

# Our Value Creating Business Model

## Our Purpose

Creating sustainable communities

## Our Vision

To be the leader in creating sustainable communities and enriching lifestyles

### Inputs - Our Capitals



#### Financial Capital

- Total assets: RM27.1 billion
- Total equity: RM16.1 billion
- Cash balance: RM2.1 billion
- Net gearing ratio: 0.33x



#### Manufactured Capital

- Total Gross Remaining Land Bank: 4,302 acres
- Gross Remaining GDV: RM106.13 billion
- Number of ongoing developments: 42 projects



#### Human Capital

- A competent, diverse and agile workforce of 1,436 employees (as at Dec 2025)
- A robust framework of learning and development programmes to optimise human capital growth



#### Intellectual Capital

- Expansive digital brand presence
- Large database of customer data
- Advanced processes and systems
- Cutting-edge innovation capabilities driven via AI, green IT and strategic partnerships
- Stringent cybersecurity
- Robust customer relationships
- An experienced and dedicated leadership team



#### Social & Relationship Capital

- Robust and trusting relationships with key stakeholders
- Community investment: RM1,346,513.17



#### Natural Capital

- Comprehensive environmental management systems that ensure strict compliance with regulations
- An ingrained culture of responsibility and sustainability across our operations

### Property Development



Taman Pelangi Indah, Johor

### Property Investment



Setia EcoHill Mall, Semenyih, Selangor

### Eco-Industrial Developments



Setia Alaman Industrial Park, Shah Alam, Selangor

### Key Strategic Priorities



#### International Presence



#### Property Development

- Township Developments
- Eco-Themed Developments
- Industrial Developments
- Integrated Developments
- Niche Developments



#### Investment Properties & REIT-able assets

- Retail
- Education
- Hotels
- Offices
- Convention Centres

### Key Risks

- Market Risk
- Competition Risk
- Development & Product Innovation Risk
- Project Planning, Feasibility & Development Strategy Risk
- Sustainability Risk
- Human Capital Management Risk
- Cyber Security Risk
- Funding and Liquidity Risk
- Political and Regulatory Risk
- Work Health and Safety Risk
- Geopolitical Risk

### Key Material Matters

- Emissions and Energy Management
- Waste and Water Management
- Biodiversity
- Economic Performance
- Business Model Resilience
- Supply Chain Management
- Innovation
- Product Design and Lifecycle Management
- Employee Health and Safety
- Customer Satisfaction
- Business Ethics
- Human Rights
- Community

# Our Value Creating Business Model

**Values** **P** Product **L** Leader in Transforming **A** A+ People **C** Communities at Heart **E** E-nnovation & Technology **S** Shareholders' Value

## ► Outputs



- Revenue: RM4.22 billion
- Sales: RM5.11 billion
- Unbilled sales: RM4.49 billion
- Profit before tax: RM969 million
- Profit after tax and non-controlling interest: RM603 million



- Total GDV launched: RM5.14 billion
- Total number of units launched: 1,502



- Workforce demographics composition:
  - Gender: Male: 53%, Female: 47%
  - Ethnicity: Bumiputera: 62%, Chinese: 27%, Indian: 6%, Others 5%
- Average training hours per employee: 25 hours



- Reduction in printing costs and paper usage due to digital workplace initiatives, e.g. e-Printing and e-Sign
- Relaunch Setia GO App to expanding community services



- Contribution under Setia Foundation: RM1,346,513.17
- Number of beneficiaries: 5,442
- Corporate volunteers involved: 377
- Total corporate volunteers hours logged: 3,613



- Total energy consumption: 146,133,682 MJ
- Total water consumption: 74.54 ML
- Total trees planted: 9,667

## ► Outcomes



- Maximised profitability and financial health
- Enhanced overall financial performance and competitiveness
- Consistent and sustainable dividend growth



- Higher operational and cost efficiencies
- Enhanced manufacturing processes backed by innovative technologies
- Substantive progress in creating sustainable developments and communities



- A diverse and inclusive workplace
- Increased employee satisfaction & motivation
- Enhanced overall quality of employees' professional and personal lives
- Comprehensive succession plans to identify key talents



- A cultivated culture of innovation and branding of S P Setia as an industry leader in intellectual property and innovative solutions



- High levels of customer satisfaction
- Positive contributions to local communities
- Strong and collaborative relationships
- A heightened sense of community and philanthropy among our employees



- Reduced ecological and carbon footprint
- Significant contributions to climate change mitigation
- Environmentally responsible sourcing and production throughout our supply chain

## ► UN SDGs ► Stakeholders

