

Value Creation Model

Sunway Construction Group Berhad creates value by translating its engineering expertise, disciplined execution and strong governance into sustainable financial and non-financial outcomes. Through the integrated deployment of financial, manufactured,

Capital Inputs



FINANCIAL CAPITAL

The pool of funds available to SunCon, generated from operations, investments and debt arrangements.

Beginning of FY2025

- Share capital: **RM258.6 million**
- Retained profits: **RM660.9 million**
- Cash and bank balances: **RM1,015.8 million**
- Market capitalisation: **RM5.970 billion**



MANUFACTURED CAPITAL

Physical assets owned or leased deployed to execute the business model across the value chain towards the creation of financial and non-financial outputs and outcomes.

- A wide range of plant and machineries
- **2** precast plants
- **1** ICPH in Singapore



INTELLECTUAL CAPITAL

All business and operational strategies, collective knowledge, skills, competencies and experience of SunCon, its subsidiaries and associate companies as well as its supply chain.

- SunCon's business model
- Divisional business strategies
- Intellectual property and proprietary business / industry knowledge i.e. Virtual Design and Construction, building management systems, software



HUMAN CAPITAL

The collective skills, talents, experience and capabilities of the Group's talent including talent at subsidiary and associate companies responsible for day-to-day operations.

- High-performance work culture centred on merit, equality and diversity
- Talent focused, cultivating high performing culture
- Championing adoption of VDC as key technology enabler for all project implementation
- Talent mobilisation across different core businesses within SunCon
- **1,082** strong workforce (excluding direct workers)



SOCIAL CAPITAL

Comprising the diverse network of relationships and engagements with various stakeholders. The understanding of stakeholders' needs, concerns and aspirations and the implementation of appropriate engagement strategies.

- Financial and non-financial investments into stakeholder engagements including engagement strategies, programmes and activities
- Conducted **16** sessions in outreach programmes, participated by **1,700** university students
- **164** internship opportunities provided to young graduates
- CSR budget and expenditure on community infrastructure and services, community events



NATURAL CAPITAL

The pursuit of resource efficiency in the consumption of natural resources and materials required for the business model.

- Energy consumed **89,969 MWh**
- Consumed **87 MWh** solar energy
- **316,816 m³** of water consumption (Alternate water source: 39.3%)
- **RM11.12 million** in solar investment projects
- Established SunCon Sustainability Policy

Business Model

VISION:

To be a leading regional construction and engineering group.

MISSION:

Innovating to deliver value underpins our relentless efforts to drive positive and sustainable change in the way we work and operate to create value for all our stakeholders.



SUNWAY
CONSTRUCTION

CORE VALUES:

INTEGRITY

We believe in doing the right thing at all times.

HUMILITY

We believe in being humble.

EXCELLENCE

We take pride in all that we do.



Value Creation Model

intellectual, human, social and natural capital, the Group delivers complex construction and infrastructure projects that support national development while generating consistent returns for stakeholders.



Civil and Infrastructure



Mechanical, Electrical and Plumbing and Advanced Technology Facilities



Manufacturing and Sale of Precast Concrete Products



Sustainable Energy

Outputs

Outcomes

FINANCIAL CAPITAL

- Revenue: **RM5,339 million**
- PBT: **RM525.5 million**
- PAT: **RM402.1 million**
- Cash and bank balances: **RM2,000.1 million**

- **184%** dividend payout of PAT after minority interests
- **RM123.5 million** payable in income taxes
- **RM226.8 million** paid in wages
- Market capitalisation: **RM7.458 billion** as at end FY2025
- High Return on Equity (**FY2025: 44%; FY2024: 22%; FY2023: 19%**) - Best ROE for 7 consecutive years in the Construction Sector awarded by The Edge Billion Ringgit Club

MANUFACTURED CAPITAL

- **RM5.339 billion** in projects progress for FY2025
- Average QCLASSIC score FY2025: **83% (vs industry average 79%)**
- Total **437 km** of highways and **40.5 km** of rail and mass transit projects constructed to date

- A wide range of socioeconomic multiplier effects arising from the successful completion of building and infrastructure projects
- Elevation of industry standards and benchmarks

INTELLECTUAL CAPITAL

- Improved communication channels via Autodesk Construction Cloud (ACC) platform
- **71** staff trained and developed with VDC competencies in FY2025 (FY2024: 133)
- **82.35%** of planners trained with 4D skills

- Enabling sustainable construction by managing resource consumption and carbon footprint while enhancing the Group's value proposition
- Continued strengthening of business processes and realisation of key business outcomes, including increases efficiency and productivity

HUMAN CAPITAL

- **41** project leaders across 6 core businesses
- Technology-enabled workforce capable of delivering and managing complex and advanced technology projects
- **83** VDC experts, and more than 40% operationally trained with VDC knowledge
- **19.4x** staff productivity

- Talent workforce that are mobile to vertically move across different core businesses
- Strong talent bench strength for key succession planning
- Technology enabled workforce capable of managing advanced technology projects

SOCIAL CAPITAL

- Improved stakeholder relationships **65%** buy calls from analysts and research houses
- Customer Satisfaction Score: **100%**
- **Zero** fines for labour law noncompliance
- Average SHASSIC score FY2025: **94.83%** (vs industry average of 86.81% in 2023)
- Engaged **224** new supply chain partners and subcontractors in the environmental and social assessment
- **2** awards & recognitions received

- **Zero** accidents involving the community or general public
- Development of talent pool that supports SunCon's human capital requirements
- Contribution of **more than RM2.53 million** for total amount invested for external beneficiaries through the Jeffrey Cheah Foundation as well as various community and SunCon Social Club (SSC) initiatives

NATURAL CAPITAL

- **Zero** reported fines for environmental non-compliance
- Generated green attributes of **5,282** tonnes CO₂e avoidance from our solar investments

- Improved environmental oversight and implementation of practices with progressive integration of ESG into the SunCon's business strategies and its operations
- On track in meeting SunCon's 2030 emission reduction targets