YTL Power
YTL GROUP

ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT **2026**

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ABOUT THIS REPORT

REPORTING SCOPE & BOUNDARY

Connectivity with Financial Statements

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"), in line with our financial reporting. The report covers the financial year ("FY") ended 30 June 2026 ("FY2026"), unless otherwise specified, and where there is readily available data.

Unless indicated otherwise, the following time horizons apply, in alignment with the financial reporting:-

Up to 12 months	1 - 5 years	More than 5 years
Short-term	Medium-term	Long-term

The exchange rates utilised for conversion of foreign currencies into Ringgit Malaysia (RM) are as set out below. The amounts stated are set in the respective foreign currency and the RM translation shown is solely for reference/comparison purposes; such translation does not alter the underlying foreign currency amount stated.

- Great Britain Pound – £1.00 : RM5.47
- Singapore Dollar – S$1.00 : RM3.18

This report should be read together with the consolidated *Financial Statements* and operational disclosures set out in this Annual Report.

Organisational Boundary

YTL Power applies a financial control approach to define its organisational boundary for purposes of ESG reporting, on a consistent basis with its financial reporting.

The environmental data in this report covers YTL Power and the operating subsidiaries where we are able to collect such data.

- Environmental data for Wessex Water Services Limited ("Wessex Water") is compiled based on its regulatory year from 1 April to 31 March.
- 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, whilst the "YTL UK Group" refers to the Wessex Group together with YTL Land and Property (UK) Limited and its subsidiaries ("YTLLP Group"), undertaking the Brabazon property development project in Bristol and other operations in the United Kingdom (UK).
- The Data Center reporting segment, comprising the activities of YTL DC South Sdn Bhd ("YTL DC South"), a wholly-owned subsidiary of YTL Power, was newly established commencing from the third quarter of the financial year under review. As such, environmental data for this segment is not included within this report. Data collection processes are currently being developed, and the segment will be included in future reporting.
- 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. Consequently, environmental data figures may not be directly comparable to previous years due to ongoing efforts to expand the scope of reporting to include additional operating subsidiaries, as well as revisions in estimation methods. As such, this remains an area of ongoing development.

The social and governance disclosures in this report cover the YTL Power Group. Unless specified otherwise, the workforce data refers to all employees of the YTL Power Group.

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, newly acquired subsidiaries or new business ventures are included upon the completion and availability of a full year of data corresponding with YTL Power's financial year, whilst any subsidiaries divested during the financial year are excluded from the report.

BASIS OF PREPARATION

Reporting Framework, Reference & Guidelines

This report 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
- International Financial Reporting Standards Sustainability Disclosure Standards ("ISSB Standards")
- 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")

First Time Adoption of ISSB Standards

YTL Power is reporting under the ISSB Standards for the first time for the reporting period ended 30 June 2026.

YTL Power has applied the following additional transition reliefs permitted under the Listing Requirements:

(a) to disclose information only on climate-related risks and opportunities;

(b) to focus on disclosure of information on climate-related risk and opportunities in respect of principal business segments; and

(c) limited Scope 3 data is disclosed where data quality, availability and methodology robustness are assessed to be sufficiently mature to support quantitative reporting.

Where applicable, the proportionality mechanisms of the ISSB Standards were also adopted.

Comprehensive Group-level data is currently unavailable for the amount and percentage of assets or business activities vulnerable to climate-related physical and transition risks or aligned with climate-related opportunities, as well as the capital expenditure,

ABOUT THIS REPORT

financing or investment deployed towards climate-related risks and opportunities, as relevant methodologies are still under development. Quantified effects and investments that are currently available for principal business segments are disclosed in this report. These disclosures will be progressively enhanced in future reporting periods as internal tracking improves and where data is available without undue cost or effort.

The YTL Power Group also does not currently apply an internal carbon price or explicitly link executive remuneration to climate-related considerations, but will continue to assess the introduction of these measures to support decision-making.

Principal Business Segments & Climate Reporting Focus

For the purposes of this report, climate-related risks and opportunities are focused on YTL Power's principal businesses: Power Generation and Water & Sewerage. These business segments account for around 86% of the Group's revenue, and were prioritised due to their significant financial contribution, climate risk exposure and strategic importance to the Group's long-term growth and resilience.

Key Judgements & Measurement Uncertainties

In preparing this report, we exercised judgement in several areas, including in applying assumptions for strategic planning and climate scenario analyses, identifying material ESG risks and opportunities and determining which disclosures are material.

The preparation of this report also involves the use of estimates for certain amounts that cannot be directly measured, are related to forward-looking information or involves data and system limitations, and are therefore subject to a high degree of uncertainty. This includes the outcomes of climate scenario analyses, the measurement of performance metrics (including greenhouse gas ("GHG") emissions) and the quantification of the financial effects of climate-related risks.

ADDITIONAL INFORMATION

Restatements

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

Events After Reporting Period

There were no material events occurring after the reporting period that require disclosure.

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 and the process is ongoing to standardise internal audit protocols.

This report was prepared by YTL Power's ESG Committee and approved by the Board of Directors of YTL Power ("Board") on 24 September 2026.

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 Pte Limited ("YTL PowerSeraya") – www.ytlpowerseraya.com.sg
- Wessex Water – www.wessexwater.co.uk
- Ranhill Utilities Berhad ("Ranhill" or "Ranhill Group") – https://ranhill.com.my/

Information on the YTL Power Group's ESG performance is also included in the *YTL Group Sustainability Report*, which is issued annually by our parent company, YTL Corporation Berhad, 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

KEY HIGHLIGHTS FOR FY2026

YTL Power

Highest Return to Shareholders over 3 Years, Utilities, The Edge Billion Ringgit Club Awards 2026

Power Generation

Installation of 215 MWac solar facility at YTL Green Data Center Park | SIPP Power Sdn Bhd

Singapore's No. 1 residential electricity retailer | Geneco

Singapore's first transition finance deal – S$500 million for hydrogen-ready CCGT plant | YTL PowerSeraya

Successful deployment of an **advanced turbine-efficiency package** | Taser Power Plant

Water Efficiency Awards (Projects) 2026, Public Utilities Board | Taser Power Plant Cogen Water Treatment Plant Recycling Project

EcoVadis - Silver Award | YTL PowerSeraya

Company of Good - 1 Heart, National Volunteer & Philanthropy Centre | YTL PowerSeraya

Telecommunications

SoyaCincau Awards 2025 | Yes 5G (Telco of the Year (Silver)) & Yes 5G Wireless Broadband (Broadband Plan of the Year (Silver))

MWC Barcelona 2026 GTI 5GxAI Award | YTL Communications Sdn Bhd

Water & Sewerage

Highest performing water and sewerage company, UK Customer Satisfaction Index | Wessex Water

1st for water quality compliance risk index, incident risk index and response to recommendations, Drinking Water Inspectorate | Wessex Water

Water Stewardship & Conservation, ESG PLUS 2025 | Ranhill SAJ Sdn Bhd ("Ranhill SAJ")

Fastest Growing NRW Reduction and Management Company in Malaysia, International Finance Awards 2025 | Ranhill SAJ

Investment Holding Activities

Retrofit, Constructing Excellence South West Awards 2026 | Brabazon New Town (Spitfire Hangar)

Residential Development of the Year, Bristol Property Awards 2025 | Brabazon New Town

Apartment Development of the Year, Insider Southwest Residential Property Awards 2025 | Brabazon New Town

Highly Commended, Development of the Year (Fewer than 350 Homes), RESI Awards 2026 | Brabazon New Town

MANAGING SUSTAINABILITY

YTL Power has a long-standing commitment to building and operating strong businesses that are viable and sustainable on a long-term basis to create lasting value for all our stakeholders. This commitment is central to our core purpose to provide utilities that are essential for daily life and the growth and development of resilient communities.

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 holistically.

Our Framework

Purpose

TO PROVIDE UTILITIES THAT ARE ESSENTIAL FOR DAILY LIFE AND THE GROWTH AND DEVELOPMENT OF RESILIENT COMMUNITIES

Ethos & Values
Building the Right Thing

HONESTY | HARD WORK | MORAL RESPONSIBILITY | TOGETHERNESS | VITALITY

Pillars of our commitment

FINANCIAL RESILIENCE	ENVIRONMENTAL STEWARDSHIP	SOCIETAL ENRICHMENT			RESPONSIBLE GOVERNANCE
		CUSTOMERS	**PEOPLE**	**COMMUNITIES**	
Based on our **Mission**					
Building & operating strong, sustainable multi-utility businesses & developing advanced energy solutions that create lasting value for all our stakeholders	Protecting & improving the environment to build a better future	Providing reliable, affordable services for all customers and communities	Providing our people with the opportunity to develop their potential & ensuring their well-being	Investing for the long-term in our communities for the benefit of all our stakeholders	Being a trusted, reliable and financially strong corporate citizen

Aligned with **UN SDGs**



MANAGING SUSTAINABILITY

OUR COMMITMENT

The YTL Power Group provides utility services that are essential for daily life. In the operation of our businesses, we seek to support and enhance the growth, development and resilience of the communities where we operate across the globe.

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.

We 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.

An overview of the 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	**PEOPLE** Providing our people with the opportunity to develop their potential & ensuring their well-being	**COMMUNITIES** Investing for the long-term in our communities for the benefit of all our stakeholders	Being a trusted, reliable and financially strong corporate citizen		
Priorities & Objectives	**Low Carbon**	**Resource Management**	**Excellent Services**	**Safe & Decent Workplace**	**Community Enhancement**	**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	Create a positive, safe & fulfilling work environment to attract and support talent Advocate diversity, fairness & equity at all levels	Strengthen development initiatives & engagement with local communities	Operational resilience and sustainable value creation; Sound risk management; Strengthen reporting quality, disclosures, boundary & scope	
Targeted Outcomes	Net zero/ carbon neutrality in operations by 2050	Effective & lean resource management	Great customer experience with high satisfaction levels	Inclusive & equitable working environment Zero tolerance for workplace accidents	Strong & resilient communities	Well-managed, ethical & transparent conduct Sustainable supply chain	Resilient financial stewardship

ABOUT OUR ORGANISATION

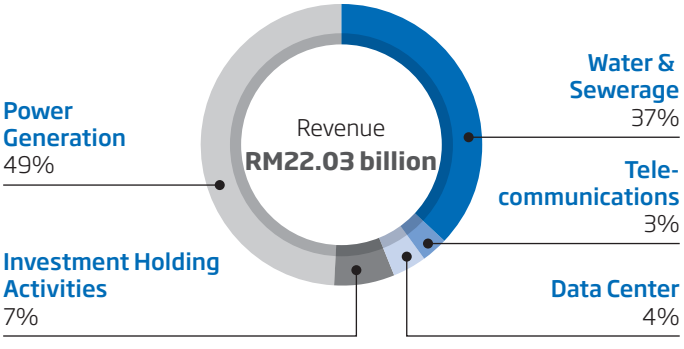
YTL Power is listed on the Main Market of Bursa Securities under the Gas, Water & Multi-Utilities sub-sector of the Utilities sector. We are a public company incorporated in Malaysia, with our corporate headquarters situated in Kuala Lumpur. As at 30 June 2026, our Group had 9,985 employees.

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.

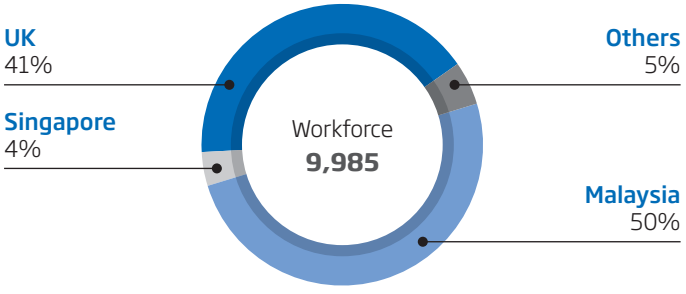
Our Group's reportable segments and geographic presence are as follows:

Reportable Segment	Country	Description of activities
Power Generation	Singapore, Malaysia	Generation & sale of electricity, tank leasing, bunkering and sale of fuel oil, sale of steam, natural gas & water
Water & Sewerage	UK, Malaysia, Thailand	Supply of water, provision of wastewater treatment & related services
Telecommunications	Malaysia	Provision of information, communications & technology (ICT) services, including 4G & 5G broadband and telecommunications infrastructure
Data Center	Malaysia	Development, construction, ownership and operation of data centers and provision of advanced data center infrastructure services
Investment Holding Activities	Malaysia, Singapore, UK, Indonesia, Jordan, Netherlands, China	Investment holding & development, provision of artificial intelligence (AI) cloud services & solutions, digital banking, engineering consultancy and operation and maintenance (O&M) services, property development and power investments

FY2026 Contribution to YTL Power Group - Revenue



FY2026 Contribution to YTL Power Group - Workforce



MANAGING SUSTAINABILITY

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

	2026 RM million	2025 RM million
Revenue	**22,034.0**	21,801.8
Profit before taxation	**2,440.2**	3,310.4
Payments to shareholders – dividends*	**691.2**	666.0
Payments to employees – wages & benefits	**1,625.3**	1,464.5
Payments to lenders – interest	**1,449.5**	1,491.7
Payments to governments – income tax	**636.7**	697.9
Retained earnings	**15,497.4**	14,429.0

** Comprises dividends distributed by YTL Power since the end of the previous financial year. On 20 August 2026, the Board declared a second interim dividend of 4 sen per ordinary share in respect of FY2026, with book closure and payment dates of 2 October 2026 and 23 October 2026, respectively, which is not included above.*

GOVERNANCE STRUCTURE

Board Oversight

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.

The Board sets the YTL Power Group's ESG strategies, priorities and targets, oversees the progress of ESG strategies and performance, and reviews and addresses the YTL Power Group's material ESG risks and opportunities.

Board Competencies

The Board collectively possess the requisite skills, competencies and experience to discharge its responsibilities, including oversight of ESG matters. 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.

During the financial year ended 30 June 2026, ESG matters presented to the Board included:

- Review of FY2025 ESG performance and key performance highlights
- Updates to the Group's decarbonisation roadmap and ESG governance structures
- Key climate-related risks and their financial impacts across the Group's principal businesses
- Disclosure requirements under the ISSB Standards

Executive Remuneration

In assessing the remuneration of Directors, the Remuneration Committee considers, among others, performance as indicated by the annual evaluations conducted. The Board effectiveness evaluation covers areas of quality of governance and decision-making, including the directors' ability to address and manage the Company's material sustainability risks and opportunities.

Further details on Board competencies, training, evaluation and remuneration are set out in the *Profile of the Board of Directors, Corporate Governance Overview Statement* and *Nominating Committee Statement* in this Annual Report.

MANAGING SUSTAINABILITY

Management Oversight

- **YTL Power's ESG Committee** is chaired by the Group's Managing Director, Dato' Seri Yeoh Seok Hong, and comprises the YTL Power Group's Chief Sustainability Officer, and 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.

- **YTL Power's ESG Working Group** supports the ESG Committee in its work. The ESG Working Group is chaired by the Group's Chief Sustainability Officer and comprises representatives from the Group's operating subsidiaries with key responsibilities for sustainability and governance matters.

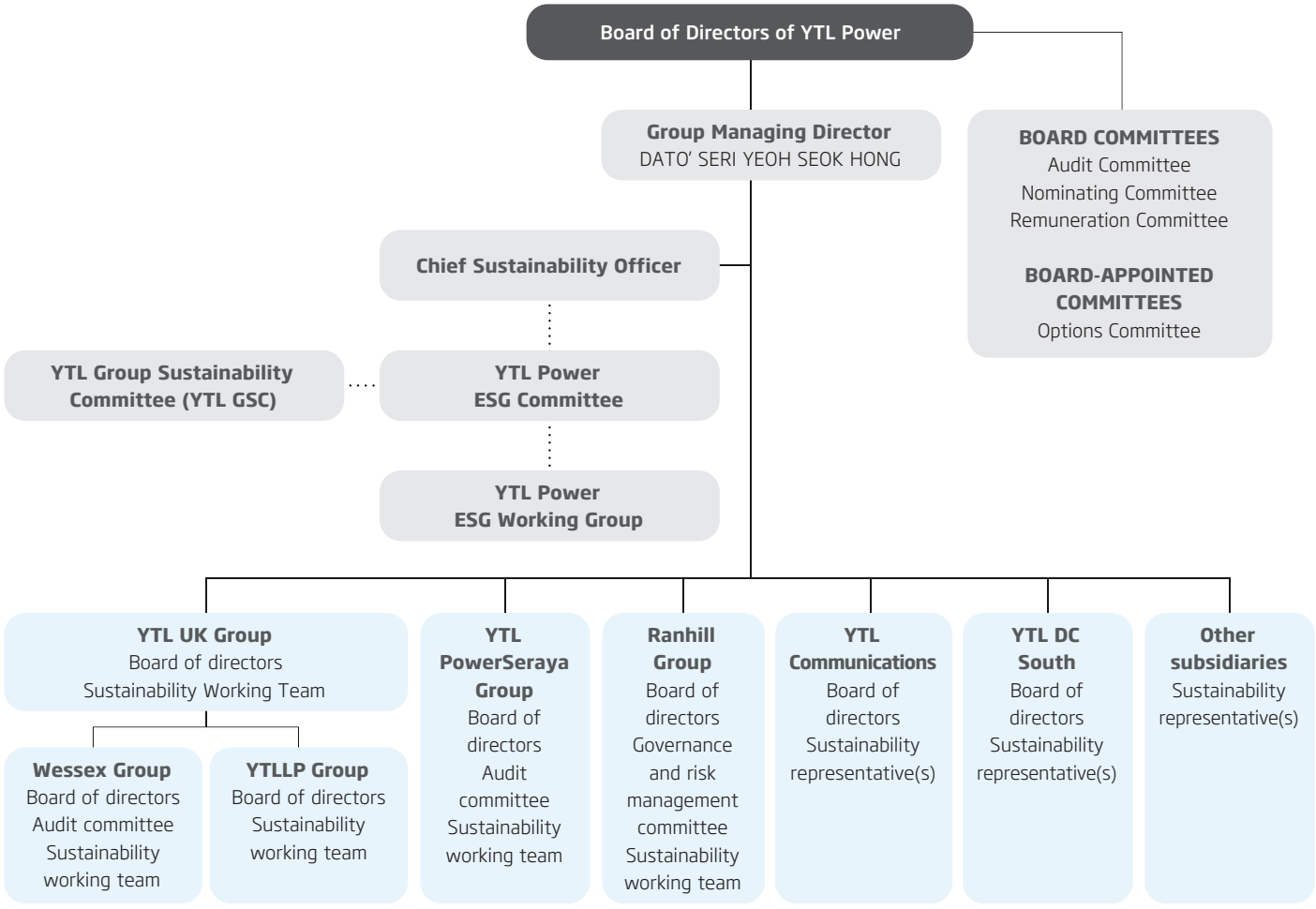
- At the **operating company** level, the respective boards of directors oversee material ESG matters as part of their overall governance responsibilities. Additionally, the designated representatives or teams spanning our operations play a significant role in aligning our ESG agenda with business practices and priorities on the ground. Their roles include implementing, managing and monitoring ESG activities and performance.

  Further information on the governance structures, management oversight and implementation of ESG initiatives at our operating companies can be found in the following sections of this report as well as YTL PowerSeraya's *Sustainability Report 2025*, Wessex Water's *Annual Report & Accounts 2025–26* and Ranhill's *Sustainability Report 2026* under the "*ESG*" section of our website.

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) 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.



MANAGING SUSTAINABILITY



MATERIALITY

We conduct materiality assessments to help us identify the economic, environmental, social and governance issues that matter most to our business and stakeholders, taking into account business priorities, stakeholder feedback and the UN SDGs. Our material matters are reviewed and assessed as necessary to ensure their continued relevance.

We are working towards progressively enhancing our assessment and disclosure of material matters in line with the ISSB Standards going forward, including consideration of sustainability-related risks and opportunities that could reasonably be expected to affect our financial position and performance.

Stakeholder Engagement

We communicate actively and regularly with our stakeholders through multiple platforms to better understand their ESG-related concerns, address their needs and deliver sustainable value. Our engagement process focuses on identifying and prioritising material issues, as well as reviewing the actions taken in response.

Groups	Modes of Engagement	Frequency	Matters Addressed with Stakeholders
Employees	• Intranet, newsletters, broadcasts, internal enterprise platforms • Training, town halls, Leadership Conference • Performance appraisals • Recreational & team-building sessions	Annual/ Quarterly/ Ongoing	• Corporate priorities & vision, core values, ethical conduct • Business strategy, direction & performance • Rewards, recognition, leadership, talent development • Human rights, diversity, inclusion • Well-being & benefits • Workplace health & safety
Customers	• Websites & social media • Marketing/promotional programmes & events • Feedback channels (email, phone calls, hotlines, surveys) • Product launches & roadshows • Community events	Ongoing	• Product & service quality • Competitive pricing • Customer experience • Data safety & security
Shareholders, Investors, Banks & Lenders	• 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	• Financial performance • Economic conditions & trends • Compliance & governance • Company growth & value chain • Business strategy, direction & outlook • ESG performance
Suppliers, Business Partners & Industry Groups	• Regular meetings, site visits, networking functions • Product launches, roadshows • Supplier briefings, training, workshops • Supplier assessment system	Ongoing	• 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	• Official meetings, visits • Industry dialogues, events, seminars • Industry consultation	Ongoing	• Compliance with legislation, rules & regulations • Development & enhancement of resilience of capital markets • Opportunities for business investment • Community investment
Media	• Press releases • Official launches, corporate events • Websites, social media	Ongoing	• Economic performance, company growth & value chain • Business strategy, direction & performance • New projects & future prospects
Communities	• Community outreach programmes • Charitable contributions • Websites, social media • Local initiatives	Ongoing	• Minimising environmental & social impacts • Community investments including donations, fundraising & volunteering programmes • Project-based initiatives

MANAGING SUSTAINABILITY

Materiality Assessment Process

1 Identification of ESG matters

Identification, analysis and review of ESG matters relevant to the business context; benchmarking against standards, evaluations, policies, regulations and best practices in the respective industries

2 Analysis & prioritisation of findings

Conduct of materiality assessments in focus groups with participation from senior management and heads of business units

3 Validation & review

Validation of the prioritised key ESG material matters and reporting of results to the Board for consideration and deliberation

4 Board sign-off

Finalisation of material matters incorporating and addressing Board input; submission to the Board for review and final approval

Materiality Matrix



Understanding the Context of our Material Matters

Whilst our Group operates in countries across the globe, the individual businesses are generally highly localised, with each key business generally operating in a single jurisdiction, area or region. As such, the materiality of ESG concerns, impacts and initiatives differs across our different operating businesses depending on their nature and location. We then have a high-level Group-wide consolidation process to assess and prioritise these matters.

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	Power Generation	Water & Sewerage	Telecom-munications	Data Center	Investment Holding Activities
	Singapore, Malaysia	UK, Malaysia, Thailand	Malaysia	Malaysia	Various countries
ENVIRONMENT					
Climate & energy	●	●	●	●	●
Water efficiency	●	●		●	●
Resource management	●	●	●	●	●
Biodiversity	●	●			●
SOCIAL					
Employee well-being	●	●	●	●	●
Customer satisfaction	●	●	●	●	●
Community development	●	●	●	●	●
GOVERNANCE					
Ethical business & compliance	●	●	●	●	●
Financial sustainability	●	●	●	●	●
Ethical supply chain	●	●	●	●	●
Cybersecurity & data protection	●	●	●	●	●
Governance & transparency	●	●	●	●	●
Anti-bribery & corruption	●	●	●	●	●
Risk management	●	●	●	●	●

Notes:

●●● *Indicates highly material matters*

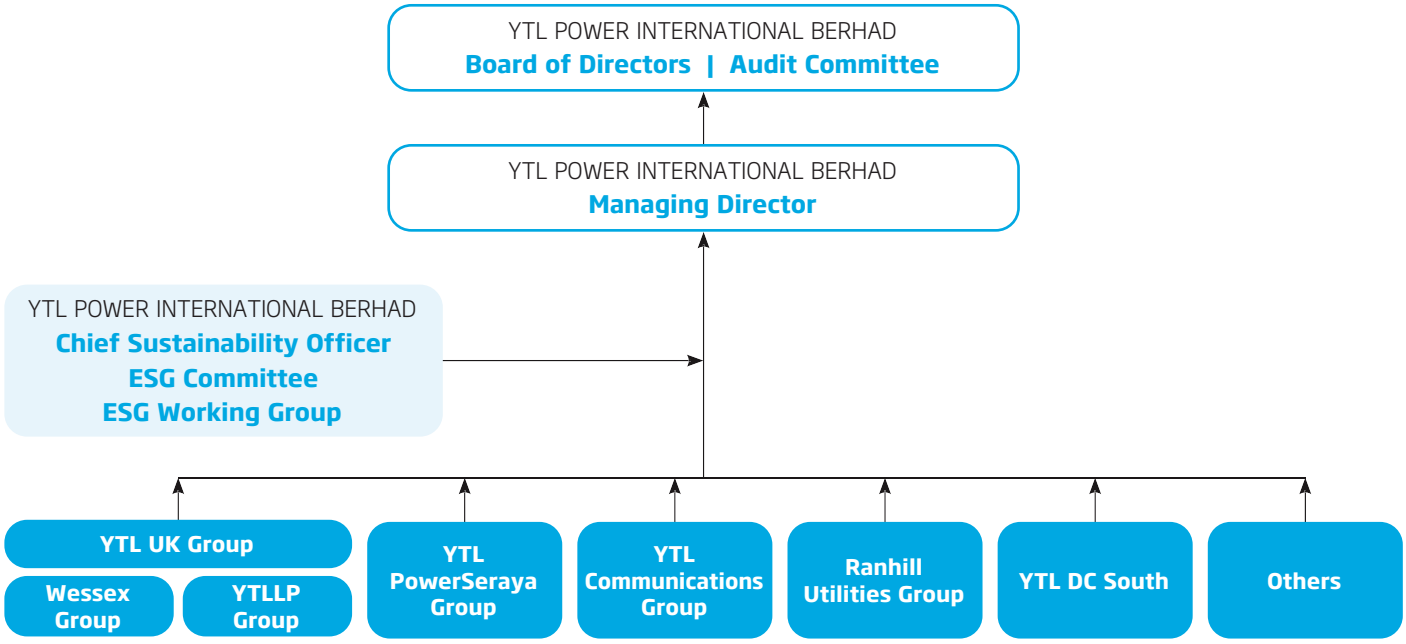
●●● *Indicates lower to moderately material matters*

MANAGING SUSTAINABILITY

RISK MANAGEMENT

Value creation by 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.

ESG risks are identified, assessed, prioritised and monitored throughout the year at the operating company level, taking into account the operational context and regulatory environment of each business. These risks are managed through structured governance and risk management processes overseen by senior management and the respective boards of directors. Risks are evaluated based on their likelihood and impact, with corresponding mitigation plans developed, recorded and implemented where appropriate. Material risks are consolidated at the Group-level, before being reviewed and addressed by the Board on an annual basis.



RISK IDENTIFICATION, ASSESSMENT & MONITORING

Risk identification & management involving staff, senior management & subsidiary-level board of directors	Operational staff & senior management conduct regular assessments of asset & operational risks	Risks evaluated based on likelihood & impact	Risk mitigation plans developed, recorded & monitored both pre- and post-mitigation

Further details can be found in the *Management Discussion & Analysis* and *Statement on Risk Management and Internal Control* in this Annual Report. Additional information on climate-related risks and climate scenario analyses can be found in the *Climate & Energy* section of this report.

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:

Objective	Section
• Reducing GHG emissions • Promoting energy efficiency and renewable energy	Climate & Energy
• Improving water efficiency	Water Efficiency
• Managing waste streams and ensuring responsible disposal or reuse • Optimising resource efficiency	Resource Management
• Conserving terrestrial and marine biodiversity and ecosystems	Biodiversity

CLIMATE & ENERGY

Climate Strategy

Aligned with the UN SDGs relating to climate action and the environment, YTL Power strives to assess and mitigate climate-related risks stemming from extreme weather events, tougher climate regulations and higher carbon prices, and continuously updates efforts to reduce, mitigate and adapt to the effects of climate change.

Our strategy is centered on three main pillars: reducing emissions, enhancing energy efficiency and adopting renewable energy technologies. This is supported by a growing portfolio of green investments, environmental technologies, GHG emission reduction measures, resource efficiency programmes and biodiversity conservation programmes across our Group.

We also place an emphasis on climate adaptation measures, with investments to strengthen the resilience of our assets and operations against extreme weather events and the long-term impacts of climate change, including in future-ready infrastructure, innovative digital tools and real-time monitoring.

We are committed to the development of new ventures, particularly in renewable and sustainable energy solutions. This will be propelled by our key operations in the UK and Singapore, which are further along on this journey, as well as our newer operations in Malaysia.

These efforts are informed by our assessment of climate-related risks and opportunities facing our principal businesses. At our operating companies, these considerations inform capital planning, operational resilience measures, technology evaluation and the adoption of lower-carbon options.



ENVIRONMENTAL STEWARDSHIP

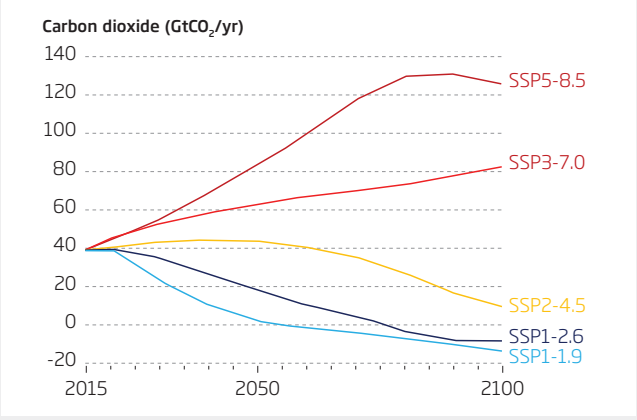
Climate Scenario Planning & Resilience

Scenario analysis is currently undertaken independently at the operating company-level, using methodologies and climate scenarios appropriate to each business and jurisdiction; the Group does not yet apply a single consolidated set of scenarios.

The Group is mindful of the various climate scenarios presented in the United Nations Intergovernmental Panel on Climate Change's Sixth Assessment Report ("IPCC AR6").

These climate scenarios consider both Representative Concentration Pathways (RCPs), which project different levels of GHG concentrations, and Shared Socioeconomic Pathways (SSPs), which represent changes in population, economic growth, education, urbanisation and the rate of technological development.

Figure 1: Future annual emissions of CO_2, across five illustrative scenarios



Source: Sixth Assessment Report of IPCC Working Group I, 2021

Singapore

A scenario planning exercise was conducted in June 2023 by YTL PowerSeraya to review the potential impact of global climate change on Singapore's power sector and its energy transition on a short, medium and long-term basis. The exercise incorporated the various IPCC AR6 climate scenarios set out in Figure 1.

YTL PowerSeraya had also reviewed Singapore's 2050 energy transition blueprint which takes a scenario-based approach to outline three plausible futures for a decarbonised energy sector in Singapore by 2050.

Each of the three plausible futures hinges on how three key global trends will develop ahead, namely, (1) geopolitical cooperation, (2) technological advancement in low-carbon solutions and (3) digitalisation of distributed energy resources such as solar photovoltaic, energy storage systems and electric vehicles. Depending on how global trends pan out, the blueprint postulated three different scenarios for Singapore to steer the power sector toward net zero by 2050.

- **Clean Energy Renaissance**
  The first scenario depicts a clean energy renaissance with global cooperation and substantial investment in low-carbon technologies, resulting in a new world in which Singapore has access to a variety of clean energy sources by 2050. Hence, Singapore would have a good energy mix comprising electricity imports, hydrogen, solar and even geothermal energy.

- **Climate Action Bloc**
  The second scenario envisions a climate action bloc future in which a group of like-minded countries collaborate on climate-related actions. Due to limited global investment in low-carbon technologies, advancement in low-carbon solutions remains stagnant, and Singapore will rely on electricity imports from partner countries for green energy and international carbon credits to offset emissions from hard-to-abate sectors.

  Potential energy mix (by 2050): At least 60% electricity imports

- **Emergent Tech Blazer**
  The third scenario portrays an emergent tech blazer future in which the world is multipolar, and the development of low-carbon technologies depends heavily on individual countries' ambitions. In this scenario, Singapore would focus on hydrogen and on importing electricity as an alternative electricity supply. Additionally, the government will expand into nuclear energy when it becomes reliable and cost effective by 2050.

  Potential energy mix (by 2050): 50% hydrogen, 30% electricity imports, 10% solar, 10% nuclear

ENVIRONMENTAL STEWARDSHIP

Recent developments in the global climate change agenda and Singapore's initiatives to accelerate the energy transition are critical indicators for YTL PowerSeraya, informing the identification of climate-related risks and opportunities, and enabling refinement of climate strategies and action plans as YTL PowerSeraya works towards its 2030 goals and 2050 net-zero ambition.

Key developments are as follows:

Solar deployment	Singapore has made significant headway in greening its energy supply, achieving its 1.5 gigawatt peak ("GWp") solar deployment target and is on track to deploy at least 2 GWp by 2030, contributing about 3% of Singapore's energy mix
Low-carbon electricity imports	Singapore is scaling up electricity imports, increasing its target from 4 gigawatts ("GW") to around 6 GW of low-carbon electricity by 2035. To date, conditional approvals have been awarded for 10 projects to import 7.35 GW of low-carbon electricity from Cambodia, Indonesia, Vietnam and Australia, which could contribute about 30% of Singapore's energy mix by 2035
Alternative fuels	Singapore initiated a viability study in July 2024 to crack ammonia and unlock hydrogen potential for power generation and bunkering at Jurong Island, and launched a consultancy study on advanced nuclear fission technologies to assess the viability of nuclear power in the longer term
Energy security	Natural gas continues to play a vital role in Singapore's energy landscape, contributing over 95% of the country's energy mix since 2017 and will continue to dominate beyond 2030. Singapore Gasco was established in April 2025 to centralise natural gas procurement and Singapore is developing a second LNG terminal, expected to be completed by 2030
Carbon capture & storage ("CCS")	Singapore launched a CCS grant call in December 2024 to conduct feasibility studies on CCS for new H-class power generation units

In 2023, YTL PowerSeraya's Sustainability Committee decided, on the climate front, that YTL PowerSeraya would focus on opportunities from SSP1-1.9, where the world is committed to limit global warming to 1.5°C by 2100 and achieve net zero emissions by 2050. Additionally, YTL PowerSeraya will also enhance risk management to address climate-related risks stemming from the developments outlined in SSP2-4.5 and SSP5-8.

However, recent UN Environmental Programme and World Meteorological Organisation reports highlighted worsening climate trends, and the world could surpass the 1.5°C warming threshold by 2030 and most likely breach the 2°C mark by 2040. Such climate trajectories will significantly influence the political expectations and negotiation dynamics at future Conference of Parties ("COPs") where nations will face intensified pressure to accelerate emissions cuts. An overshoot of 1.5°C by 2030 will force COPs to prioritise climate adaptation and resilience and increase financial aid to vulnerable countries for climate disaster recovery and response.

As we anticipate more ambitious climate goals and greater regulatory and financial market compliance, YTL PowerSeraya will re-evaluate the urgency of climate adaptation across operations. YTL PowerSeraya will also need to improve the transparency of climate reporting to better monitor performance and enhance climate resilience.

On the energy transition front, it is envisaged that Singapore's energy mix will be significantly different from today's mix of 95% natural gas and 5% from other energy products such as municipal waste, biomass, solar, coal and petroleum. By 2050, it will likely comprise electricity imports, hydrogen-fired generated power, solar energy and other low-carbon alternatives, such as nuclear power. YTL PowerSeraya is aligning its energy transition with Singapore's developments in alternative energy infrastructure and pursuing growth opportunities that will arise as ASEAN seeks to establish an interconnected national power system across Southeast Asia.

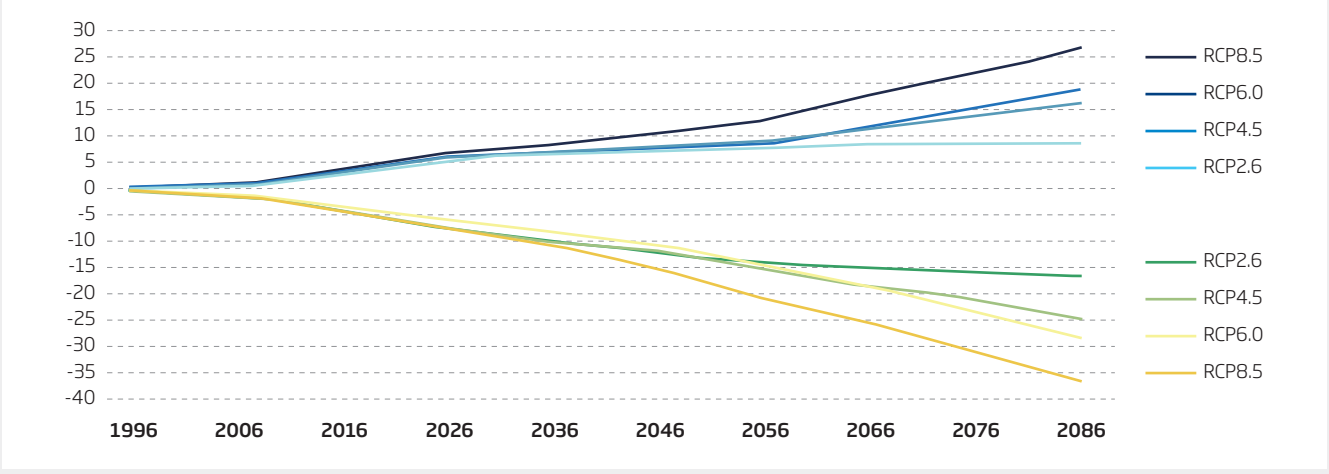
ENVIRONMENTAL STEWARDSHIP

UK

In the UK, Wessex Water's climate-related risk assessment is informed by UK Climate Projections ("UKCP18"), the UK Climate Risk Assessment, the findings of the IPCC and the National Adaptation Plan.

The following table and chart summarise UKCP18 projections (between the low emissions RCP2.6 pathway and the high emissions RCP8.5 pathway) for changes to average rainfall and summer temperature in Wessex Water's operating region, relative to a 1961-90 reference period.

Winter and summer rainfall, projected % change



Time Period	2030-59	2050-79	2070-99
50th Percentile Probability			
Summer Precipitation (Jun-Aug)	-12 to -15%	-15 to -25%	-17 to -36%
Winter Precipitation (Dec-Feb)	+7 to +10%	+9 to +17%	+9 to +26%
Summer Average Daily Temperature	+1.7 to +2.3°C	+1.9 to +4.0°C	+2.1 to +6.0°C
Least Likely, More Extreme Outcomes			
Summer Precipitation (Jun-Aug)	-28 to -34%	-31 to -48%	-34 to -62%
Winter Precipitation (Dec-Feb)	+19 to +25%	+21 to +38%	+24 to +54%
Summer Average Daily Temperature	+2.8 to +3.8°C	+3.2 to +6.3°C	+3.5 to +9.3°C

Across all scenarios and timescales, summers will be drier and winters will be wetter on average, but with a lot of variation from one year to the next. The resilience of Wessex Water's services will continue to be affected more by extreme weather events - such as heatwaves, droughts, intense storm events and prolonged rainfall - than by changes to averages. Weather events previously considered extreme or unusual are likely to occur more frequently. This is the most critical issue for Wessex Water's resilience and adaptability, and underpins the need for adaptive capacity, operational flexibility and targeted resilience investment.

At Wessex Water, climate volatility is identified as a principal strategic risk, with potential financial impacts identified as increased costs, reduced performance and unfunded obligations.

Malaysia

During FY2026, Ranhill conducted its inaugural Climate Risk Assessment to evaluate climate-related risks and opportunities across its water and power generation businesses. As part of the assessment, Ranhill conducted climate scenario analysis using two scenarios: SSP2-4.5, which assumes a gradual transition with moderate climate policy action, and NGFS 2050, which assumes a rapid transition to a net-zero economy supported by stricter climate policies and accelerated adoption of low-carbon technologies.

The assessment evaluated both physical and transition climate risks across the Ranhill Group's operations and value chain over the short, medium and long-term, enabling Ranhill to better understand potential business impacts under different climate futures and strengthen climate resilience and risk management.

The assessment identified key physical risks arising from changing climate conditions and transition risks associated with evolving regulatory, market and decarbonisation requirements. These risks were assessed based on their likelihood and potential impact over the short, medium and long-term and integrated into the Ranhill Group's broader enterprise risk management framework.

At the same time, the assessment identified opportunities to support long-term resilience and value creation through renewable energy deployment, energy and resource efficiency improvements, decarbonisation initiatives, carbon credits and other low-carbon solutions. These opportunities have the potential to reduce operating costs and emissions, enhance access to sustainable financing, strengthen financial resilience and create new revenue streams, while supporting Ranhill's Net Zero 2050 ambitions.

Assumptions and Uncertainties in Climate Scenario Analysis

The scenario modelling and assessments presented above are based on assumptions, methodologies and information available at the time of assessment, including those relating to future emissions and the pace of climatic changes, the severity and frequency of extreme weather events, the specific influence of climate change on the Group, the costs and benefits of adaptive options and the pace and scale of regulatory, technological and market developments.

Due to the inherent uncertainties associated with climate-related projections, there can be no assurance that the outcomes will be representative of the actual climate-related impacts that may arise for the YTL Power Group's businesses.

Further information can be found in YTL PowerSeraya's *Sustainability Report 2025*, Wessex Water's *Climate Change Adaptation Report* and Ranhill's *Sustainability Report 2026* in the '*ESG*' section on our website.

Key Climate-Related Risks

YTL Power assesses climate-related risks across short-, medium- and long-term time horizons, and undertakes mitigating actions to address these risks, as summarised in the tables below.

Horizon	Period	Basis
S Short-term	Up to 12 months	Addresses climate-related risks with immediate/near-term operational and financial implications for the Group
M Medium-term	1 – 5 years	Considers climate-related risks and evolving market, technological and regulatory dynamics that may affect the Group's operational resilience and strategic plans, including capital allocation required for infrastructure investments and/or upgrades
L Long-term	More than 5 years	Assesses climate-related risks arising from broader shifts in climate patterns and the operating environment that may impact the Group's long-term viability

ENVIRONMENTAL STEWARDSHIP

Description of potential risks	Risk mitigation strategies
PHYSICAL RISKS • **S - M |** Increased severity & frequency of extreme weather events including floods & heatwaves may disrupt operations & increase operational, capital & supply chain costs • **L |** Longer-term shifts in temperature & precipitation patterns may influence consumer demand, disrupt operations and/or impact resources	✓ Improve our operational resilience & response capabilities through spare capacity management, regular asset maintenance, adoption of appropriate technological advances, early warning systems, real-time monitoring, emergency plans & up-to-date business continuity strategies ✓ Reduce our impact on the environment on an ongoing basis through responsible environmental management practices. These include: • Deployment of an advanced turbine-efficiency package at Taser Power Plant by YTL PowerSeraya • Significant investment of over £500 million to be undertaken between 2025 & 2030 to address storm overflows in Wessex Water's operating region ✓ Improve long-term resource planning through more detailed risk assessment processes with integrated climate change scenarios: • Increased focus on climate scenario analysis and planning, undertaken at operating level addressing different conditions affecting the Group's business segments in Singapore, the UK and Malaysia • Wessex Water's Water Resources Management Plan sets out how it will balance water supply with water demand over the next 25 years
TRANSITION RISKS • **S - M | Market risks:** Growing demand for low-carbon energy & rising input prices may potentially impact competitiveness & profitability • **S - M | Reputational risks:** Shifts in consumer behaviour & investor expectations on emissions and climate resilience may affect strategic positioning and influence investor confidence	✓ Develop and/or invest in low-emission & renewable technologies to fulfil increased customer demands for cleaner energy solutions. These include: • Investment in a 600 MW hydrogen-ready power plant in Singapore • Development of solar power facility to co-power our data center campus in Johor ✓ Encourage responsible consumption by customers. Examples include: • Power Eco Add-On option in Singapore • Engagement with customers on efficient water use in the UK and Malaysia
• **S - M | Regulatory & policy risks:** Interventions such as higher carbon price or carbon taxes, stricter environmental regulations & new legislation or reporting requirements may result in increased compliance & associated costs	✓ Strengthen organisational capabilities to monitor emerging technologies and regulatory developments: • Establishment of YTL PowerSeraya's new Energy Transition & Regulation department in 2025 ✓ Enhance ESG disclosures to improve compliance with regulatory requirements & transparency to stakeholders, including aligning reporting with ISSB standards ✓ Increase efforts to better estimate Scope 3 emissions from embodied carbon, methane & nitrous oxide emissions, as well as from key suppliers
• **S - M | Financial risks:** Adaptation and mitigation costs, compliance with new regulations, research & development (R&D) initiatives & adoption of new technologies may lead to increased operational and/or investment costs • **L | Technological risks:** Development & use of emerging low emissions technologies & products may affect competitiveness, costs & consumer demand	✓ Pursue exploration of viable new green business lines by monitoring global trends in clean energy solutions and incorporating potential climate-related financial risk management into investment decisions for major growth projects ✓ Study the impact of climate change on assets & operations

ENVIRONMENTAL STEWARDSHIP

The tables below further set out the key physical and transition risks that have been identified and/or quantified to date in our principal businesses. This is an ongoing process throughout our organisation and additional details will be included as and when the appropriate assessments have been concluded.

Physical Risks

Time Horizon	Risk	Risk Driver	Segment Affected		Potential Financial & Operational Impacts	Our Actions
			Business	Country		
S - L	Extreme rainfall & flooding	More frequent extreme weather events	Water & Sewerage	UK	Extreme rainfall in 2023-2024 added **£3-4 million (RM16-22 million)** in additional operating costs. In the longer term, the financial impact is expected to grow in real terms, as extreme weather events become more frequent	Investing over **£500 million (RM2.7 billion)** in the 2025–2030 business plan to reduce storm overflow discharge and volume Investing **£34 million (RM186 million)** to strengthen the resilience of our UK water assets, including from extreme flooding
			Water & Sewerage Power Generation	MY	Operational disruption to water treatment, distribution and power generation, potential asset and infrastructure damage, higher repair, emergency response and alternative supply costs, and potential revenue losses from downtime	Deploying water tankers and temporary supply arrangements; implementing water-supply rezoning; elevating critical electrical, pumping and control equipment; installing flood-protection barriers; strengthening emergency and flood-management plans; maintaining insurance coverage; and progressively upgrading vulnerable infrastructure to improve flood resilience
S - L	Heatwaves & droughts	Prolonged high temperatures Extended dry periods reducing water availability	Water & Sewerage	UK	Heatwaves – Peaks in water demand, reduced availability of water for abstraction & lower water quality necessitate the use of water sources with the highest unit costs of treatment, plus additional pumping costs Droughts – Altered rainfall patterns reduce groundwater and reservoir yields, decreasing water availability and increasing the severity of pollution incidents	Introducing supply & demand-side measures, including a **£35 million (RM191 million)** investment in smart metering and the development of three large long-term water resources projects to boost supply

ENVIRONMENTAL STEWARDSHIP

Time Horizon	Risk	Risk Driver	Segment Affected		Potential Financial & Operational Impacts	Our Actions
			Business	Country		
			Water & Sewerage Power Generation	MY	Prolonged dry periods may reduce raw-water availability and quality, constrain abstraction and treated-water production, require water rationing and increase energy, chemical, tanker, overtime and emergency-response costs The FY2026 drought affecting selected Ranhill SAJ water treatment plants ("WTPs") resulted in an estimated combined financial impact of **RM8.4 million**, comprising approximately **RM1.4 million** in lost revenue and **RM7.0 million** in emergency-response costs For Ranhill's power stations in Sabah, higher ambient temperatures may reduce turbine efficiency and generation output. The assessed direct financial effect remains negligible at Group level	Releasing reserve water from dams; using alternative raw-water sources and inter-plant transfers; increasing monitoring; implementing water-supply rezoning and rebalancing; strengthening crisis-management planning for priority WTPs; monitoring ambient temperature and turbine performance; optimising operating parameters; undertaking preventive maintenance; and assessing cooling or generation-system upgrades where required
M – L	Chronic weather conditions	Rising air and water temperature, sea level rise and water stress	Power Generation	SG	Chronic weather conditions may impact the long-term operations and reliability of our power plants and data centers	Conducting studies on the impact of climate change on operational efficiency of power generation assets, alongside improving water recycling and security
			Data Center	MY		Design of data center infrastructure with cooling redundancy and backup power systems to ensure reliable operations
			Water & Sewerage Power Generation	MY	Saltwater intrusion may affect coastal raw-water sources and increase treatment requirements and infrastructure costs The direct asset exposure for Ranhill's power generation segment is limited, although upstream gas supply may be affected	Installing salinity-monitoring systems at raw-water intake points, implementing freshwater-flushing measures, constructing barrages where required and investing in long-term climate adaptation infrastructure

Transition Risks

Time Horizon	Risk	Risk Driver	Segment Affected		Potential Financial & Operational Impacts	Our Actions
			Business	Country		
S - L	Carbon taxes & pricing	Rising carbon prices & penalties	Power Generation	SG	Singapore's carbon tax increased from **S$25 (RM79)** per tonne of carbon dioxide equivalent (tCO_2e) for July–December 2025 emissions to **S$45/$tCO_2e$ (RM143/tCO_2e)** for January–June 2026 emissions, with rates to rise to **S$50-80/$tCO_2e$ (RM159-RM254/tCO_2e)** by 2030	Investing in hydrogen-ready power technologies, increasing renewable electricity generation, enhancing operational efficiency and purchasing eligible international carbon credits
			Water & Sewerage	UK	AMP8 includes common performance commitments for GHG emissions, linked to an outcome delivery incentive of **£188/tCO_2e (RM1,029/tCO_2e)**	
		Potential carbon tax, emissions ceiling and increasing cost of carbon-intensive generation	Power Generation	MY	Potential carbon pricing and compliance costs, increased investment in lower carbon plant technologies and possible longer term implications for plant utilisation and power purchase agreement ("PPA") renewal	Strengthening emissions monitoring and plant-efficiency measures; assessing plant upgrades and lower-carbon combustion technologies where technically and commercially feasible; and incorporating fuel efficiency, emissions performance and carbon-cost exposure into PPA-renewal planning
S - L	Evolving regulatory landscape	Stricter environmental & emissions regulations	Power Generation	SG	Increasingly stringent emissions standards and environmental performance commitments require significant capital investments	SG: Construction of a **S$800 million (RM2.5 billion)** 600 MW hydrogen-ready power plant, which once fully operational, will reduce YTL PowerSeraya's emissions intensity by up to 5% and the deployment of an advanced turbine-efficiency package at Taser Power Plant which will reduce annual emissions by up to 11,000 tCO_2e
			Water & Sewerage	UK MY		UK: Nearly **£4.0 billion (RM21.9 billion)** capital investment programme in water and sewage infrastructure between 2025 and 2030 MY: Construction of WTPs, off-river storage facilities, barrages and other related infrastructure projects

ENVIRONMENTAL STEWARDSHIP

Time Horizon	Risk	Risk Driver	Segment Affected		Potential Financial & Operational Impacts	Our Actions
			Business	Country		
			All	All	Additional costs may arise from sustainability reporting, assurance and emissions-data verification, reporting-system upgrades, ISO recertification, employee retraining and the development of Scope 3 emissions inventories	Implement infrastructure upgrades, low-carbon technologies, enhance ESG reporting systems and employee capability-building programmes while integrating regulatory requirements into long-term capital planning and operational decision-making
S - L	Higher energy use and/or costs	Higher effluent quality standards and need for resilient supply networks	Water & Sewerage	UK	Increased electricity consumption needs which, together with rising electricity prices, has led to higher operational costs	Expanding renewable electricity generation by implementing new wind and solar installations on or adjacent to own land, aiming to double renewable generation in operations by 2030
		Higher electricity tariffs, energy-policy changes, subsidy rationalisation and continued reliance on fossil-fuel-based electricity	Water & Sewerage	MY	Higher electricity tariffs may increase the cost of pumping, treatment and distribution and place pressure on operating margins and cash flows Ranhill SAJ's annual electricity expenditure is approximately **RM168 million**. Every 1 sen/ kilowatt hours ("kWh") change in the applicable fuel or tariff adjustment is estimated to affect electricity costs by approximately **RM300,000** per month, or **RM3.6 million** annually	Reviewing operating schedules to reduce peak-hour costs; undertaking energy-intensive maintenance during off-peak hours; continuing energy-management measures; identifying WTPs suitable for equipment retrofits and energy-efficiency upgrades; progressively transitioning the vehicle fleet; and allocating capital for renewable-energy and energy-efficiency initiatives
M - L	Transition to lower emissions technology	Significant changes in energy mix with emerging global green technologies	Power generation	SG	Costs associated with the adoption of clean energy solutions and digital technologies that facilitate distributed energy resources	Establishment of an Energy Transition and Regulation Department to monitor the latest energy transition technologies in Singapore and the region
M - L	Under-performance of green investments	Higher-than-expected renewable technology costs	Power Generation	MY	Lower-than-expected returns on investments in renewable energy due to higher upfront capital expenditure, maintenance and other operating expenditure costs, as well as rising solar panel costs	Monitoring the performance of green investments and the adoption of appropriate strategies to ensure long-term viability

Time Horizon	Risk	Risk Driver	Segment Affected		Potential Financial & Operational Impacts	Our Actions
			Business	Country		
M - L	Shift in market preferences	Increasing decar-bonisation commitments by customers	Power Generation	SG	Increased demand from businesses and industries for low carbon energy solutions and green electricity	Actively identify key customers with urgent climate goals and supporting them with low-carbon and green energy solutions, in addition to enhancing ESG and climate disclosures to align with customers' decarbonisation objectives
			Data Center	MY		Development of a solar farm with up to 500 MW capacity to co-power the YTL Green Data Center Park
M - L	Increased stakeholder scrutiny	Larger stakeholder expectations on climate and sustainability performance	All	All	Growing expectations to reduce carbon footprint and increase resilience to climate risks, alongside other areas of environmental delivery	Strengthening climate resilience, enhancing operational efficiency, transitioning to lower-emissions energy sources, alongside enhancing climate-related disclosures

Climate-Related Opportunities

Opportunities	Strategies	Implementation measures^
Resource Efficiencies	Adoption of water- and energy-efficient technologies and measures to enable the Group to optimise resource use, enhance overall operational effectiveness and achieve cost-savings across service delivery processes Enhancement of policy incentives and customer engagement initiatives towards realisation of targets	✓ Advanced Turbine Efficiency Package (ATEP), Taser Power Plant – targeted to reduce carbon emissions by up to 11,000 tCO_2e annually ✓ Taser Power Plant Cogen Water Treatment Plant Recycling Project – recycles & reintegrates 50% of water discharged during treatment at the Cogen Water Treatment Plant into the system each year ✓ Wessex Water's Home Check visits and promotion of water saving packs to reduce overall demand levels
Energy Sources	Leveraging emerging renewable technologies and policy incentives to increase renewable generation for self-consumption, to help the Group meet rising operational energy demand and reduce our exposure to energy cost fluctuations	✓ Implementation of first phase of 215 MWac solar power generation facility to co-power YTL Green Data Center Park ✓ Renewable energy generated by YTL UK Group this year amounted to 17 GWh of electricity and 79 GWh of biomethane ✓ Specific site initiatives, e.g. solar generation at Ranhill SAJ's Sultan Iskandar Water Treatment Plant & mini-hydro generation at the Gunung Ledang Water Treatment Plant

ENVIRONMENTAL STEWARDSHIP

Opportunities	Strategies	Implementation measures^
Products & Services	Development of lower-emissions products and services, in response to shifting consumer preferences, to support the Group's expansion into new revenue streams while addressing growing demand for more sustainable energy solutions	✓ Geneco's Power Eco Add-on – customisable green add-on (Renewable Energy Certificate or Carbon Credits) electricity plans ✓ Solar power generation facility of up to 500 MW to co-power the YTL Green Data Center Park ✓ 50 MWac Large Scale Solar (LSS4) plant in Perak under Ranhill generated and exported 109.2 million kWh of renewable electricity to the Peninsular grid
Resilience	Identification of and investments in innovative climate adaptation and mitigation solutions, as well as low-carbon technologies to strengthen the Group's resilience and long-term viability, build adaptive capacity, decarbonise income streams and ensure climate resilience Improve and accelerate integration of environmental and climate change priorities into long-term business strategy	✓ Construction of a new 600 MW hydrogen-ready combined cycle gas turbine ("CCGT") in Singapore ✓ £500 million investment by Wessex Water between 2025–2030 to address storm overflows ✓ StormHarvester AI software deployed by Wessex Water to help reduce pollutions incidents ✓ Wessex Water's Water Resources Management Plan, which sets out a 25-year strategy for sustainable water resource management
Financing	Pursuit of attractive ESG-linked lending options from banks & lenders	✓ £900 million in sustainability bonds issued under Wessex Group's Sustainable Finance Framework ✓ S$500 million in transition financing for the development of YTL PowerSeraya's hydrogen-ready CCGT ✓ RM1.1 billion Islamic term financing facility for Phase 1 of the YTL Green Data Center Park in Kulai, Johor, with commitment to secure Gold LEED certification

^ *Investments, measures and initiatives undertaken by the Group are further detailed in subsequent sections of this report.*

Climate Resilience

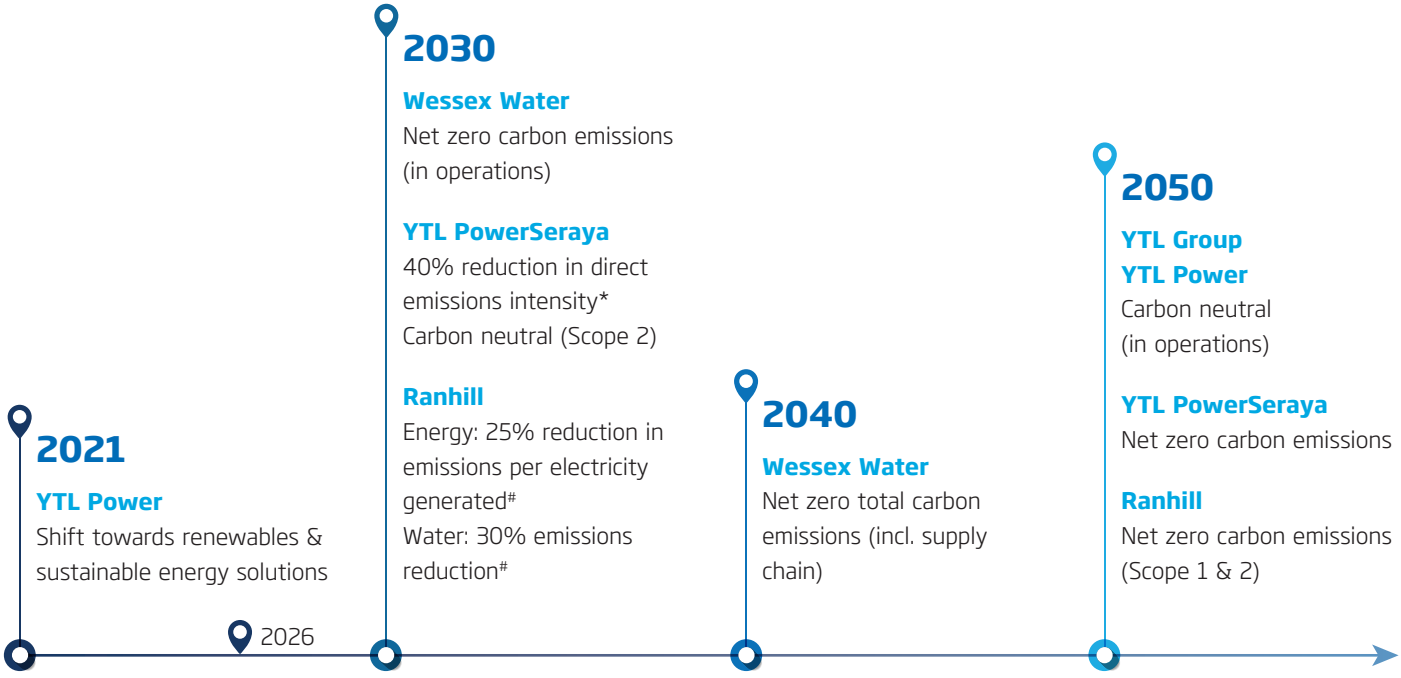
While climate change presents both physical and transition risks, our diversified operations and geographical footprint, together with our focus on regulated assets and ongoing infrastructure investments, help support our overall resilience. Where material ESG risks have been identified, these are integrated into strategic planning and decision-making. We further address these risks with investments in low-carbon technologies and any necessary adaptation and mitigation measures.

Supported by our strong financial position, the Group is able to address material climate-related events and undertake investments for asset resilience. The Group is also well-positioned to pursue emerging opportunities and keep pace with market trends, technological developments and evolving regulatory requirements.

ENVIRONMENTAL STEWARDSHIP

Climate-Related Metrics & Targets

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, and aligned with carbon policy goals in the main countries where we operate. Given the diverse geographic location and nature 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 or operating sectors, and are expected to reach this goal sooner. Notably, YTL PowerSeraya, Wessex Water and Ranhill, which collectively account for more than 95% of the Group's Scope 1 and 2 emissions, have established medium-term and net zero targets.



** From 2010 levels | # From 2022 levels*

YTL Power Group | Summary of Metrics & Targets

Overall Group Target:
Carbon neutral in operations by 2050

	Malaysia	Singapore	UK
Power generation	25% reduction in emissions per electricity generated by 2030 (from 2022 levels) Net zero carbon emissions (Scope 1 & 2) by 2050	40% reduction in direct emissions intensity by 2030 (from 2010 levels) Carbon neutral (Scope 2) by 2030 Net zero ambition by 2050	N/a
Water & sewerage	30% emissions reduction by 2030 (from 2022 levels) Net zero carbon emissions (Scope 1 & 2) by 2050	N/a	Net zero operational carbon emissions by 2030 Net zero total carbon emissions (including supply chain) by 2040
Other businesses	Carbon neutral in operations by 2050		

ENVIRONMENTAL STEWARDSHIP

Singapore

Our Power Generation segment in Singapore under YTL PowerSeraya aims to achieve a 40% reduction in direct emissions intensity from 2010 levels by 2030, through the following actions:

(i) Maximise energy efficiencies at existing combined cycle and cogeneration power plants
(ii) Import low carbon electricity
(iii) Invest in low carbon power technologies such as hydrogen-ready power generation
(iv) Secure eligible high-quality international carbon credits to offset up to 5% of taxable emissions from 2024 onwards

YTL PowerSeraya also aims to be carbon neutral in Scope 2 emissions by 2030.

Additionally, YTL PowerSeraya is striving to broaden the scope of Scope 3 emissions categories. YTL PowerSeraya has successfully implemented systems to track emissions from employee commute and business travel. It is currently reviewing its suppliers' emissions and environmental data collection programme to enhance system robustness and data accuracy.

UK

In our UK Water & Sewerage segment, Wessex Water has published a routemap to achieve net zero operational carbon emissions by 2030 and full decarbonisation by 2040, a decade ahead of the UK government's 2050 target.

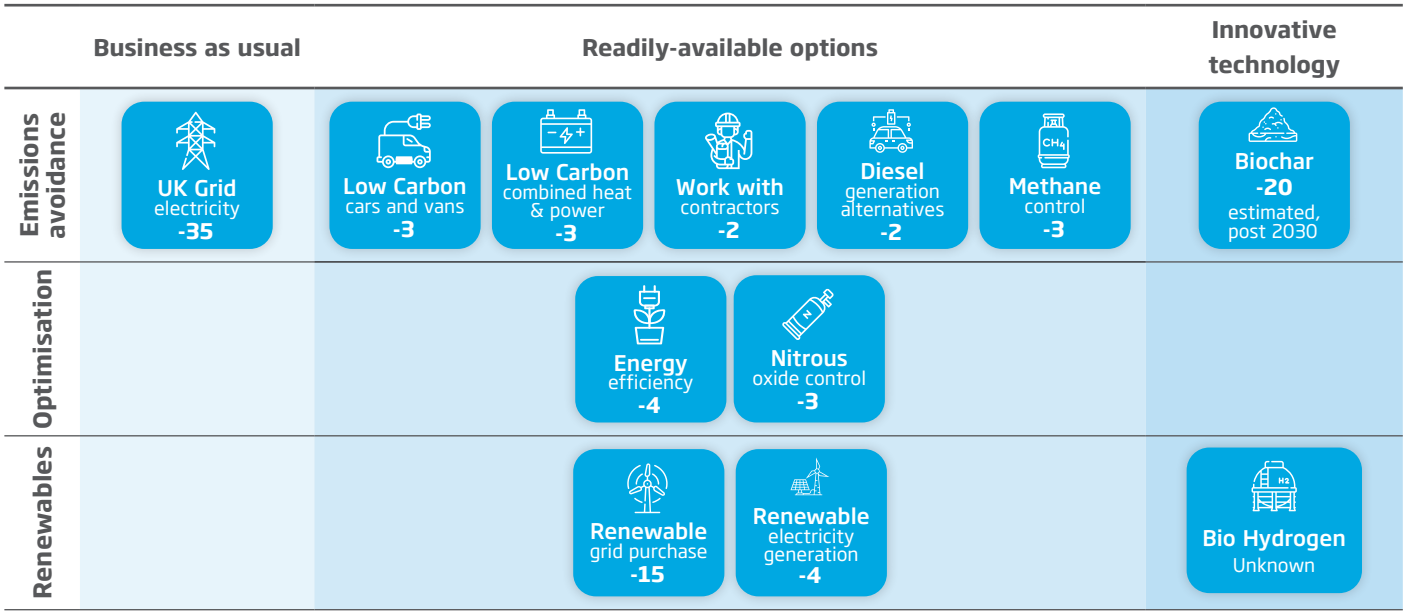
The 2030 aim is not a science-based target, but we consider it to be aligned with the principles of the Paris Agreement and the United Nations Convention on Climate Change 1.5°C pathway. The targets and planning are also contextualised by the UK's 2050 net zero aims and successive national carbon budgets.

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 new opportunities for wind and solar power, both as generator and end user

An overview of the routemap is set out below and the full routemap can be accessed in the '*ESG*' section on our website.

Wessex Water's Net Zero Routemap - Potential Emissions Reductions (kilotonnes CO_2e)



Note: This diagram shows the annual emissions reductions (kilotonnes CO_2e) that Wessex Water believes can be achieved by 2030. These figures were updated at the end of 2023, in line with Wessex Water's business plan for 2025-30. Items under 'business as usual' and 'readily available options' will occur in the 2020s, whereas the 'innovative technologies' are more likely to feature at scale in the 2030s once the technologies are established in the supply chain

ENVIRONMENTAL STEWARDSHIP

Malaysia

The Group's water and power generation operations in Malaysia are undertaken by Ranhill. Ranhill's Net Zero 2050 Roadmap sets out the Ranhill Group's long-term pathway for reducing GHG emissions and transitioning towards lower-carbon operations, with particular focus on its power and water segments, which collectively account for approximately 99% of the Group's energy consumption and 99.6% of Group-wide emissions.

Guided by the Net Zero 2050 Roadmap, Ranhill has set the following targets against its 2022 baseline:

- **Power generation:** Reduce GHG emissions intensity by 25% by 2030
- **Water:** Reduce GHG emissions by 30% by 2030
- **Malaysia operations:** Achieve net-zero Scope 1 and Scope 2 emissions by 2050 through emissions reduction, energy efficiency improvements and renewable energy adoption

Through increased renewable energy deployment, energy efficiency initiatives and operational decarbonisation measures, Ranhill continues to strengthen climate resilience while advancing its net-zero aspirations. Ranhill's net zero roadmap can be accessed in the '*ESG*' section on our website.

Ranhill also monitors key climate metrics, including GHG emissions (Scope 1, 2 and 3), emissions intensity, energy consumption, energy intensity and renewable energy generation, to track climate performance and progress towards decarbonisation. In addition, Ranhill assesses climate-related physical and transition risks through its Climate Risk Assessment and Climate Value-at-Risk analyses.

GHG Emissions

Our GHG emissions performance reflects the progress of our decarbonisation efforts. We track and report emissions across our operations to identify trends, drive reductions and guide our decarbonisation strategy.

Measurement Approach & Calculation Methods

Type	Description
Reporting Standard	GHG emissions are calculated in accordance with the GHG Protocol (Scope 1 & 2) and Corporate Value Chain (Scope 3) Standard, consistent with ISSB Standards
Consolidation Approach	GHG emissions are consolidated using the financial control approach, in line with financial reporting
Scope 1	Direct emissions from the consumption of fossil fuels and refrigerant in our operations as well as company-owned or operated vehicles, equipment or on-site facilities within our business operations
Scope 2	Indirect emissions from purchased electricity, heat, steam and cooling. Reported on a location-based basis in accordance with the GHG Protocol Scope 2 Guidance
Scope 3	Available data reported, based on the GHG Protocol. Categories include from purchased goods and services, capital goods, fuel- and energy-related activities not included in Scope 1 or 2, waste generated in operations, employee commuting and business travel for subsidiaries that have collected data and treatment chemicals and reuse of biosolids on third party land in UK water and sewerage operations
Measurement Approach	Scope 3 emissions were based on various methods such as distance-based method, spend-based method and average-data method
Emission Factors	Emission factors used for calculation of GHG emissions above are sourced from the IPCC, Netherlands' national CO_2 emission factors database, United States Environmental Protection Agency (USEPA), SIRIM Malaysia Life Cycle Inventory Database, Malaysia's Energy Commission, Singapore's Energy Market Authority ("EMA") and National Environment Agency ("NEA"), the Singapore Emissions Factors Registry (SEFR) and the UK Department for Environment, Food & Rural Affairs (DEFRA)
GWP Values	CO_2e conversions use 100-year Global Warming Potential values from IPCC (AR5/ AR6)

ENVIRONMENTAL STEWARDSHIP

The Group's GHG emissions decreased for FY2026, due mainly to a reduction in electricity generated and sold in the Group's power generation business in Singapore.

GHG intensity for the year under review, based on Scope 1 and 2 emissions measured against revenue (adjusted for the new segment that has not yet commenced GHG reporting), stood at 0.27 this year, unchanged from last year.

in ktCO_2e^	2026	2025	2024
Scope 1	**5,255**	5,505	4,160
Scope 2	**465**	476	153
Scope 3*	**253**	384	50

Notes:

^ *kilotonnes of carbon dioxide equivalent*

* *Work is ongoing to assess the materiality and put in place the necessary processes to measure this data in our other operations.*

In Singapore, YTL PowerSeraya has a licenced generation capacity of 3,100 MW, with a current registered generating capacity with the EMA of about 2,487 MW as at 30 June 2026. To reduce direct emissions intensity by 2030, YTL PowerSeraya aims to transition its portfolio of power-generating assets, enhance energy efficiencies and procure eligible international carbon credits to offset up to 5% of taxable emissions annually.

YTL PowerSeraya is currently constructing a **600 MW hydrogen-ready power plant**, which will be fully operational by 2028. This highly efficient CCGT, when operating on 100% natural gas, will enhance the overall energy efficiency of YTL PowerSeraya's portfolio and reduce average emissions intensity by at least 5%.

Once Singapore develops the necessary infrastructure to supply cost-competitive hydrogen fuel for the power sector, YTL PowerSeraya will be able to further reduce emissions intensity by incorporating hydrogen into the fuel feed for the new CCGT.

During the financial year under review, YTL PowerSeraya implemented an **Advanced Turbine Efficiency Package (ATEP)** at the Taser Power Plant. This retrofit introduces high-efficiency hot-gas-path components with aerodynamic profiling, optimising cooling and improving sealing. Completed in December 2025, the plant is now operating at significantly improved efficiency, with carbon emissions expected to be reduced by up to 11,000 tCO_2e annually.

To further reduce direct emissions, YTL PowerSeraya is committed to purchasing eligible international carbon credits to offset up to 5% of its taxable emissions starting in 2024, but has yet to do so owing to the unavailability of eligible carbon credits. Since the NEA has allowed carbon tax-liable companies to roll-over their unutilised carbon allowance to offset the next year's emissions, YTL PowerSeraya will consider this option if eligible carbon credits become available.

In the UK, Wessex Water's gross GHG emissions were expected to be higher than in 2024-2025 and the targets set by the regulator, Ofwat, reflect this anticipated increase. The dry summer led to increased demand from water supply sites, and an associated increase in the energy required. Through several activities, Wessex Water has limited the levels of increase below projected levels.

In Malaysia, the Ranhill Group's capacity comprises 380 MW of CCGT power plants and 50 MW large-scale solar operations. The Malaysian government has established firm targets to increase the share of installed renewables capacity to 31% of the national energy mix by 2025 and 70% by 2050.

Ranhill's solar farm provides a strategic platform to further develop the renewable energy asset portfolio. The strategy moving forward is to focus on a combination of operational excellence, strategic expansion into renewables and leveraging existing assets. Partnerships similar to that developed with the Sabah Energy Corporation Sdn Bhd would be a mainstay approach towards capitalising market opportunities and national energy transition initiatives.

ENVIRONMENTAL STEWARDSHIP

Renewable 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 the Group's environmental footprint.

Renewable Energy at YTL Power Group

215 MWac	**50 MWac**	**79 GWh**	**3,517**
Installed at YTL Green Data Center Park	Ranhill's LSS4 plant in Bidor, Perak	Biomethane Generated by YTL UK	Geneco Power Eco Add-On Customers

In line with our shift towards more sustainable renewable energy solutions, we are developing a solar power facility with a generation capacity of up to 500 MW in Johor, Malaysia. Work has commenced on the facility, which is being built in phases to co-power phases of the YTL Green Data Center Park, the Group's new data center development in Johor. During the financial year under review, the first phase comprising 215 MWac was completed.

Meanwhile, Ranhill continues to accelerate the adoption of renewable energy and low-carbon solutions across its operations in line with its Net Zero 2050 Roadmap. During FY2026, the Ranhill Group's 50 MWac Large Scale Solar (LSS4) plant in Bidor, Perak, generated and exported 109.2 million kWh of renewable electricity to the Peninsular grid, contributing to Malaysia's renewable energy transition and supporting national decarbonisation efforts. Since commencing commercial operations, the facility has generated a cumulative 257.4 million kWh of clean energy.

Renewable energy initiatives are also being integrated into Ranhill's water operations, including mini-hydro generation at the Gunung Ledang Water Treatment Plant.

As part of Geneco's 8th year anniversary, and in continuation of its eco journey with Power Eco Add-on, Singapore's First-And-Only customisable green add-on (Renewable Energy Certificate or Carbon Credits) for an electricity plan, Geneco celebrated by offering complimentary first 8 months of the innovative green add-on to both new and existing Geneco residential and small and micro business (SMB) customers who opt-in or upgrade to Power Eco Add-on. As of 30 June 2026, Geneco has 3,517 customers who have opted for Power Eco Add-on, contributing to an overall target of 6,800 customers by 2030.

Rounding out our renewable capacity, in the UK, renewable energy generated this year by the YTL UK Group amounted to 17 GWh of electricity and 79 GWh of biomethane.

Green Financing

In a financing first for Singapore – DBS, Maybank and OCBC extended S$500 million in transition financing to YTL PowerSeraya for the development of the hydrogen-ready CCGT. This transaction is Singapore's inaugural transition finance deal aligned with the Singapore-Asia Taxonomy for Sustainable Finance and the Asia Pacific Loan Market Association's Green Loan Principles.

The financing forms part of a broader S$1.2 billion term loan facility provided to YTL PowerSeraya, with the three banks also serving as joint Sustainability Structuring Advisers. This milestone demonstrates growing confidence in the commercial viability of transition technologies, setting a precedent for sustainable project financing in the region.

The Group also has a RM1.1 billion Islamic term financing facility for Phase 1 of the YTL Green Data Center Park in Kulai, Johor, with a commitment to secure Gold LEED certification in compliance with Green Loan Principles published by the Loan Market Association, Asia Pacific Loan Market Association and Loan Syndications and Trading Association.

ENVIRONMENTAL STEWARDSHIP

Co-powered by on-site solar photovoltaic power, the YTL Green Data Center Park aims to provide data storage colocation services to clients looking for more sustainable and lower carbon solutions within Southeast Asia and serves as the foundation for achieving YTL Power's greater objective of carbon neutrality for its data centers across the region.

In the UK, the Wessex Group has a Sustainable Finance Framework that links Wessex Water's purpose and business to how funds are raised, with bonds amounting to £900 million issued. It helps Wessex Water to focus financing on projects that deliver real environmental and social benefits, so that investors can contribute to a more sustainable future. The framework is refreshed regularly to reflect current best practice, most recently in May 2026. Further details on the Sustainable Finance Framework, including use of proceeds, can be found in Wessex Water's *Sustainable Finance Framework* and *Sustainable Finance Allocation and Impact Report* on the '*ESG*' section of our website.

WATER EFFICIENCY

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 ML)	2026	2025	2024
Water withdrawal*	**897,964**	126,606	127,073
Water discharge*	**1,116,270**	355,621	389,821
Water consumption	**9,935**	732,385	2,580

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

The significant variances in the water withdrawal, discharge and consumption numbers between FY2026 and the previous year arose mainly as a result of a re-categorisation exercise undertaken this financial year by Ranhill which carries out the Group's water business in Malaysia, in order to align with the data recorded under the UK water business. Certain water volumes previously classified as "water consumption" have been reclassified as "water withdrawal", resulting in changes to the amounts reported across the respective water withdrawal, discharge and consumption categories.

Operationally, water discharge exceeds water withdrawal due to the differing scale and operational coverage of the Group's water supply and wastewater businesses. Accordingly, water discharged does not arise solely from the water reported as withdrawn and the two figures should not be expected to correspond directly.

Sustainable Abstraction

Singapore

As a low-lying water-stressed nation, Singapore is especially susceptible to rising water costs. To address this, YTL PowerSeraya is exploring innovative methods to reduce water consumption and enhance recycling efficiency.

As part of its 2030 Environmental Targets, YTL PowerSeraya aims to achieve two water management performance metrics:

- ✓ **Water Withdrawal Intensity of 0.039 m^3/MWh**, measures average volume of water withdrawn per unit of electricity sold. In FY2026, YTL PowerSeraya achieved 0.073 m^3/MWh.
- ✓ **Water Recycling Target of 16%**, measures the recycling rate or rate of reuse of effluent water such as blowdown water and reverse osmosis (RO) reject water that would otherwise be discharged into the sea immediately. In FY2026, YTL PowerSeraya has achieved 7.7%.

During the year, Taser Power was recognised as a recipient of the Water Efficiency Awards (Projects) 2026 for its improvements in water-efficient practices. The Cogen Water Treatment Plant Recycling Project, in which over 50% of the water discharged during treatment at the Cogen Water Treatment Plant will be recycled and reintegrated into the system each year, was also successfully completed, further enhancing YTL PowerSeraya's efforts to improve water efficiency and recycling.

UK

Wessex Water was 98.9% compliant for its regulatory year with the licences that control how much water the business can take from the environment.

During the year, rainfall over autumn and winter was significantly above the long-term average, helping to replenish reservoirs and groundwater levels, following an exceptionally dry and warm spring and summer of 2025.

Notwithstanding this, Wessex Water saw an increase in leakage during the year due to significant ground movement caused by the particularly dry spring and summer months. This was followed by colder weather in December and January which brought freeze and thaw conditions and triggered additional leakage outbreaks.

To reduce leakage, Wessex Water is investing in additional leakage inspectors and expanding the network of acoustic loggers to identify leaks faster. Wessex Water has also introduced additional repair teams to help fix leaks more quickly, while smart meter data is being used to help identify leaks on customers' supply pipes.

Further details on Wessex Water's *Water Resources Management Plan* can be found in the '*ESG*' section on our website.

Malaysia

The Group's water business in Malaysia relies on the sustainable availability and quality of raw water sources. Ranhill's water management approach focuses on protecting water resources, improving operational efficiency, reducing water losses, maintaining water quality and increasing water reuse where practical.

Water availability continues to face challenges from pollution, growing demand, and climate change, including changing rainfall patterns, prolonged dry periods, and rising risks of saline intrusion. To address these challenges, Ranhill adopts a two-pronged strategy focused on strengthening water supply resilience and improving water-use efficiency.

On the supply side, Ranhill SAJ invests in water treatment plant upgrades, off-river storage facilities, raw water transfer projects, water-supply system rezoning and the evaluation of alternative sources such as groundwater and desalination to enhance long-term water security.

At the same time, the Ranhill Group remains committed to reducing Non-Revenue Water ("NRW") through pipe rehabilitation, leakage management, network improvements, and operational optimisation. These initiatives improve distribution efficiency, enabling more treated water to reach consumers without increasing raw water abstraction.

During FY2026, Johor recorded an NRW rate of 23.6%, achieving compliance with National Water Services Commission's ("SPAN") target ceiling of 24.0%, reflecting continued progress in water conservation and distribution efficiency.

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.

	2026	2025	2024
Total fuel consumption (terajoules)	**80,071**	86,045	81,412
– Natural gas	**99.2%**	98.8%	99.4%
– Others	**0.8%**	1.2%	0.6%
Purchased energy consumption (terajoules)	**2,925**	2,892	1,436
Renewable energy consumption (terajoules)	**277**	586	574
Energy sold (terajoules)	**46,840**	52,154	42,929
Total energy consumption within the organisation (terajoules)	**36,433**	37,370	40,493
Total energy consumption within the organisation[1] (MWh)	**10,120,269**	10,380,453	11,248,049

Note:

[1] *Defined as total fuel and energy consumed less total energy sold.*

ENVIRONMENTAL STEWARDSHIP

The Group recorded lower energy consumption during the financial year under review compared to the previous year, due mainly to the reduction in electricity generated and sold in the Group's Singapore power operations.

In the UK water and sewerage business, the dry summer in 2025 led to increased demand from water supply sites, and an associated increase in energy required. Going forward, Wessex Water will continue to pursue energy efficiency initiatives, mainly focusing on optimisation of aeration in sewage treatment and pump efficiency, alongside the ongoing development of advanced monitoring and targeting.

In the power generation segment in Singapore, YTL PowerSeraya has installed an Advanced Turbine Efficiency Package (ATEP) at the Taser Power Plant. This cutting-edge solution improves efficiency, reduces emissions and extends asset life, alongside improving operational flexibility and reliability.

In Malaysia, energy consumption across Ranhill is primarily driven by the water treatment and power generation businesses, reflecting the energy-intensive nature of these operations. Ranhill SAJ relies mainly on grid electricity for water treatment operations, while the Teluk Salut and Rugading power stations utilise natural gas-fired CCGT technology, which offers lower emissions intensity compared to other conventional fossil fuels.

Ranhill remains focused on improving energy efficiency through ISO 50001-certified energy management practices, optimisation of pumps and equipment, turbine performance improvements, preventive maintenance and operational efficiencies across the Ranhill Group's operations.

Ranhill is also advancing its renewable energy transition. During FY2026, the 50 MWac LSS4 plant generated and exported 109.2 million kWh of renewable electricity to the Peninsular grid. Renewable energy adoption is further supported through on-site solar generation at Sultan Iskandar WTP and mini-hydro generation at Gunung Ledang WTP, contributing to lower carbon emissions and enhanced energy sustainability.

Environmental Water Quality

Water discharge compliance from Wessex Water's water treatment and water recycling centres was 98.71%, with four sites failing to meet their discharge permit compliance in the year.

Wessex Water delivered a 25% reduction in pollution incidents compared to the previous year, reflecting a significant focus on tackling the root causes. This includes the installation of automatic and remote equipment at critical pumping stations to improve resilience to power outages and minimise downtimes. These measures have helped to deliver real impact, reducing pollutions from power outages and those caused by pump failures by around 50%.

Despite the improvement, four serious pollution incidents were recorded during the year, caused by blockages, equipment failure or overload on foul sewers. Wessex Water will continue to focus on maintenance and engagement with communities to prevent future incidents, while working to improve performance in line with the *Pollution Incident Reduction Plan 2025-2026*. A copy of the plan can be found in the '*ESG*' section on our website.

In relation to river water quality, Wessex Water has reduced the levels of nitrogen and phosphorus discharged from water recycling centres by installing additional treatment processes. Wessex Water has also reduced the nutrients reaching rivers and seas by working with land managers to reduce their contributions.

Sewer flooding has been a major priority in recent years for Wessex Water and the division has achieved considerable improvements. The above average rainfall during the year put pressure on the wastewater network but, nevertheless, Wessex Water met targets for both internal and external sewer flooding. This was thanks, in part, to several key schemes carried out during the year which helped to manage the effect of heavy rainfall and protect communities. These included:

- ✓ Traditional solutions of underground storage and upsizing sewers
- ✓ Innovative nature-based solutions such as wetlands to treat storm overflows triggered by high groundwater levels
- ✓ Integrated green infrastructure solutions, such as sustainable urban drainage systems to manage surface water run-off and reduce pressure on the sewer network

Wessex Water has also introduced an automated process to identify and engage with customers whose behaviours may have contributed to sewer blockages and flooding. This includes contacting over 13,000 households in areas affected by repeated sewer blockages, pollution or flooding incidents, helping to drive improvement.

Additionally, the StormHarvester AI software, adopted following one of Wessex Water's early Marketplace challenges, continues to help reduce the number of pollutions that occur. It generates alerts when the level of wastewater in a sewer is outside the

expected level. In 2025, the tool helped identify more than 400 issues that otherwise may have caused a pollution or negative operational impact. Wessex Water has installed approximately 4,000 additional sewer level monitors in 2025-26, increasing the reach of the StormHarvester analysis across the network.

Between 2025 and 2030, Wessex Water will more than double the current level of investment to a total over £500 million to reduce the impact of storm overflows on waterways. Wessex Water will prioritise overflows that could affect bathing waters, shellfish waters, chalk streams and designated environmental sites – reducing spill frequency by 17%. Further details on the *Storm Overflows Improvement Plan* can be found in the '*ESG*' section on our website.

In Malaysia, ensuring safe and high-quality drinking water remains a key priority for Ranhill. Ranhill SAJ maintains a risk-based water quality management framework supported by its Water Safety Plan (WSP) and Hazard Analysis Critical Control Point (HACCP)-certified water treatment plants, complemented by routine monitoring, laboratory testing and audits.

During FY2026, treated water quality performance remained strong, with compliance rates of 99.96% for residual chlorine, 100% for E. coli and 99.96% for turbidity. Compliance for aluminium stood at 94.26%, slightly below the 95.0% target, and has been identified as an area for continued improvement. In Ranhill's operations in Thailand, influent and effluent quality continued to be monitored; two non-conformances were recorded during FY2026, with appropriate corrective actions undertaken.

These results reflect Ranhill's continued commitment to safeguarding public health, maintaining regulatory compliance and delivering reliable water quality standards across its operations.

In our operations in Singapore, at YTL PowerSeraya's Pulau Seraya and Taser power stations, 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 77.7% of the total water withdrawn.

Waste Management

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

This year, we saw improvements in waste performance, with total waste generated falling 10% from the previous year, mainly driven by our operations in the UK. The waste disposal profile remained broadly stable, following the inclusion of Ranhill in the reporting boundary last year.

	2026	2025	2024
Total waste generated (tonnes)	**301,599**	335,587	225.901
– Waste diverted from disposal	**60%**	60%	97%
– Waste directed to disposal	**40%**	40%	3%

In Singapore, YTL PowerSeraya has improved data collection for waste and will continue to monitor waste performance, review waste streams and improve the recycling rate for both hazardous and non-hazardous wastes. Both non-hazardous and hazardous wastes generated by YTL PowerSeraya are collected by NEA-licensed waste collectors.

In line with its 2030 Environmental Targets, YTL PowerSeraya aims to achieve the following performance goals for different waste categories:

- ✓ **A recycling rate of 10% for hazardous waste**. In FY2026, YTL PowerSeraya exceeded this target, achieving a recycling rate of 27% for hazardous waste. This improvement was driven by a new contractual requirement for the appointed hazardous waste collector, under which oily wastewater, previously classified as waste for disposal, is now fully recovered and recycled.
- ✓ **A recycling rate of 43% for non-hazardous waste**. In FY2026, YTL PowerSeraya has achieved a recycling rate of 24.5% for non-hazardous waste.

In the UK, Wessex Water has established a 25-year *Drainage and Wastewater Management Plan* to address climate change, population growth and urban expansion, with waste managed in the following ways:

- ✓ Recycling Centres: Sewage is transported to facilities where solids and non-flushable items (like wet wipes) are screened out before multi-stage treatment

ENVIRONMENTAL STEWARDSHIP

- ✓ Treatment Stages: Processes include primary settlement, biological treatment using bacteria or aeration lanes, and final settlement, with UV filtration used at specific sites
- ✓ Sludge and Biosolids: Energy-rich sludge separated during treatment undergoes anaerobic digestion to produce biogas for energy, while residual solids become safe biosolids utilised as agricultural fertiliser

Meanwhile, in Malaysia, Ranhill is committed to responsible waste management through the 4R principles (Refuse, Reduce, Reuse and Recycle), with a focus on minimising waste generation, improving resource efficiency, and promoting recovery and recycling where practicable. Waste that cannot be avoided or recovered is managed and disposed of in accordance with applicable regulatory requirements.

The Ranhill Group generates both scheduled (hazardous) and non-scheduled waste across its water and power generation operations. Key waste streams include water and wastewater treatment sludge, used oils, chemicals, contaminated materials, electronic waste and other operational waste. Sludge remains the Ranhill Group's largest waste stream by volume, and Ranhill continues to explore opportunities for waste minimisation, recovery and beneficial reuse.

In the power generation sub-segment, waste management controls support the safe handling of scheduled waste, while preventive maintenance and asset optimisation help extend equipment life and reduce material waste. Waste generated across all operations is managed through licensed contractors and approved disposal facilities to minimise environmental impacts and maintain regulatory compliance.

Responsible Production & Consumption

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

In 2025-26, Wessex Water recorded a 4.5% reduction in per capita consumption (three-year average) from the 2019-20 baseline. Customer water use slightly increased this year, driven by the warm, dry weather. Despite this, the three-year average which Ofwat uses to measure Wessex Water on continues to outperform the target.

Wessex Water's water efficiency work, including Home Check visits and promotion of water saving packs, has helped to reduce overall demand levels. In August and September 2025, Wessex Water ran a Target 20 campaign and received more than 50,000 customer pledges to save 20 litres of water or more each day – a potential daily saving of 300,000 litres across the operating region.

Meanwhile, as Singapore's energy needs grow amid global uncertainty, YTL PowerSeraya's responsibility is to balance security, affordability and sustainability. By diversifying fuel sources to include liquefied natural gas (LNG), hydrogen and renewables, YTL PowerSeraya will continue to strengthen operational resilience and utilise green financing, such as transition finance, to minimise costs and deliver reliable and cost-effective low-carbon energy for everyone.

- ✓ As at 30 June 2026, Geneco has 3,517 customers who had opted for the Power Eco Add-on plan, contributing to an overall target of 6,800 customers by 2030
- ✓ YTL PowerSeraya also has a Green Office Policy to better guide office-based employees in adopting environmentally sustainable practices and improving the company's environmental performance in their day-to-day activities. The policy promotes responsible resource consumption and encourages staff to take an innovative approach to environmental action
- ✓ To enhance awareness and increase eco-consciousness among office employees, YTL PowerSeraya organised a series of programmes pertaining to the environment for these employees, including lunchtime talks and environmental events
- ✓ In December 2025, YTL PowerSeraya renewed its Eco-Office Leaf Certification and achieved a 3-Leaf tier ranking. The Eco-Office Leaf Certification programme is developed by the Singapore Environment Council to promote environmentally friendly offices

Similarly, Ranhill promotes responsible production and consumption by improving resource efficiency, reducing waste generation and advancing circular economy practices across its operations. Guided by the Ranhill Group's 4R principles (Refuse, Reduce, Reuse and Recycle), efforts focus on optimising the use of water, energy and materials, extending asset life, and maximising opportunities for reuse, recycling and resource recovery.

During FY2026, the Ranhill Group continued to strengthen resource efficiency through recycling, waste-diversion and digitalisation initiatives. These included textile collection and recycling through the Ranhill Re-bin programme, a Group-wide e-waste collection effort and enhanced recycling practices across business units. The Group's subsidiary, Ranhill Technologies Sdn Bhd ("RTSB"), further supported

responsible resource consumption through the deployment of dedicated recycling bins and the continued use of its AquaSMART digital platform, which reduced paper usage and operational travel by enabling fully digital processing of subcontractor claims.

Together with initiatives such as reclaimed water production, renewable energy generation and waste minimisation, these efforts support Ranhill's commitment to responsible production and consumption while reducing environmental impacts across its operations.

BIODIVERSITY

Protection of biodiversity is important to us given our Group's operational footprint. This includes the region served by Wessex Water which covers over 10,000 square kilometres in the south west of England, our Brabazon development in Bristol, UK, and Ranhill's operations in Malaysia.

Wessex Water's operating region includes:

> 470 Sites of Special Scientific Interest (SSSI)	**35** Special Areas of Conservation	**11** Special Protection Areas	**27** National Nature Reserves
> 6,200 Local Wildlife Sites or Regionally Important Geological Sites	**8** Areas of Outstanding Natural Beauty (covering over 30% of the region)		**2** National Parks

Wessex Water has a comprehensive programme for nature and wildlife, including conservation management plans, peatland investigations, sustainable woodland management, habitat improvements for birds of conservation concern and catchment-wide biodiversity initiatives.

Wessex Water has committed to doubling its contribution to the region's biodiversity by 2050. Activities from the last five years will deliver 827 units of biodiversity increase, and in 2025-26, Wessex Water's conservation team delivered a further 19 units during the year.

Wessex Water has already seen biodiversity benefits from four nature-based solutions that treat water from storm overflows, with many similar schemes due to be completed by 2030. In addition, Wessex Water has agreed a five-year strategic partnership with national and local Rivers Trusts and has begun new catchment and biodiversity projects with partner organisations.

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

At our Brabazon New Town development in Bristol, UK, construction of Brabazon Park, a 15-acre public park strategically designed to be at the center of the development, is now underway. Wildlife corridors are designed into our Masterplan, providing protected passage and contributing to the biodiversity net gain. These corridors are intertwined with the park which will be a new landmark in the south west of England and the heart of the development.

The design of Brabazon Park takes inspiration from aviation engineering, aiming to capture the historical, cultural and ecological uniqueness of the former airfield. One of the highlights of the new green space will be the Heritage Trail, connecting the Brabazon Hangars with Aerospace Bristol Museum and retelling the history of the airfield's pioneering past.

Brabazon Park will also support the environment, offering new habitats for birds, insects and animals, while also connecting to other local wildlife corridors. There will be flowers and grasses, mature trees and shrubs, as well as the 3-acre lake, which will be a home for aquatic planting and will support sustainable drainage across the new neighbourhoods. The lake is part of the masterplan water attenuation strategy which replaces the need to construct holding tanks.

In Malaysia, Ranhill recognises the importance of protecting biodiversity and managing potential environmental impacts arising from its operations. Biodiversity considerations are integrated into project planning and environmental management practices, particularly for activities located near forests, waterways and other environmentally sensitive areas.

During FY2026, RTSB implemented site-specific mitigation measures for projects in environmentally sensitive locations, including erosion and sediment controls, drainage maintenance, waterway protection, waste management and land rehabilitation activities. While no operations were located within formally protected biodiversity areas and no Environmental Impact Assessments were required during the year, the Ranhill Group remains committed to minimising environmental impacts and strengthening biodiversity stewardship as part of its broader environmental management approach.

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.

Potential Risks	Opportunities
SHORT- TO MEDIUM-TERM (UP TO 5 YEARS) • Inadequate focus on talent retention could result in increased costs & impact productivity • Employees may leave due to unfair treatment or insufficient incentives • Unsafe workplaces can disrupt operations, result in regulatory fines & impact business reputation and branding • Poor customer service • Failure to act responsibly could harm public trust and stakeholder confidence	✓ 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
LONG-TERM (>5 years) • Disruptions to business operations • Adverse financial impacts • Inadequate community engagement may negatively impact business reputation & local support for the organisation	

Actions

- ✓ 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 through improved safety-related reporting, training and health & safety campaigns
- ✓ Prioritise local community hiring as it cultivates shared values between the organisation & workforce and strengthens our ability to serve the communities we are in
- ✓ Enrich & promote local community development through engagement initiatives & support
- ✓ Empower underprivileged & underserved groups through education & improving access to vital utility services
- ✓ Uphold our commitment to providing world-class products & services at competitive prices for global markets, ensuring customers have access to essential services and innovative solutions

CUSTOMERS

Commitment & Approach

Our commitment

Providing reliable, affordable services for our customers and communities

Our approach

Objective	Section
• 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	Customer Satisfaction
• Putting our customers at the heart of everything we do and encouraging our people to go the extra mile whenever they can	Customers in Vulnerable Circumstances

Customer Satisfaction

Singapore's open electricity market makes it easy for customers to choose their electricity provider, which incentivises 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.

The Group's retail brand, Geneco, held a total market share of 13.6% for the year in the electricity retail market, comprising customers from the residential, commercial and industrial segments. Correspondingly, sales volume was 8,160 GWh. In the residential segment, Geneco has been officially announced by EMA as Singapore's leading electricity retailer in the Open Electricity Market again, holding a 29.5% market share and serving 173,639 active residential customers as of 30 June 2026.

GENECO

Singapore's leading electricity retailer (EMA)

8,160 GWh	29.5%	173,639
Sales Volume	Market Share	Active Residential Customers

For the commercial and industrial segment, Small & Medium Business ("SMB") Online platform, which enables SMB customers with single premises and load size of less than 100 MWh per month, to sign up online seamlessly, saw a significant 108% increase of 546 new SMB customers, bringing the total active SMB Online customers to 1,052 as of 30 June 2026. Out of these 1,052 customers, 45% of the customers signed up for 24-month contracts, while 38% signed up for 36-month contracts, and the remaining 17% signed up for 12-month contracts.

Meanwhile, in the UK, Wessex Water continues to demonstrate leading customer service performance, gaining ground in the UK Customer Satisfaction Index ("UKCSI"). In January 2026, Wessex Water achieved a UKCSI satisfaction score of 74.4, being the highest performing water and sewerage company and above average across all utilities. Wessex Water also ranked second among water and sewerage companies for C-Mex and retained the Customer Service Excellence accreditation. These achievements reflect how customers are increasingly benefiting from clearer communication, faster updates and more personalised support, helped by improvements to digital services.

While customer expectations continue to rise and trust in the sector remains fragile, Wessex Water's progress shows we are building a service that is easier to use, more proactive and more responsive to the needs of every customer.

Alongside improvements in customer service, Wessex Water was also awarded first for the Compliance Risk Index (CRI), Incident Risk Index (ERI) and response to recommendations, which are headline measures used by the Drinking Water Inspectorate (DWI) to measure drinking water quality compliance.

In Malaysia, Ranhill similarly recognises customer satisfaction and trust as fundamental to its long-term sustainability and business success. By delivering reliable, high-quality and responsive services across its operations, the Ranhill Group strives to meet customer expectations while maintaining stakeholder confidence. Customer feedback and service performance metrics are regularly monitored to support continuous improvement, strengthen accountability and enhance the overall customer experience.

SOCIETAL ENRICHMENT

Ranhill SAJ serves more than four million residential and non-residential consumers in Johor. Customer service delivery is supported by an ISO 9001:2015-certified Quality Management System, which covers water quality, continuity of supply, water pressure, complaint handling and account management. In FY2026, Ranhill SAJ recorded a Customer Satisfaction Index of 90.03%, exceeding the regulatory benchmark established by the SPAN.

RANHILL SAJ

> 4 million	90.03%	ISO 9001:2015-certified
Residential & Non-Residential Customers	Customer Satisfaction Index	supporting customer service delivery

The Ranhill Group's customer satisfaction performance, coupled with its strong complaint resolution record and commitment to data protection, reflects Ranhill's dedication to delivering dependable services, fostering customer trust and creating long-term value for its stakeholders through continuous engagement and service excellence.

Separately, YTL Communications Sdn Bhd ("YTL Comms") continued to build on the roll-out of its 5G services in tandem with the expansion of Digital Nasional Berhad's network. We have 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.

During the year, YTL Comms was the first Malaysian telecommunications company to commercially launch 5G Advanced nationwide, delivering deeper 5G coverage, faster performance and AI-ready connectivity to benefit consumers and businesses alike. The year also saw YTL Comms partnering with YTL AI Labs to introduce ILMUchat, Malaysia's sovereign AI model, to over 3 million users nationwide, enabling Malaysians to benefit from the latest advances in AI.

Customers in Vulnerable Circumstances

We offer financial assistance and other support programmes intended to assist customers facing difficult or challenging circumstances. 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.

During the year under review, Wessex Water strengthened support offered to customers who need extra help, updating the Every Customer Matters vulnerability strategy and meeting the commitments within it. Wessex Water also achieved the new ISO 22458 standard for consumer vulnerability, reinforcing focus on the provision of inclusive and accessible services.

Wessex Water aims to increase the number of households supported through the Tailored Assistance Programme ("TAP") to around 140,000 households by 2030, with 86,961 customers currently receiving help with their bills through TAP. The number of households on Wessex Water's Priority Services Register also grew again this year to 188,144 households, a 23% increase from the previous year.

To raise awareness and increase uptake of support schemes, Wessex Water introduced a range of targeted initiatives including:

- ✓ Partnered with Money Advice Trust to enhance Wessex Water's digital platform IE Hub, a platform where customers can share financial information with multiple organisations to ensure they receive all the benefits they are entitled to
- ✓ Joined the Lightning Reach platform, which brings together benefits and support from multiple providers into a single place
- ✓ Introduced a simpler application form for those needing help with their bills
- ✓ Launched new targeted campaigns, including paid for Google search adverts, to raise awareness of the help available
- ✓ Sustained long standing funding for the debt advice sector so that customers could access holistic support
- ✓ Agreed a new data share with Pennon, the owner of Bournemouth Water, Bristol Water and South West Water, enabling customers to automatically receive a bill reduction when they meet the criteria
- ✓ Expanded use of data-shares with local councils to automatically enrol more households on to support schemes

SOCIETAL ENRICHMENT

In Malaysia, Ranhill recognises access to clean, safe and affordable water as a fundamental necessity that contributes to public health, well-being and quality of life. As Johor's water services provider, Ranhill SAJ remains committed to supporting customers in vulnerable circumstances, particularly low-income and financially disadvantaged households, through targeted assistance programmes that help ensure continued access to essential water services.

One of the key initiatives is the Water Rebate Programme, which provides financial assistance to poor and hard-core poor households registered under the Johor State e-Kasih programme. The programme is designed to ease the financial burden of water-related expenses while promoting equitable access to clean water for vulnerable communities.

During FY2026, Ranhill SAJ disbursed RM859,000 in water bill rebates, benefiting approximately 2,704 households as at year-end. Through this initiative, eligible households receive support that helps maintain affordability of water services and reduces the risk of service accessibility challenges arising from financial hardship.

Beyond providing financial relief, the programme reflects Ranhill SAJ's broader commitment to social responsibility and inclusive service delivery. By directing support to those most in need, Ranhill is contributing towards safeguarding the basic human right to water and ensuring that essential water services remain accessible and affordable for vulnerable members of the community.

PEOPLE

Commitment & Approach

Our commitment

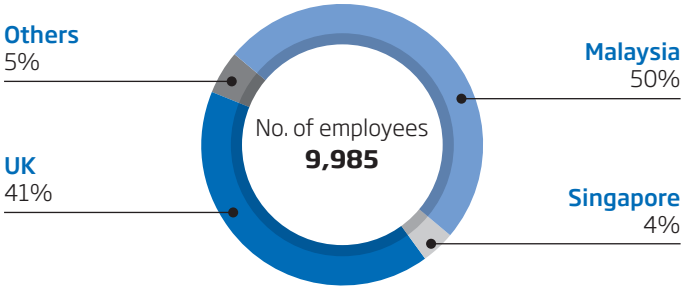
Providing our people with the opportunity for personal development and ensuring their well-being

Our approach

Objective	Section
• 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	Training & Development Workplace Health, Safety & Well-being
• Creating a harmonious workplace by fostering a strong and positive culture, embracing diversity and providing equal opportunities	Diversity & Equal Opportunity
• Nurturing human capital and caring for our people through active engagement and encouraging a healthy work-life balance	Labour Standards Workplace Health, Safety & Well-being

Our workforce of 9,985 people as at 30 June 2026 is situated mainly in Malaysia, the UK and Singapore, and we also have a smaller number of employees in Indonesia, the Netherlands and other countries.

The Group registered an increase in employees this year, increasing by about 343. The increase was primarily driven by our UK operations, reflecting the continued growth of the YTL UK Group's operations.



SOCIETAL ENRICHMENT

Training & Development

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.

		2026	2025	2024
Number of training hours by employee category	Executive	**91,084**	77,254	17,218
	Non-executive	**237,630**	196,697	54,803

We strive to create an environment where people are engaged and 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.

Singapore

As YTL PowerSeraya prepares for the commissioning of the new power plant in 2027, it continues to invest in developing a skilled, adaptable and future-ready workforce capable of supporting its long-term growth ambitions.

During the year, YTL PowerSeraya accelerated the recruitment, development and readiness of technical talent across operations, maintenance and engineering functions. These efforts strengthen YTL PowerSeraya's talent pipeline, support succession planning and ensure workforce readiness for the safe, reliable and efficient start-up and operation of the new facility.

More broadly, employee development remains a key priority for YTL PowerSeraya:

- ✓ Strong commitment to continuous learning and capability building – training hours per employee have increased by 14% compared to the previous year
- ✓ New hires underwent required onboarding programmes and completed mandatory safety certifications, including Working at Height, Confined Space Operations, Workplace Safety and Health requirements and CPR-AED training
- ✓ On-the-Job Training (OJT) – employees developed practical competencies using departmental task books, standard operating procedures, digital learning resources and workplace coaching to achieve role readiness
- ✓ Technical and function-specific training – further strengthened workforce capability in critical areas including process control systems, electrical operations, cybersecurity, emergency response, occupational first aid, asset reliability and ISO management systems auditing
- ✓ Technical Training unit – initiated production of plant technical training videos to strengthen workforce development and operational support, aimed at improving consistency of knowledge transfer, accelerating onboarding and helping preserve institutional knowledge

As technology continues to reshape the workplace, YTL PowerSeraya is also committed to equipping employees with the skills required to thrive in an increasingly digital and AI-enabled environment:

- ✓ JobKred – AI-powered workforce transformation platform that enhances skills tracking, workforce planning, employee development and retention through data-driven insights
- ✓ Implementation of new e-learning platform to enhance learning accessibility, strengthen training administration and tracking and support continuous competency development across the organisation
- ✓ Training on Microsoft Copilot and Agent Builder introduced this year to help employees leverage AI-powered technologies to improve productivity, streamline workflows and automate routine tasks

To strengthen workforce renewal, YTL PowerSeraya continued to attract and develop young talent through graduate and school-leaver recruitment programmes. This includes partnering with local universities and polytechnics to offer 29 internship opportunities and participating in the Singapore Industry Scholarship Scheme, career fairs and plant tours for students from institutes of higher learning, contributing to the development of future talent for Singapore's energy sector.

Recognising the importance of preserving institutional knowledge, YTL PowerSeraya introduced a Cross-Generational Buddy Programme that enables experienced employees to share operational expertise with newer staff members while accelerating their integration and competency development. Internal trainers continue to play an important role in developing workforce capability by sharing their expertise and practical experience with colleagues. During the year, seven internal trainers were presented with Letters of Appreciation in recognition of their contributions to employee development and knowledge transfer.

UK

During the year, Wessex Water had 75 colleagues undertaking apprenticeships, further and higher education, with strong uptake in leadership programmes. These pathways are helping Wessex Water build confident managers and future leaders.

Technical and operational skills development also expanded, with the YTL Wessex Academy providing high quality, consistent training to ensure colleagues can work safely, effectively and in line with regulatory expectations. The year also saw more colleagues accessing structured development conversations during the year, gaining clearer insight into future opportunities.

This year, 21 of Wessex Water's future leaders began a Senior Leader (MBA) Apprenticeship with Teesside University. This programme reflects the realities of the water sector and the need for long-term and responsible leadership. More than half of the senior leader apprentices are women, reflecting Wessex Water's commitment to gender equality.

Over the next two years, the participants will apply new thinking directly to live business challenges, bringing fresh ideas, more innovative approaches and a stronger stewardship mindset into the organisation. Through a blend of strategic leadership development, real world application and reflective practice, participants are already beginning to shift how Wessex Water approaches decision making, people leadership and organisational resilience.

Wessex Water has also strengthened its commitment to inspiring the next generation. The careers team continued to work with schools, colleges and universities through outreach sessions, curriculum-linked projects and meaningful work experience. This included participating in the government's new EqualEx work experience pilot and providing tailored opportunities for young people who are not in mainstream education to build confidence and explore future careers.

Together, these activities support a skilled, capable workforce today and a strong talent pipeline for the future.

Malaysia

Talent development remains a key component of Ranhill's human capital strategy. Guided by its Human Capital Development Framework (HCDF) and Succession Planning Policy, the Ranhill Group identifies training needs through performance appraisals and ongoing discussions between employees, supervisors and Human Resources. The outcomes of these assessments help identify skill gaps and development opportunities, enabling targeted learning and development plans aligned with individual and organisational needs.

Learning and development programmes cover technical, professional and leadership competencies to support employee growth, operational excellence and future business needs. In FY2026, employees continued to benefit from various training opportunities, including technical workshops, professional certifications, safety programmes and leadership development initiatives.

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 labour laws in all jurisdictions where we operate.

We adhere to the YTL Group Code of Conduct & Business Ethics which encompasses child/forced labour prevention, non-discrimination, freedom of expression, employment rights and business ethics and compliance. The code can be found in the '*ESG*' section of our website. The Code of Conduct & Business Ethics also codifies existing ESG policies and general practices that apply across the YTL Group.

SOCIETAL ENRICHMENT

As at 30 June 2026, about 50% of our workforce was based outside Malaysia, in countries that also have sound labour protection laws and standards to which we conscientiously adhere. These include the UK, Singapore, Indonesia and the Netherlands.

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.

In Singapore, the strong partnership between YTL PowerSeraya and the Union of Power and Gas Employees ("PGE Union") continues to be an important pillar of employee relations. During the year, YTL PowerSeraya and the PGE Union successfully concluded the Collective Agreement 2025, incorporating enhanced employment terms and benefits while reinforcing a shared commitment to employee well-being, fair employment practices and sustainable business success. Other notable collaborations included PGE Union-subsidised annual health screenings and training support via the NTUC Education and Training Fund (NETF) Collaborative Fund.

Meanwhile, in Malaysia, Ranhill remains committed to ensuring compliance with all applicable labour laws and regulations while safeguarding the rights and welfare of its employees. The Group upholds internationally recognised labour and human rights principles, including equal opportunity, non-discrimination, the prohibition of child and forced labour, and access to grievance mechanisms. Employees are also provided with minimum notice regarding operational changes and receive all statutory employment benefits in accordance with applicable legal requirements.

The Ranhill Group provides employees with a range of leave entitlements beyond statutory requirements, including study leave, emergency leave, bereavement and compassionate leave, pilgrimage leave and parental leave. Eligible employees are entitled to overtime compensation in accordance with relevant labour laws, while fatigue management measures are implemented to prevent excessive working hours and support employee well-being.

Ranhill upholds employees' rights to freedom of association and collective bargaining as part of its commitment to fair and responsible labour practices. At Ranhill SAJ, a union has been established for non-executive employees as per Malaysian law. The union is managed in accordance with relevant legal requirements as stipulated under the Trade Union Act 1959, Industrial Relations Act 1967 and, where relevant, the Immigration Act 1956/63 of Malaysia.

Workplace Health, Safety & Well-being

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 Code of Conduct & Business Ethics, which encompasses health and safety matters, can be found in the '*ESG*' section of our website.

We will regularly monitor, review and optimise our health and safety practices to continually improve and 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.

	2026	2025	2024
Work-related fatalities	**0**	1	0
Lost time incident rate	**0.69**	0.63	1.04
Number of employees trained on health & safety standards	**5,676**	6,778	3,324

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

1)	Governance	• Workplace health and safety committees at operating subsidiaries to monitor health and safety performance and report to management
2)	Prevention	• Safety and security action plans • Accident and/or incident reporting procedures • Environmental health and safety risk assessment • Emergency response plans
3)	Training	• Regular workplace safety awareness training • Safety training programmes • Safety and security standards within the businesses and operations

4)	Operation	• Compliance with safety standards and management guidelines • Permit-to-work systems • Regular safety audits and inspections • Maintenance of fire detection and protection systems

UK

The continued development and implementation of health and safety as well as process safety policy, strategy and practice remained Wessex Water's primary focus throughout the year. During the year, Wessex Water further developed their process safety management system, which is the framework for identifying risks, controlling them, monitoring progress and learning from issues.

Wessex Water also continues to foster a culture of learning from events. This year, more colleagues were trained in an advanced investigation methodology, supporting a more consistent approach to establishing the root cause of events. In addition, investigation reports are discussed with the Health and Safety Committee. Wessex Water also considers near misses in a similarly detailed manner, identifying root causes and implementing the corrective actions.

Senior leaders and non-executive directors remain committed to their programme of process safety tours of Wessex Water sites, with feedback taken forward to ensure continuous improvement. The tours reinforce to site teams the strong focus on process safety at all levels and help Wessex Water to embed it within the safety culture. Wessex Water continues to cascade process safety training throughout the organisation.

Overall, personal safety performance declined in 2025 compared with 2024. Positively however, a significant proportion of recorded accidents were low severity and avoidable, such as slips, trips, falls and manual handling. Nevertheless, Wessex Water's safety team is working with line managers to improve teams' hazard awareness and supervision.

Additionally, Wessex Water saw a 12.6% rise in reporting of near misses. This is a positive indicator of Wessex Water's open reporting culture and helps put preventative measures in place, and work continues to encourage even further reporting. During the year, the construction, repairs and maintenance teams recorded fewer cases of accidental damage to other utilities' pipes or cables, which are a key safety risk.

In September, Wessex Water's Health and Safety Committee agreed a strategy for continuous improvement in personal safety. Work is underway, including refocusing leadership and management, updating the safety management system, streamlining health and safety documentation, and harnessing the richer data and insights that are available from Wessex Water's new reporting system, EcoOnline EHS.

Employee engagement in health and safety has remained strong, with employee feedback through a recent staff survey once again confirming a strong understanding of Wessex Water's health and safety expectations and commitment.

Wessex Water successfully maintained the ISO 45001 certification of its health and safety document management system for the asset maintenance area of the business. This standard reflects the strength and resilience of the management system, which will now be extended across other areas of Wessex Water as part of its continuous improvement strategy.

Singapore

Safety continues to be paramount at YTL PowerSeraya, supported by ongoing measures to reinforce a robust safety culture, increase workforce safety awareness and improve existing protocols.

The Group's tank management arm further strengthened this commitment with the full inspection of all Fuel Oil Storage Tanks using drone technology. This achievement has enhanced inspection efficiency and productivity while significantly reducing safety risks for employees, who previously had to conduct these inspections physically by climbing tanks and working at heights. The use of drones reflects the division's continued focus on leveraging practical technologies to improve operational effectiveness, strengthen workplace safety and support its broader pursuit of operational excellence.

SOCIETAL ENRICHMENT

More broadly, YTL PowerSeraya received national-level safety recognitions through the ***WSH Innovation Awards*** and the ***WSH Performance Award (Silver)***. The group also achieved two million injury-free manhours, conducted regular Leadership Safety Visits and organised the Safety Day event, and successfully obtained Company Emergency Response Team (CERT) recertification from the Singapore Civil Defence Force (SCDF) for both Pulau Seraya Power Station and Taser operations.

Technology continued to play an important role in strengthening safety, security and operational resilience. Key initiatives included the deployment of advanced security video management systems, integrated weather monitoring solutions, security video analytics capabilities and the HazRep app.

The Centralised Power Plant Simulator (CPPS) also played an important role in developing operational competencies by providing realistic and immersive training scenarios that enhanced decision-making, troubleshooting and emergency response skills within a safe and controlled environment.

Additionally, employee well-being remains an important focus for YTL PowerSeraya. During the year, YTL PowerSeraya employees participated in a range of health and wellness initiatives, including health talks on hearing and eye care, as well as health coaching sessions incorporating InBody body composition analysis and annual health screening. These programmes support preventive healthcare and encourage employees to take proactive steps towards maintaining their well-being.

YTL PowerSeraya's commitment to building a positive workplace culture was recognised through Great Place To Work™ Certification for the period from October 2025 to October 2026, reflecting ongoing efforts to create an inclusive and engaging employee experience.

Malaysia

Occupational health and safety ("OHS") is a material sustainability topic for Ranhill and is fundamental to the Group's approach to responsible business practices, underpinning its commitment to protecting its workforce and maintaining safe and resilient operations. The Group's OHS framework is guided by its OHS Policy, Ranhill Rules of Life (ROL) and established management systems that apply to employees, contractors, third-party workers and visitors. At the Ranhill Group, Ranhill SAJ and the power stations maintain ISO 45001-certified occupational health and safety management systems.

Ranhill adopts a proactive and risk-based approach to managing workplace safety through Hazard Identification, Risk Assessment and Risk Control (HIRARC), supported by workplace inspections, safety briefings, safety awareness initiatives and continuous monitoring. Occupational safety risks are integrated into the Group's risk management framework, with OSH matters incorporated into the Group Risk Register and subject to regular oversight through established governance structures, including board and senior management oversight.

Throughout Ranhill's operations, OHS performance is monitored using both leading and lagging indicators. Joint Worker-Management Safety and Health Committees provide a platform for employees and management to collaborate on workplace safety matters and support the continuous improvement of health and safety practices.

Ranhill also places strong emphasis on employee well-being, recognising its importance in fostering employee engagement, productivity and retention. Through continuous investment in capability development and well-being, the Ranhill Group aims to build a resilient, engaged and future-ready workforce that supports long-term business resilience and sustainable growth.

SOCIETAL ENRICHMENT

Diversity & Equal Opportunity

YTL Power remains committed to embracing diversity and equal opportunity to encourage employees to grow and thrive. With over 9,985 employees in diverse locations, we value differences at YTL Power and firmly believe a diverse workforce brings different perspectives, ideas and solutions and we are committed to creating and promoting an inclusive workplace for our people.

YTL Power is an equal opportunities employer and we strive to ensure equitable treatment of our workforce. We are confident our selection procedures and approach to pay are based on merit and job proficiency.

The water, power and infrastructure sectors trend towards a more male-based workforce, which may be influenced by the physical nature of many operational jobs. However, the gender disparity moderates in terms of office-based jobs.

		2026	2025	2024
Total number of employees		**9,985**	9,642	5,178
Gender	Female	**26%**	25%	27%
	Male	**74%**	75%	73%
Type	Permanent	**90%**	89%	92%
	Contract/temporary	**10%**	11%	8%
Category	Executive	**30%**	30%	28%
	Non-executive	**70%**	70%	72%
Age	< 30	**22%**	22%	21%
	30 – 50	**56%**	55%	53%
	> 50	**22%**	23%	26%
Location[1]	Malaysia	**50%**	51%	17%
	UK	**41%**	39%	66%
	Singapore	**4%**	4%	8%
	Other countries	**5%**	6%	9%
Turnover[2]		**1,123**	1,687	662

Notes

[1] *Based on location of company*

[2] *Comprises employees leaving the organisation for any reason, including resignation, contract expiry, termination, retirement, etc*

SOCIETAL ENRICHMENT

In our UK operations, Wessex Water's commitment to embracing culture, inclusion and diversity is reflected in the latest engagement survey where 92.5% of colleagues who responded said Wessex Water is an inclusive organisation that promotes diversity.

During the year under review, Wessex Water rolled out updated training to all managers. In these interactive sessions, colleagues explored what inclusive leadership looks like in practice, shared their experiences and reflected on their own biases. The sessions also enabled managers to explore effective methods of challenging non-inclusive behaviours.

Additionally, Wessex Water continues to strengthen external partnerships with organisations championing diversity across the region, especially those promoting women in business. These collaborations help Wessex Water to broaden perspectives and learn from the best practice of others.

Wessex Water's internal colleague-led networks also play an essential role in inclusion: raising awareness, supporting colleagues and influencing positive change. Groups include Equal Ground (gender equality), Race at Work, Working Families, Social Mobility, ARC Alliance (LGBTQ+), and the Disability Network.

In recognition of modern family structures and to ensure all parents feel supported, Wessex Water has evolved the paternity leave policy into an inclusive partner leave policy. The enhanced policy provides day one paid partner leave for all colleagues, regardless of how long they have worked for Wessex Water. Wessex Water also provides up to four weeks' leave, doubling the statutory minimum, to ensure every colleague is supported in the moments that matter most.

Wessex Water is also proud to have strengthened the Armed Forces Covenant accreditation, achieving the Defence Silver Employer Recognition Scheme (ERS) Award. This reflects Wessex Water's continued commitment to providing meaningful employment opportunities and tailored support for ex-service personnel, reservists and members of the wider armed forces community.

In parallel, Diversity and Equal Opportunity are integral to Ranhill's commitment to fostering an inclusive, respectful and merit-based workplace. The Ranhill Group recognises that a diverse workforce brings together different perspectives, experiences and capabilities, supporting innovation, problem-solving and stronger organisational performance.

Ranhill promotes equal opportunity across all aspects of employment, including recruitment, remuneration, training, development and career advancement. Employment-related decisions are based on merit, qualifications, performance and contributions, ensuring fair and equitable treatment for all employees. The Ranhill Group upholds the principle of equal pay for equal work and maintains zero tolerance for discrimination, harassment, abuse or retaliation.

To support fair and competitive remuneration practices, employee compensation is determined based on factors such as skills, experience, tenure, professional qualifications and performance. Remuneration is not influenced by gender, ethnicity, age, religion, marital status or political affiliation, reflecting the Group's commitment to meritocracy and equal opportunity. The Ranhill Group's human resource policies support equal and fair access to employment, training, development and career advancement opportunities, while fostering a respectful and inclusive work environment for all employees.

At YTL PowerSeraya, leaders participated in targeted programmes covering areas such as the Workplace Fairness Act, performance management and grievance handling, strengthening their capability to lead effectively while fostering a fair, respectful and supportive workplace environment.

In recognition of dedicated service, 38 YTL PowerSeraya employees were honoured at the Long Service Awards ceremony, celebrating contributions ranging from 5 to 45 years.

COMMUNITIES

Commitment & Approach

Our commitment

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

Our approach

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

Community Impact

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.

	2026
Total community investment	**RM20.1 million**
Number of beneficiaries	**39,890**

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.

Full details can be found at YTL Foundation's website at www.ytlfoundation.com.

Building Resilient Communities

YTL Power is committed to building resilient communities and to improve the livelihoods and socio-economic well-being of local communities.

In the UK, approval has been obtained for the revised Brabazon masterplan (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.

As the birthplace of Concorde, the former Filton Airfield was known for the collective spirit of a community that changed the world. Brabazon is being designed to live up to that legacy, creating a new neighbourhood to inspire the next generation. Economically, the revised masterplan for Brabazon is forecasted to create over £5 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 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 for 50 years.

SOCIETAL ENRICHMENT

During the year, the YTLLP Group strengthened its commitment to skills development and early careers through new partnerships with a number of leading educational institutions, including South Gloucestershire and Stroud College (SGS), Weston College, the University of the West of England (UWE Bristol) and the University of Bristol.

These partnerships have created valuable pathways for students to gain practical experience within a major regeneration project, while supporting the division's access to emerging talent. As a result, several students have joined the business on structured placements of between 12 and 16 weeks, working across key functions including marketing, communications, planning and development.

The programme provides students with hands-on experience in a live development environment, helping them build professional skills and industry knowledge while contributing to real projects within the business.

These partnerships form part of the division's broader commitment to investing in local skills, supporting employment opportunities and ensuring that the long-term economic benefits of Brabazon are shared across the wider region. By creating meaningful opportunities for students and young professionals, the business is helping to develop the next generation of talent that will support Bristol's future growth and prosperity.

The YTLLP Group is in its third year of a multi-year partnership with Southern Brooks to fund community development work and foster social cohesion across Brabazon, South Gloucestershire and North Bristol.

Southern Brooks is a community anchor charity, building connections and providing support to help individuals and communities thrive in South Gloucestershire. This partnership will fund an extra community development worker and a range of activities for residents and community groups. Crucially, the partnership – worth almost £50,000 – is designed to engage existing local communities – from Bradley Stoke to Patchway, Henbury and Brentry – as well as new residents at Brabazon.

Under the programme, Southern Brooks will:

- ✓ Run neighbourhood events, from welcome workshops and community meetings to drop-in sessions and pop-ups
- ✓ Provide targeted funding for local groups, helping anything from book clubs to gardening groups and parenting networks with everyday expenses
- ✓ Manage newsletters and social media channels to communicate community information
- ✓ Identify and support potential community champions
- ✓ Together with Southern Brooks, the Group will use the Royal Society for Public Health Community Spirit Framework to measure the success and help target support where it is needed most.

South Gloucestershire and North Bristol have needed new community spaces for some time. Spitfire Hangar, Brabazon Park and the new transport links at Brabazon will create ideal places for local residents to come together. This holistic approach to building sustainable communities is intended to make a real difference in improving social cohesion, reducing poverty, loneliness and isolation while boosting people's health and well-being.

Enriching Communities through Education

Education enables upward socio-economic mobility, is key to creating a better society and has long been a priority for our Group. In line with this, YTL Foundation works towards unlocking opportunities for young Malaysians by championing 21st-century learning, organising talks and conferences and investing in educational and community programmes.

SOCIETAL ENRICHMENT

YTL Foundation
Highlights for FY2026

YTL Foundation Scholarship Programme
In 2026, the number of applications YTL Foundation received nearly doubled compared to 2025, with a final cohort of **34 students** awarded scholarships.

Scholarship for Students in People's Housing Programme ("PPR")
Commencing 2026, YTL Foundation, in partnership with Teach for Malaysia ("TFM"), launched a scholarship programme for students living in PPR communities. The scholarship aims to support students who may not be academically excellent but have demonstrated potential to perform in vocational and skills-based programmes. **Five scholarships** will be awarded annually.

Leaps Academy ("Academy")
Leaps Academy is dedicated to improving the lives of underserved children from the B40 and refugee communities by providing them with access to high-quality and holistic education.

The Academy successfully expanded its reach this year with a total of **695 students** participating in various programmes focused on soft skills development, computer proficiency, digital literacy, environmental awareness, livelihood entrepreneurship and Social Emotional Learning.

Leaps Academy currently has a record high of **231 volunteers**, comprising both local and international volunteers including over 110 from International Medical University (IMU), and others from new university partner - Taylor's University, Heriot-Watt University, Studio Biri-Biri, and the wider YTL community including YTL Legal, YTL Sustainability and YTL Power.

Meanwhile, the partnership with Soroptimist International Damansara under the Building Bridges Beyond Border programme continued this year with **9 international volunteers from leading UK universities**. This outreach programme has positively impacted **11 alternative learning centres** ("ALCs"), reaching **320 students** aged 7 to 22. The success of the programme culminated in one of the volunteer students winning an award which gives due recognition to the positive impact of the programme.

Programmes carried out in the year included:

- ✓ **SK Tunas Bakti, Sungai Besi** – The Academy extended its efforts to include 16 students from SK Tunas Bakti in Sungai Besi. This programme, in collaboration with IMU, is led by seven senior lecturers from the university and focuses on character building, social-emotional learning and communication skills.
- ✓ **SEMOA** – The Academy runs 20 online weekly classes with students from SEMOA, an Orang Asli Education Centre located in Kampung Tras. The students receive focused remedial education in English and Mathematics, highlighting the need for greater intervention and more targeted efforts. YTL Foundation is especially proud that all seven students who sat for their SPM in 2025, successfully passed with one student scoring 7As.
- ✓ **Eco Arts Outreach Programme** – 2 sustainability-themed programmes incorporating the arts were led by the YTL Sustainability team and supported by 40 student volunteers from the Taylor's University School of Education. 50 students ages 10 to 17 from 3 ALCs attended both programmes.
- ✓ **Christmas Carnival 2025** – The event brought together over 180 children from the Sentul community, the Orang Asli community, children of YTL employees and 3 ALCs.
- ✓ **CLiC** – a total of 130 children from 13 schools participated in a range of programmes YTL Foundations hosts at Creative Learning and IT Centre (CLiC). These include academic initiatives such as the English Year 5, Year 6, and Form 1 programmes, as well as enrichment activities including Mandarin classes and a series of holiday programmes that focused on STEM workshops and arts and crafts activities.
- ✓ **Pioneering Social Emotional Learning (SEL) for Educators** – 19 educators from 11 ALCs came together, united by a shared commitment of empowering educators to create a classroom rooted in empathy rather than just discipline. The programme, held in collaboration with IMU Cares, consisted of five modules – Stress and Emotional Management, Self Awareness, Empathy. Building Relationships with Students and Parents, and Self-Management, cultivating emotionally aware classrooms where both educators and students can thrive.

PEMIMPIN GSL
PEMIMPIN is dedicated to strengthening school leadership across Malaysia. It supports teachers at every stage of their leadership journey by building core skills, deepening capacity, and amplifying their influence to drive systemic change. YTL Foundation helped incubate PEMIMPIN when it was first established and has since been a key donor, providing both grants as well as organisational support.

As of June 2026, PEMIMPIN has successfully impacted over **40,405 school leaders and teachers** from **7,761 national schools** across Malaysia. Through the school leaders and teachers, it has indirectly impacted **4,040,500 students**. With the

SOCIETAL ENRICHMENT

continued support of YTL Foundation, the past year has focused on expanding their impact and reaching more educators across the country.

KelasKita

KelasKita continues to empower every Malaysian child to learn anytime and anywhere – bridging educational gaps among underserved communities through volunteer-powered hybrid tutoring. As of June 2026, the programme has reached **1,200 students** and **600 volunteers**, reflecting its continued scale and national reach across diverse communities.

- ✓ **Teach for Malaysia (TFM): Community-based Expansion** – TFM successfully expanded KelasKita into multiple PPR communities – including PPR Desa Rejang and PPR Taman Medan Cahaya, reaching more than 600 students and supported by over 500 volunteers. 70% of students have shown significant academic growth through the weekly assessments.
- ✓ **Ajar Society: Strengthening Rural Learning Support in Hulu Selangor** – The partnership with Ajar Society marks KelasKita's improved engagement with rural communities in Hulu Selangor. Feedback from parents and community leaders has been positive, highlighting improvements in student engagement, confidence and motivation.
- ✓ **Good Shepherd Services ("GSS"): Expanding Access in East Malaysia & Ipoh** – YTL Foundation's partnership with GSS continued to strengthen access for underserved communities in Sabah, while also expanding into GSS Ipoh. There was significant growth in Ipoh, seeing an increase from 30 to 50 students across both primary and secondary levels.

South East Asia Acumen Academy

With the continued support of YTL Foundation, Acumen Academy continues to strengthen the leadership system across Southeast Asia by supporting Foundry members beyond the Fellowship, and welcoming a new cohort of leaders into the 2026 Fellowship.

In May 2026, Acumen Academy welcomed the 2026 Southeast Asia Fellowship cohort, comprising **20 leaders** from six countries across the region. The cohort brings together leaders from diverse sectors, organisations, and communities who share a common commitment to tackling poverty and inequality.

This year, Foundry leaders earned significant recognition for their work. Willie Ng from Malaysia and Oanh Pham from Vietnam received the Acumen Angels 2025, joining a global cohort of social innovators receiving catalytic funding to grow their ventures.

Teachers for Educational Equity ("TfEE")

The TfEE programme supports educators serving in high-needs formal and informal learning spaces across Malaysia, giving them an opportunity to enhance their pedagogical skills and work towards educational equity in Malaysia.

- ✓ **Celebrating the PGCEi (Malaysia) Cohort 2** – In January 2026, YTL Foundation and the University of Birmingham co-hosted its second Celebration Ceremony at AC Hotel Kuala Lumpur. This was a significant milestone for the 33 educators who spent 11 months balancing full-time work with intensive study, driven by a shared commitment to serving their students and communities better.
- ✓ **PGCEi (Malaysia) Cohort 3** – In August 2025, TfEE welcomed a third cohort of PGCEi (Malaysia) students – 49 educators across 15 ALCs and 8 high-needs national schools.
- ✓ **MA Education Cohort 2** – In August 2025, our MA educators began the second year of their two-year course. 14 of the MA educators presented a poster version of their dissertation at the inaugural TfEE conference in May 2026. 4 of the MA educators had also presented part of their research at a TfEE symposium in May 2025.
- ✓ **Professional Learning Community** – The team hosts monthly Continuous Professional Development (CPD) seminars with the purpose of sharing its pedagogical practices and knowledge to a wider community of educators in Malaysia and beyond. The team hosted a total of 7 online seminars, 1 in-person seminar and the programme's inaugural conference. The conference co-hosted by YTL Foundation and the University of Birmingham, with venue partner; Taylor's University – School of Education, brought together 100 delegates from across Malaysia.
- ✓ **BRIDGE: Birmingham-Illinois Partnership for Discovery, Engagement & Education Conference** – The TfEE team was invited to present at the 'Conference on Advancing Education in Partnership with the Global South' in Dubai, held at the University of Birmingham Dubai, where the team shared TfEE's approach to equitable education partnerships and collaboration.
- ✓ **Classroom Observation** – Provided PGCEi (Malaysia) educators with the opportunity to receive feedback from University of Birmingham lecturers through classroom observations and reflective discussions. Between January and May 2025, 33 educators from the second cohort were observed, followed by 49 educators from the third cohort across Klang Valley, Penang, Perak and Sarawak later in the year.

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Additional Information

Further details of YTL Foundation's initiatives during the year under review can be found in the *YTL Group Sustainability Report 2026* 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.

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.

Malaysia

Key initiatives in Malaysia are carried out via YTL Foundation.

✓ **Toy Library Malaysia: Strengthening Foundations for Meaningful Impact –** Following the opening of the Toy Library at UTC Sentul, Toy Library Malaysia ("TLM") continued its efforts to create inclusive spaces for children to learn and grow through play. Since the programme began, around 70 children from 41 families, including 33 from B40 households, have participated in the programme. The TLM team has been working closely with YTL Foundation and *Dewan Bandaraya Kuala Lumpur* (DBKL) to strengthen community outreach and engagement strategies.

✓ **Teach For Malaysia Week 2025: Inspiring Students Through Leadership-in-Action –** The Teach For Malaysia Week 2025 initiative saw Dato' Setia Yeoh Seok Kah, Executive Director of YTL Power, co-teach an English lesson at SMK Bukit Tinggi, Klang alongside a TFM Fellow. Events like TFM Week amplify the impact of KelasKita partners by bringing leaders directly into the learning space and demonstrates YTL Foundation's commitment to programme delivery and building relationships that inspire and uplift students.

✓ **Sekolah Angkat Madani: 2025 Programme Summary –** YTL Foundation continues to strengthen its commitment to empowering schools through meaningful digital transformation. YTL Foundation sponsored **810 NEO laptops** and provided YES unlimited internet access for 4 months, to students and teachers across **11 schools** in Malaysia. YTL Foundation also conducted an intensive *Bengkel* AI for **165 teachers** from all participating schools, equipping teachers with foundational and practical AI knowledge and to ensure responsible and effective integration of technology in classrooms.

To complete the learning cycle, each participating school joined Meet, Share & Learn sessions to reflect on their AI-enhancing learning journey. With YTL AI Labs, Ilmu Chat Beta activities were incorporated in the Meet, Share & Learn sessions to encourage the teachers to use AI tools in education. All 11 Meet, Share & Learn sessions were completed by December 2025.

UK

✓ **Community Drop-Ins –** Wessex Water expanded community drop-ins across the whole waste and water supply region, offering face-to-face support to customers at more than **300 sessions** in locations such as public libraries, and handling **1,906 individual enquiries**.

✓ **Free Education Service –** Wessex Water's free education service reached over **18,000 young people** through high quality classroom sessions, community funding, volunteering and local events and site visits with **99%** rating the service as excellent. Wessex Water also worked with **3,822 adults** as part of the education outreach service across the region.

✓ **Watermark Town Programme –** The Watermark Town programme supports town councils to value water, improve local resilience and play an active role in shaping solutions. In 2025-26, 5 towns took part and **14 towns** have signed up for 2026-27. The programme provides a strong platform for future campaigns on smart metering, water efficiency and rainwater management.

✓ **Public Water Refill Points –** Wessex Water's public water refill points helped to avoid the equivalent of **378,383 single-use plastic bottles**, reinforcing efforts to reduce plastic waste and promote sustainable behaviours.

✓ **Employee Volunteering –** Employee volunteering through the Water Force programme continued to grow, with **977 colleagues** contributing over **5,400 hours** to local organisations.

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✓ **Charitable Donations –** YTL Wessex Foundation, which provides funding to projects taking place in the communities and environment where they work, distributed more than **£700,000** in grants to support vulnerable communities and environmental projects. Wessex Water's Environmental Fund also helped communities to reduce waste and pollution and improve local environments.

During the year, Wessex Water donated **£1,136,735** to UK charities of which £281,403 was donated to local debt advice agencies to help provide debt and financial advice to customers in Wessex Water's operating area who are struggling to pay their water bills.

Singapore

✓ **Plant-A-Tree Movement –** In April 2026, Geneco celebrated its 8th Anniversary together with Earth Day by planting another **50 trees** at Yishun Avenue 7, marking the first phase of Geneco's renewed commitment to plant an additional 250 trees over the next five years. This builds on the successful completion of Geneco's 2021 pledge, which was surpassed with a total of **450 trees** planted across Singapore.

In support of NParks' #OneMillionTrees movement and Singapore's SG Green Plan 2030, Geneco remains committed to contributing to a greener and more sustainable future. Geneco also donated S$15,000 to NParks' Garden City Fund, reaffirming its support for efforts to enhance urban biodiversity and strengthen Singapore's vision as a City in Nature.

✓ **Earth Hour –** YTL PowerSeraya commemorated Earth Hour by switching off non-essential lighting at its offices, reinforcing the importance of collective environmental stewardship. Employees also participated in a quiz to deepen their understanding of Earth Hour and learn practical ways to adopt more environmentally responsible habits at work and in their daily lives.

✓ **World Environmental Day –** In conjunction with World Environmental Day, YTL PowerSeraya raised awareness among employees of Singapore's Year of Climate Adaptation 2026 and the importance of building resilience against the impacts of climate change.

✓ **Supporting a Circular Economy –** To promote responsible consumption and support a circular economy, YTL PowerSeraya continues to partner with The Salvation Army through its Recycling Bin programme. Located near the corporate office, the bins provide employees with a convenient way to donate used clothing, books, toys and household items for reuse. The initiative promotes environmentally responsible behaviour among employees while supporting The Salvation Army's efforts to serve underprivileged communities in Singapore. During FY2026, **3,494 kg of reusable items** were collected and channelled to The Salvation Army Family Stores, where proceeds from their sale contribute towards programmes that provide holistic care and support for those in need.

Additionally, Geneco continued the Used Red Packet Recycling Initiative for the sixth consecutive year, supported by an expanded network of over 250 collection points established through collaborations with leading retail, commercial and community partners across Singapore. By the end of the collection period, Geneco collected **6,840 kg of used red packets**, which were channelled to SG Recycle for recycling into new paper products. The initiative not only diverts paper waste from disposal but also fosters environmental stewardship within the community.

✓ **Promoting Mental Wellness and Social Inclusion –** In conjunction with Singapore's National Day, Geneco launched the Lost to be Found campaign to raise awareness of mental wellness and encourage more open conversations around mental health. In partnership with Beyond the Label, Mindful Community, grovve and local artist Chen Xi, the initiative sought to foster greater understanding, challenge stigma and support individuals on their mental wellness journey.

Through a nationwide campaign, Geneco rallied more than **369,000 pledges** of support for mental wellness. In recognition of this collective commitment, Geneco donated **S$10,000** each to Beyond the Label and Mindfull Community to support their efforts in promoting mental well-being, social inclusion and access to support for individuals, youths and caregivers across Singapore.

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✓ **Star Light, Star Bright –** During the festive season, Geneco launched the Star Light, Star Bright campaign in partnership with Yellow Ribbon Project, Yellow Ribbon Bakery, The Salvation Army, Families for Life, and Science Centre Singapore. Centred on the themes of second chances, hope and family, the initiative sought to strengthen family bonds and support the integration journey of inmates and ex-offenders.

As part of the campaign, incarcerated mothers and their children co-created artworks reflecting the meaning of family, inviting the public to pledge their support through a nationwide voting initiative. The campaign garnered more than **531,640 pledges**, enabling Geneco to donate **S$10,000** to the Yellow Ribbon Fund in support of rehabilitation and reintegration programmes for inmates, ex-offenders and their families. Through initiatives such as these, Geneco hopes to foster greater understanding, strengthening community support and help families rebuild meaningful connections.

✓ **International Women's Day –** In celebration of International Women's Day, YTL PowerSeraya partnered with Singapore Council of Women's Organisation (SCWO)'s Star Shelter to support single mothers and their children, reflecting this year's #GiveToGain theme. Employees fulfilled the wish lists of children residing at the shelter, while YTL PowerSeraya contributed essential items to help meet the families' needs.

Complementing these efforts, YTL PowerSeraya hosted **27 single mothers and their children** to a Disney on Ice performance, providing an opportunity for families to step away from daily challenges and enjoy quality time together. Through themes of courage, self-discovery and hope, the experience offered encouragement and created meaningful moments for the women and children navigating difficult circumstances.



RESPONSIBLE GOVERNANCE

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. 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.

Potential Risks	Opportunities
SHORT- TO MEDIUM-TERM (UP TO 5 YEARS) • Loss of relevant market share • Impact on share price • Regulatory fines & loss of investor confidence **LONG-TERM (>5 years)** • Adverse financial impacts • Loss of licence to operate • Reputational damage	✓ Inculcate a strong compliance culture throughout the organisation ✓ Invest in long-term sustainable products & infrastructure to promote business resilience ✓ Better integrate climate related risk management into the current risk management & internal control framework

Actions

- ✓ Deliver robust financial performance & maintain strong governance
- ✓ Adopt & enforce a zero-tolerance approach towards fraud, bribery & corruption
- ✓ 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
- ✓ Prioritise implementation of fair & responsible supply chains & procurement processes

COMMITMENT & APPROACH

Our commitment

Being a trusted, reliable and financially strong corporate citizen

Our approach

Objective	Section
• Upholding a zero-tolerance policy for bribery, corruption and unethical behaviour throughout the organisation and in dealings with business partners	Corporate Governance Anti-Corruption
• Maintaining sound risk management systems and internal controls to ensure significant risks are identified and properly managed	Risk Management & Internal Control Practices Cybersecurity & Data Protection
• Fostering a culture of ethics and integrity to ensure compliance with all applicable laws and regulatory requirements	Corporate Governance Anti-Corruption Ethical Supply Chain Certifications Memberships

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 our 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 2026, which is available in the '*Governance*' section of our website.

RISK MANAGEMENT & INTERNAL CONTROL PRACTICES

YTL Power has robust risk management practices and internal controls in place which cover financial, operational and compliance controls and risk management. Our risk management practices and internal controls are a concerted and continuing process, designed to manage rather than to eliminate all the risks that may hinder the Group from achieving its business objectives, and provide reasonable assurance against material misstatement, loss or fraud.

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

The YTL Group maintains a strict zero-tolerance approach towards all forms of bribery and corruption. The ABC Policy outlines the YTL Group's strategies in identifying, preventing and managing bribery and corruption issues and further reinforces the YTL Group's Code of Conduct & 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.

	2026
Employees who have received training on anti-corruption	**5,371**
Confirmed incidents of corruption	**0**
Confirmed incidents of non-compliance, fines, penalties or settlements related to fraud, bribery or money laundering offences	**0**
Confirmed incidents of employees facing disciplinary action or dismissal due to non-compliance with ABC Policy	**0**

Our international divisions maintain policies and procedures to manage anti-bribery and corruption matters, tailored to comply with applicable legislation, requirements, practices and standards in their respective countries, including the UK and Singapore, where just under half of our workforce is based, as well as other countries where we operate.

This includes implementing training programmes in accordance with operational requirements and the applicable regulations in those jurisdictions, for example, with higher risk teams (eg. procurement, finance, commercial teams, human resources, customer-facing) being required to complete anti-bribery training more frequently and/or on a high priority basis, whilst training for low-risk teams may be carried out on a voluntary basis.

In Malaysia, the policies and procedures put in place are guided by the Guidelines on Adequate Procedures issued pursuant to Section 17A(5) of the Malaysian Anti-Corruption Commission Act 2009 ("MACC Act"). Employees in Malaysia are required to read and understand the ABC Policy and the Code of Conduct & 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.

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, and has been a highly effective component of the overall anti-bribery and corruption risk management process. For the financial year under review, 5,371 employees completed anti-corruption training.

RESPONSIBLE GOVERNANCE

Compliance with the ABC Policy continues to be monitored closely. 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.

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 anti-bribery and corruption.

In addition, Ranhill maintains a zero-tolerance approach to bribery and corruption, supported by its Code of Conduct and Business Ethics (CCBE), anti-corruption stance and internal control framework. The Group aligns its practices with ISO 37001 Anti-Bribery Management System (ABMS) principles, complies with the SPAN Integrity Framework for Licensees and Certification Agencies, and maintains procedures to support compliance with Section 17A of the Malaysian Anti-Corruption Commission Act 2009.

Ranhill's board of directors retains ultimate accountability for the Ranhill Group's anti-corruption framework, with oversight provided by the Governance and Risk Management Committee (GRMC), which monitors the effectiveness of anti-corruption controls, risk assessments and integrity initiatives across the Group.

During the year under review, there were no incidents of non-compliance, fines, penalties or settlements related to fraud, bribery or money laundering offences. Additionally, there were no incidents of employees facing disciplinary action or dismissal due to non-compliance, affirming our dedication to maintaining a high standard of ethical conduct within our organisation.

YTL PowerSeraya's *Code of Ethics, Supplier Code of Conduct* and *Whistleblowing Policy*, Wessex Water's *Business Ethics Policy* and Ranhill's *Code of Conduct and Business Ethics* can be found in the '*ESG*' section of our website.

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.

Predictably, cyber and information security remain top-tier risks for industry, commerce and governments in 2026. While cybercriminals indiscriminately threaten businesses and organisations worldwide, hostile governments also operate sophisticated cyber-attack capabilities, often to infiltrate or disrupt systems which deliver national critical infrastructure and services. And, in 2026, the rapid pace of technological change further complicates the task of cyber defenders: Artificial Intelligence systems, now in the hands of criminals and hostile groups, have significantly increased the speed and complexity of attacks - and the likelihood of success for attackers. Meanwhile, Quantum Computing technology, now available commercially, delivers a level of computational power that can defeat our encryption algorithms, the foundation of so many security measures.

Despite the many challenges, YTL Group remains resolute: we are dedicated to defending and preserving our many critical business operations and committed to working with governments and industry forums, to help improve our collective cybersecurity.

We recognise that, to avoid restricting business agility and innovation, each business requires a balanced range of measures, controls and practices fitted to the needs and risk appetite of that business. This year we are establishing a security approach that delivers a clear baseline of security measures, where specific attainment is tailored to the needs of each business. And we will provide more detailed, targeted support to validate that baseline attainment is sufficiently met, or to guide particularly complex security planning and investment studies where enhanced security is required.

Our approach ensures companies 'do the basics well', remain alert and responsive, employ risk management techniques to hone security investment, and look for new opportunities to exploit the latest technologies.

At the heart of YTL Group's security is our ability to draw on security expertise and experience built across different business and industrial sectors: we do this through our YTL Group Cybersecurity Task Force, established in 2022. The Task Force maintains our situational awareness, monitoring threat intelligence, assessing incidents and providing enterprise-wide reporting. Our situational awareness is further improved by our centralised incident reporting channel, available to every employee, providing a direct route to raise a concern or seek advice. Guiding our collective response to emerging threats, the Task Force helps to deliver a dynamic security posture across our businesses, countering impactful threats.

The Task Force also guides our longer-term development, working with our business units to understand existing levels of cybersecurity preparedness and to identify areas for support or enhancement, leveraging the YTL Group's scale to share common services efficiently and to deliver competitive access to the newest security capabilities. Examples include the 'collective procurement' of endpoint security tooling, delivering significant savings on best-of-class technology, and ongoing development of an internal SOC (security operations center) service which provides the YTL Group with cost-effective access to 24/7 security monitoring. In this way, we maintain and enhance cybersecurity resilience across our corporate enterprise.

The Group is committed to delivering 'Security Assurance', a combination of activities required to maintain effective security performance and enhance our information security culture. Our companies voluntarily adopt the standards best fitted to their businesses; these may include the ISO 27001 Information Security Management System, a systematic approach to security and risk management, or the Payment Card Industry Data Security Standard (PCI-DSS) framework for payment card data processors.

Many of our businesses, particularly critical infrastructure providers in Malaysia, Singapore and the UK, are also required to meet government-mandated security control frameworks. Whatever their sector-specific requirements, each business unit will be audited internally against our own baseline security policies to establish a common picture of security attainment and risk.

We also recognise that a key part of our defence lies with our employees: having a well-trained workforce provides the strongest means to detect and prevent the success of social engineering attacks (for example 'phishing', a technique to capture a user's account name and password), often the quickest means to compromise our business systems. An effective employee education and awareness programme is therefore a critical component of our cybersecurity risk management strategy. A seven-part cybersecurity training and refresher package provides structured development for our employees in Malaysia. It is matched by similar arrangements in Singapore and the UK, demonstrating our commitment to continued staff training and awareness.

In Singapore, cybersecurity remained a major focus area, especially given the increasing threat landscape, expanding regulatory expectations and the criticality of both IT ("Information Technology") and Operational Technology ("OT") environments. During the year, the Technology Group strengthened the cybersecurity operating model by bringing IT cyber and OT cyber activities into a more integrated task force structure, enabling better coordination across cyber operations, regulatory obligations, initiative tracking and reporting.

A recent Cybersecurity Task Force update highlighted a stable current cyber posture, with no significant cyber incidents impacting business operations during the reporting period, effective IT and OT cybersecurity controls, maturing Security Operations Centre (SOC) and monitoring capabilities and positive progress in cyber awareness and reporting culture. At the same time, the update also noted emerging challenges, including growing regulatory expectations across IT and Critical Information Infrastructure (CII) environments, higher volumes of vulnerabilities and advisories, AI-enabled cyber threats and the need for stronger visibility across public-facing and interconnected systems.

During the year, YTL PowerSeraya's employees participated in phishing awareness programmes to strengthen cybersecurity vigilance and completed Personal Data Protection Act (PDPA) compliance training to reinforce responsible data practices.

Other key initiatives include a centralised incident reporting channel, allowing employees to report potential incidents or seek clarifications on the legitimacy of content that they have received. These reporting channels are consistently communicated on the intranet to ensure employee accessibility. YTL PowerSeraya has consistently shown that cybersecurity and data protection are strategic priorities with annual achievements of ISO 27001 certification for both the Pulau Seraya and Taser power plants since 2023.

Meanwhile, Wessex Water has made significant investments in cybersecurity, strengthening operational resilience through improved asset management systems and enhanced health and safety performance.

RESPONSIBLE GOVERNANCE

At YTL Group, our commitment to upholding the highest level of data security and privacy is underscored by the implementation of our Global Privacy Policy. We prioritise the protection of personal data and privacy for our valued customers, employees and other stakeholders. Our data management practices adhere diligently to the applicable data protection regulations in the countries where we operate, including key legislation:

- ✓ Malaysia – Personal Data Protection Act (PDPA) 2010
- ✓ Singapore – Personal Data Protection Act 2012
- ✓ UK – Data Protection Act 2018
- ✓ European Union – General Data Protection Regulation (GDPR)

Moreover, we closely monitor developments in data protection laws and industry best practices to adapt and enhance our data protection measures, ensuring the ongoing security and privacy of the data entrusted to us. The 2025 amendment to the Malaysian PDPA is an example of a significant regulatory change that drives an update to our practices. Our approach to protecting personal data must also recognise other external factors: one example is that in 2025 YTL Group also enhanced its data protection policy to address AI usage, ensuring that our customer data continues to be appropriately handled and protected. Of note, 2,054 employees completed YTL Group's mandatory PDPA Training for Malaysian employees in 2025.

Ranhill recognises the importance of safeguarding personal and operational data entrusted to the Group and remains committed to managing such information responsibly and in accordance with applicable data protection requirements, including PDPA.

This is particularly relevant to subsidiaries such as Ranhill SAJ, which manages a significant volume of residential and commercial customer information in the course of providing water services. Such information may include identification details, addresses, contact information and other personal data required for account administration, billing and customer service.

Appropriate policies, procedures and IT controls are in place to safeguard personal data, with access restricted to authorised personnel. Where applicable, consent is obtained, and personal data is not disclosed to third parties without appropriate authorisation, except where required by law or relevant authorities.

The Ranhill Group continues to strengthen its data governance and cybersecurity practices as digitalisation expands across its operations, recognising that effective data protection is critical to maintaining customer confidence, operational resilience and regulatory compliance.

Data protection is of material importance particularly to Wessex Water, YTL PowerSeraya, Ranhill and YTL Comms, all of which are retail customer businesses.

	2026	2025	2024
Substantiated complaints concerning breaches of customer privacy and losses of customer data	**0**	0	0

Whether considering our cybersecurity defences or our regulatory compliance, we recognise that we must not stand still. We face a dynamic range of threats and periodic changes to our regulatory obligations. We are therefore committed to maintaining a dynamic security posture across the enterprise, to enhancing our delivery of security governance and assurance, and thus to deliver system and operational resilience and readiness in the face of security threats. Our resilience and 'readiness to respond' helps our businesses to operate unimpeded, enhancing productivity, efficiency and profitability for the organisation.

ETHICAL SUPPLY CHAIN

We are committed to delivering world-class services whilst minimising any adverse health, safety and environmental impacts. We prioritise working with responsible suppliers who meet our standards and operate in accordance with recognised standards that uphold human rights and safety, prohibit modern slavery and promote sustainable sourcing.

Environment	Health & Safety	Social Rights & Ethics
Fully comply with local environmental regulations	Fully comply with local health & safety regulations and support governing bodies	Fully comply with local laws, regulations and guidelines, particularly for those on human rights and labour
Implement measures to optimise resources and minimise waste	Identify health & safety impacts of products and services and formulate appropriate mitigation plans and standard operating procedures	Consider human rights in all production and procurement dealings wherein there will be no practices of workforce discrimination, no use of forced or child labour, and fair labour practices on working hours, minimum wage and freedom for workers to be members of trade unions and to engage in collective bargaining
Avoid use of toxic or hazardous substances where possible and ensure responsible disposal in cases where they are used	Ensure safe working conditions for employees, contractors, suppliers and other stakeholders	Support locally produced raw materials, consumables, products and services, where possible
Strive to minimise GHG emissions, pollution, energy and water consumption, and safeguard biodiversity		Educate suppliers, contractors and service providers to offer cost effective and sustainable products and services
Employ environmentally friendly technologies or processes		

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.

The YTL Group Code of Conduct & Business Ethics encompasses the areas of ethical supply chain, environmental compliance, health and safety and social rights and ethics and can be found in the '*ESG*' section of our website, together with links to policies established by companies within our Group:

- ✓ YTL PowerSeraya's *Supplier Code of Conduct* – this code sets out the acceptable sustainability and ethical values of suppliers, contractors and service providers while providing goods and services to YTL PowerSeraya. In April 2025, YTL PowerSeraya enhanced the selection criteria in its Vendor Qualification Form (VQF) to incorporate comprehensive environmental and social criteria
- ✓ Wessex Water's *Business Ethics Policy* and *Modern Slavery and Human Trafficking Statement 2024/2025*
- ✓ Ranhill SAJ's *Procurement Policy & Procedures*

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.

Our Group is also committed to ethical purchasing and supporting local economic growth through empowerment of local suppliers.

	2026	2025	2024
Procurement expenditure on local vendors	**93%**	96%	95%

RESPONSIBLE GOVERNANCE

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 and Internal Control
- Audit Committee Report
- Nominating Committee Statement
- Statement of Directors' Responsibilities

CERTIFICATIONS

	ISO 9001	ISO 14001	ISO 45001	ISO 50001	ISO 27001	ISO/IEC 17025	ISO/IEC 20000-1	ISO 37001
Wessex Water Services Limited	●	●	●		●	●	●	
Wessex Water Enterprises Limited	●	●	●		●	●	●	
Turnbull Infrastructure & Utilities Limited	●	●	●					
YTL Construction (UK) Limited	●	●	●					
Water 2 Business Limited	●							
YTL Communications Sdn Bhd					●			
YTL PowerSeraya Pte Limited	●	●	●		●			
Pulau Seraya Power Station					●			
Taser Power Station					●			
Ranhill Bersekutu Sdn Bhd	●	●	●					●
Ranhill SAJ Sdn Bhd	●		●	●	●			
Ranhill Technologies Sdn Bhd	●		●					
Ranhill Sabah Energy I Sdn Bhd & Ranhill Sabah Energy II Sdn Bhd	●		●		●			
Ranhill Worley Sdn Bhd	●	●	●					
Ranhill Water Technologies (Thai) Ltd	●							

MEMBERSHIPS

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

Representation via YTL Group/Board member

- ✓ British Malaysian Chamber of Commerce
- ✓ Capital Markets Advisory Council
- ✓ Malaysian Business Council
- ✓ The Nature Conservancy's Asia Pacific Council

YTL PowerSeraya

- ✓ World Energy Council, Singapore Chapter
- ✓ Sustainable Energy Association of Singapore
- ✓ Energy Studies Institute
- ✓ Singapore Carbon Market Alliance
- ✓ Singapore Sustainable Finance Association
- ✓ Signatory to Tripartite Alliance for Fair and Progressive Employment Practices

YTL Communications Sdn Bhd

- ✓ Asia-Pacific Telecommunity
- ✓ Consumer Forum of Malaysia
- ✓ GSM Association
- ✓ Malaysian Technical Standards Forum Bhd
- ✓ The Communications and Multimedia Content Forum of Malaysia
- ✓ Global Technology Association for InfoComm
- ✓ Malaysia National Technology Association
- ✓ Federation of Malaysian Manufacturers
- ✓ ESG Association
- ✓ Malaysian IOT Association
- ✓ Collaborative Research in Engineering, Science and Technology

Ranhill Group

- ✓ United Nations Global Compact Network Malaysia, Brunei & Cambodia
- ✓ Malaysia Water Association
- ✓ Construction Industry Development Board
- ✓ National Institute of Occupational Safety and Health
- ✓ Association of Consulting Engineers Malaysia
- ✓ Board of Engineers Malaysia
- ✓ Malaysia Institute of Management
- ✓ Malaysia Employers Federation
- ✓ Malaysian Oil and Gas Engineering Council

YTL UK Group

- ✓ Aldersgate Group
- ✓ Avon Wildlife Trust
- ✓ British Water
- ✓ Bristol Women in Business Charter
- ✓ Business Disability Forum
- ✓ Business West
- ✓ Collaboration Network
- ✓ Construction Plant Hire Association
- ✓ Dorset Wildlife Trust
- ✓ Drainage and Water Searches Network
- ✓ Energy and Utility Skills Group
- ✓ Energy Institute
- ✓ Freight Transport Association
- ✓ Future Homes Hub
- ✓ Green Alliance
- ✓ Home Builders Federation
- ✓ Hydrogen South West
- ✓ Institute of Asset Management
- ✓ Maize Growers Association
- ✓ Major Energy Users Council
- ✓ Money Advice Liaison Group
- ✓ National House Building Council
- ✓ National Institute of Agricultural Botany
- ✓ Nuclear Industry Association
- ✓ Pipeline Industries Guild
- ✓ Regen
- ✓ Rural England Supporters Group
- ✓ SevernNet
- ✓ Somerset Chamber of Commerce
- ✓ Somerset Wildlife Trust
- ✓ The Association for Renewable Energy and Clean Technology
- ✓ UK Water Industry Research
- ✓ Wales Nuclear Forum
- ✓ Water Control Room Forum
- ✓ Water Regs UK
- ✓ Water Research Centre
- ✓ Water UK
- ✓ Wiltshire Wildlife Trust
- ✓ Women's Utility Network

PROFILE OF THE BOARD OF DIRECTORS

TAN SRI (SIR) YEOH SOCK PING

Malaysian, male, aged 72, was appointed to the Board on 18 October 1996 as Executive Director, serving as the Managing Director of the Company until 29 June 2018, when he was redesignated as Executive Chairman. He holds a Bachelor of Science (Hons) in Civil Engineering from Kingston University, United Kingdom, and was conferred an Honorary Doctorate of Engineering by the same institution in 2004. In July 2014, he received an Honorary Doctor of Laws from the University of Nottingham. Since his appointment as the Managing Director of YTL Corporation Berhad Group in 1988, he led the transformation 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, Ranhill Utilities Berhad, Concrete Engineering Products Berhad, all of which are listed on the Main Market of Bursa Malaysia Securities Berhad and NSL Ltd, Starhill Global Real Estate Investment Trust, both listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST).

His strategic foresight and commitment to sustainable development have earned him international acclaim. Tan Sri Yeoh is widely respected for integrating ethical governance, innovation, and long-term value creation across the YTL Group's operations in Asia, Europe, and Australia.

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 and Concrete Engineering Products Berhad. He serves on the Board of NSL Ltd and is also the Chairman of YTL Starhill Global REIT Management Limited, the manager of Starhill Global Real Estate Investment Trust. He is the Executive Chairman and Managing Director of YTL e-Solutions Sdn Bhd and also a director of YTL Industries Berhad. He is the Executive Chairman of YTL Cement Berhad and Pintar Projek Sdn Bhd, the manager of 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. He sits on the board of trustees of YTL Foundation.

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. He 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 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 Yeoh 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 Officiale of the Order of the Star of Italy. In 2022, he was awarded the PropertyGuru Real Estate Personality of the Year for Malaysia. The award is given to individuals who have made a significant impact in the Asian real estate sector. He was named ASEAN Personality of the Year 2025 – Lifetime Achievement Award, at the 26th Asian Business Awards in London and in 2026, he received the World Outstanding Entrepreneur Lifetime Achievement Award at the London School of Economics (LSE).

PROFILE OF THE BOARD OF DIRECTORS

DATO' SERI YEOH SEOK HONG

Malaysian, male, aged 67, was appointed to the Board on 18 October 1996 as an Executive Director. Dato' Seri 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 also serves on the board of NSL Ltd, which is listed on the Main Board of Singapore Exchange Securities Trading Limited (SGX-ST). 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 of 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' Seri Yeoh Seok Hong has vast experience in the construction industry and serves as the Managing Director of Syarikat Pembenaan Yeoh Tiong Lay Sdn Bhd, the YTL Group's flagship construction arm.

Dato' Seri Yeoh Seok Hong is responsible for developing the power and utility businesses of the YTL Power International Berhad ("YTL Power") Group which include the development of AI data centres.

Under his leadership, YTL Power has developed a strategic partnership with NVIDIA, a global leader in accelerated computing. The Group's solar-powered Data Centre Park in Johor is home to the AI cloud infrastructure that provides AI computing services to Malaysia and the region.

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' Seri Yeoh Seok Hong sits on the boards of other public companies such as YTL Cement Berhad, YTL Land & Development Berhad, YTL Industries Berhad, Digital Nasional Berhad and YTL Digital Bank 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 76, was appointed to the Board on 25 February 2021 as an Independent Non-Executive Director. He is also a member of the Nominating Committee and Remuneration Committee. 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 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.

PROFILE OF THE BOARD OF DIRECTORS

DATUK SERI LONG SEE WOOL

Malaysian, male, aged 71, 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 was appointed as a commissioner of Malaysia Aviation Commission ("MAVCOM") in 2016. He retired from MAVCOM on 28 February 2025 after serving 3 full terms as a commissioner.

DATUK LOO TOOK GEE

Malaysian, female, aged 70, 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 was a Commission member of Suruhanjaya Perkhidmatan Air Negara (SPAN) from 1 February 2023 to 30 January 2025.

She is currently a board member of Hartalega Holdings Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad and LLC Berhad.

PROFILE OF THE BOARD OF DIRECTORS

FAIZAL SHAM BIN ABU MANSOR

Malaysian, male, aged 55, was appointed to the Board on 6 December 2023 as an Independent Non-Executive Director. He is the Chairman of the Audit Committee. He graduated with a Bachelor of Science in Accounting from Rutgers University, New Jersey, USA and later went on to obtain his Masters in Business Administration from Ohio University, Athens, USA. He also has a Diploma in Aviation Studies from the International Air Transport Association. He is a Fellow of the Chartered Accountants Australia & New Zealand as well as Member of the Malaysia Institute of Accountants.

He started his career in 1994 with the Securities Commission before gaining experience within the financial services industry through his tenure in Treasury at Bank of Tokyo-Mitsubishi (M) Berhad, and in Corporate Finance at Arab-Malaysian Merchant Bank Berhad which is now known as AmInvestment Bank Berhad.

He left Malaysia in 1998 to work in Australia for Polyaire Holdings Pty Ltd, a private manufacturer and distributor of air-conditioning components before returning to rejoin AmInvestment Bank Berhad in 2003 where he provided financial advisory services to some of the largest corporates in the country.

In 2006, he joined Malaysia Airports Holdings Berhad and later established himself as the CFO where he had helped restructure the company, drove its financial performance, raised its profile with the investor community together with international business expansion. He was recognised on numerous occasions as the Best CFO in the country by both local and international institutions. Whilst at Malaysia Airports, he was Director of Sabiha Gocken International Airport in Turkey, Sepang International Circuit, Sama-Sama Hotels, Malaysia Airports Niaga as well as Segi Astana (Gateway@klia2) and Mitsui Outlet Park at KLIA.

He left Malaysia Airports in 2015 to become the Chief Executive Officer of Astro Productions, and Head of Astro Awani within Astro Malaysia Holdings Berhad.

In 2019, he was appointed an Independent Non-Executive Director and Chairman of Audit Committee of Affin Hwang Asset Management Berhad until it was acquired by CVC Capital Partners in 2022. He held the position of Group Chief Executive Officer at Dagang NeXchange Berhad from November 2024 to June 2026.

He is currently an Independent Non-Executive Director and the Chairman of the Audit and Risk Committee as well as the Nomination and Remuneration Committee at Solution Group Berhad.

LIM HIAH ENG

Malaysian, female, aged 70, was appointed to the Board on 5 December 2025 as an Independent Non-Executive Director. She graduated with a Bachelor of Arts (Economics) Degree from University of Malaya. She is a retired equities specialist with 40 years of solid experience in fund management and stockbroking, covering Malaysia and the ASEAN region.

She started her career in 1979 as an investment executive in Aseambankers Malaysia Berhad ("Aseambankers"), gaining exposure to both operations and the fund management industry. She was the Head of Investment and Treasury Department before she left in 1993 to be a sales person at various stockbroking houses. During her tenure in Aseambankers, she managed many government funds such as Employees Provident Fund (EPF), Lembaga Tabung Angkatan Tentera (LTAT) and Federal Land Development Authority (FELDA). Many of the state government funds under her portfolio were ranked top 2.

In 1998, she went back to the Maybank Group to head a boutique team, handling sales to institutional clients.

She was appointed as the Co-Head of Maybank Investment Bank's Institutional Equities Team in 2012 whereby she was tasked to manage a team of dealers and salespersons and led the team to become the top brokerage house in Malaysia. In the same year, she was voted by Asiamoney as the best sales person for Malaysia from 2012 to 2016 and led the team to be ranked no. 1 for Overall Brokerage, Sales Services and Corporate Access in Malaysia.

In year 2014, she headed the Malaysia Institutional Sales team and was subsequently appointed as the Regional Head of Corporate Access. Subsequently in year 2015, she was appointed as the Regional Head of ASEAN Sales while maintaining the position as the Regional Head of Corporate Access.

Prior to her retirement in September 2019, she assumed the twin roles of Regional Co-Head of Institutional Equities and Regional Head of Corporate Access, where she focused on developing Maybank's institutional equities business in the region.

Ms Lim currently serves on the boards of Eco World Development Group Berhad (listed on the Main Market of Bursa Malaysia Securities Berhad), Good Shepherd Services and BOS Wealth Management Malaysia Berhad.

PROFILE OF THE BOARD OF DIRECTORS

DATO' YEOH SOO MIN

Malaysian, female, aged 70, 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 an Executive Director of YTL Corporation Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad and YTL Industries Berhad. She was appointed to the Board of Pintar Projek Sdn Bhd, the manager of YTL Hospitality REIT on 13 December 2022. She also sits on the board of trustees of YTL Foundation.

She is the first female President in the history of the Malaysian Institute of Management, which was established in 1966, and Life Member of the Women's Institute of Management, Malaysia. Dato' Yeoh Soo Min is currently an Honorary Fellow of the Governors of International Students House, London, Sir Thomas Pope Fellow, 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 (Institut Jantung Negara - National Heart Institute Malaysia) Foundation.

DATO' YEOH SEOK KIAN

Malaysian, male, aged 69, 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. He 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 and Concrete Engineering Products Berhad, both listed on the Main Market of Bursa Malaysia Securities Berhad and Pintar Projek Sdn Bhd, the manager of YTL Hospitality REIT as well as YTL Starhill Global REIT Management Limited, the manager of Starhill Global Real Estate Investment Trust and NSL Ltd, both of which are listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST). 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.

DATO' SRI YEOH SOCK SIONG

Malaysian, male, aged 66, 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 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 Concrete Engineering Products Berhad and Executive Director of YTL Corporation Berhad, all of which are listed on the Main Market of Bursa Malaysia Securities Berhad and Managing Director of YTL Cement Berhad and NSL Ltd, which is listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST). He also serves on the boards of public companies such as YTL Land & Development Berhad, YTL Industries Berhad and a private utilities corporation, YTL PowerSeraya Pte Limited in Singapore.

He was on the board of Global Cement and Concrete Association (GCCA) in 2021 till July 2023. 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 63, was appointed to the Board on 2 June 1997, starting her career with YTL Group in 1985. She has held key executive positions across various industries within the group over a distinguished 41-year career including heading a car rental and air travel ticketing agency, leading major construction and infrastructure projects of strategic and national importance. First woman in Malaysia to build a building on a turnkey basis, she headed the group's procurement division and later the construction of The Integrated Cement Plant and Slag Grinding Plants as well as the sales and marketing of YTL Cement Berhad upon its entry into the industry in 1992. In 2012, she was appointed Executive Director in charge of overseeing the group's mobile communications division.

She is the Chief Executive Officer of YTL Cement Marketing Sdn Bhd. In 2013, she was the First Malaysian Lady to be appointed as Chairman of The Cement and Concrete Association Malaysia (C&CA). She spearheaded the national industry governance across three terms and reappointed as current Chairman in August 2026. She is also the immediate Past President of the ASEAN Federation of Cement Manufacturers (AFCM) where she led the regional cement industry as its First female President.

She serves on the boards of YTL Corporation Berhad and Malayan Cement Berhad, both listed on the Main Market of Bursa Malaysia Securities Berhad, and NSL Ltd, which is listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST).

Honored by the Malaysian Government's Construction Industry Development Board (CIDB) with the "CONSTRUCTION LEADING LADY AWARD" in 2018 and in 2026, honored "WOMEN OF THE YEAR" by the Chartered Institute of Building (CIOB).

Dato' Yeoh is actively involved in community work at national and international levels. She serves on the Board of Trustees of YTL Foundation. She is the Chief Commissioner and leads the 110-year-old Girl Guides Association Malaysia (GGAM) and serves as President of its Federal Territory of Kuala Lumpur Branch. She pioneered youth leadership by securing the 1st MALAYSIA BOOK of RECORDS, ASEAN and ASIA RECORDS for GGAM.

Globally, she is the First Asian Lady to sit on the Board of the World Scout Foundation (WSF) appointed to the board in 2012, currently chaired by HRH Grand Duke Guillaume of Luxembourg. Inducted into the prestigious Regal Circle by HM King Carl XVI Gustaf of Sweden in 2026 for her sustained global youth advocacy.

DATO' SETIA YEOH SEOK KAH

Malaysian, male, aged 61, 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' Setia Yeoh Seok Kah joined YTL Group in 1989 and is presently the Executive Director responsible for the YTL Hotels and Resorts Division. He is also an Executive Director and Chief Executive Officer of Pintar Projek Sdn Bhd, the manager of YTL Hospitality REIT. He serves as an Executive Director of YTL Corporation Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad. 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 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 72, 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 serves on the board of YTL Corporation Berhad, which is listed on Bursa Malaysia Securities Berhad, and also serves as a trustee of Perdana Leadership Foundation.

PROFILE OF THE BOARD OF DIRECTORS

YEOH KEONG HANN

Malaysian, male, aged 40, was appointed to the Board on 24 September 2026 as an Executive Director. He graduated with a Master of Engineering in Engineering Science from the University of Oxford, United Kingdom.

Yeoh Keong Hann heads the investments, digital and infrastructure portfolio of the YTL Power Group.

Under his guidance, YTL Data Centers has grown to become one of Southeast Asia's most significant developers of hyperscale, AI-ready data centre capacity. YTL's multi-billion-dollar solar powered data centre developments in Johor are the bedrock of the partnership with Nvidia through YTL AI Cloud Sdn Bhd, for whom YTL provides GPU powered AI Cloud services to accelerate AI computing in the region.

He led the partnership with Sea Ltd in launching Ryt Bank, The World's First AI-Powered Bank in 2025, now Malaysia's largest digital bank.

He was recognised as a Young Global Leader by the World Economic Forum in 2022 and represents Malaysia on the APEC Business Advisory Council.

Yeoh Keong Hann serves as an Alternate Director to Dato' Seri Yeoh Seok Hong in YTL Corporation Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad. He also serves on the boards of YTL PowerSeraya Pte Limited in Singapore, Wessex Water Services Limited in United Kingdom and is the President Director of PT Tanjung Jati Power Company in Indonesia.

YEOH KEONG YEOW

Malaysian, male, aged 41, was appointed to the Board on 24 September 2026 as an Alternate Director to Tan Sri (Sir) Yeoh Sock Ping, the Executive Chairman. He graduated from Imperial College London, United Kingdom in 2006 with a Master of Engineering in Electrical & Electronic Engineering with Management. He is an Associate to the City Guilds of London Institute.

He joined YTL Group in 2007 and is presently involved in the Information Technology and e-Commerce Division of the Group. He is currently the Deputy CEO of YTL Communications Sdn Bhd, where he oversees enterprise digitalisation.

He serves as an Alternate Director to Tan Sri (Sir) Yeoh Sock Ping in YTL Corporation Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad. He is also a director of Syarikat Pembenaan Yeoh Tiong Lay Sdn Bhd, YTL Power Generation Sdn Bhd and YTL Communications Sdn Bhd.

TAN CHIEN HWEI

Malaysian, female, aged 36, was appointed to the Board on 24 September 2026 as an Alternate Director to Dato' Yeoh Soo Min, the Executive Director. She graduated with a Master of Engineering in Materials Science from the University of Oxford, United Kingdom.

She has been serving as Creative Director at YTL Corporation Berhad since 2014. She established the YTL Creative Communications (YTLCC) department as a multidisciplinary team spanning branding, design, video production, communications, and digital products, with a mandate to raise the global brand standards of the YTL Group.

She also serves as an Alternate Director to Dato' Yeoh Soo Min in YTL Corporation Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad.

PROFILE OF THE BOARD OF DIRECTORS

YEOH KEONG WEI

Malaysian, male, aged 31, was appointed to the Board on 24 September 2026 as an Alternate Director to Dato' Yeoh Seok Kian, the Executive Director. He graduated from King's College London in 2020 with a First Class Honours degree in International Management and further broadened his global perspective through a year abroad at the University of Toronto.

He is an Executive Director of YTL Land & Development Berhad ("YTL Land"), where he is involved in advancing the company's next generation of distinctive property developments and placemaking initiatives.

He joined YTL Land in 2021 and has since played a key role in the evolution of the company's property portfolio and investment strategy, with a focus on identifying opportunities, unlocking asset potential and creating sustainable long-term value. His responsibilities encompass land bank planning, strategic acquisitions and selective disposals, as well as master planning and project execution.

A key focus of his work has been the master planning of Sentul, where he is helping to realise a long-term vision for the precinct that brings together its historical assets, railway heritage, mature greenery and a new generation of living, working and cultural spaces. Central to this vision is the transformation of Sentul's former railway depots into a distinctive mixed-use destination, connecting the character of its past with the needs of a contemporary city.

He also plays a role in YTL Land's marketing, sales and brand positioning, applying market intelligence, data and digital innovation to strengthen market traction and differentiate its developments. Working closely across projects, he brings together commercial objectives, consumer insights and brand strategy to develop compelling propositions aligned with market demand.

His experience spans investment, development, placemaking and commercial strategy, reflecting an integrated approach to creating distinctive destinations and enhancing long-term value across YTL Land's portfolio.

He also serves as an Alternate Director to Dato' Yeoh Seok Kian in YTL Corporation Berhad, where Dato' Yeoh Seok Kian is the Managing Director, and in Malayan Cement Berhad and Concrete Engineering Products Berhad, where Dato' Yeoh Seok Kian is an Executive Director, all of which are listed on the Main Market of Bursa Malaysia Securities Berhad.

YEOH PEI JEN

Malaysian, female, aged 29, was appointed to the Board on 24 September 2026 as an Alternate Director to Dato' Sri Yeoh Sock Siong, the Executive Director. She holds a Bachelor of Laws (LL.B.) from the London School of Economics and Political Science and a Master of Laws (LL.M.) from Georgetown University. She is admitted to practise law in New York, England and Wales, and Malaysia.

Ms Yeoh serves as Executive Director of NSL Ltd, which is listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST). Prior to joining YTL Group, she was an Associate at Sullivan & Cromwell LLP in New York.

She also serves as an Alternate Director to Dato' Sri Yeoh Sock Siong in YTL Corporation Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad.

CHOY KIN MANN

Malaysian, male, aged 32, was appointed to the Board on 24 September 2026 as an Alternate Director to Dato' Yeoh Soo Keng, the Executive Director. He graduated with a degree in Economics and Accounting from the University of Bristol, United Kingdom. Upon graduating, he joined the Masteron Group which is involved in property development and property investment in August 2016.

He currently also serves as an Alternate Director to Dato' Dr. Choy Fook On, the Non-Executive Chairman of Federal International Holdings Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad.

PROFILE OF THE BOARD OF DIRECTORS

YEOH PEI XIEN

Malaysian, female, aged 25, was appointed to the Board on 24 September 2026 as an Alternate Director to Dato' Setia Yeoh Seok Kah, the Executive Director. She graduated with a Bachelor of Arts in History, Politics and Economics from the University College London, United Kingdom.

Prior to joining the YTL Group in 2024, she was a Management Consultant (Business Analyst) at Deloitte from January 2023 to November 2024, where she gained experience in business analysis, strategic problem-solving and transformation initiatives.

She currently serves as a Vice President, Strategy & Transformation under YTL Hotels and a Strategic Advisor for YTL International College of Hotel Management. She is also a director of several YTL Hotel group of companies.

She also serves as an Alternate Director to Dato' Setia Yeoh Seok Kah in YTL Corporation Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad.

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) Yeoh Sock Ping	5/5
Dato' Seri Yeoh Seok Hong	4/5
Tan Sri Ismail Bin Adam	5/5
Datuk Seri Long See Wool	5/5
Datuk Loo Took Gee	5/5
Faizal Sham Bin Abu Mansor	5/5
Lim Hiah Eng *(appointed on 5 December 2025)*	2/2
Dato' Yeoh Seok Kian	5/5
Dato' Yeoh Soo Min	5/5
Dato' Sri Yeoh Sock Siong	5/5
Dato' Yeoh Soo Keng	5/5
Dato' Setia Yeoh Seok Kah	4/5
Syed Abdullah Bin Syed Abd. Kadir	5/5

Notes:

1. Family Relationship with Director and/or Major Shareholder

Tan Sri (Sir) Yeoh Sock Ping, Dato' Seri Yeoh Seok Hong, Dato' Yeoh Seok Kian, Dato' Yeoh Soo Min, Dato' Sri Yeoh Sock Siong, Dato' Yeoh Soo Keng and Dato' Setia Yeoh Seok Kah are siblings. They are the children of Puan Sri Datin Seri Tan Kai Yong @ Tan Kay Neong who is a deemed major shareholder of the Company. Mr Yeoh Keong Yeow, Mr Yeoh Keong Hann, Ms Tan Chien Hwei, Mr Yeoh Keong Wei, Ms Yeoh Pei Jen, Mr Choy Kin Mann and Ms Yeoh Pei Xien are the respective children of Tan Sri (Sir) Yeoh Sock Ping, Dato' Seri Yeoh Seok Hong, Dato' Yeoh Soo Min, Dato' Yeoh Seok Kian, Dato' Sri Yeoh Sock Siong, Dato' Yeoh Soo Keng and Dato' Setia 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 or Potential Conflict of Interest

None of the Directors has any conflict of interest or potential conflict of interest, including interest in any competing business with the Company and its subsidiaries ("**YTL Power Group**"), save for the following Directors:

- Datuk Loo Took Gee is an independent non-executive director of LLC Berhad which is a specialist contractor for water and sewerage projects. This may potentially compete indirectly with the water and sewerage business of YTL Power Group. She has no interest in shares and is not involved in daily operations of LLC Berhad;
- Faizal Sham Bin Abu Mansor is an independent non-executive director of Solution Group Berhad, which has a subsidiary that operates as a contractor in a small-scale solar energy business. He has no interest in shares and is not engaged in the daily operations of Solution Group Berhad. YTL Power Group is also involved in solar energy and this could potentially compete indirectly.

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

RUTH ESME JEFFERSON

British, female, age 45, was appointed to the board of directors of Wessex Water Services Limited in September 2022.

A graduate of Oxford University, Ruth is a lawyer by training and joined Wessex Water in 2016 after a legal career in London and Bristol specialising in competition law issues. Prior to her appointment as Chief Executive in October 2024, Ruth was the Chief Compliance Officer and Group General Counsel with responsibility for all compliance, legal and governance matters.

Ruth is a trustee of the international charity, WaterAid.

JOHN NG PENG WAH

Singaporean, male, aged 67, 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 ("PUB"), 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 PUB in 1995, 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 serves as a board member of the Employment and Employability Institute (e2i) and Orchard Westwood Properties Pte Ltd. He is also a member of FM Global Asia Pacific Advisory Board.

LEE WING KUI

American, male, aged 59, 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 or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries;
- 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 2026

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 2026 is detailed in this statement.

The Company's Corporate Governance Report ("CG Report") for the financial year ended 30 June 2026 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) Yeoh Sock Ping, and the Managing Director, Dato' Seri 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.

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for the financial year ended 30 June 2026

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 and 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 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 2026.

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2026

The minutes of the Board and 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 Chartered Governance Institute of Malaysia, 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 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 sets out, amongst others, the applicability to the Board of the Conflict of Interest Policy (detailed below), the Anti-Bribery & Corruption Policy, the Code of Conduct & Business Ethics for the YTL Group of Companies ("YTL Group") ("YTL Group Code of Conduct & Business Ethics"), the Fit and Proper Policy for Directors and a policy limiting the tenure of the Independent Non-Executive Directors to nine years without further extension.

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 YTL Group Code of Conduct & Business Ethics.

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

The YTL Group Code of Conduct & 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. The YTL Group Code of Conduct & Business Ethics also codifies existing environmental, social and governance policies and general practices that apply across the YTL Group.

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 anti-bribery and corruption.

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for the financial year ended 30 June 2026

Conflicts of Interest ("COI") Policy

The Board has in place a COI Policy which is intended to ensure that any actual or potential COI that a Director or key senior management may have is appropriately dealt with or managed. The policy applies to the Directors and key senior management of the YTL Power Group and sets out guidance in identifying COI situations, disclosure and recusal requirements and the measures to be taken to resolve, eliminate or mitigate conflicts. The policy also expands the scope of the Audit Committee's review of COI situations and the measures taken to resolve, eliminate or mitigate any such conflicts, while the Nominating Committee oversees COI matters relating to the appointment and re-election of Directors, and assesses COI declarations made by the Directors as part of the annual Board performance appraisal exercise.

To assist the Audit Committee in discharging its duties in this area, a 'COI Declaration Form' has been adopted together with the COI Policy, requiring all Directors and key senior management to submit an annual declaration, or as and when conflict arise. These declarations will be tabled at Audit Committee meetings on a quarterly basis for the purpose of identifying, evaluating, disclosure/reporting, monitoring, maintenance and management of COI situations. Updates on matters reviewed by the Audit Committee, including its findings and recommendations, if any, are reported to the Board.

Anti-Bribery & Corruption Policy ("ABC Policy")

The objective of the ABC Policy is to further enforce the YTL Group Code of Conduct & 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. A copy of the ABC Policy can be found on the Company's website at www.ytlpowerinternational.com.

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 is reviewed at least once every three years and amended as needed 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 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, and has been a highly effective component of the overall anti-bribery and corruption risk management process.

Directors and employees of the YTL Group in Malaysia are required to read and understand the ABC Policy and the YTL Group Code of Conduct & 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 on an ongoing basis. 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' Seri Yeoh Seok Hong, and comprises the Chief Sustainability Officer, 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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2026

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 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 following change to the composition of the Board took place during the financial year under review:

- Ms Lim Hiah Eng was appointed to the Board on 5 December 2025

As at 30 June 2026, the Board had 13 Directors, comprising 8 executive members and 5 independent non-executive members. The Independent Directors comprised 38.5% 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.

Subsequently, on 24 September 2026, the following changes were made to the Board:

- Mr Yeoh Keong Hann was appointed to the Board as an Executive Director
- Mr Yeoh Keong Yeow was appointed as an Alternate Director to Tan Sri (Sir) Yeoh Sock Ping
- Ms Tan Chien Hwei was appointed as an Alternate Director to Dato' Yeoh Soo Min
- Mr Yeoh Keong Wei was appointed as an Alternate Director to Dato' Yeoh Seok Kian
- Ms Yeoh Pei Jen was appointed as an Alternate Director to Dato' Sri Yeoh Sock Siong
- Mr Choy Kin Mann was appointed as an Alternate Director to Dato' Yeoh Soo Keng
- Ms Yeoh Pei Xien was appointed as an Alternate Director to Dato' Setia Yeoh Seok Kah

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 51.97%-owned by YTL Corp, which is in turn 47.69%-owned by Yeoh Tiong Lay & Sons Holdings Sdn Bhd (as at 30 June 2026). 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.

None of the Independent Non-Executive Directors have served on the Board for a period exceeding the nine-year term limit 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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2026

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, with due regard for diversity, taking into account the required mix of skills, experience, age, gender, ethnicity, time and commitment, background and perspective of members of the Board and any actual or potential conflicts of interest 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.

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. As at 30 June 2026, there were four female Directors on the Board comprising 30.8% of the Board which met the target of 30% women directors set out in the Code.

Evaluation of the Board

Annual evaluation of the Board as a whole, Board committees and 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 and commitment to the Company's affairs, in addition to recommending areas for improvement.

The assessment exercise was facilitated by the Company Secretary and involved the completion of questionnaires/evaluation forms comprising a Board and Board Committees Effectiveness Evaluation Form, Director's Performance Evaluation Form, Director's Confirmation of Independence 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 other 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2026

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 to the Board. 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)
- Tan Sri Ismail Bin Adam
- Datuk Loo Took Gee

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 2026, the RC met once, attended by all members. The meeting, which was held on 6 August 2025, assessed the remuneration of the Directors and senior management as well as fees and meeting attendance allowance (benefits) proposed for the Independent Non-Executive Directors ("INED Remuneration"), guided by the framework set out in the YTL Power Group *Remuneration Policy and Procedures for Directors and Senior Management*. The remuneration of the Directors and the INED Remuneration were benchmarked against comparable listed companies in Malaysia in terms of industry and size/market capitalisation. The RC also considered the performance of the Independent Non-Executive Directors as indicated by the evaluations conducted and responsibilities assumed by the Directors and senior management, as well as the overall performance of the Group. In view of the foregoing, the RC considered the remuneration of the Executive Directors and senior management to be reasonable.

The RC, with the Independent Non-Executive Directors abstaining from deliberation and voting in respect of his/her own proposed remuneration, recommended to the Board for shareholders' approval that the INED Remuneration remains 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* of 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2026

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 Faizal Sham Bin Abu Mansor, Datuk Seri Long See Wool and Datuk Loo Took Gee. The Chairman of the Audit Committee is Encik Faizal Sham Bin Abu Mansor, in accordance with the recommendation under 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.

The Audit Committee met 5 times during the financial year ended 30 June 2026. 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. The policy includes, amongst others, a cooling off period of at least three years before a former audit partner of the external audit firm may be appointed as a member of the Audit Committee and 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 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 2026 are as follows:-

	Company RM'000	Group RM'000
Statutory audit fees paid/payable to:-		
– PwC Malaysia	1,248	1,271
– Member firms of PwCIL*	–	938
Total	**1,248**	**2,209**
Non-audit fees paid/payable to:-		
– PwC Malaysia	50	534
– Member firms of PwCIL*	–	662
Total	**50**	**1,196**

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

The non-audit fees incurred related mainly to advisory services on matters including filing of tax returns, review of the Statement on Risk Management and Internal Control, seminars and trainings, agreed upon procedures, advisory and other general tax services and regulatory audits in the jurisdictions in which the Group operates.

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2026

Details of the YTL Power Group's system of risk management and internal control are contained in the *Statement on Risk Management and 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 Chief Audit Executive, Encik Syalleh Karimyee Bin Ab Rahman, holds a bachelor's degree in Accounting and Finance from the Universiti Utara Malaysia. He is a Chartered Accountant (CA) with the Malaysian Institute of Accountants (MIA), a Certified Internal Auditor (CIA), and has Certification in Control Self-Assessment (CCSA) from the Institute of Internal Auditors (IIA). In addition, he is an IATA Operational Safety Auditor (IOSA), certified by the International Air Transport Association (IATA). He has over 30 years of experience in internal audit, IT risk and corporate assurance across diverse industries including utilities, aviation, telecommunications and financial services.

During the financial year ended 30 June 2026, YTLIA comprised 9 full-time personnel. The personnel of YTLIA are free from any relationships or conflicts of interest which could impair their objectivity and independence.

YTLIA continues to implement the recommendations from the Global Internal Audit Standards Gap Assessment to further strengthen its internal audit practices and achieve alignment with the Standards.

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 and 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 and/or Managing Director 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2026

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.

The Notice of the AGM and a statement/circular to shareholders in relation to the renewal of the Company's share buy-back authority and/or shareholder mandate for recurrent related party transactions, 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 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 29th AGM held on 4 December 2025, save for Dato' Sri Yeoh Sock Siong and Dato' Setia Yeoh Seok Kah.

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 29th AGM of the Company, held on 4 December 2025, the resolutions put forth for shareholders' approval were voted on by way of a poll.

For general meetings conducted on a physical basis, the Board reserves centrally located venues in Kuala Lumpur to enhance accessibility. Shareholders who are unable to attend the meeting may appoint up to two proxies to attend, speak and vote on their behalf, in accordance with the timelines prescribed under the Companies Act 2016 and the Constitution of the Company. The Executive Chairman, Managing Director and Executive Directors attend in person to respond to the questions raised by shareholders and facilitate meaningful engagement.

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, which can be accessed at the link below, no later than 30 business days after the general meeting:

- https://www.ytlpowerinternational.com/meetings

The forthcoming 30th AGM will be held on a physical basis, the details of which can be found in the *Notice of Annual General Meeting* in this Annual Report.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

for the financial year ended 30 June 2026

The Board of Directors ("Board") of YTL Power International Berhad ("YTL Power" or "Company") is pleased to present the Statement on Risk Management and Internal Control for the financial year ended 30 June 2026, issued in compliance with Paragraph 15.26(b) of the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") (including the applicable guidance) and Principle B of the Malaysian Code on Corporate Governance ("Code").

BOARD RESPONSIBILITY

The Board acknowledges its responsibility for maintaining a sound system of risk management and internal control which includes the establishment of an appropriate control environment framework to safeguard shareholders' investments and the assets of YTL Power and its subsidiaries ("YTL Power Group"). The Board reviews the adequacy and integrity of the system of internal control which covers not only financial controls but operational and compliance controls and risk management.

Due to inherent limitations in any system of internal control and risk management, the Board recognises that such systems are designed to manage rather than to eliminate all the risks that may hinder the Group from achieving its business objectives, and as such, can only provide reasonable but not absolute assurance against material misstatement, loss or fraud.

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 principal features 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 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 and Executive Directors. The approval of capital and revenue proposals including financing of corporate and investment funding requirements 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.

- **Financial Performance:** Interim financial results are reviewed by the Audit Committee and approved by the Board upon the recommendation of the Audit Committee before release to Bursa Securities. The full year audited financial statements and analyses of the YTL Power Group's financial performance are released to shareholders.

- **Internal Compliance:** The YTL Power Group monitors compliance with its internal financial controls through management reviews. Financial reports are reviewed by key personnel to enable them to gauge achievement of annual targets. Updates of internal policies and procedures are undertaken to resolve operational deficiencies and to reflect changing risks, as well as changes to legal and regulatory compliance requirements relevant to the YTL Power Group. Internal audit visits are systematically arranged 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 and Audit Committee Oversight:** The YTL Power Group's internal audit function is carried out by the Internal Audit department within the YTL Corporation Berhad Group ("YTLIA"), which evaluates the efficiency and effectiveness of the internal control systems implemented by management and reports directly to the Audit Committee. A

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

for the financial year ended 30 June 2026

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 business or service units it audits and reports to the Audit Committee on the results of the audits, highlighting 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 and ensures that appropriate and prompt remedial action is taken by management.

There were no material weaknesses or issues identified during the review for the financial year that would require disclosure in this Annual Report.

The companies of the YTL Utilities (UK) Limited group, including the Wessex Water Limited group ("Wessex Water"), based in the United Kingdom ("UK") have a separate internal audit function and 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 and risk 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.

Supported by YTLIA, Ranhill's internal audit team currently undertakes internal audits of Ranhill Utilities Berhad ("Ranhill") and its subsidiaries. As Ranhill is listed on Bursa Securities and, accordingly, has its own board audit committee as part of its corporate governance frameworks, YTLIA reports directly to Ranhill's audit committee.

During the financial year under review, the Group began reporting a new operating segment, Data Center, as its contribution has become substantial. The Data Center segment focuses on providing advanced data center infrastructure services. YTLIA will assume responsibility for providing independent and objective assurance on the adequacy and effectiveness of governance, risk management and internal control processes for this new segment, with full implementation targeted from financial year ending 30 June 2027 onwards.

The system of internal control is constantly reviewed, enhanced and updated in line with changes in the operating environment. 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.

- **Executive Board and Senior Management Meetings:** The YTL Power Group conducts regular executive board and senior management meetings comprising the Managing Director, Executive Directors overseeing operational matters, divisional heads and senior managers. These meetings are convened to deliberate and decide on urgent matters and to identify, review, 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 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 and management are able to identify significant operational and financial risks of the business units concerned.

- **Site Visits:** The Managing Director and Executive Directors overseeing operational matters undertake site visits to operating units and communicate with various levels of staff to gauge first-hand the effectiveness of strategies discussed and implemented.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

for the financial year ended 30 June 2026

This is to ensure that management and the respective Executive members of the Board maintain a transparent and open channel of communication for effective operation.

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

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 these risks are managed in order to protect shareholder value.

The Board assumes overall responsibility for the YTL Power Group's risk management practices. Identifying, evaluating and managing significant risks faced by the YTL Power Group is an ongoing process which is undertaken by senior management at each level of operations. During the financial year under review, the Board's functions within the risk management practices were exercised primarily by the Managing Director and Executive Directors overseeing operational matters 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 risk review analysis and internal control systems. The Board reviews these risks and approves the appropriate control environment practices. Further discussion and details on the YTL Power Group's risk management are 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. Changes in the business and the external environment which may give rise to significant risks are reported by management to the Managing Director/Executive Directors in developing appropriate risk mitigation measures.

The Executive Directors will pursue the ongoing process of (i) identifying, assessing and managing key business, operational and financial risks faced by its business units as well as (ii) 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 and Internal Control. Their limited assurance review was performed in accordance with Audit and Assurance Practice Guide ("AAPG") 3 issued by the Malaysian Institute of Accountants. Based on the procedures performed by the external auditors, they have reported to the Board that nothing has come to their attention that causes them to believe that this statement was not prepared, in all material respects, in accordance with the required disclosures and applicable guidance as set out in AAPG 3, nor was this statement factually inaccurate. 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.

AUDIT COMMITTEE REPORT

COMPOSITION

Faizal Sham Bin Abu Mansor
(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
Faizal Sham Bin Abu Mansor	5/5
Datuk Seri Long See Wool	5/5
Datuk Loo Took Gee	5/5

SUMMARY OF WORK CARRIED OUT FOR FINANCIAL YEAR

The Audit Committee carried out the following work for the financial year ended 30 June 2026 in the discharge of its functions and duties:-

1. Financial Reporting

(a) Reviewed the unaudited quarterly financial results and annual financial statements ("Financial Reports") prior to its recommendation to the Board of Directors for approval;

(b) In respect of the Financial Reports, the following matters were reviewed and discussed with management, with clarifications and/or additional information provided wherever required:-

- 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, service license, investment and property, plant and equipment, capitalisation policy of infrastructure assets in property, plant and equipment, expected credit loss assessment on trade receivable, capitalisation of borrowing costs 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 ("Bursa Securities") Main Market Listing Requirements ("Listing Requirements");
- The Financial Reports were fairly presented in conformity with the relevant accounting standards in all material aspects.

2. External Audit

(a) Reviewed with the external auditors, PricewaterhouseCoopers PLT ("PwC"):-

- the audit plan for the financial year ended 30 June 2026 outlining, amongst others, significant developments that affect the Group's business, risk assessment, 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, as well as their latest transparency report, particularly the key highlights of PwC's system of quality management;
- their status report, and final report on the audit of the financial statements for financial year ended 30 June 2026 setting out their comments and conclusions on the significant audit and accounting matters highlighted, including management's judgements, estimates and/or assessments made, and adequacy of disclosures in the financial

statements. The review also covered the report on the assessment of the design effectiveness of Information Technology ("IT") General Controls in YTL Communications Sdn Bhd;

(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 without the presence of management twice on 19 August 2026 and 23 September 2026, to apprise on matters in regard to the audit and financial statements. No major issues were raised by PwC;

(d) Reviewed the profiles of the audit engagement team from PwC, specialised audit support (valuation, taxation, advisory, and IT/risk services) to assess their qualifications, expertise, resources, and independence, as well as the effectiveness of the audit process;

(e) Reviewed on a quarterly basis, the nature and extent of the non-audit services provided by PwC and its affiliates and was satisfied with the suitability, performance, independence and objectivity of PwC. Endorsed and concurred with PwC's conclusion that the provision of non-assurance services by PwC and its affiliates were permissible and did not impair their independence with respect to the Company and the Group;

(f) Obtained written assurance from PwC that they have complied with the independence requirements and that their objectivity has not been compromised in accordance with regulatory and professional requirements;

(g) Assessed performance of PwC for the financial year ended 30 June 2026 and recommended to the Board of Directors for re-appointment at the forthcoming annual general meeting.

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 and risk committee and audit committee of Wessex Water Services Limited and YTL PowerSeraya Pte. Limited, respectively;

(b) Received the risk management and internal control report, which sets out the salient control process and procedures in place to ensure the ongoing effectiveness and adequacy of the risk management and internal control system of the significant associated corporation, P.T. Jawa Power;

(c) Reviewed and adopted the internal audit plan for financial year ending 30 June 2027 to ensure sufficient scope and coverage of activities of the Group;

(d) Reviewed internal audit resourcing, with focus on ensuring that the function has sufficient resources together with the right caliber of personnel to perform effectively and that the Chief Audit Executive has adequate authority to discharge his roles and responsibilities objectively and independently;

(e) Noted the outcomes of the internal audit department within the YTL Corporation Berhad Group ("YTLIA")'s review and verification of the Group's ESG data reporting of Scope 1 and Scope 2 greenhouse gas emissions data, with reference to the disclosure requirements under Bursa Securities' Sustainability Reporting Guide (3rd Edition), IFRS S2, and the National Sustainability Reporting Framework (NSRF).

4. Related Party Transactions

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

(b) Reviewed the circular to shareholders in relation to the renewal of shareholder mandate for existing RRPTs and new shareholder mandate for additional RRPT, prior to its recommendation to the Board of Directors for approval.

5. Annual Report

Reviewed this Audit Committee Report, and Statement on Risk Management and Internal Control before recommending these to the Board of Directors for approval for inclusion in 2026 Annual Report.

AUDIT COMMITTEE REPORT

6. Conflict of Interest ("COI")

Reviewed the disclosure of actual or potential COI, including interest in any competing business, submitted by the Directors and key senior management of the Company and the Group via the 'COI Declaration Form' to the Secretary, who then escalated the same to the Audit Committee for assessment, conflict management and/or mitigation on a quarterly basis.

In addition, all Directors and key senior management were required to make an annual declaration to ensure that any COI or potential COI had been appropriately disclosed during the financial year under review.

There were four potential COIs identified arising from declarants' interest in competing businesses in water and sewerage, broadband services and solar energy businesses, and one potential COI due to a competing loyalties or duty conflict. Such potential COIs will be monitored by the Audit Committee, with necessary actions taken as required and these were subsequently reported to the Board of Directors.

7. Environmental, Social & Governance ("ESG") Reporting

Received updates regarding developments in ESG reporting requirements, the implementation timeline applicable to the Group and management's ongoing preparations for compliance with the IFRS Sustainability Disclosure Standards.

INTERNAL AUDIT FUNCTION

The Group's internal audit function is carried out by the YTLIA, which provides assurance on the efficiency and effectiveness of the internal control systems implemented by management, and reports functionally to the Audit Committee of the Company.

Every YTLIA team member has confirmed that they are free from conflict of interest or any relationship that could impair their objectivity and independence as internal auditors.

The Audit Committee reviews annually the adequacy of the scope, function, competency and resources of YTLIA to ensure that it is able to fully discharge its responsibilities. Details of the resources and qualifications of the Chief Audit Executive are set out in the Corporate Governance Report.

During the year, the YTLIA 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 for 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 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 to the Audit Committee for consideration on the recommended corrective measures together with the management's response.
5. Conducted RRPT 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 RM2,336,932 were incurred in relation to the internal audit function for the financial year ended 30 June 2026.

NOMINATING COMMITTEE STATEMENT

NOMINATING COMMITTEE ("NC")

The NC assists the Board of Directors ("Board") of YTL Power International Berhad (the "Company") 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.

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

During the financial year ended 30 June 2026, three (3) meetings were held and the details of attendance are as follows:

Members of the NC	Attendance
Datuk Seri Long See Wool *(Chairman)*	3/3
Tan Sri Ismail Bin Adam	3/3
Datuk Loo Took Gee	3/3

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. There are currently four female directors on the Board comprising 28.6% of the Board, which is below the 30% target recommended under the Malaysian Code on Corporate Governance ("Code"). The Board intends to continue its current approach to diversity in all aspects while at the same time seeking Board members of the highest caliber, and with the necessary strength, experience and skills to meet the needs of the Company.

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, fitness and propriety in accordance with the *Fit and Proper Policy* adopted by the Board, as well as the strategic aim for the appointment.

ACTIVITIES OF THE NC FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

(i) Review of the following:

- **Candidates nominated for appointment as a member of the Board**
- **Candidates nominated for appointment as alternate directors to the respective Executive Directors**

The NC evaluated the candidates in accordance with the *Fit and Proper Policy* adopted by the Board, taking into consideration, amongst others, their background, knowledge, experience, skills, external appointments and associated time and commitment expected of the role and recommended to the Board the appointments of:-

(a) Lim Hiah Eng, who was nominated in meeting the target of at least 30% women directors on the Board as set out under Practice 5.9 of the Code.

In assessing her candidacy, the NC evaluated her executive profile, résumé highlights and declaration of fitness and propriety and considered her qualifications and extensive experience, specialised in fund management, stockbroking and capital market, both locally and across the ASEAN region, as well as the awards she received over five consecutive years, to be a right fit to the role required. She has also fulfilled the criteria necessary for the position of an independent director.

(b) Yeoh Keong Hann, who was nominated as Executive Director as part of the Company's succession planning to ensure Board continuity and develop the next generation of Board leadership.

In assessing his candidacy, the NC evaluated his profile and declaration of fitness and propriety and considered his qualifications and experience, as the head of investments, digital and infrastructure portfolio within the YTL Power Group and notable achievements in

NOMINATING COMMITTEE STATEMENT

projects led by him. His recognition as a Young Global Leader by the World Economic Forum in 2022 and his representation of Malaysia on the Asia-Pacific Economic Cooperation (APEC) Business Advisory Council. The NC also considered his present role and time and commitments. The NC concluded his suitability for the position of an Executive Director.

(c) The following persons as Alternate Directors to the respective Executive Directors:

Alternate Directors	Executive Directors
Yeoh Keong Yeow	Tan Sri (Sir) Yeoh Sock Ping
Yeoh Keong Wei	Dato' Yeoh Seok Kian
Tan Chien Hwei	Dato' Yeoh Soo Min
Yeoh Pei Jen	Dato' Sri Yeoh Sock Siong
Choy Kin Mann	Dato' Yeoh Soo Keng
Yeoh Pei Xien	Dato' Setia Yeoh Seok Kah

In assessing the candidates' suitability for appointment as Alternate Directors, the NC reviewed their profiles, résumé highlights and declarations of fitness and propriety. The NC was satisfied that their collective qualifications and experience offered complementary strengths across law, leadership, investments, infrastructure, technology, strategy, hospitality, creative communications, property investment and development and international exposure, and that they are suitable for the respective roles.

The NC further recognised that the proposed appointments formed part of the Company's succession planning to ensure Board continuity and develop the next generation of Board leadership. The appointments would also provide the Alternate Directors with appropriate exposure to the Board's deliberations, decision-making process and governance responsibilities.

(ii) Annual evaluation

In May 2026, the annual evaluation of the effectiveness of the Board, Board Committees and individual directors was carried out. The evaluation exercise was facilitated by the Company Secretary and involved the completion of evaluation forms.

Besides composition and diversity, Board effectiveness evaluation covered the areas of quality of governance and decision making, including ability in addressing the Company's material sustainability risk and opportunities, 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, caliber, character and integrity, contribution and performance; whether they devote necessary time and commitment, and have shown the will and ability to deliberate constructively, ask the right questions and confidence to stand up for a point of view. The conflict of interest disclosures made by the affected Directors were also reviewed and assessed for any impact on such Directors' performance, objectivity and effectiveness in the discharge of their fiduciary duties and responsibilities to the Company. With regards to the Independent Directors, their independence was also assessed.

Results of the evaluations indicated no evident weaknesses or shortcomings which require mitigating measure. The Board and the Board Committees continue to perform effectively and the Directors demonstrated satisfactory performance and commitment in discharging their responsibilities for the financial year ended 30 June 2026.

The NC, with the concurrence of the Board was of 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.

(iii) Review of Directors standing for re-election

In June 2026, based on the schedule of retirement by rotation and in conjunction with the annual evaluation exercise, the NC evaluated and recommended to the Board that:

- Dato' Yeoh Seok Kian, Dato' Seri Yeoh Seok Hong, Dato' Sri Yeoh Sock Siong and Dato' Setia Yeoh Seok Kah, who are due to retire by rotation pursuant to Article 86 of the Company's Constitution at the Thirtieth Annual General Meeting ("30th AGM") of the Company, stand for re-election;
- Lim Hiah Eng who was appointed during the year and is due to retire pursuant to Article 85 of the Company's Constitution at the 30th AGM, stands for re-election.

The NC was satisfied that the executive directors, namely, Dato' Yeoh Seok Kian, Dato' Seri Yeoh Seok Hong, Dato' Sri Yeoh Sock Siong and Dato' Setia Yeoh Seok Kah who have a wealth of experience, knowledge and insights of the business, operations and growth strategies of YTL Power Group, performed and contributed effectively as indicated by the performance evaluation results. The NC also considered their fitness and propriety, in particular their character and integrity, experience and competence, as well as their time and commitment to their roles and responsibilities.

As for the Independent Non-Executive Director, Lim Hiah Eng, the NC was satisfied that she continues to meet the fit and proper criteria as stated in *Fit and Proper Policy* and exercise objective and independent judgement in discharging her roles and responsibilities, and fulfil the independence criteria set out in the Bursa Malaysia Securities Berhad Main Market Listing Requirements ("Listing Requirements").

Subsequently, in September 2026, during its review of Yeoh Keong Hann's candidacy as referred to (i)(b) above, the NC noted that should he be appointed during the financial year, he would be subject to re-election at the 30th AGM pursuant to Article 85 of the Company's Constitution. Accordingly, the NC recommended to the Board that he stands for re-election at the 30th AGM, subject to the Board's approval of his proposed appointment.

(iv) Review of the evaluation forms

The NC reviewed the evaluation forms and revisions were made where relevant, subsequently recommending to the Board the adoption of these forms to align with the Company's practices and remain consistent with the Code and Listing Requirements.

(v) Review of the NC Statement for financial year ended 30 June 2026

The NC reviewed this NC Statement prior to its recommendation to the Board for inclusion in the 2026 Annual Report.

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, various policies adopted by the Company, terms of references of the Board Committees, Constitution, and schedule of meetings of the Board and Board Committees (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 where 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 2026, the following in-house training programmes were organised for the Directors:

- Navigating the ESG Risk in the Trump Era: Challenges and Opportunities;
- YTL LEAD Conference 2025;
- Anti-Bribery & Corruption (ABC) Refresher Course 2025;
- Risk Without Borders: The New Reality of Third Party Exposure.

NOMINATING COMMITTEE STATEMENT

All the Directors have undergone training programmes during the financial year ended 30 June 2026. The conferences, seminars and training programmes attended by one or more of the Directors covered the following areas:-

Seminars/Conferences/Training	Attended by
■ Corporate Governance/Legal/Compliance/Sustainability	
• Navigating the ESG Risk in the Trump Era: Challenges and Opportunities	Tan Sri (Sir) Yeoh Sock Ping Datuk Seri Long See Wool Datuk Loo Took Gee Dato' Yeoh Soo Min Dato' Setia Yeoh Seok Kah Syed Abdullah Bin Syed Abd. Kadir
• Anti-Bribery & Corruption (ABC) Refresher Course 2025	Tan Sri Ismail Bin Adam Datuk Loo Took Gee Dato' Yeoh Seok Kian Dato' Setia Yeoh Seok Kah Syed Abdullah Bin Syed Abd. Kadir
• Asia School of Business: Climate First... or Last?	Datuk Loo Took Gee
• Malaysian Institute of Management ("MIM") Conference: Renewable Power, Digital Growth: Malaysia's Sustainable Edge	Dato' Yeoh Soo Min
• Institute of Corporate Directors of Malaysia: Mandatory Accreditation Programme Part II: Leading for Impact	Dato' Seri Yeoh Seok Hong Dato' Setia Yeoh Seok Kah
• The Edge Sustainable Construction Symposium 2025: Building Trends Redefined: The Next Level	Dato' Sri Yeoh Sock Siong Dato' Yeoh Soo Keng
• The Edge Sustainable Construction Symposium 2026: Towards Sustainable Construction in Singapore	Dato' Sri Yeoh Sock Siong
• Securities Commission Malaysia's Audit Oversight Board: Conversation with Audit Committees – Governance, Accountability, and the Cost of Silence	Lim Hiah Eng
■ Leadership/Strategy/Finance/Economic Development	
• Women in Rail Malaysia Conference 2025	Dato' Yeoh Soo Min
• YTL LEAD Conference 2025	Tan Sri (Sir) Yeoh Sock Ping Dato' Seri Yeoh Seok Hong Datuk Seri Long See Wool Datuk Loo Took Gee Dato' Yeoh Soo Min Dato' Yeoh Seok Kian Dato' Sri Yeoh Sock Siong Dato' Yeoh Soo Keng Dato' Setia Yeoh Seok Kah Syed Abdullah Bin Syed Abd. Kadir
• MIM Asian Ambassadorial Dialogue – Asia's Human Capital Alignment: An AI-Powered Agenda for a Transformed Future	Dato' Yeoh Soo Min

NOMINATING COMMITTEE STATEMENT

Seminars/Conferences/Training	Attended by
Leadership/Strategy/Finance/Economic Development *(continued)*	
• Asia School of Business: Action Learning Summit 2026: The Action Learning Advantage	Dato' Yeoh Soo Min
• British Malaysian Chamber of Commerce: Energy Forum 2026 – Connected & Charged: The Future of Energy in Malaysia	Datuk Loo Took Gee
• The Malaysian Water Association: Women & Water Forum 2026 – Talent, Innovation, and Leadership for the Water Sector	Datuk Loo Took Gee
• Forum Ekonomi Malaysia 2026: Accelerating Growth, Advancing Malaysia	Lim Hiah Eng
• CGS International Securities Malaysia Sdn Bhd ("CGS"): Small Mid Cap Conference – 8 Stars of the Galaxy	Lim Hiah Eng
• Deloitte Global Boardroom Program: Resilience for Growth	Lim Hiah Eng
• Bursa Malaysia Berhad: Invest Malaysia Kuala Lumpur	Lim Hiah Eng
Risk/Technology/Innovation	
• Webinar by DBS: Digital Asset Staking: A Thoughtful Approach to Optimizing Risk-adjusted Rewards	Dato' Yeoh Soo Min
• Board Risk Management Training – Cybersecurity Trends	Dato' Seri Yeoh Seok Hong
• Risk Without Borders: The New Reality of Third Party Exposure	Tan Sri (Sir) Yeoh Sock Ping Dato' Seri Yeoh Seok Hong Tan Sri Ismail Bin Adam Datuk Seri Long See Wool Datuk Loo Took Gee Dato' Yeoh Soo Min Dato' Yeoh Soo Keng Dato' Setia Yeoh Seok Kah Faizal Sham Bin Abu Mansor Lim Hiah Eng
• The Energy Transition Conference 2026: Energy & AI: The Synergy for Energy Transition	Datuk Loo Took Gee
• CGS: Malaysia Corporate Day – Racing Towards Singularity	Lim Hiah Eng
• Eco World Development Group Berhad: Cyber Threats, Business Impact & Board Responsibility	Lim Hiah Eng
• Deloitte Global Boardroom Program: Governance of Emerging Technology	Lim Hiah Eng

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 2026, 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.

YTL POWER INTERNATIONAL BHD

IFRS S1

Date & Time: 2026-10-09 18:14:52

Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Energy management	Total energy consumption	Megawatt hour	10,380,453	10,120,269	—	No assurance
Waste management	Total waste generated	Metric tonnes	335,587	301,599	—	No assurance
Waste management	Percentage of waste diverted from disposal	Percentage	60	60	—	No assurance
Waste management	Percentage of waste directed to disposal	Percentage	40	40	—	No assurance
Water	Total volume of water used	Megalitres	732,385	9,935	—	No assurance
Community	Total community investment	MYR million	27.3	20.1	—	No assurance
Community	Total number of community investment beneficiaries	Number	61,023	39,890	—	No assurance
Diversity	Percentage of directors by age group: Above 60	Percentage	83	92	—	No assurance
Diversity	Percentage of directors by age group: Between 50-60	Percentage	17	8	—	No assurance
Diversity	Percentage of directors by age group: Under 50	Percentage	0	0	—	No assurance
Diversity	Percentage of directors by gender: Female	Percentage	25	31	—	No assurance
Diversity	Percentage of directors by gender: Male	Percentage	75	69	—	No assurance
Diversity	Percentage of employees by age group: Above 50	Percentage	23	22	—	No assurance
Diversity	Percentage of employees by age group: Between 30-50	Percentage	55	56	—	No assurance
Diversity	Percentage of employees by age group: Under 30	Percentage	22	22	—	No assurance

YTL POWER INTERNATIONAL BHD

IFRS S1

Date & Time: 2026-10-09 18:14:52

Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Percentage of employees by gender: Female	Percentage	25	26	—	No assurance
Diversity	Percentage of employees by gender: Male	Percentage	75	74	—	No assurance
Diversity	Percentage of employees that are contractors or temporary staff	Percentage	11	10	—	No assurance
Diversity	Employee turnover	Number	1,687	1,123	—	No assurance
Health and safety	Lost time incident rate	Rate	0.63	0.69	—	No assurance
Health and safety	Number of employees trained on health and safety standards	Number	6,778	5,676	—	No assurance
Health and safety	Number of work-related fatalities	Number	1	0	—	No assurance
Training and development	Total hours of training by employee category: Executive	Hours	77,254	91,084	—	No assurance
Training and development	Total hours of training by employee category: Non-executive	Hours	196,697	237,630	—	No assurance
Anti-corruption	Confirmed incidents of corruption	Number	0	0	—	No assurance
Anti-corruption	Number of employees who have received training on anti-corruption	Number	4,005	5,371	—	No assurance
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	—	No assurance
Supply chain management	Proportion of spending on local vendors	Percentage	96	93	—	No assurance

YTL POWER INTERNATIONAL BHD

IFRS S2

Date & Time: 2026-10-09 18:14:52

Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Emissions management	Scope 1 emissions	Kilo metric tonnes of carbon dioxide equivalents	5,505	5,255	Carbon neutrality by 2050	No assurance
Emissions management	Scope 2 emissions (location based)	Kilo metric tonnes of carbon dioxide equivalents	476	465	Carbon neutrality by 2050	No assurance