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# Form to FUTURE

16<sup>th</sup> ANNUAL GENERAL MEETING  
6 June 2024





## Presentation Outline

01  
**FY2023 Highlights**

02  
**Strategy Updates**

03  
**Looking Ahead**





# 01 FY2023 Highlights

The MINH, Mont Kiara  
*Garden terrace near swimming pool area*



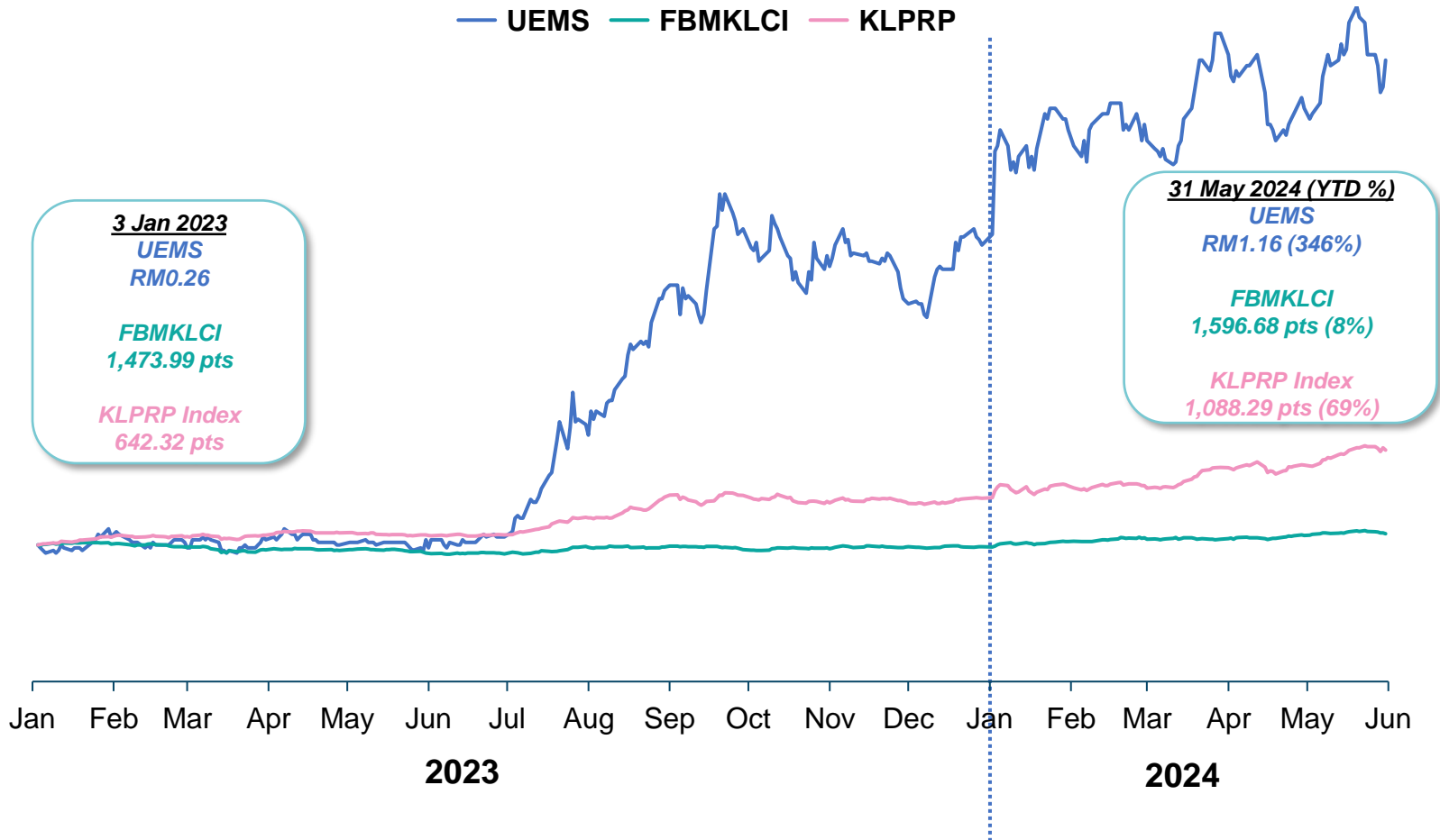
# Supportive Operating Landscape Underlining Robust Growth in 2023





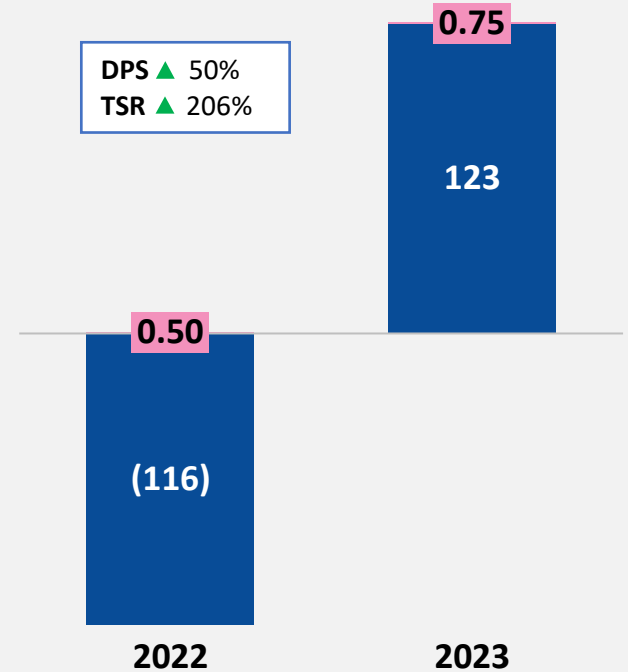
# Enabling us to Deliver Strong Shareholder Returns

**UEMS share price against FBMKLCI & KLPRP index from 3 Jan 2023 to 31 May 2024**



## Highest shareholder returns post-Covid

DPS ▲ 50%  
TSR ▲ 206%



■ Dividend per share (DPS) (sen)  
■ Total shareholder return (TSR) (%)



# A Year of Significant Achievements

**Launched  
GDV**

**RM3.6b**

▲ 596% YoY

FY2022: RM517.0m

**Total  
Revenue**

**RM1.3b**

▼ 9% YoY

FY2022: RM1.5b

**Gross Profit  
Margin**

**35%**

▲ 6ppts YoY

FY2022: 29%

**EBITDA  
Margin**

**21%**

▲ 3ppts YoY

FY2022: 18%

**PATANCI**

**RM75.7m**

▼ 6% YoY

FY2022: RM80.5m

**Net  
Gearing**

**0.45x**

▲ 0.03x

FY2022: 0.48x

**Cash  
Balance**

**RM1.1b**

▲ 2% YoY

FY2022: RM1.07b

**Unbilled  
Sales**

**RM2.7b**

▲ 50% YoY

FY2022: RM1.8b

**Unsold  
Units**

**RM127.4m**

▲ 37% YoY

FY2022: RM203.0m

**Dividend  
per share**

**0.75sen**

Payout ratio: 50%  
Amount paid RM37.9m  
(FY2022: 31%)



# Received Accolades Across Customer-Centricity, Governance and Sustainability

## Customer Centricity

# 80%

*Customer satisfaction score in 2023*

The **highest** since 2015, demonstrates UEM Sunrise's commitment to quality excellence

## Governance



Received **GOLD** for Anugerah Integriti, Governans Dan Antirasuah (AIGA) 2023 for commitment to good governance zero-tolerance against bribery and corruption

## Sustainability



FTSE4Good

# 3.6

*Improved scoring from 3.5 to **3.6**; achieved full score for governance pillar*



Consistently delivered quality products in Central and Southern regions, scoring **above 80%** in both SHASSIC and QLASSIC



# Launched 8 Projects in 2023, Worth RM3.6bil in GDV value

**CLUB Edition**

**THE MINH**  
MOUNT KULUA  
The CLUB Edition by UEM Sunrise

**The MINH**  
GDV: RM981mil | Take up: 54%

**NEW Product**

**Collingwood, Melbourne BTR**  
GDV: RM874 mil | Take up: 100%

**RISE Series**

**THE CONNAUGHT ONE**  
KUALA LUMPUR  
The RISE Series by UEM Sunrise

**The Connaught One**  
GDV: RM747 mil | Take up: 40%

**RISE Series**

**ZIG**  
KIJARA BAY  
The RISE Series by UEM Sunrise

**Residensi ZIG**  
GDV: RM723 mil | Take up: 17%

**NEST Series**

**Senadi Hills**  
SEKANGAR PUTERI

**Senadi Hills Phase 2A & 2B**  
GDV: RM139 mil | Take up: 92%

**KASIH Series**

**Nadi Nusantara (RMB-D)**  
GDV: RM39 mil | Take up: 88%

\* Take-up as of 24 May 2024





# Strategically Expanded in Central Region, Malaysia and Perth, Australia

## A mixed development in mature area



### Land acquisition in SS6, Kelana Jaya (Central region)

Expected GDV **RM1.1b**, scheduled for **2025 launch**

- 9.05-acre land acquired in June 2023 @ RM155m

## Further reinforcing our position in Australia



### Subiaco, Perth, Australia

Expected GDV **RM1.3b**, scheduled for **2026 launch**

- 1.22-acre land acquired in August 2023 @ AUD22m



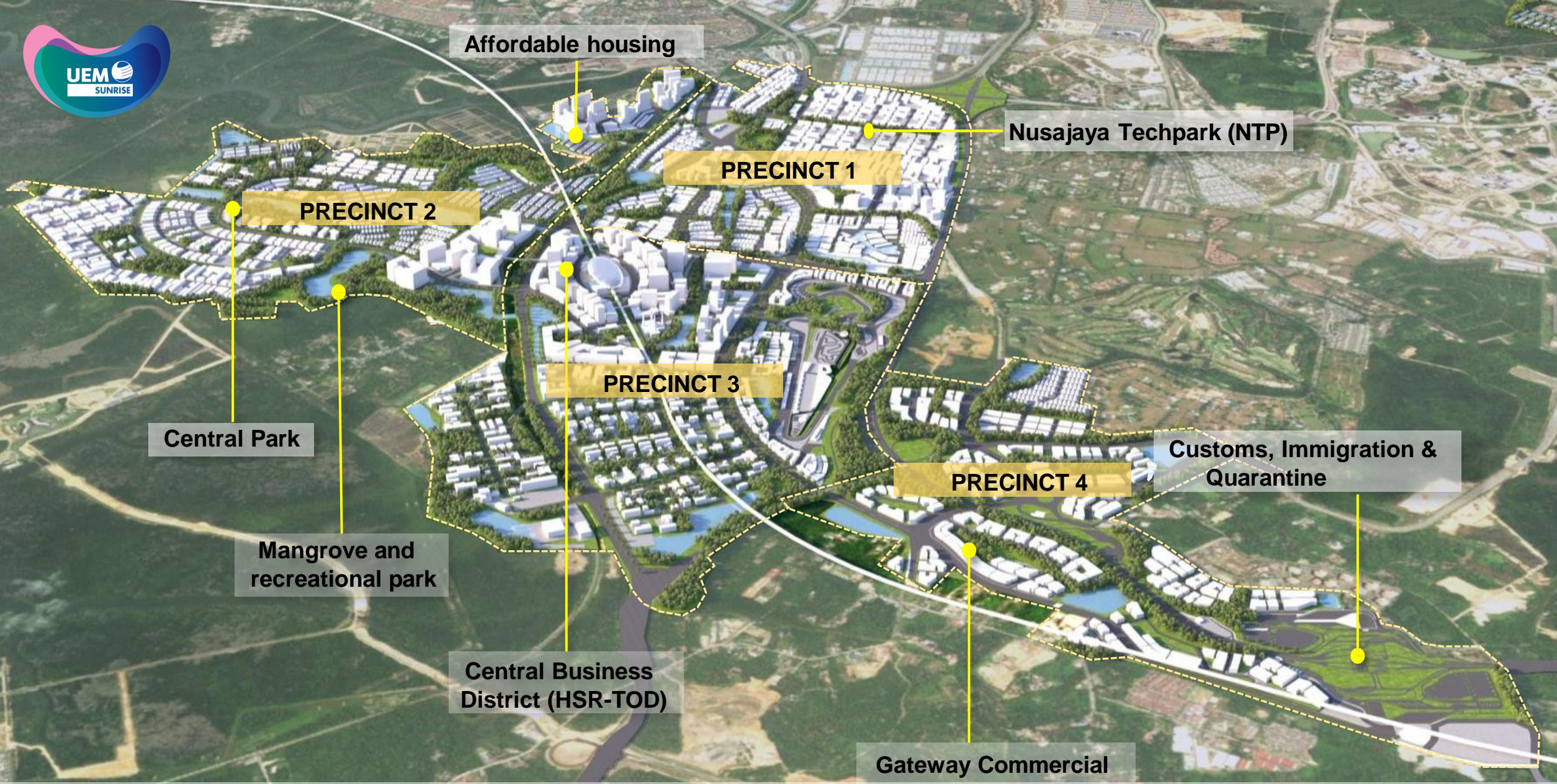
Delivered 13 Projects, Amounting To RM1.1b in Value, and 1,724 Units

### Central



### Southern





Affordable housing

Nusajaya Techpark (NTP)

PRECINCT 1

PRECINCT 2

Central Park

PRECINCT 3

Mangrove and recreational park

PRECINCT 4

Customs, Immigration & Quarantine

Central Business District (HSR-TOD)

Gateway Commercial

Revised The Masterplan of Gerbang Nusajaya, Johor to Address Rising Industrial Demands

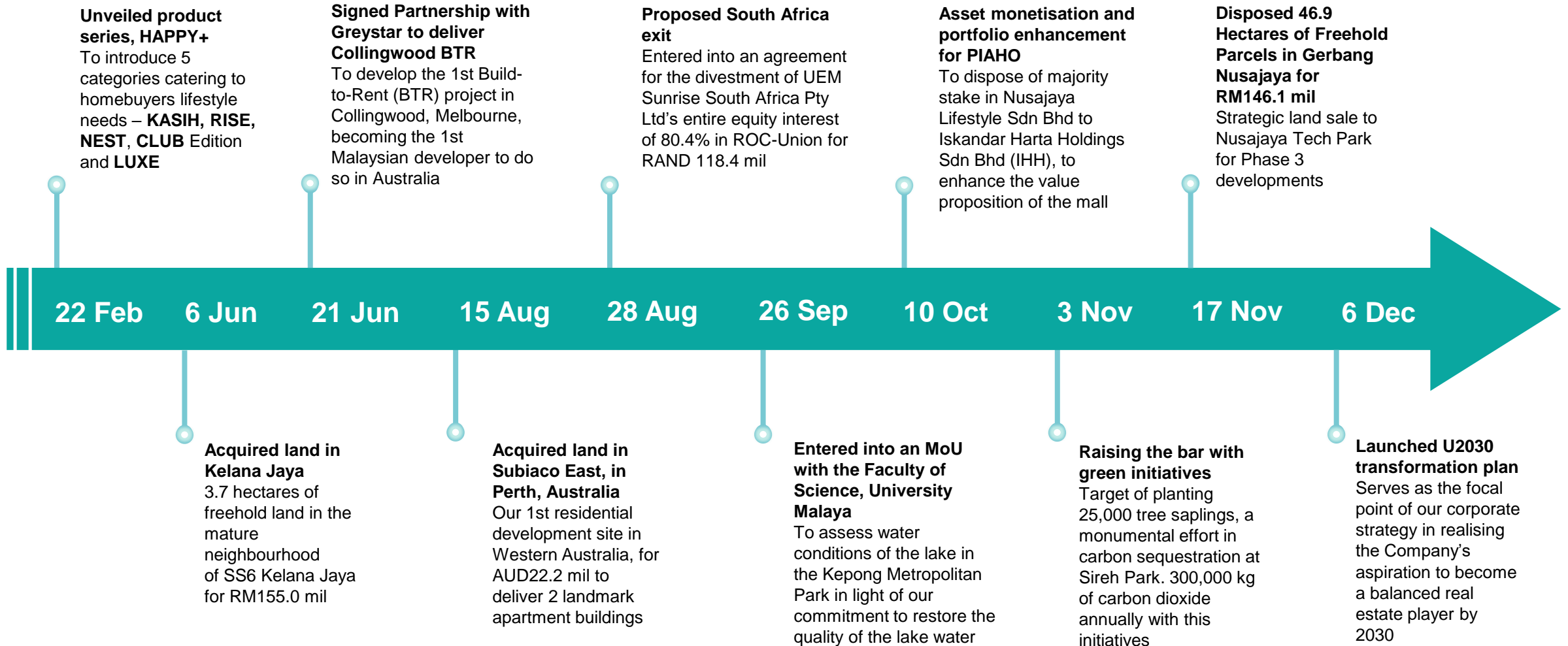


# 02 Strategy Updates

Mont'Kiara, Kuala Lumpur

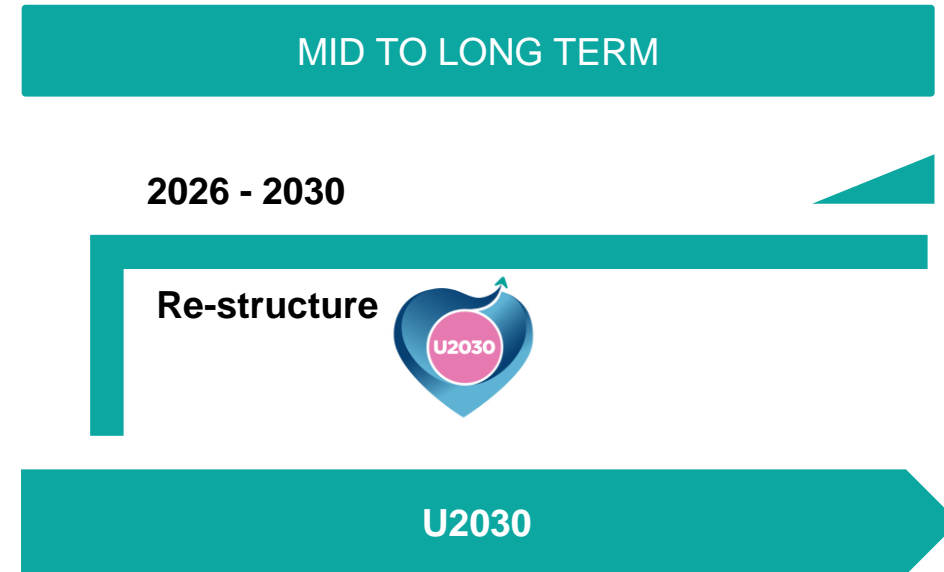
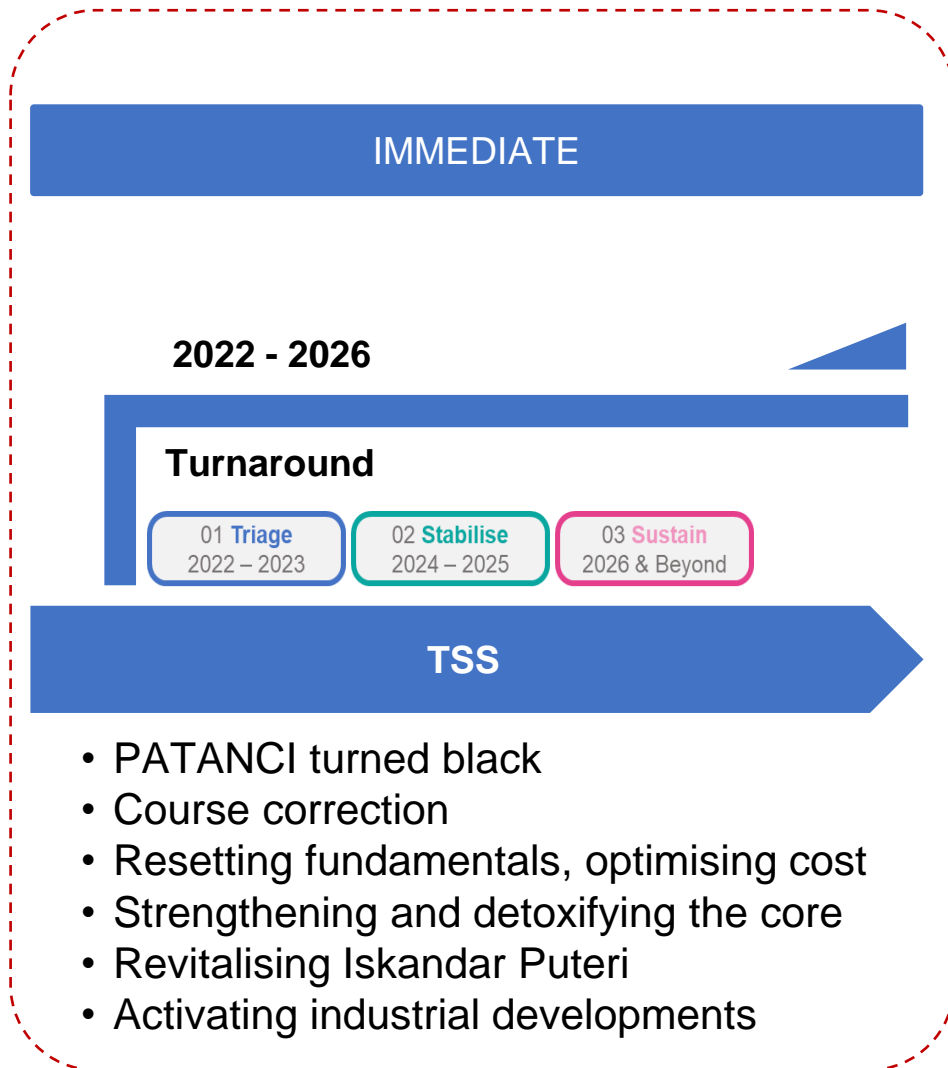


# Transformed for Growth, Delivered Key Initiatives





# Executed 3-Phased Strategic Turnaround Plan, While Preparing for Long-Term Sustainable Growth



- Real estate player with balanced portfolio
- Stabilised pipeline, repurposed landbank
- Re-calibration of balance sheet
- Expansion beyond domestic footprint
- Improved shareholder returns



# Triage Phase: Focused on Core Activities, and Balance Sheet Optimisation

## Strengthen Core Revenue Stream

- Strived to **achieve 2023 target launch GDV** of RM2.5 bil
- Identified **new landbank** to boost project pipeline
- **Expanded market presence** by diversifying into new markets, broaden customer base and mitigate market risk
- Established **short-to-medium term development plan**

## Manage Risk and Opportunities

- **Refined masterplans** to optimise GDV and improve land efficiency
- Streamlined **delivery process flow** and carried out **digital adoption**
- Commenced **Knowledge Management** initiative for centralisation of information and ensure business continuity
- Strengthened **project monitoring and tracking tool**

## Offer Clear Value Proposition

- Elevated **customer experience at all touchpoints**
- Introduced **clear product propositions** addressing various customers' needs
  - **Happy+** products
  - **"Affinita"** mortgage programme
  - Updated **hUb prop** mobile app

## Asset Portfolio Repriotisation

- **Strategic land monetisation** amounted to RM189 mil and RM85 mil in Central and Southern region, respectively
- Conducted **commercial asset rationalisation and portfolio enhancement review**
- Implemented **joint-venture rationalisation**

## Embed Sustainability

- Embraced sustainability into design, business and operations
  - Established **Sustainable Development Design Guidelines**
- Implemented Sustainability Blueprint
- Improved reporting and transparency, with **full materiality assessment**



03

# Looking Ahead



Puteri Harbour, Iskandar Puteri





# Rewarding Shareholders in line with Our Revised 2024 Dividend Payout Policy



Residensi ZIG, Kiara Bay (New launch)

**REVISED DIVIDEND  
PAYOUT POLICY**

**40% - 60%**  
**of its PATANCI**

Previously 20% to 40% payout ratio



# Reaffirming 2024 Targets; Accelerating Industrial Segment



Sales Target  
**RM1.0 bil**



Launch GDV Target  
**RM0.8 bil**



**Industrial**

- Masterplan approval
- Land Monetisation
- Strategic Partnerships



# Upcoming Launches From Landed & Commercial

## Central

Serene Heights Phase 3A3  
Expected GDV: RM78.3 mil



Symphony Hills Plot 4 & 6  
Expected GDV: RM138.4 mil



## Southern

DiReka Square, Laman DiReka  
Expected GDV: RM164.6 mil



Aspira Hills Phase 1  
Expected GDV: RM265.5 mil



Estuari ParkHomes Phase 2C-1  
Expected GDV: RM123.3 mil



Estuari Greens Phase 1B1  
Expected GDV: RM65.0 mil





# Inked strategic MoU for Malaysia's First RE Industrial Park in May 2024

27 July 2023



- UEM Group inked MoUs with ITRAMAS, CMECWUXI, Blueleaf Energy and Hexa Renewables.
- High-value national energy transition projects under the National Energy Transition Roadmap.

19 Jan 2024



- Agreements signed with ITRAMAS and Hexa Renewables to develop the 1<sup>st</sup> phase of 1GW, the 500MW hybrid solar power plant, to be located in Segamat, Johor.

15 May 2024



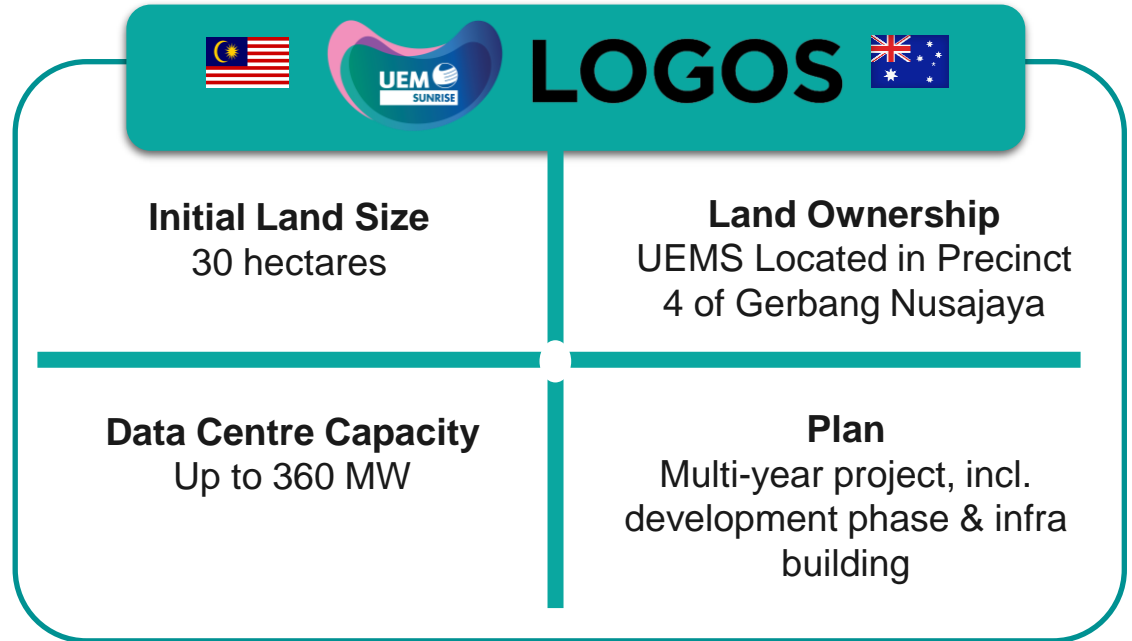
- MoU signed with ITRAMAS and CMEC for a development of Malaysia's first RE Industrial Park, measuring 40 acres in Gerbang Nusajaya, Iskandar Puteri, Johor.

## Key Features of RE Industrial Park

- Potential GDV of over RM300 mil in 5 years, expect to ground break in 2026
- A total of 40-acre (16.2 hectares) lot with 730,000sf GFA of factories
- Attract local and foreign investments across the RE and EV value chains
- Features a world class RE Hub
- Key growth catalyst of Gerbang Nusajaya



# Formed Long-Term Partnership with LOGOS to Develop a World-Class Data Center Campus in Gerbang Nusajaya, Johor in June 2024



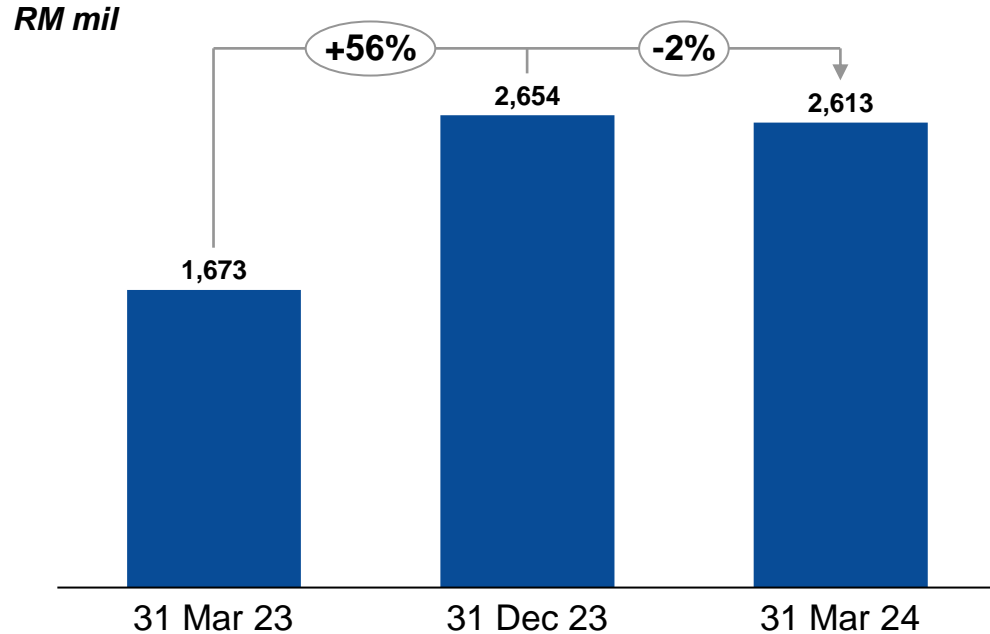
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- Expediting **industrial development** as part of **U2030 strategy** to capitalise on growth opportunities from **Renewable Energy, Data Centre, Logistics** and **other green economy**.
- Leverages Iskandar Malaysia's **strategic location** to elevate digital and high-tech industries, aligning with nation's **Madani Economic Framework** and **New Industrial Master Plan 2030**.
- Our potential role includes provide **end-to-end construction management for long-term lease built-to-suit developments**, technical work, and Government-related process, such as licensing applications and securing state approvals.



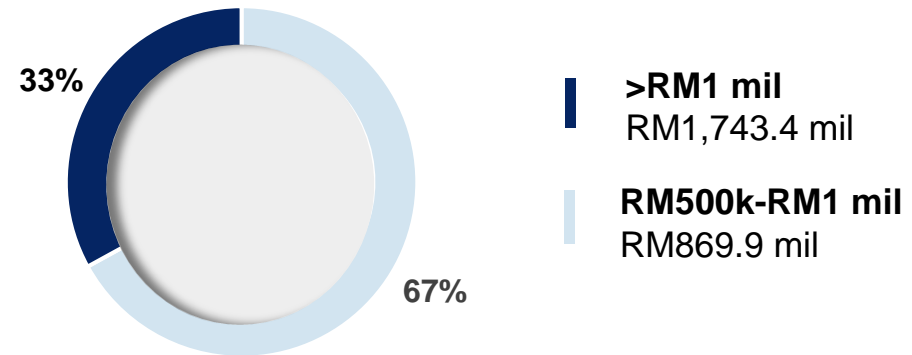
# Sustained Unbilled Sales of RM2.6 bil, to be Substantially Recognised within 18 - 36 Months

## Unbilled Sales

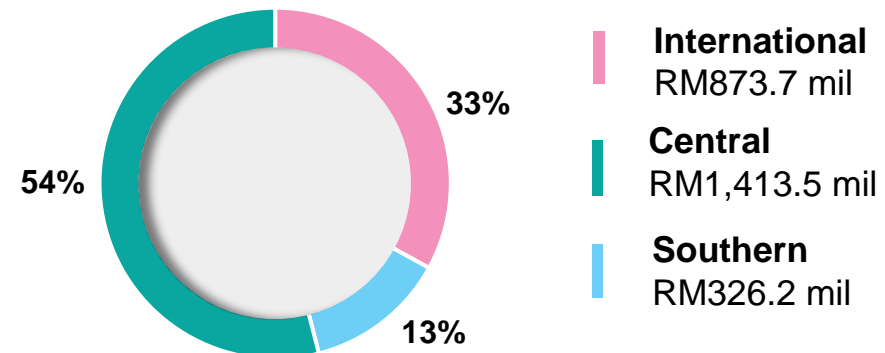


- 54% of the Unbilled Sales are from Central region, while Collingwood Project, Melbourne contributes 33% of total Unbilled Sales

## By Product Range



## By Region





# Sharp Focus on Driving 2024 Priorities

**Implementing  
Launch  
Discipline**

**Accelerating  
Industrial  
Development**

**Enhancing Cost  
Optimisation and  
Efficiency**

**Unlocking Asset  
Monetisation &  
Divestments**



# Note of Appreciation

## To our employees,

Thank you for your dedication in 2023.

*Your hard work and commitment have made a significant difference, and we are deeply grateful for your contributions.*

## To our customers, business partners, investors and community,

*Your unwavering support and loyalty have been the backbone of our success this year.*

Looking forward to continued success together.







# Thank You

