

OUR VALUE CREATION BUSINESS MODEL

KEY INPUTS

FINANCIAL

Financial capital is defined as the pool of funds available to UMW. We keep our capital structure optimal, good access to capital, and undertake regular investment assessments.

Revenue RM15.8 billion	Market Capitalisation RM4.1 billion	Total Shareholders' Fund RM4.4 billion	Gearing Ratio 21.7%
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MANUFACTURED

Manufactured capital includes the Group's assets and infrastructure, i.e. the machinery, equipment and technology that facilitate the Group's services to customers.

Automotive: State of the art automotive plant in Bukit Raja	Equipment: Customer Centre in Kota Kemuning, Shah Alam	M&E: Smart lubricant manufacturing plant in Pulau Indah and modernised manufacturing plant in Teluk Panglima Garang for KYB-UMW	Development: Infrastructure at the UMW HVM Park was enhanced and awarded Green certification
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HUMAN

This capital covers the skills and experience of all the Group's employees that enable the Group to deliver its strategy, products and services to create value for stakeholders.

Total employees 6,313	Reward structures linked to performance	RM832.0 million invested in employees' salaries and benefits	Experienced and diverse Management team and Board of Directors
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INTELLECTUAL

This capital encompasses organisational and knowledge-based intangibles that can include intellectual property such as licences or proprietary knowledge, systems or procedures.

Corporate policies that uphold integrity such as the UMW Integrity Framework and Integrity Plan	In-house R&D capabilities focusing on green innovations, in collaboration with local universities and government agencies (triple helix)	Collaborated with TM One towards fast-tracking digitalisation, improving our current data centre architecture
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SOCIAL AND RELATIONSHIP

This capital describes the relationships built between communities, stakeholders and other relevant groups. This also includes the Group's brand and reputation management.

RM9.1 million invested in community engagement/CSR activities	More than 11,344 volunteer hours recorded	Active engagement with various stakeholders
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NATURAL

All renewable and non-renewable environmental resources and processes that provide goods or services that support the past, current or future prosperity of an organisation.

100% Carbon Neutrality by 2050	More than 4MW capacity rooftop Solar PV installed	Going Paperless Implementing a zero-paper culture across our operations to reduce waste	Reforestation Planting and rehabilitation of mangrove forests
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VALUE CREATION PROCESS

VISION

To be an innovative global conglomerate with sustainable core businesses.

MISSION

Committed to delivering excellence and sustained value creation for our stakeholders through products and services.

CREST@UMW

A NEW STRATEGY FOR FUTURE GROWTH

OUR CORE VALUES

Ways of Working, or "**WOW**" for short, is the clarion call for our employees to pledge their unwavering commitment to this renowned industrial conglomerate.

WOW encapsulates three core values – **We Are One, We Drive Change** and **We Deliver Promises**.

Embracing these three core values will take us to the next level in fulfilling our roles and responsibilities to the UMW Group.

WOW advocates collaboration and going the extra mile towards driving excellence and success for the businesses.



OUR VALUE CREATION BUSINESS MODEL

TRADE-OFFS

Financial Capital is crucial to our smooth operations and the continued growth and preservation of all other Capitals. We are fully cognisant of the need to balance and optimise the use of our Financial Capital to ensure the best outcomes for the sustainability of the business and interests of our shareholders.

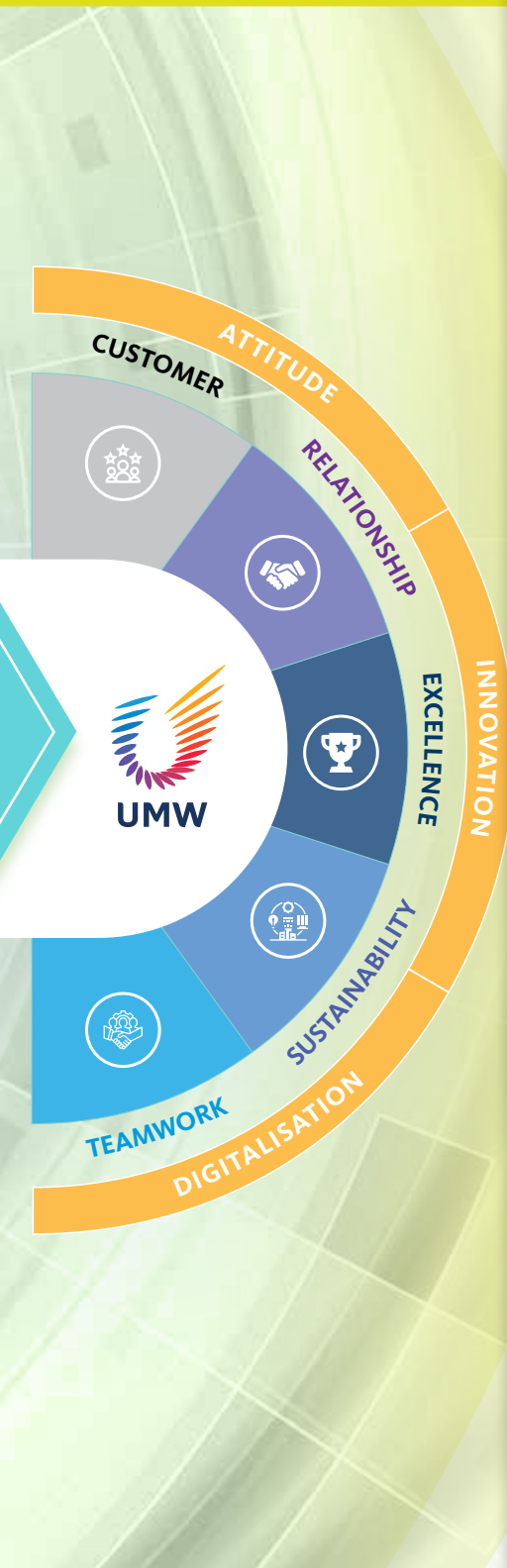
We invest in Manufactured Capital to ensure we can remain competitive and relevant in our business. Our ability to do this is reliant on the consistent use of Financial Capital, which will be reduced in the short to medium term but will most likely increase in the long term as we build and expand our business.

Strong Human Capital is essential to the progress and growth of our organisation. To ensure that we can continue to advance our aspirations and organisational goals, we must invest in Human Capital to develop a resilient, capable and loyal workforce. We aspire to continue to create value for our employees as well as our organisation in our sustainability journey.

Intellectual Capital helps us to not only add value to our existing products and services, but to also generate new revenue streams through innovations that meet evolving market needs. Investing in Intellectual Capital will help to obtain operational efficiencies that will boost our Manufactured Capital and the productivity of our Human Capital.

Maintaining and growing our Social and Relationship Capital will drive sustainable growth across all our Capitals, especially as our customers, partners and suppliers play an important role in supporting our business. In terms of communities, devoting resources to this Capital is what will essentially help us maintain our social licence to operate.

Preserving Natural Capital is an important aspect of the value creation journey. We acknowledge that our activities have an impact on the environment and we therefore invest in ways to mitigate our impact and to optimise resource use.



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