



UMW HOLDINGS BERHAD
(Company No. 90278-P)

INVESTOR & MEDIA RELATIONS POLICIES

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1.0 OBJECTIVES

The objective of this Investor & Media Relations policies is to:

- Ensure that the UMW Group's external communications is consistent with its mission, corporate positioning and core values.
- Provide terms of reference and procedures for external communications, which all divisions and subsidiaries within the UMW Group should adhere to.
- Emphasise the importance of having the Investor, Media Relations & Sustainability Department as a central point of reference when dealing with the media, investors and general public to enable all the companies in the Group to speak in a unified voice.

2.0 MEDIA RELATIONS

2.1 Spokespersons

The main spokesperson for the UMW Group on policy and operational matters will be the President & Group Chief Executive Officer. However, at company events, the Group Chairman shall also be a spokesperson.

In the event that the President & Group Chief Executive Officer is not available, the Group Chief Operating Officer (GCOO) has the authority to speak on corporate matters. However if both are not available, the Director in charge of the Investor, Media Relations & Sustainability Department may speak on behalf of UMW if it is a Group matter, and accompanied by the relevant SBU President if the subject matter also involves a SBU.

SBU heads have the authority to speak only on operational areas relating to their respective business segments. SBU heads may speak directly to media and stakeholders on their respective areas but must inform the President & Group Chief Executive Officer or the Director in charge of the Investor, Media Relations & Sustainability Department reasonably beforehand with an indication of areas to be covered. The Head of the Investor, Media Relations & Sustainability Department may be present during the sessions with the media.

For routine media queries, the Director in charge of the Investor, Media Relations & Sustainability Department may speak on behalf of UMW. The media will be requested to use the material as coming from a UMW spokesperson.

2.2 Media Queries

All media queries on the UMW Group, whether written or by telephone received by any staff of UMW Head Office or its subsidiaries, should be directed to the Investor, Media Relations & Sustainability Department.

The Department shall then draft out the appropriate response in consultation with the relevant Director. Thereafter, the response shall be checked with the President & Group Chief Executive Officer or in his absence, by the Director in charge of the Investor, Media Relations & Sustainability Department before it is released.

This practice will serve to shield the company and senior management from any unguarded release of information that may be potentially damaging to UMW.

This practice will also help to prevent any inadvertent release of classified information which goes beyond the scope of authority of the spokesperson.

All media queries should be treated as urgent. If there are extenuating circumstances that will delay a response, the journalist should be notified accordingly.

Media deadlines may, in some cases, be a matter of hours. The senior management is expected to ensure that they work towards meeting the media deadlines and giving it top priority, as the image of the Company would be at stake.

2.3 Press Releases/Announcements

All Press Releases or announcements will be prepared and issued by Investor, Media Relations & Sustainability Department. Before issuance, the Investor, Media Relations & Sustainability Department will liaise with the relevant SBUs to ensure all information on their programme or event is correct. All Press Releases shall be approved by the President & Group Chief Executive Officer, or the Director in charge of Investor, Media Relations & Sustainability Department.

As a proactive process, all SBUs and subsidiaries should inform the Investor, Media Relations & Sustainability Department of major events that may require a Press Release or an announcement. The Department will assess the newsworthiness of the event and whether a Press Release or an announcement should be issued.

All Press Releases must be reproduced on UMW Press Release mastheads.

2.4 Press Briefings

Press briefings are usually held to coincide with major events or announcements. Preparation for all press briefings will be handled by the Investor, Media Relations & Sustainability Department. The Department will liaise with SBU Presidents and the relevant subsidiary officers when preparing for the press briefing.

Preparation will include:

- Note-to-Editor (media invitation), addressed to the relevant news desks (usually the Economy/Business Desk)
- Press Release
- Speeches
- Background on the event or project or fact sheet
- Annual Report and other relevant publications
- Biodata of the relevant spokespersons, as appropriate
- Possible questions by the media and answers
- Corporate gifts where necessary

At least one person from the Investor, Media Relations & Sustainability Department must be present at the Press briefing.

2.5 Media Coverage

2.5.1 Articles on UMW on print and online media

The Investor, Media Relations & Sustainability Department will monitor the media for any coverage and check to ensure accurate reporting by the media. News clippings of any coverage monitored will be circulated to the President & Group Chief Executive Officer, the Group Chief Operating Officer, the respective SBU Presidents and Director, Group Strategy.

Any instance of inaccurate reporting must be brought to the attention of the Investor, Media Relations & Sustainability Department. Appropriate steps to rectify the errors will be taken if deemed necessary.

2.6 Media Interviews

2.6.1 Interviews relating to UMW

All requests from the media for interviews relating to UMW matters must be channelled to the Investor, Media Relations & Sustainability Department. Thereafter the department will make the necessary arrangements after obtaining approval from the President & Group Chief Executive Officer.

It is important for all SBUs and subsidiaries to inform the Investor, Media Relations & Sustainability Department of interview requests or press enquiries to prevent delay in responding to the media or any miscommunication.

If approval is granted for the interview, the Investor, Media Relations & Sustainability Department will seek to obtain from the journalist the list of questions, or areas of interest, well in advance of the interview.

Where possible, Investor, Media Relations & Sustainability Department will make requests for a draft of the interview to check on facts accuracy before publishing (only applies to limited publications).

2.6.2 Personal Interviews

It is acceptable for an employee to be interviewed in a personal capacity, provided always that no matters pertaining to the UMW Group shall be touched on in the interview.

The employee must inform Group Human Resources Division and Investor, Media Relations & Sustainability Department prior to the interview and the subject matter to be covered/discussed.

If the interview requires disclosure on any matter pertaining to the UMW Group, prior notifications/approvals as mentioned in these Communication Guidelines must be obtained from the Investor, Media Relations & Sustainability Department.

An employee giving the interview in a personal capacity must take care to project a good personal image of him/her, as employee image is a vital part of the image of the UMW Group.

2.7 Media Training

Investor, Media Relations & Sustainability Department will arrange trainings for the Group's authorised spokespersons on dealing with the media.

Participants will be given hands-on experience in dealing with the various situations that they might encounter with the media. The training sessions contain rehearsals and practical experience of both information gathering and confrontational interviews and cover current and upcoming issues that may attract media attention to UMW.

Participants will be taught on how to control media interviews to obtain the best possible media exposure for the UMW Group.

2.8 Relationship Building

It is important for the UMW management to understand the Malaysian media; what the media needs and wants; how to respond to the media; and the do's and don'ts of media relations.

From time to time, UMW will work to improve its relationship with the media through informal media functions, involving small groups of journalists/editors from specific publications who will be invited to various functions with senior management of UMW.

Investor, Media Relations & Sustainability Department will organize such events, which are designed to give the media an understanding of the Group and to foster good relationship with the media.

3.0 STATUTORY REQUIREMENTS ON DISCLOSURE/COMMUNICATIONS WITH BURSA MALAYSIA

The Group Secretarial Division is responsible for making announcements to Bursa Malaysia. Investor, Media Relations & Sustainability Department's responsibility is to prepare a Press Release of such announcements, providing additional information if necessary or including comments from the President & Group Chief Executive Officer.

As such, a copy of the draft announcement should be forwarded to the Investor, Media Relations & Sustainability Department as soon as one is available, followed with the final announcement before release, so that the media can accurately cover the contents of the announcement. Draft and final copies of the announcement should be sent under strict P&C cover to one of the following:-

- i. Director in charge of Investor, Media Relations & Sustainability Department
- ii. Head - Investor, Media Relations & Sustainability
- iii. Manager - Investor & Media Relations

As all announcements to Bursa Malaysia are available to the media, the Investor, Media Relations & Sustainability Department should be notified in advance of any such announcements.

Similarly, the department should be informed immediately of enquiries from Bursa Malaysia. The department will, following Group Secretarial's response thereto, prepare a media release for distribution, if necessary.

As UMW Holdings Berhad is listed on Bursa Malaysia, it is governed by rulings on strict disclosure in terms of subject matter, timing and distribution. Please inform the Group Secretary on any matters requiring public announcement to Bursa Malaysia.

4.0 INVESTOR RELATIONS

As a public-listed company, it is important for UMW to convey accurate information on the Group's performance, activities and future plans to the investing public. Stockbroking firms publish on a regular basis their analyses of companies quoted on Bursa Malaysia. Institutional and individual investors pay heed to these reports. The investing community's good impression of the Group is critical in ensuring a stable/enhanced value of the Company's shares.

Currently, there are three designated spokespersons in UMW who are authorised to speak to research analysts and fund managers and to the general investing community. They are the President & Group Chief Executive Officer, the Director in charge of Investor, Media Relations & Sustainability Department and Head, Investor, Media Relations & Sustainability Department.

Quarterly investor updates are prepared and uploaded to the UMW website on the very evening that the Group's quarterly result announcement is made to Bursa Malaysia. These updates have been found to be very informative and beneficial to our investors. Drafts of the relevant contents thereof will be sent to the Presidents of the SBUs. Comments and suggested amendments should be sent to the Investor, Media Relations & Sustainability Department as soon as information is available.

Quarterly Briefings to the analysts and fund managers should be held soon after quarterly financial results are announced. As a reputable and respected public listed company, it is imperative that the briefings be held for the investment community so that they could have a better understanding of the company's financial health and plans moving forward, and the accurate information provided could be reflected in analysts' reports.

Meetings with the investment community require regular updates on various aspects of the operations of the Group. Information sought in this regard from SBUs should be disclosed transparently to the Investor, Media Relations & Sustainability Department the soonest possible.

From time to time, the Group will organize programmes of presentations and visits for large groups of analysts or fund managers. The co-operation of the relevant SBU Presidents, General Managers and officers will be sought in these instances.

All requests for visits or meetings with UMW from the investment community should be channelled to the following persons:

- i. Head - Investor, Media Relations & Sustainability
- ii. Manager - Investor & Media Relations

5.0 Presentations at External Seminars/Conferences

All invitations to UMW employees to speak at external seminars or conferences on any subject pertaining to the Group or a relevant industry must receive prior approval from one of the following:

- i. The relevant SBU President
- ii. The Director in charge of the Investor, Media Relations & Sustainability Department
- iii. President & Group Chief Executive Director

The Investor, Media Relations & Sustainability Department must be informed of the seminar/conference prior to the date and their assistance can be sought in preparing the corporate presentations.

In the Q&A session of such external seminars or conferences, the UMW speaker must ensure that topics are confined to the specific subject of the seminar/conference. General matters, policies or representations in respect of or on behalf of the Group should be avoided. Under no circumstances should any reference be made to the financial forecast or future financial estimates of the UMW Group or any of its subsidiaries or associates.