian economy registered a drop in its GDP by 0.9% from the previous year.

UEM Edgenta's approach, however, was one with optimism as we believe we have the right strategies in place to overcome such challenges. We continued to improve on our core sectors and the six (6) strategic focus areas of Operational Excellence; Organisational Excellence; Health, Safety, Security and Environment ("HSSE"); Client Solutions; Technology; and Communications and Stakeholder Management.

As a result of this, UEM Edgenta performed exceptionally well in the year under review, meeting our expectations for the year with net profit increasing by 21.8% on a year-on-year to RM152.4 million in FY2018.

## STRATEGIC APPROACH

Our strategic business model is heavily reliant on operational efficiency and calls for innovative solutions to sustain our growth. We look for ways to integrate technology into our operations and innovate the way we work to ensure continuous improvement in the six (6) strategic focus areas.

### REVENUE

▲  
**3.3%**  
year-on-year

### PROFIT AFTER TAX

▲  
**21.8%**  
year-on-year

Our strategic business model is heavily reliant on operational efficiency and calls for innovative solutions to sustain our growth. We look for ways to integrate technology into our operations and innovate the way we work to ensure continuous improvement in the six (6) strategic focus areas.

As part of UEM Edgenta's ongoing transformation strategy, numerous initiatives were introduced in FY2018. We embraced Khazanah's Trending, Innovation, Disruption, Entrepreneurship ("TIDE") programme by setting up our own effort called Innovation Garage, which provided the thrust for our employees to identify new solutions to spur operational excellence and improve safety for our employees. Several initiatives which stemmed from the Innovation Garage have already been operationalised and produced results, with others in the pipeline for FY2019.

During the year under review, approximately RM12 million was invested in Research & Development, Technology and Innovation. Noteworthy introductions include the commencement of the Pavement Research Centre ("PRC") to develop new and better products for road pavements, while the introduction of the MULAG Grass Cutter for grass cutting in our highway maintenance operations will positively impact operational efficiency and the safety of our people at the frontline.

As part of the development and adoption of technology solutions to simplify and automate processes throughout our operations, we have also rolled out the Road Asset Management Systems ("RAMS") for our personnel in the Infrastructure Services division. RAMS allows for crucial decision making and prioritising stretches of the highways or roads which require repairs and maintenance; in a nutshell, doing the right maintenance works at the right locations. The technology is also used to create budgets and maximise economic returns of the investments made for the highway and road network.

Improving our business is not limited to just our operations but also extends to the development of our workforce. We intend to create a vibrant and open HR ecosystem by continuously building the right capabilities, mindset and culture to support organisational objectives. In FY2018, we invested RM6.7 million in the training and development of our people, for the enhancement of their functional, technical and leadership competencies.

The abovementioned initiatives were established to streamline our operations and create innovative and smart solutions for our customers. Additionally, they provide a boost to our credentials and a demonstration of our capabilities in our quest to grow the Company.

#### STAKEHOLDER ENGAGEMENT

In the course of our business, we deal with various stakeholders which include our vast network of supply chain partners, regulatory authorities and Government agencies and members of the media. Engaging with them at the highest level is important as the need to understand their expectations is a critical component of our growth strategy. Our approach also creates a good working mechanism, enabling us to improve the overall stakeholders' environment by design.

## SOLID RETURNS TO SHAREHOLDERS

Basic EPS

17.8 sen

FY2018 Dividend

14 sen  
representing 79% payout ratio

Total Shareholder Returns

24.1%  
(2 January 2018 – 31 December 2018)

Dividend yield

5.1%\*

Revised dividend policy  
payout ratio

50% - 80%  
of PATANCI

\* Based on share price of RM2.72 as at 31 December 2018

## CHAIRMAN'S STATEMENT

A good example is in the area of safety, which we have identified as one of our key priorities. In addition to the development of a HSSE Master Plan covering aspects of culture, people and processes, we encouraged felt leadership by conducting engagement sessions internally with our employees, and externally with our clients and supply chain partners, to identify issues and areas that impact on the safety of our operations and the communities we operate in. The visibility of our senior management personnel on the ground to champion safety has allowed us to register better safety performance results and further our efforts towards a "Goal Zero" fatality organisation.

We will continue to encourage open and transparent communications with our internal and external stakeholders through multiple avenues as it remains our purpose to listen to them and act on their feedback towards continuous improvement.

### RECOGNITION

In our aim to continue as a leading player in this sector, we have been duly acknowledged for our business approach through several awards we received in 2018.

We won first runner-up for Energy Efficiency & Conservation, Energy Efficiency Building (Sub-category: Retrofitted Building) at the ASEAN Energy Awards 2018 and were the winner of two National Energy Awards 2018 ("NEA 2018") for our innovative solutions in retrofitting Perdana Putra (Prime Minister's office, Putrajaya) into a high-performance green building. Additionally, we were also adjudged as Winner, Special Category – Ministry & Government Complex for recording the lowest energy usage among the Government's complexes and buildings by the Ministry of Energy, Science, Technology, Environment & Climate Change of Malaysia.



We won two National Energy Awards 2018 for our innovative solutions in retrofitting Perdana Putra (Prime Minister's Office, Putrajaya) into a high-performance green building

Other awards received in 2018 include:

- The Frost & Sullivan Malaysia Facilities Management Company of the Year for UEM Edgenta's focus and initiatives on outlining strategies on growth, technologies and innovation in achieving above-industry growth and commendable capacity enhancement in 2017.
- Enhanced Clean Mark Accreditation Scheme (Gold) Award received by UEMS Solutions Pte. Ltd. for the fourth consecutive year for delivering high standards of cleaning services through training of workers, use of equipment to improve work processes and fair employment practices.
- IEM Award 2018 – Contribution to Engineering Industry in Malaysia – Facilities Management for the year 2018 from The Institution of Engineers Malaysia (IEM) Council.
- Second Runner-Up Risk Management Team of the Year Award 2018 for second consecutive year from Malaysian Association of Risk and Insurance Management (MARIM).
- Brand Influencer of the Year Award 2017-2018 in Integrated Asset Solutions for UEM Edgenta's brand leadership, influencing the facilities management industry trends and standards with its innovative initiatives awarded by BrandLaureate.
- Merit certificate from National Annual Corporate Reports Award (NACRA) for UEM Edgenta Annual Report 2017.

### GOVERNANCE

As a public listed company, we have been resolute to ensure that our business and affairs are in strict adherence to the doctrine and principles of good corporate governance in accordance with the 2017 Malaysian Code on Corporate Governance's ("2017 MCCG") 36 practices and three key principles of board leadership and effectiveness; effective audit, risk management, and internal controls; and corporate reporting and relationship with stakeholders.

In addition to this, we are also guided by our policies and procedures, governance and risk management frameworks, internal controls and robust audit mechanisms. We believe in taking a zero-tolerance approach to non-compliance as good governance not only improves workplace dynamics, but also strengthens relations with our stakeholders' relationships based on trust and credibility.

For more information on our approach to governance, please refer to the Corporate Governance Overview Statement on page 108 to page 117 of the annual report.

We continued to deliver equitable returns to our shareholders, with the Board putting in place a dividend policy of at least 50% and up to 80% dividend payout ratio based on PATANCI, representing an increase as compared to the previous dividend policy payout ratio of up to 70%. We believe the robust dividend policy will help drive high performance and deliver sustainable returns for our shareholders.

### DIVIDENDS

We continued to deliver equitable returns to our shareholders, with the Board putting in place a dividend policy of at least 50% and up to 80% dividend payout ratio based on PATANCI, representing an increase as compared to the previous dividend policy payout ratio of up to 70%. We believe the robust dividend policy will help drive high performance and deliver sustainable returns for our shareholders.

For the year under review, the Board approved total interim dividends of 5.1%, based on share price of RM2.72 as at 31 December 2018.

### OUTLOOK

In 2019, UEM Edgenta will continue its journey of operational excellence to innovate, increase productivity and thereon reduce costs, while still delivering excellent service quality. The focus on HSSE will also continue to feature prominently in all our efforts, as we regard our employees as our greatest assets. Given the success of UEM Edgenta is anchored on the determination and professionalism of our employees, in FY2019, the Company will look towards deepening its efforts on organisational excellence to nurture employees, improve their competencies and drive performance culture. We believe that a combination of all these strategies differentiates UEM Edgenta from its competitors and positions us for market leadership, regional growth and becoming a renowned employer of choice.

On the governance and transparency side, the Government announced the roll out of the National Anti-Corruption Plan ("NACP") which consists of 115 initiatives, six strategies and six priority areas detailing the Government's overall efforts to overcome issues of governance, integrity and corruption. We welcome and fully support the initiative as it will help eradicate corruption and promote good governance in corporate entities.

### ACKNOWLEDGEMENTS

On behalf of the Board, I would like to express the Group's appreciation and thanks to Dato' Izzaddin Idris, who stepped down as Non-Independent Non-Executive Director, for his contribution to the success of the Company. Prior to him stepping down, Dato' Izzaddin was a member of UEM Edgenta's Board from 5 August 2010 until 2 October 2018, overseeing the Company's transition and galvanising our transformation across the years to where we are today.

In terms of new appointments, the Company has appointed Rowina Ghazali Seth as Independent Non-Executive Director on 1 August 2018, and Dato' Noorazman Abd Aziz as Non-Independent Non-Executive Director on 2 October 2018. I am confident that their appointments will bring significant contributions to Board effectiveness and our business growth.

I would also like to give a special mention to Shahazwan Harris, who was appointed as Alternate Director to Dato' Noorazman Abd Aziz and Non-Independent Non-Executive Director on 22 October 2018. Shahazwan, however, resigned from the Board on 28 February 2019 to take on his appointment as the Company's Chief Strategy & Transformation Officer on 1 March 2019.

We have delivered yet another year of impressive performance culminating in the Company's strong showing financially, and for that we have to thank the management team and all our employees.

I would also like to express our sincere appreciation to our clients, investors, regulatory authorities and Government agencies, members of the media and our vast network of supply chain partners. It is, with their continued support, that we are able to be the innovative and dynamic Company that we are today. Last but not least, my utmost thanks to you, our shareholder, for your unrelenting commitment to UEM Edgenta. We look forward to your continued support as we move forward to even greater heights.

**AMIR HAMZAH AZIZAN**  
Chairman