YTL Power
YTL GROUP

YTL POWER INTERNATIONAL BERHAD
199601034332 (406684-H)

33rd Floor, Menara YTL
205 Jalan Bukit Bintang
55100 Kuala Lumpur
Malaysia

Tel • 603 2038 0888
Fax • 603 2038 0388

www.ytlpowerinternational.com
www.ytlcommunity.com

YTL POWER INTERNATIONAL BERHAD

ANNUAL REPORT **2026**

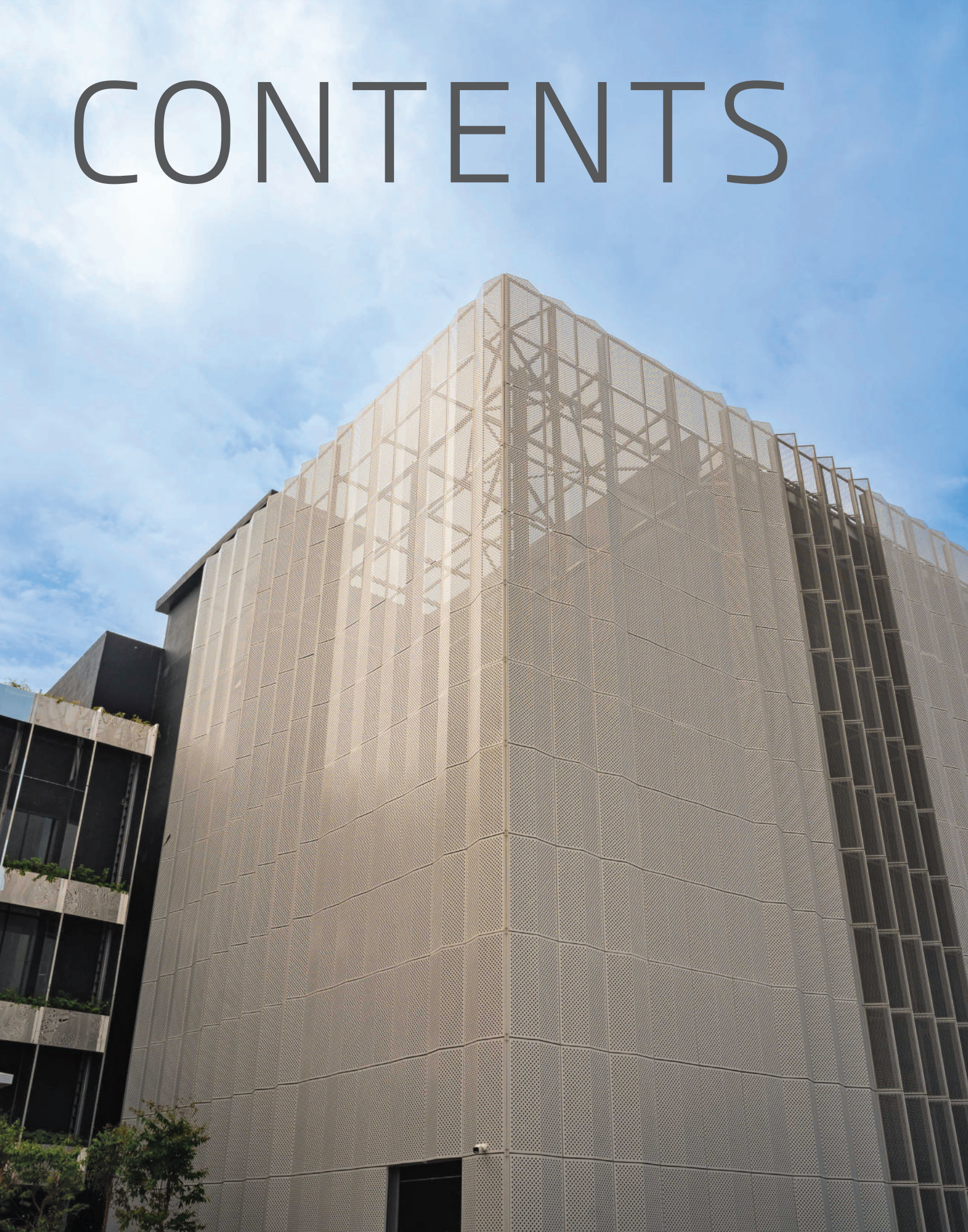
YTL Power
YTL GROUP

2026 ANNUAL REPORT

BUILDING THE RIGHT THING
The Journey Continues...



CONTENTS





YTL Power
YTL GROUP

YTL POWER INTERNATIONAL BERHAD
Company No. 199601034332 (406684-H)

OVERVIEW

2 Corporate Profile

4 Corporate Information

STRATEGIC & PERFORMANCE REVIEW

6 Executive Chairman's Statement

10 Managing Director's Review

13 Management Discussion & Analysis

39 Corporate Events

ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT

44 About This Report

46 Key Highlights for FY2026

47 Managing Sustainability

57 Environmental Stewardship

80 Societal Enrichment

98 Responsible Governance

- **106** Profile of the Board of Directors
- **116** Profile of Key Senior Management
- **117** Corporate Governance Overview Statement
- **127** Statement on Risk Management and Internal Control
- **130** Audit Committee Report
- **133** Nominating Committee Statement
- **138** Statement of Directors' Responsibilities

139 Bursa Malaysia Prescribed Table

ADDITIONAL INFORMATION

142 Disclosure of Recurrent Related Party Transactions of a Revenue or Trading Nature

144 Analysis of Shareholdings

147 Analysis of Warrant Holdings

149 Statement of Directors' Interests

153 List of Properties

FINANCIALS

155 Financial Statements

- **155** Directors' Report
- **164** Statement by Directors
- **164** Statutory Declaration
- **165** Independent Auditors' Report
- **173** Income Statements
- **174** Statements of Comprehensive Income
- **175** Statements of Financial Position
- **177** Statements of Changes in Equity
- **180** Statements of Cash Flows
- **184** Notes to the Financial Statements

325 Disclosure of Financial Data for Shariah Screening

INFORMATION ON ANNUAL GENERAL MEETING

328 Notice of Annual General Meeting

332 Statement Accompanying Notice of Annual General Meeting

- Form of Proxy

CORPORATE PROFILE

BUILDING THE RIGHT THING | The Journey Continues...

YTL Power International Berhad ("YTL Power") is an international multi-utility owner and operator, active across key segments of the utilities industry. YTL Power and its subsidiaries ("Group") have operations, investments and projects under development in countries including Malaysia, Singapore, the United Kingdom (UK), Indonesia, Jordan, the Netherlands, Thailand and China. YTL Power has a strong track record in developing greenfield projects as well as in acquiring operational assets through competitive auctions.

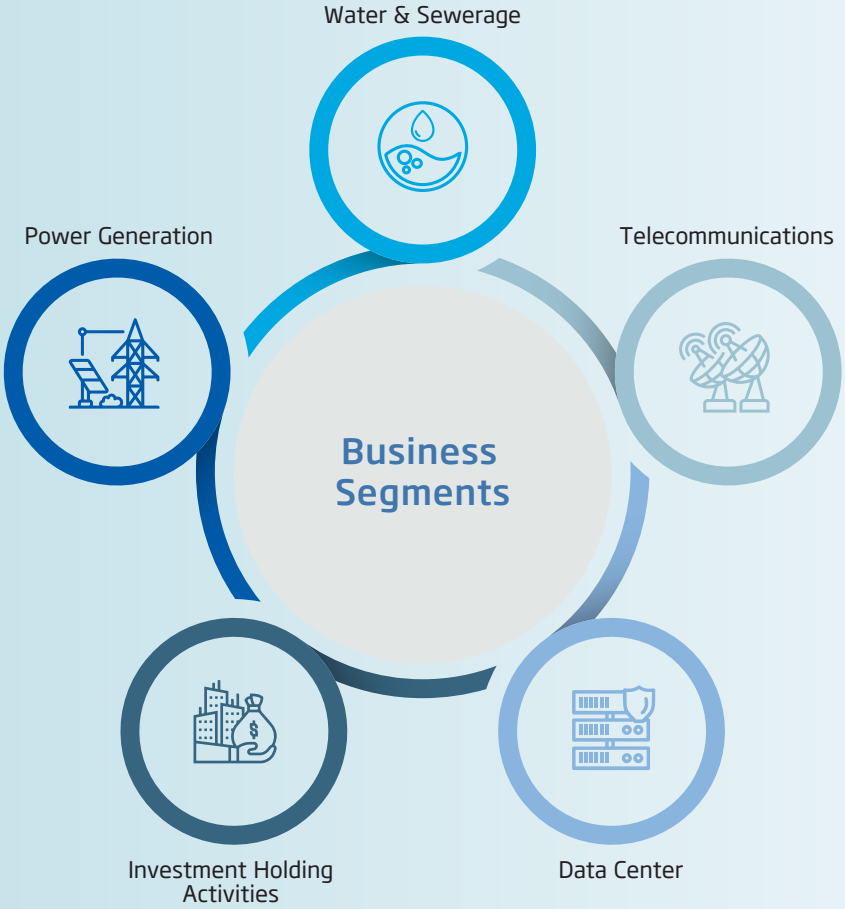
YTL Power is amongst the largest companies listed on the Main Market of Bursa Malaysia Securities Berhad and is a component of the FTSE Bursa Malaysia KLCI, as well as the FTSE4Good Bursa Malaysia Index.

The Group's key utilities comprise Wessex Water Limited, a water and sewerage provider with 2.9 million customers in the UK, and YTL PowerSeraya Pte Limited, which has a total licensed generation capacity of 3,100 megawatts[1] and multi-utility operations in Singapore. In Malaysia, the Group owns a majority stake in Ranhill Utilities Berhad, which provides water services for the state of Johor and power generation via natural gas-fired and solar power stations in Sabah and Perak, as well as other utility businesses.

The Group's digital infrastructure businesses comprise high-speed 4G and 5G services under the YES brand and other information, communications and technology (ICT) operations, development, ownership and operation of data centers and provision of Artificial Intelligence (AI) cloud computing services and solutions. These include ILMU, Malaysia's own large language model, and Ryt Bank, an AI-powered digital bank launched in August 2025 in consortium with Sea Limited.

The Group is also undertaking the development of Brabazon Bristol, a mixed-use residential and commercial property project in the UK, and has investments in power generation projects in Jordan and Indonesia.

[1] *As at 30 June 2026, YTL PowerSeraya's registered generating capacity with Singapore's Energy Market Authority is 2,487 megawatts*



Key Financial Highlights

Revenue
RM22,034.0 million
FY2026

Profit Before Tax
RM2,440.2 million
FY2026

Total Assets
RM76,976.4 million
as at 30.06.2026

Market Capitalisation
RM50,884.0 million
as at 30.09.2026

Our Purpose

To provide utility services that are essential for daily life and the growth and development of resilient communities

Our Mission

- Building and operating strong, sustainable multi-utility businesses and developing advanced energy solutions that create lasting value for all our stakeholders
- Protecting and improving the environment to build a better future
- Providing reliable, affordable services for our customers and communities
- Providing our people with the opportunity to develop their potential and 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





CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Chairman
Tan Sri (Sir) Yeoh Sock Ping
PSM, KBE, CBE, FICE, SIMP, DPMS, DPMP, JMN, JP
Hon LLD (Nottingham), Hon DEng (Kingston),
BSc (Hons) Civil Engineering, FFB, F Inst D, MBIM, RIM

Managing Director
Dato' Seri Yeoh Seok Hong
SPMS, SSAP, DSPN, JP
BEng (Hons) Civil & Structural Engineering, HonDSc, FFB

Directors
Tan Sri Ismail Bin Adam
PMN, PSM, SPSK, SSAP, SSIS, SMW, DPMS, DIMP, JSM
MA (Economics), BA (Hons) Economics, Dip in Public Administration, Advanced Management Programme HBS

Datuk Seri Long See Wool
SMW
BA (Hons) Degree, Dip in Public Administration

Datuk Loo Took Gee
PJN, DPSM, JSM
Master in Policy Science, BA (Hons) Degree, Dip in Public Administration

Faizal Sham Bin Abu Mansor
MBA, BSc Accounting, Dip in Aviation IATA
Fellow of CA ANZ, MIA

Lim Hiah Eng
BA (Hons) Economics

Dato' Yeoh Soo Min
DSPN, DPMP, DIMP
BA (Hons) Accounting

Dato' Yeoh Seok Kian
DSSA
BSc (Hons) Bldg, MCIOB, FFB, (Hon) D.Univ

Dato' Sri Yeoh Sock Siong
DIMP, SSAP
BEng (Hons) Civil & Structural Engineering, FFB

Dato' Yeoh Soo Keng
DIMP
BSc (Hons) Civil Engineering

Dato' Setia Yeoh Seok Kah
SSIS, DSSA
LLB (Hons)

Syed Abdullah Bin Syed Abd. Kadir
BSc (Engineering Production), BCom (Economics)

Yeoh Keong Hann
MEng (Engineering Science)

Yeoh Keong Yeow
(alternate director to Tan Sri (Sir) Yeoh Sock Ping)
MEng (Electrical and Electronic Engineering with Management)

Tan Chien Hwei
(alternate director to Dato' Yeoh Soo Min)
MEng (Materials Science)

Yeoh Keong Wei
(alternate director to Dato' Yeoh Seok Kian)
BSc (Hons) in International Management

Yeoh Pei Jen
(alternate director to Dato' Sri Yeoh Sock Siong)
LLM, LLB (Hons)

Choy Kin Mann
(alternate director to Dato' Yeoh Soo Keng)
BSc (Economics and Accounting)

Yeoh Pei Xien
(alternate director to Dato' Setia Yeoh Seok Kah)
BA (History, Politics and Economics)

CORPORATE INFORMATION

COMPANY SECRETARY

Ho Say Keng

REGISTERED OFFICE

33rd Floor, Menara YTL
205 Jalan Bukit Bintang
55100 Kuala Lumpur
Tel : 603 2038 0888
Fax : 603 2038 0388
Email : corpsecretariat@ytl.com

BUSINESS OFFICE

34th Floor, Menara YTL
205 Jalan Bukit Bintang
55100 Kuala Lumpur
Tel : 603 2038 0770
Fax : 603 2038 0790

REGISTRAR

YTL Corporation Berhad
33rd Floor, Menara YTL
205 Jalan Bukit Bintang
55100 Kuala Lumpur
Tel : 603 2038 0888
Fax : 603 2038 0388
Email : shares@ytl.com

AUDIT COMMITTEE

Faizal Sham Bin Abu Mansor
(Chairman and Independent Non-Executive Director)

Datuk Seri Long See Wool
(Independent Non-Executive Director)

Datuk Loo Took Gee
(Independent Non-Executive Director)

NOMINATING COMMITTEE

Datuk Seri Long See Wool
(Chairman and Independent Non-Executive Director)

Tan Sri Ismail Bin Adam
(Independent Non-Executive Director)

Datuk Loo Took Gee
(Independent Non-Executive Director)

REMUNERATION COMMITTEE

Datuk Seri Long See Wool
(Chairman and Independent Non-Executive Director)

Tan Sri Ismail Bin Adam
(Independent Non-Executive Director)

Datuk Loo Took Gee
(Independent Non-Executive Director)

AUDITORS

PricewaterhouseCoopers PLT
(LLP0014401-LCA & AF 1146)
Chartered Accountants

STOCK EXCHANGE LISTING

Bursa Malaysia Securities Berhad
Main Market (23.5.1997)



EXECUTIVE CHAIRMAN'S STATEMENT

This has been another highly productive and transformative year for our Group, marked by new milestones, operating achievements and significant progress in building the next generation of YTL Power.

Whilst our power generation business in Singapore experienced a more muted operating environment owing in part to geopolitical volatility and developments in the Middle East, we recorded good performance from our water and sewerage businesses in Malaysia and the United Kingdom, alongside breakout growth in our data center and digital infrastructure businesses.

Our dividend record remained unbroken for the 29th consecutive year since our listing on Bursa Malaysia in 1997, with two interim dividends amounting to a combined 8.0 sen per share in respect of the 2026 financial year.

We remain steadfast in our objective of creating sustainable long-term value – for our shareholders through dividends and capital appreciation, for our customers through better services and innovation, and for the communities and countries in which we operate through investment, employment and the creation of high-value industries.

BUILDING AT HOME, COMPETING GLOBALLY

We continued to see an increasing contribution from our businesses in Malaysia following Ranhill joining our Group in 2024 and the rapid expansion of our digital infrastructure, Artificial Intelligence (AI) and technology businesses.

Whilst YTL Power remains one of Malaysia's largest investors in the United Kingdom and has a significant presence in Singapore, our newer operations have given us the opportunity to invest substantially at home. These encompass the water, power generation and consultancy businesses within the Ranhill Group, our data center developments, AI cloud computing and solutions businesses, and increasingly, a wider digital ecosystem capable of supporting Malaysia's transition into an AI-driven economy.

This reflects a conviction we have held throughout YTL's history: that Malaysian companies can build world-class businesses at home and compete successfully on the global stage.



TAN SRI (SIR) YEOH SOCK PING
PSM, KBE
Executive Chairman

EXECUTIVE CHAIRMAN'S STATEMENT

MAKING MALAYSIA A REGIONAL AI HUB

Our ambition is to help establish Malaysia as a regional hub and natural destination for AI innovation in this part of the world.

This journey began with the development of the YTL Green Data Center Park in Kulai, Johor – the first data center campus in Malaysia to be co-powered by on-site solar energy. The scale and pace of development have accelerated substantially. As new capacity comes onstream, the campus is attracting investment and helping to build a broader AI ecosystem encompassing data centers, high-performance computing, AI cloud services, software, research and human capital.

The potential of this business is increasingly being recognised externally. Research houses have highlighted the rapid ramp-up in our contracted data center capacity and earnings contribution as an important new growth engine for YTL Power. Several have consequently raised their earnings expectations, valuations and target prices, reflecting increasing confidence in the long-term potential of our digital infrastructure platform.

Economic Review

The Malaysian economy recorded gross domestic product (GDP) growth of 5.2% in 2025, supported by resilient domestic demand that helped cushion the effects of a highly challenging global environment. GDP growth remained resilient in 2026, rising to 5.4% and 6.0% in the first and second quarters, respectively, of the calendar year *(sources: Bank Negara Malaysia updates & reports)*.

In the other major economies where the Group operates, Singapore's GDP grew by 5.0% in 2025. The economy maintained its growth momentum in 2026, expanding by 6.3% in the first quarter and 5.9% in the second quarter of the calendar year. Meanwhile, the UK economy expanded by 1.3% in 2025, with GDP growing by 0.9% in the first quarter and 1.2% in the second quarter of 2026, on a year-on-year basis *(sources: Singapore Ministry of Trade & Industry, UK Office for National Statistics updates & reports)*.

More importantly, this validates the strategy we embarked upon several years ago, combining our traditional strengths in power, utilities, engineering and infrastructure with the extraordinary opportunities created by the global AI revolution.

Our development of ILMU, Malaysia's first homegrown large language model, by YTL AI Labs in collaboration with Universiti Malaya, represents another important milestone. ILMU demonstrates that Malaysia need not merely be a consumer of global AI technologies; we have the talent and capability to develop sovereign AI technology of our own.

RYT BANK – AI PUT INTO THE HANDS OF MALAYSIANS

Perhaps one of the most tangible demonstrations of this strategy is Ryt Bank, Malaysia's pioneering AI-powered digital bank, established by YTL Digital Capital in partnership with Sea Limited.

Ryt Bank brings AI directly into the everyday lives of Malaysians through an intuitive digital banking experience designed around simplicity, convenience and accessibility.

Its intelligent banking assistant, Ryt AI, enables customers to perform everyday banking tasks conversationally – from transferring money and reviewing transactions to paying bills – demonstrating how AI can remove complexity rather than add to it.

The response from Malaysians has been remarkable. Within its first year of operations, Ryt Bank surpassed 1.5 million customers, becoming Malaysia's largest digital bank. During the same period, customers interacted with Ryt AI more than 10 million times for their everyday banking needs.

This strong adoption is particularly encouraging because it demonstrates Malaysians' willingness to embrace a new generation of intelligent financial services. Ryt Bank has created a banking experience that is intuitive and particularly relevant to a generation of increasingly digital-first consumers, whilst remaining simple and accessible to Malaysians of all ages.

EXECUTIVE CHAIRMAN'S STATEMENT

Ryt Bank is also an important demonstration of the ecosystem we are building. Its AI capabilities run on ILMU, Malaysia's homegrown sovereign large language model, illustrating how our investments in infrastructure, cloud computing, AI models and digital services can increasingly reinforce one another.

From electrons and water to data, AI and digital financial services, we are building increasingly interconnected platforms for the economies of tomorrow.

THE NEXT GENERATION OF DIGITAL INFRASTRUCTURE

The rapid growth of our data center business during the year provides further evidence of this transformation. We are encouraged by this external recognition, but our focus remains firmly on execution and the long term.

The extraordinary growth of AI is creating unprecedented requirements for computing power, data center capacity, electricity, water, connectivity and increasingly renewable energy. These are precisely the areas where YTL Power has accumulated decades of infrastructure and engineering expertise.

We therefore believe that our traditional utility businesses and our newer digital businesses are not separate strategies. They are increasingly complementary parts of the same infrastructure ecosystem.

The AI revolution ultimately requires enormous quantities of physical infrastructure. Behind every AI model lies electricity, cooling, water, fibre, data centers and highly sophisticated engineering.

These are capabilities deeply embedded within our Group.

INVESTING FOR THE LONG TERM IN SINGAPORE

In Singapore, YTL PowerSeraya continues to be an important component of the country's energy infrastructure.

Construction is progressing on our new 600 MW hydrogen-ready Combined Cycle Gas Turbine at the Pulau Seraya Power Station. The plant is designed to be at least 30% hydrogen-ready by volume, with the ability to be retrofitted to become operationally 100% hydrogen-ready in the future.

This investment reflects our long-term commitment to Singapore and our determination to ensure that our energy infrastructure evolves alongside the region's transition towards cleaner and increasingly efficient forms of power generation.

BRABAZON - REIMAGINING A HISTORIC SITE

In the United Kingdom, we continue to undertake one of the largest recent investments in Bristol.

Brabazon Bristol, our 400-acre mixed-use master-planned commercial and residential development, has been shortlisted as one of the UK Government's proposed New Towns. This has generated significant political and stakeholder interest and reinforced Brabazon's position as one of the United Kingdom's most significant regeneration projects.

We announced during the year a landmark sponsorship agreement with Aviva, one of the United Kingdom's leading diversified insurers, for the new 20,000-capacity indoor arena. The arena is being developed within the historic Brabazon Hangars, part of the extraordinary aerospace heritage of the site where the Bristol Brabazon aircraft was constructed and Concorde was subsequently assembled.

The transformation of these historic hangars into a world-class entertainment venue will preserve an important piece of British industrial heritage whilst supporting economic growth, employment and improved connectivity across Greater Bristol.

It is a powerful example of our philosophy of building for generations rather than quarters.

EXECUTIVE CHAIRMAN'S STATEMENT

FROM UTILITIES TO AI - WITHOUT ABANDONING OUR FOUNDATIONS

As exemplified by our Group's performance and achievements to date, we continue to rely on values-driven leadership, disciplined investment and a long-term perspective as we embark upon the next phase of YTL Power's development.

Our strong engineering heritage has enabled us to evolve continuously – from power generation and water infrastructure to telecommunications, digital infrastructure and networks, data centers, cloud computing, AI and now AI-enabled financial services.

Yet the foundations have not changed.

We invest in essential infrastructure. We take a long-term view. We seek opportunities where technology can make essential services better, more efficient and more accessible. And we endeavour to create enduring value for all our stakeholders.

Few periods in our history have presented opportunities as profound as those now being created by AI. Our task is not simply to participate in this technological revolution, but to build the infrastructure, develop the technology and nurture the Malaysian talent that will enable our country to participate meaningfully in it.

We have moved from powering homes and cities to powering data centers, AI models and increasingly the digital economy itself.

The exciting journey continues...

TAN SRI (SIR) YEOH SOCK PING
PSM, KBE



MANAGING DIRECTOR'S REVIEW



DATO' SERI YEOH SEOK HONG
Managing Director

FINANCIAL PERFORMANCE

Our Group registered another strong year, with revenue remaining steady at RM22.03 billion for the financial year ended 30 June 2026 compared to RM21.80 billion last year, whilst profit after tax stood at RM1.78 billion this year over RM2.67 billion last year. EBITDA for the year under review remained solid at RM6.26 billion and this year's total dividend remained steady at 8.0 sen per share.

The increase in revenue was driven mainly by the price increase allowed by the regulator in our UK water and sewerage segment and a tariff increase for the water business in Malaysia, coupled with higher revenue and profit recorded by the data center segment on the back of progressive ramp-up of data halls.

Whilst the majority of our earnings continues to be contributed from our international businesses, revenue from our operations in Malaysia has increased over the past two years, following our Group's investment opportunities, including the Ranhill Group and our data center business. Approximately 79% of our revenue is now generated from overseas operations and investments, compared to previous levels which trended in excess of 85%, mainly from the UK and Singapore.

CORE UTILITIES

Singapore continues to be our largest market. YTL PowerSeraya sold 9,976 GWh of electricity for the financial year under review, declining by about 6% compared to last year. One of the most significant external challenges during the year was the geopolitical conflict in the Middle East, which started on 28 February 2026 and resulted in ongoing volatility in fuel supplies and prices.

Nevertheless, our retail business, Geneco, held its position and was again announced by Singapore's Energy Market Authority (EMA) as the leading electricity retailer in the Open Electricity Market (OEM), with a 29.5% market share as at 30 June 2026, approximating last year's performance.

In our water and sewerage business, the UK Competition and Markets Authority (CMA) published its final decision on Wessex Water's business plan in March 2026, delivering an improved and more supportive outcome that strengthened the overall financeability of the business plan and was the most successful outcome among companies that appealed.

With the CMA process now concluded, Wessex Water is focused on implementing the final determination and delivering its 2025-2030 investment programme. Wessex Water's regulated asset base is projected to grow from RM27.1 billion (GBP5.0 billion) as at 30 June 2026 to RM39.3 billion (GBP7.3 billion) by 2030. The exponential growth of this business over the years, with its natural inflation hedge, continues to reinforce the importance of our Group's safe haven assets.

Our water segment in Malaysia also saw good progress this year, with increasing water demand in Johor continuing to drive Ranhill SAJ's strong growth trajectory. The steady increase in domestic and non-domestic consumption has been fuelled by robust population growth and ongoing socio-economic development, coupled with the expansion of data centers, industries and economic sectors. Investment and economic activities across the nine flagship zones of the Johor-Singapore Special Economic Zone have further supported this growth.

A significant regulatory development this year was the approval from Suruhanjaya Perkhidmatan Air Negara (SPAN) for Ranhill SAJ to own water assets. Pengurusan Aset Air Berhad (PAAB) will continue to fund regular capital expenditure whilst Ranhill SAJ will undertake its own development and ownership of strategic assets on a selective basis.

This will enable Ranhill SAJ to have greater flexibility in initiating and developing critical water infrastructure to meet the rising demand for treated water and minimise potential water supply shortages in Johor.



AI ECONOMY

This was a significant year for our digital infrastructure business, with the rapid development of our data centers propelling the business to a size and scale that warrants a new reporting segment.

Our Group is Malaysia's only home-grown developer, owner and operator of data centers, operating across the entire AI technology stack. We have established a track record and operating presence across the 5 critical components required for the AI ecosystem:

1. **Core utilities** of power, water and fibre which form our Group's foundation
2. **Infrastructure** comprising our ability to build, operate and own data centers
3. **Cloud** solutions, including the neocloud delivered by YTL AI Cloud; YTL AI Cloud is amongst Asia's first cloud providers to achieve NVIDIA Exemplar Cloud status
4. **Large language models**, riding on our ILMU LLM and reinforcing the foundational importance of Sovereign AI at the core of the industry's development
5. **Applications** which utilise the AI technology stack, such as our AI-powered Ryt Bank, which achieved 1.5 million customers this year with Ryt AI, the bank's AI-powered banking assistant, being used in excess of 10 million times to handle everyday banking

YTL AI Cloud joined a select group of global NVIDIA Exemplar Cloud providers and was amongst the first NVIDIA Cloud Partners in the Asia-Pacific region to complete this validation. This achievement reinforces YTL AI Cloud's position as a leading provider of AI infrastructure and places it within an elite tier of global hyperscalers and AI-specialised clouds. It also establishes a new strategic dimension of our Group's AI business, creating a platform for future growth and expansion.

Our Group has invested in every stage, with each new layer building on the one before it. This gives us a deep understanding of the ecosystem and the elements needed to ensure the viability and success of the industry and positioning Malaysia as the region's AI hub.

MANAGING DIRECTOR'S REVIEW

SUSTAINABLE ENERGY SOLUTIONS

In our shift towards renewables and sustainable energy solutions, we have continued to focus on strategic investments and operational improvements, including the expansion of solar generation capacity and ongoing improvements in energy and resource efficiency.

These include new technological developments such as the 600 MW hydrogen-ready power station currently under development in Singapore, and the completion of the first phase of the 215 MWac solar power facility to co-power the YTL Green Data Center Park.

Similarly, our Brabazon Bristol development in the UK has been envisioned using cutting-edge AI and computational data to analyse key elements such as daylight hours, wind comfort, building heights and views. At the heart of the project is the 15-acre Brabazon Park which is set to become the largest new urban park created in southwest England in more than 50 years. The park will be centered around a habitat-rich 2.5-acre lake and provide extensive green space for recreation and community activities, while enhancing local biodiversity.

Our Group continues to deploy green financing, technological advances and operational improvements to manage and reduce emissions, and improve our overall environmental footprint. Further details can be found in the *Environmental, Social & Governance Report* in this Annual Report.

OUTLOOK

Our long-established track record in the core utilities of power generation, water and telecommunications infrastructure has established an unassailable foundation for the new generation of digital infrastructure businesses driving our Group's next phase of growth.

This singular ability to offer expertise and capability across critical utilities and digital infrastructure capacity provides the competitive edge for our Group to propel this new growth area forward.

DATO' SERI YEOH SEOK HONG
SPMS, DSPN, JP



MANAGEMENT DISCUSSION & ANALYSIS
GROUP OVERVIEW

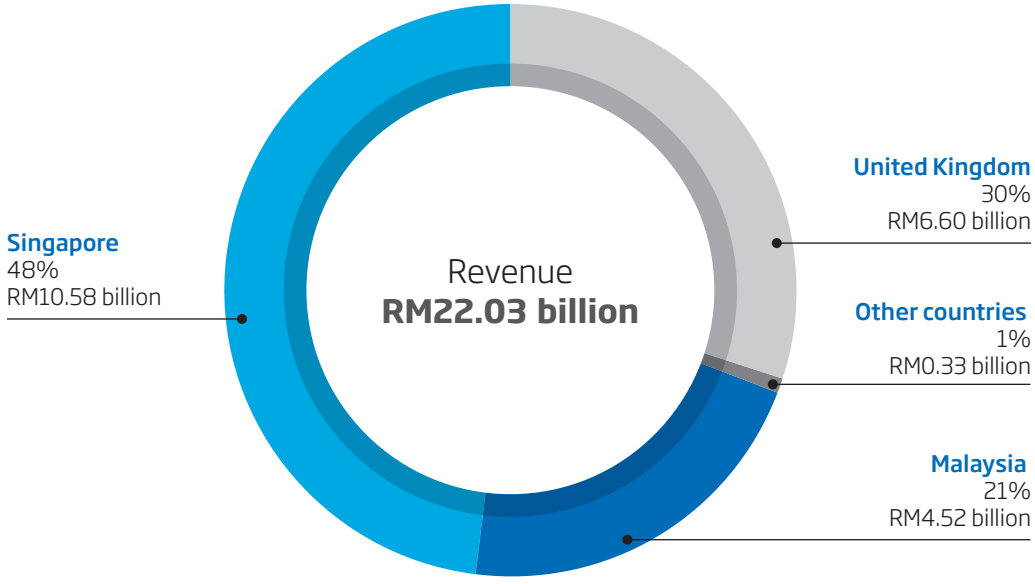
OVERVIEW

YTL Power is listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities") and is a component of the FTSE Bursa Malaysia KLCI, the stock exchange's benchmark index comprising the 30 largest companies by market capitalisation.

The principal activities of YTL Power International Berhad ("YTL Power" or "Company") are those of an investment holding and management company. The key reporting segments of YTL Power and its subsidiaries ("YTL Power Group" or "Group") are Power Generation, Water & Sewerage, Telecommunications, Data Center and Investment Holding Activities.

The YTL Power Group has operations, investments and/or projects under development in Malaysia, Singapore, the United Kingdom (UK), Indonesia, Jordan, the Netherlands, Thailand and China.

Revenue by Country - FY2026





MANAGEMENT DISCUSSION & ANALYSIS
GROUP OVERVIEW



The YTL Power Group owns Wessex Water Services Limited ("Wessex Water"), a water and sewerage provider in the UK, and YTL PowerSeraya Pte Limited ("YTL PowerSeraya"), which has a total licensed generation capacity of 3,100 megawatts[1] ("MW") and multi-utility operations in Singapore.

The Group has a collective stake of 53.19% in Ranhill Utilities Berhad ("Ranhill"), which is listed on the Main Market of Bursa Securities and provides water services for the state of Johor and power generation via natural gas-fired and solar power stations in Sabah and Perak, as well as other utility businesses.

On the digital infrastructure front, YTL Power owns a 60% stake in YTL Communications Sdn Bhd ("YTL Comms"), which carries out information, communications and technology (ICT) businesses and telecommunications infrastructure.

The Group's wholly-owned subsidiary, YTL DC South Sdn Bhd ("YTLDC"), undertakes the data center business, including the YTL Green Data Center Park in Kulai, Johor, which is co-powered by an on-site solar power generation facility and being developed in phases.

YTL AI Cloud Sdn Bhd ("YTL AI Cloud"), a specialised provider of artificial intelligence (AI) infrastructure and massive-scale GPU-based accelerated computing, carries out the Group's AI cloud services and solutions, whilst YTL AI Labs Sdn Bhd ("YTL AI Labs") is an AI research center building home-grown Sovereign AI models designed for local languages and cultural contexts. This includes ILMU, a large language model, trained on local language and data to understand Malaysian culture, context and daily realities.

The Group in consortium with Sea Limited has also been awarded a digital banking licence by Bank Negara Malaysia and operates Ryt Bank, launched in August 2025.

In the UK, the Group is undertaking the development of Brabazon, Bristol, a mixed-use residential and commercial property project, which will include the new Aviva Arena in Bristol.

[1] *As at 30 June 2026, YTL PowerSeraya's registered generating capacity with the Energy Market Authority of Singapore was about 2,487 MW*

MANAGEMENT DISCUSSION & ANALYSIS
GROUP OVERVIEW

OBJECTIVES & STRATEGIES

The YTL Power Group pursues the geographic diversification and expansion of its revenue base through greenfield developments and strategic acquisitions both domestically and overseas, focusing on regulated and other utility assets, and businesses correlated to its core competencies, with the goal of maximising stakeholder value and building and operating strong businesses that are viable and sustainable on a long-term basis.

The YTL Power Group derives the bulk of its revenue from operating various regulated assets under long-term concessions and/or licences, and other utility and digital infrastructure assets, enabling the Group to achieve stable earnings and mitigate the downside risks arising from economic uncertainties or changing operating conditions, both in Malaysia and globally.

The principal components of the YTL Power Group's strategy comprise:

- **Diversification and expansion of the Group's revenue base through both greenfield projects and strategic acquisitions in Malaysia and overseas, particularly in the area of regulated utilities**

  The YTL Power Group pursues a strategy of acquiring regulated assets operating under long-term concessions. The Group's existing overseas operations in this area continue to generate steady returns and its overseas acquisitions diversify income streams, enabling the Group to mitigate single-country and single-industry risks.

- **Growth and enhancement of the YTL Power Group's core businesses with a focus on renewable & sustainable energy solutions**

  The Group's strategy to continue to grow its businesses is to leverage its expertise in its core competencies, particularly in the areas of power generation, water and sewerage services, merchant multi-utilities, data centers and cutting-edge ICT and AI solutions businesses.

  This includes investing in more sustainable renewable energy solutions. In implementing its strategy, the Group focuses strongly on governance, compliance and managing the economic, environmental and social risks and impacts of its businesses to ensure the long-term sustainability and viability of its operations.

- **Development of superior asset quality with increasing regulatory asset value over time**

  The YTL Power Group's regulated assets demonstrate ongoing growth, with the regulated asset value of these assets increasing over time. Wessex Water's regulatory capital value, for example, has grown from GBP1.3 billion (approximately RM7.7 billion) when it was acquired by YTL Power in 2002 to GBP5.0 billion (approximately RM27.1 billion) as at 30 June 2026.

- **Ongoing optimisation of the Group's capital structure**

  The YTL Power Group maintains a balanced financial structure by optimising the use of debt and equity financing and ensuring the availability of internally generated funds and external financing to capitalise on acquisition opportunities. A key component of the Group's growth strategy is its practice of funding the debt component of its acquisitions and greenfield projects largely through non-recourse financing which has ensured that the Group only invests in projects that are commercially viable on a stand-alone basis.

- **Enhancement of operational efficiencies to maximise returns from the Group's businesses and deliver high-quality services to its customer base**

  The Group believes that its utility assets on average operate within the highest efficiency levels of their industries and further enhances operational efficiencies where possible through the application of new technologies, production techniques and information technology, to deliver efficient, high-quality services to its customer base.

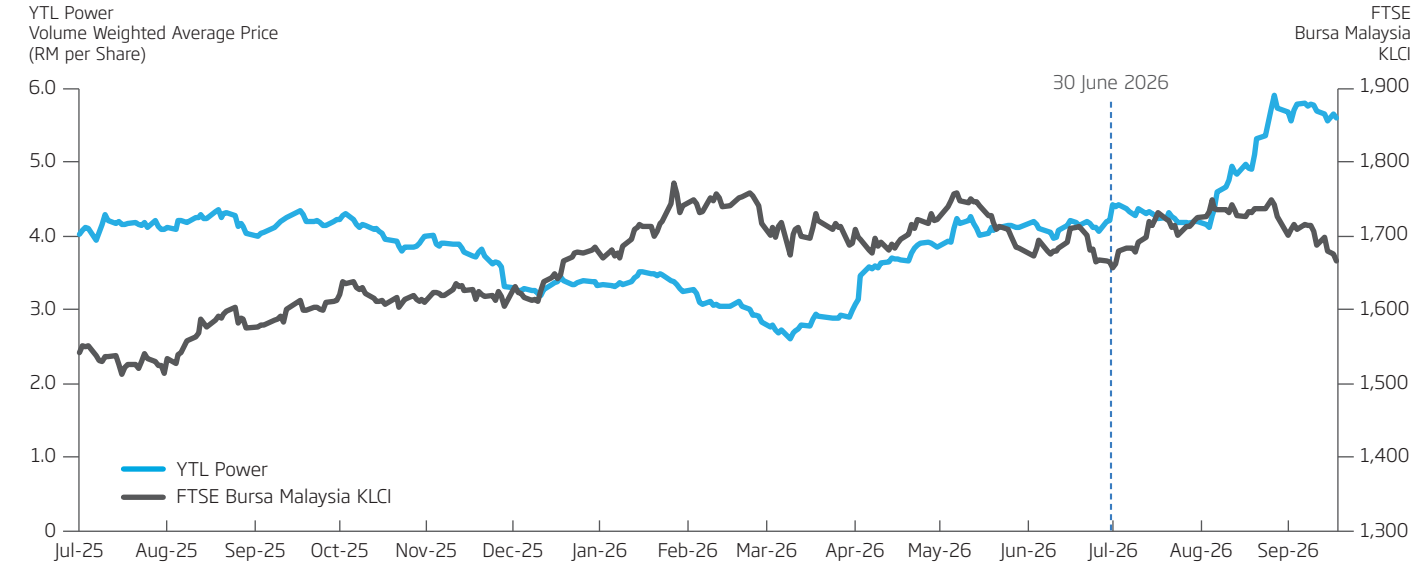
MANAGEMENT DISCUSSION & ANALYSIS
GROUP OVERVIEW

PERFORMANCE INDICATORS

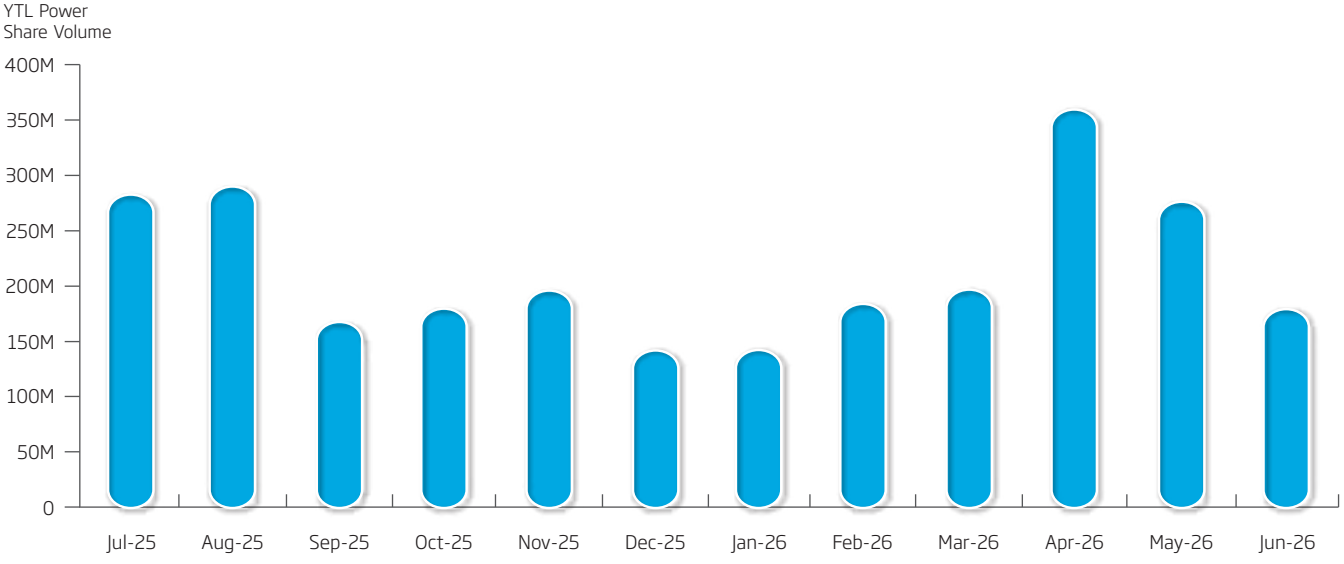
YTL Power has been listed on Bursa Securities since 23 May 1997. YTL Power is listed on the Main Market of the exchange under the Gas, Water & Multi-Utilities sub-sector of the Utilities sector.

The graph below illustrates the performance of YTL Power's share price compared with the FTSE Bursa Malaysia KLCI, the key component benchmark of Bursa Securities, during the financial year ended 30 June 2026.

Performance of YTL Power's Share Price vs FTSE Bursa Malaysia KLCI



Volume of YTL Power Shares Traded on Bursa Securities



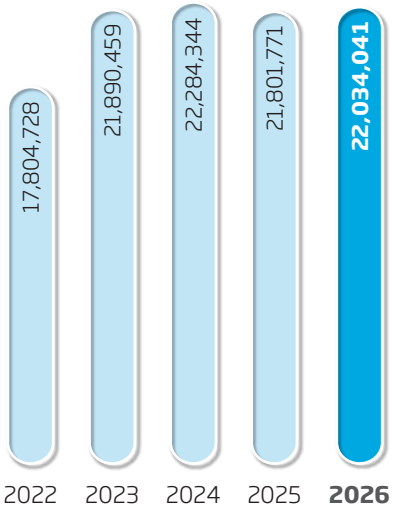
Source: Bloomberg

MANAGEMENT DISCUSSION & ANALYSIS
FINANCIAL REVIEW

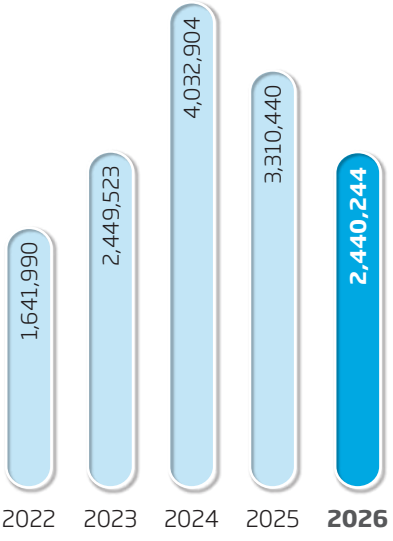
FINANCIAL HIGHLIGHTS

	2026	2025	2024	2023	2022
Revenue (RM'000)	**22,034,041**	21,801,771	22,284,344	21,890,459	17,804,728
Profit Before Taxation (RM'000)	**2,440,244**	3,310,440	4,032,904	2,449,523	1,641,990
Profit After Taxation (RM'000)	**1,777,583**	2,671,825	3,421,917	2,032,587	1,454,687
Profit for the Year Attributable to Owners of the Parent (RM'000)	**1,688,532**	2,545,449	3,406,296	2,027,991	1,476,796
Total Equity Attributable to Owners of the Parent (RM'000)	**22,125,499**	21,346,786	20,056,968	16,771,757	14,588,892
Basic Earnings per Share (Sen)	**19.61**	30.96	41.98	25.03	18.23
Dividend per Share (Sen)	**8.00**	8.00	7.00	6.00	4.50
Total Assets (RM'000)	**76,976,429**	74,857,292	67,832,858	59,132,006	51,325,501
Net Assets per Share (RM)	**2.55**	2.53	2.45	2.07	1.80

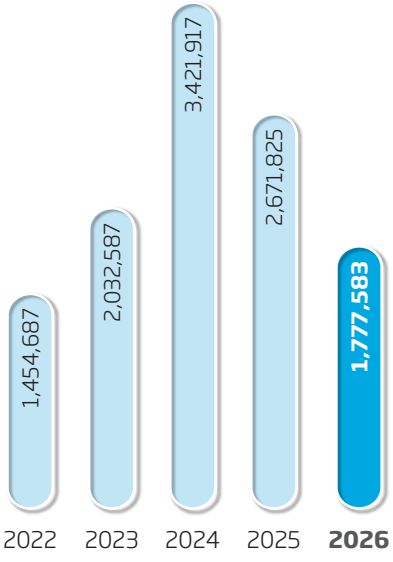
Revenue
(RM'000)



Profit Before Taxation
(RM'000)

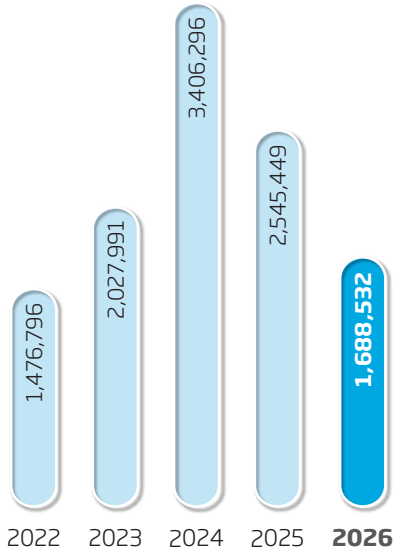


Profit After Taxation
(RM'000)

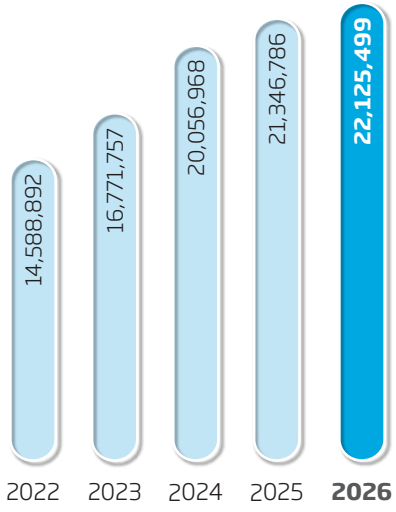


MANAGEMENT DISCUSSION & ANALYSIS
FINANCIAL REVIEW

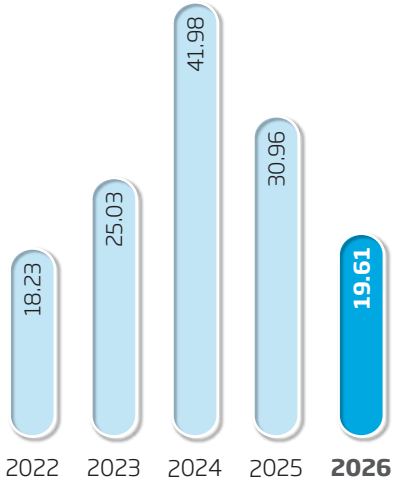
Profit for the Year Attributable to Owners of the Parent
(RM'000)



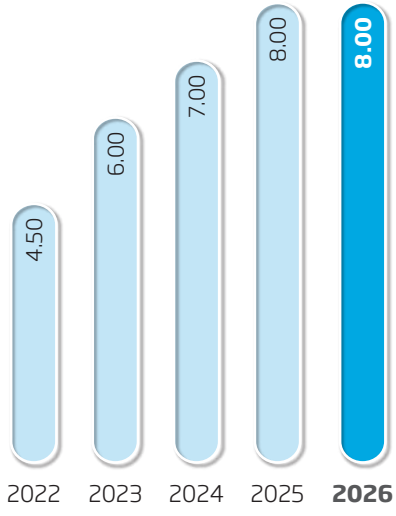
Total Equity Attributable to Owners of the Parent
(RM'000)



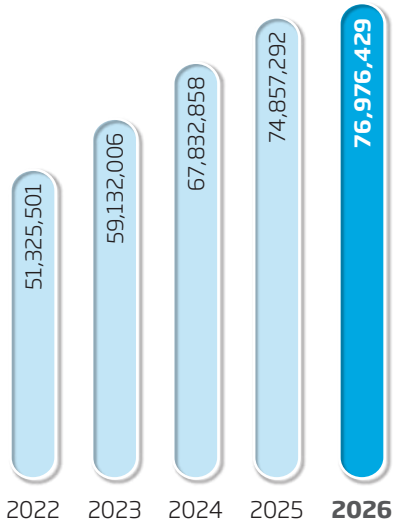
Basic Earnings per Share
(Sen)



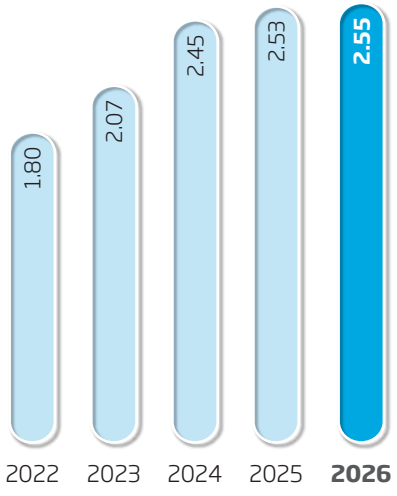
Dividend per Share
(Sen)



Total Assets
(RM'000)



Net Assets per Share
(RM)



REVIEW OF FINANCIAL PERFORMANCE

Group Financial Performance

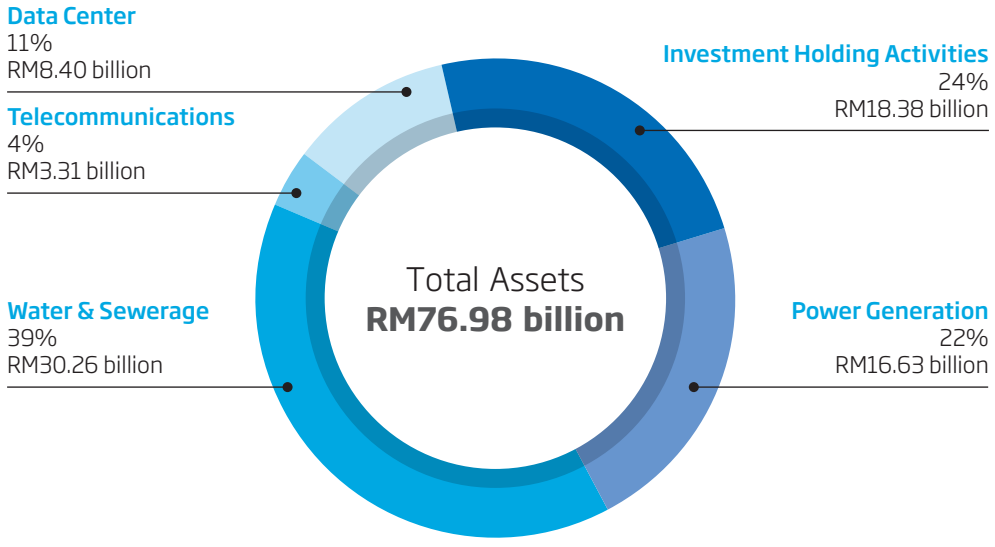
The YTL Power Group recorded higher revenue of RM22,034.0 million for the financial year ended 30 June 2026 compared to RM21,801.8 million for the previous financial year ended 30 June 2025. Profit before taxation stood at RM2,440.2 million for the financial year under review, compared to RM3,310.4 million last year.

For the financial year ended 30 June 2026, overseas operations accounted for approximately 79% of the Group's revenue, compared to 85% for the previous financial year ended 30 June 2025, whilst operations in Malaysia increased to 21% of the Group's revenue in the current financial year compared to 15% for the previous financial year, due mainly to the Data Center and Water & Sewerage (Ranhill) segment.

Segmental Financial Performance

During the financial year under review, the Group began reporting a new operating segment, Data Center, as its contribution has become significant. The Data Center segment focuses on providing advanced data center infrastructure services.

Total Assets by Segment
(as at 30 June 2026)

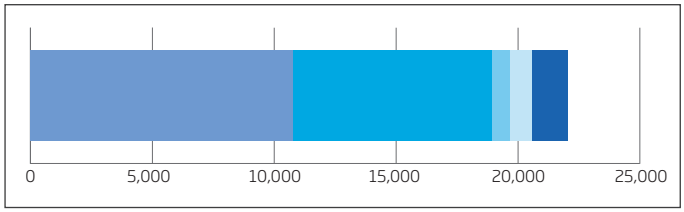


A comparison of the financial performance of each segment of the Group for the financial years ended 30 June 2026 and 30 June 2025 is set out in the following table:

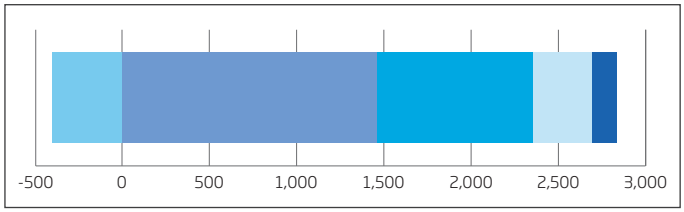
	Revenue		Profit/(Loss) Before Taxation	
	2026 RM million	**2025 RM million**	**2026 RM million**	**2025 RM million**
Power Generation	**10,773.1**	12,190.5	**1,461.0**	2,757.2
Water & Sewerage	**8,189.0**	7,046.8	**893.1**	384.3
– *Wessex Water*	***6,393.6***	*5,686.6*	***581.1***	*166.0*
– *Ranhill*	***1,795.4***	*1,360.2*	***312.0***	*218.3*
Telecommunications	**746.6**	885.2	**(400.1)**	(256.0)
Data Center	**867.1**	124.1	**347.4**	32.1
Investment Holding Activities	**1,458.2**	1,555.2	**138.8**	392.8
	22,034.0	21,801.8	**2,440.2**	3,310.4

MANAGEMENT DISCUSSION & ANALYSIS
FINANCIAL REVIEW

Revenue by Segment
- FY2026 *(RM million)*



Profit/(Loss) Before Taxation by Segment
- FY2026 *(RM million)*



Power Generation | Water & Sewerage | Telecommunications | Data Center | Investment Holding Activities

Power Generation

The Power Generation segment recorded lower revenue of RM10,773.1 million for the financial year ended 30 June 2026 compared to RM12,190.5 million for the previous financial year ended 30 June 2025. The decrease in revenue was mainly attributable to lower retail prices and generation units sold, coupled with the strengthening of the Malaysian Ringgit against the Singapore Dollar.

Profit before taxation decreased to RM1,461.0 million for the year under review, compared to RM2,757.2 million in the previous year, mainly due to lower retail, vesting and pool margins in the Singapore power generation business.

Water & Sewerage

Wessex Water

The Water & Sewerage (Wessex Water) segment registered higher revenue of RM6,393.6 million for the financial year ended 30 June 2026 compared to RM5,686.6 million for the previous financial year ended 30 June 2025. Profit before taxation increased to RM581.1 million this year, compared to RM166.0 million last year. The increases in revenue and profit before taxation were due to a price increase as allowed by Ofwat, the regulator in the UK for Wessex Water. The increases were partially offset by the strengthening of the Malaysian Ringgit against the British Pound.

Ranhill

The Water & Sewerage (Ranhill) segment registered higher revenue of RM1,795.4 million for the financial year ended 30 June 2026 compared to RM1,360.2 million for the previous financial year ended 30 June 2025. Profit before taxation increased to RM312.0 million this year, compared to RM218.3 million last year. The increases in revenue and profit before taxation were due to a tariff increase for Ranhill SAJ.

Telecommunications

The Telecommunications segment reported lower revenue of RM746.6 million for the financial year ended 30 June 2026 compared to RM885.2 million for the previous financial year ended 30 June 2025. Loss before taxation widened to RM400.1 million this year, compared to RM256.0 million in the previous year. The lower revenue and higher loss before taxation were primarily attributable to lower project revenue recorded.

Data Center

The Data Center segment recorded higher revenue of RM867.1 million for the financial year under review, compared to RM124.1 million last year. The increase was driven by the progressive ramp-up of data halls, supplemented by electricity sales.

Profit before taxation increased to RM347.4 million for the financial year 2026 compared to RM32.1 million last year, mainly due to the progressive completion and occupancy ramp-up of additional data halls.

Investment Holding Activities

The Investment Holding Activities segment reported lower revenue of RM1,458.2 million for the financial year under review compared to RM1,555.2 million last year mainly due to lower interest income, lower sales recorded from the Brabazon project and lower consultancy services recorded by Ranhill. This was partially offset by revenue following the commencement of AI cloud services operations.

Profit before taxation decreased to RM138.8 million for the year under review, compared to RM392.8 million last year primarily due to higher finance costs and lower fair value gain on investment properties, partially offset by a lower unrealised foreign exchange loss.

MANAGEMENT DISCUSSION & ANALYSIS
FINANCIAL REVIEW

DIVIDENDS

The dividends paid by the Company since the end of the last financial year are as follows:

	RM'000
In respect of the financial year ended 30 June 2025:	
– First interim dividend of 4.0 sen per ordinary share paid on 10 July 2025	**337,517**
– Second interim dividend of 4.0 sen per ordinary share paid on 23 October 2025	**344,659**
In respect of the financial year ended 30 June 2026:	
– First interim dividend of 4.0 sen per ordinary share paid on 10 July 2026	**346,550**

On 20 August 2026, the Board of Directors of YTL Power ("Board") declared a second interim dividend of 4.0 sen per ordinary share in respect of the financial year ended 30 June 2026 with book closure and payment dates of 2 October 2026 and 23 October 2026, respectively.

The total dividend declared for the financial year ended 30 June 2026 amounted to 8.0 sen per ordinary share.

The Board did not recommend a final dividend for the financial year ended 30 June 2026.

Dividend Policy

The Board has not adopted a set dividend policy. It is the present intention of the Directors to continue to propose the payment of cash dividends on an annual basis, subject to future earnings and the financial condition of YTL Power and other factors, including the profit and cash flow position of the YTL Power Group, restrictions imposed by law or under credit facilities on the payment of dividends by members of the YTL Power Group and the availability of funds.

CAPITAL MANAGEMENT & LIQUIDITY

The Group's objectives when managing its capital are to safeguard its ability to continue as a going concern in order to provide returns to shareholders and benefits for other stakeholders, and to maintain an optimal capital structure to reduce the cost of capital.

There are external debt covenants, such as gearing and debt service coverage ratios applicable to the Group, which are not onerous and these obligations can be fulfilled. As part of its capital management, the Group rigorously monitors compliance with these covenants.

In addition, consistent with others in the industry, the Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including 'current and non-current bonds and borrowings', as shown in the Statement of Financial Position) less cash and bank balances. Total capital is calculated as equity, as shown in the Statement of Financial Position, plus net debt.

MANAGEMENT DISCUSSION & ANALYSIS
FINANCIAL REVIEW

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Total bonds and borrowings	**39,884,384**	37,960,732	**12,579,054**	11,366,064
Less: Cash and bank balances	**(8,646,227)**	(12,218,731)	**(287,488)**	(1,423,333)
Net debt	**31,238,157**	25,742,001	**12,291,566**	9,942,731
Total equity	**22,313,571**	21,614,170	**17,457,213**	16,576,939
Total capital	**53,551,728**	47,356,171	**29,748,779**	26,519,670
Gearing ratio	**58%**	54%	**41%**	37%

All borrowings of subsidiaries are undertaken on a non-recourse basis to the Company save and except for those borrowings guaranteed by the Company, which amounted to RM914,916,849 (2025: RM822,550,000). Further details are set out in *Note 28* of the *Financial Statements* in this Annual Report.

Under Practice Note 17 of the Main Market Listing Requirements of Bursa Securities, the Company is required to maintain consolidated shareholders' equity equal to or not less than the 25 percent of its share capital (excluding treasury shares) and such shareholders' equity must not be less than RM40 million. The Company has complied with this requirement with total consolidated equity attributable to owners of the parent as at 30 June 2026 of RM22.1 billion.

The Group maintains a level of cash reserves and bank facilities deemed adequate by management to ensure, as far as possible, that it will have sufficient liquidity to fund its business requirements and pay dividends to its shareholders. As at 30 June 2026, the Group's cash reserves stood at RM9.4 billion (2025: RM13.3 billion).



POWER GENERATION

SEGMENT OVERVIEW

The Group's Power Generation segment comprises the activities of YTL PowerSeraya and its subsidiaries ("YTL PowerSeraya Group") in Singapore and Ranhill and its subsidiaries ("Ranhill Group") Malaysia.

YTL PowerSeraya is a Singapore-based energy company with a total licensed generation capacity of 3,100 MW, consisting of combined-cycle and co-generation combined-cycle plants. As at 30 June 2026, the registered generating capacity of the YTL PowerSeraya Group with Singapore's Energy Market Authority ("EMA") was about 2,487 MW.

Situated on Jurong Island, Singapore's oil, gas and petrochemicals hub, YTL PowerSeraya is a diversified energy company with a core business centered on the generation and retailing of electricity, in addition to operating other multi-utility businesses comprising utilities supply (steam, natural gas and water), oil storage tank leasing and oil trading and bunkering.

In Malaysia, the Ranhill Group owns and operates two combined cycle gas turbine ("CCGT") plants in Rugading and Teluk Salut in Sabah, with a combined capacity of 380 MW, and a 50 MW large scale solar plant in Bidor, Perak.

OPERATIONAL REVIEW

Singapore

The YTL PowerSeraya Group sold 9,976 gigawatt hours (GWh) of electricity for the financial year under review, representing a 6% reduction over last year. Generation market share, based on scheduled generation, stood at 14.3% for the 2025 calendar year. The wholesale electricity market remained muted, with low price volatility before March 2026, as generation companies were highly contracted and operated primarily to meet contractual obligations.

One of the most significant external challenges during the year was the geopolitical conflict in the Middle East, which started on 28 February 2026 and resulted in ongoing volatility in fuel supplies and prices.

The division remained focused on plant reliability through disciplined execution of major maintenance outages and reliability improvement initiatives across its combined-cycle assets, and optimising asset performance through structured asset management plans.

Progress continued on schedule on the new 600 MW hydrogen-ready H-class CCGT plant. The highly efficient H-class technology offers significantly better efficiency and lower lifecycle generation costs compared with conventional CCGT technologies. This is particularly advantageous amid the current global shortage of gas turbines, which has driven up CCGT development costs substantially.

Scheduled for completion by the end of 2027, the plant will have the capacity to power approximately 864,000 four-room HDB flats, contributing to reliable and cleaner energy supply at scale. The plant will be at least 30% volume hydrogen-ready, with the ability to be retrofitted to become operationally 100% hydrogen-ready in the future. This will aid in emissions reductions as the combustion of hydrogen gas generates no greenhouse gases, thereby underscoring the organisation's commitment to environmentally sustainable practices.

Reflecting the evolving role of technology as a core enabler of business operations, resilience and transformation, beyond traditional information technology (IT) support, this year's priorities built on the existing foundation whilst placing stronger emphasis on operational reliability, cyber resilience and enterprise-wide adoption of AI.

YTL PowerSeraya advanced several key decarbonisation initiatives during the year. These included the Advanced Turbine Efficiency Package upgrade at the Taser Power power station, expected to reduce carbon emissions by up to 11,000 tonnes of carbon dioxide equivalent annually, as well as securing Singapore's first transition finance arrangement aligned with the Singapore-Asia Taxonomy, reinforcing its commitment to lower-carbon power generation, energy security and Singapore's net-zero ambitions. Further details can be found in the *Environmental, Social & Governance Report* in this Annual Report.

Retail

For the year under review, Geneco, YTL PowerSeraya's retail brand, held a total market share of 13.6% (calculated based on retail volume as a percentage of total system demand) in the electricity retail market, comprising customers from the residential,

MANAGEMENT DISCUSSION & ANALYSIS
SEGMENTAL REVIEW

commercial and industrial segments. Correspondingly, sales volume stood at 8,160 GWh.

In the residential segment, Geneco was officially announced by EMA as Singapore's leading electricity retailer in the Open Electricity Market (OEM) again, holding a 29.5% market share, serving 173,639 active residential customers as at 30 June 2026.

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

As part of Geneco's 8th 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 SMB customers who opted-in or upgraded to Power Eco Add-on. As at 30 June 2026, 3,517 customers opted for Power Eco Add-on, contributing to an overall target of 6,800 customers by 2030.

Fuel Management

The Group continued to progress towards becoming a Smart Oil Storage Terminal during the year under review. This ongoing journey remains anchored on the targeted automation and digitalisation of key operational processes, supported by the effective use of data to strengthen decision-making, improve productivity, and optimise business operations across the value chain.

The division recorded positive results across all key operational performance indicators for the year, managing 12.84 million metric tonnes of fuel oil and diesel, up from 11.13 million metric tonnes last year. Berthing activity also rose, with 1,056 bunkering and cargo vessels processed, compared to 1,029 in last year, alongside an increased average berth utilisation rate of 63.04% this year over 55.94% last year. Additionally, the division continues to maintain adequate operational fuel and reserves to meet the Group's power generation requirements.

Malaysia

The Ranhill Group remains the largest independent power producer ("IPP") in Sabah, where its two 190 MW CCGT plants at Teluk Salut and Rugading continue to anchor grid stability. Both CCGT power plants are in the Kota Kinabalu Industrial Park and cumulatively deliver up to 380 MW of power, which is equivalent to approximately 32% of the total installed capacity among IPPs in Sabah. Operation and maintenance ("O&M") of the plants is carried out by the Ranhill Group.

For the financial year under review, the two power plants cumulatively despatched 2,529 GWh of energy towards meeting the state's energy needs. Both plants have continued to achieve operational excellence as reflected in performance against the key performance indicators ("KPIs") set by the regulator, Sabah Electricity Sdn Bhd.

Ranhill's solar plant at Bidor has also continued to deliver commendable performance, despatching over 109,191 MWh of clean energy into the Peninsula grid. In its second year of operations, the plant continued to meet all KPIs set by the regulator. Ranhill has firmly established its capabilities through the plant, notably in terms of the presence of its in-house solar engineering, procurement, construction and commissioning ("EPCC") and O&M capabilities.



WATER & SEWERAGE

SEGMENT OVERVIEW

The Group's Water & Sewerage segment comprises the activities of Wessex Water in the UK and the Ranhill Group in Malaysia, Thailand and China.

Wessex Water is a regional water and sewerage business in the UK serving 2.9 million customers across a geographic area of approximately 10,000 square kilometres in the south west of England, including Dorset, Somerset, Bristol, most of Wiltshire and parts of Gloucestershire and Hampshire.

Wessex Water is regulated by the Water Services Regulation Authority (known as Ofwat), the economic regulator for the UK water industry, and holds a licence from the UK government under an instrument of appointment to supply clean water and treat and dispose of wastewater from its operating region in the south west of England.



The Ranhill Group's operations consist primarily of the abstraction, treatment and distribution of potable water as well as treatment of wastewater and conversion of wastewater into reclaimed water in Malaysia, Thailand and China.

In Malaysia, the Group's key water supply and treatment operations comprise the activities of the Ranhill SAJ, Johor's sole water operator, responsible for undertaking raw water abstraction, treatment, distribution and sales, and operating the entire water supply network in the state. Ranhill SAJ supplies treated water to 4 million people in Johor as well as industries across the state.

OPERATIONAL REVIEW

Wessex Water, UK

Rainfall in the UK over the past autumn and winter was significantly above the long-term average which helped to replenish reservoirs and groundwater for the summer of 2026. Enhanced measures have been undertaken this year to protect drinking water sources from excess nutrients from activities such as farming, intended to protect quality water both now and in the future. These include a specialised treatment plant near Malmesbury to address emerging contaminants collectively known as 'forever chemicals'. Accordingly, Wessex Water's drinking water quality has remained among the best in the industry.

The exceptionally dry and warm spring and summer of 2025 drove up customer demand for water, while the following wet autumn and winter helped to replenish reservoirs and groundwater. The dry, hot summer caused the ground to crack and move, increasing leakage. This was not helped by colder weather in December and January that caused freeze and thaw conditions.

While customer water use slightly increased this year, driven by the warm, dry weather, the three-year average which Ofwat uses as a measure continues to outperform the target. Water efficiency work, including Home Check visits and promotion of water saving packs, has helped to reduce overall demand levels.

The division has delivered tangible improvements in sewer flooding – one of the most distressing experiences for customers – with reductions in both internal and external sewer flooding incidents during the year, reaching their lowest levels for several years. These include an automated process introduced to identify and

MANAGEMENT DISCUSSION & ANALYSIS
SEGMENTAL REVIEW



engage with customers whose behaviours may have contributed to sewer blockages and flooding.

The StormHarvester AI software 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 to identify more than 400 issues that otherwise may have caused a pollution or negative operational impact. Approximately 4,000 additional sewer level monitors were installed during the 2025-2026 period, increasing the reach of the StormHarvester analysis across the network. Four serious pollution incidents were recorded and the division is making significant investment in tackling the root causes of incidents and in further extensive sewer monitoring to provide advanced warning of issues.

Under C-MeX, Ofwat's measure of customer satisfaction calculated from surveys about customer service and wider customer experience, Wessex Water was ranked as the best water and sewerage company for customer service, and achieved second place for overall water and sewerage company. Customers have increasingly benefited from clearer communication, faster updates and more personalised support, helped by improvements in digital services. Support for customers who need extra help has also been strengthened via an updated 'Every Customer Matters' vulnerability strategy and commitments.

In January 2026, Wessex Water achieved a satisfaction score of 74.4 in the UK Customer Satisfaction Index during 2025-26 following earlier declines across the sector, and was the highest performing water and sewerage company, ranked above average across all utilities.

Wessex Water continued to promote nature-based solutions and new ideas that improve efficiency, protect assets, cut carbon emissions and strengthen resilience, as well as ongoing measures to assist customers with their bills, further details of which can be found in the *Environmental, Social & Governance Report* in this Annual Report.

Ranhill

Malaysia

Ranhill SAJ operates 47 water treatment plants ("WTPs") statewide with a total treatment capacity of 2,352 million litres daily ("MLD"). As at 30 June 2026, Ranhill SAJ's network comprised 749 reservoirs and 24,867 km of pipelines that supply treated water to 4.24 million people in Johor as well as industries across the state.

Johor continues to maintain its track record as the state with the lowest non-revenue water ("NRW") loss level in Malaysia, achieving a rate of 23.6% as at 30 June 2026. This was an improvement over 24.2% for the previous 18-month financial period ended 30 June 2025 ("FP2025"), following the change in Ranhill's financial year end last year.

MANAGEMENT DISCUSSION & ANALYSIS
SEGMENTAL REVIEW

Ranhill SAJ has continued to experience strong growth driven by increasing water demand in Johor. Water sales stood at 567.1 million m^3 for the year under review, with growth evidenced in both domestic and non-domestic consumption. The steady increase in demand has been fuelled by robust population growth and ongoing socio-economic development, coupled with the expansion of data centers, industries and economic sectors. Investment and economic activities across the nine flagship zones of the Johor-Singapore Special Economic Zone ("JS-SEZ") have further supported this growth.

A significant regulatory development during the year was the approval from Suruhanjaya Perkhidmatan Air Negara ("SPAN") for Ranhill SAJ to own water assets. Pengurusan Aset Air Berhad ("PAAB") will continue to fund regular capital expenditure whilst Ranhill SAJ will undertake its own development and ownership of strategic assets on a selective basis. This will enable Ranhill SAJ to have greater flexibility in initiating and developing critical water infrastructure to meet the rising demand for treated water and minimise potential water supply shortages in Johor.

Following continuous pipe rehabilitation and replacement activities undertaken in FP2025, the NRW level in Johor decreased further to 23.6% for the year under review, below the SPAN's Business Plan OP6 target of 24.0%. Total savings achieved stood at 12.9 MLD this year compared to 19.3 MLD for FP2025.

The robust performance achieved by Ranhill SAJ for NRW reduction ensured qualification for SPAN's matching grant reimbursement. Ranhill SAJ has now qualified for the matching grant a record four times – in 2021, 2023, 2024 and 2025.

Ranhill SAJ has continued to achieve a high level of compliance against most of SPAN's performance indicators. This strong performance has translated into a high customer satisfaction index of 90.03%, an increase of 1.03% from the previous score of 89.00%. As at 30 June 2026, Johor achieved an average water reserve margin of 14%, while Johor Bahru's margin was 10%, both exceeding SPAN's KPIs of 7% and 4%, respectively.

During the year, Ranhill SAJ implemented its Pump Scheduling Optimisation Programme, which analyses pumping activities to determine the most energy-efficient pump combinations, thereby minimising energy losses and improving overall pumping system performance. Complementing this, a new WTP Energy Efficiency Rating Programme benchmarks all 47 WTPs on a 4-star scale, providing clear oversight of energy performance across the network and enabling the division to identify high-performing plants, benchmark best practices and prioritise improvements at lower-rated facilities. Notably, the Sungai Johor WTP became the first in Malaysia to achieve ISO 50001 Energy-Management certification.

In a pioneering collaboration with PAAB and another organisation, Ranhill SAJ implemented a pico-hydropower pilot project at the Sungai Mas reservoirs. This system harnesses gravity-fed flows to generate renewable electricity, powering motorised valve actuators without reliance on grid electricity or conventional power sources. This enhances operational efficiency, improves system reliability and enables remote reservoir management with zero operational carbon emissions.

Other Countries

The Ranhill Group's operations in Thailand comprise 10 water, wastewater and reclaimed water facilities at the Amata industrial estates in Chonburi and Rayong, and at the Asian Institute of Technology. Total treatment capacity of these plants stands at 119.1 MLD, which includes 17.5 MLD of reclaimed water generation capacity. Concession periods of treatment plants vary with contract expiry ranging from 2028 up to 2043.

In China, Ranhill owns a 40% interest in Ranhill Water (Hong Kong) Ltd ("RWHK") which operates 15 wastewater treatment plants, with an aggregate 266.5 MLD capacity with varying concession periods, ranging from 2036 to 2053. Ranhill's strategic partner in China is SIIC Environment Holdings Ltd, a state-owned enterprise of the Shanghai Municipal Government listed on the Shanghai and Singapore stock exchanges. The RWHK portfolio provides stable, long-dated concession income.

Through its Thailand and China operations, Ranhill has achieved 385.6 MLD of water treatment operations overseas business exposure, thus achieving 96.4% of its goal of having 400 MLD of water treatment derived from international business.

MANAGEMENT DISCUSSION & ANALYSIS
SEGMENTAL REVIEW

TELECOMMUNICATIONS

SEGMENT OVERVIEW

The Group's Telecommunications segment comprises the activities of YTL Comms in Malaysia. YTL Comms, together with its subsidiaries, carries out information, communications and technology (ICT) businesses.

YTL Comms provides high-speed 4G and 5G wireless services in Malaysia under the Yes brand, fibre broadband and other telecommunications infrastructure services on a national scale.

OPERATIONAL REVIEW

Connecting Malaysia's AI Future

YTL Comms is positioning its next phase of growth around two complementary strategic imperatives: building on its leadership in 5G to accelerate the diffusion of AI across Malaysia and expanding its fibre wholesale business to capture value from the country's growing role as an ASEAN digital infrastructure investment hub.

The first imperative is to use 5G as a platform to enable national scale AI adoption. Building on its industry position in 5G Advanced, YTL Comms aims to bring AI into everyday life and, critically, into the operations of businesses and industries to leapfrog productivity growth for the nation. The second imperative is to develop a modern fibre infrastructure that enables Malaysia to strengthen its position as a regional hub for data centers, cloud and AI investments.

These priorities are mutually reinforcing. Fibre connects the digital infrastructure where AI is hosted and processed, while 5G Advanced extends access to the consumers, industries and government.

5G Leadership: Advancing Malaysia's Digital Future

YTL Comms continued to advance Malaysia's 5G capabilities, building on its pioneering role as the nation's first commercial 5G provider in 2021. In 2025, Yes became the first telecommunications provider in Malaysia to commercially launch 5G Advanced, with YTL Comms recognised as the 7th mobile operator globally to introduce the technology commercially. This milestone solidifies YTL Comms as the clear leader in the Malaysian 5G market.

The rollout of 5G Advanced began in the Kuala Lumpur capital region in September 2025 and completed nationally by the end of 2025 – a record in major network upgrade at a national level. 5G Advanced delivers stronger indoor coverage, broader outdoor reach, higher download and upload speeds, and lower latency. These enhancements support a more consistent user experience and, crucially, provide the foundation for AI diffusion nationally.

A further milestone was the nationwide commercial activation of 5G Advanced network slicing, another first in Malaysia. Supported by AI-driven traffic management, this capability enables dedicated service lanes that prioritise applications according to their performance requirements. It helps maintain stable connectivity during periods of high demand and enables differentiated service levels for enterprise customers. Applications include smart manufacturing, robotics, automation and video analytics, where reliable connectivity and low latency are critical to operational performance.

Many enterprise customers are enjoying the value of advanced 5G beyond basic connectivity – from healthcare, manufacturing, hospitality to logistics. This has cemented YTL Comms' role as a digital transformation partner for Malaysian enterprises.



MANAGEMENT DISCUSSION & ANALYSIS
SEGMENTAL REVIEW

YTLC Wholesale: Enabling ASEAN's Digital Infrastructure Growth

YTLC Wholesale is YTL Comms' new strategic connectivity business, focused on data center interconnect, dark fibre and high-capacity connectivity across ASEAN. As investment in data centers, AI, cloud services and digital platforms accelerates, resilient, scalable and geographically diverse fibre infrastructure is becoming increasingly important to the region's digital economy.

To address this demand, YTLC Wholesale is developing a purpose-built fibre network linking Malaysia's major data center clusters, cable landing stations and international gateways, with strategic cross-border extensions into Singapore and Thailand. The network spans Klang Valley, Negeri Sembilan, Cyberjaya and Johor, supported by established rights-of-way and transport corridors. Key investments include a 1,600-kilometre dual-route railway fibre corridor from the Thai border to Johor Bahru, the Johor–Singapore corridor, Express Rail Link infrastructure connecting Kuala Lumpur, Cyberjaya and Kuala Lumpur International Airport, and dedicated fibre networks within major data center clusters.

Together, these assets provide a scalable platform for dark fibre, high-capacity dense wavelength-division multiplexing and managed connectivity, as well as fibre deployment for both greenfield and brownfield data centers. The expanding presence of hyperscalers, cloud providers and AI companies in Malaysia is increasing demand for data center-to-data center connectivity, cross-border capacity and diverse access to international cable systems. This positions YTLC Wholesale to participate across the infrastructure growth cycle – from new network deployment and long-term dark fibre capacity to managed, high-capacity services – creating opportunities for recurring revenue and infrastructure-based returns.

In Johor, this opportunity is strengthened through BA Networks, a strategic joint venture between Bullish Aim Group and YTL Comms. The venture is developing a common fibre infrastructure platform connecting the state's principal data center parks, cable landing stations and other critical digital infrastructure through diverse, scalable routes. With Johor emerging as a regional data center hub and benefiting from its proximity to Singapore, the platform is well placed to support growing connectivity requirements across Johor, Singapore and international markets.

YTLC Wholesale builds on YTL Comms' established fibre deployment capabilities, including more than 600 points of presence across Sabah, dual-route Malaysia–Singapore connectivity via Tuas and Woodlands, Malaysia–Thailand connectivity via Padang Besar and Sungai Golok, and expanding common fibre infrastructure across Johor. By improving domestic and international route diversity, YTLC Wholesale and BA Networks are strengthening the resilience and scalability of Malaysia's digital ecosystem while supporting the country's ambition to become a leading regional digital and data center hub.

Industry Leadership and Accolades

YTL Comms' progress in advanced connectivity and AI has been recognised through national and international accolades and global industry engagement.

At the SoyaCincau Awards 2025, Yes received Silver for Telco of the Year, reflecting its role in bringing 5G Advanced to the mass market across prepaid, postpaid and wireless broadband services. Yes 5G Wireless Broadband also received Silver for Broadband Plan of the Year, while Yes Prepaid and Yes Postpaid products each received Bronze in their respective categories. These distinctions reinforce the company's commitment to combining technological innovation with accessible, competitive services.

On the international stage, at MWC Barcelona 2026, YTL Comms won the GTI 5GxAI Award for its leadership work in commercialising 5G Advanced to enable a sovereign 5GxAI stack for Malaysia.

YTL Comms also contributed to the global dialogue on the convergence of mobile networks and AI. As a founding member of the GSMA–GTI Mobile AI Group, the company contributed to the Mobile AI White Paper launched at MWC Barcelona 2026. This participation brings Malaysia's experience in building an integrated 5G Advanced and AI platform into international industry discussions and reflects the company's ambition to help shape the next phase of telecommunications development.

YTL Comms was the only Malaysian telco invited amongst global partners in Qualcomm's 6G Coalition, announced at MWC Barcelona 2026. The collaboration spans devices, networks and cloud infrastructure, with a roadmap targeting pre-commercial demonstrations in 2028 and commercial systems from 2029 onwards. Participation in this initiative positions the Group within the international ecosystem developing AI-native connectivity and complements YTL Comms' strategy to build the infrastructure and capabilities needed for Malaysia's long-term digital competitiveness.

MANAGEMENT DISCUSSION & ANALYSIS
SEGMENTAL REVIEW

DATA CENTER

SEGMENT OVERVIEW

The Group's Data Center segment comprises the activities of YTLDC in Malaysia, which is involved in the development, construction, ownership and operation of data centers.

YTLDC has planned capacity of up to 2,400 MW across sites in Johor and Cyberjaya. This includes the flagship YTL Green Data Center Park in Kulai, Johor, with an increased capacity of up to 1,200 MW, and new data center developments to meet increasing demand.

The Group is also undertaking the development of a solar power facility with a generation capacity of up to 500 MW in Johor, to co-power the YTL Green Data Center Park.

OPERATIONAL REVIEW

YTLDC made significant progress on its data centers during the financial year under review. The Group has currently invested RM10.6 billion in its data center business and has progressed with plans to expand beyond the green data center park in Kulai.

On the back of strong demand, the YTL Green Data Center Park's capacity has been increased to 1,200 MW, from 600 MW previously. A total of 298 MW is currently contracted, with progress on new phases well underway. The data centers are principally let to third parties under medium to long term leases.

The park will be the first data center campus in Malaysia to be co-powered by on-site renewable solar energy, which is being developed in phases to match the planned data center phases. The first phase, involving a 215 MWac solar power facility, has been implemented to date.

In August 2026, the YTL Power Group and the JLand Group announced a strategic partnership for a proposed joint development at Sedenak Tech Park ("STeP") West in Johor which will include a new gigawatt-scale data center campus.

As part of the arrangement, the Group will acquire approximately 145 acres within STeP West, with an option to acquire up to a further 400 acres for future expansion, potentially bringing the campus footprint to approximately 545 acres. This proposed development will significantly expand the Group's data center footprint in Johor.

The collaboration brings together the YTL Power Group's experience in developing and operating large-scale digital infrastructure with JLand Group's role as master developer of Ibrahim Technopolis ("IBTEC"), enabling the infrastructure and ecosystem for next-generation industries. Located within IBTEC, STeP is JLand Group's platform for large-scale digital and advanced technology development.

Building on the momentum of STeP East, STeP West marks the next phase of growth, with the scale to support major data center and AI investments. This new campus will further strengthen the growing digital infrastructure cluster at IBTEC and enhance Johor's position as one of Southeast Asia's leading data center markets.

The Sedenak campus will complement the YTL Green Data Center Park's planned capacity of up to 1,200 MW. Together, the two campuses will provide the Group with the scale and flexibility to meet rapidly growing regional demand for cloud computing, AI and increasingly power-intensive digital services.

Johor's proximity to Singapore, international connectivity, expanding infrastructure and growing technology ecosystem have positioned the state as an increasingly attractive destination for global digital infrastructure investment.

The development is expected to support skilled employment across construction, engineering, technology and data center operations. It is also expected to generate wider economic activity throughout the associated energy, infrastructure and technology supply chains.



INVESTMENT HOLDING ACTIVITIES

SEGMENT OVERVIEW

The Group's Investment Holding Activities segment comprises its AI cloud solutions and services businesses and digital banking in Malaysia, the 400-acre Brabazon Bristol residential and commercial project in the UK, engineering consultancy and O&M services for a wide range of infrastructure across multiple industries under the Ranhill Group and minority stakes in power generation assets in Jordan and Indonesia.

OPERATIONAL REVIEW

AI Cloud Solutions & Services

The Group is further investing in the national AI ecosystem through YTL AI Cloud and YTL AI Labs.

YTL AI Cloud is a specialised provider of AI infrastructure as a service, offering customised cutting-edge AI solutions at unprecedented scale for the most sophisticated users.

The first phase of the YTL AI Cloud is based at the YTL Green Data Center Park in Johor, offering the largest single cluster of the latest NVIDIA GB-200 GPUs. YTL AI Cloud deploys the latest in AI technology, including NVIDIA's Blackwell AI Superchip within NVL-72 server racks, enabling YTL AI Cloud to provide the high-performance computing power to support AI training and machine learning to customers in various industries.

In May 2026, YTL AI Cloud officially achieved NVIDIA's Exemplar Cloud status, establishing YTL AI Cloud as one of the first cloud infrastructure providers in Asia to earn this validation, placing it within an elite tier of global hyperscalers and AI-specialised clouds. This achievement reinforces YTL AI Cloud's position as a leading provider of AI infrastructure and expands access to advanced AI computing capabilities for businesses, researchers, developers and public sector organisations across Malaysia and the wider region.

NVIDIA's Exemplar Cloud status validates that a cloud provider's infrastructure meets or exceeds NVIDIA's stringent performance, efficiency and scalability targets. This validation ensures enterprise customers achieve deterministic, predictable performance against NVIDIA benchmarking recipes, baselines and reference workload expectations, maximising returns on infrastructure spend.

To secure Exemplar Cloud status, YTL AI Cloud's infrastructure was subjected to NVIDIA Exemplar's rigorous training benchmarking. The benchmark evaluated a 512-GPU environment across leading AI model workloads, including DeepSeek-V3, Llama 3.1, Qwen3, Grok-1, Nemotron 3, Nemotron-H, GPT (OSS) and related large-model scenarios. The validation focused on core infrastructure performance metrics, including mean step time, TFLOPS per GPU and run-to-run consistency across repeated executions.

Meanwhile, YTL AI Labs is a home-grown AI laboratory building Sovereign AI models that perform on par with the world's best, while staying grounded in local needs, values and context. As a pioneer of Sovereign AI in the region, YTL AI Labs is well positioned to benefit from the growing demand for AI applications powered by AI models trained to understand the local context and language.

As one of its first key developments, YTL AI Labs is the owner and developer of ILMU, Malaysia's own large language AI model. The ILMU family of models, which includes ILMUChat, ILMU Claw and ILMU Coding, is designed to be culturally aware, contextually intelligent and fluent in Bahasa Melayu, delivering cutting-edge solutions that empower Malaysian businesses with intelligence that truly understands the market and the people they serve.

ILMU Claw was launched in April 2026, enabling users, developers and enterprises to build autonomous AI agents, hosted entirely on Malaysian infrastructure through the secure YTL AI Cloud. ILMU Claw is designed to work seamlessly with OpenClaw, letting users build autonomous AI agents through OpenClaw with simple prompts, without managing complex orchestration.

AI agents have become one of the defining technology stories of 2026. Momentum around agentic software has accelerated globally, with OpenClaw emerging as a breakout open-source project that has gained traction from developers to everyday users. By removing the need for coding or complex setup, OpenClaw has significantly lowered technical barriers for building AI agents, making it accessible to everyday users through simple, natural language prompts.

ILMU Claw builds on this momentum. Powered by ILMU-Nemo-Nano, developed in collaboration with NVIDIA, ILMU Claw is designed to make agent creation more accessible while still supporting enterprise needs.

MANAGEMENT DISCUSSION & ANALYSIS
SEGMENTAL REVIEW

In July this year, YTL AI Labs and MYDIGITAL Corporation collaborated through Rakyat Digital, the national digital training platform, to offer young Malaysians free access to ILMUChat Pro. Access is offered through *AI Untuk Rakyat*, a national initiative by the Ministry of Digital, and enables Malaysians aged 18 to 30 who complete the required AI training on Rakyat Digital to claim three months of ILMUChat Pro, normally priced at RM50 per month. The programme is targeting 100,000 users and announced by Prime Minister Datuk Seri Anwar Ibrahim at the launch of AI Malaysia in Cyberjaya, alongside the National AI Action Plan 2026-2030.

Digital Banking

Ryt Bank, operated by YTL Digital Bank Berhad, commenced commercial operations on 25 August 2025 following the issuance of its digital banking licence by the Ministry of Finance (MoF) effective 20 December 2024. Ryt Bank is backed by the Group's subsidiary, YTL Digital Capital Sdn Bhd, and Sea Limited.

Ryt Bank received strong public interest upon its launch and, upon the completion of its first year of operations in August 2026, hit a significant milestone with more than 1.5 million customers. Ryt AI, the bank's AI-powered banking assistant, was used in excess of 10 million times to handle everyday banking, including transfers and bill payments through simple prompts in the app.

By harnessing the power of AI to provide an unparalleled customer experience, Ryt Bank delivers financial services that are meaningful and inclusive while helping customers achieve their financial goals. Features include bill payments and card usage, and the bank's core digital banking offerings were further expanded throughout the year to include:

- ✓ **Ryt PayLater**, a 'buy now, pay later' (BNPL) credit facility providing instant credit of up to RM1,499 for everyday spending
- ✓ **RytCredit**, a digital credit line providing up to RM100,000 for bigger purchases
- ✓ **Ryt Invest**, an in-app investment feature in partnership with Opus Asset Management Sdn Bhd allowing users to invest in professional, Shariah-compliant unit trust funds directly through the app
- ✓ **Ryt Groups**, a bill-splitting and expense-management feature designed to help users divide shared costs for meals, trips and group activities.

Brabazon Bristol

The Group is undertaking one of the UK's largest master planned developments, located on the former Filton Airfield site. Brabazon Bristol is a 400-acre mixed-use urban development and the Group's first UK property development project. Brabazon Bristol has been envisioned using cutting-edge AI and computational data to analyse key elements such as daylight hours, wind comfort, building heights and views.

Brabazon has enjoyed another highly successful year, marked by continued progress across the development and growing national recognition. The project received further industry acclaim, winning awards for *Residential Development of the Year 2025* at the Bristol Property Awards and the *Apartment Development* of the year at the Insider Southwest Residential Property Awards 2025, Nationally, Brabazon won a highly commended recognition at the RESI awards. Spitfire Hangar at Brabazon won the CESW award for Adaptive reuse into Mixed Use.

Brabazon also received shortlisting as one of the UK government's New Towns which has generated significant political and stakeholder interest. This increased profile has been reflected in visits from several high-profile government officials, reinforcing Brabazon's position as one of the UK's most significant regeneration projects.

Residential

The Hangar District sold out during the financial year, with more than 300 homes now completed and occupied. This achievement represents a major milestone for the business and demonstrates the strong demand for the high-quality homes and neighbourhoods being delivered at Brabazon.

Construction of **The Heritage District**, Brabazon's second residential phase comprising 100 new homes, has also progressed well and is now approximately 50% complete. The first homes were occupied in spring 2026, with around 35 homes now lived in. Construction across the district remains on track for completion later in 2026, further expanding the growing Brabazon community and supporting the long-term vision for the development.

Construction on the first purpose-built **Build-to-Rent** (BTR) scheme, located immediately south of the Heritage District is underway. This development will enhance the division's rental portfolio with 189 apartments and seven houses with staggered parcel completion.

MANAGEMENT DISCUSSION & ANALYSIS
SEGMENTAL REVIEW

Student Accommodation

The Propeller Quarter, a 1,514-bed Purpose Built Student Accommodation (PBSA) scheme leverages Brabazon's connectivity via existing mobility infrastructure to established UK university campuses and serves a Bristol market which is in high demand. These units are housed within four individual blocks with shared communal spaces such as study and game rooms, a gym and lounges that can host social gatherings, all of which interact with the outdoor landscape realm programmed with active and quiet zones.

The first 750 beds were completed for the start of the academic year in September 2026, with the remaining 764 beds scheduled for completion in 2027.

Commercial

The first Grade A office building at Brabazon, **The Interchange** is underway with occupation targeted by the first quarter of the 2028 calendar year. Strategically located next to the new Brabazon train station which is currently under construction, the eight-storey office building will also be the first purpose-built station ticket office in Bristol since Bristol Parkway in 1972 and one of only three in the region.

This 86,300 sq ft building will serve as a gateway to the emerging city district in North Bristol. The office building will boast best in class accreditations including EPC A, BREEAM Outstanding, NABERS 5*, WiredScore Platinum and SmartScore Gold ratings. It features flexible floor plates and high-end amenities fronting a civic square with retail and landscaped public spaces.

Planning approval was granted for **One Brabazon Gateway**, a seven-storey landmark office building offering flexible office space. Its prominent location, highly visible from the A38 and just 500 metres from the new Brabazon railway station, is strategically positioned to serve the region's growing defence and aerospace sectors. A multi-million-pound agreement has been secured with prestigious food retailer Waitrose, which will anchor the development with a 30,000 sq ft full-line flagship store – its first new store of this format in seven years.

Construction has also commenced on a 1,650-space multi-storey car park, which will serve the Brabazon development as well as the YTL Live entertainment complex.

Community

The opening of **Spitfire Hangar** in January 2026 marked a major milestone for Brabazon and represents the first dedicated community hub within the new neighbourhood. Operated as a charitable entity, the venue has quickly become a vibrant focal point for residents, businesses and the wider local community.

Spitfire Hangar provides a diverse range of facilities and services, including fitness and well-being classes, youth and community support programmes, multi-faith gatherings, flexible workspaces, and corporate event facilities for conferences and meetings. The venue is also home to a flagship café and bakery operated by Mokoko, one of Bristol's most respected independent hospitality brands.

Alongside its day-to-day community offer, Spitfire Hangar has established itself as a destination for cultural and social activities, hosting live music events, regular markets and a variety of community-led initiatives. Since opening, the facility has delivered significant social value, creating opportunities for people to connect, work, learn and spend time together, while helping to foster a strong sense of community within Brabazon's growing population.

As the first major community asset delivered at Brabazon, Spitfire Hangar demonstrates the Group's commitment to creating not just new homes, but a thriving and inclusive place where people can live, work and build lasting connections.

This year Brabazon also received planning approval for a UK government-funded public square, which will surround the train station and station office building. This publicly funded realm is the main welcome plaza for Brabazon commuters and will facilitate the management of large crowds using the station on Arena nights.

Planning approval for Brabazon's first curated leisure and large-scale food and beverage destination is underway. The proposal will bring together a carefully selected mix of independent street food operators, restaurants and social spaces, creating an exciting new offer for residents, visitors and the wider Bristol market. This development will play an important role in building Brabazon's identity as a thriving neighbourhood and destination in its own right.

Construction is also underway on a new sports and leisure complex, due to open in late 2026. The facility will offer a range of health, fitness and recreational experiences, including padel tennis, pickleball, digital golf and wellness amenities such as saunas, hot tubs and ice baths. Strategically located at the heart of Brabazon, opposite the new train station and PBSA, the complex is expected

MANAGEMENT DISCUSSION & ANALYSIS
SEGMENTAL REVIEW

to become a key attraction for residents, employees, students and visitors. As one of the first major leisure destinations within the development, it will support the creation of a dynamic mixed-use community while drawing visitors from across Bristol and the wider region.

These projects demonstrate the Group's commitment to activating Brabazon early in its evolution, creating amenities, experiences and destinations that bring people together and establish a strong sense of place long before the completion of the wider masterplan.

Infrastructure

The Group has invested heavily in primary infrastructure to maintain its delivery momentum. Over 30 megavolt-ampere (MVa) of power has been secured and the primary roads and sewers that serve Brabazon's eastern section have been completed. This allows for development continuity and supports the opening of Aviva Arena at YTL Live in the future. Earlier in 2026 Brabazon's main spine road "Runway Avenue" opened, bringing mains utilities through the site and unlocking more than 100 acres of developable land.

Bristol Brabazon station, which has been funded by the UK government, is under construction and due to open late 2026.

Civic Landmark

In February 2026, the Group announced a landmark long-term, multi-million-pound naming-rights partnership with Aviva, under which the new 20,000-capacity entertainment venue will be known as Aviva Arena.

The Group continues to make progress on the development of Aviva Arena within the historic Brabazon Hangars – the birthplace of the British Concorde. As a flagship cultural component of the wider Brabazon masterplan, Aviva Arena will transform this important heritage landmark into a world-class entertainment venue, while championing sustainable design, supporting regional economic growth and improving connectivity across Greater Bristol. Main construction works are underway, with several key packages awarded.

Construction of **Brabazon Park**, a new 15-acre public park at the heart of Brabazon, is also underway. Set to become the largest new urban park created in southwest England in more than 50 years, it will be centered around a habitat-rich 2.5-acre lake and provide extensive green space for recreation and community activities, while enhancing local biodiversity.

Engineering Consultancy & O&M Services

NRW Management & Water Infrastructure Solutions

The Ranhill Group provides operational, management, construction, and consultancy services for water service providers, with core expertise in NRW management to support efficient and sustainable water operations across Malaysia. Apart from water loss reduction, the company also undertakes civil works for water infrastructure and water/wastewater treatment solutions, positioning itself as a strategic partner in strengthening water security and operational reliability.

The rapid delivery of the Lok Heng desalination plant this year was a stand-out demonstration of the division's technical and engineering capability as a desalination plant specialist in Malaysia. Work also continued on the Johor Phase 8 NRW project, supporting the Group's broader objective to maintain and improve Johor's water supply efficiency.

Two new civil packages were secured in the period, namely Sedenak Rising Main, covering a 1,200mm rising main of approximately 18.9 km from the new Sedenak balancing reservoir to Sedenak Tech Park, and Iskandar Puteri Water Reticulation, covering a 1,200mm falling main of approximately 6.85 km from R1 Reservoir to Puteri Harbour.



The division remains focused on the national NRW programme, reclaimed water and desalination projects, where regulatory developments could formalise a market in which it holds first-mover credentials. Reclaimed water is increasingly seen as ideal for data center cooling and classifiable as green technology which also contributes to a reduced carbon footprint, in addition to alternative opportunities for customised water and wastewater treatment systems.

Engineering Solutions

The Ranhill Group has multi-disciplinary engineering solutions expertise with a proven track record in design services for geotechnical, civil infrastructure, structural, mechanical, electrical, water resources, linear transportation, project management and EPCC solutions.

The division's distinctive edge centers on its Building Information Modelling capabilities, which enable a more seamless, real-time collaborative approach to design, planning and construction of buildings, facilitating faster and more precise development of designs, promoting resource optimisation and waste reduction and supporting reduced carbon emissions.

Notable contracts secured during the year under review included the detailed design work for water supply infrastructure in the Iskandar development region, Air Selangor pipe-replacement and water-grid interconnectivity packages, the national NRW programme consultancy for the Ministry of Energy Transition and Water Transformation (PETRA) and Sewerage Study for Sg Segget for Iskandar Regional Development Authority (IRDA).

Ongoing projects continued to be executed with precision, speed, and quality. The Semangar 3 WTP and 50 MLD package plant design-and-supervision is on track for completion by January 2027. The KLIA baggage handling system project is proceeding on track with revised milestones while the Kota Belud flood study, Meranti data center supervision contract and the Sungai Segget sewerage rationalisation study for IRDA were all completed during the financial year.

Oil & Gas

The Ranhill Group undertakes engineering, design, management and consultancy services to the oil and gas, energy, chemicals and resource sectors through its subsidiary, Ranhill Worley Sdn Bhd ("RW").

RW is a leading player in the oil and gas sector for professional project and asset portfolio management services. This includes provision of carbon storage, decarbonisation and related technology solutions. Its track record includes the Malaysia Kasawari Carbon Capture Storage ("CCS"), the world's largest offshore CCS project.

RW secured two medium-sized local projects and a major offshore project during the year. By recalibrating the strategic focus, the division was highly effective in mitigating ongoing delays and deferments of major project awards in the Middle East (due to the Strait of Hormuz crisis) and managing related supply chain shocks as well as a weaker US dollar against the Malaysian Ringgit.

New contract awards included the one-year extension of the PETRONAS Carigali EPCm3 portfolio contract, the largest and longest-standing portfolio contract held by RW, and with the existing portfolio of projects comprising a balanced mix of asset life-extension and recurring brownfield engineering support services contracts.

Power Investments

The Group's power investments comprise a 45% equity interest in Attarat Power Company PSC ("APCO") in Jordan and an effective interest of 20% in PT Jawa Power in Indonesia.

APCO is the owner of a 554 MW oil shale-fired mine-mouth power generation project in Jordan, with a 30-year power purchase agreement with the National Electric Power Company ("NEPCO"), Jordan's state-owned utility, for the entire electrical capacity and energy of the power plant. NEPCO has an option to extend the power purchase agreement to 40 years (from the commercial operation date of the project's second unit).

APCO remained stable during the year under review. The 554 MW power plant is the first in Jordan to utilise the country's indigenous oil shale resources and accounts for approximately 15% of its installed power generation capacity. This reduces the country's import of oil products for power generation, and its development is a key milestone in the Jordanian government's goal of furthering its energy independence.

PT Jawa Power owns a 1,220 MW coal-fired power station in Java, Indonesia, and supplies power to Indonesia's national utility company, PT PLN (Persero), under a 30-year power purchase agreement. O&M for the power station is carried out by PT YTL Jawa Timur, a subsidiary of YTL Power, under a 30-year agreement. PT Jawa Power's performance remained stable during the year under review.

MANAGEMENT DISCUSSION & ANALYSIS
RISK MANAGEMENT

The overall risk management objective of the YTL Power Group is to ensure that adequate resources are available to protect its assets and to create value for its stakeholders. Risk management is carried out through regular risk review analysis, internal control systems and adherence to the Group's risk management practices. The Board regularly reviews these risks and approves the appropriate control environment frameworks.

FINANCIAL RISK MANAGEMENT

The 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 Group focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on its financial performance.

Further details on the Group's financial risk management can be found in *Note 36* of the *Financial Statements* in this Annual Report.

OPERATIONAL RISK MANAGEMENT

Concessions & Key Contracts

A number of the Group's businesses and projects are reliant, in some cases to a significant extent, on concessions or other key contracts. Cancellation, expiration, termination or renegotiation of any such concession or key contract or the imposition of restrictive regulatory controls could have an adverse effect on the financial condition and results of operations of certain subsidiaries of YTL Power and accordingly, the Group as a whole.

However, the Group's strategy of investing in regulated assets with long-term concessions or contracts has enabled it to establish a solid track record and operating performance to date, and is a measure to mitigate the vagaries of short-term contracts or more cyclical industries. Furthermore, the Group addresses these risks by investing in assets operating in stable economies and/or established markets or sectors with strong legal protections.

Business Risk

The YTL Power Group's principal activities are subject to certain risks inherent in their respective sectors. These may include shortages of labour and raw materials, increases in the cost of labour, raw materials, equipment and electricity tariffs, changes in the general economic, business, credit and interest rate conditions, inflation, taxation and changes in the legal and environmental framework within which the industries operate.

The Group addresses these matters by maintaining sound financial risk management practices as set out above, and high standards of preventive maintenance and cost efficiency coupled with technical and operating efficiency of its assets.

Dependence on Key Management

The continued success of YTL Power is, to a significant extent, dependent on the abilities and continued efforts of the Board and senior management of YTL Power. Key personnel with a strong background in the diversified areas of YTL Power's principal activities are valuable assets to YTL Power. The loss of any key member of the Board or senior management personnel could affect YTL Power's ability to compete in the sectors in which it operates.

The future success of YTL Power also depends on its ability to attract and retain skilled personnel for smooth business operations of the Group to continue without undue disruption. Therefore, appropriate measures are taken which include the provision of training programmes, the offering of attractive incentives such as employees' share option schemes and competitive remuneration packages, and efforts to ensure smooth succession in the management team.

Political, Economic & Regulatory Risks

Like all other businesses, adverse developments in political, economic and regulatory conditions in Malaysia, Singapore, the UK, Indonesia, Jordan and other overseas markets in which the Group from time to time has operations or investments could materially and adversely affect the financial and business prospects of the Group and the markets for its products and/or services.

Whilst it is not possible to prevent the occurrence of these events, the Group attempts to mitigate the effects of these risks through thorough due diligence assessments prior to the commitment to any project, ensuring compliance with applicable laws and regulations, as well as its strategy of maintaining the geographic diversity of its operations, and remaining vigilant in monitoring events and conducting ongoing assessments of any operational and financial impacts of such external developments.

MANAGEMENT DISCUSSION & ANALYSIS
RISK MANAGEMENT

Environmental & Climate-Related Risks

The YTL Power Group's businesses are subject to environmental legislation and regulations, compliance with which could result in increased costs, or losses of or reductions in revenue, to the Group. The terms on which concessions for power and other utilities projects are granted by relevant regulatory authorities may include, on occasion, requirements to contribute to environmental and/or other public works.

The YTL Power Group's businesses are exposed to environmental and climate-related risks including transition risks, which may arise from legal, regulatory, policy, technological and market changes to address climate mitigation and adaptation, and physical risks resulting from climate change which may arise from extreme weather events or longer-term shifts in weather patterns, causing adverse impacts including operational disruptions and physical damage to assets.

The Group has a long-standing commitment to ensuring that its businesses are viable and sustainable on a long-term basis. In the short term, the Group will continue to monitor, manage and offset its carbon emissions and optimise resource management, and take guidance from domestic and international policies to keep abreast of developments in climate change and environmental issues.

Over the medium to longer term, the Group will continue to incorporate climate-related risks and opportunities into its business model, operations and engagements with various stakeholders.

Further information on the Group's actions in managing these matters can be found in the *Environmental, Social & Governance Report 2026* in this Annual Report.



MANAGEMENT DISCUSSION & ANALYSIS
OUTLOOK

Global economic growth is projected to expand at a more moderate pace in 2026 amid ongoing headwinds surrounding the geopolitical conflict in the Middle East. Nevertheless, the global economy should remain steady, supported by robust investment in technology and digitalisation, as well as supportive fiscal policies *(source: Bank Negara Malaysia updates)*.

The outlook for the Group's Power Generation segment remains steady, in tandem with electricity demand, and will continue to focus on customer service, operational efficiency and exploring diversification beyond the core business into integrated multi-utilities supply.

The accelerated drive of the energy sector towards renewable and more sustainable energy sources in both Malaysia and Singapore paves the way for the Group to capitalise on new plant-ups. In addition to the 600 MW hydrogen-ready CCGT plant already under development in Singapore, this also includes opportunities under government programmes in Malaysia such as the Corporate Renewable Energy Supply Scheme (CRESS), large-scale solar (LSS) programmes and new generation plant-up projects.

In the Water & Sewerage division, Wessex Water is focused on delivering its 2025-2030 investment programme, while maintaining strong credit quality, supporting efficient access to finance and delivering value for customers, alongside significant environmental and resilience improvements. Outside of the regulated business, exploration is also ongoing of low-risk opportunities for organic growth within the Group's wider UK operations.

The trajectory for Ranhill SAJ is similarly positive. Johor is well-positioned for significant economic growth driven by JS-SEZ implementation and the state's emergence as the nation's data-center hub. Coupled with expected population growth, water consumption demand is expected to increase at 4.2% per annum state-wide over the next five years with higher growth rates of around 5.3% in Johor Bahru and Kulai. The demand for treated water in Johor is projected to increase by approximately 300 MLD by 2029, driven by rapid industrialisation and the ongoing expansion of data centers.

The scenario augurs positively for the Group, which will continue to focus on ensuring an efficient and sufficient water supply system to capitalise on growing consumption demand. The strategic priorities going forward are raising reserve margins through new WTPs and continuing NRW reduction efforts, enhancing system resilience through external storage and inter-scheme connectivity, exploring large-scale desalination projects, leveraging digital technologies and AI, and strengthening climate resilience by diversifying raw water sources and storage solutions.

For the Telecommunications segment, 5G leadership and fibre wholesale form a strategic platform for advancing Malaysia's ambition to become an AI nation. By enabling businesses and industries to adopt AI while providing the interconnection needed to support digital infrastructure investment, YTL Comms aims to turn growing digital capacity into broader economic participation, higher productivity and stronger national competitiveness. This twin imperative aligns the company's long-term growth with Malaysia's progress towards an inclusive, innovative and AI-enabled economy.

The Group's core competencies in power generation, water and telecommunications infrastructure provided the foundation for the exponential growth of the Data Center business.

The upcoming Sedenak campus will complement the YTL Green Data Center Park, reinforcing the Group's scale and flexibility to meet rapidly growing regional demand for cloud computing, AI and increasingly power-intensive digital services. Johor's proximity to Singapore, international connectivity, expanding infrastructure and growing technology ecosystem have positioned the state as an increasingly attractive destination for global digital infrastructure investment.

Coupled with the AI cloud solutions and services being built on this foundation, the Group's digital infrastructure credentials will drive the progress of this next growth phase.

CORPORATE EVENTS

1 October 2025

THE EDGE ESG AWARDS 2025 - YTL POWER INTERNATIONAL BERHAD

YTL Power International Berhad received Gold in the Most Improved ESG Performance Over Three Years – Above RM5 Billion Market Capitalisation category at The Edge's ESG Awards 2025.



From left to right: Ms Kathy Fong, Editor-in-Chief, The Edge Malaysia; Dato' Fadl' Mohamed, CEO, Bursa Malaysia Berhad; Tan Sri Tong Kooi Ong, Chairman & Founder, The Edge Media Group; YB Senator Datuk Seri Amir Hamzah Azizan, Minister of Finance II; Ms Nico Aw Li Cheun, then-General Manager, Sustainability, YTL Corporation Group; Ms Ng Wei Wei, CEO, UOB Malaysia; and Datuk Ho Kay Tat, Publisher & Group CEO, The Edge Media Group

9 October 2025

YTL COMMUNICATIONS BRINGS 5G ADVANCED TO MALAYSIA

YTL Communications Sdn Bhd, a subsidiary of YTL Power International Berhad, became the first telecommunications company in Malaysia to commercially launch 5G Advanced through its service brand, Yes. The rollout delivers deeper 5G coverage, faster performance and AI-ready connectivity, benefiting consumers and businesses alike.



From left to right: Mr Yeoh Keong Ren, CMO, YTL Communications Sdn Bhd; Mr David Hägerbro, President & CEO, Ericsson Malaysia, Sri Lanka & Bangladesh; Mr Wing K Lee, CEO, YTL Communications Sdn Bhd; Dato' Seri Yeoh Seok Hong, Managing Director, YTL Power International Berhad; Datuk Azman Ismail, CEO, Digital Nasional Berhad; and Dato' Dr Fadhlullah Suhaimi Bin Abdul Malek, Executive Director, YTL Communications Sdn Bhd

CORPORATE EVENTS

31 October 2025

NVIDIA & YTL POWER BRIEF MALAYSIA'S PRIME MINISTER AT APEC SUMMIT

The meeting highlighted significant progress achieved in Malaysia's sovereign Artificial Intelligence (AI) landscape, including the successful completion of the YTL Power Group's state-of-the-art AI data center facility, developed in partnership with NVIDIA, at the YTL Green Data Center Park in Kulai, Johor.



Foreground: from left to right: Dato' Seri Yeoh Seok Hong, Managing Director, YTL Power International Berhad; Mr Jensen Huang, Founder, President & Chief Executive Officer, NVIDIA Corporation; YAB Dato' Seri Anwar Bin Ibrahim, Prime Minister of Malaysia; and YM Tengku Datuk Seri Utama Zafrul Bin Tengku Abdul Aziz, Chairman, Malaysian Investment Development Authority



19 February 2026

YTL LIVE ANNOUNCES AVIVA AS ARENA SPONSOR

YTL Live, operated by YTL Live (Property) Limited, a subsidiary of YTL Power International Berhad, announced a landmark sponsorship agreement with Aviva, a leading UK diversified insurer, granting naming rights to the 20,000-capacity indoor arena.

Tan Sri (Sir) Yeoh Sock Ping, Executive Chairman of YTL Power International Berhad, speaking at the signing ceremony

CORPORATE EVENTS

30 April 2026

YTL AI LABS PARTNERS WITH MYDIGITAL ID

YTL AI Labs, a subsidiary of YTL Power International Berhad, signed a memorandum of understanding with MyDigital ID to integrate secure, government-backed digital identity authentication into ILMUchat, Malaysia's sovereign AI.



From left to right: YB Dato' Seri Ahmad Fahmi Bin Mohamed Fadzil, Minister of Communications; YAB Dato' Seri Dr Ahmad Zahid Bin Hamidi, Deputy Prime Minister of Malaysia; and Encik Fadrizul Hasani, Chief Solutions Officer, YTL AI Labs Sdn Bhd

25 June 2026

YTL AI LABS AND YES EXPAND AI ACCESS NATIONWIDE

YTL AI Labs entered into a strategic partnership with Yes, by YTL Communications Sdn Bhd, to bring ILMUchat to over three million users across the country, expanding access to advanced AI technologies for Malaysians nationwide.



Mr Yeoh Keong Ren, Chief Marketing Officer, YTL Communications Sdn Bhd; and Mr Fong Chee Mun, Chief Executive Officer, YTL AI Labs Sdn Bhd

19 August 2026

YTL POWER EXPANDS TO SEDENAK TECH PARK

YTL Power International Berhad, through its subsidiary SIPP Power Sdn Bhd, and JLand Group, through its subsidiary JLG Technopark Sdn Bhd, announced a strategic partnership for a proposed joint development at Sedenak Tech Park (STeP) West in Johor which will include a new gigawatt-scale data center campus.

As part of the arrangement, SIPP Power will acquire approximately 145 acres within STeP West, with an option to acquire up to a further 400 acres. This proposed development will significantly expand YTL Power's data center footprint in Johor.



CORPORATE EVENTS

31 August 2026

AI UNTUK RAKYAT GIVES YOUNG MALAYSIANS FREE ACCESS TO ILMUCHAT PRO

In conjunction with Merdeka, young Malaysians were offered free access to ILMUchat Pro through AI Untuk Rakyat, a national initiative by the Ministry of Digital, delivered in collaboration with YTL AI Labs and MyDIGITAL Corporation through Rakyat Digital. Announced by Prime Minister YAB Dato' Seri Anwar Bin Ibrahim at the launch of AI Malaysia, alongside the National AI Action Plan 2026-2030, the programme targets 100,000 Malaysians aged 18 to 30. Upon completing the required AI training on Rakyat Digital, users can claim three months of ILMUchat Pro, normally priced at RM50 per month.



Mr Yeoh Keong Hann, Executive Director, YTL Power International Berhad, introducing ILMU to YAB Dato' Seri Anwar Bin Ibrahim, Prime Minister of Malaysia, during the ASEAN AI Malaysia Summit 2025 held last year

14 September 2026

YTL POWER & GANDA POWER SECURE FOUR ADDITIONAL SIEMENS GAS TURBINE UNITS

YTL Power International Berhad, Ganda Power and Siemens Energy signed reservation agreements for four additional SGT-9000HL gas turbine units. The reservations add to the three units previously secured by Ganda Power and YTL Power, bringing the total to seven, intended to support power generation projects in Malaysia and the wider region with a combined capacity of over 5,250 MW.



From left to right (seated): Mr Yeoh Keong Yuan, Director, YTL Power Services Sdn Bhd; YDM Engku Maharaja Lela Setia Paduka Dato' Syed Budriz Putra Jamalullail, Director, Ganda Power; and Mr Vivek Tanu Chauhan, Vice President & Head of Sales - Gas Services, Asia Pacific & India, Siemens Energy Pte Ltd

From left to right (standing): Mr Karim Amin, Member of the Executive Board & Executive Vice President - Gas Services, Siemens Energy AG; and Dato' Seri Yeoh Seok Hong, Managing Director, YTL Power International Berhad



23 September 2026

THE EDGE BILLION RINGGIT CLUB 2026 AWARDS - HIGHEST RETURN TO SHAREHOLDERS OVER THREE YEARS

For the third year in a row, YTL Power International Berhad received The Edge's Billion Ringgit Club 2026 award for Highest Returns to Shareholders Over Three Years in the Utilities category.

From left to right: Datuk Ho Kay Tat, Publisher & Group CEO, The Edge Media Group; Tan Sri Tong Kooi Ong, Chairman, The Edge Media Group; His Royal Highness Sultan Nazrin Muizzuddin Shah, Sultan of Perak; Mr Yeoh Keong Hann, Executive Director, YTL Power International Berhad; Mr Tan Chor Sen, CEO, OCBC Bank (Malaysia) Berhad; and Mr Martin Schulz, CEO & President, Mercedes-Benz Cars Malaysia

YTL Power
YTL GROUP

ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT **2026**

44 About This Report
46 Key Highlights for FY2026
47 Managing Sustainability
57 Environmental Stewardship
80 Societal Enrichment
98 Responsible Governance
- **106** Profile of the Board of Directors
- **116** Profile of Key Senior Management
- **117** Corporate Governance Overview Statement
- **127** Statement on Risk Management and Internal Control
- **130** Audit Committee Report
- **133** Nominating Committee Statement
- **138** Statement of Directors' Responsibilities

139 Bursa Malaysia Prescribed Table



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,

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

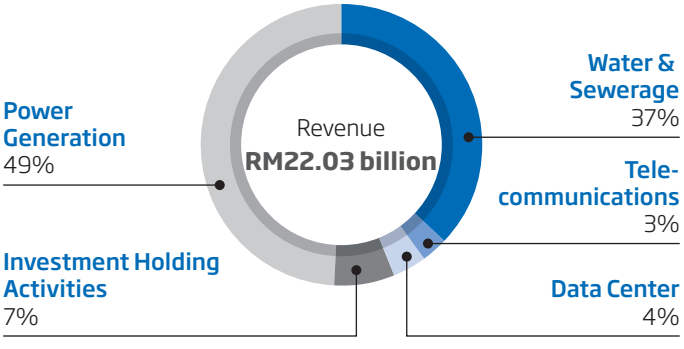
YTL Power is listed on the Main Market of Bursa Securities under the Gas, Water & Multi-Utilities sub-sector of the Utilities sector. We are a public company incorporated in Malaysia, with our corporate headquarters situated in Kuala Lumpur. As at 30 June 2026, our Group had 9,985 employees.

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.

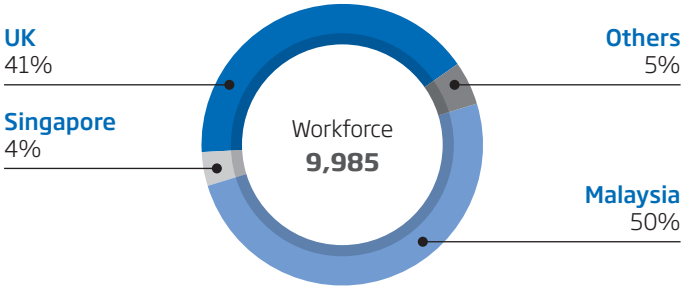
Our Group's reportable segments and geographic presence are as follows:

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.

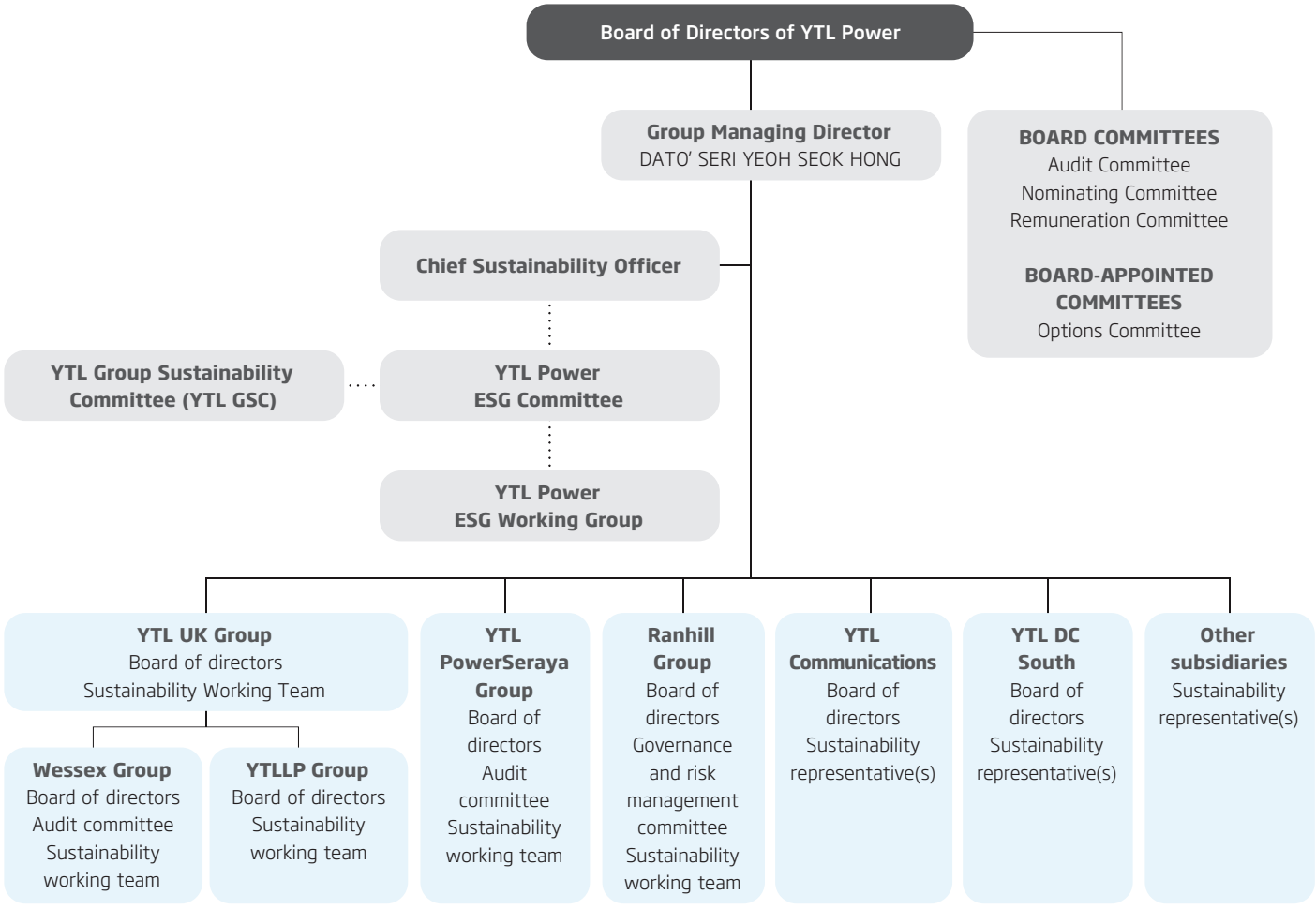
- At the **operating company** level, the respective boards of directors oversee material ESG matters as part of their overall governance responsibilities. Additionally, the designated representatives or teams spanning our operations play a significant role in aligning our ESG agenda with business practices 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*

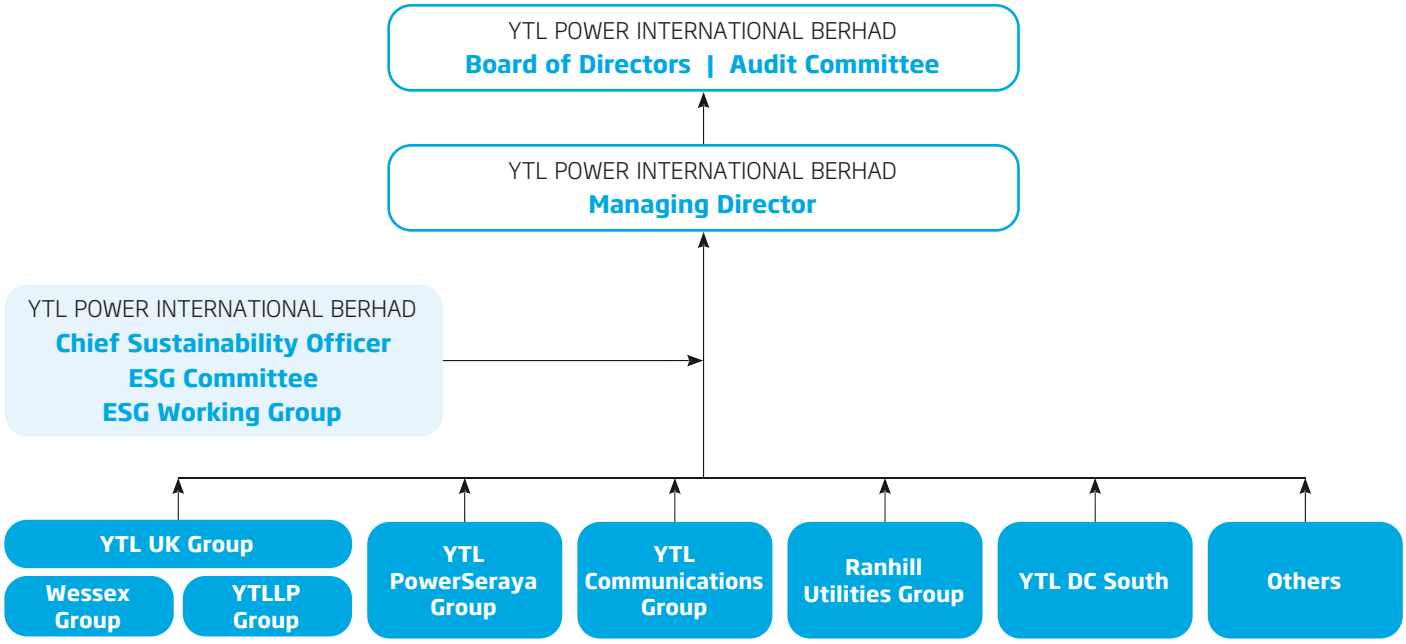
● ● ● *Indicates lower to moderately material matters*

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

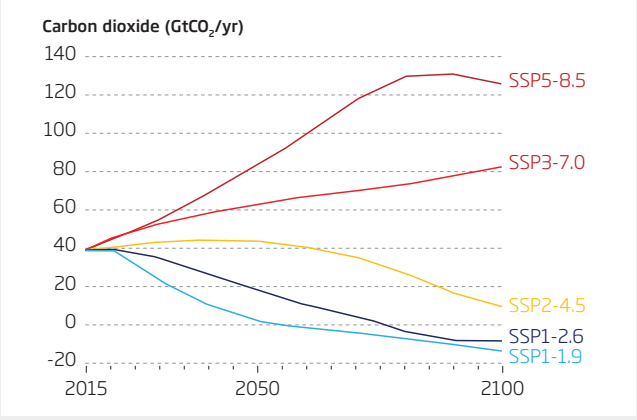
Climate Scenario Planning & Resilience

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.

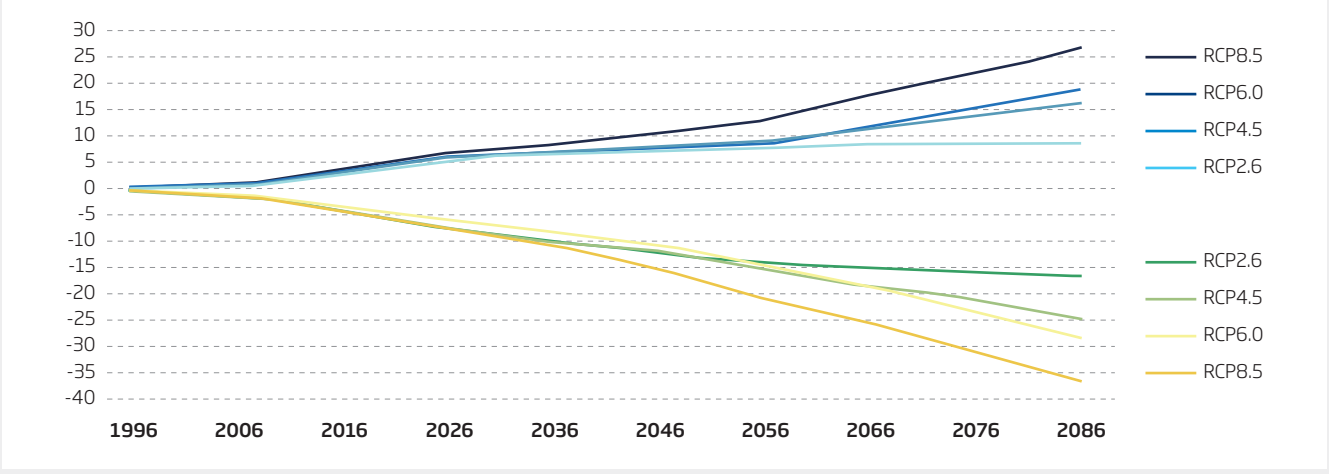
ENVIRONMENTAL STEWARDSHIP

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

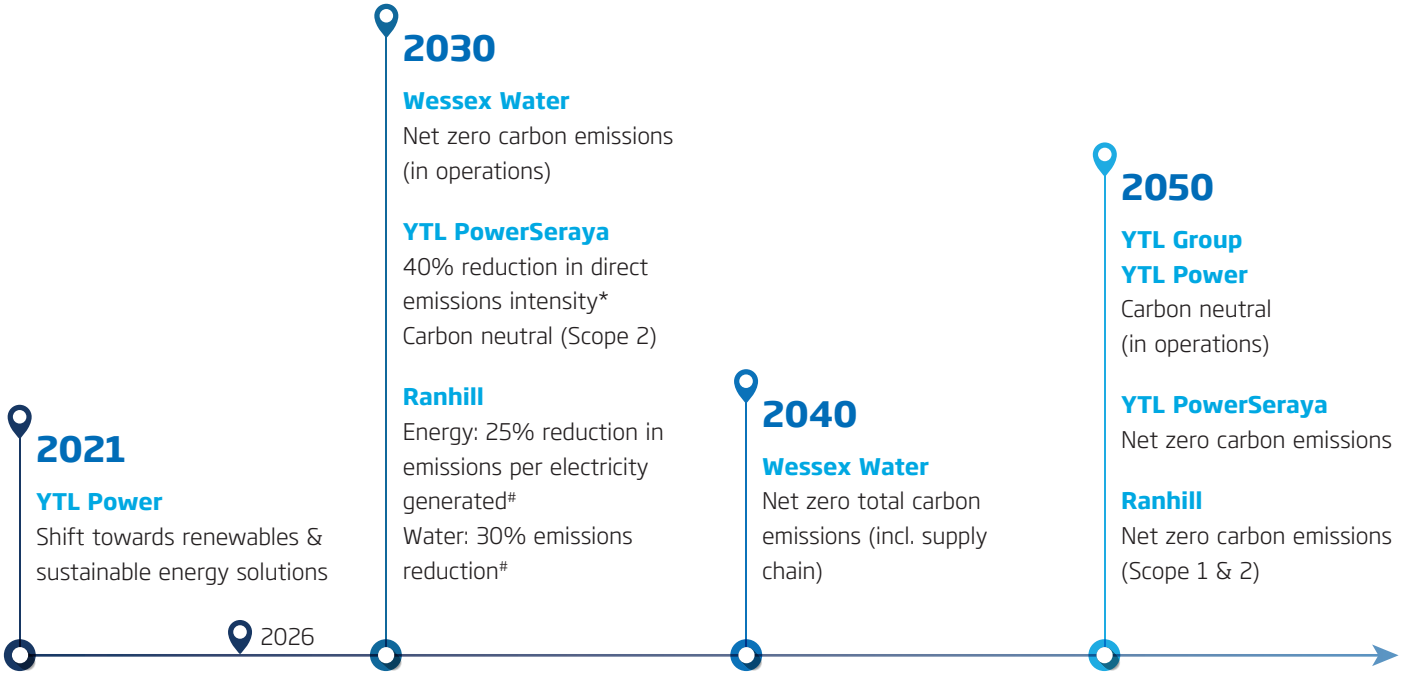
While climate change presents both physical and transition risks, our diversified operations and geographical footprint, together with our focus on regulated assets and ongoing infrastructure investments, help support our overall resilience. Where material ESG risks have been identified, these are integrated 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.

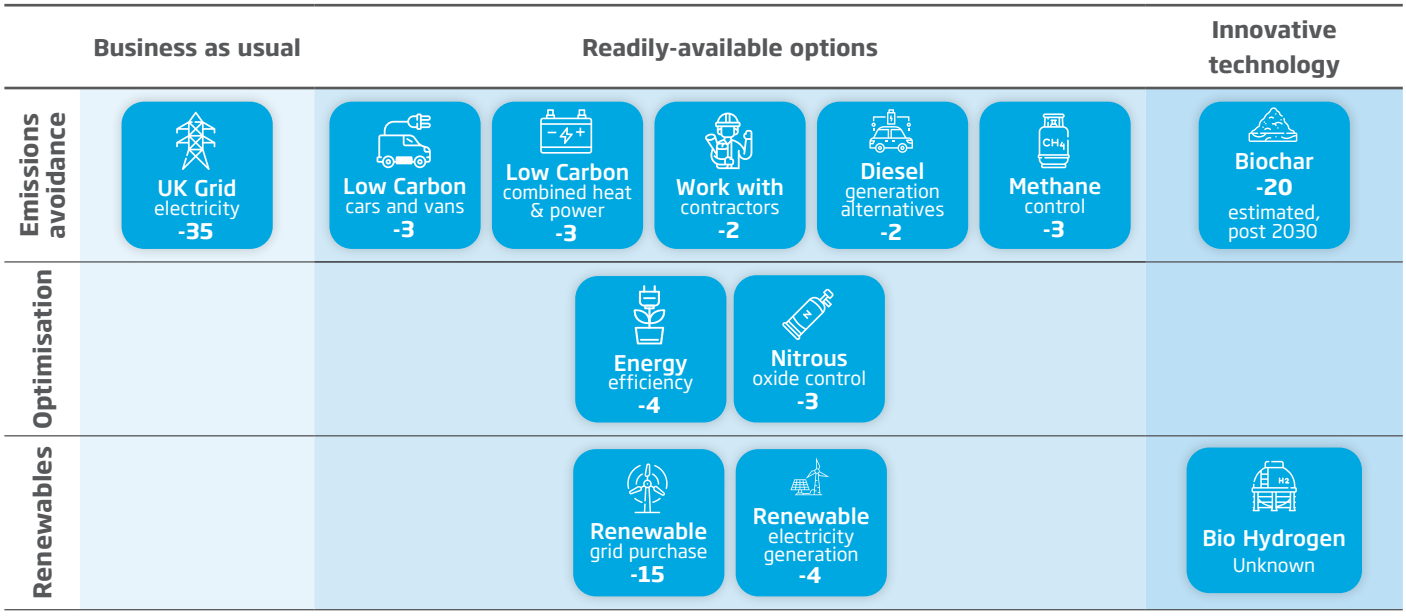
The 2030 aim is not a science-based target, but we consider it to be aligned with the principles of the Paris Agreement and the United Nations Convention on Climate Change 1.5°C pathway. The targets and planning are also contextualised by the UK's 2050 net zero aims and successive national carbon budgets.

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

SOCIETAL ENRICHMENT

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

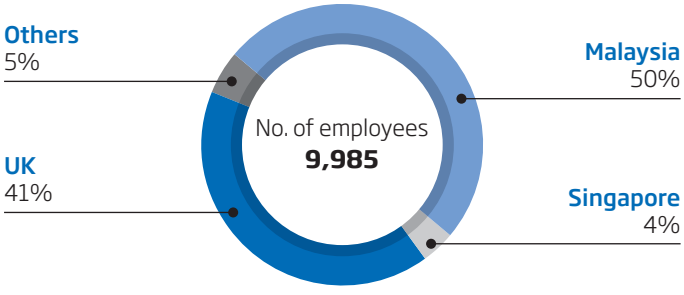
Providing our people with the opportunity for personal development and ensuring their well-being

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.

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.

SOCIETAL ENRICHMENT

✓ **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.

SOCIETAL ENRICHMENT

✓ **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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

DISCLOSURE OF RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

for the financial year ended 30 June 2026

In accordance with Paragraph 10.09(2)(b) of Bursa Malaysia Securities Berhad Main Market Listing Requirements ("Listing Requirements"), details of the Recurrent Related Party Transactions ("RRPT") conducted during the financial year ended 30 June 2026 pursuant to shareholder mandate obtained are as follows:

Related Party	Corporations in the YTL Power Group involved in the Recurrent Related Party Transactions	Interested Related Party	Nature of Transactions	Value of Transactions RM'000
YTL Corporation Group	YTL Power Group	YTLSFH [1][2][3]	Procurement of operation and maintenance services;	925,834
		YTLSH [1][2][3]	Procurement of hotel, hotel management and other related services;	
		YTL Corporation [1][2][3]	Procurement of parking facilities;	
		Puan Sri Tan Kai Yong [1][2][3][4]	Provision of telecommunications and/or broadband services, equipment and/or related services;	
		YTLSTC [1][2]	Procurement of construction and related services, and building infrastructure/equipment;	
		Yeoh Siblings [3][5]	Rental of premises at Lot 10 Shopping Centre, and 183, Jalan Bukit Bintang, Kuala Lumpur, and procurement of related services;	
			Rental of, or charges paid/payable for use of, vacant land, rooftop space, office, residential premises and/or other premises;	
			Provision of water sampling test;	
			Provision or procurement of information technology hardware and software, ICT system development and/or maintenance and related services;	
			Procurement of info screen advertising, promotions, graphic design and/or digital imaging and other related services and event management, technical support, equipment rental etc.;	
			Sale and/or purchase of spare, replacement parts, plant, equipment and consumables used in connection with the operation and maintenance of power plants.	

DISCLOSURE OF RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

for the financial year ended 30 June 2026

Definitions:

YTL Power	–	YTL Power International Berhad
YTL Power Group	–	YTL Power and its subsidiaries
Major Shareholder	–	As defined in Paragraph 1.01 of the Listing Requirements and for purpose of the RRPT, meaning set out in Chapter 10 of the Listing Requirements
Person Connected	–	As defined in Paragraph 1.01 of the Listing Requirements
ICT	–	Information, Communications & Technology
Puan Sri Tan Kai Yong	–	Puan Sri Datin Seri Tan Kai Yong @ Tan Kay Neong, a Major Shareholder (by virtue of her beneficial interests (held through YTLSTC as trustee) in the shares of YTLSFH) of YTL Power Group and YTL Corporation Group
YTLSFH	–	Yeoh Tiong Lay & Sons Family Holdings Limited, the ultimate holding company of YTL Power and YTL Corporation
YTLSH	–	Yeoh Tiong Lay & Sons Holdings Sdn Bhd, the penultimate holding company of YTL Power and YTL Corporation
YTL Corporation	–	YTL Corporation Berhad, the immediate holding company of YTL Power
YTL Corporation Group	–	YTL Corporation and its subsidiaries (excluding listed subsidiaries and their subsidiaries, joint ventures and associated companies), joint ventures and associated companies
YTLSTC	–	Yeoh Tiong Lay & Sons Trust Company Limited which holds, in its capacity as trustee, the entire issued shares in YTLSFH
Yeoh Siblings	–	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, collectively

Footnotes:

(1) Puan Sri Tan Kai Yong, YTLSTC, YTLSFH, YTLSH and YTL Corporation are Major Shareholders of YTL Power Group.

(2) Puan Sri Tan Kai Yong, YTLSTC, YTLSFH and YTLSH are also Major Shareholders of YTL Corporation Group while YTL Corporation is a Major Shareholder of its subsidiaries, joint ventures and associated companies.

(3) YTLSFH, YTLSH and YTL Corporation are Persons Connected with Puan Sri Tan Kai Yong and the Yeoh Siblings.

(4) Puan Sri Tan Kai Yong is also a Director of YTLSH, YTLSFH and YTLSTC.

(5) The Yeoh Siblings are the children of Puan Sri Tan Kai Yong. They are also Directors of YTL Corporation and YTLSH. Except for Dato' Yeoh Soo Min and Dato' Yeoh Soo Keng, the Yeoh Siblings are also Directors of YTLSFH and YTLSTC.

ANALYSIS OF SHAREHOLDINGS

as at 18 September 2026

Class of shares : Ordinary Shares
Voting rights : One vote per shareholder on a show of hands or one vote per ordinary share on a poll

DISTRIBUTION OF SHAREHOLDINGS

Size of holding	No. of Shareholders	%	No. of Shares#	%
Less than 100	13,284	22.82	360,919	0.00
100 – 1,000	14,349	24.66	6,323,934	0.07
1,001 – 10,000	22,181	38.11	82,847,654	0.95
10,001 – 100,000	6,964	11.96	193,462,241	2.23
100,001 to less than 5% of issued shares	1,423	2.44	2,123,978,275	24.46
5% and above of issued shares	5	0.01	6,278,025,911	72.29
Total	**58,206**	**100.00**	**8,684,998,934**	**100.00**

 # Excluding 56,054,431 shares bought back and retained by the Company as treasury shares.

THIRTY LARGEST SHAREHOLDERS

(without aggregating securities from different securities accounts belonging to the same person)

	Name	No. of Shares	%
1	YTL Corporation Berhad	3,366,987,805	38.77
2	Citigroup Nominees (Tempatan) Sdn Bhd – Employees Provident Fund Board	1,013,172,880	11.67
3	Yeoh Tiong Lay & Sons Holdings Sdn Bhd	770,713,114	8.87
4	YTL Corporation Berhad	601,214,615	6.92
5	Cornerstone Crest Sdn Bhd	525,937,497	6.06
6	Dato' Seri Yeoh Seok Hong	121,736,559	1.40
7	Citigroup Nominees (Tempatan) Sdn Bhd – Employees Provident Fund Board (AHAM AM)	52,046,300	0.60
8	Permodalan Nasional Berhad	49,993,400	0.58
9	Seri Yakin Sdn Bhd	44,689,610	0.51
10	HSBC Nominees (Asing) Sdn Bhd – JPMCB NA for Vanguard Total International Stock Index Fund	41,943,060	0.48
11	Citigroup Nominees (Tempatan) Sdn Bhd – Exempt An for AIA Bhd	40,939,300	0.47
12	HSBC Nominees (Asing) Sdn Bhd – JPMCB NA for Vanguard Emerging Markets Stock Index Fund	40,235,040	0.46
13	CIMB Group Nominees (Tempatan) Sdn Bhd – CIMB Bank Berhad (EDP 2)	35,553,660	0.41
14	Citigroup Nominees (Tempatan) Sdn Bhd – Employees Provident Fund Board (NOMURA)	32,499,000	0.37

ANALYSIS OF SHAREHOLDINGS

as at 18 September 2026

	Name	No. of Shares	%
15	Amanahraya Trustees Berhad – Amanah Saham Malaysia 3	30,613,600	0.35
16	Dato' Yeoh Soo Keng	28,300,049	0.33
17	Citigroup Nominees (Asing) Sdn Bhd – Exempt An for Citibank New York (NORGES BANK 19)	27,637,000	0.32
18	Citigroup Nominees (Asing) Sdn Bhd – UBS AG	26,236,168	0.30
19	Amanahraya Trustees Berhad – Amanah Saham Bumiputera	26,194,900	0.30
20	Citigroup Nominees (Asing) Sdn Bhd – Exempt An for Citibank New York (NORGES BANK 14)	25,873,200	0.30
21	Puan Sri Datin Seri Tai Kai Yong @ Tan Kay Neong	25,290,859	0.29
22	HSBC Nominees (Asing) Sdn Bhd – J. P. Morgan Securities PLC	25,099,404	0.29
23	HSBC Nominees (Asing) Sdn Bhd – HSBC-FS G for People's Bank of China (SICL ASIA EM)	24,547,280	0.28
24	Cartaban Nominees (Tempatan) Sdn Bhd – PAMB for Prulink Equity Fund	24,019,960	0.28
25	HSBC Nominees (Asing) Sdn Bhd – JPMCB NA for Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II	21,355,280	0.25
26	Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	21,204,333	0.24
27	Cartaban Nominees (Asing) Sdn Bhd – BNYM SA/NV for Ishares II Public Limited Company	20,871,200	0.24
28	Cartaban Nominees (Tempatan) Sdn Bhd – Prudential Assurance Malaysia Berhad for Prulink Strategic Fund	18,668,520	0.21
29	Dato' Yeoh Soo Min	18,274,657	0.21
30	Yeoh Tiong Lay & Sons Holdings Sdn Bhd	18,000,000	0.21
	Total	**7,119,578,250**	**81.98**

ANALYSIS OF SHAREHOLDINGS

as at 18 September 2026

SUBSTANTIAL SHAREHOLDERS

(as per register of substantial shareholders)

	No. of Shares Held			
Name	**Direct**	**%**	**Indirect**	**%**
Cornerstone Crest Sdn Bhd	525,937,497	6.06	-	-
YTL Corporation Berhad	3,976,650,440	45.79	525,975,452[1]	6.06
Yeoh Tiong Lay & Sons Holdings Sdn Bhd	823,901,078	9.49	4,502,625,892[2]	51.85
Yeoh Tiong Lay & Sons Family Holdings Limited	-	-	5,326,526,970[3]	61.33
Yeoh Tiong Lay & Sons Trust Company Limited	-	-	5,326,526,970[4]	61.33
Puan Sri Datin Seri Tan Kai Yong @ Tan Kay Neong	25,290,859	0.29	5,326,526,970[5]	61.33
Employees Provident Fund Board	1,117,403,480	12.87	-	-

(1) *Deemed interests by virtue of interests held through YTL Power Services Sdn Bhd and Cornerstone Crest Sdn Bhd pursuant to Section 8 of the Companies Act, 2016.*

(2) *Deemed interests by virtue of interests held through YTL Corporation Berhad, YTL Power Services Sdn Bhd and Cornerstone Crest Sdn Bhd pursuant to Section 8 of the Companies Act, 2016.*

(3) *Deemed interests by virtue of interests held through Yeoh Tiong Lay & Sons Holdings Sdn Bhd, YTL Corporation Berhad, YTL Power Services Sdn Bhd and Cornerstone Crest Sdn Bhd pursuant to Section 8 of the Companies Act, 2016 arising from its ownership of 100% of Yeoh Tiong Lay & Sons Holdings Sdn Bhd.*

(4) *Deemed interests by virtue of interests held through Yeoh Tiong Lay & Sons Holdings Sdn Bhd, YTL Corporation Berhad, YTL Power Services Sdn Bhd and Cornerstone Crest Sdn Bhd pursuant to Section 8 of the Companies Act, 2016 arising from its ownership of 100% of Yeoh Tiong Lay & Sons Family Holdings Limited in its capacity as trustee.*

(5) *Deemed interests by virtue of interests held through Yeoh Tiong Lay & Sons Holdings Sdn Bhd, YTL Corporation Berhad, YTL Power Services Sdn Bhd and Cornerstone Crest Sdn Bhd pursuant to Section 8 of the Companies Act, 2016 arising from her beneficial interest (held through Yeoh Tiong Lay & Sons Trust Company Limited in its capacity as trustee) in Yeoh Tiong Lay & Sons Family Holdings Limited.*

ANALYSIS OF WARRANT HOLDINGS

as at 18 September 2026

Type of Securities : Warrants 2025/2028
Voting rights : One vote per Warrant 2025/2028 holder on a show of hands or one vote per Warrant 2025/2028 on a poll in respect of meeting of Warrant 2025/2028 holders

DISTRIBUTION OF WARRANT 2025/2028 HOLDINGS

Size of holding	No. of Warrant 2025/2028 Holders	%	No. of Warrants 2025/2028	%
Less than 100	13,465	34.85	289,673	0.02
100 - 1,000	17,405	45.04	7,373,706	0.60
1,001 - 10,000	6,978	18.06	18,447,960	1.50
10,001 - 100,000	660	1.71	17,206,481	1.40
100,001 to less than 5% of issued shares	129	0.33	121,127,159	9.88
5% and above of issued shares	3	0.01	1,062,297,799	86.60
Total	**38,640**	**100.00**	**1,226,742,778**	**100.00**

THIRTY LARGEST WARRANT 2025/2028 HOLDERS

(without aggregating securities from different securities accounts belonging to the same person)

	Name	No. of Warrants 2025/2028	%
1	YTL Corporation Berhad	795,330,087	64.83
2	Yeoh Tiong Lay & Sons Holdings Sdn Bhd	161,780,213	13.19
3	Cornerstone Crest Sdn Bhd	105,187,499	8.57
4	Amanahraya Trustees Berhad - Amanah Saham Bumiputera	13,000,000	1.06
5	Dato' Seri Yeoh Seok Hong	12,347,311	1.01
6	Dato' Yeoh Soo Keng	7,460,009	0.61
7	Amanahraya Trustees Berhad - Amanah Saham Malaysia 3	5,714,960	0.47
8	Puan Sri Datin Seri Tai Kai Yong @ Tan Kay Neong	5,058,171	0.41
9	Amanahraya Trustees Berhad - Amanah Saham Malaysia	4,696,740	0.38
10	CIMB Group Nominees (Tempatan) Sdn Bhd - CIMB Bank Berhad (EDP 2)	3,941,220	0.32
11	Dato' Yeoh Soo Min	3,654,931	0.30
12	Dato' Seri Yeoh Seok Hong	3,000,000	0.24
13	Kathleen Chew Wai Lin	2,955,810	0.24

ANALYSIS OF WARRANT HOLDINGS

as at 18 September 2026

	Name	No. of Warrants 2025/2028	%
14	Amanahraya Trustees Berhad – Amanah Saham Malaysia 2 – Wawasan	2,955,700	0.24
15	Dato' Setia Yeoh Seok Kah	2,659,840	0.22
16	Hasil Mayang Sdn Bhd	2,600,000	0.21
17	Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	2,489,531	0.20
18	Dato' Yeoh Seok Kian	2,255,259	0.18
19	DB (Malaysia) Nominee (Asing) Sdn Bhd – SSBT Fund ZV86 for State Street Global Advisors Trust Company Investment Funds for Tax Exempt Retirement Plans	2,028,800	0.17
20	Amanahraya Trustees Berhad – Amanah Saham Bumiputera 2	1,811,560	0.15
21	Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1,751,335	0.14
22	Lim Chee Meng	1,575,700	0.13
23	HSBC Nominees (Asing) Sdn Bhd – HSBC BK PLC for Eam Long-Only Emerging Markets Master Fund Limited	1,529,860	0.12
24	Dato' Seri Yeoh Seok Hong	1,500,322	0.12
25	Dato' Yeoh Soo Min	1,178,333	0.10
26	HSBC Nominees (Asing) Sdn Bhd – J.P. Morgan Securities PLC	1,142,320	0.09
27	Public Nominees (Tempatan) Sdn Bhd – Pledged Securities Account for Heong Chee Kong (E-IMO)	1,130,760	0.09
28	Amanahraya Trustees Berhad – ASN Umbrella for ASN Equity 3	1,026,100	0.08
29	Dato' Sri Yeoh Sock Siong	1,000,000	0.08
30	DB (Malaysia) Nominee (Asing) Sdn Bhd – SSBT Fund ZVMY for State Street MSCI Malaysia Index Non-Lending Common Trust Fund	843,38	0.07
	Total	**1,153,605,751**	**94.04**

STATEMENT OF DIRECTORS' INTERESTS

in the Company and Related Corporations as at 18 September 2026

THE COMPANY

YTL Power International Berhad

Name	No. of Shares Held			
	Direct	%	Indirect	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	25,603,966	0.29	728,318[1]	0.01
Dato' Seri Yeoh Seok Hong	141,238,169	1.63	27,607,590[1]	0.32
Datuk Seri Long See Wool	700,000	0.01	60,201[1]	*
Datuk Loo Took Gee	560,000	0.01	-	-
Dato' Yeoh Seok Kian	7,276,298	0.08	14,564,176[1]	0.17
Dato' Yeoh Soo Min	24,166,325	0.28	6,454,339[1][2]	0.07
Dato' Sri Yeoh Sock Siong	5,000,000	0.06	12,880,663[1][3]	0.15
Dato' Yeoh Soo Keng	37,300,049	0.43	566,534[1]	0.01
Dato' Setia Yeoh Seok Kah	15,299,200	0.18	4,533,852[1]	0.05
Syed Abdullah Bin Syed Abd. Kadir	2,600,000	0.03	600[1]	*
Yeoh Keong Hann	3,189,645	0.04	-	-
Yeoh Keong Yeow (Alternate Director to Tan Sri (Sir) Yeoh Sock Ping)	153,125	*	-	-
Yeoh Keong Wei (Alternate Director to Dato' Yeoh Seok Kian)	3,852,250	0.04	50,000[1]	*
Tan Chien Hwei (Alternate Director to Dato' Yeoh Soo Min)	462,500	0.01	-	-
Choy Kin Mann (Alternate Director to Dato' Yeoh Soo Keng)	264,000	*	-	-
Yeoh Pei Xien (Alternate Director to Dato' Setia Yeoh Seok Kah)	3,029,463	0.03	-	-

Name	No. of Warrants 2025/2028 Held			
	Direct	%	Indirect	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	4,240,866	0.35	122,515[1]	0.01
Dato' Seri Yeoh Seok Hong	16,847,633	1.37	5,521,516[1]	0.45
Dato' Yeoh Seok Kian	2,255,259	0.18	2,312,835[1]	0.19
Dato' Yeoh Soo Min	4,833,264	0.39	195,840[1]	0.02
Dato' Sri Yeoh Sock Siong	1,000,000	0.08	3,176,132[1][3]	0.26
Dato' Yeoh Soo Keng	7,460,009	0.61	30,382[1]	*
Dato' Setia Yeoh Seok Kah	2,659,840	0.22	506,770[1]	0.04
Syed Abdullah Bin Syed Abd. Kadir	-	-	15[1]	*
Yeoh Keong Hann	605,529	0.05	-	-
Yeoh Keong Yeow (Alternate Director to Tan Sri (Sir) Yeoh Sock Ping)	30,625	*	-	-
Yeoh Keong Wei (Alternate Director to Dato' Yeoh Seok Kian)	570,450	0.05	10,000[1]	*
Tan Chien Hwei (Alternate Director to Dato' Yeoh Soo Min)	92,500	0.01	-	-
Yeoh Pei Xien (Alternate Director to Dato' Setia Yeoh Seok Kah)	205,892	0.02	-	-

STATEMENT OF DIRECTORS' INTERESTS

in the Company and Related Corporations as at 18 September 2026

	No. of Share Options	
Name	**Direct**	**Indirect**
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	6,000,000	-
Tan Sri Ismail Bin Adam	1,000,000	-
Datuk Seri Long See Wool	380,000	-
Datuk Loo Took Gee	400,000	-
Dato' Yeoh Seok Kian	6,000,000	-
Dato' Yeoh Soo Min	9,000,000	-
Dato' Sri Yeoh Sock Siong	10,000,000	-
Dato' Setia Yeoh Seok Kah	6,000,000	-
Syed Abdullah Bin Syed Abd. Kadir	1,000,000	-
Faizal Sham Bin Abu Mansor	1,000,000	-
Yeoh Keong Hann	2,000,000	-

HOLDING COMPANY

YTL Corporation Berhad

	No. of Shares Held			
Name	**Direct**	**%**	**Indirect**	**%**
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	140,594,946	1.21	3,813,332[1]	0.03
Dato' Seri Yeoh Seok Hong	51,973,305	0.45	51,634,754[1]	0.44
Datuk Seri Long See Wool	-	-	364,174[1]	*
Dato' Yeoh Seok Kian	49,508,722	0.42	21,339,616[1]	0.18
Dato' Yeoh Soo Min	64,386,499	0.55	2,310,076[1][2]	0.02
Dato' Sri Yeoh Sock Siong	15,000,000	0.13	71,446,047[1][3]	0.61
Dato' Yeoh Soo Keng	75,000,065	0.64	799,157[1]	0.01
Dato' Setia Yeoh Seok Kah	25,232,200	0.22	6,221,898[1]	0.05
Syed Abdullah Bin Syed Abd. Kadir	10,000,000	0.09	22,300[1]	*
Yeoh Keong Hann	1,386,688	0.01	-	-
Yeoh Keong Yeow (Alternate Director to Tan Sri (Sir) Yeoh Sock Ping)	203,333	*	-	-
Yeoh Keong Wei (Alternate Director to Dato' Yeoh Seok Kian)	4,556,200	0.04	-	-
Tan Chien Hwei (Alternate Director to Dato' Yeoh Soo Min)	806,666	0.01	-	-
Yeoh Pei Xien (Alternate Director to Dato' Setia Yeoh Seok Kah)	2,286,688	0.02	-	-

STATEMENT OF DIRECTORS' INTERESTS

in the Company and Related Corporations as at 18 September 2026

	No. of Warrants 2025/2028 Held			
Name	**Direct**	**%**	**Indirect**	**%**
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	30,668,989	1.77	162,664[1]	0.01
Dato' Seri Yeoh Seok Hong	10,994,660	0.63	10,326,950[1]	0.60
Dato' Yeoh Seok Kian	9,901,744	0.57	4,507,992[1]	0.26
Dato' Yeoh Soo Min	12,877,299	0.74	436,470[1][2]	0.03
Dato' Sri Yeoh Sock Siong	–	–	4,209,209[1][3]	0.24
Dato' Yeoh Soo Keng	15,000,013	0.87	159,831[1]	0.01
Dato' Setia Yeoh Seok Kah	4,846,440	0.28	1,044,379[1]	0.06
Syed Abdullah Bin Syed Abd. Kadir	–	–	41[1]	*
Yeoh Keong Hann	277,337	0.02	–	–
Yeoh Keong Yeow (Alternate Director to Tan Sri (Sir) Yeoh Sock Ping)	40,666	*	–	–
Yeoh Keong Wei (Alternate Director to Dato' Yeoh Seok Kian)	911,240	0.05	–	–
Tan Chien Hwei (Alternate Director to Dato' Yeoh Soo Min)	161,333	0.01	–	–
Yeoh Pei Xien (Alternate Director to Dato' Setia Yeoh Seok Kah)	257,337	0.01	–	–

	No. of Share Options	
Name	**Direct**	**Indirect**
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	6,000,000	9,000,000[1]
Dato' Seri Yeoh Seok Hong	–	4,000,000[1]
Dato' Yeoh Seok Kian	6,000,000	7,200,000[1]
Dato' Yeoh Soo Min	9,000,000	-
Dato' Setia Yeoh Seok Kah	9,000,000	–
Syed Abdullah Bin Syed Abd. Kadir	1,000,000	–
Yeoh Keong Yeow (Alternate Director to Tan Sri (Sir) Yeoh Sock Ping)	3,000,000	250,000[1]
Yeoh Keong Wei (Alternate Director to Dato' Yeoh Seok Kian)	2,400,000	–
Tan Chien Hwei (Alternate Director to Dato' Yeoh Soo Min)	2,400,000	–

STATEMENT OF DIRECTORS' INTERESTS

in the Company and Related Corporations as at 18 September 2026

RELATED COMPANIES

Malayan Cement Berhad

	No. of Shares Held			
Name	**Direct**	**%**	**Indirect**	**%**
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	–	–	400,000[1]	0.02
Dato' Yeoh Seok Kian	3,000,000	0.18	–	-
Dato' Sri Yeoh Sock Siong	–	–	2,100[1]	*
Dato' Yeoh Soo Keng	13,000,000	0.78	–	-
Yeoh Keong Yeow (Alternate Director to Tan Sri (Sir) Yeoh Sock Ping)	100,000	0.01	–	-

	No. of Share Options	
Name	**Direct**	**Indirect**
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	6,000,000	–
Dato' Seri Yeoh Seok Hong	12,000,000	–
Dato' Yeoh Seok Kian	6,000,000	–
Dato' Sri Yeoh Sock Siong	12,000,000	–

YTL Corporation (UK) PLC

	No. of Shares Held	
Name	**Direct**	**%**
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	*

YTL Construction (Thailand) Limited

	No. of Shares Held	
Name	**Direct**	**%**
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	0.01
Dato' Seri Yeoh Seok Hong	1	0.01
Dato' Yeoh Seok Kian	1	0.01
Dato' Sri Yeoh Sock Siong	1	0.01
Dato' Setia Yeoh Seok Kah	1	0.01

Samui Hotel 2 Co. Ltd

	No. of Shares Held	
Name	**Direct**	**%**
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	*
Dato' Setia Yeoh Seok Kah	1	*

* *Negligible*

[1] *Deemed interests by virtue of interests held by spouse and/or children pursuant to Section 59(11)(c) of the Companies Act, 2016.*
[2] *Deemed interests by virtue of interests held by Tan & Yeoh Properties Sdn Bhd pursuant to Section 8 of the Companies Act, 2016.*
[3] *Deemed interests by virtue of interests held by Hasil Mayang Sdn Bhd pursuant to Section 8 of the Companies Act, 2016.*

Other than as disclosed above, none of the other Directors held any interest in shares of the company or its related corporations.

LIST OF PROPERTIES

As at 30 June 2026

Location	Tenure	Land Area (sq. m.)	Description and Existing Use	Built up Area (sq. m.)	Approximate Age of Building (years)	Lease Expiry Date	Net Book Value as at 30 June 2026 RM'000	Date of Acquisition
Filton Airfield, Filton, Bristol	Freehold	1,416,400	Housing & Arena Development	-	-	-	2,021,714*	1.12.2015
Kulai Young Estate, Kulai, Johor	Freehold	6,639,761	Data centers, consumer landing station and land held for development of solar power facility and future phases of data centers	205,451	6 months to 2.7 years	-	1,353,951	28.9.2021
Avonmouth WRC, Kings Weston Lane, Avonmouth, Bristol BS11 OYS	Freehold	394,600	Water Recycling Centre	-	-	-	937,589	21.5.2002
Pulau Seraya Power Station 3 Seraya Avenue, Singapore 628209 Lot 562X, Lot 365K & Lot 715P	Leasehold	875,150	Power station	-	-	30.09.2055	566,188	1.10.1995
Poole WRC and Sludge Treatment Site, Cabot Lane, Poole, Dorset, BH17 7BX	Freehold	100,500	Water Recycling Centre	-	-	-	444,560	21.5.2002
Durleigh Water Treatment Works, Enmore Road, Durleigh, Bridgwater, Somerset, TA5 2AW	Freehold	10,842	Water Treatment Works	-	-	-	307,293	21.5.2002
Holdenhurst WRC, Riverside Ave, Castle Lane East, Bournemouth, Dorset BH7 7ES	Freehold	102,000	Water Recycling Centre	-	-	-	276,377	21.5.2002
Saltford WRC, Mead Lane, Bristol, BS31 3ER	Freehold	39,000	Water Recycling Centre	-	-	-	263,655	21.5.2002
Ham Lane WRC, Creech St. Michael, Taunton, Somerset TA3 5NU	Freehold	120,000	Water Recycling Centre	-	-	-	238,767	21.5.2002
Cirebon, West Java, Indonesia	Freehold	2,649,197	Land held for future project development	-	-	-	208,119	15.7.2015

** Based on revaluation on 30 June 2026.*

FINANCIALS



155 Financial Statements

- **155** Directors' Report
- **164** Statement by Directors
- **164** Statutory Declaration
- **165** Independent Auditors' Report
- **173** Income Statements
- **174** Statements of Comprehensive Income
- **175** Statements of Financial Position
- **177** Statements of Changes in Equity
- **180** Statements of Cash Flows
- **184** Notes to the Financial Statements

325 Disclosure of Financial Data for Shariah Screening

DIRECTORS' REPORT

for the financial year ended 30 June 2026

The Directors have pleasure in submitting their report together with the audited financial statements of the Group and of the Company for the financial year ended 30 June 2026.

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding and the provision of administrative and technical support services. The principal activities and information of subsidiaries are set out in Note 14 to the financial statements.

There have been no significant changes in the nature of the activities of the Company and of the subsidiaries during the financial year.

FINANCIAL RESULTS

	Group RM'000	Company RM'000
Profit for the financial year	**1,777,583**	**1,106,912**
Attributable to:		
– Owners of the parent	**1,688,532**	**1,106,912**
– Non-controlling interests	**89,051**	**-**
	1,777,583	**1,106,912**

DIVIDENDS

Dividends paid by the Company since the end of the last financial year were as follows:

	RM'000
In respect of the financial year ended 30 June 2025:	
– First interim dividend of 4.0 sen per ordinary share paid on 10 July 2025	**337,517**
– Second interim dividend of 4.0 sen per ordinary share paid on 23 October 2025	**344,659**
In respect of the financial year ended 30 June 2026:	
– First interim dividend of 4.0 sen per ordinary share paid on 10 July 2026	**346,550**

On 20 August 2026, the Board of Directors declared a second interim dividend of 4.0 sen per ordinary share for the financial year ended 30 June 2026. The book closure and payment dates in respect of the aforesaid dividend are 2 October 2026 and 23 October 2026, respectively.

The Board of Directors does not recommend a final dividend for the financial year ended 30 June 2026.

SHARE CAPITAL

During the financial year, the issued and fully paid-up share capital of the Company was increased from 8,506,833,315 ordinary shares to 8,720,223,392 ordinary shares through the following:

(a) issuance of 23,966,700 new ordinary shares at an average exercise price of RM0.52 each pursuant to the exercise of options under the Employees' Share Option Scheme 2021; and

(b) issuance of 189,423,377 new ordinary shares at an exercise price of RM2.45 each pursuant to the exercise of Warrants 2025/2028 of the Company.

DIRECTORS' REPORT

for the financial year ended 30 June 2026

RESERVES AND PROVISIONS

All material transfers to or from reserves and provisions during the financial year are shown in the financial statements.

TREASURY SHARES

The shareholders of the Company granted a mandate to the Company to repurchase its own shares at the Twenty-Ninth Annual General Meeting held on 4 December 2025. The Directors of the Company are committed to enhance the value of the Company for its shareholders and believe that the repurchase plan can be applied in the best interests of the Company and its shareholders. Details of treasury shares are set out in Note 26(b) to the financial statements.

EMPLOYEES' SHARE OPTION SCHEME 2021 ("ESOS 2021")

The Employees' Share Option Scheme 2021 ("ESOS 2021") for employees and Directors of the Company and/or its subsidiaries who meet the criteria of eligibility for participation is governed by the By-Laws approved by the shareholders of the Company at an Extraordinary General Meeting held on 1 December 2020. The scheme which is in force for a period of ten (10) years was implemented on 6 January 2021 and will expire on 5 January 2031.

The salient features and terms of the ESOS 2021 are set out in Note 25(a) to the financial statements.

The aggregate maximum allocation of options to Directors and senior management of the Company and/or its subsidiaries is not more than seventy per cent (70%) of the fifteen per cent (15%) of the total number of issued shares of the Company (excluding treasury shares, if any) from time to time throughout the duration of the scheme.

As at 30 June 2026, options for 6.58% of the shares available under the ESOS 2021 were granted to Directors and senior management. Details of options granted to Non-Executive Directors of the Company are set out herein under Directors' interests.

DIRECTORS

The Directors who have held office during the financial year until the date of this report are as follows:

Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE
Dato' Seri Yeoh Seok Hong
Tan Sri Ismail Bin Adam
Datuk Seri Long See Wool
Datuk Loo Took Gee
Dato' Yeoh Seok Kian
Dato' Yeoh Soo Min
Dato' Sri Yeoh Sock Siong
Dato' Yeoh Soo Keng
Dato' Setia Yeoh Seok Kah
Syed Abdullah Bin Syed Abd. Kadir
Faizal Sham Bin Abu Mansor
Lim Hiah Eng *(Appointed on 5 December 2025)*
Yeoh Keong Hann *(Appointed on 24 September 2026)*
Yeoh Keong Yeow (Alternate Director to Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE) *(Appointed on 24 September 2026)*
Yeoh Keong Wei (Alternate Director to Dato' Yeoh Seok Kian) *(Appointed on 24 September 2026)*
Tan Chien Hwei (Alternate Director to Dato' Yeoh Soo Min) *(Appointed on 24 September 2026)*

DIRECTORS' REPORT
for the financial year ended 30 June 2026

DIRECTORS (CONTINUED)

The Directors who have held office during the financial year until the date of this report are as follows: (continued)

Yeoh Pei Jen (Alternate Director to Dato' Sri Yeoh Sock Siong) *(Appointed on 24 September 2026)*
Choy Kin Mann (Alternate Director to Dato' Yeoh Soo Keng) *(Appointed on 24 September 2026)*
Yeoh Pei Xien (Alternate Director to Dato' Setia Yeoh Seok Kah) *(Appointed on 24 September 2026)*

DIRECTORS OF SUBSIDIARIES

The names of directors of subsidiaries are not disclosed in this report as a relief order under Section 255(1) of the Companies Act 2016 (the "Act") has been granted by the Companies Commission of Malaysia relieving the Directors of the Company from full compliance with the requirements of Section 253(2) of the Act. The names of these Directors are set out in the respective subsidiaries' financial statements, where applicable.

DIRECTORS' INTERESTS

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Companies Act 2016, the interests of the Directors who held office at the end of the financial year in shares of the Company and its related corporations are as follows:

	Number of ordinary shares			
The Company	**At 1 July 2025**	**Acquired**	**Disposed**	**At 30 June 2026**
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	25,603,966	3,000,000	(3,000,000)	**25,603,966**
Dato' Seri Yeoh Seok Hong	134,238,169	10,000,000	(3,000,000)	**141,238,169**
Datuk Seri Long See Wool	400,000	300,000	–	**700,000**
Datuk Loo Took Gee	300,000	200,000	–	**500,000**
Dato' Yeoh Seok Kian	11,276,298	6,000,000	(7,000,000)	**10,276,298**
Dato' Yeoh Soo Min	24,166,325	–	–	**24,166,325**
Dato' Sri Yeoh Sock Siong	5,000,000	–	–	**5,000,000**
Dato' Yeoh Soo Keng	37,300,049	–	–	**37,300,049**
Dato' Setia Yeoh Seok Kah	14,599,200	2,700,000	(2,000,000)	**15,299,200**
Syed Abdullah Bin Syed Abd. Kadir	2,581,072	516,128	(497,200)	**2,600,000**
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	881,443[1]	–	–	**881,443[1]**
Dato' Seri Yeoh Seok Hong	30,797,235[1]	–	–	**30,797,235[1]**
Datuk Seri Long See Wool	50,168[1]	10,033	–	**60,201[1]**
Dato' Yeoh Seok Kian	14,416,426[1]	4,000,000	–	**18,416,426[1]**
Dato' Yeoh Soo Min	6,004,317[1][2]	–	–	**6,004,317[1][2]**
Dato' Sri Yeoh Sock Siong	15,880,663[1][3]	–	(3,000,000)	**12,880,663[1][3]**
Dato' Yeoh Soo Keng	830,534[1]	–	–	**830,534[1]**
Dato' Setia Yeoh Seok Kah	5,563,315[1]	2,000,000	–	**7,563,315[1]**
Syed Abdullah Bin Syed Abd. Kadir	596[1]	104	(100)	**600[1]**

DIRECTORS' REPORT

for the financial year ended 30 June 2026

DIRECTORS' INTERESTS (CONTINUED)

	Number of share options over ordinary shares			
The Company	**At 1 July 2025**	**Granted**	**Exercised**	**At 30 June 2026**
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	9,000,000	–	(3,000,000)	**6,000,000**
Tan Sri Ismail Bin Adam ¥	1,000,000	–	–	**1,000,000**
Datuk Seri Long See Wool ¥	600,000	–	(220,000)	**380,000**
Datuk Loo Took Gee ¥	600,000	–	(200,000)	**400,000**
Dato' Yeoh Seok Kian	12,000,000	–	(6,000,000)	**6,000,000**
Dato' Yeoh Soo Min	9,000,000	–	–	**9,000,000**
Dato' Sri Yeoh Sock Siong	10,000,000	–	–	**10,000,000**
Dato' Setia Yeoh Seok Kah	8,700,000	–	(2,700,000)	**6,000,000**
Syed Abdullah Bin Syed Abd. Kadir	1,000,000	–	–	**1,000,000**
Faizal Sham Bin Abu Mansor ¥	1,000,000	–	–	**1,000,000**
Deemed interest				
Dato' Seri Yeoh Seok Hong	2,000,000	–	–	**2,000,000**(1)

	Number of Warrants 2025/2028			
The Company	**At 1 July 2025**	**Allotted**	**Exercised**	**At 30 June 2026**
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	4,240,866	–	–	**4,240,866**
Dato' Seri Yeoh Seok Hong	26,847,633	–	(10,000,000)	**16,847,633**
Datuk Seri Long See Wool ¥	80,000	–	(80,000)	**-**
Datuk Loo Took Gee ¥	60,000	–	–	**60,000**
Dato' Yeoh Seok Kian	2,255,259	–	–	**2,255,259**
Dato' Yeoh Soo Min	4,833,264	–	–	**4,833,264**
Dato' Sri Yeoh Sock Siong	1,000,000	–	–	**1,000,000**
Dato' Yeoh Soo Keng	7,460,009	–	–	**7,460,009**
Dato' Setia Yeoh Seok Kah	2,659,840	–	–	**2,659,840**
Syed Abdullah Bin Syed Abd. Kadir	516,214	–	(516,128)	**86**
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	153,140	–	–	**153,140**(1)
Dato' Seri Yeoh Seok Hong	6,127,045	–	–	**6,127,045**(1)
Datuk Seri Long See Wool ¥	10,033	–	(10,033)	**–**(1)
Dato' Yeoh Seok Kian	2,883,285	–	–	**2,883,285**(1)
Dato' Yeoh Soo Min	1,200,862	–	–	**1,200,862**(1)
Dato' Sri Yeoh Sock Siong	3,176,132	–	–	**3,176,132**(1)(3)
Dato' Yeoh Soo Keng	30,382	–	–	**30,382**(1)
Dato' Setia Yeoh Seok Kah	712,662	–	–	**712,662**(1)
Syed Abdullah Bin Syed Abd. Kadir	119	–	(104)	**15**(1)

¥ *Non-Executive Directors*

DIRECTORS' REPORT
for the financial year ended 30 June 2026

DIRECTORS' INTERESTS (CONTINUED)

Immediate Holding Company YTL Corporation Berhad	Number of ordinary shares At 1 July 2025	Acquired	Disposed	At 30 June 2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	153,344,946	3,000,000	(15,750,000)	**140,594,946**
Dato' Seri Yeoh Seok Hong	54,973,305	-	(3,000,000)	**51,973,305**
Dato' Yeoh Seok Kian	49,508,722	3,000,000	(6,000,000)	**46,508,722**
Dato' Yeoh Soo Min	64,386,499	-	-	**64,386,499**
Dato' Sri Yeoh Sock Siong	-	15,000,000	-	**15,000,000**
Dato' Yeoh Soo Keng	75,000,065	-	-	**75,000,065**
Dato' Setia Yeoh Seok Kah	24,232,200	3,000,000	(2,000,000)	**25,232,200**
Syed Abdullah Bin Syed Abd. Kadir	9,911,955	1,982,345	(1,894,300)	**10,000,000**
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1,016,665[1]	-	-	**1,016,665[1]**
Dato' Seri Yeoh Seok Hong	53,021,442[1]	-	-	**53,021,442[1]**
Datuk Seri Long See Wool	303,479[1]	60,695	-	**364,174[1]**
Dato' Yeoh Seok Kian	27,095,816[1]	-	(1,200,000)	**25,895,816[1]**
Dato' Yeoh Soo Min	3,095,456[1][2]	-	-	**3,095,456[1][2]**
Dato' Sri Yeoh Sock Siong	68,046,047[1][3]	9,400,000	(6,000,000)	**71,446,047[1][3]**
Dato' Yeoh Soo Keng	799,157[1]	-	-	**799,157[1]**
Dato' Setia Yeoh Seok Kah	6,508,586[1]	2,000,000	-	**8,508,586[1]**
Syed Abdullah Bin Syed Abd. Kadir	20,701[1]	4,099	(2,500)	**22,300[1]**

Immediate Holding Company YTL Corporation Berhad	Number of share options over ordinary shares At 1 July 2025	Granted	Exercised	At 30 June 2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	9,000,000	-	(3,000,000)	**6,000,000**
Dato' Yeoh Seok Kian	12,000,000	-	(3,000,000)	**9,000,000**
Dato' Yeoh Soo Min	9,000,000	-	-	**9,000,000**
Dato' Sri Yeoh Sock Siong	15,000,000	-	(15,000,000)	**-**
Dato' Setia Yeoh Seok Kah	12,000,000	-	(3,000,000)	**9,000,000**
Syed Abdullah Bin Syed Abd. Kadir	1,000,000	-	-	**1,000,000**
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	15,000,000[1]	-	-	**15,000,000[1]**
Dato' Seri Yeoh Seok Hong	4,000,000[1]	-	-	**4,000,000[1]**
Dato' Yeoh Seok Kian	9,600,000[1]	-	-	**9,600,000[1]**
Dato' Yeoh Soo Min	2,400,000[1]	-	-	**2,400,000[1]**

DIRECTORS' REPORT

for the financial year ended 30 June 2026

DIRECTORS' INTERESTS (CONTINUED)

Immediate Holding Company YTL Corporation Berhad	Number of Warrants 2025/2028 At 1 July 2025	Allotted	Exercised	At 30 June 2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	30,668,989	-	-	**30,668,989**
Dato' Seri Yeoh Seok Hong	10,994,660	-	-	**10,994,660**
Dato' Yeoh Seok Kian	9,901,744	-	-	**9,901,744**
Dato' Yeoh Soo Min	12,877,299	-	-	**12,877,299**
Dato' Yeoh Soo Keng	15,000,013	-	-	**15,000,013**
Dato' Setia Yeoh Seok Kah	4,846,440	-	-	**4,846,440**
Syed Abdullah Bin Syed Abd. Kadir	1,982,391	-	(1,982,345)	**46**
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	203,330	-	-	**203,330**[1]
Dato' Seri Yeoh Seok Hong	10,604,287	-	-	**10,604,287**[1]
Datuk Seri Long See Wool[¥]	60,695	-	(60,695)	**-**[1]
Dato' Yeoh Seok Kian	5,419,162	-	-	**5,419,162**[1]
Dato' Yeoh Soo Min	619,089	-	-	**619,089**[1]
Dato' Sri Yeoh Sock Siong	13,609,209	-	(9,400,000)	**4,209,209**[1][3]
Dato' Yeoh Soo Keng	159,831	-	-	**159,831**[1]
Dato' Setia Yeoh Seok Kah	1,301,716	-	-	**1,301,716**[1]
Syed Abdullah Bin Syed Abd. Kadir	4,140	-	(4,099)	**41**[1]

[¥] *Non-Executive Director*

Related Company Malayan Cement Berhad	Number of ordinary shares At 1 July 2025	Acquired	Disposed	At 30 June 2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	3,000,000	3,000,000	(6,000,000)	**-**
Dato' Seri Yeoh Seok Hong	3,000,000	-	(3,000,000)	**-**
Dato' Yeoh Seok Kian	-	9,000,000	(6,000,000)	**3,000,000**
Dato' Sri Yeoh Sock Siong	-	3,000,000	(3,000,000)	**-**
Dato' Yeoh Soo Keng	1,000,000	12,000,000	-	**13,000,000**
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	500,000[1]	-	-	**500,000**[1]
Dato' Sri Yeoh Sock Siong	2,100[1]	-	-	**2,100**[1]

Related Company Malayan Cement Berhad	Number of share options over ordinary shares At 1 July 2025	Granted	Exercised	At 30 June 2026
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	9,000,000	-	(3,000,000)	**6,000,000**
Dato' Seri Yeoh Seok Hong	12,000,000	-	-	**12,000,000**
Dato' Yeoh Seok Kian	15,000,000	-	(9,000,000)	**6,000,000**
Dato' Sri Yeoh Sock Siong	15,000,000	-	(3,000,000)	**12,000,000**
Dato' Yeoh Soo Keng	12,000,000	-	(12,000,000)	**-**

DIRECTORS' REPORT
for the financial year ended 30 June 2026

DIRECTORS' INTERESTS (CONTINUED)

	Number of ordinary shares of £0.25 each			
Related Corporation YTL Corporation (UK) Plc. *	**At 1 July 2025**	**Acquired**	**Disposed**	**At 30 June 2026**
Direct interest				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	-	-	**1**

	Number of ordinary shares of THB100 each			
Related Corporation YTL Construction (Thailand) Limited +	**At 1 July 2025**	**Acquired**	**Disposed**	**At 30 June 2026**
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	-	-	**1**
Dato' Seri Yeoh Seok Hong	1	-	-	**1**
Dato' Yeoh Seok Kian	1	-	-	**1**
Dato' Sri Yeoh Sock Siong	1	-	-	**1**
Dato' Setia Yeoh Seok Kah	1	-	-	**1**

	Number of ordinary shares of THB10 each			
Related Corporation Samui Hotel 2 Co., Ltd. +	**At 1 July 2025**	**Acquired**	**Disposed**	**At 30 June 2026**
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	-	-	**1**
Dato' Setia Yeoh Seok Kah	1	-	-	**1**

* *Incorporated in England and Wales.*

\+ *Incorporated in Thailand.*

(1) *Deemed interests by virtue of interests held by spouse and/or children pursuant to Section 59(11)(c) of the Companies Act 2016.*

(2) *Deemed interests by virtue of interests held by Tan & Yeoh Properties Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016.*

(3) *Deemed interests by virtue of interests held by Hasil Mayang Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016.*

Other than as disclosed above, the Directors who held office at the end of the financial year did not have interests in shares of the Company or its related corporations during the financial year.

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

A Directors' and Officers' liability insurance against any legal liability incurred by the Directors and Officers in the discharge of their duties while holding office for the Group and the Company is maintained on a group basis under YTL Corporation Berhad, the immediate holding company of the Company. The Directors and Officers shall be indemnified by such insurance except for acts attributable to any deliberate criminal or fraudulent acts committed by them, provided such act is established by a final non-appealable adjudication.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than the benefits included in the aggregate amount of remuneration received or due and receivable by the Directors as shown below) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which he/she is a member, or with a company in which he/she has a substantial financial interest.

DIRECTORS' REPORT

for the financial year ended 30 June 2026

DIRECTORS' BENEFITS (CONTINUED)

Neither during nor at the end of the financial year was the Company a party to any arrangements whose object was to enable the Directors to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, other than the employees' share option scheme ("ESOS").

DIRECTORS' REMUNERATION

	Group RM'000	Company RM'000
Fees	**1,004**	**1,004**
Salaries	**24,867**	**24,103**
Bonus	**15,719**	**15,719**
Defined contribution plan	**4,720**	**4,720**
Others *	**63**	**57**
Estimated money value of benefits-in-kind	**184**	**82**
	46,557	**45,685**

* *Includes SOCSO, meeting allowances, etc.*

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS

Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:

(a) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and

(b) to ensure that any current assets, which were unlikely to be realised in the ordinary course of business including the values of current assets as shown in the accounting records of the Group and of the Company had been written down to an amount which the current assets might be expected so to realise.

At the date of this report, the Directors are not aware of any circumstances:

(a) which would render the amounts written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or

(b) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or

(c) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

At the date of this report, there does not exist:

(a) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liability of any other person; or

(b) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

No contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Directors, will or may affect the ability of the Group and of the Company to meet their obligations when they fall due.

DIRECTORS' REPORT
for the financial year ended 30 June 2026

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS (CONTINUED)

At the date of this report, the Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the respective financial statements misleading.

In the opinion of the Directors:

(a) the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and

(b) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

ULTIMATE HOLDING COMPANY

The Directors regard Yeoh Tiong Lay & Sons Family Holdings Limited, a company incorporated in Jersey, as the ultimate holding company.

AUDITORS' REMUNERATION

Auditors' remuneration is as follows:

	Group RM'000	Company RM'000
PricewaterhouseCoopers PLT	**1,271**	**1,248**

AUDITORS

The auditors, PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146), have expressed their willingness to accept re-appointment as auditors.

This report was approved by the Board of Directors on 24 September 2026.

Signed on behalf of the Board of Directors:

Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE
Director

Dato' Seri Yeoh Seok Hong
Director

STATEMENT BY DIRECTORS

Pursuant to Section 251(2) of the Companies Act 2016

We, Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE and Dato' Seri Yeoh Seok Hong, two of the Directors of YTL Power International Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 173 to 324 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2026 and financial performance of the Group and of the Company for the financial year ended 30 June 2026 in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 24 September 2026.

Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE
Director

Dato' Seri Yeoh Seok Hong
Director

STATUTORY DECLARATION

Pursuant to Section 251(1) of the Companies Act 2016

I, Dato' Seri Yeoh Seok Hong, the Director primarily responsible for the financial management of YTL Power International Berhad, do solemnly and sincerely declare that, the financial statements set out on pages 173 to 324 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

Dato' Seri Yeoh Seok Hong
Director

Subscribed and solemnly declared by the abovenamed
Dato' Seri Yeoh Seok Hong
at Kuala Lumpur on 24 September 2026.

Before me:

SHAHRIZAL BIN NASRUL
Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD
(Incorporated in Malaysia)
Company No. 199601034332 (406684-H)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Our opinion

In our opinion, the financial statements of YTL Power International Berhad ("the Company") and its subsidiaries ("the Group") give a true and fair view of the financial position of the Group and of the Company as at 30 June 2026, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

What we have audited

We have audited the financial statements of the Group and of the Company, which comprise the statements of financial position as at 30 June 2026 of the Group and of the Company, and the income statements, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policies, as set out on pages 173 to 324.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the "Auditors' responsibilities for the audit of the financial statements" section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Our audit approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements of the Group and of the Company. In particular, we considered where the Directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Group and of the Company, the accounting processes and controls, and the industry in which the Group and the Company operate.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD
(Incorporated in Malaysia)
Company No. 199601034332 (406684-H)

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matter
Impairment review of goodwill and intangible asset with indefinite useful life *Refer to Note 2(d)(ii) and 2(d)(iv) – material accounting policies, Note 3(a) – critical accounting estimates and judgements, and Note 13 – intangible assets* As at 30 June 2026, the Group recorded goodwill of RM8,431.1 million, primarily allocated to YTL PowerSeraya Pte. Limited, representing 91.6% of total goodwill. The Group also recorded a service license with indefinite useful life of RM1,249.0 million for Ranhill SAJ Sdn. Bhd. cash-generating unit ("CGU"). The recoverable amounts of the CGU are determined based on value-in-use ("VIU") calculations. Based on the annual impairment test performed, the Directors concluded that no impairment is required for goodwill and service license with indefinite useful life. The key assumptions and sensitivities are disclosed in Note 13(a)(i) and 13(a)(ii) to the financial statements. We focused on this area as the estimation of the recoverable amounts is inherently uncertain and requires significant judgement on the future cash flows, revenue growth rates, terminal growth rates and the discount rates applied to the projected cash flows.	We performed the following audit procedures: • We discussed with management the assumptions underlying the cash flow projections; • We evaluated the reasonableness of key assumptions used by management in the approved cash flow projections by comparing the revenue growth rates, terminal growth rates and discount rates against publicly available macroeconomic and industry data, as well as historical data and market expectations from industry reports, where available; • We were assisted by our valuation expert, as applicable, in assessing the assumptions used and the appropriateness of the methodology adopted by management for impairment assessment in accordance with MFRS 136 "Impairment of Assets"; • We assessed the reliability of the approved budgets by comparing the previous years' approved budgets against past trends of actual results; • We checked the appropriateness of sensitivity analysis performed by management, including disclosures, on reasonable possible changes in key assumptions and the corresponding effect on the recoverable amounts; and • We checked the appropriateness of disclosures in the financial statements. Based on the procedures performed above, we did not identify any material exceptions.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD
(Incorporated in Malaysia)
Company No. 199601034332 (406684-H)

Key audit matter	How our audit addressed the key audit matter
Capitalisation policy on property, plant and equipment of Wessex Water Limited in the water and sewerage segment *Refer to Note 2(b) – material accounting policies, Note 3(b) – critical accounting estimates and judgements, and Note 10 – property, plant and equipment ("PPE")* During the financial year ended 30 June 2026, the cost capitalised on property, plant and equipment of Wessex Water Limited in the water and sewerage segment was RM2,681.6 million. This cost comprised capital expenditure incurred by the segment to meet the development and regulatory requirements of the business. There is significant judgement involved in determining the classification of the costs incurred as capital or operating expenditure, in accordance with MFRS 116, Property, Plant and Equipment ("MFRS 116").	We performed the following audit procedures: • We obtained an understanding of the capitalisation process and evaluated the design of key controls over the authorisation of project infrastructure assets and identification of capital expenditure; • We understood the nature of costs incurred through discussion with management and corroborated with supporting information provided and checked whether the costs incurred met the capitalisation criteria in accordance with MFRS 116; • We challenged management's judgement used in allocating certain costs between capital and operating expenditure. Specifically, this has included assessing the appropriate capitalisation of the following types of costs; overheads, interest, and infrastructure maintenance; and • We sampled cost capitalised in the year and agreed them to underlying support, including timesheets and invoices. Based on the procedures performed above, we did not identify any material exceptions.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD
(Incorporated in Malaysia)
Company No. 199601034332 (406684-H)

Key audit matter	How our audit addressed the key audit matter
Impairment assessment of property, plant and equipment of the Group and investment in a subsidiary of the Company *Refer to Note 2(b) and 2(g) – material accounting policies, Note 3(c) – critical accounting estimates and judgements, Note 10 – PPE and Note 14 – investment in subsidiaries*	
a) Impairment assessment of property, plant and equipment ("PPE") The Group has PPE related to a subsidiary in its telecommunications segment with an aggregate carrying value of RM1,954.5 million as at 30 June 2026. The Group performed an impairment assessment on the carrying value of the PPE due to the losses recorded by the subsidiary which is an impairment indicator. The impairment assessment was performed by management using fair value less costs of disposal ("FVLCD") cash flows which requires significant judgement as the timing and quantum of the cash flows is dependent on the achievement of the next five years' business plans and financial budgets which are dependent on the use of key assumptions comprising its discount rate, average revenue growth rate, useful life of the assets and expected take-up rate on telecommunication infrastructure's capacity. Based on the annual impairment test performed, the Directors concluded that no impairment of PPE is required.	a) Impairment assessment of property, plant and equipment ("PPE") We performed the following audit procedures: • We discussed with management the assumptions underlying the cash flow projections; • We assessed key assumptions including the discount rate, average revenue growth rate, useful life of the assets and the additional telecommunication infrastructure's capacity expected to be incrementally taken up by external customers by comparing these assumptions against publicly available macroeconomic and industry data, as well as historical data, market expectations from industry reports and relevant corroborative evidences supporting expected demand, where available; • We were assisted by our valuation expert in assessing the assumptions used and the appropriateness of the methodology adopted by management for impairment assessment in accordance with MFRS 136 "Impairment of Assets"; • We assessed the reliability of the approved budget by comparing the previous years' approved budget against past trends of actual results; and • We checked the sensitivity analysis performed by management by stress testing the discount rate, average revenue growth rate and the additional telecommunication infrastructure's capacity to be incrementally taken up by external customers.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD
(Incorporated in Malaysia)
Company No. 199601034332 (406684-H)

Key audit matter	How our audit addressed the key audit matter
Impairment assessment of property, plant and equipment of the Group and investment in a subsidiary of the Company (continued)	
b) Impairment assessment on cost of investment of a subsidiary in the separate financial statements of the Company The cost of investment in a subsidiary of the Group in the separate financial statement of the Company as at 30 June 2026 amounted to RM4,678.3 million. Given the impairment indicator as described above, the Group performed an impairment assessment and estimated the recoverable amount based on FVLCD cash flows and the Directors have concluded that no impairment on the cost of investment is required. We focused on (a) and (b) above as the estimation of the recoverable amount is inherently uncertain and requires significant judgement on the future cash flows to the calculation of the FVLCD.	b) Impairment assessment on cost of investment of a subsidiary in the separate financial statements of the Company In addition to the procedures performed on the cash flows from the underlying PPE of the subsidiary as described above, we have performed the following audit procedures: • We agreed the cash flows used to determine the recoverable amount of cost of investment in a subsidiary to the cash flows used to determine the recoverable amount of the PPE which we have assessed above; • We assessed key assumptions including the discount rate which reflects the specific risk relating to cost of investment in a subsidiary and terminal multiple, by comparing these assumptions against publicly available macroeconomic and industry data, as well as historical data and market expectations from industry reports, where available; • We checked that the cash flows used to determine the recoverable amount of the investment in a subsidiary had been appropriately adjusted for financing and tax cash flows; • We were assisted by our valuation expert in assessing the assumptions used and the appropriateness of the methodology adopted by management for the impairment assessment of cost of investment in a subsidiary in accordance with MFRS 136 "Impairment of Assets"; and • We checked the sensitivity analysis performed by management on discount rate, average revenue growth rate and the additional telecommunication infrastructure's capacity to be incrementally taken up by external customers. We checked the appropriateness of disclosures for (a) and (b) above in the financial statements. Based on the procedures performed above, we did not identify any material exceptions.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD
(Incorporated in Malaysia)
Company No. 199601034332 (406684-H)

Information other than the financial statements and auditors' report thereon

The Directors of the Company are responsible for the other information. The other information comprises the Directors' Report, Statement of Risk Management and Internal Control and the Environment, Social & Governance Report, which we obtained prior to the date of this auditors' report, and other sections of the 2026 Annual Report, which is expected to be made available to us after that date. Other information does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the financial statements

The Directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD
(Incorporated in Malaysia)
Company No. 199601034332 (406684-H)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

(a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

(b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.

(c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

(d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

(e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

(f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD
(Incorporated in Malaysia)
Company No. 199601034332 (406684-H)

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 14 to the financial statements.

OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants

TAN ENG HONG
03424/03/2027 J
Chartered Accountant

Kuala Lumpur
24 September 2026

INCOME STATEMENTS

for the financial year ended 30 June 2026

	Note	Group		Company	
		2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Revenue	4	**22,034,041**	21,801,771	**2,018,277**	1,387,178
Cost of sales		**(17,205,570)**	(16,315,484)	**-**	-
Gross profit		**4,828,471**	5,486,287	**2,018,277**	1,387,178
Other operating income		**238,628**	548,676	**4,549**	8,425
Administrative expenses		**(934,355)**	(928,221)	**(107,967)**	(97,911)
Other operating expenses		**(465,842)**	(656,418)	**(264,162)**	(433,957)
Finance cost		**(1,609,982)**	(1,545,067)	**(543,204)**	(480,613)
Share of profits of investments accounted for using the equity method	15	**383,324**	405,183	**-**	-
Profit before taxation	6	**2,440,244**	3,310,440	**1,107,493**	383,122
Taxation	7	**(662,661)**	(638,615)	**(581)**	(719)
Profit for the financial year		**1,777,583**	2,671,825	**1,106,912**	382,403
Attributable to:					
- Owners of the parent		**1,688,532**	2,545,449	**1,106,912**	382,403
- Non-controlling interests		**89,051**	126,376	**-**	-
		1,777,583	2,671,825	**1,106,912**	382,403
Earnings per share for profit attributable to the owners of the parent:					
- Basic (sen)	8	**19.61**	30.96		
- Diluted (sen)	8	**18.54**	29.03		

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF COMPREHENSIVE INCOME

for the financial year ended 30 June 2026

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Profit for the financial year		**1,777,583**	2,671,825	**1,106,912**	382,403
Other comprehensive income/(loss):					
Items that will not be reclassified subsequently to income statement:					
– financial assets at fair value through other comprehensive income		**1,241**	1,155	**1,581**	(2,094)
– re-measurement of post-employment benefit obligations		**66,802**	23,787	**-**	-
Items that may be reclassified subsequently to income statement:					
– cash flow hedges	26(a)	**294,019**	(308,040)	**-**	-
– currency translation differences		**(1,063,601)**	(988,545)	**-**	-
– subsidiaries		**(1,006,896)**	(772,278)	**-**	-
– associates and joint ventures		**(56,705)**	(216,267)	**-**	-
Other comprehensive (loss)/income for the financial year, net of tax		**(701,539)**	(1,271,643)	**1,581**	(2,094)
Total comprehensive income for the financial year		**1,076,044**	1,400,182	**1,108,493**	380,309
Attributable to:					
– Owners of the parent		**1,005,280**	1,346,307	**1,108,493**	380,309
– Non-controlling interests		**70,764**	53,875	**-**	-
		1,076,044	1,400,182	**1,108,493**	380,309

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION

as at 30 June 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Assets					
Non-current assets					
Property, plant and equipment	10	**40,807,336**	36,020,424	**2,267**	1,695
Investment properties	12	**1,765,168**	1,322,723	**-**	-
Intangible assets	13	**10,117,626**	10,498,322	**-**	-
Service concession assets	24	**218,276**	638,388	**-**	-
Right-of-use assets	11	**1,109,472**	976,560	**260**	1,038
Post-employment benefit assets	30	**147,393**	64,187	**-**	-
Investment in subsidiaries	14	**-**	-	**25,278,750**	21,909,130
Investments accounted for using the equity method	15	**2,816,945**	2,258,222	**879,906**	233,366
Investments	16	**309,282**	295,850	**223,834**	222,253
Derivative financial instruments	20	**22,330**	1,775	**-**	-
Operating financial assets	17	**470,877**	542,149	**-**	-
Deferred tax assets	27	**94,708**	73,902	**-**	-
Receivables, deposits and prepayments	18	**3,554,004**	2,991,384	**-**	-
Amounts owing by subsidiaries	22	**-**	-	**3,931,148**	4,268,739
		61,433,417	55,683,886	**30,316,165**	26,636,221
Current assets					
Inventories	19	**867,996**	876,666	**-**	-
Investments	16	**967,201**	1,217,181	**135,900**	366,148
Receivables, deposits and prepayments	18	**4,811,298**	4,744,041	**4,013**	4,892
Derivative financial instruments	20	**150,072**	15,850	**-**	-
Operating financial assets	17	**70,562**	67,714	**-**	-
Amounts owing by immediate holding company and ultimate holding company	21	**54**	7	**-**	-
Amounts owing by subsidiaries	22	**-**	-	**286,846**	27,615
Amounts owing by fellow subsidiaries	35	**29,602**	33,216	**-**	-
Cash and bank balances	23	**8,646,227**	12,218,731	**287,488**	1,423,333
		15,543,012	19,173,406	**714,247**	1,821,988
Total assets		**76,976,429**	74,857,292	**31,030,412**	28,458,209

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION

as at 30 June 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Equity and liabilities					
Capital and reserves					
Share capital	25	**8,112,119**	7,635,654	**8,112,119**	7,635,654
Reserves		**14,013,380**	13,711,132	**9,345,094**	8,941,285
Equity attributable to owners of the parent		**22,125,499**	21,346,786	**17,457,213**	16,576,939
Non-controlling interests		**188,072**	267,384	**-**	-
Total equity		**22,313,571**	21,614,170	**17,457,213**	16,576,939
Liabilities					
Non-current liabilities					
Deferred taxation	27	**3,590,663**	3,537,100	**79**	75
Borrowings	28	**35,097,962**	35,369,839	**9,145,074**	10,386,064
Lease liabilities	29	**395,370**	404,659	**-**	275
Service concession obligations	24	**-**	230,540	**-**	-
Provision for liabilities and charges	34	**33,539**	29,675	**-**	-
Post-employment benefit obligations	30	**43,600**	56,500	**-**	-
Grants and contributions	31	**765,458**	769,713	**-**	-
Derivative financial instruments	20	**11,116**	40,769	**-**	-
Payables	32	**1,967,877**	1,953,278	**-**	-
		41,905,585	42,392,073	**9,145,153**	10,386,414
Current liabilities					
Payables and accrued expenses	33	**6,860,139**	6,266,350	**472,464**	459,221
Derivative financial instruments	20	**58,331**	164,386	**-**	-
Provision for liabilities and charges	34	**11,002**	12,306	**-**	-
Post-employment benefit obligations	30	**13,598**	13,614	**787**	769
Amounts owing to immediate holding company and ultimate holding company	21	**6,893**	3,099	**-**	6
Amounts owing to subsidiaries	22	**-**	-	**519,910**	53,981
Amounts owing to fellow subsidiaries	35	**304,393**	207,003	**630**	77
Taxation		**307,287**	552,088	**-**	-
Borrowings	28	**4,786,422**	2,590,893	**3,433,980**	980,000
Lease liabilities	29	**134,841**	589,186	**275**	802
Service concession obligations	24	**274,367**	452,124	**-**	-
		12,757,273	10,851,049	**4,428,046**	1,494,856
Total liabilities		**54,662,858**	53,243,122	**13,573,199**	11,881,270
Total equity and liabilities		**76,976,429**	74,857,292	**31,030,412**	28,458,209

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

for the financial year ended 30 June 2026

Group	Note	Attributable to Owners of the Parent								
		Share Capital RM'000 (Note 25)	Merger Reserve RM'000	Currency Translation Reserve RM'000	Other Reserves RM'000 (Note 26(a))	Treasury Shares RM'000 (Note 26(b))	Retained Earnings RM'000	Total RM'000	Non-controlling Interests RM'000	Total Equity RM'000
At 1 July 2025		**7,635,654**	**(2,138,533)**	**1,364,208**	**103,190**	**(46,734)**	**14,429,001**	**21,346,786**	**267,384**	**21,614,170**
Profit for the financial year		-	-	-	-	-	**1,688,532**	**1,688,532**	**89,051**	**1,777,583**
Other comprehensive (loss)/ income for the financial year		-	-	**(1,045,357)**	**295,942**	-	**66,163**	**(683,252)**	**(18,287)**	**(701,539)**
Total comprehensive (loss)/income for the financial year		-	-	**(1,045,357)**	**295,942**	-	**1,754,695**	**1,005,280**	**70,764**	**1,076,044**
Transactions with owners										
Effects arising from changes in composition of the Group		-	-	-	-	-	**1,652**	**1,652**	**12,849**	**14,501**
Exercise of share options	25	**12,378**	-	-	**(3,109)**	-	**3,109**	**12,378**	-	**12,378**
Exercise of warrants	25	**464,087**	-	-	**(38,255)**	-	-	**425,832**	-	**425,832**
Dividends paid/payable	9	-	-	-	-	-	**(691,209)**	**(691,209)**	-	**(691,209)**
Dividends paid/payable to non-controlling interests		-	-	-	-	-	-	-	**(162,679)**	**(162,679)**
Share option expenses	26(a)	-	-	-	**24,203**	-	-	**24,203**	-	**24,203**
Proceeds from exercise of warrants pending share issuance	26(a)	-	-	-	**577**	-	-	**577**	-	**577**
Statutory reserve transferred to retained earnings	26(a)	-	-	-	**(45)**	-	**45**	-	**(40)**	**(40)**
Redemption of convertible unsecured loan stocks ("CULS")	26(a)	-	-	-	**(155)**	-	**155**	-	**(206)**	**(206)**
Exchange differences	26(a)	-	-	**(2,733)**	**2,733**	-	-	-	-	-
At 30 June 2026		**8,112,119**	**(2,138,533)**	**316,118**	**385,081**	**(46,734)**	**15,497,448**	**22,125,499**	**188,072**	**22,313,571**

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

for the financial year ended 30 June 2026

Group	Note	Attributable to Owners of the Parent								
		Share Capital RM'000 (Note 25)	Merger Reserve RM'000	Currency Translation Reserve RM'000	Other Reserves RM'000 (Note 26(a))	Treasury Shares RM'000 (Note 26(b))	Retained Earnings RM'000	Total RM'000	Non-controlling Interests RM'000	Total Equity RM'000
At 1 July 2024		7,091,870	(2,138,533)	2,263,888	379,156	(46,734)	12,507,321	20,056,968	398,250	20,455,218
Profit for the financial year		-	-	-	-	-	2,545,449	2,545,449	126,376	2,671,825
Other comprehensive (loss)/income for the financial year		-	-	(915,912)	(307,018)	-	23,788	(1,199,142)	(72,501)	(1,271,643)
Total comprehensive (loss)/income for the financial year		-	-	(915,912)	(307,018)	-	2,569,237	1,346,307	53,875	1,400,182
Transactions with owners										
Effects arising from changes in composition of the Group		-	-	-	-	-	13,217	13,217	5,513	18,730
Exercise of share options	25	25,720	-	-	(5,234)	-	5,234	25,720	-	25,720
Exercise of warrants	25	518,064	-	-	-	-	-	518,064	-	518,064
Dividends paid/payable	9	-	-	-	-	-	(665,963)	(665,963)	-	(665,963)
Dividends paid/payable to non-controlling interests		-	-	-	-	-	-	-	(190,294)	(190,294)
Share option expenses	26(a)	-	-	-	14,218	-	-	14,218	-	14,218
Proceeds from exercise of warrants pending share issuance	26(a)	-	-	-	38,255	-	-	38,255	-	38,255
Statutory reserve transferred from retained earnings	26(a)	-	-	-	45	-	(45)	-	40	40
Exchange differences	26(a)	-	-	16,232	(16,232)	-	-	-	-	-
At 30 June 2025		7,635,654	(2,138,533)	1,364,208	103,190	(46,734)	14,429,001	21,346,786	267,384	21,614,170

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

for the financial year ended 30 June 2026

Company	Note	Share Capital RM'000 (Note 25)	Other Reserves RM'000 (Note 26(a))	Treasury Shares RM'000 (Note 26(b))	Retained Earnings* RM'000	Total RM'000
At 1 July 2025		**7,635,654**	**146,276**	**(46,734)**	**8,841,743**	**16,576,939**
Profit for the financial year		**-**	**-**	**-**	**1,106,912**	**1,106,912**
Other comprehensive income for the financial year		**-**	**1,581**	**-**	**-**	**1,581**
Total comprehensive income for the financial year		**-**	**1,581**	**-**	**1,106,912**	**1,108,493**
Transactions with owners						
Exercise of share options	25	**12,378**	**(3,109)**	**-**	**3,109**	**12,378**
Exercise of warrants	25	**464,087**	**(38,255)**	**-**	**-**	**425,832**
Dividends paid/payable	9	**-**	**-**	**-**	**(691,209)**	**(691,209)**
Share option expenses	26(a)	**-**	**24,203**	**-**	**-**	**24,203**
Proceeds from exercise of warrants pending share issuance	26(a)	**-**	**577**	**-**	**-**	**577**
At 30 June 2026		**8,112,119**	**131,273**	**(46,734)**	**9,260,555**	**17,457,213**
At 1 July 2024		7,091,870	101,131	(46,734)	9,120,069	16,266,336
Profit for the financial year		-	-	-	382,403	382,403
Other comprehensive loss for the financial year		-	(2,094)	-	-	(2,094)
Total comprehensive (loss)/ income for the financial year		-	(2,094)	-	382,403	380,309
Transactions with owners						
Exercise of share options	25	25,720	(5,234)	-	5,234	25,720
Exercise of warrants	25	518,064	-	-	-	518,064
Dividends paid/payable	9	-	-	-	(665,963)	(665,963)
Share option expenses	26(a)	-	14,218	-	-	14,218
Proceeds from exercise of warrants pending share issuance	26(a)	-	38,255	-	-	38,255
At 30 June 2025		7,635,654	146,276	(46,734)	8,841,743	16,576,939

* *There are no restrictions on the distribution of retained earnings.*

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

for the financial year ended 30 June 2026

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cash flows from operating activities					
Profit for the financial year		**1,777,583**	2,671,825	**1,106,912**	382,403
Adjustments for:					
Allowance for impairment of amounts owing by a subsidiary		**-**	-	**135,441**	108,850
Allowance for impairment of associates		**1,527**	-	**-**	-
Allowance for impairment of intangible assets		**4,768**	-	**-**	-
Allowance for impairment of inventories		**1,509**	1,750	**-**	-
Allowance for impairment of property, plant and equipment		**726**	-	**-**	-
Allowance for impairment of receivables (net of reversals)		**354,709**	254,463	**-**	-
Amortisation of contract costs		**2,557**	2,890	**-**	-
Amortisation of deferred income		**(6,143)**	(6,262)	**-**	-
Amortisation of grants and contributions		**(14,691)**	(15,281)	**-**	-
Amortisation of intangible assets		**110,751**	111,811	**-**	-
Amortisation of service concession assets		**514,449**	429,768	**-**	-
Bad debts written off		**2,744**	7,215	**219**	-
Depreciation of property, plant and equipment		**1,403,972**	1,206,192	**255**	295
Depreciation of right-of-use assets		**196,509**	180,653	**778**	779
Fair value gain on derivatives		**(51)**	(2,560)	**-**	-
Fair value gain on investments		**(12,328)**	(14,414)	**(4,541)**	(8,403)
Fair value gain on investment properties		**(30,120)**	(193,249)	**-**	-
Gain on lease termination		**(1,341)**	(7,410)	**-**	-
Intangible assets written off		**-**	81,749	**-**	-
Interest expense		**1,609,982**	1,545,067	**543,204**	480,613
Interest income		**(39,162)**	(39,736)	**-**	-
Inventories written off		**466**	96	**-**	-
Loss/(Gain) on lease modification		**48**	(8)	**-**	-
Loss/(Gain) on remeasurement of convertible unsecured loan stocks ("CULS")		**862**	(505)	**-**	-
Net gain on disposal of investment properties		**(230)**	-	**-**	-
Net gain on disposal of property, plant and equipment		**(3,811)**	(28,924)	**(8)**	-
Project development costs written off		**-**	616	**-**	-
Property, plant and equipment written off		**30,271**	9,261	**-**	-
Provision for liabilities and charges		**5,708**	4,669	**-**	-
Provision for post-employment benefit		**34,408**	38,156	**-**	-
Share of profits of investments accounted for using the equity method		**(383,324)**	(405,183)	**-**	-
Share option expenses		**24,266**	14,271	**13,678**	7,964
Taxation		**662,661**	638,615	**581**	719
Unrealised loss on foreign exchange		**87,219**	360,317	**89,473**	340,467
Waiver of amounts owing by subsidiaries		**-**	-	**-**	32
		6,336,494	6,845,852	**1,885,992**	1,313,719

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

for the financial year ended 30 June 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Changes in working capital:					
Inventories		**(39,203)**	21,721	**-**	-
Receivables, deposits and prepayments		**(1,009,202)**	(731,519)	**(5,139)**	54,836
Payables and accrued expenses		**(367,423)**	678,810	**3,231**	(1,489)
Subsidiaries	22	**-**	-	**(807,116)**	(867,160)
Fellow subsidiaries		**99,586**	76,873	**553**	(526)
Holding company		**3,683**	2,592	**(57)**	(4)
Cash flows from operations		**5,023,935**	6,894,329	**1,077,464**	499,376
Interest paid		**(1,449,486)**	(1,491,710)	**(536,492)**	(454,596)
Payment for provision and liabilities		**(6,444)**	(3,524)	**-**	-
Payment for service concession obligations		**(468,848)**	(410,429)	**-**	-
Payment to post-employment benefit obligations		**(42,296)**	(49,824)	**-**	-
Tax paid		**(636,747)**	(697,925)	**(544)**	(750)
Net cash flows from operating activities		**2,420,114**	4,240,917	**540,428**	44,030
Cash flows from investing activities					
Additional investments		**(7,580)**	(3,825)	**-**	-
Additional investment accounted for using the equity method		**(748,116)**	(50,031)	**(646,540)**	(33)
Advances to subsidiaries		**-**	-	**(3,141,921)**	(2,433,908)
Capital repayment from a subsidiary		**-**	-	**223,618**	-
Maturities/Withdrawals of deposits maturing more than 90 days		**273,715**	-	**-**	-
Development expenditure incurred on investment properties		**(466,227)**	(370,442)	**-**	-
Dividends received		**513,032**	466,482	**-**	-
Grants received		**62,610**	84,928	**-**	-
Placements of deposits maturing more than 90 days		**(24,997)**	(284,450)	**-**	-
Interest received		**43,032**	31,286	**-**	-
Maturities/Withdrawals of income funds		**487,870**	1,247,120	**429,624**	1,239,623
Placements of income funds and others		**(366,069)**	(1,500,000)	**(191,642)**	(1,500,000)
Proceeds from disposal of investments		**-**	9,499	**-**	-
Proceeds from disposal of investment properties		**1,620**	-	**-**	-
Proceeds from disposal of property, plant and equipment		**16,054**	55,270	**93**	36
Purchase of intangible assets		**(114,668)**	(110,424)	**-**	-
Purchase of property, plant and equipment		**(7,023,311)**	(6,231,390)	**(912)**	(619)
Repayment from subsidiaries		**-**	-	**680,709**	593,464
Net cash flows used in investing activities		**(7,353,035)**	(6,655,977)	**(2,646,971)**	(2,101,437)

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

for the financial year ended 30 June 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Cash flows from financing activities					
Disposal of interest in a subsidiary		**-**	18,809	**-**	18,809
Dividends paid		**(682,176)**	(328,446)	**(682,176)**	(328,446)
Dividends paid to non-controlling interests		**(182,679)**	(170,294)	**-**	-
Placement of restricted deposits		**(173,144)**	(166,211)	**-**	-
Proceeds from borrowings		**4,653,829**	9,761,636	**1,795,000**	3,510,000
Proceeds from exercise of warrants pending share issuance		**577**	38,255	**577**	38,255
Proceeds from issuance of shares		**438,210**	543,784	**438,210**	543,784
Upfront fees on borrowings		**(2,519)**	(22,832)	**-**	-
Upliftment of restricted deposits		**110,218**	122,113	**-**	-
Repayment of borrowings		**(1,346,477)**	(3,653,559)	**(570,000)**	(700,000)
Repayment of lease liabilities		**(835,516)**	(176,999)	**(834)**	(834)
Net cash flows from financing activities		**1,980,323**	5,966,256	**980,777**	3,081,568
Net changes in cash and cash equivalents		**(2,952,598)**	3,551,196	**(1,125,766)**	1,024,161
Effects of exchange rate changes		**(442,553)**	(507,931)	**(10,079)**	(41,315)
Cash and cash equivalents:					
- At beginning of the financial year		**11,771,627**	8,728,362	**1,423,333**	440,487
- At end of the financial year	23	**8,376,476**	11,771,627	**287,488**	1,423,333
The principal non-cash transactions of property, plant and equipment are disclosed as below:					
Interest expense paid/payable		**224,258**	268,726	**-**	-
Transfer from prepayments		**118,504**	-	**-**	-
Transfer of assets from customers		**39,443**	25,186	**-**	-
Other payables and accrued expenses		**789,512**	212,210	**-**	-
Provision for liabilities and charges		**203**	1,273	**-**	-
		1,171,920	507,395	**-**	-
The principal non-cash transactions of investment properties are disclosed as below:					
Other payables and accrued expenses		**43,478**	-	**-**	-

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

for the financial year ended 30 June 2026

Reconciliation of liabilities arising from financing activities:

1. Borrowings

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
At 1 July	**37,960,732**	32,443,740	**11,366,064**	8,603,260
Changes from financing cash flows				
Proceeds from borrowings	**4,653,829**	9,761,636	**1,795,000**	3,510,000
Upfront fees on borrowings	**(2,519)**	(22,832)	**-**	-
Repayment of borrowings	**(1,346,477)**	(3,653,559)	**(570,000)**	(700,000)
Other changes in borrowings				
Amortisation of issuance cost/Unwinding of premium	**201,440**	251,515	**2,572**	2,528
Increase/(Decrease) in bank overdrafts	**27,907**	(46,002)	**-**	-
Loss/(Gain) on remeasurement of convertible unsecured loan stocks ("CULS")	**862**	(505)	**-**	-
Exchange differences	**(1,611,390)**	(773,261)	**(14,582)**	(49,724)
At 30 June	**39,884,384**	37,960,732	**12,579,054**	11,366,064

2. Lease liabilities

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
At 1 July	**993,845**	1,064,574	**1,077**	1,844
Changes from financing cash flows				
Repayment of lease liabilities	**(835,516)**	(176,999)	**(834)**	(834)
Other changes in lease liabilities				
Additions	**194,931**	65,524	**-**	-
Termination	**(12,968)**	(9,839)	**-**	-
Interest expenses	**33,549**	25,208	**32**	67
Modification	**181,897**	58,243	**-**	-
Exchange differences	**(25,527)**	(32,866)	**-**	-
At 30 June	**530,211**	993,845	**275**	1,077

The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

1. GENERAL INFORMATION

The principal activities of the Company are investment holding and the provision of administrative and technical support services. The principal activities of the subsidiaries are set out in Note 14 to the financial statements.

The immediate holding company is YTL Corporation Berhad and the ultimate holding company is Yeoh Tiong Lay & Sons Family Holdings Limited, companies incorporated in Malaysia and Jersey, respectively. YTL Corporation Berhad is listed on the Main Market of Bursa Malaysia Securities Berhad.

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and listed on the Main Market of Bursa Malaysia Securities Berhad.

The address of the registered office of the Company is as follows:

33rd Floor, Menara YTL
205 Jalan Bukit Bintang
55100 Kuala Lumpur

The address of the principal place of business of the Company is as follows:

34th Floor, Menara YTL
205 Jalan Bukit Bintang
55100 Kuala Lumpur

2. MATERIAL ACCOUNTING POLICIES

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the financial statements.

(a) Basis of preparation

The financial statements of the Group and the Company have been prepared under the historical cost convention (unless stated otherwise in the material accounting policies below).

The financial statements of the Group and the Company have been prepared in accordance with the Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

The preparation of financial statements in conformity with MFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reported period. It also requires the Directors to exercise their judgement in the process of applying the Group's and the Company's accounting policies. Although these estimates and judgement are based on the Directors' best knowledge of current events and actions, actual results may differ. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3 to the financial statements.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(a) Basis of preparation (continued)

The financial statements are presented in Ringgit Malaysia (RM) and all values are rounded to the nearest thousand ('000) except as otherwise indicated.

(i) Amendments to published standards that are effective and applicable for the Group's and the Company's financial year beginning on or after 1 July 2025 are as follows:

	Effective for financial periods beginning on or after
Amendments to MFRS 121 'The Effects of Changes in Foreign Exchange Rates' – Lack of Exchangeability	1 January 2025

The adoption of the above applicable amendments to published standards have not given rise to any material impact on the financial statements of the Group and the Company.

(ii) Amendments to published standards that are applicable to the Group and the Company but not yet effective

a) Financial year beginning on/after 1 July 2026

- Annual Improvements to MFRS 1 'First-time Adoption of Malaysian Financial Reporting Standards' – Hedge accounting by a first-time adopter (effective from 1 January 2026). Paragraphs B5-B6 are amended to improve their consistency with the requirements in MFRS 9 and cross-references are added to improve the understandability of MFRS 1.
- Annual Improvements to MFRS 7 'Financial Instruments: Disclosures' – Gain or loss on derecognition (effective from 1 January 2026). Paragraph 38 is amended to update an obsolete cross-reference to paragraph 27A. The guidance on implementing MFRS 7 is also amended to address an inconsistency between paragraph 28 of MFRS 7 and paragraph IG14 and to clarify that the guidance does not necessarily illustrate all the requirements of MFRS 7.
- Annual Improvements to MFRS 9 'Financial Instruments' – Lessee derecognition of lease liabilities and transaction price (effective from 1 January 2026). Paragraph 2.1(b)(ii) of MFRS 9 is amended to resolve a potential confusion for a lessee applying the requirements to a lease liability that has been extinguished in accordance with the Standard. The amendments also remove the reference to 'transaction price' (as defined in MFRS 15 'Revenue from Contracts with Customers') from Appendix A of MFRS 9.
- Amendments to MFRS 9 'Financial Instruments' and MFRS 7 'Financial Instruments: Disclosures' – Amendments to the Classification and Measurement of Financial Instruments (effective 1 January 2026) have require financial assets to be derecognised on the date the contractual rights to the cash flows expire and financial liabilities to be derecognised when obligation under the contract is discharged (i.e. the settlement date). In addition, there is an optional exception to derecognise financial liabilities before the settlement date for settlement using electronic payment systems (if specified criteria are met); clarify and add further guidance for assessing whether a financial asset meets the solely payments for principal and interest (SPPI) criterion; add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI).

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(a) Basis of preparation (continued)

(ii) Amendments to published standards that are applicable to the Group and the Company but not yet effective (continued)

a) Financial year beginning on/after 1 July 2026 (continued)

- Amendments to MFRS 9 'Financial Instruments' and MFRS 7 'Financial Instruments: Disclosures' - Contract Referencing Nature-dependent Electricity (effective 1 January 2026) have added the buyer's application guidance on the MFRS 9 'own-use exemption' for contracts to buy and take delivery of electricity that expose an entity to variability in the underlying amount of electricity because the source of its generation depends on uncontrollable natural conditions e.g. the weather ('contracts referencing nature-dependent electricity'). Under the amendments, the buyer can apply the MFRS 9 'own-use exemption' to account for these contracts as executory contracts if the buyer has been, and expects to be, a 'net purchaser' of electricity for the contract period, based on the criteria set in the standard; permit hedge accounting in MFRS 9 if these contracts referencing nature-dependent electricity are used as hedging instruments; and add new MFRS 7 disclosure requirements to enable users to understand the effects of these contracts on an entity's financial performance and cash flows.
- Annual Improvements to MFRS 10 'Consolidated Financial Statements' – Determination of a 'de facto agent' (effective from 1 January 2026). The amendments resolve an inconsistency between paragraphs B73 and B74 of the standard and clarify that the relationship described in paragraph B74 is just one example of a circumstance in which judgement is required to determine whether a party is acting as a de facto agent.
- Annual Improvements to MFRS 107 'Statement of Cash Flows' – Cost method (effective from 1 January 2026). Paragraph 37 of MFRS 107 is amended to replace the term 'cost method' with 'at cost'.

b) Financial year beginning on/after 1 July 2027

- MFRS 18 'Presentation and Disclosure in Financial Statements' (effective 1 January 2027) replaces MFRS 101 'Presentation of Financial Statements'. The new MFRS introduces a new structure of profit or loss statement. The Income and expenses are classified into 3 new main categories: Operating category which typically includes results from the main business activities; Investing category that presents the results of investments in associates and joint ventures and other assets that generate a return largely independently of other resources; and Financing category that presents income and expenses from financing liabilities. Entities are required to present two new specified subtotals: 'Operating profit or loss' and 'Profit or loss before financing and income taxes'. In addition, goodwill will be required to be separately presented from the other intangible assets in the statement of financial position. Management-defined performance measures are disclosed in a single note and reconciled to the most similar specified subtotal in MFRS Accounting Standards. Changes to the guidance on aggregation and disaggregation which focus on grouping items based on their shared characteristics.
- Amendments to MFRS 121 'The Effects of Changes in Foreign Exchange Rates' (effective 1 January 2027). The amendments clarify how companies should translate financial statements from a non-hyperinflationary currency into a hyperinflationary presentation currency. These narrow-scope amendments aim to improve the usefulness of the resulting financial information in a cost-effective manner. The amendments are expected to reduce diversity in practice and provide a clearer basis for reporting in a hyperinflationary economy.
- Amendments to MFRS 128 'Investments in Associates and Joint Ventures' – Fair Value Option for Investments in Associates and Joint Ventures (effective 1 January 2027). The amendments clarify which entities are eligible to measure investments in associates and joint ventures at fair value through profit or loss in accordance with MFRS 9 Financial Instruments (i.e., the fair value option in MFRS 128). The application of the fair value option has direct consequences on how an entity classifies income and expenses in the statement of profit or loss under MFRS 18 Presentation and Disclosure in Financial Statements.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(a) Basis of preparation (continued)

(ii) Amendments to published standards that are applicable to the Group and the Company but not yet effective (continued)

c) Financial year beginning on/after 1 July 2029

- MFRS 20 'Regulatory Assets and Regulatory Liabilities' (effective 1 January 2029). The newly introduced standard is expected to improve financial reporting for entities subject to a specific type of rate regulation. It aims to help investors better understand how that rate regulation affects an entity's financial performance, financial position and prospects for future cash flows.

  An entity applies MFRS 20 if the company is a party to a regulatory agreement that creates regulatory assets and regulatory liabilities. The standard is based on the principle that a company recognises the compensation for regulatory goods or services in the same period that the company supplies those regulatory goods or services. The standard is expected to affect companies in industries such as utilities, energy and transportation.

d) Effective date yet to be determined by Malaysian Accounting Standard Board

- Amendments to MFRS 10 'Consolidated Financial Statements' and MFRS 128 'Investments in Associates and Joint Ventures' - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture resolve a current inconsistency between MFRS 10 and MFRS 128. The accounting treatment depends on whether the non-monetary assets sold or contributed to an associate or joint venture constitute a 'business'. Full gain or loss shall be recognised by the investor where the non-monetary assets constitute a 'business'. If the assets do not meet the definition of a business, the gain or loss is recognised by the investor to the extent of the other investors' interests. The amendments will only apply when an investor sells or contributes assets to its associate or joint venture. They are not intended to address accounting for the sale or contribution of assets by an investor in a joint operation.

The Group and the Company have started a preliminary assessment on the effects of the above annual improvements and amendments to published standards and the impact is still being assessed, except for those have been updated above.

(b) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. Cost also includes borrowing costs incurred for assets under construction. The cost of certain property, plant and equipment includes the costs of dismantling, removal and restoration, the obligation which was incurred as a consequence of installing the asset.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Where items of property, plant and equipment are transferred to the Group from customers/developers, the fair value of the assets transferred is recognised as property, plant and equipment in the Statement of Financial Position. Where the transfer is exchanged for connection to the network and no further obligation is required, the corresponding credit is other operating income. Where the transfer is linked to the provision of ongoing services, the corresponding entry is deferred income as disclosed in Note 32 and released to the Income Statement over the expected useful lives of the assets.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(b) Property, plant and equipment (continued)

Infrastructure assets comprise eight components: impounding reservoirs 150 years, raw water mains 100 years, treated water mains 100 years, communication pipes 100 years, sewers 200 years, sewage pumping stations 60 years, combined sewer overflows 80 years and sea outfalls 60 years.

Freehold land is not depreciated as it has an infinite life.

All other property, plant and equipment are depreciated on a straight-line basis to write off the cost of each asset to its residual value over its estimated useful lives, summarised as follows:

	Years
Buildings	10-80
Plant and machinery	3-30
Equipment, furniture and fittings	3-10
Motor vehicles and aircraft	5-10
Telecommunication equipment	5-30

At each reporting date, the Group and the Company assess whether there is any indication of impairment. If such indication exists, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amounts exceed the recoverable amounts. See accounting policy Note 2(f) to the financial statements on impairment of non-financial assets.

Residual values and useful lives of assets are reviewed, and adjusted if appropriate, at each reporting date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount and are recognised in the Income Statement.

(c) Leases

(i) Accounting by lessee

Leases are recognised as ROU asset and a corresponding liability at the date on which the leased asset is available for use by the Group and the Company (i.e. the commencement date).

Contracts may contain both lease and non-lease components. The Group and the Company allocate the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

a) Lease term

In determining the lease term, the Group and the Company consider all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not to be terminated).

The Group and the Company reassess the lease term upon the occurrence of a significant event or change in circumstances that is within the control of the Group and the Company and affects whether the Group and the Company are reasonably certain to exercise an option not previously included in the determination of lease term, or not to exercise an option previously included in the determination of lease term. A revision in lease term results in remeasurement of the lease liabilities. See accounting policy (refer to d) below) on reassessment of lease liabilities.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(c) Leases (continued)

(i) Accounting by lessee (continued)

b) ROU assets

ROU assets are initially measured at cost comprising the following:

- The amount of the initial measurement of lease liability;
- Any lease payments made at or before the commencement date less any lease incentive received;
- Any initial direct costs; and
- Decommissioning or restoration costs.

ROU assets that are not investment properties are subsequently measured at cost, less accumulated depreciation and impairment loss (if any). The ROU assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group and the Company are reasonably certain to exercise a purchase option, the ROU asset is depreciated over the underlying asset's useful life. In addition, the ROU assets are adjusted for certain remeasurement of the lease liabilities.

ROU assets are presented as a separate line item in the Statement of Financial Position.

c) Lease liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at that date. The lease payments include the following:

- Fixed payments (including in-substance fixed payments), less any lease incentive receivable;
- Variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- The exercise price of extension options if the Group and the Company are reasonably certain to exercise that option; and
- Payments of penalties for terminating the lease, if the lease term reflects the Group and the Company exercising that option.

Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group and the Company, the lessee's incremental borrowing rate is used. This is the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the ROU in a similar economic environment with similar term, security and conditions.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group and the Company present the lease liabilities as a separate line item in the Statement of Financial Position. Interest expense on the lease liability is presented within the finance cost in the Income Statement.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(c) Leases (continued)

(i) Accounting by lessee (continued)

d) Reassessment of lease liabilities

The Group and the Company are also exposed to potential future increases in variable lease payments that depend on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is remeasured and adjusted against the ROU assets.

Lease liabilities are also remeasured if there is a change in the Group's and the Company's assessment of whether it will exercise an extension option and there are modifications in the scope or the consideration of the lease that was not part of the original term.

e) Short-term leases and leases of low-value assets

Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise IT equipment and small items of office furniture. Payments associated with short-term leases of equipment and all leases of low-value assets are recognised on a straight-line basis as an expense in the Income Statement.

(ii) Accounting by lessor

Operating leases

Assets leased out under operating leases are included in property, plant and equipment in the Statement of Financial Position. They are depreciated over their expected useful lives on a basis consistent with similar owned property, plant and equipment. Lease income (net of any incentives given to lessees) is recognised on the straight-line basis over the lease term.

Separating lease and non-lease components

If an arrangement contains lease and non-lease components, the Group and the Company allocate the consideration in the contract to the lease and non-lease components based on the stand-alone selling prices in accordance with the principles in MFRS 15 "Revenue from Contracts with Customers".

(d) Intangible assets

(i) Contract rights

Contract rights comprise rights to contracts from business combination, acquired contracts and access rights. These are amortised over the contractual period on a straight-line basis and are assessed at each reporting date whether there is any indication that the contract rights may be impaired. See accounting policy Note 2(f) to the financial statements on impairment of non-financial assets.

(ii) Goodwill

Goodwill arises on the acquisitions of subsidiaries and it represents the excess of the cost of the acquisition over the Group's share of the fair value of the net identifiable assets, liabilities and contingent liabilities of the acquiree and the fair value of the non-controlling interest in the acquiree at the date of acquisition. If the fair value of consideration transferred, the amount of non-controlling interest and the fair value of previously held interest in the acquiree are less than the fair value of the net identifiable assets of the acquiree, the resulting gain is recognised in the Income Statement.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(d) Intangible assets (continued)

(ii) Goodwill (continued)

Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill acquired in a business combination is allocated to cash-generating units for the purpose of impairment testing and is tested annually for impairment or more frequently if events or changes in circumstances indicate that it might be impaired. The carrying value of goodwill is compared to the recoverable amount, which is the higher of fair value less costs of disposal and value-in-use. Any impairment is recognised immediately as an expense and is not subsequently reversed. See accounting policy Note 2(f) to the financial statements on impairment of non-financial assets.

(iii) Software assets

Software assets comprise in-house computer software development and specialised computer software. Software assets are amortised over 3 to 10 years and are assessed at each reporting date whether there is any indication that the software assets may be impaired. See accounting policy Note 2(f) to the financial statements on impairment of non-financial assets.

Software-as-a-service arrangements are service contracts providing the right to access the cloud provider's application software over the contract period. Costs incurred to configure or customise, and the ongoing fees to obtain access to the cloud provider's application software, are recognised as operating expenses when the services are received. Some of the costs incurred relate to the development of software code that enhances or modifies, or creates additional capability to, existing on-premise systems and meets the definition of, and the recognition criteria for, an intangible asset.

(iv) Service license

Represents service license to treat raw water, supply and distribute the treated water to the consumers. The license is considered to have indefinite useful life as there is no foreseeable limit to the period over which the license is expected to generate new cash inflows to the Group. Accordingly, the service license is not amortised but tested for impairment annually or more frequently, when indicators of impairment are identified.

(v) Other intangible assets

Other intangible assets comprise customer lists. Other intangible assets are amortised over the contractual period on a straight-line basis and are assessed at each reporting date whether there is any indication that the other intangible assets may be impaired. See accounting policy Note 2(f) to the financial statements on impairment of non-financial assets.

(e) Investment properties

Investment properties include those portions of buildings that are held for long-term rental yields and/or for capital appreciation and freehold land and/or land under leases that is held for long-term capital appreciation or for a currently indeterminate use. Investment properties include properties that are being constructed or developed for future use as investment properties.

Investment properties are measured initially at cost and subsequently at fair value with any change therein recognised in the Income Statement for the period in which they arise. Where the fair value of the investment property under construction is not reliably determinable, the investment property under construction is measured at cost until either its fair value becomes reliably determinable or construction is complete, whichever is earlier.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(e) Investment properties (continued)

Cost included expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed investment property includes the cost of materials and direct labour, any other costs directly attributable to bringing the investment property to a working condition for their intended use and capitalised borrowing costs.

An investment property is derecognised on its disposal, or when it is permanently withdrawn from use and no future economic benefits are expected from its disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in the Income Statement in the period in which the item is derecognised. The amount of consideration to be included in the gain or loss arising from the derecognition of investment property is determined in accordance with the requirements for determining the transaction price in MFRS 15 "Revenue from Contracts with Customers".

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property/inventories, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

(f) Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or as and when events or circumstances occur indicating that an impairment may exist. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

The impairment loss is charged to the Income Statement unless it reverses a previous revaluation in which case it is charged to the revaluation surplus. Impairment losses on goodwill are not reversed. In respect of other assets, any subsequent increase in recoverable amount is recognised in the Income Statement unless it reverses impairment loss on a revalued asset in which case it is taken to revaluation surplus.

(g) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

Subsidiaries are consolidated using the acquisition method of accounting except for subsidiaries that were consolidated prior to 1 July 2002 in accordance with Malaysian Accounting Standard 2 'Accounting for Acquisitions and Mergers', the generally accepted accounting principles prevailing at that time.

Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Where necessary, adjustments are made to the financial statements of subsidiaries to ensure consistency of accounting policies with those of the Group.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(g) Subsidiaries (continued)

The gain or loss on disposal of a subsidiary is the difference between the net disposal proceeds and the Group's share of the subsidiary's net assets as of the date of disposal, including the cumulative amount of any exchange differences that relate to that subsidiary and is recognised in the Income Statement. The exchange difference on return of capital is reversed when there is no change in ownership interests.

(i) Acquisition method

The Group applies the acquisition method to account for business combinations when the acquired sets of activities and assets meet the definition of a business. The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. Under the acquisition method of accounting, subsidiaries are fully consolidated from the date on which control is transferred to the Group and are deconsolidated from the date that control ceases. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date, irrespective of the extent of any non-controlling interest. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

The excess of the aggregate of the consideration transferred and the fair value of non-controlling interest over the fair value of net identifiable assets acquired and liabilities assumed is recorded as goodwill. If this consideration is lower than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the gain is recognised in the Income Statement (refer to material accounting policies Note 2(d)(ii) on goodwill).

(ii) Merger method

Acquisition of a subsidiary, YTL Power Generation Sdn. Bhd., was accounted for using merger accounting principles.

Under the merger method of accounting, the results of subsidiaries are presented as if the merger had been effected throughout the current and previous financial years. The assets and liabilities combined are accounted for based on the carrying amounts from the perspective of the common control shareholder at the date of transfer. On consolidation, the difference between the carrying values of the investment in the subsidiary over the nominal value of the shares acquired is taken to merger reserve.

On consolidation, the cost of the merger is cancelled with the values of the shares received. Any resulting credit difference is classified as equity and regarded as a non-distributable reserve. Any resulting debit difference is adjusted against any suitable reserve. Any share premium, capital redemption reserve and any other reserves which are attributable to share capital of the merged enterprises, to the extent that they have not been capitalised by a debit difference, are reclassified and presented as movement in other capital reserves.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(g) Subsidiaries (continued)

(iii) Transactions with non-controlling interests

The Group treats transactions with non-controlling interests that do not result in loss of control as transactions with equity owners of the Group. For purchases from non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

(iv) Change in control

Upon the loss of control of a subsidiary, the Group derecognises the assets and liabilities of the subsidiary, any non-controlling interests and the other component of equity related to the subsidiary. Any surplus or deficit arising on the loss of control is recognised in the Income Statement. If the Group retains any interest in the previous subsidiary, then such interest is measured at fair value at the date that control is lost. Subsequently, it is accounted for as an equity accounted investee or as a financial asset depending on the level of influence retained.

(h) Associates

Associates are entities in which the Group exercises significant influence, but which it does not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Significant influence is the power to participate in the financial and operating policy decisions of the associates but not control over those policies.

Investments in associates are accounted for in the consolidated financial statements by using the equity method of accounting and are initially recognised at cost. The Group's investments in associates include goodwill identified on acquisition, net of any accumulated impairment loss.

The Group's share of post-acquisition profit or loss is recognised in the Income Statement and its share of post-acquisition movements in reserves is recognised in other comprehensive income. The cumulative post-acquisition movements are adjusted against the carrying value of the investment. When the Group's share of losses in an associate equal or exceed its interest in the associate, including any other unsecured obligations, the Group's interest is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

The results of associates are taken from the most recent financial statements of the associates' concerned, made up to dates not more than three months prior to the end of the financial year of the Group.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates; unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Where necessary, in applying the equity method, adjustments are made to the financial statements of the associates to ensure consistency of accounting policies with those of the Group.

When the Group losses significant influence, any retained interest in the entity is re-measured to its fair value with the change in carrying amount recognised in the Income Statement. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as a financial asset. Any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(i) Joint arrangements

A joint arrangement is an arrangement of which there is contractually agreed sharing of control by the Group with one or more parties, where decisions about the relevant activities relating to the joint arrangement require unanimous consent of the parties sharing control. The classification of a joint arrangement as a joint operation or a joint venture depends upon the rights and obligations of the parties to the arrangement. A joint venture is a joint arrangement whereby the joint ventures have rights to the net assets of the arrangement. A joint operation is a joint arrangement whereby the joint operators have rights to the assets and obligations for the liabilities, relating to the arrangement.

Joint ventures

The Group's interest in a joint venture is accounted for in the financial statements by using the equity method of accounting. Under the equity method of accounting, interests in joint ventures are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses in the Income Statement and movements in reserves in other comprehensive income. When the Group's share of losses in a joint venture equal or exceed its interests in the joint ventures (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint ventures), the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint ventures.

Unrealised gains on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interest in the joint ventures, where the unrealised gains exceeds the carrying amount of its investment in that joint venture, the excess is recognised as deferred income and presented within 'Payables' in the Statement of Financial Position; unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Where necessary, in applying the equity method, adjustments are made to the financial statements of the joint ventures to ensure consistency of accounting policies with those of the Group.

(j) Investments in subsidiaries, joint arrangements and associates

Investments in subsidiaries, joint arrangements and associates are stated at cost less accumulated impairment losses if any. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount.

On disposal of investments in subsidiaries, joint arrangements and associates, the difference between disposal proceeds and the carrying amounts of the investments are recognised in the Income Statement.

(k) Development expenditure

Development expenditure is generally expensed when incurred otherwise it is capitalised when it meets certain criteria that indicate that it is probable that the costs will give rise to future economic benefits and are amortised over the period of the projects. They are written down to their recoverable amounts when there is insufficient certainty that future economic benefit will flow to the enterprise.

(l) Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on a weighted average or first-in, first-out basis. Inventories comprise primarily of raw materials, work-in-progress, finished goods, fuel and spare parts. The cost of work-in-progress comprises raw materials, direct labour, other direct costs and an appropriate share of overheads based on normal operating capacity. Fuel and diesel oil held for generation of electricity are not written down below cost if the electricity generated is expected to obtain a gross margin at or above cost. Cost for this purpose includes the applicable costs required to enable the fuel and diesel oil to be used for the generation of electricity.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(l) Inventories (continued)

Inventories for oil trading are acquired with the purpose of selling in the near future and generating a profit from fluctuations in price. These are at fair value less costs to sell, with changes in fair value less costs to sell recognised in the Income Statement in the period of change.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

(m) Financial assets and financial liabilities

Financial assets

(i) Classification

The Group and the Company classify their financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income ("OCI") or through profit or loss), and
- those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

The Group and the Company reclassify debt investments when and only when its business model for managing those assets changes.

The Group and the Company irrevocably elected to present fair value gains and losses on equity investments in OCI. The Group and the Company consider this classification to be more relevant as these instruments are strategic investments of the Group and the Company and not held for trading purposes.

(ii) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group and the Company commit to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group and the Company have transferred substantially all the risks and rewards of ownership.

(iii) Measurement

At initial recognition, the Group and the Company measure a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in the Income Statement.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest ("SPPI").

a) *Debt instruments*
Subsequent measurement of debt instruments depends on the Group's and the Company's business model for managing the asset and the cash flow characteristics of the asset.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Financial assets and financial liabilities (continued)

Financial assets (continued)

(iii) Measurement (continued)

a) Debt instruments (continued)

There are three measurement categories into which the Group and the Company classify their debt instruments:

- Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent SPPI are measured at amortised cost. Interest income from these financial assets is included in the Income Statement using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in the Income Statement and presented in other operating income/(expenses) together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the Income Statement.
- Fair value through other comprehensive income ("FVOCI"): Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent SPPI, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in the Income Statement. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other operating income/(expenses). Interest income from these financial assets is included in the Income Statement using the effective interest rate method. Foreign exchange gains and losses are presented in other operating income/(expenses) and impairment expenses are presented as separate line item in the Income Statement.
- FVTPL: Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVTPL. The Group and the Company may also irrevocably designate financial assets at FVTPL if doing so significantly reduces or eliminates a mismatch created by assets and liabilities being measured on different bases. Fair value changes are recognised in the Income Statement and presented net within other operating income/(expenses) in the period which it arises.

b) Equity instruments

The Group and the Company subsequently measure all equity investments at fair value. Where the Group's and the Company's management have elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in the Income Statement when the Group's and the Company's right to receive payments is established.

Changes in the fair value of financial assets at FVTPL are recognised in other operating income/(expenses) in the Income Statement as applicable.

(iv) Impairment

The Group and the Company assess on a forward-looking basis the expected credit loss ("ECL") associated with its debt instruments carried at amortised cost and at FVOCI and financial guarantee contracts issued. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Financial assets and financial liabilities (continued)

Financial assets (continued)

(iv) Impairment (continued)

The Group has six types of financial instruments that are subject to the ECL model:

- Trade receivables
- Unbilled receivables
- Contract assets
- Other receivables (including deposits, interest receivables and receivables from associate/joint venture)
- Amounts owing by related companies (fellow subsidiaries, immediate holding company and ultimate holding company)
- Financial guarantee contracts

The Company has three types of financial instruments that are subject to the ECL model:

- Other receivables (including deposits and interest receivables)
- Amounts owing by related companies (fellow subsidiaries, immediate holding company, ultimate holding company and subsidiaries)
- Financial guarantee contracts

While cash and bank balances are also subject to the impairment requirements of MFRS 9 "Financial Instruments", the identified impairment loss was immaterial.

ECL represents a probability-weighted estimate of the difference between present value of cash flows according to the contract and present value of cash flows the Group and the Company expect to receive, over the remaining life of the financial instrument. For financial guarantee contracts, the ECL is the difference between the expected payments to reimburse the holder of the guaranteed debt instrument less any amounts that the Group and the Company expect to receive from the holder, the debtor or any other party.

The measurement of ECL reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

a) *General 3-stage approach for other receivables and financial guarantee contracts issued*

At each reporting date, the Group and the Company measure ECL through loss allowance at an amount equal to 12 month ECL if credit risk on a financial instrument or a group of financial instruments has not increased significantly since initial recognition. For all other financial instruments, a loss allowance at an amount equal to lifetime ECL is required. Note 36(b) sets out the measurement details of ECL.

b) *Simplified approach for trade receivables, unbilled receivables, contract assets and amounts owing by related companies which is trade in nature*

The Group applies the MFRS 9 "Financial Instruments" simplified approach to measure ECL which uses a lifetime ECL for all trade receivables, unbilled receivables, contract assets and amounts owing by related companies which is trade in nature. Note 36(b) sets out the measurement details of ECL.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Financial assets and financial liabilities (continued)

Financial assets (continued)

(iv) Impairment (continued)

Significant increase in credit risk

The Group and the Company consider the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group and the Company compare the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. The Group and the Company consider available reasonable and supportable forward-looking information.

The following indicators are incorporated:

- external credit rating (as far as available)
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations
- significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtor in the Group and changes in the operating results of the debtor.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making a contractual payment.

Definition of default and credit-impaired financial assets

The Group and the Company define a financial instrument as default, which is fully aligned with the definition of credit-impaired, when it meets one or more of the following criteria:

a) Quantitative criteria

The Group and the Company define a financial instrument as default, when the counterparty fails to make contractual payment within 30 and 365 days of when they fall due.

b) Qualitative criteria

The debtor meets unlikeliness to pay criteria, which indicates the debtor is in significant financial difficulty. The Group and the Company consider the following instances:

- the debtor is in breach of financial covenants
- concessions have been made by the lender relating to the debtor's financial difficulty
- it is becoming probable that the debtor will enter bankruptcy or other financial reorganisation
- the debtor is insolvent

Financial instruments that are credit-impaired are assessed on individual basis.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Financial assets and financial liabilities (continued)

Financial assets (continued)

(iv) Impairment (continued)

Groupings of instruments for ECL measured on collective basis

a) Collective assessment

To measure ECL, trade receivables, unbilled receivables, contract assets and amounts owing by related companies which is trade in nature have been grouped based on shared credit risk characteristics of customer's behaviour and the days past due. The unbilled receivables, contract assets relate to unbilled amounts and amounts owing by related companies which is trade in nature have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the unbilled receivables, contract assets and amounts owing by related companies which is trade in nature.

b) Individual assessment

Trade receivables, unbilled receivables, contract assets, other receivables and amounts owing by related companies which are in default or credit-impaired are assessed individually.

(v) Write-off

a) Trade receivables, unbilled receivables, contract assets and amounts owing by related companies which is trade in nature

Trade receivables, unbilled receivables, contract assets and amounts owing by related companies which is trade in nature are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group, uneconomic collection and court orders.

Impairment losses are presented within 'cost of sales' in the Income Statement. Subsequent recoveries of amounts previously written off are credited against the same line item.

b) Other receivables and amounts owing by related companies

The Group and the Company write-off financial assets, in whole or in part, when the Group and the Company have exhausted all practical recovery efforts and have concluded there is no reasonable expectation of recovery. The assessment of no reasonable expectation of recovery is based on unavailability of debtor's sources of income or assets to generate sufficient future cash flows to repay the amount. The Group and the Company may write-off financial assets that are still subject to enforcement activity. Subsequent recoveries of amounts previously written off will result in impairment gains.

Financial liabilities

Financial liabilities are recognised in the Statement of Financial Position when, and only when, the Group and the Company become a party to the contractual provisions of the financial instrument.

The Group's financial liabilities include trade payables, other payables and borrowings (see Note 2(r)). The Company's financial liabilities include other payables and borrowings (see Note 2(r)). These are recognised initially at fair value, net of transaction costs incurred, and subsequently measured at amortised cost using the effective interest method.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Financial assets and financial liabilities (continued)

Financial liabilities (continued)

A financial liability is derecognised when the obligation under the liability is extinguished. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the Income Statement.

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount presented in the Statement of Financial Position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy.

(n) Derivative financial instruments and hedging activities

Derivatives are initially recognised at fair value on the date the derivative contract is entered into and are subsequently re-measured at their fair value. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates its hedges as cash flow hedges. Fair value changes on derivatives that are not designated or do not qualify for hedge accounting are recognised in the Income Statement when the changes arise.

The Group documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objective and strategies for undertaking various hedging transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives designated as hedging instruments are highly effective in offsetting changes in fair values or cash flows of hedged items.

The fair values of various derivative financial instruments used for hedging purposes are disclosed in Note 20 to the financial statements. Movements on the hedging reserve in shareholders' equity are shown in Note 26(a) to the financial statements. The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months, and as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. The fair value of a trading derivative is classified as a current asset or liability.

The fair value changes on the effective portion of the derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income. The gain or loss relating to the ineffective portion is recognised immediately in the Income Statement.

Amounts accumulated in equity are reclassified to Income Statement in the financial periods when the hedged item affects Income Statement (for example, when the forecast sale that is hedged takes place). When the forecast transaction that is hedged results in the recognition of a non-financial asset (for example, inventory or fixed assets), the gains and losses previously deferred in equity are transferred from equity and included in the initial measurement of the cost of the asset. The deferred amounts are ultimately recognised in cost of goods sold in the case of inventory or in depreciation in the case of property, plant and equipment.

When a hedging instrument expires or is sold, or when a hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss existing in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in the Income Statement. When a forecast transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the Income Statement.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(o) Financial guarantee

Financial guarantee contracts are contracts that require the Group and the Company to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due, in accordance with the terms of a debt instrument.

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value.

The fair value of financial guarantees is determined as the present value of the difference in net cash flows between the contractual payments under the debt instrument and the payments that would be required without guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.

(p) Cash and cash equivalents

For the purpose of the Statement of Cash Flows, cash and cash equivalents comprise cash on hand, cash at bank and deposits held at call with financial institutions with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are included within borrowings in current liabilities on the Statement of Financial Position.

(q) Share capital

Ordinary shares and non-redeemable preference shares with discretionary dividends are classified as equity. Other shares are classified as equity and/or liability according to the substance of the contractual arrangement of the particular instrument.

Distributions to holders of a financial instrument classified as an equity instrument are charged directly to equity.

Dividends on ordinary shares are accounted for in shareholders' equity as an appropriation of retained earnings and accrued as liability in the financial year in which the obligation to pay is established.

Purchase of own shares

Where the Company purchases its own shares, the consideration paid, including any directly attributable incremental costs, net of tax, is deducted from equity attributable to the owners of the Company as treasury shares until the shares are cancelled, reissued.

Should such shares be cancelled, the costs of the treasury shares are applied in the reduction of the profits otherwise available for distribution as dividends. Should such shares are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related tax effects, is included in equity attributable to the owners of the Company.

Where the treasury shares are subsequently distributed as dividends to shareholders, the costs of the treasury shares are applied in the reduction of the funds otherwise available for distribution as dividends.

(r) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Subsequently, borrowings are carried at amortised cost using the effective interest method; any difference between proceeds (net of transaction costs) and the redemption value is recognised in the Income Statement over the term of the borrowings.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(r) Borrowings (continued)

Interest relating to a financial instrument classified as a liability is reported within finance cost in the Income Statement.

Borrowings are classified as current liabilities unless the Group and the Company have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Borrowing costs directly attributable to acquisition or construction of property, plant and equipment that meets the definition of qualifying asset are capitalised as part of the cost of the assets during the period of time that is required to get ready the asset for its intended use.

(s) Grants and contributions

Grants and contributions are benefits received in respect of specific qualifying expenditure, and investment tax credits and tax benefits in respect of qualifying property, plant and equipment. These are released to the Income Statement over the expected economic useful lives of the related assets. Government grants to compensate the expenses or losses incurred, are recognised in the Income Statement in the period in which they become receivable.

(t) Deferred income

The deferred income comprise assets transferred from customers in respect of services which are yet to be provided and shareholder loan interest revenue. Such amounts are recorded as liabilities in the Statement of Financial Position and are amortised to the Income Statement over the expected economic useful lives of the related assets.

(u) Provisions

The Group and the Company recognise provisions when it has a present legal or constructive obligation arising as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate of the amount can be made. The recording of provisions requires the application of judgements about the ultimate resolution of these obligations. As a result, provisions are reviewed at each reporting date and adjusted to reflect the Group's and the Company's current best estimate.

(v) Revenue recognition

Revenue which represents income arising in the course of the Group's ordinary activities is recognised by reference to each distinct performance obligation promised in the contract with customer. Revenue from contracts with customers is measured at its transaction price, being the amount of consideration which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, net of goods and service tax, returns, rebates and discounts. Transaction price is allocated to each performance obligation on the basis of the relative stand-alone selling prices of each distinct good or services promised in the contract. Depending on the substances of the respective contract with the customer, revenue is recognised when the performance obligation is satisfied, which may be at a point in time or over time.

(i) Sale of electricity

The Group's electricity is generated and sold into national electricity company or market in the respective countries in which the Group operates.

Revenue from the sale of electricity is recognised over time as customers simultaneously receive and consume the benefits provided by the Group's performance when electricity is delivered based on contractual terms stipulated in respective agreements with customers.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(v) Revenue recognition (continued)

(i) Sale of electricity (continued)

Revenue is presented, net of goods and service tax, penalties, rebates and discounts. Collection of the contract consideration from customers is considered probable. No element of financing is deemed present as the Group has adopted the practical expedient available in MFRS 15 'Revenue from Contracts with Customers' ("MFRS 15") where the interval between transfer of the promised goods or services and payment by the customer is expected to be less than 12 months.

Electricity revenue includes an estimated value of the electricity consumed by customer from the date of the last meter reading available and reporting period end. Accrued unbilled revenue is recognised as receivables and is reversed in the following month when actual billings occur.

(ii) Supply of clean water and treatment and disposal of waste water

The Group has the rights to supply water and sewerage services to customers, together with an obligation to maintain and develop the network and ensure its continued availability.

The nature of the water industry in the UK is such that revenue recognition is subject to a degree of estimation. The assessment of water sales to customers is based on internal data where final settlement data is not yet available. At the end of each period, amounts of water delivered to customers are estimated and the corresponding billed and unbilled revenue is assessed and recorded in revenue. For the purpose of the judgement, various factors are considered such as seasonality, historic billing profiles, leakage data and general economic conditions.

For metered customers, revenue is determined by the meter reading. For unmetered customers, the amount to which the Group has a right to receive is determined by the passage of time during which the customer occupies a property within the Group's licensed region. Revenue represents income receivable in the ordinary course of business, excluding Value Added Tax, for services provided. Revenue is recognised to the extent that it is probable that economic benefits will flow to the Group.

Developer services related to the obligation under statute to allow property developers to establish an authorised connection to the water and/or sewerage network. In obtaining the connection, the developer may contribute to the Group's capital costs through the following:

(i) Requisition fees for water and waste water mains
(ii) Other capital contributions in relation to connecting the development to the water and waste water mains
(iii) Adoptions by the Group of infrastructure built by the developer
(iv) Infrastructure charges, being a contribution to network reinforcement

These activities are not separable nor distinct and instead form a bundle of activities necessary to establish an authorised connection from which the network access can be obtained. Also, the Group has an additional obligation under statute to keep the connection in place for all current and future occupiers and facilitate ongoing access to the network for as long as the property requires service provision. Consequently, revenue from developer services will be deferred over the shorter of expected period of service provision or the period to the end of the assets expected useful life (typically in the range 60 to 200 years). For developer services the proceeds do not need to be adjusted for the difference in timing of payments and recognition of income as the timing difference does not arise as a result of the provision of finance, but rather comes as a consequence of the nature of the regulatory environment.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(v) Revenue recognition (continued)

(ii) Supply of clean water and treatment and disposal of waste water (continued)

In Malaysia, water revenue is determined by the meter reading. Water revenue includes an estimated value of the water consumed by customers from the date of their last meter reading and period end. Accrued unbilled revenues are reversed in the following month when actual billings occur. Contribution by housing developers is recognised as income in accordance with the respective commercial agreements.

(iii) Telecommunications

The Group generates revenue from providing telecommunication services, such as access to the network, airtime usage, messaging, and internet services as well as from sales of products. Products and services may be sold separately or in bundled packages. The typical length of a contract for bundled packages is 12 months to 36 months.

For bundled packages, the Group accounts for individual products and services separately if they are distinct, i.e. if a product or service is separately identifiable from other items in the bundled package and if a customer can benefit from it. The consideration is allocated between separate products and services in a bundle based on their Relative Stand-alone Selling Prices ("RSSP"). The RSSP are determined based on the list prices at which the Group sells the products and telecommunication services. RSSP are based on observable sales prices; however, where RSSP are not directly observable, estimates will be made maximising the use of observable inputs.

a) Telecommunication services

Telecommunication revenue from postpaid and prepaid services provided by the Group is recognised over time, as the benefits of telecommunication services are simultaneously received and consumed by the customer.

Revenue from prepaid services is recognised when services are rendered. Starter packs with a sim card and reload voucher is accounted for as a single performance obligation as the sim card can only be used together with the services provided by the Group. Prepaid credits are recognised as contract liability in the Statement of Financial Position. Revenue is recognised when the credits are utilised or up to the point of customer churn or upon expiry, whichever is earlier.

Postpaid services are provided in postpaid packages which consist of various services (i.e. call minutes, internet data, sms and etc.). As the services are separately identifiable and the customers can benefit from each of the services on its own, each service is accounted for as a separate performance obligation.

Postpaid packages are either sold separately or bundled together with the sale of device to a customer. As postpaid packages and device are capable of being distinct and separately identifiable, there are two performance obligations within a bundled transaction. Accordingly, the Group allocates the transaction price based on the RSSP of the postpaid packages and devices.

b) Sale of devices

Devices may be sold separately or in bundled packages. The Group recognises revenue when control of the device has transferred to the customer upon delivery and acceptance of the device at the point of sale.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(v) Revenue recognition (continued)

(iii) Telecommunications (continued)

b) Sale of devices (continued)

For devices sold separately, the consideration is received in full at the point of sale. The amount of revenue recognised is measured at the consideration specified in the contract. For devices sold in bundled packages, the customers usually offered to pay at a discounted price on the device. The amount of revenue recognised for devices sold in bundled packages is measured at the allocated consideration based on the RSSP as explained previously.

Devices that the Group promises to transfer as part of a bundled package with network service plans are considered distinct and thus accounted for as a separate performance obligation. Devices that are transferred as part of a fixed line telecommunication services bundled package which can only be used together with the services provided by the Group, are considered as a single performance obligation in telecommunication service revenue.

A contract asset is recognised when the Group delivers the devices before the payment is due. If the payment happens before delivery of device, then a contract liability is recognised. Contract assets and contract liabilities are presented within receivables and payables respectively in the Statement of Financial Position.

The Group generates revenue from telecommunication infrastructure. Telecommunication infrastructure revenue is generated from the leasing of space on the Group's telecommunication towers, where the customers install and maintain their individual communication network equipment, and from construction of telecommunication infrastructure. The leasing revenue is recognised on a straight-line basis over the fixed and non-cancellable term of the lease agreement, irrespective of when payments are due. For the construction of telecommunication infrastructure, see accounting policy Note 2(v)(vii) to the financial statements on construction contracts.

(iv) Sale of steam

Revenue from sale of steam is recognised over time as the Group's customers simultaneously receive and consume the benefits arising from the Group performance of its obligations based on the terms of the contracts with the customers.

(v) Investment income

Investment income earned by the Group and the Company are recognised on the following bases:

Dividend income	–	When the shareholders' right to receive payment is established.
Interest income	–	On an effective interest basis.

(vi) Lease income

Lease income earned by the Group is recognised on the following bases:

Tank leasing fees	–	Tank leasing fees from operating leases are recognised on a straight-line basis over the lease term.
Rental income	–	Rental income from operating leases (net of any incentive given to the lessees) is recognised on the straight-line basis over the lease term.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(v) Revenue recognition (continued)

(vii) Construction contracts

Under such contracts, the Group is engaged to construct buildings and related infrastructure and in certain instances to supply equipment. These contracts may include multiple promises to the customers and therefore accounted for as separate performance obligations. In this case, the transaction price will be allocated based on relative stand-alone selling price of the considerations of each of the separate performance obligations. When these are not directly observable, they are estimated based on expected cost plus margin.

Revenue from construction contracts is measured at the fixed transaction price agreed under the agreement.

The Group determines the transaction price of a contract after considering the effect of variable consideration, constraining estimates of variable consideration, effect of significant financing component, non-cash consideration and consideration payable to customer.

When the fair value of variable consideration is uncertain, the Group estimates the amount of consideration by using the most likely amount method and only recognises to the extent that is highly probable that a significant reversal in cumulative revenue will not occur.

Revenue is recognised as and when control of the asset is transferred to the customer and it is probable that the Group would collect the consideration to which it will be entitled in exchange for the asset that would be transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the performance of the Group does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation using the input method, which is based on the total actual construction cost incurred to date as compared to the total budgeted costs to the respective construction projects.

If control of the asset transfers at a point in time, revenue is recognised at a point in time when the customer obtains control of the asset.

(viii) Data Center

Revenue from colocation services is recognised over time on a straight-line basis over the contract term. Upfront installation and set-up activities that do not transfer to a distinct good or service are deferred and recognised over the contract term. Electricity charges based on metered usage are recognised as revenue where the Group acts as principal. Ancillary services are recognised over time or at a point in time, as appropriate. The Group's contracts also include service level commitments. Where service levels are not met, customers may be entitled to service credits. Service credits are recognised as a reduction of revenue.

At inception of an arrangement, the Group assesses whether the contract contains a lease in accordance with MFRS 16 Leases. A contract contains a lease only if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration. In making this assessment, the Group considers if there is an identified asset in the contract, including whether the asset is explicitly or implicitly specified and whether the Group has a substantive right to substitute the asset, and whether the customer has the right to obtain substantially all of the economic benefits from use of the identified asset and the right to direct how and for what purpose the asset is used.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(v) Revenue recognition (continued)

(viii) Data Center (continued)

In colocation arrangements, the Group generally retains control over the design, purpose, operating parameters, operation and maintenance of the data center environment and related infrastructure. Where the customer does not have the right to control the use of an identified asset, the arrangement is accounted for as a service contract under MFRS 15. Where a contract conveys to the customer the right to control the use of an identified asset for a period of time, the lease component is accounted for under MFRS 16, and any non-lease service components are accounted for separately under MFRS 15, where applicable.

Based on the Group's assessment of the relevant contractual terms and operating arrangements, the majority of its colocation arrangements are accounted for as service contracts. Any lease components identified are not material, individually or in aggregate, to the Group's financial statements.

(ix) Others

Other income earned by the Group is recognised on the following bases:

Sale of natural gas	– Revenue from sale of natural gas is recognised over time as and when the Group's customers simultaneously receive and consume the benefits arising from the Group performance when natural gas is supplied.
Sale of fuel oil	– Revenue from sale of fuel oil is recognised when the performance obligation is satisfied by transferring control of fuel oil to the customer upon delivery (i.e. at a point in time).
Management, operation and maintenance fees	– Management, operation and maintenance fees are recognised over the period in which the services are rendered.
Consultancy fees	– Revenue from consultancy fees are recognised over time or at a point in time in accordance with performance obligations being satisfied.
Hotel operations	– Hotel room revenue is recognised over time during the period of stay for the hotel guests. Revenue from food, beverage and other ancillary services are generally recognised at the point in time when the services are rendered.

(w) Contracts with Customers

(i) Contract assets

Contract asset is the right to consideration in exchange for goods and services that the Group has transferred to a customer. If the Group transfers goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional. Contract assets are subject to impairment assessment based on the ECL model. Contract assets are presented within "Receivables, deposits and prepayments" of the Statement of Financial Position.

(ii) Contract liabilities

Contract liability is the unsatisfied obligation by the Group to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs the services under the contract. Contract liabilities are presented within "Payables and accrued expenses" and "Payables" of the Statement of Financial Position.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(w) Contracts with Customers (continued)

(iii) Contract cost assets

The Group capitalises sales commissions as costs to obtain a contract with a customer when they are incremental and expected to be recovered more than a year. The Group expects to recover these costs in the future through telecommunication services revenue earned from the customer.

Sales commissions are amortised on a straight-line basis over the term of the specific contract to which the cost relates to. Amortisation of contract costs are included as part of direct cost within "Cost of sales" in the Income Statement.

An impairment loss is recognised to the Income Statement to the extent that the carrying amount of the contract cost asset recognised exceeds the remaining amount of considerations that the Group expects to receive for the specific contract that the cost relates to less additional costs required to complete the specific contract.

(x) Employee benefits

(i) Short-term employee benefits

Wages, salaries, paid annual leave and sick leave, bonuses, and non-monetary benefits are accrued in the financial period in which the associated services are rendered by employees of the Group and the Company.

(ii) Post-employment benefits

The Group has various post-employment benefit schemes in accordance with local conditions and practices in the industries in which it operates.

These benefit plans are either defined contribution or defined benefit plans.

a) Defined contribution plan

A defined contribution plan is a pension plan under which the Group and the Company pay fixed contributions into a separate entity (a fund) on a mandatory, contractual or voluntary basis and will have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees benefits relating to employee service in the current and prior financial periods.

The Group's and the Company's contributions to defined contribution plan are charged to the Income Statement in the financial period to which they relate.

b) Defined benefit plan

A defined benefit plan is a pension plan that defines an amount of pension benefit to be provided, usually as a function of one or more factors such as age, years of service or compensation.

The liability in respect of a defined benefit plan is the present value of the defined benefit obligation at the reporting date minus the fair value of plan assets.

The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(x) Employee benefits (continued)

(ii) Post-employment benefits (continued)

b) Defined benefit plan (continued)

Re-measurement gains and losses of post-employment benefit obligations are recognised in Other Comprehensive Income.

Past-service costs are recognised immediately in the Income Statement.

(iii) Share-based compensation

The Group operates an equity-settled share-based compensation plan for the employees of the Group. The fair value of the employee services received in exchange for the grant of the share options is recognised as an expense in the Income Statement over the vesting periods of the grant with a corresponding increase in equity.

The total amount to be expensed over the vesting period is determined by reference to the fair value of the share options granted and the number of share options to be vested by vesting date. At each reporting date, the Group revises its estimates of the number of share options that are expected to vest. It recognises the impact of the revision of original estimates, if any, in the Income Statement, with a corresponding adjustment to equity. For options granted to subsidiaries, the expense will be recognised in the subsidiaries' financial statements over the vesting periods of the grant.

The proceeds received net of any directly attributable transaction costs are credited to share capital when the options are exercised.

(y) Income taxes

Current tax expense is determined according to the tax laws of each jurisdiction in which the Group operates and includes all taxes based upon the taxable profits, including withholding taxes payable by a foreign subsidiary, associated company or joint venture on distributions of retained earnings to companies in the Group.

Deferred tax is recognised in full, using the liability method, on temporary differences arising between the amounts attributed to assets and liabilities for tax purposes and their carrying amounts in the financial statements. However, deferred tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences or unused tax losses can be utilised.

Deferred tax is recognised on temporary differences arising on investment in subsidiaries, associated companies and joint ventures except where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

The Group's share of income taxes of joint ventures and associates are included in the Group's share of profits of investments accounted for using the equity method.

Deferred tax is determined using tax rates (and tax laws) that have been enacted or substantially enacted by the reporting date and are expected to apply when the related deferred tax asset is realised or deferred tax liability is settled.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(z) Foreign currencies

(i) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The consolidated financial statements are presented in Ringgit Malaysia, which is the Company's functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at financial year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Income Statement.

(iii) Group companies

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each Statement of Financial Position presented are translated at the closing rate at the date of that Statement of Financial Position;
- income and expenses for each Income Statement are translated at average exchange rates; and
- all resulting exchange differences are recognised as a separate component of other comprehensive income.

On consolidation, exchange differences arising from the translation of the net investment in foreign operations are taken to shareholder's equity. When a foreign operation is disposed of or sold, such exchange differences that were recorded in shareholders' equity are recognised in the Income Statement as part of the gain or loss on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity on or after 1 July 2011 are treated as assets and liabilities of the foreign entity and translated at the closing rate. For acquisition of foreign entities completed prior to 1 July 2011, goodwill and fair value adjustments continued to be recorded at the exchange rate at the respective date of acquisitions. This is in accordance to the adoption of MFRS 1 "First-time Adoption of Malaysian Financial Reporting Standards".

(aa) Contingent liabilities and contingent assets

The Group and the Company do not recognise a contingent liability but disclose its existence in the financial statements, except in a business combination.

A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group and the Company or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or it cannot be measured reliably. However, contingent liabilities do not include financial guarantee contracts.

A contingent asset is a possible asset that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group and the Company. The Group and the Company do not recognise contingent assets but disclose their existence where inflows of economic benefits are probable, but not virtually certain.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(aa) Contingent liabilities and contingent assets (continued)

In the acquisition of subsidiaries by the Group under a business combination, the contingent liabilities assumed are measured initially at their fair value at the acquisition date, irrespective of the extent of any non-controlling interests.

The Group recognises separately the contingent liabilities of the acquirees as part of allocating the cost of a business combination where the fair values can be measured reliably. Where the fair values cannot be measured reliably, the resulting effect will be reflected in the goodwill arising from the acquisitions.

(ab) Segmental reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Executive Director primarily responsible for the financial statements of the Group.

Transactions between segments are carried out on mutually agreed basis. The effects of such inter-segment transactions are eliminated on consolidation. The measurement basis and classification are consistent with those adopted in the previous financial year other than as disclosed in Note 39 to the financial statements.

(ac) Service concession contracts

The Group has entered into a number of concession contracts granted by several public sector customers ("grantors"). The characteristics of these contracts vary significantly depending on the country and activity concerned.

In order to fall within the scope of concession contract, a contract must satisfy the following two criteria:

- the grantor controls or regulates what services the operator must provide with the infrastructure, to whom it must provide them, and at what price; and
- the grantor controls the significant residual interest in the infrastructure at the end of the term of the arrangement.

Such infrastructure is not recognised in assets of the operator as property, plant and equipment but in financial assets ("financial asset model") and/or intangible assets ("intangible asset model") depending on the remuneration commitments given by the grantor.

(i) Intangible asset model

The Group applies the intangible asset model where the operator is paid by the users or where the concession grantor has not provided a contractual guarantee in respect of the amount recoverable. The intangible asset corresponds to the right granted by the concession grantor to the operator to charge users of the public service.

Intangible assets resulting from the application of this policy are recorded in the Statement of Financial Position under the heading 'Service Concession Assets' and are amortised, generally on a straight-line basis, over the contract term.

Cash flows relating to these intangible assets are included in net cash generated from/(used in) operating activities in the consolidated statement of cash flows.

Revenue associated with this intangible asset model includes revenue from the construction of the infrastructure on a percentage of completion basis and operating revenue of the infrastructure.

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(ac) Service concession contracts (continued)

(ii) Financial asset model

The financial asset model applies when the Group has an unconditional right to receive cash or another financial asset from the grantor.

In the case of concession services, the Group has such an unconditional right if the grantor contractually guarantees the payment of amounts specified or determined in the contracts; or the shortfall, if any, between amounts received from users of the public service and amounts specified or determined in the contract.

Financial assets resulting from the application of this policy are recorded in the Statement of Financial Position under the heading 'operating financial assets' and recognised at amortised cost.

Cash flows relating to these operating financial assets are included in the net cash generated from/(used in) operating activities in the Statement of Cash Flows.

An impairment loss is recognised if the carrying amount of these assets exceeds the fair value, as estimated during impairment tests. Fair value is estimated based on the recoverable amount, calculated by discounting future cash flows (value in use method).

The portion falling due within less than one year is presented in the Statement of Financial Position as 'Current operating financial assets', while the portion falling due within more than one year is presented in the non-current heading.

Revenue and finance income associated with this financial asset model include revenue from the construction of the operating financial assets on a percentage of completion basis, operation and maintenance revenue; and finance income related to the capital investment in the operating financial assets.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group and the Company make estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, rarely equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(a) Impairment assessment of goodwill and service license

The Group tests goodwill and service license for impairment annually, in accordance with its accounting policy. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of significant judgements and estimates as set out in Note 13 to the financial statements.

(b) Capitalisation of property, plant and equipment ("PPE")

Due to the high value of capital expenditure on property, plant and equipment of Wessex Water in the water and sewerage segment of RM2,681.6 million, significant judgements made on the classification of expenses as operating or capital, and within capital between maintenance and enhancement, are key to the preparation of the financial statements. These significant judgements are based on engineering experience of differentiating between treatment as a repair or a replacement of an asset.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

(c) Impairment assessment of property, plant and equipment and investment in a subsidiary

The Group assesses impairment of the assets or cash-generating units ("CGUs") whenever events or changes in circumstances indicate that the carrying amount of an asset or CGU may not be recoverable i.e. the carrying amount of the asset is more than the recoverable amount. Recoverable amount is measured at the higher of the fair value less costs of disposal ("FVLCD") for that asset or CGU and its value-in-use ("VIU"). Projected future cash flows used in impairment testing of the assets or CGUs are based on Group's estimates calculated using historical, sector and industry trends, general market and economic conditions, changes in technology and other available information.

The recoverable amounts of the asset or CGUs are determined based on VIU or FVLCD calculations. These calculations require the use of estimates. The calculations are inherently judgemental and susceptible to change from period to period because they require the Group to make assumptions about revenue growth rate, discount rate and terminal multiple.

The assumptions used and results of the impairment assessment of PPE and investment in a subsidiary are disclosed in Note 10 and Note 14 (c) to the financial statements, respectively.

(d) Assumptions used in determining the post-employment benefit plans

The present value of the post-employment benefit plans depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/income are disclosed in Note 30 to the financial statements. Any changes in these assumptions will impact the carrying amount of post-employment benefit plans.

(e) Investment properties

The Group carries its investment properties at fair value, with changes in fair value being recognised in the Income Statements. For investment properties, a valuation methodology is adopted which involves comparison to developments of a similar nature, location and condition. The sensitivity analysis is disclosed in Note 12(b) to the financial statements.

(f) Deferred tax assets

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which temporary differences can be utilised. This involves judgment regarding future financial performance of respective entities when the deferred tax assets are recognised. The aggregate amount of deferred tax assets not recognised as disclosed in Note 7 to the financial statements where the Group has determined that sufficient taxable profits are not probable is primarily due to the uncertainty related to the impairment assessment as disclosed in Note 10 to the financial statements.

4. REVENUE

(a) Revenue comprises the following:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Revenue from contracts with customers	**21,151,660**	20,833,126	**3,600**	-
Revenue from other sources				
- Lease income	**349,115**	294,667	**-**	-
- Others	**533,266**	673,978	**2,014,677**	1,387,178
Total revenue	**22,034,041**	21,801,771	**2,018,277**	1,387,178

4. REVENUE (CONTINUED)

(a) Revenue comprises the following: (continued)

(i) Disaggregation of revenue from contracts with customers and other sources:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Power generation				
- Sale of electricity	**10,472,133**	11,653,805	**-**	-
- Sale of steam	**65,309**	225,267	**-**	-
- Others	**235,623**	311,424	**-**	-
	10,773,065	12,190,496	**-**	-
Water and sewerage				
- Supply of clean water and treatment and disposal of waste water	**8,188,989**	7,046,736	**-**	-
Telecommunications				
- Sale of devices	**51,485**	73,624	**-**	-
- Telecommunication services	**294,381**	298,282	**-**	-
- Telecommunication infrastructure	**180,665**	174,293	**-**	-
- Construction of telecommunication infrastructure	**220,107**	338,961	**-**	-
	746,638	885,160	**-**	-
Data Center*				
- Colocation services and others	**867,127**	124,133	**-**	-
Investment holding activities				
- Investment income	**481,471**	615,972	**2,011,265**	1,384,161
- Dividend income	**7,431**	6,786	**1,746,999**	1,089,977
- Interest income	**474,040**	609,186	**264,266**	294,184
- Management, operation and maintenance fees	**338,025**	319,362	**3,600**	-
- Consultancy fees	**249,137**	330,372	**-**	-
- Others	**389,589**	289,540	**3,412**	3,017
	1,458,222	1,555,246	**2,018,277**	1,387,178
	22,034,041	21,801,771	**2,018,277**	1,387,178

* *Please refer to Note 39 to the financial statements for the details.*

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

4. REVENUE (CONTINUED)

(a) Revenue comprises the following: (continued)

(ii) Timing of revenue recognition for revenue from contracts with customers:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
At a point in time	**347,651**	571,400	**-**	-
Over time	**20,804,009**	20,261,726	**3,600**	-
	21,151,660	20,833,126	**3,600**	-

(b) Contract assets and liabilities related to contracts with customers

	Note	Group	
		2026 RM'000	**2025 RM'000**
Non-current			
Contract assets	18	**138,271**	60,732
Contract cost assets	18	**2,377**	1,559
Contract liabilities	32	**(125,631)**	(59,156)
Current			
Contract assets	18	**205,812**	315,363
Contract cost assets	18	**561**	617
Contract liabilities	33	**(663,618)**	(622,287)

(i) Significant changes in contract assets and liabilities

	Group	
	2026 RM'000	**2025 RM'000**
Contract assets		
At 1 July	**376,095**	568,120
Exchange differences	**(4,816)**	701
Additions arising from revenue recognised during the financial year	**942,445**	430,757
Transfer to trade receivables	**(962,453)**	(622,910)
Allowance for impairment of contract assets	**(7,188)**	(573)
At 30 June	**344,083**	376,095

4. REVENUE (CONTINUED)

(b) Contract assets and liabilities related to contracts with customers (continued)

(i) Significant changes in contract assets and liabilities (continued)

	Group	
	2026 RM'000	**2025 RM'000**
Contract liabilities		
At 1 July	**681,443**	638,419
Exchange differences	**(39,880)**	(17,853)
Revenue recognised that was included in the contract liability balance at the beginning of the financial year	**(624,235)**	(558,365)
Increases due to cash received, excluding amounts recognised as revenue during the financial year	**771,921**	619,242
At 30 June	**789,249**	681,443

(ii) Assets recognised from costs to obtain or fulfil a contract

The Group capitalises costs to obtain or fulfil a contract which include sales commissions when they are incremental and expected to be recovered over more than a year. This is presented within contract cost assets within "Receivables, deposits and prepayments" in the Statement of Financial Position.

	Group	
	2026 RM'000	**2025 RM'000**
At 1 July	**2,176**	37,494
Exchange differences	**-**	(1,588)
Assets recognised from costs to obtain or fulfil a contract during the financial year	**3,319**	2,422
Amortisation recognised during the financial year	**(2,557)**	(2,890)
Charged to cost of sales during the financial year	**-**	(33,262)
At 30 June	**2,938**	2,176

The closing balances of contract cost assets consist of:

	Group	
	2026 RM'000	**2025 RM'000**
Contract acquisition costs	**373**	498
Contract fulfilment costs	**2,565**	1,678
At 30 June	**2,938**	2,176

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

4. REVENUE (CONTINUED)

(b) Contract assets and liabilities related to contracts with customers (continued)

(iii) Unsatisfied performance obligations

As at 30 June 2026, the aggregate amount of transaction price allocated to unsatisfied performance obligations resulting from contracts with customers is RM9,171.0 million (2025: RM1,416.3 million). This will be recognised as revenue as the services are provided to customers, which is expected to occur over the next 1 to 14 years (2025: 1 to 6 years).

The Group applies the practical expedient in MFRS 15 and did not disclose information about unsatisfied performance obligations for certain contracts, where the transaction price corresponds directly with the Group's level of performance in the future.

5. SIGNIFICANT TRANSACTIONS WITH RELATED PARTIES

Key management personnel comprise the Directors and Senior Management who have authority and responsibility for planning, directing and controlling the activities of the Group or the Company. Key management compensation is disclosed below:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Key management compensation:				
– Salaries and bonus	**51,064**	51,299	**39,822**	39,450
– Defined contribution plan	**4,756**	4,707	**4,720**	4,676
– Fees	**1,004**	890	**1,004**	890
– Other emoluments*	**218**	235	**57**	61
– Estimated money value of benefits in kind	**246**	297	**82**	85

* *Includes Social Security Organisation ("SOCSO"), meeting allowances, etc.*

Key management compensation includes the Directors' remuneration (whether executive or otherwise) as disclosed in Note 6 to the financial statements.

Whenever exist, related party transactions also include transactions with entities that are controlled, jointly controlled or significantly influenced directly or indirectly by any key management personnel or their close family members.

5. SIGNIFICANT TRANSACTIONS WITH RELATED PARTIES (CONTINUED)

In addition to related party transactions and balances mentioned elsewhere in the financial statements, set out below are significant related party transactions and balances which were carried out on terms and conditions negotiated amongst the related parties. Fellow subsidiaries are subsidiaries of immediate holding company and ultimate holding company of the Company.

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Sale of goods and services:				
- Associates	**65,512**	42,560	**-**	-
- Fellow subsidiaries	**23,434**	37,279	**-**	-
Management, operation and maintenance fees:				
- Associates	**69,644**	74,312	**-**	-
- Joint ventures	**58,241**	56,568	**-**	-
Dividend income:				
- Subsidiaries	**-**	-	**1,742,172**	1,086,087
- Fellow subsidiaries	**4,682**	3,772	**4,682**	3,772
Interest income:				
- Subsidiaries - in respect of loan and advances	**-**	-	**241,680**	261,704
- Joint ventures	**200,929**	215,969	**-**	-
Other income:				
- Fellow subsidiaries	**3,412**	3,017	**3,412**	3,017
Interest expense:				
- Subsidiaries - in respect of loan and advances	**-**	-	**538**	2,072
Purchases of goods and services from associates:				
- Network cost	**163,331**	139,755	**-**	-
Purchases of goods and services from fellow subsidiaries:				
- Construction of building infrastructure and related services	**734,361**	1,129,721	**-**	-
- Hotel and accommodation	**2,799**	1,709	**1,866**	797
- Operating and maintenance	**257,375**	165,629	**-**	-
Purchases of goods and services from joint venture companies:				
- Billing and debt collection services	**112,071**	81,022	**-**	-

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

5. SIGNIFICANT TRANSACTIONS WITH RELATED PARTIES (CONTINUED)

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Expenses paid on behalf of:				
– Subsidiaries	**-**	–	**907**	998
Expenses paid on behalf by:				
– Subsidiaries	**-**	–	**151**	283
– Fellow subsidiaries	**2,120**	756	**1,389**	340
– Immediate holding company and ultimate holding company	**1,296**	656	**1,132**	453
Year-end balances owing by:				
– Subsidiaries	**-**	–	**4,217,994**	4,296,354
– Fellow subsidiaries	**29,602**	33,216	**-**	–
Year-end balances owing to:				
– Subsidiaries	**-**	–	**(519,910)**	(53,981)
– Fellow subsidiaries	**(304,393)**	(207,003)	**(630)**	(77)

6. PROFIT BEFORE TAXATION

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Profit before taxation is stated after charging/(crediting):				
Allowance for impairment of amounts owing by a subsidiary	**-**	–	**135,441**	108,850
Allowance for impairment of associates	**1,527**	–	**-**	–
Allowance for impairment of intangible assets	**4,768**	–	**-**	–
Allowance for impairment of inventories	**1,509**	1,750	**-**	–
Allowance for impairment of property, plant and equipment	**726**	–	**-**	–
Allowance for impairment of receivables (net of reversals)	**354,709**	254,463	**-**	–
Amortisation of contract costs	**2,557**	2,890	**-**	–
Amortisation of deferred income	**(6,143)**	(6,262)	**-**	–
Amortisation of grants and contributions	**(14,691)**	(15,281)	**-**	–
Amortisation of intangible assets	**110,751**	111,811	**-**	–
Amortisation of service concession assets	**514,449**	429,768	**-**	–
Auditors' remuneration				
– Statutory audit fees payable/paid to PricewaterhouseCoopers PLT, Malaysia ("PwC Malaysia")				
– current financial year	**1,271**	1,253	**1,248**	1,231

6. PROFIT BEFORE TAXATION (CONTINUED)

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
– Statutory audit fees payable/paid to member firms of PricewaterhouseCoopers International Limited ("PwCIL") which are separate and independent legal entities from PwC Malaysia	**938**	957	**-**	-
– Statutory audit fees payable/paid to other audit firms	**9,847**	7,693	**-**	-
– Non-audit fees payable/paid to PwC Malaysia	**534**	300	**50**	62
– Non-audit fees payable/paid to member firms of PwCIL which are separate and independent legal entities from PwC Malaysia	**662**	473	**-**	-
Bad debts written off	**2,744**	7,215	**219**	-
Cash flow hedges, reclassified from hedging reserve to cost of sales	**(87,244)**	71,921	**-**	-
Cost of fuel, raw materials and consumable	**11,347,300**	10,836,595	**-**	-
Depreciation of property, plant and equipment	**1,403,972**	1,206,192	**255**	295
Depreciation of right-of-use assets	**196,509**	180,653	**778**	779
Development expenditure	**4,624**	2,036	**4,624**	2,036
Directors' remuneration	**46,373**	45,882	**45,603**	45,077
Fair value gain on derivatives	**(51)**	(2,560)	**-**	-
Fair value gain on investments	**(12,328)**	(14,414)	**(4,541)**	(8,403)
Fair value gain on investment properties	**(30,120)**	(193,249)	**-**	-
Gain on lease termination	**(1,341)**	(7,410)	**-**	-
Grant income	**(48,874)**	(194,735)	**-**	-
Infrastructure maintenance expenses	**149,683**	124,526	**-**	-
Intangible assets written off	**-**	81,749	**-**	-
Interest expense – accretion of asset retirement obligation	**1,203**	1,319	**-**	-
Interest expense – borrowings	**1,543,425**	1,455,844	**542,634**	478,474
Interest expense – discounting on non-current receivables	**7,968**	15,784	**-**	-
Interest expense – subsidiaries, in respect of loan and advances	**-**	-	**538**	2,072
Interest expense – lease liabilities	**33,549**	25,208	**32**	67
Interest expense – unwinding interest of service concession obligations	**27,669**	48,619	**-**	-
Interest income – post-employment benefit obligations	**(3,832)**	(1,707)	**-**	-
Interest income	**(39,162)**	(39,736)	**-**	-
Inventories written off	**466**	96	**-**	-
Loss/(Gain) on lease modification	**48**	(8)	**-**	-
Loss/(Gain) on remeasurement of convertible unsecured loan stocks ("CULS")	**862**	(505)	**-**	-
Net gain on disposal of investment properties	**(230)**	-	**-**	-

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

6. PROFIT BEFORE TAXATION (CONTINUED)

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Net gain on disposal of property, plant and equipment	**(3,811)**	(28,924)	**(8)**	-
Operating lease income	**(2,212)**	(3,449)	**-**	-
Project development costs written off	**-**	616	**-**	-
Property, plant and equipment written off	**30,271**	9,261	**-**	-
Provision for liabilities and charges	**5,708**	4,669	**-**	-
Rates	**152,282**	151,098	**-**	-
Realised (gain)/loss on foreign exchange	**(17,586)**	(43,003)	**11,301**	(32,766)
Reimbursable of expenses	**(51,391)**	-	**-**	-
Short-term leases/leases of low-value assets/ variable lease payments	**52,575**	104,497	**-**	-
Software subscription, configuration and customisation costs	**169,740**	140,177	**175**	371
Staff costs:				
- Wages, salaries and bonus	**1,330,976**	1,163,191	**25,787**	26,917
- Defined contribution plan	**129,022**	154,158	**2,582**	2,584
- Defined benefit plan - net pension cost	**34,408**	38,156	**-**	-
- Social contribution costs	**130,888**	108,977	**105**	103
Share option expenses	**24,266**	14,271	**13,678**	7,964
Unrealised loss on foreign exchange	**87,219**	360,317	**89,473**	340,467
Waiver of amounts owing by subsidiaries	**-**	-	**-**	32

Details of the total remuneration of each Director of the Company received from YTL Power International Berhad Group of Companies, categorised into appropriate components for the financial year ended 30 June 2026 and 30 June 2025, are as follows:

2026 Group	Salaries RM'000	Bonus RM'000	Fees RM'000	Defined contribution plan RM'000	Others* RM'000	Estimated money value of benefits in kind RM'000	Total RM'000
Executive Directors							
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	**5,320**	**3,546**	**-**	**1,064**	**1**	**41**	**9,972**
Dato' Seri Yeoh Seok Hong	**5,436**	**3,370**	**-**	**1,011**	**4**	**28**	**9,849**
Dato' Yeoh Seok Kian	**2,660**	**1,774**	**-**	**532**	**1**	**16**	**4,983**
Dato' Yeoh Soo Min	**4,142**	**2,762**	**-**	**828**	**1**	**20**	**7,753**
Dato' Yeoh Soo Keng	**4,003**	**2,669**	**-**	**801**	**1**	**2**	**7,476**
Dato' Setia Yeoh Seok Kah	**2,658**	**1,518**	**-**	**455**	**4**	**8**	**4,643**
Syed Abdullah Bin Syed Abd. Kadir	**648**	**80**	**-**	**29**	**1**	**69**	**827**
Non-Executive Directors							
Tan Sri Ismail Bin Adam	**-**	**-**	**220**	**-**	**9**	**-**	**229**
Datuk Seri Long See Wool	**-**	**-**	**230**	**-**	**14**	**-**	**244**
Datuk Loo Took Gee	**-**	**-**	**230**	**-**	**14**	**-**	**244**
Faizal Sham Bin Abu Mansor	**-**	**-**	**210**	**-**	**11**	**-**	**221**
Lim Hiah Eng	**-**	**-**	**114**	**-**	**2**	**-**	**116**
	24,867	**15,719**	**1,004**	**4,720**	**63**	**184**	**46,557**

6. PROFIT BEFORE TAXATION (CONTINUED)

Details of the total remuneration of each Director of the Company received from YTL Power International Berhad Group of Companies, categorised into appropriate components for the financial year ended 30 June 2026 and 30 June 2025, are as follows: (continued)

2025 Group	Salaries RM'000	Bonus RM'000	Fees RM'000	Defined contribution plan RM'000	Others* RM'000	Estimated money value of benefits in kind RM'000	Total RM'000
Executive Directors							
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	5,235	3,546	-	1,054	1	42	9,878
Dato' Seri Yeoh Seok Hong	5,371	3,370	-	1,001	7	31	9,780
Dato' Yeoh Seok Kian	2,618	1,774	-	527	1	16	4,936
Dato' Yeoh Soo Min	4,076	2,762	-	821	1	23	7,683
Dato' Yeoh Soo Keng	3,940	2,669	-	793	1	2	7,405
Dato' Setia Yeoh Seok Kah	2,637	1,518	-	451	6	9	4,621
Syed Abdullah Bin Syed Abd. Kadir	648	80	-	29	1	69	827
Non-Executive Directors							
Tan Sri Ismail Bin Adam	-	-	220	-	11	-	231
Datuk Seri Long See Wool	-	-	230	-	16	-	246
Datuk Loo Took Gee	-	-	230	-	15	-	245
Faizal Sham Bin Abu Mansor	-	-	210	-	12	-	222
	24,525	15,719	890	4,676	72	192	46,074

Details of the total remuneration of each Director of the Company received from YTL Power International Berhad, categorised into appropriate components for the financial year ended 30 June 2026 and 30 June 2025, are as follows:

2026 Company	Salaries RM'000	Bonus RM'000	Fees RM'000	Defined contribution plan RM'000	Others* RM'000	Estimated money value of benefits in kind RM'000	Total RM'000
Executive Directors							
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	**5,320**	**3,546**	**-**	**1,064**	**1**	**-**	**9,931**
Dato' Seri Yeoh Seok Hong	**5,054**	**3,370**	**-**	**1,011**	**1**	**6**	**9,442**
Dato' Yeoh Seok Kian	**2,660**	**1,774**	**-**	**532**	**1**	**-**	**4,967**
Dato' Yeoh Soo Min	**4,142**	**2,762**	**-**	**828**	**1**	**7**	**7,740**
Dato' Yeoh Soo Keng	**4,003**	**2,669**	**-**	**801**	**1**	**-**	**7,474**
Dato' Setia Yeoh Seok Kah	**2,276**	**1,518**	**-**	**455**	**1**	**-**	**4,250**
Syed Abdullah Bin Syed Abd. Kadir	**648**	**80**	**-**	**29**	**1**	**69**	**827**
Non-Executive Directors							
Tan Sri Ismail Bin Adam	**-**	**-**	**220**	**-**	**9**	**-**	**229**
Datuk Seri Long See Wool	**-**	**-**	**230**	**-**	**14**	**-**	**244**
Datuk Loo Took Gee	**-**	**-**	**230**	**-**	**14**	**-**	**244**
Faizal Sham Bin Abu Mansor	**-**	**-**	**210**	**-**	**11**	**-**	**221**
Lim Hiah Eng	**-**	**-**	**114**	**-**	**2**	**-**	**116**
	24,103	**15,719**	**1,004**	**4,720**	**57**	**82**	**45,685**

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

6. PROFIT BEFORE TAXATION (CONTINUED)

Details of the total remuneration of each Director of the Company received from YTL Power International Berhad, categorised into appropriate components for the financial year ended 30 June 2026 and 30 June 2025, are as follows: (continued)

2025 Company	Salaries RM'000	Bonus RM'000	Fees RM'000	Defined contribution plan RM'000	Others* RM'000	Estimated money value of benefits in kind RM'000	Total RM'000
Executive Directors							
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	5,235	3,546	-	1,054	1	-	9,836
Dato' Seri Yeoh Seok Hong	4,974	3,370	-	1,001	1	8	9,354
Dato' Yeoh Seok Kian	2,618	1,774	-	527	1	-	4,920
Dato' Yeoh Soo Min	4,076	2,762	-	821	1	8	7,668
Dato' Yeoh Soo Keng	3,940	2,669	-	793	1	-	7,403
Dato' Setia Yeoh Seok Kah	2,240	1,518	-	451	1	-	4,210
Syed Abdullah Bin Syed Abd. Kadir	648	80	-	29	1	69	827
Non-Executive Directors							
Tan Sri Ismail Bin Adam	-	-	220	-	11	-	231
Datuk Seri Long See Wool	-	-	230	-	16	-	246
Datuk Loo Took Gee	-	-	230	-	15	-	245
Faizal Sham Bin Abu Mansor	-	-	210	-	12	-	222
	23,731	15,719	890	4,676	61	85	45,162

* *Includes SOCSO, meeting allowances, etc.*

7. TAXATION

Taxation charge for the financial year:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Current tax:				
- Malaysian income tax	**151,353**	68,831	**577**	728
- Foreign income tax	**283,571**	546,302	**-**	-
Deferred taxation (Note 27)	**227,737**	23,482	**4**	(9)
	662,661	638,615	**581**	719
Current tax:				
- Current year	**429,566**	591,460	**751**	724
- Under/(Over) provision in prior years	**5,358**	23,673	**(174)**	4
Deferred taxation:				
- Originating and reversal of temporary differences	**227,737**	23,482	**4**	(9)
	662,661	638,615	**581**	719

7. TAXATION (CONTINUED)

The explanation of the relationship between taxation and profit before taxation is as follows:

	Group		Company	
	2026 RM'000	**2025 RM'000 Restated^**	**2026 RM'000**	**2025 RM'000**
Numerical reconciliation between taxation and the product of accounting profit multiplied by the Malaysian tax rate				
Profit before taxation	**2,440,244**	3,310,440	**1,107,493**	383,122
Taxation calculated at the Malaysian tax rate of 24% (2025: 24%)	**585,659**	794,506	**265,798**	91,949
Tax effects of:				
- Share of profits of investments accounted for using the equity method	**(91,998)**	(97,244)	**-**	-
- Different tax rates in other countries	**(103,256)**	(208,259)	**-**	-
- Non-deductible expenses	**291,901**	300,668	**204,386**	228,539
- Income not subject to tax	**(86,399)**	(210,591)	**(469,429)**	(319,773)
- Temporary differences not recognised*	**61,396**	35,862	**-**	-
- Under/(Over) provision in prior years in relation to current tax	**5,358**	23,673	**(174)**	4
Taxation	**662,661**	638,615	**581**	719

* The tax effects of temporary differences not recognised are as follows:

	2026 RM'000	**2025 RM'000 Restated^**
- Property, plant and equipment	**447,205**	376,488
- Unutilised investment allowance	**65,128**	65,128
- Unutilised tax losses	**401,253**	410,714
- Others	**6,652**	7,274
	920,238	859,604

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

7. TAXATION (CONTINUED)

* The tax effects of temporary differences not recognised are as follows: (continued)

Under the Malaysia Finance Act 2018 which was gazetted on 27 December 2018, the Group's unutilised tax losses in Malaysia tax entities with no expiry period will be imposed with a time limit of utilisation. Any accumulated unutilised tax losses brought forward from year of assessment 2018 can be carried forward for another 7 consecutive years of assessment. The Malaysia Finance Act 2021 has subsequently extended the utilisation period to 10 years. With that, the expiry dates of the Group's tax losses (after tax effects) are summarised below:

	2026 RM'000	2025 RM'000 Restated^
Year of assessment 2027	**-**	17,823
Year of assessment 2028	**277,530**	269,042
Year of assessment 2029	**5,492**	5,728
Year of assessment 2030	**1,599**	1,629
Year of assessment 2031	**1,545**	1,545
Year of assessment 2032	**9,732**	9,732
Year of assessment 2033	**31,145**	31,145
Year of assessment 2034	**56,455**	56,455
Year of assessment 2035	**17,755**	17,615
	401,253	410,714

^ *Restated to be consistent with tax submission. The tax effects of temporary differences not recognised as at 30 June 2024 is RM828.1 million.*

The Group has undistributed earnings from subsidiaries incorporated outside Malaysia, could be subject to tax if distributed. An assessable temporary difference exists, but no deferred tax liability has been recognised as the Group is able to control the timing of distributions from these subsidiaries and is not expected to distribute these profits in the foreseeable future.

The Group and the Company are within the scope of the Organisation of the Economic Co-operation and Development ("OECD") Pillar Two model rules whereby top-up tax on profits is required in any jurisdictions in which it operates, calculated at the jurisdictional level, when the effective tax rate is lower than the minimum effective tax rate of 15%. Pillar Two legislation has been enacted or substantively enacted in most jurisdictions in which the Group operates in.

The Group and the Company have performed Pillar Two top-up tax exposure assessments for the current financial year ended 30 June 2026. Based on the assessments performed, the Group and the Company do not expect a material exposure to Pillar Two top-up taxes for the financial year. The Group and the Company applied the temporary mandatory exception from recognising and disclosing information relating to deferred taxes arising from the Pillar Two rules.

8. EARNINGS PER SHARE

(i) Basic earnings per share

Basic earnings per share of the Group is calculated by dividing the net profit attributable to owners of the parent by the weighted average number of ordinary shares in issue during the financial year, excluding the number of ordinary shares purchased by the Company and held as treasury shares.

	Group	
	2026	**2025**
Profit attributable to owners of the parent (RM'000)	**1,688,532**	2,545,449
Weighted average number of ordinary shares in issue ('000)	**8,611,195**	8,221,909
Basic earnings per share (sen)	**19.61**	30.96

(ii) Diluted earnings per share

For the diluted earnings per share calculation, the weighted average number of ordinary shares in issue is adjusted to assume conversion of all dilutive potential ordinary shares.

	Group	
	2026	**2025**
Profit attributable to owners of the parent (RM'000)	**1,688,532**	2,545,449
Weighted average number of ordinary shares in issue ('000)	**8,611,195**	8,221,909
Adjustments for:		
– Warrants ('000)	**436,237**	466,585
– ESOS ('000)	**57,903**	78,444
Weighted average number of ordinary shares for diluted earnings per share ('000)	**9,105,335**	8,766,938
Diluted earnings per share (sen)	**18.54**	29.03

As at 30 June 2026, the Company had 1,245,918,251 (2025: 1,435,341,628) Warrants 2025/2028, whose terms of conversion are set out in Note 25, still unexercised. MFRS 133 'Earnings per share' prescribes that warrants are dilutive when they are issued for no consideration or when they would result in the issue of ordinary shares for less than its fair value.

For the diluted EPS calculation, the weighted average number of ordinary shares in issue is adjusted to assume conversion of all dilutive potential ordinary shares.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

9. DIVIDENDS

	Group and Company 2026		Group and Company 2025	
	Gross dividend per share Sen	Amount of dividend RM'000	Gross dividend per share Sen	Amount of dividend RM'000
Dividend payable in respect of the financial year ended 30 June 2026:				
– First interim dividend of 4.0 sen per ordinary share declared on 28 May 2026	**4.0**	**346,550**	–	–
Dividend paid in respect of the financial year ended 30 June 2025:				
– First interim dividend of 4.0 sen per ordinary share paid on 10 July 2025	**-**	**-**	4.0	337,517
– Second interim dividend of 4.0 sen per ordinary share paid on 23 October 2025	**4.0**	**344,659**	–	–
Dividend paid in respect of the financial year ended 30 June 2024:				
– Second interim dividend of 4.0 sen per ordinary share paid on 29 November 2024	**-**	**-**	4.0	328,446
	8.0	**691,209**	8.0	665,963

On 20 August 2026, the Board of Directors declared a second interim dividend of 4.0 sen per ordinary share for the financial year ended 30 June 2026. The book closure and payment dates in respect of the aforesaid dividend are 2 October 2026 and 23 October 2026, respectively.

The Board of Directors does not recommend a final dividend for the financial year ended 30 June 2026 (2025: Nil).

10. PROPERTY, PLANT AND EQUIPMENT

The details of property, plant and equipment are as follows:

Group 2026	Land and buildings RM'000	Infra-structure assets RM'000	Plant and machinery RM'000	Equipment, furniture and fittings RM'000	Motor vehicles and aircraft RM'000	Telecom-munication equipment RM'000	Assets under construction RM'000	Total RM'000
Cost								
At 1 July 2025	7,168,853	12,063,511	20,739,027	1,188,108	446,361	3,514,799	7,083,913	52,204,572
Exchange differences	(423,078)	(833,955)	(1,212,867)	(73,373)	(25,335)	(1)	(275,553)	(2,844,162)
Additions	30,180	40,565	259,383	9,847	8,587	34,022	7,812,647	8,195,231
Disposals	-	-	(2,811)	(1,084)	(47,858)	(452)	(80)	(52,285)
Written off	(30,219)	(8,951)	(210,776)	(10,698)	-	(17,641)	-	(278,285)
Transfer from/(to) intangible assets	-	-	-	-	-	353	(21,459)	(21,106)
Transfer on commissioning	1,159,830	448,875	5,546,857	58,720	48,695	99,417	(7,362,394)	-
At 30 June 2026	7,905,566	11,710,045	25,118,813	1,171,520	430,450	3,630,497	7,237,074	57,203,965
Accumulated depreciation and impairment								
At 1 July 2025	1,990,991	1,265,836	10,376,401	595,725	270,123	1,685,072	-	16,184,148
Exchange differences	(131,905)	(88,096)	(632,463)	(37,038)	(14,661)	2	-	(904,161)
Charge for the financial year	138,697	83,140	957,109	55,207	38,720	131,099	-	1,403,972
Disposals	-	-	(450)	(778)	(38,533)	(281)	-	(40,042)
Impairment	-	-	-	-	726	-	-	726
Written off	(16,164)	(250)	(203,806)	(10,498)	-	(17,296)	-	(248,014)
At 30 June 2026	1,981,619	1,260,630	10,496,791	602,618	256,375	1,798,596	-	16,396,629
Net book value								
At 30 June 2026	5,923,947	10,449,415	14,622,022	568,902	174,075	1,831,901	7,237,074	40,807,336

During the financial year 2026, borrowing cost of RM224,258,499 was capitalised at interest rates ranging from 4.23% to 5.40%.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The details of property, plant and equipment are as follows: (continued)

Group 2025	Land and buildings RM'000	Infra-structure assets RM'000	Plant and machinery RM'000	Equipment, furniture and fittings RM'000	Motor vehicles and aircraft RM'000	Telecom-munication equipment RM'000	Assets under construction RM'000	Total RM'000
Cost								
At 1 July 2024	6,837,976	11,923,579	19,694,014	1,155,806	454,272	3,424,926	3,653,483	47,144,056
Exchange differences	(197,264)	(347,476)	(689,246)	(30,040)	(11,879)	-	(84,052)	(1,359,957)
Additions	137,342	25,365	67,572	11,825	6,467	1,385	6,488,829	6,738,785
Disposals	(51,370)	-	(495)	(1,274)	(40,565)	(259)	-	(93,963)
Written off	(664)	(1,157)	(181,606)	(906)	-	(17,616)	(44)	(201,993)
Transfer to intangible assets	-	-	-	-	-	-	(5,738)	(5,738)
Transfer from right-of-use assets	-	-	-	-	1,916	-	-	1,916
Transfer to prepayments	-	-	(18,534)	-	-	-	-	(18,534)
Transfer on commissioning	442,833	463,200	1,867,322	52,697	36,150	106,363	(2,968,565)	-
At 30 June 2025	7,168,853	12,063,511	20,739,027	1,188,108	446,361	3,514,799	7,083,913	52,204,572
Accumulated depreciation and impairment								
At 1 July 2024	1,958,555	1,217,512	10,149,283	554,233	268,661	1,577,958	-	15,726,202
Exchange differences	(57,231)	(34,978)	(374,673)	(14,356)	(6,608)	-	-	(487,846)
Charge for the financial year	123,556	83,330	776,971	57,306	40,641	124,388	-	1,206,192
Disposals	(33,399)	-	(447)	(976)	(32,647)	(148)	-	(67,617)
Transfer to intangible assets	-	-	-	-	-	(127)	-	(127)
Transfer from right-of-use assets	-	-	-	-	76	-	-	76
Written off	(490)	(28)	(174,733)	(482)	-	(16,999)	-	(192,732)
At 30 June 2025	1,990,991	1,265,836	10,376,401	595,725	270,123	1,685,072	-	16,184,148
Net book value								
At 30 June 2025	5,177,862	10,797,675	10,362,626	592,383	176,238	1,829,727	7,083,913	36,020,424

Borrowing cost of RM268,725,521 at interest rates ranging from 4.64% to 5.4% was capitalised during the financial year 2025.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The details of land and buildings of the Group are as follows:

Group 2026	Freehold land RM'000	Buildings RM'000	Total RM'000
Cost			
At 1 July 2025	**923,684**	**6,245,169**	**7,168,853**
Exchange differences	**(16,589)**	**(406,489)**	**(423,078)**
Additions	**15,935**	**14,245**	**30,180**
Written off	**-**	**(30,219)**	**(30,219)**
Transfer on commissioning	**1,165**	**1,158,665**	**1,159,830**
At 30 June 2026	**924,195**	**6,981,371**	**7,905,566**
Accumulated depreciation			
At 1 July 2025	**-**	**1,990,991**	**1,990,991**
Exchange differences	**-**	**(131,905)**	**(131,905)**
Charge for the financial year	**-**	**138,697**	**138,697**
Written off	**-**	**(16,164)**	**(16,164)**
At 30 June 2026	**-**	**1,981,619**	**1,981,619**
Net book value			
At 30 June 2026	**924,195**	**4,999,752**	**5,923,947**

Group 2025	Freehold land RM'000	Buildings RM'000	Total RM'000
Cost			
At 1 July 2024	816,579	6,021,397	6,837,976
Exchange differences	(29,550)	(167,714)	(197,264)
Additions	136,432	910	137,342
Disposals	-	(51,370)	(51,370)
Written off	-	(664)	(664)
Transfer on commissioning	223	442,610	442,833
At 30 June 2025	923,684	6,245,169	7,168,853
Accumulated depreciation			
At 1 July 2024	-	1,958,555	1,958,555
Exchange differences	-	(57,231)	(57,231)
Charge for the financial year	-	123,556	123,556
Disposals	-	(33,399)	(33,399)
Written off	-	(490)	(490)
At 30 June 2025	-	1,990,991	1,990,991
Net book value			
At 30 June 2025	923,684	4,254,178	5,177,862

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Impairment assessment of property, plant and equipment ("PPE") of a subsidiary

The Group performed an impairment assessment on the PPE related to a subsidiary due to the losses recorded by the subsidiary.

In preparing the impairment assessment, the Group assumed four (2025: four) scenarios of different performance outcomes, by varying the average revenue growth rate, from as low as 37.8% (2025: 25.2%) and up to a maximum of 43.6% (2025: 58.9%) over 5 years period, to reflect the subsidiary's ability to achieve certain market share in the telecommunication industry. The cash flow projections also assumed additional telecommunication infrastructure's capacity to be taken up by external customers during the construction period of 3 years ranging from 0% to 36% across the 4 scenarios, with take-up rate increasing incrementally to 50% by the end of the contract period (2025: infrastructure's capacity to be incrementally taken up by external customers at 16% for 3 scenarios and 55% for the remaining scenario by end of the projection period). Each scenario is adopted by the Group using a probability weightage of 25% (2025: 25%) each. The key assumptions used to derive the fair value less costs of disposal ("FVLCD") calculation for the assessment are as follows:

	2026	2025
Discount rate	**8.7%**	8.9%
Average revenue growth rate	**37.8% - 43.6%**	25.2% - 58.9%

The discount rate applied to the cash flow projections is derived from the cost of capital at the date of the assessment.

The cash flow projections used in the FVLCD calculation were based on approved financial budgets and forecasts covering a 5 year period, adjusted to reflect market participants assumptions. Cash flows beyond the 5 year period were projected to a further 9 (2025: 10) years representing the estimated useful lives of the PPE of the subsidiary, using the estimated long-term growth rate of 2.1% (2025: 2.1%).

Fair value is held within Level 3 in fair value hierarchy disclosures.

The carrying amount of the CGU as at 30 June 2026 is RM2.5 billion (2025: RM2.4 billion), which includes PPE with carrying value of RM1,954.5 million (2025: RM1,987.8 million). No impairment charge was recognised as the recoverable amount of the CGU was in excess of its carrying amount.

If the discount rate increased by 4% (2025: 5%), the carrying value will be reduced by RM46 million (2025: RM98 million). There is no change in the carrying value when applying the same reasonably possible change to the other key assumptions disclosed in Note 14(c) in relation to the impairment assessment of the investment in a subsidiary in the telecommunications segment. The sensitivity analysis performed above is done for all scenarios applied at the same probability weightage.

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The property, plant and equipment of the Company are as follows:

Company	Equipment, furniture and fittings RM'000	Motor vehicles RM'000	Total RM'000
2026			
Cost			
At 1 July 2025	**1,060**	**3,266**	**4,326**
Additions	**64**	**848**	**912**
Disposals	**-**	**(506)**	**(506)**
At 30 June 2026	**1,124**	**3,608**	**4,732**
Accumulated depreciation			
At 1 July 2025	**815**	**1,816**	**2,631**
Charge for the financial year	**96**	**159**	**255**
Disposals	**-**	**(421)**	**(421)**
At 30 June 2026	**911**	**1,554**	**2,465**
Net book value			
At 30 June 2026	**213**	**2,054**	**2,267**
2025			
Cost			
At 1 July 2024	1,016	2,739	3,755
Additions	92	527	619
Disposals	(48)	-	(48)
At 30 June 2025	1,060	3,266	4,326
Accumulated depreciation			
At 1 July 2024	736	1,612	2,348
Charge for the financial year	91	204	295
Disposals	(12)	-	(12)
At 30 June 2025	815	1,816	2,631
Net book value			
At 30 June 2025	245	1,450	1,695

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

11. RIGHT-OF-USE ASSETS

Group	Telecom-munication network site and equipment RM'000	Land RM'000	Buildings RM'000	Plant and machinery RM'000	Others RM'000	Total RM'000
2026						
At 1 July 2025	**333,698**	**581,725**	**31,629**	**3,332**	**26,176**	**976,560**
Exchange differences	**(3,991)**	**(28,400)**	**(1,009)**	**(332)**	**(2,000)**	**(35,732)**
Additions	**125,302**	**-**	**14,335**	**8,129**	**47,165**	**194,931**
Depreciation charges for the financial year	**(133,719)**	**(33,873)**	**(13,034)**	**(1,635)**	**(14,248)**	**(196,509)**
Termination	**(11,049)**	**-**	**-**	**(22)**	**(556)**	**(11,627)**
Modification	**94,339**	**87,532**	**(17)**	**-**	**(5)**	**181,849**
At 30 June 2026	**404,580**	**606,984**	**31,904**	**9,472**	**56,532**	**1,109,472**
2025						
At 1 July 2024	371,106	638,294	44,301	10,089	7,761	1,071,551
Exchange differences	(2,681)	(30,223)	(841)	(406)	307	(33,844)
Additions	39,838	-	2,882	3,328	19,476	65,524
Depreciation charges for the financial year	(130,749)	(26,346)	(14,835)	(964)	(7,759)	(180,653)
Termination	(2,165)	-	(80)	-	(184)	(2,429)
Modification	58,349	-	(6)	-	(92)	58,251
Reclassification	-	-	208	(8,715)	8,507	-
Transfer to property, plant and equipment	-	-	-	-	(1,840)	(1,840)
At 30 June 2025	333,698	581,725	31,629	3,332	26,176	976,560

Company	Buildings RM'000
2026	
At 1 July 2025	**1,038**
Depreciation charges for the financial year	**(778)**
At 30 June 2026	**260**
2025	
At 1 July 2024	1,817
Depreciation charges for the financial year	(779)
At 30 June 2025	1,038

12. INVESTMENT PROPERTIES

The details of investment properties are as follows:

	Group	
	2026 RM'000	**2025 RM'000**
At 1 July	**1,322,723**	710,543
Exchange differences	**(95,990)**	(9,632)
Development expenditure incurred	**509,705**	370,442
Disposals	**(1,390)**	-
Transfer from inventories	**-**	58,121
Fair value gain	**30,120**	193,249
At 30 June	**1,765,168**	1,322,723

(a) Amounts recognised in Income Statement for investment properties

	Group	
	2026 RM'000	**2025 RM'000**
Rental income	**7,817**	6,280
Direct operating expenses generating rental income	**(6,408)**	(4,042)
Direct operating expenses that did not generate rental income	**(3,044)**	(2,660)
Fair value gain recognised in other operating income	**30,120**	193,249

(b) Measuring investment properties at fair value

Details of the fair value of land and buildings in the United Kingdom is as follows:

Valuation technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Market approach:		The estimated fair value would increase (decrease) if:
Western Framework	*Western Framework*	*Western Framework*
The valuation considers the present value of future cashflows to be generated should the Western Framework of the site be sold in parcels, net of the infrastructure cost of ensuring all parcels are fully serviced. The sales values are determined based on the market rate today for each use class. The expected cashflows are discounted using a discount rate which considers the cost of debt, the risk free rate, the nature and composition of the cashflows and their associated market conditions.	- Residential land value per acre (2026: RM8.2 million, GBP1.5 million) (2025: RM8.5 million, GBP1.5 million) - Commercial land value per acre (2026: RM4.1 million, GBP0.8 million) (2025: RM4.3 million, GBP0.8 million) - Discount rate (2026: 7.5%) (2025: 7.5%) - Construction period (2026: 7 years) (2025: 7 years)	- the density per acre was higher (lower) - land values were higher (lower) - absorption by the market was quicker (slower) - discount rate was lower (higher)

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

12. INVESTMENT PROPERTIES (CONTINUED)

(b) Measuring investment properties at fair value (continued)

Details of the fair value of land and buildings in the United Kingdom is as follows: (continued)

Valuation technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Market approach: (continued)		The estimated fair value would increase (decrease) if: (continued)
Properties for rental	*Properties for rental*	*Properties for rental*
Valuation of the residential properties considers the current open market value of these properties.	– Average price per square foot (2026: RM2,354, GBP430) (2025: RM2,486, GBP437) (residential properties)	– average price per square foot was higher (lower)
Income approach:		
Eastern Framework	*Eastern Framework*	*Eastern Framework*
The valuation model considers the present value of net cash flows to be generated from the development of each parcel in the Eastern Framework, subdivided into asset classes taking account of attainable revenues, construction and development costs and developer margins. The expected cashflows are discounted using a discount rate which considers the cost of debt, the risk free rate, the nature and composition of the cashflows and their associated market conditions.	– Residential unit density per acre, ranging from 18–205 units (2025: 18–205) – Residential housing value, per square feet (psf) Low density (2026: RM2,327 – RM2,682, GBP425 – GBP490) psf (2025: RM2,418 – RM2,788, GBP425 – GBP490) psf Mid density (2026: RM2,546 – RM2,929, GBP465 – GBP535) psf (2025: RM2,645 – RM3,044, GBP465 – GBP535) psf – Construction period (2026: 4 years) (2025: 6 years) – Regeneration Premium implementation (2026: 3 years) (2025: 3 years) – Commercial rents, Retail: (2026: RM123 – RM164, GBP22.5 – GBP30) psf (2025: RM128 – RM171, GBP22.5 – GBP30) psf Office: (2026: RM164 – RM230, GBP30 – GBP42) psf (2025: RM171 – RM239, GBP30 – GBP42) psf	– the density per acre was higher (lower) – infrastructure costs remaining were lower (higher) – residual land values were higher (lower) – discount rate was lower (higher)

12. INVESTMENT PROPERTIES (CONTINUED)

(b) Measuring investment properties at fair value (continued)

Details of the fair value of land and buildings in the United Kingdom is as follows: (continued)

Valuation technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Income approach: (continued)		The estimated fair value would increase (decrease) if: (continued)
	Eastern Framework – Infrastructure costs remaining and delivery of same – Residual land values for each asset within each plot – Discount rate (2026: 7.5%) (2025: 7.5%) – Assumption that certain infrastructure costs will be shared between the wider development and the Arena, the split of which is not included in a formal agreement between the entities	
Student accommodation The student accommodation asset is valued using the income approach, based on its trading potential assuming direct letting to students. As the property is under construction, the valuation reflects the net development value, less the remaining costs to complete and an allowance for developer risk.	*Student accommodation* – Rent per room per week (2026: RM1,478, GBP270) (2025: RM1,735, GBP305) – Net initial yield (2026: 5.75%) (2025: 5.75%) – Occupancy (2026: 73.5% – 78.4%) (2025: 73.5%) – Discount rate (2026: 3.0%) (2025: 3.0%)	*Student accommodation* – rent per room was higher (lower) – net initial yield was lower (higher) – occupancy was higher (lower) – discount rate was lower (higher)

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

12. INVESTMENT PROPERTIES (CONTINUED)

(b) Measuring investment properties at fair value (continued)

Details of the fair value of land and buildings in the United Kingdom is as follows: (continued)

In determining the fair value, the valuers have used valuation techniques which involve certain estimates. In relying on the valuation reports, the Group has exercised its judgement and is satisfied that the valuation methods and estimates are reflective of current market conditions. Two valuation approaches are utilised to reflect the distinct characteristics of the Eastern and Western frameworks, student accommodation and properties for rental, each requiring a tailored methodology to ensure accurate and relevant valuation. The estimates underlying the valuation techniques in the next financial year may differ from current estimates, which may result in valuations that may be materially different from the valuations as at reporting date. A 1.0% (2025: 1.0%) change in the discount rate would lead to a movement of RM47.1 million (2025: RM42.1 million) in the valuation. Similarly, for student accommodation a 1.0% (2025: 1.0%) change in the discount rate would lead to a movement of RM4.9 million (2025: RM6.8 million). A 1.0% (2025: 1.0%) change in the occupancy rates would lead to a movement of RM14.0 million (2025: RM16.5 million).

Management is satisfied that the valuation reflected in these statements is reasonable. In making this assessment, management has reviewed the estimated cash flows for the development and the future rent roll which continue to support the valuation presented within the financial statements.

Fair value is held within Level 3 (2025: Level 3) in fair value hierarchy disclosures for investment properties.

13. INTANGIBLE ASSETS

The details of intangible assets are as follows:

Group	Contract rights RM'000	Goodwill on consolidation RM'000	Service license RM'000	Software assets RM'000	Others RM'000	Total RM'000
2026						
At 1 July 2025	**171,243**	**8,831,919**	**1,248,994**	**245,896**	**270**	**10,498,322**
Exchange differences	**(737)**	**(400,818)**	**-**	**(13,535)**	**-**	**(415,090)**
Additions*	**-**	**-**	**-**	**128,807**	**-**	**128,807**
Amortisation charge for the financial year	**(36,267)**	**-**	**-**	**(74,214)**	**(270)**	**(110,751)**
Allowance for impairment	**-**	**-**	**-**	**(4,768)**	**-**	**(4,768)**
Transfer from property, plant and equipment	**-**	**-**	**-**	**21,106**	**-**	**21,106**
At 30 June 2026	**134,239**	**8,431,101**	**1,248,994**	**303,292**	**-**	**10,117,626**
2025						
At 1 July 2024	68,142	9,247,708	1,248,994	290,623	8,684	10,864,151
Exchange differences	(5,233)	(415,789)	-	(4,373)	(299)	(425,694)
Additions	-	-	-	110,424	-	110,424
Amortisation charge for the financial year	(35,314)	-	-	(74,640)	(1,857)	(111,811)
Reclassification	6,258	-	-	-	(6,258)	-
Transfer from prepayments	137,390	-	-	-	-	137,390
Transfer from property, plant and equipment	-	-	-	5,611	-	5,611
Written off	-	-	-	(81,749)	-	(81,749)
At 30 June 2025	171,243	8,831,919	1,248,994	245,896	270	10,498,322

* *During the financial year, the Group issued ordinary shares for the acquisition of an intangible asset amounting to RM14.1 million.*

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

13. INTANGIBLE ASSETS (CONTINUED)

(a) Impairment test for goodwill and service license

The Group undertakes an annual test for impairment of its cash-generating units ("CGUs").

Goodwill is allocated for impairment test to the individual entity which is also the CGUs identified according to the respective companies.

The following CGUs, being the lowest level of asset for which there are separately identifiable cash flows, have carrying amounts of goodwill that are considered significant in comparison with the Group's total goodwill:

	Group	
	2026 RM'000	**2025 RM'000**
YTL PowerSeraya Pte. Limited ("YTLPS")	**7,721,764**	8,117,601
Wessex Water Limited ("Wessex Water")	**440,700**	440,700
Ranhill SAJ Sdn. Bhd. ("RanhillSAJ")	**129,250**	129,250
Others	**139,387**	144,368
Total goodwill	**8,431,101**	8,831,919

The amount of goodwill initially recognised is dependent on the allocation of the purchase price to the fair value of the identifiable assets acquired and the liabilities assumed. The determination of the fair value of the assets and liabilities is based, to a considerable extent, on management's judgement.

The Group also conducted its annual impairment test of the service license, which has an indefinite useful life, by including its carrying amount in the impairment assessment of the RanhillSAJ CGU.

(i) Key assumptions used in the value-in-use calculations

The following assumptions have been applied in the value-in-use calculation:

	2026			2025		
	RanhillSAJ %	**YTLPS %**	**Wessex Water %**	**RanhillSAJ %**	**YTLPS %**	**Wessex Water %**
Discount rate	**9.15**	**6.79**	**4.20**	10.06	6.79	4.03
Terminal growth rate	**2.00**	**2.00**	**7.94**	2.20	2.00	10.09
Revenue growth rate	**8.63**	**3.46**	**7.17**	15.70	4.52	8.27

The recoverable amounts of the CGUs are determined based on value-in-use calculations. The value-in-use calculations apply a discounted cash flow model using cash flow projections based on financial budgets and forecasts approved by management.

The discount rates used are pre-tax and reflect specific risks relating to the CGU. The discount rates applied to the cash flow projections are derived from the cost of capital plus a reasonable risk premium at the date of the assessment of the respective CGU.

13. INTANGIBLE ASSETS (CONTINUED)

(a) Impairment test for goodwill and service license (continued)

(i) Key assumptions used in the value-in-use calculations (continued)

For YTLPS, cash flow projections used in the value-in-use calculation were based on approved financial budgets and forecasts covering a five-year period. Cash flows beyond the five-year period were extrapolated using the estimated growth rates stated above based on secured agreements and likely renewals. The growth rate did not exceed the long-term average growth rate in which the CGU operates.

The terminal growth rate indicates the expected growth of cash flows after the forecast period of five years.

The revenue growth rate is calculated using the Compound Annual Growth Rate method and applied on the current year's sales figures over the forecast period.

For Wessex Water, cash flow projections used in the value-in-use calculation were based on approved financial budgets and forecasts covering a four-year (2025: five-year) period, to conform the final determinations approved by OFWAT, the economic regulator of the water sector in England and Wales.

For RanhillSAJ, cash flow projections used in the value-in-use calculation were based on approved financial budgets for the remainder of the current sixth operating period until 31 December 2026 and the financial budgets submitted to the regulators covering a proposed five-year operating period from 1 January 2027 (2025: for the remainder of the current sixth operating period until 31 December 2026), a period consistent with the operating period of five years (2025: three years) under the license. The service license is expected to generate cash flows into perpetuity, based on management's judgement that it is renewable indefinitely without significant costs. This assessment reflects the expectation that RanhillSAJ will continue to meet the renewal conditions, as outlined in Note 24(a).

(ii) Impact of possible change in key assumptions

The circumstances where a change in key assumptions will result in the recoverable amounts of goodwill and service license on the CGUs to equal the corresponding carrying amounts assuming no change in the other variables are as follows:

	2026			**2025**		
	RanhillSAJ %	**YTLPS %**	**Wessex Water %**	**RanhillSAJ %**	**YTLPS %**	**Wessex Water %**
Discount rate	**18.43**	**12.79**	**9.56**	11.79	14.66	6.00
Terminal growth rate	**(16.02)**	**(7.51)**	**8.69**	0.33	(11.93)	10.63
Revenue growth rate	**1.75**	**(0.39)**	**(28.70)**	13.44	(0.73)	(11.28)

Based on the above assessment, no impairment charge for the goodwill and service license was recognised for the financial year ended 30 June 2026 (2025: Nil) as the recoverable amount of the CGUs was in excess of its carrying amount.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

14. INVESTMENT IN SUBSIDIARIES

	Company	
	2026 RM'000	**2025 RM'000**
Unquoted shares, at cost	**30,293,662**	26,924,042
Quoted shares, at cost	**327,692**	327,692
Accumulated impairment losses	**(5,342,604)**	(5,342,604)
	25,278,750	21,909,130

Details of the subsidiaries are as follows:

Name	Country of incorporation	Group's effective interest 2026 %	Group's effective interest 2025 %	Principal activities
Subsidiaries held by the Company:				
Equinox Solar Farm Sdn. Bhd.*	Malaysia	**100**	100	Development, ownership, operation, maintenance, transmission and sales of electricity generated from solar photovoltaic power plants and related engineering, procurement, construction and commissioning services
Geneco EV (S) Pte. Ltd.*	Singapore	**100**	100	Electric vehicle charging station
Global Infrastructure Assets Sdn. Bhd.*	Malaysia	**70**	70	Investment holding
Ranhill Utilities Berhad*	Malaysia	**42.9**	42.9	Investment holding
Suria Solar Farm Sdn. Bhd.*	Malaysia	**70**	70	Development, ownership, operation, maintenance, transmission and sales of electricity generated from solar photovoltaic power plants and related engineering, procurement, construction and commissioning services
SIPP Power Sdn. Bhd.*	Malaysia	**70**	70	Development, construction, completion, maintenance and operation of a large scale solar power facility, and investment holding
SIS Green Energy Sdn. Bhd.*	Malaysia	**100**	100	Waste to energy that delivers sustainable solution to waste management by recycling and treating waste to produce renewable energy
SIS Green Power Sdn. Bhd.*	Malaysia	**100**	100	Investment holding
YTL AI Cloud Sdn. Bhd.*μ	Malaysia	**100**	60	Development of cloud technology infrastructure and provision of cloud computing resources, software, storage, and other information technology services over the internet

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest 2026 %	Group's effective interest 2025 %	Principal activities
Subsidiaries held by the Company: (continued)				
YTL Communications Sdn. Bhd.*Ω	Malaysia	**60**	60	Provision of wired line and wireless broadband access and other related services, and construction of telecommunications infrastructure
YTL Data Center Holdings Pte. Ltd.*	Singapore	**100**	100	Investment holding in companies that own and operate data centers
YTL DC Holdings Sdn. Bhd.*	Malaysia	**100**	100	Investment holding
YTL DC No.1 Pte. Ltd.*	Singapore	**100**	100	Investment holding in companies that own and operate data centers
YTL DC South Sdn. Bhd.*	Malaysia	**100**	100	Development, operation and marketing of data centre projects and related infrastructure, services and activities
YTL Digital Capital Sdn. Bhd.*	Malaysia	**53**	53	Investment holding
YTL Digital Payments Sdn. Bhd.*	Malaysia	**100**	100	Processing of digital payments via e-money platform
YTL Energy Holdings Sdn. Bhd.*	Malaysia	**100**	100	Investment holding
YTL Finance (Cyprus) Limited*	Cyprus	**100**	100	Financial services
YTL Infrastructure Holdings Sdn. Bhd.*	Malaysia	**100**	100	Investment holding
YTL Infrastructure Limited^	Cayman Islands	**100**	100	Investment holding
YTL Jawa O & M Holdings Limited*	Cyprus	**100**	100	Investment holding
YTL Jawa Power Holdings Limited*	Cyprus	**100**	100	Investment holding & financing activities
YTL Jordan Power Holdings Limited*	Cyprus	**100**	100	Investment holding & financing activities
YTL Jordan Services Holdings Limited*	Cyprus	**100**	100	Investment holding
YTL Power Resources Sdn. Bhd.*	Malaysia	**100**	100	Investment holding
YTL Power Australia Limited^	Cayman Islands	**100**	100	Investment holding
YTL Power Finance (Cayman) Limited^	Cayman Islands	**100**	100	Dormant
YTL Power Generation Sdn. Bhd.	Malaysia	**100**	100	Developing, constructing, completing, maintaining and operating power plants, and investment holding
YTL Power Holdings Sdn. Bhd.*	Malaysia	**100**	100	Dormant

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest 2026 %	Group's effective interest 2025 %	Principal activities
Subsidiaries held by the Company: (continued)				
YTL Power International Holdings Limited^	Cayman Islands	**100**	100	Investment holding
YTL Power Investments Limited^	Cayman Islands	**100**	100	Investment holding
YTL PowerSeraya Pte. Limited**	Singapore	**100**	100	The full value chain involved in the generation and sale of electricity. This includes the trading of fuel related derivative instruments, tank leasing activities and sale of by-products from the electricity generation process
YTL Power (Thailand) Limited^	Cayman Islands	**100**	100	Dormant
YTL Power Management Pte. Limited*	Singapore	**100**	100	Investment holding
YTL RE Holdings Sdn. Bhd.*	Malaysia	**100**	100	Investment holding
YTL Renewables Pte. Ltd.*	Singapore	**100**	100	Transmission, distribution and sale of electricity, engineering design and consultancy services in energy management and clean energy system
YTL Seraya Limited*	Cayman Islands	**100**	100	Investment holding
YTL SIPP Power Holdings Sdn. Bhd.*	Malaysia	**70**	70	Investment holding
YTL Southern Solar Sdn. Bhd.*	Malaysia	**100**	100	Investment holding, development, ownership, operation and maintenance of solar photovoltaic power plant and related generation of electricity from green energy sources, procurement, construction and commission services, and building, operation and maintenance of transmission infrastructure
YTL Utilities Holdings (S) Pte. Limited*	Singapore	**100**	100	Investment holding
YTL Utilities (S) Pte. Limited*	Singapore	**100**	100	Investment holding
YTL Utilities Limited*	Cayman Islands	**100**	100	Investment holding
YTL Utilities Finance 2 Limited^	Cayman Islands	**100**	100	Investment holding
YTL Utilities Finance 3 Limited^	Cayman Islands	**100**	100	Investment holding
YTL Utilities Finance 4 Limited^	Cayman Islands	**100**	100	Investment holding

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest 2026 %	Group's effective interest 2025 %	Principal activities
Subsidiaries held by the Company: (continued)				
YTL Utilities Finance 5 Limited^	Cayman Islands	**100**	100	Investment holding
YTL Utilities Finance 6 Limited^	Cayman Islands	**100**	100	Investment holding
YTL Utilities Finance 7 Limited^	Cayman Islands	**100**	100	Investment holding
YTL Utilities Finance 8 Limited^	Cayman Islands	**100**	100	Investment holding
YTL Utilities Finance Limited^	Cayman Islands	**100**	100	Investment holding
YTL Utilities Holdings Limited^	Cayman Islands	**100**	100	Investment holding
YTL Utilities (UK) Limited*	England and Wales	**100**	100	Investment holding
Subsidiaries held by YTL Utilities (UK) Limited:				
Wessex Water Limited*	England and Wales	**100**	100	Investment holding
YTL Events Limited^	England and Wales	**100**	100	Dormant
YTL Land and Property (UK) Ltd^	England and Wales	**100**	100	Investment holding
YTL Services Limited^	England and Wales	**100**	100	Business support services
Subsidiaries held by YTL Land and Property (UK) Ltd:				
Brabazon Enterprises Limited^	England and Wales	**100**	-	Letting and operating of own real estate
Brabazon Estates Limited^	England and Wales	**100**	100	Dormant
Dials At Brabazon Management Company Limited^	England and Wales	**100**	100	Dormant
Navigator At Brabazon Management Company Limited^	England and Wales	**100**	100	Dormant
The Hangar At Brabazon (Operations) Limited^	England and Wales	**100**	-	Letting and operating of own real estate
YTL Arena Holdings Limited^	England and Wales	**100**	100	Investment holding
YTL Brabazon CP28 Limited^	England and Wales	**100**	100	Commercial Property Letting
YTL Brabazon D6 Limited^	England and Wales	**100**	100	Commercial Property Letting
YTL Brabazon E Limited^	England and Wales	**100**	100	Commercial Property Letting
YTL Brabazon E1 Limited^	England and Wales	**100**	100	Commercial Property Letting
YTL Brabazon P2 P3 Limited^	England and Wales	**100**	100	Commercial Property Letting

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest 2026 %	Group's effective interest 2025 %	Principal activities
Subsidiaries held by YTL Land and Property (UK) Ltd: (continued)				
YTL Brabazon R2S Ltd^	England and Wales	**100**	-	Commercial Property Letting
YTL Construction (UK) Limited^	England and Wales	**100**	100	Engineering & Construction Services
YTL Developments (UK) Limited*	England and Wales	**100**	100	Housing development
YTL Enterprises Limited^	England and Wales	**100**	-	Letting and operating of own real estate
YTL Homes Ltd*	England and Wales	**100**	100	Housing development
YTL Infrastructure (UK) Limited*	England and Wales	**100**	100	Engineering & Construction Services
YTL Live (Operations) Limited^	England and Wales	**100**	-	Letting and operating of own real estate
YTL Live (Property) Limited (formerly known as YTL Arena Limited)*	England and Wales	**100**	100	Arena development
YTL Living Limited^	England and Wales	**100**	100	Letting of own properties
YTL M&E Services (UK) Ltd^	England and Wales	**100**	-	Mechanical & Electrical Services
YTL Places Limited^	England and Wales	**100**	100	Dormant
YTL Plant and Fleet Solutions (UK) Limited^	England and Wales	**100**	100	Plant/Fleet Hire & Administration
YTL Property Holdings (UK) Limited*	England and Wales	**100**	100	Housing development
YTL SA1 Limited^	England and Wales	**100**	100	Student accommodation development
YTL Solutions Limited^	England and Wales	**100**	-	Off-site Build
YTL Student Limited^	England and Wales	**100**	100	Student Accommodation Letting
Subsidiaries held by Wessex Water Limited:				
Geneco Limited^	England and Wales	**100**	100	Food waste treatment
Geneco (South West) Limited^	England and Wales	**100**	100	Food waste treatment
SC Technology GmbH*	Switzerland	**100**	100	Investment holding
SC Technology Nederland B.V.*†	Netherlands	**-**	100	Waste treatment
SC Technology Deutschland GmbH*	Germany	**100**	100	Waste treatment
Turnbull Infrastructure & Utilities Limited*	England and Wales	**100**	100	Engineering services
Water 2 Business Limited*	England and Wales	**70**	70	Water supply and waste water services

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest 2026 %	Group's effective interest 2025 %	Principal activities
Subsidiaries held by Wessex Water Limited: (continued)				
Wessex Environmental Trading Limited (formerly known as Entrade Limited)^	England and Wales	**100**	80	Environmental consulting
Wessex Searches Limited^	England and Wales	**100**	–	Property search services
Wessex Utility Solutions Limited^	England and Wales	**100**	100	Engineering services
Wessex Water Enterprises Limited*	England and Wales	**100**	100	Power generation and waste treatment
Wessex Water Pension Scheme Trustee Limited^	England and Wales	**100**	100	Dormant
Wessex Water Services Finance Plc.*	England and Wales	**100**	100	Issue of bonds
Wessex Water Services Limited*	England and Wales	**100**	100	Water supply and waste water services
Wessex Water Trustee Company Limited^	England and Wales	**100**	100	Dormant
Subsidiaries held by YTL Communications Sdn. Bhd.:				
Cellular Structures Sdn. Bhd.*	Malaysia	**60**	60	Inactive
ITS Mobility Sdn. Bhd.*	Malaysia	**60**	60	Investment holding
ITS Synergy Sdn. Bhd.*	Malaysia	**30.6**	30.6	Investment holding
KJS Alunan Sdn. Bhd.*	Malaysia	**42**	42	Investment holding
Konsortium Jaringan Selangor Sdn. Bhd.*	Malaysia	**60**	60	Planning, implementation and maintenance of telecommunication towers and telecommunication related services
MLFF Technologies Sdn. Bhd.*	Malaysia	**30.6**	30.6	Construction, installation, integration, commission, operation, management and maintenance of all digital infrastructures, including electronic toll system, telecommunication network towers and infrastructure, fiberisation network, internet-of-things, digital smart applications and related services
Neuron Solutions Sdn. Bhd.*	Malaysia	**60**	60	Provision of mobile internet and cloud-based technology solutions and other business support services

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest 2026 %	Group's effective interest 2025 %	Principal activities
Subsidiaries held by YTL Communications Sdn. Bhd.: (continued)				
Yakin Telesel Sdn. Bhd.*	Malaysia	**29.4**	29.4	Planning, development, implementation and management of telecommunication infrastructure and information communication technologies services
YTL Broadband Sdn. Bhd.*	Malaysia	**60**	60	Provision of wired line and wireless broadband access and other related services
YTL Communications International Limited^	Cayman Islands	**60**	60	Investment holding
YTL Communications (S) Pte. Ltd.*	Singapore	**60**	60	Computer systems integration activities and system integration services
YTL Digital Sdn. Bhd.*	Malaysia	**60**	60	Inactive
YTL Global Networks Limited^	Cayman Islands	**60**	60	Dormant
Subsidiaries held by YTL Jawa O & M Holdings Limited:				
PT. YTL Harta Indonesia^	Indonesia	**99.95**	99.95	Industrial estate
PT. YTL Jawa Timur*	Indonesia	**99**	99	Construction management, consultancy services and power station operation services
PT. YTL Power Services Indonesia^	Indonesia	**95**	95	Dormant
YTL Jawa O & M Holdings B.V.*	Netherlands	**100**	100	Investment holding and management services
Subsidiaries held by YTL Jawa Power Holdings Limited:				
Bel Air Den Haag Beheer B.V.*	Netherlands	**100**	100	Investment holding
B.V. Hotel Bel Air Den Haag*	Netherlands	**100**	100	Hotel business
PT. Tanjung Jati Power Company*	Indonesia	**80**	80	Design and construction of power generating facility
YTL Jawa Energy B.V.*	Netherlands	**100**	100	Investment holding, financing and management services
YTL Jawa Power B.V.*	Netherlands	**57.1**	57.1	Investment holding and management services
YTL Jawa Power Finance Limited*	Cayman Islands	**100**	100	Financial services

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest 2026 %	Group's effective interest 2025 %	Principal activities
Subsidiaries held by YTL Jawa Power Holdings Limited: (continued)				
YTL Jawa Power Holdings B.V.*	Netherlands	**57.1**	57.1	Investment holding
Subsidiaries held by YTL Power Investments Limited:				
Frog Education Group Limited*	England and Wales	**77.4**	77.4	Investment holding
Frog Education Limited*	England and Wales	**77.4**	77.4	Sales into the education market and further development of the web environment product
Frog Education Sdn. Bhd.*	Malaysia	**77.4**	77.4	License reseller focused on providing virtual learning educational platform
Granite Investments (Cayman Islands) Limited^	Cayman Islands	**100**	100	Dormant
PowerAI Sdn. Bhd.*	Malaysia	**80**	-	Development and provision of artificial intelligence (AI) applications and solutions, and related services and activities
YTL AI Labs Sdn. Bhd.*¥	Malaysia	**70**	100	License reseller focused on providing virtual learning educational platform, provision of information technology and educational advisory, training, and consultancy services and development and provision of artificial intelligence (AI) software, platforms, digital solutions, and infrastructure services, including data processing, model hosting and AI system integration
YTL Education (UK) Limited^	England and Wales	**100**	100	Dormant
Subsidiaries held by YTL PowerSeraya Pte. Limited:				
PetroSeraya Pte. Ltd.**	Singapore	**100**	100	Tank leasing and sale of fuel oil
Seraya Energy and Investment Pte. Ltd.**	Singapore	**100**	100	Investment holding
Seraya Energy Pte. Ltd.**	Singapore	**100**	100	Sale of electricity
Taser Power Pte. Ltd.**	Singapore	**100**	100	Generation and sale of electricity

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest 2026 %	Group's effective interest 2025 %	Principal activities
Subsidiaries held by Ranhill Utilities Berhad:				
Ranhill Capital Sdn. Bhd.*	Malaysia	**42.9**	42.9	Investment holding
Ranhill Management Services Sdn. Bhd.*	Malaysia	**42.9**	42.9	The provision of management services to its related companies
Ranhill Solar I Sdn. Bhd.*	Malaysia	**42.9**	42.9	Solar power generation
Subsidiaries held by Ranhill Capital Sdn. Bhd.:				
SAJ Capital Sdn. Bhd.*	Malaysia	**42.9**	42.9	A special purpose vehicle to issue Islamic Medium Term Notes of RM650,000,000 in nominal value based on the Shariah Principle of Murabahah (via Tawarruq Arrangement) ("Sukuk Murabahah")
Ranhill Solar Ventures Sdn. Bhd.*	Malaysia	**42.9**	42.9	A special purpose company incorporated to issue Islamic Medium Term Notes and/or to establish Islamic Medium Term Notes programme
Ranhill SAJ Sdn. Bhd.*	Malaysia	**34.32**	34.32	Integrated water supplier and is principally involved in the abstraction of raw water, treatment of water, distribution and sale of treated water to consumers in the State of Johor pursuant to its migration from service concession arrangement to operating service arrangement
Ranhill Bersekutu Sdn. Bhd.*	Malaysia	**42.9**	42.9	Provision of engineering, procurement and construction management services (EPCM); engineering, procurement, construction and commissioning (EPCC) and project management services (PMC)
Ranhill Worley Sdn. Bhd.*	Malaysia	**21.88**	21.88	Provision of engineering, procurement and construction management, supervision and ancillary services to its customers
Perunding Ranhill Worley Sdn. Bhd.*	Malaysia	**10.73**	10.73	Provision of engineering and design services of oil and gas facilities
Ranhill Sabah Energy O&M I Sdn. Bhd.*	Malaysia	**25.74**	25.74	Provision of operation and maintenance services for power plants

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest 2026 %	Group's effective interest 2025 %	Principal activities
Subsidiaries held by Ranhill Capital Sdn. Bhd.: (continued)				
Ranhill Sabah Energy O&M II Sdn. Bhd.*	Malaysia	**34.32**	34.32	Provision of operation and maintenance services for power plants
Ranhill Technologies Sdn. Bhd.*	Malaysia	**42.9**	42.9	Providing and carrying on project management consultancy services relating to both domestic and overseas water-related projects
Ranhill Water Technologies Sdn. Bhd.*	Malaysia	**42.9**	42.9	To undertake investment holding activities and provision of consultancy services, project management, engineering, procurement, construction, supply of equipment, operation and maintenance services to both municipal and industrial water, sewerage and wastewater treatment plants
KWI (Guangzhou) Environmental Engineering Technology Co. Ltd.§	China	**21.88**	21.88	Dormant
Ranhill Renewables Sdn. Bhd.*	Malaysia	**42.9**	42.9	Investment holding and the provision of installation, testing, commissioning, operation and maintenance services of renewable energy projects
Ranhill Sabah Energy I Sdn. Bhd.*	Malaysia	**25.74**	25.74	Independent power producer in Kota Kinabalu, Sabah
Ranhill Sabah Energy II Sdn. Bhd.*	Malaysia	**34.32**	34.32	Independent power producer in Kota Kinabalu, Sabah
Ranhill Sabah Energy III Sdn. Bhd.*	Malaysia	**25.74**	25.74	Independent power producer in Sabah
Ranhill Power Services Sdn. Bhd.*	Malaysia	**42.9**	42.9	Provision of support services to its fellow subsidiaries in the power division
SM Hydro Energy Sdn. Bhd.ß	Malaysia	**-**	42.9	Dormant
PT. Ranhill Bumi Persada§	Indonesia	**30.03**	30.03	Dormant
Ranhill International Pte. Ltd.*	Singapore	**42.9**	42.9	Investment holding

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest 2026 %	Group's effective interest 2025 %	Principal activities
Subsidiaries held by Ranhill Capital Sdn. Bhd.: (continued)				
Ranhill Water Technologies (Cayman) Ltd.*	Cayman Islands	**42.9**	42.9	Investment holding activities and provision of consultancy services, project management, engineering, procurement, construction, supply of equipment, operation and maintenance services to both municipal and industrial water, sewerage and wastewater treatment plants
AnuRak Water Treatment Facilities Co. Ltd.*	Thailand	**42.9**	42.9	To undertake potable water, wastewater and reclaimed water treatment services for domestic and industrial use
Ranhill Water Technologies (Thai) Ltd.*	Thailand	**21.02**	21.02	To undertake consultancy services, project management, engineering, supply construction and operation for potable and wastewater treatment plant

* *Audited by a firm other than a member firm of PricewaterhouseCoopers International Limited.*

** *Audited by a member firm of PricewaterhouseCoopers International Limited which is a separate and independent legal entity from PricewaterhouseCoopers PLT, Malaysia.*

^ *Entities are either exempted or not statutorily required to be audited.*

Ω *The Company owns RM5.25 billion (2025: RM5.12 billion) of Redeemable Cumulative Convertible Preference Shares ("RCCPS") of YTL Communications Sdn. Bhd. ("YTL Comms") which is classified as equity in the financial statements of YTL Comms. The Company has the preferential right to receive dividend and preference over holders of the ordinary shares on the return of capital.*

ß *This subsidiary was dissolved on 11 November 2025 following the publication of the notice of striking off pursuant to Section 551(3) of the Companies Act 2016.*

† *This subsidiary was dissolved and deregistered from the Dutch Commercial Register (Kamer van Koophandel) on 16 June 2026.*

µ *On 23 January 2026, YTL AI Cloud Sdn. Bhd. became a wholly-owned subsidiary of YTL Power International Berhad following the transfer of the entire equity interest from YTL Communications Sdn. Bhd. to YTL Power International Berhad.*

¥ *During the financial year, the Group's equity interest in YTL AI Labs Sdn. Bhd. decreased from 100% to 70% following the issuance of ordinary shares by the subsidiary as consideration for the acquisition of an intangible asset amounting RM14.1 million. The Group retained control of the subsidiary after the transaction.*

§ *Not audited.*

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(a) Non-controlling interests in subsidiaries

The Group's subsidiaries that have material non-controlling interest ("NCI") are as follows:

Group	NCI percentage of ownership interest/voting interest	Profit/(Loss) allocated to NCI RM'000	Carrying amount of NCI RM'000
2026			
YTL Jawa Power Holdings B.V.	**42.9%**	**102,090**	**483,588**
YTL Communications Sdn. Bhd.	**40.0%**	**(158,013)**	**(1,394,973)**
Ranhill Utilities Berhad	**57.1%/46.81%**	**154,817**	**1,132,538**
		98,894	**221,153**
2025			
YTL Jawa Power Holdings B.V.	42.9%	114,536	541,074
YTL Communications Sdn. Bhd.	40.0%	(106,983)	(1,239,690)
Ranhill Utilities Berhad	57.1%/46.81%	119,046	997,795
		126,599	299,179

The remaining non-controlling interests of the Group are individually immaterial.

(b) Summarised financial information before inter-company elimination is set out below:

	YTL Jawa Power Holdings B.V.		YTL Communications Sdn. Bhd.		Ranhill Utilities Berhad	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current assets	**1,182,259**	1,318,241	**2,792,813**	3,321,741	**2,657,375**	3,170,325
Current assets	**1,328**	1,489	**527,522**	623,325	**1,514,565**	1,354,661
Non-current liabilities	**(17,008)**	(17,622)	**(464,332)**	(988,270)	**(833,351)**	(1,137,657)
Current liabilities	**(120)**	(136)	**(1,116,610)**	(950,812)	**(1,410,585)**	(1,677,289)
Net assets	**1,166,459**	1,301,972	**1,739,393**	2,005,984	**1,928,004**	1,710,040
Revenue	**963**	1,159	**764,125**	890,353	**2,540,287**	2,221,205
Profit/(Loss) for the financial year	**238,218**	267,260	**(398,749)**	(269,660)	**236,688**	181,075
Total comprehensive income/(loss)	**195,478**	111,265	**(397,269)**	(262,522)	**239,064**	161,903
Cash flow (used in)/from operating activities	**(18,992)**	(21,828)	**(124,671)**	(42,747)	**470,236**	285,643
Cash flow from/(used in) investing activities	**347,630**	407,221	**(131,359)**	(213,610)	**(46,350)**	(44,214)
Cash flow (used in)/from financing activities	**(328,721)**	(385,350)	**199,063**	288,959	**(136,415)**	(115,311)
Net (decrease)/increase in cash and cash equivalents	**(83)**	43	**(56,967)**	32,602	**287,471**	126,118
Dividends paid to NCI	**140,875**	165,144	**600**	600	**41,000**	4,300

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(c) Impairment assessment for investment in a subsidiary

The Group performed an impairment assessment with respect to the investment in a subsidiary of the telecommunications segment due to the losses recorded by the subsidiary.

In preparing the impairment assessment, the Group assumed four (2025: four) scenarios of different performance outcomes, by varying the average revenue growth rate, from as low as 37.8% (2025: 25.2%) and up to a maximum of 43.6% (2025: 58.9%) over 5 years period, to reflect the subsidiary's ability to achieve certain market share in the telecommunication industry. The cash flow projections also assumed additional telecommunication infrastructure's capacity to be taken up by external customers during the construction period of 3 years ranging from 0% to 36% across the 4 scenarios, with take-up rate increasing incrementally to 50% by the end of the contract period (2025: infrastructure's capacity to be incrementally taken up by external customers at 16% for 3 scenarios and 55% for the remaining scenario by end of the projection period). Each scenario is adopted by the Group using a probability weightage of 25% (2025: 25%) each. The key assumptions used to derive the fair value less costs of disposal ("FVLCD") calculation for the assessment are as follows:

	2026	2025
Discount rate	**10.0%**	10.1%
Terminal multiple	**12.6x**	12.5x
Average revenue growth rate	**37.8% - 43.6%**	25.2% - 58.9%

The discount rate applied to the cash flow projections are derived from the cost of equity at the date of the assessment of the investment in the subsidiary. The cash flow projections used in the FVLCD calculation were based on approved financial budgets and forecasts by board of subsidiary, adjusted to reflect market participants assumptions.

Fair value is held within Level 3 in fair value hierarchy disclosures.

If the discount rate increased by 2% (2025: 2%), the carrying value will be reduced by RM138 million (2025: RM181 million). If the average revenue growth rate reduced by 3.0% (2025: 1.5%), the carrying value will be reduced by RM333 million (2025: RM226 million). If the additional telecommunication infrastructure's capacity to be incrementally taken up by external customers reduces to 35.0% (2025: 12.5%) at the end of the projection period, the carrying value will be reduced by RM163 million (2025: RM141 million). The sensitivity analysis performed above is done for all scenarios applied at the same probability weightage.

The carrying amount of the investment in subsidiary is RM4.7 billion (2025: RM4.6 billion). No impairment charge was recognised as the recoverable amount was in excess of its carrying amount.

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(d) Additional investments in subsidiaries

(i) During the financial year, the Company subscribed for an additional 2,110 million (2025: 680 million) Redeemable Preference Shares in YTL DC South Sdn. Bhd. at a price of RM1.00 (2025: RM1.00) per share by capitalising advances to YTL DC South Sdn. Bhd..

(ii) During the financial year, the Company subscribed for an additional 1,000 million Redeemable Preference Shares in YTL AI Cloud Sdn. Bhd. at a price of RM1.00 per share by capitalising advances to YTL AI Coud Sdn. Bhd..

(iii) During the financial year, the Company subscribed for an additional 125 million Redeemable Cumulative Convertible Preference Shares in YTL Communications Sdn. Bhd. at a price of RM1.00 per share by capitalising advances to YTL Communications Sdn. Bhd..

(iv) During the financial year, the Company subscribed for an additional 88 million Redeemable Preferences Shares in Suria Solar Farm Sdn. Bhd. at a price of RM1.00 per share by capitalising advances to Suria Solar Farm Sdn. Bhd..

(v) During the financial year, the Company subscribed for an additional 65 million Redeemable Preference Shares in YTL AI Labs Sdn. Bhd. at a price of RM1.00 per share by capitalising advances to YTL AI Labs Sdn. Bhd..

(vi) During the financial year, the Company subscribed for an additional 1 (2025: 1) ordinary share in YTL Utilities Limited at a price of GBP1.00 (2025: GBP1.00) per share at a premium of GBP35,580,406 (2025: GBP9,399,999) by capitalising the amounts owing by YTL Utilities Limited of RM202.7 million (2025: RM53.7 million).

(vii) During the previous financial year, the Company subscribed for an additional 540 million Redeemable Preference Shares in SIPP Power Sdn. Bhd. at a price of RM1.00 per share by capitalising advances to SIPP Power Sdn. Bhd..

(viii) During the previous financial year, the Company subscribed for an additional 2.3 million Redeemable Preference Shares in YTL SIPP Power Holdings Sdn. Bhd. at a price of RM1.00 per share by capitalising advances to YTL SIPP Power Holdings Sdn. Bhd..

(e) Capital reduction in a subsidiary

During the financial year, the cost of investment in YTL Power International Holdings Limited, a wholly-owned subsidiary of the Company, was reduced from RM451,422,124 to RM227,804,277. The reduction was affected by returning share premium of RM223,617,847 to the Company.

(f) Disposal of interests in a subsidiary

During the previous financial year, the Company disposed of a 47% equity interest in its subsidiary, YTL Digital Capital Sdn. Bhd. for a cash consideration of RM18.8 million. Following the transaction, the Company retains a 53% equity interest and continues to control the subsidiary.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

15. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

(a) Investment in joint ventures

	Group	
	2026 RM'000	**2025 RM'000**
Unquoted shares, at cost	**278,864**	289,770
Group's share of post-acquisition reserves	**106,131**	110,184
Group's share of net assets	**384,995**	399,954

Details of the joint venture companies are as follows:

		Group's effective interest		
Name	**Country of incorporation**	**2026 %**	**2025 %**	**Principal activities**
AP1 Pte. Ltd.	Singapore	**50.0**	50.0	Investment holding and operations of data centres
Attarat Mining Company B.V.	Netherlands	**45.0**	45.0	Mining and supply of oil shale
Attarat Operation and Maintenance Company B.V.	Netherlands	**45.0**	45.0	Operation and maintenance of power plant
Attarat Power Holding Company B.V.	Netherlands	**45.0**	45.0	Investment holding and financing activities
BA Networks Sdn. Bhd.	Malaysia	**30.0**	30.0	Planning, designing, implementing, building, owning, operating and maintaining fibre and communications infrastructure (whether wired or wireless), solutions and systems upon which various communication, information communication technologies and multimedia services are operated
Bristol Wessex Billing Services Limited	England and Wales	**50.0**	50.0	Billing services
Broadspectrum Worleyparsons JV (M) Sdn. Bhd.	Malaysia	**7.34**	7.34	Advisory and consultancy services and maintenance, procurement, project operations and management services
Ranhill Bersekutu Saudi Limited	The Kingdom of Saudi Arabia	**21.45**	21.45	Dormant

15. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

(a) Investment in joint ventures (continued)

The summarised financial information of material joint ventures adjusted for any differences in accounting policies between the Group and the joint ventures and reconciliation to the carrying amount of the Group's interest in the joint ventures are as follows:

(i) Summarised financial information:

	Attarat Power Holding Company B.V.		Attarat Mining Company B.V.		AP1 Pte. Ltd.	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Non-current assets	**9,065,789**	9,757,123	**16,754**	13,010	**893,321**	876,329
Current assets	**2,677,312**	2,921,987	**412,379**	570,892	**79,212**	55,589
Non-current liabilities	**(4,548,665)**	(4,906,093)	**-**	-	**(525,869)**	(577,810)
Current liabilities	**(7,626,947)**	(7,964,200)	**(153,220)**	(174,471)	**(29,165)**	(15,269)
Net (liabilities)/assets	**(432,511)**	(191,183)	**275,913**	409,431	**417,499**	338,839
(Loss)/Profit for the financial year	**(246,873)**	(30,866)	**227,483**	219,549	**96,221**	18,306
Other comprehensive loss	**(1,972)**	(83,957)	**-**	-	**-**	-
Total comprehensive (loss)/income	**(248,845)**	(114,823)	**227,483**	219,549	**96,221**	18,306
Included in total comprehensive income is:						
Revenue	**2,371,087**	2,457,121	**794,460**	858,173	**104,708**	105,110
Other information:						
Dividend received	**-**	-	**156,213**	39,507	**-**	-
Cash and cash equivalents	**1,077,900**	375,501	**84,203**	1,665	**49,089**	22,406
Shareholder's loan and related interests	**(6,010,957)**	(5,767,012)	**-**	-	**(148,839)**	(147,623)
Bank borrowings	**(3,791,616)**	(4,447,193)	**-**	-	**(390,930)**	(428,272)
Derivative financial instruments	**33,737**	36,992	**-**	-	**(3,888)**	(4,944)

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

15. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

(a) Investment in joint ventures (continued)

(ii) Reconciliation of net assets to carrying amount:

	Attarat Power Holding Company B.V.		Attarat Mining Company B.V.		AP1 Pte. Ltd.		Total	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Opening net assets, 1 July	**(191,183)**	(90,514)	**409,431**	316,566	**338,839**	336,906	**557,087**	562,958
(Loss)/Profit for the financial year	**(246,873)**	(30,866)	**227,483**	219,549	**96,221**	18,306	**76,831**	206,989
Other comprehensive loss	**(1,972)**	(83,957)	**-**	-	**-**	-	**(1,972)**	(83,957)
Dividend paid	**-**	-	**(347,140)**	(87,794)	**-**	-	**(347,140)**	(87,794)
Exchange differences	**7,517**	14,154	**(13,861)**	(38,890)	**(17,561)**	(16,373)	**(23,905)**	(41,109)
Closing net (liabilities)/ assets, 30 June	**(432,511)**	(191,183)	**275,913**	409,431	**417,499**	338,839	**260,901**	557,087
Interest in joint ventures	**45.0%**	45.0%	**45.0%**	45.0%	**50.0%**	50.0%		
Group's interest	**(194,630)**	(86,032)	**124,161**	184,244	**208,750**	169,420	**138,281**	267,632
Unrecognised share of loss	**194,630**	86,032	**-**	-	**-**	-	**194,630**	86,032
Carrying amount	**-**	-	**124,161**	184,244	**208,750**	169,420	**332,911**	353,664

The individually immaterial joint ventures' carrying amount is RM52.1 million (2025: RM46.3 million), Group's share of profit is RM16.6 million (2025: RM20.7 million) and the Group's share of total comprehensive income is RM15.0 million (2025: RM15.4 million).

(b) Investment in associates

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Unquoted shares, at cost	**1,241,498**	1,167,510	**133**	133
Shareholder advances^	**551,900**	233,233	**551,900**	233,233
Payment for put option^	**327,873**	-	**327,873**	-
Group's share of post-acquisition reserves	**373,165**	520,690	**-**	-
Accumulated impairment losses	**(62,486)**	(63,165)	**-**	-
	2,431,950	1,858,268	**879,906**	233,366

15. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

(b) Investment in associates (continued)

Details of the associates are as follows:

Name	Country of incorporation	Group's effective interest 2026 %	Group's effective interest 2025 %	Principal activities
PT. Jawa Power	Indonesia	**20.0***	20.0*	Operating a coal-fired thermal power station
Enefit Jordan B.V.	Netherlands	**30.0**	30.0	Investment holding and financing activities
Strides YTL Pte. Ltd.	Singapore	**49.9**	49.9	Provision of electric vehicle charging services
Digital Nasional Berhad^	Malaysia	**0.03**	0.03	To build, own and operate a 5G network and infrastructure and to provide access of its network to licensed telecommunications service providers in Malaysia
Omni AI Technologies Sdn. Bhd.	Malaysia	**40.0**	40.0	Data processing activities, activities of providing infrastructure for hosting, data processing services and related activities and other information technology service activities
Ranhill Consulting Sdn. Bhd.	Malaysia	**12.87**	12.87	Engineering consultancy and engineering & procurement services
Ranhill Water (Hong Kong) Ltd.	Hong Kong	**17.16**	17.16	To undertake investment holding activities and provision of consultancy, project management, operation and maintenance services relating to wastewater treatment plants
Tawau Green Energy Sdn. Bhd.	Malaysia	**11.45**	11.45	Dormant
Ranhill Consulting (Sarawak) Sdn. Bhd.	Malaysia	**12.87**	12.87	Project management and engineering consultant
YTL Digital Bank Berhad**	Malaysia	**21.21**	21.21	Financial services activities, except insurance/ takaful and pension funding, including but not limited to online digital financial services and other relevant services

* *The subgroup's direct interest in PT. Jawa Power is 35%.*

** *During the previous financial year, the Group's effective interest in YTL Digital Bank Berhad reduced to 21.21% from 40.02% following the disposal of shareholdings in YTL Digital Capital Sdn. Bhd. by 47.00% as disclosed in Note 14(f) to the financial statements.*

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

15. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

(b) Investment in associates (continued)

Details of the associates are as follows: (continued)

^ *In previous financial years, the Company acquired 133,333 ordinary shares for a consideration of RM1.00 per share in Digital Nasional Berhad ("DNB").*

The Company provided shareholder advances of RM551.9 million as of 30 June 2026 (2025: RM233.2 million) to DNB. Under the Shareholders Agreement, the shareholder advances carry the same voting rights accorded to each issued ordinary share in DNB, i.e. for each Ringgit of shareholder advance, the Company is entitled to one vote. The shareholder advances do not bear any interest and are not repayable on demand. Based on its legal shareholding, the Company's cumulative percentage of issued shares in DNB is 0.03%, while its combined cumulative percentage of issued shares and shareholder advance in DNB increased to 22.94% for financial year 2026 from 19.44% for financial year 2025.

On 4 February 2026, the Company paid a sum of RM327.9 million under the put option exercised by Minister of Finance, Incorporated ("MoF Inc.") to acquire Company's proportion of MoF Inc.'s shares, together with MoF Inc.'s loan and shareholder advances. According to the Shareholders Agreement, MoF Inc. will only cease to be an ordinary shareholder upon completion of the refinancing of certain bank facilities granted to DNB. Accordingly, as at 30 June 2026, the transfer of the relevant shares had not been completed and the Company's legal shareholding in DNB remained unchanged at 0.03%.

The Group and the Company assessed the carrying amount of its investment in DNB for impairment as at 30 June 2026 and concluded that no impairment loss was required.

The summarised financial information of material associates adjusted for any differences in accounting policies between the Group and the associates and reconciliation to the carrying amount of the Group's interest in the associates are as follows:

(i) Summarised financial information:

	PT. Jawa Power		Ranhill Water (Hong Kong) Ltd.	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Non-current assets	**2,739,041**	3,266,450	**791,445**	803,849
Current assets	**1,342,652**	1,233,620	**211,421**	218,777
Non-current liabilities	**(496,000)**	(572,241)	**(232,516)**	(259,292)
Current liabilities	**(316,508)**	(274,049)	**(60,066)**	(113,512)
Net assets	**3,269,185**	3,653,780	**710,284**	649,822
Profit for the financial year	**735,116**	826,570	**47,573**	52,158
Other comprehensive gain/(loss)	**-**	-	**9,520**	(38,538)
Total comprehensive income	**735,116**	826,570	**57,093**	13,620
Included in the total comprehensive income is:				
Revenue	**2,198,487**	2,314,821	**142,832**	213,292
Other information:				
Dividends received from associate	**347,630**	407,222	**-**	-

15. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

(b) Investment in associates (continued)

The summarised financial information of material associates adjusted for any differences in accounting policies between the Group and the associates and reconciliation to the carrying amount of the Group's interest in the associates are as follows: (continued)

(ii) Reconciliation of net assets to carrying amount:

	PT. Jawa Power		Ranhill Water (Hong Kong) Ltd.		Total	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Opening net assets, 1 July	**3,653,780**	4,451,399	**649,822**	655,428	**4,303,602**	5,106,827
Profit for the financial year	**735,116**	826,570	**47,573**	52,158	**782,689**	878,728
Other comprehensive gain/ (loss)	**-**	-	**9,520**	(38,538)	**9,520**	(38,538)
Exchange differences	**(126,482)**	(460,699)	**3,369**	(19,226)	**(123,113)**	(479,925)
Dividend paid	**(993,229)**	(1,163,490)	**-**	-	**(993,229)**	(1,163,490)
Closing net assets, 30 June	**3,269,185**	3,653,780	**710,284**	649,822	**3,979,469**	4,303,602
Interest in associates	**35.0%**	35.0%	**40.0%**	40.0%		
Carrying amount	**1,144,215**	1,278,823	**284,114**	259,929	**1,428,329**	1,538,752

The individually immaterial associates' carrying amount excluding shareholder advances and payment for put option is RM123.8 million (2025: RM86.3 million), Group's share of loss is RM59.9 million (2025: RM33.7 million) and the Group's share of total comprehensive loss is RM60.9 million (2025: RM34.5 million).

16. INVESTMENTS

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Non-current				
Financial assets at fair value through profit or loss	**75,483**	63,273	**-**	-
Financial assets at fair value through other comprehensive income ("OCI") *	**233,799**	232,577	**223,834**	222,253
	309,282	295,850	**223,834**	222,253
Current				
Financial assets at fair value through profit or loss	**967,201**	1,217,181	**135,900**	366,148

* *These investments are represented primarily by the Group's and the Company's investment in YTL Cement Berhad.*

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

16. INVESTMENTS (CONTINUED)

(a) Financial assets at fair value through other comprehensive income

Investments are in relation to the following:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Equity investments				
Quoted in Malaysia	**49,016**	48,922	**49,016**	48,922
Quoted outside Malaysia	**25**	24	**-**	-
Unquoted outside Malaysia	**9,940**	10,300	**-**	-
Unquoted in Malaysia	**174,818**	173,331	**174,818**	173,331
	233,799	232,577	**223,834**	222,253
Fair value gain/(loss) recognised in OCI during the financial year	**1,241**	1,155	**1,581**	(2,094)

(b) Financial assets at fair value through profit or loss

Investments are in relation to the following:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Income funds*				
Quoted in Malaysia	**135,921**	375,073	**135,900**	366,148
Quoted outside Malaysia	**831,020**	841,863	**-**	-
Equity investments				
Quoted outside Malaysia	**260**	245	**-**	-
Unquoted outside Malaysia	**75,483**	63,273	**-**	-
	1,042,684	1,280,454	**135,900**	366,148
Fair value gain recognised in the Income Statement during the financial year	**12,328**	14,414	**4,541**	8,403

* *Financial assets at fair value through profit or loss consist of investment in income funds placed with licensed financial institutions. The income funds are highly liquid and readily convertible to cash.*

17. OPERATING FINANCIAL ASSETS

	Group	
	2026 RM'000	**2025 RM'000**
Current	**70,562**	67,714
Non-current	**470,877**	542,149
	541,439	609,863

Movement of operating financial assets is as follows:

	Group	
	2026 RM'000	**2025 RM'000**
At 1 July	**609,863**	670,435
Exchange differences	**(3,837)**	3,990
Finance income from operating financial assets	**48,383**	53,564
Receipt of payments	**(112,970)**	(118,126)
At 30 June	**541,439**	609,863

Operating financial assets amounting to RM258.0 million (2025: RM202.0 million) is charged for borrowings.

The Group entered into various service concession arrangements to design, build, operate and maintain power generation plants and water treatment plants both in Malaysia and Thailand. These services are primarily rendered under Build Operate Transfer ("BOT"), Build Operate Own ("BOO") and Rehabilitate Operate Transfer ("ROT") contracts with terms ranging from 20 to 30 years.

18. RECEIVABLES, DEPOSITS AND PREPAYMENTS

	Note	Group	
		2026 RM'000	**2025 RM'000**
Non-current			
Contract assets	4(b)	**138,271**	60,732
Prepayments		**388,269**	92,805
Contract cost assets	4(b)	**2,377**	1,559
Deposits		**72,071**	1,704
Other receivables^		**510,843**	281,627
Less: Allowance for impairment of other receivables	36(b)	**(89,615)**	–
Total other receivables (net)		**421,228**	281,627
Receivables from joint ventures[Ω]		**2,774,680**	2,664,289
Less: Allowance for impairment of receivables from joint ventures	36(b)	**(242,892)**	(111,332)
Total receivables from joint ventures (net)		**2,531,788**	2,552,957
		3,554,004	2,991,384

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

18. RECEIVABLES, DEPOSITS AND PREPAYMENTS (CONTINUED)

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Current					
Trade receivables		**2,183,444**	2,022,544	**-**	-
Less: Allowance for impairment of trade receivables	36(b)	**(496,566)**	(502,400)	**-**	-
Total trade receivables (net)		**1,686,878**	1,520,144	**-**	-
Other receivables		**709,147**	696,586	**3,841**	2,745
Less: Allowance for impairment of other receivables	36(b)	**(24,228)**	(2,089)	**-**	-
Total other receivables (net)		**684,919**	694,497	**3,841**	2,745
Unbilled receivables		**1,764,037**	1,642,131	**-**	-
Less: Allowance for impairment of unbilled receivables	36(b)	**(35,481)**	(35,872)	**-**	-
Total unbilled receivables (net)		**1,728,556**	1,606,259	**-**	-
Contract assets	4(b)	**205,812**	315,363	**-**	-
Deposits		**86,178**	138,676	**105**	105
Interest receivable		**6,541**	19,288	**67**	2,042
Prepayments		**411,853**	449,197	**-**	-
Contract cost assets	4(b)	**561**	617	**-**	-
		4,811,298	4,744,041	**4,013**	4,892

^ *Other receivables comprise interest-bearing balances of RM399.0 million (2025: RM281.6 million), with effective interest rates ranging from 4.46% to 5.86% (2025: 4.46% to 6.44%) per annum and repayment periods ranging from September 2029 to April 2031 (2025: June 2027 to May 2030).*

Ω *Receivables from joint ventures mainly comprise a shareholder loan with an interest rate at 15.00% (2025: 15.00%) per annum. The shareholder loan and accrued interest are repayable on demand.*

The fair value of receivables approximate their carrying amounts.

Expected Credit Loss ("ECL") movement analysis is disclosed in Note 36(b) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

19. INVENTORIES

	Group	
	2026 RM'000	**2025 RM'000**
Finished goods	**19,922**	29,156
Freehold land held for property development *	**458,118**	447,427
Fuel	**39,709**	38,895
Spare parts	**283,603**	289,664
Raw materials	**66,644**	71,437
Work in progress	**-**	87
	867,996	876,666

* *Freehold land held for property development comprise costs associated with the acquisition of land and all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such activities. Land is transferred from investment properties to property development costs under current assets when development activities have commenced and are expected to be completed within the normal operating cycle. These are measured at the lower of cost and net realisable value. The net realisable value is assessed by considering the expected future revenues and the total costs to complete the development.*

The cost of inventories recognised as an expense and included in 'cost of sales' amounted to RM170 million (2025: RM148 million). These were recognised as an expense during the financial year and included in 'cost of sales'.

20. DERIVATIVE FINANCIAL INSTRUMENTS

The Group's derivative financial instruments are analysed as follows:

	Contractual notional	Fair value	
Group 2026	**amount RM'000**	**Assets RM'000**	**Liabilities RM'000**
Cash flow hedges:			
- Fuel swaps	**2,163,806**	**144,428**	**61,920**
- Currency forwards	**2,121,152**	**27,877**	**7,527**
Fair value through profit or loss:			
- Currency forwards	**130,781**	**97**	**-**
		172,402	**69,447**
Current portion		**150,072**	**58,331**
Non-current portion		**22,330**	**11,116**
		172,402	**69,447**

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

20. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

The Group's derivative financial instruments are analysed as follows: (continued)

Group 2025	Contractual notional amount RM'000	Fair value	
		Assets RM'000	Liabilities RM'000
Cash flow hedges:			
- Fuel swaps	2,113,131	17,518	132,523
- Currency forwards	2,115,910	60	72,632
Fair value through profit or loss:			
- Currency forwards	3,374	47	-
		17,625	205,155
Current portion		15,850	164,386
Non-current portion		1,775	40,769
		17,625	205,155

Hedging instruments used in the Group's hedging strategy:

Group 2026	Contractual notional amount RM'000	Carrying amount		Changes in fair value used for calculating hedge ineffectiveness		Weighted average hedged rate	Maturity date
		Assets RM'000	Financial statement line item	Hedging instrument RM'000	Hedged item RM'000		
Cash flow hedges							
Fuel price risk							
- Fuel swap to hedge highly probable transactions ("JKM")	**425,839**	**12,566**	**Derivative financial instruments**	**12,702**	**(12,702)**	**RM56.6 per metric ton**	**July 2026 - December 2027**
- Fuel swap to hedge highly probable transactions ("Dated Brent")	**1,024,155**	**46,867**	**Derivative financial instruments**	**166,260**	**(166,260)**	**RM295.2 per barrel**	**July 2026 - November 2028**
- Fuel swap to hedge highly probable transactions ("ICE Brent")	**713,812**	**23,075**	**Derivative financial instruments**	**124,586**	**(124,586)**	**RM278.9 per barrel**	**July 2026 - June 2031**
Foreign exchange risk							
- Forward contracts to hedge highly probable transactions	**2,121,152**	**20,350**	**Derivative financial instruments**	**77,715**	**(77,715)**	**SGD1.25: USD1.00**	**July 2026 - May 2031**

20. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Hedging instruments used in the Group's hedging strategy: (continued)

Group 2025	Contractual notional amount RM'000	Carrying amount		Changes in fair value used for calculating hedge ineffectiveness		Weighted average hedged rate	Maturity date
		Liabilities RM'000	Financial statement line item	Hedging instrument RM'000	Hedged item RM'000		
Cash flow hedges							
Fuel price risk							
- Fuel swap to hedge highly probable transactions ("HSFO")	33,739	(175)	Derivative financial instruments	(5,260)	5,260	RM1,759.7 per metric ton	July 2025 - November 2025
- Fuel swap to hedge highly probable transactions ("Dated Brent")	1,056,901	(34,228)	Derivative financial instruments	(70,813)	70,813	RM294.6 per barrel	July 2025 - July 2028
- Fuel swap to hedge highly probable transactions ("ICE Brent")	1,022,491	(80,602)	Derivative financial instruments	(199,624)	199,624	RM298.4 per barrel	July 2025 - November 2028
Foreign exchange risk							
- Forward contracts to hedge highly probable transactions	2,115,910	(72,572)	Derivative financial instruments	(104,264)	104,264	SGD1.30: USD1.00	July 2025 - January 2029

(a) Fuel swaps

Fuel swaps are entered into to hedge highly probable forecast fuel purchases that are expected to occur at various dates within 1 to 60 months (2025: 1 to 35 months) from financial year end. The fuel swaps have maturity dates that match the expected occurrence of these transactions. Gains and losses recognised in the hedging reserve prior to the occurrence of these transactions are transferred to the inventory of fuel upon acquisition or cost of sales upon consumption of natural gas. The gains and losses relating to fuel oil inventory are subsequently recognised in the Income Statement upon consumption of the underlying fuel.

The fair value of fuel swaps is determined using a benchmark fuel price index at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

20. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

(b) Currency forwards

Currency forwards are entered into to hedge highly probable forecast transactions denominated in foreign currency expected to occur at various dates within 1 to 59 months (2025: 1 to 43 months) from financial year end. The currency forwards have maturity dates that match the expected occurrence of these transactions.

Gains and losses relating to highly probable forecast fuel payments are recognised in the hedging reserve prior to the occurrence of these transactions and are transferred to the inventory of fuel upon acquisition or cost of sales upon consumption of natural gas. The gains and losses relating to fuel oil inventory are subsequently transferred to Income Statement upon consumption of the underlying fuel.

For those currency forwards used to hedge highly probable forecast foreign currency payments of purchases of property, plant and equipment, the gains and losses are included in the cost of the assets and recognised in the Income Statement over their estimated useful lives as part of depreciation expense.

For those currency forwards used to hedge highly probable forecast foreign currency transactions for maintenance contracts, the gains and losses are included in payments and recognised in the Income Statement over the period of the contracts.

The fair value of forward foreign exchange contracts is determined using quoted forward exchange rates at the reporting date.

21. AMOUNTS OWING BY/(TO) IMMEDIATE HOLDING COMPANY AND ULTIMATE HOLDING COMPANY

The amounts owing by/(to) the immediate holding company and ultimate holding company relate to expenses paid on behalf by/of the Group and the Company. The outstanding amounts are unsecured, repayable on demand and are interest-free.

22. AMOUNTS OWING BY/(TO) SUBSIDIARIES

The amounts owing by/(to) subsidiaries within 12 months are interest-free, unsecured, and repayable on demand except for net advances of RM283,386,830 (2025: Net owing of RM21,982,888) which bear interest rates ranging from 3.25% to 4.99% (2025: 3.50% to 5.07%) per annum. In addition, the amounts owing by/(to) subsidiaries within 12 months are also in respect of operational expense payments made on behalf by/of the Company.

The amounts owing by subsidiaries exceeding 12 months bear interest rates ranging from 4.92% to 15.00% (2025: 4.50% to 15.00%) per annum.

The Company received dividend payments of RM1,171,182,882 (2025: RM499,472,500) from its subsidiaries and the remaining dividend income of RM570,989,123 (2025: RM586,614,703) was offset against amounts owing to subsidiaries.

During the financial year, certain subsidiaries made payments of RM1,067,820,409 (2025: RM8,407,078) on behalf of other subsidiaries at the Company's direction, which were recognised as amounts owing by and to subsidiaries and treated as non-cash transactions as the payments were made directly between the subsidiaries.

Details of the measurement of ECL is similar as other receivables are disclosed in Note 36(b) to the financial statements.

As at 30 June 2026, the Company has given corporate guarantees of RM406,172,909 (2025: RM346,222,643) to financial institutions for bank guarantees utilised by its subsidiaries in relation to their contractual obligations with customers.

23. CASH AND CASH EQUIVALENTS

Cash and cash equivalents included in the Statements of Cash Flows comprise the following:

	Note	Group		Company	
		2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Deposits with licensed banks		**6,481,922**	10,842,852	**25,393**	1,417,888
Cash and bank		**2,164,305**	1,375,879	**262,095**	5,445
Cash and bank balances		**8,646,227**	12,218,731	**287,488**	1,423,333
Bank overdrafts	28	**(57,521)**	(31,434)	**-**	-
Restricted deposits, cash and bank balances		**(179,503)**	(118,539)	**-**	-
Deposits with maturity 90 days and more		**(32,727)**	(297,131)	**-**	-
Cash and cash equivalents		**8,376,476**	11,771,627	**287,488**	1,423,333

The range of interest rates of deposits that was effective as at the reporting date is as follows:

	Group		Company	
	2026 %	**2025 %**	**2026 %**	**2025 %**
Deposits with licensed banks	**0.25 - 5.40**	0.25 - 5.40	**1.95 - 3.70**	2.45 - 4.50

Deposits of the Group and the Company have maturity ranging from 1 day to 90 days (2025: 1 day to 90 days) except for certain deposits with maturity 90 days and more.

Bank balances are deposits held at call with banks. Restricted deposits, cash and bank balances is relating to debt service reserve accounts.

The Group and the Company seek to invest cash and cash equivalents safely and profitably with creditworthy local and offshore licensed banks. The local licensed banks have a credit rating of P1 as rated by RAM Rating Services Bhd.. The offshore licensed banks have a credit rating of P1 and P2 as rated by Moody's Investors Service, Inc..

24. SERVICE CONCESSION ASSETS/(OBLIGATIONS)

(a) Service concession assets

	Group	
	2026 RM'000	**2025 RM'000**
At 1 July	**638,388**	1,033,149
Additions	**94,337**	35,007
Charge for the financial year	**(514,449)**	(429,768)
At 30 June	**218,276**	638,388

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

24. SERVICE CONCESSION ASSETS/(OBLIGATIONS) (CONTINUED)

(a) Service concession assets (continued)

Pursuant to the enactment of the Water Services Industry Act 2006 ("WSIA"), Pengurusan Aset Air Berhad ("PAAB") was established for the purposes of, inter alia, acquiring the existing water infrastructure and/or build new water assets which will be leased to water operators.

A subsidiary of the Group, Ranhill SAJ Sdn. Bhd. ("RanhillSAJ") operating under a licensing regime executed a master agreement with relevant parties for water supply services in the State of Johor. RanhillSAJ had also executed the facility agreement with PAAB mainly for the purpose of PAAB to receive the lease rental for the grant of a right to use, occupy and operate the water related assets to RanhillSAJ.

Under the licensing regime, RanhillSAJ shall be required to apply and comply with the conditions of a service license to be granted by Ministry of Energy Transition and Water Transformation ("PETRA"). Amongst the conditions are the submission of a three year business plan, adherence to a set of key performance indicators and determination of the water tariff by PETRA upon recommendation of Suruhanjaya Perkhidmatan Air Negara ("SPAN").

RanhillSAJ's application for individual service license under Section 4(1)(b) of WSIA (Act 655) was approved by PETRA, and was further renewed in accordance with the operating periods entered by the subsidiary. Currently, RanhillSAJ is operating under the sixth operating period with a period of three years which covers from 1 January 2024 to 31 December 2026.

RanhillSAJ has submitted an application to the regulator in order to renew their service license for the seventh operating period, which remains ongoing as at the date of these financial statements.

(b) Service concession obligations

	Group	
	2026 RM'000	**2025 RM'000**
Minimum lease payments:		
Within one year	**278,113**	477,033
Between two to five years	**-**	234,131
Total minimum lease payments	**278,113**	711,164
Less: Future finance charges	**(3,746)**	(28,500)
Present value of minimum lease payments	**274,367**	682,664
Present value of payments:		
Within one year	**274,367**	452,124
Between two to five years	**-**	230,540
Present value of minimum lease payments	**274,367**	682,664
Less: Amount due within 12 months	**(274,367)**	(452,124)
Amount due after 12 months	**-**	230,540

24. SERVICE CONCESSION ASSETS/(OBLIGATIONS) (CONTINUED)

(b) Service concession obligations (continued)

The movement in the service concession obligations is as follows:

	Group	
	2026 RM'000	**2025 RM'000**
At 1 July	**682,664**	1,100,249
Additions	**94,337**	35,007
Reclassification to trade receivables	**-**	(25,776)
Reclassification to trade payables	**(61,455)**	(91,380)
Repayment	**(468,848)**	(410,429)
Interests	**27,669**	48,619
Waiver of lease rental offset against repayment made to PAAB	**-**	26,374
At 30 June	**274,367**	682,664

Service concession obligations are mainly in respect of the lease rental payable in accordance with the Facility Agreement entered by Ranhill SAJ Sdn. Bhd. with Pengurusan Aset Air Berhad ("PAAB") for the right to use, occupy and operate the water related assets belonging to PAAB.

The weighted average effective interest rates per annum for the lease rental payable as at 30 June 2026 is 4.04% (2025: 4.04%).

25. SHARE CAPITAL

	Group and Company	
	2026 RM'000	**2025 RM'000**
Issued and fully paid:		
At the beginning of the financial year:		
- 8,506,833,315 (2025: 8,251,917,038) ordinary shares	**7,635,654**	7,091,870
Exercise of share options:		
- 23,966,700 (2025: 43,461,700) ordinary shares	**12,378**	25,720
Exercise of Warrants:		
- 189,423,377 (2025: 211,454,577) ordinary shares	**464,087**	518,064
At the end of the financial year:		
- 8,720,223,392 (2025: 8,506,833,315) ordinary shares	**8,112,119**	7,635,654

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

25. SHARE CAPITAL (CONTINUED)

On 3 June 2025, the Company issued 1,646,796,205 warrants on the basis of 1 warrant for every 5 existing ordinary shares ("Warrants 2025/2028"). The Warrants 2025/2028 were issued at no cost to entitled shareholders, with an exercise price of RM2.45 per Warrants 2025/2028 and an expiry date of 2 June 2028.

The issued and fully paid up share capital of the Company increased from RM7,635,653,607 to RM8,112,118,598 following the exercise of 23,966,700 (2025: 43,461,700) ESOS options at an average exercise price of RM0.52 (2025: RM0.59) per share and the exercise of 189,423,377 (2025: 211,454,577) Warrants 2025/2028 at an exercise price of RM2.45 (2025: RM2.45) per Warrants 2025/2028.

As at 30 June 2026, the Company held 56,054,431 (2025: 56,054,431) shares as treasury shares. The number of ordinary shares in issue and fully paid after offsetting treasury shares are 8,664,168,961 (2025: 8,450,778,884).

(a) Employees' Share Option Scheme 2021 ("ESOS 2021")

On 6 January 2021, the Company implemented a share issuance scheme known as the Employees' Share Option Scheme which was approved by the shareholders of the Company at an Extraordinary General Meeting held on 1 December 2020. ESOS 2021 is valid for a period of ten (10) years and is for employees and Directors of the Company and/or its subsidiaries who meet the criteria of eligibility for participation as set out in the By-Laws of ESOS 2021 ("By-Laws").

The salient terms of ESOS 2021 are as follows:

(i) The maximum number of shares to be allotted and issued pursuant to the exercise of options which may be granted under ESOS 2021 shall not exceed fifteen per cent (15%) of the total number of issued shares of the Company (excluding treasury shares, if any) or such other percentage of the total number of issued shares of the Company (excluding treasury shares, if any) that may be permitted by Bursa Securities or any other relevant authorities from time to time throughout the duration of ESOS 2021.

(ii) Any person who is a Director and/or an employee of a corporation in the Group, who meets the following criteria as at the date of offer of an option ("Offer Date") shall be eligible for consideration and selection by the Options Committee (as defined in the By-Laws) to participate in ESOS 2021:

(a) the person has attained the age of eighteen (18) years, is not an undischarged bankrupt and is not subject to any bankruptcy proceedings;

(b) the person, save for a non-executive Director, must be on the payroll of a company within the Group; and

- he is employed on a full time basis, has not served a notice to resign or received a notice of termination; or
- he is serving in a specific designation under an employment contract for a fixed duration, excluding those who are employed on a short-term contract or any other employees under contract as may be determined by the Options Committee;

(c) the person's employment, save for a non-executive Director, is for a period of at least one (1) year of continuous service prior to and up to the Offer Date, including service during the probation period, and is confirmed in service; and

(d) the person fulfils any other criteria and/or falls within such category as may be set by the Options Committee from time to time.

25. SHARE CAPITAL (CONTINUED)

(a) Employees' Share Option Scheme 2021 ("ESOS 2021") (continued)

The salient terms of ESOS 2021 are as follows: (continued)

(iii) Subject to the Bursa Securities Listing Requirements and any adjustments in accordance with By-Law 13, the subscription price for shares under ESOS 2021 shall be determined by the Board of Directors of the Company upon recommendation of the Options Committee and shall be fixed based on the 5-day volume weighted average market price of shares, as quoted on Bursa Securities, immediately preceding the Offer Date (as defined in the By-Laws) of the options with a discount of not more than ten per cent (10%), if deemed appropriate, or such lower or higher limit in accordance with any prevailing guidelines issued by Bursa Securities or any other relevant authorities as amended from time to time during the scheme period.

(iv) Subject to By-Law 13, the Options Committee may, at any time and from time to time, before or after an option is granted, limit the exercise of the option to a maximum number of new ordinary shares of the Company and/or such percentage of the total ordinary shares of the Company comprised in the options during such period(s) within the option period. Notwithstanding the above, and subject to By-Laws 10 and 11, the options can only be exercised by the grantee no earlier than three (3) years after the Offer Date.

(v) Subject to By-Law 12.2, a grantee shall be prohibited from disposing of the shares allotted and issued to him through the exercise of the option(s) for a period of one (1) year from the date on which the option is exercised or such other period as may be determined by the Options Committee at its sole and absolute discretion.

On 2 January 2024, the terms and conditions of ESOS 2021 were reviewed for options granted to employees on 27 January 2022 and 23 May 2022 and the following changes were introduced:

(i) The Vesting Date shall be 2 January 2024 ("2022 Grant Vesting Date"); and

(ii) The Retention Period ("2022 Grant Retention Period") shall be as follows:

Percentage of shares subject to moratorium (calculated on the total number of shares comprised in the Option)	Retention Period	Percentage of shares released from moratorium	Date of release of moratorium
80%	Until 31 December 2024	20%	Not subject to moratorium
60%	Until 31 December 2025	20%	1 January 2025
40%	Until 31 December 2026	20%	1 January 2026
20%	Until 31 December 2027	20%	1 January 2027
0%	No moratorium	20%	1 January 2028

The movement in the number of share options of the Company is as follows:

			<---------- Number of share options ---------- >				
Grant date	Expiry date	Exercise price RM/share	At 1 July 2025 '000	Granted '000	Exercised '000	Forfeited '000	At 30 June 2026 '000
27.01.2022	05.01.2031	0.51	**82,627**	**-**	**(22,777)**	**(21)**	**59,829**
23.05.2022	05.01.2031	0.64	**3,644**	**-**	**(1,190)**	**-**	**2,454**
26.12.2024	05.01.2031	3.40	**43,575**	**-**	**-**	**(550)**	**43,025**
			129,846	**-**	**(23,967)**	**(571)**	**105,308**

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

25. SHARE CAPITAL (CONTINUED)

(a) Employees' Share Option Scheme 2021 ("ESOS 2021") (continued)

The movement in the number of share options of the Company is as follows: (continued)

			<---------- Number of share options ---------- >				
Grant date	Expiry date	Exercise price RM/share	At 1 July 2024 '000	Granted '000	Exercised '000	Forfeited '000	At 30 June 2025 '000
27.01.2022	05.01.2031	0.51*	114,521	–	(31,816)	(78)	82,627
23.05.2022	05.01.2031	0.64*	15,320	–	(11,646)	(30)	3,644
26.12.2024	05.01.2031	3.40*	–	45,065	–	(1,490)	43,575
			129,841	45,065	(43,462)	(1,598)	129,846

* *The exercise price was adjusted during the previous financial year following the issuance of Warrants 2025/2028.*

Fair value of options granted in which MFRS 2 "Share-based Payment" applies, were determined using the Trinomial Valuation model.

Value of employee services received for issue of share options:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Share option expenses	**24,203**	14,218	**24,203**	14,218
Allocation to subsidiaries	**-**	–	**(10,576)**	(6,254)
Allocation to related companies	**-**	–	**-**	–
Total share option expenses	**24,203**	14,218	**13,627**	7,964

The principal valuation assumptions used in respect of the Group's and Company's employees' share option scheme were as follows:

	2026	2025
Weighted average share price at date of grant (per share)	**RM0.61 - RM4.29**	RM0.61 - RM4.29
Expected volatility	**26.50% - 40.16%**	26.50% - 40.16%
Expected dividend yield	**1.63% - 6.63%**	1.63% - 6.63%
Expected option life	**3.03 years - 5.94 years**	3.03 years - 5.94 years
Risk-free interest rate per annum (based on Malaysian securities bonds)	**2.83% - 3.49%**	2.83% - 3.49%

The expected volatility reflects the assumption that the historical volatility is indicative of future trends, which may not necessarily be the actual outcome.

The options granted to employees on 27 January 2022 and 23 May 2022 vested on 2 January 2024, while the options granted to employees on 26 December 2024 will vest on 26 December 2027.

25. SHARE CAPITAL (CONTINUED)

(b) Warrants 2025/2028

On 3 June 2025, the Company issued 1,646,796,205 Warrants 2025/2028. The Warrants 2025/2028 were issued at no cost to entitled shareholders, with an exercise price of RM2.45 per Warrants 2025/2028 and an expiry date of 2 June 2028. The Warrants 2025/2028 were constituted under a Deed Poll dated 20 May 2025 and each Warrants 2025/2028 entitles its registered shareholder to subscribe for one (1) new ordinary share in the Company at the initial exercise price of RM2.45. The exercise price is subject to adjustments in accordance with the basis set out in the deed poll. The Warrants 2025/2028 may be exercised at any time commencing on the date of issue on 3 June 2025 but not later than 2 June 2028. Any Warrants 2025/2028 which have not been exercised at the date of maturity will lapse and cease to be valid for any purpose.

The total number of Warrants 2025/2028 that remain unexercised are as follows:

	Group and Company	
	2026 '000	**2025 '000**
At 1 July	**1,435,341**	–
Warrants issued during the year	**–**	1,646,796
Exercise of Warrants	**(189,423)**	(211,455)
At 30 June	**1,245,918**	1,435,341

26. RESERVES

(a) Other reserves

Group	Capital redemption reserve[2] RM'000	Capital reserve RM'000	FVOCI reserve RM'000	Hedging reserve RM'000	Statutory reserve[1] RM'000	Share option reserve RM'000	Other reserve RM'000	Total other reserves RM'000
At 1 July 2025	**52,200**	**(8,151)**	**76,435**	**(115,839)**	**37,255**	**23,035**	**38,255**	**103,190**
Exchange differences	**-**	**284**	**299**	**3,461**	**(1,311)**	**-**	**-**	**2,733**
Exercise of share options	**-**	**-**	**-**	**-**	**-**	**(3,109)**	**-**	**(3,109)**
Exercise of warrants	**-**	**-**	**-**	**-**	**-**	**-**	**(38,255)**	**(38,255)**
Fair value gain	**-**	**-**	**1,923**	**381,263**	**-**	**-**	**-**	**383,186**
Reclassification to Income Statement	**-**	**-**	**-**	**(87,244)**	**-**	**-**	**-**	**(87,244)**
Share option expenses	**-**	**-**	**-**	**-**	**-**	**24,203**	**-**	**24,203**
Proceeds from exercise of warrants pending share issuance	**-**	**-**	**-**	**-**	**-**	**-**	**577**	**577**
Statutory reserve transferred to retained earnings	**-**	**-**	**-**	**-**	**(45)**	**-**	**-**	**(45)**
Redemption of convertible unsecured loan stocks ("CULS")	**-**	**-**	**-**	**-**	**-**	**-**	**(155)**	**(155)**
At 30 June 2026	**52,200**	**(7,867)**	**78,657**	**181,641**	**35,899**	**44,129**	**422**	**385,081**

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

26. RESERVES (CONTINUED)

(a) Other reserves (continued)

Group	Capital redemption reserve[2] RM'000	Capital reserve RM'000	FVOCI reserve RM'000	Hedging reserve RM'000	Statutory reserve[1] RM'000	Share option reserve RM'000	Other reserve RM'000	Total other reserves RM'000
At 1 July 2024	52,200	(9,122)	74,152	206,381	41,494	14,051	–	379,156
Exchange differences	–	971	1,261	(14,180)	(4,284)	–	–	(16,232)
Exercise of share options	–	–	–	–	–	(5,234)	–	(5,234)
Fair value gain/(loss)	–	–	1,022	(379,961)	–	–	–	(378,939)
Reclassification to Income Statement	–	–	–	71,921	–	–	–	71,921
Share option expenses	–	–	–	–	–	14,218	–	14,218
Proceeds from exercise of warrants pending share issuance	–	–	–	–	–	–	38,255	38,255
Statutory reserve transferred from retained earnings	–	–	–	–	45	–	–	45
At 30 June 2025	52,200	(8,151)	76,435	(115,839)	37,255	23,035	38,255	103,190

Company	FVOCI reserve RM'000	Share option reserve RM'000	Other reserve RM'000	Total other reserves RM'000
At 1 July 2025	**84,986**	**23,035**	**38,255**	**146,276**
Exercise of share options	**–**	**(3,109)**	**–**	**(3,109)**
Exercise of warrants	**–**	**–**	**(38,255)**	**(38,255)**
Fair value gain	**1,581**	**–**	**–**	**1,581**
Share option expenses	**–**	**24,203**	**–**	**24,203**
Proceeds from exercise of warrants pending share issuance	**–**	**–**	**577**	**577**
At 30 June 2026	**86,567**	**44,129**	**577**	**131,273**
At 1 July 2024	87,080	14,051	–	101,131
Exercise of share options	–	(5,234)	–	(5,234)
Fair value loss	(2,094)	–	–	(2,094)
Share option expenses	–	14,218	–	14,218
Proceeds from exercise of warrants pending share issuance	–	–	38,255	38,255
At 30 June 2025	84,986	23,035	38,255	146,276

Note:

[1] This represents reserves which need to be set aside pursuant to statutory requirements of local and foreign associates.

[2] This relates to non-distributable capital redemption reserve of a subsidiary.

26. RESERVES (CONTINUED)

(b) Treasury shares

The shareholders of the Company granted a mandate to the Company to repurchase its own shares at the Twenty-ninth Annual General Meeting held on 4 December 2025. The Directors of the Company are committed to enhance the value of the Company for its shareholders and believe that the repurchase plan can be applied in the best interests of the Company and its shareholders.

No shares were repurchased from the open market for the financial year 2026 (2025: Nil).

27. DEFERRED TAXATION

The following amounts, determined after appropriate offsetting, are shown in the Statements of Financial Position:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Deferred tax assets	**(94,708)**	(73,902)	**-**	-
Deferred tax liabilities	**3,590,663**	3,537,100	**79**	75
Deferred tax liabilities, net	**3,495,955**	3,463,198	**79**	75

The gross movement on the deferred income tax account is as follows:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
At 1 July	**3,463,198**	3,540,409	**75**	84
Exchange differences	**(216,897)**	(108,628)	**-**	-
Charged/(Credited) to Income Statement				
- Operating financial assets	**(15,390)**	9,777	**-**	-
- Property, plant and equipment	**629,149**	158,510	**4**	(9)
- Retirement benefits	**606**	440	**-**	-
- Provision	**(23,697)**	1,801	**-**	-
- Tax losses	**(87,830)**	(146,891)	**-**	-
- Capital allowance	**(222,571)**	(14,000)	**-**	-
- Others	**(52,530)**	13,845	**-**	-
	227,737	23,482	**4**	(9)
Charged to Other Comprehensive Income^	**21,917**	7,935	**-**	-
At 30 June	**3,495,955**	3,463,198	**79**	75

^ *This is in relation to re-measurement of post-employment benefit obligations.*

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

27. DEFERRED TAXATION (CONTINUED)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same tax authority.

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Subject to income tax				
Deferred tax assets before offsetting:				
– Retirement benefits	**2,600**	2,916	**-**	-
– Provision	**80,584**	57,280	**-**	-
– Tax losses	**648,421**	592,755	**-**	-
– Leases	**21,731**	20,133	**-**	-
– Capital allowance	**271,091**	48,520	**-**	-
– Investment allowance	**38,757**	38,757	**-**	-
– Others	**80,867**	29,424	**-**	-
	1,144,051	789,785	**-**	-
Offsetting	**(1,144,051)**	(789,785)	**-**	-
Deferred tax assets after offsetting	**-**	-	**-**	-
Deferred tax liabilities before offsetting:				
– Operating financial assets	**97,364**	113,000	**-**	-
– Property, plant and equipment	**4,224,565**	3,841,693	**79**	75
– Retirement benefits	**37,702**	16,914	**-**	-
– Service license	**231,993**	231,993	**-**	-
– Others	**48,382**	49,383	**-**	-
	4,640,006	4,252,983	**79**	75
Offsetting	**(1,144,051)**	(789,785)	**-**	-
Deferred tax liabilities after offsetting	**3,495,955**	3,463,198	**79**	75

28. BORROWINGS

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Current					
Bank overdrafts	28(a),23	**57,521**	31,434	**-**	-
Bonds	28(b)	**2,704,543**	393,002	**2,583,980**	270,000
Convertible unsecured loan stocks ("CULS")		**-**	2,000	**-**	-
Hire purchase		**35**	37	**-**	-
Revolving credit	28(c)	**1,353,994**	1,393,656	**850,000**	710,000
Term loans	28(d)	**665,912**	770,764	**-**	-
Trade loans		**4,417**	-	**-**	-
		4,786,422	2,590,893	**3,433,980**	980,000
Non-current					
Bonds	28(b)	**26,481,254**	28,775,549	**8,740,000**	9,967,815
Convertible unsecured loan stocks ("CULS")		**-**	2,033	**-**	-
Hire purchase		**-**	35	**-**	-
Revolving credit	28(c)	**472,399**	555,297	**405,074**	418,249
Term loans	28(d)	**8,144,309**	6,036,925	**-**	-
		35,097,962	35,369,839	**9,145,074**	10,386,064
Total					
Bank overdrafts	28(a),23	**57,521**	31,434	**-**	-
Bonds	28(b)	**29,185,797**	29,168,551	**11,323,980**	10,237,815
Convertible unsecured loan stocks ("CULS")		**-**	4,033	**-**	-
Hire purchase		**35**	72	**-**	-
Revolving credit	28(c)	**1,826,393**	1,948,953	**1,255,074**	1,128,249
Term loans	28(d)	**8,810,221**	6,807,689	**-**	-
Trade loans		**4,417**	-	**-**	-
		39,884,384	37,960,732	**12,579,054**	11,366,064

All borrowings of the subsidiaries are unsecured and are on a non-recourse basis to the Company save and except for borrowings totalling RM914,916,849 (2025: RM822,550,000), for which the Company has provided corporate guarantees to the financial institutions.

The weighted average effective interest rate of the borrowings of the Group and the Company as at reporting date is as follows:

	Group		Company	
	2026 %	2025 %	2026 %	2025 %
Bank overdrafts	**5.00**	7.48	**-**	-
Bonds	**4.83**	4.46	**4.55**	4.61
Convertible unsecured loan stocks ("CULS")	**-**	12.50	**-**	-
Hire purchase	**2.01**	2.01	**-**	-
Revolving credit	**4.52**	8.24	**4.33**	4.89
Term loans	**3.98**	5.06	**-**	-
Trade loans	**3.86**	-	**-**	-

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

28. BORROWINGS (CONTINUED)

The financial periods in which the borrowings of the Group attain maturity are as follows:

Group	Not later than 1 year RM'000	Later than 1 year but not later than 5 years RM'000	Later than 5 years RM'000	Total RM'000
At 30 June 2026				
Bank overdrafts	**57,521**	**-**	**-**	**57,521**
Bonds	**2,704,543**	**4,926,401**	**21,554,853**	**29,185,797**
Hire purchase	**35**	**-**	**-**	**35**
Revolving credit	**1,353,994**	**472,399**	**-**	**1,826,393**
Term loans	**665,912**	**6,335,096**	**1,809,213**	**8,810,221**
Trade loans	**4,417**	**-**	**-**	**4,417**
	4,786,422	**11,733,896**	**23,364,066**	**39,884,384**
At 30 June 2025				
Bank overdrafts	31,434	-	-	31,434
Bonds	393,002	7,406,108	21,369,441	29,168,551
Convertible unsecured loan stocks ("CULS")	2,000	2,033	-	4,033
Hire purchase	37	35	-	72
Revolving credit	1,393,656	555,297	-	1,948,953
Term loans	770,764	4,659,880	1,377,045	6,807,689
	2,590,893	12,623,353	22,746,486	37,960,732

The financial periods in which the borrowings of the Company attain maturity are as follows:

Company	Not later than 1 year RM'000	Later than 1 year but not later than 5 years RM'000	Later than 5 years RM'000	Total RM'000
At 30 June 2026				
Bonds	**2,583,980**	**2,020,000**	**6,720,000**	**11,323,980**
Revolving credit	**850,000**	**405,074**	**-**	**1,255,074**
	3,433,980	**2,425,074**	**6,720,000**	**12,579,054**
At 30 June 2025				
Bonds	270,000	4,317,815	5,650,000	10,237,815
Revolving credit	710,000	418,249	-	1,128,249
	980,000	4,736,064	5,650,000	11,366,064

28. BORROWINGS (CONTINUED)

The carrying amounts of borrowings of the Group and the Company at the reporting date approximated their fair values except for the bonds.

The fair value of the bonds of the Group and the Company as at the reporting date are as set out below:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Level 1:				
Islamic Medium Term Notes ("IMTNs")	**8,218,344**	7,223,642	**8,218,344**	7,223,642
Islamic Medium Term Notes ("Sukuk Murabahah")	**2,533,225**	2,563,125	**2,533,225**	2,563,125
Medium Term Notes ("MTNs")	**846,069**	853,375	**846,069**	853,375
5.125% Guaranteed Unsecured Bonds	**1,559,764**	1,667,019	**-**	-
5.75% Guaranteed Unsecured Bonds	**1,862,234**	1,997,963	**-**	-
5.375% Guaranteed Unsecured Bonds	**1,078,073**	1,166,443	**-**	-
6.125% Guaranteed Unsecured Bonds	**1,893,187**	2,037,288	**-**	-
6.50% Guaranteed Unsecured Bonds I	**1,056,061**	1,183,141	**-**	-
6.50% Guaranteed Unsecured Bonds II	**1,342,259**	1,454,165	**-**	-
1.75% Index Linked Guaranteed Bonds	**2,326,313**	1,378,027	**-**	-
1.369% and 1.374% Index Linked Guaranteed Bonds	**1,701,641**	1,920,906	**-**	-
1.489%, 1.495% and 1.499% Index Linked Guaranteed Bonds	**1,632,241**	1,751,771	**-**	-
2.186% Index Linked Guaranteed Bonds	**433,106**	464,713	**-**	-
1.5% Guaranteed Unsecured Bonds	**1,197,469**	1,244,979	**-**	-
1.25% Guaranteed Unsecured Bonds	**1,052,823**	1,095,219	**-**	-
Level 2:				
Musharakah Medium Term Notes ("mMTNs")	**-**	205,584	**-**	-
Sukuk Murabahah RM310 million	**159,607**	161,901	**-**	-
Sukuk Murabahah RM650 million	**314,895**	377,236	**-**	-
Wakalah Medium Term Notes ("wMTNs")	**257,740**	-	**-**	-
	29,465,051	28,746,497	**11,597,638**	10,640,142

The fair values are within Level 1 and Level 2 of the fair value hierarchy.

(a) Bank overdrafts

(i) RM57,521,430 Bank overdrafts

Bank overdrafts of RM57,521,430 (GBP10,679,805) (2025: RM21,684,970 (GBP3,750,038)) are unsecured borrowings of Wessex Water Limited and its subsidiary companies. The overdrafts are repayable in full on demand. The borrowing bears interest rates ranging from 4.75% to 5.25% (2025: 5.25% to 6.25%) per annum.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

28. BORROWINGS (CONTINUED)

(b) Bonds

(i) Medium Term Notes ("MTNs")

The MTNs of the Company were issued pursuant to a Medium Term Notes programme of up to RM5,000,000,000 constituted by a Trust Deed and Programme Agreement, both dated 11 August 2011. MTNs of RM825,000,000 (2025: RM825,000,000) remained outstanding as at 30 June 2026. The MTNs bear coupons ranging from 4.62% to 5.05% (2025: 4.62% to 5.05%) per annum and are repayable in full between 3 September 2027 and 24 August 2028 (2025: 3 September 2027 and 24 August 2028).

(ii) Islamic Medium Term Notes ("Sukuk Murabahah")

The Sukuk Murabahah of the Company was issued pursuant to an Islamic Medium Term Notes facility of up to RM2,500,000,000 in nominal value under the Shariah principle of Murabahah (via Tawarruq Arrangement) constituted by a Trust Deed and Facility Agency Agreement, both dated 20 April 2017. Sukuk Murabahah of RM2,498,979,593 (2025: RM2,497,815,091) remained outstanding as at 30 June 2026. The Sukuk Murabahah bears a profit rate of 5.05% (2025: 5.05%) per annum and is repayable in full on 3 May 2027.

(iii) Islamic Medium Term Notes ("IMTNs")

The IMTNs of the Company were issued pursuant to Islamic Commercial Papers/Islamic Medium Term Notes programme of up to RM7,500,000,000 constituted by a Trust Deed and Programme Agreement, both dated 13 March 2023. On 3 March 2026, the programme limit increased from RM7.5 billion to RM15.0 billion. IMTNs of RM8,000,000,000 (2025: RM6,915,000,000) remained outstanding as at 30 June 2026. The IMTNs bear profit rates ranging from 3.54% to 4.99% (2025: 4.01% to 4.99%) per annum and are repayable in full between 25 February 2027 and 24 June 2041 (2025: 24 March 2026 and 24 June 2041).

(iv) 5.75% Guaranteed Unsecured Bonds ("5.75% GU Bonds")

Under a Trust Deed dated 15 October 2003, Wessex Water Services Finance Plc. ("Issuer"), issued GBP350,000,000 nominal value 5.75% GU Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2026, the 5.75% GU Bonds of RM1,873,370,629 (GBP347,822,248) (2025: RM2,010,031,861 (GBP347,600,017)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 5.75% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 14 October 2033 at their nominal value together with all accrued interest.

(v) 5.375% Guaranteed Unsecured Bonds ("5.375% GU Bonds")

Under a Trust Deed dated 10 March 2005, Wessex Water Services Finance Plc. ("Issuer"), issued GBP200,000,000 nominal value 5.375% GU Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2026, the 5.375% GU Bonds of RM1,075,560,650 (GBP199,695,628) (2025: RM1,153,811,012 (GBP199,531,528)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 5.375% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 10 March 2028 at their nominal value together with all accrued interest.

28. BORROWINGS (CONTINUED)

(b) Bonds (continued)

(vi) 1.75% Index Linked Guaranteed Unsecured Bonds ("1.75% ILGU Bonds")

Under a Trust Deed dated 31 July 2006, Wessex Water Services Finance Plc. ("Issuer"), issued two (2) tranches of GBP75,000,000 nominal value 1.75% ILGU Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2026, the 1.75% ILGU Bonds of RM1,656,800,091 (GBP307,612,345) (2025: RM1,715,813,312 (GBP296,720,041)) remained outstanding, net of amortised fees and discount.

The 1.75% ILGU Bonds bear interest semi-annually at an interest rate of 1.75% initially, indexed up by the inflation rate every year. The effective interest rate as at 30 June 2026 is 3.67% (2025: 3.53%) per annum. The Bonds will be redeemed in full by the Issuer on 31 July 2046 for one tranche, and 31 July 2051 for the other tranche at their indexed value together with all accrued interest.

(vii) 1.369% and 1.374% Index Linked Guaranteed Unsecured Bonds ("1.369% and 1.374% ILGU Bonds")

Under a Trust Deed dated 31 January 2007, Wessex Water Services Finance Plc. ("Issuer") issued GBP75,000,000 nominal value 1.369% ILGU Bonds and GBP75,000,000 nominal value 1.374% ILGU Bonds, unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2026, the 1.369% and 1.374% ILGU Bonds of RM1,656,800,091 (GBP307,612,345) (2025: RM1,715,813,312 (GBP296,720,041)) remained outstanding, net of amortised fees and discount.

The 1.369% and 1.374% ILGU Bonds bear interest semi-annually at an interest rate of 1.369% and 1.374% initially, indexed up by the inflation rate every year. The effective interest rate as at 30 June 2026 is 2.87% (2025: 2.76%) per annum. All Bonds will be redeemed in full by the Issuer on 31 July 2057 at their indexed value together with all accrued interest.

(viii) 1.489%, 1.495% and 1.499% Index Linked Guaranteed Unsecured Bonds ("1.489%, 1.495% and 1.499% ILGU Bonds")

Under a Trust Deed dated 28 September 2007, Wessex Water Services Finance Plc. ("Issuer") issued GBP50,000,000 nominal value 1.489% ILGU Bonds, GBP50,000,000 nominal value 1.495% ILGU Bonds and GBP50,000,000 nominal value 1.499% ILGU Bonds, unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2026, the 1.489%, 1.495% and 1.499% ILGU Bonds of RM1,567,743,654 (GBP291,077,544) (2025: RM1,629,645,034 (GBP281,818,738)) remained outstanding, net of amortised fees and discount.

The 1.489%, 1.495% and 1.499% ILGU Bonds bear interest semi-annually at an interest rate of 1.489%, 1.495% and 1.499% initially, indexed up by the inflation rate every year. The effective interest rate as at 30 June 2026 is 3.00% (2025: 2.89%) per annum. All Bonds will be redeemed in full by the Issuer on 29 November 2058 at their indexed value together with all accrued interest.

(ix) 2.186% Index Linked Guaranteed Unsecured Bonds ("2.186% ILGU Bonds")

Under a Trust Deed dated 7 September 2009, Wessex Water Services Finance Plc. ("Issuer") issued GBP50,000,000 nominal value 2.186% ILGU Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2026, the 2.186% ILGU Bonds of RM518,438,725 (GBP96,256,726) (2025: RM534,749,535 (GBP92,475,623)) remained outstanding, net of amortised fees and discount.

The 2.186% ILGU Bonds bear interest semi-annually at an interest rate of 2.186% initially, indexed up by the inflation rate every half year. The effective interest rate as at 30 June 2026 is 4.21% (2025: 4.05%) per annum. The Bonds will be redeemed in full by the Issuer on 1 June 2039 at their indexed value together with all accrued interest.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

28. BORROWINGS (CONTINUED)

(b) Bonds (continued)

(x) 1.5% Guaranteed Unsecured Bonds ("1.5% GU Bonds")

Under a Trust Deed dated 17 September 2019, Wessex Water Services Finance Plc. ("Issuer"), issued GBP250,000,000 nominal value 1.5% GU Bonds (retaining GBP50,000,000) unconditionally and irrevocably guaranteed by Wessex Water Services Limited. On 15 June 2020, the retained GBP50,000,000 nominal value 1.5% GU Bonds was issued. As at 30 June 2026, the 1.5% GU Bonds of RM1,341,532,752 (GBP249,077,748) (2025: RM1,438,713,939) (GBP248,800,529)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 1.5% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 17 September 2029 at their nominal value together with all accrued interest.

(xi) 1.25% Guaranteed Unsecured Bonds ("1.25% GU Bonds")

Under Trust Deed dated 12 January 2021, Wessex Water Services Finance Plc. ("Issuer") issued GBP300,000,000 nominal value 1.25% GU Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2026, the 1.25% GU Bonds of RM1,597,033,846 (GBP296,515,753) (2025: RM1,712,660,648 (GBP296,174,843)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 1.25% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 12 January 2036 at their nominal value together with all accrued interest.

(xii) 5.125% Guaranteed Unsecured Sustainable Bonds ("5.125% GUS Bonds")

Under Trust Deed dated 24 March 2023, Wessex Water Services Finance Plc. ("Issuer"), issued GBP300,000,000 nominal value 5.125% GUS Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2026, the 5.125% GUS Bonds of RM1,603,639,313 (GBP297,742,167) (2025: RM1,719,978,556 (GBP297,440,348)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 5.125% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 31 October 2032 at their nominal value together with all accrued interest.

(xiii) 6.5% Guaranteed Unsecured Bonds I ("6.5% GU Bonds I")

The 6.5% GU Bonds I are all issued under a GBP5,000,000,000 Euro Medium Term Note programme launched in September 2023 and associated supplements. On 15 November 2023, Wessex Water Services Finance Plc. ("Issuer"), issued four bonds totaling GBP200,000,000 nominal value 6.5% GU Bonds I unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2026, the 6.5% GU Bonds I of RM1,068,736,780 (GBP198,428,663) (2025: RM1,146,921,291 (GBP198,340,070)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 6.5% per annum, payable annually. The Bonds will be redeemed in full by the Issuer at GBP35,000,000 on 15 November 2033, GBP35,000,000 on 15 November 2035, GBP65,000,000 on 16 November 2038 and GBP65,000,000 on 15 November 2043 at their nominal value together with all accrued interest.

28. BORROWINGS (CONTINUED)

(b) Bonds (continued)

(xiv) 6.125% Guaranteed Unsecured Bonds ("6.125% GU Bonds")

Under Trust Deed dated 12 March 2025, Wessex Water Services Finance Plc. ("Issuer") issued GBP350,000,000 nominal value 6.125% GU Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2026, the 6.125% GU Bonds of RM1,856,143,740 (GBP344,623,791) (2025: RM1,989,902,573 (GBP344,119,007)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 6.125% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 19 September 2034 at their nominal value together with all accrued interest.

(xv) 6.5% Guaranteed Unsecured Bonds II ("6.5% GU Bonds II")

Under Trust Deed dated 12 March 2025, Wessex Water Services Finance Plc. ("Issuer") issued GBP250,000,000 nominal value 6.5% GU Bonds II unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2026, the 6.5% GU Bonds II of RM1,324,087,818 (GBP245,838,808) (2025: RM1,420,516,420 (GBP245,653,585)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 6.5% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 19 September 2040 at their nominal value together with all accrued interest.

(xvi) Sukuk Murabahah RM650 million

On 26 January 2018, Sukuk Murabahah of SAJ Capital Sdn. Bhd. ("SAJC") was issued under the Shariah principal of Murabahah RM650,000,000 nominal value Islamic Medium Term Notes ("Sukuk Murabahah RM650 million"). Sukuk Murabahah of RM312,102,751 (2025: RM375,634,355) remained outstanding as at 30 June 2026. The Sukuk Murabahah bears a profit rate of 6.76% (2025: 6.76%) per annum and repayable in full between 26 January 2027 and 25 January 2030. And, the Sukuk Murabahah requires SAJC to maintain certain covenants.

The Sukuk Murabahah RM650 million is secured over the following:

(i) first ranking fixed assignment and charge over Ranhill Capital Sdn. Bhd. ("RCSB")'s entire shareholding in Ranhill SAJ Sdn. Bhd. ("RanhillSAJ");

(ii) first ranking assignment of all income and revenue including any dividends and distributions received or receivable by RCSB in respect of RCSB's shareholdings in RanhillSAJ, whether income or capital in nature, and the payment and repayment of shareholder's loans and advances received or receivable by RCSB from RanhillSAJ and an irrevocable instruction from RCSB to RanhillSAJ, to deposit all the proceeds of the income and revenue including any dividends and distributions receivable by RCSB from RanhillSAJ to the Revenue Account;

(iii) a first ranking debenture comprising a fixed and floating charge over all present and future assets, rights, and interests of SAJC excluding the Sukuk Trustee's Reimbursement Account;

(iv) a first ranking fixed charge and assignment over the Designated Accounts and the credit balances therein; and

(v) any other security as may be advised by the Solicitors.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

28. BORROWINGS (CONTINUED)

(b) Bonds (continued)

(xvii) Sukuk Murabahah RM310 million

On 29 November 2022, Sukuk Murabahah of Ranhill Solar Ventures Sdn. Bhd. ("RSV"), was issued RM145,000,000 (tranche 1) of the RM310,000,000 in nominal value of Islamic Medium Term Notes under the Shariah principle of Murabahah (via Tawarruq arrangement) ("Sukuk Murabahah RM310 million"). The Sukuk Murabahah RM310 million will be issued in 3 tranches. Sukuk Murabahah of RM151,827,055 (2025: RM157,616,104) remained outstanding as at 30 June 2026. The Sukuk Murabahah bears a profit of 6.61% (2025: 6.61%) per annum and payable in full between 27 November 2026 and 28 November 2042. And, the Sukuk Murabahah requires RSV to maintain certain covenants.

The tranche 1 of Sukuk Murabahah RM310 million facility is secured over the following:

(i) a first ranking legal assignment and charge of Ranhill Solar I Sdn. Bhd. ("RSI")'s rights, interests, titles and benefits under the relevant RSI Project Documents including all performance and/or maintenance bonds issued or to be issued to RSI in relation to the RSI Project and all other guarantees, advance payment bonds and other forms of payment or performance security issued in favour of RSI pursuant to the relevant RSI Project Documents and the proceeds received therefrom;

(ii) a first ranking legal assignment and charge over the relevant designated accounts opened and maintained by the Issuer and RSI respectively and the credit balances therein including the permitted investments;

(iii) a first ranking debenture comprising a fixed and floating charge over all present and future assets (other than the assets which are subject to security under the other RSI's Security Documents) and the Generation Licence for the operation of the RSI Solar Plant, of the Issuer and RSI respectively;

(iv) a first ranking legal assignment and charge of all takaful contracts/insurance policies (with preference wherever possible to takaful contracts) undertaken or to be undertaken by RSI; and

(v) a first ranking legal assignment and charge of the Intercompany Financing Agreements by the Issuer and RSI respectively.

(xviii) Musharakah Medium Term Notes ("mMTNs")

On 17 June 2011, Ranhill Sabah Energy II Sdn. Bhd. ("RSEII") issued RM710,000,000 nominal value Medium Term Notes ("mMTNs") under the Syariah principal of Musharakah. The mMTNs of RM208,927,662 of previous financial year, bearing a profit rate of 6.3% (2025: 6.3%) was fully repaid during the financial year.

(xix) Wakalah Medium Term Notes ("wMTNs")

On 16 June 2026, Ranhill Sabah Energy II Sdn. Bhd. ("RSEII") issued RM260,000,000 nominal value Medium Term Notes ("wMTNs") under the Syariah principal of Wakalah Bi Al-Istithmar. The wMTNs of RM257,999,840 remained outstanding as at 30 June 2026. The wMTNs has a tenure of up to 5 years from the date of first issuance. The wMTNs bear profit rate of 4.15% per annum and repayable in full between 16 July 2026 and 16 June 2031. And, the wMTNs requires RSEII to maintain certain covenants.

The wMTNs is secured over the following:

(i) assignment and charge of all present and future rights, title and interest of RSEII in the Designated Accounts;

(ii) a debenture to create a first ranking fixed and floating charge over substantially all present and future assets, excluding switchyard areas and parts which are to be transferred to Sabah Electricity Sdn. Bhd. ("SESB") pursuant to the Lease Agreement; and

28. BORROWINGS (CONTINUED)

(b) Bonds (continued)

(xix) Wakalah Medium Term Notes ("wMTNs") (continued)

The wMTNs is secured over the following: (continued)

(iii) assignment on all rights, benefit and interest of RSEII for the following:

- the Project Documents
- applicable insurance/takaful policies
- performance bonds issued in favour of RSEII

(c) Revolving credit

(i) Revolving credit denominated in Ringgit Malaysia

RM850,000,000 Revolving Credit

Revolving credit facilities of RM850,000,000 (2025: RM710,000,000) was obtained by the Company, bears interest rates ranging from 3.91% to 4.29% (2025: 4.19% to 4.44%) per annum and is repayable on demand.

RM300,000,000 Revolving Credit

Revolving credit facilities of RM300,000,000 (2025: RM190,000,000) was obtained by YTL Communications Sdn. Bhd., which is guaranteed by the Company. The borrowing bears interest rates ranging from 4.01% to 4.29% (2025: 4.29% to 4.44%) per annum and is repayable on demand. The borrowing requires YTL Communications Sdn. Bhd. to maintain certain covenants.

RM48,500,000 Revolving Credit

Revolving credit facilities of RM48,500,000 (2025: RM48,500,000) was obtained by Konsortium Jaringan Selangor Sdn. Bhd.. The borrowing bears interest rates ranging from 4.87% to 4.90% (2025: 5.18% to 5.20%) per annum and is repayable on demand. The borrowing requires Konsortium Jaringan Selangor Sdn. Bhd. to maintain certain covenants.

RM30,000,000 Revolving Credit

Revolving credit facilities of RM30,000,000 (2025: RM30,000,000) of Ranhill Capital Sdn. Bhd. is restricted for working capital requirement, capital expenditure and any other expenses related to investment holding activities, bears interest at COF+1.5% (2025: COF+1.5%) per annum. The facility is up to RM30.0 million under the Shariah principle of Tawarruq and repayable on demand.

(ii) Revolving credit denominated in Great British Pounds

GBP9,200,000 Revolving Credit

Revolving credit facilities of RM53,199,920 (GBP9,200,000) of previous financial year was an unsecured loan of Wessex Water Limited. The borrowing bears interest rates ranging from 4.95% to 5.28% (2025: 5.28% to 5.91%) per annum and was fully repaid during the financial year.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

28. BORROWINGS (CONTINUED)

(c) Revolving credit (continued)

(ii) Revolving credit denominated in Great British Pounds (continued)

GBP23,300,000 Revolving Credit

Revolving credit facilities of RM125,493,800 (GBP23,300,000) (2025: RM105,243,320 (GBP18,200,000)) is an unsecured loan of Wessex Water Limited. The borrowing bears interest rates ranging from 5.06% to 5.53% (2025: 5.53% to 6.00%) per annum and is repayable in full on 28 February 2027.

GBP12,500,000 Revolving Credit

Revolving credit facilities of RM67,325,000 (GBP12,500,000) (2025: RM31,804,300 (GBP5,500,000)) is an unsecured loan of Wessex Water Limited. The borrowing bears interest rates ranging from 4.99% to 5.55% (2025: 5.55% to 6.20%) per annum and is repayable in full on 16 September 2027.

GBP60,000,000 Revolving Credit

Revolving credit facilities of RM346,956,000 (GBP60,000,000) of previous financial year was a secured loan of YTL Utilities (UK) Limited. The revolving credit was secured by a fixed and floating charge over land at Filton, Bristol of RM346,956,000 (GBP60,000,000). The borrowing bears interest rates ranging from 5.36% to 5.86% (2025: 5.86% to 6.77%) per annum and was fully repaid during the financial year.

All the above GBP revolving credit contains certain covenants to be met.

(iii) Revolving credit denominated in US Dollar

USD100,000,000 Revolving Credit

Revolving credit facilities of USD100,000,000 was obtained by the Company of which RM405,074,131 (USD99,526,813) (2025: RM418,249,246 (USD99,181,704)) remained outstanding as at 30 June 2026, net of amortised fees. The borrowing bears interest rates ranging from 5.10% to 5.85% (2025: 5.83% to 6.84%) per annum and is repayable in full on 19 October 2027. And, the borrowing requires the Company to maintain certain covenants.

(d) Term loans

(i) Term loans denominated in Great British Pounds

GBP200,000,000 Unsecured Term Loan

The term loans of RM1,077,200,000 (GBP200,000,000) (2025: RM769,085,800 (GBP133,000,000)) was drawn down by Wessex Water Services Limited of which RM1,077,200,000 (GBP200,000,000) (2025: RM738,991,282 (GBP127,795,677)) remained outstanding as at 30 June 2026, net of amortised fees. The loans bear interest rates ranging from 5.02% to 5.72% (2025: 5.72% to 6.54%) per annum and are repayable in full on 31 January 2030.

GBP75,000,000 Unsecured Term Loan

The term loans of RM403,950,000 (GBP75,000,000) (2025: RM433,695,000 (GBP75,000,000)) is an unsecured loan which was drawn down by Wessex Water Services Limited on 21 July 2022 of which RM375,366,660 (GBP69,693,030) (2025: RM431,290,919 (GBP74,584,256)) remained outstanding as at 30 June 2026, net of amortised fees. The loans bear interest rates ranging from 4.76% to 5.44% (2025: 5.44% to 6.26%) per annum and are repayable with a 60% bullet repayment on 31 January 2029 with the remaining 40% being repaid in equal semi-annual instalments commencing 31 January 2026.

28. BORROWINGS (CONTINUED)

(d) Term loans (continued)

(i) Term loans denominated in Great British Pounds (continued)

GBP150,000,000 Unsecured Term Loan

The term loan of RM807,900,000 (GBP150,000,000) (2025: RM867,390,000 (GBP150,000,000)) is unsecured loan which was drawn down by Wessex Water Services Limited on 14 October 2022 of which RM805,982,476 (GBP149,643,980) (2025: RM865,043,884 (GBP149,594,280)) remained outstanding as at 30 June 2026, net of amortised fees. The loan bears interest rates ranging from 5.02% to 5.53% (2025: 5.53% to 6.02%) per annum and is repayable in full on 30 November 2032.

GBP12,500,000 Unsecured Term Loan

The term loan of RM67,325,000 (GBP12,500,000) (2025: RM72,282,500 (GBP12,500,000)) is an unsecured loan of Wessex Water Limited. The loan bears interest rates ranging from 5.14% to 5.62% (2025: 5.62% to 6.11%) per annum and is repayable in full on 16 September 2027.

GBP118,699,898 Secured Term Loan

The term loan of RM639,317,651 (GBP118,699,898) is a secured loan which was drawn down by YTL SA1 Limited on 21 August 2025 of which RM433,295,632 (GBP80,448,502) remained outstanding as at 30 June 2026, net of amortised fees. The term loan is secured by a charge over certain development assets of RM986,318,467 and shares of YTL Land and Property (UK) Ltd. The loan bears interest rates ranging from 7.68% to 7.93% per annum and is repayable in full on 19 August 2029.

All the above GBP term loans contain certain covenants to be met.

(ii) Term loans denominated in US Dollar

USD150,000,000 Unsecured Term Loan

The term loan of RM610,500,000 (USD150,000,000) (2025: RM632,550,000 (USD150,000,000)) was drawn down by YTL Utilities Finance 4 Limited on 25 November 2020 of which RM609,657,510 (USD149,793,000) (2025: RM629,652,921 (USD149,313,000)) remained outstanding as at 30 June 2026, net of amortised fees. The term loan is guaranteed by the Company. The borrowing bears interest rates ranging from 5.22% to 5.96% (2025: 5.94% to 6.96%) per annum and is repayable on 21 November 2026. And, the borrowing requires YTL Utilities Finance 4 Limited to maintain certain covenants.

(iii) Term loans denominated in Singapore Dollar

SGD1,995,000,000 Secured Term Loan

The term loan of RM6,273,477,000 (SGD1,995,000,000) (2025: RM6,595,071,000 (SGD1,995,000,000)) was drawn down by YTL PowerSeraya Pte. Limited on 14 September 2017 of which RM1,957,185,109 (SGD622,395,570) (2025: RM2,055,657,350 (SGD621,833,550)) remained outstanding as at 30 June 2026, net of amortised fees. The borrowing is repayable in full on 5 March 2030. The term loan is secured by charges over certain assets of RM2,322,577,623 (2025: RM2,433,462,739) and shares of YTL PowerSeraya Pte. Limited. The borrowing bears interest rates ranging from 2.49% to 3.10% (2025: 3.34% to 5.14%) per annum.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

28. BORROWINGS (CONTINUED)

(d) Term loans (continued)

(iii) Term loans denominated in Singapore Dollar (continued)

SGD230,000,000 Secured Term Loan

The term loan of RM723,258,000 (SGD230,000,000) (2025: RM760,334,000 (SGD230,000,000)) was drawn down by Taser Power Pte. Ltd. on 1 June 2022 of which RM236,749,563 (SGD75,287,656) (2025: RM248,661,205 (SGD75,219,676)) remained outstanding as at 30 June 2026, net of amortised fees. The borrowing was refinanced on 5 March 2025 and is repayable in full on 5 March 2030. The term loan is secured by charges over certain assets of RM1,153,610,547 (2025: RM1,095,623,092) and shares of Taser Power Pte. Ltd.. The borrowing bears interest rates ranging from 2.49% to 3.10% (2025: 3.34% to 5.14%) per annum.

SGD330,000,000 Secured Term Loan

The term loan of RM1,037,718,000 (SGD330,000,000) (2025: RM231,406,000 (SGD70,000,000)) was drawn down by YTL PowerSeraya Pte. Limited. The term loan is secured by charges over certain assets of RM2,322,577,623 (2025: RM2,433,462,739) and shares of YTL PowerSeraya Pte. Limited. The borrowing bears interest rates ranging from 2.49% to 3.10% (2025: 3.34% to 3.89%) per annum and is repayable in full on 5 March 2030.

All the above SGD term loans contain certain covenants to be met.

(iv) Term loans denominated in Ringgit Malaysia

RM988,600,000 Secured Islamic Term Loan

On 13 January 2023, YTL DC South Sdn. Bhd. issued Islamic Term Loan of RM1,100,000,000 under the Shariah principle of Murabahah (via a Tawarruq Arrangement) constituted by a Facility Agreement. The term loans of RM988,600,000 (2025: RM918,300,000) is a secured loan of YTL DC South Sdn. Bhd. of which RM979,985,886 (2025: RM906,108,515) remained outstanding as at 30 June 2026, net of amortised fees. The term loan is secured by charges over certain assets of RM1,331,534,445 (2025: RM1,313,826,276) of YTL DC South Sdn. Bhd.. The borrowing bears profit rates ranging from 5.12% to 5.40% (2025: 5.40% to 5.47%) per annum and is repayable with a 30% repayment on 18 July 2028, 30% on 18 October 2028 and remaining 40% on 18 January 2029.

RM952,586,000 Secured Islamic Term Loan

On 11 March 2025, YTL DC South Sdn. Bhd. issued Islamic Term Loan of RM1,031,000,000 under the Shariah principle of Murabahah (via a Tawarruq Arrangement) constituted by a Facility Agreement. The term loan of RM952,586,000 (2025: RM639,150,000) is a secured loan of YTL DC South Sdn. Bhd. of which RM942,187,272 (2025: RM627,001,241) remained outstanding as at 30 June 2026, net of amortised fees. The term loan is secured by charges over certain assets of RM1,247,646,110 (2025: RM854,645,649) of YTL DC South Sdn. Bhd.. The borrowing bears profit rates ranging from 4.87% to 5.20% (2025: 5.15% to 5.25%) per annum and is repayable through semi-annual instalments of RM10,000,000 from month 36 to month 54, followed by semi-annual instalments of RM25,000,000 from month 60 to month 78, with the remaining balance of RM891,000,000 due in a final payment at month 84 from the date of first utilisation.

28. BORROWINGS (CONTINUED)

(d) Term loans (continued)

(iv) Term loans denominated in Ringgit Malaysia (continued)

RM380,500,000 Secured Term Loan

The term loan of RM380,500,000 was drawn down by Suria Solar Farm Sdn. Bhd. on 29 June 2026 of which RM287,568,089 remained outstanding as at 30 June 2026, net of amortised fees. The term loan is secured by charges over certain assets of RM412,397,341 of Suria Solar Farm Sdn. Bhd.. The borrowing bears an interest rate at 4.23% per annum and is repayable through semi-annual instalments of RM15,000,000 from month 18 to month 78, with the remaining balance of RM215,500,000 due in a final payment at month 84 from the date of first utilisation.

All the above MYR term loans contain certain covenants to be met.

Borrowings of the Group as mentioned above are subject to certain covenants. These covenants comprise financial covenants (financial ratios as financial service cover, debt/equity, net debt/equity, finance to equity, total net debt to tangible net worth, EBITDA to interest expenses, net debt to EBITDA, cash flow to debt service, profit service cover, total net debt to regulated capital value), limitation to dividend distribution and maintaining ownership in certain subsidiaries held by the Company. Compliance with financial covenants is assessed on a quarterly, semi-annual or annual basis. The Group and the Company are in compliance with these covenants as at reporting date.

29. LEASE LIABILITIES

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Current				
Lease liabilities	**134,841**	589,186	**275**	802
Non-current				
Lease liabilities	**395,370**	404,659	**-**	275
Total				
Lease liabilities	**530,211**	993,845	**275**	1,077

The Group leases telecommunication network sites, equipment, fiber core, retail outlets, plant and machinery, vehicles, land, office buildings and other equipment. While, the Company leases office space. Rental contracts duration is typically between 2 to 99 years (2025: 2 to 99 years) with extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

The Group's and the Company's maturity profile of lease liabilities is disclosed in Note 36(c) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS)

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Defined contribution plan - Current				
Malaysia	**800**	781	**787**	769
Defined benefit plan - Current				
Malaysia	**12,798**	12,833	**-**	-
Defined benefit plan - Non-current				
Malaysia	**31,578**	41,001	**-**	-
Overseas				
- United Kingdom	**(147,393)**	(64,187)	**-**	-
- Indonesia	**10,276**	13,730	**-**	-
- Thailand	**1,746**	1,769	**-**	-
	(103,793)	(7,687)	**-**	-

(a) Defined contribution plan

Group companies incorporated in Malaysia contribute to the national defined contribution plan. Once the contributions have been paid, the Group and the Company have no further payment obligations.

(b) Defined benefit plan - Malaysia

A subsidiary of the Group, Ranhill SAJ Sdn. Bhd., operates a defined benefit retirement scheme for its eligible employees, which is unfunded. The estimated obligations under the retirement benefit scheme are based on actuarial valuation report prepared by a qualified independent actuary on 3 August 2026 covering the period from 30 June 2026 to 30 June 2028.

The retirement benefit obligations are made for the non-funded benefits plan. The liability is accrued at the present value of the defined benefit obligations using the projected unit method.

The movements during the financial year in the amounts recognised in the Statement of Financial Position are as follows:

	2026 RM'000	2025 RM'000
At 1 July	**53,834**	65,444
Pension cost	**3,420**	4,169
Contributions and benefits paid	**(11,914)**	(15,779)
Re-measurement gain	**(964)**	-
At 30 June	**44,376**	53,834

Obligations relating to post-employment benefits recognised in the Statement of Financial Position are as follows:

	2026 RM'000	2025 RM'000
Present value of obligations	**44,376**	53,834

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(b) Defined benefit plan – Malaysia (continued)

Changes in present value of defined benefits obligations are as follows:

	2026 RM'000	2025 RM'000
At 1 July	**53,834**	65,444
Interest cost	**1,884**	2,179
Current service cost	**1,536**	1,990
Net benefits paid	**(11,914)**	(15,779)
Re-measurement gain	**(964)**	–
Present value of defined benefit obligations, at 30 June	**44,376**	53,834

The pension cost recognised can be analysed as follows:

	2026 RM'000	2025 RM'000
Interest cost	**1,884**	2,179
Current service cost	**1,536**	1,990
Total charge to Income Statement	**3,420**	4,169

The charge to Income Statement was included in the following line item:

	2026 RM'000	2025 RM'000
Administration expenses	**3,420**	4,169

The principal assumptions used in the actuarial calculations were as follows:

	2026 %	2025 %
Discount rate	**4.10**	5.00
Rate of increase in salaries – long term	**6.00**	6.00
Mortality rate	**Malaysia Assured Life Table 2011-2015**	
Withdrawal	**1.00**	1.00

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(b) Defined benefit plan - Malaysia (continued)

Sensitivity analysis:

The sensitivity analysis below has been derived based on the changes to individual assumptions, with all other assumptions held constant:

Key assumptions

		Scheme liabilities		Scheme liabilities	
	Increase/ (Decrease) by RM'000	Increase from RM'000	Increase to RM'000	Decrease from RM'000	Decrease to RM'000
A reduction in the discount rate of 1.0% (from 4.1% to 3.1%)	**2,425**	**44,376**	**46,801**	**-**	**-**
A reduction in the salary increment rate of 1.0% (from 6.0% to 5.0%)	**(2,992)**	**-**	**-**	**44,376**	**41,384**
An increase in the discount rate of 1.0% (from 4.1% to 5.1%)	**(2,083)**	**-**	**-**	**44,376**	**42,293**
An increase in the salary increment rate of 1.0% (from 6.0% to 7.0%)	**3,356**	**44,376**	**47,732**	**-**	**-**

The sensitivity analysis presented above may not be representative of the actual change in defined benefit obligations as it is unlikely that the change in assumptions would occur in isolation to one another as some assumptions may be correlated.

(c) Defined benefit plan - United Kingdom

A subsidiary of the Group operates final salary defined benefit plans for its employees in the United Kingdom, the assets of which are held in separate trustee-administered funds. The latest actuarial valuation of the plan was undertaken by a qualified actuary as at 30 September 2022. This valuation has been adjusted to the reporting date as at 30 June 2026 taking account of experience over the period since 30 September 2022, changes in market conditions, and differences in the financial and demographic assumptions by the qualified actuary.

(i) Profile of the scheme

The defined benefit obligations include benefits for current employees, former employees and current pensioners. Broadly, about 20% of the liabilities are attributable to current employees, 13% to deferred pensioners and 67% to current pensioners.

The scheme duration is an indicator of the weighted-average time until benefit payments are made. For the scheme as a whole, the duration is approximately 11-12 years, reflecting the appropriate split of the defined benefit obligation between current employees (duration of c15-16 years), deferred members (duration of c16-17 years) and current pensioners (duration of c9-10 years).

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(c) Defined benefit plan - United Kingdom (continued)

(ii) Funding requirements

UK legislation requires that pension schemes are funded prudently. The last funding valuation report, 30 September 2022 showed a funding deficit of GBP35.3 million (RM190.1 million).

The subsidiary was not required to pay any deficit contributions during the year due to improvements in the scheme's funding position which have put it into a surplus position. No subsidiary deficit contributions are due during the period 1 July 2026 to 30 June 2027. The next funding valuation is due no later than 30 September 2025 and is currently underway.

The subsidiary also pays contributions of 15.5% of pensionable salaries in respect of current accrual and non-investment related expenses.

(iii) Risk associated with the scheme

Asset volatility – The liabilities are calculated using a discount rate set with reference to corporate bond yields; if assets underperform this yield, this will create a deficit. The scheme holds a significant proportion of growth assets (equities including a diversified growth fund and a global absolute return fund) which, though expected to outperform corporate bonds in the long-term, create volatility and risk in the short-term. The allocation to growth assets is monitored to ensure it remains appropriate given the scheme's long-term objectives.

Changes in bond yields – A decrease in corporate bond yields will increase the value placed on the scheme's liabilities for accounting purposes, although this will be partially offset by an increase in the value of the scheme's bond holdings.

Inflation risk – The majority of the scheme's benefit obligations are linked to inflation and higher inflation will lead to higher liabilities (although, in most cases, caps on the level of inflationary increases are in place to protect against extreme inflation). The majority of the assets are either unaffected by or only loosely correlated with inflation, meaning that an increase in inflation will also increase the deficit.

Life expectancy – The majority of the scheme's obligations are to provide benefits for the life of the member, so increases in life expectancy will result in an increase in the liabilities.

Risk management – The trustees insure certain benefits payable on death before retirement.

The movements during the financial year in the amounts recognised in the Statement of Financial Position are as follows:

	2026 RM'000	2025 RM'000
At 1 July	**(64,187)**	(31,124)
Exchange differences	**5,839**	378
Pension cost	**26,462**	30,275
Contributions and benefits paid	**(28,466)**	(31,858)
Re-measurement gain	**(87,041)**	(31,858)
At 30 June	**(147,393)**	(64,187)

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(c) Defined benefit plan - United Kingdom (continued)

The amounts recognised in the Statement of Financial Position are analysed as follows:

	2026 RM'000	2025 RM'000
Present value of funded obligations	**2,849,570**	3,074,816
Fair value of plan assets	**(2,996,963)**	(3,139,003)
Asset in the Statement of Financial Position	**(147,393)**	(64,187)

Changes in present value of defined benefit obligations are as follows:

	2026 RM'000	2025 RM'000
At 1 July	**3,074,816**	3,393,993
Exchange differences	**(210,651)**	(104,826)
Interest cost	**158,755**	161,568
Current service cost	**22,083**	26,293
Net benefits paid	**(181,199)**	(171,239)
Re-measurement loss/(gain):		
- Actuarial loss/(gain) arising from demographic assumptions	**73,903**	(5,689)
- Actuarial gain arising from financial assumptions	**(128,099)**	(284,450)
- Actuarial loss arising from experience adjustments	**39,962**	59,166
Present value of defined benefit obligations, at 30 June	**2,849,570**	3,074,816

Changes in fair value of plan assets are as follows:

	2026 RM'000	2025 RM'000
At 1 July	**3,139,003**	3,425,117
Exchange differences	**(216,490)**	(105,204)
Interest income	**162,587**	163,275
Contributions by employer	**28,466**	31,858
Net benefits paid	**(181,199)**	(171,239)
Administration expenses	**(8,211)**	(5,689)
Re-measurement gain/(loss):		
- Return on plan assets excluding interest income	**72,807**	(199,115)
Fair value of plan assets, at 30 June	**2,996,963**	3,139,003

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(c) Defined benefit plan – United Kingdom (continued)

The pension cost recognised is analysed as follows:

	2026 RM'000	2025 RM'000
Interest income	**(3,832)**	(1,707)
Current service cost	**22,083**	26,293
Administration expenses	**8,211**	5,689
Total charged to Income Statement	**26,462**	30,275

The charge to Income Statement was included in the following line items:

	2026 RM'000	2025 RM'000
Cost of sales	**22,083**	26,293
Administration expenses	**8,211**	5,689
Interest income	**(3,832)**	(1,707)
Total charged to Income Statement	**26,462**	30,275

The principal assumptions used in the actuarial calculations were as follows:

	2026 %	2025 %
Discount rate	**6.00**	5.60
Rate of increase in pensions	**1.90-2.70**	1.90-2.70
Rate of increase in salaries – long term	**1.70**	1.70
Inflation – RPI	**2.80**	2.80
Inflation – CPI	**2.30**	2.30

Mortality assumptions:

The mortality assumptions are based upon the recent actual mortality experience of scheme members and allow for expected future improvements in mortality rates.

	2026 Male Years	2026 Female Years	2025 Male Years	2025 Female Years
Life expectancy – current age 60	**27.1**	**29.0**	25.3	28.2
Life expectancy – current age 40	**47.5**	**50.1**	46.6	49.4

The mortality table adopted is based upon standard tables S4PMA/S4PFA_M with best estimate scaling factors, adjusted to allow for individual years of birth. Future improvements are assumed to be in line with the continuous mortality investigation ("CMI") 2025 projection, with a long-term improvement rate of 1.0% p.a. for all members.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(c) Defined benefit plan – United Kingdom (continued)

Sensitivity analysis:

The key assumptions used for MFRS 119 "Employee Benefits" are: discount rate, inflation and mortality. If different assumptions are used, this could have a material effect on the results disclosed. The sensitivity of the results to these assumptions are set out below. For the purposes of these sensitivities, it has been assumed that the change in the discount rate and inflation has no impact on the value of scheme assets.

Key assumptions

		Scheme liabilities		Scheme (surplus)/deficit	
	Increase by RM'000	Increase from RM'000	Increase to RM'000	Decrease from RM'000	Decrease to RM'000
A reduction in the discount rate of 0.1% (from 6.0% to 5.9%)	**30,700**	**2,849,570**	**2,880,270**	**(147,393)**	**(116,693)**
An increase in the inflation assumption of 0.1% (from 2.3% to 2.4% for CPI and 2.8% to 2.9% for RPI)	**29,623**	**2,849,570**	**2,879,193**	**(147,393)**	**(117,770)**
An increase in life expectancy of 1 year	**85,099**	**2,849,570**	**2,934,669**	**(147,393)**	**(62,294)**

The plan assets comprise the following:

	2026		2025	
	RM'000	%	RM'000	%
Equity instrument	**888,151**	**29.6**	877,799	28.0
Debt instrument	**1,768,762**	**59.0**	1,982,854	63.2
Property	**209,515**	**7.0**	209,330	6.7
Others	**130,535**	**4.4**	69,020	2.1
	2,996,963	**100.0**	3,139,003	100.0

	2026 RM'000	2025 RM'000
Actual return on plan assets	**235,394**	(35,840)

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(d) Defined benefit plan – Indonesia

Summary of obligations relating to employee benefits due under prevailing law and regulations as well as under the Indonesia subsidiary's regulations are presented as below:

	2026 RM'000	2025 RM'000
Obligation relating to post-employment benefits	**9,270**	11,736
Obligation relating to other long-term employee benefits	**1,006**	1,994
	10,276	13,730

A subsidiary of the Group has a defined contribution pension plan covering its qualified permanent national employees in Indonesia. The subsidiary's contribution is 6% of employee basic salary, while the employees' contribution ranges from 3% to 14%.

The contributions made to the defined contribution plan are acceptable for funding the post-employment benefits under the labour regulations.

The obligation for post-employment and other long-term employee benefits were recognised with reference to actuarial report prepared by an independent actuary. The latest valuation was on 30 June 2026.

(i) Post-employment benefit obligations

The movements during the financial year in the amounts recognised in the Statement of Financial Position are as follows:

	2026 RM'000	2025 RM'000
At 1 July	**11,736**	12,987
Exchange differences	**(1,261)**	(1,384)
Pension cost	**1,055**	1,565
Contributions and benefits paid	**(1,546)**	(1,569)
Re-measurement (gain)/loss	**(714)**	137
At 30 June	**9,270**	11,736

The obligations relating to post-employment benefits recognised in the Statement of Financial Position are as follows:

	2026 RM'000	2025 RM'000
Present value of obligations	**9,270**	11,736

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(d) Defined benefit plan – Indonesia (continued)

(i) Post-employment benefit obligations (continued)

Changes in present value of defined benefit obligations are as follows:

	2026 RM'000	2025 RM'000
At 1 July	**11,736**	12,987
Exchange differences	**(1,261)**	(1,384)
Interest cost	**674**	803
Current service cost	**681**	762
Past service credit	**(300)**	-
Net benefits paid	**(1,546)**	(1,569)
Re-measurement (gain)/loss:		
- Actuarial (gain)/loss arising from financial assumptions	**(595)**	295
- Actuarial gain arising from experience adjustments	**(119)**	(158)
Present value of defined benefit obligations, at 30 June	**9,270**	11,736

The pension cost recognised can be analysed as follows:

	2026 RM'000	2025 RM'000
Interest cost	**674**	803
Current service cost	**681**	762
Past service credit	**(300)**	-
Total charge to Income Statement	**1,055**	1,565

(ii) Other long-term employee benefit obligations

The obligations relating to other long-term employee benefits (i.e. long leave service benefits) recognised in the Statement of Financial Position are as follows:

	2026 RM'000	2025 RM'000
Present value of obligations	**1,006**	1,994

The movements during the financial year in the amounts recognised in the Statement of Financial Position are as follows:

	2026 RM'000	2025 RM'000
At 1 July	**1,994**	2,298
Exchange differences	**(178)**	(240)
Pension (credit)/cost	**(507)**	405
Contributions and benefits paid	**(303)**	(469)
At 30 June	**1,006**	1,994

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(d) Defined benefit plan – Indonesia (continued)

(ii) Other long-term employee benefit obligations (continued)

Changes in present value of defined benefit obligations are as follows:

	2026 RM'000	2025 RM'000
At 1 July	**1,994**	2,298
Exchange differences	**(178)**	(240)
Current service cost	**305**	405
Past service credit	**(812)**	–
Net benefits paid	**(303)**	(469)
At 30 June	**1,006**	1,994

The amounts relating to other long-term employee benefit obligations recognised in the Income Statement are as follows:

	2026 RM'000	2025 RM'000
Current service cost	**305**	405
Past service credit	**(812)**	–
	(507)	405

The charge above was included in the cost of sales.

The principal assumptions used in the actuarial calculations were as follows:

	2026 %	2025 %
Discount rate	**7.3**	6.5
Future salary increase rate	**7.5**	8.5

At 30 June 2026, the weighted-average duration of the defined benefit obligations was 2.60 years (2025: 5.16 years).

Sensitivity analysis:

Reasonably possible changes to the key assumptions, would have affected the defined benefit obligations at the reporting date by the following amounts:

	2026		2025	
	RM'000 Increase	RM'000 Decrease	RM'000 Increase	RM'000 Decrease
Discount rate (1% movement)	**(233)**	**242**	(631)	693
Future salary increase rate (1% movement)	**399**	**(391)**	942	(876)

This analysis depicts the approximate sensitivity of the benefits obligation to a reasonable possible change in assumptions, but does not take account of the variability in the timing of distribution of benefit payments expected under the plan.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

31. GRANTS AND CONTRIBUTIONS

	Group	
	2026 RM'000	**2025 RM'000**
At 1 July	**769,713**	721,874
Exchange differences	**(52,174)**	(21,808)
Received during the financial year	**62,610**	84,928
Amortisation	**(14,691)**	(15,281)
At 30 June	**765,458**	769,713

Grants and contributions comprise grants mainly in respect of specific qualifying expenditure on infrastructure assets and a cogeneration plant.

32. PAYABLES (NON-CURRENT)

		Group	
	Note	**2026 RM'000**	**2025 RM'000**
Contract liabilities	4(b)	**125,631**	59,156
Deposits		**98,379**	86,620
Deferred income		**1,627,611**	1,675,370
Deferred liabilities		**57,160**	64,302
Payables to non-controlling interest		**59,096**	67,830
		1,967,877	1,953,278

The deferred income is mainly in relation to assets transferred from customers and services of the water and sewerage segment which are yet to be provided of RM926.0 million (2025: RM959.1 million) and shareholder loan interest revenue of RM591.7 million (2025: RM644.6 million). The fair value of payables approximates their carrying values.

33. PAYABLES AND ACCRUED EXPENSES (CURRENT)

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Trade payables		**2,269,063**	2,108,264	**-**	-
Duties and taxes payable		**52,276**	51,485	**-**	-
Accrued expenses*		**1,426,389**	1,234,612	**991**	2,150
Interest payables		**664,143**	481,983	**123,036**	118,265
Other payables		**975,554**	942,613	**1,887**	1,289
Deposits		**462,546**	467,589	**-**	-
Contract liabilities	4(b)	**663,618**	622,287	**-**	-
Dividend payable		**346,550**	357,517	**346,550**	337,517
		6,860,139	6,266,350	**472,464**	459,221

* *Accrued expenses mainly comprise regulatory costs and capital expenditure.*

34. PROVISION FOR LIABILITIES AND CHARGES

	Group	
	2026 RM'000	2025 RM'000
At 1 July	**41,981**	37,756
Exchange differences	**(802)**	(283)
Addition	**2,895**	2,044
Accretion of interests	**1,203**	1,319
Charge during the financial year	**5,708**	4,669
Payment	**(6,444)**	(3,524)
At 30 June	**44,541**	41,981
Current	**11,002**	12,306
Non-current	**33,539**	29,675
	44,541	41,981

The provision for liabilities and charges relate to environmental costs and asset retirement obligations.

35. AMOUNTS OWING BY/(TO) FELLOW SUBSIDIARIES

The amounts owing by/(to) fellow subsidiaries are unsecured, interest-free and repayable on demand. The amounts owing by/(to) fellow subsidiaries principally relate to operational expenses and expenses paid on behalf by/of the Group and the Company.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

36. FINANCIAL RISK MANAGEMENT

The Group's and the Company's activities expose it to a variety of financial risks, including market risk (comprising of foreign currency exchange risk, interest rate risk and price risk), credit risk, liquidity risk and capital risk. The Group's and the Company's overall financial risk management objective is to ensure that adequate resources are available to create value for its shareholders. The Group and the Company focus on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and the Company.

Financial risk management is carried out through regular risk review analysis, internal control systems and adherence to the Group and the Company financial risk management policies. The Board regularly reviews these risks and approves the appropriate control environment frameworks.

(a) Market risk

(i) Foreign currency exchange risk

Foreign currency exchange risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group and the Company are exposed to risks arising from various currency exposures primarily with respect to the United States Dollar ("USD"). Where necessary, the Group enters into forward foreign currency exchange contracts to limit its exposure on foreign currency receivables and payables and on cash flows generated from anticipated transactions denominated in foreign currencies.

The following table demonstrates the impact to the Group's and the Company's profit after tax and equity to strengthening/ weakening of USD, with all other variables held constant.

	Group		Company	
	2026 Increase/ (Decrease) RM'000	**2025 Increase/ (Decrease) RM'000**	**2026 Increase/ (Decrease) RM'000**	**2025 Increase/ (Decrease) RM'000**
Currency exposure of net financial assets, net of those denominated in the respective entities' functional currencies	**2,030,269**	2,888,430	**1,895,950**	2,876,526
Effects on profit after tax/equity:				
USD/RM				
- strengthened by 3% (2025: 11%)	**69,626**	307,540	**66,091**	306,273
- weakened by 3% (2025: 11%)	**(69,626)**	(307,540)	**(66,091)**	(306,273)

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(ii) Interest rate risk

Interest rate exposure arises from the Group's and the Company's borrowings, deposits, short-term investments and interest-bearing advances to subsidiaries of the Company. This exposure is managed through the use of fixed and floating rate debts, as well as through derivative financial instruments, where appropriate, to generate the desired interest rate profile.

Borrowings issued at variable rates expose the Group's and the Company's cash flows to interest rate risk. However, this is partially offset by the interest income accruing on fixed deposits and income funds.

The interest rate profile of the Group's and the Company's significant interest-bearing financial instruments, based on carrying amounts as at the reporting date, were:

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Fixed rate instruments				
Financial assets	**1,391,535**	1,442,652	**2,658,215**	1,674,705
Financial liabilities	**29,185,832**	29,172,656	**11,323,980**	10,237,815
Variable rate instruments				
Financial assets	**7,449,123**	12,060,033	**1,476,306**	3,056,215
Financial liabilities	**10,698,552**	8,788,076	**1,255,074**	1,178,024

At the reporting date, if annual interest rates had been 50 basis points higher/lower respectively, with all other variables in particular foreign exchange rates and tax rates being held constant, the Group's and the Company's profit after tax and equity will be lower/higher by RM53.5 million (2025: RM43.9 million) and RM6.3 million (2025: RM5.9 million), respectively as a result of increase/decrease in interest expense on these variable rate borrowings.

The Group and the Company manage their liquidity risks by placing excess funds of the Group and the Company in bank deposits and other highly liquid investments to match its cash flow needs. If interest deposit rates increased/decreased by 10 basis points, interest income for the Group and the Company for the financial year would increase/decrease by RM7.4 million (2025: RM12.1 million) and RM1.5 million (2025: RM3.1 million), respectively.

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(iii) Price risk

Investments

The Group and the Company are exposed to equity securities and income funds price risk arising from investments held which are classified on the Statement of Financial Position either as financial assets at fair value through other comprehensive income ("FVTOCI") or financial assets at fair value through profit or loss ("FVTPL").

To manage its price risk arising from investments in equity securities, the Group and the Company diversify their portfolio. For income funds, the Group and the Company mainly invest in AAA rated bonds. This investment is meant to achieve better yield as compared to fixed deposits. At the reporting date, if the prices of the income funds at FVTPL increased/decreased by 1% (2025: 1%) with all other variables including tax rate being held constant, the Group's and the Company's profit after tax and equity will be higher/lower by RM9.7 million (2025: RM12.2 million) and RM1.4 million (2025: RM3.7 million), respectively.

Fuel commodity price risk

The Group hedges its fuel commodity price risk by the use of derivative instruments against fluctuations in fuel oil prices which affect the cost of fuel.

The Group has contracts for the sale of electricity to the Singapore electricity pool at prices that are fixed in advance every three months and to retail customers at prices that are either fixed in amount or in pricing formula for periods up to a number of years. The fixing of the prices under the contracts is based largely on the price of fuel oil required to generate the electricity. The Group enters into fuel swaps to hedge against adverse price movements of fuel oil prices. The Group typically enters into a swap to pay a fixed price and receive a variable price indexed to a benchmark fuel price index.

Exposure to price fluctuations arising from the purchase of fuel oil and natural gas are substantially managed via swaps where the price is indexed to a benchmark price index, for example 180 CST fuel oil, Dated Brent and JKM. The Group's exposure to the fluctuation of forward price curve is immaterial.

(b) Credit risk

Credit risk is the potential financial loss resulting from the failure of a counter party to settle their obligations to the Group and the Company.

The Group's exposures to credit risk arise primarily from trade receivables, unbilled receivables, contract assets and other receivables. For other financial assets (including short-term investment securities, fixed deposits and derivative financial instruments), the Group minimises credit risk by dealing with creditworthy counterparties.

The Company's exposures to credit risk arise primarily from other receivables and amounts owing by related companies. For other financial assets (including short-term investment securities and fixed deposits), the Company minimises credit risk by dealing with creditworthy counterparties.

Due to the nature of the Group's business, customers are mainly segregated according to business segments. In the Group's power generation business in Singapore and data center business in Malaysia, credit reviews are performed on all customers with established credit limits and supported by collateral in the form of guarantees for selected customers.

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

For the Group's water and sewerage business, the credit risk of receivables is mitigated through strict collection procedures. In the Group's telecommunications business, the credit risk is monitored on an ongoing basis through a credit policy. The Directors are of the view that credit risk arising from these businesses is limited due to the large customer base.

Trade receivables, unbilled receivables, contract assets and amounts owing by related companies

The Group applies the MFRS 9 simplified approach in measuring ECL which uses a lifetime expected loss allowance for all trade receivables, unbilled receivables, contract assets and amounts owing by related companies which is trade in nature. To measure the ECL, trade receivables, unbilled receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are determined based on between 1 to 10 (2025: 1 to 10) years of historical ageing profiles and the corresponding historical credit losses experienced within this period as applicable. The historical loss rates are adjusted to reflect forward-looking information on macroeconomic factors affecting the ability of customers to settle the receivables. Some of the factors which the Group has identified include unemployment rates, economic trends, and annual Gross Domestic Product ("GDP") growth. The Group has adjusted the historical loss rates based on expected changes in such factors. The Group's estimate of recoverability of the contract assets is based on forward-looking judgement on the future collection rate that are likely to be achieved.

On that basis, the loss allowance was determined for trade receivables, unbilled receivables, contract assets and amounts owing by related companies as follows:

		<---------- Past due ---------->			
Group 30 June 2026	**Current RM'000**	**1-90 days RM'000**	**91-120 days RM'000**	**> 120 days RM'000**	**Total RM'000**
Expected loss rate (%) [1]	**0 - 23.5**	**3.8 - 23.2**	**1.7 - 23.2**	**12.7 - 63.0**	
Gross carrying amount					
- Trade receivables	**1,097,358**	**206,813**	**105,606**	**773,667**	**2,183,444**
- Unbilled receivables	**1,764,037**	**-**	**-**	**-**	**1,764,037**
- Contract assets	**359,549**	**22**	**181**	**-**	**359,752**
- Related companies	**27,553**	**152**	**-**	**5,167**	**32,872**
	3,248,497	**206,987**	**105,787**	**778,834**	**4,340,105**
Allowance for impairment					
- Trade receivables	**(49,779)**	**(24,120)**	**(12,353)**	**(410,314)**	**(496,566)**
- Unbilled receivables	**(35,481)**	**-**	**-**	**-**	**(35,481)**
- Contract assets	**(15,668)**	**-**	**(1)**	**-**	**(15,669)**
- Related companies	**-**	**-**	**-**	**(3,216)**	**(3,216)**
	(100,928)	**(24,120)**	**(12,354)**	**(413,530)**	**(550,932)**
Net carrying amount	**3,147,569**	**182,867**	**93,433**	**365,304**	**3,789,173**

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Trade receivables, unbilled receivables, contract assets and amounts owing by related companies (continued)

On that basis, the loss allowance was determined for trade receivables, unbilled receivables, contract assets and amounts owing by related companies as follows: (continued)

		<---------- Past due ---------->			
Group 30 June 2025	**Current RM'000**	**1-90 days RM'000**	**91-120 days RM'000**	**> 120 days RM'000**	**Total RM'000**
Expected loss rate (%) [1]	0 - 32.6	4.9 - 21.1	9.3 - 42.9	26.1 - 76.1	
Gross carrying amount					
- Trade receivables	1,091,931	203,598	32,442	694,573	2,022,544
- Unbilled receivables	1,642,131	-	-	-	1,642,131
- Contract assets	384,422	36	118	-	384,576
- Related companies	32,257	10	-	2,626	34,893
	3,150,741	203,644	32,560	697,199	4,084,144
Allowance for impairment					
- Trade receivables	(91,482)	(13,085)	(4,167)	(393,666)	(502,400)
- Unbilled receivables	(35,872)	-	-	-	(35,872)
- Contract assets	(8,480)	-	(1)	-	(8,481)
- Related companies	-	-	-	(1,670)	(1,670)
	(135,834)	(13,085)	(4,168)	(395,336)	(548,423)
Net carrying amount	3,014,907	190,559	28,392	301,863	3,535,721

Note:

[1] The expected loss rate comprises of customers with different risk profiles.

Cash and bank balances

The Group and the Company place its cash and bank balances with a number of creditworthy financial institutions. The Group's and the Company's policy limit the concentration of financial exposure to any single financial institution. While cash and bank balances are also subject to the impairment requirements of MFRS 9, the identified impairment loss was immaterial.

Derivative financial instruments

Transactions involving derivative financial instruments are allowed only with counterparties that are of high credit quality. As such, management does not expect any counterparties to fail to meet their obligations. The Group considers the risk of material loss in the event of non-performance by a financial counter party to be unlikely.

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Other receivables and amounts owing by related companies

The Group and the Company use the 3-stages approach for ECL on other receivables and amounts owing by related companies. The 3-stages approach reflects their receivables' credit risk and how the loss allowance is determined for each of those categories.

A summary of the assumptions underpinning the Group's and the Company's ECL model is as follows:

Category	Group's and Company's definition of category	Basis for recognising ECL
Performing	Debtors have a low risk of default and a strong capacity to meet contractual cash flows	12 month ECL
Underperforming	Debtors for which there is a significant increase in credit risk or significant increase in credit risk is presumed if interest and/or principal repayments are 30 days past due	Lifetime ECL
Non-performing	Debtors and repayments are more than 80 to 365 days past due	Lifetime ECL
Write-off	There is evidence indicating that there is no reasonable expectation of recovery based on unavailability of debtor's sources of income or assets to generate sufficient future cash flows to repay the amount	Asset is written off

Based on the above, loss allowance is measured on either 12 month ECL or lifetime ECL using a PD x LGD x EAD methodology where:

- PD ('probability of default') - the likelihood that the debtor would not be able to repay during the contractual period;
- LGD ('loss given default') - the percentage of contractual cash flows that will not be collected if default happens; and
- EAD ('exposure at default') - the outstanding amount that is exposed to default risk.

In deriving the PD and LGD, the Group and the Company consider historical data by each debtor by category and adjusts for forward-looking macroeconomic data. The Group and the Company have identified the industry and geographical area which the debtor operates in to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors. Loss allowance is measured at a probability-weighted amount that reflects the possibility that a credit loss occurs and the possibility that no credit loss occurs. No significant changes to estimation techniques or assumptions were made during the reporting period.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Other receivables and amounts owing by related companies (continued)

	Expected credit loss rate	Basis for recognition of expected credit loss provision	Estimated gross carrying amount at default RM'000	Loss allowance RM'000	Net carrying amount RM'000
Group					
30 June 2026					
Other receivables					
Performing	**8.6%**	**12 month ECL**	**4,150,900**	**(355,217)**	**3,795,683**
Underperforming	**100.0%**	**Lifetime ECL**	**1,518**	**(1,518)**	**-**
Company					
30 June 2026					
Other receivables					
Performing	**-**	**12 month ECL**	**3,827**	**-**	**3,827**
Related companies					
Performing	**5.4%**	**12 month ECL**	**4,460,886**	**(242,892)**	**4,217,994**
Underperforming	**100.0%**	**Lifetime ECL**	**114,936**	**(114,936)**	**-**
Group					
30 June 2025					
Other receivables					
Performing	3.0%	12 month ECL	3,785,415	(111,868)	3,673,547
Underperforming	100.0%	Lifetime ECL	1,553	(1,553)	-
Company					
30 June 2025					
Other receivables					
Performing	-	12 month ECL	4,673	-	4,673
Related companies					
Performing	2.5%	12 month ECL	4,407,686	(111,332)	4,296,354
Underperforming	100.0%	Lifetime ECL	205,962	(205,962)	-

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Movement on the Group's loss allowances is as follows:

Group	Trade receivables RM'000	Unbilled receivables RM'000	Contract assets RM'000	Related companies RM'000	Other receivables RM'000	Total RM'000
2026						
At 1 July 2025	**502,400**	**35,872**	**8,481**	**1,670**	**113,421**	**661,844**
Exchange differences	**(31,453)**	**(2,494)**	**-**	**-**	**(3,959)**	**(37,906)**
Written off during the financial year as uncollectible	**(101,572)**	**-**	**-**	**-**	**-**	**(101,572)**
Allowance for impairment of receivables (net of reversals)						
– Charged to Income Statement	**127,191**	**2,103**	**7,188**	**1,546**	**216,681**	**354,709**
– Others	**-**	**-**	**-**	**-**	**30,592**	**30,592**
At 30 June 2026	**496,566**	**35,481**	**15,669**	**3,216**	**356,735**	**907,667**
2025						
At 1 July 2024	405,130	10,155	8,195	741	38,063	462,284
Exchange differences	(11,170)	118	-	-	(5,996)	(17,048)
Written off during the financial year as uncollectible	(66,463)	-	(287)	-	-	(66,750)
Allowance for impairment of receivables (net of reversals)						
– Charged to Income Statement	174,903	25,599	573	929	52,459	254,463
– Others	-	-	-	-	28,895	28,895
At 30 June 2025	502,400	35,872	8,481	1,670	113,421	661,844

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Movement on the Company's loss allowances is as follows:

Company	Related companies RM'000
2026	
At 1 July 2025	**317,294**
Exchange differences	**(13,452)**
Written off during the financial year as uncollectible	**(81,455)**
Allowance for impairment of receivables	**135,441**
At 30 June 2026	**357,828**
2025	
At 1 July 2024	208,741
Exchange differences	(297)
Allowance for impairment of receivables	108,850
At 30 June 2025	317,294

At the reporting date, the maximum exposure to credit risk of the financial assets of the Group and the Company are represented by the carrying amounts in the Statement of Financial Position, except for Group's trade receivables on electricity and steam sales where the Group will assess each customer individually and typically require collateral in the form of bankers' guarantees or deposits from selected customers.

(c) Liquidity risk

Liquidity risk management implies maintaining sufficient bank deposits and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses, the Group and the Company aim at maintaining flexibility by keeping committed credit lines available.

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk (continued)

The table below summarises the maturity profile of the Group's financial liabilities as at the reporting date based on undiscounted contractual payments:

Group	On demand/ Less than 1 year RM'000	Between 1 and 5 years RM'000	Over 5 years RM'000	Total RM'000
2026				
Non-derivative financial liabilities				
Bonds and borrowings	**6,421,291**	**16,645,823**	**35,459,237**	**58,526,351**
Lease liabilities	**207,960**	**533,422**	**125,177**	**866,559**
Trade and other payables	**5,796,734**	**164,498**	**55,077**	**6,016,309**
Service concession obligations	**278,113**	**-**	**-**	**278,113**
Financial guarantee contracts	**67,856**	**4,700**	**-**	**72,556**
Derivative financial liabilities				
Fuel swaps	**52,769**	**9,151**	**-**	**61,920**
Currency forwards	**5,562**	**1,965**	**-**	**7,527**
	12,830,285	**17,359,559**	**35,639,491**	**65,829,335**
Group				
2025				
Non-derivative financial liabilities	4,238,852	17,739,248	35,936,204	57,914,304
Bonds and borrowings	748,807	515,450	549,087	1,813,344
Lease liabilities	5,326,319	161,923	63,751	5,551,993
Trade and other payables	477,033	234,131	-	711,164
Service concession obligations	74,302	2,512	-	76,814
Financial guarantee contracts				
Derivative financial liabilities				
Fuel swaps	111,597	20,926	-	132,523
Currency forwards	52,789	19,843	-	72,632
	11,029,699	18,694,033	36,549,042	66,272,774

NOTES TO THE FINANCIAL STATEMENTS
for the financial year ended 30 June 2026

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk (continued)

The table below summarises the maturity profile of the Company's financial liabilities as at the reporting date based on undiscounted contractual payments:

Company	On demand/ Less than 1 year RM'000	Between 1 and 5 years RM'000	Over 5 years RM'000	Total RM'000
2026				
Non-derivative financial liabilities				
Bonds and borrowings	**3,992,522**	**3,799,195**	**8,449,357**	**16,241,074**
Lease liabilities	**278**	**-**	**-**	**278**
Trade and other payables	**869,968**	**-**	**-**	**869,968**
Financial guarantee contracts	**1,371,456**	**-**	**-**	**1,371,456**
	6,234,224	**3,799,195**	**8,449,357**	**18,482,776**
2025				
Non-derivative financial liabilities				
Bonds and borrowings	1,491,651	6,151,924	7,322,543	14,966,118
Lease liabilities	834	278	-	1,112
Trade and other payables	395,020	-	-	395,020
Financial guarantee contracts	1,220,958	-	-	1,220,958
	3,108,463	6,152,202	7,322,543	16,583,208

As at 30 June 2026, the Company is in a net current liabilities position, mainly due to borrowings of RM3.43 billion. The said borrowings will be refinanced or repaid from existing available undrawn facilities of RM11.4 billion and the Group's unencumbered cash of RM7.6 billion.

(d) Capital risk

The objectives of the Group and the Company when managing capital are to safeguard the ability of the Group and the Company to continue as a going concern in order to provide returns to shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

There are external debt covenants, such as gearing and debt service coverage ratio applicable to the Group and gearing ratio to the Company, which are not onerous and these obligations can be fulfilled. As part of its capital management, the Group rigorously monitors compliance with these covenants. In addition, consistent with others in the industry, the Group and the Company monitor capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including 'current and non-current borrowings' as shown in the Statement of Financial Position) less cash and bank balances. Total capital is calculated as 'equity' as shown in the Statement of Financial Position plus net debt.

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(d) Capital risk (continued)

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Total bonds and borrowings (Note 28)	**39,884,384**	37,960,732	**12,579,054**	11,366,064
Less: Cash and bank balances	**(8,646,227)**	(12,218,731)	**(287,488)**	(1,423,333)
Net debt	**31,238,157**	25,742,001	**12,291,566**	9,942,731
Total equity	**22,313,571**	21,614,170	**17,457,213**	16,576,939
Total capital	**53,551,728**	47,356,171	**29,748,779**	26,519,670
Gearing ratio	**58%**	54%	**41%**	37%

To strengthen the capital structure of the Company, all borrowings of subsidiaries are undertaken on a non-recourse basis to the Company save and except for those borrowings guaranteed by the Company as set out in Note 28 to the financial statements.

(e) Fair value measurement

The Group and the Company measure fair value using the following fair value hierarchy that reflects the significance of the input used in making the measurements:

(a) Level 1 - quoted price (unadjusted) in active market for identical assets or liabilities;

(b) Level 2 - inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly (that is, as prices) or indirectly (that is, derived from prices); and

(c) Level 3 - inputs for the assets or liabilities that are not based on observable market data (that is, unobservable inputs).

The financial assets included in the Level 3 of the fair value hierarchy for which its valuation is based on actual performance of the investee entity. The Group and the Company had used valuation model in projecting expected share price of the investment by using share price of companies in similar industry and adjusted for marketability factor.

Although the Group and the Company believe that estimates of fair value are appropriate, the use of different methodologies or assumptions could lead to different measurements of fair value. For fair value measurement in Level 3, if the discount rate used in the marketability factor is to differ by 10% from management's estimates, the carrying amount of financial assets at fair value through other comprehensive income would be approximately RM25.0 million (2025: RM24.8 million) lower or higher.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(e) Fair value measurement (continued)

The following table presents the Group's financial assets and liabilities that are measured at fair value as at the reporting date:

Group	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2026				
Assets				
Financial assets at fair value through profit or loss:				
– Income funds	**-**	**966,941**	**-**	**966,941**
– Currency forwards contracts	**-**	**97**	**-**	**97**
– Equity investments	**260**	**75,483**	**-**	**75,743**
Financial assets at fair value through other comprehensive income	**49,041**	**9,940**	**174,818**	**233,799**
Derivatives used for hedging	**-**	**172,305**	**-**	**172,305**
Total assets	**49,301**	**1,224,766**	**174,818**	**1,448,885**
Liabilities				
Derivatives used for hedging	**-**	**69,447**	**-**	**69,447**
Total liabilities	**-**	**69,447**	**-**	**69,447**
2025				
Assets				
Financial assets at fair value through profit or loss:				
– Income funds	–	1,216,936	–	1,216,936
– Currency forwards contracts	–	47	–	47
– Equity investments	245	63,273	–	63,518
Financial assets at fair value through other comprehensive income	48,946	10,300	173,331	232,577
Derivatives used for hedging	–	17,578	–	17,578
Total assets	49,191	1,308,134	173,331	1,530,656
Liabilities				
Derivatives used for hedging	–	205,155	–	205,155
Total liabilities	–	205,155	–	205,155

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(e) Fair value measurement (continued)

The following table presents the Company's financial assets that are measured at fair value as at the reporting date:

Company	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2026				
Assets				
Financial assets at fair value through profit or loss:				
– Income funds	**-**	**135,900**	**-**	**135,900**
Financial assets at fair value through other comprehensive income	**49,016**	**-**	**174,818**	**223,834**
Total assets	**49,016**	**135,900**	**174,818**	**359,734**
2025				
Assets				
Financial assets at fair value through profit or loss:				
– Income funds	–	366,148	–	366,148
Financial assets at fair value through other comprehensive income	48,922	–	173,331	222,253
Total assets	48,922	366,148	173,331	588,401

37. FINANCIAL INSTRUMENTS BY CATEGORY

The table below provides an analysis of the Group's financial instruments category:

Group	At amortised cost RM'000	Assets at fair value through profit or loss RM'000	Derivatives used for hedging RM'000	Assets at FVOCI RM'000	Total RM'000
2026					
Assets as per Statement of Financial Position					
Assets at fair value through profit or loss	**-**	**1,042,684**	**-**	**-**	**1,042,684**
Assets at fair value through other comprehensive income	**-**	**-**	**-**	**233,799**	**233,799**
Derivative financial instruments	**-**	**97**	**172,305**	**-**	**172,402**
Trade and other receivables[1]	**7,240,773**	**-**	**-**	**-**	**7,240,773**
Operating financial assets	**541,439**	**-**	**-**	**-**	**541,439**
Cash and bank balances	**8,646,227**	**-**	**-**	**-**	**8,646,227**
	16,428,439	**1,042,781**	**172,305**	**233,799**	**17,877,324**

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

37. FINANCIAL INSTRUMENTS BY CATEGORY (CONTINUED)

The table below provides an analysis of the Group's financial instruments category: (continued)

Group	At amortised cost RM'000	Assets at fair value through profit or loss RM'000	Derivatives used for hedging RM'000	Assets at FVOCI RM'000	Total RM'000
2025					
Assets as per Statement of Financial Position					
Assets at fair value through profit or loss	–	1,280,454	–	–	1,280,454
Assets at fair value through other comprehensive income	–	–	–	232,577	232,577
Derivative financial instruments	–	–	17,625	–	17,625
Trade and other receivables [1]	6,833,173	–	–	–	6,833,173
Operating financial assets	609,863	–	–	–	609,863
Cash and bank balances	12,218,731	–	–	–	12,218,731
	19,661,767	1,280,454	17,625	232,577	21,192,423

Group	Liabilities at fair value through profit or loss RM'000	Derivatives used for hedging RM'000	Other financial liabilities at amortised cost RM'000	Total RM'000
2026				
Liabilities as per Statement of Financial Position				
Bonds and borrowings	**–**	**–**	**39,884,384**	**39,884,384**
Derivative financial instruments	**–**	**69,447**	**–**	**69,447**
Trade and other payables [2]	**–**	**–**	**6,670,166**	**6,670,166**
	–	**69,447**	**46,554,550**	**46,623,997**
2025				
Liabilities as per Statement of Financial Position				
Bonds and borrowings	–	–	37,960,732	37,960,732
Derivative financial instruments	–	205,155	–	205,155
Trade and other payables [2]	–	–	6,021,432	6,021,432
	–	205,155	43,982,164	44,187,319

37. FINANCIAL INSTRUMENTS BY CATEGORY (CONTINUED)

The table below provides an analysis of the Company's financial instruments category:

Company	At amortised cost RM'000	Assets at fair value through profit or loss RM'000	Assets at FVOCI RM'000	Total RM'000
2026				
Assets as per Statement of Financial Position				
Assets at fair value through profit or loss	**-**	**135,900**	**-**	**135,900**
Assets at fair value through other comprehensive income	**-**	**-**	**223,834**	**223,834**
Other receivables [1]	**4,221,821**	**-**	**-**	**4,221,821**
Cash and bank balances	**287,488**	**-**	**-**	**287,488**
	4,509,309	**135,900**	**223,834**	**4,869,043**
2025				
Assets as per Statement of Financial Position				
Assets at fair value through profit or loss	-	366,148	-	366,148
Assets at fair value through other comprehensive income	-	-	222,253	222,253
Other receivables [1]	4,301,027	-	-	4,301,027
Cash and bank balances	1,423,333	-	-	1,423,333
	5,724,360	366,148	222,253	6,312,761

Company	Other financial liabilities at amortised cost RM'000
2026	
Liabilities as per Statement of Financial Position	
Bonds and borrowings	**12,579,054**
Other payables [2]	**993,004**
	13,572,058

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

37. FINANCIAL INSTRUMENTS BY CATEGORY (CONTINUED)

The table below provides an analysis of the Company's financial instruments category: (continued)

Company	Other financial liabilities at amortised cost RM'000
2025	
Liabilities as per Statement of Financial Position	
Bonds and borrowings	11,366,064
Other payables [2]	513,285
	11,879,349

Note:

1 *Prepayments, contract cost assets, contract assets and tax recoverable are excluded from the trade and other receivables balance, as this analysis is required only for financial instruments.*

2 *Statutory liabilities, contract liabilities and deferred income are excluded from the trade and other payables balance, as this analysis is required only for financial instruments.*

38. COMMITMENTS

(a) Capital commitments

	Group	
	2026 RM'000	2025 RM'000
Approved and contracted for:		
– Property, plant and equipment	**10,790,733**	7,589,917

38. COMMITMENTS (CONTINUED)

(b) Operating lease arrangements

The Group as lessor

The Group leases out its PPE assets which comprise net book value of telecommunication equipment of RM85.2 million (2025: RM117.2 million), plant and machinery of RM9.8 million (2025: RM11.5 million) and land and buildings of RM7.1 million (2025: RM8.8 million). The Group classified these leases as operating leases, because they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. The following table sets out the maturity schedule of undiscounted lease payments to be received after the reporting date.

	Group	
	2026 RM'000	**2025 RM'000**
Within 1 year	**265,463**	268,372
In the 2nd year	**106,083**	107,728
In the 3rd year	**100,743**	101,607
In the 4th year	**99,413**	100,819
In the 5th year	**970**	99,431
Later than 5 years	**2,913**	4,169
Total undiscounted lease payments to be received	**575,585**	682,126

39. SEGMENTAL INFORMATION

The Group has reportable segments as described below:

- Power generation*
- Water and sewerage[ß]
- Telecommunications[#]
- Data Center**
- Investment holding activities

* *This segment includes Multi utilities business (Merchant) which encompasses a large portion of the value chain involved in the generation of electricity and sale of electricity to both wholesale and retail markets, as well as oil trading and oil tank leasing. This segment includes operations in both Malaysia and Singapore.*

[ß] *This segment includes regulated utility operations in both the United Kingdom and Malaysia, reflecting the similar nature of business activities and economic characteristic in these regions. During the financial year, the operations in these two regions were separately presented within this segment to enhance clarity. Comparative figures have been re-presented accordingly.*

[#] *This segment includes telecommunication services and infrastructure business which have same economic characteristic.*

** *During the financial year, the Group began reporting a new operating segment, Data Center as its contribution has become significant. This segment focuses on providing advanced data center infrastructure services. Comparative figures have been re-presented accordingly.*

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

39. SEGMENTAL INFORMATION (CONTINUED)

Management monitors the operating results of operating segments separately for the purpose of making decisions about resources to be allocated and of assessing performance.

		Water and sewerage					
	Power generation RM'000	Wessex Water RM'000	Ranhill RM'000	Tele-communications RM'000	Data Center RM'000	Investment holding activities RM'000	Group RM'000
At 30 June 2026							
Revenue							
Total revenue	10,773,065	6,442,218	1,802,570	764,125	944,747	1,493,458	22,220,183
Inter-segment elimination	-	(48,656)	(7,143)	(17,487)	(77,620)	(35,236)	(186,142)
External revenue	10,773,065	6,393,562	1,795,427	746,638	867,127	1,458,222	22,034,041
Results							
Share of (losses)/profits of investments accounted for using the equity method	(2,784)	-	19,029	734	-	366,345	383,324
Interest income	7,212	16,640	2,480	2,128	5,198	5,504	39,162
Finance cost	83,593	866,568	53,777	43,514	62,044	500,486	1,609,982
Segment profit/(loss)	1,460,960	581,078	311,997	(400,081)	347,438	138,852	2,440,244
Other segment items							
Capital expenditures	1,300,428	2,681,592	59,634	123,379	2,545,923	1,484,275	8,195,231
Cost of fuel, raw materials and consumable	8,569,418	2,162,524	259,535	-	254,753	101,070	11,347,300
Depreciation and amortisation	320,487	766,195	573,150	292,511	143,011	112,050	2,207,404
Impairment	15,524	132,698	96,771	4,889	-	113,357	363,239
Segment assets							
Investments accounted for using the equity method	-	1	284,114	955	-	2,531,875	2,816,945
Other segment assets	16,627,086	27,280,458	2,695,005	3,313,904	8,395,409	15,847,622	74,159,484
	16,627,086	27,280,459	2,979,119	3,314,859	8,395,409	18,379,497	76,976,429
Segment liabilities							
Borrowings	3,653,175	19,716,102	275,510	352,951	2,209,741	13,676,905	39,884,384
Other segment liabilities	2,992,164	6,017,592	1,508,404	1,159,817	867,709	2,232,788	14,778,474
	6,645,339	25,733,694	1,783,914	1,512,768	3,077,450	15,909,693	54,662,858

39. SEGMENTAL INFORMATION (CONTINUED)

Management monitors the operating results of operating segments separately for the purpose of making decisions about resources to be allocated and of assessing performance. (continued)

		Water and sewerage					
	Power generation RM'000	Wessex Water RM'000	Ranhill RM'000	Tele-communications RM'000	Data Center RM'000	Investment holding activities RM'000	Group RM'000
At 30 June 2025							
Revenue							
Total revenue	12,190,496	5,727,403	1,360,154	890,353	124,134	1,591,279	21,883,819
Inter-segment elimination	-	(40,821)	-	(5,193)	(1)	(36,033)	(82,048)
External revenue	12,190,496	5,686,582	1,360,154	885,160	124,133	1,555,246	21,801,771
Results							
Share of (losses)/profits of investments accounted for using the equity method	(1,971)	-	20,863	(779)	-	387,070	405,183
Interest income	8,535	21,710	1,784	2,824	2,355	2,528	39,736
Finance cost	137,943	876,395	86,055	34,163	16,156	394,355	1,545,067
Segment profit/(loss)	2,757,198	165,981	218,323	(255,977)	32,105	392,810	3,310,440
Other segment items							
Capital expenditures	772,793	2,393,700	44,690	249,301	3,062,806	215,495	6,738,785
Cost of fuel, raw materials and consumable	8,435,157	2,060,191	273,356	-	47,686	20,205	10,836,595
Depreciation and amortisation	316,447	761,094	483,904	280,691	21,628	46,007	1,909,771
Impairment/(Write back)	1,378	153,819	-	48,675	-	52,341	256,213
Segment assets							
Investments accounted for using the equity method	-	1	259,929	221	-	1,998,071	2,258,222
Other segment assets	15,693,236	27,788,108	3,075,738	3,390,889	5,423,695	17,227,404	72,599,070
	15,693,236	27,788,109	3,335,667	3,391,110	5,423,695	19,225,475	74,857,292
Segment liabilities							
Borrowings	2,748,686	20,855,055	1,593	238,571	1,533,110	12,583,717	37,960,732
Other segment liabilities	3,697,030	5,950,193	1,665,015	1,047,421	76,047	2,846,684	15,282,390
	6,445,716	26,805,248	1,666,608	1,285,992	1,609,157	15,430,401	53,243,122

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 30 June 2026

39. SEGMENTAL INFORMATION (CONTINUED)

Geographical information

Revenue and non-current assets information based on geographical location of customers and assets respectively are as follows:

	Revenue		Non-current assets	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Malaysia	**4,524,403**	3,166,944	**13,796,038**	9,977,943
Singapore	**10,576,970**	11,878,133	**12,833,135**	12,426,090
United Kingdom	**6,600,944**	5,897,235	**27,402,961**	26,666,664
Other countries	**331,724**	859,459	**514,661**	540,816
	22,034,041	21,801,771	**54,546,795**	49,611,513

Non-current assets information presented above consist of the following items as presented in the Statement of Financial Position.

	Non-current assets	
	2026 RM'000	**2025 RM'000**
Property, plant and equipment	**40,807,336**	36,020,424
Right-of-use assets	**1,109,472**	976,560
Investment properties	**1,765,168**	1,322,723
Intangible assets	**10,117,626**	10,498,322
Service concession assets	**218,276**	638,388
Contract assets	**138,271**	60,732
Contract cost assets	**2,377**	1,559
Prepayments	**388,269**	92,805
	54,546,795	49,611,513

Major customers

The following is the major customer with revenue equal or more than 10 per cent of Group's revenue:

	Revenue		
	2026 RM'000	**2025 RM'000**	**Segment**
– Energy Market Company	**4,671,369**	5,079,103	Power generation

40. APPROVAL OF FINANCIAL STATEMENTS

The financial statements have been approved for issue in accordance with a resolution of the Board of Directors on 24 September 2026.

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(A) GROUP TOTAL INCOME AND TOTAL ASSETS

	Group	
Total Income	**2026 RM'000**	**2025 RM'000**
Revenue	**22,034,041**	21,801,771
Other income	**238,628**	548,676
Share of result of associates	**216,233**	276,493
Share of result of joint ventures	**167,091**	128,690
Total	**22,655,993**	22,755,630
Total Assets	**76,976,429**	74,857,292

(B) BUSINESS ACTIVITIES

		Group	
Shariah Non-Compliant Activities	**Remarks**	**2026 RM'000**	**2025 RM'000**
Dividend income received from conventional shares and instruments		**2,713**	2,983
Gain from investment in conventional instruments		**15,740**	17,430
Insurance income		**1,626**	489
Interest income		**501,935**	642,161
Non-halal food and beverages (F&B) including F&B without halal certification from JAKIM or any certification bodies recognised by JAKIM		**15,860**	17,408
Shariah non-compliant entertainment		**2,325**	3,174
Other Shariah non-compliant activities (please specify under the remarks column)	Fair value gain on derivatives	**51**	2,560
Other Shariah non-compliant activities (please specify under the remarks column)	Gain on remeasurement of Convertible Unsecured Loan Stocks	**-**	505
Total		**540,250**	686,710

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

(C) COMPONENT OF FINANCIAL POSITION

(i) Cash Component

		Group	
		2026	2025
Islamic Account/Instruments	**Remarks**	**RM'000**	**RM'000**
Cash at bank (exclude cash in hand)		**487,976**	175,257
Cash in hand		**552**	6,050
Deposits with licensed bank		**75,777**	100,497
Financial assets/instruments	Income funds	**23**	8,927
Total		**564,328**	290,731
Conventional Account/Instruments			
Cash at bank (exclude cash in hand)		**1,675,777**	1,194,572
Deposits with licensed bank		**6,406,145**	10,742,355
Financial assets/instruments	Income funds	**967,178**	1,208,254
Total		**9,049,100**	13,145,181

(ii) Debt Component

	Group	
	2026	2025
Islamic Financing	**RM'000**	**RM'000**
Current		
Amount due to Shareholder/Subsidiary/Associate/Joint Venture/Directors/Third Party without interest	**84,249**	-
Bank overdrafts	**-**	2,132
Islamic medium-term notes	**136,458**	323,704
Revolving credit and financing	**30,000**	45,000
Sukuk	**2,568,085**	69,298
Non-Current		
Islamic medium-term notes	**8,121,542**	6,800,224
Sukuk	**394,824**	2,961,768
Term financing	**1,922,173**	1,533,110
Total	**13,257,331**	11,735,236

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

(C) COMPONENT OF FINANCIAL POSITION (CONTINUED)

(ii) Debt Component (continued)

	Group	
	2026	2025
Conventional Borrowing	**RM'000**	**RM'000**
Current		
Bank overdrafts	**57,521**	29,302
Hire purchase payables	**35**	37
Loan stocks	**-**	2,000
Revolving credit and loans	**1,323,994**	1,348,656
Term loans	**665,912**	770,764
Trade financing	**4,417**	-
Non-Current		
Conventional bonds	**17,964,888**	19,013,557
Hire purchase payables	**-**	35
Loan stocks	**-**	2,033
Revolving credit and loans	**472,399**	555,297
Term loans	**6,222,136**	4,503,815
Total	**26,711,302**	26,225,496

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Thirtieth Annual General Meeting of YTL Power International Berhad (the "**Company**") will be held at Mayang Sari Grand Ballroom, Lower Level 3, JW Marriott Hotel Kuala Lumpur, 183 Jalan Bukit Bintang, 55100 Kuala Lumpur on Thursday, the 3rd day of December, 2026 at 10.00 a.m. or at any adjournment thereof to transact the following business:-

AS ORDINARY BUSINESS

1. To lay before the meeting the Audited Financial Statements for the financial year ended 30 June 2026 together with the Reports of the Directors and Auditors thereon. ***Please refer Explanatory Note A***

2. To re-elect the following Directors who retire pursuant to Article 86 of the Company's Constitution:-

   (i) Dato' Yeoh Seok Kian ***Resolution 1***
   (ii) Dato' Seri Yeoh Seok Hong ***Resolution 2***
   (iii) Dato' Sri Yeoh Sock Siong ***Resolution 3***
   (iv) Dato' Setia Yeoh Seok Kah ***Resolution 4***

3. To re-elect the following Directors who retire pursuant to Article 85 of the Company's Constitution:-

   (i) Lim Hiah Eng ***Resolution 5***
   (ii) Yeoh Keong Hann ***Resolution 6***

4. To approve the payment of fees to the Non-Executive Directors payable monthly in arrears for the period from the Thirtieth Annual General Meeting until the Thirty-First Annual General Meeting of the Company based on the fee structure below:

Membership	Fees (RM/Year)
Board	200,000
Audit Committee	10,000
Nominating Committee	10,000
Remuneration Committee	10,000

Resolution 7

5. To approve the payment of meeting attendance allowance of RM2,000 per meeting for each Non-Executive Director for the period from the Thirtieth Annual General Meeting until the Thirty-First Annual General Meeting of the Company. ***Resolution 8***

6. To re-appoint PricewaterhouseCoopers PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. ***Resolution 9***

AS SPECIAL BUSINESS

To consider and, if thought fit, pass the following resolutions:-

ORDINARY RESOLUTIONS:-

7. **PROPOSED AUTHORITY TO ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT, 2016**

   "THAT pursuant to Sections 75 and 76 of the Companies Act, 2016, the Directors be and are hereby empowered to allot and issue shares in the Company at any time until the conclusion of the next Annual General Meeting and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares to be issued does not exceed 10% of the total number of issued shares of the Company for the time being or such other percentage as prescribed by Bursa Malaysia Securities Berhad ("**Bursa Securities**") and that the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities." ***Resolution 10***

8. **PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY**

"THAT subject to the Company's compliance with all applicable rules, regulations, orders and guidelines made pursuant to the Companies Act, 2016, the provisions of the Company's Constitution and Bursa Malaysia Securities Berhad ("**Bursa Securities**") Main Market Listing Requirements ("**Listing Requirements**") and the approvals of all relevant authorities, the Company be and is hereby authorised, to the fullest extent permitted by law, to buy back and/or hold from time to time and at any time such amount of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interests of the Company ("**the Proposed Share Buy-Back**") provided that:-

(i) The maximum number of shares which may be purchased and/or held by the Company at any point of time pursuant to the Proposed Share Buy-Back shall not exceed 10% of the total number of issued shares of the Company for the time being quoted on Bursa Securities provided always that in the event that the Company ceases to hold all or any part of such shares as a result of, amongst others, cancellation of shares, sale of shares on the market of Bursa Securities or distribution of treasury shares to shareholders as dividend in respect of shares bought back under the previous shareholder mandate for share buy-back which was obtained at the Annual General Meeting held on 4 December 2025, the Company shall be entitled to further purchase and/or hold such additional number of shares as shall (in aggregate with the shares then still held by the Company) not exceed 10% of the total number of issued shares of the Company for the time being quoted on Bursa Securities;

(ii) The maximum amount of funds to be allocated by the Company pursuant to the Proposed Share Buy-Back shall not exceed the retained profits of the Company at the time of purchase by the Company of its own shares; and

(iii) The shares purchased by the Company pursuant to the Proposed Share Buy-Back may be dealt with by the Directors in all or any of the following manner:-

  (a) the shares so purchased may be cancelled; and/or

  (b) the shares so purchased may be retained in treasury for distribution as dividends to the shareholders and/or resold on the market of Bursa Securities and/or subsequently cancelled; and/or

  (c) part of the shares so purchased may be retained as treasury shares with the remainder being cancelled; and/or

  (d) transfer the shares, or any of the shares for the purposes of or under an employees' shares scheme; and/or

  (e) transfer the shares, or any of the shares as purchase consideration; and/or

  (f) deal with the shares in any other manner as may be permitted by the applicable laws and/or regulations in force from time to time;

AND THAT such authority shall commence upon the passing of this resolution, until the conclusion of the next Annual General Meeting of the Company or the expiry of the period within which the next Annual General Meeting is required by law to be held unless revoked or varied by Ordinary Resolution of the shareholders of the Company in general meeting, whichever occurs first, but so as not to prejudice the completion of a purchase made before such expiry date;

AND THAT the Directors of the Company be and are hereby authorised to take all steps as are necessary or expedient to implement or to give effect to the Proposed Share Buy-Back with full powers to amend and/or assent to any conditions, modifications, variations or amendments (if any) as may be imposed by the relevant governmental/regulatory authorities from time to time and with full power to do all such acts and things thereafter in accordance with the Companies Act, 2016, the provisions of the Company's Constitution and the Listing Requirements and all other relevant governmental/regulatory authorities."

Resolution 11

NOTICE OF ANNUAL GENERAL MEETING

9. **PROPOSED RENEWAL OF SHAREHOLDER MANDATE FOR EXISTING RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("RRPT") AND PROPOSED NEW SHAREHOLDER MANDATE FOR ADDITIONAL RRPT**

"THAT the Company and/or its subsidiaries be and is/are hereby authorised to enter into recurrent related party transactions from time to time with related parties as specified in section 2.3(a) and (b) of the Circular to Shareholders dated 30 October 2026 ("**Related Parties**") subject to the following:-

(i) the transactions are of a revenue or trading in nature which are necessary for the day-to-day operations of the Company and/or its subsidiaries and are transacted on terms consistent or comparable with market or normal trade practices and/or based on normal commercial terms and on terms not more favourable to the Related Parties than those generally available to the public and are not to the detriment of the minority shareholders; and

(ii) disclosure is made in the annual report of the aggregate value of transactions conducted during the financial year pursuant to the shareholder mandate in accordance with the Bursa Malaysia Securities Berhad Main Market Listing Requirements;

THAT the mandate given by the shareholders of the Company shall continue to be in force until the conclusion of the next Annual General Meeting of the Company or the expiry of the period within which the next Annual General Meeting is required to be held pursuant to Section 340(2) of the Companies Act, 2016 (the "**Act**") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); unless revoked or varied by Ordinary Resolution of the shareholders of the Company in general meeting, whichever is the earlier;

AND THAT the Directors of the Company be authorised to complete and do such acts and things as they may consider expedient or necessary to give full effect to the shareholder mandate." ***Resolution 12***

10. **PROPOSED ISSUE OF OPTIONS**

"THAT the Board and/or the options committee be and is hereby authorised at any time and from time to time throughout the duration of the Company's Employees Share Option Scheme ("**ESOS**") approved by the shareholders of the Company at the Extraordinary General Meeting held on 1 December 2020 to cause the offering and granting to the following persons, options to subscribe for up to 10% of the new ordinary shares of the Company available under the ESOS, subject always to such terms and conditions and/or any adjustments which may be made in accordance with the by-laws governing and constituting the ESOS and the Bursa Malaysia Securities Berhad ("**Bursa Securities**") Main Market Listing Requirements or any prevailing guidelines issued by Bursa Securities or any other relevant authorities, as amended from time to time:-

(i) Lim Hiah Eng, an Independent Non-Executive Director of the Company ***Resolution 13***

(ii) Tan Shan Hoe, a person connected to the Director who is an employee of the Company ***Resolution 14***

PROVIDED ALWAYS THAT:

(i) the Directors and senior management of the Company and/or its eligible subsidiaries do not participate in the deliberation or discussion of their own respective allocation and the allocation to any person connected to them;

(ii) not more than 70% of the new ordinary shares available under the ESOS shall be allocated, in aggregate, to Directors and senior management of the Company and/or its eligible subsidiaries; and

(iii) not more than 10% of the new ordinary shares available under the ESOS shall be allocated to any individual who, either singly or collectively through persons connected with such person, holds 20% or more in the total number of issued ordinary shares (excluding treasury shares, if any) of the Company;

AND THAT the Board be and is hereby authorised to allot and issue from time to time such number of new ordinary shares to the abovementioned person upon exercise of options under the ESOS."

By Order of the Board,

HO SAY KENG
Company Secretary

KUALA LUMPUR
30 October 2026

NOTICE OF ANNUAL GENERAL MEETING

Notes:

PROXY

1. *A member entitled to attend and vote at a general meeting of the Company may appoint not more than two (2) proxies to participate instead of the member at the Annual General Meeting ("AGM").*

2. *Where a member is an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act, 1991 ("SICDA"), it may appoint one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.*

3. *Where a member is an Exempt Authorised Nominee as defined under the SICDA, which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds.*

4. *A proxy may but need not be a member of the Company. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.*

5. *The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under its seal or under the hand of an officer or attorney duly authorised in writing.*

6. *The appointment of proxy may be made in hardcopy form or by electronic means as specified below and must be received by Vistra Investor & Issuing House Services Sdn Bhd (formerly known as Tricor Investor & Issuing House Services Sdn Bhd) ("Vistra") not less than 48 hours before the time appointed for holding the AGM i.e. no later than* ***Tuesday, 1 December 2026*** *at* ***10.00 a.m.****:*

   (i) *In hardcopy form*

   The original Form of Proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified or office copy of that power or authority shall be deposited at the office of Vistra at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop box at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

   (ii) *Electronically via Vistra Share Registry and IPO (MY) Portal ("Vistra SRMY Portal")*

   The Form of Proxy can be electronically lodged with Vistra via Vistra SRMY Portal at https://srmy.vistra.com. Please follow the procedures set out in the Administrative Guide for the AGM.

7. *For the purpose of determining a member who shall be entitled to attend the AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd, in accordance with Article 59 of the Company's Constitution and Section 34(1) of the SICDA to issue a General Meeting Record of Depositors as at 26 November 2026. Only a depositor whose name appears on the General Meeting Record of Depositors as at 26 November 2026 shall be entitled to attend the said meeting or appoint proxy(ies) to attend and/or vote in his stead.*

APPOINTMENT OF REPRESENTATIVE BY CORPORATE MEMBERS

8. *For a corporate member who has appointed an authorised representative, please deposit the original certificate of appointment of corporate representative with Vistra at its office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop box at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia before the time appointed for holding the AGM or adjourned meeting.*

Explanatory Notes to Ordinary Business -

Note A

This Agenda item is meant for discussion only as under the provisions of Section 340(1)(a) of the Companies Act, 2016, the audited financial statements do not require formal approval of shareholders and hence, the matter will not be put forward for voting.

Explanatory Notes to Special Business -

Resolution pursuant to Sections 75 and 76 of the Companies Act, 2016

Resolution 10 is a renewal of the general authority given to the Directors of the Company to allot and issue shares as approved by the shareholders at the Twenty-Ninth Annual General Meeting held on 4 December 2025 ("Previous Mandate").

As at the date of this Notice, the Company has not issued any new shares pursuant to the Previous Mandate which will lapse at the conclusion of this AGM.

Resolution 10, if passed, will enable the Directors to allot and issue ordinary shares at any time up to an amount not exceeding 10% of the total number of issued shares of the Company for the time being or such other percentage as prescribed by Bursa Malaysia Securities Berhad, without convening a general meeting which will be both time and cost consuming. The mandate will provide flexibility to the Company for any possible fund raising activities, including but not limited to placement of shares, for purpose of funding future investment project(s), working capital and/or acquisitions.

Resolution pertaining to the Renewal of Authority to Buy-Back Shares of the Company

For Resolution 11, further information on the Share Buy-Back is set out in Part A of the Statement to Shareholders dated 30 October 2026 which is available on the Company's website at https://www.ytlpowerinternational.com/meetings.

Resolution pertaining to the Recurrent Related Party Transactions

For Resolution 12, further information on the Recurrent Related Party Transactions is set out in Part B of the Circular to Shareholders dated 30 October 2026 which is available on the Company's website at https://www.ytlpowerinternational.com/meetings.

Resolutions on the Proposed Issue of Options

The ESOS, which was approved by the shareholders at the Extraordinary General Meeting held on 1 December 2020, was implemented on 6 January 2021. Under the terms of the by-laws governing and constituting the ESOS, Lim Hiah Eng (who was appointed as an independent non-executive director of the Company on 5 December 2025) and Tan Shan Hoe (who is an employee of the Company) are eligible to participate in the ESOS. As Lim Hiah Eng and Dato' Seri Yeoh Seok Hong (the father-in-law of Tan Shan Hoe) are deemed interested in the Proposed Issue of Options in respect of her own entitlement and his son-in-law's entitlement, respectively, they have abstained and will continue to abstain from all deliberations and voting in respect of the relevant entitlement under the ESOS at the relevant Board of Directors' meetings. Lim Hiah Eng and Dato' Seri Yeoh Seok Hong will also abstain from voting in respect of their direct and indirect shareholdings in the Company, if any, on the relevant resolution and have undertaken to ensure that persons connected with them will abstain from voting on the relevant resolution.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

(Pursuant to Paragraph 8.27(2) of Bursa Malaysia Securities Berhad Main Market Listing Requirements)

1. DETAILS OF INDIVIDUALS WHO ARE STANDING FOR ELECTION AS DIRECTORS (EXCLUDING DIRECTORS STANDING FOR RE-ELECTION)

No individual is seeking election as a Director at the Thirtieth Annual General Meeting of the Company.

2. GENERAL MANDATE FOR ISSUE OF SECURITIES IN ACCORDANCE WITH PARAGRAPH 6.03(3) OF BURSA MALAYSIA SECURITIES BERHAD MAIN MARKET LISTING REQUIREMENTS

Details of the general mandate/authority for Directors to allot and issue shares in the Company pursuant to Sections 75 and 76 of the Companies Act, 2016 are set out in the Explanatory Notes to Special Business of the Notice of Thirtieth Annual General Meeting.

FORM OF PROXY

YTL Power
YTL GROUP

[Company No. 199601034332 (406684-H)]
(Incorporated in Malaysia)

CDS Account No.	
(only for nominee companies)	
Number of shares held	

I/We *(full name in block letters)* _____

_____ Tel. No. _____

NRIC *(new & old)*/Passport/Company No. _____

of *(full address)* _____

_____

being a member of **YTL Power International Berhad** hereby appoint

Full name of proxy in block letters	*NRIC (new & old)/Passport No. of proxy*	*Proportion of shareholdings to be represented*	
		No. of shares	*%*

* and/or *(delete as appropriate)*

Full name of proxy in block letters	*NRIC (new & old)/Passport No. of proxy*	*Proportion of shareholdings to be represented*	
		No. of shares	*%*

or failing him/her, the Chairman of the Meeting as my/our proxy(ies) to vote for me/us on my/our behalf at the Thirtieth Annual General Meeting ("**AGM**") of the Company to be held at Mayang Sari Grand Ballroom, Lower Level 3, JW Marriott Hotel Kuala Lumpur, 183 Jalan Bukit Bintang, 55100 Kuala Lumpur on **Thursday**, **3 December 2026** at **10.00 a.m.** or at any adjournment thereof.

My/Our proxy is to vote as indicated below:

No.	Resolution	For	Against
1.	Re-election of Dato' Yeoh Seok Kian		
2.	Re-election of Dato' Seri Yeoh Seok Hong		
3.	Re-election of Dato' Sri Yeoh Sock Siong		
4.	Re-election of Dato' Setia Yeoh Seok Kah		
5.	Re-election of Lim Hiah Eng		
6.	Re-election of Yeoh Keong Hann		
7.	Approval of the payment of fees to the Non-Executive Directors for the period from the Thirtieth AGM until the Thirty-First AGM of the Company		
8.	Approval of the payment of meeting attendance allowance to the Non-Executive Directors for the period from the Thirtieth AGM until the Thirty-First AGM of the Company		
9.	Re-appointment of PricewaterhouseCoopers PLT as Auditors of the Company		
10.	Proposed authorisation for Directors to allot and issue shares		
11.	Proposed renewal of share buy-back authority		
12.	Proposed renewal of shareholder mandate for existing recurrent related party transactions of a revenue or trading nature ("RRPT") and proposed new shareholder mandate for additional RRPT		
13.	Proposed issue of options to Lim Hiah Eng		
14.	Proposed issue of options to Tan Shan Hoe		

Please indicate with an "X" in the space provided whether you wish your votes to be cast "for" or "against" the resolution. In the absence of specific direction, your proxy will vote or abstain as he/she thinks fit.

Dated this _____ day of _____ 2026.

_____

Signature(s)/Common Seal of Member

Notes:

1. *A member entitled to attend and vote at a general meeting of the Company may appoint not more than two (2) proxies to participate instead of the member at the AGM.*
2. *Where a member is an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act, 1991 ("SICDA"), it may appoint one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.*
3. *Where a member is an Exempt Authorised Nominee as defined under the SICDA, which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds.*
4. *A proxy may but need not be a member of the Company. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.*
5. *The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under its seal or under the hand of an officer or attorney duly authorised in writing.*
6. *The appointment of proxy may be made in hardcopy form or by electronic means as specified below and must be received by Vistra Investor & Issuing House Services Sdn Bhd (formerly known as Tricor Investor & Issuing House Services Sdn Bhd) ("Vistra") not less than 48 hours before the time appointed for holding the AGM i.e. no later than **Tuesday, 1 December 2026** at **10.00 a.m.**:*

   (i) In hardcopy form
   The original Form of Proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified or office copy of that power or authority shall be deposited at the office of Vistra at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, at the drop box at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

   (ii) Electronically via Vistra Share Registry and IPO (MY) Portal ("Vistra SRMY Portal")
   The Form of Proxy can be electronically lodged with Vistra via Vistra SRMY Portal at https://srmy.vistra.com. Please follow the procedures set out in the Administrative Guide for AGM.
7. *Only members whose names appear on the General Meeting Record of Depositors as at 26 November 2026 shall be entitled to attend the AGM or appoint proxy(ies) to attend and/or vote in his stead.*
8. *For a corporate member who has appointed an authorised representative, please deposit the original certificate of appointment of corporate representative with Vistra at either of the addresses stated in note 6(i) above, before the time appointed for holding the AGM or adjourned meeting.*

1st Fold Here

AFFIX
STAMP

Vistra Investor & Issuing House Services Sdn Bhd
(formerly known as Tricor Investor & Issuing House Services Sdn Bhd)
Share Registrar for the 30th Annual General Meeting of
YTL Power International Berhad
Unit 32-01, Level 32, Tower A, Vertical Business Suite
Avenue 3, Bangsar South, No. 8, Jalan Kerinchi
59200 Kuala Lumpur

2nd Fold Here

Fold This Flap For Sealing