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We have also partnered with MCL to form another joint venture company called Sunrise MCL Sdn. Bhd. to develop Forest Heights, a township residential development comprising landed homes, retail and shop offices in Seremban, Negeri Sembilan. This development is set against a tropical rainforest, with easy access to social amenities such as schools, hospitals, supermarkets, government administrative offices, a public transport terminal, a public park and recreational facilities.

Ongoing and Completed Projects

Central Region	Description	Launched GDV (RM mil)	Remaining GDV (RM mil)	Cumulative sales take-up (%)	Completed by
Serene Heights Bangi	A mixed residential township development spread across 448 acres of land comprising bungalows, semi-detached, clusters, terraces, and apartments retail areas in Bangi.	866.7	2,815.3	96	2030
Symphony Hills	An exclusive high-end gated residential development on 98 acres of land in Cyberjaya, with approximately 2,848 residential units of mixed landed and high-rise strata and limited commercial components.	1,263.4	0.0	92	Completed
KAIA Heights (newly launched)	A hilltop residential development on 19.2 acres of land in Equine Park, Seri Kembangan.	351.2	303.8	40	2026
Radia Bukit Jelutong (JV with Sime Darby Property Berhad)	A 20.9-acre mixed development in Bukit Jelutong.	991.0	1,017.0	73	2030
Solaris Parq	An 18.8-acre integrated mixed development located in Solaris Dutamas.	781.9	1,655.8	94	2026
Residensi Astrea	A 36-storey condominium on a 2.4-acre land in Mont'Kiara.	324.9	0.0	98	2023
Kiara Kasih	A 40-storey residential tower which is part of the affordable housing development under the Residensi Wilayah programme in Segambut.	215.7	0.0	100	2022
Residensi Allevia	High-rise development offering 294 units in Mont'Kiara.	545.9	0.0	51	2025
Kiara Bay	A 72.7-acre integrated township development in Kepong, Kuala Lumpur.	655.1	16,705.2	92	2034
Forest Heights (JV with MCL)	A mixed residential township development on 448 acres of land in Seremban.	677.5	1,339.5	96	2030
Total		6,673.3	23,836.6	-	-

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● **Taman Connaught, Cheras**

Plans for 2022

The prolonged pandemic has affected our performance for the past two years. This was mainly due to the lack of new product launches, compounded further by the pandemic which caused delays in obtaining building approvals and developer permits. As most of our launches were delayed, we only launched products that amounted to a GDV of RM550 million for the year in review. Fortunately, our collective efforts in driving sales enabled the Group to exceed its sales target by 22%, where 71% of the total sales contribution came from the Central region.

To improve our sales performance in 2022, the Group plans to launch new properties amounting to 3,526 units with an approximate GDV of RM3.3 billion. Out of this, 51% or RM1.7 billion will be from the Central region, which includes the upcoming launch of plot one of a new high-rise residential development known as MK 31 in Mont'Kiara and the first phase of the new transit-oriented development (TOD) in Taman Connaught, Cheras.

Measuring 12.4 acres, MK 31 is a premium residential development that promotes modern and contemporary resort living concept with a touch of luxury, surrounded by nature and green spaces right in

the middle of the city. The development will also be a balance of outdoor and indoor living, as it integrates new norm living features with ESG characteristics embedded into its development design.

In line with our landbanking portfolio rebalancing and quick turnaround strategy, we will be launching the first phase of the 6.9-acre land in Taman Connaught, Cheras which we acquired in June 2021. Located in close proximity to the Taman Connaught MRT station, an elevated rapid transit station on the MRT Kajang Line, the preliminary plan for this TOD is to develop various types of competitively priced products on 1.8 million square feet of land, aimed at young homeowners looking for residences with immediate accessibility into the city centre.

In addition to the new projects above, we will also be launching Tower D of KAIA Heights and new phases in Serene Heights Bangi.

In line with the rebalancing of our landbank portfolio, we will continue to look for new landbanks in the Central region; strategically located and larger than the usual pockets of land if obtainable, with quick turnaround features to create stronger pipelines and strengthen future revenue stream.

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Property Development – Southern Region

During the year in review, the Company did not launch any new project in the Southern region. We had initially planned to launch Oasis, Serassa Greens and Senadi Hills.

However, the prolonged pandemic and various containment measures delayed approval processes in Johor, affecting our launch schedule, and ability to secure building plan approvals as well as developers' permits in a timely manner. Border restrictions amongst others, further hampered the overall property development industry in Johor and affected any potential value that could be derived from Iskandar Puteri.

Nevertheless, we believe there is still demand given customers' interests in our products, namely Senadi Hills in central Iskandar Puteri, the Aspira-themed homes in Gerbang Nusajaya and completed properties in Estuari Gardens in Puteri Harbour.

During the year in review, two developments were completed and handed over to respective homeowners. These consisted of 59 commercial units in Aspira Square, Gerbang Nusajaya and 136 shop offices in 68° Avenue.

We are in the midst of conducting a thorough review of our landbank in Johor to ensure we unlock value and gain a clearer visibility on its revenue stream. This is in line with our Triage strategy, which is focused on streamlining our core capabilities and create products that deliver value.

The 62.2-acre Senadi Hills, with a GDV of RM400 million, comprises a total of 698 residential units including its commercial development, Senadi Square. It is essentially a mixed residential development which offers multi-generational homes that comes complete with landscaped gardens right up to the doorstep. This residential ecosanctuary is also wheelchair friendly.

The availability of green spaces, a 2.5 km jogging track, children's playground, outdoor gym, mini tai-chi area and plaza will enable families to unwind and reconnect with each other after daily activities. Located approximately 2 km away from an international theme park, the LEGOLAND Malaysia Resort, it is also easily accessible via the Lebuhraya Kota Iskandar and Lebuhraya Sultan Iskandar (commonly known as the Iskandar Coastal Highway).

We have launched four phases to-date, starting with Phase 1A which comprises 112 units of garden homes that has four bedrooms with three bathrooms. The built-up area for these units ranges from 2,088 to 2,241 square feet. For multigenerational families, Phase 1B will be suitable for them as these are terraced houses, consisting of four bedrooms and three bathrooms with built-up areas of 2,185 square feet. Meanwhile, Phases 3A and 3B are known as Senadi Square, comprising 20 units of two-storey shop offices, each unit with a built-up area of about 2,918 square feet. Since its launch in July 2020, Senadi Hills has achieved a cumulative take-up rate of 91% to date.



Senadi Hills

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● *Aspira-themed homes in Gerbang Nusajaya*

Gerbang Nusajaya is a 4,551-acre development located in the west of Iskandar Puteri. Designed as a hub for economic activity that is supported by regional connectivity including close links to Singapore, via the Tuas checkpoint, Gerbang Nusajaya is viewed as the next growth catalyst in Iskandar Puteri.

We have invested substantially on infrastructure works to transform Gerbang Nusajaya into a destination that is sustainable, well-connected and established. This includes a soon-to-be-completed Gerbang Nusajaya Interchange which connects to the Second Link Expressway, linking the Senai Airport Highway at one end to the Second Link Expressway, before entering into Singapore via the Ayer Rajah Expressway.

We have also entered into various alliances with reputable partners to create the critical mass needed to encourage organic growth at Gerbang Nusajaya. Our partners include Ascendas Land (Malaysia) Sdn. Bhd. (Ascendas Land) for the development of Nusajaya Tech Park; Fastrack Autosports (Iskandar) Pte. Ltd. of Singapore for Fastrackcity, and Kuala Lumpur Kepong Berhad for mixed development projects. We also supported the Johor State Government's Public Private Partnership (PPP) initiative to provide quality affordable

homes to deserving buyers in Johor. This pilot project will feature the development of 2,706 units of 'Rumah Makmur Johor' in Gerbang Nusajaya. UEM Sunrise will provide the land and be involved in developing and providing the required infrastructures for the residential development.

We are also currently developing our own signature attainable and mid-market residences to increase the population in the township. The first of the Aspira-themed series introduced to the market was Aspira LakeHomes in April 2016, a mid-market residential development featuring double-storey homes in Gerbang Nusajaya. Due to overwhelming response, we launched more of such landed homes, namely the first phase of Aspira ParkHomes in January 2019, followed by Aspira Square in August 2019, Gerbang Nusajaya's first commercial development.

In December 2019, we launched Aspira Gardens, the Company's first sustainable residential development with design features aimed at reducing the carbon footprint of individuals in a single home. The 'solar ready' houses came complete with solar street lighting, rainwater harvesting for the semi-detached houses, low Volatile Organic Compounds (VOC) paints and water-saving sanitary fittings. We have also integrated Smart and Secure System, a built-in security system to minimise or eliminate crime within the neighbourhood. Towards the end of March 2022, we launched the second and final phase of Aspira Gardens, featuring 80 units of double-storey clusters and semi-detached homes. Response was overwhelming, as reflected from the 75% sales bookings over the weekend launch.

To date, Aspira homes including Aspira Square have achieved a cumulative take-up rate of 89%.

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68° Avenue

Surrounded by mature residential and commercial estates, these spacious two-storey and three-storey shop-lots or shop-offices come with built-up sizes ranging from 3,113 square feet to 11,701 square feet.

With its 66-feet wide frontage, retailers and business owners gain excellent visibility while its well-designed interiors boast a versatile layout to cater to a wide variety of business activities.

It also has a scenic central courtyard designed for community activities and a comfortable common space for both tenants and visitors. Surrounded by greenery and pocket garden spaces, the development epitomises harmony between nature and business activities. Designed for ease and convenience, 68° Avenue has broad inner roads, refreshing pedestrian walkways shaded by trees and more than 800 parking spaces for easy traffic movement.

68° Avenue was completed in December 2021 and handed over to the respective buyers. Its take-up rate is 88% to-date.



Estuari Gardens

A nature-inspired residential enclave, Estuari Gardens is the first phase of the Estuari township, located in Puteri Harbour.

Spanning a land area of 47.8 acres, Estuari Gardens consists of 350 double-storey superlink houses which comes in four layouts, with built-up areas ranging from 2,708 square feet to 3,780 square feet. These units are arranged in a cul-de-sac layout to provide exclusivity and privacy. Completed in August 2018, Estuari Gardens was the first landed homes launched in the Puteri Harbour waterfront development.

In terms of security, this gated-and-guarded enclave has anti-climbing fencing, CCTV and a 24-hour security service. Facilities include walkways and cycling paths, children's playground and exercise area fitted with outdoor fitness equipment.

The development also comes with a 13-acre designer-crafted landscape area with mature trees, a 4.9-acre Central Garden with well-lit paths as well as a scenic lake with a suspension bridge. Nearby amenities and attractions include Raffles American School, Marlborough College Malaysia, Educity, Puteri Harbour International Ferry Terminal, Gleneagles Hospital Medini Johor and LEGOLAND Malaysia Resort, among others.

To-date, Estuari Gardens has a total take-up rate of 82%.

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● **Puteri Harbour**

Puteri Harbour is an award-winning designed waterfront and marina development with panoramic views of the Straits of Johor.

Spread across 688 acres, this catalytic development offers waterfront living experience. It is also strategically located adjacent to Kota Iskandar, the centre of the Johor State Government and easily accessible via the Lebuhraya Sultan Iskandar which links Iskandar Puteri to the main Johor city centre and the Johor-Singapore Causeway.

Travellers can also enjoy excellent connectivity to other parts of the region via the Puteri Harbour International Ferry Terminal, which currently serves inbound and outbound visitors to and from Tanjung Balai Karimun and Batam Centre, Indonesia. However, due to COVID-19 and the closure of international borders, the terminal has not been operational. With the international borders set to open on 1 April 2022, operations are expected to commence soon.

The waterfront development also offers a variety of attractions and amenities. Nestled on the harbour front, lies the marina lifestyle club as well as the Public Marina. The Public Marina offers 76 yacht berths for a usage fee that includes facilities for maintenance, repair and storage. Visitors may also charter yachts at promotional package prices. Its occupancy rate however was adversely affected by the pandemic and unfavourable market condition. Recovery is expected in 2022 following the return of the highly anticipated Sail Malaysia event, typically held from April to November, which is touted to make a stop at Puteri Harbour. In Estuari, lies ONE°15 Estuari Sports Centre. Launched in October 2021, this integrated sports complex, spans across 139,930 square feet and offers various sports and recreational activities.

Marina Walk Puteri Harbour, offers a wide variety of dining experience. Its tenants include Starbucks, Spice Grill (authentic Indian cuisine), Rock Bottom (European cuisine), Olive Kitchen (Northern Indian cuisine) and Mana Café (local and mixed cuisines). The two-storey retail component at Teega Walk Puteri Harbour houses a variety of businesses including Tribus, Les Bouchons (European cuisine) and a Freshmart Supermarket. In Imperia, the integrated retail plaza features the Imperia Café (Asian and European cuisines) and Puteri Harbour Montessori Preschool. We also have a man-made beach, measuring close to two acres, sandwiched in between the waterfront of the Public Marina and the Johor Chief Minister's Office at Bangunan Dato' Jaafar Muhammad in Kota Iskandar.

Quite a number of projects have been completed in Puteri Harbour. This includes our own high-rise residences such as Imperia, Teega and Almas, as well as those by other top-tier developers who have also leveraged on Puteri Harbour's strategic location. This includes Encorp Marina, Puteri Cove Residences, JEN Johor Puteri Harbour Hotel by Shangri-La, Pinetree Marina Resort, Fraser Place and Southern Marina Residences.

We are in the midst of revamping the Puteri Harbour master plan to make it more conducive to the current living environment and market demands. A design workshop was held in April 2021 to gather perspectives from participants on the challenges faced. The participants also reviewed Puteri Harbour's existing plans and explored opportunities relating to urban design perspectives and ESG elements into its overall planning strategy. With a sizeable undeveloped land of approximately 96.3 acres, we are looking forward to revitalising Puteri Harbour.

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Collaboration with Strategic Partners



Emerald Bay in Puteri Harbour, Iskandar Malaysia, is one of UEM Sunrise's most unique and luxurious developments. A collaboration with BDRB Developments Sdn. Bhd. (BRDB), the waterfront-living project with a total GDV of RM3.7 billion comprising apartments, super links, semi-detached houses, and villas at an average built-up size of 4,840 square feet. Phases 1A and 1B comprising 94 units of waterfront villas, semi-detached homes and three to four storey courtyard homes, have been launched with a total GDV of RM413 million.



Horizon Hills is a 1,200-acre integrated township jointly developed with Gamuda Berhad. It is a low-density residential project featuring double-storey link houses, two to three storey semi-detached homes, bungalows, shop offices and landed villas. The development spreads across 13 precincts and boasts a private 18-hole par 72 designed golf course and resort clubhouse. To-date, a total of 4,880 units has been launched at a GDV of RM5.5 billion.

On 20 April 2021, Horizon Hills Development Sdn. Bhd., our 50:50 joint venture company with Gamuda Berhad, entered into a collaboration with CES Horizon Sdn. Bhd., a wholly-owned subsidiary of Singapore-based Chip Eng Seng Corp. Ltd. to establish an international school under the "Invictus" international school brand. The campus sits on a 4.1-acre land in Horizon Hills, with a gross floor area of 203,875 square feet, and offers kindergarten, primary and secondary-level education. The construction of the first phase is expected to be completed in the third quarter of 2022. The school is planning to open its doors in 2023 with a capacity of up to 1,500 students.



Mall of Medini, a collaboration with Iskandar Investment Berhad (IIB), is a 35-acre street-style retail, entertainment facilities, shopping mall, and serviced apartments. Phase one of the mall focuses on food and beverages with tenants such as Subway, KFC, myNEWS.com and Starbucks. Its major anchor tenant is Ben's Independent Grocer (B.I.G.) supermarket.

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Nusajaya Tech Park is a 519-acre world-class integrated industrial park with eco-friendly infrastructure, designs and facilities developed by Nusajaya Tech Park Sdn. Bhd., a joint venture company with CapitaLand Development Singapore. The industrial park, with its well-maintained landscape and facilities, is home to many multinational corporations and small and medium-sized enterprises. Moreover, the park offers a good mix of built-to-suit and ready-built facilities for industrial needs. The park is part of the Southeast Asia Manufacturing Alliance, a programme initiated by the Economic Development Board and Enterprise Singapore to help businesses grow their manufacturing footprint in Malaysia.



The Maris in Desaru is a joint venture project undertaken together with Desaru North Course Berhad, a subsidiary of Themed Attractions Resorts and Hotels Sdn. Bhd.. The plan for this joint venture is to develop landed residential products comprising double-storey cluster houses, semi-detached houses, bungalows and golf villas on a 228-acre land at a total estimated GDV of RM2.0 billion.

Precinct 1 at The Maris, one of the six precincts which features 244 units of double-storey cluster houses and 16 units of semi-detached houses on a 29.4-acre land, is located on the premium Desaru Coast neighbourhood. Comprising 66 units with built-up sizes ranging from 2,050 square feet to 2,600 square feet, Precinct 1 at The Maris was launched with a GDV of RM53 million.

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Ongoing and Completed Projects

Southern Region	Description	Launched GDV (RM mil)	Remaining GDV (RM mil)	Cumulative sales take-up (%)	Completed by
East Ledang	A 348-acre garden-themed development featuring 31 landscaped gardens, link duplexes, twin-villas, townhouses, bungalows, high-rise apartments, a clubhouse and retail centre in Iskandar Puteri.	1,661.5	1,683.7	97	2035
Nusa Idaman	A mid-market mixed development on 251 acres of land, consisting of residential and commercial properties in Iskandar Puteri.	946.4	223.4	100	2031
Nusa Bayu	A mixed development offering affordable terrace homes and apartments in Iskandar Puteri.	750.9	447.4	98	2031
Almas	A residential mixed-development on 12.2 acres of freehold land in Puteri Harbour. It consists of two residential blocks, a residential suite, offices and retail shop offices.	581.4	1,385.5	87	2030
Estuari, Puteri Harbour	Located on 394 acres of land in Puteri Harbour, it consists of superlink terrace, semi-detached, cluster homes, bungalows and a commercial centre.	651.8	3,850.6	82	2045
Aspira LakeHomes	A gated and guarded community with terrace houses built around a seven-acre lake in Gerbang Nusajaya.	263.6	223.3	89	2028
68° Avenue	A commercial development with dual-street frontage within close proximity to SiLC.	167.6	0.0	88	Completed
Aspira ParkHomes	Mid-market double-storey homes in Gerbang Nusajaya.	306.6	0.0	93	2022
Aspira Square	Gerbang Nusajaya's first commercial development.	68.4	8.5	56	Completed
Aspira Gardens	A residential development in Gerbang Nusajaya; the first with solar panels and solar-powered street lighting.	34.0	73.9	100	2023
Senadi Hills	Multi-generational garden homes built over 62.2 acres of land in central Iskandar Puteri.	196.6	205.7	91	2026

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Southern Region	Description	Launched GDV (RM mil)	Remaining GDV (RM mil)	Cumulative sales take-up (%)	Completed by
Mall of Medini (JV with IIB)	A 35-acre street-style development featuring retail, entertainment facilities, shopping mall and serviced apartments in Iskandar Puteri.	103.0	2,097.0	-	2030
Horizon Hills (JV with Gamuda Berhad)	An integrated township with 13 precincts and a private 18-hole designer golf course.	5,520.3	1,563.7	93	2030
Emerald Bay (JV with BRDB)	A 111-acre residential project, with amenities that include a marina village, yacht club and two marinas in Puteri Harbour.	413.4	3,246.6	78	2032
Nusajaya Tech Park (JV with Ascendas Land)	A 519-acre integrated industrial park with eco-friendly infrastructure and facilities in Gerbang Nusajaya.	342.0	3,158.0	-	2025
The Maris, Desaru (JV with Khazanah subsidiaries)	A high-end resort residential development built on 226 acres of land.	52.6	1,852.4	80	2030
Total		12,060.1	20,019.7		

Plans for 2022

For the Southern region, we plan to launch properties worth a total GDV of RM810 million, focusing on attainable mid-market products, combining residential and commercial developments. As previous launches were delayed, we aim to move forward focusing on products based on market needs.

The biggest contributor will be from Serassa Greens, a new 66.0 acres mixed residential development comprising 183 double-storey homes, affordable homes and shop offices with a total GDV of RM389 million, located near 68^o Avenue. We target to launch properties valued up to RM223 million in 2022.

We plan to also launch Oasis, a new commercial development with a total GDV of RM249 million, followed by new phases in Senadi Hills. Our sustainability-driven development, Aspira Gardens, saw the launch of its second and final phase in March 2022 following the success of the first phase which was launched in 2019, and fully taken up to-date. Plans are also in place to introduce our latest Aspira-themed product; Aspira Heights. Aspira Heights is a 76.3 acres landed residential development with an estimated total GDV of RM560 million consisting of 900 units of double-storey homes. Our target for 2022 is to launch approximately a quarter of Aspira Heights' total GDV.

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Property Development – International



● **Aurora Melbourne Central**

On the international front, the lockdowns in Melbourne, Australia, that was extended to October 2021, affected our efforts to fully settle the remaining units in both Aurora Melbourne Central and Conservatory, which was initially targeted by the end 2021.

Nevertheless, with the containment measures lifted in October 2021, we were able to handover and settle four units in Aurora Melbourne Central and one unit in Conservatory to our buyers, leaving a balance of 35 units and 26 units respectively, to be settled. Full settlements of the remaining units for both developments are expected to be completed in 2022.

For Aurora Melbourne Central's retail precinct, we have secured an anchor tenant, a first-of-its-kind Eatertainment that offers Paddle Battle, an activity bar focusing on table tennis and social interactions. Set to be the next major player in the Central Business District (CBD) entertainment, Paddle Battle will open in the lower ground floor of Aurora Melbourne Central in the third quarter of 2022 as a table tennis social club, complemented by a luxury dining experience. The premium retail space measuring 1,680 square meters will be leased out for a period of 15 years.

This marks the first table tennis Eatertainment phenomenon to arrive on Australian shores, after experiencing resounding success across Europe and the US. With its sophisticated food, beverage, and entertainment offerings, it has been designed to suit social occasions as well as corporate events.

Located in the central hub of the Melbourne CBD, Aurora Melbourne Central is strategically-located at one of the city's liveliest intersections of La Trobe Street and Swanston Street – Melbourne's civic spine. RMIT University is located only a few steps away while the Tram Super Stop on the corner of LaTrobe Street and Elizabeth Street as well as LaTrobe Street and Swanston Street offers a short seven-minute tram ride to Melbourne University. The creation of the Eatertainment venue is expected to be a major drawcard for other major retail brands to this area, and an exciting destination for residents and tourists.

Following the success of Aurora Melbourne Central and Conservatory, this year, we are targeting to unveil the much-anticipated development in Collingwood, Melbourne. We have conducted the necessary planning submissions for the 1.3-acre land. With an estimated GDV of AUD250 million, the site will be developed into a mixed-use development where approximately 80% will be used for residential while the remaining 20% will be for commercial use. This development is targeted for launch in the second half of 2022.

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Moving forward, we will focus on growing our presence in Australia, particularly in Melbourne and potentially, in Sydney. We are also actively looking for new development sites to build a strong project pipeline in Australia.

Ongoing and Completed Projects

International	Description	Launched GDV (RM mil)	Remaining GDV (RM mil)	Cumulative sales take-up (%)	Completed by
Aurora Central Melbourne	An 88-storey development comprising residential units, commercial offices, retail and a serviced apartment in Melbourne CBD.	2,160.3	0.0	100	Completed
Conservatory	A 42-storey mixed residential development, consisting of 446 residential units in Melbourne CBD.	983.0	0.0	100	Completed
Collingwood	A proposed mixed-use development consisting of 368 residential apartments across five buildings, retail space and strata office in Melbourne.	-	250*	-	2025

* The GDV for the Collingwood development is in AUD. The project has yet to be launched.

Investment Properties – Retail

Following the resurgence of new COVID-19 variants in Malaysia, the retail sector experienced a decline in footfall and retail sales. As vaccination rates increased and dine-ins are allowed under Phase 2 of the NRP but with strict compliance to SOPs and subject to patrons showing their digital vaccination certificates, the retail market improved slightly.

We strived to introduce many initiatives and themed promotions to increase footfall and encourage purchases. Based on our data, the highest number of footfall was recorded in the fourth quarter of 2021 as a result of the many live performances and promotional events conducted, with strict adherence to the SOPs for the safety of customers.

In early 2021, when the containment measures were relaxed and dine-ins were allowed, our retail development, Publika Shopping Gallery, resumed its community-based events such as the weekend bazaars and live entertainment events to improve footfall. Nevertheless, with the reimposition of the lockdowns in June 2021, our tenants experienced a 17% drop in sales as compared to the sales generated in 2020. The sales recorded by pharmacies and grocery outlets went up tremendously in 2020 at the start of the pandemic and lockdowns by at least 24%.

In 2021, sales increased marginally by 1% against the pre-COVID year of 2019. For other retailers, the average monthly sales dropped by 16% in 2021 as compared to 2020.

We recognised our role in assisting our tenants during this challenging period. By February 2022, occupancy improved to pre-COVID levels and stood at 90% as we continued to provide rental rebates and reduction, although some tenants decided not to renew their agreements, or terminated their contracts earlier. For such cases, we strived to drive occupancy to deliver sustainable cash flow. We also allocated rental rebates for both our Central and Southern retail assets, leveraging on this fund, as and when required.

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With the relaxation of containment measures, we resumed community events, introducing weekend bazaars, music and art events such as busking and COVID-19 art exhibitions. These events garnered positive reaction as it increased crowds to the mall. Many returned to make purchases, though the time spent was very focused and short.

Throughout the year, we conducted various promotions and campaigns, working in partnership with our tenants to attract visitors to Publika. Our strategy was focused on creating specially-curated small but frequent events such as themed bazaars or markets as well as art exhibitions. The goal was to attract crowds, fully acknowledging that although they may not stay for long, it will impact sales positively. As part of this strategy, we conducted several events to increase footfall at the mall and supported the livelihood of musicians who were affected by the movement restrictions. Activities held include:

- **Publika ‘Live’:** To support local musicians who were badly affected by the movement restrictions, Publika sponsored dozens of bands to perform to a live audience over six weekends beginning March 2021 at Black Box and MAP@Publika. These events were also broadcasted via its Facebook and YouTube platforms, which gained 4,051 and 1,792 views, respectively, demonstrating that these types of events were much looked-forward to by customers.
- **Recycling Fabric and E-Waste:** We played an active role in raising awareness on the importance of recycling. For fabric recycling initiatives, we partnered Kloth Malaysia Sdn. Bhd., which received the Social Enterprise Accreditation (SE.A) status by the Ministry of Entrepreneur Development and Cooperatives (MEDAC). We also worked with BlueBee Technologies which is the authorised e-waste collection centre by the Department of Environment, Malaysia.
- **Publika Singer-Songwriter Busking:** Following the success our activities in the previous year, we increased the number of busking activities from weekly to two-events daily to help musicians gain a steady income.
- **Publika Artisan Market:** Through a Memorandum of Understanding with MARDI Artisan Grocer, we collaborated and introduced three specially-curated themed bazaars featuring a wide range of artisans showcasing products, crafts, food and lifestyle items.
- **COVID-19 Photography and art exhibition:** We collaborated with Fergana Art on visual and performance arts showcase broadly themed “Pemulihan: Recovery”. The showcase featured 20 visual artists and 60 photographers who documented this journey through their works.
- **Publika Sunday Market at The Square:** This is an initiative to help those from marginalised communities who may have lost their source of income during the pandemic. Publika Night Market at The Square allows them to sell a wide range of items, such as food, arts and crafts, indoor plants, merchandise and artisanal products. There will be 30 stalls of which five will be offered for free to non-profit organisations who are in need of assistance. This initiative took off in 2022.

We have also ramped up our digital marketing efforts during this period. The results can be seen from the number of members in our hUB Mall app from 240 in early 2021 to 2,220 by the end of 2021. There were also 70,267 Facebook followers, followed by 8,991 Instagram followers.

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Plans for 2022

We have learnt a lot from our experience living with COVID-19 for the past two years, notwithstanding the various movement restrictions imposed. For our retail business, we are working towards creating a balance between rental and occupancy rate. In addition, we will also be working to drive sustainable growth for our retail segment, focusing on more placemaking activities to increase footfall and sales. This in turn will help our retailers manage their rental obligations, and on a more macro level, do our part in reducing vacancy rates across the industry.

In this regard, we realised that customers spent less time at malls, as they were very focused on their intention. As such, our strategy moving forward is to conduct smaller, specially-curated events that are related to nature such as themed bazaars/markets and exhibitions. We will also focus on conducting more 'live' events, especially those related to the arts scene as it is proven to be more therapeutic. The events will attract more people, and support the livelihood of those in the industry as the country moves into the endemic era.

Land Portfolio Rebalancing

We focused on realising our Triage strategy, acquiring strategically-located and matured landbanks, particularly in the Central region for quick turnaround and strengthen our new project pipeline. We also divested non-strategic lands, in line with our landbanking portfolio rebalancing strategy.

In the Central region, the Company acquired three parcels of prime land in Section 13, Petaling Jaya, Selangor on Jalan Professor Khoo Kay Kim in March 2021, marking UEM Sunrise's first project in the affluent township following its success in Mont'Kiara, Kuala Lumpur and Iskandar Puteri, Johor. We acquired 9.9 acres of land for a total consideration of RM200 million. The land was previously owned by Dutch Lady Milk Industries Berhad and used as a centre for its factory operations and warehouse facilities. It is easily accessible via the various highways and public transportation as well as situated within easy reach of healthcare providers and institution of higher education. Primed for a mixed commercial development with an estimated GDV of RM1.3 billion, the project is targeted for launch in the next two years.

In June 2021, we acquired a 6.9-acre land from Accolade Land Sdn. Bhd., located adjacent to the Taman Connaught MRT station in Cheras for a total consideration of RM197 million. Plans have already been established to develop a TOD as the land is close to

MRT Taman Connaught in addition to being located in a mature area and directly connected to major highways. Potential buyers of this new development will also benefit from the various amenities nearby since Cheras is one of the most popular areas amongst house hunters and investors.

In July 2021, we divested three parcels of freehold agricultural land measuring a total of 431.1 acres in Mersing, Johor for a total consideration of RM45.1 million to Lagenda Mersing Sdn. Bhd. (a 70%-owned subsidiary of Lagenda Properties Berhad). The land was located in a non-strategic area, surrounded by agricultural smallholdings and several housing schemes, including traditional settlements. Located at its south-eastern boundary is Sungai Mersing, which forms swamp areas on certain parts of the riverbank during high-tide and monsoons. The transaction is expected to complete in the second half of 2022.

We will continue to be on a lookout for potential landbanks as means to rebalance our landbank portfolio.

Digitalisation Initiatives at UEM Sunrise

Digital technology was fundamental to our success in 2021. We transformed into a digital-based organisation since the start of the pandemic, catering to the needs of our stakeholders through virtual interactions. We have also continuously added digital enhancements that gave customers more digitalised and customer-centric experiences.

For customers, we redoubled our efforts to help them navigate the challenges of 2021 using creative virtual interactions, as we realised customers across all age groups have already adjusted to this as a replacement of physical interface. In March 2021, in collaboration with Malaysian Global Innovation and Creativity Centre, we launched our hUb series apps, namely 'hUb Home', 'hUb Mall' and 'hUb life' to improve customer experience, provide added convenience and enrich residents' digital lifestyle. Then later in the fourth quarter of 2021, we introduced a new feature on hUb Prop which included an interior design selection. With this new feature, customers are able to choose and purchase their interior design packages via the app. Moving forward, as most of our apps are still new, we will push ahead on improving customer experience via these apps and work towards creating a "super app" where all customers, even residents of our developments will be able to enjoy the services provided, all on a single hUb app.

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Number of downloads as per table below (as of 31 March 2022):

Type of Hubs	Download	Transaction	Total
hUb Prop	5,631	-	5,631
hUb Home	4,880	42	4,922
hUb Mall	2,449	6,547	8,996
hUb Life	1,210	1,349	2,559
Total	14,170	7,938	22,108

We will not be developing any new apps in 2022 but will focus on further improving the customer experience by converging existing apps to become a “super-app”. Once it’s ready, our customers will enjoy all our services on one single app, despite the current SSO (Single Sign On) that we have today across all hubs.

To improve customer engagement and enable our teams to provide more comprehensive services, all members from our sales team, including external agents, were equipped with a Digital Sales Kit. Working in collaboration with MHub, gives our sales teams access to information, images, video galleries as well as real-time sales charts. They will also be able to reserve the respective units chosen by their clients or customers by just using their tablets.

Throughout the pandemic, we stayed close to our customers as this helped us understand and respond to their demands. To ensure the information provided was constantly updated, our back-end Customer Relationship Management team consistently integrated the data and information gained via further data synchronisation, fully adopting Virtual Reality/Augmented Reality as well as leveraging on data analytics to help us identify their evolving needs and market trends. Given the social distancing and containment measures, many customers chose to connect with us digitally, resulting in an increase of total confirmed buyers by 59% in 2021 as compared to 2020. Our investments in easy-to-use digital solutions helped secure our market position in 2021 as 51% of the total sales achieved in 2021 was sourced digitally.

In the first half of 2021, most of our employees were back in the office, but with the FMCO and NRP measures introduced from June onwards, many had worked from home, except for those in critical sectors. As the majority of our workforce have adopted the use of digital tools to communicate with stakeholders, we tightened cybersecurity measures with the introduction of email filtering as well as added firewall and anti-virus protection. To help our leadership

team better understand the various security threats and protect their teams, we introduced a Cybersecurity Awareness Programme which was conducted via e-learning and self-assessments.

While we strengthened our digital capabilities in 2021, we also worked on reinforcing the synergy between teams, especially between the digital and development teams to better serve our customers. For instance, following the purchase of new lands in Petaling Jaya and Taman Connaught, Cheras, we conducted design thinking workshops to further understand customers’ needs and requirements, post-pandemic. These ideas, ranging from space, security features, community engagement via homepreneurship, health and fitness monitor especially for senior residents and sustainability involving recycling projects in collaboration with Alam Flora Sdn. Bhd., will be incorporated into these two developments. Following this, we will move forward to develop the relevant technologies as this will add value and convenience to the lives of the future residents of these developments. For us, it’s not just building a house, but designing homes that fulfil their immediate to long-term needs.

We also kickstarted the Innovation Challenge in the last quarter of 2021 to drive ideation and innovation among employees as well as to differentiate ourselves in the market as we move towards becoming a balanced real estate player. We received overwhelming response and have moved the Accelerator Stage to January 2022. The announcement of the winners is expected in the second half of 2022.

Moving forward, we believe that digitalisation will emerge as a catalyst and enabler in realising UEM Sunrise’s sustainability initiatives. Leveraging on digital initiatives, we will be able to encourage people, be it our residents, customers and society, to embrace low-carbon mobility, and provide electric vehicles’ charging locations at parking spaces in malls and residences. This will encourage residents to realise the importance of energy consumption, enhance awareness on maximising energy usage by introducing apps that can be connected to IoT devices, or connect physical devices to the internet to encourage data exchange.

Digitalisation will become a catalyst and enabler for, amongst others, communicating and connecting directly to our customers and stakeholders, indirectly getting them involved in the master planning of our developments and communities we are building. It will help us reach our audience at a faster rate, giving them opportunities to interact with us across all mediums.

Management Discussion & Analysis

BUSINESS REVIEW



Outlook

Throughout 2021, we pushed ahead on a number of projects and at the same time, put on hold several other projects due to certain delays caused by the various movement restrictions. Nevertheless, we are now progressing on our strategies, focused on taking corrective measures to boost our growth momentum.

With the anticipated turnaround of the economy and our goal to augment growth, we have implemented measures in the mid to long-term to transform the Company into an effective and balanced real estate player, guided by our three-pronged strategy; Triage, Stabilise and Sustain.

Efforts have been undertaken to drive the Company forward, strengthen our fundamentals and adapt to market needs – listening to customers, understanding their pain points and responding effectively. With COVID-19, we have also taken into consideration new living habits and trends, as many moved into the work-from-home environment, a new trend that will continue in the post-pandemic era. We remained committed to delivering customer

needs and demands, providing them with the right product mix, at the right location and at the right price. We will push for higher construction progress, especially on the newly-launched and ongoing products, whilst at the same time, persevere to secure higher sales.

In the retail segment, we have also looked into strategies to increase footfall and drive sales via specific community-based events. On the international front, we are working towards identifying new lands and opportunities as we strengthen our position in Melbourne.

Moving forward, we will continue to reinforce and strengthen our fundamentals given our geographically diversified portfolio. We managed the headwinds of 2021 with tenacity, discipline and effective cost management, all of which are still in a continuous progress. We are ready to chart our growth trajectory in 2022, leveraging on opportunities to realise mid- to long-term growth as this will cement our position as an effective and balanced real estate player.

Management Discussion & Analysis

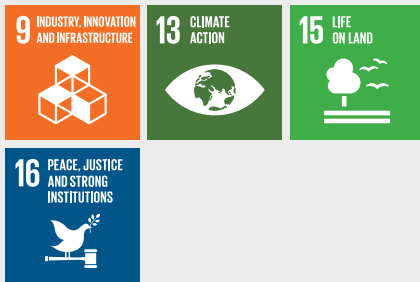
SUSTAINABILITY REVIEW

ENVIRONMENT



Material Issues Addressed:
Environmental Resource Management, Biodiversity, Energy, GHG and Climate Change

SDGs Covered:



● ENVIRONMENTAL MANAGEMENT

As a leading and sustainable property developer, we are committed to protecting the environment and being a responsible partner in the communities in which we operate through ensuring safe, efficient and environmentally conscious operations.

While we recognise that the nature of our upstream operations can inherently impact the environment and the local communities, we strive to minimise and mitigate any negative environmental impacts by adopting sustainable practices.

Our environmental approach is guided by the Group's Health, Safety and Environment (HSE) Policy, which is available on our corporate website. We also comply with all the necessary rules and regulations enforced by the local authorities where we operate. We regularly monitor our air emissions, noise and water quality, as required by the Environmental Quality Act, 1974. In the year under review, there were zero significant fines or non-monetary sanctions on non-environmental compliance imposed on UEM Sunrise.

We will continue to employ various strategic sustainability measures for the long-term value creation of the Company. Currently, we have incorporated long-term goals in UEM Sunrise 2030 Sustainability

Goals, integrated the Group's sustainability targets in employees' annual Key Performance Indicators (KPI), and conduct environmental efficiency monitoring and briefings.

Energy Management

We strive to reduce our energy consumption across our operations to minimise our carbon footprint by incorporating energy-saving designs, as well as other elements throughout our development, to reduce resource usage. For corporate offices, we ensure that preventive HVAC (Heating, Ventilation and Air-conditioning) maintenance is performed on a timely basis in order for the system to be more efficient. This will also prevent costly repairs such as clogged filters, dirty ducts and coils, debris and dust-laden vents and fatigued parts. Further to that, our employees are regularly reminded to switch off their electronic devices when the devices are not in use. We are also upgrading our old electrical items such as refrigerators and water coolers to new, energy-saving models.

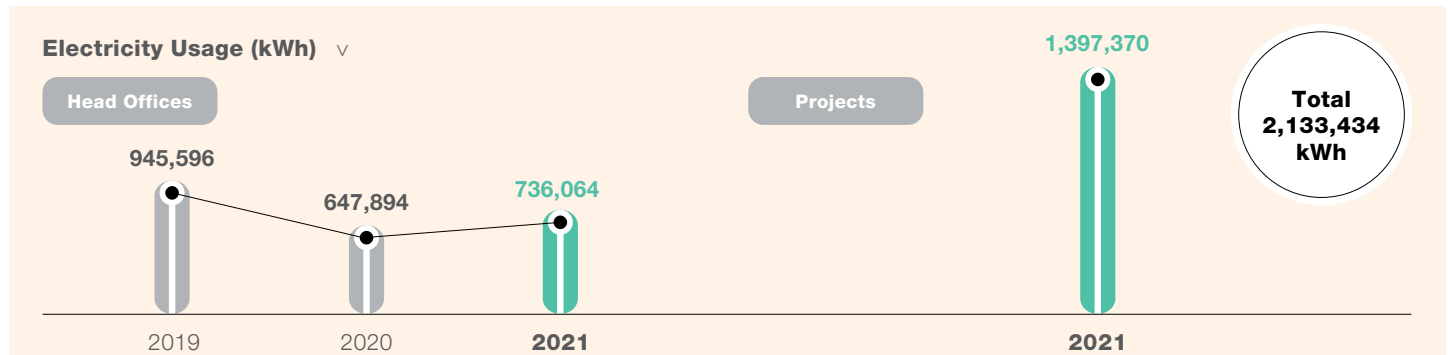
Management Discussion & Analysis

SUSTAINABILITY REVIEW

Additionally, our annual IMS-ISO audit enables us to check the condition and efficiency of our HVAC and lighting fixtures.

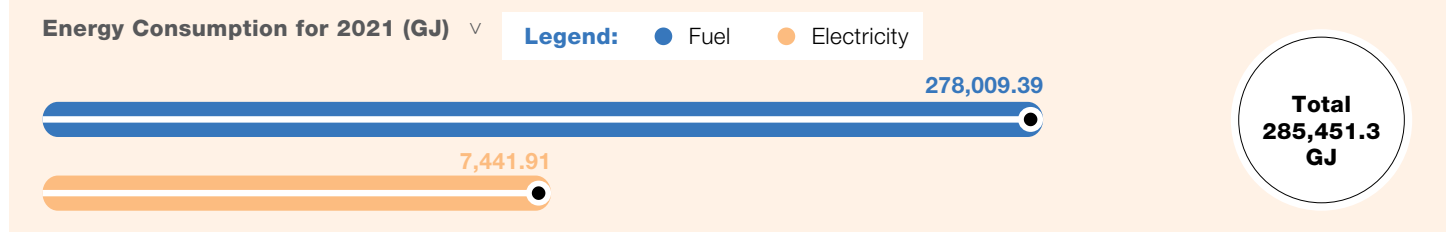
At our project sites, our contractors are expected to perform routine maintenance on equipment to reduce fuel usage. The roofs of project site office buildings are also installed with insulation to ensure the HVAC system runs efficiently.

The sources of our energy are primarily from fuel, which are petrol and diesel, and electricity usage. In 2021, our energy consumption was 285,452.3 Gigajoules (GJ).



Note

Electricity usage data for projects is not available for 2019 and 2020, as the process of data collection for projects started in 2021.



Climate Change





Climate change is currently one of the most challenging global issues that has affected daily lives and business operations. With extreme weather events continuing to leave a profound impact on human lives, there needs to be urgent climate actions taken.

The real estate industry contributed close to 40% of the world carbon emissions and as such, we are aware of our responsibility to take climate action by reducing our carbon emissions. While climate change effects pose risks to our upstream operations and downstream businesses, they also create opportunities for us to be

more resilient. We are committed to combatting climate change by incorporating sustainable design principles in our townships, and residential and commercial developments to further reduce carbon emissions during construction and operations.

As part of our journey towards building a sustainable world, we are committed to transitioning to a low-carbon future by 2030, with efforts underway to align all business processes to achieving the goal. This includes integrating climate-related risk management into the company-wide risk scorecard.

Our approach to climate change is anchored on four key pillars:

 <p>Liveability</p> <p>Combining factors to contribute to quality life such as developing sustainable buildings and communities, focusing on human-centric and inclusive designs, and providing social, community and recreational facilities.</p>	 <p>Affordability</p> <p>Providing residents, tenants as well as the wider community with fair access to quality spaces to live in and to operate businesses.</p>	 <p>Sustainability</p> <p>Accelerating climate actions and reducing the carbon emitted throughout the life cycles of assets, which starts from developing to operating and decommissioning a building.</p>	 <p>Resilience</p> <p>Ensuring assets can withstand shocks and are able to adapt to changing consumer demand throughout their life cycle.</p>
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Management Discussion & Analysis

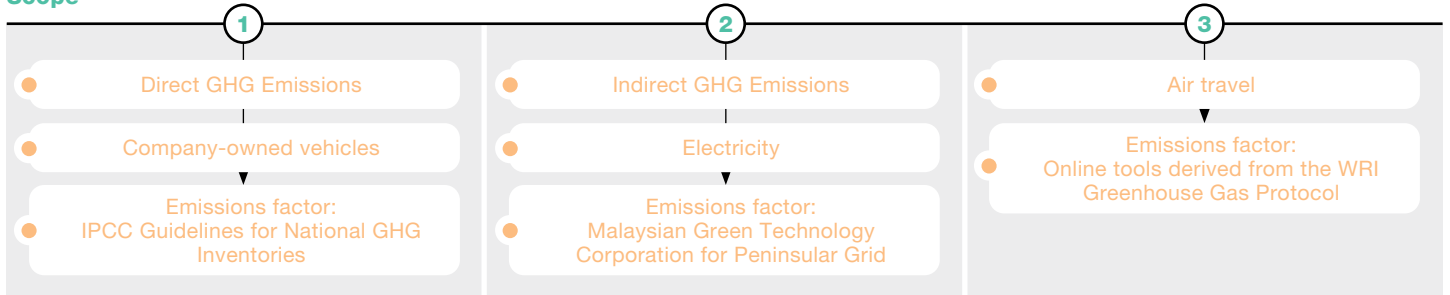
SUSTAINABILITY REVIEW

Greenhouse Gas (GHG) Emissions

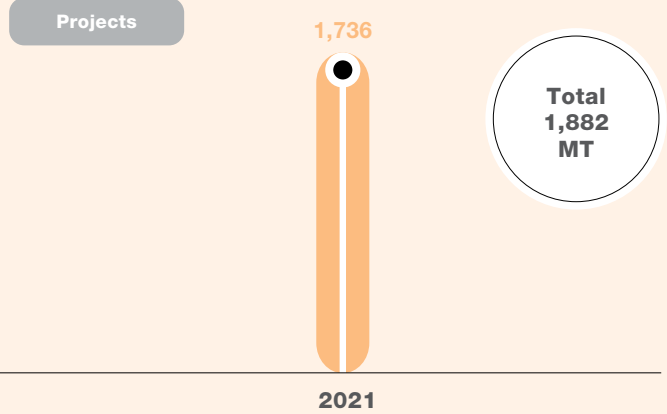
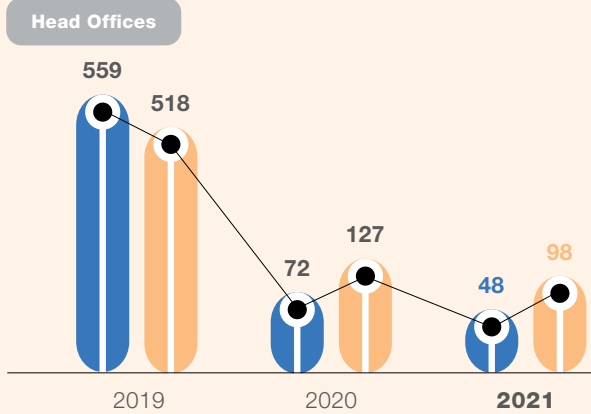
We continue to disclose our GHG emissions based on the data collected from across our Company and conduct air monitoring quality. In 2021, we emitted 4,028 metric tonnes of carbon emissions.

Our emissions, calculations are based on the Greenhouse Gas (GHG) Protocol established by the World Business Council for Sustainable Development (WBCSD) and World Research Institute (WRI).

Scope

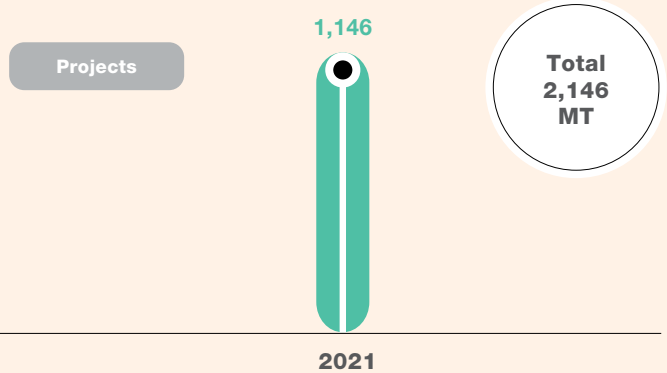
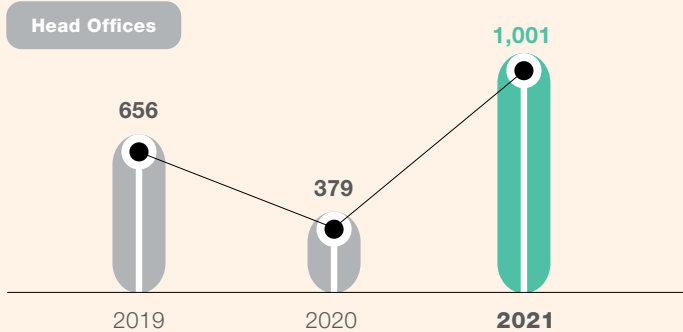


Scope 1: CO₂e Emissions (MT) by fuel type



Note
Petrol usage data for projects is not available for 2019 to 2021.

Scope 2: CO₂e Emissions (MT) from electricity usage



Note
Electricity consumption data for projects is not available for 2019 and 2020, as the process of data collection for projects started in 2021.

Management Discussion & Analysis

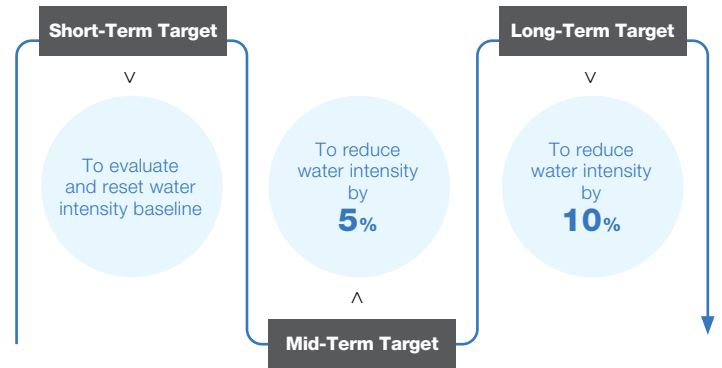
SUSTAINABILITY REVIEW

Water Management

Water is a natural resource that is vital for our business operations, and we are cognisant of the importance of preserving our water quality for the sustainability of our future generations. Our water management efforts are focused on environmental compliance, efficient water consumption, conservation and water usage reduction. We aim to reduce and mitigate negative environmental impacts from our business operations and activities.

We are committed to preserving water resources and their ecological system by developing man-made lakes in two of our developments – Serene Heights Bangi and Aspira LakeHomes in Gerbang Nusajaya, Johor to preserve the hydrological cycle, ecological demands and water quality.

To accelerate our transition towards a low-carbon portfolio through efficient water consumption, we have established short, medium and long-term targets for our water usage.

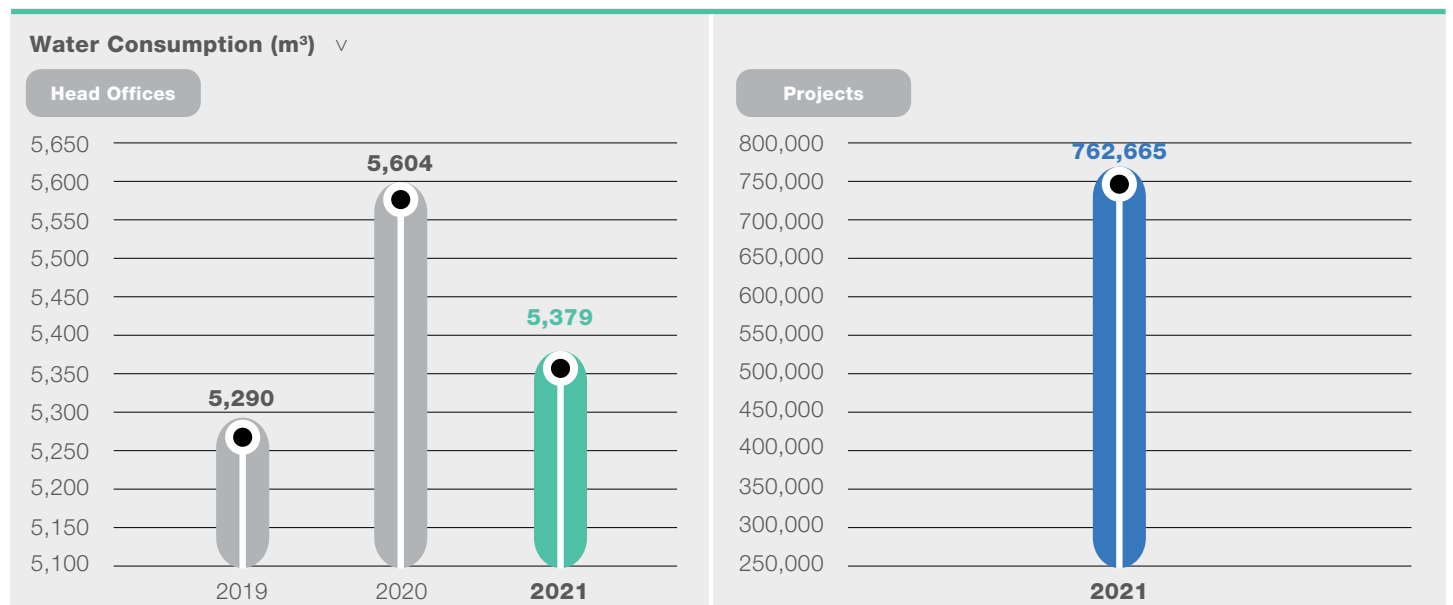


Water Consumption

We withdraw our water from potable and non-potable water resources. All our operations are not within areas with water stress.

To ensure efficient water consumption, we continuously monitor the monthly water consumption of our contractors to ensure that they are aware of their responsibility in conserving water. Our contractors have implemented some water reduction initiatives and these include using recycled water to wash vehicles' tyres and to water construction sites to reduce dust, which could indirectly reduce pollution.

We also monitor and track the Group's water consumption by ensuring all water bills are recorded and kept for seven years besides identifying and rectifying pipe leaks. All water metre damages and repairs are documented, and we constantly communicate with the relevant water authorities when resolving any problems identified.



Notes

2021's water consumption data is limited to UEM Sunrise's offices in the southern region.

Water consumption data for projects is not available for 2019 and 2020, as the process of data collection for projects started in 2021.

Management Discussion & Analysis

SUSTAINABILITY REVIEW

Water Discharge

We strive to apply best sustainability practices in all our operations and business activities by taking steps to minimise our negative environmental impact. To prevent water pollution, our project sites keep track of their total suspended solids (TSS) on a monthly basis by appointing an external consultant. TSS are caused by soil erosion, runoff or discharges from project sites. While some streams may naturally have significant quantities of suspended particles, a sudden increase in turbidity in a previously clear body of water is reason for concern, as some of our projects are located near natural water resources. We acknowledge that excessive suspended silt can degrade water quality for aquatic and human life, obstruct navigation and raise flooding risks, and we will thus strive to ensure our TSS are within the permitted limit of 50mg/l or 150mg/l.

Further to that, all our effluents and wastewater are treated by Indah Water Konsortium (IWK) and disposed of in accordance with the National Water Services Commission (SPAN) and the requirements of other relevant local authorities.

Waste Management

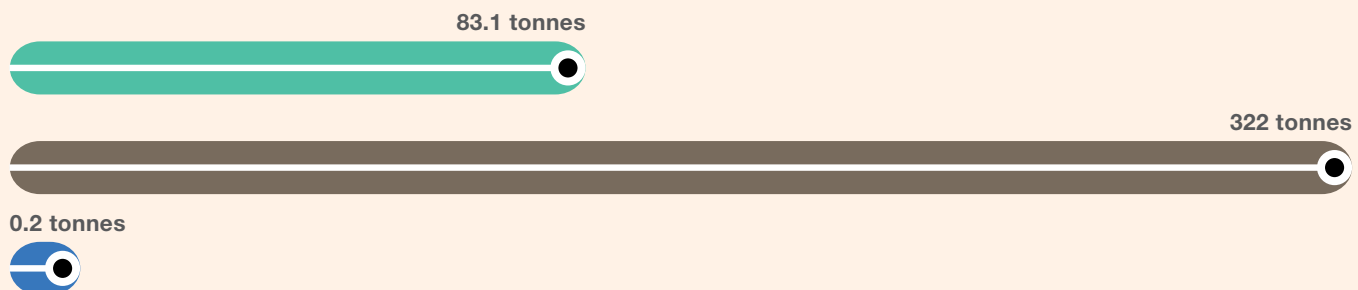
UEM Sunrise strives for efficient waste management to preserve the environment and mitigate any health risks to its stakeholders. We have an integrated waste management system that reduces waste by focusing on waste segregation according to use, the relevance of organic waste and combustible waste fraction pre-treatment. This helps to generate a circular economy by producing compost of renewable energy from waste.

Our project sites typically generate three types of waste namely, construction waste, domestic waste and scheduled waste. While construction and domestic waste are disposed of at regulated landfills by licensed vendors appointed by the projects' main contractors, scheduled waste is disposed of by registered contractors at approved treatment and disposal facilities as per the Sixth Schedule: Consignment Note for Scheduled Waste under the Scheduled Waste Regulation 2005. The relevant contractors were registered and approved by Malaysia's Department of Environment. Other forms of waste such as wood, paper, plastic bottles and recyclable materials are recycled.

All our employees and contractors have been given clear instructions to minimise waste generation and ensure the proper handling of waste. The segregating, managing, transporting and disposing of waste are managed by appointed licensed contractors, who are required to record the volumes of the materials accepted, diverted and disposed of, as well as the sites of final disposition of the materials received. Some waste management service providers also collaborated with our building owners and general contractors to develop project-specific waste management strategies that include customised diversion plans suitable for the project. All our waste contractors are required to submit a monthly QHSE progress report.

In 2021, we generated 83.1 tonnes of solid waste, 322 tonnes of construction waste and 0.2 tonnes scheduled waste.

Waste Management ▼



Legend: ● Solid waste ● Construction waste ● Scheduled waste

Management Discussion & Analysis

SUSTAINABILITY REVIEW

Environmental Management Standards

We have been accredited with the ISO 14001:2015, which guides us in ensuring an Environmental Management System (EMS) that minimises the negative environmental impacts of our operations and ensures compliance with applicable laws, regulations and other environmentally oriented requirements. The standards can be integrated with other management activities to help us achieve our environmental and economic objectives. For instance, one of our environmental goals is to ensure that our TSS are within the 50mg/l limit. As for environmental compliance, we require all our projects to engage a third-party environmental monitoring lab to check the project's water and air quality and noise levels generated by site activities that may impact its surroundings and environment on a regular basis.

In the year under review, our water quality, air quality and noise levels were within the respective permissible limit. We did not receive any significant fines or non-monetary sanctions for non-compliance with environmental laws and regulations in 2021.

Total Suspended Solids (TSS)

Project	Requirement	Min (mg/l)	Max (mg/l)
PUTERI HARBOUR	150 mg/l	3	38
	50 mg/l	3	16
		5	20
		3	28
		3	30
		4	17
ESTUARI	150 mg/l	4	5
		7	10
		10	27
	50 mg/l	23	93
		3	3
THE MARIS	150 mg/l	4	70
		7	76
68° AVENUE	50 mg/l	8	34
	150 mg/l	8	65
		11	52
GN P1 EXT PKG 1	50 mg/l	3	40
		4	16
		3	14
	150 mg/l	6	83
		17	142
		5	143
GN P1 EXT PKG 2	50 mg/l	5	36
	150 mg/l	6	83
		17	70
		5	143
SENADI HILLS P1A	50 mg/l	7	32
	150 mg/l	6	83
		17	142
		5	143
SENADI HILLS P1B	50 mg/l	7	40
		32	44
SERASSA GREENS EW	150 mg/l	15	137
		17	44
		39	15
		6	5

Management Discussion & Analysis

SUSTAINABILITY REVIEW

Project	Requirement	Min (mg/l)	Max (mg/l)
LFC ROAD WORK	50mg/l	3	40
		0	16
		4	26
	150mg/l	0	17
		0	59
8	43		
ASPIRA PARKHOMES	50mg/l	8	40

Air Quality Monitoring (PM10)

Project	Requirement	Min (µg/m³)	Max (µg/m³)
PUTERI HARBOUR	PM10,100 µg/m³	37	39
		45	69
ESTUARI	PM10,100 µg/m³	37	39
		38	43
THE MARIS	PM10,100 µg/m³	40	49
		34	45
68° AVENUE	PM10,100 µg/m³	11	28
GN P1 EXT PKG 1	PM10,100 µg/m³	45	57
GN P1 EXT PKG 2	PM10,100 µg/m³	44	59
SENADI HILLS P1A	PM10,100 µg/m³	5	20
SENADI HILLS P1B	PM10,100 µg/m³	5	37
SERASSA GREENS EW	PM10,100 µg/m³	52	55
		44	49
		49	52
LFC ROAD WORK	PM10,100 µg/m³	32	40
		58	65
		57	67
ASPIRA PARKHOMES	PM10,100 µg/m³	39	47

Noise Monitoring

Project	Requirement	Min (dB)	Max (dB)
PUTERI HARBOUR	60 dB (A)	51	53.7
		50.1	57.7
ESTUARI	60 dB (A)	52.3	53.7
		52.8	55.5
THE MARIS	60 dB (A)	56.2	58.2
		54.9	56.5
68° AVENUE	60 dB (A)	45.9	50.9
GN P1 EXT PKG 1	60 dB (A)	46.4	57.5
GN P1 EXT PKG 2	60 dB (A)	56	58.3
SENADI HILLS P1A	60 dB (A)	46.7	55.3
SENADI HILLS P1B	60 dB (A)	50.6	55.6
SERASSA GREENS EW	65 dB (A)	60.1	61.5
		59.4	60.5
		59.1	60.8
LFC ROAD WORK	60 dB (A)	46.4	59.5
		51.5	56.5
		50.9	56.5
ASPIRA PARKHOMES	60 dB (A)	53.5	59.6
		50.1	58.6

Management Discussion & Analysis

SUSTAINABILITY REVIEW

COMMUNITY



» **Material Issues Addressed:**
Supporting Local Communities,
Community Engagement

» **SDGs Covered:**



UEM Sunrise is committed to build better communities for the future by nurturing communities with initiatives that are in line with the Company's vision and mission.

We strive to meet the expectations of our stakeholders in terms of economic, social, and environmental performance. With the collective efforts of our driven CHIEFs, our community programmes aspire to create positive ripples in society.

● OUR CSR COMMITMENTS

1

Educating for the Future

As education is important for development and career, we seek to provide educational support with activities to inspire the next generation in building their own futures.

2

Lending a Hand to Communities

We are committed to supporting the communities around us as our way to give back to society with socially responsible initiatives.

We also support the community through outreach programmes based on three pillars: educational enhancement, community engagement and environmental conservation. All programmes under each focus area are in line with UEM Sunrise's business strategy.

Management Discussion & Analysis

SUSTAINABILITY REVIEW

● OUR CSR FOCUS AREAS

Education and Human Capital

We uphold and support a collaborative, consultative approach in all our efforts to provide better opportunities for education to further develop those in our community and workplace.

Community Development

We focus on capacity building and increasing livelihood to contribute directly to sustainability and improved quality of life.

Green Environment & Technology

We constantly find new innovations and methods to meet growing social and environmental legal requirements, industry practices and fiscal incentives, whether through organic growth, empowerment of stakeholders or strategic investment.

Value Creation

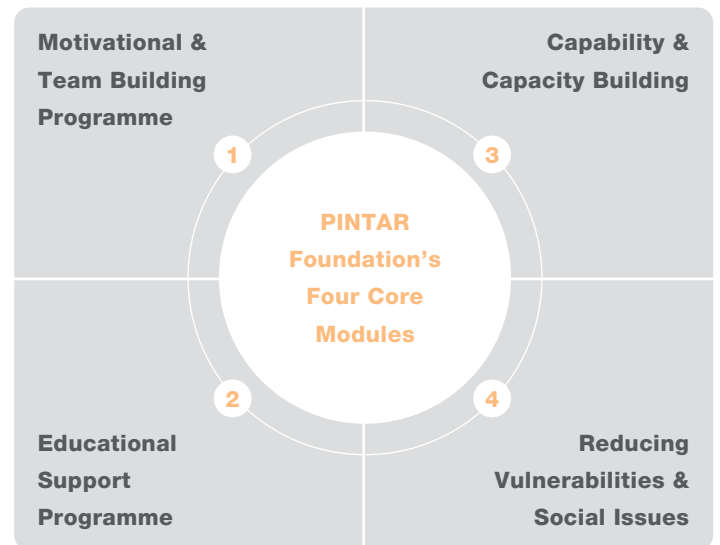
We aim to develop an extensive range of products and services through innovative use of sustainable technology and processes, building client and stakeholder awareness of responsible products and encouraging vendor, supplier, and service provider growth through sustainable capacity building initiatives.

● PROMOTING INTELLIGENCE, NURTURING TALENT AND ADVOCATING RESPONSIBILITY (PINTAR)

PINTAR is a joint social responsibility initiative led by Khazanah to motivate and encourage the success of students from underperforming schools through education. UEM Sunrise strongly believes every child has the right to education and through this programme, we aim to improve the educational outcomes of students from underprivileged communities nationwide through the school adoption programme.

We hope to inspire and motivate young Malaysians to become well-rounded individuals and responsible citizens in society through the PINTAR programme.

Since year 2008, we have supported the PINTAR school adoption programme and implemented the Foundation's four core modules in conducting our programmes.



In 2021, we donated 100 PCs to 10 of our PINTAR Adopted Schools in Iskandar Puteri, Johor to provide better educational support for 3,000 students.



For more information on our PINTAR program, please visit our website uemsunrise.com/sustainability

Management Discussion & Analysis

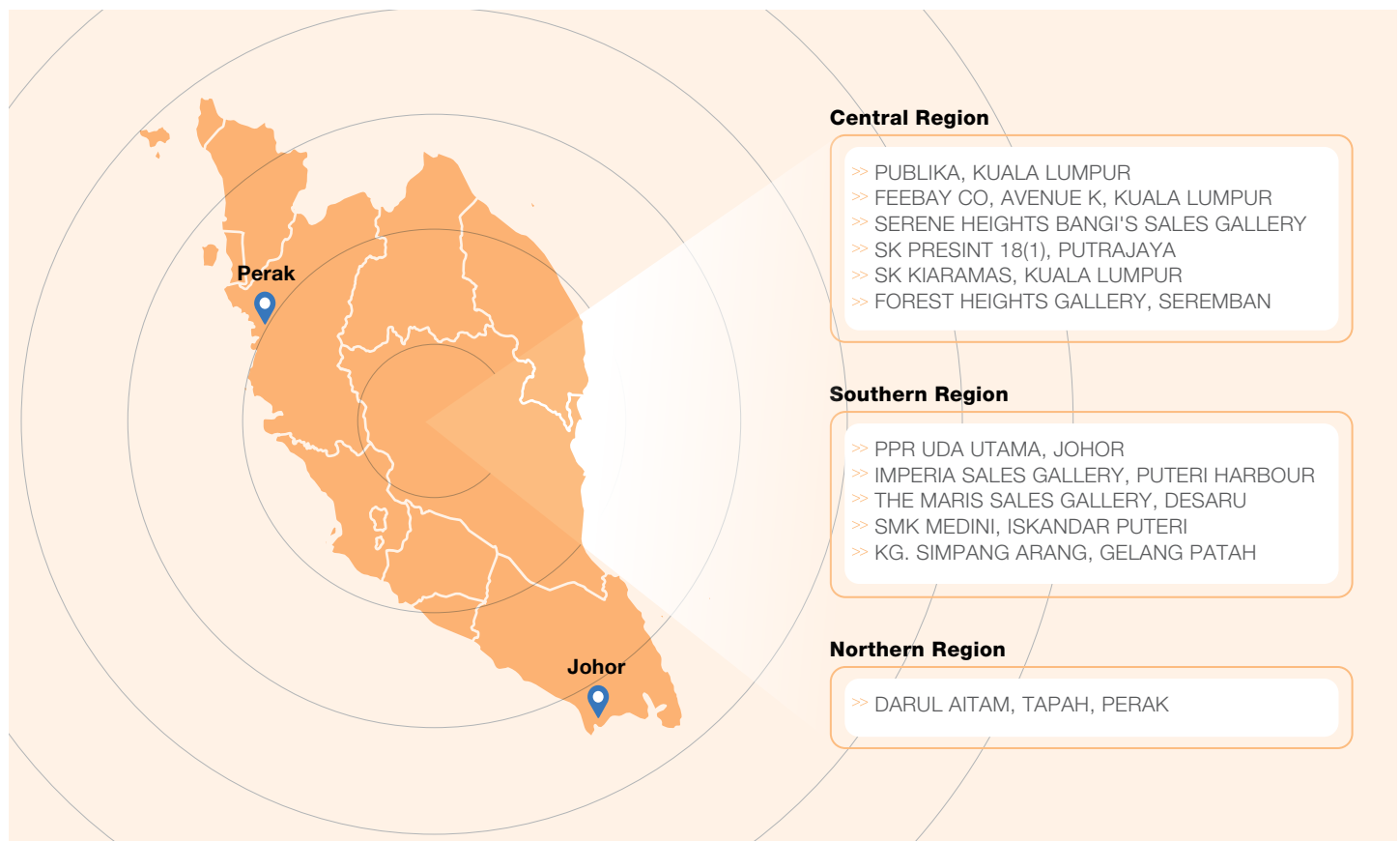
SUSTAINABILITY REVIEW

● PROMOTING READING AND LITERACY

A community library project launched together with the Ministry of Housing and Local Government (KPKT), BukuHub made its debut in January 2019 and is an initiative to show our support of the Government's National Community Policy (DKN). This objective of this frontrunning programme is to make reading materials more accessible to the local community by building mini-libraries and reading corners.

The initiative contains measures to improve the overall living environment of the B40 segment, in addition to increasing facilities in affordable housing developments and in our development communities. BukuHub is also aligned with the Ministry of Education's vision of making years 2020-2030 the National Decade of Reading.

Location of BukuHubs



BukuHub provides a cosy place for the public to read and donate books freely. In our initiative to cultivate healthy reading habits, more than 20,000 books have been collected from generous members of the public and placed at 12 UEM Sunrise BukuHubs in various communities.

Management Discussion & Analysis

SUSTAINABILITY REVIEW

● OTHER COMMUNITY INITIATIVES

● CARING FOR THE AGED

We extended our charity efforts to the aged with a series of CSR programmes to help and show them some love and care. In February, we organised a Charity Drive for those at Pusat Jagaan Mahmudah, Bangi and managed to raise RM10,000. UEM Sunrise also donated essential items and care packages to the elderly living at Persatuan Kebajikan Orang Tua Ceria in Johor.

● SUPPORTING COMMUNITIES DURING NATIONAL EMERGENCIES

While the rest the nation were still coping with COVID-19 pandemic and living with the new normal, many still needed some form of support. This year, UEM Sunrise contributed to the community of Kampung Segambut Dalam during the Enhanced Movement Control Order (EMCO), by sending 500 families essential goods amounting to RM20,150. UEM Sunrise also organised a COVID-19 Livelihood Assistance Programme 2021 together with Yayasan UEM, the philanthropic arm of UEM Group, that saw the distribution of basic necessities to the underprivileged living in Klang Valley.

This year many were also impacted by flood disasters and UEM Sunrise took the opportunity to lend a hand to flood victims. A donation drive was set up by through the CHIEFs volunteering programme which totalled to RM25,000 in contributions and essential items were distributed to aid the flood victims.

● SPREADING FESTIVE JOY

This year UEM Sunrise took opportunities to share good cheer in the communities surrounding its developmental areas. During Ramadan, the company organised the 'CaringIsMyHappy Movement' for the community in Kampung Orang Asli Simpang Arang in Gelang Patah, Johor. About 200 families received essential items amounting to RM10,000. In addition to that, UEM Sunrise also donated RM5,000 and organised a Hari Raya celebration with Rumah Nur Kasih Bestari Orphanage in Segambut.

In December, we rounded up the year-end celebration with a CSR Christmas contribution and 'Smiling Proud' campaign where 100 boxes containing essential items were donated to housing developments (PPR) in Kerinchi, Seri Pantai and Sri Pahang, Kuala Lumpur. This was a collaborative effort between UEM Sunrise and Happy Bank, a non-profit volunteer-based organisation focused on helping the underprivileged.

● EMPOWERING COMMUNITIES AROUND US

To assist our community, UEM Sunrise developed 8 units of shop lots in collaboration with Majlis Perbandaran Kajang (MPKJ). These shop lots were located within the vicinity of the Serene Heights Bangi development area and was named 'Gerai Majlis Batu 3' during a handover ceremony to MPKJ.

The initiative is an effort to enable and support small businesses in the area and contribute to the over-arching element of nation-building. We are committed to working closely with the relevant authorities to empower more communities in need.

UEM Sunrise also partnered with Happy Bank in an initiative to help the underprivileged in conjunction with National Smiles Day and 'Smiling Strong Campaign'. During this campaign, 50 bags of essential items were presented to the community in housing developments in Pantai Ria and Putra Ria in Bangsar, Kuala Lumpur.



Management Discussion & Analysis

SUSTAINABILITY REVIEW

VALUING OUR PEOPLE



➤ **Material Issues Addressed:**
Human Rights, Regulatory Compliance, Diversity, Equal Opportunity and Non-Discrimination, Talent Management, Occupational Safety and Health

➤ **SDGs Covered:**



Behind the success of every company are the skills, support, hard work and dedication of its people.

At UEM Sunrise, we continuously strengthen our workforce by enhancing their competencies and helping them to build their careers through providing more opportunities and incentives. We strive to provide a conducive working environment by maintaining diversity at the workplace, prioritising occupational health and safety and supporting employee professional aspirations.

● HUMAN RIGHTS AND LABOUR COMPLIANCE STANDARDS

As a responsible corporate citizen, UEM Sunrise upholds human rights in all its business activities and across its value chain to ensure responsible business practices. We are committed to aligning our business conduct with the United Nations Guiding Principles on Business and Human Rights. Our commitment to labour standards is communicated to all employees including security personnel through our Code of Business Ethics and Employee Handbook, which are available in English and Bahasa Malaysia.

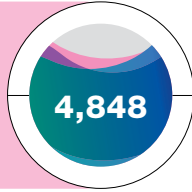
Our contractors are required to observe basic human rights principles including freedom of labour, prevention of child labour, minimum wages and benefits, non-discrimination, free from sexual harassment, freedom of association, humane treatment towards employees and respecting the rights of indigenous people, as well as foreign or migrant workers.

We constantly provide human rights training to our employees to ensure human rights principles and practices are entrenched across our operations.

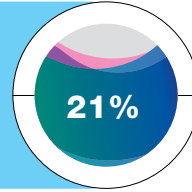
Management Discussion & Analysis

SUSTAINABILITY REVIEW

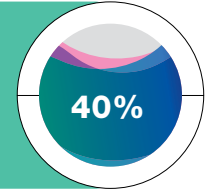
Total number of hours spent on training on workplace health and safety, human rights policies or procedures



Percentage of employees trained in human rights policies or procedures



Percentage of employees trained in occupational, health and safety



Functional areas	Human rights areas	Business activities	Participants
Human Resources	Working conditions Working hours wages Living wage benefits Leave breaks PDPA Grievance mechanisms	Head Office	UEM Sunrise Chief People Officer UEM Sunrise Human Resources personnel
		Construction Sites	Contractors' Human Resources Managers Contractors' Human Resources personnel
Health and Safety	Workplace health and safety Health and Safety training Personal Protective Equipment (PPE) Access to medical services Occupational illnesses Night work Working conditions at construction sites	Head Office	UEM Sunrise Health Safety, and Environment (HSE) Manager, HSE Officers, UEM Sunrise HSE Committees
		Construction Sites	
Security Arrangements	Security situation and management procedures at UEM Sunrise sites Security guards Security training Recruitment process	Head Office	Security Manager and Officers Contractors Security Guards
		Construction Sites	
Business Integrity	Processes on bribery and corruption Complicity Lobbying	Head Office	Legal Counsel Corporate and External Affairs Manager
Community Impacts	Community engagement Access to water Environmental impacts	Construction Sites	UEM Sunrise Project Managers UEM Sunrise Customer Experience Manager UEM Sunrise Development Manager
Procurement (goods and services)	Procurement of goods and services by UEM Sunrise (including contractual arrangements) Working conditions, Health and safety, Security and Community impacts	Head Office	UEM Sunrise Procurement Manager Suppliers' workers
		Construction Sites	
Sourcing of Raw Materials	Working hours living wage Non-discrimination Grievance mechanisms Child labour Forced labour Health and safety	Head Office	Procurement Officer(s) various raw materials
		Construction Sites	
Product quality and marketing practices	Products safety and quality product marketing and advertising Use of social media for marketing purposes	Head Office	UEM Sunrise Chief Marketing Officer UEM Sunrise Chief Operation Office/ Project Team Leader UEM Sunrise Health UEM Sunrise HSE Committees UEM Sunrise Marketing Manager
		Construction Sites	

Management Discussion & Analysis

SUSTAINABILITY REVIEW

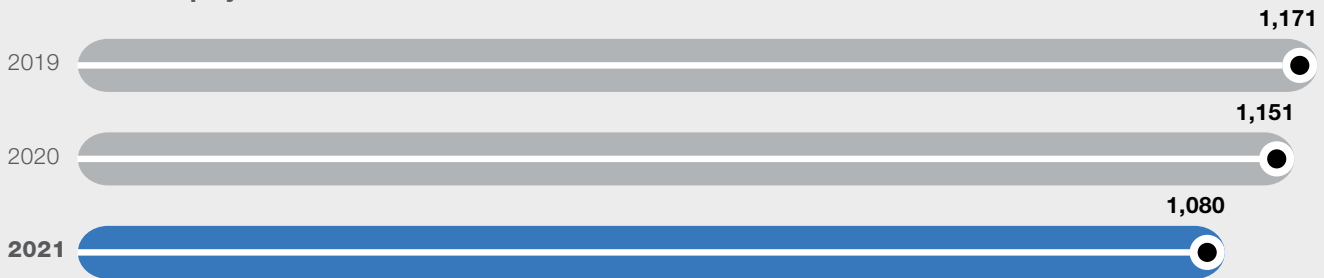
● DIVERSITY, EQUAL OPPORTUNITY & NON-DISCRIMINATION

Embracing diversity is vital for business growth as every employee plays an important role in the Company. Each employee's unique and diverse experience, as well as perspectives and culture, enables us to be more integrated in problem-solving and allows us to innovate new ideas to elevate our business.

We uphold inclusivity in the workplace by implementing fair opportunities and emphasising on merit to ensure every employee stands a chance to advance their career. As a progressive Company, we aim for our staff to live healthy, happy lives in dynamic, inclusive communities and workplaces. We do not discriminate against ethnicity, religion, age, gender or disability. In the year under review, zero discrimination cases were recorded.

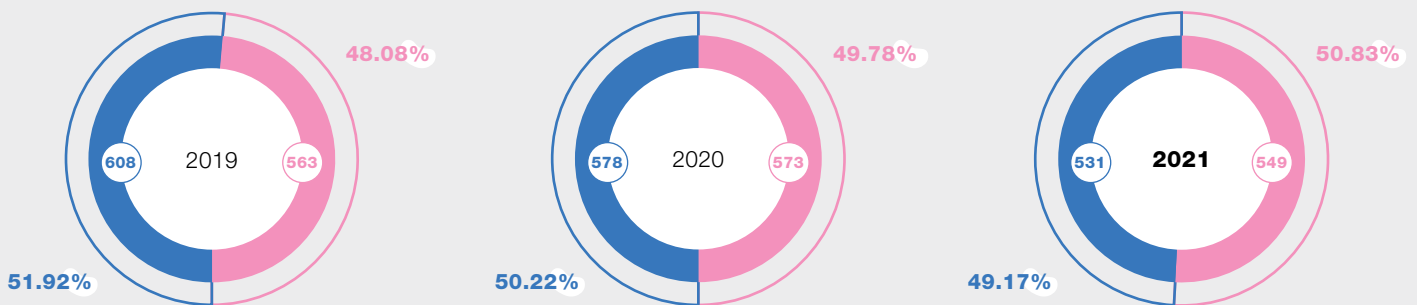
● EMPLOYEE PERFORMANCE DATA

Total No. of Employees ▾



Employee Breakdown by Gender ▾

Legend: ● Male ● Female

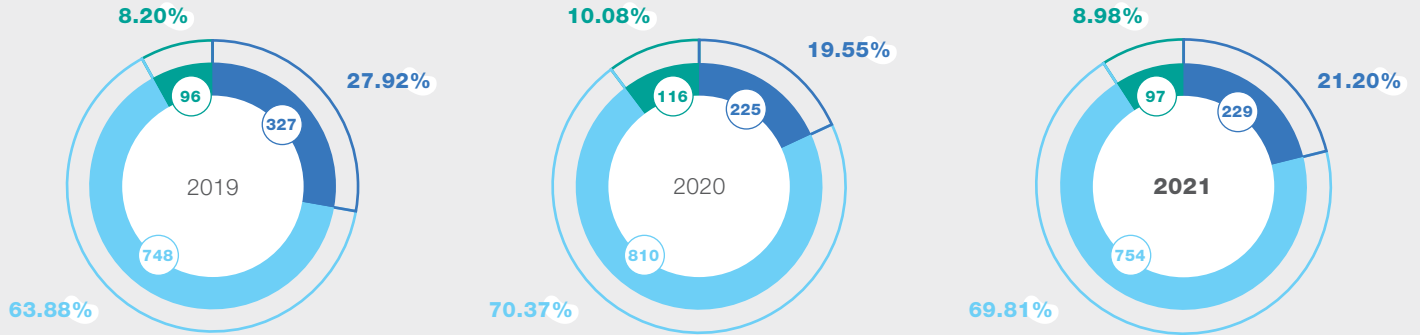


Management Discussion & Analysis

SUSTAINABILITY REVIEW

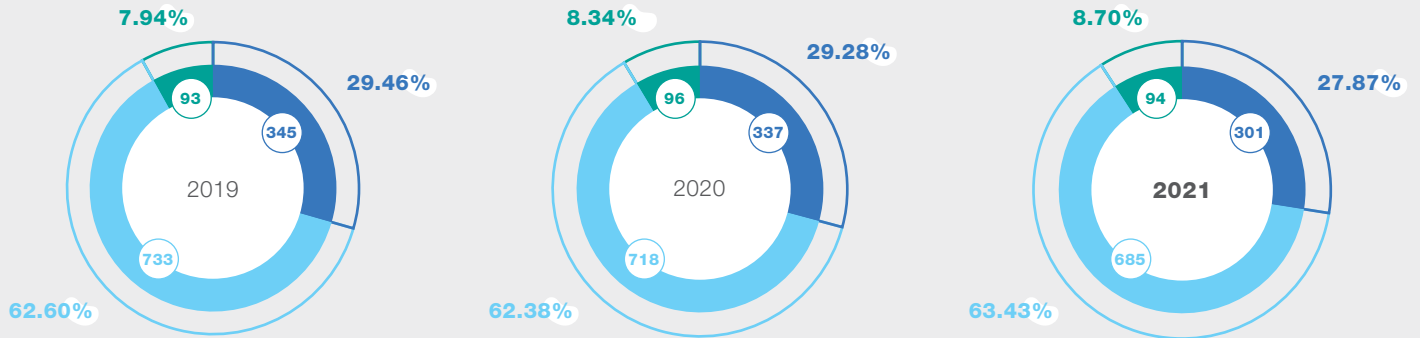
Employee Breakdown by Age Group

Legend: ● <30 years ● 30-50 years ● >50 years



Employee Breakdown by Employee Category

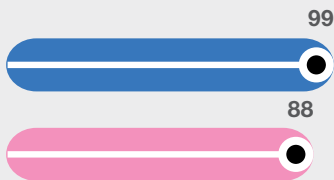
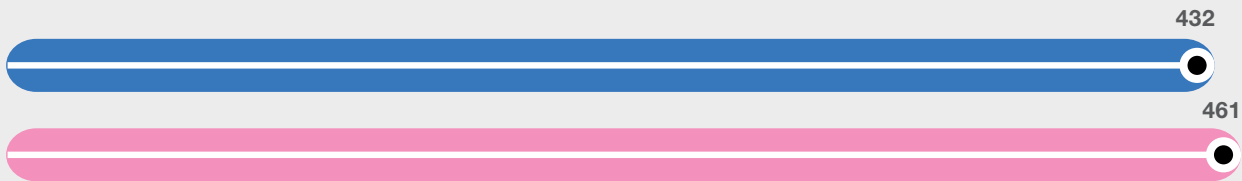
Legend: ● Non-Management ● Management ● Senior Management



Employees by Employment Contract by Gender

Legend: ● Male ● Female

Permanent



Temporary

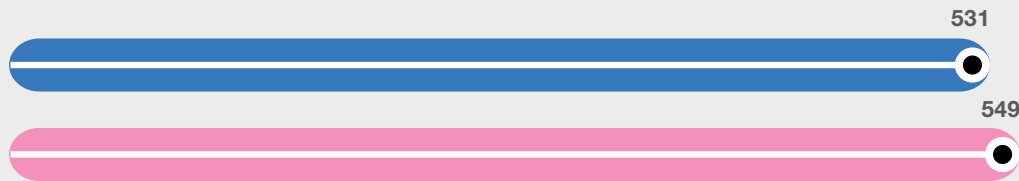
Management Discussion & Analysis

SUSTAINABILITY REVIEW

Employees by Employment Type by Gender

Legend: ● Male ● Female

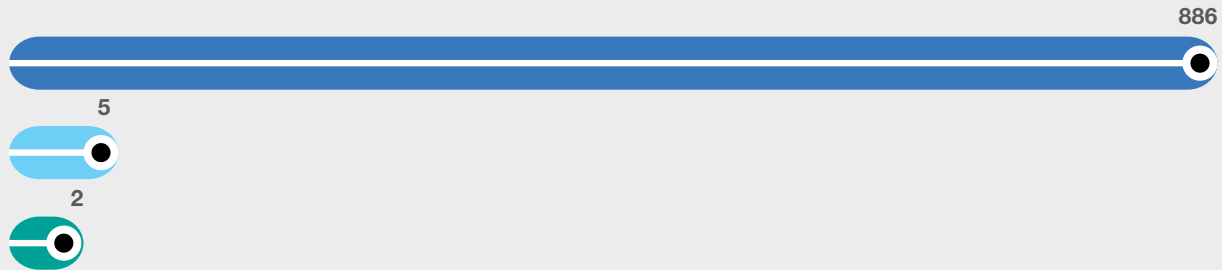
Full-time



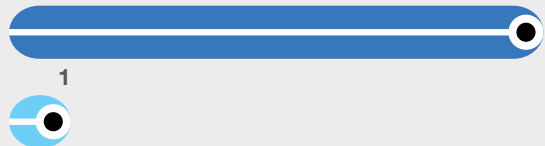
Employees by Employment Contract by Region

Legend: ● Malaysia ● Australia ● South Africa

Permanent



Temporary

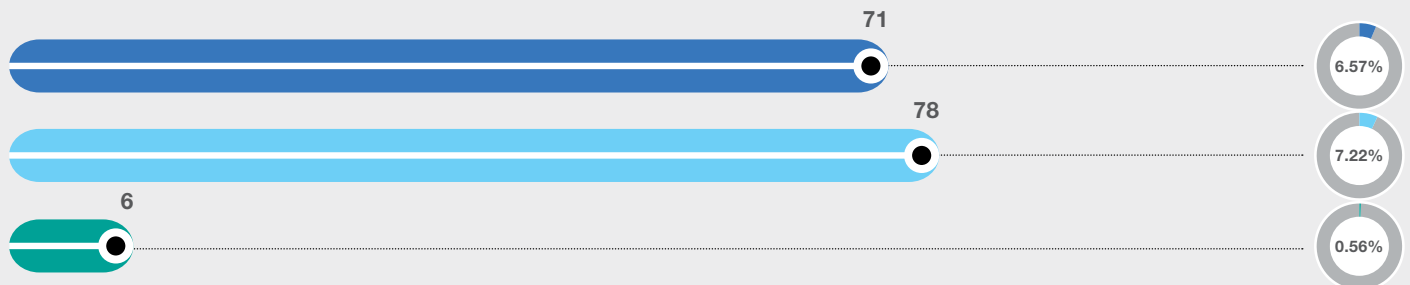


Temporary

Total Number of New Hires

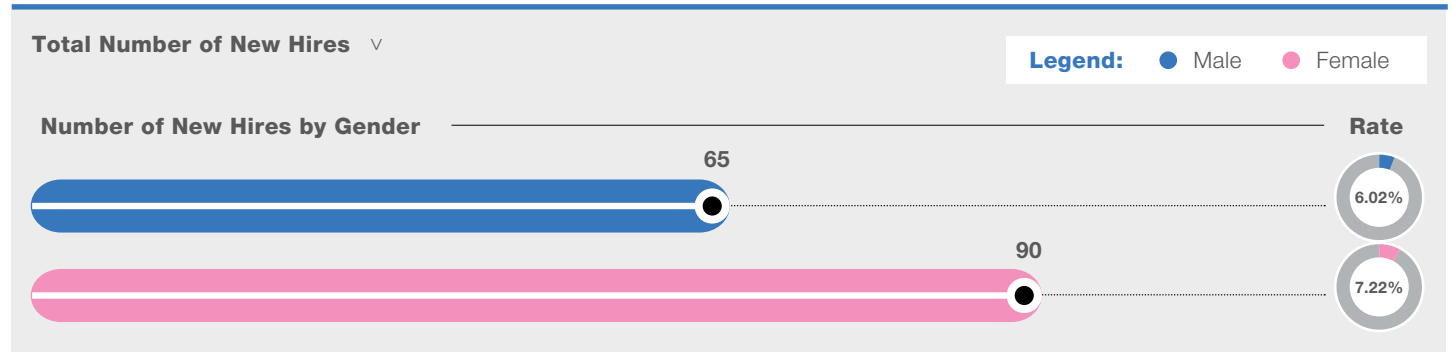
Legend: ● <30 years ● 30-50 years ● >50 years

Number of New Hires by Age Group



Management Discussion & Analysis

SUSTAINABILITY REVIEW



Employee Turnover Rates	2019	2020	2021
Turnover rate (%)	12	14	19
Turnover by Gender (number)			
Female	56	67	107
Male	58	89	105
Turnover by Age Group (number)			
<30	41	57	56
30-40	48	57	-
40-50	17	25	131
>50	8	17	25

● TALENT MANAGEMENT

UEM Sunrise lives by the tagline 'Find Your Happy', which reflects its initiative to provide more opportunities and platforms for the personal growth and career development of our CHIEFs. We strive to cultivate a High-Growth culture, placing focus on growth mindset, development culture and organisation trust to engage our employees. This is further supported by conducting knowledge sharing sessions, engagement and feedback sessions with top management (CHIEF Chat & Jom Sembang) and a digital learning platform (LinkedIn Learning) for our people to consistently learn and grow. Our People platform (HCM Oracle) also enables staff to work out their own development plans and explore internal job opportunities (CHIEF Move).

To ensure sustainable talent, UEM Sunrise provides training to equip our people with the right skillset and growth mindset. The outcome is a high-performance culture, which is mutually beneficial to high performing talents and the Company as it increases productivity and further drives business growth. We have also put in place Talent Philosophy, Strategy & Framework, which rewards talents with promotions, special recognition awards and ensures their basic salary is at least 80% comparative ratio for all talents.

Other initiatives rolled out in FY2021 included:

<p>●</p> <p>360 Debrief - Completed for all GM and above by Kincentric</p>	<p>●</p> <p>Coaching Programme for Talents</p>	<p>●</p> <p>Corporate Finance Programme for C-Suites</p>	<p>●</p> <p>UEM Sunrise Nottingham Programme</p>	<p>●</p> <p>Executive Coaching for CEO</p>
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Management Discussion & Analysis

SUSTAINABILITY REVIEW

Training Hours by Gender

Training Hours/Gender	Male	Female
Total No. of Employees	530	415
Total No. of Training Hours	4,081.7	4,596.7
Average Training Hours Per Employee	7.7	11.1

Training Hours by Employee Category

Employee Category	Total No. of Training Hours	Average Training Hours Per Employee
Non-Management	466	4
Management	5524.8	7.9
Senior Management	2687.6	20.5

Employee Engagement

Keeping our employees highly engaged is essential to ensure the sustainable growth of UEM Sunrise. We strive to ensure that they remain motivated, committed to the Company, and fully engaged in their work by listening to their concerns, understanding and meeting their needs. In FY2021, we actively engaged with our employees through various initiatives to retain our talents and ensure job satisfaction. Employee engagement is now more important than ever as we strive to support our employees in navigating the challenges of transitioning to the endemic phase.

Engagements & Surveys with CHIEFs

UEM Sunrise organised initiatives throughout FY2021 to engage with our staff, boost morale and provide a platform for them to share feedback with Management. Among the initiatives were:

<p>1</p> <p>FY2021 CHIEFs Pulse Survey conducted on 22 December 2021 with a focus on issues raised in past surveys to measure results of interventions</p>	<p>2</p> <p>CEO CHIEF Chats conducted from July to November 2021 with approximately 168 employees from Talent List selected for personal discussions with the CEO</p>	<p>3</p> <p>A 16-Week Digital Coaching Programme was launched in early 2021 as a result of a Work from Home survey conducted during the MCO in 2020. The first initiative that was implemented after the survey was CHIEF Wellness Programme on 25 November 2020.</p>	<p>4</p> <p>In Q4 2021, we launched Mental Wellness Campaign, which was held up to 31 December 2021, and featured a series of Virtual Coaching Month, Naluri Community and private webinars about Mental Well-being, Career Management and Financial Management.</p>
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The evaluation of the effectiveness of this programme has been audited by Internal Audit and the findings were recorded as 'SATISFACTORY' on overall Employee Engagement, indicating that its function, framework and execution has fulfilled its objective.

Management Discussion & Analysis

SUSTAINABILITY REVIEW

Although every effort has been made to retain employees, we are aware that they may choose to depart the organisation for any reason. In the year under review, the attrition rate for UEM Sunrise was 19% lower than the industry attrition rate, which stands at 25.6%. In the event of Mutual Separations Agreement (MSA), we do all we can to ease their exit from the company. On 16 March and 9 September 2021, UEM Sunrise invited PERKESO Johor to give briefings on transition assistance programmes available via MYFutureJobs.

Employee Benefits

Our Company endeavours to reward employees equally to retain and motivate the people it values. Remuneration is evaluated on a yearly basis against external remuneration standards and employees' performance. We standardise our compensation based on the P50 in the property market industry. All UEM Sunrise employees receive equal benefits, and we adhere to all relevant local laws in terms of benefits, remuneration packages, working hours, overtime, minimum wage and allowances given, depending on locations of operations. The ratio of basic salary for both men and women are 1:1.

Employees also have the option to apply for sabbatical leave if they wish to study, rest or spend time with their families. A sabbatical requires the employer to approve extended leave from work and differs from a case-by-case basis with the promise of re-employment. We are aware that our employees may need an extension of leave to improve their psychological health and well-being or take time off to further their education.

Performance Review by Gender

By Gender	Male	Female
Total No. of Employees	531	549
No. of Employees Who Received Performance and Career Development Reviews	409	431
Percentage of Employees Who Received Performance and Career Development Review	77%	79%

Performance Review By Employee Category

By Employee Category	Total No. of Employees	No. of Employees Who Received Performance and Career Development Reviews	Percentage of Employees Who Received Performance and Career Development Review
Non-Management	299	214	72%
Management	687	539	78%
Senior Management	94	87	93%

Parental Leave for 2021

By Gender	Male	Female
No. of Employees Entitled to Parental Leave	414	364
No. of Employees Who Took Parental Leave	51	60
No. Employees Who Returned to Work After Parental Leave Ended	51	60
No. of Employees Who Returned to Work After Parental Leave Ended and Were Still Employed 12 Months After Their Return to Work	44	50
Return to Work Rate	100.00%	100.00%
Retention Rate	86.27%	83.33%

Management Discussion & Analysis

SUSTAINABILITY REVIEW

● OCCUPATIONAL SAFETY AND HEALTH

At UEM Sunrise, the safety and health of our people are a key priority. Due to the nature of our operations that involves high-risk activities, we are aware that our project sites are prone to hazardous situations.

We strive to provide safe working conditions for our employees and workers and aim to achieve zero work injuries and work-related illnesses, ultimately developing a high-performing workforce. We will continuously review our processes and procedures apart from complying with all the applicable rules and regulations.

Occupational Safety and Health Management System

We uphold high standards of health and safety at the workplace by establishing a Quality, Health, Safety and Environmental (QHSE) Management System across all business operations since 2012. The QHSE system enables us to monitor compliance with procedures and policies involving risk, incident reporting, contractor management, and health and safety auditing. It also enables us to identify potential hazards, examine risks and performance, conduct audits and continually improve our safety standards. Our health and safety management system is guided by our robust QHSE Policy and is extended to contractors and other external stakeholders. 100% of UEM Sunrise's workforce and contractors is covered by our QHSE Management System.

To ensure the system is implemented comprehensively, safety and health risk assessments are carried out on all existing and potential projects as part of the company's due diligence process, while our operations and sites are certified with ISO 45001 : 2018. UEM Sunrise has also developed an HSE monitoring and measurement matrix for each business function to implement corrective and prevention procedures for dealing with actual and potential nonconformity.

Health and Safety Governance

We have dedicated HSE teams at both development sites and Head Office levels to monitor safety and health aspects and to conduct relevant assessments, inspections and audits. 100% of UEM Sunrise's workforce is represented by the teams.

At our Head Office, we have established a safety committee that is headed by our Chief Executive Officer, En Sufian Abdullah, and chaired by the Head of Sustainability, Pn Sarimah Talib. Comprising equal number of employer and employee representatives, as required by DOSH, the committee ensures that any safety concerns are addressed promptly. The appointed members have received adequate health and safety training. Employee representatives on the committee represent various sections of a workplace to maintain and develop a positive safety culture.

As for development sites, a safety committee is established at each project site, with the project manager and senior project team of the main contractor representing the employer while the subcontractors represent employees. Each committee is responsible for:



Management Discussion & Analysis

SUSTAINABILITY REVIEW

OSH Safety, Training and Awareness Measures

We ensure that all incidents and accidents are recorded and reported accordingly for corrective actions to be taken. In addition, we undertake the following safety and awareness initiatives to instil and raise awareness on the importance of health and safety:



Safety Control and Evaluation

We conduct periodic reviews of project and department risks and opportunities, including Hazard Identification, Risk Assessment and Risk Control (HIRARC) at the workplace to enhance safety and health management systems for both internal and external stakeholders, including the public. The objective of such reviews, as well as safety inspections and audits, are to maintain a safe place of work through hazard recognition and removal. It also helps to document and verify if employees are following the most effective safety procedures, and to make certain that facilities, equipment, and operations meet the required safety regulations, requirements, and best industry business practices.

For instance, the UEM Sunrise Quality Assurance, Safety, Health and Environment (QASHE) team conducts monthly safety inspections at ongoing project sites to eliminate any potential hazards at sites

that might be affecting the public. Annual IMS-ISO audits are also conducted, covering all aspects of the QHSE management system for all ongoing projects and key supporting departments at HQ to verify compliance to the standards that have been subscribed to by UEM Sunrise (ISO 9001: 2015, ISO 45001 : 2018, ISO 14001: 2015).

We are planning to adopt the OSHCIM (Occupational Safety & Health Construction Industry-Management) to strengthen our project from the stage of design to the maintenance which provides practical guidance to the client, designer and contractor on the management of safety, health and welfare when carrying out construction projects. We will also incorporate Behaviour Based Safety (BBS) approach, which primary goal is to replace unconscious unsafe behaviour that has resulted from months or years of unchallenged behaviour with unconscious, or automatic,

Management Discussion & Analysis

SUSTAINABILITY REVIEW

safe behaviour — or safe habits. This will help to safeguard not only the workers but also the public, including our homebuyers, during construction as well as during building maintenance work after completion.

As of December 2021, we had 27,521 workers in occupational activities that are exposed to high risks.

To further instil health and safety standards, all site personnel are required to obtain a valid CIDB Green Card, which includes two-year insurance coverage for any occupational-related accident. Apart from the usual weekly and daily toolbox briefing at project sites to remind workers of our safety measures, we also conduct training for high-risked workers, employ a Permit to Work system, enforce mandatory personal protective equipment (PPE), and conduct an HSE monthly inspection.

In 2021, 3,420 new workers attended 654 induction briefings on occupational health and safety.

We also believe that appointing the right organisations and individuals to complete a particular project is fundamental to its overall success, including safety and health performance. In line with this, UEM Sunrise has appointed reputable and experienced consultants and contractors based on an evaluation system that ensures they meet criteria such as a good track record in safety and CIDB SHASSIC scores to prevent accidents and ill-health in the workplace.

Our safety measures are extended to all stakeholders, especially in ensuring the safety and security of the public and at the work site. We have put in place various

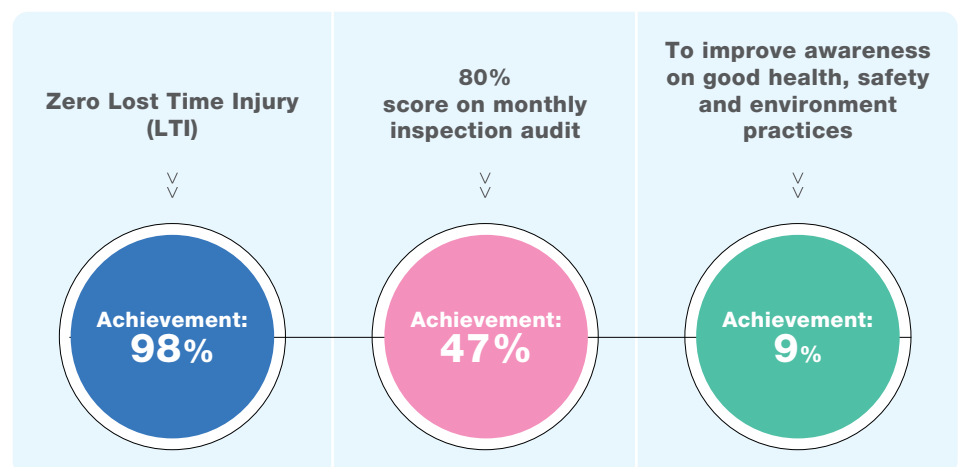
safety measures and these include ensuring proper hoarding, gates and fencing are erected along the project sites boundary to avoid trespassers, and helping to ease the traffic in the area by managing the traffic for the vehicles in and out of the work sites. We also install proper temporary earth drainage system to prevent flooding within the area as well as erect safety nets and catch platform surrounding the building edges.

Going beyond the provision of safety and security in the design and planning stage, we instil peace of mind for our homebuyers after project completion by including features such as perimeter anti-climb fencing, CCTV surveillance, card access control, digital internal security features and security screening at guarded entrances. These have been implemented in a number of our projects, including Aspira ParkHomes and Serimbun, both in Iskandar Puteri, Verdi Eco-dominiums in Symphony Hills, Cyberjaya, and Arcoris in Mont'Kiara, to name a few.

Health and Safety Performance

Despite our efforts to keep people safe through stringent measures, we regret to report that there was one fatality at our Kiara Kasih project in January 2021, where our worker fell to his death due to a failure of the temporary working platform. Following the incident, we applied the consequence management SOPs, which addresses any incident that occur at development sites and Head Offices, in accordance with the Department of Safety & Health (DOSH) guidelines. For major incidents such as fatalities, an immediate notification must be given to the identified parties, such as the police, hospital and DOSH. This is followed by an investigation on the root causes of the incident, which may lead to a Stop Work Order notification if necessary. The contractor will also be penalised if they were found to have violated any rules or regulations. Proposed corrective measures and mitigation actions will then be adopted, implemented and communicated to top management as well as all other key project team leaders to prevent recurrence of such incidents.

Health and Safety Targets and Achievements for 2021



Management Discussion & Analysis

SUSTAINABILITY REVIEW

Our Health and Safety Performance

Item/Year	2019	2020	2021
Number of minor injuries	5	4	1
Number of lost time injuries	1	0	1
Number of property damage	1	0	0
Number of fatal accidents	0	2	1
Total days of project operations	365	300 (MCO Mar/Apr/May)	335 (MCO on June)
Man-hours worked without Lost Time Incident (LTI)	3,635,840	3,471,104	5,724,368
Total man-hours worked without Lost Time Incident (LTI)	3,943,792	1,646,756	5,172,336

Note

This table represents only the health and safety performance of project sites. For the health and safety performance of our Head Office, please refer to page 81.

Including 2020, three fatal accidents occurred in the past two years. The accidents that occurred in 2020 were at Leisure Farm Infracore and Aspira ParkHomes' earthwork projects. Investigations revealed that the accidents were due to contractors, rushing to complete the progress of their respective job scopes, which were long-delayed as a result of the imposition of the various lockdowns and containment measures. Contractors also faced labour shortages pursuant to the Government's decision to halt the bringing in of foreign workers into Malaysia. COVID-19 contraction among the construction workers which required them to be quarantined was also another reason for the delay amid the lack of manpower to fully implement safety measures at the respective project sites. Following the incidences, we have adopted a stricter measure such as, but not limited to below:

1	2	3	4
Conduct comprehensive validation to be carried out to all contractor supervisor/safety officer/safety supervisor competency	Establish, implement, and monitor the HSE Training Matrix for all staff and contractors	Conduct a company-wide and construction projects HSE campaign/drive (cross-functional team collaboration)	Training and awareness to all project teams/consultants and contractors on HSE Fundamental approach (Comply, Intervene and Coach)

Safety Performance for Project Sites for 2021

No	Particular	Cumulative
1	Number of Induction Briefing	654
2	Number of Workers who attended the Induction	3,420
3	Number of Lost Time Injuries	1
4	Number of Fatality Accident	1
5	Average Total Workers	27,521
6	Record Lost Time Accident Free Hours *(Last Accident)	5,172,336

Management Discussion & Analysis

SUSTAINABILITY REVIEW

We are pleased that the number of incidents reported is relatively low, but we can still find room for improvement in the initiative taken to report. Aside from the one fatality in 2021, the other accident was minor - involving a cut on the finger.

Through our OSH Induction training sessions, our workers and employees are made aware of the risks and hazards, and are encouraged to be proactive in reporting all hazards and occurrences, including near misses, to Management and participating with efforts to reduce and eliminate risks. We have a clear incident reporting process in place, and all reports are regarded as private and confidential.

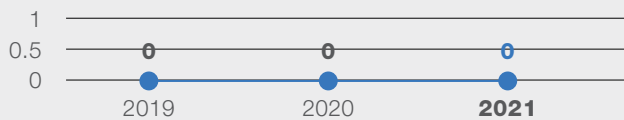
Our Whistleblowing Policy also allows workers or employees to withdraw from work situations that they fear may cause injury or illness.

Incident Reporting And Investigation Process

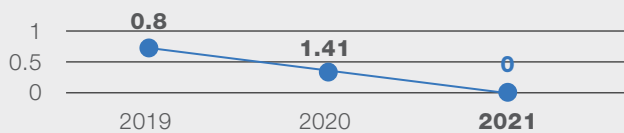
- 1 Workers/Employee reports hazard and/or incident to the Safety & Health personnel.
- 2 DOSH to be notified if it involves serious incident.
- 3 Experienced Safety & Health personnel investigates the report.
- 4 A root cause analysis is conducted in consultation with Safety & Health committee members.
- 5 Safety & Health committee members recommend risk mitigation methods
- 6 Corrective and preventive actions are taken.
- 7 Report is presented to the Management in the management review meeting.

For Head Offices ▾

Fatality Rate



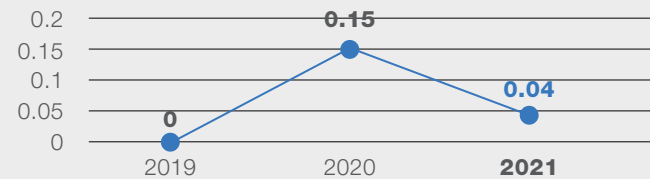
Frequency Rate/LTIFR



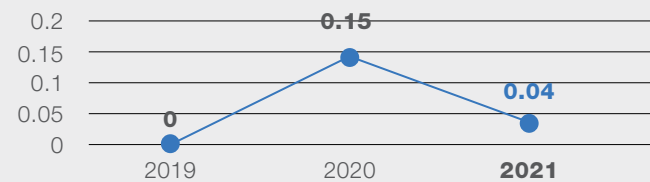
Year	2019	2020	2021
Number of fatalities	0	0	0
Annual average number of employees	1,711	1,511	1,163
Number of accidents	2	1	0
Total man-hours worked	2,472,192	2,430,872	2,456,256

For Development Sites ▾

Fatality Rate



Frequency Rate/LTIFR



Year	2019	2020	2021
Number of fatalities	0	3	1
Annual average number of employees	28,512	20,614	27,521
Number of accidents	6	6	2
Total man-hours worked	3,635,840	4,136,392	5,724,368

Note

The rates were calculated based on 1,000,000 hours worked.

Management Discussion & Analysis

SUSTAINABILITY REVIEW

PRODUCT RESPONSIBILITY



>> Material Issues Addressed:
Quality Management, Public Safety, Sustainable Procurement, Responsible Marketing, Customer Privacy and Information Security, Customer Satisfaction

>> SDGs Covered:



At UEM Sunrise, we strive to demonstrate responsible business practices by integrating sustainability practices throughout our project lifecycle.

Our goal is to reduce and minimise the negative impacts of rapid urbanisation by taking into consideration the impacts on our stakeholders and the environment, while prioritising customers at the centre of every decision. This includes ensuring customer satisfaction and regulatory compliance, making sure that the homes and townships that we build are sustainable for all our stakeholders.

Customers at the Core of Every Decision

Land Acquisition

We do not acquire land on critical sites, but focus on transit-connected land in densely populated areas for development.

Planning Design

Quality matters adhered to the Design Quality Plan (DQP), which outlines the Quality standards and requirements expected during design.

Detailed Design

We design and build green buildings, adopt energy-efficient techniques, and use Building Information Model (BIM), System Formwork, and Industrialised Building System (IBS), all of which help to reduce the carbon footprint of construction.

Sales & Marketing

Prior to handover, a final unit inspection is held prior to vacant possession and QLASSIC assessment by CIDB.

Construction

Monthly QHSE assessment is conducted internally by UEM Sunrise on all ongoing projects to ensure contractors' quality of work is at the highest level.

Procurement

QHSE assessment is carried out to select vendors with good QHSE performance to produce high quality final products.

Management Discussion & Analysis

SUSTAINABILITY REVIEW

● INTEGRATING SUSTAINABLE CONSTRUCTION

Construction works are generally capable of negatively impacting the environment and the communities in the surrounding areas such as air, noise and water pollution, as well as the safety of the local communities.

As a sustainable developer, we are committed to minimising the negative environmental and social impacts of our projects by integrating sustainable construction. We employ green construction techniques and utilise automation where possible to save operational costs and reduce environmental impacts.

We have also adopted the Building Information Modelling (BIM) technology to reduce construction time, costs and errors besides promoting transparency during the design and construction phases. This advanced technology allows building owners and managers to better control the management of buildings.

Going forward, we are exploring the potential adoption of modern methods of construction such as precast concrete systems and prefabricated prefinished volumetric construction to expand our offsite-based construction.

● DELIVERING SAFE AND QUALITY DEVELOPMENT

UEM Sunrise aims to achieve progressive socioeconomic development via its property development projects, be it boutique developments or big townships. We strive to deliver quality and sustainable homes to ensure the safety and satisfaction of our customers by complying with regulatory rules and meeting international standards and requirements.



100% of our products are assessed for health and safety impacts. In the year under review, there were zero incidents of non-compliance concerning the health and safety impacts of products and services.

To deliver excellence, we have put in place a self-developed Integrated Management System (IMS) that is benchmarked against international standards including ISO 9001:2015, ISO 45001:2018, ISO 14001:2015, and ISO/IEC 20000-1:2011. An internal audit is conducted each year to identify gaps and any non-conformance. In 2021, there were no major non-conformance incidents found during the audit.

In addition to the IMS, our operations are guided by the Group's QHSE strategies that are customer-focused. The QASHE team regularly conducts QHSE inspections and interventions at our project sites to ensure quality management and control. We hold defect inspections during the construction stage by carrying out a monthly quality inspection. The mock-up unit of the project is inspected thoroughly to ensure similar quality is constructed in all units. Prior to handover, every unit is inspected by our internal team, and defects are rectified with a target of 15 defects per unit (DPU). The team is also expected to resolve customer complaints and defects within 30 days, as part of their KPI. In 2021, we achieve 36.5 of DPU against our target of <30 of DPU and aim to tighten our quality control and inspection in the future. Our projects are also measured against the Quality Assessment System in Construction (QLASSIC) and the Safety and Health Assessment System in Construction (SHASSIC) quality management tools. In 2021, 100% of our projects achieved industry above-average scores/our target scores for both QLASSIC and SHASSIC.

Management Discussion & Analysis

SUSTAINABILITY REVIEW

UEM Sunrise's QCLASSIC and SHASSIC Scores

QCLASSIC is a scoring system that evaluates the workmanship quality of building construction work based on the Construction Industry Standard (CIS 7:2021). Our target QCLASSIC score is 80%, and contractors who fail to meet the score will be penalised.

QCLASSIC SCORE

Region	Project	Scores
Central	Begonia, Serene Heights Bangi	77
	Radia Bukit Jelutong, P3 & P4	75
	Residensi Sefina	75
	Camelia, Serene Heights Bangi	76
	Eugenia 1, Serene Heights Bangi	84
	Dahlia 2, Serene Heights Bangi	80
Southern	Estuari Gardens P1	80
	Estuari Gardens P3	77
	Estuari Gardens P3	79
	Estuari Gardens P4	84
	Almas	80
	Aspira LakeHomes Phase 1	83
	Serimbun 2A	84
	Serimbun 2B	82
	Aspira LakeHomes Phase 3	79
	68° Avenue Package 1	85
	68° Avenue Package 2	84
	Aspira Square	84

SHASSIC is an independent method to assess the safety and health at construction worksites. Although SHASSIC is conducted on a voluntary basis, UEM Sunrise has made it compulsory for all projects exceeding RM5 million to be evaluated by the CIDB appointed SHASSIC assessor from 25% to 75% of the project's progress. All contractors are expected to have at least one SHASSIC assessment conducted at the site and must obtain a minimum 4-star rating. We target to achieve 90% for SHASSIC.

SHASSIC SCORE

Region	Project	Scores
Central	Residensi Solaris Parq	88
	Residensi Sefina	95
	Symphony Hills, Phase 15	90
	Residensi Astrea	96
	Dahlia 1, Serene Heights Bangi	97
	Eugenia, Serene Heights Bangi	91
	Kiara Kasih	94
	Dahlia 2, Serene Heights Bangi	99
	Residensi AVA	93
	Solaris Parq Plot A	98
	Residensi Allevia	96
	Eugenia 2, Serene Heights Bangi	90
	Southern	Almas
Aspira LakeHomes, Phase 3		99
Serimbun 2A		76
Serimbun 2B		88
68° Avenue Package 1		99
68° Avenue Package 2		97
Senadi Hills - Phase 1A		94
Senadi Hills - Phase 1B		100
Aspira Square		100
Aspira Gardens	98	

Management Discussion & Analysis

SUSTAINABILITY REVIEW

UEM Sunrise's QHSE Performance Against Targets

Targets for 2021	Status
83% QCLASSIC score	✓
75% score in CSS	✓
50% reduction in NCR	✗
<30 Defect Per Unit	✓
>80% scores in monthly QHSE Inspection	✗
Zero fatality and Zero LTI	✗
100% compliance on PPE	✗
50% reduction in NOP & NOI	✗
100% compliance with CIDB Green Card	✗
90% SHASSIC score	✓

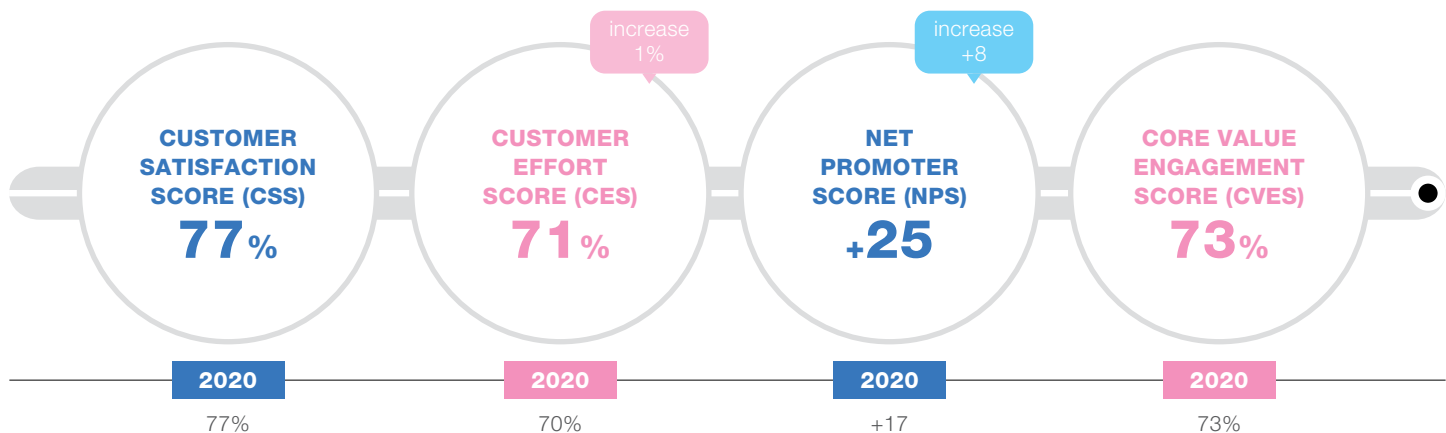
In delivering safe and quality development, we provide infrastructure and amenities that are inclusive for people of all ages, ensuring no one is left behind. Apart from providing inclusive facilities and public spaces that encourage vibrant communities to thrive, we prioritise the safety and security of our residents by employing auxiliary police. In 2021, our townships were supported by 58 auxiliary police, who have received training from the Royal Malaysian Police.

Upholding Customer Satisfaction

As a leading property and township developer, we strive to go beyond delivering quality homes by upholding customer satisfaction. We constantly engage with our customers via various engagement platforms to meet their needs and gauge their level of satisfaction. It is our goal to strive for the best and deliver excellence to our customers.

To uphold customer satisfaction, we utilise a number of tools to obtain feedback and gauge the level of customer satisfaction. These include the annual Customer Satisfaction Survey (CSS) that uses various key metrics, namely the CSS, Customer Effort Score (CES), Net Promoter Score (NPS) and Core Value Engagement Score (CVES).

We also obtain feedback using the Handover Pulse Check Survey upon completion of the handover process and the Transactional NPS, which is used to measure customers' perception of UEM Sunrise's brand, products and services at various touchpoints. Further to that, we have a defect management performance, which is guided by a Service-Level Agreement (SLA) that ensures defects reported by buyers must be repaired within 30 days. In 2021, 97% of defects reported were resolved within the SLA.



Management Discussion & Analysis

SUSTAINABILITY REVIEW

In 2021, we continued to leverage on digital tools such as Zoom and Microsoft 365 to engage with potential customers and provide 360° views of our properties through our enhanced website. Our hUb Mobile app consisting of hUb Prop, hUb Home, hUb Mall and hUb Life, also helped to improve our engagement with customers and help customers to have complete lifestyle solutions beyond their brick & mortar.

Apart from meeting customer needs, the Customer Experience team also strives to address any complaints and feedback from the local communities in which we operate. We have in place several engagement platforms for the relevant stakeholders to channel their feedback.

Engagement Platform	Number of responses received
Live chat function on uemsunrise.com	648
Customer care email at customercare@uemsunrise.com	10,559
UEM Sunrise mobile app – hUb Prop	482
UEM Sunrise One Stop Centre (OSC)	13,317
Social media – Facebook, Instagram, Twitter, LinkedIn and YouTube	115
Customer Contact Centre 1800 Toll Free	1,248

● SAFEGUARDING DATA PRIVACY

Safeguarding the data privacy of our customers as well as employees is integral to the sustainable development of UEM Sunrise. We go beyond meeting regulatory requirements to protect data privacy to mitigate risks that arise from reputational, financial and legal issues. Ensuring data protection and privacy will also maintain customers' trust and lead to customer satisfaction.

We comply with the Personal Data Protection Act 2010 (PDPA) and ensure that our data privacy and protection policy is communicated to all our departments and subsidiaries, as well as vendors and business partners. Regular audit exercises are conducted internally and externally to assess and identify compliances on both technical and commercial aspects. Any findings or improvements that have

been established will be assessed thoroughly to ensure effectiveness in the Group's data privacy protection.

In addition, our IT infrastructure is protected against unauthorised access and security threats using various security systems such as Identity Access Management System, End Point Protection System and Unified Threat Management at the end-user and gateway levels. Our corporate IT perimeters are also supported with 24/7 Proactive Network & Security monitoring, detection, advisory and remedial operations by an ISO/IEC 27000 Information Security Management Certified Operation Centre provider.

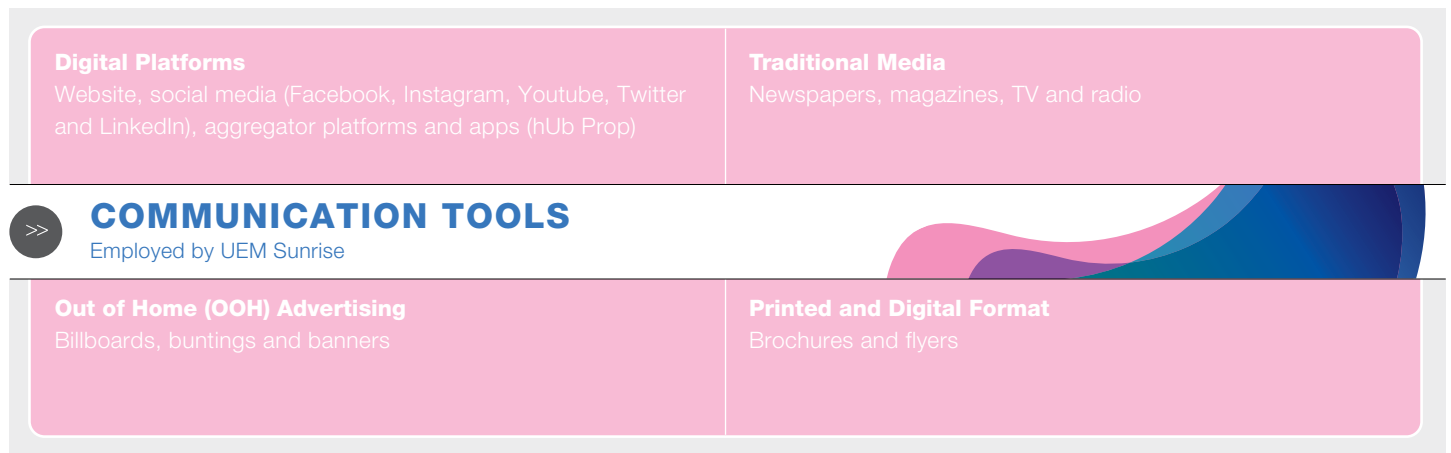
In 2021, there were zero breaches of data privacy or losses of customer and employee data.

Management Discussion & Analysis

SUSTAINABILITY REVIEW

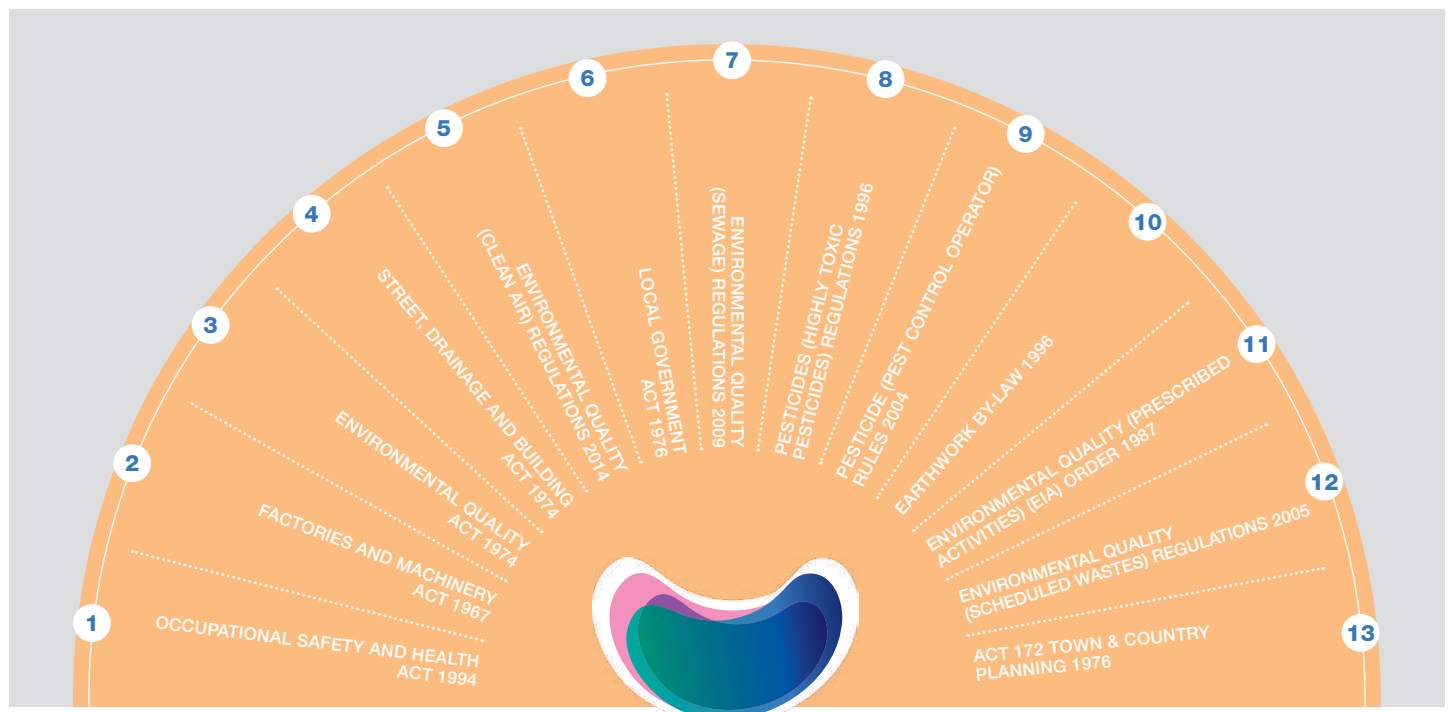
● ENSURING REGULATORY COMPLIANCE

Our industry is highly regulated due to the nature of our high-risk operations. We comply with all the necessary rules and regulations to mitigate operational risks and minimise disruptions to our daily business management and operations to deliver quality homes. This includes providing adequate information during our product launches and ensuring that all our marketing and promotions comply with the Housing Development (Control and Licensing) Act 1966. We market and promote our products to potential buyers, customers and the general public through the following methods:



In the year under review, there were zero fines or non-monetary sanctions for non-compliance with laws and/or regulations in the economic, environmental and social areas.

UEM Sunrise upholds regulatory compliance to ensure smooth daily operations



Market Landscape

Global economic performance remained significantly impacted by COVID-19 in 2021.

After rebounding strongly in the second quarter of 2021, the pace of economic recovery moderated due to the resurgence of the pandemic and lingering supply chain disruptions. Overall, the year's economic recovery can be characterised as unbalanced, even as full-year GDP forecast is at a healthy 5.5% to 6.5%¹. Vaccination programmes have brought strong but uneven global growth.

For 2022, global growth which was earlier projected to be lower than 2021, has now further deteriorated to 3.2% to 4.4%², mainly contributed by the economic damage brought about by the Ukraine – Russia conflict which broke out in February 2022. The war is expected to bring significant slowdown in global growth, with spillover impact to trade, commodity and financial markets; adding to existing challenges from COVID-19 flare-ups, continued supply disruptions and diminishing policy support.

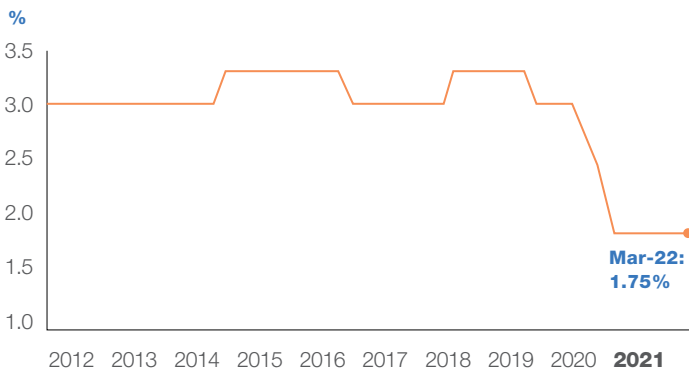
MALAYSIA

MACROECONOMY

Domestically, a resurgence of infections around April 2021 prompted the third round of major lockdowns or the FMO in June, and following two successive quarters of economic contraction, Malaysia fell into a technical recession in the third quarter of 2021 for the second time in two years.

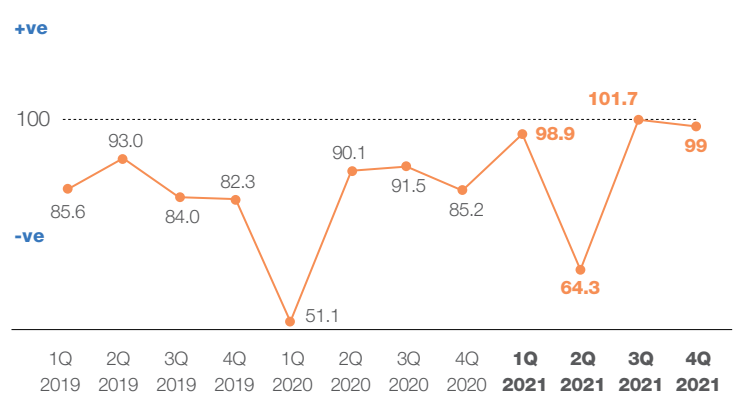
To support the economy throughout the pandemic-induced uncertainties and economic disruptions, the Government maintained a historical low Overnight Policy Rate (OPR) of 1.75% since July 2020 while injecting a continual series of fiscal stimuli, including the four launched in 2021 alone; namely the RM15 billion Malaysian Economic and Rakyat Protection Assistance Package (PERMAI), the two RM20 billion and RM40 billion Strategic Programmes to Empower the People and Economy (PEMERKASA and PEMERKASA+) and the RM150 billion National People's Well-Being and Economic Recovery Package (PEMULIH).

Overnight Policy Rate (OPR) ▾



Source: Bank Negara Malaysia (BNM)

Consumer Sentiment Index (CSI) ▾



Source: Malaysian Institute of Economic Research (MIER)

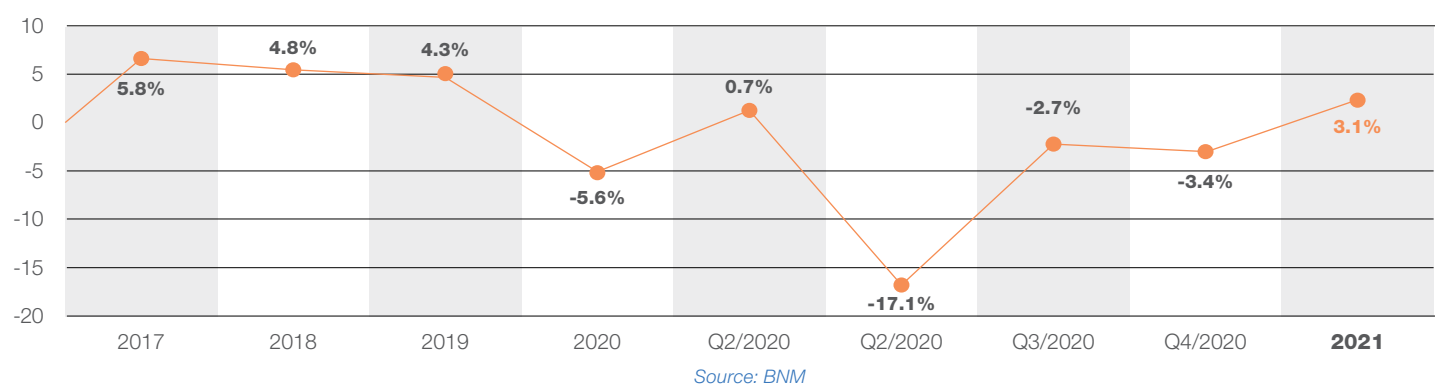
Source:

^{1,2} World Bank and IMF

Market Landscape

However, since the gradual lifting of the containment measures, especially in the Klang Valley since September, economic activity has been brought back almost to normal, and the continued improvements in the labour market is expected to support recovery. The Consumer Sentiment Index (CSI) also breached the 100-point benchmark to reach 101.7 points³ in the third quarter of 2021, finally exceeding the optimism threshold after three years. However, the CSI fell slightly below the optimism threshold again in the fourth quarter with subdued income and job expectations as well as growing concerns over rising prices. Nevertheless, on the back of all that, the country registered full year GDP growth of 3.1%, in line with the forecast of 3 to 4%⁴ growth.

GDP Growth ^v



The Outlook for 2022

Economic recovery in Malaysia is expected to gain momentum in 2022. Growth, projected at between 5.3% to 6.5%⁴, is expected to be anchored by a rebound in domestic demand and continued expansion in exports, as well as improvements in the trading of goods and the labour market. This is mainly enabled by the successful vaccination programme which has managed to inoculate close to 80.8%⁶ of the total population. Notwithstanding, the recent outbreak of the Russia-Ukraine war and the consequential Brent crude oil price escalation has added more uncertainty and may impede Malaysia's nascent export-led economic recovery. However, the Government's announcement of the reopening of international borders on 1 April 2022 and our transitioning into the endemic phase is expected to provide a boost to the economy that would help to counter these new headwinds.

Any emergence of new and vaccine-resistant COVID-19 variants would still pose elevated risk to the economic recovery trajectory. Nevertheless, the Government has stated that it will not reimpose lockdowns to deal with the pandemic. The service sector is expected to benefit from the border reopening, and the excellent vaccination rate will help spur the release pent-up demand, especially in the retail and domestic travel and hospitality sectors.

In a further effort to ensure continued momentum and comprehensive recovery for the nation, the Government is drafting the NRP 2.0, which will include strategies to manage and sustain the economy through future COVID-19 resurgences, without resorting to total lockdowns again.

In the year's horizon, several downside risks remain, including new COVID-19 outbreaks, faster-than-expected slowdown in global and regional growth, uncertain inflation expectations and faster-than-anticipated tightening of global financial conditions, Europe and other industrialised economies could possibly be hard-hit by the outbreak of war, which will cause disruptions to oil markets and result in some financial instability. A surge in global commodity prices amid prolonged supply chain disruptions and a global downturn will inevitably impact our economic recovery, while simultaneously putting us at risk of falling into stagflation.

On the home front, there are further uncertainties from the political standpoint, stemming from the possible 15th General Elections in the second half of 2022. A stable political position is crucial for us at this point, to ensure fiscal policies and recovery plans are followed through.

³ Malaysian Institute of Economic Research (MIER)

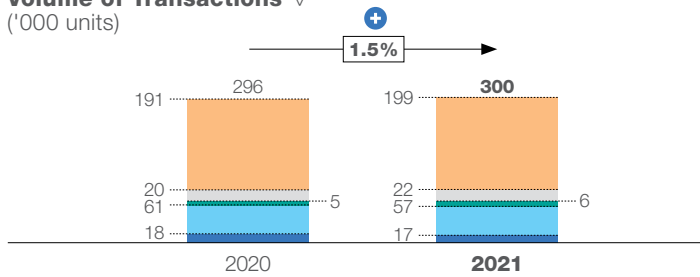
^{4,5} Bank Negara Malaysia

⁶ Ministry of Health, Malaysia (MoH)

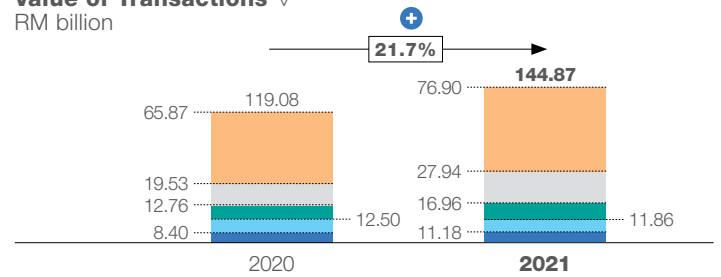
Market Landscape

Property Market

Volume of Transactions v
(‘000 units)



Value of Transactions v
RM billion



Legend: Residential (orange), Commercial (grey), Industrial (green), Agriculture (light blue), Development Land (dark blue)

In 2021, the property market performed fairly well with total value of property transactions surpassing pre-COVID levels of 2019. Transaction activity (volume of units) in 2021 showed a 1.5% increase from the previous year (2021: 300k units; 2020: 296k units)⁷, while value of transactions rose by a significant 22% year-on-year (y-o-y) (2021: RM145 billion; 2020: RM119 billion).

the peak period of the property market in 2013. The rise can be attributed mainly to the Residential and Industrial segments which showed the most increase in value, even though the volume of units transacted were fairly stable, reflecting that the average price per transaction has been higher in recent times.

2021 also performed better y-o-y due to the low-base effect of 2020. Interestingly, even though the FMCO caused in a significant decline in activity in the third quarter of 2021, the reopening of the economy in September brought about a surge in transaction activity in the fourth quarter. In the end, transaction values in the second half of 2021 actually surpassed the pre-pandemic amount to register a total of RM83 billion, a 15% increase from the second half of 2020, and the highest second half transaction value recorded since

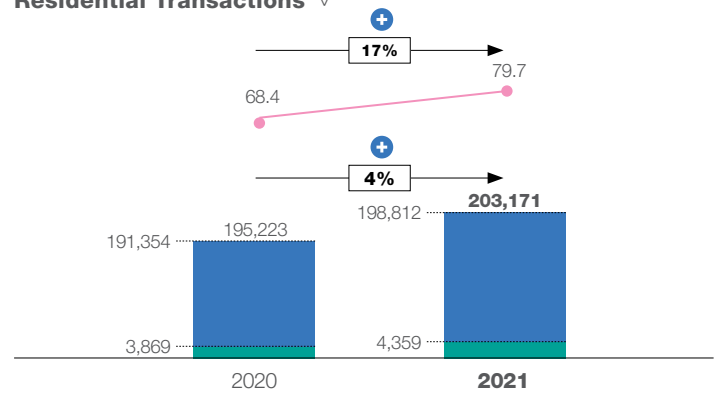
Transaction volume and values in all property segments generally recorded positive y-o-y growth in 2021, except for agricultural land for which transaction declined in both volume (-7.5% to 56,730 units) and value (-5% to RM12 billion), while development land recorded a decline in volume (-7.4% to 16,921 units) but an increase in value (+33% to RM11 billion). The residential and industrial segments were truly the star performers that has surpassed pre-pandemic transaction levels in 2021.

Residential

Nationwide, transaction values rose 17% y-o-y in 2021, while volume rose by only 4%. Recovery in activity was uneven across the different states as well as price segments. Kuala Lumpur and Selangor transactions recorded positive growth, and values have surpassed those registered prior to the pandemic, in 2019, while Johor clearly still lagged, recording declining transaction volume.

Generally, transaction values have risen at a higher rate than volume. Further analysis shows that the higher priced homes were driving the market, and the lower price brackets were being left behind, probably due to the compromised financial strength of the lower income group. This is further evidenced by the rise of overhang in the affordable price segments especially in Kuala Lumpur, Selangor and Johor compared to a year ago.

Residential Transactions v



Legend: Value (RM billion) (pink line), Residential (unit) (blue bar), Serviced Apartment (unit) (green bar)

Source:

⁷ All data relating to property transaction volume and value, overhang and house price index related are sourced from National Property Information Centre, Malaysia (NAPIC)

Market Landscape

The overhang in Johor declined in 2021 compared with the previous year. However, the volume was still more than 2.5x that of Kuala Lumpur or Selangor, which are still on a rising trend. While the > RM1 million per unit segment was the main contributor to the y-o-y decline in overhang in Johor (-1,929 units), the same segment made up the biggest chunk of overhang growth in Selangor (+942 units). On the other hand, the growing overhang in Kuala Lumpur was mostly from the ≤RM500,000 per unit segment, which doubled between 2020 and 2021. The Johor market continues to be heavily weighed down by the serviced apartment glut, which makes up 73% (16,476 units) of the overhang; against an annual transaction (demand) of 529 units, recovery is still far from sight.

In terms of price, house prices dropped quarter-on-quarter (q-o-q) in Kuala Lumpur, Selangor and Johor. For Selangor and Johor this marks a break in the uptrend of the last three to four quarters. Kuala Lumpur however, has been on a downward trend since the second quarter of 2020, with prices in the fourth quarter 2021 being lower by 4% y-o-y.

In the Southern region, sentiment is highly positive as borders reopened on 1 April 2022 and residential property demand is expected to gradually return to normal.

However, the year ahead is expected to continue to be challenging. The ending of the HOC on 31 December 2021 boosted demand in fourth quarter of 2021 as buyers rushed to benefit from the incentives, and we may see a some cooling of transactions in the first few months of 2022.

Property prices may increase this year, although not driven by demand or even speculation, but rather driven by cost. The sector is expected to see a prolonged challenge of rising cost of materials, exacerbated by the surge in energy prices following the outbreak of war between Ukraine and Russia, and supply chain disruptions. As borders reopen and international travel resumes however, there may be some recovery in interest from foreign buyers seeking out affordable locations within the region and some improvement on the labour front.

For UEM Sunrise, the high number of unsold units in circulation and the declining house price index are indications that we will have to step up sales and marketing efforts while trying hard to maintain margins.

Additionally, BNM which was expected to raise the OPR in the second half of 2022, may be pressured to do so sooner than expected, due to inflationary pressures. This will raise the cost of buying homes for our customers. As a nation, we also need to identify solutions and systematically address the growing disparity between the low to midrange housing segment with the higher-end segment. This includes the youth and first-time homebuyers, who continue to face mounting challenges in attaining homeownership. To this end, we are very honoured and proud to serve as part of the panel of experts, comprising economists, academics, industry players, developers, legal experts, homebuyers' associations, bankers as well as former senior government officials, to work together with the Housing and Local Government Ministry (KPKT) to formulate and implement more relevant, effective and inclusive housing policies and programmes.

Commercial

In the Central region, the office and retail supply and demand imbalance prevails and where the continued growth in new supply will pose further challenges for owners to be maintain their yields.

As of end of 2021, approximately 36 million⁸ square feet or 25% of the existing purpose-built office space in the Greater Kuala Lumpur area was unoccupied, and this year another 5 million⁹ square feet of new space is expected to be completed. Owners will be hard pressed to secure tenants, putting yields under immense pressure.

For purpose-built retail, the market is more segmented, with mixed performance between city centre, fringe of city and suburban retail, as well as regional and neighbourhood malls. Good quality neighbourhood malls exhibited resilience over the period of the pandemic, being the destination for essential needs during times of stricter movement control.

In the Southern region, the border reopening is especially crucial for commercial activities to pick-up. The unrestricted and normalisation of traffic between Singapore and Johor would certainly bolster retail sales as well as the tourism and hospitality sector.

As it stands, office space demand remains limited in the Southern region and some retail malls have truly suffered over the pandemic, especially in the Johor Bahru city centre, where the closure of the Johor-Singapore Causeway as well as lower level of office worker activity in the city centre has severely impacted footfall in malls such as City Square and Komtar JBCC.

Source:
⁸ Savills
⁹ Knight Frank

Market Landscape

Moving forward, a more proactive approach is needed to ensure speedier recovery, and commercial buildings owners will need to focus more on ramping up their services and operations. We are aware that value is now derived not only from asset management but also from a combination of operational enhancement, such as digitalisation of our retail management system, which increases operational efficiency, as well as providing customers as well as tenants the experience that they are looking for, which will give us an edge over competitors.

For UEM Sunrise, we have embarked on a comprehensive assessment of our current retail assets, to ensure that we glean the best value and returns that we can, given the market situation. We have taken a hard look at all our future development programmes to ensure that whatever we bring into the market is truly sustainable; and that it adds value to the Company in terms of our portfolio mix, to our shareholders in terms of returns, as well as to the communities that we build and serve, providing them with the quality of life and offering that truly meets their lifestyle needs, while ensuring that we do not add to the commercial oversupply especially in the Klang Valley.

In the industrial space, the prospect is generally positive and it has been the most promising segment throughout this pandemic period. However, demand is highly targeted and focused on built-to-suit facilities particularly in the logistics segment. By 2024, there is potentially 5 million square feet¹⁰ of new logistics and warehouse space that will enter the market in the Klang



...we have embarked on a comprehensive assessment of our current retail assets, to ensure that we glean the best value and returns that we can, given the market situation. We have taken a hard look at all our future development programmes to ensure that whatever we bring into the market is truly sustainable.

Valley alone. As such, careful planning and study is required before developing industrial properties, to avoid creating an oversupply situation or constructing buildings that do not suit the end-users' requirements.

AUSTRALIA **MACROECONOMY**

Down under, during the Mid-Year Economic and Fiscal Outlook (MYEFO) in mid-December 2021, the Australian Government announced its projection for the real economy to grow by 3.75% in 2021-22 and 3.5% in 2022-23 from a lower base effect, before easing back to the "normal" 2.25% to 2.5% growth in the following two years (financial year starts on 1 July and ends the next year on 30 June). Australia's economy surged back to life in quarter four as the strict Delta lockdowns ended, expanding 3.4% over the quarter, and registering a GDP through 2021 of 4.2%.

The outlook in Australia has been quite unstable. The optimism felt in the second half of 2021 was tempered by the Omicron outbreak that started during the year-end holiday season, which inevitably affected businesses through staff shortages, disruptions in the supply chain and a drop in consumer spending. With new cases reaching record highs in January 2022, the economy has already taken a hit and the outlook for the year is now looking a bit more uncertain as it also faces the darkening global outlook. While Australia is likely to reap some economic benefits as the Ukraine - Russia conflict pushes up commodity prices, soaring fuel prices are also set to weigh on household budgets.

Residential Property Market

The high-rise segment had been trailing behind the landed housing market in 2021, as demand has been disproportionately affected by stalled overseas migration as well as domestic preferences shifting away from higher density options throughout the pandemic.

Australia's super-hot housing market recorded massive nationwide average price gains, with the capital cities recording an average gain of 21% y-o-y in 2021. The heating up of the market was generally fuelled by record-low interest rates, government homeownership incentives and an acute shortage of homes for sale.

Market Landscape



Sydney and Melbourne experienced continuous rise in values, though the increases were more significant in 'secondary' cities like by Brisbane. Smaller towns and other regional locations also outpaced the value appreciation in the capital cities, as city-dwellers escaped lockdowns and resettled in less densely populated areas, with the larger coastal centres close to capital cities attracting the most metro movers.

While prices have risen at the fastest annual growth rate in 30 years, latest indicators show that Australia's property boom is already losing momentum, as home prices have been gradually falling and the number and value of home loans have also moderated in the first couple of months of 2022. Interest rate hikes are anticipated for 2022, which will increase borrowing costs and start to cool buyer demand.

The pandemic has also catalysed the kick-start and acceleration of build-to-rent apartment supply as international arrivals and foreign investor-purchasers which supported the city centre high-rise market disappeared. This pushed many developers of traditional build-to-sell apartments towards the emerging segment that does not have to deal with the retail sales processes and also boasts faster construction times. The build-to-rent offering is something that we are also currently exploring.

Moving forward, demand for high-rise is expected to return, as house prices reach a truly unaffordable level. The trend is already being observed as affordability has started to redirect demand back to high-rise options.

Our Materiality

Our material matters are reviewed annually to ensure that they remain relevant and in line with industry practices.

Conducting a materiality assessment is an important process for our sustainable growth, as it addresses the issues that are most important to our business as well as our stakeholder groups.

In the year under review, we held a desktop validation by aligning our material matters against our local and global peers. The review showed that our sustainability issues were still relevant to our business and stakeholders. The 20 material matters, which were identified in 2019 through an in-depth assessment consisting of an online survey, were also reviewed in 2020.

We acknowledge that while the Energy, GHG and Climate Change material matter was not ranked as one of the most important issues by our stakeholders, we are aware of the pressing need to recognise the material matter as an emerging risk, as reflected in global trends and global risks. As such, we are committed to stepping up our climate actions, in line with global calls to accelerate tangible measures to mitigate impacts of climate change, following the UN Climate Change Conference in Glasgow (COP26) in November 2021, which aims to secure global net-zero by mid-century and limit global temperature rise to 1.5°C.

UEM Sunrise's Materiality Validation Process

Step 1

Revalidation of Relevant Material Matter

- Identified local, regional and global industry peers
- Compared and aligned against the material issues consultation

Step 2

Prioritisation of Material Matters

- Identified prioritised material matters based on the alignment with industry peers
- Identified Energy, GHG and Climate Change as an emerging risk

Step 3

Review and Endorsement

Material issues reviewed and endorsed by the Sustainability Department

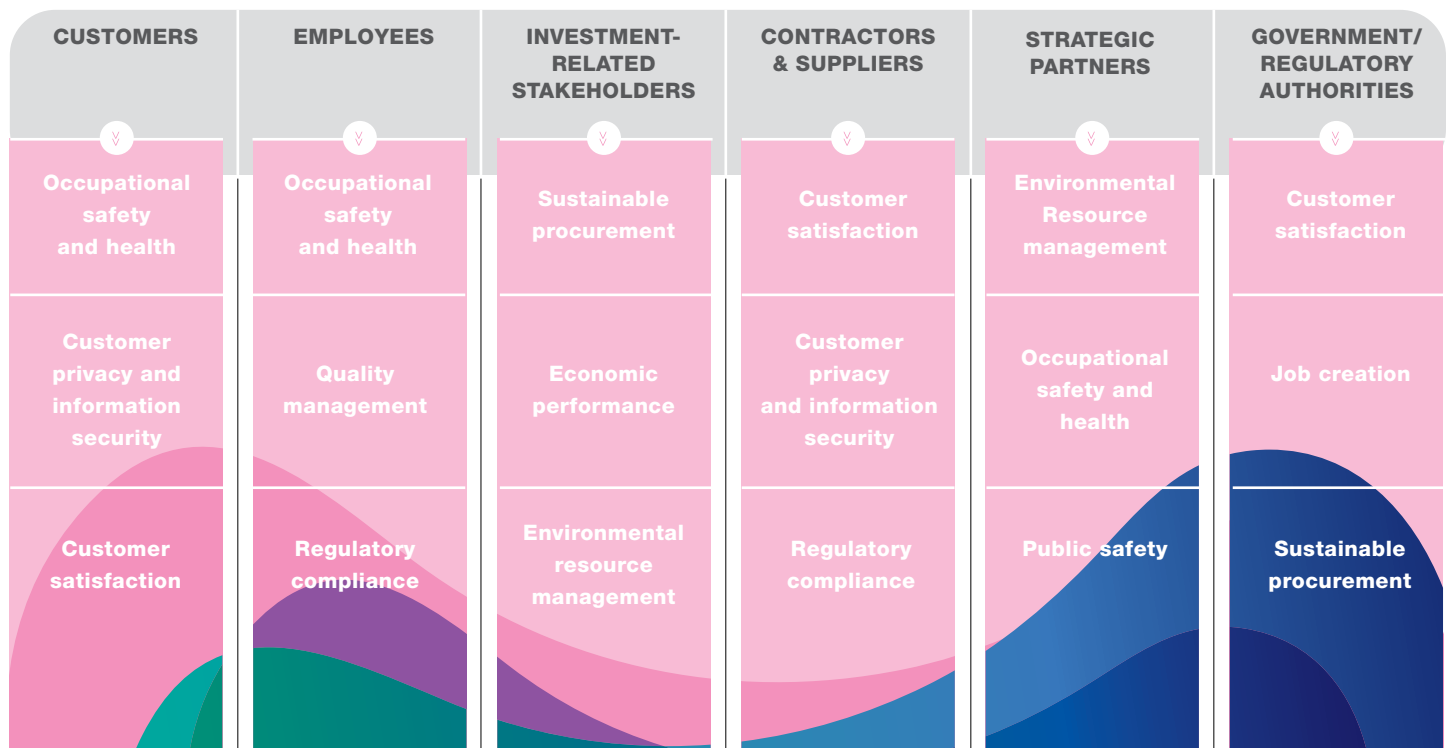


Our Materiality

PRIORITISATION OF MATERIAL ISSUES

Our Material Issues	
ECONOMIC	» Regulatory compliance
	» Sustainable procurement
	» Economic performance
	» Nation building
	» Job creation
ENVIRONMENT	» Environmental resource management
	» Biodiversity
	» Green building
	» Energy, GHG and climate change
SOCIAL	» Customer privacy and information security
	» Customer satisfaction
	» Occupational safety and health
	» Public safety
	» Quality management
	» Responsible marketing
	» Human rights
	» Talent management
	» Diversity, equal opportunity and non-discrimination
	» Supporting local communities
	» Community engagement

MOST IMPORTANT ISSUES TO SELECTED STAKEHOLDERS



Our Value Creation Model

SIX CAPITAL

KEY INPUTS

F Financial Capital
The pool of funds available to UEM Sunrise, which we deploy to fund our business operations and add value to the other Capitals

New
RM4.0 billion
Sukuk Murabahah programme

Sufficient credit lines to-date:
RM4.5 billion

Cash and cash equivalents:
RM0.9 billion
as at 31 December 2021

Total Assets:
RM13.0 billion

Shareholders' Equity:
RM6.7 billion



M Manufactured Capital
Our investments, including UEM Sunrise assets and infrastructure, to drive business growth and add value to Financial Capital

Remaining Landbank **10,624 acres**
Worth **RM107 billion** of GDV in Central, Southern and International

Ongoing Developments:
24

Target GDV 2022:
RM3.3 billion
Target GDV 2021:
RM1.2 billion

Launched GDV 2021:
RM550 million

Net Lettable Area for Retail Space
857,954 square feet
across 8 assets in Central and Southern regions

Award-winning and upmarket high-rise residential, commercial, retail, macro township and integrated developments



H Human Capital
The skills and experience of our employees, enabling UEM Sunrise to deliver strategic initiatives, products and services to create value for stakeholders

Number of employees as at 31 December 2021:
1,080

Investment in training and development for 2021:
RM600,955



N Natural Capital
All renewable and non-renewable environmental resources and processes that support the viability of the business

Total Electricity Usage of **2,067,198 kWh** for:
• Head Offices - **669,829 kWh**
• Projects - **1,397,369 kWh**

Total Fuel Usage of **718,370 litres** :
• Head Offices - **55,726 litres**
• Projects - **662,644 litres**



I Intellectual Capital
The organisational and knowledge-based intangibles that improve efficiency and effectiveness in UEM Sunrise's business operations

Total Water Consumption:
768,044 m³

Embracing sustainable development and responsible ESG practices



Digital team overseeing initiatives that optimise technology to **improve convenience for customers and assist in improving the company's turnaround**

SR Social & Relationship Capital
Intangibles, such as shared values and commitments, encompassing the relationships and partnerships with our stakeholders

Total investment for community engagement, CSR and community programmes: **RM194,674**

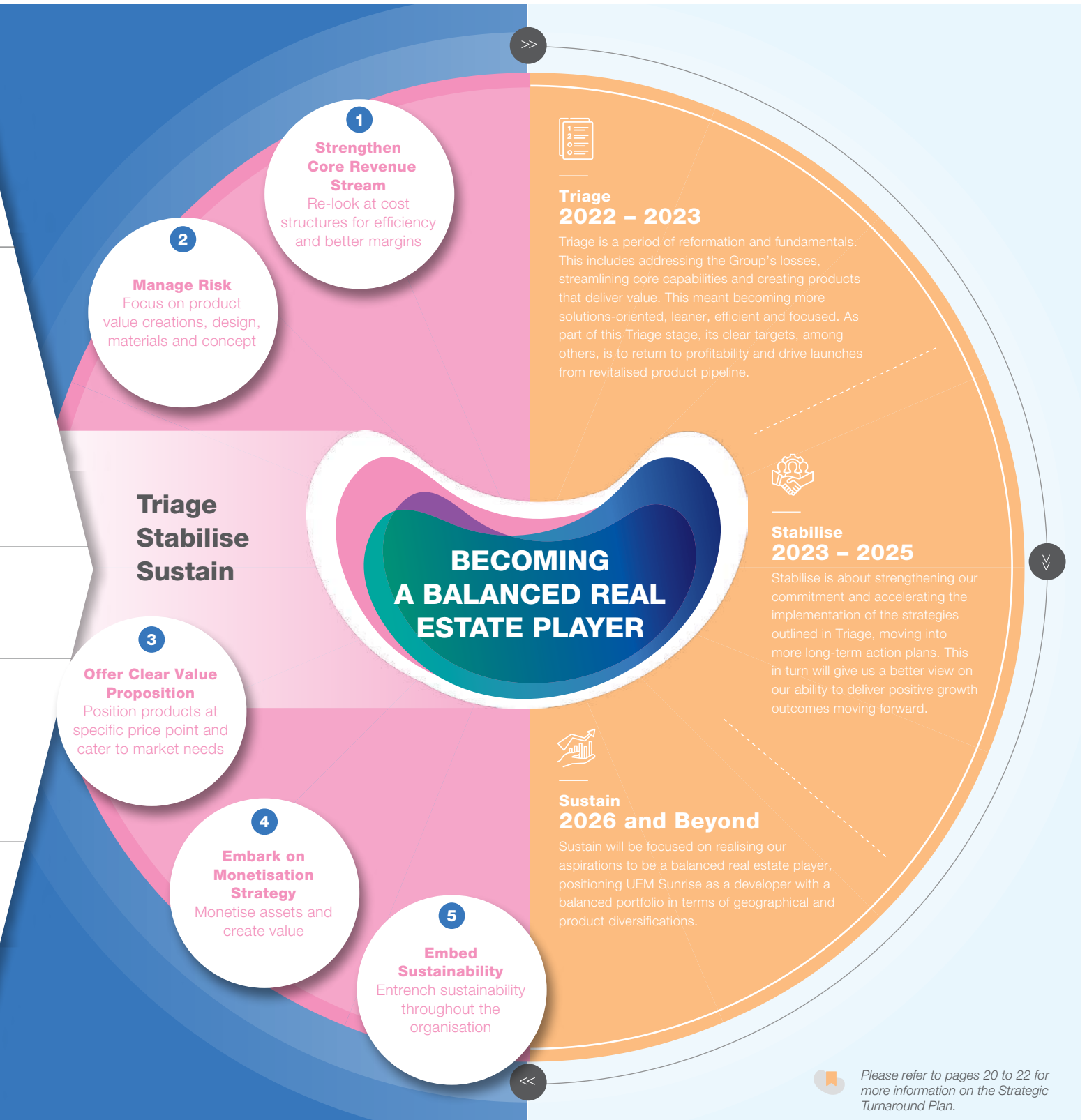
We support local suppliers and businesses, **99.7% of our suppliers are Malaysian**, and we ensure our suppliers adhere to our human rights standards

Maintaining transparent engagements, strategic partnerships and trusted relationships with stakeholders through various tools and platforms



Our Value Creation Model

OUR STRATEGY



Our Value Creation Model

2021 INITIATIVES

F Sales: **RM1.5 billion** driven by '#MustCariOng (MCO)', 'Riang Ria Raya Ceria', 'Happy Chase 2021 Virtual Live Show' campaigns and HOC

Inventory Monetisation efforts ongoing

Strategic Divestment of Assets: **Divested 431.1 acres of land in Mersing, Johor for RM45.1 million**

Landbank portfolio rebalancing ongoing via acquisition of new landbanks to increase presence in Central region, and divestment of non-strategic lands and/or assets

Ongoing **cost rationalisation** exercise and continue to optimise sales and distribution resourcefulness

Established SUKUK programme comprising Islamic Commercial Papers and Islamic Medium Term Notes both a combined aggregate limit of RM4.0 billion in nominal value in October 2021. This programme allows the issuance of the ASEAN Sustainability SRI Sukuk Murabahah in support of sustainability and ESG principles

M Launched 6 projects with a GDV of approximately **RM550 million**

- **RM350 million** of KAIA Heights, spread across 19.2 acres of land
- **RM200 million** of 5 new Verna Series in Serene Heights Bangi

Launched 742 units

- **225** landed residential units
- **517** high-rise units

Ongoing construction:

- **3,651 units** of residential properties
- **20 units** of commercial properties

Infrastructure investment for Gerbang Nusajaya, Puteri Harbour, Serene Heights Bangi and Kiara Bay at **RM115.4 million**

Land acquisition to develop new projects to generate future GDV of **RM2.3 billion**:

- **9.9 acres** in Section 13, Petaling Jaya with an estimated GDV of **RM1.3 billion**
- **6.9 acres** in Taman Connaught, Cheras with an estimated GDV of **RM1.0 billion**

Introduced Industrialised Building System (IBS), which is part of Design for Manufacturing and Assembly (DfMA), higher productivity through offsite-based construction can be achieved from automation at factory in controlled environment and labour reduction at site

Leverage into AME Elite Consortium Berhad's network to attract industrial players to relocate and operate in SILC Phase 3 which will be developed into a managed industrial park

Embrace master developer role

Supported the Johor State Government's Public Private Partnership (PPP) initiative to provide quality affordable homes to deserving buyers in Johor by providing the vicinity and required infrastructures

Leased out 1,680 square meters of Aurora Melbourne Central's retail precinct for Paddle Battle for a period of 15 years

H Conducted **Voice of Chief Happiness Officers (VOC) survey**

Conducted a series of **employee engagement programmes** to address their overall well-being, drive the adoption of CHIEF values and a recognition programme to recognise staff demonstrating and living out the CHIEF values

Digital learning access for all staff for continuous learning

Partnership with Nottingham Business School for Business Management courses for key talents

Coaching Skills programme for key talents and people managers

Sales Academy Digital Selling Skills Programme to upskill Sales and Marketing team via social media platforms

Introduced Thought hUb, platform for knowledge sharing where renowned local and international subject matter experts are invited to share on their areas of expertise

N In 2021, we began **measuring the consumption of our projects' natural resources**, which included water and fuel consumption

We **design our products in such a way that existing trees and nature**, such as nature terrain, are not disturbed

Reduce direct carbon emissions

- Promoting use of the greener Diesel Euro 5 and encourage carpooling using company vehicles to attend meetings or site visits
- Replaced our shuttle bus service between Publika Shopping Gallery and KL Sentral for staff, with multi-purpose vehicles

We are also continuously monitoring the ongoing construction method to **ensure that our natural land resources or water bodies are not damaged or polluted**

GHG Emissions

- We report GHG emissions resulting from all short and long-haul flights taken by UEM Sunrise staff, measured from point-to-point including the number of employees on board, distance and flight class. Estimations for CO2 emissions from air travel are calculated using online tools from the World Resource Institute (WRI) Greenhouse Gas Protocol

We **implement various energy-saving measures** to optimise our energy performance and reduce carbon emissions, and we constantly review our procedures and practices to improve effectiveness

Infusing ESG elements into our projects, KAIA Heights represents new designs that are ESG-driven, functional yet cost-optimised

I **Investments of RM5.1 million** towards enhancements of digital initiatives

Official launch of hUb mobile app series in March 2021: **hUb Home, hUb Mall and hUb Life**

Introduced Digital Sales Kit for internal sales staff and external agents to provide comprehensive services to customers

Developed and launched a fully **Online Management Paper approval platform (OMP)** in May 2021 which:

- Significantly reduced the turnaround time for getting approvals
- Digitally store all the papers for fast retrieval

Updated cybersecurity measures for employees including the **introduction of Cybersecurity Awareness Programme** for the whole organisation

UEM Sunrise Innovation Challenge September 2021

SR **Organised a range of community programmes and CSR initiatives** such as donation drives for the underprivileged as well as to flood relief victims, offering assistance to those affected by COVID-19

BukuHub, a community reading space that provides easy access to books at selected sales galleries, shopping malls, schools, Orang Asli community and affordable housing across Central and Southern regions. The initiative is also aligned with the Ministry of Education's vision to make 2020 to 2030 the National Decade of Reading

PC distribution to our adopted PINTAR schools

Conducted various promotions and campaigns, working in partnership with our tenants to attract visitors to Publika Shopping Gallery. Our strategy was focused on creating specially-curated small but frequent events such as themed bazaars or markets as well as art exhibitions

Sime Darby Properties Sunrise Sdn. Bhd. entered into a Memorandum of Understanding with Netherlands Maritime University College (NMUC) to set up a campus at Radia Bukit Jelutong

Our Value Creation Model

OUTCOMES



Generated Revenue RM1.2 billion	Achieved Sales: RM1.5 billion	Created Unbilled Sales: RM2.4 billion	Operating Expenses: Improved by 10% as compared to FY2020
Recognised revenue of RM182.6 million from sale of completed inventories	Gearing Ratio: Net: 0.50x , Gross: 0.63x	Received a GOLD assessment by MARC on Sustainability SUKUK Framework	
Owned new landbanks in Petaling Jaya and Cheras totalling 16.8 acres with potential GDV of RM2.3 billion		Potential cash proceeds of RM45.1 million in 2022	



431 units completed and issued with vacant possession in 2021

Cumulative **sales take-up rate for Aspira products in Gerbang Nusajaya is 89%** to-date. **Take-up rates for Serene Heights Bangi and Residensi AVA, Kiara Bay are 96% and 92% respectively**

Soon-to-be-completed Gerbang Nusajaya Interchange linking to the Second Link Expressway will improve connectivity from Gerbang Nusajaya to Singapore, Kuala Lumpur and Johor Bahru city centre

Ranked 7th overall in **The Edge Top Property Developers Awards 2021**

Sale of SiLC Phase 3 is expected to create economic activity and employment opportunities especially for local community

Developed townships in Iskandar Puteri, Serene Heights Bangi and Kiara Bay to create new local communities

Johor Menteri Besar launched a pilot project featuring **2,706 units of 'Rumah Makmur Johor'** in Gerbang Nusajaya

More than **1,000 students** are expected to enroll in September 2022, NMUC's presence is set to create a new and modern bustling student hub within the lively, commercial location. The matured surrounding communities in Shah Alam and Subang Jaya are also expected to benefit from this, as the increase in footfall will boost business activities in these areas

Paddle Battle is expected to push settlement of remaining units of Aurora Melbourne Central and create attractive yields for the product's sub-let markets – increasing investment potential for homeowners. Aurora Melbourne Central will become an exciting destination for Melburnians and tourists alike

Our strategic initiatives deliver performance outcomes benefiting our stakeholders who are anticipating measurable results



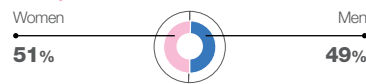
Total Hours in Training: **8,678 Hours**

Attrition rate: **19%**

Digital learning - **Total Learning Hours 3,775 Hours, 6h 55m average per user**

Employee engagement index/score:
Pulse Survey 2021 : **48%**

Diversity of workforce



Improved man-hours worked without **lost time incident by 65%** in 2021

Stricter measures in place to keep workers safe



GHG Emissions | Scope 1: **1,882 CO₂e emissions (MT)** | Scope 2: **2,146 CO₂e emissions (MT)**



51% of total sales in 2021 were from digital platforms

No. of papers approved in 2021: **497 papers**

Provided added convenience and enhanced customer digital lifestyle:

Average time taken for approval: **26 days** (complex papers)

- Online transactions: **6,362** (2020: 369)
- No. of sales leads: **28,506** (54% increase from 2020)
- No. of online reservations via MHUb: **445** units

Simple papers gets approved within **1 or 2 days**

Email Phishing Protection Compliance Rate: **80%**
Cyber Security E-Learning Take Up Rate: **45%**

Innovation Challenge: Hackathon:

20 teams submitted 38 innovative ideas of which four advanced to the Accelerator Programme



Won the **Highly Commended Award** under the Large Organisation category at **the Sustainable Business Awards, Malaysia 2020/21**

Won **"Industry Excellence" Award** at the Minority Shareholders Watch Group (MSWG)-ASEAN Corporate Governance Award 2020

Awarded **Platinum accolade (Property Development category)** in Putra Brand Awards 2021 by Malaysian consumers

16 schools adopted under PINTAR school programme

Assisted in **making available 2,706 units of Rumah Makmur homes** in Gerbang Nusajaya for the low to mid income groups to enjoy the benefits of living in Iskandar Puteri in addition to having delivered **7,467 units of affordable houses** and shops in Iskandar Puteri (6,748 units) and Klang Valley (719 units)

20,000 books have been collected from the public and placed in 12 BukuHubs at various local communities both in Central and Southern regions

Improvement in:

- Net Promoter Score (NPS): **+25** (2020: +17)
- Customer Effort Score (CES): **71%** (2020: 70%)

Maintained in:

- Customer Satisfaction Score (CSAT): **77%** (2020: 77%)
- Cores Value Engagement Score (CVES): **73%** (2020: 73%)

Our Risks Linked to Strategy

The Board, supported by the Board Governance & Risk Committee and Risk Management Committee, is responsible for the overall risk governance and risk management practices to support the Group's strategic objectives.

More information on risk governance and the Group's risk management framework and process is included in the corporate governance section of this Integrated Report, refer to pages 120 to 138.

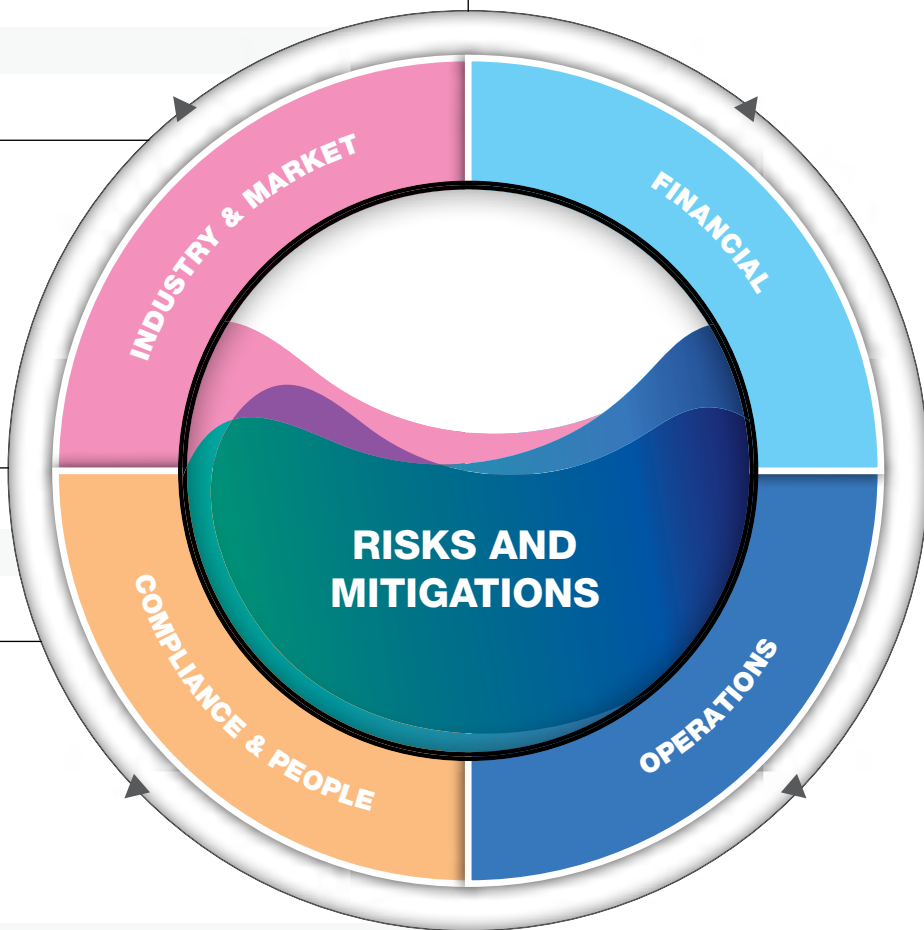
UEM SUNRISE PRINCIPAL RISKS

The table below outlines the principal risks that have a material impact on UEM Sunrise's ability to create value and achieve its strategic objectives.

RISK		Global Pandemic Risk
DESCRIPTION		RISK MITIGATION
COVID-19 pandemic has affected the entire social well-being and economic growth including the Group's business operations. The Group is subject to the measures and SOPs imposed by the Government in order to manage the outbreak.		<ul style="list-style-type: none"> The Group maintained a dedicated Business Continuity Plan (BCP) for COVID-19 and COVID-19 Control Plan which serve as the main guidance and SOPs to mitigate the overall impact to the businesses. The Crisis Management Team (CMT) and Crisis Management Committee (CMC) continue to monitor the COVID-19 situation and review the control strategy, as and when required.
RISK		Competition Risk
DESCRIPTION		RISK MITIGATION
The property development market continues to be highly competitive and the Group is subjected to competition from various property developers, including but not limited to, the availability of strategically located and reasonably priced landbanks, key talents, supply of raw materials, labour, property types and selling prices of property. The Group's income is predominantly contributed by its property development business and therefore exposes the Group to market or systemic risk.		<ul style="list-style-type: none"> The Group has unveiled a three-pronged strategy – Triage (prioritising issues that need immediate attention and expediting launches), Stabilise (a transformation of how the Company organises its people, process and portfolio) and Sustain (diversifying the income stream for sustained revenue). The Group has also put in place an annual strategic planning and thorough budgeting process to establish goals, targets and resources whereby performance is monitored on an ongoing basis.
RISK		People Risk
DESCRIPTION		RISK MITIGATION
One of the pillars of success is having the right talent with high-growth mindset within the organisation. An optimal structure is required to allow the business and operations run as intended to support the Group's strategic plans. The Group is also required to continuously upskill its staff to adapt to the Fourth Industrial Revolution (IR 4.0) business environment whilst ensuring sufficient bench strength and a robust leadership pipeline to meet future challenges and for succession planning.		<ul style="list-style-type: none"> The Group has a well-defined organisational structure which has been reviewed accordingly to ensure that it is aligned to the business as well as operational requirements. Performance Management Framework ensures the alignment between business objectives and deliverables through the Key Performance Indicators (KPI) monitoring and review. The Group offers comprehensive learning and development for all staff to grow and develop themselves driven by our business strategy, future-skill requirements and individual development plans. Structured leadership and talent programmes are put in place to nurture emerging leaders and employees with high potential, as well as to enhance the leadership skills of existing leaders.
RISK		Regulatory & Corruption Risk
DESCRIPTION		RISK MITIGATION
The Group is committed to ensuring that its people, process and operations are in compliance with all applicable policies and the relevant laws and regulations including, but not limited to, the Malaysian Anti-Corruption Commission (MACC) Act 2009.		<ul style="list-style-type: none"> The Group reaffirmed its commitment to upholding uncompromising integrity and zero-tolerance against all forms of corruption by signing the Corruption-Free Pledge with MACC during its Integrity Day on 10 December 2021. The Group has embarked on a further in-depth Gap Analysis Exercise on Adequate Procedures to assess the gaps and review of the anti-corruption policies and procedures to facilitate the closure of the gaps, as part of the continual improvement requirement. The Group also conducted various integrity and anti-corruption awareness initiatives including monthly newsletters, talks and training sessions as well as Integrity Month initiatives.

Our Risks Linked to Strategy

- Constant communication and update provided to the employees via email and intranet.



RISK

Financial Risk

DESCRIPTION

The Group is facing multifaceted financial risk exposures including, but not limited to, credit risk due to the inability to maintain credit ratings, business and earnings risk as a result of not meeting the financial targets as well as liquidity risk arising from the inability to efficiently meet the Group's present and future (both anticipated and unanticipated) funding obligations when they are due. These exposures may adversely affect the Group's financial management, daily operations and potentially incur unacceptable losses.

RISK MITIGATION

- The Group diligently monitors its sales funnel, inventory levels, development plans and ensure the execution of the identified key deliverables to maintain adequate cash flow requirements and adequate buffers of liquidity throughout the year.
- The Group continues to monitor its borrowing repayment maturity profiles and financial covenants (e.g. gearing ratios are below the required thresholds).

RISK

Operational Risk

DESCRIPTION

The Group relies on third parties in many aspects of the project development. As such, the Group's operations may be affected by non-performance of these third parties. An effective internal process, system and operations also remains as core element in delivering high quality products and services whilst managing time and cost factor. The Group remains cognisant of the evolving IT and digital landscape including the potential risk exposure that arise from its adoption.

RISK MITIGATION

- The Group continuously strengthens its project management capabilities via review, monitoring and enhancement of operational processes and embedding the use of technology and digitisation to improve overall efficiency.
- Integrated Management System and SOPs are benchmarked against ISO 9001:2015 as well as other applicable standards and best practices, to ensure the quality of the products and services offered.
- The Group's IT infrastructure is adequately protected against unauthorised access and security threat using an Identity Access Management System, End Point Protection System and Unified Threat Management at both the end user level and the gateway level.
- The Group recognises the importance of ESG and has produced the UEM Sunrise Sustainability Blueprint 1.0 in pursuit of a sustainable balanced real estate player.

Board of Directors

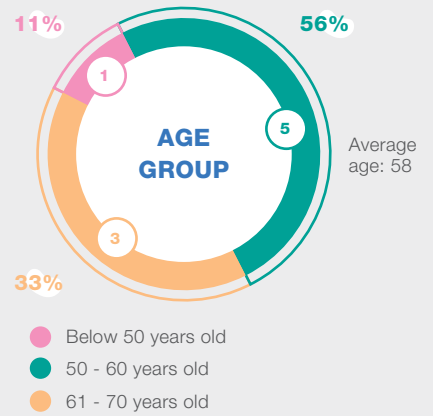
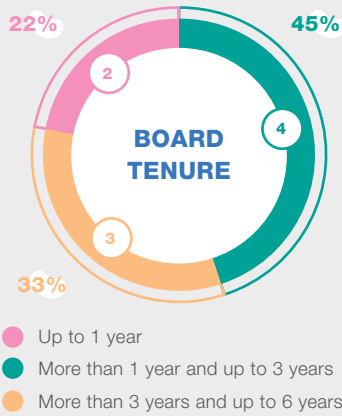


9 Directors

1 Senior Independent Non-Executive Director

4 Independent Non-Executive Directors

4 Non-Independent Non-Executive Directors



Note: As at 29 March 2022

Board of Directors



1. Dato' Noorazman Abd Aziz

*Non-Independent
Non-Executive Chairman*

2. Christina Foo

*Senior Independent
Non-Executive Director*

3. Dato' Mohd Izani Ghani

*Non-Independent
Non-Executive Director*

4. Zaida Khalida Shaari

*Non-Independent
Non-Executive Director*

5. Effizal Faiz Zulkifly

*Non-Independent
Non-Executive Director*

6. Chari T.V. Thirumala

*Independent
Non-Executive Director*

7. Poh Ying Loo

*Independent
Non-Executive Director*

8. Datin Sri Badrunnisa

Mohd Yasin Khan
*Independent
Non-Executive Director*

9. Alex Yeow Wai Siaw

*Independent
Non-Executive Director*

Board of Directors' Profile



DATO' NOORAZMAN ABD AZIZ

Non-Independent Non-Executive Chairman

Age	Gender	Nationality
66	Male	Malaysian

Date of Appointment

1 October 2018 (Non-Independent Non-Executive Director)

13 August 2020 (Non-Independent Non-Executive Chairman)

**No. of Board Meetings
attended in the financial year**

13/13

ACADEMIC/PROFESSIONAL QUALIFICATION/ MEMBERSHIP

- Bachelor of Science (Finance), Louisiana State University, USA
- Practising member, Chartered Institute of Islamic Finance Professionals
- Member, Australian Institute of Company Directors
- Member, Institute of Corporate Directors Malaysia

SKILLS & EXPERIENCE

- He has over 37 years of experience in banking and finance, investments and capital markets after having served as Executive Director, Investments in Khazanah Nasional Berhad (Khazanah), Managing Director of Fajr Capital Ltd, a Khazanah investee company and held key positions in Citigroup, Bank Islam Malaysia Berhad, Kuala Lumpur Stock Exchange and Labuan Offshore Financial Services Authority (LOFSA), to name a few.
- He currently serves as Chairman of the Board of Trustees of Yayasan UEM, the philanthropic arm of UEM Group Berhad, and Chairman of Board of Trustees of INCEIF (International Centre for Education in Islamic Finance) Endowment Fund.
- He is also a member of the Investment Panel of Kumpulan Wang Persaraan (Diperbadankan), advisor for Vynn Capital Sdn. Bhd. and also sits on the Advisory Boards of Ancora Fund Management Co. in Indonesia and Creador Sdn. Bhd.
- In 2005, he was named as the winner of the first Asian Banker Achievement Award for Islamic Finance.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- UEM Edgenta Berhad
- PLUS Malaysia Berhad
- Kumpulan Perangsang Selangor Berhad
- Yayasan UEM
- CTOS Digital Berhad

Committee Key



Nominations & Remuneration Committee



Board Development Committee



Audit Committee



Board Governance & Risk Committee



Board Tender Committee



Chairman



Member

Board of Directors' Profile



CHRISTINA FOO

Senior Independent Non-Executive Director

Age	Gender	Nationality
60	Female	Malaysian

Date of Appointment

23 November 2018 (Independent Non-Executive Director)

21 June 2021 (Senior Independent Non-Executive Director)

No. of Board Meetings
attended in the financial year

13/13

ACADEMIC/PROFESSIONAL QUALIFICATION/ MEMBERSHIP

- Chartered Accountant, Malaysian Institute of Accountants
- Fellow, CPA Australia
- Fellow, Malaysian Institute of Management
- Fellow, Institute of Corporate Directors Malaysia
- Member, ASEAN Chartered Professional Accountants
- Member, Malaysian Institute of Corporate Governance
- Bachelor of Business Studies (Accounting), Deakin University, Australia

SKILLS & EXPERIENCE

- In 2001, she founded Priority One group and is the Managing Director of Priority One Tax Services Sdn. Bhd.
- From 1985 till 2001, she served Ernst & Young (EY) Malaysia, EY LLP based in Atlanta, EY International in London and EY Asia Pacific Consulting. Her last held position was Director, Business Development, EY Malaysia.
- From 2018 to 2019, she was appointed as a Senior Practice Fellow of Sunway Business School, Sunway University, Malaysia.
- She was a Board member of KPJ Healthcare Berhad.
- She currently sits on the Board of Malaysian Technology Development Corporation Sdn. Bhd.
- She chairs the Industry Advisory Board, Sunway Business School, Sunway University.
- She also chairs the Liaison Committee of The Mines Resort & Golf Club.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

NIL

Notes

- None of the Directors have any family relationship with any other Directors and/or major shareholders of UEM Sunrise.
- None of the Directors have any conflict of interest with UEM Sunrise.
- None of the Directors have been convicted of any offences within the past 5 years, other than traffic offences, if any, or imposed any public sanctions or penalties by the relevant regulatory bodies during the year ended 31 December 2021.

Board of Directors' Profile



DATO' MOHD IZANI GHANI

Non-Independent Non-Executive Director

Age	Gender	Nationality
54	Male	Malaysian

Date of Appointment
1 June 2019

**No. of Board Meetings
 attended in the financial year**
13/13

ACADEMIC/PROFESSIONAL QUALIFICATION/ MEMBERSHIP

- Bachelor of Science (Economics) specialising in Accounting and Finance from the London School of Economics and Political Science, UK
- Fellow, Association of Chartered Certified Accountants
- Member, Malaysian Institute of Accountants
- Member, Chartered Institute of Islamic Finance Professionals

SKILLS & EXPERIENCE

- He was appointed as Executive Director of UEM Group Berhad (UEM Group) on 1 January 2019 and subsequently re-designated as Managing Director on 1 August 2019.
- He has over 29 years of investment and management experience. Prior to joining UEM Group, he was Executive Director, Investments at Khazanah Nasional Berhad (Khazanah) where he oversaw its Turkey Regional Office.
- He was formerly Khazanah's Chief Financial Officer where under his leadership, the Government's strategic investment arm issued many landmark sukuk transactions including exchangeable and Social Impact Sukuk.
- He had also previously served at Putrajaya Holdings Sdn. Bhd. and Renong Group.
- He is a member of the Board of Governors of Kolej Yayasan UEM and a member of the Board of Trustees of Yayasan UEM.
- He is a Board member of Institut Jantung Negara Sdn. Bhd. and Samsung C&T Corporation UEM Construction JV Sdn. Bhd.
- He is the Chairman of the Board of Konsortium ProHAWK Sdn. Bhd., a 65% owned subsidiary of UEM Group and also Chairman of the Board of Unipati Concrete Sdn. Bhd., a wholly owned subsidiary of Cement Industries of Malaysia Berhad.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- UEM Group Berhad
- UEM Edgenta Berhad
- UEM Builders Berhad
- PLUS Malaysia Berhad
- Projek Lebuhraya Usahasama Berhad
- PLUS Expressways International Berhad
- Cement Industries of Malaysia Berhad
- Yayasan UEM
- International Centre for Education in Islamic Finance (INCEIF)

Committee Key



Nominations & Remuneration Committee



Board Development Committee



Audit Committee



Board Governance & Risk Committee



Board Tender Committee



Chairman



Member

Board of Directors' Profile



ZAIDA KHALIDA SHAARI

Non-Independent Non-Executive Director

Age	Gender	Nationality
54	Female	Malaysian

Date of Appointment
8 April 2016

**No. of Board Meetings
attended in the financial year**
13/13

ACADEMIC/PROFESSIONAL QUALIFICATION/ MEMBERSHIP

- LLB (Honours), University of Warwick, UK
- Master of Business Administration, University of Strathclyde, UK
- Barrister-at-law and a member of the Honourable Society of Gray's Inn, London

SKILLS & EXPERIENCE

- She began legal practice in 1991 with Messrs Zain & Co.
- She joined Permodalan Nasional Berhad (PNB) in 1997 as legal advisor to the corporate finance group and moved on to head the Legal and Compliance Department. In 2006, she was appointed as Company Secretary of PNB.
- She joined the Investments Divisions of Khazanah Nasional Berhad (Khazanah) in 2007 and served until January 2019 when she was Executive Director, Investments, overseeing the real estate and education investments of Khazanah.
- Presently, she is CEO of Yayasan AMIR, a non-profit organisation working with the Ministry of Education on the implementation of the Trust Schools Programme, as part of the initiatives of transforming public schools.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Cement Industries of Malaysia Berhad
- MNRB Holdings Berhad
- Pelaburan Hartanah Nasional Berhad

Notes

- None of the Directors have any family relationship with any other Directors and/or major shareholders of UEM Sunrise.
- None of the Directors have any conflict of interest with UEM Sunrise.
- None of the Directors have been convicted of any offences within the past 5 years, other than traffic offences, if any, or imposed any public sanctions or penalties by the relevant regulatory bodies during the year ended 31 December 2021.

Board of Directors' Profile


 BDC


EFFIZAL FAIZ ZULKIFLY

Non-Independent Non-Executive Director

Age	Gender	Nationality
42	Male	Malaysian

Date of Appointment
24 February 2020

**No. of Board Meetings
 attended in the financial year**
13/13

ACADEMIC/PROFESSIONAL QUALIFICATION/ MEMBERSHIP

- Master of Business Administration, MIT Sloan Fellows Program, Massachusetts Institute of Technology, USA
- Master of Commerce, Finance and Business Information System, University of Sydney, Australia
- Bachelor of Commerce, Accounting, University of Queensland, Australia

SKILLS & EXPERIENCE

- He is currently a Director of Investments and Head of Consumer at Khazanah Nasional Berhad (Khazanah), the strategic investment fund for the Government of Malaysia.
- He joined Khazanah in 2007, covering the infrastructure and property sector with a specific focus on UEM Group Berhad and its group of companies.
- He had spent a year on secondment with Khazanah Americas incorporated in San Francisco in 2016 and following that continued his exposure within the infrastructure sector through his coverage of Malaysia Airports Holdings Berhad. More recently, he had led the Internet & Technology sector and the Innovation & Entrepreneurship sector coverage up until 2018.
- Prior to Khazanah, he spent 4 years as a business analyst with Citibank Berhad.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Farm Fresh Berhad

Committee Key



Nominations & Remuneration Committee



Board Development Committee



Audit Committee



Board Governance & Risk Committee



Board Tender Committee



Chairman



Member

Board of Directors' Profile



CHARI T.V. THIRUMALA

Independent Non-Executive Director

Age	Gender	Nationality
65	Male	Indian

Date of Appointment
5 November 2020

**No. of Board Meetings
attended in the financial year**
13/13

ACADEMIC/PROFESSIONAL QUALIFICATION/ MEMBERSHIP

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

SKILLS & EXPERIENCE

- After spending 20 years with Hewlett Packard in Senior Business Management and Finance roles and nine years with Axiata Group as Group Chief Financial Officer of Celcom Axiata Berhad and Axiata Group Berhad, he is currently serving as independent consultant to a large conglomerate, a national Telco infrastructure provider and a global forensics & valuation company.
- He has also consulted for a large listed company in the aviation industry, global technology system integrator and a semiconductor fabrication company.
- He continues to deliver a range of talks at local and international conferences, on topics like the Importance of Analytics, Digital Disruptions, Digital Transformation, Technology Risk Assessment, Purpose Driven Leadership and Investment Portfolio Management etc.
- He is an advisory member of a subcommittee of the Malaysian Institute of Accountants. He is also a mentor for entrepreneurs under Endeavor Malaysia. He sits on the advisory Boards of Centre for Advanced Analytics and Data Sciences and a plastic recycling company.
- He is a Board member and Board Audit Committee member of a subsidiary of Axiata Group Berhad, Ncell Axiata Limited in Nepal.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Red One Holdings Berhad

Notes

- None of the Directors have any family relationship with any other Directors and/or major shareholders of UEM Sunrise.
- None of the Directors have any conflict of interest with UEM Sunrise.
- None of the Directors have been convicted of any offences within the past 5 years, other than traffic offences, if any, or imposed any public sanctions or penalties by the relevant regulatory bodies during the year ended 31 December 2021.

Board of Directors' Profile



POH YING LOO

Independent Non-Executive Director

Age	Gender	Nationality
60	Male	Malaysian

Date of Appointment
5 November 2020

**No. of Board Meetings attended
in the financial year**

13/13

ACADEMIC/PROFESSIONAL QUALIFICATION/ MEMBERSHIP

- Fellow, Chartered Institute of Management Accountants
- Fellow, Institute of Corporate Directors Malaysia
- Member, Chartered Global Management Accountants
- Member, Malaysian Institute of Accountants
- Member, Institute of Enterprise Risk Practitioners
- Global Master of Business Administration in Digital Business

SKILLS & EXPERIENCE

- He has more than 35 years' working experience across a diverse set of industries from auditing, manufacturing and trading, before joining the retail industry.
- He began his career as an auditor in Ong Boon Bah & Co in 1986 and joined Dreamland Holdings Berhad as an Accounts Executive in February 1988. He joined CPC/AJI (M) Sdn. Bhd. as Assistant Accountant in January 1989 and served as the Senior Accountant until June 1996.
- In July 1996, he joined AEON Co. (M) Bhd (AEON) as the Finance Manager and was promoted as the Financial Controller in 2002. He was the Senior General Manager in charge of Business Support in January 2008 and Senior General Manager in charge of Corporate Finance and Investor Relations in February 2010. As the Chief Financial Officer and part of the senior management of AEON and Executive Director in charge of corporate management, he has oversight on the company's total businesses, strategies, operations and business developments. He retired from AEON on 24 June 2020 as Executive Director, a position he had held since May 2011.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Sports Toto Berhad (formerly known as Berjaya Sports Toto Berhad)
- Malaysian Investor Relations Association Berhad

Committee Key



Nominations & Remuneration Committee



Board Development Committee



Audit Committee



Board Governance & Risk Committee



Board Tender Committee



Chairman



Member

Board of Directors' Profile



DATIN SRI BADRUNNISA MOHD YASIN KHAN

Independent Non-Executive Director

Age	Gender	Nationality
62	Female	Malaysian

Date of Appointment
21 June 2021

**No. of Board Meetings
attended in the financial year**
5/5

ACADEMIC/PROFESSIONAL QUALIFICATION/ MEMBERSHIP

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

SKILLS & EXPERIENCE

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

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Red One Holdings Berhad

Notes

- None of the Directors have any family relationship with any other Directors and/or major shareholders of UEM Sunrise.
- None of the Directors have any conflict of interest with UEM Sunrise.
- None of the Directors have been convicted of any offences within the past 5 years, other than traffic offences, if any, or imposed any public sanctions or penalties by the relevant regulatory bodies during the year ended 31 December 2021.

Board of Directors' Profile



ALEX YEOW WAI SIAW

Independent Non-Executive Director

Age	Gender	Nationality
57	Male	Malaysian

Date of Appointment
21 June 2021

**No. of Board Meetings
attended in the financial year**
5/5

ACADEMIC/PROFESSIONAL QUALIFICATION/ MEMBERSHIP

- Master in Business Administration in Finance (Distinction), University of Hull, UK
- Bachelor of Industrial Engineering (First Class Honour), University Technology of Malaysia
- Executive Program, Leadership, University of Chicago, USA
- Executive Program, Market Approach, INSEAD, France
- Executive Program, Mini-MBA, INSEAD, France

SKILLS & EXPERIENCE

- He has significant professional and management experience across a wide spectrum of industries. His notable working experience covered senior management roles in multinational and conglomerates such as Malayan Cement Berhad, Hong Leong Group and Hap Seng Consolidated Berhad.
- He was a consultant in McKinsey & Company Inc which set the ground for his early involvement in the corporate world serving top management of various corporate clients as well as Government Link Companies (GLCs) in Malaysia, Indonesia and Singapore.
- He has served as director in a few public listed companies including the roles as the Group Chief Executive Officer and Executive Director of Tropicana Corporation Berhad, Non-Executive Director of Hafary Holdings Limited, Managing Director and Executive Director of Guocoland (Malaysia) Berhad and Executive Director of Tower Real Estate Investment Trust.
- Presently, he is the Group Chief Executive Officer of Star Media Group Berhad since March 2021.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

NIL

Committee Key



Nominations & Remuneration Committee



Board Development Committee



Audit Committee



Board Governance & Risk Committee



Board Tender Committee



Chairman



Member

Notes

- None of the Directors have any family relationship with any other Directors and/or major shareholders of UEM Sunrise.
- None of the Directors have any conflict of interest with UEM Sunrise.
- None of the Directors have been convicted of any offences within the past 5 years, other than traffic offences, if any, or imposed any public sanctions or penalties by the relevant regulatory bodies during the year ended 31 December 2021.

Joint Secretaries



LIEW IRENE

Joint Company Secretary

Liew Irene is the Joint Company Secretary of UEM Sunrise and its subsidiaries. She is an Associate Member of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA) and a Chartered Secretary and Chartered Governance Professional under The Chartered Governance Institute.

Irene started her secretarial career with an established secretarial firm in 1996. From 2001 until 2004, she was attached to the secretarial division of a large listed financial institution group. Prior to joining UEM Group Berhad in 2013, Irene served in a reputable secretarial firm since 2004, providing a wide array of corporate secretarial services to private companies, multinational companies and public listed groups involved in banking, telecommunications, property development, manufacturing, shipping, healthcare equipment and information technology. In October 2017, she was transferred to UEM Sunrise to head the Company Secretarial Services department.



WONG LEE LOO

Joint Company Secretary

Wong Lee Loo is the Joint Company Secretary of UEM Sunrise and its subsidiaries. She is a Fellow Member of MAICSA and a Chartered Secretary and Chartered Governance Professional under The Chartered Governance Institute. She also holds a Bachelor of Laws degree with Honours from the University of London, UK and has a Certificate of Legal Practice.

Lee Loo joined the Legal and Secretarial Division of UEM Group Berhad (UEM Group) in 1991 and has served in various positions within the Division over the years. She has previously served as the Joint Company Secretary of UEM Group and its group of companies, UEM World Berhad and Pharmaniaga Berhad. She was formerly the Joint Company Secretary of UEM Sunrise from 2010 to 2012. She is a Joint Company Secretary of the subsidiaries of UEM Sunrise since 2010. In optimising and building up capabilities of internal resources, she was transferred to UEM Sunrise's Company Secretarial Services department on 1 January 2019 and relinquished her Joint Company Secretary position in UEM Group and its group of companies.

Senior Management Team



1. Sufian Abdullah
Chief Executive Officer

2. Kenny Wong Koon Keng
Chief Marketing Officer

3. Siew Chee Seng
Chief Financial Officer

4. Peggy Lee
Chief People Officer

5. Liong Kok Kit
Chief Operations Officer, Central

6. Mardiana Rahayu Tukiran
Chief Development Officer

Senior Management Team's Profile



SUFIAN ABDULLAH

Chief Executive Officer

Age	Gender	Nationality
47	Male	Malaysian

Date of Appointment
2 February 2021

ACADEMIC/PROFESSIONAL QUALIFICATION/MEMBERSHIP

- Bachelor of Architecture (Hons), Canterbury School of Architecture, Canterbury, Kent, UK
- Bachelor of Arts (Hons), Canterbury School of Architecture, Canterbury, Kent, UK

SKILLS & EXPERIENCE

- He has more than 20 years of experience in the property development and real estate industry, with first-hand experience in leading innovation in several organisations.
- He is trained in architecture and urban design and has built his career with extensive corporate exposure.
- He was formerly the Chief Executive Officer (CEO) at KWEST Sdn. Bhd. (KWEST), a wholly-owned subsidiary of Kumpulan Wang Persaraan (Diperbadankan) (KWAP) which was set up as KWAP's prime investment platform to invest in opportunistic real estate projects.
- He had previously held positions in Sime Darby Property Berhad as Vice President, Product Development & Land Planning from 2013 to 2014, Head of Innovation from 2008 to 2013 and Head of Business Development from 2003 to 2007.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- UEM Land Berhad
- Sunrise Berhad
- ONE15 Marina Development Berhad



SIEW CHEE SENG

Chief Financial Officer

Age	Gender	Nationality
57	Male	Malaysian

Date of Appointment
16 March 2020

ACADEMIC/PROFESSIONAL QUALIFICATION/MEMBERSHIP

- Certified Public Accountant Malaysia, Malaysian Institute of Certified Public Accountants
- Chartered Accountant Malaysia, Malaysian Institute of Accountants
- Certified Practising Accountant Australia, CPA Australia
- Masters of Business Administration, Heriot-Watt University, UK

SKILLS & EXPERIENCE

- He has more than 30 years of experience in the field of finance, accounting and general management in which he has held various positions, including senior management positions in several companies. He has also undertaken various fundraising exercises in Malaysia and abroad, structuring & restructuring of companies, tax planning, land acquisitions and disposals and joint development ventures.
- Prior to joining UEM Sunrise, he was the Director, Operations at Edgeprop Sdn. Bhd., a company licensed by the Securities Commission to operate a property crowdfunding platform.
- He was previously the Chief Financial Officer of Skyworld Development Sdn. Bhd. from November 2015 to December 2017.
- He was appointed Senior General Manager, Finance of the enlarged entity, UEM Sunrise Berhad following the merger between UEM Land Berhad with Sunrise Berhad in 2010.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- UEM Land Berhad
- Sunrise Berhad
- ONE15 Marina Development Berhad

Notes:

- None of the Senior Management have any family relationship with any other Directors and/or major shareholders of UEM Sunrise.
- None of the Senior Management have any conflict of interest with UEM Sunrise.

- None of the Senior Management have been convicted of any offences within the past 5 years, other than traffic offences, if any, or imposed any public sanctions or penalties by the relevant regulatory bodies during the year ended 31 December 2021.
- The Chief Executive Officer does not hold any ordinary shares in UEM Sunrise.

Senior Management Team's Profile



KENNY WONG KOON KENG

Chief Marketing Officer

Age	Gender	Nationality
59	Male	Malaysian

Date of Appointment
2 July 2018

ACADEMIC/PROFESSIONAL QUALIFICATION/MEMBERSHIP

- Bachelor's Degree in Economics, majoring in Statistics Mathematics and Econometrics from Universiti Kebangsaan Malaysia
- Certified Master Trainer from Human Resources Development Fund

SKILLS & EXPERIENCE

- He has more than 33 years of professional experience in various sectors including FMCG, telecommunications, motion pictures and film exhibition, aviation, property development and people development.
- He has held senior marketing and leadership roles across ASEAN in his career, covering diverse markets such as Thailand, Singapore, the Philippines, Cambodia, Myanmar and Malaysia.
- Prior to joining UEM Sunrise, he was freelancing as a consultant coach and trainer and prior to that, he was Head of Marketing & Sales at Guocoland Malaysia.
- Best Marketer in Data and Technology Marketing, Malaysian CMO Awards 2019.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

Nil



LIONG KOK KIT

Chief Operations Officer, Central

Age	Gender	Nationality
45	Male	Malaysian

Date of Appointment
1 March 2020

ACADEMIC/PROFESSIONAL QUALIFICATION/MEMBERSHIP

- Bachelor's Degree in Building Surveying from University of Malaya

SKILLS & EXPERIENCE

- He has more than 20 years of professional experience in the property industry.
- He possesses experience and leadership skills covering the entire spectrum of the multifaceted property industry, from identification of land for development or joint-venture, inception and feasibility of analysis through project management, sales and marketing to completion and property management.
- He oversees the Central Business Unit of UEM Sunrise including sitting in the Committee of several key JV projects such as Kiara Bay, Radia and Forest Heights.
- Prior to being appointed as Chief Operations Officer, Central, he was the Director — Central 2 for UEM Sunrise.
- His responsibilities include financing and risk evaluation, strategic planning and marketing, human resource and operations, construction management, procurement and property-related legal and strata matters.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

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

Notes:

- None of the Senior Management have any family relationship with any other Directors and/or major shareholders of UEM Sunrise.
- None of the Senior Management have any conflict of interest with UEM Sunrise.

- None of the Senior Management have been convicted of any offences within the past 5 years, other than traffic offences, if any, or imposed any public sanctions or penalties by the relevant regulatory bodies during the year ended 31 December 2021.
- The Chief Executive Officer does not hold any ordinary shares in UEM Sunrise.

Senior Management Team's Profile



MARDIANA RAHAYU TUKIRAN

Chief Development Officer

Age	Gender	Nationality
46	Female	Malaysian

Date of Appointment
15 June 2021

ACADEMIC/PROFESSIONAL QUALIFICATION/MEMBERSHIP

- MSc. City Design and Social Science, London School of Economics & Political Science
- Masters in Architecture, The National University of Singapore
- International Student Exchange, Ecole Speciale D'Architecture

SKILLS & EXPERIENCE

- She has more than 20 years of relevant working experience in the field of Development, Architecture, Planning and Urban Design. She has, for the last three years, been pushing for the Placemaking Agenda amongst academia and developers in Malaysia as well as abroad.
- She focuses on making financial sense out of every development strategy and deal structure, and balances between placemaking investment initiatives and the commercial viability of projects.
- She has worked for both the consultancy and client sides on numerous projects, including award-winning and legacy projects of urban and rural scales in Malaysia, China, Hong Kong, Singapore, South Korea, Sri Lanka, Australia, the Middle East and Europe.
- She was formerly the Chief Operations Officer, Partner in KAI Assets where her main roles were to bring in investments and construction capabilities and lead the design teams on the ground.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

- Horizon Hills Resort Berhad



PEGGY LEE

Chief People Officer

Age	Gender	Nationality
52	Female	Malaysian

Date of Appointment
1 December 2021

ACADEMIC/PROFESSIONAL QUALIFICATION/MEMBERSHIP

- ICSA professional qualification
- Diploma in Business Management

SKILLS & EXPERIENCE

- She has more than 27 years of relevant working experience and skills in the major Human Resource Management functions and has demonstrated her ability to implement change and effective delivery in challenging times.
- She has exposure to various industries such as IT, oil & gas, shared services, insurance, telecommunications, transportation, energy, banking, properties, securities and retail in global, regional and local coverage.
- Prior to UEM Sunrise, she was an Associate Director for AIA Berhad, HR Services Operations Manager in Shell Business Service Centre, Regional HR Manager in Shell Information Technology International, Corporate HR Key Account Manager in Siemens Malaysia and others.

DIRECTORSHIPS IN PUBLIC COMPANIES AND LISTED ISSUERS

Nil

Notes:

- None of the Senior Management have any family relationship with any other Directors and/or major shareholders of UEM Sunrise.
- None of the Senior Management have any conflict of interest with UEM Sunrise.

- None of the Senior Management have been convicted of any offences within the past 5 years, other than traffic offences, if any, or imposed any public sanctions or penalties by the relevant regulatory bodies during the year ended 31 December 2021.
- The Chief Executive Officer does not hold any ordinary shares in UEM Sunrise.

Senior Leadership Team



1. Peggy Lee
Chief People Officer

2. Ong Chee Wei
Director, Business International
(Australia)

3. Liong Kok Kit
Chief Operations Officer, Central

4. Kenny Wong Koon Keng
Chief Marketing Officer

5. Erika Mushtarina Mat Ariffin
Head, Commercial

6. Sarimah Talib
Head, Sustainability

7. Vijayan Balan
Head, Procurement

8. Hasniza Mohamed
Director, Digital & Incubation

9. Enita Azlina Osman
Head, Strategy

Senior Leadership Team



10. Emilia Azyyati Abdul Rahman
Head, Corporate Communications & Branding

11. Alicia Lim Chwee Muei
Head, Integrity, Governance, Risk & Compliance

12. Sufian Abdullah
Chief Executive Officer

13. Mardiana Rahayu Tukiran
Chief Development Officer

14. Bevarah Soban Baabu A/L Gangaraju
Head, South Africa

15. Mazmeen Mohamed Razali
Head, Internal Audit

16. Siew Chee Seng
Chief Financial Officer

17. Liew Irene
Head, Company Secretarial Services

Corporate Governance Overview Statement



The Board of Directors (Board) remains committed to build resilience through adoption and strengthening of corporate governance policies and practices of UEM Sunrise Berhad (UEM Sunrise or the Company) and its subsidiaries (the Group) to ensure long-term business sustainability in a fast-evolving business landscape.

As ESG has become a key focus area for both the regulators and stakeholders, the Board provides the right steer and strong support for Management to drive UEM Sunrise's sustainability agenda effectively with the adoption of the UEM Sunrise Sustainability Blueprint 1.0.

Dato' Noorazman Abd Aziz, Chairman

The Board will continue to provide effective leadership and promote high ethical standards in the organisation by embracing good governance principles and practices and play an important role in ensuring effective orchestration of the sustainability agenda into operationalisation strategy. Acknowledging that the economies around the world continue to adjust and recover from the impact of the COVID-19 pandemic and the need to adopt responsible, sustainable and climate-conscious ESG practices, the Board will continually refine and strengthen the Group's corporate governance framework, based on the following key statutory provisions, best practices, policies and guidance to ensure that it remains relevant:

- Companies Act 2016
- Main Market Listing Requirements (Listing Requirements) of Bursa Malaysia Securities Berhad (Bursa Securities)
- Malaysian Code on Corporate Governance (MCCG or the Code) issued by the Securities Commission Malaysia

The Board is pleased to share that in August 2021, UEM Sunrise was conferred an Industry Excellence Award in the Property category by the Minority Shareholders Watch Group (MSWG) at the MSWG-ASEAN Corporate Governance Award 2020, which is a testament to and recognition of the Board's commitment towards good corporate governance.

This statement provides a description of how the Company has applied the key principles and complied with the relevant provisions of the MCCG. We remain committed to achieve high standards of corporate governance both in the boardroom and throughout the Group, which are critical to business integrity and to maintain investors' and stakeholders' trust in the Company. We have used the core principles of the MCCG as the framework within which we explain our governance practices in this report and adopt the approach that our disclosure remains understandable and transparent.



This statement is to be read along with the Corporate Governance Report 2021 which can be found at uemsunrise.com/corporate/about-us/information-and-downloads.

In May 2021, the Board was apprised on the highlights of key changes to the MCCG which was issued by the Securities Commission Malaysia on 28 April 2021. Management has taken the necessary actions to identify gaps and address the identified areas which required further enhancements or refinements to apply the best practices of the MCCG.

Corporate Governance Overview Statement

COMPLIANCE WITH THE CODE

This statement takes guidance from the key corporate governance principles as set in the MCGG.

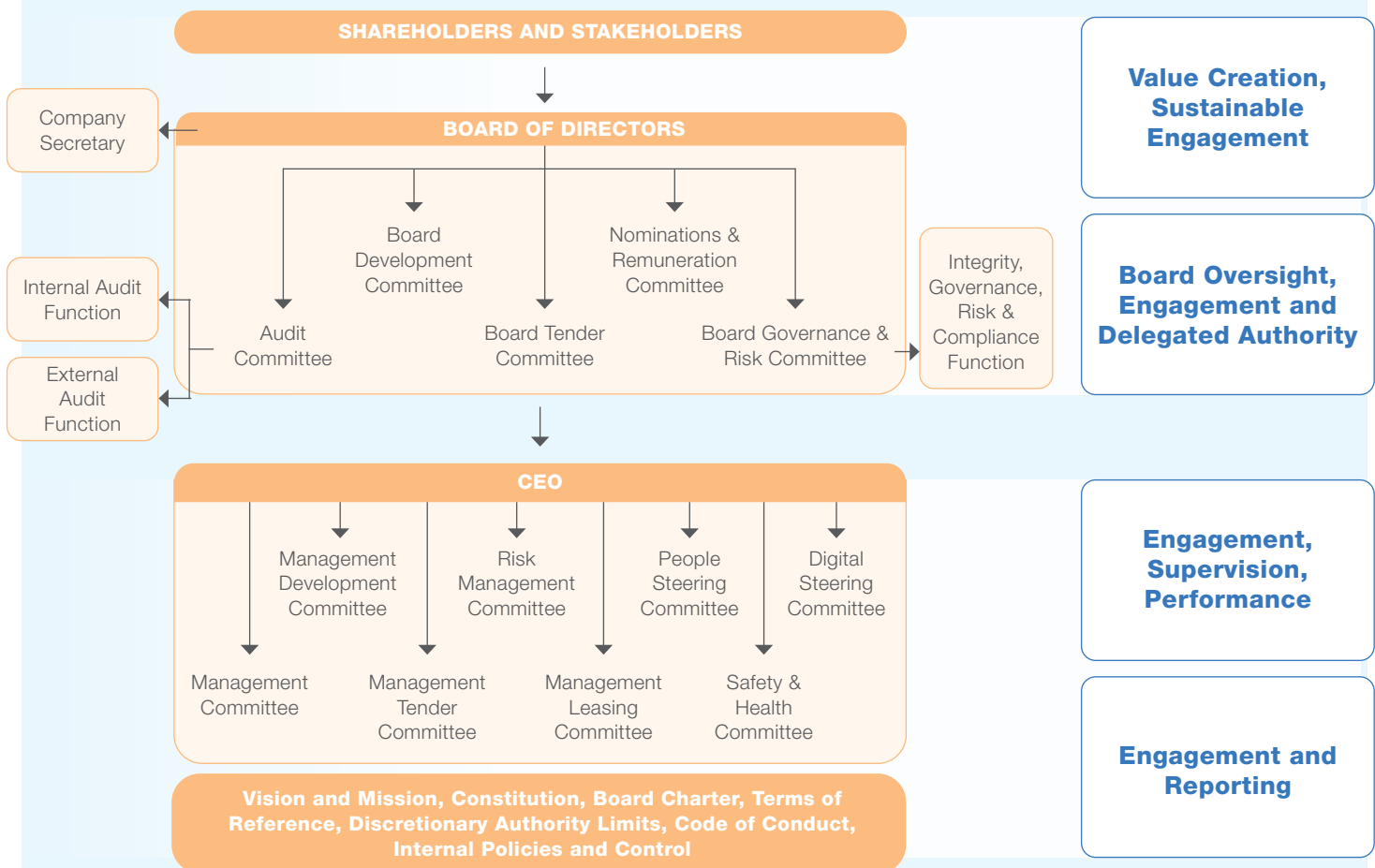
During the financial year ended 31 December 2021, UEM Sunrise complied in all material aspects with the principles set in the MCGG. The Company adopted 45 out of the total 48 recommended practices in the MCGG, including the four (4) step-up practices. One (1) practice was not applicable and the Company has not adopted Practice 8.2 and step-up Practice 8.3 of the MCGG namely the disclosure on named basis of the top five Senior Management's remuneration in bands of RM50,000 and the disclosure on named basis of each member of Senior Management's remuneration, respectively.

Principle A

BOARD LEADERSHIP AND EFFECTIVENESS

The Board is primarily responsible for the Group's strategic and annual plans for business performance, overseeing the proper conduct of business, talent and succession planning of key management, risk management, shareholders' communication, internal controls, management information systems and relevant statutory matters. Management is accountable for the execution of expressed policies and attainment of the Group's corporate objectives. The functions of the Board and Management are clearly demarcated to ensure the effectiveness of the Company's business and its day-to-day operations.

CORPORATE GOVERNANCE MODEL



Corporate Governance Overview Statement

Principle A
BOARD LEADERSHIP AND EFFECTIVENESS

The Board approves the Corporate Governance Model adopted by the Company to embed best practices within the organisation, including where specific authorities of the Board are delegated to the relevant Board Committees, as well as to the Chief Executive Officer (CEO). The Board has established five (5) Committees, all of which comply with the provisions of the MCCG and play an important governance role through the detailed work they carry out to fulfil the responsibilities delegated to them. Briefing papers are prepared and circulated to Committee members in advance of each meeting. The Committees contribute their specialist skills to key areas such as financial information review, procurement and development matters, anti-corruption, internal controls and risk management, governance and human capital management.

On 31 January 2021, the two ad-hoc Board Committees which were established in 2020 to carry out specific roles and responsibilities in relation to strategic review, proposed corporate exercise and provide oversight to Management after the departure of the former Managing Director/CEO were dissolved when the subject matters were concluded. The Whistleblowing Committee, a Board Subcommittee, was dissolved on 1 April 2021 and its function was assumed by the Board Governance & Risk Committee (BGRC).

Following the introduction of Practice 1.4 of the MCCG on 28 April 2021 whereby the Chairman of the Board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee, Dato' Noorazman Abd Aziz relinquished his membership of the Nominations & Remuneration Committee (NRC) effective 7 May 2021.

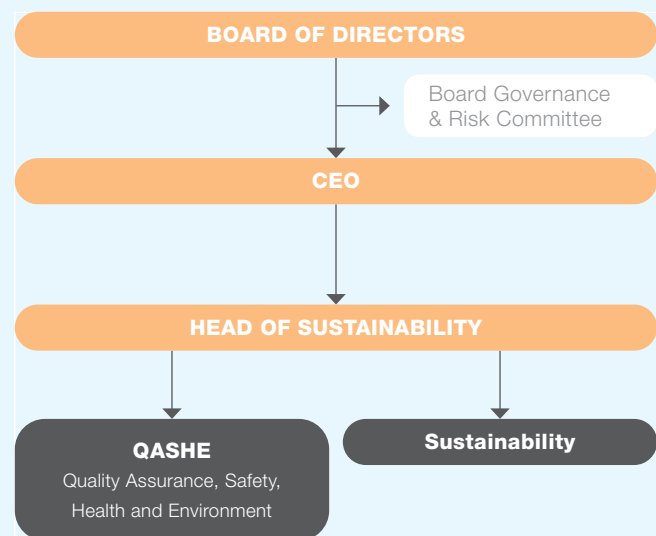
The Group undertook a comprehensive review of the existing business operations and has in November 2021 unveiled a three-pronged strategy – Triage (prioritising issues that need immediate attention and expediting launches), Stabilise (a transformation of how the Company organises its people, process and portfolio) and Sustain (diversifying the income stream for sustained revenue) to steer the organisation into becoming an effective balanced real estate player.

SUSTAINABILITY GOVERNANCE

With the organisation's corporate sustainability agenda coming to the forefront of the organisation's business strategy and operations, a dedicated Sustainability Department was set up in July 2021. Led by the Head of Sustainability, the Sustainability Department provides the oversight for a smooth and progressive implementation of the organisation's sustainability strategy via a top-down approach.

The key role of the department is to orchestrate high level sustainability strategies, setting corporate ESG goals, establishing the pathway towards achieving the goals and engaging with the key stakeholders to achieve the net zero target. Progress of execution of the strategic initiatives are regularly reported to the CEO and C-Suites at the Management Committee Meeting as well as to the BGRC and Board.

Collectively, both the CEO and the Board through BGRC act as a sounding board by providing guidance on the overall organisation's sustainability strategy and operationalisation. The BGRC, comprising Board members with diverse knowledge and expertise, offers a myriad of perspectives and adds value to ensuring that the sustainability strategies are holistic and resilient.

Sustainability Governance Structure


Corporate Governance Overview Statement

UEM Sunrise's senior leadership team is accountable for embedding sustainability initiatives and targets throughout business operations and overseeing the execution. Sustainability principles are widely practised throughout UEM Sunrise including business conduct, product design and project developments, talent management and engagements with the community and the wider society.

The establishment of Quality, Safety, Health and Environment Integrated Management System (IMS) has been certified by SIRIM with the ISO 9001:2015, ISO 14001:2015, and the ISO 45001:2018. Certification to the standards is the Company's commitment towards meeting compliance to legal and other requirements. It helps to set the foundations to the sustainability pillars of UEM Sunrise.

For 2022, ESG metrics and targets have been proposed to Management for consideration for top-down cascading exercise with the intent to ensure a direct link between performance evaluation and ESG management.

BOARD CHARTER AND TERMS OF REFERENCE

The Board Charter is a comprehensive reference document for Directors on matters relating to the Board and its processes, as well as the roles and responsibilities of the Board, the individual Directors and the Senior Independent Director. It outlines high-level duties of the Board, matters that are specifically reserved for the Board, as well as those which the Board may delegate to the Board Committees, the CEO and Management. It is reviewed as and when required to align with best practices.

Board Committee Terms of Reference describes the purpose, scope and authority of the Committee. They are reviewed regularly to align with best practices.

During the year, the Company with the assistance of an independent corruption risk management consultant revisited the Board Charter as well as Terms of Reference of the Board Committees in respect of the Board's oversight responsibility on anti-corruption. On 10 September 2021, the Board approved the revisions to the Board Charter to include anti-corruption related oversight responsibilities, alignment with the MCCG and the current practices.

The revised Terms of Reference for all Board Committees were approved by the Board on 10 September 2021 and 3 November 2021 to include anti-corruption related oversight responsibilities, alignment with the MCCG and the current practices. In addition, the revised Terms of Reference for BGRC also includes the whistleblowing oversight function and management of whistleblowing case received, given that the BGRC has assumed the functions of Whistleblowing Committee which was dissolved on 1 April 2021.

The Board Charter was further reviewed and revised by the Board on 29 March 2022, after taking into account the findings from the Board & Directors Effectiveness Evaluation for 2021, further alignment with the MCCG and amendments to the Listing Requirements in relation to Directors' appointment effective 1 July 2022 that require the Company to establish its Fit & Proper Policy, which must be published in the Company's website.

On 29 March 2022, the Board established the Directors' Fit & Proper Policy to ensure that any person to be appointed or elected/re-elected as Director of UEM Sunrise Group shall possess the necessary quality and character as well as integrity, competency and commitment to enable the discharge of the responsibilities required of the position in the most effective manner. This policy is incorporated in the Board Charter. The Board Charter also includes a provision which prohibits an "active politician" as defined in the MCCG, to be a Director on the Board of the Company.

Corporate Governance Overview Statement

Principle A

BOARD LEADERSHIP AND EFFECTIVENESS

DISCRETIONARY AUTHORITY LIMITS

The establishment and implementation of clearly defined organisational roles, responsibilities and authorities via the Board-approved Discretionary Authority Limits (DAL) represent an essential element of good corporate governance. At UEM Sunrise, the DAL has been formulated to ensure robust governance as well as adequate checks and balances in initiation and approval processes of authorised transactions. Formulated on a risk-based approach, the DAL enables implementation of balanced span of accountability and control among the authorised parties involving the Board, Board Committees and Management of the Group as necessary.

The Board also extends the adoption of the DAL to its wholly-owned subsidiaries whereby authority limits are delegated by the Board to the Senior Management for daily operations.

The DAL is reviewed as and when required, to ensure an optimum structure for efficient and effective decision-making within the Group. During the financial year, the DAL was updated on 1 February 2021 in line with the subsequent changes in the organisational structure, while keeping the delegation of authority limits and guidelines intact. Subsequent to the financial year end, the Board on 29 March 2022 approved further revision to the DAL after holistic reviews were undertaken to ensure cohesive formulation and effective operationalisation of the DAL.


BOARD RESPONSIBILITIES

The Board's roles and responsibilities, amongst others, are as follows:

- Review and adopt strategic and annual plans and directions for the Group.
- Review the financial statements to give a true and fair view of the state of affairs of the Group.
- Oversee the conduct of the Group's business to evaluate whether the business is being properly managed.
- Identify principal risks and ensuring the implementation of appropriate systems to manage these risks.
- Succession planning, including appointing, training, reviewing the compensation and retention or replacement of Board members, MD/CEO and Senior Management.
- Develop and implement an investor relations programme or shareholder communication policy for the Group.
- Review the adequacy and the integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines.
- Setting the Company's sustainability strategies, priorities and targets and be responsible together with Management for the governance of sustainability in the Company.
- Act as the governing body who is ultimately responsible and accountable for the implementation of adequate procedures and anti-bribery management system and oversee the establishment of an integrity and governance unit structure that reports to the Board through BGRC.

Corporate Governance Overview Statement

Key Roles within the Board

Role	Key Responsibilities
Chairman	Preside over meetings of Directors and ensure efficient organisation and conduct of the meeting for the smooth functioning of the Board under good corporate governance.
MD/CEO	Develop and execute the Group's strategies in line with the Board's direction. Oversee the operations and drive the Group's businesses and performance towards achieving its vision and goals.
Senior Independent Director	Act as a sounding board to the Chairman, serve as an intermediary for other Directors and act as a point of contact for shareholders or other stakeholders for any queries or concerns relating to the Company which cannot be resolved through the normal channels.
Non-Executive Director	Monitor and oversee Management's conduct in running the business while bringing their expertise and wisdom to bear on the decision-making process.
	
Company Secretary	Advise the Board on all governance matters and ensure that Board procedures are followed. Ensure effective communication flows between the Board and its Committees as well as between Senior Management and the Non-Executive Directors.

The roles and responsibilities of the Chairman and CEO are clearly separated and distinct to ensure that there is a balance of power and authority. The Chairman leads the Board by setting the tone at the top, and managing the Board's effectiveness by focusing on strategy, governance and compliance. The CEO is not a member of the Board.

Corporate Governance Overview Statement

Principle A
BOARD LEADERSHIP AND EFFECTIVENESS

Board meetings for each financial year are scheduled before the end of the preceding financial year to allow the Directors to plan ahead. The Board is expected to meet at least six (6) times annually. Additional ad hoc meetings are arranged outside the scheduled meetings for detailed discussions and decision-making as required.

During the financial year ended 31 December 2021, the Board met thirteen (13) times comprising six (6) scheduled Board Meetings and seven (7) Special Board Meetings.

In view of the COVID-19 pandemic and the Movement Control Order (MCO) imposed by the Malaysian Government to curb the spread of COVID-19, majority of the Board and Board Committees meetings in 2021 were held virtually via video-conferencing facilities whilst physical meetings attended in person are only allowed when the situation permits. The Board has provided its commitment to the Company as evidenced by the attendance of Directors at Board and Board Committee meetings.

DIRECTOR	BOARD MEETING		AC MEETING		NRC MEETING	
	ATTENDANCE	%	ATTENDANCE	%	ATTENDANCE	%
1 YBhg Dato' Noorazman Abd Aziz	13/13	100			2/2 ⁽³⁾	100
2 Ms Christina Foo	13/13	100	9/9	100	9/9 ⁽⁷⁾⁽¹²⁾	100
3 YBhg Dato' Mohd Izani Ghani	13/13	100			9/9	100
4 Puan Zaida Khalida Shaari	13/13	100				
5 En Effizal Faiz Zulkifly	13/13	100				
6 Mr Chari T.V. Thirumala	13/13	100	9/9	100		
7 Mr Poh Ying Loo	13/13	100	9/9	100		
8 YBhg Datin Sri Badrunnisa Mohd Yasin Khan (appointed on 21.06.2021)	5/5	100			5/5 ⁽⁹⁾⁽¹¹⁾	100
9 Mr Alex Yeow Wai Siaw (appointed on 21.06.2021)	5/5	100				
10 YBhg Tan Sri Dr Azmil Khalili Dato' Khalid (retired on 21.06.2021)	8/8	100				
11 YM Ungku Suseelawati Ungku Omar (retired on 21.06.2021)	8/8	100			4/4 ⁽⁵⁾	100
12 YBhg Datin Teh Ija Mohd Jalil (retired on 21.06.2021)	8/8	100			4/4 ⁽⁶⁾	100
Total number of meetings for FY2021	13		9		9	

Corporate Governance Overview Statement

BTC MEETING		BDC MEETING		BGRC MEETING		WBC MEETING	
ATTENDANCE	%	ATTENDANCE	%	ATTENDANCE	%	ATTENDANCE	%
				6/6	100	1/1	100
5/5	100						
5/5	100	10/10	100	4/4 ⁽²⁾	100		
		10/10	100				
				4/4 ⁽¹⁾	100		
3/3 ⁽¹⁰⁾	100			6/6	100	1/1	100
				2/2 ⁽⁸⁾	100		
		6/6 ⁽⁹⁾	100				
2/2 ⁽⁴⁾	100	4/4 ⁽⁴⁾	100				
		4/4 ⁽⁵⁾	100				
				4/4 ⁽⁶⁾	100	1/1	100
5		10		6		1	

Legend

AC Audit Committee

NRC Nominations & Remuneration Committee

BTC Board Tender Committee

BDC Board Development Committee

BGRC Board Governance & Risk Committee

WBC Whistleblowing Committee
(dissolved on 01.04.2021)

- (1) Appointed as BGRC Chairman on 1 April 2021
- (2) Appointed as BGRC member on 1 April 2021
- (3) Relinquished as NRC member on 7 May 2021
- (4) Ceased as BDC Chairman and BTC member following his retirement as Senior Independent Non-Executive Director upon the conclusion of 13th Annual General Meeting (AGM) held on 21 June 2021
- (5) Ceased as NRC & BDC members following her retirement as Independent Non-Executive Director upon the conclusion of 13th AGM held on 21 June 2021
- (6) Ceased as NRC Chairperson & BGRC member following her retirement as Independent Non-Executive Director upon the conclusion of 13th AGM held on 21 June 2021
- (7) Redesignated from NRC member to Chairperson on 21 June 2021
- (8) Appointed as NRC and BGRC members on 21 June 2021
- (9) Appointed as BDC member on 21 June 2021
- (10) Appointed as BTC member on 21 June 2021
- (11) Redesignated from NRC member to Chairperson on 1 October 2021
- (12) Redesignated from NRC Chairperson to member on 1 October 2021

Corporate Governance Overview Statement

Principle A **BOARD LEADERSHIP AND EFFECTIVENESS**

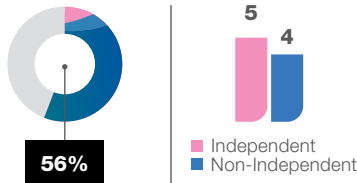
BOARD COMPOSITION

As at the date of this statement, the Board comprises nine (9) members. They comprise the Non-Independent Non-Executive Chairman, the Senior Independent Non-Executive Director, three (3) Non-Independent Non-Executive Directors and four (4) Independent Non-Executive Directors. Independent Non-Executive Directors account for a majority of the Board to ensure a balance of power and authority within the Board. The Board composition complies with the Listing Requirements of Bursa Securities which state that at least two (2) Directors or one-third of the Board, whichever is higher, must comprise Independent Directors.

BOARD DIVERSITY

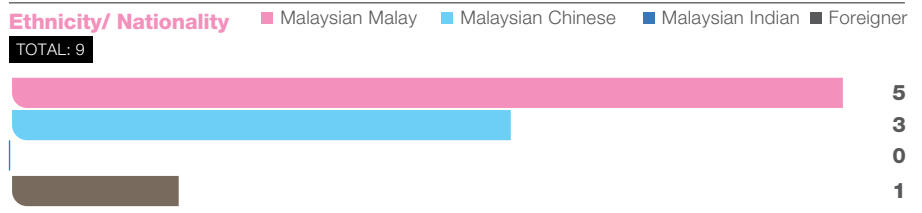
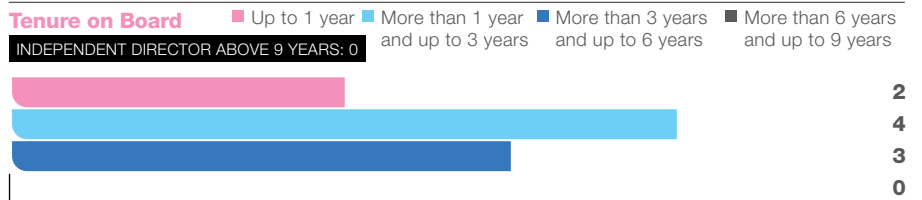
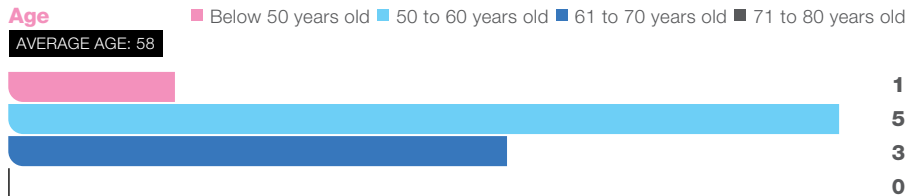
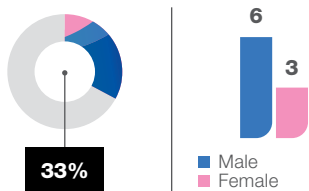
MCCG Practice 5.2

Majority of the Board must be Independent Director

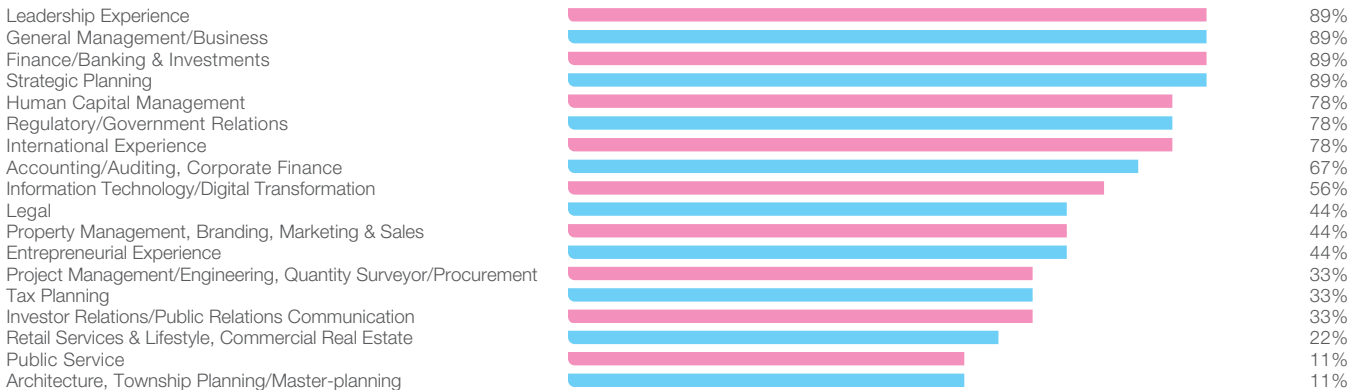


MCCG Practice 5.9

30% of the Board must be women



Board Skills & Experience



Corporate Governance Overview Statement

CODE OF CONDUCT

The conduct of the Board and employees is governed by the Code of Conduct, which was revised and approved by the Board on 26 November 2019, and is aligned with the Company's vision, mission and values. The Code covers the workplace, regulations as well as working with external stakeholders.

Subsequent to the financial year end, the Board on 29 March 2022 reviewed and approved the revisions to the Code of Conduct, Code of Conduct Handbook and Code of Conduct for Business Partners in line with the MACC Guidelines on Adequate Procedures and ISO37001:2016 Anti-Bribery Management System requirements, taking into consideration the applicability to UEM Sunrise, as well as good practices of other industry players/ organisations.

WHISTLEBLOWING POLICY

The Company has in place a Whistleblowing Policy to enable reporting of improper conduct or wrongdoing within the Group. During the year under review, the Whistleblowing Policy and Procedures were reviewed and on 24 November 2021, the Board has approved the revisions to provide clarity and strengthen areas in anonymous reporting, whistleblower protection and investigation procedures. The Whistleblowing Policy and Procedures make it clear that individuals can raise concerns in confidence and without risk of reprisal, and enables legitimate concerns to be objectively addressed.

In 2018, a Whistleblowing Committee comprising Board members, formed as a Subcommittee of the BGRC, took over the whistleblowing responsibility previously undertaken by the Audit Committee. On 1 April 2021 upon the dissolution of the Whistleblowing Committee, the BGRC assumed the whistleblowing oversight function and management of whistleblowing case received.

DIVERSITY

The Board on 29 March 2022 approved the adoption of UEM Sunrise's Diversity, Equity and Inclusion Policy with the aim to build an organisation that fosters diversity, equity and inclusion by promoting a culture that respects and appreciates differences, advocates equality and encourages individuals to grow and develop to reach their full potential. The Policy applies to all members of the Board and employees of the Group, including those on contract, on secondment, on internships, or anyone directly or indirectly employed by UEM Sunrise Group whether remunerated or otherwise. The Board is committed to ensure sufficient diversity in its composition in line with UEM Sunrise's Diversity, Equity and Inclusion Policy towards an inclusive Board to achieve effective stewardship and management and be able to respond to challenges to maintain UEM Sunrise's competitive advantage.

The Board will ensure that at least 30% of the Board comprise women Directors and where the composition falls below 30%, the Board will actively work towards meeting this ratio and disclose the action it has or will be taking to achieve the 30% ratio. The percentage of women Directors on the Board as at 31 December 2021 was at 33%.

TENURE

The Board has a policy for Independent Non-Executive Directors to serve a cumulative term of up to nine (9) years only. Such Directors may continue to serve on the Board provided he/she is re-designated as a Non-Independent Director. The Company shall therefore not retain an Independent Director for a period of more than nine (9) years.

NOMINATIONS & REMUNERATION COMMITTEE

The NRC is made up exclusively of Non-Executive Directors with a majority of them being Independent Directors. The Committee is chaired by an Independent Director. The activities of the NRC in the discharge of its duties for the financial year under review are provided in the Corporate Governance Report.

BOARD SUCCESSION PLANNING AND APPOINTMENTS

The Board and the NRC take into account the skills, knowledge, expertise, experience, professionalism, character and integrity, gender, age and ethnicity of the existing Board in seeking potential candidates. The Board is committed in ensuring that its composition not only reflects the diversity as recommended by the MCCG, but also has the right mix of skills and balance to contribute to the achievement of the Company's goals. A Board Skills Matrix has also been developed and used as reference for the Board's refresh and succession planning.

In selecting potential candidates for Senior Management roles, the Board and the NRC consider candidates who demonstrate, among others, the key competencies and behaviours required at top management level. In addition to technical capabilities, experience and professional qualifications outlined in the job description of the respective position, the leadership competencies of the candidates are also considered vital for senior positions.

Corporate Governance Overview Statement

Principle A

BOARD LEADERSHIP AND EFFECTIVENESS

The table below illustrates the procedures for the appointment of a new Director:

Step 1

Candidate identified

Candidates identified arising from the recommendation of existing Directors, Senior Management staff, shareholders, external registries of corporate directors, internal database of potential candidates, third party referrals or from executive searches.

Step 2

Assessment and evaluation to be conducted by the NRC

Assessments are conducted based on the following criteria:

I

Skills, knowledge, expertise and experience

V

Any business interest that may result in a conflict of interest

II

Professionalism

VI

Independent judgement

III

Integrity, commitment (including time commitment), character and competence

VII

Any other criteria deemed fit

IV

Gender, age and ethnicity/nationality for the purpose of boardroom diversity

The NRC also takes into consideration the size and composition of the Board to facilitate the making of informed and critical decisions as well as be guided by the MCCG and be in compliance with Listing Requirements.

Step 3

Recommendation to be made by NRC to the Board

Step 4

Discussion and decision to be made by the Board on the proposed new appointment

YES

If the proposed appointment is approved:

Invitation or offer to be made to the proposed/potential candidate to join the Board.

NO

If the proposed appointment is rejected:

The whole process to be re-commenced.

Corporate Governance Overview Statement

Prior to the appointment of En Sufian Abdullah as CEO effective 2 February 2021, the NRC was involved and engaged in the search for suitable candidates for CEO position including meeting up with the shortlisted candidates either in person where the situation permits or via video conferencing facilities. The NRC also engaged an external independent consultant to conduct assessment on the shortlisted candidates for CEO position.

The NRC had in March 2021 reviewed the process for a Board refresh for the appointment of new Independent Non-Executive Directors following the intimation from all three (3) Independent Non-Executive Directors due for re-election by rotation that they did not wish to seek for re-election and will retire at the conclusion of the 13th AGM in June 2021. The NRC determines if there is any gap in the Board composition and identifies the selection criteria for the new Independent Non-Executive Directors based on the Board Skills Matrix, with the view to close the gap (if any) and to strengthen the Board composition with reference to the strategic direction of the Company. Upon the Board's approval of the selection criteria for the new appointments, the NRC sourced for potential candidates based on the agreed selection criteria. After sourcing for a pool of candidates with the desired criteria obtained from an independent Director Registry maintained by the Institute of Corporate Directors Malaysia and through the network of the Directors, the NRC selected Mr Alex Yeow Wai Siaw, a director with vast experience in property and real estate and Datin Sri Badrunnisa Mohd Yasin Khan, a director with vast experience

in human capital for Board's consideration and approval. Their appointments were effective 21 June 2021 upon the retirement of the three (3) Independent Non-Executive Directors after the AGM.

The NRC also made recommendation for appointment of a nominee representing the major shareholder on the Board of the Company in 2021.

BOARD & DIRECTORS EFFECTIVENESS EVALUATION

The Board, through the NRC, conducts an annual evaluation of its activities and performance as prescribed in MCCG, Corporate Governance Guide issued by Bursa Malaysia Berhad and Listing Requirements.

During the year, the Board has engaged an external independent consultant to facilitate the Board & Directors Effectiveness Evaluation (BDEE) exercise for the financial year ended 31 December 2021.

The BDEE assessment covers strategic levels of board assessment that can be used to prioritise key strategic issues and implement actionable plans for greater board effectiveness with attributes encompassing the following ten (10) key effectiveness parameters:

- Board Leadership
- Board Composition, Skills and Development
- Board Committees
- Board Governance, Oversight and Processes

- Board Agendas, Meetings and Information
- Board Dynamics and Culture
- Board and Management Relationship
- Board Stakeholder/Shareholder Engagement and Investor Relationship
- Board Sustainability Matters
- Board Crisis Management Responses

Based on the outcome of 2021 BDEE assessment, the main focus areas for the Board are identified as follows:

- **Board Leadership**
- **Board Committees**
- **Board Composition, Skills and Development**

The Board noted its key strengths on Board Governance, Oversight and Processes; Board Dynamics and Culture; and Board Sustainability Matters.

The Board agreed to look into the matters requiring further actions i.e. Board to provide a strong oversight over strategy execution and monitoring of implementation, review of DAL to enhance Management's speed to execution and operational efficiency and removing bureaucratic processes, as well as enhancements to Directors and Senior Management Succession Planning.

Corporate Governance Overview Statement

Principle A

BOARD LEADERSHIP AND EFFECTIVENESS

INDUCTION AND PROFESSIONAL TRAINING

An induction programme is conducted for the newly appointed Directors to provide the necessary information to assist them in their understanding of the business and operations of the Company, current issues and corporate strategies as well as the corporate structure of the Company. During the financial year, on-boarding sessions of the induction programme for two (2) new Directors appointed in June 2021 were provided by the CEO and/or Senior Management team covering both operational and financial overview, future projects and strategies.

As at 31 December 2021, all Directors appointed to the Board have attended the Mandatory Accreditation Programme (MAP) accredited by Bursa Securities. Directors continue to attend training programmes and seminars organised by the regulatory authorities, professional bodies and other relevant organisations, to gain insights into the latest regulatory and industry developments in relation to the Group's businesses and further enhance their business acumen and professionalism in discharging their duties to the Group. In addition, some members of the Board have also been invited to participate in forums and/or seminars as a speaker, moderator or panelist in areas of their expertise. The training/conferences/seminars and/or workshops in which members of the Board had participated during the financial year ended 31 December 2021 are set out in the Corporate Governance Report.

The Board will look into the establishment of a more formal annual training and development plan for the Directors, following the recommendation from the BDEE findings.

REMUNERATION

The objective of Directors' Remuneration Policy is to attract and retain Directors of high calibre needed to lead the Group successfully. The Board has delegated to NRC the responsibility to review and recommend matters relating to the remuneration of the Board and Senior Management.

The revised Directors' Remuneration Framework was in place since 2012. On 26 November 2019, the Remuneration Policy for Non-Executive Directors of the Company was formalised and made available on the Company's website. The policy reflects the Company's commitment to attract and retain talented and well-qualified Directors needed to enhance long-term value creation for the shareholders; to provide remuneration that would reasonably reflect the time commitment and risks and, to commensurate with the duties and responsibilities of the Directors; and to build sustainable shareholder value by aligning the interests of the Directors with the long-term interests of shareholders by not linking fees to the results of the Company.

The Company's Non-Executive Directors' remuneration encompasses a fixed fee for the Chairman and members of the Board and Board Committees, not by a commission or on percentage of profits or turnover. The fees and benefits are tabled to the shareholders for approval at the AGM. The CEO is remunerated in line with the Company's general remuneration policy for its Senior Management. The remuneration policy for the Senior Management is in line with the business strategy, objectives, values and long-term goals and interests of the Company and guided by the Company's affordability, approved remuneration and reward matrix and comparison against the current market practice in the same industry.

Non-Executive Directors' remuneration is a matter to be decided by the Board collectively with the Directors concerned abstaining from deliberations or voting on the decision in respect of their individual remuneration.

In May 2021, the NRC had conducted a review of the Directors' Remuneration Framework based on an internal benchmarking study of a comparison pool of similar industry players and conglomerates. The NRC was mindful that the financial performance of UEM Sunrise in 2021 and 2022 should be included as important data points before considering and recommending any proposal for the fee review including harmonisation of Board Committees fees.

Subsequent to the financial year end, the Board on 29 March 2022 approved the adoption of the Remuneration Policy for Directors and Senior Management. The policy reflects the Company's commitment to attract and retain Directors and Senior Management of high calibre to contribute in providing stewardship to the Board and to management towards enhancing the objectives of the Group which should take into account the demands, complexities and performance of the Company.



The new policy replaced the Remuneration Policy for Non-Executive Directors and is available on the Company's website at uemsunrise.com/corporate/investor-relations/corporate-governance.

Corporate Governance Overview Statement

The key details of the Directors' Remuneration Framework are as follows:

NO.	FEES/BENEFITS	AMOUNT/DESCRIPTION												
1	Directors' Fees	At the 13 th AGM held on 21 June 2021, the Directors' fees as follows approved by the shareholders are payable on a quarterly basis:												
		<table border="1"> <thead> <tr> <th>Directors' Fees/person</th> <th>Non-Executive Chairman Per Annum (RM)</th> <th>Non-Executive Director/Member Per Annum (RM)</th> </tr> </thead> <tbody> <tr> <td>Board</td> <td>210,000</td> <td>108,000</td> </tr> <tr> <td>Audit Committee</td> <td>50,000</td> <td>30,000</td> </tr> <tr> <td>Other Board Committees</td> <td>25,000</td> <td>15,000</td> </tr> </tbody> </table>	Directors' Fees/person	Non-Executive Chairman Per Annum (RM)	Non-Executive Director/Member Per Annum (RM)	Board	210,000	108,000	Audit Committee	50,000	30,000	Other Board Committees	25,000	15,000
		Directors' Fees/person	Non-Executive Chairman Per Annum (RM)	Non-Executive Director/Member Per Annum (RM)										
		Board	210,000	108,000										
Audit Committee	50,000	30,000												
Other Board Committees	25,000	15,000												
2	Allowance	An allowance of RM1,000 per day will be paid to Directors for the following:												
		<ul style="list-style-type: none"> (i) Attending meetings with Government representatives or third parties such as consultants, bankers and advisors on behalf of the Company; or (ii) Visiting projects and/or reference sites to advise management and/or the Company. <p>For the financial year 2021, no allowance was paid in respect of meeting attendance with government representatives and/or site visit. The NRC and Board of the Company being mindful of cost in 2021 agreed to discontinue the above allowance and accordingly, this item was removed and not tabled to shareholders for approval at the last AGM held on 21 June 2021.</p>												
3	Meeting Allowance	Meeting allowance for ad-hoc or temporary Board Committees established for specific purposes:												
		<ul style="list-style-type: none"> (i) Chairman of committee – RM2,000 per meeting (ii) Member of committee – RM1,000 per meeting <p>For the financial year 2021, no ad-hoc or temporary Board Committee meeting was held.</p>												
4	Chairman's Benefits	The benefits payable and accorded to the Non-Executive Chairman comprised the following, as approved at the 13 th AGM held on 21 June 2021:												
		<table border="1"> <tbody> <tr> <td>Car Allowance</td> <td>RM3,400 per month</td> </tr> <tr> <td>Car-related benefits including maintenance, fuel and other permissible items/claims</td> <td>Up to RM32,100 per annum</td> </tr> </tbody> </table>	Car Allowance	RM3,400 per month	Car-related benefits including maintenance, fuel and other permissible items/claims	Up to RM32,100 per annum								
		Car Allowance	RM3,400 per month											
Car-related benefits including maintenance, fuel and other permissible items/claims	Up to RM32,100 per annum													
5	Property Discount (which is the same policy applied for employees)	Discount for purchase of property as follows:												
		<ul style="list-style-type: none"> (i) Up to 10% discount will be given once in 5 years for residential property; and (ii) For subsequent purchase of residential property within 5 years' period or any non-residential property purchase, up to 3% discount will be given. <p>For the year 2021, the property discount received by the Director(s) amounted to RM71,612.80.</p>												
6	Medical Benefits for Directors	The medical benefits for Directors are as follows:												
		<ul style="list-style-type: none"> (i) Medical coverage of RM7,000 per annum, inclusive of outpatient, clinical, specialist and dental; and (ii) Hospitalisation of RM100,000 per annum including room and board at RM500 per day. <p>Where a Director sits on several boards, he will only be entitled to claim medical benefits from one (1) company only.</p>												
7	Training and Development of Directors	A training budget is allocated for Directors to attend relevant training programmes and seminars to enhance their knowledge and skills in discharging their duties.												
8	Directors' & Officers' Liability Insurance	Directors are covered by Directors' and Officers' Liability Insurance maintained throughout the financial year to indemnify directors and officers against any liability incurred by them in the discharge of their duties while holding office as directors and officers of the Company. All the Directors contributed their portion of the premium payment for this policy for year 2021.												

The Company seeks shareholders' approval at the AGM for the payment of fees and benefits for the Non-Executive Directors for items (1) and (3) to (5) of the above table.

The detailed disclosure of the Directors' remuneration on a named basis is set out in Note 5 of the Audited Financial Statements for the financial year ended 31 December 2021.

Corporate Governance Overview Statement

Principle B

EFFECTIVE AUDIT AND RISK MANAGEMENT

AUDIT COMMITTEE

As at the financial year ended 31 December 2021, the Audit Committee comprises three (3) members who are all Independent Non-Executive Directors. The Audit Committee is chaired by Ms Christina Foo, the Senior Independent Non-Executive Director. She is not the Chairman of the Board.

The Audit Committee Report including its membership, composition and summary of work carried out by the Audit Committee during financial year 2021 is presented on pages 142 to 147 of this Integrated Report.

In the annual assessment on the suitability, objectivity and independence of the External Auditors, the Audit Committee

is guided by the factors as prescribed under Paragraph 15.21 of the Listing Requirements as well as the Corporate Governance Guide 4th Edition. Additionally, the Board received a written assurance by the External Auditors, confirming their independence in providing both audit and non-audit services for the year under review.

The Board reviewed the term of office and assesses the performance of the Audit Committee and its members through the BDEE 2021 exercise. The Board has confirmed its satisfaction with the performance of the Audit Committee in discharging its duties and responsibilities in accordance with its Terms of Reference.

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board fulfills its risk governance and oversight functions through the BGRC who reviews the effectiveness of risk management framework and to manage the overall risk exposure to the Group.

The BGRC takes responsibility for assessing and monitoring the efficacy of the risk mitigations and control measures taken, whilst the adequacy and effectiveness of the internal controls are reviewed by the Audit Committee through the work performed by the Internal Audit function for the Group.

As at 31 December 2021, the BGRC comprises five (5) members of whom four (4) are Independent Non-Executive Directors (including a Senior Independent Director) and one

(1) is a Non-Independent Non-Executive Director to reflect a right mix of skills. For the year under review, the Board confirmed its satisfaction with the performance of the BGRC in discharging its duties and responsibilities in accordance with its Terms of Reference.

The Board concluded in its annual assessment that the risk management and internal control system of the Company are generally adequate and effective for the financial year under review. Details on the Company's internal control and risk management framework are set out in the Statement on Internal Control and Risk Management as well as the Risk Management Report of this Integrated Report.

Corporate Governance Overview Statement

Principle C

INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

COMMUNICATION WITH STAKEHOLDERS

The Company recognises the importance of understanding the expectations of its stakeholders and to effectively communicate the Company's strategies, plans and actions. To that end, the Company engaged with its respective stakeholders on various platforms to gauge their perspectives and insights on emerging issues that are important and impactful to both the stakeholders and the Company's business as well as operations. The summary of their expectations and the ways the Company engages in response to their anticipations are as summarised below:

Stakeholder Groups	How We Impact Each Other	Their Expectations	How We Engage and Respond
Customers	The viability and sustainability of our business are a direct result of delivering strong customer satisfaction through unique and sustainable value propositions. In creating and delivering products, services and initiatives, we adopt our E.V.E approach — Exciting, brings Value and Easy to own — to allow our customers to find happiness through our brand, and in return drive our revenue and business performance.	<ul style="list-style-type: none"> • Superior customer experience throughout the home-ownership journey • A sophisticated developer that fulfils customers' needs • A developer that continuously engages with its customers and communities 	<ul style="list-style-type: none"> • Identify potential customers through property exhibitions, property events and advertisements • Customer and community engagement through Trésor Loyalty Programme and Fun Zone Community Centre • Customer interaction through One Stop Centres, Customer Contact Centre and social media platforms • Annual Customer Satisfaction Survey (CSS) which includes survey on Net Promoter Score (NPS), Customer Effort Score (CES), Customer Value Engagement Score (CVES) • Focus Group Discussions (FGD) with identified customers • A series of mobile apps that provide a more digitalised and customer-centric experience for customers and the public • Revamped user-friendly website with enhanced functionalities: customers can now select multiple properties and view them side-by-side. Recently introduced features include live chat and a loan calculator
Community	Building trust with our local communities and NGOs essentially gives us the social licence to operate. As our activities may negatively impact the environment, we must ensure we do all we can to mitigate this.	<ul style="list-style-type: none"> • Responsible marketing • Waste management • Energy management • Community care and charitable involvement • Corporate citizenship and good governance 	<ul style="list-style-type: none"> • Various placemaking and civic engagement initiatives • Corporate social responsibility (CSR) initiatives across education enhancement, community engagement and environmental conservation

Corporate Governance Overview Statement

Principle C
INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Stakeholder Groups	How We Impact Each Other	Their Expectations	How We Engage and Respond
Employees	<p>Providing our employees with a safe and conducive working environment, with a strong respect for ethics and a high-performance culture will help drive our business. Employees who are engaged and motivated will be more productive, resulting in a win-win outcome, as the Group benefits from better performance, and our employees find fulfilment and develop their careers.</p> <p>We strive to instil our CHIEF brand values in everything we do, by being Caring, Honest, Involved, Enthusiastic and Fun-loving.</p>	<ul style="list-style-type: none"> • Sense of pride and ownership to the company • Transparent communication from the senior leadership team • Career development and promotion opportunities • Fair and competitive benefits and remuneration packages 	<ul style="list-style-type: none"> • Internal newsletters, quarterly townhall sessions and CHIEF intranet portal • Competitive benefits and remuneration packages • Implementation of flexible working hours and casual dress code • Corporate subscription to e-learning platforms • Team building, sports and recreation activities
Investment-related (including analysts, shareholders, investors and fund providers)	<p>Maintaining the trust and confidence of providers of financial capital is a key factor in supporting business growth, as it will lead to a rise in the value of our business, reflected through the Group's performance as a whole. In return, our sustained focus on enabling strong value creation outcomes from each project will yield good returns to investors.</p>	<ul style="list-style-type: none"> • An experienced and solid senior leadership team • Healthy profit and social impact depending on business verticals • Value appreciation of the shares • Consistent dividend pay-out 	<ul style="list-style-type: none"> • AGM • Bursa announcements and press releases • Working with industry associations and key partners (end-financiers, data aggregators and contractors/suppliers) in developing and advocating policies/incentives to support the sectoral and economic growth • Engagement through analyst briefings and conferences • In 2021, 30 engagements conducted with the investment community mainly via virtual platforms comprising meetings, webinars, conferences and teleconferences during the COVID-19 pandemic • During the year, our key engagements were with the Finance Minister, Johor Menteri Besar, Ministry of Housing and Local Government Secretary-General • At regional levels, we interact regularly with state governments and local authorities including mayors of Dewan Bandaraya Kuala Lumpur (DBKL) and Majlis Bandaraya Iskandar Puteri • The 13th AGM was held virtually on 21 June 2021

Corporate Governance Overview Statement

Stakeholder Groups	How We Impact Each Other	Their Expectations	How We Engage and Respond
Contractors & Suppliers	Ensuring a strong partnership and collaboration approach with our contractors and suppliers that upholds the principles of integrity will help us maintain a transparent and cost-effective procurement process. Together with good safety practices that protect workers, this will lead to more sustainable outcomes and higher-quality products.	<ul style="list-style-type: none"> Professional and transparent procurement processes Competent management of vendors and timely payment of fees Safe and conducive working environments 	<ul style="list-style-type: none"> Mandate a Letter of Declaration by all vendors committing to adhere to UEM Sunrise's Code of Conduct for Business Partner UEM Sunrise procurement policy, which is downloadable from the corporate website Mandate all suppliers, contractors and sub-contractors to provide details of their approach in keeping with the Company's SOPs on QHSE
Strategic Partners	Collaboration with strategic partners enables us to make quick entries into areas that would have taken longer to break into. In return, our partners can benefit from working with our large and exciting portfolio.	<ul style="list-style-type: none"> Fair investment opportunities in all UEM Sunrise business verticals High return on investment throughout the partnership period 	<ul style="list-style-type: none"> Proactive prospecting of business partners for existing and pipeline projects Active sales and marketing initiatives
Government/Regulatory Authorities	Conforming to laws and regulations while abiding by best practices will help strengthen our reputation as a responsible property developer. This in turn allows us to support Government agendas that concern stimulating economic growth, contributing to nation-building, providing housing and creating job opportunities.	<ul style="list-style-type: none"> Compliance with relevant laws and regulations Contributions to industry best practices and the development of new policies and regulations Support towards government initiatives 	<ul style="list-style-type: none"> Ensure full compliance in economic, environmental and social areas regardless of the sector of business operations Active engagements with relevant ministries, regulators and authorities
Media	The media is an important partner that can help to strengthen our reputation and credibility. We will continue to provide the media with access to timely, reliable and accurate information about our operations.	<ul style="list-style-type: none"> Thought leadership on the property market and industry 	<ul style="list-style-type: none"> Consistent engagement through press releases, networking sessions, press conferences and interviews
Industry Peers	Collaboration with industry peers in terms of knowledge sharing and through association meetings and industry conferences will help to promote sustainable growth of the property industry.	<ul style="list-style-type: none"> Ease of doing business within the property industry Sharing of industry best practices and developments Nation-building efforts and sustainable growth in the property industry 	<ul style="list-style-type: none"> Contribute to influencing the overall industry policy Participate in industry-wide organisations and conferences Support government initiatives in industry developments

The Company continues to be transparent and accountable to its shareholders and investors recognising the importance of timely dissemination of information to shareholders and other stakeholders. The Board is also committed to ensure that the shareholders and other stakeholders are well informed of major developments of the Group with information communicated through various channels including the Integrated Report, disclosures and announcements to Bursa Securities, press releases, dialogues, discussions and presentations at general meetings and/or conferences as well as the investor relations' webpage at the Company's website at uemsunrise.com.

Corporate Governance Overview Statement

Principle C
INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS
UEM Sunrise's Dividend Policy adopted on 12 June 2012

Paying out between 20% to 40% of the Group's consolidated profit after tax and non-controlling interests subject to among others, availability of distributable reserves and adequate free cash flow from operations.



UEM Sunrise's Investor Relations and Communication Policy is available for reference on the Company's website uemsunrise.com/corporate/investor-relations/corporate-governance.

The Company embarked on its journey into integrated reporting through its 2019 Annual Report, its first-ever Annual Report based on the Integrated Reporting <IR> Framework, which is the first part of the Company's 3-year plan to achieve full IR compliance. Moving to integrated reporting was a conscious, collective and organic decision, which permits the Company to be more focused and transparent in reporting its activities, inspiring it to think about the business in an integrated way.

UEM Sunrise produced its first Integrated Report as per the international reporting framework based on a global recognised framework for the financial year ended 31 December 2021. This demonstrates the Company's continuous commitment to improve the quality of information disclosures to stakeholders and promote greater transparency and accountability.

CONDUCT OF GENERAL MEETINGS

The AGM of the Company is the primary platform for two-way interaction between the shareholders and the Board and Management of the Group.

In view of the Movement Control Order and as a precautionary measure amid the COVID-19 pandemic, the Company's 13th AGM was held on 21 June 2021 by leveraging technology and was conducted fully virtual and entirely via Remote Participation and Electronic Voting (RPEV) facilities in compliance with Section 327 of the Companies Act 2016 and Article 70 of the Company's Constitution. The online meeting platform of Lumi AGM website for the live streaming and RPEV facilities was provided by Boardroom Share Registrars Sdn. Bhd.

In fostering effective participation of and engagement with shareholders at the AGM, all ten (10) Directors (including the Chairmen of Audit Committee, NRC, Board Tender Committee, Board Development Committee and BGRC) were present online to engage with the shareholders, and be accountable for their stewardship of the Company.

For the 2021 AGM, shareholders were invited to send questions before the meeting by email to the Company's Investor Relations at ir@uemsunrise.com. The Chairman also encouraged shareholders to participate at the meeting by submitting typed questions in real time on the meeting platform. Questions that were submitted prior to the 13th AGM and those that were posed at the meeting were addressed during the meeting. For transparency, the questions which have been addressed/answered by the CEO were published for viewing of shareholders on the RPEV facilities and the Internal Auditor was present to ensure that all shareholders' questions were addressed.

All ten (10) Directors, Members of Senior Management and the partners from the external audit firm were present at the 13th AGM to provide responses to the questions posed by shareholders by email to the Company's Investor Relations prior to the meeting and the meeting platform during the meeting.

In line with MCCG, the notice of the 13th AGM was issued at least 28 days prior to the meeting enabling the shareholders ample time in making necessary preparations to attend and participate in person or by corporate representative, proxy or attorney. More importantly, it enables the shareholders to consider the resolutions and make informed decisions in exercising their voting rights at the AGM.

The voting at the 13th AGM was conducted by poll in accordance with Paragraph 8.29A of the Listing Requirements. After verification by the independent Scrutineers, the Chairman announced the poll results to the meeting and declared that all the resolutions were carried. The poll results were also announced by the Company via BursaLINK on the same day for the benefit of all shareholders. The minutes of the 13th AGM including all the questions raised for the meeting and the answers thereto were made available on the Company's website within 30 business days after the general meeting.

This Statement is made in accordance with the resolution of the Board dated 29 March 2022.

Investor Relations

At UEM Sunrise we value relationships with our shareholders, the financial and/or investment community and other relevant stakeholders (collectively referred to as the “Stakeholders”) by providing and delivering credible and reliable material information relating to the Company. The Company engages frequently with its Stakeholders in line with the recommendations on the Malaysian Code of Corporate Governance and other relevant regulatory bodies.

We are committed to communicating information to the Stakeholders with the following principles in mind:

Criteria	
Consistency	The same information is given to the Stakeholders at the same time.
Clarity	Clear, concise, and easily understood information is distributed to avoid any miscommunication and misunderstanding.
Equal Access	Stakeholders are given the same information through various channels.
Timeliness	Information is released to the Stakeholders immediately after it has been announced to the public unless there are legal constraints or legitimate business reasons to refrain from doing so.
Transparency	Information is presented in a fair manner irrespective of whether it is favourable to the Company.

The Company also maintains a direct and open communication to its Stakeholders to keep the market informed of all information which may have or could be expected to have a material impact on the value of its securities.

INVESTOR RELATIONS ENGAGEMENTS & ACTIVITIES

The Company’s Investor Relations (IR) team plays an important role in engaging regular meetings and dialogues with analysts, fund managers as well as the Company’s shareholders. These meetings and dialogues are usually headed by the Chief Financial Officer (CFO) and/or IR team unless there is a specific request by the investment community to meet up with the Chief Executive Officer (CEO).

These engagements include conferences, physical meetings as well as site visits to our projects in the Southern region specifically in Iskandar Puteri as well as projects within the Central region. The main objective of these engagements is to update the Stakeholders on the Company’s financial performance, business operations, strategic directions and address issues or concerns relating to the Company.

Due to the COVID-19 pandemic and the series of Movement Control Order imposed by the Government in addition to the various SOPs under the four phases of the NRP, the team’s opportunity to engage with the investment community as planned for the financial year 2021 was limited. Regardless of the circumstances, 30 engagements were conducted mainly via virtual platforms comprising meetings, webinars, conferences, and teleconferences.

Investor Relations

Key Engagements	Date	Details
One-on-one and small, or large group meetings	Throughout FY2021	<ul style="list-style-type: none"> 20 virtual meetings were recorded in 2021. Meetings were frequently requested by analysts and fund managers. The IR team hosted, arranged, and organised the meetings.
Quarterly financial results briefing	<ul style="list-style-type: none"> 24 March – Fourth quarter 2020 and FY2020 results 24 May – First quarter 2021 results 25 August – Second quarter 2021 results 24 November – Third quarter 2021 results 	<ul style="list-style-type: none"> Financial results briefings are held on a quarterly basis via Teams. Briefings take place immediately after the quarterly financial results are released to Bursa Securities. CEO leads the briefings together with the CFO with the support from the IR team.
13 th AGM	21 June	<ul style="list-style-type: none"> Primary engagement platform for the Board of Directors and Company's shareholders. CEO takes the opportunity to present the Company's status updates and actively engage with the shareholders during the Q&A session. CEO leverages on this event to convey key developments, performance updates plus the Company's short-term and long-term strategies to the shareholders. Shareholders are given the opportunity to raise questions pertaining to the Company.
Investor Conference	<ul style="list-style-type: none"> 5 - 8 January 2 – 3 March 19 April 3 November 9 November 	<ul style="list-style-type: none"> Participated in the 13th Annual Malaysia Corporate Day hosted by CGS-CIMB Securities Sdn. Bhd. (CGS-CIMB). Participated in the Property Call Series with Savills Malaysia and REHDA hosted by CLSA Securities Malaysia Sdn. Bhd. (CLSA). Participated in Corporate Malaysia ESG hosted by CLSA. Participated in Malaysia Property: Post Budget Malaysia hosted by CLSA. Participated in Invest Malaysia 2021 Virtual Series 2 hosted by CGS-CIMB.

FY2021: Financial year ended 2021

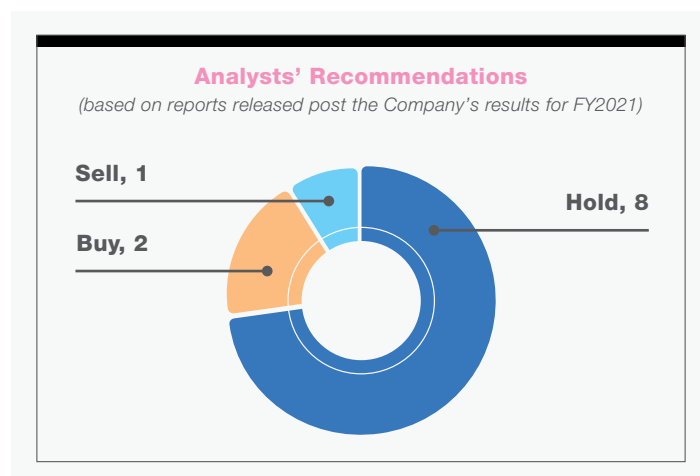
FY2020: Financial year ended 2020

In view of the pandemic, the Company is inclined towards virtual engagements until the situation otherwise permits.

UEM SUNRISE'S COVERAGE

The Company receives fair coverage and support from the local and foreign research houses in 2021. Although it maintains a good rapport with CLSA and Macquarie Capital Securities Sdn. Bhd., to-date 12 analysts from the following research houses provide coverage on UEM Sunrise:

1. AllianceDBS Research Sdn. Bhd.
2. Am Research Sdn. Bhd.
3. CGS-CIMB Securities Sdn. Bhd.
4. Citi Research of Citigroup Global Markets Singapore Pte. Ltd.
5. Hong Leong Investment Bank Berhad
6. KAF-Seagroatt & Campbell Securities Sdn. Bhd.
7. Kenanga Investment Bank Berhad
8. Maybank Investment Bank Berhad
9. MIDF Amanah Investment Bank Berhad
10. Public Investment Bank Berhad
11. RHB Research Institute Sdn. Bhd.
12. UOB Kay Hian (Malaysia) Holdings Sdn. Bhd.



UEM SUNRISE IR PORTAL

As means to also disseminate relevant information on the Company to its Stakeholder and the public, the Company has provided an online IR portal at uemsunrise.com/corporate/investor-relations as a point of reference.

Additional Compliance Information

UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

Pursuant to its Islamic Commercial Paper (ICP) Programme (ICP Programme) and Islamic Medium Term Notes (IMTN) Programme (IMTN Programme) which have a combined aggregate limit of RM2 billion in nominal value and a sub-limit on the ICP Programme of RM500 million in nominal value, the Company had during the financial year 2021 issued the following IMTNs:

Date of Issuance	Type	Tenure	Utilisation of Proceeds
18 February 2021	RM400 million in nominal value of IMTN under the IMTN Programme established in 2016	Three (3) years and five (5) years, with maturity on 16 February 2024 and 16 February 2026 respectively	The proceeds were utilised for UEM Sunrise's Shariah-compliant general corporate purposes
20 May 2021	RM300 million in nominal value of IMTN under the IMTN Programme established in 2012	Five (5) years, with maturity on 20 May 2026	The proceeds were utilised for UEM Sunrise's Shariah-compliant general corporate purposes
8 September 2021	RM290 million in nominal value of IMTN under the IMTN Programme established in 2012	Five (5) years, with maturity on 8 September 2026	The proceeds were utilised for UEM Sunrise's Shariah-compliant general corporate purposes
21 September 2021	RM150 million in nominal value of IMTN under the IMTN Programme established in 2012	Four (4) years, with maturity on 19 September 2025	The proceeds were utilised for UEM Sunrise's Shariah-compliant general corporate purposes

MATERIAL CONTRACTS

Other than those disclosed in the financial statements, there were no material contracts including contracts relating to any loans entered into by the Company and/or its subsidiaries involving interests of the Directors, Chief Executive Officer and major shareholders, either still subsisting at the end of financial year ended 31 December 2021 or entered into since the end of the previous financial year.

RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE (RRPT)

The Company did not seek the approval of its shareholders on any mandate for its RRPT during the financial year ended 31 December 2021 as the estimated aggregated transacted amount for the related parties is below the applicable percentage stipulated under Paragraph 10.09(1), Chapter 10 of the Listing Requirements and Bursa Securities. The Company will continue to monitor its RRPT and make appropriate announcement(s) to Bursa Securities of such transaction(s) where required in accordance with the requirements under Chapter 10 of the Listing Requirements.

UEM Sunrise adopts a fit-for-purpose control framework to capture and track related party transactions (RPT) or RRPT to ensure that it meets the obligations under the Listing Requirements of Bursa Securities and/or other applicable guidelines/standards in connection with such transactions. This is enforced through the ongoing process of identifying and recording of RPT and RRPT as per the established SOPs. Based on internal audit review conducted in 2021, the control framework on an overall basis was working as intended.

RPT and RRPT are monitored and conducted in a manner that is fair and at arm's length basis, with the terms not more favourable to the related parties than to the public, not to the detriment of minority shareholders and in the best interest of UEM Sunrise.

A Director who has an interest in a transaction abstains himself/herself from deliberation and voting on the relevant resolution in respect of such transaction at Board meetings and/or other meetings of the Company.

Audit Committee Report

1. FORMATION

The Audit Committee was established by the Board of Directors (Board) on 15 September 2008.

The Audit Committee is committed to its role to assist the Board in its oversight of the Company's financial statements and reporting in fulfilling its fiduciary responsibilities relating to internal controls, financial and accounting records and policies as well as financial and non-financial reporting practices of UEM Sunrise Berhad (UEM Sunrise or the Company) and its subsidiaries (the Group). The Audit Committee reviews the adequacy and integrity of the Group's internal control systems and management information systems, related party transactions and conflict of interest situations that may arise within the Group, including compliance with applicable laws, rules, directives and guidelines through the Internal Audit function.

The Terms of Reference (TOR) of the Audit Committee were reviewed and revised on 10 September 2021, as part of the overall review of the TOR of all Board Committees. The TOR of Audit Committee has been updated to include anti-corruption related oversight responsibilities and alignment with the revised Malaysian Code on Corporate Governance (MCCG) dated 28 April 2021.



The TOR of the Audit Committee is available for reference at the Company's website at uemsunrise.com/corporate/investor-relations/corporate-governance.

2. COMPOSITION

As at the end of the financial year ended 31 December 2021, the Audit Committee comprises three (3) members of the Board, all of whom are Independent Non-Executive Directors.

The Company has complied with paragraph 15.09 of the Bursa Malaysia Securities Berhad (Bursa Securities) Main Market Listing Requirements (Listing Requirements), which requires all members of the Audit Committee to be Non-Executive Directors with a majority of them being Independent Directors. As at 31 December 2021, the Company has adhered to the step-up practice set out in the MCCG for having solely Independent Directors on its Audit Committee.

The members of the Audit Committee and their details are as follows:

Name	Designation	Directorship	Qualification
Christina Foo	Chairperson	Senior Independent Non-Executive Director	<ul style="list-style-type: none"> Chartered Accountant of Malaysian Institute of Accountants (MIA) Fellow, CPA Australia Fellow, Malaysian Institute of Management Fellow, Institute of Corporate Directors Malaysia (ICDM) Member, ASEAN Chartered Professional Accountants Member, Malaysian Institute of Corporate Governance Bachelor of Business Studies (Accounting) from Deakin University, Australia
Chari T.V. Thirumala	Member	Independent Non-Executive Director	<ul style="list-style-type: none"> Fellow, Chartered Institute of Management Accountants, UK Member, Chartered Accountants of India Master of Business Administration, Buffalo University, New York, USA Post Graduate Diploma in Digital Business, Digital Transformation and Digital Marketing, Emeritus Institute of Management in collaboration with MIT and Columbia Business School
Poh Ying Loo	Member	Independent Non-Executive Director	<ul style="list-style-type: none"> Fellow, Chartered Institute of Management Accountants Fellow, ICDM Member, Chartered Global Management Accountants Member, MIA Member, Institute of Enterprise Risk Practitioners Global Master of Business Administration in Digital Business

Audit Committee Report

Accordingly, the Company complies with paragraph 15.09(1)(c) of the Listing Requirements with regard to the qualification of the Audit Committee members.

The training attended by the Audit Committee members during the year under review are set out in the Corporate Governance Report.

The term of office and performance of the Audit Committee and each of its members were reviewed and assessed annually by the Nominations & Remuneration Committee in accordance with the Listing Requirements.

The Board also performed an annual assessment to assess the Audit Committee and each of its members' effectiveness in carrying out their duties in accordance with the TOR with the recommendation by the Nominations & Remuneration Committee. The Board is satisfied that the Audit Committee and each of its members have effectively discharged their duties in accordance with the TOR.

3. MEETINGS

A total of nine (9) meetings were held during the financial year ended 31 December 2021, with attendance details as follows:

Name of Audit Committee Member	No. of Meetings Attended/Held	Percentage of Attendance (%)
1. Christina Foo	9/9	100
2. Chari T.V. Thirumala	9/9	100
3. Poh Ying Loo	9/9	100

The Chief Executive Officer (CEO), Chief Financial Officer (CFO) and relevant Senior Management who are responsible for the pertinent areas and representatives of the Internal Auditors and External Auditors attended the meetings upon invitation.

The External Auditors were engaged to conduct limited reviews on the condensed consolidated financial information and report to the Audit Committee on the significant matters identified during such review before the quarterly financial statements were presented to the Audit Committee for review and recommendation for the Board's approval prior to release to Bursa Securities.

The External Auditors as well as the Internal Auditors were invited to the Audit Committee meetings in 2021 to report on the statutory audit in respect of the financial statements for the financial year 2020, quarterly financial statements and the progress of the audit plan for years 2020 and 2021, respectively. Detailed internal audit reports, together with Management's responses were circulated to the Audit Committee members and CEO, and significant issues were discussed at the Audit Committee meetings.

Upon conclusion of each meeting, the Company Secretary prepared a report which summarised the main discussion points and decisions of the Audit Committee to be tabled at the immediate following Board Meeting. The Chairperson of the Audit Committee reported to the Board the activities that it had undertaken and the key recommendations for the Board's consideration and decision. Minutes of each Audit Committee meeting were recorded and tabled for confirmation at the following Audit Committee meeting and subsequently presented to the Board for notation.

The Audit Committee met up with the External Auditors thrice during the financial year without the presence of CEO and Management. During these sessions, the Audit Committee sought the External Auditors' advice on key issues affecting the Group as well as obtained their views on any matters of concern that could impact the issuance of the audited financial statements. The External Auditors provided their insights on how the issues could be addressed and the cooperation with the Management in terms of information sharing and proficiency in financial reporting functions that would facilitate the accuracy of the disclosures.

Audit Committee Report

4. SUMMARY OF KEY ACTIVITIES OF THE AUDIT COMMITTEE FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

Internal Audit

- i. Reviewed and approved the annual risk-based internal audit plan to ensure adequate scope and comprehensive coverage of the activities of the Company and the Group as well as changes to the audit plan that had an impact on its coverage.
- ii. Reviewed and deliberated the internal audit reports on the adequacy, effectiveness and efficiency of operational, compliance and governance processes across the Company and its Group. Where appropriate, the Audit Committee advised Management to rectify and improve the timeline and control systems based on Internal Audit's recommendations and suggestions for improvements. The reports reviewed and deliberated during the year include planned and ad-hoc audits on:
 - Employee engagement function
 - Digital system and IT application management
 - Digital mobile application project management review
 - Project and inventory management
 - Project audit – Serene Heights (Eugenia), Gerbang Nusajaya master infrastructure
 - Procurement and contract management
 - Landbanking management
 - Project delivery – Impact of MCO 3.0
 - Taxation management
 - Purchasing and payment procedures
 - Financial management
 - Whistleblowing Policy and Code of Conduct
 - Safety, Health & Environment management
 - Recurrent related party transactions
 - Whistleblower cases
 - Follow-up on corrective actions
- iii. Monitored the implementation of recommendations by Management on outstanding issues to ensure that all key risks and control weaknesses are adequately addressed as well as the timeliness of responses received and actions taken. Met with auditees on updates of selected key outstanding audit findings.
- iv. Reviewed the performance, adequacy, scope, resources and competency of the Internal Auditors as well as the training needs of Internal Audit function.
- v. Approved the key performance indicators (KPI) and resource requirements of the Internal Audit function for 2022.
- vi. Approved the 2020 KPI scorecard achievements of the Internal Audit function. Deliberated the results of Internal Audit's Customer Satisfaction Survey for 2020, based on the responses received from the Audit Committee members and Senior Management via questionnaires. Reviewed the performance of the Head, Internal Audit taking into consideration the performance evaluations as per the scorecard results and behavioural competencies.
- vii. Reviewed the Audit Reports issued and status of 2021 audit plan.
- viii. Discussed data analytics audit approach and arranged for awareness session with Internal Audit team of another company with established data analytics tools, system and practice for its implementation in 2022.
- ix. Met twice with the Head, Internal Audit on 19 February 2021 and 23 November 2021 without the presence of the CEO and Management staff, to enquire the extent of assistance rendered by Management and issues and suggestions from Internal Audit.

External Audit

- i. Reviewed with the External Auditors, the audit plan of the Company and of the Group for the year (inclusive of risk and audit approach, system evaluation, audit fees, issues raised and Management responses) prior to the commencement of the annual audit. The Audit Committee also reviewed and deliberated the key audit matters and areas of emphasis highlighted by the External Auditors including Management's response/actions taken.
- ii. Met thrice with the External Auditors on 20 February 2021, 19 March 2021 and 18 November 2021 without the presence of the CEO and Management staff, to enquire the extent of assistance rendered by Management and issues and suggestions arising from audits.

Audit Committee Report

- iii. Considered the appointment of External Auditors and conducted an assessment of their independence, objectivity and cost effectiveness of the audit which covered quality of services provided, sufficiency of experience and resources, audit scope and planning, communication and interaction. The External Auditors confirmed that they are independent throughout the audit engagement and remained in compliance with the terms of all relevant professional and regulatory requirements including the By-Laws of the MIA and the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants' independence requirements.

Having taken all appropriate factors into consideration and being satisfied with the suitability, performance, technical competency and audit independence of Messrs Ernst & Young PLT (EY), the Audit Committee had recommended to the Board for approval, the appointment of EY as External Auditors of the Group for the financial year ended 31 December 2021.

The Audit Committee also considered the adequacy of experience and resources of the firm and the professional staff assigned to the audit and the level of non-audit services rendered by External Auditors to the Group for the financial year 2021 based on the feedback from Management who had substantial contact with the external audit team throughout the financial year. In the annual assessment on the suitability, objectivity and independence of the External Auditors conducted subsequent to the financial year ended 31 December 2021, the Audit Committee is guided by the factors as prescribed under paragraph 15.21 of the Listing

Requirements as well as the Corporate Governance Guide 4th Edition. The Audit Committee being satisfied with the suitability, performance, technical competency and audit independence of EY, had recommended the appointment of EY as External Auditors of the Company for the financial year ending 31 December 2022 and recommended the same for the Board's approval. The appointment of the External Auditors is subject to the shareholders' approval being sought at the forthcoming 14th Annual General Meeting in 2022.

- iv. Reviewed, monitored, recommended and/or approved the audit fees and non-audit services provided/to be provided by the External Auditors and/or its affiliates to ensure the provision of non-audit services does not impair their independence or objectivity as the External Auditors of the Group.

Having reviewed and considered the nature and scope of the non-audit services provided by EY and/or its affiliates for the financial year ended 31 December 2021 as well as the written assurance obtained from EY confirming that they were, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements, the Audit Committee was satisfied that they were not likely to create any conflict of interest nor impair the independence and objectivity of the External Auditors.

The details of the nature of non-audit services rendered by the External Auditors and/or its affiliates for the financial year ended 31 December 2021 are set out as follows:

	Company RM'000	%	Group RM'000	%
Fees paid or payable to EY and its affiliates				
• Audit services				
- EY	298	63	1,547	72
• Non-audit services				
- EY	72	15	72	3
- Affiliates of EY	103	22	521	25
Total	473	100	2,140	100

Notes:

(a) The non-audit services fees paid or payable to EY were for quarterly review of the unaudited consolidated results.

(b) The non-audit services fees paid or payable to affiliates of EY were for preparation, review and submission of tax returns, review on interest restriction, provision of assistance on Inland Revenue Board (IRB) audit and others.

Audit Committee Report

- v. On 28 March 2022, the Audit Committee was briefed by the external auditors on EY's 2021 Transparency Report issued in November 2021, which outlined among others, the external auditors' governance and leadership structure, code of conduct, independence practices as well as measures undertaken by external auditors to uphold sustainable audit quality and manage risks.

Financial and Annual Reporting

- i. Reviewed the quarterly and annual financial statements with Management and the External Auditors for recommendation to the Board for approval and release to Bursa Securities.
- ii. Reviewed and recommended the Corporate Governance Overview Statement, Audit Committee Report and Statement on Internal Control and Risk Management for Annual Report 2021 of the Company and Corporate Governance Report in respect of Principle B of the MCCG to the Board for approval.
- iii. Considered the accounting model for measuring investment properties as allowed under the Malaysian Financial Reporting Standards.
- iv. Reviewed the financial implication of inventory clearance strategy and project feasibility losses.
- v. Discussed on the financial modelling for UEM Sunrise and reviewed the Annual Operating Plan, project financing facility and changes of authorised signatories.

Related Party Transactions

- i. Reviewed related party transactions to be entered into by the Company and the Group to ensure that the transactions entered into were at arm's length basis and on normal commercial terms.
- ii. Reviewed on a quarterly basis, the recurrent related party transactions of a revenue or trading nature entered into by the Group pursuant to the applicable percentage stipulated under paragraph 10.09(1), Chapter 10 of the Listing Requirements of Bursa Securities.
- iii. Reviewed the proposed land acquisition and land tenancy matters in Central and Southern regions which involved related parties' interests.

Internal Controls

- i. Reviewed the representation by Senior Management on specific questions posed on:
- the reasonableness and appropriateness of the financial statements in accordance with applicable approved accounting standards;
 - risk management and internal control systems are operating adequately and effectively, in all material aspects, based on the risk management and internal control systems of the Company; and
 - regulatory and legislative requirements are met and complied with by the Company.
- ii. Reviewed the results of the survey conducted on Management's internal control assessment and its view on the effectiveness of the Company-wide internal control procedures conducted with targeted group of senior and leadership management as well as plans to address the gaps and expectations.

Others

- i. The Chairperson of the Audit Committee had engaged on a continuous basis with the CFO, Head of Internal Audit and the External Auditors, in order to keep abreast of matters and issues affecting the Group.
- ii. The Audit Committee had requested and received a written assurance from the CEO and CFO that the risk management and internal control systems of the Company are generally adequate and effective in respect of the financial year ended 31 December 2021.
- iii. Reviewed the Terms of Reference of Audit Committee with regard to the inclusion of anti-corruption related oversight responsibilities and alignment with the revised MCCG dated 28 April 2021.
- iv. Outside of the usual Audit Committee meetings, the Audit Committee held separate discussions with Management and/or external consultants as follows:
- Two (2) separate discussions together with Management and the appointed external independent consultant on 10 February 2021 and 18 February 2021 to deliberate on the outcome of the review of joint venture companies under UEM Sunrise.

Audit Committee Report

- Three (3) separate discussions with Management on 28 October 2021, 6 December 2021 and 31 December 2021 to deliberate on various matters with financial implication on the overall financial performance including provision arising from project feasibility losses and inventory clearance strategy, and Annual Operating Plan.
- v. Reviewed the report from the appointed external independent consultant on the review of joint venture companies under UEM Sunrise and provided views and suggestions on the action plans covering strategic directions, financials as well as governance for the Board's consideration.

5. INTERNAL AUDIT FUNCTION

- i. The Internal Audit function for the Company is undertaken by its own Internal Audit Department. The Head of the Internal Audit Department reports directly to the Audit Committee and administratively to the CEO. Mandated by the Internal Audit Charter, Internal Audit undertakes its activities independently and objectively to provide reasonable assurance to the Audit Committee regarding the adequacy and effectiveness of risk management, internal control and governance systems.

The Internal Audit function is also guided by the International Standards for the Professional Practice of Internal Auditing (Standards) issued by the Institute of Internal Auditors, Inc.

For the financial year ended 31 December 2021, the total cost incurred for the audit function was RM2,091,342 (2020: RM2,419,475).

- ii. It is the responsibility of Internal Audit to provide the Audit Committee with independent and objective reports on the state of internal control of the various operating divisions within the Company and its Group, and the extent of compliance with established policies and procedures as well as relevant statutory requirements.
- iii. The Audit Committee reviews on an ongoing basis the adequacy of the scope, functions, competency, proficiency and resources of the Internal Auditors as well as the quality of the audit reports and their monitoring progress.

- iv. The Internal Audit adopts a risk-based approach in the preparation of the annual internal audit plan from the formulation of its three-year audit plan.
- v. The Internal Audit highlighted to the Management and Audit Committee the audit findings including follow-up actions required to be taken by Management and arranged for the Audit Committee to meet the auditees and be briefed on the progress of selected outstanding audit issues. The internal audit reports are sent to the Audit Committee and Management and deliberated at the Audit Committee meetings. During the financial year, the internal audit works covered operational, ad-hoc and special audits on the areas set out in the above section.
- vi. Follow-up reviews are conducted subsequently to ascertain that improvement measures are implemented. In this respect, the Internal Audit strives to achieve sustainable control processes within the Group and to improve areas with weak controls.
- vii. The Internal Audit reported to the Audit Committee on the internal audit findings and recommended action plans to close the gaps from the investigations carried out in respect of the whistleblower reports when requested.

Statement on Internal Control and Risk Management

The Board of Directors (Board) of UEM Sunrise Berhad (UEM Sunrise or the Company) is committed to maintaining a sound internal control and risk management system.

The Board is pleased to present the following Statement on Internal Control and Risk Management, which outlines the nature and key components of risk management and internal controls within UEM Sunrise and its subsidiaries (Group) as well as its institutionalisation into our business operations to achieve our strategic objectives while safeguarding our assets and stakeholder's interest.

This statement is prepared in line with the Paragraph 15.26(b) of the Main Market Listing Requirements (Listing Requirements) of Bursa Malaysia Securities Berhad (Bursa Securities), that requires the Board of Listed Companies to include in their annual report, a 'statement about the state of risk management and internal controls of the listed issuer as a group'.

BOARD'S RESPONSIBILITIES

The Board of UEM Sunrise has the overall responsibility and accountability for maintaining sound internal control and risk management systems and processes to safeguard the shareholders' investments and the Group's assets, including by keeping abreast with the latest developments and best practices in both governance and risk management. In view of limitations inherent in any process, and that risks cannot be eliminated completely, the Group has implemented a system of internal control and risk management designed to manage and mitigate risks within tolerable levels and to provide reasonable but not absolute assurance against material misstatement, loss or fraud.

The Board acknowledges its responsibility to review and monitor the adequacy, effectiveness and integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines. The Board approves and monitors the Group's risk management strategy, sets the risk appetite and oversees its implementation. The Board is supported by the Board Governance

& Risk Committee as well as the Audit Committee in evaluating the adequacy of risk management and internal control framework. Overall, the Board is satisfied that the Group has put in place a systematic risk management framework incorporating processes to identify, evaluate and monitor principal risks; and to implement appropriate internal control processes and procedures to manage these risks across the Group.

• Board Governance & Risk Committee (BGRC)

The main responsibility of the BGRC is to support the Board in overseeing the Group's adherence to governance and anti-corruption compliance matters and make the necessary recommendations regarding risk, governance, anti-corruption compliance and sustainability matters in alignment to the Group's long-term strategy. The BGRC oversees the formulation of a strong governance, ethical and integrity culture within the Group and provides oversight and guidance on the Group's integrity, governance and anti-corruption initiatives including the whistleblowing management in line with Section 17A under the Malaysian Anti-Corruption Commission Act 2009. The BGRC assumes the whistleblowing management and oversight role from 1 April 2021 following the dissolution of the Whistleblowing Committee, a subcommittee of the BGRC. The committee provides avenues which allow individuals to raise concerns in confidence and without risk of reprisal, and enables legitimate concerns to be objectively addressed.

In respect of risk management, the BGRC assists the Board in ensuring a sound, robust Risk Management Framework and overseeing the implementation of appropriate systems and processes to enhance the Group's corporate governance practices with focus on key risk areas and its mitigations. The BGRC also provides oversight and guidance on the Group's sustainability governance, strategies and initiatives to ensure the Group remains resilient in its business operations.

• Audit Committee

The main responsibility of the Audit Committee is to assist the Board in assessing the effectiveness of the Group's internal control systems and overseeing the financial and non-financial reporting. The Audit Committee also reviews the adequacy and integrity of the Group's internal control systems, financial and non-financial reporting processes and management information

Statement on Internal Control and Risk Management

systems, including compliance with applicable laws, rules, directives and guidelines. The Audit Committee assesses the effectiveness and adequacy of the internal controls through the internal audit carried out by the Internal Audit Department and the relevant internal controls recommendations prepared by external auditor.

RISK MANAGEMENT

The Group recognises that a robust risk management framework and practices form an integral part of a good governance. The Integrity, Governance, Risk & Compliance Department (IGRC) has established the Group Risk Management Framework (Framework), which outlines the objectives, lines of responsibilities and accountabilities as well as the policy and processes where risk is managed to ensure the implementation and achievement of strategic objectives. This is achieved through the identification, analysis, evaluation, treatment as well as monitoring and review of the risks by risk owners at different levels of the Group in alignment with ISO 31000:2018 Risk Management.

Through a systematic and integrated process, the Framework emphasises the importance of balancing between calculated informed risk-taking and reward in making business decisions and ensuring sound corporate governance and compliance with all the relevant statutory and regulatory requirements. It serves as a tool in managing both existing and potential risks with the aim to enhance the business adaptability, agility and resilience while at the same time protecting key stakeholders' interests and safeguarding the Group's reputation.

The Framework also ascertains the risk context in terms of strategic and operational risks. To ensure effective management of the risks, the Framework defines the risks into four distinct categories, i.e. industry and market, financial, operations, compliance and people in relation to the Group's business activities.

KEY INTERNAL CONTROL SYSTEM AND STRUCTURE

The Board and Management of the Group has put in place the following key internal controls to assure the achievement of the Group's objectives and its operational effectiveness:

Board Committees

In undertaking its oversight function, the Board is supported by five Board Committees whose responsibilities are outlined and governed by specific terms of reference and authority assigned for areas within their scope. The Board Committees are:



The Board Committees report to the Board and in line with their respective terms of reference and authorisation limits granted by the Board, the Board Committees either approve or make recommendations for the Board's decision. The Whistleblowing Committee, previously a sub-committee of BGRC was dissolved on 1 April 2021 and the whistleblowing management and oversight role were assumed directly by the BGRC.

Board Meetings

Regular Board meetings are scheduled and the Chairman, in consultation with the Chief Executive Officer (CEO) decides the agenda for the meetings. Board papers are distributed at least five business days prior to the Board meetings and Board members are provided with access to all relevant information. Any urgent business is dealt with and decided only after all the required information is presented and deliberated. This ensures that the Board maintains full and effective supervision over key issues.

Statement on Internal Control and Risk Management

Group and Organisational Structure

In line with the strategic direction of the Board, the Group's organisational structure has been revised accordingly in alignment with the business as well as operational requirements. As part of the Group's strategic initiatives, organisation structure has been put in place whilst clear lines of accountability and responsibility have been set and communicated via Organisation Charts, Strategic Plans, Annual Budgets and Authority Limits. The effectiveness of the organisational structure is assessed regularly and enhancements will be implemented as and when necessary to ensure future-proofing.

Strategic Plans and Budgets

The Group undertakes a comprehensive review of the existing businesses operations and has unveiled a three-pronged strategy – Triage (prioritising issues that need immediate attention and expediting launches), Stabilise (a transformation of how the Company organises its people, process and portfolio) and Sustain (diversifying the income stream for sustained revenue).

The Group also puts in place an annual strategic planning and thorough budgeting process to establish goals, targets and required resources. The Board participates in the review and approval of the Annual Strategic Plans and Budget. Performance are monitored on a regular basis, and interventions are put in place, where required. The Board pays particular attention to significant variances of key performance indicators against plans and budget to monitor performance. Key variances are highlighted and followed up by Management through the appropriate mitigation plans.

The quarterly financial results released to the public are prepared by the Management and reviewed by the Audit Committee and the external auditors prior to recommendation to the Board for approval. This allows the Board to give their input and guidance on areas requiring attention.

Authority Limits and Approved Policies

The establishment and implementation of clearly defined organisational roles, responsibilities and authorities via the Board-approved Discretionary Authority Limits (DAL) represents an essential element of good corporate governance. At UEM Sunrise, the DAL has been formulated to ensure robust governance as well as adequate checks and balances in initiation and approval processes of authorised transactions.

Formulated on a risk-based approach, the DAL enables implementation of a balanced span of accountability and control among the authorised parties involving the Board, Board Committees and Management of the Group as necessary. To ensure cohesive formulation and effective operationalisation of the DAL, holistics reviews were undertaken and the latest revised DAL was approved by the Board on 29 March 2022.

The Board has also approved the Group's financial and operating policies, which are developed in line with the relevant laws and regulations, to instill consistent management controls and operating practices.

Integrated Management System

The Quality Assurance, Safety, Health and Environment (QASHE) team within the Sustainability Department is responsible in overseeing the compliance of the Group's processes and procedures against the Integrated Standard Operating Procedures (ISOPs). ISOPs are continually reviewed and updated in line with the changes in business environment and good practices to ensure that products and services are delivered to the satisfaction of our customers. The QASHE team also helps facilitate adherence to relevant requirements pertaining to quality, occupational health, safety and environmental regimes, including COVID-19 pandemic directives and SOPs.

Statement on Internal Control and Risk Management

Benchmarked against ISO 9001:2015 and the related standards outlined below, the Group Integrated Management system is designed to embed operational risk management elements into key initiatives, processes and activities of the Group. To demonstrate our commitment in safeguarding the safety of stakeholders and employees, the Group upgraded the previous OHSAS 18001:2007 Occupational Health and Safety Management System certification to the latest ISO 45001:2018 standard at the time of reporting. Certified via the ISO 14001:2015 standard, the Group's existing Environment Management System as well as all related certifications are scheduled for renewal in 2022. The Group will ensure compliance with the requirements of the respective standards at all times.

Insurance on Key Assets

The Group undertakes insurance coverage for major assets and resources to cover against any mishap that may result in financial or material losses to the Group. The Group, in collaboration with the Group's insurance broker regularly assess the level of coverage and educate the asset owners on the respective assets, facilities, processes and responsibilities. The Group's insurance coverage is being renewed annually.

Management Information System

Comprehensive Management Information Systems exist throughout the Group. Relevant data is captured, compiled, analysed and reported. These systems enable the Management to make decisions in an accurate and timely manner towards meeting the business objectives.

Information and Communication Technology (ICT)

The ICT Security Policies prescribe the requirements to maintain an adequate level of security for IT systems and information used to support the Group's activities. UEM Sunrise's Digital Division was certified with ISO/IEC 20000-1:2011 Information Technology – Service Management in December 2017 and continues to adopt the industry standards to elevate the quality of the information and communication system throughout the Group.

Cyber Security Management

With the introduction of new digital businesses and the advancement of cyber security threats, one of Digital IT's immediate focuses is continuous control and management of cyber security. Our IT infrastructure is adequately protected against unauthorised access and security threats using an Identity Access Management System,

End Point Protection System and Unified Threat Management at both the end user as well as the gateway levels. Several dedicated layers of external and internal protections are in place such as Firewall with advanced network protection, Email protection from Spam and Malware, Multifactor authentication to strengthen user access and End Points Protection to protect the users' devices. The corporate IT perimeters are protected with 24/7 Proactive Network and Security monitoring, detection, advisory and remedial measures by ISO/IEC 27000 Information Security Management certified Operation Centre provider.

Besides, the Cyber Security Awareness Programme through e-learning and self-assessment has been introduced to all employees to upskill and provide awareness to the importance of cyber security knowledge in protecting the vulnerable human layers against cyber threats.

Human Resources Policies and Procedures

The Human Resources (HR) Policies and Procedures provide clarity for the organisation in all aspects of human resource management of the Group. People Division reviews its policies and procedures periodically to ensure that they remain relevant, and appropriate controls are in place to manage operational risks. The Group uses several communications and learning channels for employees, including emails/memoranda, intranet, townhalls, learning and knowledge sharing sessions as well as department/division meetings, to ensure alignment of all employees towards the strategic objectives and compliance with relevant policies and procedures. These policies and procedures are also easily accessible by all employees via the intranet.

UEM Sunrise offers comprehensive learning and development for all employees to grow and develop themselves. Their development needs are driven by our business strategy, future-skill requirements and individual development plans. These needs are delivered through holistic approaches of on-the-job learning, coaching, mentoring, classroom and digital learnings to enhance their knowledge, skills and abilities in order to fulfil the Group's requirements.

Structured leadership and talent programmes are put in place as per business requirements to nurture emerging leaders and employees with high potential, as well as to enhance the leadership skills of existing leaders. This will ensure that the Group has sufficient bench strength and a robust leadership pipeline to meet future challenges and for succession planning.

Statement on Internal Control and Risk Management

Integrity and Anti-Corruption

A dedicated Integrity and Governance Unit (IGU) within the IGRC Department is responsible to drive the overall execution of the Group's integrity and anti-corruption initiatives outlined by the Group's Integrity and Anti-Corruption Plan (IACP). Following the comprehensive Corruption Risk Assessment (CRA) conducted in 2020, the Group has embarked on a further in-depth Gap Analysis Exercise on Adequate Procedures to assess the gaps and review of the anti-corruption policies and procedures to facilitate the closure of the gaps, as part of the continual improvement requirement.

In conjunction with the International Anti-Corruption Day, the Group held its 2021 UEM Sunrise's Integrity Day on 10 December 2021. Themed "INTEGRITY – Doing the right thing even when no one is watching", UEM Sunrise reaffirmed its commitment to upholding uncompromising integrity and zero-tolerance against all forms of corruption by signing the Corruption-Free Pledge with Malaysian Anti-Corruption Commission (MACC). The Group also conducted various integrity and anti-corruption awareness initiatives comprising the following:

- UEM Sunrise's Governance & Risk Conference.
- UEM Sunrise's Integrity Month which includes Integrity Video Competition, Integrity Infographic Series and Hati Honest Chat Sessions.
- Training for Board, Management and Nominee Directors on Section 17A of the MACC Act and Securities Commission Guidelines on Conduct of Directors of Listed Corporations and their Subsidiaries.
- Integrity and Anti-Corruption Talks.
- Anti-Corruption E-Learning Programme.
- Monthly Hi-Integrity Newsletters.

Internal Audit

The internal audit function is undertaken by UEM Sunrise's Internal Audit Department. Empowered by its audit charter, Internal Audit provides independent and objective assurance and consulting activity to add value and improve operations. These activities are being conducted on a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes for the Group.

The key role of Internal Audit function is to provide reasonable assurance to the Audit Committee and Board regarding the adequacy and effectiveness of risk management, internal control and governance systems. This is done through ongoing reviews of risks and internal controls relating to operational, financial, management information systems, and best practices of the Malaysian Code on Corporate Governance. The Audit Committee holds regular meetings to deliberate on internal audit findings and recommendations and reports to the Board.

To ensure the adequacy of coverage, internal audit assignments are prioritised based on the results of the risk management exercise, audit cycle and discussions with the Senior Management. The Annual Internal Audit Plan is presented to the Audit Committee for approval.

Business Continuity Management

The Group is committed to safeguarding the interests of all our stakeholders by ensuring that critical business processes are resilient and the impact of disruptions to business operations is minimised and recovered in a timely manner following a disruption. The Group's Business Continuity Management Policy (Policy) outlines the objectives, establishes proper oversight structure in response to a disruption, sets out clear roles and responsibilities, and key elements of Business Continuity Plan (BCP).

In response to the global COVID-19 pandemic, a dedicated Business Continuity Plan for COVID-19 outbreak has been developed to serve as the main guidance and reference point for the control plan implementation. The Crisis Management Committee (CMC) and Crisis Management Team (CMT) were immediately formed in 2020 to safeguard the health, safety and well-being of the employees while ensuring the continuity of the business operations. CMT, which comprises representatives from business units, convenes as and when required to review and resolve any issues, and subsequently escalate to the CMC.

Among the key responses and control plans initiated during the COVID-19 outbreak include:

- Constant updates and communications on COVID-19 development and Standard Operating Procedures (SOPs), including enforcement of COVID-19 RTK self-test prior to entering office to relevant stakeholders within and outside the Group.

Statement on Internal Control and Risk Management

- Implementation of Work from Home (WFH) and split team operations except for essential services.
- Digital enablement and support extended to all employees.
- Strict enforcement and compliance of SOPs covering all different businesses within the Group in accordance with the prevailing regulations and requirements.
- Comprehensive sanitisation and disinfection carried out as and when required.
- Talk on COVID-19 impact on Mental Health by an external medical practitioner.
- Enhanced employee well-being programme and coverage in collaboration with our partners.
- Titans Caring Fund.
- Implementation of the Risk Assessment and Mitigation Checklist for any large gathering/event.
- Development and implementation of hUb Safe, which is a web-based application to improve the monitoring of COVID-19 self-test results submitted by employees who work in office (WIO) to ensure a safe workplace and strengthen safety culture.

The Group has put in place a backup strategy for critical data and system software for the ICT systems in which data integrity is restored within 24 hours from the point of failure. In addition, critical physical documents are kept at dedicated departments and a centralised record management store. These initiatives will help mitigate the impact towards business operations if unexpected events were to occur.

Joint Ventures and Associates

In the case of joint ventures and/or associates, the Group ensures that its interests and investments are protected by having Board representation at the respective joint ventures and/or associates. Notwithstanding this, the Management of the joint ventures/associates is responsible in overseeing the administration, operation and performance of the joint ventures and/or associates. Financial and operational information of these joint ventures/associates are provided regularly to the Management of the Group.

The Nominee Directors' Framework, first approved by the Board on 20 October 2017 and revised on 11 December 2018, was further updated and approved on 26 July 2021 to reflect the enhanced management and monitoring (M&M) of investee companies which include subsidiaries, joint ventures and/or associate companies. A Nominee Directors Policy and Procedures was also developed and approved on 26 July 2021 to set out the guidelines and processes,

including nomination and appointment of nominee directors, to be observed by the M&M teams in exercising UEM Sunrise's lever of influence through the Board representation by the nominee directors to drive performance, strengthen governance and achieve shareholders' value in investee companies.

CONCLUSION

The Board has received written assurance from the Chief Executive Officer and Chief Financial Officer that the Group's internal control and risk management systems are operating adequately and effectively in all material aspects. The Board remains committed towards operating a sound system of internal control and risk management and recognises that the systems must continuously evolve to support the type of business and size of operations of the Group.

In order to keep abreast with any changes in the business environment and an increasingly complex economic environment, the Group is committed to continuously review and strengthen the internal control and risk management systems to ensure its adequacy and robustness. The Board is pleased to report that the state of the Group's internal control and risk management systems are generally adequate and effective for good corporate governance.

Risk Management Report

UEM Sunrise Berhad (UEM Sunrise or the Company) and its subsidiaries (Group) undertake various residential, commercial and mixed-use developments as well as retail and property management businesses.

The Group's presence is primarily positioned in the Southern and Central regions in Peninsular Malaysia and extended to Australia and South Africa at the international level. Hence, a robust system which focuses on effective risk management is of paramount importance to ensure the balancing of risk and reward in making strategic business decisions and in day-to-day operations as well as to ensure compliance with corporate governance practices and regulatory requirements.

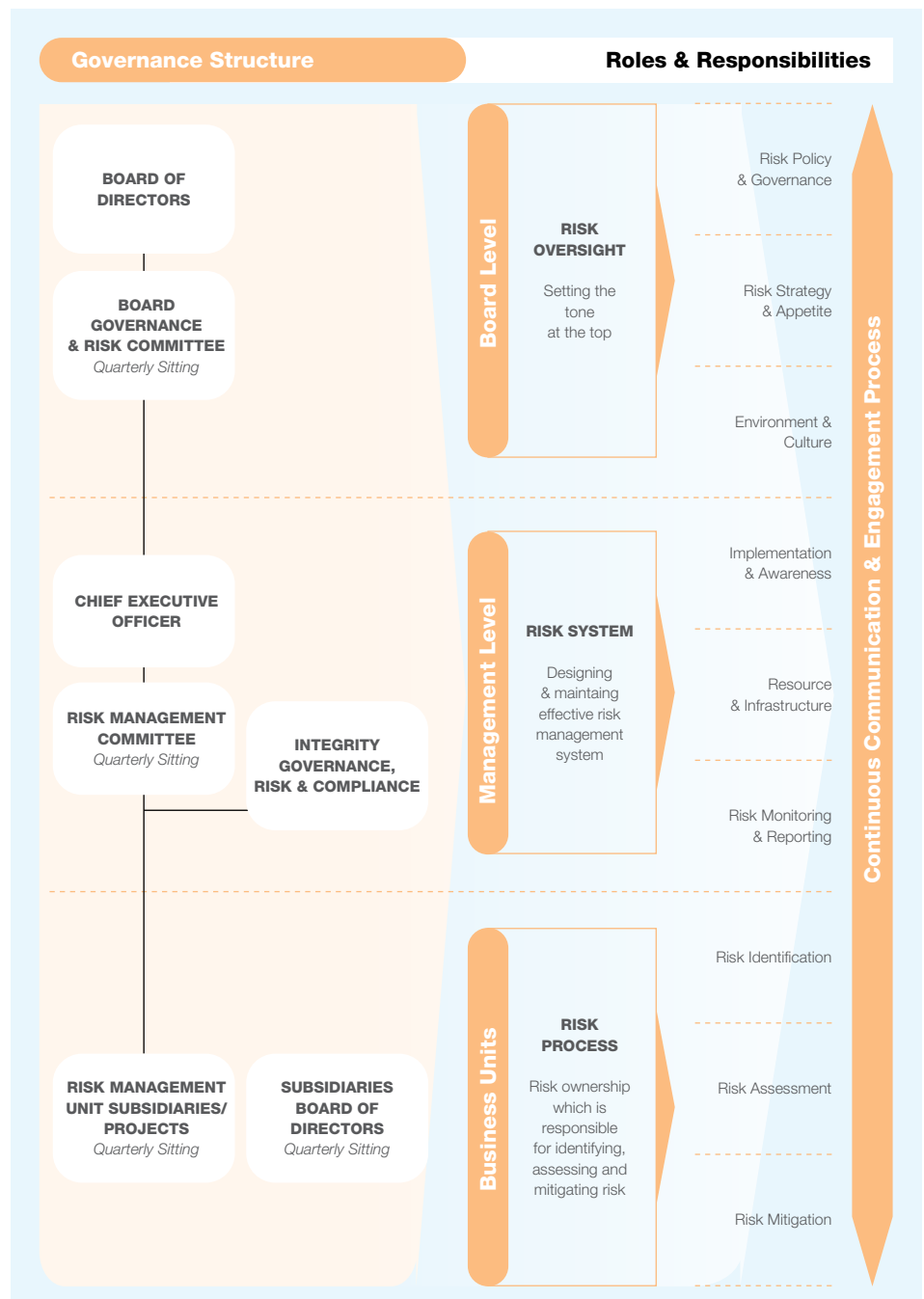
The Group Risk Management Framework (Framework), which is principally aligned with ISO31000:2018 comprises the risk management policy, risk assessment methodology, lines of responsibility and accountability in managing risk across the Group. The Framework serves as a tool to anticipate and manage both existing and potential risks through a systematic and integrated process, taking into consideration the changing risk profiles influenced by the changes in business environment.

RISK GOVERNANCE STRUCTURE AND RESPONSIBILITIES

A strong governance structure is essential to ensure an effective and consistent implementation of the Framework. The Board of Directors (Board), assisted by the

Board Governance and Risk Committee (BGRC), is ultimately responsible for the Group's risk management activities and sets the strategic directions, risk appetite and relevant framework for the Group. The Risk Management Committee (RMC) serves as the platform for the Management to deliberate on the identification, assessment and treatment in managing significant risks of the Group as well as an avenue to communicate, monitor and review the risks.

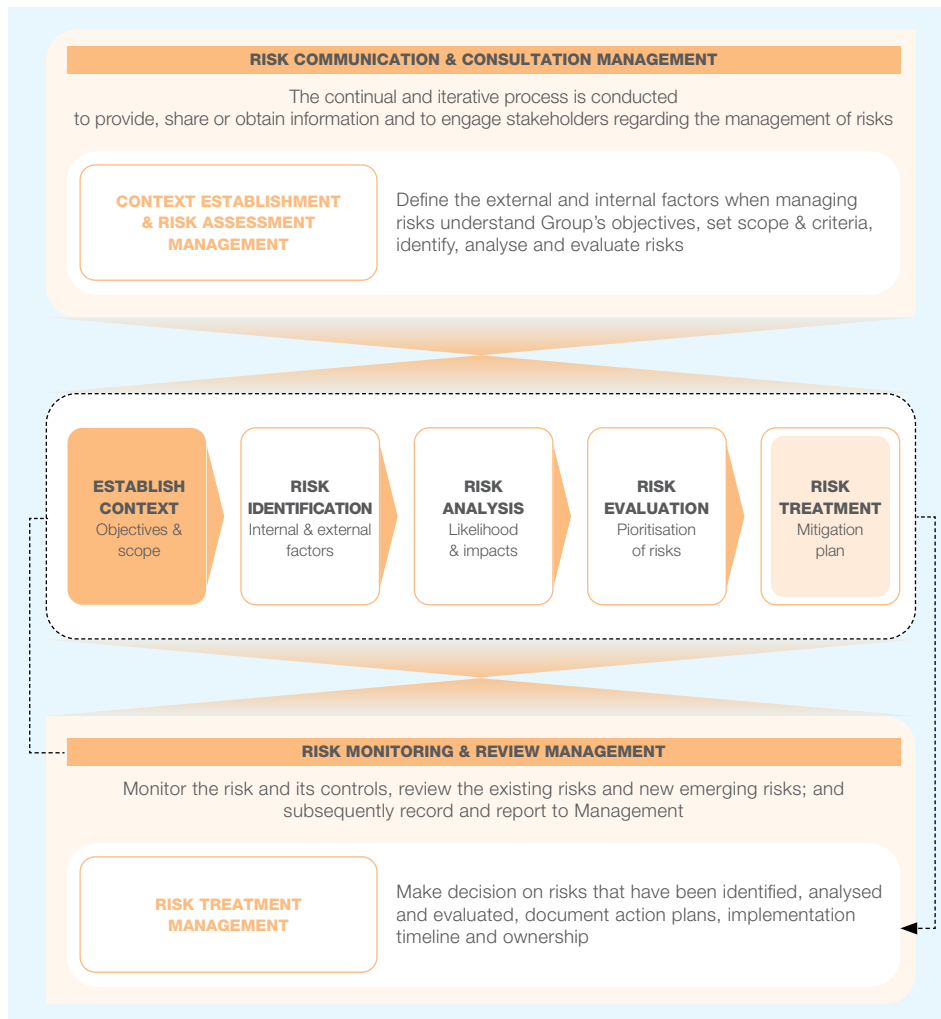
The following outlines the risk governance structure of the Group and the respective roles and responsibilities:



Risk Management Report

RISK MANAGEMENT PROCESS

The Group's risk assessment approach is depicted in the following diagram:



Conducted on a continuous basis, the approach entails reviewing and assessing all relevant factors within the Group's business context covering key areas including industry and market, financials, operations, compliance and people. The risk analysis and mitigation plans are consolidated to provide an enterprise-wide risk management overview and updated to the Management as well as the Board on a quarterly basis.

RISK MANAGEMENT INITIATIVES

A robust enterprise risk management framework and practices in response to a rapidly changing risk climate is essential in today's business world and it starts with the tone from the top. With that in mind, the Board and the Integrity, Governance, Risk & Compliance (IGRC) Department organised the inaugural virtual 2021 UEM Sunrise's Governance & Risk Conference on 24 September 2021 to convene the industry experts to keep abreast with the latest trends and developments shaping the leadership, governance and risk management landscape regionally and globally.

Themed 'Braving the Unknown: Turning Risks into Opportunities', the virtual Conference featured five international expert speakers who shared their insights on the topics encompassing anti-corruption, emerging risks, digital risks, data security and protection as well as the ESG. The Conference was attended by the Board and Leadership Team of the Group as well as its Joint Venture Board of Directors and Leadership Team.

As part of the Group's initiatives to institutionalise the risk awareness and practices, IGRC also conducted the following:

- Facilitate risk assessment and impact analysis for Board, Board Committees and Management Papers; new strategic initiatives/investments, key deliverables and its associated mitigation plans.
- Facilitate risk discussions with the respective risk owners on key risk concerns and mitigation plans.
- Provide risk governance advisory to Management including, but not limited to, Discretionary Authority Limits (DAL), Privacy Policy, data integrity and protection.

CONCLUSION

The Board has received assurance from the Chief Executive Officer and Chief Financial Officer that the Group's risk management framework is operating adequately and effectively, in all material aspects, during the financial year under review. The Board is of the view that the Framework is satisfactory and is committed to continuously review and strengthen the risk management process to ensure adequacy and robustness of the system in line with the changes in business environment and its complexities.

Directors' Responsibility Statement in respect of Financial Statements

The Directors are required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year and of the results and cash flows of the Group and of the Company for the financial year then ended.



The Directors consider that, in preparing the financial statements for the financial year ended 31 December 2021, the Group has used appropriate accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent. The Directors also consider that all applicable Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia have been followed and confirm that the financial statements have been prepared on a going concern basis.

The Directors are responsible for ensuring that the Group and the Company keep accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy at any time, enabling them to ensure that the financial statements comply with the applicable Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

The Board is satisfied that it has met its obligation to present a balanced and fair assessment of the Company's position and prospects in the Directors' Report on pages 158 to 163 and the Audited Financial Statements from pages 173 to 308 of this Integrated Report 2021.