

Chief Financial Officer's Statement



HAFIZUDDIN SULAIMAN
Chief Financial Officer

Delivering Disciplined Execution in FY2025

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

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

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

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

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

Strengthening Financial Discipline and Capital Stewardship

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

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

Chief Financial Officer's Statement

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

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

➤ See more in Section 4: Financial Review.

Advancing a Data-Driven Finance Function

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

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

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

Aligning with Evolving Sustainability Reporting Standards in Malaysia

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

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

➤ See more in Section 5: Sustainability Statement.

Positioned for Sustainable Growth in FY2026

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

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

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

CFO Priorities in 2026

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

Special Appreciation

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

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

HAFIZUDDIN SULAIMAN
Chief Financial Officer