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2022

ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT

About This Report

REPORTING SCOPE & BOUNDARY

This report provides an overview of the environmental, social and governance (“ESG”) performance of YTL Power International Berhad (“YTL Power”) and our subsidiaries (“YTL Power Group” or “Group”) across our core operating assets where we have financial control, in line with our financial reporting. The report covers the financial year ended 30 June 2022 (“FY2022”), unless otherwise specified, and where there is readily available data.

In previous years, we reported our ESG performance in the “*Managing Sustainability*” section of our annual reports. This year, we have amalgamated our environmental, social and governance reporting into a more comprehensive ESG Report, with a view to communicating more clearly with our stakeholders on this vital agenda going forward.

The environmental data in this report covers YTL Power and the operating subsidiaries which contributed to approximately 90% of our Group’s consolidated revenue for the financial year under review, where there is readily available data in place. For FY2022, these subsidiaries were:

Multi Utilities Business (Merchant)	Water & Sewerage	Telecommunications Business
YTL PowerSeraya Pte Limited and its subsidiaries (“YTL PowerSeraya”)	Wessex Water Services Limited (“Wessex Water”)*	YTL Communications Sdn Bhd (“YTL Comms”)

* *Wessex Water is a wholly-owned subsidiary of Wessex Water Limited, which together with its subsidiaries, is referred to as the “Wessex Group” in this report. Environmental data for Wessex Water is compiled based on its regulatory year from 1 April to 31 March.*

We continue to work towards improving processes to track and gather our environmental data, in addition to continuing efforts to effectively standardise the data collected over different countries and industries in order to reflect our environmental indicators on a Group level. As such, this remains an area of ongoing development.

Where relevant, information and initiatives from our newer ventures that are still under development are also included in this report. These include YTL Developments (UK) Limited (“YTL Developments”), which is undertaking our Brabazon project in the United Kingdom (UK), YTL Data Centers Pte Holdings Limited (“YTL Data Centers”), the vehicle for our data center business in Malaysia and Singapore, and information about our new solar power generation business in Malaysia.

The workforce data refers to all employees of the YTL Power Group, unless specified otherwise.

The full list of our subsidiaries can be found in *Note 14* of the *Financial Statements* in this Annual Report. Associated companies, joint ventures and other operations where we do not have financial and/or operational control are excluded. Where material, any newly acquired subsidiaries are included upon the availability of a full year of data corresponding with YTL Power’s financial year, whilst subsidiaries divested during the financial year are excluded from the report.

REPORTING FRAMEWORK, REFERENCE & GUIDELINES

This report is aligned with and was prepared with reference to the following requirements, guidance, principles and assessments:

- Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”)
- Malaysian Code on Corporate Governance (“CG Code”) issued by the Securities Commission Malaysia
- Bursa Securities’ Sustainability Reporting Guide and Corporate Governance Guide

- FTSE4Good Bursa Malaysia Index assessment methodology
- Global Reporting Initiative (“GRI”) Sustainability Reporting Standards issued by the Global Sustainability Standards Board
- The Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (“GHG Protocol”) issued by the World Business Council for Sustainable Development and the World Resources Institute
- United Nations Global Sustainable Development Goals (“UN SDGs”)

ADDITIONAL INFORMATION

Restatements

There have been no material restatements this year of previously reported information.

Data Validation & Assurance

The information and performance data presented in this report has been verified using internal sources for their accuracy. The process of standardising data collected across operations in different jurisdictions and industries, and developing and implementing stronger data tracking and gathering mechanisms is an ongoing internal initiative in order to address data collection challenges relating to our ESG indicators and enhance the reporting process for non-financial information.

We have not undertaken third-party assurance for non-financial data. However, seeking external assurance remains under consideration for future reports.

This report was prepared by YTL Power’s ESG Committee and approved by the Board of Directors of YTL Power (“Board”) on 29 September 2022.

Further Information

References in this report to our website are to our corporate website at www.ytlpowerinternational.com.

Reports and other documents referenced in this report can be found in the ‘ESG’ section of our website.

As our Group operates in various other jurisdictions with different environmental and labour laws, regulations and standards, our subsidiaries also produce their own reports, available on their official websites listed below, which provide much more detailed information about their ESG matters and progress.

- YTL PowerSeraya - www.ytlpowerseraya.com.sg
- Wessex Water - www.wessexwater.co.uk

Information on the YTL Power Group’s ESG performance is also included in the *YTL Group Sustainability Report*, which is issued annually and can be accessed from the YTL Group’s Sustainability website at www.ytl.com/sustainability.

Forward-Looking Statements

This report contains forward-looking statements related to future expectations. These statements are premised on current assumptions and circumstances that are subject to change. Although we believe that these forward-looking statements are reasonable, the statements are nevertheless subject to known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements to differ materially from expectations expressed or implied in such forward-looking statements.

Contact

We welcome feedback and suggestions from our stakeholders. For any questions about this report, please contact:

Sustainability Division
YTL Power International Berhad
Email: sustainability@ytl.com

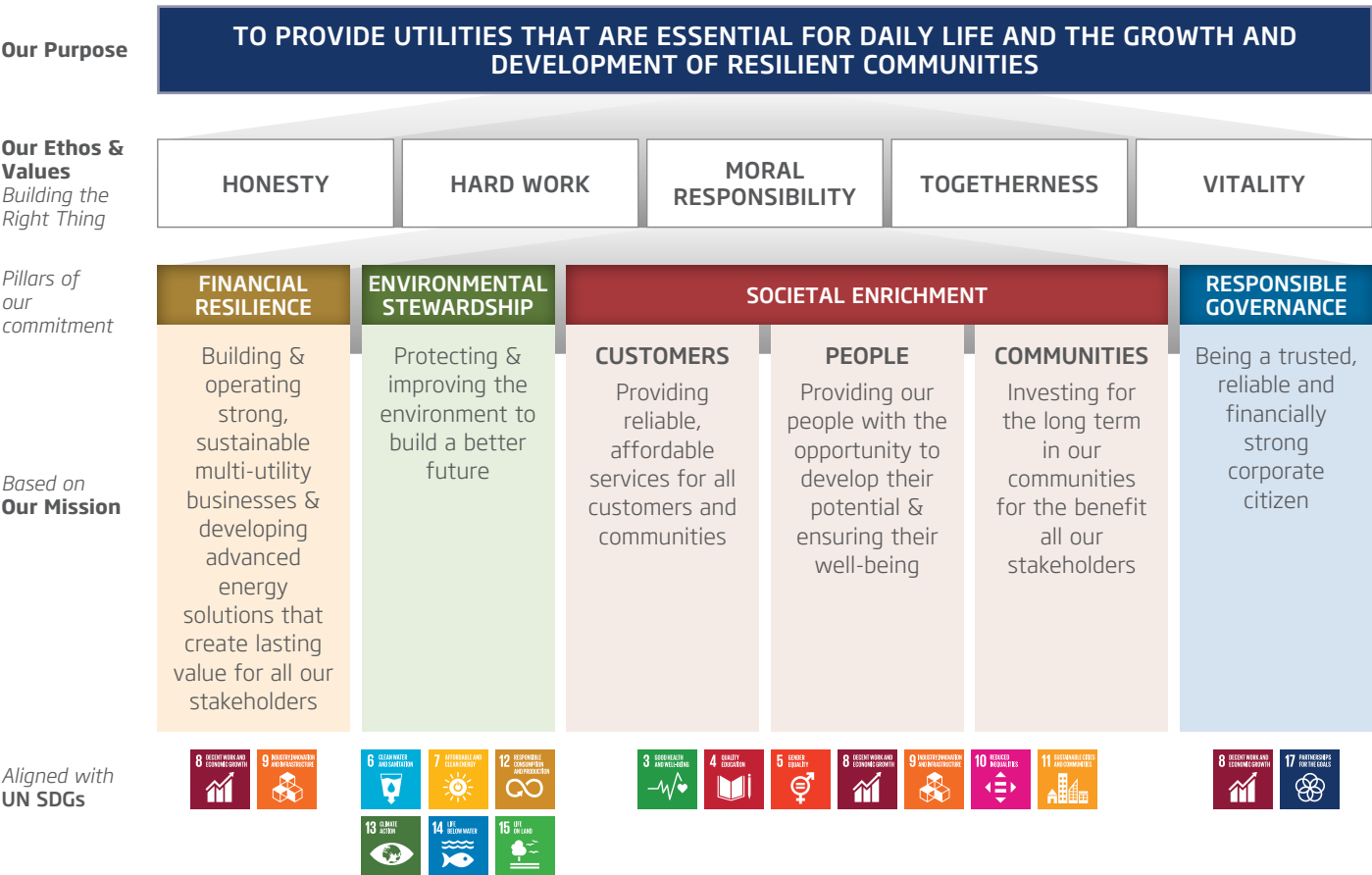
Managing Sustainability

As ESG issues increasingly affect multiple stakeholders, corporations have a duty to ensure that broader strategies for development and profitability are carried out in a sustainable manner. Driven by this commitment, we strive to develop our businesses responsibly to protect the environment and enhance the wider communities where we operate for the benefit of all our stakeholders and future generations.

Our approach centers on our long-standing strategy of building and operating strong businesses that are viable and sustainable on a long-term basis to create lasting value for all our stakeholders.

Our framework draws together our economic, environmental, social and governance strategies and ambitions in an inclusive and integrated manner, and lays down a strong foundation for our current and future roadmap to achieve our ESG objectives in a holistic manner.

Our Framework



Managing Sustainability

ABOUT OUR ORGANISATION

YTL Power is listed on the Main Market of Bursa Securities under the Gas, Water & Multi-Utilities sub-sector of the Utilities sector. We are a public company incorporated in Malaysia, with our corporate headquarters situated in Kuala Lumpur. As at 30 June 2022, our Group had about 4,500 employees.

The YTL Power Group is an international multi-utility owner and operator, active across key segments of the utilities industry, with a long-standing commitment to pursuing high standards and industry best practices in managing our ESG performance.

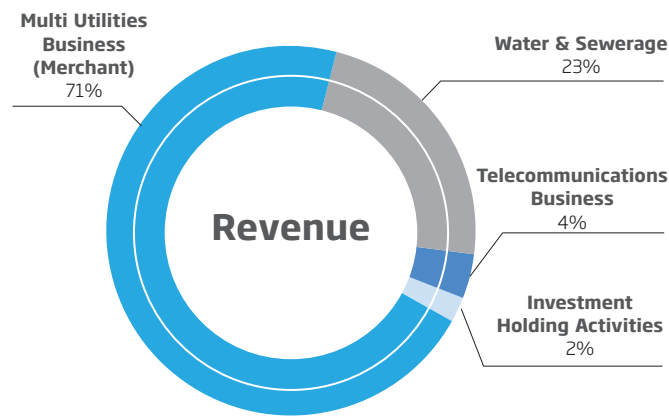
A snapshot of our economic performance indicators for the past two financial years is set out below:

	2022 RM million	2021 RM million
Revenue	17,804.7	10,784.7
Profit before taxation	1,372.6	633.8
Payments to shareholders - dividends	364.6	162.0
Payments to employees - wages & benefits	650.3	655.9
Payments to lenders	880.8	833.5
Payments to governments - income tax	73.1	66.0
Retained earnings	8,016.1	6,765.3

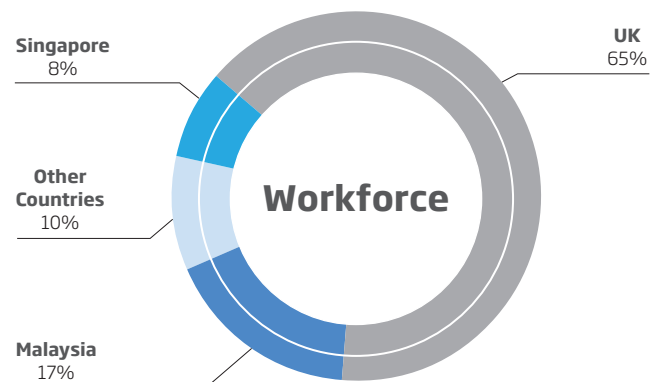
Our Group's reportable segments and geographic presence are as follows:

Singapore	UK	Malaysia		Other Countries
Multi Utilities Business (Merchant) Generation & sale of electricity, tank leasing, bunkering and sale of fuel oil, sale of steam, natural gas & water	Water & Sewerage Supply of water, provision of waste water & related services	Telecommunications Business Provision of 4G & 5G wireless and wired broadband and telecommunications infrastructure services	Power Generation (Contracted)¹ Power generation	Investment Holding Activities Investment holding, financing & management services

¹ Following the completion of the power purchase agreement for Paka Power Station on 30 June 2021, there was no revenue reported for our Power Generation (Contracted) segment for the financial year under review. The segment currently has under development a solar power generation project of up to 500 MW which is not yet operational.



FY2022 Contribution to YTL Power Group



FY2022 Contribution to YTL Power Group

Managing Sustainability

OUR COMMITMENT

Our core operations comprise the provision of utility services that are essential for daily life and support the growth, development and resilience of the communities where we operate.

A snapshot of YTL Power Group’s key ESG priorities, objectives and targets derived from our ongoing materiality assessment process, which is described in greater detail in ensuing sections of this report, is set out below.

Mission	ENVIRONMENTAL STEWARDSHIP		SOCIETAL ENRICHMENT			RESPONSIBLE GOVERNANCE	
	Protecting & improving the environment to build a better future		CUSTOMERS Providing reliable, affordable services for all customers and communities	COMMUNITIES Investing for the long term in our communities for the benefit all our stakeholders	PEOPLE Providing our people with the opportunity to develop their potential & ensuring their well-being	Being a trusted, reliable and financially strong corporate citizen	
Priorities & Objectives	Low Carbon	Resource Management	Excellent Services	Community Enhancement	Safe & Decent Workplace	Transparency & Accountability	
	Transition towards low carbon economy by embracing energy efficiency & adoption of clean energy	Embrace innovation to create sustainable solutions towards effective resource management	Deliver ongoing improvements to services to enhance customer health & well-being	Strengthen development initiatives & engagement with local communities	Create a positive, safe & fulfilling work environment to attract & support talent Advocate diversity & fairness at all levels	Operational resilience and sustainable value creation Sound risk management Strengthen reporting quality, disclosures, boundary & scope	
Outcomes	Net zero/ carbon neutrality in operations by 2050	Effective & lean resource management	Great customer experience with high satisfaction levels	Strong & resilient communities	Inclusive, safe & equitable working environment	Well-managed, ethical & transparent conduct	Resilient financial stewardship

Managing Sustainability

Our roots lie in our origins as Malaysia’s first independent power producer (IPP), with two natural gas-fired power stations in Paka and Pasir Gudang, addressing the power shortages facing the country in the mid-1990s, utilising one of the least carbon intensive fossil fuels commercially available at the time.

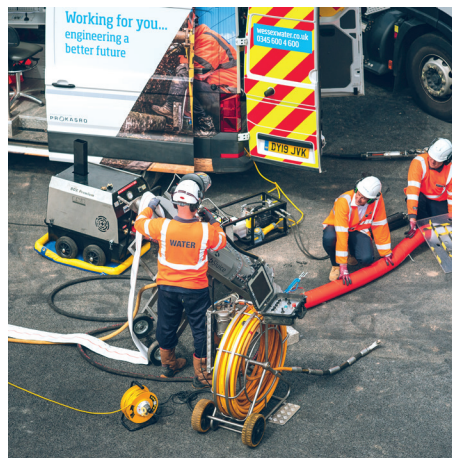
Today, our operations encompass water and sewerage services in the UK, power generation and multi-utility operations in Singapore and high-speed telecommunications in Malaysia, as well as investment holding activities in the UK, Jordan, Netherlands and Indonesia. Ventures under development by our subsidiaries include the Brabazon property project in the UK, solar energy and green data centers, as well as digital banking. This is in line with our shift towards renewables and sustainable energy solutions.

YTL Power is a key subsidiary of the YTL Corporation Berhad (“YTL Corp”) group of companies (“YTL Group”) and our ESG commitment

is reflected in the YTL Group-wide ethos of ‘Building the Right Thing’. This commitment is embedded in our value chain and business practices to create positive long-term impacts for our stakeholders. There is also regular assessment, review and feedback of ESG issues in line with the YTL Group’s practices and policies.

Our future success and reputation will continue to be shaped and measured not only by our economic performance, but will also be influenced by the social and environmental consequences of our decisions and actions for all our stakeholders.

We continue to place a strong emphasis on managing our businesses responsibly and with integrity. Our commitment to sustainable practices is a fundamental component of our strategies to achieve our growth objectives and balance business opportunities and risks to create lasting value for all stakeholders.



Managing Sustainability

GOVERNANCE STRUCTURE

The Board is the highest governance body in our organisation, responsible for overseeing the conduct of our Group’s business operations and financial performance, including the economic, environmental and social impacts of our operations.

We are committed to achieving our business objectives to deliver sustainable value to stakeholders and across our value chain. As such, we have established a set of well-defined policies and processes to enhance corporate performance and accountability. These are supported by our strict conformance to the applicable laws, rules, regulations and standards in the jurisdictions where we operate.

The YTL Power Group’s ESG-related policies in the following areas, including those of the YTL Group to which we adhere, can be found in the ‘Governance’ section on our website:

Anti-Bribery & Corruption	Code of Conduct & Business Ethics
Global Privacy Policy	Remuneration Policy & Procedures for Directors & Senior Management
Human Rights & Ethics*	Environment*
Health & Safety*	Commitment to Ethical Purchasing*

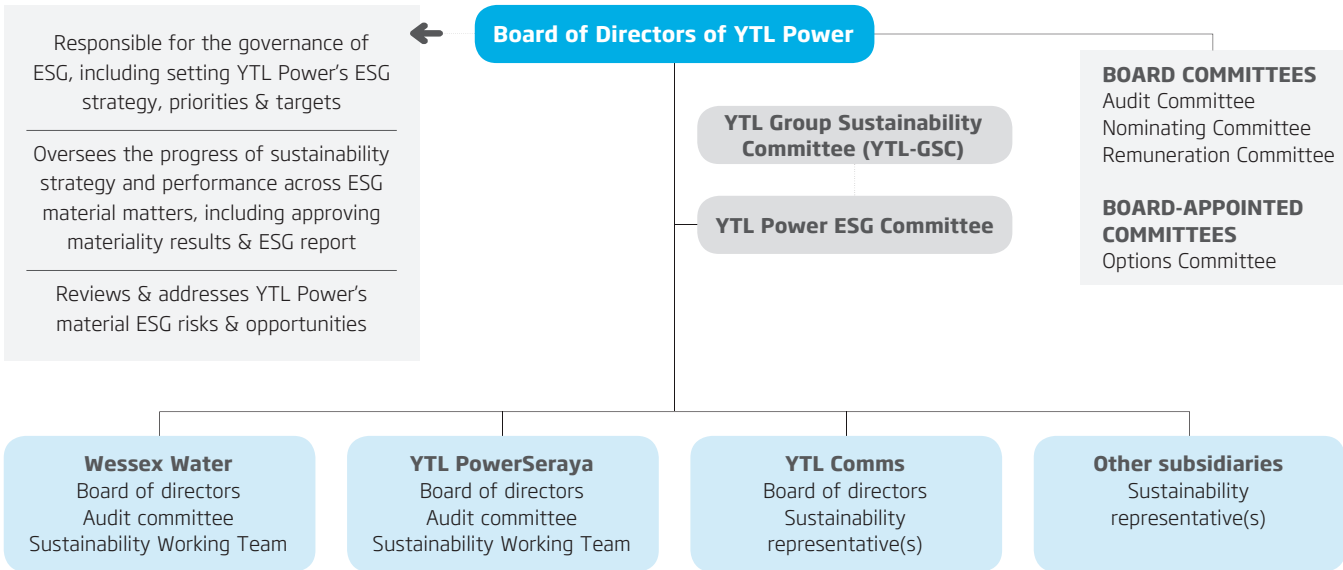
* YTL Group policies

YTL Power’s ESG Committee is chaired by the Group’s Managing Director, Dato’ Yeoh Seok Hong, and comprises the Heads of our Legal, Corporate Finance and Project Development divisions, together with departmental heads with responsibility for ESG matters from our key subsidiaries.

The ESG Committee supports the Board to set the high-level ESG direction and strategic focus, oversees the implementation of ESG strategies and related matters and reviews, and monitors and provides the Group’s ESG strategic plans and initiatives across our value chain. The ESG Committee reports to the Board on an annual basis or more frequently, as and when needed.

As part of the YTL Group, we are also guided by the YTL Group Sustainability Committee (“YTL-GSC”) for the implementation and monitoring of our sustainability agenda. YTL-GSC is chaired by Tan Sri (Sir) Francis Yeoh Sock Ping, Executive Chairman of YTL Corp and YTL Power, and comprises representatives from across the YTL Group’s sustainability teams, YTL Corp’s Sustainability Division and major business units and functional support divisions worldwide.

The designated representatives or teams spanning our operations play a significant role in aligning our ESG agenda with business practices and priorities on the ground. Their roles include implementing, managing and monitoring ESG activities and performance.



Managing Sustainability

MATERIALITY

Due to the essential nature of the utility services that our Group provides, our key stakeholders encompass a broad range of groups across our operations. These include our employees, customers, suppliers, shareholders, investors, lenders, business partners, industry groups, local communities, regulators and governments in the countries where we operate.

In carrying out this exercise, we reference the GRI reporting principles and guidance. We conduct materiality assessment exercises to help us identify the economic, environmental, social and governance issues that matter most to our business and our stakeholders. The assessment takes into account various factors including our business priorities, stakeholder feedback and the UN SDGs. Our material matters are reviewed and assessed annually as necessary to ensure their continued relevance.

Materiality Assessment Process



Stakeholder Engagement

We strive to actively and regularly communicate with our stakeholders through multiple platforms across the organisation for meaningful engagement in order to understand their concerns about the ESG aspects of our businesses, better respond to stakeholders’ needs and deliver sustainable value. The stakeholder engagement process focuses on identification and prioritisation of material issues and the periodic review of actions taken to deal with concerns and issues raised.

Groups	Modes of Engagement	Frequency	Matters Discussed by Stakeholders
Employees	<ul style="list-style-type: none"> Intranet, newsletters, broadcasts Training, town halls, Leadership Conference Performance appraisals Recreational & team-building sessions 	Annual/ Quarterly/ Ongoing	<ul style="list-style-type: none"> Corporate priorities & vision, core values, ethical conduct Business strategy & direction Rewards, recognition, leadership, talent development Human rights, diversity, inclusion Well-being & benefits Workplace health & safety
Customers	<ul style="list-style-type: none"> Websites & social media Marketing/promotional programmes & events Feedback channels (email, phone calls, hotlines, surveys) Product launches & roadshows 	Ongoing	<ul style="list-style-type: none"> Product & service quality Competitive pricing Customer experience Safety & security

Managing Sustainability

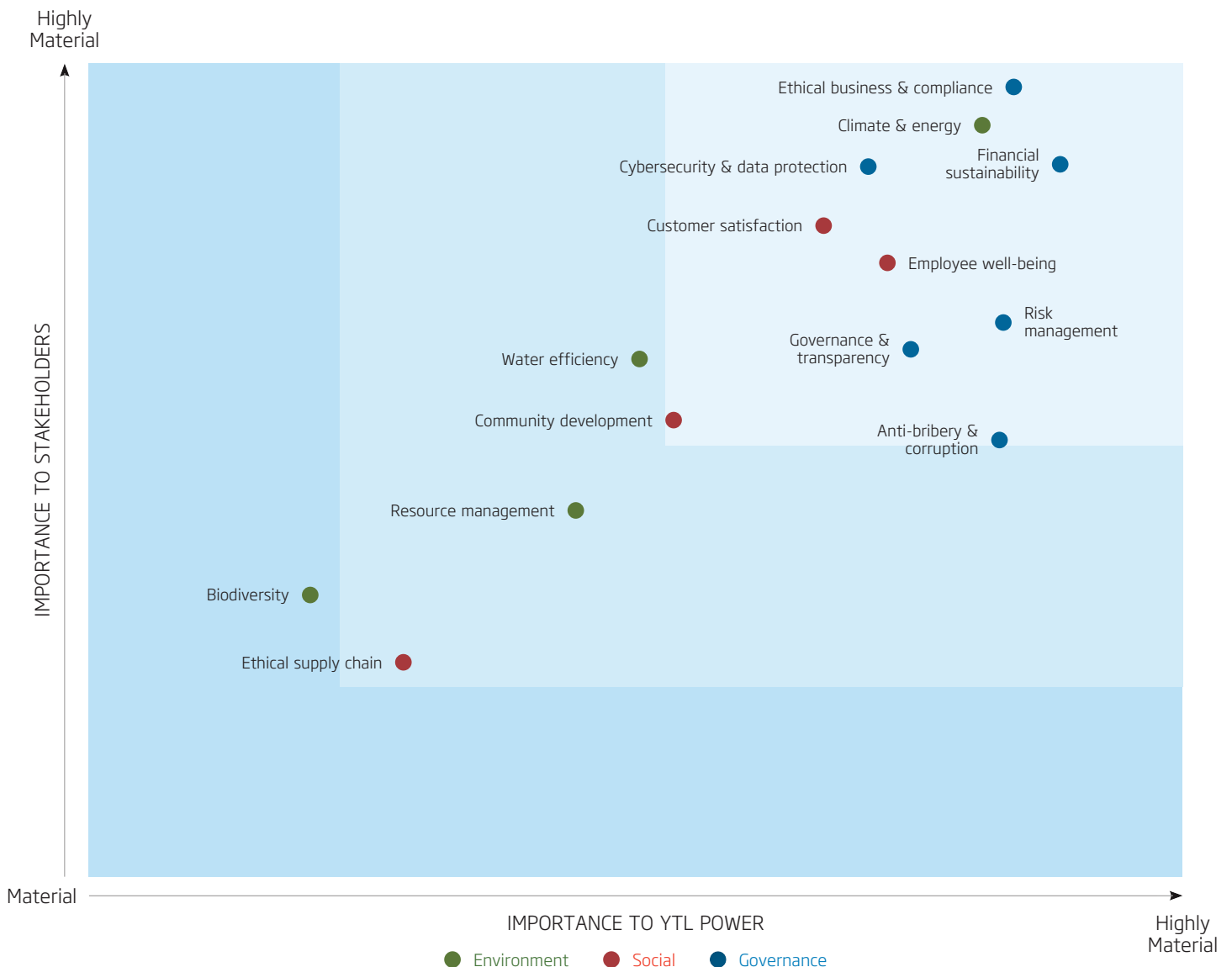
Groups	Modes of Engagement	Frequency	Matters Discussed by Stakeholders
Shareholders, Investors, Banks & Lenders	<ul style="list-style-type: none"> Annual & extraordinary general meetings Annual reports, ESG reports, quarterly financial reports Stock exchange announcements, website updates Investor relations events, analyst briefings Regular meetings, networking functions 	Annual/ Quarterly/ Ongoing	<ul style="list-style-type: none"> Economic performance Compliance & governance Company growth & value chain Business strategy & direction Financial results
Suppliers, Business Partners & Industry Groups	<ul style="list-style-type: none"> Regular meetings, site visits, networking functions Product launches, roadshows Supplier briefings, training, workshops Supplier assessment system 	Ongoing	<ul style="list-style-type: none"> Compliance with industry best practices, legislation, rules & regulations Health & safety Fair treatment of suppliers & business partners Ethical & responsible conduct Opportunities for business collaboration
Governments & Regulators	<ul style="list-style-type: none"> Official meetings, visits Industry dialogues, events, seminars Industry consultation 	Ongoing	<ul style="list-style-type: none"> Compliance with legislation, rules & regulations Opportunities for business investment Community investment
Media	<ul style="list-style-type: none"> Press releases Official launches, corporate events Websites, social media 	Ongoing	<ul style="list-style-type: none"> Economic performance, company growth & value chain Business strategy & direction New projects and future prospects
Communities	<ul style="list-style-type: none"> Community outreach programmes Charitable contributions Websites, social media Local initiatives 	Ongoing	<ul style="list-style-type: none"> Minimising environmental & social impacts Community investments including donations, fundraising & volunteering programmes Project-based initiatives

Managing Sustainability

Materiality Outcomes

In 2022, we reassessed our ESG matters and made the following adjustments in line with the streamlining of our management of these matters:

- ‘Scheduled waste disposal’ and ‘waste management’ were merged into ‘resource management’
- ‘Air emissions’ matters were merged into ‘climate and energy’
- ‘Health and safety’, ‘employee engagement’, ‘employee benefits’ and ‘diversity and anti-discrimination’ were expanded more holistically as ‘employee well-being’
- ‘Products and services’ and ‘innovation and technology’ were merged into ‘customer satisfaction’
- ‘Local community’, ‘education’ and ‘arts and culture’ were merged into ‘community development’
- ‘Sustainable supply chain’ has been expanded into ‘ethical supply chain’
- ‘Customer privacy’ was expanded to encompass ‘cybersecurity and data protection’



Managing Sustainability

Understanding the Context of our Material Matters

Whilst our Group operates in countries across the globe, the individual businesses are highly localised such that, at present, each key business segment generally operates in a single jurisdiction, area or region. As such, the materiality of ESG concerns, impacts and initiatives differs across business segments depending on their nature, and we then have a high-level Group-wide consolidation process to measure these matters.

Therefore, the matters that are material to our water and sewerage business in the UK will differ from those that affect our merchant multi-utilities business in Singapore or our telecommunications business in Malaysia. The following table provides an overview to further explain this in the context of our Group and the focus of disclosures in our ESG Report.

Material matter	Water & Sewerage	Multi-Utilities Business (Merchant)	Telecommunications Business	Investment Holding Activities
ENVIRONMENT				
Climate & energy	●	●	●	●
Water efficiency	●	●		
Resource management	●	●	●	●
Biodiversity	●			
SOCIAL				
Employee well-being	●	●	●	●
Customer satisfaction	●	●	●	
Community development	●	●	●	●
Ethical supply chain	●	●	●	●
GOVERNANCE				
Ethical business & compliance	●	●	●	●
Financial sustainability	●	●	●	●
Cybersecurity & data protection	●	●	●	●
Governance & transparency	●	●	●	●
Anti-bribery & corruption	●	●	●	●
Risk management	●	●	●	●

Notes:

- ● ● Indicates highly material matters
- ● ● Indicates lower to moderately material matters

Our Power Generation (Contracted) segment is excluded as there were no operations in this division for the financial year under review.

Managing Sustainability

Management of our Material Matters

The value creation of the YTL Power Group is intrinsically linked to our ESG strategy, risks and opportunities, and our alignment with the relevant UN SDGs. Our risk framework is identified and managed through a tiered system of groups drawn from operational staff, senior management, Executive Directors and the Board. The Board reviews and is ultimately responsible for risk and setting the risk appetite and tolerance.

Risks have been identified evaluated and managed in line with our processes throughout the year. This section narrows the focus to highlight the ESG context, which forms a subset of our risk management framework, further details of which can be found in the *Management Discussion & Analysis* and *Statement on Risk Management & Internal Control* in this Annual Report.

Environmental Stewardship

Key stakeholders : Communities, customers, governments & regulators, banks & lenders
 UN SDGs : 6, 7, 12, 13, 14, 15

Material matters	Risks	Opportunities	Management approach
Climate & energy Water efficiency Resource management Biodiversity	<p>Short term (1-5 years)</p> <ul style="list-style-type: none"> • Physical risks: Increased severity & frequency of extreme weather events including floods & heatwaves may disrupt operations & increase operational, capital & supply chain costs • Regulatory & policy risks: Interventions such as higher carbon price or carbon taxes & new legislation or reporting requirements may result in increased regulatory & associated costs • Financial risks: Compliance with new regulations, research & development (R&D) & adoption of new technologies may lead to increased operational or investment costs • Reputational risks: Shift in consumer behaviour & investor preference for more sustainable businesses may influence demand for services <p>Long term (>5 years)</p> <ul style="list-style-type: none"> • Physical risks: Longer-term shifts in temperature & precipitation patterns may influence consumer demand, disrupt operations and/or impact resources • Technology risks: Development & use of emerging low emissions technologies and products may affect competitiveness, costs and consumer demand 	<ul style="list-style-type: none"> ✓ Better integrate environmental & climate change priorities into long-term business strategy ✓ Identify & invest in innovative technologies & solutions to build adaptive capacity & ensure climate resilience ✓ Improve energy, water & waste efficiency to reduce operational costs across service delivery processes ✓ Leverage new & cleaner technologies with use of supportive policy incentives, subsidies & tax benefits ✓ Pursue attractive ESG-linked lending options from banks & lenders ✓ Increased participation in carbon markets 	<ul style="list-style-type: none"> ✓ Improve our operational resilience through spare capacity management, regular asset maintenance & adoption of appropriate technological advances ✓ Reduce our impacts on the environment on an ongoing basis through green initiatives, innovation & investments ✓ Develop & invest in low-emission & renewable technologies to allow us to fulfil increased customer demands for cleaner energy; participation in renewable energy programmes & adoption of energy efficiency measures ✓ Pursue exploration of viable new green business lines, including incorporation of potential climate-related financial risk management into investment decisions for major growth projects ✓ Promote R&D into building materials & products with lower environmental impacts ✓ Ensure effective response to, and recovery from, disruptive events with early warning systems, real-time monitoring, emergency plans, response teams & up-to-date business continuity strategies

Managing Sustainability

Societal Enrichment

Key stakeholders : Employees, customers, communities, media, suppliers, business partners & industry groups

UN SDGs : 3, 4, 5, 8, 9, 10, 11

Material matters	Risks	Opportunities	Management approach
Employee well-being	<p>Short term (1-5 years)</p> <ul style="list-style-type: none"> Inadequate focus on talent retention could result in increased costs & impact productivity Employees may leave due to unfair treatment or insufficient incentives <p>Long term (>5 years)</p> <ul style="list-style-type: none"> Unsafe workplaces can disrupt operations, result in regulatory fines & impact business reputation and branding Poor customer service Disruptions to business operations Adverse financial impacts Inadequate community engagement may negatively impact business reputation & local support for the organisation 	<ul style="list-style-type: none"> Develop talent & provide equal opportunities with industry-benchmarked standards Adhere to human rights principles & sound labour practices Build a responsible brand Leverage technology to optimise operational efficiency & ensure high quality services 	<ul style="list-style-type: none"> Continuously invest in our human resources, including upskilling & re-skilling programmes Ensure our employees are able to continue to work in a safe & conducive environment Prioritise local community hiring as it cultivates shared values between the organisation & workforce Enrich & promote local community development through engagement initiatives & support Empower underprivileged & underserved groups through education & improving access to vital utility services Ensure fair & responsible supply chains & procurement processes Uphold our commitment to providing world-class products & services at competitive prices for global markets
Customer satisfaction			
Community development			
Ethical supply chain			

Responsible Governance

Key stakeholders : Suppliers, business partners & industry groups, shareholders & investors, governments & regulators, banks & lenders

UN SDGs : 8, 17

Material matters	Risks	Opportunities	Management approach
Ethical business & compliance	<p>Short term (1-5 years)</p> <ul style="list-style-type: none"> Loss of relevant market share Impact on share price Regulatory fines & loss of investor confidence 	<ul style="list-style-type: none"> Inculcate a strong compliance culture throughout the organisation Invest in long-term sustainable products & infrastructure to promote business resilience 	<ul style="list-style-type: none"> Deliver robust financial performance & maintain strong governance Adopt & enforce a zero-tolerance approach towards fraud, bribery & corruption
Financial sustainability			
Cybersecurity & data protection	<p>Long term (>5 years)</p> <ul style="list-style-type: none"> Adverse financial impacts Loss of licence to operate Reputational damage 	<ul style="list-style-type: none"> Better integrate climate related risk management into the current risk management & internal control framework 	<ul style="list-style-type: none"> Strong Board engagement on & oversight of all governance metrics to drive a top-down commitment to strong corporate governance throughout the organisation Implementation of integrity pledge & dedicated ongoing employee training programmes to disseminate & improve understanding of the organisation's policies, business values & expectations
Governance & transparency			
Anti-bribery & corruption			
Risk management			

Environmental Stewardship

COMMITMENT & APPROACH

Our commitment

Protecting and improving the environment to build a better future

Our approach

We are dedicated to providing high quality services and products whilst minimising our impacts on the environment. We recognise the adverse impacts of environmental degradation and climate change, and strive to pursue purposeful measures in ensuring our businesses are genuinely sustainable and in compliance with legal environmental requirements. We contribute towards this cause through the following activities:

- ✓ Reducing GHG emissions
- ✓ Promoting energy efficiency and renewable energy
- ✓ Improving water efficiency
- ✓ Managing waste streams and ensuring responsible disposal or reuse
- ✓ Optimising resource efficiency
- ✓ Conserving terrestrial and marine biodiversity and ecosystems

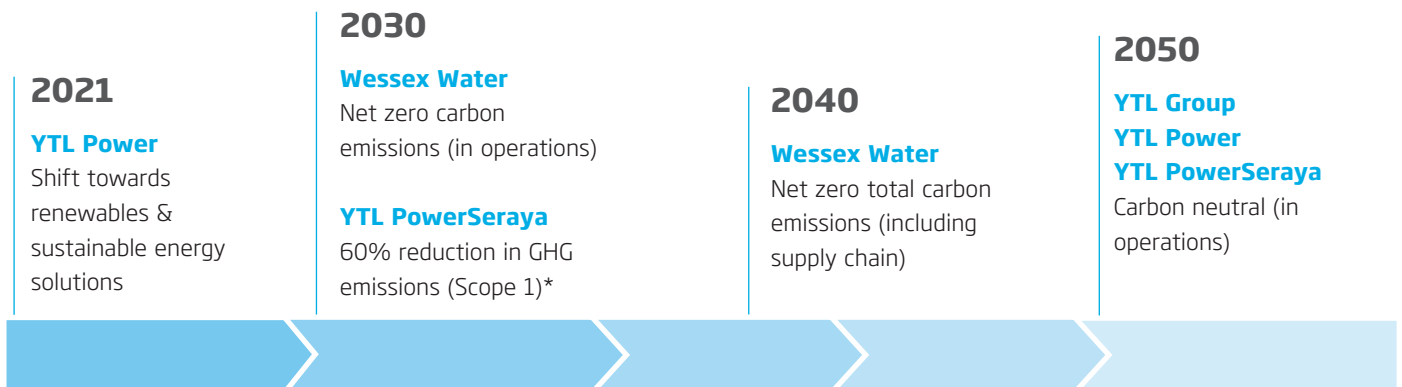
Protection of the environment remains one of our core tenets and we place an important part of our focus on sustainable development. We recognise that the planet provides limited resources and as

such the onus is on us to mitigate impacts on land, water and air through the responsible use of natural resources and sustainable operations.

YTL Power is dedicated to progressing in a sustainable manner whilst taking precautionary approaches to minimise the potential risks to both our business and the environment, in accordance with the UN SDG principles relating to the environment. We strive to minimise our environmental impacts through our collective efforts in the areas of climate change and energy, waste and water management, resource management and biodiversity.

We have set a high-level target for our Group to be **carbon neutral in operations by 2050**, in line with the Malaysian Government’s goal. Given the diverse geographic location of our Group’s key businesses, some of our operations have already moved ahead, in line with technological advances, government incentives and regulatory requirements in those jurisdictions, and are expected to reach this goal sooner:

- ✓ In the UK, Wessex Water’s target is to achieve **net zero operational carbon emissions by 2030** and **net zero total carbon emissions (including supply chain) by 2040**.
- ✓ In Singapore, YTL PowerSeraya is targeting a **60% reduction in GHG emissions (Scope 1) by 2030** (from 2010 levels), and is aligned with our Group target to achieve **carbon neutrality in operations by 2050**.



* From 2010 levels

Environmental Stewardship

Strategic investment in protection of the environment has resulted in a growing portfolio of green investments, environmental technologies, GHG emission reduction measures, resource efficiency programmes and biodiversity conservation programmes across our Group. We are committed to the pursuit of new ventures, particularly in renewable and sustainable energy solutions, with a view to achieving our target as early as possible. This will be propelled by our key operations in the UK and Singapore, which are further along on this journey, driven by the climate progress being pursued in those countries.

YTL PowerSeraya’s 60-30 Vision

YTL PowerSeraya’s 60-30 Vision is its goal to achieve a 60% reduction in Scope 1 GHG emissions from 2010 levels by 2030, which it aims to fulfil through the following actions:

- (i) Maximising the energy efficiencies of its existing combined cycle and cogeneration plants;
- (ii) Increasing the renewables energy share in its generation mix via a combination of solar photovoltaic (PV) investments locally and renewable energy imports;
- (iii) Investing in low-carbon power technologies such as a blended or 100% H2-fired power generation plants; and
- (iv) Exploring carbon offsets through the use of eligible carbon credits.



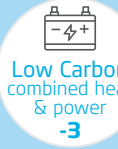










Wessex Water’s Routemap to Net Zero Carbon

In 2020, water companies in England produced a routemap to achieving net zero operational carbon emissions by 2030. This was the first sector routemap of its kind in the world, and Wessex Water published its own detailed plan in mid-2021 to achieve net zero operational carbon emissions by 2030, alongside a goal to achieve full de-carbonisation by 2040, a decade ahead of the UK government’s 2050 target.

The plan has three strands:

- (i) Emissions avoidance e.g. further reducing leakage and encouraging water efficiency, use of lower carbon transport and promotion of low energy, nature-based solutions;
- (ii) Optimisation measures e.g. improving energy efficiency and controlling process emissions; and
- (iii) More renewable energy e.g. increasing generation from biogas and pursuing opportunities for wind and solar power, both as generator and end user.

An overview of Wessex Water’s routemap is set out below and the full routemap can be accessed in the ‘ESG’ section on our website.

Tackling the Climate Emergency - Wessex Water’s Routemap to Net Zero Carbon							
	Business-as-usual	Readily-available options					Innovative technology
Emissions avoidance	 <p>UK Grid electricity -36</p>	 <p>Low Carbon cars and vans -6</p>	 <p>Low Carbon combined heat & power -3</p>	 <p>Work with contractors -2</p>	 <p>Diesel generation alternatives -1</p>	 <p>Methane control -2</p>	 <p>Biochar -20 estimated</p>
Optimisation		 <p>Energy efficiency -3</p>	 <p>Nitrous oxide control -6</p>				
Renewable		 <p>Renewable grid purchase -25</p>	 <p>Renewable electricity generation -4</p>	 <p>Biomethane export -20</p>			 <p>Bio Hydrogen Unknown</p>

Note: Items under ‘business-as-usual’ and ‘readily-available options’ will occur in the 2020s, whereas the ‘innovative technologies’ are more likely to be implemented at scale in the 2030s once they are established in the supply chain. All figures are in estimated reductions in kilotonnes of carbon dioxide equivalent.

Environmental Stewardship

CLIMATE & ENERGY

In line with our commitment to SDG 13 (Climate Action), YTL Power strives to assess and mitigate climate-related risks stemming from tougher climate regulations and higher carbon prices, and continuously updates efforts to reduce, mitigate and adapt to the effects of climate change. Our strategy remains focused on reducing emissions, enhancing energy efficiency and adopting renewable energy technologies towards a low carbon future.

GHG Emissions

Recognising climate change as a significant risk that needs to be managed carefully, we measure and report our GHG emissions to develop a coherent climate strategy centred on various nature-based solutions as well as community-based adaptation plans and initiatives in our various business units.

Our investment strategy has expanded to encompass new business models and green technology that focuses on energy efficiency, digitisation, resource recovery and cleaner energy solutions for a low carbon and climate resilient transition.

Type	Description
Scope 1	Direct emissions from the consumption of fossil fuels in our operations as well as company-owned or operated vehicles and refrigerant use in our water and sewerage and telecommunications business operations
Scope 2	Indirect emissions from purchased/grid electricity consumption

This year, we registered total Scope 1 GHG emissions of 3,715 kilotonnes of carbon dioxide equivalent (ktCO₂e) compared to 3,242 ktCO₂e last year, whilst Scope 2 emissions fell to 118 ktCO₂e this year compared to 121 ktCO₂e last year. The increase in Scope 1 emissions was due to higher amounts of fuel oil and diesel used for electricity generation in our Singapore operations this year following natural gas supply pressure issues and fuel shortages stemming from the military conflict in Ukraine.

Emission factors used for calculation of GHG emissions above are sourced from the Intergovernmental Panel on Climate Change (IPCC), Malaysian Green Technology Corporation, Energy Market Authority (EMA) Singapore, the UK Department for Environment, Food & Rural Affairs (DEFRA), the UK Department for Business, Energy and Industrial Strategy (BEIS) and research commissioned by UK Water

Industry Research. Main GHGs comprise carbon dioxide, methane, nitrous oxide and refrigerants from our water and sewerage and telecommunications businesses based on the nature of their operations, as well as carbon dioxide from our merchant multi-utilities business as other emissions are negligible.

In the UK, Wessex Water’s net GHG emissions fell to 113 ktCO₂e for FY2022, the lowest annual operational carbon footprint since reporting began in 1997. In addition to its Scope 1 and 2 emissions, this number also includes Wessex Water’s Scope 3 emissions related to transmission of electricity, use of public transport and its contractors’ energy use in the course of work for Wessex Water. A combination of energy efficiency improvements, renewable energy generation and the rapidly falling carbon dioxide intensity of UK grid electricity has led to steadily falling emissions over the last six years.

Electricity use in FY2022 was 10 GWh lower than the average of the last two years, but close to the average over the last 15 years, and Wessex Water continues to look for energy efficiency opportunities to counteract rising energy use caused by tighter water and sewage treatment standards, and the operation of the regional water supply grid.

We continue to make progress on delivering our decarbonisation targets. Wessex Water’s efforts are ongoing to develop the tools needed to calculate the whole-life carbon footprint of capital schemes to inform decision making on the lowest carbon options. Pursuing both targets will involve all parts of the business as well as co-operative relationships with solution providers, technology developers, customers, local communities and regulators, among others.

In 2021, Wessex Water produced its third climate adaptation report, which sets out how the business is adapting to climate change under provisions set out in the UK Climate Change Act, and details the systems-based approach to resilience that underpins the division’s operations and future plans. This places climate change alongside a number of other ‘stresses’ that could affect long-term resilience, as well as ‘shocks’ such as associated extreme weather events. The report can be accessed in the ‘ESG’ section on our website.

In Singapore, we continuously seek to source clean energy options to deliver affordable electricity to customers. More than 95% of the power generated by YTL PowerSeraya comes from natural gas, which is amongst the least carbon intensive fossil fuels commercially available.

Environmental Stewardship

Energy options in Singapore are currently, by and large, limited to fossil-based fuels owing to the country's geographic characteristics and constraints. As a major power sector player in Singapore's open electricity market, YTL PowerSeraya has an important role in providing reliable and energy efficient electricity to power the country's economy while contributing to the Singapore 2030 climate change goals.

Our generation mix comprises almost solely of natural gas although, compared to previous years, more diesel and heavy fuel oil amounting to about 3% of the mix was consumed during the financial year under review due to natural gas pressure issues and the military conflict in Ukraine.

In an effort to improve energy efficiency and sustainability, projects such as installing variable speed drives (VSDs) on our co-generation power plant unit's boiler feedwater pumps, which could bring upon annual power consumption savings of 6,800 MWh upon full completion, were partially completed during the financial year under review. YTL PowerSeraya is also working to form external partnerships with other industries to explore the domains of cleaner fuel alternatives like hydrogen and developments in the carbon capture, storage and utilisation scene.

In our Telecommunications segment in Malaysia, as part of our commitment to reducing GHG emissions, YTL Comms continues to explore the adoption of innovative clean energy resources, such as solar power, in its operations to reduce emissions and better manage its carbon footprint. The launch in December 2021 of our 5G services bodes well in this area, given that the 5G network is significantly more energy efficient per traffic unit than legacy 3G and 4G networks.

Renewable Energy

Renewable energy sources are virtually inexhaustible, producing much lower negative environmental and social impacts than conventional fossil fuel-based energy. In support of the transition to a low carbon economy, YTL Power has implemented various renewable energy integration projects across our business units and promoted the generation and use of renewable energy to facilitate the transition process and minimise our environmental footprint.

In line with our shift towards investing in more sustainable, renewable energy solutions moving forward, we completed the acquisition of the Kulai Young Estate in Johor, Malaysia, in January 2022 and intend to develop part of the land into a large scale solar power facility with a generation capacity of up to 500 MW.

In conjunction with this project, we are developing the YTL Green Data Center Park in Kulai, Johor, which will be Malaysia's first data center campus to be co-powered by on-site renewable solar energy. The campus will incorporate innovative and sustainable solutions in design and operations to achieve high-energy efficiency and is expected to serve the growing demand in the region for eco-friendly, cost-efficient data center solutions from hyperscalers and co-location customers alike.

In the UK, Wessex Water's track record dates back to the 1960s with generation of electricity from sewage gas. Wessex Water's current renewables capacity encompasses diversified biogas use (electricity, gas grid and vehicles) and renewable energy from food waste, hydro and solar.

This year, 12% of Wessex Water's electricity demand came from renewable electricity generated at its sites. Furthermore, biomethane exported by Wessex Water to the gas grid was 2.5 times the natural gas that it consumed itself.

Meanwhile, in FY2022, Geneco, YTL PowerSeraya's retail brand in Singapore, launched Power Eco Add-on, Singapore's first-and-only customisable green add-on for an electricity plan for its residential customers. As of 30 June 2022, 2,546 customers have signed up with Power Eco Add-on.

Launched on 9 August 2021, this innovative product provides eco-conscious customers the flexibility of choosing either carbon credits or Renewable Energy Certificates (RECs) to lower the carbon footprint of their electricity consumption. The RECs originate from solar rooftop systems installed at Pulau Seraya Power Station owned by YTL PowerSeraya. Geneco designed this new add-on at varying green contribution levels of 25%, 50%, 75% and 100%, at the customer's option.

Customers also have access to a comprehensive suite of sustainable energy solutions which include collaborations with various solar panel installation partners to provide rooftop solar panel installation services for commercial and industrial customers.

Environmental Stewardship

WATER EFFICIENCY

Water scarcity is one of the key challenges the world faces in the 21st century. The degree of water scarcity can differ dramatically from one place to another, in some cases causing wide-reaching damage, including to public health, economic development and global trade.

Across our operations, our sources of water withdrawal consist of municipal water supply, NEWater (reclaimed water (in Singapore)), and seawater. We use water in our power plants for cooling processes and equipment. Our offices and other businesses use water for drinking, cleaning, landscaping and other general purposes.

All trade effluent from our operations is treated and discharged to water courses or sewer systems in accordance with the environmental discharge limits and effluent standards in countries where we operate.

(in '000 m ³)	2022	2021
Water withdrawal*	127,514	127,247
Water discharge*	317,972	387,657
Water consumption	2,702	2,747

* Comprises surface water, groundwater, seawater and third-party water

There was a noticeable reduction in water discharge, mainly due to the weather in the west of England during FY2022 being drier than the previous year. The numbers disclosed include rainwater that enters our water utility business' sewer system; consequently, a drier year leads to less water being received, treated and discharged.

Sustainable Abstraction

Water security is a critical part of our water and sewerage business. We are committed to providing a better environment for nature and people, and Wessex Water has a critical role to play in helping the UK to achieve its net zero target and tackle the climate and nature emergencies the world is facing. Wessex Water's rivers need looking after more than ever and chalk streams and other water sources need to be maintained in good health.

In FY2022, Wessex Water was 97% compliant with the licences that control how much water the business can take from the environment. Although there were three technical breaches related to compensation flow, none of these cases caused any negative environmental impact.

Investments made in network infrastructure, source protection and promoting efficient water use have created a very resilient water supply system. It has now been 45 years since Wessex Water imposed any customer restrictions on water use, such as hosepipe bans, and it is one of the most drought resilient UK water companies.

This was another excellent year in the division's leakage reduction programme, reducing leakage by a further two million litres a day to 64.4 million litres per day. This was supported by continued improvement in both leakage control activities and pressure management. Wessex Water is well on the way to meeting its target to reduce leakage by 15% between 2020 and 2025.

Water supply demand last summer was fairly muted, but the future looks challenging. In this reporting year, the UK Environment Agency classified the Wessex Water area as seriously water stressed for the first time. Against that backdrop, we are working with neighbouring water companies and other stakeholders to produce a long-term regional water resources plan, with ambitious targets to reduce demand, together with innovative supply side options.

In Singapore, water withdrawn is largely used for power plant processes (electricity and process steam generation) with small proportions for domestic use and the production of potable water. Water use at YTL PowerSeraya's power plant operations is mostly met by renewable water sources, which are desalinated water generated from in-house desalination plants and NEWater, which is high-grade reclaimed water produced from treated used water that is further purified using advanced membrane technologies and ultra-violet disinfection.

The use of desalination technology reduces demand for Singapore's scarce water resources and, at the same time, increases the water sufficiency of the power plant.

As a result, our power plant operations in Singapore are relatively self-sufficient in water, putting less strain on Singapore's freshwater resources, with about 70.8% of supply from in-house desalinated water and 29.2% from NEWater. A combination of preventive and corrective maintenance programmes is in place to minimise the water losses arising from power plant boiler processes which account for about 10.5% of the total water withdrawn. Total water withdrawn for power plant operations was about 2.1 million m³ in FY2022, a slight decrease of 0.4% compared to the previous year.

Environmental Stewardship

Environmental Water Quality

All trade effluent from our operations is treated and discharged to water courses or sewer systems in accordance with the environmental discharge limits and effluent standards in countries where we operate. We have consistently achieved 100% compliance with water discharge quality under local standards and there were no significant chemical or oil spills during the reporting period.

At YTL PowerSeraya's Pulau Seraya Power Station, wastewater after undergoing power plant processes is discharged to the open sea. This wastewater discharge, which is within the environmental limits regulated under the Environmental Protection and Management (Trade Effluent) Regulations of Singapore, is about 28.6% of the total water withdrawn.

Wessex Water was 100% compliant with the quality of its wastewater discharges for FY2022, from water recycling centres as well as a reduction in pollution incidents, and installed an intelligent blockage detection system which helped reduce pollutions from 87 in 2020, to 72 in 2021.

The UK has seen growing interest in water-based recreation and the year under review was characterised by a surge of comment on the poor state of water quality in UK rivers and, in particular, the contribution from water company storm overflow discharges. Overflows were built into sewer networks constructed prior to the 1960s to prevent property flooding during heavy rain. While their impact on river water quality is very limited, in the 21st century, any such discharge into a watercourse is unacceptable.

As such, Wessex Water is committed to progressively eliminating storm overflows, starting with those that discharge most frequently and those that have any environmental impact. Eight of the 444 rivers, lakes and seas in its region currently fall short of the standards required due to the operation of storm overflows, and we are currently investing more than £3 million every month to address this. Further details on Wessex Water's Storm Overflows Improvement Plan can be found in the 'ESG' section on our website.

More generally, we committed to improving the environmental status of all rivers within Wessex Water's region in line with the UK government's 25 Year Environment Plan and the UK Environment Act. Wessex Water will also support others to reduce the impacts they have, by acting as a convener and leader of catchment partnerships and markets, helping different parties to work together to the greatest effect.

Looking ahead, Wessex Water is focused on the following priorities:

- Continuing to ensure its water recycling centres treat sewage to the required standards before discharging to the environment;
- Extending its catchment management programme to further develop partnerships with farmers and landowners to reduce the environmental impact of their activities;
- Championing nature-based solutions such as wetlands alongside on-site assets to ensure that treatment solutions restore the environment rather than being to its detriment.



Environmental Stewardship

RESOURCE MANAGEMENT

Energy Efficiency

We manage and monitor our energy consumption and efficiency to implement the appropriate energy management practices in our daily operations. We have implemented several initiatives to reduce energy consumption, improve efficiency and progressively upgrade our existing infrastructure with energy saving features across YTL Power’s operations and properties.

Fuel consumption rose in tandem with an increase in power plant operations in Singapore. This comprises almost solely of natural gas although, compared to previous years, more diesel and heavy fuel oil was consumed due to fuel supply shocks resulting from the Ukraine-Russia conflict. Energy consumption also increased this year due to the higher output.

	2022	2021
Total fuel consumption (terajoules)	64,213	57,249
- Natural gas	94.1%	99.5%
- Others	5.9%	0.5%
Grid & house load energy consumption (GWh)	581	567

During the financial year under review, YTL Comms launched its 5G network, which is significantly more energy efficient per traffic unit than 3G and 4G predecessors. Other energy-efficiency efforts include regularly maintaining assets and procuring modern energy-saving solutions. As part of our commitment to reducing GHG emissions, YTL Comms continues to explore the adoption of innovative clean energy resources, such as solar power, in its operations to reduce its carbon footprint.

Waste Management



Waste generation around the world has increased exponentially over the last few decades, due to factors including population growth, urbanisation and economic growth, as well as online shopping and consumerism generally combined with inefficient waste management systems.

We work towards ensuring efficient resource use and responsible disposal in our organisation and continuously look for ways to avoid unnecessary consumption and waste generation, exploring innovative opportunities and partnerships. We engage licensed third-party contractors across our operations to handle hazardous waste, storage and responsible disposal, adhering to best practices and local regulatory requirements.

Environmental Stewardship

	2022	2021
Total waste generated (tonnes)	148,921	135,599
- Waste diverted from disposal	97.4%	96.9%
- Waste directed to disposal	2.6%	3.1%

Wessex Water set a target around a decade ago of diverting 100% of non-sludge waste from landfill by 2020, and successfully achieved this target starting in 2019. The business does not use landfills for disposing any inert waste and is committed to ensuring waste from day-to-day operations does not end up in landfills, including the by-products of the water recycling process.

Wessex Water also continues to work together with its sister company, GENeco UK, to transform over 700,000 tons of waste annually into biofertiliser and biogas for generating electricity.

Although water refill points remained off during the most severe national lockdowns in 2020 and 2021, Wessex Water continued to install nine more units across its region in partnership with local councils and now has 22 permanent refill points in towns across the region. It is estimated that these refill points have replaced the equivalent of 60,000 single-use plastic bottles over the past year.

In Malaysia, YTL Comms is committed to reducing its e-waste by extending the lifespan of network assets through repair and refurbishment. All e-waste is inspected and properly disposed of by licensed third-party scheduled waste carriers to mitigate any environmental contamination.



Responsible Production & Consumption

We place a high priority on responsible production and community-wide initiatives to encourage and assist our customers and their local communities in protecting their shared environment and resources.

During FY2022, more than 14,000 customers signed up to Wessex Water’s GetWaterFit digital water use calculator tool. This helps customers to understand their usage and order free water saving devices. However, the volume of water saved by these water efficiency programmes was still below its target of 2.0MI/d. A full Home Check service, which provides free water savings fittings and small leakage audits, was relaunched in April 2022, and Wessex Water aims to engage 6,000 households in the year ahead to reach its water efficiency targets in the upcoming year.

YTL PowerSeraya has made great strides in developing and rolling out a range of plans that offer customers the ability to improve their carbon footprint and work towards carbon neutrality in their electricity consumption, such as its Power Eco Add-on plans.

Meanwhile, in our Brabazon development in the UK, undertaken by YTL Developments, our revamped masterplan vision focuses on ensuring that more sustainable homes are built in the right places. As a brownfield site situated along existing transport corridors, public transport connections and active travel routes provide the opportunity to develop a genuine alternative to car-dependent lifestyles. Brabazon’s accessibility opens up the options to reach the site by train, bus and bicycle, making it ideally placed to build much-needed new homes, offices, schools and community facilities in a way that is environmentally and economically sustainable.

Similarly, YTL Arena Bristol, being developed at the existing Brabazon Hangars, retains, repurposes and celebrates the industrial spirit and heritage of the hangars - originally built for the construction of the Bristol Type 167 ‘Brabazon’, the largest and most luxurious civil airliner of its time, and later, the Concorde.

The Arena has been designed as an insert into these Hangars, with a floor area covering over 30,000 square metres and a volume of over one million cubic metres. In doing so, the expansive concrete flooring and long-span high-quality steelwork will be retained, saving around 21,400 m³ of concrete and 18,600 tons of CO₂. In addition, low-carbon energy sources like on-site battery storage, rainwater harvesting and grey water re-use are incorporated throughout.

In 2021, YTL Developments was the winner of the Insider South West Property Awards for Sustainability.

Environmental Stewardship

BIODIVERSITY

Based on our Group's operational footprint, protection of biodiversity is of material importance in Wessex Water's operational sphere which covers over 10,000 square kilometres in the south west of England, whilst our activities in Malaysia and Singapore do not have significant impacts on biodiversity.

In its Strategic Direction Statement published in March 2022, Wessex Water has pledged to double its contribution to the region's biodiversity. Wessex Water's proactive conservation programme is set out in its Biodiversity Action Plan, which aims to halt or reverse biodiversity loss in its operational area, with a focus on 4 key themes:

- The partners programme which provides funding for projects carried out by wildlife organisations across the region;
- Environmental assessment work which sets out how measures to avoid or mitigate any impact to the environment from developing its sites or operations;
- Conservation, access, recreation work which includes enhancing biodiversity on its land, such as the sites of treatment works; and
- Catchment biodiversity work, which aims to find both wildlife and water quality solutions to problems in our catchments which are cost-effective and sustainable.

Nearly 63% of Wessex Water's Sites of Special Scientific Interest (SSSI) landholding is considered to be in favourable condition by Natural England with a further 30.5% in unfavourable recovering condition. The UK government's 25-year Environment Plan includes a target to restore 75% of protected sites to favourable condition.

Between 2020 and 2025, Wessex Water is supporting four projects through its Biodiversity Action Plan Partners Programme to deliver cleaner rivers, good quality habitats for wildlife and more natural solutions for flood alleviation and carbon storage. The particular focus is on areas near Wessex Water's assets, pollution hotspots and areas of particular environmental interest or importance, such as SSSI.

Wessex Water's Biodiversity Action Plan can be found in the 'ESG' section of our website, together with more information on current biodiversity partnerships.



Societal Enrichment

Our management of social impacts and considerations centers on our customers, our people and communities where we operate, including supply chain matters, where applicable. We prioritise providing reliable, affordable services for our customers and communities, providing our people with the opportunity for personal development and a satisfying career and investing for the long term in our communities for the benefit of all our stakeholders.

CUSTOMERS

Commitment & Approach

Our commitment

Providing reliable, affordable services for our customers and communities

Our approach

- ✓ Providing all customers with excellent standards of service that protect health, improve the environment and give customers good value for money
- ✓ Building trust and loyalty to maintain long-term relationships and attract new customers by delivering the best levels of service and continually challenging ourselves to find better, cheaper ways of achieving this
- ✓ Putting our customers at the heart of everything we do and encouraging our people to go the extra mile whenever they can

Customer Satisfaction

We manage customer engagement from the ground-up in order to cater to and address the specific needs of different groups of customers. Our teams on the ground at the local level regularly engage with customers, soliciting and reviewing their feedback on products and services as part of our business improvement initiatives. This provides vital information for continuous improvement to better understand their expectations and improve their experience with us.

Wessex Water has an industry-leading customer experience track record and, in 2021, topped the water and sewerage company ranking in Ofwat's Customer Measure of Experience (C-MeX), which measures the quality of services delivered to household customers and assesses residential customers' satisfaction with their water company. Ofwat is the independent economic regulator for the UK water and sewerage industry.

In customer surveys, about 92% were satisfied with Wessex Water's service levels, and 76% of customers rated our service as good or very good value for money. On Trustpilot, 87% gave the company a five-star rating.

This year, Wessex Water again received the Customer Service Excellence award and retained the Service Mark with distinction from the Institute of Customer Service, one of only 19 companies in the country to hold this accreditation.

Singapore's open electricity market makes it easy for customers to choose their electricity provider, placing the onus on the electricity retailers to come up with attractive, innovative plans that address the needs of their customers. Rising awareness of the need to address climate change and the unique geographic and resource-related challenges Singapore faces have increased customer interest in more energy efficient solutions that would enable them to mitigate their carbon impacts.

To cater to the growing demand for greener electricity, YTL PowerSeraya's retail brand, Geneco, introduced the Power Eco Add-on plan. Launched in conjunction with Singapore's 56th National Day on 9 August 2021, customers are empowered to go green by signing up to the Power Eco Add-on plan, an innovative product that provides eco-conscious customers the option of choosing either carbon credits or Renewable Energy Certificates (RECs) to lower the carbon footprint of their electricity consumption.

In Malaysia, YTL Comms has long led the way in democratising access to high-speed mobile broadband services, offering the most affordable plans and bridging the access divide across rural and urban areas of the Peninsula. In December 2021, YTL Comms became the first telco in Malaysia to offer 5G access to its customers, with service available in certain areas throughout Putrajaya, Cyberjaya and Kuala Lumpur through Digital Nasional Berhad's network.

Subsequently, in May 2022, we launched a new Yes Infinite plan, as well as an Infinite+ plan meant to cater for those who need a 5G phone to go with the new plan. Subscribers of the plans are provided with unlimited access to 4G and 5G services with no Fair Usage Policy (FUP) restrictions.

Customers in Vulnerable Circumstances

We offer financial assistance and other support programmes across our operations intended to assist customers facing difficult or challenging circumstances. As we provide utility services that are essential for daily life, the pandemic-related restrictions imposed at various stages over the past two years have not directly impacted our businesses. However, the knock-on effects on the wider economy in the countries where we operate have affected our customers and we have endeavoured to step up our assistance during these more trying times.

As part of the YTL Group, YTL Power also contributes significantly to YTL Foundation, the YTL Group's charitable arm, responsible for delivering the YTL Group's community improvement initiatives.

YTL Power, together with its subsidiaries, YTL Comms and FrogAsia Sdn Bhd, plays a key role in YTL Foundation's Learn From Home programme. A leading initiative launched in March 2020, the Learn From Home programme was a response to the pandemic with a particular focus on low-income families. The programme equipped B40 families with data and a smartphone for free so that their children could continue learning from home while schools were closed.

Through the initiative, 800,000 smartphones and SIM cards were distributed. The data plans provided under the initiative were extended to 31 August 2022 to help ease the transition back to physical classes as schools adopted hybrid teaching models. The initiative was also extended to cater for the 2021/2022 intake of university and polytechnic students. More information about the Learn From Home programme can be found in the *Community* section of this report.

We again collaborated with YTL Foundation to offer free smartphones and 12-month data plans to households and individuals under the Malaysian Government's Jaringan Prihatin programme. The programme, launched on 5 May 2021, provides subsidies of RM300 to B40 households and RM180 to B40 individuals for device and data plans offered by participating service providers. Registrations for the programme closed on 30 September 2021 but YTL Comms continued to provide the data plans under the programme until September 2022.

In the UK, Wessex Water is targeting for zero water poverty where no one will spend more than 5% of their disposable income on water. Working with special debt advice agencies, Wessex Water has developed a range of financial support packages to help customers who struggle to pay their bills. Customers on the lowest incomes benefit from discounts of as much as 90% on their bill. Currently, more than 54,000 households benefit and a further 32,000 customers are in the process of being added.

Because of the affordability crisis, an additional 83,000 customers will be fast tracked on to Wessex Water's affordability schemes. Over 16,000 customers are receiving discounts of up to 90% through the programme's Assist tariff, and more than 22,000 low-income pensioners are receiving at least £60 off their bill. The company is also pressing the UK government to enable auto-enrolment of low-income pensioners onto Wessex Water's 20% discount scheme.

Wessex Water works with around 280 partners to support vulnerable customers, including charities and debt advisers. Among the partnerships developed this year were with the Fire Service, to promote their home safety visits to customers registered for Priority Services, and Life Ledger to support bereaved customers.



Societal Enrichment

PEOPLE

Commitment & Approach

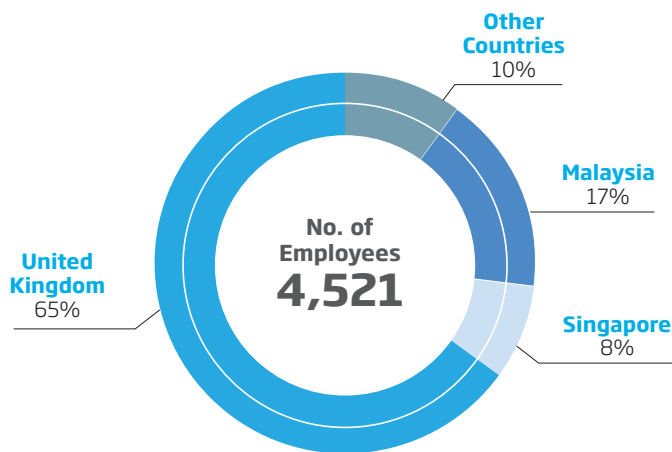
Our commitment

Providing our people with the opportunity for personal development and ensuring their well-being

Our approach

- ✓ Aiming to be an employer of choice providing opportunities for people at all stages of their careers, providing development for all levels of talent and ensuring a safe and healthy working environment
- ✓ Creating a harmonious workplace by fostering a strong and positive culture, embracing diversity and providing equal opportunities
- ✓ Nurturing human capital and caring for our people through active engagement and encouraging a healthy work-life balance

Our workforce of about 4,500 people as at 30 June 2022 is situated mainly in the UK, Singapore and Malaysia, and we also have a smaller number of employees in Indonesia, the Netherlands and other countries.



People are our most valuable asset and we aspire to attract, retain and nurture people with exceptional capabilities by providing competitive remuneration packages, as well as investing in the ongoing learning and development of our human resources. In addition, we offer internship and apprentice programmes to equip future talented employees with extensive industry knowledge as well as hands-on experience.

Training & Development

We recognise the contributions of all employees to our collective achievements. In order to equip our employees with the right skills, we provide training, workshops and seminars on a diverse range of topics, including occupational health and safety, environmental management, environmental awareness, project management, technical capability and soft skill development such as communications, leadership and other topics.

In FY2022, the average training attended by employees increased to an average of 14.8 hours per employee compared to 12.7 hours per employee last year, based on averages computed across our largest operating subsidiaries.

We aim to enhance the strength of mental and emotional connections of our people with their workplace and strive to create an environment where people are engaged and enabled to optimise performance. We view employee feedback mechanisms across our Group as essential in creating effective communication channels. During the year under review, these included the YTL Group Leadership Conference, in addition to a range of programmes carried out at subsidiary level across our Group.

Learning and development continued to be a key focus for the year with the development of learning roadmaps for all functions. In view of ongoing pandemic constraints, our Group has optimised a myriad of online and on-site seminars, workshops, share and learn sessions by in-house commercial and technology experts, as well as on-the-job functional training. The leaders and people managers also extended stronger leadership and manager support to help staff maximise their development and potential, so that they would be able to achieve job fulfilment and growth.

Experienced technical specialists were deployed at the plant levels to focus on technical engineering training development and execution to further enhance organisational capability-building and ensure transfer of technical skills by retiring engineers.

To nurture a highly productive digital workforce and better handle the ongoing online transformation as countries move towards management of the endemic phase of COVID-19, technology trainings were ramped up on a rolling basis throughout the organisation to enhance employee and organisational capabilities.

Societal Enrichment

Labour Standards

We are committed to a strong code of conduct, professionalism and ethical integrity in all of our business dealings and operations. We ensure that the rights of our workforce are upheld and protected in accordance with the Employment Act 1955 in Malaysia and local regulations and employment acts in all jurisdictions where we operate.

We adhere to the YTL Group policy on *Human Rights & Ethics* encompassing child/forced labour prevention, non-discrimination, freedom of expression, employment rights and business ethics and compliance, which can be found in the 'ESG' section of our website.

As at 30 June 2022, about 83% of our workforce was based outside Malaysia, in countries that also have sound labour protection laws and standards to which we vigorously adhere. These include the UK, Singapore, Indonesia and the Netherlands.

We strongly oppose slavery and human trafficking in our supply chains and in any part of our business. To be trusted to do the right thing is one of our core values and we would never knowingly engage with suppliers or contractors involved in slavery or human trafficking.

Based on the nature of our operations and the stringency of our regulatory compliance requirements, we do not believe any of our business units are at risk of child labour or forced labour practices.

Workplace Health & Safety

Protecting the health, safety and welfare of our colleagues, contractors and customers is a shared responsibility and we continue to deliver a strong health, safety and welfare culture in our day-to-day operations. The YTL Group policy on *Health & Safety* can be found in the 'ESG' section of our website.

Our aim is for zero accidents and we regularly monitor, review and optimise our health and safety practices to minimise incidents in our business operations. The information we collect assists in determining problem areas or emerging trends and allows resources to be allocated to prevent accidents or illnesses.

Established standard operating procedures (SOPs) are in place to review relevant health and safety requirements to be followed in order to ensure health and safety risks arising from operations are properly managed.

Governance	<ul style="list-style-type: none"> • Workplace health and safety committees at operating subsidiaries to monitor health and safety performance and report to management
Prevention	<ul style="list-style-type: none"> • Safety and security action plans • Accident and/or incident reporting procedures • Environmental health and safety risk assessment • Emergency response plans
Training	<ul style="list-style-type: none"> • Regular workplace safety awareness training • Safety training programmes • Safety and security standards within the businesses and operations
Operation	<ul style="list-style-type: none"> • Compliance with safety standards and management guidelines • Permit-to-work systems • Regular safety audits and inspections • Maintenance of fire detection and protection systems

In FY2022, Wessex Water implemented a dedicated health and safety reporting platform to improve visibility, action tracking and action management. The lost time incident rate in 2021 fell to 14.95 while days lost as a result of health and safety incidents fell by 50%. Wessex Water's engineering services division maintained their ISO 45001 certification and secured a President's Award from the Royal Society for the Prevention of Accidents.

YTL PowerSeraya's ISO 45001 occupational health and safety system was most recently audited during the 2021 financial year, with no significant non-conformance arising from the audit, which covered power plant operations. The next audit is scheduled to take place next year.

Societal Enrichment

Supporting the health and mental well-being of staff during the COVID-19 pandemic was a top agenda in the past financial year. YTL PowerSeraya held annual health screening and audiometric examination sessions for colleagues at the plant during FY2022 and rolled out a series of programmes and initiatives focused on aiding staff to cope with any challenges that they might be experiencing during the pandemic.

Across the organisation, internal activities were held to encourage our workforce to look after both their physical and emotional wellbeing. These ranged from holding fun contests, information and reminders to 'recharge', encouragement to connect with colleagues, as well as wellness talks.

Diversity & Equal Opportunity

With over 4,500 employees in diverse locations around the world, fostering a culture of inclusion and equality is essential in retaining a capable workforce. We value differences at YTL Power and firmly believe a diverse workforce brings different perspectives, ideas and solutions. We are committed to creating and promoting an inclusive workplace for our people and we continue to pursue initiatives that drive our diversity goals.

YTL Power is an equal opportunities employer and we strive to ensure equitable treatment of our workforce across our organisation. Selection procedures and criteria ensure that individuals are selected and promoted on the basis of their relevant merits and abilities and the needs of our organisation. These procedures are monitored and regularly reviewed.



		2022	2021
Total number of employees		4,521	4,433
Gender	Female	26%	25%
	Male	74%	75%
Type	Permanent	90%	91%
	Contract/temporary	10%	9%
Category	Top management	2%	2%
	Senior/Middle management	16%	16%
	Executive	9%	9%
	Non-executive	73%	73%
Age	< 30	20%	20%
	30 - 39	29%	29%
	40 - 49	23%	23%
	50 - 59	20%	20%
	> 60	8%	8%
Ethnicity	Bumiputera	11%	11%
	Chinese	11%	11%
	Indian	3%	4%
	Others ⁽¹⁾	75%	74%
Location⁽²⁾	Malaysia	17%	19%
	UK	65%	64%
	Singapore	8%	7%
	Other countries	10%	10%
Senior management hired from local community ⁽³⁾		96%	99%
Number of employees with disabilities		99	76
Number of employees taking parental leave		153	175
Number of employees returning after parental leave		148	172

Notes

- ⁽¹⁾ Includes the rest of global workforce not situated in Malaysia, including the UK, Singapore, Indonesia and the Netherlands as data on ethnicity is not collated on the same basis outside Malaysia
- ⁽²⁾ Based on location of company
- ⁽³⁾ Local community refers to local workforce in respective operating countries

Societal Enrichment

YTL Power remains committed to embracing diversity and equal opportunity to help employees grow and thrive. The YTL Group policy on *Human Rights & Ethics* and our *Code of Conduct & Business Ethics* set out acceptable practices and ethics that guide our people to understand their responsibilities in all business dealings. The policies can be accessed in the 'ESG' section on our website.

We have a robust job evaluation process and operate a framework of grades and pay ranges within each grade. We are confident our approach on pay is based on merit and job proficiency, and is not influenced by factors such as gender, age, religion, ethnicity or disability.

Our current areas of focus include:

- reflecting the diversity of the communities we serve;
- inspiring the next generation to join our various operations by engaging with schools and colleges and via targeted activities with a range of community groups; and
- internships, apprenticeships, graduates and early careers initiatives to bolster our young talent recruitment.

In FY2022, Wessex Water worked closely with the National Autistic Society, achieved Disability Confident Employer status and signed the armed forces covenant as well as continuing to advance inclusion and diversity programmes through internal network groups.



Societal Enrichment

COMMUNITIES

Commitment & Approach

Our commitment

Investing for the long term in our communities for the benefit all our stakeholders

Our approach

- ✓ Developing future generations of leaders by providing high quality education and supporting education initiatives
- ✓ Supporting community groups, social institutions, non-governmental organisations (NGOs), social enterprises and non-profit organisations
- ✓ Organising and supporting events to promote and support health and wellness amongst local communities
- ✓ Advocating community-based environmental initiatives to involve local communities in protecting their shared environment and improving their economic growth and livelihoods
- ✓ Supporting vulnerable groups, underprivileged communities and rural development through financial assistance, in-kind contributions and volunteering
- ✓ Promoting arts and culture by providing platforms for artistic expression

With business operations spanning the globe, we recognise the importance of creating sustainable and positive social value for communities where we operate. The YTL Power Group takes a proactive stance in enriching local communities, from providing financial assistance to improving the quality of education, and supporting livelihoods and economic development to shape a better environment for future generations.

As part of the YTL Group, YTL Power contributes significantly to YTL Foundation, the YTL Group's charitable arm, responsible for delivering the YTL Group's community improvement initiatives. Full details can be found at YTL Foundation's website at www.ytlfoundation.com.

Building Resilient Communities

As we adapt to the new normal and changing socio-economic conditions, it is now more important than ever to serve and create positive value for local communities. We continue to prioritise our commitment to building resilient communities and to improve the livelihoods and socio-economic well-being of local communities.

This year, we embarked on innovative and exciting plans for Brabazon, our mixed-use residential and commercial property development project in the UK undertaken by YTL Developments. The project is currently under development and, in April this year, YTL Developments submitted its application to revise the masterplan for Brabazon (further details of which can be found in the *Investment Holding Activities* section of the *Management Discussion & Analysis* in this Annual Report).

The revised masterplan is designed to meet the needs of local people while also delivering on the objectives of the UK's National Planning Policy Framework (NPPF) and South Gloucestershire Council's Local Plan. The overarching objective of the NPPF is to ensure development is economically, socially and environmentally sustainable.

Economically, the revised masterplan for Brabazon is projected to create over £5.0 billion in added economic value, with sufficient commercial space to support over 30,000 jobs. Socially, it represents a huge investment in the community that changed the world when it built Concorde, with three new schools, a health centre, community facilities and over 35 hectares of new public green spaces, including the largest new urban park in the south west of England for 50 years.

And environmentally, the new masterplan makes best use of the largest area of brownfield land in England's south west, catalysing major upgrades to public transport, when the alternative is unsustainable single-use developments in out-of-town locations and on green belt land.

Societal Enrichment

The vision for Brabazon also aligns with South Gloucestershire Council's Local Plan. With two new primary schools, one secondary school and provision for a major higher education or research institute, the revisions to the masterplan will help to give the best start in life for young people. As a multi-generational community, it will support those most in need to help themselves, with student accommodation for young people, through to retirement properties for older people.

Located at the centre of North Bristol's world-leading cluster of engineering, aerospace and technology businesses, over 20,000 high-skilled employees already work within 1.5 miles of Brabazon. Both of Bristol's renowned universities are within easy reach in a city where over 50% of the working age population is educated to degree-level.

At the same time, the flexible housing framework will encourage inclusive communities and sustainable growth, with the potential to deliver over 1,000 new affordable homes within a '15-minute neighbourhood', where every daily need or essential service is less than a 15-minute walk or bike ride away. Finally, it will create value for the community, with a range of new facilities including a GP surgery, a library and a community center.

While the revised masterplan for Brabazon is being assessed by the planning authorities, YTL Developments is continuing to deliver the first phase of new homes at Brabazon, with record demand for its range of new houses and apartments that are designed to be different.

Nurturing Education

Education enables upward socio-economic mobility, is key to creating a better society and has long been a priority for our Group. We strive to empower individuals and local communities by enhancing education and creating an inclusive and equitable environment where every child has access to education.

With the COVID-19 pandemic spreading across the globe and temporary closure of schools, YTL Power has been committed to protecting the wellbeing of children and ensuring continued learning by addressing content and connectivity gaps, facilitating learning opportunities and leveraging technology to provide education remotely.

Learn From Home

YTL Foundation's Learn From Home programme is a key initiative borne out of the COVID-19 pandemic. The programme equipped B40 families with data and a smartphone for free so that their children could continue learning from home while schools were closed. Over the past two years, the Learn From Home Initiative, in collaboration with YTL Power's subsidiaries, FrogAsia Sdn Bhd and YTL Comms, Teach for Malaysia, MyReaders, Pelangi, Kindity and CIMB Foundation, has built free online lessons for the entire Malaysian school curriculum.

Through the initiative, 800,000 smartphones and SIM cards were distributed, and 1,400 online lessons and 45,000 quiz questions made available at the Foundation's website and on the Launchpad Mobile App (formerly known as "FrogPlay").

This has enabled children to enjoy free access to the over 1,400 online lessons - currently available for Bahasa Malaysia, English, Mathematics, Science, Geography, History, Moral Education, Physics, Biology, Chemistry and lessons on the UN SDGs, with the aim of covering all core subjects by the end of 2022. The lessons are designed based on the national curriculum from Standard 1 to Form 5.

To date, the Learn From Home lessons have been accessed more than one million times. The lessons were also used for YB Maria Chin's Tuition For A Cause programme. The committee members of this programme recently carried out an assessment of learning resources available and decided to continue using the lessons for the programme.

Highlights for FY2022 included:

- **Collaboration with CIMB Foundation & Teach for Malaysia**

CIMB Foundation came on board as a content partner for developing more lessons to add to the existing 4 core subjects, and engaged Teach for Malaysia to run workshops for parents and students to introduce them to the Learn From Home lessons and enable them to run their own tuition sessions for students using the lessons. Their goal is to reach at least 6 PPR communities, 60 teachers and 9,600 students by 2023. This collaboration was launched in February 2022 with an aim to cover all core subjects by the end of 2023.

Program Perumahan Rakyat (PPR, also known as 'People Housing Program') is an initiative by the Malaysian Government to provide low-cost housing schemes for communities with a monthly income of RM2,500 or less.

Societal Enrichment



- **People's Choice Award at the AVPN Constellations Awards 2022**

Learn From Home was awarded the People's Choice Award at the Constellations Awards 2022, by Asian Venture Philanthropy Network (AVPN), Asia's leading social investment network. The nationwide programme was recognised on this global platform as an action-oriented project that addressed the complex shifting challenges of B40 communities during the pandemic. Awarded only to the best social change investment projects in Asia, this recognition highlights the programme's positive impact on low-income communities by enabling them to have access to education during the extensive periods of school closures. Winners in other categories included projects by the Bill and Melinda Gates Foundation and the United Nations Development Programme.

- **KelasKita: An evolution of the Learn From Home initiative**

Having built up this rich bank of educational content through Learn From Home, YTL Foundation will be launching KelasKita, a programme which will allow volunteers to provide tuition (online or on site) to children in low income communities most affected by the pandemic. Developed in partnership with Teach for Malaysia and FrogAsia, this programme seeks to help children make up for learning gaps and learning loss experienced as a result of the extensive school closures over the past two years.

Learn From Home University

In October 2021, as universities began reopening in Malaysia, YTL Foundation launched a new campaign through YTL Comms and Yes 4G to help students with their online learning needs. Eligible university students were able to redeem a free Yes 4G SIM and enjoy 7GB of 4G data each month for a period of one year.

At the moment, the Learn From Home University campaign is available for students and staff members at 35 universities including Universiti Malaya (UM), Universiti Putra Malaysia (UPM), Universiti Sains Malaysia (USM), Universiti Teknologi Mara (UITM), Universiti Tunku Abdul Rahman (UTAR), Universiti Kebangsaan Malaysia (UKM), Multimedia University (MMU) and International Medical University Malaysia (IMU).

The free SIM and data offer are given to students with no strings attached. There is no contract or upfront payment required, so students can learn online with greater peace of mind. Existing recipients under the Learn From Home University programme were also entitled to extend their free data online, for an additional 7GB of data monthly until September 2022.

Leaps Academy

To help children realise their full potential while providing holistic learning, Leaps Academy, an online programme run by YTL Foundation, particularly for children from B40 and underserved communities, adopts a more student-centered approach to education. The Academy focuses equally on academic achievement, social awareness and character-building programmes that emphasise soft skills, social-emotional learning and values-based education.

Since March 2020, this online programme has impacted over 770 children, with a combined attendance of 37,232 over 3,105 classes. It started with 30 students and as of June 2022, about 300 children learn through these weekly online lessons, not only from the Sentul and Bukit Bintang communities but also from as far away as Penang, Ipoh, Pahang and Sarawak, including children from refugee families.

Leaps Academy continues to engage with volunteer tutors who are university students from Heriot-Watt, Nottingham, UM, UTAR, IMU and UCSI, and has entered into a partnership with Soroptimist International Damansara to recruit international volunteers from Bath University and other British universities under their Building Bridges Beyond Borders programme. To date, over 130 dedicated volunteers have played an important part in the success and popularity of Leaps Academy.

OVERVIEW OF LEAPS ACADEMY'S KEY PROGRAMMES FOR FY2022

Programme	Description
MyPJ Mathematics Classes	Mathematics classes for 40 students from PPR Desa Mentari and PPR Sri Pantai, aged 7-12, led by 15 volunteer tutors from Heriot-Watt University, University Tunku Abdul Rahman and University of Malaya
Leaps Holiday Programme 4.0	Exploration of practical actions to promote a sustainable environment including reducing waste and turning waste into resources and learning about the UN SDGs and how to contribute to finding solutions
Values-based Education	'Respecting Others in All Human Diversity' - instilling positive values in younger generation 'Resilience' - helping children to learn how to build resilience to endure difficult situations and manage their emotions 'Art of Listening' - emphasising the importance of listening and staying focused, conducted by 7 volunteers from Ariston Club of Heriot-Watt University
Coding Class for Beginners	5-day course for local community children to learn basic coding skills, Introduction to Python and simple fundamentals and commands, conducted by Akhil Balaji, the son of a staff member of the YTL Group
Financial Literacy Programmes	12 weekly sessions on financial literacy for 12 refugee students covering everyday financial expenditure, planning and wealth, conducted by Melissa Zecha

PEMIMPIN GSL Leadership Programme for Schools

PEMIMPIN GSL ("PGSL") has been supported by YTL Foundation since its inception in 2017. YTL Foundation has helped the organisation grow and expand its reach from just 22 schools initially to over 500 schools all over Malaysia. During FY2022, PGSL ran the following programmes:

- Pintar Pemimpin Leadership Programme for Schools (PPLPS) - 99 underserved schools with 136 school leaders from all over Malaysia attended monthly training and coaching sessions with the PGSL team.
- Leadership, Enrichment and Development Programme (LEAD) Cohort 1 & 2 - PGSL concluded the LEAD Cohort 1 Programme by organising the final Workshop Cycle and the graduation event with 35 school leaders from 31 schools. LEAD Cohort 2 is still ongoing with 7 completed workshop cycles with 135 school leaders from 125 schools. Each cycle includes 2 workshops and at least one consultation session. All workshops are also available as online modules on PGSL's Learning Management System, Teachable.

- Accelerated School Leaders Initiative (ASLI), Leadership Programme for TNB-PINTAR Schools (PKPS) and the new recently launched programme - Masterclass Premium Series - the ASLI programme launched earlier this year after 8 months of research. PGSL has since conducted 6 face-to-face workshops with 15 school leaders from 15 schools. The PKPS programme concluded with the graduation of all participants in August 2022.

All school leaders who graduate from any of the aforesaid PGSL programmes join the PGSL alumni community, giving them the opportunity to attend webinars and masterclasses featuring education experts nationwide. Through the Masterclass Premium series, PGSL now hosts a Telegram channel for more than 2,000 teachers, creating a base for recurring teacher participation in the programmes.

Additional Information

Further details of YTL Foundation's initiatives during the year under review can be found in the *YTL Group Sustainability Report 2022* available in the 'ESG' section on our website, as well as the YTL Group Sustainability website at www.ytl.com/sustainability, and on YTL Foundation's website at www.ytlfoundation.com.

Societal Enrichment

Supporting our Communities

We strive to build a resilient society by supporting vulnerable groups and giving back to local communities through charitable causes, partnerships and volunteerism which we believe can leverage our competencies to help those in our communities.

Wessex Water Foundation & Water Force

Wessex Water Foundation provides grants to projects which promote community cohesion and protect the local environment. Almost 144 local groups secured funding totalling £499,138 this year, helping an estimated 227,000 people.

Wessex Water's staff volunteering programme, Water Force, got back to strength in April 2021. This year 439 colleagues gave up their time, working on activities including beach cleans in Dorset, a tidy-up of a primary school garden in Somerset and new steps for Bath City Farm. We continued to coordinate pandemic-related volunteering, and the head office restaurant provided more meals as part of our pandemic response than the previous year.



Geneco's ChangeMakersSG Programme

YTL PowerSeraya's key community initiatives are carried out through #ChangeMakersSG, a collective of eco champions who aim to make Singapore a more sustainable place for future generations. These highly localised programmes and collaborations focus on how individuals, families and small groups can make a difference to their communities.

CHANGEMAKERS SG INITIATIVES FOR FY2022

- ✓ 1,000 complimentary reusable Geneco tote bags distributed to REFASH customers when they purchased preloved clothing item at a REFASH retail store in conjunction with Plastic Free July 2021
 - ✓ Giveaway of 500 Micro-Green kits to customers who successfully registered their interest in collaboration with Cultivate Central
 - ✓ Distribution of red packets at Chinese New Year to customers, printed on 100% recycled paper & specially designed with native flora selected together with NParks, to encourage exploration of Singapore's green spaces
 - ✓ 26 recycling bins provided for the public to drop off their used and excess red packets after Chinese New Year conveniently located island-wide, together with programme partners, collecting about 1,050kg of used red packets for recycling
 - ✓ Planting of the second batch of 50 trees in Punggol Park with Geneco's bank partners, Maybank, OCBC and UOB, aligned with the Singapore Green Plan 2030 and NParks' #OneMillionTrees movement (part of Geneco's pledge to plant 250 trees over five years)
-

Malaysia Collective Impact Initiative (MCII)

YTL Foundation is a founding member of MCII, a collective impact organisation for education in Malaysia. Collective Impact refers to a framework for facilitating and achieving large scale social change. It is a structured and disciplined approach to bringing cross-sector organisations together to focus on a shared mutual outcome that result in sustainable impacts.

ACTIVITIES FOR FY2022

Programme	Description
<p>MCO Grocery Aid 2021 Grocery vouchers by Econsave for B40 students' families of our schools heavily impacted by MCO</p>	<p>3959 beneficiaries; Community engagement & trust-building; parents could focus more on the children's education when food was on the table</p>
<p>MyReaders Literacy programme modified to include parents & siblings as mentors for students using online resources & monitoring e.g. YouTube, Google Drive, Google Classroom, WhatsApp</p>	<p>7 schools; >100 students/participants; Teachers-parents engagement and relationships improved; developed innovative solutions for solving problems</p>
<p>Chumbaka MCII-OSK STEM Programme focusing on activation of STEM-related clubs for MCII Primary & Secondary Schools through capacity-building for teachers & students</p>	<p>10 schools; 20 teachers; 3-year programme focusing on technical & soft skills; around 50 students' teams created and guided by the teachers for Chumbaka-led competitions</p>
<p>EngagEd Webinars Webinars on Cooperative Learning Structure (CLS) and Assessment for Learning (AfL) with MCII schools</p>	<p>7 schools; ~80 teachers; Empowered teachers to be confident in their own learning curve & knowledge; created safe space for teachers to voice concerns, challenges & achievements</p>
<p>PGSL & MyReaders Sharing on literacy & leadership tools as well as importance as part of MCII Sharing Session</p>	<p>More teachers took ownership over their own learning especially among the PGSL-MCII alumni; empowered teachers to be confident in their own learning curve & knowledge</p>
<p>StudentQR Behavioural reward & tracking app that focuses on positive changes</p>	<p>Positive behavioural change of students recorded by the teachers; allowed more parents involvement via app; programme ran in SMKTIS was recognised at PPD Klang and JPN Selangor level</p>
<p>MCII Sharing Sessions Professional Learning Community online sharing sessions hosted by teachers on various topics with a cascading knowledge-sharing model</p>	<p>Better MCII-schools relationship & trust building; empowered teachers to be confident in their own learning curve & knowledge</p>

Societal Enrichment

Assisting During the Pandemic

Our Group prioritised contributions throughout the COVID-19 pandemic to areas where we felt they were most useful. In addition to face masks and testing kits distributed to our workforce, ongoing dialogue sessions and employee engagement focusing on mental wellbeing, a summary some of our key community initiatives is set out below.

- ✓ YTL Power contributed **RM500,000** to The Edge COVID-19 Equipment Fund (funding protective equipment for Malaysia's frontliners)
- ✓ Geneco donated **1,500 food bundles** to Singapore's Food Bank
- ✓ Geneco provided a **12-month subsidy** on electric bills to protect small businesses against closure and enable them to maintain competitive prices
- ✓ YTL PowerSeraya spent **S\$13,240** on employee engagement initiatives, prioritising mental health, as well as encouraging social connections and mutual support
- ✓ Wessex Water established a recovery fund of **£175,000** offering direct financial support to 85 groups of deprived and vulnerable communities affected by the pandemic
- ✓ **Two 3D printers** were provided by Wessex Water to the 'Hack the Pandemic' initiative, facilitating production of protective equipment for Bristol's frontliners
- ✓ Wessex Water provided **12,500 meals** to vulnerable older people, local organisations & charities
- ✓ **£725,000** in rebates were provided by Wessex Water to 14,500 National Health Service (NHS) frontliners via a £50 rebate to alleviate costs incurred in more frequent washing of uniforms
- ✓ **Discounts of up to 90%** for 6 months to assist those affected by a sudden loss of income and more than **6,000 financial assistance plans** were awarded by Wessex Water to ensure debt break measures were sustainable
- ✓ Wessex Water offered low-income pensioners and multiple charity partner organisations up to **£60** off their utility bills
- ✓ YTL Foundation's Learn From Home initiative was expanded to cover over 60 higher learning institutions, and partner organisations and more than **450,000 students**
- ✓ YTL Comms, in collaboration with YTL Foundation, provided free smartphones and data plans to over **730,000 B40 families** under the Malaysian Government's Jaringan Prihatin programme

Ethical Supply Chain

We are committed to delivering world-class services whilst minimising any adverse health, safety and environmental impacts. We address to our customers' expectations and demands in each segment with the use of leading technology and innovative solutions to deliver value-added services, as well as to ensure a beneficial experience in conducting business with our Group.

Excellent relationships with our suppliers are key to delivering excellent services to our customers and nurturing business and innovation within our communities. We need to maintain relationships with suppliers who meet our high standards and demonstrate that they operate in accordance with recognised standards that uphold human rights and safety, prohibit modern slavery and promote sustainable sourcing.

The YTL Group policy on *Commitment to Ethical Supply Purchasing* encompassing the areas of environmental compliance, health and safety and social rights and ethics can be found in the 'ESG' section of our website.

Our payment policy in respect of suppliers is to agree the payment terms for transactions in advance and to make payments in accordance with those terms. Due to the geographical and operational diversity of our business units, we do not follow one specific external code or standard on payment policy and adapt our practices to local standards. Our suppliers want us to provide them with fair, open and competitive opportunities regardless of their size, so that both ourselves and they can grow and excel. Our suppliers want fair payment terms and assistance during times of economic hardship, so that they can support us in delivering critical services to our customers.

We are fully committed to managing responsible and sustainable supply chains across all our businesses through the integration of sustainability elements into our procurement processes.

Our Code of Conduct and Business Ethics and Anti-Bribery and Corruption Policy set out our expectations of our suppliers and contractors and explain our policy of zero tolerance for bribery and corruption within the organisation. Our policies also provide channels for external parties to submit any genuine whistleblowing reports. These are made available and easily accessible to our employees and the public on our website.

Societal Enrichment

Measures for the promotion of responsible and ethical supply chains include:

Guidelines on supply chain management	<ul style="list-style-type: none"> • Anti-Bribery & Corruption Policy • Global Privacy Policy • Code of Conduct & Business Ethics • YTL Group policy on Commitment to Ethical Purchasing • Any non-compliance results in a warning notice which may lead to penalties and/or termination of contract(s)
Sourcing locally	<ul style="list-style-type: none"> • Commit and collaborate with transparent, ethical, environmentally and socially responsible vendors • Source our raw materials, products and services locally whenever possible to support local vendors which stimulates domestic economic growth and reduces transportation emissions
Periodic supplier assessment and audits	<ul style="list-style-type: none"> • Vendor’s performance is monitored and assessed to synergise opportunities for improvement through partnerships under effective supply chain risk controls
Gap analysis	<ul style="list-style-type: none"> • Improve and enhance sustainable procurement process

Our Group is committed to ethical purchasing and supporting local economic growth through empowerment of local suppliers. Our procurement and sourcing teams prioritise ethical suppliers that comply with responsible ethics and business dealings in the following key areas:

Environment	<ul style="list-style-type: none"> • Fully comply with local environmental regulations • Implement measures to optimise resources and minimise waste • Avoid use of toxic or hazardous substances where possible and ensure responsible disposal in cases where they are used • Commitment to minimise GHG emissions, pollution, energy and water consumption, and protect biodiversity • Employ environmentally friendly technologies or processes within operations
Health and Safety	<ul style="list-style-type: none"> • Fully comply with local health & safety regulations and support to governing bodies • Identify health & safety impacts of products and services and formulate appropriate mitigation plans and standard operating procedures • Ensure safe working conditions for onsite contractors, suppliers and other stakeholders
Social Rights and Ethics	<ul style="list-style-type: none"> • Fully comply with local regulations • Avoid human rights abuses in production and procurement dealings • Care for emotional, physical, and mental wellbeing of workers through a fair and healthy working environment • Support locally produced raw materials, consumables, products and services, where possible • Educate and encourage suppliers, contractors and service providers to offer cost effective and sustainable products and services

Responsible Governance

COMMITMENT & APPROACH

Our commitment

Being a trusted, reliable and financially strong corporate citizen

Our approach

- ✓ Upholding a zero-tolerance policy for bribery, corruption and unethical behaviour throughout the organisation and in dealings with business partners
- ✓ Maintaining sound risk management systems and internal controls to ensure significant risks are identified and properly managed
- ✓ Fostering a culture of ethics and integrity to ensure compliance with all applicable laws and regulatory requirements

Sound ethics, integrity and a strong compliance culture are at the heart of our operations, driving environmental, social and governance policy commitments at the highest level through to business practices on the ground. We actively engage with our stakeholders to ensure that we meet the expectations placed upon us.

Our Board is the gatekeeper for our Group's values, culture and ethics. Standards of governance and behaviour are communicated through policies that cover areas including ethics and anti-bribery and corruption, and training on these issues is provided to employees.

CORPORATE GOVERNANCE

Our Group has a long-standing commitment to strong corporate governance and protection of stakeholder value, which has been integral to the YTL Power Group's achievements and strong financial profile to date. YTL Power's corporate governance structure is a fundamental part of the Board's responsibility to protect and enhance long-term value and the financial performance of the YTL Power Group for the benefit of all stakeholders.

Further details can be found in our *Corporate Governance Overview Statement* in this Annual Report, as well as our *Corporate Governance Report* for the financial year ended 30 June 2022, which is available in the 'Governance' section of our website.

RISK MANAGEMENT & INTERNAL CONTROL FRAMEWORK

YTL Power has a sound system of risk management and internal control in place which covers not only financial controls but operational and compliance controls and risk management. Our system of risk management and internal control is a concerted and continuing process, designed to minimise the likelihood of fraud and error, and to manage rather than eliminate the risk of failure to achieve business objectives.

Details can be found in our *Statement on Risk Management and Internal Control* in this Annual Report.

ANTI-CORRUPTION

YTL Power adheres to the YTL Group's Code of Conduct and Business Ethics, which also sets out the whistleblowing policy and procedures, and the YTL Group's Anti-Bribery and Corruption Policy ("ABC Policy"), both of which can be found in the 'Governance' section of our website.

The ABC Policy further enforces the YTL Group's Code of Conduct and Business Ethics in order to ensure that all employees understand their responsibilities in compliance with the YTL Group's zero tolerance for bribery and corruption within the organisation.

A comprehensive implementation plan has been established to communicate and disseminate the ABC Policy throughout YTL Power's Malaysia-based workforce through online training modules and other communication methods. Electronic communications put in place over the past two years to comply with physical distancing guidelines implemented in response to the COVID-19 pandemic have proven highly effective and we have continued to employ these methods as part of the overall dissemination and training process.

Employees are required to read and understand the ABC Policy and the Code of Conduct and Business Ethics, successfully complete the online training modules to reinforce their understanding of the policy and sign the YTL Group's Integrity Pledge in acknowledgement of their obligations and responsibilities.

Compliance with the ABC Policy continues to be monitored closely, both on an ongoing basis and in conjunction with the annual assessment of the Group's corruption risks. The annual risk assessment is carried out to identify the corruption risks to which the Group is exposed and the appropriateness of the mitigation measures established to minimise the exposure to these risks.

Responsible Governance

Training carried out during the financial year under review focused on areas including data security and protection and cybersecurity awareness.

The Wessex Group and YTL PowerSeraya maintain their own policies and procedures to manage anti-bribery and corruption matters, tailored to comply with the requirements, practices and standards in the UK and Singapore, respectively.

CYBERSECURITY & DATA PROTECTION

Security and resilience of our digital systems and protection of data are of critical importance to our business. We have appropriate systems in place to protect sensitive company information and safeguard information of the stakeholders with whom we interact and/or transact from misuse, theft and unauthorised access.

We adhere to the YTL Group's Global Privacy Policy which functions to safeguard personal data and the privacy of our customers, employees and other stakeholders and strong emphasis is placed across the organisation on the need to comply with the Personal Data Protection Act 2010 in Malaysia and the applicable data protection regulations and legislation in all jurisdictions where we operate.

Data protection is of material importance to Wessex Water, YTL PowerSeraya and YTL Comms, all of which are retail customer businesses, involving the data of millions of customers. During the year under review, there were no substantiated complaints concerning breaches of customer privacy or losses of customer data.

Training undertaken during the year under review by YTL Power's workforce in Malaysia included the YTL Group's Data Security and Protection Course, as well as the first 3 modules of a 6-part Cybersecurity Training programme to raise awareness of new threats and reinforce best practices and the importance of ongoing vigilance. New standards introduced this year included *Guidelines on Data Security and Protection* and the *Bring Your Own Device Policy*.

YTL PowerSeraya adopts the ISO 27001 information security management framework to protect the power plant network system from information security threats. Through ISO 27001, the company seeks to improve its information security processes, procedures and policies to protect the organisation from cyber-attacks in today's fast evolving digital landscape.

The Wessex Group complies with the UK Data Protection Act 2018 and the General Data Protection Regulations (GDPR). A cybersecurity cultural awareness and training campaign was carried out and completed in 2021-22 aimed at bolstering protection of customer data and the operational resilience to cybersecurity risks.

GOVERNANCE STATEMENTS & REPORTS

The ensuing sections of this Annual Report set out in comprehensive detail our governance oversight, framework, structures and systems:

Our leadership:

- Profile of the Board of Directors
- Profile of Key Senior Management

Our governance structure:

- Corporate Governance Overview Statement
- Statement on Risk Management & Internal Control
- Audit Committee Report
- Nominating Committee Statement
- Statement of Directors' Responsibilities

MEMBERSHIPS

Details of industry associations and other groups in which the YTL Power Group participates in a significant way are as follows:

Representation via	Wessex Water
YTL Group/Board member	<ul style="list-style-type: none"> • Water UK • UK Water Industry Research • British Water • Future Water Association • Major Energy Users' Council • Energy and Utility Skills Group • Careers and Enterprise Company: Cornerstone • Employer and Youth Advisory Group • Apprenticeship Ambassador Network
<ul style="list-style-type: none"> • British-Malaysian Chamber of Commerce • Capital Markets Advisory Council • Malaysian Business Council • Malaysian Dutch Business Council • The Nature Conservancy's Asia Pacific Council 	<ul style="list-style-type: none"> • Stem Ambassador Network • Engineering UK: Engineering Code • Aldersgate Group • Rural England
YTL PowerSeraya	
<ul style="list-style-type: none"> • World Energy Council, Singapore Chapter • Sustainable Energy Association of Singapore 	

Profile of the Board of Directors

TAN SRI (SIR) FRANCIS YEOH SOCK PING

Malaysian, male, aged 68, was appointed to the Board on 18 October 1996 as an Executive Director and was the Managing Director of the Company till 29 June 2018 when he was redesignated as Executive Chairman. Tan Sri Francis studied at Kingston University in the United Kingdom, where he obtained a Bachelor of Science (Hons) Degree in Civil Engineering and was conferred an Honorary Doctorate of Engineering in 2004. In July 2014, Tan Sri Francis was conferred an Honorary Degree of Doctor of Laws by University of Nottingham. He was appointed the Managing Director of YTL Corporation Berhad Group in 1988 which, under his stewardship, has grown from a single listed company into a global integrated infrastructure developer, encompassing multiple listed entities ie. YTL Corporation Berhad, YTL Power International Berhad, YTL Hospitality REIT, Malayan Cement Berhad and Starhill Global Real Estate Investment Trust.

He was the Managing Director of YTL Corporation Berhad and YTL Land & Development Berhad until 29 June 2018 when he was redesignated as Executive Chairman of these companies. He is also the Executive Chairman of Malayan Cement Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad. He is the Executive Chairman and Managing Director of YTL e-Solutions Berhad and also a director of YTL Industries Berhad. He is also the Chairman of YTL Starhill Global REIT Management Limited, the manager of Starhill Global Real Estate Investment Trust, a vehicle listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST). Tan Sri Francis is Executive Chairman of YTL Cement Berhad and Pintar Projek Sdn Bhd, the manager for YTL Hospitality REIT. He is the Chairman of private utilities corporations, Wessex Water Services Limited in England and Wales, and YTL PowerSeraya Pte Limited in Singapore. Tan Sri Francis served as an Independent Non-Executive Director of The Hong Kong and Shanghai Banking Corporation Limited for a period of 10 years from July 2012 to June 2022. He sits on the board of trustees of YTL Foundation. He also serves on the board of directors of Suu Foundation, a humanitarian organisation committed to improving healthcare and education in Myanmar.

He is a Founding Member of the Malaysian Business Council and The Capital Markets Advisory Council, member of The Nature Conservancy Asia Pacific Council and Global Council member of the Asia Society. He is the first non-Italian board member of the historic Rome Opera House and helped fund its restoration to keep it from closing. He served as a member of the Barclays Asia-Pacific Advisory Committee from 2005 to 2012. Tan Sri Francis was made a board member of Global Child Forum by His Majesty King Carl XVI Gustaf in May 2016.

He was ranked by both Fortune and Businessweek magazines as Asia's 25 Most Powerful and Influential Business Personalities and one of Asia's Top Executives by Asiamoney. He won the inaugural Ernst & Young's Master Entrepreneur in Malaysia in 2002 and was named as Malaysia's CEO of the Year by CNBC Asia Pacific in 2005.

In 2006, he was awarded the Commander of the Most Excellent Order of the British Empire (CBE) by Her Majesty Queen Elizabeth II, and in 2019, received the Knight Commander of the Order of the British Empire (KBE). Tan Sri Francis received a prestigious professional accolade when made a Fellow of the Institute of Civil Engineers in London in 2008. He was the Primus Inter Pares Honouree of the 2010 Oslo Business for Peace Award, for his advocacy of socially responsible business ethics and practices. The Award was conferred by a panel of Nobel Laureates in Oslo, home of the Nobel Peace Prize. He also received the Corporate Social Responsibility Award at CNBC's 9th Asia Business Leaders Awards 2010. He received the Lifetime Achievement Award for Leadership in Regulated Industries at the 7th World Chinese Economic Summit held in London in 2015. He was also awarded the prestigious Muhammad Ali Celebrity Fight Night Award at the 2016 Celebrity Fight Night in Arizona. In 2017, he was honoured with the Kuala Lumpur Mayor's Award for Outstanding Contribution at the Kuala Lumpur Mayor Tourism Awards. This was in recognition of his efforts in the transformation of Kuala Lumpur into one of the top shopping and tourist destinations in the world. He was named CEO of the Year at the Asian Power Awards in 2017. The Japanese Government bestowed upon him the Order of the Rising Sun, Gold Rays with Rosette, in 2018 and in the same year the Italian government conferred upon him the honour of Grande Officiere of the Order of the Star of Italy.

Profile of the Board of Directors

DATO' YEOH SEOK HONG

Malaysian, male, aged 63, was appointed to the Board on 18 October 1996 as an Executive Director. Dato' was redesignated to the position of Managing Director on 29 June 2018. He serves as Executive Director of YTL Corporation Berhad and Malayan Cement Berhad, both listed on the Main Market of Bursa Malaysia Securities Berhad. He obtained his Bachelor of Engineering (Hons) Civil & Structural Engineering Degree from the University of Bradford, United Kingdom in 1982. He is a member of the Faculty of Building, United Kingdom and a Fellow of the Chartered Institute of Building (CIOB), United Kingdom. In 2010, he was conferred an Honorary Doctor of Science degree by Aston University in the United Kingdom. Dato' Yeoh Seok Hong has vast experience in the construction industry and serves as the Managing Director of Syarikat Pembinaan Yeoh Tiong Lay Sdn Bhd, the YTL Group's flagship construction arm.

Dato' Yeoh Seok Hong is responsible for developing the power and utility businesses of the YTL Power International Berhad Group which include the development of a new data centre campus powered by a solar power generation facility. He also serves as the Managing Director of YTL Communications Sdn Bhd where he was responsible for the building of the fourth generation (4G) network and which, in 2021, became the first telco in Malaysia to offer 5G services. Dato' Yeoh Seok Hong sits on the boards of other public companies such as YTL Cement Berhad, YTL Land & Development Berhad and YTL Industries Berhad, and private utilities corporations, Wessex Water Limited and Wessex Water Services Limited in England and Wales and YTL PowerSeraya Pte Limited in Singapore. He also sits on the board of trustees of YTL Foundation, the philanthropic arm of the YTL Group.

TAN SRI ISMAIL BIN ADAM

Malaysian, male, aged 72, was appointed to the Board on 25 February 2021 as an Independent Non-Executive Director. He obtained a Bachelor of Arts (Economics) Degree from University of Malaya in 1972, a Diploma in Public Administration from University of Malaya in 1975 and a Masters of Arts (Economics) from Vanderbilt University, USA in 1979. He attended the Advanced Management Programme at Harvard Business School in Boston, USA, in 2002.

Tan Sri Ismail Bin Adam joined the Administrative and Diplomatic Service (ADS) Malaysia in 1972 as an Assistant Director at the then Ministry of Trade and Industry. From March 1975, he was placed at the National Institute of Public Administration (INTAN) as a Senior Project Officer. In 1986, he was posted to the Statistics Department Malaysia as the Chief Administration Officer. In August 1990, he was appointed as the Head of Planning Unit of the Public Service Department. He was then seconded to the National Productivity Corporation (now known as the Malaysian Productivity Corporation) as the Deputy Director General in 1992 and was promoted as Director General in 1995 where he was instrumental in spearheading productivity and quality improvement initiatives in the private sector.

He returned to the Public Service Department as the Deputy Director-General of the Public Service (Development) in July 2000 after which he was appointed as the Secretary-General of the Ministry of Health in March 2004. On 16 June 2005, he was appointed as the Director-General of Public Service Malaysia until his retirement in 2010. As the Director-General of Public Service Malaysia, he also sat on the boards of the Employees Provident Fund, the Retirement Fund Incorporated, the Malaysia Qualifying Agency and the Inland Revenue Board, to lend his expertise in policy development and implementation.

After retirement from the civil service in 2010, Tan Sri Ismail Bin Adam was appointed as the Chairman of Prasarana Malaysia Berhad, a public transportation company of the Ministry of Finance Incorporated. He also served as an advisor to Hay Group Malaysia Sdn Bhd, a consultancy firm and as a non-executive director of various private sector entities.

In June 2012, he was appointed by the Government of Malaysia as the Deputy Chairman of the Special Commission on Transformation of the Malaysian Civil Service.

He also sits on the board of Westport Holdings Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad.

Profile of the Board of Directors

DATUK SERI LONG SEE WOOL

Malaysian, male, aged 67, was appointed to the Board on 28 December 2018 as an Independent Non-Executive Director. He is the Chairman of Nominating Committee and Remuneration Committee. He is also a member of the Audit Committee. He graduated with a Bachelor of Arts (Hons) Degree from University of Malaya and holds a Diploma in Public Administration from the National Institute of Public Administration (INTAN).

Datuk Seri Long See Wool served more than 34 years in the Ministry of Transport ("MOT") where he specialised in aviation. During his time with the MOT, he served as Assistant Secretary (Air Transport) and Principal Assistant Secretary (Airport Development) of Aviation division, MOT. He was subsequently appointed as Under Secretary of the Aviation Division, MOT from 16 May 2002 to 1 November

2006 and was appointed as the Deputy Secretary-General (Planning). He was the Secretary-General of MOT before his retirement in November 2014.

He was involved in the bilateral and multilateral negotiations of air traffic rights, planning and development of public transport infrastructure and air transport economics.

He has been a commissioner of Malaysia Aviation Commission ("MAVCOM") since 2016. He is the chairman of the Licensing and Air Traffic Rights Committee and the Consumer Protection Committee, as well as a member of the Competition and Economics Committee, all of which are held under MAVCOM.

DATUK LOO TOOK GEE

Malaysian, female, aged 66, was appointed to the Board on 28 December 2018 as an Independent Non-Executive Director. She is also a member of Audit Committee, Nominating Committee and Remuneration Committee. She holds a Master Degree in Policy Science from Saitama University, Japan, a postgraduate Diploma in Public Administration from National Institute of Public Administration (INTAN) and Bachelor of Arts (Honours) Degree from University of Malaya.

Datuk Loo Took Gee served the Federal Government of Malaysia for 37 years as an officer of the Administrative and Diplomatic Service (ADS). She was appointed as the Secretary-General of the Ministry of Energy, Green Technology and Water, Malaysia, from 1 August 2010 until her retirement on 4 August 2016. Subsequently, she was appointed as the Advisor to Minister of Energy, Green Technology and Water, Malaysia, for one year from 1 September 2016 until 30 September 2017.

Her previous positions include Deputy Secretary-General (2), Ministry of Energy, Water and Communications, Malaysia from 9 April 2007 to July 2010; Undersecretary (International and Sustainable Energy), Energy Division, Ministry of Energy, Water and Communications, Malaysia from 1 January 2006 to 8 April 2007; Undersecretary (Policy and Industry Development), Energy Division, Ministry of Energy, Water and Communications, Malaysia from August 2002 to 31 December 2005; Principal Assistant Secretary (Energy), Ministry of Energy, Communications and Multimedia, Malaysia from October 1999 to August 2002; Principal Assistant Secretary, Ministry of Works, Malaysia from November 1990 to October 1999; Principal Assistant Director, Public Services Department, Malaysia from February 1983 to September 1988; and Assistant Director, Public Services Department, Malaysia from November 1979 to February 1983.

She is currently the Chairman of the Malaysia-Kazakhstan Business Council and also a board member of Hartalega Holdings Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad.

Profile of the Board of Directors

DATO' YEOH SEOK KIAN

Malaysian, male, aged 65, was appointed to the Board on 21 October 1996 as an Executive Director. He graduated from Heriot-Watt University, Edinburgh, United Kingdom in 1981 with a Bachelor of Science (Hons) Degree in Building and was conferred an Honorary Degree of Doctor of the University in 2017. He attended the Advance Management Programme conducted by Wharton Business School, University of Pennsylvania in 1984. Dato' Yeoh is a Fellow of the Faculty of Building, United Kingdom as well as a Member of the Chartered Institute of Building (UK). He served as Deputy Managing Director of YTL Corporation Berhad, which is listed on Main Market of Bursa Malaysia Securities Berhad and Executive Director of YTL Land & Development Berhad until 29 June 2018 when he was redesignated as Managing Director of these companies. He is also

an Executive Director of Malayan Cement Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad. He is also an Executive Director of Pintar Projek Sdn Bhd, the manager of YTL Hospitality REIT. Dato' Yeoh Seok Kian also serves on the boards of other public companies such as YTL Cement Berhad, YTL Industries Berhad, Sentul Raya Golf Club Berhad and The Kuala Lumpur Performing Arts Centre, and private utilities corporations, Wessex Water Limited in England and Wales, YTL PowerSeraya Pte Limited in Singapore, as well as YTL Starhill Global REIT Management Limited, the manager of Starhill Global Real Estate Investment Trust, a vehicle listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST).

DATO' YEOH SOO MIN

Malaysian, female, aged 66, has been appointed to the Board on 2 June 1997 as an Executive Director. She graduated with a Bachelor of Art (Hons) Degree in Accounting. She did her Articleship at Leigh Carr and Partners, London and gained vast experience in accounting and management. She was responsible for the setting up of the Travel and Accounting Division of the YTL Group in December 1990. Dato' Yeoh Soo Min is currently responsible for the accounting and finance systems for the YTL Group. She is a member of The Court Of Emeritus Fellows of the Malaysian Institute of Management and Life Member of the Women's Institute of Management, Malaysia.

Dato' Yeoh Soo Min sits on the board of trustees of Asia School of Business Trust Fund. She is currently an Honorary Fellow of the Governors of International Students House, London, and Sir Thomas Pope, Trinity College, University of Oxford, UK, and member of the Vice-Chancellor's Circle of University of Oxford, UK. She is also a Trustee of Yayasan Tuanku Fauziah and IJN Foundation. She also holds directorships in YTL Corporation Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad and YTL Industries Berhad. She also sits on the board of trustees of YTL Foundation.

DATO' SRI MICHAEL YEOH SOCK SIONG

Malaysian, male, aged 62, was appointed to the Board on 21 October 1996 as an Executive Director. He graduated from University of Bradford, United Kingdom in 1983 with a Bachelor of Engineering (Hons) Civil & Structural Engineering Degree. Dato' Sri Michael Yeoh is primarily responsible for YTL Group Manufacturing Division which activities involve cement manufacturing and other building material industries. He serves as Managing Director of Malayan Cement Berhad and Executive Director of YTL Corporation Berhad, both listed on the Main Market of Bursa Malaysia Securities Berhad and

Managing Director of YTL Cement Berhad. He also serves on the boards of other public companies such as YTL Land & Development Berhad, YTL e-Solutions Berhad, YTL Industries Berhad and a private utilities corporation, YTL PowerSeraya Pte Limited in Singapore.

He sits on the board of Global Cement and Concrete Association (GCCA) since 14 October 2021. He was a director of The World Cement Association from 22 January 2020 to 22 October 2021.

Profile of the Board of Directors

DATO' YEOH SOO KENG

Malaysian, female, aged 59, was appointed to the Board on 2 June 1997 as an Executive Director. She started her career with the group in 1986 as an engineer upon her graduation from Leeds University, United Kingdom with a Bachelor of Science (Hons) in Civil Engineering. She has held key executive positions in numerous industries and sectors in which the group has presence. She led numerous construction and infrastructure projects of strategic and national significance. She headed the group's procurement division and later set up the sales and marketing division of YTL Cement Berhad when the group entered the industry in 1992. She was subsequently appointed the director of sales and marketing for the group's mobile communications division in 2012.

Dato' Yeoh also serves on the boards of YTL Corporation Berhad and Malayan Cement Berhad, both listed on the Main Market of Bursa Malaysia Securities Berhad, YTL e-Solutions Berhad and YTL Cement Berhad.

Dato' Yeoh is the President of the ASEAN Federation of Cement Manufacturers (AFCM) and is also the Chairman of The Cement and Concrete Association Malaysia (CNCA).

Dato' Yeoh is actively involved in various community work at national and international levels. She serves on the board of YTL Foundation, and is the President of the Girl Guides Association Malaysia, Federal Territory of Kuala Lumpur Branch. She sits on the EXCO of the Girl Guides Association Malaysia. She sits on the boards of the World Scout Foundation (WSF) where she chairs the Global Network Committee. She also represents the WSF on the Finance Committee of the World Organisation of the Scout Movement (WOSM).

DATO' MARK YEOH SEOK KAH

Malaysian, male, aged 57, was appointed to the Board on 21 October 1996 as an Executive Director. He graduated from King's College, University of London, with an LLB (Hons) and was subsequently called to the Bar at Gray's Inn, London in 1988. He was awarded Fellowship of King's College London in July 2014.

Dato' Mark Yeoh joined YTL Group in 1989 and is presently the Executive Director responsible for the YTL Hotels and Resorts Division. In addition, he is also part of YTL Power's Mergers & Acquisitions Team and was involved in the acquisition of ElectraNet

SA (Australia), Wessex Water Limited (UK), P.T. Jawa Power (Indonesia) and PowerSeraya Limited (Singapore). He serves as an Executive Director of YTL Corporation Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad. He is also an Executive Director and Chief Executive Officer of Pintar Projek Sdn Bhd, the manager of YTL Hospitality REIT. He is a board member of YTL Land & Development Berhad, YTL Cement Berhad and private utilities corporations, Wessex Water Limited and Wessex Water Services Limited in England and Wales, and YTL PowerSeraya Pte Limited in Singapore.

SYED ABDULLAH BIN SYED ABD. KADIR

Malaysian, male, aged 68, was appointed to the Board on 18 February 1997 as an Executive Director. He graduated from the University of Birmingham in 1977 with a Bachelor of Science (Engineering Production) and a Bachelor of Commerce (Economics) Double Degree. He has extensive experience in banking and financial services, having been with Bumiputra Merchant Bankers Berhad from 1984 to 1994, holding the position of general manager immediately prior to his departure from the bank. Prior to joining YTL Corporation

Berhad Group, he was, from November 1994 to February 1996, the general manager of Amanah Capital Partners Berhad (now known as MIDF Amanah Capital Berhad), a company which has interests in, *inter alia*, discount, money broking, unit trusts, finance and fund management operations. He currently also serves on the boards of YTL Corporation Berhad which is listed on Bursa Malaysia Securities Berhad, and YTL e-Solutions Berhad.

Profile of the Board of Directors

FAIZ BIN ISHAK

Malaysian, male, aged 64, was appointed to the Board on 26 November 2015 as an Independent Non-Executive Director. He is the Chairman of Audit Committee. He is also a member of Nominating Committee and Remuneration Committee. He became a graduate member of the Association of Chartered Certified Accountants (ACCA), United Kingdom, in 1982. He was admitted to Associateship and Fellowship of ACCA in 1993 and 1999, respectively.

He served in various roles related to finance in The New Straits Times Press (M) Berhad ("NSTP") from 1982 and his last appointment with NSTP was as Managing Director, which he held from 1999 to 2003. He joined Commerce Assurance Berhad (a licensed general insurance underwriter, now part of Allianz General Insurance Berhad) as Executive Director in 2003 and assumed the role of Chief Executive Officer from 2006 to 2007. He presently serves on the boards of YTL Corporation Berhad and Transocean Holdings Bhd, both listed on the Main Market of Bursa Malaysia Securities Berhad. He is also an entrepreneur in the retail food and beverages industry.

DETAILS OF ATTENDANCE OF DIRECTORS AT BOARD MEETINGS

During the financial year, a total of 5 Board meetings were held and the details of attendance are as follows:-

	Attendance
Tan Sri (Sir) Francis Yeoh Sock Ping	5
Dato' Yeoh Seok Hong	5
Tan Sri Ismail Bin Adam	5
Datuk Seri Long See Wool	5
Datuk Loo Took Gee	5
Dato' Yeoh Seok Kian	5
Dato' Yeoh Soo Min	5
Dato' Sri Michael Yeoh Sock Siong	5
Dato' Yeoh Soo Keng	5
Dato' Mark Yeoh Seok Kah	5
Syed Abdullah Bin Syed Abd. Kadir	5
Faiz Bin Ishak	5

Notes:-

1. Family Relationship with Director and/or Major Shareholder

Tan Sri (Sir) Francis Yeoh Sock Ping, Dato' Yeoh Seok Kian, Dato' Yeoh Soo Min, Dato' Yeoh Seok Hong, Dato' Sri Michael Yeoh Sock Siong, Dato' Yeoh Soo Keng and Dato' Mark Yeoh Seok Kah are siblings. Puan Sri Datin Seri Tan Kai Yong @ Tan Kay Neong who is a deemed major shareholder of the Company, is the mother of Tan Sri (Sir) Francis Yeoh Sock Ping, Dato' Yeoh Seok Kian, Dato' Yeoh Soo Min, Dato' Yeoh Seok Hong, Dato' Sri Michael Yeoh Sock Siong, Dato' Yeoh Soo Keng and Dato' Mark Yeoh Seok Kah. Save as disclosed herein, none of the Directors has any family relationship with any director and/or major shareholder of the Company.

2. Conflict of Interest

None of the Directors has any conflict of interest with the Company.

3. Conviction of Offences (other than traffic offences)

None of the Directors has been convicted of any offences within the past five (5) years.

4. Public Sanction or Penalty imposed

None of the Directors has been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year.

Profile of Key Senior Management

COLIN FRANK SKELLETT

British, male, aged 77, was appointed to the board of directors of Wessex Water Services Limited on 1 September 1988.

Colin is a scientist and engineer by training and a Fellow of the Royal Society of Chemistry. He has worked largely in the water industry and was appointed Chief Executive in 1988. He took the company through privatisation creating a business that consistently delivers the highest environmental and customer service performance within the industry.

He has had non-executive roles in rail, travel and international infrastructure businesses, served on the board of the South West

Regional Development Agency and is involved with a number of charities. Colin was also Chair of the West of England Local Enterprise Partnership from 2011 until the beginning of 2016.

Colin is currently Chair of Business West, which represents business in the West of England.

Colin was awarded an OBE for services to business and WaterAid in the 2012 Queen's Birthday Honours and has an Honorary Doctorate in Engineering from the Universities of the West of England and Bristol.

JOHN NG PENG WAH

Singaporean, male, aged 63, was appointed to the board of directors and the Chief Executive Officer of YTL PowerSeraya Pte Limited ("YTL PowerSeraya") on 15 January 2019. He holds a Bachelor of Mechanical Engineering degree from Nanyang Technological Institute in Singapore, a Master of Science in Systems Engineering from National University of Singapore and a Master of Science in Material Science from Carnegie Mellon University, USA.

He joined the Public Utilities Board, which was established by the Singapore Government to be sole supplier of electricity, gas and water in Singapore, as an Engineer in 1985 and transitioned with the company following the restructuring of the Public Utilities Board which resulted in the creation of various entities, including YTL

PowerSeraya. He was promoted to Deputy General Manager (Business) in 2001 and Senior Vice President (Retail & Regulation) in 2004 before assuming the position of Chief Executive Officer in 2009. He left YTL PowerSeraya in 2013, taking on the role of Chief Executive Officer of Singapore LNG Corporation Pte Ltd.

In January 2019, he re-joined YTL PowerSeraya as the Chief Executive Officer. He is currently the Chairman of the Workplace Safety and Health Council as well as Vice-President of the Singapore National Employers Federation (SNEF). He also serves as a board member of the Public Utilities Board and Orchard Westwood Properties Pte Ltd.

LEE WING KUI

American, male, aged 55, was appointed the Chief Executive Officer of YTL Communications Sdn Bhd ("YTL Communications") on 1 November 2009 and subsequently appointed as a member of the board of directors of YTL Communications on 3 March 2011.

As the CEO of YTL Communications, Wing maximises his expertise in innovative product development with a deep understanding of communications and internet technologies to deliver affordable, world-class quality products and services that improve the way people in Malaysia live, learn, work and play.

Prior to joining YTL Communications, Wing led next-generation mobile internet product development at Clearwire in the United

States. Earlier, he spent 15 years at Sprint Nextel, where he held senior management positions leading product development, led Sprint's Innovation Program, and spearheaded IT Architecture for the launch of the first nationwide wireless data network in the United States.

Wing holds 33 U.S. patents in wireless and distributed systems and was recognised as the Asian American Engineer of the Year during the 2002 U.S. National Engineers Week.

A graduate of the University of Texas at Austin, Wing also holds an Executive Certificate in Management and Leadership from MIT's Sloan School of Management.

Notes:-

None of the Key Senior Management has -

- any directorship in public companies and/or listed issuers;
- any family relationship with any Director and/or major shareholder of the Company;
- any conflict of interest with the Company;
- been convicted of any offences (other than traffic offences) within the past five (5) years; nor
- been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year.

Corporate Governance Overview Statement

for the financial year ended 30 June 2022

The Board of Directors (“Board”) of YTL Power International Berhad (“YTL Power” or “Company”) remains firmly committed to ensuring an appropriate and sound system of corporate governance throughout the Company and its subsidiaries (“YTL Power Group” or “Group”). The YTL Power Group has a long-standing commitment to corporate governance and protection of stakeholder value, which has been integral to the YTL Power Group’s achievements and strong financial profile to date.

The YTL Power Group’s corporate governance structure is a fundamental part of the Board’s responsibility to protect and enhance long-term shareholder value and the financial performance of the YTL Power Group, whilst taking into account the interests of all stakeholders.

In implementing its governance system and ensuring compliance with the Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”), the Board has been guided by the principles and practices set out in the Malaysian Code on Corporate Governance (“Code”) issued by the Securities Commission Malaysia (“SC”).

An overview of the Board’s compliance with the Code during the financial year ended 30 June 2022 is detailed in this statement.

The Company’s Corporate Governance Report (“CG Report”) for the financial year ended 30 June 2022 is available at the Company’s website at www.ytlpowerinternational.com and has been released via the website of Bursa Securities at www.bursamalaysia.com in conjunction with the Annual Report.

PRINCIPLE A: BOARD LEADERSHIP & EFFECTIVENESS

Responsibilities of the Board

YTL Power is led and managed by an experienced Board with a wide and varied range of expertise to address and manage the complexity and scale of the YTL Power Group’s operations. This broad spectrum of skills and experience ensures the YTL Power Group is under the guidance of an accountable and competent Board. The Directors recognise the key role they play in charting the strategic direction, development and control of the YTL Power Group.

Key elements of the Board’s stewardship responsibilities include:-

- Ensuring that the strategic plans for the YTL Power Group support long-term value creation for the benefit of its stakeholders and include strategies on economic, environmental and social considerations underpinning sustainability;
- Promoting good corporate governance culture within the YTL Power Group which reinforces ethical, prudent and professional behaviour;
- Overseeing the conduct of the YTL Power Group’s businesses to evaluate and assess management performance to determine whether businesses are being properly managed;
- Ensuring there is a framework of prudent and effective internal control and risk management systems which enable risks to be identified, assessed and managed;
- Succession planning for the Board and senior management;
- Overseeing the development and implementation of a shareholder/stakeholder communications policy;
- Reviewing the adequacy and integrity of the YTL Power Group’s management information and internal control systems; and
- Ensuring the integrity of the YTL Power Group’s financial and non-financial reporting.

The Board is led by the Executive Chairman who is responsible for instilling good corporate governance practices, leadership and effectiveness of the Board.

There is a clear balance of power, authority and accountability between the Executive Chairman, Tan Sri (Sir) Francis Yeoh Sock Ping, and the Managing Director, Dato’ Yeoh Seok Hong, between the running of the Board and the Company’s business, respectively. The positions of Executive Chairman and Managing Director are separate and clearly defined, and are held by different members of the Board.

The Executive Chairman is responsible for leadership of the Board in ensuring the effectiveness of all aspects of its role, and is primarily responsible for leading the Board in setting the values and standards of the Company, including good corporate governance practices, the orderly and effective conduct of the meetings of the Board and shareholders, leading discussions, encouraging active and open participation, managing the interface and encouraging constructive relations between the Board and management, ensuring the provision of accurate, timely and clear information to Directors and effective communications with stakeholders and facilitating the effective contribution of Non-Executive Directors.

Corporate Governance Overview Statement

for the financial year ended 30 June 2022

The Managing Director is responsible for, amongst others, overseeing the day-to-day running of the business, developing and implementing Board policies and strategies, making operational decisions, serving as the conduit between the Board and management in ensuring the success of the Company's governance and management functions, ensuring effective communication with shareholders and relevant stakeholders, providing strong leadership, i.e., effectively communicating the vision, management philosophy and business strategy to employees, and keeping the Board informed of salient aspects and issues concerning the Group's operations.

The Managing Director and Executive Directors are accountable to the Board for the profitability and development of the YTL Power Group, consistent with the primary aim of enhancing long-term shareholder value. The Independent Non-Executive Directors have the experience and business acumen necessary to carry sufficient weight in the Board's decisions and the presence of these Independent Non-Executive Directors brings an additional element of balance to the Board as they do not participate in the day-to-day running of the YTL Power Group.

The roles of Executive and Non-Executive Directors are differentiated, both having fiduciary duties towards shareholders. Executive Directors have a direct responsibility for business operations whereas Non-Executive Directors have the necessary skill and experience to bring an independent judgment to bear on issues of strategy, performance and resources brought before the Board. The Executive Directors are collectively accountable for the running and management of the YTL Power Group's operations and for ensuring that strategies are fully discussed and examined, and take account of the long-term interests of shareholders, employees, customers, suppliers and the many communities in which the YTL Power Group conducts its business.

In accordance with the Code, the Executive Chairman is not a member of the Audit Committee, Nominating Committee or Remuneration Committee, all of which are chaired by and comprise Independent Non-Executive Directors. This promotes objectivity in the Board's deliberations and ensures there are effective checks and balances, as well as objective review by the Board of recommendations put forth by the committees.

In the discharge of their responsibilities, the Directors have established functions which are reserved for the Board and those which are delegated to management. Key matters reserved for the Board's approval include overall strategic direction, business expansion and restructuring plans, material acquisitions and disposals, expenditure over certain limits, issuance of new securities, payments

of dividends and capital alteration plans. Further information on authorisation procedures, authority levels and other key processes can also be found in the *Statement on Risk Management & Internal Control* set out in this Annual Report.

Board Meetings & Procedures

Board meetings are scheduled with due notice in advance at least 5 times in a year in order to review and approve the annual and interim financial results. Additional meetings may also be convened on an ad-hoc basis when significant issues arise relating to the YTL Power Group and when necessary to review the progress of its operating subsidiaries in achieving their strategic goals. Meetings of the Board's committees are conducted separately from those of the main Board to enable objective and independent discussions. The Board met 5 times during the financial year ended 30 June 2022.

The Directors are fully apprised of the need to determine and disclose potential or actual conflicts of interest which may arise in relation to transactions or matters which come before the Board. In accordance with applicable laws and regulations, the Directors formally disclose any direct or indirect interests or conflicts of interests in such transactions or matters as and when they arise and abstain from deliberations and voting at Board meetings as required.

The Directors have full and unrestricted access to all information pertaining to the YTL Power Group's business and affairs to enable them to discharge their duties. At least one week prior to each Board meeting, all Directors receive the agenda together with a comprehensive set of Board papers encompassing qualitative and quantitative information relevant to the business of the meeting. This allows the Directors to obtain further explanations or clarifications, where necessary, in order to be properly briefed before each meeting.

Board papers are presented in a consistent, concise and comprehensive format, and include, where relevant to the proposal put forward for the Board's deliberation, approval or knowledge, progress reports on the YTL Power Group's operations and detailed information on corporate proposals, major fund-raising exercises and significant acquisitions and disposals. Where necessary or prudent, professional advisers may be on hand to provide further information and respond directly to Directors' queries. In order to maintain confidentiality, Board papers on issues that are deemed to be price-sensitive may be handed out to Directors during the Board meeting.

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The minutes of the Board and/or Board committee meetings are circulated and confirmed at the next meeting. Once confirmed, the minutes of the Board committee meetings are subsequently presented to the Board for notation.

Company Secretary

The Board is supported by a professionally qualified and competent Company Secretary. The Company Secretary, Ms Ho Say Keng, is a Fellow of the Association of Chartered Certified Accountants, a registered member of the Malaysian Institute of Accountants and an affiliate member of the Malaysian Institute of Chartered Secretaries and Administrators, and is qualified to act as Company Secretary under Section 235(2)(a) of the Companies Act 2016.

The Company Secretary ensures that Board procedures are adhered to at all times during meetings and advises the Board on matters including corporate governance issues and the Directors' responsibilities in complying with relevant legislation and regulations. The Company Secretary works very closely with management for timely and appropriate information, which will then be passed on to the Directors. In accordance with the Board's procedures, deliberations and conclusions in Board meetings are recorded by the Company Secretary, who ensures that accurate and proper records of the proceedings of Board meetings and resolutions passed are recorded and kept in the statutory register at the registered office of the Company.

During the financial year under review, the Company Secretary attended training, seminars and regulatory briefings and updates relevant for the effective discharge of her duties. The Company Secretary carries out ongoing reviews of existing practices in comparison with any new measures introduced in the Listing Requirements and/or legislation, regulations and codes applicable to the governance of the Company and updates the Board accordingly.

Board Charter

The Board's functions are governed and regulated by the Constitution of the Company and the laws, rules and regulations governing companies in Malaysia, including the Companies Act 2016 and the Listing Requirements. The Board has a Board Charter, a copy of which can be found under the "Governance" section on the Company's website at www.ytlpowerinternational.com.

The Board Charter serves several important functions, including as a primary reference to the Board of its role, fiduciary duties and responsibilities, its governance processes and legal framework within which it operates and as an induction tool for new Directors. The Board Charter clearly identifies the respective roles and responsibilities of the Board, Board committees, Directors and management and the issues and decisions reserved for the Board.

The Board Charter was updated and adopted on 27 June 2022 to include, amongst others, the fit and proper policy for Directors and prohibition for an active politician to be a member of the Board in compliance with the Listing Requirements and the Code, respectively.

The Board Charter is reviewed as and when changes arise and updated in accordance with the needs of the Company and any new regulations that impact the discharge of the Board's responsibilities.

Business Conduct, Ethics & Whistleblowing

The Directors observe and adhere to the Code of Ethics for Company Directors established by the Companies Commission of Malaysia, which encompasses the formulation of corporate accountability standards in order to establish an ethical corporate environment. YTL Power has an established track record for good governance and ethical conduct and is also guided by the corporate culture of its parent company, YTL Corporation Berhad ("YTL Corp").

Key guidance is contained in the Code of Conduct and Business Ethics of the YTL Group of Companies ("YTL Group"), which also sets out the whistleblowing policy and procedures, and the YTL Group's Anti-Bribery and Corruption Policy, as detailed in the following section. A copy of the Code of Conduct and Business Ethics can be found on the Company's website at www.ytlpowerinternational.com.

The Code of Conduct and Business Ethics sets out the acceptable general practices and ethics for the YTL Group and includes policies and measures to address conflicts of interest, abuse of power, corruption, insider trading, money laundering and data protection.

Training modules and other methods of communication are employed on an ongoing basis to familiarise employees with their duties and obligations in this area. Training carried out during the financial year under review focused on areas including data security and protection and cybersecurity awareness.

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Anti-Bribery & Corruption Policy (“ABC Policy”)

The objective of the ABC Policy is to further enforce the YTL Group’s Code of Conduct and Business Ethics in order to ensure that all Directors and employees understand their responsibilities in compliance with the YTL Group’s zero tolerance for bribery and corruption within the organisation. This is in line with the corporate liability provision in Section 17A of the Malaysian Anti-Corruption Commission Act 2009 (“MACC Act”) which came into force on 1 June 2020.

The ABC Policy outlines the YTL Group’s strategies in identifying, preventing and managing bribery and corruption issues. The policies and procedures put in place are guided by the Guidelines on Adequate Procedures issued pursuant to Section 17A(5) of the MACC Act. The ABC Policy applies to all Directors, managers and employees of the Company in dealing with external parties in the commercial context. The policy will be reviewed at least once every three years to ensure that it continues to remain relevant, appropriate and effective to enforce the principles highlighted therein and to ensure continued compliance with the prevailing law. A copy of the ABC Policy can be found on the Company’s website at www.ytlpowerinternational.com.

A comprehensive implementation plan has been established to communicate and disseminate the ABC Policy on an ongoing basis throughout the YTL Group through online training modules and other communication methods. Electronic communications put in place over the past two years to comply with physical distancing guidelines implemented in response to the COVID-19 pandemic have proven highly effective and the YTL Power Group has continued to employ these methods as part of the overall dissemination and training process.

Directors and employees of the YTL Group in Malaysia are required to read and understand the ABC Policy and the Code of Conduct and Business Ethics, successfully complete the online training modules to reinforce their understanding of the policy and sign the YTL Group’s Integrity Pledge in acknowledgement of their obligations and responsibilities.

Compliance with the ABC Policy continues to be monitored closely, both on an ongoing basis and in conjunction with the annual assessment of the Group’s corruption risks. The annual risk assessment is carried out to identify the corruption risks to which the Group is exposed and the appropriateness of the mitigation measures established to minimise the exposure to these risks.

Sustainability Governance

The YTL Power Group has a long-standing commitment to ensuring that its businesses are viable and sustainable on a long-term basis. The Board oversees governance of the YTL Power Group’s sustainability matters which includes setting its environmental, social and governance (“ESG”) strategies, priorities and targets, overseeing the progress of ESG strategy and performance and reviewing and addressing the YTL Power Group’s material ESG risks and opportunities. Further information can be found in the *ESG Report* in this Annual Report and the “ESG” section on the Company’s website at www.ytlpowerinternational.com.

YTL Power’s ESG Committee is chaired by the Managing Director, Dato’ Yeoh Seok Hong, and comprises the Heads of the Legal, Corporate Finance and Project Development divisions, together with departmental heads with responsibility for ESG matters from key subsidiaries.

The ESG Committee supports the Board to set the high-level ESG direction and strategic focus, oversees the implementation of ESG strategies and related matters and reviews, and monitors and provides the YTL Power Group’s ESG strategic plans and initiatives across its value chain. The ESG Committee reports to the Board on an annual basis or more frequently, as and when needed.

The Company’s key methods for communicating its sustainability strategies, priorities and targets as well as performance against these targets to internal and external stakeholders include the Annual Report and the “ESG” section on the Company’s website at www.ytlpowerinternational.com. As part of the YTL Group, information on the YTL Power Group’s ESG performance is also included in the YTL Group Sustainability Report, which is issued annually and can be accessed from the YTL Group’s Sustainability website at www.ytl.com/sustainability.

The Directors are kept apprised of the key ESG issues relevant and specific to the YTL Power Group through briefings from the ESG Committee and management on performance, targets and operational updates, and also stay abreast with more general developments in the ESG arena through training programmes, further details of which are disclosed in the *Nominating Committee Statement* in this Annual Report.

The Board’s evaluation process includes criteria for addressing and managing significant risks that may have a considerable impact on the Company, and ESG risks are incorporated into this process as

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they form part of the overall risk management framework. Further details are set out in the section below on *Evaluation of the Board* and in the *Nominating Committee Statement* in this Annual Report.

Composition of the Board

The Board has 12 Directors, comprising 8 executive members and 4 independent non-executive members. The Independent Directors comprise 33.3% of the Board, providing an effective check and balance in the functioning of the Board, and in compliance with the Listing Requirements, which require one-third of the Board to be independent.

The Directors are cognisant of the recommendation in the Code for the Board to comprise a majority of independent directors, and will assess the composition and size of the Board on an ongoing basis to ensure the needs of the Company are met.

YTL Power is 55.57%-owned by YTL Corp, which is in turn 50.20%-owned by Yeoh Tiong Lay & Sons Holdings Sdn Bhd (as at 30 June 2022). The Executive Directors are appointed by the major shareholder in accordance with its rights under the Companies Act 2016 and the Constitution of the Company.

YTL Power is majority-owned by a single shareholder, unlike other listed companies that may have a dispersed shareholder base which enables a shareholder to exercise control despite holding a minority stake. The interests of the major shareholder are fully aligned with those of all shareholders of the Company.

The expertise and experience in both the day-to-day running of the Group's businesses and the determination and setting of its broader strategy lies with the Executive Directors in order to ensure the ongoing ability to fulfil their roles and responsibilities as stewards of the Group's businesses.

Nevertheless, the Company has in place appropriate and rigorous governance structures and internal controls necessary to safeguard the assets of the Group and protect shareholder value. There is robust oversight in the form of the Board's Audit, Remuneration and Nominating committees, all of which are chaired by and comprise solely Independent Non-Executive Directors.

The Board is of the view that the current Independent Non-Executive Directors have the experience and business acumen necessary to carry sufficient weight in the Board's decisions, and act in the best interests of the shareholders.

There are currently no Independent Non-Executive Directors who have served on the Board for a period exceeding the nine-year term limit as recommended in the Code.

In accordance with the Company's Constitution, at least one-third of the Directors are required to retire from office at each Annual General Meeting ("AGM") and may offer themselves for re-election by rotation. Directors who are appointed by the Board during the financial year are subject to re-election by shareholders at the next AGM held following their appointments.

The names of Directors seeking re-election at the forthcoming AGM are disclosed in the *Notice of Annual General Meeting* in this Annual Report, whilst the review of Directors proposed for re-election and their profiles can be found in the *Nominating Committee Statement* and the *Profile of the Board of Directors*, respectively. This information is also available under the "Governance" section on the Company's website at www.ytlpowerinternational.com.

Board & Senior Management Appointments

The Nominating Committee is responsible for assessing suitable candidates for appointment to the Board for approval, with due regard for diversity, taking into account the required mix of skills, experience, age, gender, ethnicity, time commitment, background and perspective of members of the Board before submitting its recommendation to the Board for decision.

The Nominating Committee is chaired by and comprises solely Independent Non-Executive Directors. The Chairman of the Nominating Committee is Datuk Seri Long See Wool. This complies with the recommendation under the Code that the chairman of the Nominating Committee should not be the chairman of the Board.

Whilst it has, to date, not been necessary to do so given the expertise of the Independent Non-Executive Directors, the Board will also endeavour to utilise independent sources including external human resources consultants and specialised databases, as appropriate.

Meanwhile, members of senior management are selected based on relevant industry experience, with due regard for diversity in skills, experience, age, gender, ethnicity, background and perspective, and are appointed by the Executive Chairman and/or the Managing Director following recommendation by the Executive Director in charge of the relevant division.

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As the Board's overriding aim is to maintain a strong and effective Board, it seeks to ensure that all appointments are made on merit, taking into account the collective balance of elements such as skills, experience, age, gender, ethnicity, background and perspective.

The Board recognises the importance of encouraging and developing female talent at all levels. Currently, there are three female directors on the Board comprising 25% of the Board and, therefore, whilst the Board has not met the target of 30% women directors set out in the Code, it will continue to seek Board members of the highest calibre, and with the necessary strength, experience and skills to meet the needs of the YTL Power Group.

Evaluation of the Board

Annual evaluation of the Board as a whole, Board committees and the individual Directors is carried out by the Nominating Committee. The evaluation carried out during the financial year under review involved an annual assessment of the effectiveness of each individual Director, the Board's committees and the Board as a whole with the objectives of assessing whether the Board, its committees and the Directors had effectively performed its/their roles and fulfilled its/their responsibilities, and devoted sufficient time commitment to the Company's affairs, in addition to recommending areas for improvement.

The assessment exercise was facilitated by the Company Secretary and took the form of completion of questionnaires/evaluation forms comprising a Board and Nominating and Remuneration Committees Effectiveness Evaluation Form, Individual Director Performance Evaluation Form, Independent Directors' Evaluation Form, Audit Committee Effectiveness Evaluation Form and Audit Committee Members Evaluation by Nominating Committee Form.

The results of the annual evaluation carried out form the basis of the Nominating Committee's recommendations to the Board for the re-election of Directors. As recommended in the Code, the Board will endeavour to utilise independent experts to facilitate the evaluation process, as and when appropriate. Further information on the activities of the Nominating Committee can be found in the *Nominating Committee Statement* set out in this Annual Report. This information is also available under the "Governance" section on the Company's website at www.ytlpowerinternational.com.

Remuneration

Directors' remuneration is decided in line with the objective recommended by the Code to determine the remuneration for Directors so as to attract, retain, motivate and incentivise Directors of the necessary calibre to lead the YTL Power Group successfully. In general, the remuneration of the Directors is reviewed against the performance of the individual and the YTL Power Group. The Executive Directors' remuneration consists of basic salary, other emoluments and other customary benefits as appropriate to a senior management member, whilst the Non-Executive Directors' remuneration comprises Directors' fees and benefits. The component parts of remuneration are structured so as to link rewards to performance. Directors do not participate in decisions regarding their own remuneration packages. Directors' fees and other benefits must be approved by shareholders at the AGM.

The Remuneration Committee ("RC") is chaired by and comprises solely Independent Non-Executive Directors, in compliance with the Code.

The RC assists in the implementation of the remuneration policy and procedures, including reviewing and recommending matters relating to the remuneration of the Directors and senior management. The RC also ensures that the remuneration policy and procedures remain appropriate based on prevailing practices and aligned with the strategy and values of the YTL Power Group.

The composition of the RC is set out below:-

- Datuk Seri Long See Wool, Chairman
- Datuk Loo Took Gee
- Encik Faiz Bin Ishak

The terms of reference of the RC and *Remuneration Policy and Procedures for Directors and Senior Management* can be found under the "Governance" section on the Company's website at www.ytlpowerinternational.com.

During the financial year ended 30 June 2022, the RC met once, attended by all members. The meeting, which was held on 13 September 2021, assessed the fees and meeting attendance allowance (benefits) ("INED Remuneration") proposed for the Independent Non-Executive Directors, guided by the framework set out in the YTL Power Group *Remuneration Policy and Procedures for Directors and Senior Management*. The proposed INED Remuneration was benchmarked against comparable listed companies in Malaysia in terms of industry and size/market capitalisation. It also considered the performance of the Independent

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Non-Executive Directors as indicated by the evaluations conducted and responsibilities assumed, as well as the overall performance of the Group.

The RC, with the Independent Non-Executive Director abstaining from deliberation and voting in respect of his/her own proposed remuneration, recommended to the Board for shareholders' approval that the INED Remuneration remain unchanged as it was still competitive and on par with the market rate.

Details of the Directors' remuneration categorised into appropriate components can be found in *Note 6* in the *Notes to the Financial Statements* in this Annual Report. Meanwhile, as regards the remuneration of the YTL Power Group's senior management team, the Board is of the view that the disclosure of these details would not be in the best interests of the YTL Power Group due to confidentiality and the competitive nature of the industries in which the YTL Power Group operates, as well as for business and personal security reasons.

Board Commitment

In accordance with the Listing Requirements, members of the Board do not hold more than five directorships in public listed companies. This ensures that their commitment, resources and time are focused on the affairs of the YTL Power Group thereby enabling them to discharge their duties effectively.

Presently, each Board member is required to assess (via the annual assessment process) whether he/she devotes the necessary time and energy to fulfilling his/her commitments to the Company. The Board recognises that an individual's capacity for work varies depending on various factors that weigh very much on his/her own assessment. Hence, having rigid protocols in place before any new directorships may be accepted is not practical. Each Board member is also expected to inform the Board whenever he/she is appointed as an officer of a corporation. In accordance with the Board Charter and guidance in the Code, none of the Directors are active politicians.

The details of each Director's attendance of Board meetings can be found in the *Profile of the Board of Directors* whilst details of the training programmes attended during the year under review are disclosed in the *Nominating Committee Statement* in this Annual Report. This information is also available under the "Governance" section on the Company's website at www.ytlpowerinternational.com.

PRINCIPLE B: EFFECTIVE AUDIT & RISK MANAGEMENT

Integrity in Financial Reporting

The Directors are responsible for ensuring that financial statements are drawn up in accordance with the Listing Requirements, Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The *Statement of Directors' Responsibilities* made pursuant to Section 248-249 of the Companies Act 2016 is set out in this Annual Report.

In presenting the financial statements, the Company has used appropriate accounting policies, consistently applied and supported by reasonable and prudent judgments and estimates, to present a true and fair assessment of the Company's position and prospects. Interim financial reports were reviewed by the Audit Committee and approved by the Board prior to release to Bursa Securities.

Audit Committee

The Company has in place an Audit Committee which comprises solely Independent Non-Executive Directors, in compliance with the Listing Requirements and the Code, namely Encik Faiz Bin Ishak, Datuk Seri Long See Wool and Datuk Loo Took Gee. The Chairman of the Audit Committee is Encik Faiz Bin Ishak, in accordance with the recommendations of the Code that the chairman of the Audit Committee should not be the chairman of the Board.

The members of the Audit Committee possess a wide range of necessary skills to discharge their duties, and are financially literate and able to understand matters under the purview of the Audit Committee including the financial reporting process. The members of the Audit Committee also intend to continue to undertake professional development by attending training to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

The Audit Committee holds quarterly meetings to review matters including the YTL Power Group's financial reporting, the audit plans for the financial year and recurrent related party transactions, as well as to deliberate the findings of the internal and external auditors.

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The Audit Committee met 5 times during the financial year ended 30 June 2022. Full details of the composition and a summary of the work carried out by the Audit Committee during the financial year can be found in the Audit Committee Report set out in this Annual Report. This information and the terms of reference of the Audit Committee are available under the "Governance" section on the Company's website at www.ytlpowerinternational.com.

The Audit Committee has established formal and professional arrangements for maintaining an appropriate relationship with the Company's external auditors, PricewaterhouseCoopers PLT ("PwC Malaysia"). The external auditors also attend each AGM in order to address clarifications sought pertaining to the audited financial statements by shareholders.

The Audit Committee's *Auditor Independence Policy* guides its assessment of the suitability, objectivity and independence of the external auditors. This policy was updated during the financial year to, amongst others, extend the cooling off period to three years (from two years previously) for appointment of a former audit partner of the external audit firm as a member of the Audit Committee, and to include additional assessment criteria based on information presented in the *Annual Transparency Report* of the external auditors, in line with the Code. None of the Audit Committee members were formerly audit partners of YTL Power's external auditors.

Details of the audit and non-audit fees paid/payable to PwC Malaysia and member firms of PricewaterhouseCoopers International Limited ("PwCIL") for the financial year ended 30 June 2022 are as follows:-

	Company RM'000	Group RM'000
Statutory audit fees paid/payable to:-		
- PwC Malaysia	816	846
- Member firms of PwCIL*	-	812
Total	816	1,658
Non-audit fees paid/payable to:-		
- PwC Malaysia	55	164
- Member firms of PwCIL*	-	565
Total	55	729

* Member firms of PwCIL which are separate and independent legal entities from PwC Malaysia

Risk Management & Internal Control

The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal control to safeguard the investment of its shareholders and the YTL Power Group's assets, and that these controls are designed to provide reasonable, but not absolute, assurance against the risk of occurrence of material errors, fraud or losses.

Details of the YTL Power Group's system of risk management and internal control are contained in the *Statement on Risk Management & Internal Control* and the *Audit Committee Report* as set out in this Annual Report.

Internal Audit

YTL Power's internal audit function is carried out by the Internal Audit department within the YTL Corp Group ("YTLIA"), which reports directly to the Audit Committee. The Head of YTLIA, Mr Choong Hon Chow, is a registered member of the Malaysian Institute of Accountants and a Fellow of the Association of Chartered Certified Accountants (ACCA) UK. He started his career with the external audit division of a large public accounting firm before moving on to the internal audit profession in public listed companies and gained valuable and extensive internal audit experience covering many areas of diversified commercial businesses and activities. He has a total of 39 years of internal and external audit experience.

During the financial year ended 30 June 2022, YTLIA comprised 8 full-time personnel. The personnel of YTLIA are free from any relationships or conflicts of interest which could impair their objectivity and independence.

The internal audit function adopts the framework based on the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

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The activities of the internal audit function during the year under review included:-

- Developing the annual internal audit plan and proposing this plan to the Audit Committee;
- Conducting scheduled internal audit engagements, focusing primarily on the adequacy and effectiveness of internal controls and recommending improvements where necessary;
- Conducting follow-up reviews to assess if appropriate action has been taken to address issues highlighted in audit reports;
- Presenting significant audit findings to the Audit Committee for consideration;
- Conducting review of recurrent related party transactions;
- Conducting discussions with management in identifying significant concerns and risk areas perceived by management for inclusion in the internal audit plan; and
- Conducting discussions with management to identify, analyse, assess and prioritise the internal and external corruption risks, for the purpose of establishing appropriate processes, systems and controls to mitigate the specific corruption risks exposure.

Further details of the YTL Power Group's internal audit function are contained in the *Statement on Risk Management & Internal Control* and the *Audit Committee Report* as set out in this Annual Report.

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING & MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Communication with Shareholders & Other Stakeholders

The YTL Power Group values dialogue with its stakeholders and constantly strives to improve transparency by maintaining channels of communication that enable the Board to convey information about performance, corporate strategy and other matters affecting stakeholders' interests. The Board believes that a constructive and effective investor relationship is essential in enhancing stakeholder value and recognises the importance of timely dissemination of information to stakeholders.

The Board ensures that shareholders are kept well-informed of any major development of the YTL Power Group. Such information is communicated through the Annual Report, the various disclosures and announcements to Bursa Securities, including quarterly and annual results, and corporate websites. Corporate information, annual financial results, governance information, business reviews and future plans are disseminated through the Annual Report, whilst current corporate developments are communicated via the Company's corporate website at www.ytlpowerinternational.com and the YTL Group's community website at www.ytlcommunity.com, in addition to prescribed information, including its interim financial results, announcements, circulars, prospectuses and notices, which is released through the official website of Bursa Securities.

The Executive Chairman, Managing Director and/or the Executive Directors meet with analysts, institutional shareholders and investors throughout the year not only to promote the dissemination of the YTL Power Group's financial results but to provide updates on strategies and new developments to ensure better understanding of the YTL Power Group's operations and activities. Presentations based on permissible disclosures are made to explain the YTL Power Group's performance and major development programs.

Whilst efforts are made to provide as much information as possible to its shareholders and stakeholders, the Directors are cognisant of the legal and regulatory framework governing the release of material and sensitive information so as to not mislead its shareholders. Therefore, the information that is price-sensitive or that may be regarded as undisclosed material information about the YTL Power Group is not disclosed to any party until after the prescribed announcement to Bursa Securities has been made.

Conduct of General Meetings

The AGM is the principal forum for dialogue with shareholders. The Board provides opportunities for shareholders to raise questions pertaining to issues in the Annual Report, corporate developments in the YTL Power Group, the resolutions being proposed and the business of the YTL Power Group in general at every general meeting of the Company.

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The Notice of the AGM and a circular to shareholders in relation to the renewal of the Company's share buy-back and recurrent related party transactions mandates, if applicable, are sent to shareholders at least 28 days prior to the AGM in accordance with the Code, which also meets the criteria of the Listing Requirements and Companies Act 2016, which require the Notice of AGM to be sent 21 days prior to the AGM. This provides shareholders with sufficient time to review the YTL Power Group's financial and operational performance for the financial year and to fully evaluate new resolutions being proposed to make informed voting decisions at the AGM.

The Executive Chairman, Managing Director and Executive Directors take the opportunity to present a comprehensive review of the financial and non-financial performance of the YTL Power Group, as well as progress and long-term strategies. The Directors provide appropriate answers in response to shareholders' questions during the meeting, thereby ensuring a high level of accountability, transparency and identification with the YTL Power Group's business operations, strategy and goals.

The Directors are mindful of the recommendation under the Code that all directors must attend general meetings and fully appreciate the need for their attendance at all such meetings. All Directors attended the Company's 25th AGM held on 7 December 2021.

Extraordinary general meetings are held as and when required to seek shareholders' approval. The Executive Chairman, Managing Director and Executive Directors take the opportunity to fully explain the rationale for proposals put forth for approval and the implications of such proposals for the Company, and to reply to shareholders' questions.

Where applicable, each item of special business included in the notice of the meeting is accompanied by an explanatory statement for the proposed resolution to facilitate full understanding and evaluation of the issues involved. All resolutions are put to vote by electronic poll voting and an independent scrutineer is appointed to verify poll results. The results of the electronic poll voting are announced in a timely manner, usually within half an hour of the voting process to enable sufficient time for the results to be tabulated and verified by the independent scrutineer.

The rights of shareholders, including the right to demand a poll, are found in the Constitution of the Company. At the 25th AGM of the Company, held on 7 December 2021, the resolutions put forth for shareholders' approval were voted on by way of a poll.

Where general meetings are held on a virtual basis, the Board utilises available platforms and technologies that support meaningful engagement with shareholders by ensuring smooth broadcast of the general meeting and enabling interactive participation by shareholders via facilities to submit questions before and during the general meeting. Questions posed by shareholders are made visible to all meeting participants during the meeting.

The Company engages professional service providers to manage and administer its general meetings who have in place the necessary data privacy and protection and cybersecurity policies and procedures to safeguard the information of the Company and its shareholders.

Minutes of general meetings are posted on the Company's website under the "Meetings" page at <https://www.ytlpowerinternational.com/meetings> no later than 30 business days after the general meeting.

Due to the outbreak of COVID-19 and as part of the safety measures to curb its spread, the 25th AGM of the Company was conducted as a fully virtual meeting through live streaming and online remote participation and voting using the TIIH Online System at <https://tiih.com.my> provided by the appointed share registrar and poll administrator, Tricor Investor & Issuing House Services Sdn Bhd.

In view of the rules/restrictions applicable during the ongoing transition to the endemic phase of COVID-19, the forthcoming 26th AGM will also be held on a fully virtual basis, the details of which can be found in the *Notice of Annual General Meeting* in this Annual Report.

This statement and the CG Report were approved by the Board on 25 August 2022.

Statement on Risk Management & Internal Control

for the financial year ended 30 June 2022

During the financial year under review, the Board of Directors (“Board”) of YTL Power International Berhad (“YTL Power” or “Company”) reviewed the system of internal control and risk management of YTL Power and its subsidiaries (“YTL Power Group”), to ensure compliance with the applicable provisions of the Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the principles and practices of the Malaysian Code on Corporate Governance (“Code”).

The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal control to safeguard the investment of its shareholders and the assets of the YTL Power Group, and that these controls are designed to provide reasonable, but not absolute, assurance against the risk of occurrence of material errors, fraud or losses.

This statement sets out an overview of YTL Power’s compliance with the applicable provisions of the Code during the financial year ended 30 June 2022.

RESPONSIBILITIES OF THE BOARD

The Board is ultimately responsible for maintaining a sound system of risk management and internal control which includes the establishment of an appropriate control environment framework to address the need to safeguard shareholders’ investments and the assets of the YTL Power Group, and for reviewing the adequacy and integrity of the system. The system of internal control covers not only financial controls but operational and compliance controls and risk management.

However, the Board recognises that reviewing the YTL Power Group’s system of risk management and internal control is a concerted and continuing process, designed to minimise the likelihood of fraud and error, and to manage rather than eliminate the risk of failure to achieve business objectives. Accordingly, the system of risk management and internal control can only provide reasonable but not absolute assurance against material misstatement, fraud and loss.

The Board believes that the YTL Power Group’s system of risk management and internal control, financial or otherwise, in place for the financial year under review, should provide reasonable assurance regarding the achievement of the objectives of ensuring effectiveness and efficiency of operations, reliability and transparency of financial information and compliance with laws and regulations.

PRINCIPAL FEATURES OF THE YTL POWER GROUP’S SYSTEM OF INTERNAL CONTROL

The Board is committed to maintaining a sound internal control structure that includes processes for continuous monitoring and review of effectiveness of control activities, and to govern the manner in which the YTL Power Group and its staff conduct themselves. The principal features which formed part of the YTL Power Group’s system of internal control can be summarised as follows:-

- **Authorisation Procedures:** The YTL Power Group has a clear definition of authorisation procedures and a clear line of accountability, with strict authorisation, approval and control procedures within the Board and the senior management. Responsibility levels are communicated throughout the YTL Power Group which set out, among others, authorisation levels, segregation of duties and other control procedures to promote effective and independent stewardship in the best interests of shareholders.
- **Authority Levels:** The YTL Power Group has delegated authority levels for tenders, capital expenditure projects, acquisitions and disposals of businesses and other significant transactions to the Executive Chairman/Managing Director/ Executive Directors. The approval of capital and revenue proposals above certain limits is reserved for decision by the Board. Other investment decisions are delegated for approval in accordance with authority limits. Comprehensive appraisal and monitoring procedures are applied to all major investment decisions.

The authority of the Directors is required for decisions on key treasury matters including financing of corporate and investment funding requirements, foreign currency and interest rate risk management, investments, insurance and designation of authorised signatories.

Statement on Risk Management & Internal Control

for the financial year ended 30 June 2022

- **Financial Performance:** Interim financial results are reviewed by the Audit Committee and approved by the Board upon recommendation of the Audit Committee before release to Bursa Securities. The full year financial results and analyses of the YTL Power Group's state of affairs are disclosed to shareholders after review and audit by the external auditors.
- **Internal Compliance:** The YTL Power Group monitors compliance with its internal financial controls through management reviews and reports which are internally reviewed by key personnel to enable it to gauge achievement of annual targets. Updates of internal policies and procedures are undertaken to reflect changing risks or resolve operational deficiencies, as well as changes to legal and regulatory compliance requirements relevant to the YTL Power Group. Internal audit visits are systematically arranged over specific periods to monitor and scrutinise compliance with procedures and assess the integrity of financial information provided.

KEY PROCESSES OF THE YTL POWER GROUP'S SYSTEM OF INTERNAL CONTROL

The key processes that the Board has established to review the adequacy and integrity of the system of internal control are as follows:-

- **Internal Audit Function:** The YTL Power Group's internal audit function is carried out by the Internal Audit department within the YTL Corporation Berhad Group ("YTLIA"), which provides assurance on the efficiency and effectiveness of the internal control systems implemented by management, and reports directly to the Audit Committee. A description of the work of the internal audit function can be found in the *Audit Committee Report*, whilst additional details about the personnel and resources of YTLIA are contained in the *Corporate Governance Overview Statement* set out in this Annual Report. This information is also available under the "Governance" section on the Company's website at www.ytlpowerinternational.com.

YTLIA operates independently of the work it audits and provides periodic reports to the Audit Committee, reporting on the outcome of the audits conducted which highlight the efficiency and effectiveness of the system of internal control and significant risks. The Audit Committee reviews and evaluates the key concerns and issues raised by YTLIA and ensures that appropriate and prompt remedial action is taken by management.

None of the weaknesses or issues identified during the review for the financial year has resulted in non-compliance with any relevant policies or procedures, the Listing Requirements or recommended industry practices that would require disclosure in the Company's Annual Report.

The companies of the Wessex Water Limited group ("Wessex Water") based in the United Kingdom ("UK") were not covered by the internal audit process discussed above. Wessex Water's operations are subject to stringent financial and operational controls imposed by its regulator, the UK Water Services Regulation Authority (known as Ofwat), a government body, and by its regulatory licence. Wessex Water Services Limited ("WWSL") possesses its own internal audit department. The internal audit department reports to WWSL's audit committee, which has the responsibility to ensure the preservation of good financial practices and monitor the controls that are in place to ensure the integrity of those practices. It reviews the annual financial statements and provides a line of communication between the board of directors and the external auditors. It has formal terms of reference which deal with its authorities and duties, and its findings are presented to the Audit Committee.

Similarly, the companies of the YTL PowerSeraya Pte Limited group ("YTL PowerSeraya") based in Singapore were also not covered by YTLIA. YTL PowerSeraya's operations are subject to stringent financial and operational controls imposed by its regulator, the Energy Market Authority (EMA), a statutory board under the Ministry of Trade and Industry of Singapore. YTL PowerSeraya outsourced its internal audit functions to a reputable professional firm which reports to its audit committee and its findings are also presented to the Audit Committee. YTL PowerSeraya has the responsibility to ensure that the internal controls and systems in place are maintained to provide reasonable assurance as to the integrity and reliability of its financial statements.

The system of internal control will continue to be reviewed, enhanced and updated in line with changes in the operating environment. The Board will seek regular assurance on the continuity and effectiveness of the internal control system through appraisals by YTLIA. The Board is of the view that the current system of internal control in place throughout the YTL Power Group is effective to safeguard its interests.

Statement on Risk Management & Internal Control

for the financial year ended 30 June 2022

- Executive Board/Senior Management Meetings:** The YTL Power Group conducts regular meetings of the executive board/senior management which comprise the Executive Chairman/Managing Directors/Executive Directors and divisional heads/senior managers. These meetings are convened to deliberate and decide upon urgent company matters and to review, identify, discuss and resolve significant financial and treasury matters and to monitor the financial standing of the YTL Power Group. They also serve to ensure that any new financial developments and/or areas of concern are highlighted early and can be dealt with promptly. Decisions can then be effectively communicated to all relevant staff levels in a timely manner. From these meetings, the executive board/management is able to identify significant operational and financial risks of the business units concerned.
- Site Visits:** The Managing Director/Executive Directors undertake site visits to production and operating units and communicate with various levels of staff to gauge first-hand the effectiveness of strategies discussed and implemented. This is to ensure that management and the Managing Director/Executive Directors maintain a transparent and open channel of communication for effective operation.

KEY FEATURES & PROCESSES OF THE YTL POWER GROUP'S RISK MANAGEMENT FRAMEWORK

The YTL Power Group's strong financial profile is the result of a system of internal control and risk management designed to mitigate risks which arise in the course of business. This is exemplified by the YTL Power Group's strategy of acquiring regulated assets and financing acquisitions on a non-recourse basis. These include Wessex Water and YTL PowerSeraya, as well as its interests in P.T. Jawa Power and Attarat Power Company PSC. These assets share common characteristics of predictable operating costs and revenue streams, which in turn generate stable and predictable cash flows and profits, underpinned by an established regulatory environment in their respective markets of operation.

The Board acknowledges that all areas of the YTL Power Group's business activities involve some degree of risk. The YTL Power Group is committed to ensuring that there is an effective risk management framework which allows management to manage risks within defined parameters and standards, and promotes profitability of the YTL Power Group's operations in order to enhance shareholder value.

The Board assumes overall responsibility for the YTL Power Group's risk management framework. Identifying, evaluating and managing any significant risks faced by the YTL Power Group is an ongoing process which is undertaken by the senior management at each level of operations and by the Audit Committee, which assesses and analyses these findings and reports to the Board. At the same time, YTLIA, in the performance of its internal audit function, will identify and evaluate any significant risks faced by the YTL Power Group and report these findings to the Audit Committee. During the financial year under review, the Board's functions within the risk management framework were exercised primarily by the Managing Director/Executive Directors through their participation in management meetings to ensure the adequacy and integrity of the system of internal control. Emphasis is placed on reviewing and updating the process for identifying and evaluating the significant risks affecting the business, and policies and procedures by which these risks are managed.

The YTL Power Group's activities expose it to a variety of financial risks, including market risk (comprising foreign currency exchange risk, interest rate risk and price risk), credit risk, liquidity risk and capital risk. The YTL Power Group's overall financial risk management objective is to ensure that the YTL Power Group creates value for its shareholders. The YTL Power Group focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on its financial performance. Financial risk management is carried out through regular risk review analysis, internal control systems and adherence to the YTL Power Group's financial risk management policies. The Board reviews these risks and approves the appropriate control environment framework. Further discussion and details on the YTL Power Group's risk management is contained in the *Management Discussion & Analysis* in this Annual Report.

Management is responsible for creating a risk-aware culture within the YTL Power Group and for the identification and evaluation of significant risks applicable to their areas of business, together with the design and operation of suitable internal controls. These risks are assessed on a continual basis and may be associated with a variety of internal and external sources including control breakdowns, disruption in information systems, competition, natural catastrophe and regulatory requirements. Significant changes in the business and the external environment which affect significant risks will be reported by the management to the Board in developing a risk mitigation action plan. Where areas for improvement in the system are identified, the Board considers the recommendations made by the Audit Committee and the internal auditors.

Statement on Risk Management & Internal Control

for the financial year ended 30 June 2022

The Board will pursue its ongoing process of identifying, assessing and managing key business, operational and financial risks faced by its business units as well as regularly reviewing planned strategies to determine whether risks are mitigated and well-managed, and to ensure compliance with the guidelines issued by the relevant authorities. This is to ensure the YTL Power Group is able to respond effectively to the constantly changing business environment in order to protect and enhance stakeholders' interests and shareholder value.

REVIEW BY EXTERNAL AUDITORS

As required under Paragraph 15.23 of the Listing Requirements, the external auditors, PricewaterhouseCoopers PLT, have reviewed this Statement on Risk Management & Internal Control. Their review was performed in accordance with Audit and Assurance Practice Guide ("AAPG") 3 issued by the Malaysian Institute of Accountants. Based on their review, they have reported to the Board that nothing has come to their attention that causes them to believe that this Statement is inconsistent with their understanding of the process the Board has adopted in reviewing the adequacy and integrity of internal control and risk management of the YTL Power Group. AAPG 3 does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the YTL Power Group.

CONCLUSION

The Board is of the view that the system of risk management and internal control being instituted throughout the YTL Power Group is sound and effective. The monitoring, review and reporting arrangements in place give reasonable assurance that the structure and operation of controls are appropriate for the YTL Power Group's operations and that risks are at an acceptable level throughout its businesses. The Managing Director is primarily responsible for the financial management of YTL Power and has provided assurance to the Board that the YTL Power Group's risk management and internal control system is operating adequately and effectively. Reviews of all the control procedures will be continuously carried out to ensure the ongoing effectiveness and adequacy of the system of risk management and internal control, so as to safeguard shareholders' investments and the YTL Power Group's assets.

This statement was approved by the Board on 25 August 2022.

Audit Committee Report

COMPOSITION

Faiz Bin Ishak

(Chairman/Independent Non-Executive Director)

Datuk Seri Long See Wool

(Member/Independent Non-Executive Director)

Datuk Loo Took Gee

(Member/Independent Non-Executive Director)

TERMS OF REFERENCE

The terms of reference of the Audit Committee can be found under the "Governance" section on the Company's website at www.ytlpowerinternational.com.

NUMBER OF MEETINGS HELD AND DETAILS OF ATTENDANCE

During the financial year, a total of 5 Audit Committee Meetings were held and the details of attendance are as follows:-

	Attendance
Faiz Bin Ishak	5
Datuk Seri Long See Wool	5
Datuk Loo Took Gee	5

SUMMARY OF WORK CARRIED OUT DURING FINANCIAL YEAR

The Audit Committee carried out the following work during the financial year ended 30 June 2022 in the discharge of its functions and duties:-

1. Overseeing Financial Reporting

- (a) Reviewed the following quarterly financial results and annual financial statements ("Financial Reports") prior to its recommendation to the Board of Directors for approval:-
 - Quarterly financial results for the fourth quarter of financial year ended 30 June 2021, and the annual audited financial statements for the financial year ended 30 June 2021 at the Audit Committee meetings held on 7 September 2021 and 29 September 2021, respectively;
- (b) At the Audit Committee meetings, the Treasurer cum Departmental Head (Accounts) presented the Financial Reports wherein the following matters were reviewed and confirmed, with clarifications and/or additional information provided wherever required by the Managing Director primarily in charge of the financial management of the Company:-
 - First, second and third quarters of the quarterly results for the financial year ended 30 June 2022 at the Audit Committee meetings held on 24 November 2021, 23 February 2022 and 25 May 2022, respectively.
 - Appropriate accounting policies had been adopted and applied consistently, and other statutory and regulatory requirements had been complied with;
 - The Company has adequate resources to continue in operation for the foreseeable future and that there are no material uncertainties that could lead to significant doubt as to the Group's ability to continue as a going concern;
 - Significant judgements made by management in respect of matters such as impairment assessment on goodwill, investment, property, plant and equipment and trade receivables, capitalisation policy of infrastructure assets in property, plant and equipment and post-employment benefit obligations and the underlying assumptions and/or estimates used were reasonable and appropriate in accordance with the requirements of the Malaysian Financial Reporting Standards ("MFRS");
 - Adequate processes and controls were in place for effective and efficient financial reporting and disclosures under the MFRS and Bursa Malaysia Securities Berhad Main Market Listing Requirements ("Listing Requirements");
 - The Financial Reports were fairly presented in conformity with the relevant accounting standards in all material aspects.

Audit Committee Report

2. External Audit

- (a) Reviewed with the external auditors, PricewaterhouseCoopers PLT ("PwC"):-
 - their status report, and final report on the audit of the financial statements for financial year ended 30 June 2021 setting out their comments and conclusions on the significant audit and accounting matters highlighted and adequacy of disclosures in the financial statements. The review also covered the report on the IT General Controls review conducted on YTL Communications Sdn Bhd and an update on the prior financial year's findings, and internal control matters highlighted by the external auditors that arose during the course of their audit;
 - the audit plan for the financial year ended 30 June 2022 outlining, amongst others, their scope of work, areas of audit emphasis, multi-location audit, and development in laws and regulations affecting financial reporting and the roles and responsibilities of directors/audit committee members and auditors.
- (b) Reviewed the audit fees proposed by PwC together with management and recommended the fees agreed with PwC to the Board of Directors for approval.
- (c) Had discussions with PwC twice on 7 September 2021 and 25 May 2022, without the presence of management, to apprise on matters in regard to the audit and financial statements. The Audit Committee also enquired about the assistance and co-operation given by management to PwC.
- (d) Reviewed the profiles of the audit engagement team from PwC Malaysia, specialised audit support (taxation, advisory, and IT risk assurance) to assess their qualifications, expertise, resources, and independence, as well as the effectiveness of the audit process. PwC also provided written confirmation of their independence in the reports presented to the Audit Committee. The Audit Committee also reviewed on a regular basis, the nature and extent of the non-audit services provided by PwC and was satisfied with the suitability, performance, independence and objectivity of PwC.
- (e) Assessed performance of PwC for the financial year ended 30 June 2021 and recommended to the Board of Directors that shareholders' approval be sought for PwC's re-appointment at the annual general meeting held on 7 December 2021.

3. Internal Audit

- (a) Reviewed with the internal auditors the internal audit reports (including follow-up review reports), the audit findings and recommendations, management's responses and/or actions taken thereto and ensured that material findings were satisfactorily addressed by management. Also took note of the salient findings set out in the internal audit reports reviewed by the audit committee of Wessex Water Limited group;
- (b) Reviewed and adopted the internal audit risk analysis reports for 2021. Internal audit would leverage on the Group's risk analysis to focus on the business processes and relevant areas that address the key risks identified. Risk management and internal control reports of the significant associated corporations, P.T. Jawa Power and ElectraNet Pty Ltd were also submitted to the Audit Committee;
- (c) Reviewed the Anti-Bribery and Corruption Risk Assessment reports to effectively managing the risks identified within the Group;
- (d) Reviewed and adopted the risk-based internal audit plan for financial year ending 30 June 2022 to ensure sufficient scope and coverage of activities of the Company and the Group;
- (e) Reviewed internal audit resourcing, with focus on ensuring that the function has sufficient resources together with the right calibre of personnel to perform effectively and that the head of internal audit has adequate authority to discharge his functions objectively and independently.

4. Recurrent Related Party Transactions of a Revenue or Trading Nature ("RRPT")

- (a) Reviewed, on a quarterly basis, the RRPT entered into by the Company and/or its subsidiaries with related parties to ensure that the Group's internal policies and procedures governing RRPT are adhered to, the terms of the shareholder mandate are not contravened, and disclosure requirements of the Listing Requirements are observed;

Audit Committee Report

(b) Received updates on the directorships and shareholdings held by the Directors of the Company and persons connected with them via the general notices given under and in accordance with Section 221 of the Companies Act, 2016 tabled at board meetings. These disclosures enabled an assessment of the potential or actual conflicts of interest which may arise in relation to related party transactions or RRPT;

(c) Reviewed the 2021 circular to shareholders in relation to the renewal of shareholder mandate for RRPT, prior to its recommendation to the Board of Directors for approval.

5. Annual Report

Reviewed the Audit Committee Report, and Statement on Risk Management and Internal Control before recommending these to the Board of Directors for approval for inclusion in 2021 Annual Report.

6. Amendments to Terms of Reference (“TOR”)

Reviewed the proposed amendments to its TOR to reflect the recommended practices of the Malaysian Code on Corporate Governance (“Code”) and the provisions of the Listing Requirements, where applicable, prior to its recommendation to the Board of Directors for approval.

7. Amendments to Policy on Auditor Independence

Reviewed the proposed amendments to the Policy on Auditor Independence including the ‘External Auditor Evaluation Form’ to include enhancements to its oversight role as introduced by the practices recommended in the Code, prior to its recommendation to the Board of Directors for approval.

8. Employees Share Option Scheme (“ESOS”)

Reviewed the verification of share options allocation to the eligible employees approved by the options committee on 27 January 2022 and concurred that the allocation under the ESOS complied with the criteria set out in the By-Laws of the ESOS.

internal control activities. IA’s goal is to focus mainly on risk-based audits related to operations and compliance that are aligned with the risks of the Company and the Group to ensure that the relevant controls addressing those risks are reviewed.

During the year, the IA Department evaluated the adequacy and effectiveness of key controls in responding to risks within the organisation’s governance, operations and information systems regarding:-

- reliability and integrity of financial and operational information;
- effectiveness and efficiency of operations;
- safeguarding of assets; and
- compliance with relevant laws, regulations and contractual obligations.

The work of the internal audit function during the year under review include the following:-

1. Developed the annual internal audit plan and proposed the plan to the Audit Committee.
2. Conducted scheduled and special internal audit engagements, focusing primarily on the adequacy and effectiveness of internal controls and recommended improvements where necessary.
3. Conducted follow-up reviews to assess if appropriate action has been taken to address issues highlighted in previous audit reports.
4. Presented significant audit findings and areas for improvements raised by the IA to the Audit Committee for consideration on the recommended corrective measures together with the management’s response.
5. Conducted recurrent related party transactions reviews to assess accuracy and completeness of reporting for presentation to the Audit Committee, and ensure compliance with the Listing Requirements.
6. Conducted discussions with management in identifying significant concerns and risk areas perceived by management for inclusion in the internal audit plan.
7. Conducted discussions with management to identify, analyse, assess and prioritise the internal and external corruption risks, for the purpose of establishing appropriate processes, systems and controls to mitigate the specific corruption risks exposure.

Costs amounting to RM1,918,614 were incurred in relation to the internal audit function for the financial year ended 30 June 2022.

INTERNAL AUDIT FUNCTION

The objective of the Internal Audit (“IA”) is to help management evaluate the effectiveness and efficiency of the internal control systems. The IA is part of the Company and the Group’s governance system, and according to the Code, the IA is in charge of supervising

Nominating Committee Statement

NOMINATING COMMITTEE (“NC”)

The NC assists the Board of Directors of YTL Power International Berhad (the “Company”) (“Board”) in discharging its responsibilities by overseeing the selection and assessment of Directors to ensure that the composition of the Board meets the needs of the Company and its subsidiaries (“YTL Power Group”).

The terms of reference of the NC can be found under the “Governance” section on the Company’s website at www.ytlpowerinternational.com.

Members of the NC are as follows:-

- Datuk Seri Long See Wool (*Chairman*)
- Datuk Loo Took Gee
- Encik Faiz Bin Ishak

The NC met twice during financial year ended 30 June 2022, attended by all members.

BOARD NOMINATION AND ELECTION PROCESS AND CRITERIA USED

The NC is responsible for considering and making recommendations to the Board candidates for directorship when the need arises such as to fill a vacancy arising from resignation or retirement or to close any skills, competencies, experience or diversity gap that has been identified or to strengthen Board composition. Candidates may be proposed by the Managing Director or any Director or shareholder and must fulfil the requirements prescribed under the relevant laws and regulations for appointment as director. A candidate’s suitability for appointment will be based primarily on the individual’s merits as well as the strategic aim for the appointment.

ACTIVITIES OF THE NC FOR THE FINANCIAL YEAR ENDED 30 JUNE 2022

i. Review of Directors standing for re-election

In June 2022, based on the schedule of retirement by rotation and in conjunction with the annual evaluation exercise, the NC considered the eligibility of Datuk Seri Long See Wool, Datuk Loo Took Gee, Tuan Syed Abdullah Bin Syed Abd. Kadir and Encik Faiz Bin Ishak, who are due to retire by rotation pursuant to Article 86 of the Company’s Constitution at the Twenty-Sixth Annual General Meeting of the Company, to stand for re-election.

The NC (save for the members who abstained from deliberations and voting in respect of their own re-election) was satisfied that they continue to perform and contribute effectively as indicated by the performance evaluation results, devote the necessary time commitment to their roles and responsibilities, and in the case of the Independent Non-Executive Directors (“INED”), exercise objectivity and independence of judgement, and as such resolved to recommend to the Board that they stand for re-election.

ii. Annual evaluation

In May 2022, the annual evaluation of the effectiveness of the Board as a whole, the Board Committees and individual Directors was carried out. The evaluation exercise was facilitated by the Company Secretary and took the form of completion of questionnaires/evaluation forms.

Besides composition and diversity, Board effectiveness evaluation covered the areas of quality of governance and decision making while Board Committees were assessed on their composition, expertise, and whether their functions and responsibilities were effectively discharged in accordance with their respective terms of reference.

Individual Directors were evaluated on their fit and properness, calibre, character and integrity, contribution, performance and time commitment; whether they have shown the will and ability to deliberate constructively, ask the right questions and confidence to stand up for a point of view.

Nominating Committee Statement

Results of the evaluations indicated no evident weaknesses or shortcomings which require mitigating measure. The Board and the Board Committees continue to operate effectively and the performance of the Directors and the time commitment in discharging their duties as Directors of the Company for the year ended 30 June 2022 were satisfactory.

The NC, with the concurrence of the Board was the view that the Board is of the right size and has an appropriate mix of skills, experience, perspective, independence and diversity, including gender diversity needed to meet the needs of the Company.

In terms of the tenure of the INED, the NC took note of the amendments introduced by Bursa Malaysia Securities Berhad Main Market Listing Requirements ("Listing Requirements") in relation to the 12-year limit for independent directors.

iii. Review of the NC Statement for financial year ended 30 June 2021

The NC Statement was reviewed by the NC prior to its recommendation to the Board for inclusion in 2021 Annual Report.

iv. Review of the evaluation criteria in the evaluation forms

The NC reviewed the evaluation criteria set out in the evaluation forms and resolved that the same be maintained as they remained relevant and consistent with the Malaysian Code on Corporate Governance and Listing Requirements.

v. Review of the Fit and Proper Policy for Directors

The NC reviewed the Fit and Proper Policy for Directors of the Company and its subsidiaries together with the form of 'Declaration of Fit and Properness by Director' prior to recommending the same for adoption by the Board.

POLICY ON BOARD COMPOSITION

As the Board's overriding aim is to maintain a strong and effective Board, it seeks to ensure that all appointments are made on merit, taking into account the collective balance of elements such as skills, experience, age, gender, ethnicity, background and perspective. The Board recognises the importance of encouraging and developing

female talent at all levels. Currently, three of the Company's Directors are women and make up 25% of the full Board. Although it has not set any specific measurable objectives, the Board intends to continue its current approach to diversity in all aspects while at the same time seeking Board members of the highest calibre, and with the necessary strength, experience and skills to meet the needs of the Company.

INDUCTION, TRAINING AND DEVELOPMENT OF DIRECTORS

Upon joining the Board, a newly appointed Director will be given an induction pack containing the Company's annual report, Constitution, and schedule of meetings of the Board and Committee (if the Director is also a Committee member) which will serve as an initial introduction to the YTL Power Group as well as an ongoing reference. Visits to the YTL Power Group's operational sites and meetings with senior management may also be arranged as practicable and appropriate.

The Board, through the NC, assesses the training needs of its Directors on an ongoing basis by determining areas that would best strengthen their contributions to the Board.

Besides the findings from the annual performance evaluation of Directors, which provide the NC with useful insights into the training needs of the Directors, each Director is requested to identify appropriate training that he/she believes will enhance his/her contribution to the Board.

The Board has taken steps to ensure that its members have access to appropriate continuing education programmes. The Company Secretary facilitates the organisation of in-house development programmes and keeps Directors informed of relevant external training programmes.

During the financial year ended 30 June 2022, the following five in-house training programmes were organised for the Directors:

- YTL LEAD Conference 2021;
- YTL Group Data Security & Protection Course;
- An Effective Holistic Approach to establishing Effective ESG Culture and Successful Implementation;
- Successful Implementation of the 4 ESG Pillars, Metrics and Disclosures;
- Cybersecurity Training: Phishing Attack.

Nominating Committee Statement

All the Directors have undergone training programmes during the financial year ended 30 June 2022. The conferences, seminars and training programmes attended by one or more of the Directors covered the following areas:-

Seminars/Conferences/Training	Attended by
► Risk Management/Compliance/Anti-Corruption/Environmental, Social & Governance/Sustainability	
Climate Governance Malaysia: The Net Zero Journey: What Board Members need to Know - Part 1 (13 July 2021)	Datuk Loo Took Gee
Climate Governance Malaysia: Directors' Duties and Climate Change (22 July 2021)	Datuk Loo Took Gee
Malaysian Institute of Management ("MIM") Webinar: Fighting Corruption Together as a Nation (10 August 2021)	Dato' Yeoh Soo Min
Climate Governance Malaysia: Is Malaysia Ready for Carbon Pricing and Green Financing? (17 August 2021)	Datuk Loo Took Gee
Climate Change, Reporting and Sustainability Trends: The Inter-links Towards Addressing Sustainable Development Goals and Climate Change (8 September 2021)	Tan Sri Ismail Bin Adam
ICDM: Sustainable Reset: The Role of NRC in a Post Pandemic World (21-22 September 2021)	Faiz Bin Ishak
Competition Law (10 November 2021)	Tan Sri Ismail Bin Adam
Leadership for Enterprise Sustainability Asia 2021: Are you ready for the climate changed economy? (15-18 November 2021)	Dato' Yeoh Soo Min
MICG: The Law Behind Corporate Governance (30 November 2021)	Faiz Bin Ishak
The Securities Commission Malaysia's Audit Oversight Board - Conversation with Audit Committees - Good Practices for Audit Committees in Supporting Audit Quality - How it Impacts Audit Committee (6 December 2021)	Datuk Loo Took Gee Faiz Bin Ishak
Bank Negara Malaysia - Launch of the Joint Report on Nature-Related Financial Risks in Malaysia (15 March 2022)	Datuk Loo Took Gee
MIM Crucial Conversations Series: Your Right, Your Role: Speak Up Against Corruption - "Empowering People to Build Good Governance" (28 March 2022)	Dato' Yeoh Soo Min
The Malaysian Water Association - 2050 Net-Zero GHG: Outlook for Malaysian Water and Environmental Sector (28 March 2022)	Datuk Loo Took Gee

Nominating Committee Statement

Seminars/Conferences/Training	Attended by
<p>► Risk Management/Compliance/Anti-Corruption/Environmental, Social & Governance/Sustainability (Cont'd.)</p>	
<p>An Effective Holistic Approach to establishing Effective ESG Culture and Successful Implementation (6 April 2022)</p>	<p>Tan Sri (Sir) Francis Yeoh Sock Ping Dato' Yeoh Seok Hong Datuk Seri Long See Wool Datuk Loo Took Gee Dato' Yeoh Soo Min Dato' Yeoh Soo Keng Dato' Mark Yeoh Seok Kah Syed Abdullah Bin Syed Abd Kadir Faiz Bin Ishak</p>
<p>The Securities Commission Malaysia's Audit Oversight Board - Conversation with Audit Committees - Good Practices for Audit Committees in Supporting Audit Quality - How it Impacts Audit Committee (7 April 2022)</p>	<p>Faiz Bin Ishak</p>
<p>Successful Implementation of the 4 ESG Pillars, Metrics and Disclosures (11 April 2022)</p>	<p>Tan Sri (Sir) Francis Yeoh Sock Ping Dato' Yeoh Seok Hong Datuk Seri Long See Wool Datuk Loo Took Gee Dato' Yeoh Soo Min Dato' Yeoh Soo Keng Dato' Mark Yeoh Seok Kah Faiz Bin Ishak</p>
<p>Steward Leadership for Sustainability (12 April 2022)</p>	<p>Datuk Loo Took Gee</p>
<p>An EU-Malaysian Dialogue: Fighting Climate Change with Market Mechanisms (25 May 2022)</p>	<p>Datuk Loo Took Gee</p>
<p>Corporate Treasurer CT Week: Sustainable Treasurer & Financing Climate Change (22 June 2022)</p>	<p>Dato' Yeoh Soo Min</p>
<p>► Leadership and Business Management</p>	
<p>Women@YTL - Nurturing and Mental Health (9 July 2021)</p>	<p>Dato' Yeoh Soo Min</p>
<p>Intentional Integrity - How Smart Companies Can Lead an Ethical Revolution (28 October 2021)</p>	<p>Datuk Loo Took Gee</p>
<p>YTL LEAD Conference 2021 (6-10 December 2021)</p>	<p>Tan Sri (Sir) Francis Yeoh Sock Ping Dato' Yeoh Seok Hong Datuk Seri Long See Wool Datuk Loo Took Gee Dato' Yeoh Seok Kian Dato' Yeoh Soo Min Dato' Sri Michael Yeoh Sock Siong Dato' Yeoh Soo Keng Dato' Mark Yeoh Seok Kah Syed Abdullah Bin Syed Abd. Kadir Faiz Bin Ishak</p>

Nominating Committee Statement

Seminars/Conferences/Training	Attended by
► Cybersecurity/Technology/Finance/Economy/Investment/Taxation	
Invest Malaysia 2021: Rebuilding a Sustainable Economy Series 1 – Economic Reform (14 October 2021)	Dato' Yeoh Soo Min
EY-DBS webinar: Tap into digital opportunities (21 October 2021)	Dato' Yeoh Soo Min
FinanceAsia: 3rd China Fixed Income Summit 2021 – Investing in a transformational market (15-19 November 2021)	Dato' Yeoh Soo Min
Artificial Intelligence (AI) for Company Directors and Executives (16 November 2021)	Faiz Bin Ishak
FinanceAsia: Corporate Treasurer's Treasury Week - Manoeuvring through recovery (22-26 November 2021)	Dato' Yeoh Soo Min
YTL Group Data Security & Protection Course (December 2021)	Tan Sri (Sir) Francis Yeoh Sock Ping Dato' Yeoh Soo Min Dato' Mark Yeoh Seok Kah Syed Abdullah Bin Syed Abd. Kadir
Corporate Treasurer CT Week: Transforming Treasury for Tomorrow (26 & 27 April 2022)	Dato' Yeoh Soo Min
Cybersecurity Training: Phishing Attack (Part 1) (May 2022)	Tan Sri (Sir) Francis Yeoh Sock Ping Dato' Mark Yeoh Seok Kah Syed Abdullah Bin Syed Abd. Kadir
Cybersecurity Training: Phishing Attack (Part 2) (June 2022)	Tan Sri (Sir) Francis Yeoh Sock Ping Dato' Mark Yeoh Seok Kah Syed Abdullah Bin Syed Abd. Kadir
Webinar by DBS Private Bank: Private Markets Investments Forum (9 June 2022)	Dato' Yeoh Soo Min
Charting a New Frontier – Aviation Consumer Protection Needs Today and Beyond (28 June 2022)	Datuk Seri Long See Wool

Statement of Directors' Responsibilities

The Directors are required to prepare financial statements for each financial year which give a true and fair view of the financial position of the Group and of the Company as at the end of the financial year and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

In preparing the financial statements for the financial year ended 30 June 2022, the Directors have:

- considered the applicable approved accounting standards in Malaysia;
- used appropriate accounting policies and applied them consistently;
- made judgements and estimates that are reasonable and prudent; and
- prepared the financial statements on a going concern basis.

The Directors are responsible for ensuring that the Group and the Company keep accounting records which disclose with reasonable accuracy the financial position of the Group and of the Company which enable them to ensure that the financial statements comply with the Companies Act 2016, Bursa Malaysia Securities Berhad Main Market Listing Requirements, Malaysian Financial Reporting Standards and International Financial Reporting Standards.

The Directors are responsible for taking such steps as are reasonably open to them to safeguard the assets of the Group and the Company, and to detect and prevent fraud and other irregularities.

GRI Content Index

Statement of use	YTL Power International Berhad has reported the information cited in this GRI content index for the period from 1 July 2021 to 30 June 2022 with reference to the GRI Standards.
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