





MAKING A GOOD FUTURE HAPPEN

The Journey Continues...

SUSTAINABILITY REPORT



OVERVIEW

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About This Report



We are delighted to present the 20th annual sustainability report of YTL Group. This report provides an overview of the sustainability performance of YTL Corporation Berhad ("YTL Corp") and our subsidiaries ("YTL Group" or "Group") for the financial year from 1 July 2024 to 30 June 2025 ("FY2025"), unless otherwise specified. The information presented in this report is consistent and aligned with the Annual Reports of YTL Corp, YTL Power International Berhad ("YTLPI"), YTL Hospitality REIT ("YTL REIT") and Malayan Cement Berhad ("MCB") for the same financial year.

This report includes our progress against the commitments we made, outlining our approach, performance and accomplishments, all aiming towards operating sustainably and creating value for our stakeholders.

Feedback

We welcome your comments, thoughts and feedback, which can be directed to:

YTL Group Sustainability Division YTL Corporation Berhad Email: sustainability@ytl.com

Reporting Scope and Boundaries

This report covers YTL Group's significant and active operating units, where we have direct financial control or a combined equity share of at least 50%, as reflected in the holding company's Annual Report. This report excludes business units with minority ownership levels (less than 50%), newly established operations and those in the process of acquisition (less than one year), projects under development, subsidiaries divested, joint ventures and/or associate companies of the Group.

Unless stated otherwise, the environmental, social and governance ("ESG") data provided in this report pertains to our utilities, cement and building materials industry*, construction, hospitality and REIT businesses in Malaysia, Singapore, Thailand, Australia and the United Kingdom ("UK") where data is currently available, whilst the workforce data refers to all employees of YTL Group. Where relevant, selected sustainability initiatives are also included in this report.

We continue to work towards improving processes to track and gather our ESG data, in addition to continuing efforts to effectively standardise the data collected over different countries and industries in order to reflect our ESG indicators on a Group level. Consequently, ESG 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.

- ^ Environmental data for Wessex Water Services Limited ("Wessex Water") under the utilities division is compiled based on its regulatory year, from 1 April to 31 March.
- * Environmental and procurement data for the cement and building materials industry segment comprises the cement, ready-mixed concrete, drymix mortar, and quarry products businesses of the MCB Group in Malaysia.

Reporting References and Guidelines

This report was prepared with reference to the following requirements. guidance, standards, frameworks and principles:

- Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities")
- Malaysian Code on Corporate Governance ("MCCG")
- Bursa Securities' Sustainability Reporting Guide and Corporate Governance Guide
- FTSE Russell ESG Data Model Methodology
- Global Reporting Initiative ("GRI") Sustainability Reporting Standards
- The Greenhouse Gas Protocol Corporate Accounting and Reporting Standard ("GHG Protocol")
- The United Nations Global Sustainable Development Goals ("UN SDGs")

Data Validation and Assurance

The information and performance data presented in this report has been verified for their accuracy using internal sources. Scope 3 emissions and the lost time injury rate ("LTIR") for FY2024 have been restated. We are continuously working on standardising the datasets and improving our data tracking and collection methods. This effort aims to overcome the challenges in gathering data related to our ESG metrics and to improve the process of reporting non-financial information.

We have not undertaken third-party verification for non-financial data. Seeking external assurance is under consideration for future reports.

This report was prepared by YTL Group Sustainability Division and approved by the Board of Directors of YTL Corp ("the Board") on 25 September 2025.

Additional Information

This report, along with our previous reports, is accessible for online viewing or PDF download on YTL Corp's corporate website. Supplementary information can be found in the sustainability section of our website. Additionally, some of our subsidiaries also produce their own reports, available on their corporate websites listed below which contain more extensive sustainability disclosures and information.

Forward-Looking Statements

The information presented in this report includes forward-looking statements regarding future expectations. These statements are based on current assumptions and circumstances, which are subject to changes. Whilst we consider these forward-looking statements to be reasonable, they are also subject to known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements to differ materially from the expectations expressed or implied in such statements.

Readers are urged to read this report and carefully consider the risks, uncertainties and other factors that affect our business and operations. The information contained in this report is subject to change without notice, and we are not obligated to publicly update or revise forwardlooking statements after the date hereof or to reflect the occurrence of known or unanticipated events or circumstances.

Links



🗰 Malayan Cement





Ranhill Utilities



YTL PowerSeraya

YTL Construction TTL Hospitality REIT

TTL Communications TTL Hotels



Executive Chairman's Letter to Stakeholders

[GRI 2-22]

This year as we celebrate our 70th anniversary since the late Tan Sri Dato' Seri (Dr) Yeoh Tiong Lay founded YTL Corporation (YTL Corp) in 1955, we also take great pride in publishing our 20th sustainability report, and our 19th standalone edition. We have reaffirmed our unwavering commitment to the aspirations, goals and roadmaps already put in place by YTL Group companies. This is despite intensifying global geopolitical headwinds, shifting stakeholder dynamics and the growing polarisation around sustainability. We remain aligned with the promise of being good stewards of the Earth, serving the environment, communities and our other key stakeholders.

As testament to this commitment, I am pleased to report that YTL Group now has four entities included in the FTSE4Good Bursa Malaysia Index. YTL Corp has been included for the ninth consecutive year as a constituent. YTL Power International (YTLPI), YTL Hospitality REIT (YTL REIT) and the recently acquired subsidiary of YTLPI, Ranhill Utilities, are also constituents.

Environmental Costs, Risks & YTL's Initiatives

There is a hidden and indirect cost every time a forest is cleared, a wetland is drained, or a seagrass meadow destroyed. Habitat destruction and pesticide overuse are decimating species, resulting in lower yields, higher prices and even greater investment required to feed a growing population. As we damage our natural environment, we lose the natural defences and benefits that it provides. Whilst the United Nations International Court of Justice advisory opinion delivered in July 2025 states that countries are legally responsible for protecting the climate and preventing harm from climate change, it carries more political weight than the ability to take enforceable action. It is nevertheless another important milestone in the recognition of the value of the natural environment. The ruling is expected to give potency to climate litigation and stimulate more ambitious policies to protect the planet and communities at risk. It should also serve to protect carbon sinks as forest loss around the world continues almost unabated. Some sobering statistics released by the World Resources Institute shows the extent of this loss and the causes in 2024.

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

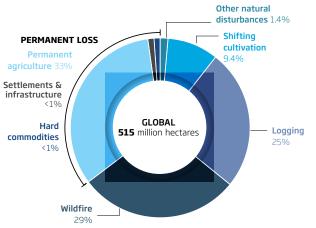


Against this backdrop, our initiatives to mitigate environmental impacts are all the more critical. Managing environmental risks remains one of the principal goals for the Group and a central pillar within our overall sustainability strategy.

YTLPI has commenced development of a solar power facility with a generation capacity of up to 500 MW in Johor, Malaysia to co-power the YTL Green Data Center Park. In Singapore, YTL PowerSeraya broke ground on its 600 MW hydrogen-ready power plant on Jurong Island.

Over the past year, renewable energy generated by the YTL UK Group amounted to 20 GWh of electricity and 77 GWh of biomethane. In Singapore, YTL PowerSeraya completed the construction of an additional 4 MWp solar photovoltaic system, which cost over SGD5 million, at the Pulau Seraya Power Station with some of the additional capacity installed over the 600-meter-long outlet cooling canal. This brings the solar capacity for YTL PowerSeraya to a total of 5 MWp.

The recently acquired subsidiary of YTLPI, Ranhill Utilities, continued with its strong commitment to reducing non-revenue water (NRW) in Johor. Wessex Water has also reduced the overall leakage rate, and published a Water Resources Management Plan to ensure adequate water supply for the next 25 years. In addition, to mitigate sewer flooding, Wessex Water invested GBP200 million between 2020 and 2025. Between 2025 and 2030, Wessex Water plans to more than double the current level of investment to GBP8 million a month. amounting to a total of GBP500 million, and will prioritise overflows that could affect bathing waters, shellfish waters, chalk streams and designated environmental sites. Wessex Water's operations are in a region with significant biodiversity, and the company has a Biodiversity Action Plan to conserve and enhance it. Meanwhile, the Brabazon development in Bristol includes Brabazon Park, designed to support local wildlife and biodiversity. Biodiversity initiatives in Malaysia have also been ongoing with Malayan Cement Berhad's (MCB) establishment of the University-Industry Research Centre (UIRC) with the Ministry of Higher Education to advance research on tropical karst landscapes.



Source: WRI/Google DeepMind, Sims et al. 2025







In other environmental initiatives focusing on decarbonisation and resource use, MCB has continued to make progress during the year under review. This is a meaningful year as it marks 200 years since the patent for Portland cement was granted to Joseph Aspdin, a bricklayer and inventor from Leeds, UK. YTL entered the ready-mix concrete operations in the early 1980s with the establishment of BuildCon Ready-Mix Concrete Private Limited and expanded further into the sector in 1997 with the incorporation of YTL Cement Berhad, following the integration of BuildCon with the Pahang Cement plant, which became operational in 1998.

During the reporting year, MCB reduced their Scope 1 GHG emissions intensity for cement operations from 654 kg $\rm CO_2/ton$ cementitious product to 632 kg $\rm CO_2/ton$, primarily due to improved fuel efficiency. This improvement reflects a reduction in specific heat consumption, meaning less fuel was required per ton of product produced.



One of MCB's clear commitments to environmental protection is the ECO product range: ECOCem™, ECOConcrete™, ECODrymix™ and ECOSand™, which offers lower-carbon alternatives that meet the market's demand without compromising on performance. They incorporate recycled materials, reduced embodied carbon, and are designed for long-term durability. Encouragingly, they are also seeing stronger traction in the market, signalling a broader shift towards sustainable building practices. Furthermore, these include ongoing investments in their plants and processes, from expanding the use of alternative fuels and raw materials to deploying renewable energy solutions and waste heat recovery systems. Over the past three years, they have repurposed more than three million tonnes of industrial, commercial and agricultural waste as alternative materials. Another initiative regarding responsible resource and material use is Malaysia's first Repurposed Concrete Aggregate (RCA) pilot plant, developed through their collaboration with the Construction Research Institute of Malaysia (CREAM). This initiative allows fresh returned concrete to be processed into reusable aggregates and fines, significantly reducing reliance on virgin raw materials and lowering embodied carbon in construction. In addition, MCB's Sentul and USJ ready-mixed concrete plants achieved certification under the SIRIM Eco-Labelling Scheme for Concrete, recognising the reduced environmental footprint of their ECOConcrete™ products.

BUILDS, the CSR arm of MCB, launched an interplant recycling campaign across all YTL Cement facilities. The campaign set out a target of collecting 10,000 kg of recyclables and ended up collecting 81,346.90 kg of recyclables. Along the same vein, YTL Construction used Building Information Modelling (BIM) in project planning to optimise material use, improve coordination across disciplines and minimise construction waste.



YTL's Workplace, Community, Education & Marketplace Initiatives

Businesses are a major agent for social change, and we must continue to champion these drivers regardless of the erosion of core values, altered trajectories and the politicisation of the sustainability movement. We have continued to extend the breadth and depth of our workplace initiatives and community engagement throughout all of our business units and have further extended the education related programmes undertaken by YTL Foundation. It appears that whilst the narrative around responsible practices in the workplace has evolved somewhat to deal with challenges and pressures, we remained committed to our mission of Building The Right Thing and doing it responsibly.

During the year under review, Wessex Water supported more than 70,000 customers with their bills and debt, and where possible, auto-enrolling them onto appropriate schemes. Similarly, Ranhill Group provided rebates amounting to MYR870,000 for water bills to 2,748 poor and hardcore poor households across Johor through its E-Kasih Water Rebate Programme.





To mark World Environment Day and support the global #BeatPlasticPollution movement, YTL PowerSeraya joined the Go Green SG campaign led by Singapore's Ministry of Sustainability and the Environment. In collaboration with Kinderland International Education, SMRT Corporation and Lions Befrienders, the company contributed to creating Singapore's largest mural made entirely from discarded plastic toys. YTL PowerSeraya partnered with local universities and polytechnics to offer 34 internships and participated in the Singapore Industry Scholarship Scheme.

In MCB, education and industry engagement remain essential to advancing ESG adoption. In partnership with The Edge Malaysia, they continue to support The Edge Sustainable Construction Symposium to encourage cross-sector dialogue and collaboration. In addition, their recent collaboration with Sin Chew Daily led to the launch of the ECO Excellence Series, which shines a light on exemplary developers and contractors in ESG, encouraging others to follow suit. Through the Construction Development Lab (CDL) Academy, they have participated in and supported over 100 training and knowledge-sharing sessions since 2019, reaching more than 10,000 participants. In addition, through their Masterclass Series, they have been working with local and international universities across East and West Malaysia, running seminars and workshops for engineering and architecture students to enhance their learning experience with real-world industry insights. MCB also launched the UIRC, which offers scholarships to postgraduate students to study tropical limestone karst landscapes in the country. Under the same initiative, YTL Cement introduced the UIRC Industrial Grant for Young Researchers, designed to support early-career lecturers from participating universities in advancing research on tropical limestone karst sustainability.





YTL Foundation's has also continued to extend its reach, with its KelasKita programme nurturing brighter futures with its community partners. As of June 2025, the programme had reached 1,500 students and 800 volunteers across Malaysia. It has also expanded into new states such as Sabah and formed new partnerships. Leaps Academy is dedicated to improving the lives of underserved children from the B40 and displaced communities by providing equitable access to high-quality and holistic education. This year, they expanded their reach to serve their highest number of students to date. As of June 2025, they had 481 students attending their online and in-person academic and enrichment programmes.



YTL Construction's initiative, Santun Komuniti YTL, has been working hard to establish strong, mutually respectful relationships with the local community, with a focus on public engagement, CSR and education initiatives. Since 2018, they have launched over 55 CSR programmes, positively impacting over 32,000 individuals in Johor, Kuala Lumpur and Selangor. YTL Construction's SIPP-YTL JV, in partnership with the Kluang Municipal Council, Railway Asset Corporation (RAC) and Think City, developed the 2.9 km Kluang Heritage Linear Park Laman Rel Mahkota under the Gemas-Johor Bahru Electrified Double Track Project (GJBEDTP). Officially opened on 25 August 2025, the park breathes new life into Kluang and stands as a lasting gift for the community, celebrating heritage, culture and sustainable urban living.

YTL REIT, through their hotels in Australia, continued to support a wide range of charitable causes through donations and fundraising initiatives. In Malaysia, YTL Hotels and Resorts once again held the Chapman's Challenge at Pangkor Laut Resort. The event celebrates British Colonel Freddy Spencer Chapman, who in 1945, completed an unparalleled odyssey through the island's ancient rainforest—three years of resourceful survival culminating in a legendary swim across Emerald Bay's waters to rendezvous with a British submarine. Athletes from around the region retrace Chapman's historic journey through jungle and sea in a reverse aguathlon event.









Some of YTL Group's 70th anniversary initiatives have included guided tours for Youth at YTL (YAY) of the Kuala Lumpur Performing Arts Centre (KLPAC)'s environmentally friendly features, team collaboration events to build model "green cities" using recycled materials, tours of the Upper Penthouse at Menara YTL—the private office designed for the late Tan Sri Dato' Seri (Dr) Yeoh Tiong Lay, Founder of the YTL Group, and a series of Lunchtime Conversations, where emerging leaders across the Group share their personal journeys, leadership insights and aspirations for the future.

As part of our continuing promise of Building The Right Thing, responsible products and services form the cornerstone of our strategy and approach. Core to our mission, the key tenets include a robust Code of Conduct and Business Ethics, Anti-Bribery and Corruption Policy, Global Privacy Policy and ethical supply chains. At YTL PowerSeraya's energy retail arm, Geneco SG, now serving over 172,000 residential customers in Singapore, the brand deployed a digital loyalty platform and customer service chatbot which has improved customer engagement, enhanced service quality and deepened brand loyalty.

Sydney Harbour Marriott Hotel has become the first Marriott International property in Australia to earn the Sustainable Tourism Certification from Ecotourism Australia in July 2025, reflecting the hotel's commitment to meeting best practice standards across environmental, socio-economic, cultural and sustainable management principles.

Concluding Remarks - Climate and Sustainability Leadership

As policies, priorities and targets around the globe have shifted dramatically over the last year, climate and sustainability leadership must increasingly rest with stakeholders who are able to spearhead and implement change. Notably, in two of the many countries where we operate, Malaysia and Singapore have demonstrated continued commitment to environmental and social goals. Additionally, King Charles III and the head of the Catholic Church, Pope Leo XIV are strong advocates for action on climate change. They have highlighted the need to avoid a tyrannical approach to nature, instead advocating for a reciprocal relationship with the environment. They have spoken out about the urgent need to address climate change and have emphasised the importance of moving from words to action. However, whilst guidance can come from a number of sources such as these governments and leaders, the responsibility to continue to implement responsible practices and just transition rests largely with businesses. In Asia, a growing number of businesses are embedding sustainability into core operations, driven by stricter regulations and investor expectations.







YTL Group understands the need for increased collaboration and also accepts that we may not only need to prevent further habitat loss and destruction, but to also repair broken ecosystems, destroyed habitats and communities under threat on multiple fronts. Similar to Kintsugi, a Japanese art form dating back to the 15th century that involves repairing broken pottery in ways that both honours and emphasises the cracks with gold or silver to piece it back together, some of the planet's ecosystems can still be repaired. Whilst it is likely that they will show visible signs of where they were once damaged, hopefully, they will still be able to function and support the unique biodiversity and provide for the needs of our species sustainably on this resplendent planet.

We face our next 70 years in YTL Group alongside our many stakeholders with the profound currency of faithfulness,



integrity and purpose. We must always evoke our humility and never forget that we are not owners, but that we are stewards—caretakers of this moment in time and custodians of this inimitable planet that we share.

May God bless you in all your endeavours.

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

About YTL Group

[GRI 2-1, 2-6]

YTL Group is an integrated infrastructure developer domiciled in Malaysia, with international operations, investment projects under development in countries including Singapore, the United Kingdom, Australia, China, Finland, France, Indonesia, Japan, Jordan, the Netherlands, Thailand, United Arab Emirates and Vietnam.



Providing job opportunities to more than **17,000**

people globally



Delivering value-added goods and services to more than **12**

CORPORATE FACTS AT A GLANCE

million customers



Listed on the Main Market of **Bursa Malaysia** since 1985 and **Tokyo Stock Exchange** (Prime Market Foreign Stocks Segment) since 1996



YTL BEYOND

As YTL celebrates 70 years of Building The Right Thing, we reflect on our journey from a modest construction firm in 1955 into one of Malaysia's most trusted corporations. Over the decades, we have expanded our footprint across the construction, cement, property, utilities, hospitality and technology businesses—with sustainability at the heart of our journey. This anniversary celebrates not only our achievements, but also the people and partnerships that have shaped our story of growth and resilience.

To commemorate this milestone, we have carried out a series of initiatives for our employees and communities, which are highlighted in the *Empowering Our People* and *Enriching Communities* pillars of this report.

1955

 YTL Corporation began its journey with construction roots, building for the nation in defence and security



1997

- YTL Corporation established the YTL Foundation
- YTL Foundation launched Scholarship programmes



2005

 YTL Corporation became one of the founding partners of the Kuala Lumpur Performing Arts Centre (KLPAC), together with Yayasan Budi Penyayang Malaysia and The Actors Studio



2007

- YTL Corporation produced its first standalone Sustainability Report
- YTL Corporation won "Commendation for Social Reporting" at the ACCA Malaysia Environmental and Social Reporting Awards (MESRA) 2007
- YTL Corporation launched "Climate Change Week", a flagship educational outreach programme designed to raise environmental consciousness amongst Malaysians
- Global book launch of "Cut Carbon, Grow Profits", edited by Ruth Yeoh and Dr Kenny Tang







1970-1980

 Expansion into low-cost housing, nucleus hospitals, schools and universities, and other businesses





1993

YTL was awarded
 Malaysia's First Independent
 Power Producer (IPP)
 licence. The Group's two
 natural gas-fired, combined
 cycle power stations at
 Paka, Terengganu, and
 Pasir Gudang, Johor, were
 fully commissioned and
 commenced operations in
 1995

2002

 YTL Group acquired a 100% equity stake in Wessex Water Limited for an enterprise value of GBP1.24 billion, one of the most efficient water and sewerage providers in the United Kingdom, supplying over 2.9 million customers daily

2006

- YTL Corporation produced its first CSR statement in the YTL Annual Report 2006
- YTL Corporation won "Best Social Reporting in an Annual Report" at the ACCA Malaysia Environmental and Social Reporting Awards (MESRA) 2006

- YTL Corporation partnered with Reef Check Malaysia (RCM) with the initial goal to improve the condition of reefs and marine habitats around Pangkor Island
- YTL Corporation acquired SV Carbon, a carbon consultancy, and renamed it YTL-SV Carbon







- YTL Corporation set up the YTL Group Environmental Division
- KLIA Ekspres launched the "Go Lo-CO₂" campaign to inspire more people to lead a greener lifestyle
- YTL Group acquired YTL
 PowerSeraya Pte Limited from
 Singapore's Temasek Holdings
 (Private) Limited for an enterprise
 value of SGD3.8 billion. YTL
 PowerSeraya is currently the
 second largest power generation
 company in Singapore, with a total
 licensed generation capacity of
 3,100 megawatts, as well multi utility businesses

2011

- YTL Corporation formed the YTL Group Sustainability Committee (YTL GSC)
- GENeco UK introduced biogas-powered vehicle called the "Bio-Bug"



2012

 YTL Corporation developed the YTL Sustainability Framework



- YTL Foundation launched the Puan Sri Kai Yong Yeoh Book Prize
- YTL Corporation, Reef Check Malaysia and evian® raised funds for Ocean Conservation Efforts
- YTL Corporation won the "Singapore Environmental Achievement Award (Regional)" by the Singapore Environment Council
- The YTL Group Environmental Division renamed as YTL Group Sustainability Division

2014

- YTL Corporation launched the YTL Sustainability Tagline - "Making a Good Future Happen"
- YTL Corporation won Gold - Best Workplace Practices at the Global CSR Summit and Awards 2014



- GENeco UK introduced the "Bio-Bus" which runs on biogas derived from human sewage waste
- YTL Foundation launched the "Frog Classroom Programme" – enabling 21st Century Learning in schools by redesigning classrooms across Malaysia to make technology and collaborative learning available in classrooms

2010

- YTL PowerSeraya launched its 800 MW Cogeneration Combined Cycle Plant in Singapore
- YTL Cement received "Singapore Green Labelling Scheme" for six blended cement products
- YTL Corporation partnered with Rare and launched the USD2 million YTL Fellowship for A Rare Planet scheme
- Reef Check Malaysia conducted their first reef rehabilitation around Pangkor Island with the support of YTL Corporation
- YTL Corporation won "Green Energy Company of the Year" at the Frost & Sullivan 2010 Malaysia Excellence Awards
- YTL Group launched the Yes 4G wireless broadband network across Peninsular Malaysia, providing users with fast, ubiquitous and alwaysconnected voice, data and video services

- YTL Corporation launched the YTL Sustainability microsite
- YTL Hotels set up the Gaya Island Resort Marine Centre (GIRMC), establishing Malaysia's first Turtle Rescue and Rehabilitation Programme. So far, GIRMC has rescued 28 turtles, as well as rehabilitated and released nine turtles



- YTL Corporation won "Strongest Adherence to Corporate
 Governance" and "Best Strategic Corporate Social Responsibility" at the 3rd
 Annual Southeast Asia Institutional Investor Corporate Awards 2013
- Sandy Island, Sandy Cove in Singapore by YTL Land & Development won World Gold - Residential Development (Low Rise) at the FIABCI World Prix d'Excellence Awards 2013
- Express Rail Link (ERL) won Environmental Commitment Award at the Global AirRail Awards 2013

- Tanjong Jara Resort formed a partnership with Lang Tengah Turtle Watch (now known as PULIHARA) and launched a turtle hatchery on-site at the resort. Since its inception, more than 110,000 eggs and 84,000 hatchlings have been saved and released
- YTL Hotels set up Gaya Island Resort Wildlife Centre (GIRWC) to protect Gaya Island's biodiversity





2018

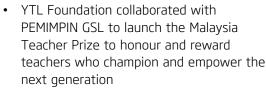
 Wessex Water received the Sustainable Development Award for an unprecedented third time at the Queen's Awards for Enterprise (now known as the King's Awards for Enterprise)





2020

YTL Foundation's "Learn From Home"
 Programme distributed 100,000
 smartphones, 450,000 SIM cards and 18
 million gigabytes of free data to students
 across the country, which was awarded
 the "People's Choice Awards" at the
 Constellations Awards 2022



 YTL PowerSeraya acquired the Tuaspring power plant, one of the newest and most technologically advanced plants in Singapore's power generation grid







2015

- YTL Cement commissioned its first waste heat recovery power plant in Malaysia, reducing greenhouse gas emissions and improving energy efficiency by converting waste heat into renewable power
- Women at YTL (W@Y) was established at YTL's Leadership Conference 2015 as YTL's women's network that seeks to empower and support women in YTL

2017

 YTL Corporation included in the FTSE4Good Bursa Malaysia Index



FTSE4Good

- Completion of YTL Group's new Headquarters, Menara YTL, which was awarded the Certified Rating by the Green Building Index (GBI) Accreditation Panel
- ERL welcomed their 100 millionth passenger since services began in 2002
- YTL Group rolled out "Say No to All Plastic (SNAP)" campaign to achieve zero use of avoidable single-use plastic by 2025
- YTL Cement acquired Malayan Cement, expanding its operations and reinforcing its commitment to building a strong and sustainable construction materials industry



- YTL Group announced aspiration to be carbon neutral in operations by 2050
- Geneco SG, the retail arm of YTL PowerSeraya, launched the "Power Eco Add-on" plan for its residential customers



2023

 YTL Corporation won Gold - Utilities at The Edge Malaysia ESG Awards 2023



• YTL Cement signed a Memorandum of Understanding (MoU) with the Construction Research Institute of Malaysia (CREAM) providing a MYR1 million grant to advance sustainable construction research



Malayan Cement Berhad and the Ministry of Higher Education (KPT) jointly launched Malaysia's first University-Industry Research Consortium, offering postgraduate scholarships on tropical limestone karst studies



2022

the Eco Family: ECOCem™, ECOConcrete[™], ECODrymix[™] and ECOSand™



- Malayan Cement Berhad launched YTL Construction won the Notable Achievement -Environmental Performance at the Prime Minister's Hibiscus Award
 - YTL Power International announced the development of a 500 MW solar-powered data center park in Johor
- The Fennel at Sentul East by YTL Land & Development won World Gold - Residential High Rise at the FIABCI World Prix d'Excellence Awards 2022
- YTL Foundation celebrated 25 years of "Better Societies Through Better Education"



 YTL Corporation won four awards at the 14th Institutional Investor Corporate Awards 2024 - Strongest Adherence to Corporate Governance, Most Consistent Dividend Policy, Most Organised Investor Relations and Best Strategic CSR



- YTL PowerSeraya awarded the right to build, own and operate a hydrogenready combined cycle gas turbine unit with a capacity of about 600 MW at the Pulau Seraya Power Station on Jurong Island
- In November 2023, YTL Group acquired a 21.77% equity interest in Ranhill Utilities Berhad, a Malaysian multi-utilities company. In May 2024, the Group increased its stake further, acquiring control of Ranhill with an aggregate direct shareholding of 53.19%
- ERL launched "GoGreen Ekspres" – a Safety, Environment, Social and Governance (SESG) framework
- YTL Cement acquired NSL Ltd., integrating its precast and waste management businesses that contribute to sustainable urban development and advance circular economy practices in Singapore and the region



2025

- YTL Corporation won Gold
 Utilities at The Edge Malaysia ESG Awards 2025
- YTL Power International won Gold - Market cap over RM5 billion for "Most Improved ESG Performance over 3 Years" at The Edge Malaysia ESG Awards 2025





 The Prime Minister of Malaysia, YAB Dato' Seri Anwar Bin Ibrahim, formally launched Brabazon Bristol, a new town being developed in the UK.
 Brabazon is the UK's largest brownfield development and will feature 6,500 new homes, a 15-acre park, three new schools and a 19,500-capacity arena



 CDL Academy Seminar Series had crossed 100 sessions, benefitting more than 10,000 industry practitioners and undergraduates to promote sustainable construction



Awards and Accolades

YTL Group

- YTL Corporation received multiple accolades at FinanceAsia's 29th Edition of Asia's Best Companies 2025, including Bronze for "Best Managed Company", Silver for "Best Mid-Cap Company", and Gold for both "Best Managed - Conglomerate" and "Best Managed - Industrials", conferred by FinanceAsia
- YTL Corporation won Gold at The Edge Malaysia ESG Awards 2025 in the Utilities category, conferred by The Edge Malaysia

YTL Power International

- Won Gold in the "Market cap over RM5 billion" category for Most Improved ESG Performance Over 3 Years at The Edge Malaysia ESG Awards 2025, conferred by The Edge Malaysia
- Awarded for Highest Returns to Shareholders Over Three Years in the Big Cap Companies (RM10-RM40 billion Market Cap) and Utilities categories at The Edge Billion Ringgit Club Awards 2025, conferred by The Edge Malaysia

Malavan **Cement Berhad**

 Awarded for Highest Growth in Profit After Tax Over Three Years in the Industrial Products and Services category at The Edge Billion Ringgit Club Awards 2025, conferred by The Edge Malaysia

YTL Foundation

• Received the Digital Education Excellence Award 2024 in the inaugural "Unity in Action" category, conferred by Taylor's Community

- YTL Construction Awarded the Sustainability ESG Leadership Award 2024 in the category Construction and Engineering at the Top Asia Corporate Ball 2024, conferred by Top 10 of Asia magazine
 - Awarded the MiSHA Excellence Award for OSH Risk Management in the Construction & Heavy Engineering Sector 2024 and the MiSHA Excellence Award for Mechanical Management 2024, conferred by the Malaysian Industrial Safety and Health Association (MiSHA)
 - Awarded under "Best Companies to Work for in Asia", "Most Caring Company", "Diversity, Equity & Inclusion (DEI)" and "Sustainable Workplace" at the HR Asia Awards 2024, conferred by HR Asia
 - Awarded Company of the Year (Construction) ESG Leadership Award and the Long-Standing Excellence Award at the Sustainability and CSR Malaysia Awards 2025, conferred by Sustainability and CSR Malaysia











Awards and Accolades

YTL Communications

- Won B2B Client Initiative of the Year and Innovative Connectivity Solution of the Year at the Asian Telecom Awards 2025, conferred by Asian Telecom magazine
- Awarded the 5G-A × Al Integrated Innovation Award at the GTI Awards 2025, conferred by the Global TD-LTE Initiative (GTI)
- Awarded Bronze in the "Communication Networks" category at the Aria Brand Award 2024, conferred by Malaysia External Trade Development Corporation





UK

- YTL Developments Named Developer of the Year and "Winner of Winners" at the Bristol Property Awards, conferred by MediaClash
 - Named Developer of the Year at the Insider South West Property Awards 2024, conferred by Insider Media
 - Received its first Considerate Constructors Scheme score for The Heritage District - the second phase of new homes at Brabazon, conferred by the Considerate Constructors Scheme (CCS)

- YTL PowerSeraya Geneco SG was awarded three Golds, two Silvers and one Bronze, and named Overall Brand Champion at the PR Awards 2025, conferred by MARKETING-INTERACTIVE
 - Geneco SG retained its title as Singapore's leading Residential Electricity Retailer, conferred by SP Group
 - Geneco SG earned multiple awards at the Hashtag Asia Awards 2025, conferred by MARKETING-INTERACTIVE









Awards and Accolades

Wessex Water

- Wessex Water was awarded Higher Degree Apprentice of the Year and Large Apprenticeship Employer of the Year at the Bridgwater & Taunton College Apprenticeship and Placement Awards 2025, conferred by Bridgwater & Taunton College
- Wessex Water was awarded Wastewater Project of the Year at the Water Industry Awards 2025, conferred by Utility Week
- Pelican Business Services was awarded at the South West Contact Centre Awards 2025 in the categories of "Diversity and Inclusion" and "People Development", conferred by the South West Contact Centre Forum (SWCCF)
- Wessex Water was awarded the Project Under GBP10 Million Award at the Institution of Civil Engineers (ICE) South West Awards 2024, conferred by the Institution of Civil Engineers

YTL Hotels and YTL Hospitality REIT Group

- The Academy Hotel was awarded Silver in the Green Tourism certification, conferred by Green Tourism
- The Westin Perth was awarded the Banquet, Events and Mice Team Award and Hotel Marketing Award at the Australian Hotels Association Awards, conferred by Australian Hotels Association
- Brisbane Marriott Hotel was awarded Business Hotel of the Year for Australasia at the HM Awards 2024
- Sydney Harbour Marriott Hotel was awarded fifth place under "Australia's Best City Hotels" at the Travel and Leisure Luxury Awards Asia Pacific 2025, conferred by Travel and Leisure Southeast Asia

YTL Land & Development

- Sentul Works at Sentul West achieved international recognition as the World Silver Winner in the Office Category of the FIABCI World Prix d'Excellence Awards 2025, conferred by FIABCI
- Sentul Works at Sentul West was awarded Winner in both the Heritage and Office Categories of the Malaysia Property Award™ 2024, conferred by FIABCI-Malaysia











Our Approach to Sustainability

[GRI 2-9, 2-14, 2-17, 2-23, 2-24, 2-25, 2-29, 3-1, 3-2, 201-2]

Founded on the ethos of Building The Right Thing, YTL Group is committed to consistently reinforcing our creative thinking and innovative approach to ensure our businesses are sustainable, so that we can continue forward with our mission of Making A Good Future Happen. We continue to place a strong emphasis on operating responsibly and sustainably to strengthen resilience, mitigate risks and future-proof our businesses.

Our sustainability strategy remains focused on four pillars: Environment, Workplace, Community and Marketplace, as outlined in our Sustainability Framework, and is aligned with the United Nations Sustainable Development Goals (UN SDGs), YTL Group's Policies and Code of Conduct and Business Ethics. The Sustainability Framework has a comprehensive set of guidelines that serve as the foundation for our current and future sustainability plans, guiding us towards well-rounded goals encompassing economic, environmental, social and governance aspects.

YTL Group Sustainability Framework

Brand Values

Building The Right Thing HONESTY HAR

HARD WORK

MORAL RESPONSIBILITY

TOGETHERNESS

VITALITY



Sustainability Commitment

Making a Good Future Happen











Aligned with
Sustainable
Development
Goals





























Peripheral

SUSTAINABILITY GOVERNANCE

YTL Group believes that good governance starts with integrity and ethics, which plays a vital role in integrating sustainability goals into our decision-making processes promoting transparency, managing risks and driving long-term success. Our Board of Directors (the Board) is the highest governance body in our organisation, responsible for overseeing the conduct of our Group's business operations and financial and sustainability performance.

Our unwavering commitment is to achieve our business objectives whilst delivering sustainable value to all stakeholders. To uphold this commitment, we have implemented robust policies and processes that enhance corporate performance and accountability. These measures are bolstered by our strict adherence to applicable laws, regulations, rules and international standards in the jurisdictions where we operate.

YTL Group's policies in the following areas are available on our corporate website:

- Anti-Bribery and Corruption (ABC) Policy
- Global Privacy Policy
- Remuneration Policy and Procedures for Directors and Senior Management
- Code of Conduct and Business Ethics (The Code)

The YTL Group Sustainability Committee (YTL GSC), led by the YTL Group's Executive Chairman, Tan Sri (Sir) Yeoh Sock Ping, supports the Board in setting high-level sustainability direction and strategic focus, overseeing and monitoring the implementation of our sustainability agenda. Spearheaded by the Head of Group Sustainability and supported by members from the Sustainability Division, key business units and functional support divisions worldwide, the YTL GSC reports to the Board on an annual basis or more frequently, where required. The Sustainability Champions spanning our operations play a significant role in aligning our sustainability agenda with those of each business unit, and ensuring the effective implementation of sustainability initiatives on the ground.

On 21 August 2024, YTL Group updated its Code to formally codify existing environmental, social and governance (ESG) policies and general practices applicable across the Group. This updated Code replaces the previous Corporate Statements. Key additions include focus areas such as employment practices, human rights and ethics, environmental commitments, ethical supply chain management and provisions for compliance and review of the Code. These enhancements are intended to better reflect the Group's ongoing efforts to integrate ESG considerations into its operations and to align with evolving stakeholder expectations.

YTL Group Sustainability Governance Structure

BOARD OF DIRECTORS

- Accountable for the overall sustainability strategy and direction of responsible business operations, risk management and other ESG-related matters across our value chain
- Oversees the progress of the sustainability strategy and performance across material governance and ESG issues
- Reviews and approves the material matters, results and sustainability report



YTL GROUP SUSTAINABILITY COMMITTEE (YTL GSC)

- Comprises representatives from YTL Group Sustainability Division and Senior Management from YTL Group's Business Units
- Supports the Board in setting high-level sustainability direction and strategic focus
- Oversees the implementation of the sustainability strategy and ESGrelated matters
- Reviews, monitors and provides YTL Group's sustainability strategic plans and initiatives across our value chain

YTL GROUP SUSTAINABILITY DIVISION

- Spearheaded by the Head of Group Sustainability
- Formulates sustainability framework
- Ongoing Leads and oversees YTL Group's sustainability strategy implementation
 - Coordinates and implements YTL Group's sustainability initiatives and programmes
 - Monitors and tracks YTL Group's sustainability performance

Periodic reporting

SUSTAINABILITY CHAMPIONS (BUSINESS UNITS/YTL GROUP FUNCTIONAL SUPPORT DIVISIONS)

- Play a significant role in aligning the sustainability agenda with business practices on the ground
- Integrating sustainability priorities into their day-to-day responsibilities
- Implementing, managing and monitoring sustainability activities and performance

STAKEHOLDER ENGAGEMENT

To foster profound and meaningful connections with our stakeholders, we utilise designated communication channels to engage with them and gain insights into their perspectives on all aspects of ESG and material matters related to our operations. This engagement allows us to better address their needs, deliver sustainable value and enhance our responsiveness. Our stakeholder engagement process entails identifying and prioritising material issues, as well as periodically reviewing the actions taken to address concerns. The table presented offers an outline of the essential stakeholder groups, the methods employed for engagement, the topics discussed and our corresponding responses.

Stakeholder Engagement for YTL Group						
Stakeholder Groups	Modes of Engagement	Frequency	Stakeholders' key interest and concerns	Our response and initiatives		
Employees	 Intranet, newsletters, broadcasts and internal enterprise platforms Training, town halls, dialogues and YTL LEAD Conference Annual performance appraisals Recreational and team-building sessions Public digital platforms (corporate websites, LinkedIn, Facebook, Instagram, etc.) 	A Q O	 Corporate priorities, vision, core values and ethical conduct Business strategy, direction and performance Rewards, recognition, leadership and talent development Competitive remuneration and benefits Human rights and fair labour practices Diversity and inclusion Workplace health and safety 	 BTRT and Monday Memo Women at YTL (W@Y) YTL LEAD Conference YTL Learning Academy Peer-to-peer sharing sessions The Code and ABC Policy Talent management enhancement, safety culture and promotion of workplace fairness and inclusiveness 		
Customers	 Corporate websites and social media Marketing, promotional programmes and events Feedback channels (emails, phone calls, hotlines and surveys) Product launches and roadshows, exhibitions and conferences Sales team visits and meetings Community events 	0	 Product and service quality Product innovation Product impact and measures taken Competitive pricing Customer experience and relationship management Data safety and security 	 Global Privacy Policy Innovative products and services Reliable customer service and support Appreciation events 		
Shareholders, Investors, Banks and Lenders	 Annual and extraordinary general meetings Annual reports, sustainability reports and quarterly financial reports Stock exchange announcements and website updates Investor relations events, analyst briefings and press releases Regular meetings and networking functions Engagements and request for information (emails, meetings, phone calls, questionnaires and surveys) 	A Q O	 Company growth and value chain Business strategy, direction and outlook Financial and ESG related performances Compliance and governance ESG strategy, risk management and opportunities 	 Regular investor and analyst engagement Responding to requests for data and information as a constituent of FTSE4Good Bursa Malaysia Index Implementation of measures for continuous improvement of ESG performance and disclosures Provision of timely and accurate responses to ESG-related questionnaires, inquires and surveys 		







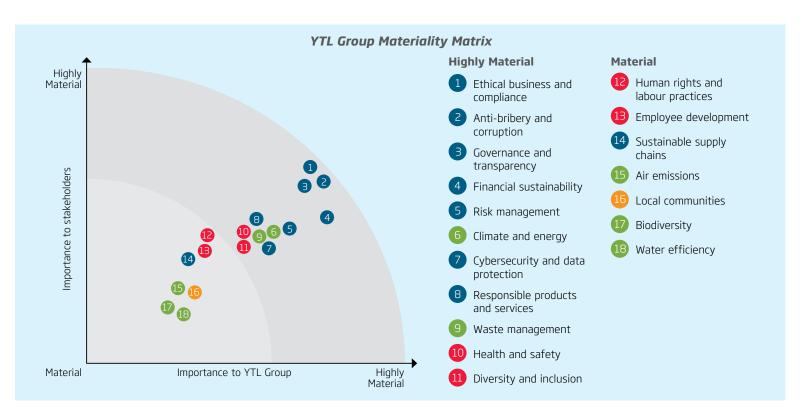
Stakeholder Engagement for YTL Group –

Stakeholder Groups	Modes of Engagement	Frequency	Stakeholders' key interest and concerns	Our response and initiatives
Suppliers, Business Partners and Industry Groups	 Regular meetings, site visits and networking functions Product launches, roadshows, trade exhibitions and sector conferences Supplier briefing, training and workshops Supplier assessment system 	0	 Compliance with industry best practices, legislation, rules and regulations Health and safety Fair treatment of suppliers and business partners Ethical and responsible conduct Opportunities for business collaboration Local procurement or nearshoring Understanding the requirements and getting support to improve supplier ESG performance 	 Increased compliance audits Appreciation events Seminars and peer sharing sessions The Code and ABC Policy Support for local small and medium-sized enterprises (SMEs) Supplier assessment and ESG upskilling programmes Prioritisation of local sourcing for products and services
Government and Regulators	 Official meetings and visits Industry dialogues, events, trade exhibitions and seminars Industry consultation and sectorial conferences 	0	 Compliance with industry best practices, legislation, rules and regulations Development and enhancement of resilience of capital markets Opportunities for business investment Community investment ESG impact and company initiatives 	 Compliance of operations and products with national standards, guidelines, laws and regulations Public-Private Partnerships Foreign investment Sharing of industry best practices Integration of ESG into business operations
Media	 Press releases Official launches and corporate events Media coverage Corporate websites and social media 	0	 Economic performance, company growth and value chain Business strategy, direction and performance New projects and future prospects 	 Regular media engagement Announcement of Quarterly Financial Results
Communities	 Community outreach programmes Charitable contributions Corporate websites and social media Consultation, dialogue and collaboration with charities and non-governmental organisations (NGOs) for community development 	0	 Minimising environmental and social impacts Community investments and project-based initiatives Operational compliance to regulations 	 Corporate donations and fundraising Employee volunteering programmes Community outreach programmes



MATERIALITY

We periodically update the assessment to ensure it remains current, accurate, reflective of and relevant to our businesses. This helps us to align our strategy and day-to-day operations with business needs, and create long-term sustainable value for stakeholders. An internal assessment conducted this year confirmed that the 18 material matters remain relevant and are consistent with the version previously reviewed and endorsed by the Board.



Materiality Assessment Process

Identification of ESG matters

The critical ESG matters relevant to the business context were analysed and reviewed. The identified material ESG matters were then benchmarked against standards, policies, regulations and best practices in the industry.

Analysis and prioritisation of findings

Materiality assessments were conducted in a focus group with participation from senior management.

Validation and review

The prioritised key material ESG matters were validated and the results were reported to the Board for their consideration and approval.

Board sign-off

The final list of material matters was reviewed and approved by the Board.

Mapping Our Material Matters

YTL Group's material matters, which are aligned with the UN SDGs, are inherently tied to our sustainability strategy and categorised into four sustainability pillars. Identifying risks and opportunities within each of these pillars helps us to prepare and integrate suitable action plans into our operations, creating a positive impact on all ESG aspects.

PROTECTION OF THE ENVIRONMENT

Material Matters: Climate and energy, waste management, air emissions, biodiversity, water efficiency

Key Stakeholders: Communities, governments and regulators, customers, banks and lenders

UN SDGs:













Shorter-term (1-5 years)

 Physical risks: Increased severity and frequency of extreme weather events (eg. floods, heatwaves) may damage physical assets, disrupt operations and increase capital, operational and supply chain costs

Risks

- Policy and legal risks: Stricter regulations, new legislation and enhanced disclosure requirements may disrupt business activities and increase compliance costs
- Technology risks: Rapid technology shifts may require immediate upgrades or system replacements to meet new standards, raising costs and operational complexity
- Financial risks: Potential for increased operational and capital expenditures due to asset stranding, market volatility, credit risk, rising insurance premiums, availability of financial instruments and growing investor scrutiny
- Market risks: Volatile markets, changing consumer preferences, and raw material price fluctuations may impact pricing, demand and profitability
- Reputational risks: Growing consumer and investor preference for sustainability may influence brand perception and reduce demand for products or services

Longer-term (>5 years)

- Physical risks: Gradual changes in climate patterns and precipitation levels may affect resource availability, alter consumer behaviour and disrupt longterm operations
- Policy and legal risks: Ongoing development of climate policies, carbon pricing mechanisms and global sustainability standards may require major business model adjustments and increase long-term compliance burdens
- Market risks: Structural market shifts driven by decarbonisation may reduce demand for high-emission products, lower asset values and reshape competitive landscapes
- Technology risks: Continued investment in advanced technologies to meet future environmental standards may increase costs, strain data management and cybersecurity and disrupt existing systems and processes
- Reputational risks: Lack of credible long-term climate action may result in sustained loss of brand trust, customer loyalty and challenges in attracting or retaining talent

Opportunities

- Demonstrate stronger business alignment with environmental and climate change priorities to enhance brand value and stakeholder trust
- Leverage new and cleaner technologies, supported by policy incentives, subsidies and tax benefits to drive innovation and competitiveness
- Tap into a wider range of sustainability-linked financing options offered by financial institutions and investors
- Drive the development and expansion of green business lines through targeted R&D and innovation, meeting shifting customer demands and sustainability expectations
- Improve resource management efficiency (e.g. biodiversity, energy, water and waste) to reduce operational costs and enhance long-term resilience
- Strengthen risk preparedness and strategic positioning through early adaptation to market, regulatory and consumer trends related to sustainability

- Improve operational resilience by ensuring spare capacity, conduct regular maintenance and adopting appropriate technologies to mitigate disruptions and support long-term sustainability
- Implement green initiatives, innovation and investments that reduce environmental footprints and support compliance with evolving regulations and stakeholder expectations
- Develop and invest in low emission and/or renewable technologies to meet increasing customer demands for cleaner energy and support the shift toward a circular and low-carbon economy
- Explore and pursue new green business lines, whilst integrating climaterelated financial risk considerations into investment decisions to enhance resilience and identify growth opportunities
- Optimise resource use through efficient management of biodiversity, energy, water and waste, thereby reducing environmental impact and improving cost-effectiveness

EMPOWERING OUR PEOPLE

Material Matters: Health and safety, diversity and inclusion, human rights and labour practices, employee development **Key Stakeholders:** Employees, suppliers (who work at our operational sites)

UN SDGs:







Risks

Shorter-term (1-5 years)

- Regulatory and policy risks: Stricter regulations and enhanced disclosure requirements related to health and safety (H&S), diversity, human rights and employee development as well as potential labour rights violations can lead to regulatory fines, reputational damage and costly operational changes
- Workforce attraction and retention risks: Inadequate development plans, lack of diversity, insufficient compensation, limited career progression, unethical labour practices may result in reduced employee engagement, high turnover and challenges in both attracting and retaining top talent
- Health and safety risks: Unsafe workplaces, physical, ergonomic and psychosocial hazards, alongside inadequate emergency preparedness, discrimination, forced labour, poor working conditions and insufficient training, can lead to injuries, illnesses or accidents in the workplace, regulatory fines and longer-term damage to business reputation and branding
- Reputational and stakeholder trust risks: Negative media coverage or stakeholder activism linked to human rights breaches, diversity gaps, or unsafe practices may result in loss of business opportunities, talent flight or investor pressure

Longer-term (>5 years)

- Operational risks: Under-skilled or disengaged workforce, low workforce morale and employee dissatisfaction can lead to reduced productivity, higher operational costs, increased errors, accidents and disruptions to business operations
- Financial risks: Consistently underperforming workforce can cause the loss of competitive advantage, impact customer retention, missed business opportunities and damage company reputation
- Legal and compliance risks: Failure to meet evolving global standards in labour, diversity or H&S practices may increase exposure to litigation, sanctions or even jeopardise the company's ability to continue operating in key markets

Opportunities

- Develop talent and provide equal opportunities based on industry benchmarked standards, which can lead to a more skilled and competent workforce
- Uphold principles of human rights and responsible labour practices to enhance reputation, stakeholder confidence and long-term brand loyalty
- Implement strong health and safety systems to improve overall productivity, reduce downtime as well as enhance all aspects of physical, mental and social health at the workplace
- A positive diversity culture brings varied perspectives, fostering innovation and collaboration, improving customer and employee satisfaction, attracting better talent and improving employee retention
- Strengthen workforce resilience by integrating mental health, wellness and flexible work arrangements into core employee strategies
- Demonstrate leadership in social responsibility and sustainability performance, creating potential advantages in ESG ratings, customer preferences and investor interest

- Invest in employee development through training, career growth opportunities, wellness programmes and supportive policies to enhance productivity, job satisfaction and retention
- Ensure our employees work in a safe and conducive environment with proactive workplace H&S practices
- Exemplify workplace diversity through inclusive leadership, diverse recruitment, comprehensive policies, ongoing education and a supportive work environment
- Prioritise local hiring to build shared values, strengthen community integration and support local economic development
- Strengthen human rights due diligence across the value chain, including ethical sourcing, supplier screening and grievance mechanisms
- Establish governance and reporting mechanisms to monitor progress on H&S, diversity and labour practices, ensuring transparency and accountability

ENRICHING COMMUNITIES

Material Matters: Local communities **Key Stakeholders:** Communities, media

UN SDGs













Risks

Shorter- and longer-term

- Reputation and branding risks: Inadequate community engagement and inability to address local community concerns can lead to mistrust and opposition, potentially resulting in community resistance, project delays and long-term damage to the company's reputation and local support
- Social license risk: Failure to build meaningful relationships with communities may jeopardise longer-term access to land, resources, or operational continuity in key project areas
- Conflict and operational disruption risk: Poor stakeholder management can escalate tensions, leading to protests, legal action, or disruptions that affect project timelines and costs

Opportunities

- Active engagement and demonstrating commitment to community well-being can build trust, foster brand loyalty and enhance company reputation
- Develop partnerships and collaboration with like-minded partners for better outreach, capacity building and driving innovative solutions
- Strengthen social license to operate by aligning projects with community priorities and expectations
- Support longer-term business continuity by contributing to local economic development, employment and education
- Create shared value by integrating community needs into business planning, especially for site selection, infrastructure development and impact mitigation

- Enrich local communities through community engagement initiatives with like-minded partners that promote mutual understanding, resilience and shared value creation
- Empower underprivileged and underserved groups through education and by creating opportunities for access to learning, vocational training and entrepreneurship
- Establish inclusive stakeholder engagement processes, including transparent communication channels and feedback mechanisms to incorporate community input into project planning and operations
- Measure and report community impact regularly to ensure continuous improvement and accountability in social performance

EMBRACING THE MARKETPLACE

Material Matters: Ethical business and compliance, anti-bribery and corruption, governance and transparency, financial sustainability,

risk management, cybersecurity and data protection, responsible products and services, sustainable supply chains

Key Stakeholders: Customers, suppliers, business partners and industry group, shareholders and investors, government and regulators,

banks and lenders

UN SDGs:







Risks

Shorter-term (1-5 years)

- Cybersecurity risks: Data breaches, intellectual property theft, phishing and social engineering attacks can cause financial losses, reputational damage and loss of competitive advantage
- Regulatory and policy risks: Failure to adhere to required standards or relevant regulations may lead to regulatory fines and retraction of the business's license to operate
- Supply chain risks: Vendor reliability, human rights practices in the supply chain, logistics challenges, product quality and information security create vulnerabilities and possible disruptions in supply chain networks
- Ethics and compliance risks: Lapses in anti-bribery and corruption (ABC) enforcement or weak compliance monitoring may result in investigations, penalties and loss of stakeholder trust

Longer-term (>5 years)

- Financial risks: Revenue volatility, payment delays and defaults, transaction fraud, regulatory compliance costs, competition pressure and limited financing options can negatively impact the company's financial health
- Reputational risks: Weak corporate governance may lead to potential reputational damage
- Market risks: Inadequate and insufficient investment in innovation and product development may weaken company's competitive position and may lead to losses in the customer base
- Digital and data risks: In the long-term, underinvestment in cybersecurity, data privacy frameworks or digital infrastructure could erode stakeholder confidence, particularly in customerfacing services and platforms

 Inculcate a strong compliance culture throughout the company and create a secure environment for digital assets, customers and stakeholders

Opportunities

- Promote investment in sustainable products, green business segments and their infrastructure to enhance business resilience and increase competitiveness
- Integrate climate-related risk management into existing risk management practices and internal control frameworks
- Build an agile and resilient supply chain that is sustainable, reduces dependency on finite resources, enhances adaptability to disruptions and fosters long-term economic and environmental stability
- Strengthen ethical governance practices to improve investor confidence, reduce misconduct and support long-term value creation
- Enhance transparency through regular disclosures on financial, ESG and compliance matters, building stronger stakeholder trust and market reputation

- Uphold sound corporate governance and achieve resilient financial performance
- Implement effective risk management practices with robust board oversight on ESG matters
- Adopt and enforce a zero-tolerance approach towards fraud, bribery and corruption
- Implement an integrity pledge and ongoing, role-specific employee training programmes to disseminate and improve understanding of the organisation's policies, business values and expectations
- Ensure fair and responsible supply chain and procurement processes
- Commit to producing high-quality, ethical and innovative products, services and solutions at competitive prices
- Conduct periodic and refresher training on topics such as ABC, cybersecurity, data protection and responsible conduct
- Integrate data governance frameworks and invest in cybersecurity technologies to protect sensitive information and digital operations
- Establish cross-functional compliance monitoring and reporting structures to proactively identify risks and implement corrective actions

Progress On Aspirations

Carbon Neutral by 2050 (in our operations)

Approach





- Continuously monitoring and enhancing existing systems and equipment, whilst actively pursuing opportunities to increase on-site renewable energy capacity where operationally and economically viable.
- To ensure a smooth and just transition towards carbon neutrality in operations by 2050, we are actively exploring nascent and breakthrough technologies.

Performance and Progress

Malayan Cement Berhad (MCB)

- MCB continues to engage with customers on their ECO product offerings and actively contributes to the transition towards sustainable construction via its CDL Academy and collaboration with various external parties in capacity-building programmes.
- In its efforts to decarbonise, MCB continues to invest in new production technologies to improve plant efficiency and energy conservation. Its efforts in promoting its ECO products and decarbonising operations have contributed to further reduction in GHG emissions.

YTL PowerSerava

 YTL PowerSeraya completed the construction of the additional 4 MWp Solar Photovoltaic (PV) System during the financial year, which cost over SGD5 million, at the Pulau Seraya Power Station, bringing the PV System capacity to a total of 5 MWp.

YTL UK Group

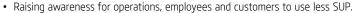
• This year, renewable energy generated by the YTL UK Group amounted to 20 GWh of electricity and 77 GWh of biomethane.

YTL REIT

· Hotels have, where applicable, undertaken regular optimisation of chillers, boilers and ventilation systems, adopted energy management systems, transitioned to energyefficient LED lighting and introduced EV charging stations to facilitate sustainable travel.

Zero Single-Use Plastic (SUP) by 2025

Approach



- Monitoring and evaluation: focus on avoidable SUP elimination.
- Continuous improvement through the use of alternative items, innovative solutions, industry best practices and/or partnerships.

Performance and Progress

- Adopting 3R concept and raising awareness.
- Installed water refill systems and reduced use of plastic bottles and cutlery whenever feasible.
- Hotel properties are in the midst of transitioning to more environmentally friendly guest amenities i.e. refillable glass water bottles and toiletries.

Zero Fatalities

Approach





- Putting a strong focus on the safety of our people.
- Growing our capacity and better protecting our people through enhancement of standard operating procedures (SOPs).
- Providing professional education and training as a critical tool in staying abreast of the shifting trends around health and safety in the workplace.

Performance and Progress

· We report zero fatalities amongst employees, however, there was one case of a fatality of a contractor in our operations this year. Further efforts to increase hazards compliance, compliance to procedures and safe practices are required in the coming years, to lower the numbers of workplace incidents.

Zero Tolerance for Bribery and Corruption

Approach



- Maintaining the highest standards of corporate governance and ethical business practices.

Performance and Progress

- · Zero cases of bribery and corruption reported.
- 61% of employees received training in ABC.
- 93% of our operations across our businesses were assessed for corruption-related risks.

Empower and Enrich Local Communities









Approach

- · Empowering youth and underprivileged groups by providing access to quality education and sharing valuable knowledge.
- · Improving livelihoods of those in need through financial aid, in-kind contributions and volunteering.
- · Enriching local communities through community outreach initiatives to create shared value.

Performance and Progress

- YTL Group has invested over MYR52 million, positively impacting more than 140,000 lives through education and community programmes.
- YTL Foundation's KelasKita reached 1,500 students and engaged 800 volunteers across Malaysia, expanding into new states including Sabah.
- Leaps Academy provided holistic education to 481 underserved students from B40 and displaced communities.
- MCB's University-Industry Research Consortium (UIRC) initiatives offers scholarships and research
 grants to postgraduate students and early-career lecturers studying tropical limestone karst
 sustainability.
- MCB launched the BUILDS Volunteer Programme in June 2025. This initiative matches employees with causes aligned to BUILDS's three pillars: Community, Environment and Potential.
- YTL Construction's initiative, Santun Komuniti YTL, launched over 55 CSR programmes since 2018, benefitting more than 32,000 individuals in Johor, Kuala Lumpur and Selangor.

- YTL Construction's SIPP-YTL JV, in partnership with the Kluang Municipal Council, Railway Asset Corporation and Think City, developed the 2.9 km Kluang Heritage Linear Park Laman Rel Mahkota under the GJBEDTP. Officially opened on 25 August 2025, the park breathes new life into Kluang and stands as a lasting gift for the community, celebrating heritage, culture and sustainable urban living.
- To assist customers facing difficult or challenging circumstances, during the year under review,
 Wessex Water supported more than 70,000 customers with their bills and debt, auto-enrolling
 them onto schemes where possible. Similarly, Ranhill Group provided rebates amounting to
 MYR0.87 million for water bills to 2,748 poor and hardcore poor households across Johor through
 its E-Kasih Water Rebate Programme.
- YTL PowerSeraya joined the Go Green SG campaign led by Singapore's Ministry of Sustainability and the Environment. In collaboration with Kinderland International Education, SMRT Corporation and Lions Befrienders, the company contributed to creating Singapore's largest mural made entirely from discarded plastic toys.

OUR COMMITMENT

Integrating responsible and sustainable environmental strategies into our core business decisions to protect and enrich the natural environment for future generations

OUR APPROACH

- Minimising environmental impacts of our operations
- Protecting and conserving terrestrial and marine biodiversity as well as their ecosystems
- Reducing greenhouse gas emissions through energy efficiency and renewable energy towards a low-carbon economy
- Managing waste streams through responsible waste management, whilst optimising resource efficiency towards a truly circular economy
- Prioritising sustainable water use and efficiency

ALIGNED WITH

















Protection of the Environment

[GRI 2-27, 302-1, 302-2, 302-4, 303-1, 303-3, 303-4, 303-5, 304-1, 304-2, 304-3, 305-1, 305-2, 305-3, 305-5, 306-2, 306-3, 306-4, 306-5]

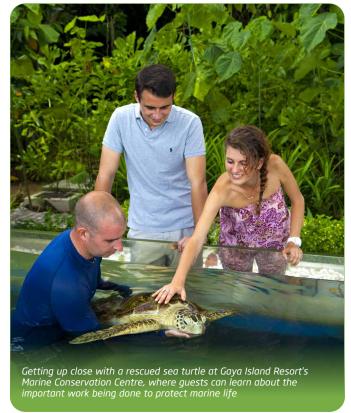
The scientific consensus on climate change continues to strengthen, with recent reports confirming the ongoing trend of rising global temperatures. At YTL Group, we view environmental stewardship as an essential part of our responsibility as an integrated infrastructure developer. We focus on maintaining regulatory compliance, whilst continuously seeking practical opportunities to improve environmental performance across our operations.

Environmental management across the Group is guided by established frameworks, such as the ISO 14001 Environmental Management System, implemented in several key business units. Our Code of Conduct and Business Ethics (The Code), available on our corporate website, reinforces accountability and provides clear guidance on regulatory compliance and best practices across diverse sectors, from utilities and construction to building materials, property development and hospitality. This framework supports individual business units in developing environmental and climate-related targets tailored to their operational context.

We prioritise areas where we can measure progress and deliver tangible outcomes, including energy efficiency, responsible water use, waste reduction and greenhouse gas (GHG) emissions monitoring. Our approach is both practical and economically sound, aligning environmental initiatives with long-term business resilience.

Our ongoing investments reflect this commitment, with a growing portfolio of green infrastructure, clean energy technologies, emissions reduction initiatives and ecosystem restoration programmes. These initiatives are shaped by specific environmental challenges and regulatory requirements of the industries and regions in which we operate.

Now in our 70th year of operations, we continue to foster a culture of collaboration and knowledge sharing across the Group. Recognising that each sector faces unique environmental challenges, we prioritise, site-appropriate solutions informed by operational expertise and available data. In doing so, we aim to support a just and sustainable transition, Building the Right Thing for future generations.



ENVIRONMENTAL MANAGEMENT AND COMPLIANCE

At YTL Group, environmental responsibility is embedded in our day-to-day operations through practical measures that balance regulatory compliance with continuous improvement. Whilst capabilities vary across the Group, key business units have established management systems that are designed to address the environmental risks and impacts, supporting both compliance and long-term operational sustainability.

As environmental challenges become increasingly complex, from climate change and pollution to resource scarcity, we continue to focus on reducing our environmental footprint and enhancing efficiency across the full lifecycle of our activities, from design and construction to operations, maintenance and renewal. Climate-related risks and environmental considerations are progressively integrated into our decision-making processes, in line with our long-term aspiration to achieve carbon neutrality by 2050.

Structured controls are in placed at the operational level, from initial planning to implementation and monitoring. We prioritise measurable outcomes in pollution prevention, including the management of air emissions, industrial wastewater and operational waste streams, with all facilities maintaining compliance with local regulations and permits.

Our environmental approach is guided by the Code, alongside the environmental policies of individual business units. Implementation is supported by the ISO 14001 Environmental Management System in selected operations, facilitating impact and risk assessments, legal compliance, due diligence, planning and ongoing monitoring. Standard operating procedures are regularly reviewed and updated to reflect evolving environmental requirements and to manage risks effectively across our operations and supply chains.

As of 2025, key business units, including all Malayan Cement Berhad (MCB) cement plants maintain ISO 14001 certification, reflecting adherence to internationally recognised standards. A full list of accreditations is available in the *Other Information* section on page 126.

We also invest in regular training and awareness programmes to build environmental knowledge and capability across the Group. These initiatives cover key topics such as climate change, regulatory compliance, emergency preparedness and resource management, helping employees apply best practices in their roles.



Planning

- Identify environmental policies, interactions, significant aspects and regulatory requirements
- Develop environmental objectives, targets and programmes



Implementation and Operation

- Define Environmental Management System (EMS) structures and responsibilities
- Identify and complete training required
- Establish communication procedures for internal and external stakeholders
- Implement documentation of policies, plans and procedures
- Establish operational controls and implement emergency preparedness and response plans



Checking and Corrective Action

- Monitor and evaluate environmental performance and compliance levels
- Establish nonconformance, corrective action and preventive action systems
- Maintain records and perform periodic EMS compliance audits



Management Review

 Conduct regular reviews of environmental performance, policies, priorities and objectives and areas of improvement



Environmental Policy

 Commit to regulatory compliance, pollution prevention and continuous improvement of environmental performance

BIODIVERSITY

Biodiversity, the variety of ecosystems, species and genetic diversity that sustains life on Earth, is not just an environmental concern but also a fundamental pillar of global economic and social stability. Over half of the world's GDP (USD44 trillion) depends either highly or moderately on nature¹, from clean water and fertile soils to climate regulation and resilient supply chains. Yet, the rapid decline of biodiversity already costs the global economy over USD5 trillion annually in lost natural services².

For businesses, biodiversity loss is not a distant environmental issue, but an increasingly tangible financial and operational risk. Ecosystem degradation, resource constraints and evolving regulations are creating disruptions that affect operations across various sectors. Companies with direct or indirect dependencies on biodiversity face potential risks including stranded assets, supply chain vulnerabilities and rising operational costs.

At YTL Group, we understand that protecting biodiversity goes beyond environmental stewardship; it is essential for ensuring long-term resilience. Through a nature-positive approach, we aim to mitigate these risks, comply with evolving regulations, and meet stakeholder expectations that recognise nature as integral to business success. More importantly, we are committed to safeguarding these natural resources not only for today's operations, but also for future generations.

Management Approach

We recognise that our operations may have environmental and biodiversity-related impacts. To address this, we prioritise targeted conservation efforts and awareness initiatives to build understanding amongst employees and local communities. Our site teams actively collaborate with local organisations and stakeholders to develop programmes tailored to local needs and priorities. We remain committed to complying with applicable environmental regulations and applying the mitigation hierarchy, seeking to avoid, minimise, restore and, where necessary, offset potential adverse impacts associated with our activities.

Biodiversity Management

Framework Determination

Establish clear guiding principles that help biodiversity conservation efforts, recognising that implementation differs across business units.



Prioritisation and Identification

Consolidate priority habitats, species, risks and opportunities identified by business units.



Management Plan

Development

Develop plans at business unit level with stakeholder input.



Progress Monitoring and Optimisation

Monitor indicators where applicable, with progress varying across business units.



Stakeholder Engagement

Promote education, community involvement and participation as key elements of biodiversity management.

Source: World Economic Forum Report: Nature Risk Rising: Why the Crisis Engulfing Nature Matters for Business and the Economy, https://www3.weforum.org/docs/WEF_New_Nature_Economy_Report_2020.pdf

² Source: BCG: The Biodiversity Crisis Is a Business Crisis, https://www.bcg.com/publications/2021/biodiversity-loss-business-implications-responses

Environmental Screening and Monitoring

Environmental screening is conducted to review and assess the potential environmental risks and impacts, including the biodiversity value of our development projects and operational activities. This process is formalised through Environmental Impact Assessments (EIA), where locations are examined for potential environmental and social impacts. Based on these assessments, tailored mitigation plans are devised to minimise adverse effects on biodiversity.

MCB recognise that their operations, particularly raw material extraction, involve interactions with the natural environment. They are committed to managing these interactions responsibly to protect ecosystems and support biodiversity conservation.

To reduce and avoid impacts on nature, MCB:

- Avoid operations in protected areas of high biodiversity value and ensure that their production sites are located in areas designated for such industrial activities.
- Collaborate with local communities and research institutions to identify and implement practical measures that support biodiversity conservation.
- Plan their operations with a focus on resource efficiency, aiming to reduce the need for new raw material extraction through improved process optimisation and use of alternative materials.

Based on YTL Power International's operational footprint, protection of biodiversity is of importance in Wessex Water's operational sphere, which covers over 10,000 sq km in the south west of England and their Brabazon development in Bristol. The Group's expanded operations in Malaysia, now encompass Ranhill, which is committed to considering or including biodiversity impacts in formulating business and operational strategies.

Wessex Water's operating region includes:

- Over 470 Sites of Special Scientific Interest (SSSI)
- 35 Special Areas of Conservation
- Eleven Special Protection Areas
- 27 National Nature Reserves
- More than 6,200 Local Wildlife Sites or Regionally Important Geological Sites
- Eight areas of Outstanding Natural Beauty (covering over 30% of the region) and two National Parks

This year, Wessex Water successfully delivered all 90 actions listed and agreed with Natural England for improving SSSIs which are part of its landholding. Working with farmers and biodiversity partners, Wessex Water also delivered 42 catchment-based partnership projects, exceeding the target of 37.

Between 2025 and 2030, Wessex Water will improve the biodiversity of more than 716 hectares, prioritising land that contains or adjoins priority habitats for protected species, as well as create around 200 hectares of additional habitat and investigate options for peatland restoration.

Wessex Water also has a Biodiversity Action Plan (BAP)³ partners programme which provides funding to projects carried out by wildlife organisations that conserve and enhance biodiversity across the region. The programme has led to some notable conservation successes and has helped to contribute to the goal of conserving and enhancing local wildlife.



³ Source: Wessex Water's Biodiversity Action Plan (Spring 2023 Update), together with more information on current biodiversity partnerships can be found at https://corporate.wessexwater.co.uk/media/veqd1tbc/biodiversity-action-plan-spring-2023.pdf

In the property development project in the UK, Brabazon Park, a 15-acre public park is strategically designed to be at the center of our Brabazon development in Bristol. Wildlife corridors are designed into the 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, whilst also connecting to other local wildlife corridors. There will be flowers and grass, 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 for constructing holding tanks.

Meanwhile, in Malaysia, the Ranhill Group's commitment to considering or including biodiversity impacts in formulating business and operational strategies includes ensuring that effluents, air emissions and waste products can be avoided, reduced and most importantly, remain well within the parameters set by regulators.

The focus going forward will be on undertaking biodiversity assessments to identify opportunities for positive contributions to biodiversity and conservation, especially in areas where Ranhill operates or adjacent areas that may be impacted. Ranhill's operations are not known to be located in, adjacent to or close to areas deemed to have a high-level of biodiversity; no International Union for Conservation of Nature (IUCN) Red List species have been discovered in the areas where Ranhill's operations are located.



Conservation of Life on Land and Life Below Water

At YTL Group, we acknowledge the importance of protecting terrestrial and marine ecosystems as part of maintaining ecological balance and supporting long-term environmental and economic resilience. Our conservation efforts are aligned with the United Nations Sustainable Development Goals, particularly SDG 14 (Life Below Water), SDG 15 (Life on Land) and SDG 17 (Partnerships for the Goals).

For nearly a decade, we have worked with specialised non-governmental organisations (NGOs) to advance biodiversity conservation. These partnerships allow us to combine our operational knowledge with our partners' expertise, creating targeted initiatives that contribute to addressing conservation challenges near our operational sites whilst promoting community-based environmental protection efforts.

Through these alliances, we have supported habitat restoration efforts, explored sustainable land and water management practices, and taken steps to reduce our ecological footprint where possible. Our approach goes beyond mitigation, seeking practical opportunities to enhance local biodiversity and ecosystem health in the regions where we operate.

Life on Land Initiatives

Gaya Island Resort (GIR)

- The existing mangrove nursery at GIR was expanded to enhance species diversity, and an additional nursery was established within the mangrove forest with an estimated capacity of over 1,500 saplings. In March 2023, the naturalist team visited the Sulaman Wetland Centre to source additional mangrove species for the nursery.
- Several planting methodologies were tested, with the most successful involving 250 one-year-old saplings that achieved an 83% survival rate, which in turn encouraged the reestablishment of the nursery and its expansion to a new site.
- At GIR, current efforts are focused on increasing mangrove species diversity, with a designated study area at the resort now hosting more than 16 species and recording a survival rate of over 90%.
- Following discussions with the park's manager, plans are underway to establish another mangrove nursery behind the island in collaboration with Kota Kinabalu City Hall.
- GIR also launched "The Young Explorer", a new nature programme for young kids to learn about the importance of conservation. They are guided around the resort observing wildlife and are encouraged to complete a wildlife journal at the end of the session.
- GIR collaborated with Danau Girang Field Centre and Tunku Abdul Rahman Park (TARP) to implement a camera trapping programme, to establish a proper wildlife species database and to monitor illegal activities. Habitat variables and statistical studies were used to classify wildlife species and their habitats, whilst EIAs were conducted to assess potential impacts on larger wildlife species and the possibility of avoiding areas inhabited by humans.
- In January 2024, the GIR Naturalist team rescued a juvenile red giant flying squirrel (*Petaurista petaurista*). After ten months of nurturing followed by the rehabilitation programme, the squirrel was eventually returned to its own natural habitat and occasionally makes an appearance at the wildlife centre.
- On 21 February 2025, GIR launched its first book with the title "Wildlife Wonders at Gaya Island Resort". This is to share details of conservation efforts with valued guests.









Life on Land Initiatives

Pangkor Laut Resort (PLR)

- PLR established the Nature Conservation Centre in 2021 as part of its long-term strategy and vision to help conserve its surrounding environment. The centre also helps to educate hotel quests on PLR's biodiversity and conservation efforts.
- Upon completion of the preliminary wildlife survey, PLR produced a booklet on terrestrial and marine wildlife shared with hotel guests with an interest in PLR's wildlife. A total of 212 wildlife species were recorded.
- PLR accepted two individuals as an extension of the internship programme at GIR in partnership with University College Sabah Foundation (UCSF). The interns carried out census research for the Oriental Pied Hornbill to obtain population data.

Tanjong Jara Resort (TJR)

- TJR established its new trail in July 2024 to further enhance the trail walk with more interesting nature subjects.
- TJR has established a collaboration internship programme with the Universiti Malaysia Terengganu (UMT) in March 2024. The hotel received three undergraduate science biology students, and they were given the subject "preliminary habitat and wildlife survey at TJR forest reserve". For the first time, TJR has produced its own wildlife and habitat database.
- TJR also established its own wildlife rescue project, and the hotel is currently nurturing and rehabilitating the juvenile collared scops owl.
- The conservation team has expanded its research on habitat and wildlife on the nearby river called Pimping. This beautiful and mesmerising mangrove forest is home to a number of bird species and home to thousands of fireflies.
- TJR established its own nature conservation centre and was inaugurated on 2 June 2025.



Malayan Cement Berhad (MCB)

• In conjunction with National Environment Day, MCB's Langkawi operations hosted a meaningful tree-planting initiative to strengthen local biodiversity and ecosystem resilience. In partnership with the Kedah Forestry Department, MCB employees and members of the local community planted 700 native forest tree saplings within their site – a step toward re-greening the landscape and restoring natural habitats.

The Westin Perth

• The Westin Perth has partnered with Postcode Honey to support local bee conservation through the installation of two rooftop beehives, housing around half a million bees. The initiative promotes urban biodiversity and contributes to ecosystem health by producing raw, unheated and unprocessed honey sourced directly from the area.

YTL PowerSeraya

- To commemorate SG60, and in partnership with the Mandai Wildlife Group, YTL PowerSeraya adopted Sri Nandong, a 40-year-old Asian elephant, which belongs to a population of elephants that is at very high risk of extinction in the wild according to the IUCN Red List.
- In commemoration of Earth Day and Singapore's SG60 milestone, YTL PowerSeraya's retail brand, Geneco SG, held its fifth Plant-A-Tree event in April 2025, planting 50 trees at Compassvale Drive. This marked the completion of Geneco SG's initial pledge made in 2021 to plant 250 trees over five years in support of NParks' OneMillionTrees movement and the SG Green Plan 2030.
- Over the years, Geneco SG has surpassed its original goal, planting a total of 450 trees, and has now pledged to plant an additional 250 trees over the next five years, in support of Singapore's City in Nature vision.



Life below Water Initiatives

Gaya Island Resort (GIR)

- Seagrass research began in 2018 to evaluate the most suitable method for seagrass propagation. Three different methodologies with different seagrass species were tested.
- After four years the naturalist has been able to identify the most successful method and seagrass has now grown over an area of 255 m². The growth rate was recorded at 4.77 m² per month, covered with Halophila ovalis, Halophila minor, Halodule pinifolia, Halodule uninervis and Cymodocea rotundata.
- Since 2017, coral planting and reef enhancement programmes have been ongoing at GIR. In 2023, a new restoration method was introduced using dead coral rubble as the foundation, and if proven effective, this approach will be scaled up.
- At the end of April 2024, the fourth global coral bleaching event the second in a decade, affected 85% of the coral growth at the GIR house reef. Monitoring will continue on a fortnightly basis until the coral recovers, with an enhanced focus on coral propagation activities at the Gaya Island Resort Marine Centre (GIRMC).
- GIR will be establishing a coral nursery next to the water sports centre, where the planted corals will be kept for four to six months before being deployed to permanent planting sites. They aim to build approximately 50,000 m² of soft coral habitat.
- In December 2023, GIR introduced the ocean sea cage in an effort to rehabilitate the turtles that suffered from the floating syndrome issue. Through this advanced rehabilitation programme, three turtles have completely recovered and been released back into the wild.
- In August 2024, GIR implemented the turtle's satellite geotag as part of their research programme to further understand the turtle's movement behaviour after going through the rehabilitation programme.
- Over the years, GIRMC has rescued 28 turtles and released nine with two injured turtles being treated under a rehabilitation protocol. Two more turtles are expected to be released in October 2025.
- In May 2025, GIR signed a Memorandum of Understanding (MoU) with Marine Research Foundation, witnessed by the Kota Kinabalu Mayor, in managing the ocean waste within the Kota Kinabalu vicinity by introducing the ocean waste vessel skimmer. This skimmer can salvage two tonnes of ocean waste, including microplastics as well as oil spills.





Life below Water Initiatives

Pangkor Laut Resort (PLR) x Reef Check Malaysia (RCM)

- YTL established a long-term partnership with Reef Check Malaysia in 2008 for marine and coral reef conservation.
- In 2014, 20 green cement reef blocks were deployed near the PLR jetty, followed in 2016 by an additional 20 blocks at the same site and 20 at Mentagor Island for coral transplantation.
- Besides reef rehabilitation, YTL has also supported RCM's annual monitoring surveys at Sembilan Island, Pangkor and PLR.
- Although no new surveys were carried out in 2025, plans are underway to resume monitoring activities at these sites in the near future.
- Previous surveys revealed high disturbance indicators such as discarded fish nets, litter, rubble and anchor damage, alongside evidence of bottom trawling.
- Encouragingly, substrate availability offers strong potential for coral recovery if human impacts are reduced.

Pangkor Laut Resort (PLR)

- PLR collaborated with a local veterinary student to conduct preliminary reef monitoring to evaluate the coral reef distribution for future reef construction projects.
- PLR also established its marine database.

Tanjong Jara Resort (TJR) X PULIHARA

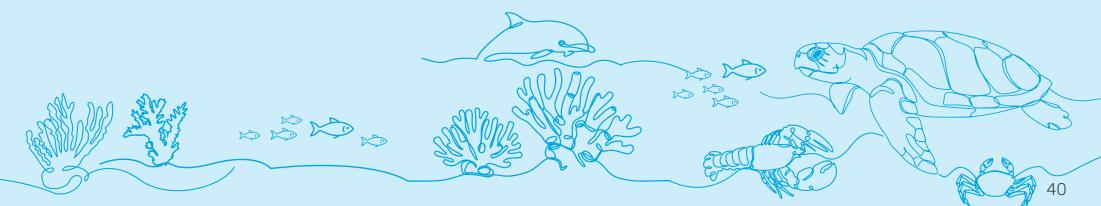
- 3,137 eggs were saved, and 718 hatchlings were released in the current year.
- Since its inception in FY2016, a total of 114,102 eggs have been saved from 1,359 nests, and 84,491 hatchlings have been released.
- The Visitors' Hut continues to serve as an active learning space, welcoming resort guests, students and community members alike.
- The team introduced the Turtle Trunk, a mobile educational toolkit and interactive module that explores biology, threats and the conservation needs of sea turtles through hands-on learning.











Feature Story

MCB's Collaborative Approach to Biodiversity Conservation

MCB's approach to biodiversity continues to evolve through strategic partnerships, research-led action and targeted site initiatives. This year, they translated research into site-level planning, strengthened academic collaboration, and implemented on-the-ground actions to enhance ecological value.

At Bukit Kanthan Geosite in Perak, adjacent to MCB's operations, detailed mapping was conducted with expert researchers, led by Professor Emeritus Dato' Dr Ibrahim Komoo, an International Expert to UNESCO Global Geoparks. The study focused on the site's ecological, geological and biological significance, which supports the Perak State Government's designation of Lembah Kinta as a National Geopark. Findings confirmed that Bukit Kanthan sufficiently represents the broader ecological and geological importance of Gunung Kanthan.

In parallel, MCB co-established Malaysia's first University-Industry Research Centre (UIRC) with the Ministry of Higher Education in 2023, to advance research on tropical karst ecosystems and sustainable resource management. In December 2024, MCB hosted the inaugural UIRC Symposium, bringing together post-graduate students, researchers and government representatives to share insights on biodiversity, geodiversity and cultural heritage. To encourage practical research, MCB introduced the UIRC Young Researcher Industrial Grant, supporting young academics in developing actionable solutions for biodiversity and site planning. For more details, kindly refer to the *Community* section on page 99.



Feature Story

Wessex Water Increasing the Use of Nature-based Solutions

Traditional solutions to treating water and sewage are often carbon, energy and chemically intensive and offer limited additional benefits to the environment. We believe that nature-based and catchment-based solutions, where feasible, can deliver water quality improvements and help nature, with a lower carbon footprint.

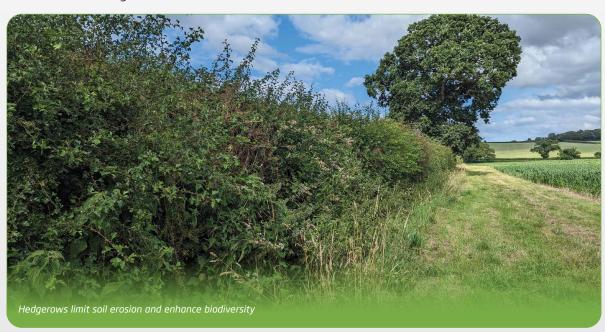
In the Poole Harbour catchment, Wessex Water have been working with farms to deliver nutrient management solutions that also provide biodiversity enhancements.

One example of their approach is on a farm near the headwaters of the River Hooke, where they worked with a farmer to limit the erosion of soil from fields after heavy rainfall by:

- Planting 4.5 km of species-rich native hedgerows that reinstated historic field patterns and included 200 hedgerow trees.
- Connecting and expanding the existing woodland fragments on the farm by planting 2.5 hectares of native, broadleaf woodland.
- Restoring one hectare of rare chalk downland habitat.
- Reverting 60 hectares of arable land into herb-rich grassland that will not receive nutrient or pesticide inputs.
- Working in partnership with the Environment Agency to install scrapes, shallow excavations in the soil, for natural flood management.

These measures will all intercept run-off, reducing the volume of sediment and nutrients reaching the watercourse. The new hedgerows, woodland and chalk grassland will also provide more habitat and food sources for a variety of native wildlife, including insects, birds and mammals.





CLIMATE CHANGE

The scientific consensus on climate change is unequivocal. The year 2024 was officially recorded as the warmest year on record about 1.55°C above pre-industrial level, a tangible symptom of a rapidly changing global climate system⁴. The physical impacts include more frequent and severe weather events, rising sea-levels and ecosystem degradation. Such changes present direct operational, supply chain and market risks to businesses worldwide. Concurrently, the global transition towards a low-carbon economy is driven by regulatory developments, stakeholder expectations and technology shifts, presents both risks and opportunities for businesses.

For a diversified conglomerate like YTL Group, with significant investments in infrastructure, energy and construction, these changes are not abstract; they are embedded in our long-term strategic planning, risk management and investment decisions.

Management Approach

We recognise climate change as a systemic and financially material risk to our business, operations, supply chains and the communities where we operate. We have set a long-term aspiration to achieve carbon neutrality in our operations by 2050. This aspiration reflects our commitment to transition over time, based on the maturity of relevant and appropriate technologies, country-specific policy developments as well as economic and operational feasibility.

Whilst early-stage initiatives are underway, we are committed to moving from ambition to action by implementing measurable and verifiable climate strategies that generate long-term value and environmental benefits.

Climate Change and Decarbonisation



GHG Emissions

We measure, report and work to reduce our GHG emissions. Our strategy prioritises the development of innovative business models and low-environmental-impact products to accelerate emissions reduction and strengthen our operational resilience to the effects of climate change.



Energy Efficiency

We prioritise continuous improvement in energy performance through process optimisation, equipment upgrades and energy-saving technologies. This focus on reducing energy intensity lowers both our operational costs and carbon footprint.



Renewable Energy

We are actively exploring the adoption of renewable energy sources into our operations. Our strategy includes growing our renewable energy portfolio and integrating clean energy technologies where technically and economically viable.



Research & Development (R&D)

Our R&D initiatives target transition-enabling technologies, including energy efficiency, digitalisation, circularity and clean energy solutions. We focus on scalable and commercially viable solutions that support both technical performance and economic viability.

Source: https://wmo.int/news/media-centre/wmo-confirms-2024-warmest-year-record-about-155degc-above-pre-industrial-level

Climate Governance and Oversight

Climate-related matters are governed at the highest levels of the Group. The YTL Group Sustainability Committee (YTL GSC), established over a decade ago, is responsible for overseeing the implementation and continuous refinement of our Group sustainability strategy, including climate change.

The Committee includes senior management representatives from all key business units and is supported by the Group Sustainability Division. Climate-related topics, including regulatory developments, emerging trends and climate-related risks and opportunities are reviewed by YTL GSC and escalated to the Board of Directors, which retains ultimate accountability for climate oversight.

Recognising the growing complexity and urgency of climate-related risks, we are strengthening governance practices beyond committee formation to drive meaningful action. The development of concrete climate action protocols remains under development. For governance structure details, please refer to our *Sustainability Governance* section on page 21.

Climate Risks and Opportunities

We acknowledge climate change as a material business risk with potential impacts on our operations, financial performance, asset integrity and market positioning. We have adopted a structured and phased approach to managing climate-related risks and opportunities, in alignment with the International Financial Reporting Standards (IFRS) S2 - Climate-related Disclosures and National Sustainability Reporting Framework (NSRF) "climate-first" disclosure approach.

Climate-related 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 categorised as either physical or transition-related and are generally assessed across short- to medium-term (one to five years) and long-term (five years or longer) time horizons. Risks are then consolidated at the Group level, before being reviewed and addressed by the Board on an annual basis.

We continue to explore opportunities associated with the transition to a low-carbon economy, including:

- New low-carbon product development
- Participation in green finance mechanisms
- Market positioning in renewable energy and energy services
- Efficiency gains through R&D, innovation, digitalisation and automation

To strengthen our climate risk management, we are working towards alignment with IFRS S2 and NSRF progressively introducing enhanced disclosures over time.

Progress in Addressing Potential Climate Impacts

The tables below outline key physical and transition risks identified in our priority business units – our Malaysia building materials, Singapore power generation and UK water and sewerage businesses. This is an ongoing process throughout our organisation and additional details will be included as and when the appropriate assessments have been concluded. Further information can be found in YTL PowerSeraya's Sustainability Report 2024, Wessex Water's Climate Change Adaptation Report and Malayan Cement Berhad's Sustainability Report 2025 in the "Related Reports" section on our website.

Physical	Risks
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Climate risk	Segment Affected		Detential Impacts	M	
Climate risk	Business	Country	Potential Impacts	Management Approach	
Extreme rainfall	Water & sewerage	UK	GBP3-4 million annually in costs associated with responding to localised site flooding, additional water treatment at sources affected by runoff and leaching, and additional pumping in the sewerage network	Allocating GBP515 million between 2025 to 2030 to reduce storm overflow spills through increased network storage, separation of rainfall from sewers and use of nature-based solutions Investing GBP34 million to strengthen the resilience of our UK water assets, including from extreme flooding	
	Power generation	SG	Extreme rainfall and floods could affect operating infrastructure including power plants	Raising the height of equipment rooms at low-lying sites, installing floodgates and using sandbags to mitigate impact of flash floods	
	Building materials	MY	Tropical storms and intense rainfall could cause supply chain disruptions, reduced construction activity, logistics delays, quarry flooding and safety risks	Upgraded storage facilities, weather-informed planning, multiple suppliers for critical materials, supplier risk management plans, flood risk incorporated into Emergency Response Plans and routine site assessments	
Heatwaves	Water & sewerage	UK	Peaks in water demand, reduced availability of water for abstraction and lower water quality necessitate the use of water sources with the highest unit costs of treatment, plus additional pumping costs	Introducing supply and demand-side measures, including a GBP35 million investment in smart metering and the development of three large long-term water resource projects to boost supply	
	Building materials	MY	Heat stress can reduce worker productivity and increase resource use in concrete curing	Monitoring the need for climate-adaptive work scheduling	
Rising ambient, seawater temperatures and water stress	Power generation	SG	Chronic weather conditions can impact the long-term operation of our power plants	Conducting studies on the impact of climate change on operational efficiency of power generation assets, alongside improving water recycling and security	

Transition Risks

Townstates Deliver	Segment Affected		Detential Immedia		
Transition Driver	Business	Country	Potential Impacts	Management Approach	
Higher carbon taxes and pricing	Power generation	SG	Rising carbon taxes in Singapore from SGD25 per tonne of carbon dioxide equivalent (tCO_2e) in 2024 to SGD50-80/ tCO_2e by 2030	Investing in hydrogen-ready power technologies, increasing renewable electricity generation, enhancing operational efficiency and purchasing eligible	
	Water & sewerage	UK	Increased penalties for emissions underperformance in the UK water sector from GBP19.50/tCO ₂ e to GBP188/tCO ₂ e	international carbon credits	
Evolving regulatory landscape	Power generation	SG	Increasingly stringent emissions standards and environmental performance commitments require	Development of SGD800 million 600 MW hydrogen- ready power plant	
	Water & sewerage	UK	significant capital investments	GBP3.65 billion capital investment programme in water and sewage infrastructure between 2025 to 2030	
	Building materials	uilding materials MY	Regulatory changes such as introduction of carbon pricing in Malaysia and implementation of cross border adjustment mechanism in other countries increases compliance costs, risk of penalties for non-compliance,	Close monitoring of regulatory developments and developing flexible operational planning to adapt swiftly to new requirements	
	competitiveness, impact on profitability as competitiveness		Investment in low-carbon technologies and equipment upgrades		
			Potential for accelerated local decarbonisation initiatives if supported by government incentives	Active engagement with policymakers to advocate for supportive measures	
Higher energy use	Water & sewerage	UK	Higher effluent quality standards and the need for a more resilient water supply network have increased electricity consumption, which, together with rising electricity prices, has led to higher operational costs	Expanding renewable electricity generation by investing in renewable energy with battery storage and installing wind and solar facilities on or adjacent to our own land, aiming to double renewable generation in our UK operations by 2030	

Transition Risks

	Segment Affected				
Transition Driver	Business	Country	Potential Impacts	Management Approach	
Shift in market preferences	Power generation	SG	Increased demand from businesses and industries for low-carbon energy solutions and green electricity	Development of SGD800 million hydrogen-ready plant and installation of 5 MWp solar capacity	
	Building materials	MY	Increased demand for low-carbon products will change construction design, material selection and construction methods in the medium-term Reduced demand for cement and concrete due to increased promotion of alternative building materials perceived as emitting less carbon during production Risk of market share loss without product innovation	Introduction and expansion of low carbon products through R&D and product innovation initiatives, whilst taking measures to reduce operational environmental footprints	
Transition to lower emissions technology	Power generation	SG	Costs associated with the adoption of emerging clean energy solutions and digital technologies that facilitate distributed energy resources	Monitoring global trends in clean energy solutions are exploring potential research collaboration with energy players on carbon abatement solutions Embarked on feasibility studies for carbon capture are storage solutions for 600 MW power plant	
	Building materials	MY	Technological changes have risk of premature obsolescence of existing assets, need for workforce upskilling and potential operational disruptions Uncertainty around new technology performance and maturity may lead to stranded investments or suboptimal adoption	Phased adoption of proven technologies, with feasibility assessments in place to manage costs and obsolescence risk Invest in workforce upskilling and change management Planned rollouts to minimise disruptions	
Increased stakeholder scrutiny	All	All	Growing expectation to reduce carbon footprint and increase resilience to climate risks, alongside other areas of environmental services and delivery	Strengthening climate resilience, enhancing operational efficiency and transitioning to lower-emissions energy sources, alongside enhancing climate-related disclosures	

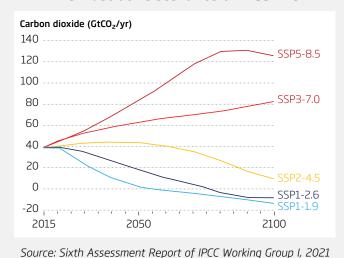
Climate Scenario Planning

To support long-term resilience and strategic decision-making, some divisions have begun climate scenario planning to assess potential environmental risks and transition pathways. These scenario analyses are aligned with the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6), and consider both:

- Representative Concentration Pathways (RCPs) future projections of GHG concentrations; and
- Shared Socioeconomic Pathways (SSPs) narratives that reflect global development, energy demand, population and technological trajectories.

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 as set out in Figure 1.

Figure 1: Future annual emissions of CO₂ across five illustrative scenarios of IPCC AR6



YTL PowerSeraya 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.



Scenario 1 envisions a future of global cooperation and substantial investment in low-carbon technology, resulting in an ideal world where Singapore has access to a variety of clean energy sources by 2050.

Potential energy mix (by 2050): 40% electricity imports, 40% hydrogen, 10% solar, 10% geothermal.



Scenario 2 is where objectives-aligned countries will collaborate on climate-related actions. However, due to limited global investment, technological advancements in low-carbon solutions will stagnate. Singapore will rely on electricity imports from partner countries for low-carbon energy and procure international carbon credits to offset hard-to-abate emissions.

Potential energy mix (by 2050): 60% electricity imports, 10% hydrogen, 10% solar, 20% natural gas (emission shall be offset by eligible international carbon credits).



Scenario 3 depicts a world that is multi-polarised, with investment in low-carbon technology primarily driven by the ambitions of individual countries. In this future, Singapore depends on imported hydrogen and may expand into nuclear energy when the cost of hydrogen and nuclear power becomes comparable to that of natural gas.

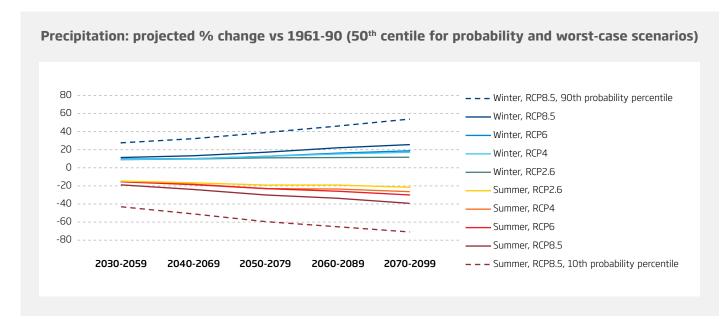
Potential energy mix (by 2050): 55% hydrogen, 25% electricity imports, 10% solar, 10% nuclear.

Following the exercise, YTL PowerSeraya decided, on the climate front, to pursue 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's Sustainability Committee will enhance risk management to mitigate climate-related risks from SSP2-4.5 (current scenario based on the combined pledges and implementation of the Paris Agreement) and SSP5-8.5 (worst-case scenario with up to 4.7°C warming by the end of the century).

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 alternative energy solutions. YTL PowerSeraya is aligning its energy transition with Singapore's developments in alternative energy infrastructure and pursuing the growth opportunities that will arise with an interconnecting power system across Southeast Asia.

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 table and chart below 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.



Time Period	2030-59	2050-79	2070-99	
50th Percentile Probability				
Summer Precipitation	-15% to	-19% to	-21% to	
(Jun-Aug)	-19%	-30%	-39%	
Winter Precipitation	+9% to	+11% to	+12% to	
(Dec-Feb)	+11%	+18%	+26%	
Summer Average	+1.9 to	+2.1 to	+2.3 to	
Daily Temperature	+2.2°C	+3.6°C	+5.4°C	
Least Likely, More Extreme Outcomes				
Summer Precipitation (Jun-Aug)	-36% to -43%	-43% to -60%	-46% to -71%	
Winter Precipitation	+24% to	+28% to	+29% to	
(Dec-Feb)	+28%	+39%	+54%	

It is clear that across all scenarios and timescales, summers will be drier and winters will be wetter.

Overlying these trends, during short-term time horizons, Wessex Water expects a lot of variation from one year to the next. Moreover, the resilience of Wessex Water's services is affected more by extreme weather events – such as heatwaves, droughts, intense storm events and prolonged rainfall – than by changes to averages. As background warming takes place, 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.

Climate-related risks will affect the reliability and quality of the services provided, and place greater stress on the water environment. This in turn will likely lead to greater pressure on Wessex Water's activities.

Our other businesses in Malaysia, are at various stages of climate scenario planning analyses. These assessments will be developed in alignment with the reporting disclosures of the IFRS, particularly the "climate-first" disclosure approach introduced by the Securities Commission Malaysia under the NSRF and the requirements of IFRS S2 Climate-related Disclosures. Where applicable, the analyses will also incorporate regionally appropriate climate data sets and business-specific, sector-relevant and operationally relevant scenarios to ensure local relevance and scientific robustness.

Further information can be found in YTL PowerSeraya's Sustainability Report 2024, Wessex Water's Climate Change Adaptation Report, Ranhill's Sustainability Report 2025 and MCB's Sustainability Report 2025 in the "Related Reports" section on our website.

YTL Group's Transition towards Carbon Neutrality

We view the pathway to carbon neutrality as a phased transition rather than a fixed end point. Our aspiration to achieve carbon neutrality in operations by 2050 will evolve in response to new technological solutions, business developments, regulatory changes and market dynamics. Given the diverse geographic footprint and sectoral nature of our businesses, progress will vary. Certain operations are expected to advance more rapidly, supported by favourable policies and local regulations, government incentives, technological advancements and sector-specific opportunities.

Roadmap to Carbon Neutrality by 2050

Our strategy is anchored around three key pillars: carbon reduction, carbon substitution as well as carbon removal and compensation. This approach reflects our commitment to reducing our carbon footprint through continuous improvements in energy efficiency, the adoption of renewable energy technologies and the development of low-carbon solutions across our portfolio.

In parallel with mitigation efforts, we also prioritise climate adaptation. We are investing in the resilience of our assets and operations against extreme weather and long-term climate risks, including in future-ready infrastructure, innovative digital tools and real-time monitoring.



Carbon Reduction in Operations and Services

Embrace energy efficiency in our operations

Green business line exploration

Adoption of low-carbon products and practices

Explore emerging technologies such as hydrogen as fuel and carbon capture and utilisation (CCU)

Note:

Short to medium-term plans

Medium to long-term plans



Carbon-Intensive Activities Substitution

Fuel substitution with alternative fuels and use of alternative raw materials

Increased on-site renewable electricity capacity, where operationally and economically viable

Clinker replacement and alternative cementitious materials production

Explore long-term renewable power purchase agreements, where feasible

Explore options for conversion to low-carbon or renewable energy



Carbon Removal and Compensation

Explore internal carbon pricing in the long-term

Establish position and strategy on renewable energy certificates (RECs) and carbon credits for residual or hard-to-abate emissions in selected business units

Explore nature-based solutions

GREENHOUSE GASES (GHG)

We measure and report GHG emissions across our core operations in alignment with the GHG Protocol Corporate Accounting and Reporting Our current GHG boundary includes Scope 1 and Scope 2 across key business units, where data is available. Selected business units are progressing towards measuring Scope 3 emissions as part of our phased approach to enhanced climate disclosure.



Scope 1

Direct emissions from the consumption of fossil fuels and refrigerants in our operations as well as company-owned or operated vehicles, equipment or on-site facilities within our utilities and construction divisions, and hotels in Malaysia, Australia and the UK.



Scope 2

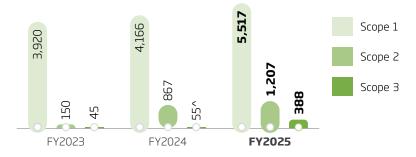
Indirect emissions from purchased energy consumption comprise utilities, cement & building materials industry and construction divisions, and hotels in Malaysia, Australia and the UK.



Scope 3

Other indirect emissions across our value chains include those from purchased goods and services, capital goods, fuel- and energy-related activities not included in Scope 1 or 2, waste generated in operations, business travel, and employee commuting for subsidiaries that have collected data. These also cover specific activities within our water and sewerage operations, such as treatment chemicals and the reuse of biosolids on third-party land.

GHG Emissions (kilotonnes CO₂e/year)



Note:

- 1. Emission factors used for calculation of GHG emissions above are sourced from the IPCC, USEPA, Association of Issuing Bodies (AIB), Malaysia's Energy Commission, Singapore's Energy Market Authority (EMA) and National Environment Agency (NEA), Australian National Greenhouse Accounts Factors and the UK Department for Environment, Food & Rural Affairs (DEFRA).
- 2. ^Restated

Overall GHG emissions increased for the financial year under review primarily due to the first-time consolidation in FY2025 of the results of the Ranhill Group from YTL Power International, with the largest contributor being 380 MW additional combined cycle gas turbine (CCGT) capacity in the power generation sub-segment.

We continue to seek low-carbon energy options in order to deliver affordable electricity to customers. Currently, almost all of the power generated by YTL PowerSeraya comes from natural gas, which is the primary energy source that addresses Singapore's energy trilemma. In Malaysia, the Ranhill Group operates both CCGT and solar plants.

Separately of, MCB reduced their Scope 1 GHG emissions intensity for cement operations from 0.654 to 0.632 tCO₂ per tonne cementitious products in FY2025, primarily due to improved fuel efficiency. MCB's alternative fuels (AF) substitution rate increased to 5.3%, up from 4.4% in the previous year. Despite intensifying competition for alternative fuels, including rising demand from overseas buyers and other energy-intensive sectors, MCB made progress through targeted initiatives. These included sourcing new types of alternative fuels and improving plant-level handling and feeding processes, which contributed to operational efficiency and increased substitution performance. The company remains focused on scaling up AF usage as part of its broader decarbonisation strategy, whilst addressing ongoing supply and infrastructure constraints. The clinker factor rose slightly from 79.8% last year to 80.6% this year, mainly due to market demand patterns and product mix.

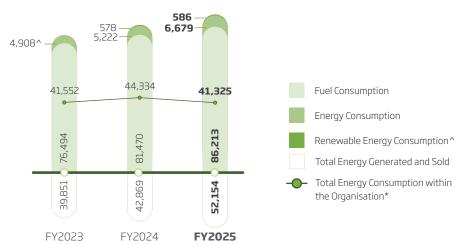
Energy Consumption

As we face growing energy demands and fluctuating resource availability, our commitment to energy efficiency is central to operational resilience. We focus on optimising energy use across all facets of our operations through rigorous monitoring, the integration of energy-saving technologies and the implementation of energy-efficient practices.

The Group recorded lower energy consumption for the financial year under review compared to the previous year. This was mainly due to the cessation of fuel oil consumption following the de-registration of YTL PowerSeraya's steam plant capacity, coupled with substantially lower diesel consumption in YTL PowerSeraya's generation activities, partially offset by the inclusion of Ranhill's operations.

In the UK water and sewerage business, Wessex Water's electricity use fell with the return to drier conditions, though it remained above the long-term average. Going forward, Wessex Water will continue to pursue energy efficiency initiatives, alongside developing advanced monitoring and targeting focused principally on wastewater treatment and pump efficiency.

Total Energy Consumption within Organisation (terajoules)



Note:

- * The total energy consumption within the organisation is calculated by the summation of fuel consumed, purchased energy and renewable energy consumed, less energy generated and sold.
- ^ For utilities operations; disclosure was introduced in 2024.

Energy Efficiency and Innovation Initiatives

YTL PowerSeraya

- Currently almost all of the power generated by YTL PowerSeraya comes from natural gas.
- YTL PowerSeraya has a licenced generation capacity of 3,100 MW, with a current registered generating capacity of about 2,468 MW as at 30 June 2025. To achieve a 60% reduction in direct emissions by 2030, YTL PowerSeraya plans to improve energy efficiency and transform its portfolio of power-generating assets. The decommissioning of 750 MW steam plant capacity that generated electricity using fuel oil, along with the expansion of installed solar capacity, are amongst the steps being taken to these ends.
- In alignment with Singapore's energy transition roadmap, YTL PowerSeraya will gradually transition from reliance on 100% gas-powered plants to investing in hydrogen-ready power plants, renewable energy sources and electricity imports.
- In January 2024, YTL PowerSeraya was awarded the right to build, own and operate a hydrogen-ready combined cycle gas turbine unit with a capacity of approximately 600 MW. It will be at least 30% volume hydrogen-ready and can be retrofitted to become 100% hydrogen-ready operationally. Once operational in 2028, with its higher efficiency, this new turbine unit is projected to reduce the average emissions intensity of YTL PowerSeraya's power generation portfolio by at least 5%.
- Another aspect of a sustainable future is the human factor, where operator productivity is being enhanced through digitalisation transformation initiatives. Use of real-time performance dashboards provides critical insights to enable faster, data-driven decision-making. Drone technology has also been deployed for asset inspections, reducing the need for manual, high-risk access whilst improving safety, efficiency and reliability.

YTL REIT

- Hotels have implemented routine maintenance and optimisation initiatives for critical hotel equipment, including chillers, boilers and ventilation systems. Sydney Harbour Marriott Hotel (SHMH) has completed essential repairs and recommissioning of its chiller, restoring design efficiency and integrating it with building management system to enable demand-driven operation. Additionally, new variable speed drives have been installed in Brisbane Marriott Hotel (BMH)'s plant room to optimise chiller and cooling tower motor speeds based on realtime demand.
- Properties are progressively transitioning from conventional lighting to energyefficient light-emitting diode (LED) fixtures. BMH and Melbourne Marriott Hotel
 (MMH) are pairing them with motion sensors in designated areas to minimise
 unnecessary energy use. SHMH completed its LED upgrades for guest rooms in
 October 2024, projected to save approximately 150,000 kWh annually.
- MMH and BMH have also installed electric vehicle (EV) charging stations, facilitating electric vehicle adoption for guests and employees.

YTL Hotels and Properties

- Hotels have implemented routine maintenance and optimisation initiatives for critical Heating, Ventilation and Air Conditioning (HVAC) equipment.
- Properties are adopting LED lighting in phases across properties to minimise energy consumption further.
- Several of the properties have also installed EV charging stations, facilitating green mobility and enhancing guest experience.
- At Monkey Island Estate in the UK, water source heat pumps (WSHPs) are
 utilised to harness thermal energy from water to supply both heating and hot
 water across the estate. The system extracts heat from the water, which is
 then transferred into the estate's HVAC system. This involves circulating water
 through a heat exchanger, allowing it to absorb or release heat as necessary to
 regulate the temperature. WSHPs offer an efficient and low-carbon solution for
 heating, leveraging water as a sustainable energy source.

MCB

- MCB's enhanced their fuel efficiency through the renewal of critical equipment for better process control, ongoing operational optimisation and monthly technical performance reviews with the company's technical team. They also implemented process refinements that enabled more stable kiln operations.
- MCB achieved a reduction in total electricity consumption across their operations, driven largely by plant-level efficiency upgrades, including the replacement of older equipment with more energy-efficient systems, enhanced process control, and targeted training to build operational discipline. They have also deployed technologies that enable more flexible, demand-responsive energy use.
- These efforts are complemented by energy generated through the waste heat recovery (WHR) system at MCB's cement operations. In FY2025, the company generated 54,833 MWh of clean energy.
- MCB aim to strengthen the effectiveness of their ISO 50001-certified Energy Management System through enhanced energy performance reviews, targeted capability-building programmes and the integration of advanced digital monitoring tools across all production sites. This process-based target is intended to drive continuous improvement in energy efficiency and support further reductions in Scope 2 emissions over the next five years.

Ranhill

- In the water segment, Ranhill SAJ Sdn Bhd (Ranhill SAJ's) approach to energy management is driven by its ISO 50001 certified Energy Management System Certification (EnMS), in addition to adherence to the Efficient Electric Power Management Regulations 2008 (EMEER2008).
- In the energy business, natural gas is consumed as the primary fuel source for the Teluk Salut and Rugading power stations. Both power plants consume less than 5%

of total electricity generated for power plant operations, and efforts are ongoing to increase energy efficiency. These include ensuring the turbines and all related assets, machinery and equipment are operating in optimum condition, with scheduled maintenance performed in a timely manner to ensure assets, machinery and equipment are fit for purpose and do not consume excessive energy.

Renewable Energy Initiatives

YTL Power International (YTLPI)

In line with the shift towards more sustainable renewable energy solutions, the
company is 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, YTLPI's
new data center development in Johor.

YTL UK Group

 This year, renewable energy generated by the YTL UK Group amounted to 20 GWh of electricity and 77 GWh of biomethane.

YTL PowerSeraya

- YTL PowerSeraya completed the construction of the additional 4 MWp Solar Photovoltaic (PV) System during the financial year, which cost over SGD5 million, at the Pulau Seraya Power Station, bringing the PV System capacity to a total of 5 MWp. The increased capacity, which can produce a monthly average of 417 MWh under optimal conditions, will be able to support more than 1,000 four-room flats.
- As part of Geneco SG's seventh 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 SG celebrated by offering complimentary first seven months of the
 innovative green add-on to both new and existing Geneco SG residential and
 small and micro business (SMB) customers who opt-in or upgrade to Power Eco
 Add-on. As of 30 June 2025, Geneco SG has 3,761 customers who have opted
 for Power Eco Add-on, with an increase of 50 customers in during the year,
 contributing to an overall target of 6,800 customers by 2030.

Ranhill

- Ranhill Group, through its operations, generated 105,038 MWh of solar power, primarily from its 50 MW large scale solar farm located in Bidor, Perak.
- Other renewable energy generation initiatives include leveraging mini-hydro and mini solar energy generation at selected water treatment plants (WTPs) under Ranhill SAJ, which carries out the Ranhill Group's water business in Johor. These projects entail solar- and hydro-derived electricity from the Sultan Iskandar and Gunung Ledang WTPs.
- The Ranhill Group also intends to expand its renewable energy generation footprint by pursuing suitable projects locally and abroad, and is actively bidding for projects. Beyond solar, plans include harnessing the potential of hydro, geothermal and other renewable energy sources.

MCB

• MCB continues the company's expansion on-site solar power at their ready-mix concrete operations.

YTL Hotels and Properties

• The Westin Perth integrates renewable energy into its operations through the installation of rooftop solar panels. A total of 74 solar panels, each with a capacity of 500 watts, have been installed on the hotel's rooftop, generating clean energy that is directly fed into the hotel's internal power supply system.

YTL Land & Development

• YTL Group headquarters, Menara YTL, harnesses solar energy through the installation of 21 kWp building-integrated photovoltaic (BIPV) panels on the rooftop. This renewable energy system generates approximately 25,295 kWh annually, contributing 0.54% of the building's total electricity consumption. The energy produced supports the building's maintenance and management operations, including lighting and equipment used in common areas.

WASTE MANAGEMENT AND RESOURCE EFFICIENCY

YTL Group approaches waste management and resource efficiency as integral components within our operational strategy, recognising our contribution to building long-term business resilience. As a diversified organisation operating across infrastructure, utilities, property and hospitality sectors, our operations face evolving expectations on resource management, including changing regulatory requirements, stakeholder concerns and increasing attention to waste generation. These factors may affect operational continuity, cost and reputation, particularly in regions implementing stricter landfill regulations and extended producer responsibility policies.

We see potential to improve value creation through practical improvements in waste reduction, waste recovery and process optimisation via careful planning of resource use, effective utilisation of materials and systematic processing aimed at optimising finite natural resources across our business units. This approach supports the identification and mitigation of material risks whilst enabling opportunities for improvement across our diverse operations, thereby supporting our transition toward more circular business practices.

Management Approach

Our approach to resource efficiency and waste management is guided by the waste hierarchy principle, which prioritises prevention, reuse and recycling above disposal. This is supported by established waste management guidelines across our key business units that promote responsible waste handling and foster a culture of continuous improvement.

For hazardous waste, we engage licensed and audited third-party contractors, ensuring their compliance with relevant legal requirements and permits to ensure responsible handling and disposal. Furthermore, we actively explore innovative solutions and collaborative partnerships that support our progress toward a more circular economic model, turning waste challenges into opportunities for efficiency and resilience.

Waste Management and Resource Efficiency



Prevention and Reuse

Preventing waste generation in the first place is a priority. We check, clean, repair and refurbish products or spare parts that are discarded to be put to use for the same purpose for which they were originally designed.



Repurpose

We transform or redeploy waste which may no longer be usable for its original purpose into another object with an alternative value.



Resource Recovery

We collect, process or send waste to licensed third parties for processing, recycling or composting waste materials and converting them into valuable products, including building materials, biofuels, electricity, heat or other sources of energy.



Treatment and Responsible Disposal

We work with licensed third parties to properly handle and dispose of waste that has no further use and for the responsible treatment of hazardous waste.

YTL Group recorded a rise in total waste generated, diverted from and directed to disposal, driven by the expansion scope during the financial year under review.

Total waste generated increased from YTL Power International mainly due to the inclusion of Ranhill, comprising primarily sludge from the water and wastewater treatment process.

In 2024, Wessex Water maintained its performance on disposal of sludge to land with 100% compliance. There were also no pollution incidents caused by stockpiles in 2024.

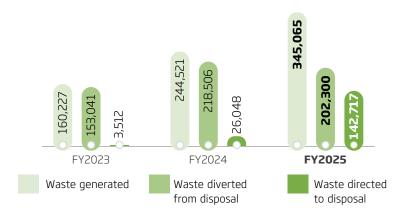
In Singapore, YTL PowerSeraya has an online waste management system which allows power plant employees to systematically register waste streams according to specific waste categories, such as hazardous or non-hazardous. This system is part of the YTL PowerSeraya's efforts to better monitor environmental impacts by closer tracking of data.

The Ranhill Group's approach is guided by the International Water Association's (IWA) guideline and the Water Utility Pathways in a Circular Economy, which encourages the adoption of business and operational strategies that reduce dependence on virgin raw materials and enable reuse, recycling and reapplication of inputs across the business process.

Separately, at MCB's cement operation, their plants generate certain waste classified as scheduled waste under the national waste classification. In line with the company's 2022 commitment to reduce hazardous waste to disposal by 2027, each cement plant has reviewed its on-site waste streams to identify those suitable for co-processing. With approvals from the Department of Environment, the company's plants are now diverting approved hazardous waste from disposal and managing it through co-processing within the facility.

To enhance waste reduction efforts, MCB have also improved preventive maintenance scheduling, which optimises the use and changes of lubrication oil. Spent lubricant from critical equipment is reused as chain conveyor lubricant, further reducing waste generation.

Waste Generated, Diverted from and Directed to Disposal within Operations (tonnes)



Ongoing Waste Avoidance and Diversion in Action

YTL Group

- Our group-wide initiative, the "Say No to All Plastic (SNAP)" campaign, was rolled
 out in 2019 to achieve zero use of avoidable Single-Use Plastic (SUP) by 2025.
 As of now, the majority of our business sites have been practising near-zero
 avoidable SUP practices, whilst the remaining ones are steadily and gradually
 implementing the change to the best of their capabilities.
- We acknowledge that achieving absolute zero may be constrained by operational realities. Nonetheless, we continue to reduce SUP wherever feasible and ensure any essential use is responsibly managed. Our commitment to sustainability remains strong, and we strive to align all practices with our broader environmental goals.

Malayan Cement Berhad (MCB)

- As part of post-Raya reflections in April 2025, MCB hosted a Brown Bag Luncheon titled "Lebaran Lestari Upcycling: Reimagine Plastic", turning festive plastic waste into an opportunity for learning and sustainability. Led by local social enterprise Hara Makers, the session introduced employees to the basics of plastic waste management and practical ways to reduce plastic use in the workplace.
- BUILDS, the CSR arm of MCB, has launched an interplant recycling campaign across all YTL Cement facilities. The campaign set out a target of collecting 10,000 kg of recyclables and ended up collecting 81,346.90 kg.

YTL REIT

- SHMH maintains dedicated recycling bins across all guest rooms and back-of-house operational areas. This dual-stream system enables proper segregation of recyclables at source, with clearly labelled bins designed for optimal participation from both guests and employees. Eligible items left by guests are distributed to charities, resulting in 43 bags of clothes and 16 boxes of books being donated.
- SHMH have implemented organic waste segregation using designated bins to facilitate composting. Similarly, BMH established a food waste management system in collaboration with third-party vendors.
- BMH, SHMH and MMH have transitioned from single-use toiletries to residential-sized bathroom amenities across all quest rooms.
- BMH and MMH have replaced SUP water bottles with reusable glass alternatives in quest rooms.
- SHMH have an annual collaboration with The Hidden Sea to promote a special one-month campaign where they served The Hidden Sea wine, a brand committed to removing plastic from the ocean with every bottle sold. This initiative was actively promoted to both external quests and in-house patrons.
- BMH participated in the Container of Care Exchange (COEX) programme, where they recycled bottles and cans, with a significant portion of proceeds channelled to Scouts Australia.
- BMH and SHMH have installed water refill stations in key public areas to support guests in using reusable water bottles and moving away from SUP.







YTL Hotels and Properties

- Ingredients across selected hotels were standardised within the menu, enabling the redistribution of underutilised food items from one outlet to another with greater demand, thus reducing food waste. This resulted in total food costs across participating hotels being reduced, and consequently, the wastage of food ingredients.
- In recognition of the detrimental effects of plastic waste on ecosystems, YTL Hotels are eliminating avoidable SUP from our operations wherever feasible. This initiative included phasing out plastic bottles, plastic straws, utensils, packaging and miniature bathroom amenities, replacing them with environmentally friendly alternatives. These were replaced with wall-mounted bath amenities and reusable water bottles.
- In Malaysia, the move to phase out miniature bathroom amenities has not only reduced SUP, but also allowed the support of local social enterprise, Mangosteen, where they channel 100% of their profits to organisations and initiatives that empower women and children.

YTL Construction

- YTL Construction used Building Information Modelling (BIM) in project planning to optimise
 material usage, improve coordination across disciplines and minimise construction waste.
 By simulating project workflows and identifying potential clashes before construction
 begins, BIM enables more efficient resource allocation and reduces the likelihood of
 rework, which is a common source of waste in traditional building processes.
- Adaptive reuse helps minimise construction waste and resource consumption by repurposing existing structures or materials instead of opting for full demolition and rebuild. This method preserves embodied energy, reduces environmental impacts and supports more sustainable development practices. For further details, please refer to the case study of a YTL Construction project featured in the *Marketplace* section on page 121.
- YTL Construction's sustainability practices also extend to community-focused green spaces such as Laman Rel Mahkota in Kluang, a 2.9 km heritage linear park created under the Gemas-Johor Bahru Electrified Double Track Project (GJBEDTP). Designed as a vibrant public space, it blends heritage preservation with sustainable urban living, offering lasting value as a gift to the community. Initiatives such as tree planting, rainwater harvesting, solar panel installations at selected sites and waste recycling programmes further demonstrate YTL Construction's efforts to protect biodiversity and reduce resource consumption.

Feature Story

MCB Co-Processing

At MCB, the company extend environmental responsibility beyond their operations by offering waste management and resource recovery solutions to third parties. As part of their contribution to advancing Malaysia's circular economy, MCB work with industrial and commercial partners to transform their non-recyclable waste into valuable resources through co-processing in their cement kilns.

Many industrial and municipal waste streams contain embedded energy or mineral value but are unsuitable for traditional recycling methods. Since the 1970s, cement plants globally have demonstrated the ability to recover such resources through coprocessing—a solution that replaces virgin fossil fuels and raw materials in clinker production.

Co-processing transforms the traditional cradle-to-grave approach of industrial waste into a sustainable cradle-to-cradle model. This method not only diverts waste from landfills, but also reduces greenhouse gas emissions, conserves natural resources and enables industrial symbiosis across sectors.

In addition to energy and mineral recovery, MCB also incorporate supplementary cementitious materials such as pulverised fuel ash, ground granulated blast furnace slag and silica fume, into their cement and concrete products. These materials, often derived from industrial by-products, serve as partial replacements for clinker. By doing so, they further reduce the reliance on virgin raw materials and lower the embodied carbon of their products, whilst helping divert useful materials from waste streams.

Through their resource recovery services, MCB provides a proven and safe solution for industries to manage their residual waste responsibly. Their clients benefit from:

- Secure and environmentally sound treatment of non-recyclable waste;
- Reduced landfill burden and associated environmental risks;
- Improved ESG performance and alignment with circular economy objectives.

They continue to collaborate with government bodies, industries and local authorities to expand awareness and implementation of circular solutions, supporting Malaysia's national waste reduction and climate action goals. Each year, the company invest in both their facilities and their people to maintain and enhance their capability to receive and co-process a diverse range of waste materials and integrate supplementary cementitious materials (SCMs) into production.

MCB's priority is to operate responsibly, with strict adherence to environmental and safety standards, whilst consistently delivering high-quality, lower-carbon products. Their cement plants are certified to ISO 9001 (Quality Management) and ISO 14001 (Environmental Management) standards. They are supported by ISO/IEC 17025-accredited laboratories, upgraded air pollution control technologies, and real-time process monitoring tools. These capabilities ensure that MCB's products meet the highest standards of safety and quality, whilst their operations remain fully compliant with applicable environmental regulations.

In recognition of their compliance and capabilities, MCB is licensed by the Department of Environment Malaysia to provide co-processing services to a wide range of industries nationwide. Their products are also certified and approved by SIRIM QAS International and the Construction Industry Development Board (CIDB) Malaysia, affirming their quality, safety and suitability for use in the local construction sector.

WATER STEWARDSHIP

Climate change is fundamentally altering global water systems. Intensifying droughts, floods and seasonal variability are placing unprecedented stress on freshwater resources. In some of our key operating regions, such as Australia and Singapore identified as water-stressed by the World Resources Institute – these changes may pose potential business risks. Disruptions to water availability affect operational continuity across operations such as water supply services, energy generation, construction and hospitality services. Meanwhile, evolving regulations may increase compliance costs, and growing stakeholder expectations around water stewardship creating reputational risks for lagging performers.

At YTL Group, we recognise the importance of responsible water management to support operational continuity, reduce environmental impact and contribute to long-term water security. Across our diverse operations, we manage water use by drawing from multiple sources including municipal supplies, surface water, groundwater, seawater and reclaimed water. The majority of water supports essential industrial processes such as power generation, water and wastewater treatment, cement production and infrastructure development, whilst smaller volumes are used for commercial and domestic purposes across our properties.

We maintain high standards of water management throughout the water cycle. Effluent from our operations is treated and discharged into approved water courses or sewer systems in accordance with applicable environmental discharge limits and effluent standards in the countries where we operate. We have consistently achieved very high compliance with water discharge quality under local standards, and there were no significant chemical or oil spills during the reporting period.

Management Approach

To address water-related risks and contribute to water resilience, we prioritise practising sustainable water management, improving and optimising water efficiency, strengthening water conservation efforts, as well as managing and improving our water footprint across our operations.

Water Resource Management



Water Withdrawal

We take into consideration water stress levels in the regions where we operate, seek to minimise our water footprint, improve efficiency and safeguard water resources throughout the supply chain via sustainable water management.



Water Discharge

We appoint accredited third parties approved by local authorities to conduct regular monitoring and assessment of the quality of discharged wastewater and/or sewage to minimise our negative impacts on the environment and ecosystems.



Water Consumption

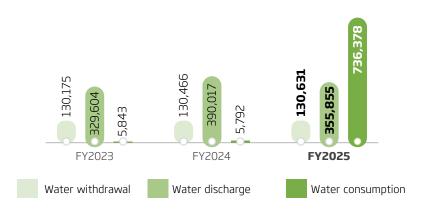
We periodically review water management plans and monitor site-level performance.

Where feasible, we implement water conservation initiatives, process improvements, integration of technologies and innovations to treat, reuse and recycle water from our operations.

Our water withdrawal saw an increase in FY2025, with the increased operational demands across our businesses and expanded scope of reporting.

YTL Power International saw an increase in water consumption primarily due to the first-time consolidation of the Ranhill Group's water operations, which serve about four million customers across the state of Johor. Existing water and sewerage operations in the UK, by comparison, serve about 2.9 million customers.

Water Withdrawal, Discharge and Consumption ('000m³)



Water Efficiency and Conservation Initiatives

YTL REIT

- All guest bathrooms across BMH, MMH and SHMH feature water-saving fixtures as standard. These carefully selected fittings reduce consumption whilst maintaining full functionality.
- BMH, MMH and SHMH encourage guests to opt out of daily towel and sheet replacement, conserving water with the decrease in laundry.
- BMH and SHMH both implemented a rainwater harvesting system for use in landscape irrigation, greywater systems and fire safety infrastructure.
- BMH upgraded to a new water filtration system aimed at reducing overall water intake for the HVAC and chiller systems.
- SHMH undertook key refurbishments to its cooling towers in 2024, focusing on structural reinforcement and advanced water treatment upgrades. These improvements optimise chemical dosing and system control, supporting more efficient operations. The upgrades contribute to long-term system resilience, responsible resource management and further water savings.
- SHMH complements their technical water efficiency measures with ongoing employee education programmes. They are encouraged to adopt responsible practices, including prompt leak reporting, minimising unnecessary water use during food preparation and ensuring dishwashers are fully loaded before operation.

MCB

- MCB's initiatives focus on adopting water-saving measures and promoting responsible usage across their operations. They track water usage across sites and benchmark against industry performance to identify areas for improvement.
- MCB implement rainwater harvesting and water recycling systems to reduce reliance on municipal supplies across their operations.
- During the reporting period, MCB had a total of 44 sites with water recycling, surpassing its 2030 target of increasing the number of such sites by 30%, compared to the 2023 baseline.

YTL Hotels and Properties

- GIR constructed a reverse osmosis (RO) water treatment plant with assistance from Wessex Water to desalinate seawater into potable water for general use and consumption throughout the hotel.
- The RO water treatment plant and membrane bioreactor (MBR) also treat wastewater from guest villas and produce grey water that is distributed throughout the resort grounds for landscaping and watering purposes.
- Since 2012, the RO water treatment plant has been supplying the whole resort with clean water safe for drinking and bathing.
- As such, GIR has achieved self-sufficiency in terms of water supply and avoided the use of water barges to transport drinking water to the resort, which has avoided related emissions.

YTL PowerSeraya

- As a low-lying water-stressed nation, Singapore is especially susceptible to rising water costs. To address this, YTL PowerSeraya plans to reuse up to 70% of the rejected water from its Demineralisation Water Treatment Plant and boost the overall water recycling rate by more than 50% from its 2020 level by 2030.
- Innovative methods are being explored at YTL PowerSeraya to reduce water consumption and enhance recycling efficiency. Supported by the Public Utilities Board's Water Efficiency Fund, YTL PowerSeraya will be embarking on a Cogen Water Treatment Plant Recycling project where 50% of the water discharged during treatment at the Cogen Water Treatment Plant, equivalent to 30 Olympic-sized swimming pools, will be recycled and reintegrated into the system each year.

Wessex Water

- Wessex Water also successfully reduced leakage compared to 2023-24. Trials of "no dig" technology to repair leaks are ongoing, minimising cost and disruption. In addition, fixed acoustic loggers provide quick response opportunities, whilst aerial surveys generate points of interest. Alongside pressure management work and the trial of a job progress reporting platform, these initiatives continue to reduce leakage further. By 2030, Wessex Water targets to cut leakage by another 3.5 million litres per day.
- In December 2024, Wessex Water published a Water Resources Management Plan⁵, which sets out how, over a minimum of 25 years, Wessex Water will balance water supplies with water demands to ensure adequate supply for customers, whilst also protecting the environment. In combination, the options included in Wessex Water's preferred plan will ensure the division meets its statutory targets to reduce demand per person by 20% by 2038, as well as associated targets on per person consumption, leakage and non-household demand by 2050. Further details on the Water Resources Management Plan can be found in the "Related Reports" section on our website.
- To mitigate sewer flooding, Wessex Water invested GBP200 million between 2020 and 2025, implementing several schemes that have successfully reduced flooding in various areas. These include enhanced drainage systems, flood resilience projects, community engagement initiatives and green infrastructure, including spending GBP16 million on a new 9,000 m³ storm storage tank. These efforts have significantly reduced the incidence of sewer flooding in several areas, demonstrating Wessex Water's commitment to protecting communities from the impacts of extreme weather events.

- Looking ahead, Wessex Water is investing more in monitoring going from just over 3,000 to 10,000 in-sewer monitors – to give advanced warning of issues, as well as an enhanced maintenance programme, customer behavioural engagement and a new "solve at source" approach that will take a holistic attitude to managing wastewater catchments.
- Between 2025 and 2030, Wessex Water will more than double the current level of
 investment to GBP8 million a month or a total of GBP500 million and 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 and Pollution Incident Reduction Plan
 2024-2025 can be found in the "Related Reports" section on our website.
- In 2024–25, Wessex Water recorded a 3.4% reduction in in-year per capita consumption compared to the previous year, with consumption at its lowest level since 2017–18. Wessex Water also exceeded its performance commitment target for water efficiency savings, achieving 6.1 megalitres per day (MI/d) compared to a target of 5.0 MI/d.
- During the year under review, Wessex Water's demand management focused on household (Home Check) and non-household visits to deliver savings by fitting water efficiency products and fixing leaking plumbing, alongside summer campaign messages and the promotion of free water saving packs. Additionally, there was an increase in the number of customers opting for meters, demonstrating their desire to save money and to stay in control of their utility bills.

⁵ Source: https://corporate.wessexwater.co.uk/media/321bxesf/wrmp24-main-technical-plan.pdf

Ranhill

- Ranhill SAJ is the sole water operator in Johor and has the challenging task of ensuring a sustainable water provision system whilst balancing increasing consumption demand against a finite supply that continues to come under increasing pressure from a wide range of challenges.
- Ranhill's approach has been two pronged: ensuring sustainable and sufficient supply based on short, medium and long-term water consumption projections, whilst increasing output of produced water that reaches consumers.



Abstraction

- · Raw water transfer activities
- Ground water extraction



Supply & Infrastructure

- Reducing non-revenue water (NRW) levels
- Improving operations efficiency of existing WTPs
- Upgrading WTPs
- Adding new WTPs into the network
- Developing offriver storage



Capacity

 Ensuring sufficient reserve margins, notably at water stressed areas

- This dual strategy necessitates a focus on preserving existing water resources whilst addressing existing water infrastructure. The former entails developing new and additional water sources and jointly combatting pollution of rivers through strategic collaboration with enforcement authorities and initiating stakeholder education efforts. In addition, efforts continue to be made to expand abstraction capacity by leveraging more upstream rivers. This is made possible through raw water transfer projects. Additional measures include developing storage mechanisms such as offriver storage, development of new and expansion of existing WTPs and recently, construction of desalination plants that would enable the abstraction of sea water for potable consumption.
- Whilst sustainable abstraction is a fundamental part of the management approach, equally imperative is the optimum delivery of produced potable water to consumers. Hence, the strong commitment towards reducing NRW levels in Johor.
- Ranhill's efforts have been effective, successfully establishing Johor as the state with the lowest NRW rate in Malaysia at just 24.2%, as at June 2025, below its regulatory key performance indicator (KPI) of 24.5%. This has been achieved through a series of pipe rehabilitation and replacement programmes undertaken by Ranhill SAJ.

Feature Story

Wessex Water's Holdenhurst Water Recycling Centre

Wessex Water is investing more than GBP30 million to enhance the Holdenhurst water recycling centre on the outskirts of Bournemouth.

What is Wessex Water doing, and why is it needed?

Wessex Water is helping to protect the town's popular beaches by increasing capacity and reducing the automatic operation of <u>storm overflows</u>.

An extra nine million litres of additional storage have been added at the Holdenhurst site next to the A338 with the building of a new 65-m long storm tank, which was ready by the regulatory date of March 2025. The company have also boosted their ability to remove harmful chemicals from wastewater to ensure they protect their rivers and coastlines.

Two new chemical dosing units have been put in place at the site, including one treatment lane with 50 membranes to help with ammonia removal - the largest single-unit installation of this type in the country.

Currently, the Holdenhurst site serves a population of approximately 180,000, which increases significantly during the summer months.

By adding this new equipment on site, the company will be able to ensure that the treatment of sewage keeps pace with the local population in the Bournemouth area, which is projected to grow further.

What Wessex Water have done

Construction of both the chemical removal and storage elements of the enhancement continued throughout 2024 and early 2025.

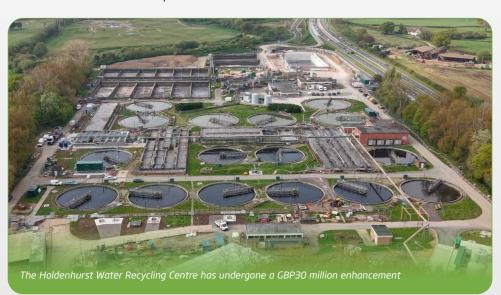
The 6.5-m deep tank can retain nine million litres of water during storms, reducing automatic discharges to the environment from storm overflows and allowing the storm water to be treated – that's the equivalent of nearly four Olympic swimming pools.

The company have also built two chemical dosing units capable of holding 125,000 and 90,000 litres of water treatment chemicals respectively. This will enhance their ability to remove harmful chemicals, including some that are frequently found in many household products, from wastewater to ensure the company protects rivers and coastlines.

A further treatment process, featuring 50 Membrane Aerated Biofilm Reactor (MABR) membrane units to help control suspended solids and improve treatment of the wastewater, is also the largest single-unit installation of its type in this country.

Meanwhile, all surplus sludge from the water treatment process is transferred from the Holdenhurst site to the nearby Berry Hill Bioresources Centre.

A GBP 5 million 18-month enhancement of that site was also completed in the spring of 2025, seeing 750 m³ of additional sludge storage built and existing storage tanks and transfer pumps repurposed to improve the handling of sludge and minimise environmental impacts.



OUR COMMITMENT

Recognition of YTL Group as an employer of choice

OUR APPROACH

- Fostering a strong and positive culture of health, safety and well-being
- Creating a harmonious workplace by embracing diversity and providing equal opportunities
- Nurturing human capital and bridging gaps through talent development and active engagement

ALIGNED WITH









Empowering Our People

[GRI 2-7, 2-8, 2-9, 401-1, 401-2, 401-3, 403-1, 403-2, 403-4, 403-5, 403-6, 403-7, 403-9, 404-1, 404-2, 404-3, 405-1, 406-1, 408-1, 409-1]

At YTL Group, we believe that a strong and resilient workforce underpins our long-term business performance and sustainable value creation. Recognising that our people are central to our operations, we continue to focus on fostering a work environment where individuals feel respected, supported and empowered to grow.

We attract, develop and retain capable and diverse talent by enhancing access to learning and career development opportunities, promoting inclusivity and encouraging collaboration across our businesses. We also place priority on maintaining safe and healthy workplaces and supporting the overall well-being of our people, both physically and mentally.

Our approach is rooted in compliance with applicable labour standards and aligned with relevant global and local regulations. We strive to integrate fair employment practices and robust human capital strategies across our operations whilst ensuring continuous improvement.

MANAGING WORKPLACE HEALTH, SAFETY AND WELL-BEING

Across YTL Group's diverse business operations, we are cognisant of the occupational risks present in certain high-risk and labour-intensive environments. To address this, we uphold the highest standards of health and safety (H&S), placing the physical well-being of our employees and external stakeholders at the forefront of our initiatives, whilst also dedicating attention to supporting mental health in the workplace.

Our commitment to H&S is anchored in our aspiration for zero fatalities and guided by the YTL Group Code of Conduct and Business Ethics (The Code), alongside business unit-specific policies. We aim to ensure that our workforce (employees, suppliers and contractors) is equipped with the necessary knowledge and skills to identify and manage hazards, as well as clear mechanisms for identifying, raising and addressing potential risks.

Management Approach

Following our aspiration for zero fatalities in the workplace, we maintain a proactive and precautionary approach by consistently monitoring, reviewing and enhancing our H&S practices to minimise hazardous events in our operations. Standard operating procedures (SOPs), regular training and employee engagement are key to our efforts to build a safety-conscious culture. We encourage participation at all levels, from leadership to frontline workers, to embed safety as a shared responsibility.

Leadership in Health and Safety

- Workplace Safety and Health (WSH) committees to monitor H&S performance and report to top management
- Establishment of H&S policies and guidelines to ensure effectiveness

Workplace Health and Safety



Risk Assessment and Management

- Development and compliance with H&S management systems and applicable regulatory requirements and guidelines
- Safety and security action plans and SOPs
- Hazard Identification, Risk Assessment and Risk Control (HIRARC)



Health and Safety Reporting

- Implementation of proper incident reporting, investigation and monitoring systems
- Periodic safety audits and inspections



Training and Engagement

- Regular workplace safety training and Emergency Response Plans (ERPs)
- Development of internal H&S capabilities
- Sharing of knowledge and best practices through effective communication and engagement

Health and Safety Performance

Across our business units, we continue to enhance data collection and reporting workflows to improve consistency, comparability and reliability in H&S metrics. Enhanced incident reporting and data granularity strengthen our risk identification and mitigation capabilities, demonstrating our commitment to a safe workplace.

Wessex Water retained its ISO 45001 certification (occupational H&S) which has been aligned to the assessment and certification processes for ISO 9001 (quality management systems) and ISO 14001 (environmental management systems). Most of Ranhill's key operating subsidiaries, including Ranhill SAJ, have obtained ISO 45001 certification. Throughout Ranhill's operations, both leading and lagging indicators are employed in the identification of safety performance.

Occupational Health and Safety Performance

YTL Group	Unit	FYZ	2024	FY2025	
		Employees	Contractors	Employees	Contractors
Fatalities	Number	0	1	0	1
Lost Time Incidents (LTI) ⁶	Rate	0.89*	0.22	0.70	0.30
Employees trained on H&S Standards	Number	6,810	<u>-</u>	11,546	-

^{*} Note: Restated

Leadership in Health and Safety

YTL Group's leadership fosters a proactive H&S culture through WSH committees at key business units, featuring cross-functional and union representation where applicable, feeding regular updates to senior management. These committees develop policies, monitor compliance, drive incident response, conduct hazard analysis and manage effective communication and training.

In Australia, Brisbane Marriott Hotel (BMH), Melbourne Marriott Hotel (MMH), Sydney Harbour Marriott Hotel (SHMH) and The Westin Perth (TWP) have their respective WSH committees that comprise employee representatives who identify potential risks, as well as develop safety standards, rules and procedures.

YTL Construction places the highest priority on the H&S of its employees, contractors and stakeholders. A structured framework of initiatives ensures continuous monitoring, engagement and improvement across all projects and operations.

Regular activities include monthly Health, Safety and Environment (HSE) committee and department meetings, top management HSE walkabouts, and an annual HSE management systems (MS) management review meeting. In addition, YTL Construction organises both company-wide and project-level HSE Weeks to reinforce awareness and best practices across the workforce.

These structured initiatives are complemented by the celebration of key safety milestones, such as achieving 3.5 million and 28 million safe work man-hours across YTL Construction projects. By embedding safety into daily operations and recognising collective achievements, YTL Construction demonstrates its commitment to creating safe, resilient and sustainable workplaces.

At the operational level at Malayan Cement Berhad (MCB), every business unit establishes a Safety and Health Committee (SHC) to drive employee engagement and continuously improve workplace H&S conditions. Each SHC is chaired by the site's Plant Manager or Head of Operations, who also serves as the key liaison with the Group's senior management. Regular review meetings are held to discuss performance, action plans and any additional support or resources required. In addition to these formal engagements, site management regularly visits operational areas, directly interacting with workers. During these visits, they address any unsafe conditions or behaviours, whilst also reinforcing and encouraging safe practices. This hands-on approach ensures that H&S remains a priority across all levels of their operations.

⁶ A Lost Time Incident (LTI) is, in the opinion of a physician, an incident resulting in the employee being unable to work for one or more work days beyond the day of the incident. LTI Rate = Number of lost time injuries/number of hours worked x 200,000

Wessex Water's H&S Committee, supported by an independent Process Safety Advisory Board, continued to review major risks and controls, driving performance improvements in both personal H&S and process safety disciplines. During the year, the committee, board members and all senior leaders participated in executive-level process safety training. This training was systematically cascaded throughout Wessex Water to reinforce the importance of cultivating a strong process safety culture. Ongoing enhancements to the process safety management system, alongside targeted hazard study programmes, have also contributed to a deeper understanding of process safety risks. In response, remedial work programmes have been initiated to mitigate these risks, supported by performance indicators to enable continuous monitoring and evaluation. Over the year, the committee observed a continued improvement in overall personal H&S performance compared to 2023-24 and previous years. Notably, there was a reduction in safety incidents, including fewer reportable injuries and a decline in lost time incidents. Employee engagement in H&S also remained strong with employees actively reporting improvement opportunities at a rate consistent with the record levels seen in 2023-24.

At Ranhill, HSE/Occupational Health and Safety (OHS) Committees are established at all subsidiaries, and the practice is repeated across all operational sites. Employees are represented on joint worker-employee HSE/OHS committees.

Health and Safety Reporting

Our incident reporting framework enables us to log incidents, identify root causes and implement corrective/preventive actions. Site-level safety officers or committees oversee these processes, ensuring transparency, accountability and continuous improvement in H&S management.

At MCB, a total of 2,390 workplace inspections were conducted across all operational sites to identify unsafe conditions and intervene where necessary. MCB recognises the need to foster a more open reporting culture and will continue working to encourage all workers, including subcontractors, to report near-misses.

Risk Assessment and Management

All key operating subsidiaries uphold comprehensive OHS policies, encompassing regulatory compliance, HIRARC, ERPs, training and ongoing improvement. ISO 45001 is adopted across our primary operating entities and audited regularly. Contractors and suppliers are also held to our OHS standards. For a full list of accreditations, refer to the *Other Information* section on page 126.

Risk Management and Safe Work Practices at Langkawi Plant

MCB's Langkawi Plant adheres fully to the MCB Job Risk Assessment Procedures, ensuring that all tasks carried out within the plant premises are supported by appropriate risk management documentation. For non-routine tasks, a Job Risk Assessment (JRA) is prepared by the task owner, whilst routine tasks are governed by SOPs developed by the relevant department.

Each task must be accompanied by a valid Permit to Work (PTW) and, where applicable, a High Hazard Permit (HHP). HHPs are required for tasks with elevated risk profiles, such as confined space entry, work at height, hot work, roof work, ground breaking (excavation) and night lifting operations.

Prior to the commencement of any task, a safety briefing is conducted by the job supervisor for all team members involved. Attendance and key information from this briefing are documented in the Pre-Job Briefing and Safety Intervention Form. This form also serves as a tool to record any safety observations or interventions made by line management or visitors during site visits, enabling timely follow-up and continuous improvement.

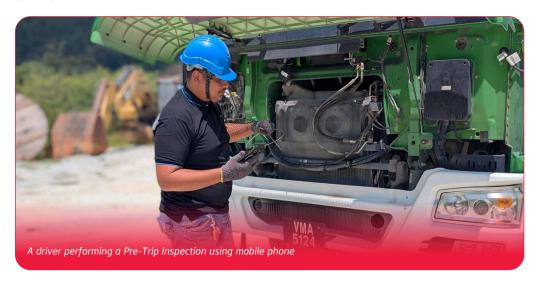
Upon completion and handover of the task to the area owner, all supporting documents—including the JRA, PTW, HHP and Pre-Job Briefing & Safety Intervention forms—must be completed, signed off by the relevant department head and filed for record-keeping. These documents are retained for a minimum of 12 months to support future audits and ensure traceability.

Training and Engagement

To cultivate a robust safety culture, we regularly assess safety action plans, reporting protocols and training materials to ensure that they are aligned with updated standards and equipment. Throughout the year, we conduct training across offices and sites on topics such as slip-trip-fall prevention, fire safety, first aid, cardiopulmonary resuscitation (CPR), manual handling and working at heights. In FY2025, 11,546 employees received H&S training.

We also organise ERP exercises to test our prevention and management systems and prepare employees for worst-case scenarios. These exercises help our employees develop the skills and judgment they need to quickly and safely respond to emergencies, such as fires, chemical spills and interruptions to power and water supplies. After the exercises, post-training reviews are conducted to identify areas for improvement. This helps us to continuously improve our emergency response capabilities and ensure the safety of employees and customers.

To strengthen safety culture and proactive ownership, occupational safety initiatives such as Leadership Safety Visits, Stop Work Authority, Life Saving Rules and an annual Safety Day together with service partners were implemented by YTL PowerSeraya. Participation in H&S training has also been enhanced to ensure the workforce remains well-equipped to uphold a safe working environment. These efforts have been recognised through the attainment of the WSH Innovation Award and the WSH Performance Award (Silver).



Health and Safety Initiatives



Strengthening Fleet Safety Through Digital Tools and Capacity Building

- YTL Cement has introduced a digital Pre-Trip Inspection (PTI) Checklist as part
 of its commitment to fleet safety and operational excellence. Integrated into
 an in-house developed Driver App, the PTI Checklist includes safety messages
 and alerts, vehicle and driver condition checks and cleanliness inspections. Its
 content is aligned with local regulatory requirements as well as the YTL
 Cement Logistics Safety Standard.
- Delivery assignments are only issued upon successful completion of the PTI Checklist. Any defects must be rectified and documented with supporting evidence before a vehicle is cleared for operation. This system promotes daily accountability and helps prevent safety issues before trucks leave the yard.
- To monitor compliance and ensure continuous improvement, half-yearly Logistics Safety Audits are conducted across all business units. Led by the H&S Team and supported by the Fleet Team, these audits include verification of documentation and records, vehicle inspections and interviews with drivers to assess alignment with both legal and internal safety standards.
- All YTL Cement fleet truck drivers are required to complete an annual one-day Defensive Driving Training (DDT). Conducted by internal driver trainers, the programme includes classroom sessions, practical demonstrations and in-cabin assessments to reinforce safe driving practices and evaluate driver competency.
- To further strengthen road safety management, Fleet Team members are being trained as Work-Related Road Safety OSH-Coordinators. In FY2025, several members completed this certification through MIROS (Malaysian Institute of Road Safety Research), with the remaining team members scheduled to attend the training in FY2026. This initiative enhances internal expertise and supports a culture of road safety excellence throughout their logistics operations.

Occupational Health Services

Alternate Year Health Surveillance: Caring for Our Workforce

- At MCB, the health and well-being of their people are central to how the company operates. During the reporting period, the Perak-Hanjoong Simen (PHS) plant conducted the alternate year health surveillance programme, reaching 142 permanent employees and 108 contractor personnel.
- The surveillance was carried out in-house over several days to provide convenient access to all workers. The programme includes comprehensive medical assessments aligned with workplace risk profiles, including lung function tests, chest X-rays, vision screenings and general health evaluations.
- This initiative forms part of MCB's OHS Management System and compliance with the Occupational Safety and Health (Use and Standard of Exposure Chemical Hazardous to Health) Regulations 2000 (USECHH Regulations). More than a regulatory requirement, it reflects their proactive approach to early detection of occupational illnesses, prevention of health deterioration and timely intervention.
- By prioritising their people's health, the programme not only met compliance standards but also fostered a culture of care, trust and shared responsibility across the workplace.

Employee Assistance Programme (EAP)

• BMH, MMH, SHMH and TWP provide support and assistance to their employees including counselling, legal advice and mental health services through the EAP.

Prioritising Mental Well-being of Employees

- For the second time, YTL PowerSeraya administered iWorkHealth, a psychosocial health assessment tool, to identify stress-related workplace factors such as job demands, organisational culture and workplace relationships. The results showed further improvements from previous assessments, indicating strong emotional well-being and resilience amongst employees.
- To further support employee mental wellness, YTL PowerSeraya continues to invest in a range of initiatives, including Psychological First Aid training, annual health screenings, quarterly health talks, regular sports and recreational activities. These efforts aim to foster a healthy, engaged and resilient workforce.



My Safety Intervention (MySI): Empowering Frontline Ownership of Workplace Safety

- MySI is a programme designed by MCB to empower the operations team to take active ownership in creating a safer workplace. It encourages team members to conduct safety observations during site visits and to report both safe and unsafe behaviours and conditions.
- A key element of the programme is direct engagement: team members are encouraged to initiate conversations with workers on site. Positive reinforcement is given when safe acts are observed, motivating continued safe behaviour. When unsafe acts are identified, open discussions help workers understand the potential consequences and take corrective actions.
- Each MySI interaction is documented through a brief digital report submitted to the HSE Department. These reports support record-keeping and enable timely follow-up on any required corrective actions.
- MySI also serves as a platform for reporting unsafe conditions with accompanying photos and descriptions, facilitating swift interventions to prevent incidents. Importantly, it fosters a culture where open feedback on safety is welcomed and valued.
- The programme is currently being piloted at the Kanthan Plant, with plans for broader rollout. Over time, MySI is expected to contribute to strengthening a proactive and positive safety culture across the organisation.



DIVERSITY AND INCLUSION

Diversity and inclusion are key elements of responsible business practices, enabling organisations to foster equitable, innovative and resilient work environments. At YTL Group, we value the diverse perspectives and experiences that our workforce brings, reflective of our varied business operations across multiple geographies. Our employees represent a variety of nationalities, ethnicities and backgrounds, contributing to a workplace culture that is collaborative, adaptive and future-focused.

Management Approach

We remain committed to embracing diversity, providing equal opportunity and respecting human rights to help employees grow and thrive, as is reflected in the Code. The Code sets out the acceptable practices and ethical principles guiding our employees' responsibilities in all business interactions. It is regularly communicated to all employees and is conveniently accessible on our corporate website, underscoring our dedication to transparency and adherence to these fundamental values.

Diversity and Inclusion



Provide job opportunities to people with disabilities (PWD)



Respect rights to freedom of association and opinion



Have zero tolerance for all forms of discrimination



Oppose unfair labour practices and any form of forced or child labour



Provide equal opportunities regardless of ethnicity, religion, gender, age, sexual orientation, disability, nationality or geographical background



Focus on gender balance through building female representation in the workforce

YTL Group Workforce Dashboard FY2025





87%Permanent Employees



88%Local Workforce

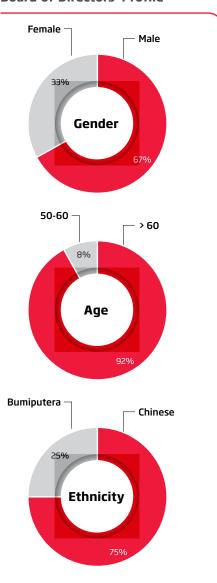


28% Female Workforce



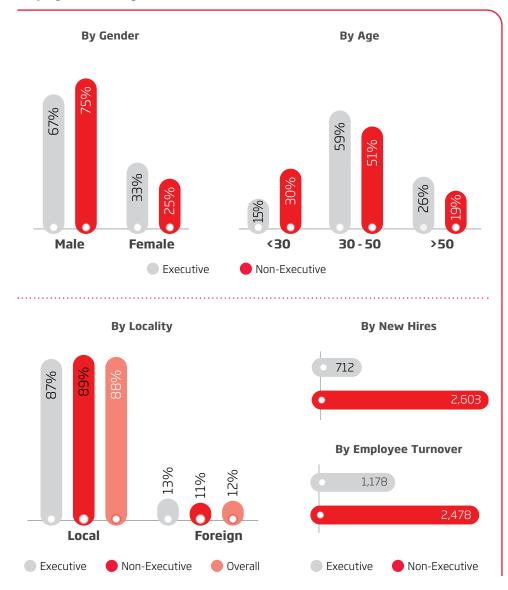
People with
Disabilities Employed

Board of Directors' Profile*



* **Note:** Board of Directors' profile is a representation of YTL Corporation Berhad.

Employee Diversity



Fair Employment

Although YTL Corp is headquartered in Malaysia, our operations span multiple countries, giving rise to a workforce that is both racially diverse and enriched by mixed ethnicities. We adopt localised employment strategies that generate jobs and contribute to local economies, whilst also ensuring our teams bring local knowledge and cultural awareness that strengthen our capabilities on the ground. As of 30 June 2025, YTL Group had a workforce of 17,530 employees globally, and in the year under review, locals accounted for 88% of our workforce across our operations globally.

YTL Group hires employees based on merit and capability, and we take professional qualifications, work experience and achievements into consideration. In FY2025, we recorded a total of 3,315 new hires and 3,656 employee departures. We do not discriminate when building our workforce. We also provide fair and inclusive employment opportunities for PWD, and we currently employ 24 PWD across our global operations.

YTL Group is committed to building a workplace that is fair, inclusive and reflective of the diverse communities it serves. Diversity is embraced as a source of strength, equity is treated as a principle in every decision and inclusion is embedded into daily practice. Together, these values drive innovation, collaboration and long-term success.

As part of this commitment, YTL Construction plays a leadership role in the British Malaysian Chamber of Commerce (BMCC) Diversity, Equity and Inclusion (DEI) Network, chaired by Natasha Zulkifli, Stakeholder Director (Stakeholder and Business Development). The network, comprising 23 organisations, meets quarterly to address workplace equity, foster a culture of belonging and champion fair employment practices. Through open dialogue, workshops and knowledge sharing, YTL Construction contributes actively to advancing industry-wide change.

YTL Construction also nurtures diverse talent pipelines through initiatives such as Youth at YTL and targeted engagement with women in Science, Technology, Engineering and Mathematics (STEM) and construction careers. By fostering an environment where employees are encouraged to contribute, collaborate and lead, YTL Construction continues to build an inclusive workplace culture that reflects its values and strengthens its people.

Within the organisation, YTL Group supports employees' rights to participate in professional bodies, cultural societies and associations such as Persatuan Arkitek Malaysia (PAM), Malaysia Board of Technologists (MBOT) and Institute of Engineers Malaysia (IEM), provided such participation does not conflict with job responsibilities or company policies. YTL Construction also invests in continuous learning through the YTL Learning Academy, which provides employees with opportunities to upskill and reskill, ensuring they remain agile, future-ready and empowered to grow in their careers.

YTL Group adheres to an open-door policy that enables our employees to raise their concerns relating to unlawful, unethical or questionable behaviours through grievance mechanisms and a dedicated channel which incorporates a whistleblowing form. Any issues raised undergo a thorough process, involving review and investigation by the respective business units. Subsequent actions are taken based on confirmed grievances and complaints. During the year under review, there were no non-compliance incidents involving labour standards, including child labour, forced labour or discrimination recorded in our operations.

International Women's Day by Women @ YTL (W@Y)

In conjunction with International Women's Day (IWD) and the YTL Beyond 70 celebrations, W@Y held its widely acclaimed hybrid IWD event titled "Empowerment Beyond 70: Honouring the Past, Shaping the Future" on 10 April 2025, both at the Town Hall, Level 8 of Menara YTL and virtually. The event had a record turnout of approximately 200 participants across YTL Group from various departments such as legal, corporate finance, digital banking, construction, utilities, hotels and also colleagues from Singapore.

This year, W@Y had the pleasure of hosting a mother-daughter panel session featuring our very own Dato' Yeoh Soo Min, Executive Director of YTL Corp, and Hwei Tan, Creative Director of YTL Corp. The best way to encapsulate the spirit of this session was perfectly captured in the event invitations: "Two Generations, One W@Y!"

It was a genuine and heartfelt sharing session filled with laughter, offering participants a glimpse into the dynamics of their mother-daughter relationship, their family life, the history of the Group, how the YTL values are applied in daily life and their insights on empowerment, family and leadership. The participants were then treated to lunch to celebrate IWD 2025. The session reinforced the YTL Group's commitment to fostering dialogue around women's empowerment and supporting gender equity within the workplace.



Youth at YTL (YAY)

The YAY initiative was introduced in conjunction with YTL Group's Beyond 70 celebrations, as part of a long-term effort to promote sustainability culture and engage children of employees through meaningful, sustainability-focused experiences.

The inaugural event took place on 29 May 2025 at the Kuala Lumpur Performing Arts Centre (KLPAC). The programme brought together children aged seven to 12 from across the Group for a full-day of experiences combining education, creativity and hands-on environmental learning.

Participants explored careers in sustainable construction and design, took part in a guided tour of KLPAC's environmentally friendly features, and collaborated in teams to build model "green cities" using recycled materials. The programme also included a symbolic cement turtle painting activity, reinforcing messages of environmental protection and biodiversity. The day concluded with a project showcase, award presentations and group activities that fostered both camaraderie and ecological awareness.

YAY reflects YTL Group's commitment to cultivating environmental consciousness from an early age. By creating opportunities for experiential learning, the initiative contributes to long-term cultural change and supports the Group's overall sustainability and community engagement objectives.



Associate Resource Groups (ARGs) in Australia

ARGs are established in our Australian hotels to promote an inclusive community and culture within the employees via education and networking events, such as the Women's ARG bringing women together to engage in dialogue on women empowerment and development, helping to drive innovation and performance in hospitality. Additionally, TWP participates in the LGBTQ+|ONE ARG, which offers support to LGBTQ+ employees and helps foster a more welcoming workplace culture.

Free Sanitary Products for Women by YTL Construction

Since June 2022, YTL Construction has been providing free sanitary products in all its female toilets at Menara YTL. This initiative aims to improve employee well-being, support gender equality and enhance workplace morale.

GenConnect: Building Better Together at YTL Construction

As part of YTL Construction's Transformation 3.0 to strengthen workplace culture under the Talent pillar, YTL Construction partnered with the BMCC to host GenConnect: Building Better Together—a forum focused on bridging generational gaps at work. The event attracted over 320 participants and featured eight speakers from diverse industries, covering topics such as generational perspectives, balancing tradition and innovation and building a collaborative workplace culture. It also spotlighted YTL's journey as a family business, blending heritage with forward-thinking values to shape inclusive, future-ready teams.

Post-Retirement Opportunities at YTL PowerSeraya

In Singapore, following the decommissioning of Jurong Power Station, affected employees were successfully redeployed to other departments, ensuring continued growth and contribution. YTL PowerSeraya also aligned its practices with the Tripartite Guidelines on Flexible Work Arrangement Requests (TG-FWAR), effective 1 December 2024, and introduced part-time re-employment to support flexible work arrangements for post-retirement employees.





NURTURING HUMAN CAPITAL

At YTL Group, we recognise that our people are the heart of the company and essential to creating sustainable value. By fostering a safe, inclusive and growth-oriented workplace, we aim to reduce workforce-related risks, such as high turnover and dissatisfaction, whilst enhancing innovation, productivity and long-term business resilience. Our approach is anchored in responsible labour practices that reflect our commitment to human capital development and the well-being of our people.

Management Approach

We focus on attracting, retaining and developing a capable workforce by offering competitive remuneration, recognising achievements, promoting work-life balance and investing in employee growth in alignment with values outlined in the YTL Group Employee Handbook.

To strengthen our talent pool, we also run early career development programmes designed to draw young talent, provide them with industry insights and offer hands-on experience. Performance appraisals are conducted by each business unit at designated intervals, providing employees with constructive feedback on their contributions and achievements, whilst also addressing skill gaps and career aspirations.

In addition, we also promote engagement through recreational activities that encourage social bonding and mental well-being. Key performance indicators (KPIs) are used at both individual and organisational levels to align performance outcomes with YTL Group's broader objectives.

Talent Development and Engagement



Employee Benefits and Welfare

We believe that our employees should be rewarded and recognised fairly for their valuable contributions in driving the company's growth. Through remuneration packages and comprehensive benefits, we demonstrate our appreciation for our workforce whilst encouraging high performance. This approach extends to selected temporary and part-time employees within specific business units, acknowledging the importance of their well-being and underscoring our dedication to holistic care.

Paid Leave Entitlement	Uniform and Equipment Provision	
Employee Share Options Schemes	Healthcare Coverage and Group Insurance Plans	
Mobile Device and Internet Plan	Corporate Vouchers and Discounts	
Learning and Development Opportunities	Educational Support	
Job Mobility	Flexible Work Arrangement	

Note: Benefit entitlements may vary across business units based on operational requirements and location-specific policies.



Parental Benefits

We support working parents through inclusive parental benefits and facilities that encourage a family-friendly work environment.

Parent-friendly Facilities

• Mothers are provided free access to the Mother's Room on the 23rd Floor at Menara YTL, which includes private nursing cubicles and changing rooms.

Parental Leave

- As part of empowering working parents, eligible female and male employees are entitled to paid maternity and
 paternity leave according to their respective country's Employment Act. We welcome these employees to resume
 work after their leave ends, by encouraging a supportive workplace for new working parents and reinforce our
 commitment to work-life balance.
- In FY2025, a total of 494 employees exercised parental leave, and 91% returned to work after their leave ended.





Flexible Work Arrangement

Certain business units within YTL Group offer flexible working arrangements, including hybrid, remote and flexible hours, based on mutual agreement and operational needs. This promotes work-life integration and supports diverse employee needs to accommodate employees balancing their professional and personal obligations.



Job Mobility

Internal job transfer opportunities are available in specific business units, enabling career growth and internal progression. These transfers are guided by individual development goals and organisation needs.

Training and Development

We aim to equip our employees with the skills required to flourish in their roles and address individual development needs. Our wide-ranging learning and development programmes cover technical, leadership and soft skills development, with focus areas including OHS, environmental management, project management, technical proficiency and soft skills cultivation. Our learning ecosystem includes workshops, seminars and onthe-job training. Through these efforts, we strive to build a high-performing and future-ready workplace where mutual investment in employee growth and company success both yield positive outcomes.

Total Training Hours

Employee Category	FY2024	FY2025
Executive	105,782	161,576
Non-Executive	114,475	231,935
Total	220,257	393,511
Average Training Hours per Employee	16.85	22.45

Training and Development Programmes

Technical and Soft Skills Training

MCB

Operational and technical skills are fundamental to maintaining the quality, safety and efficiency of MCB's operation. The Visual Inspection of Welded Joints training is a five-day competency-based programme held in September 2024, aimed at enhancing technical proficiency in weld inspection—a critical aspect of structural integrity and equipment reliability. Through the programme, participants gained hands-on experience with inspection methods, using tools and gauges, as well as learning to identify welding defects, prepare job reports and interpret inspection results.

Wessex Water

Wessex Water's continuation of Skills Bootcamps has enabled the company to support in-house development centred on computer-aided design and Nature-based Solutions in Construction, with 58 people undertaking bootcamps. A further 37 new starters have undertaken a Water Industry Fundamentals bootcamp, providing underpinning knowledge and training required to work in operational roles.

YTL PowerSeraya

To deepen technical competencies and drive operational excellence, a wide range of technical training initiatives were delivered during the past year. Amongst these was the Centralised Power Plant Simulator (CPPS) training, where three senior employees were certified by Singapore Institute of Power and Gas (SIPG) as simulator trainers. One-third of shift operators also completed the intensive simulator programme, strengthening operational readiness. The Operations Forum also continued to serve as a cross-functional knowledge-sharing platform, fostering continuous improvement.

A structured On-the-Job Training (OJT) programme was introduced for the gas plant to support systematic skills transfer. For plant maintenance, an Electrical Fundamentals and Safety Training was conducted for all operators, whilst Assistant Shift Charge Engineers and Electrical Engineers attended a comprehensive High Voltage Switching course to enhance system reliability. Original Equipment Manufacturer (OEM) training was also provided to support YTL PowerSeraya's ongoing solar project deployment.

Under SkillsFuture Singapore's Enterprise Transformation Initiative for the Energy and Power Sector, YTL PowerSeraya prepared and equipped 15 engineering employees to embark on Enterprise Transformation Projects which included mentoring support over three months for the identified transformation projects.

YTL Construction's Transformation 3.0

In March 2024, YTL Construction embarked on their Transformation 3.0 journey with the theme "Building Better 3.0", focusing on three main pillars: Technology, Innovation and Talent.

Critical Talent Programme

Since 2024, YTL Construction has launched the six-month Critical Talent Programme (CTP) as part of its Transformation 3.0 journey to develop future leaders within the company. 30 rising talents were selected to take on real projects, tackle meaningful challenges and build the skills needed for bigger roles—supported through mentorship, hands-on learning and cross-functional teamwork. More than just a training programme, the CTP is a platform to grow, lead and help shape the future of YTL Construction.

Building Better Teams

In 2024, YTL Construction introduced Building Better Teams, a series of workshops conducted across all departments. Led by the Culture Team, this initiative is part of management's commitment to improving workplace culture by gathering direct feedback from employees—truly an initiative by the people, for the people. All input collected during these sessions is reviewed by management for further action and continuous improvement. To date, ten workshops have been conducted in Kuala Lumpur, Johor and the UK office, engaging more than 500 employees across the organisation.

Collaborative Exchange

As part of their Transformation: Building Better journey, YTL Construction partnered with HILTI Malaysia and its regional office to exchange ideas on workplace culture, leadership and values. With shared roots as family-founded businesses, this collaboration has evolved into a long-term partnership focused on mutual learning and continuous improvement. Their key activities included leadership knowledge-sharing sessions, cross-site visits, joint development programmes, as well as innovation and tools showcases to explore synergies in construction technology.



YTL Learning Academy

YTL Learning Academy is the dedicated training arm of YTL Construction, committed to developing and upskilling employees through a wide range of programmes tailored to organisational needs. From technical and safety training to leadership development and soft skills enhancement, the Academy offers year-round sessions designed to support continuous growth. Training is delivered through various platforms including face-to-face, online, hybrid and e-learning to ensure flexibility and accessibility. Since its inception in July 2021 to date, over 3,000 training sessions have been conducted for employees across multiple departments. The Academy also supports other YTL companies, including YTL Communications, YTL Corp, YTL e-Solutions and more, in building capabilities in leadership, communication and effective workplace collaboration.



RISE-ing to Lead!

The RISE Essential Leadership Programme marks the beginning of a developmental journey designed to cultivate effective supervisory and leadership capabilities within MCB's cement business. Structured around four progressive stages—READY, IMPACT, SHARPEN and EMBED—the programme focuses on building core strengths such as self-leadership, emotional intelligence, problem-solving and business acumen. Through immersive workshops, real-world assignments and personalised coaching, RISE equips emerging leaders to lead with clarity, confidence and a strong sense of purpose.

Feature Story

LEAD 2024

The annual YTL Leadership Conference returned to the JW Marriott Hotel in Kuala Lumpur last November. Bringing together over 800 leaders from across the Group, the conference held special significance as it marked seven decades of innovation, resilience and purpose-driven growth.

Under the theme "Road to 70", the event honoured the journey that has shaped YTL's legacy—rooted in a powerful vision from 70 years ago to drive progress and create a brighter future for generations to come.

In conjunction with this milestone, the conference featured the launch of "YTL Beyond 70", a forward-looking initiative that builds on past achievements whilst embracing a bold vision for sustainable growth and meaningful impact. This initiative underscores YTL's continued commitment to inspiring innovation, driving progress and Building The Right Thing for the future.



The conference opened with a heartfelt **keynote by Tan Sri (Sir) Yeoh Sock Ping**, Executive Chairman of YTL Corp, marking the Group's 70th anniversary milestone. He expressed gratitude to the younger generation for actively embracing YTL's rich heritage. Reflecting on the challenges faced by the late Tan Sri Dato' Seri (Dr) Yeoh Tiong Lay, Tan Sri (Sir) Yeoh Sock Ping shared personal stories of stepping up as the eldest child to support his father during his teenage years—lessons that instilled resilience and responsibility in carrying forward the family legacy.



Keynote 1: Dr. Johannes Hartl, philosopher and author of *Future With a Human Face* explored how innovation rooted in human values—meaning, connection, and beauty—can shape a more sustainable and flourishing future.



Keynote 2: Featuring **Colin Skellet**, Group Chief Executive of YTL UK Group, "What's New and Exciting for YTL in the UK?" highlighted YTL's major developments in the UK, including the transformation of a 380-acre site into a new smart town and entertainment hub.



Keynote 3: Featuring **Sanjit Manku**, Co-Founder of Studio Jouin Manku, "What is Your Superpower?" encouraged attendees to embrace their personal strengths and align passion with purpose for deeper impact.



The highly anticipated Directors' Panel once again captivated attendees with thought-provoking perspectives and strategic insights, inspiring YTL's next generation of leaders.



The day featured carefully curated seminar sessions, providing participants with a unique and enriching experience. Attendees received exciting updates from several Director-led seminars and explored a broad range of topics including leadership, sustainability and more.

Developing Future Talent

A skilled and future-ready workforce requires proper development and strengthening of our talent pipeline. In line with our focus on grooming the next generation of industry leaders, we have broadened our early career development programmes across diverse business sectors to ensure accessibility and inclusivity. As a result, our talent pool now includes a strong cohort of interns, apprentices, scholars and management trainees.

Programmes for Fresh Talent across YTL Group

In 2024, YTL Construction launched the Graduate Trainee Programme (GTP), welcoming 25 new team members from various departments. This programme is designed to prepare young talents for future leadership roles. Over several months, trainees had the chance to rotate across departments, gain hands-on experience, learn new skills and discover where their strengths and interests lie. It was also a great opportunity to build friendships and explore career paths within the company.

To address workforce renewal and support the replacement of retiring employees, YTL PowerSeraya has continued to actively recruit and develop young Singaporean talent. Fresh school leavers were onboarded and trained, contributing to both organisational renewal and national talent development in the energy sector. As part of this commitment, YTL PowerSeraya partnered with local universities and polytechnics to offer 34 internships and participated in the Singapore Industry Scholarship Scheme. The Career Conversion Programme (CCP Place-and-Train) was also leveraged to provide mid-career individuals with re-skilling opportunities and employment.

To assure the continued success of the business and a strong pipeline of future leaders, the YTL Wessex Academy offers opportunities for interns, apprentices and graduates to develop in their chosen areas. During the financial year under review, YTL Wessex Academy had its first full Office for Standards in Education, Children's Services and Skills (Ofsted) inspection with a consistent grade of "good" across all areas reviewed.



Employee Engagement

Fostering an engaging and empowering environment is central to how YTL Group strengthens the mental and emotional connection our people have with their workplace. In doing so, we nurture a culture where individuals feel supported to contribute meaningfully whilst performing at their best.

We recognise the importance of diverse employee feedback mechanisms in establishing effective communication channels. We have established engagement avenues through various platforms, such as our annual leadership conference, town halls, Monday Memo, the YTL Group Sustainability Committee, YTL Community and internal BTRT websites amongst others that facilitate the smooth flow of information.

Employee feedback mechanisms across YTL Group play an essential role in building open communication channels. Through these platforms, we capture the perspectives of our people, encourage collaboration and nurture a globally engaged workforce whose diverse viewpoints contribute to driving our business forward.

Employee Engagement Programmes

Employee Communication

Town Halls

Business units across YTL Group organise their respective town halls that facilitate engagement between top management and employees, keeping employees informed on the latest company announcements.

Recreational Activities

Festive Celebrations

YTL Construction observes major festive occasions such as Christmas, Chinese New Year and Hari Raya through company-wide celebrations that reflect the organisation's commitment to diversity and inclusion. These initiatives promote cross-cultural understanding, strengthen employee connections and reinforce a workplace culture of unity and respect.





67th Merdeka Celebration Parade

The YTL Group proudly participated in the 67th Merdeka Celebration Parade in Putrajaya, reaffirming our commitment to unity and nation-building. A contingent of 107 employees, representing YTL Corp, YTL Construction, YTL Cement, YTL Power International, YTL Land & Development, YTL Hotels and YTL Communications, joined thousands of fellow Malaysians in celebrating the nation's independence.





Over three weeks of preparation, including rigorous training and rehearsals, the team came together to embody the Group's core values of collaboration and dedication.

On Merdeka morning, the team marched through the streets of Putrajaya in bespoke uniforms featuring custom batik-inspired motifs, designed as a tribute to our heritage. Aligned with the theme "Malaysia MADANI: Jiwa Merdeka," the event was a proud display of our commitment to unity, resilience and the spirit of Malaysia.

Marching together in the Merdeka Parade allowed us to celebrate our heritage whilst upholding the values of hard work, vitality and moral responsibility as we take pride in playing our part in Malaysia's ongoing journey toward unity and progress.

Upper Penthouse Tour

As part of the YTL Beyond 70 celebrations, YTL opened the doors to the private office designed for the late Tan Sri Dato' Seri (Dr) Yeoh Tiong Lay, Founder of the YTL Group, for the very first time. The Upper Penthouse Tour at Menara YTL offers employees a rare opportunity to step inside the space where YTL's journey began.

Located at the top of Menara YTL, the space has remained largely unseen by most. Although YTL Group Founder Tan Sri Dato' Seri (Dr) Yeoh Tiong Lay passed away before its completion, the penthouse now stands as a quiet tribute to his life, values and enduring vision. It houses carefully curated memorabilia, photographs and personal items that trace the origins of YTL and the guiding principles that continue to shape its journey. The tour offers employees a moment of reflection and a sense of continuity with the Group's roots, its founding philosophy and the man who inspired it all.







The Chapman's Challenge

- As part of the YTL Beyond 70 celebrations commemorating YTL Group's 70th anniversary, the Group sponsored 20 employees consisting of 18 men and two women to participate in the Chapman's Challenge 2025—a triathlon-style event held annually at Pangkor Laut Resort. Inspired by the legendary 1945 escape of British Colonel Freddy Spencer Chapman, the challenge retraces his historic journey through jungle and sea.
- Held on 24 May 2025, the race featured a 3.8 km run, a 2.4 km jungle trek and a 1 km sea swim, concluding with a sprint finish at Chapman's Bar. The weekend began with a trail preview and briefing, and included a welcome from Chris Spencer Chapman, son of the late Colonel.
- Beyond the physical challenge, the Chapman's Challenge served not only as a celebration of endurance and history but also as a platform for building relationships and strengthening team spirit.



Weekly Exercise Classes

The Weekly Exercise Classes initiative aims to improve the health and well-being of YTL Construction employees. Held once a week, the classes include Zumba and Yoga sessions. Open to all employees based at Menara YTL, this initiative promotes healthy living and overall improved well-being.



Lunchtime Conversations

- In conjunction with YTL Beyond 70, the first session of this new monthly talk series featuring the next generation of YTL leaders successfully launched the series.
- This ongoing series offers a platform for emerging leaders across the Group to share their personal journeys, leadership insights and aspirations for the future. The engaging conversation set the tone for what promises to be a meaningful and inspiring series throughout the year as we continue to celebrate YTL Group's 70th Anniversary and look toward the future.



Meet N' Eat

- YTL Construction hosted a collaborative learning initiative that showcased an influential leader from a business entity. This session is designed to introduce employees to novel concepts and ideas that can contribute to their personal and professional development.
- At YTL Construction, their commitment to digital innovation and artificial intelligence (AI) is at the heart of how they prepare our people for the future. In February 2025, we invited Melvin Ooi, CEO of Ryt Bank, to share insights on Ryt Bank's journey and the transformative role of AI in shaping financial services, underscoring our dedication to building digital knowledge and future-ready capabilities across the organisation.
- Moving forward, the sessions will continue to explore a diverse range of topics including health, leadership, technology and more, reflecting our commitment to continuous learning, employee well-being and long-term sustainability.



After 6

- After 6 is a quarterly initiative by YTL Construction that brings employees together
 after work to unwind, connect and contribute. Originally launched as a casual social
 gathering featuring movies, karaoke, board games and light refreshments, it offers
 a relaxed space for colleagues to build relationships outside of the office.
- In January 2024, After 6 was rebranded to include a stronger CSR element. It now
 also features volunteering activities with organisations such as Yellow House KL,
 Society for the Prevention of Cruelty to Animals (SPCA) Selangor and Kechara Soup
 Kitchen, as well as wellness-focused outings like walking and hiking. Open to all
 employees based at Menara YTL and organised by YTL Construction's Culture
 team, After 6 continues to foster a culture of camaraderie, care and community
 engagement.





Employee Appreciation

Long Service Awards

• In recognition of dedicated service, 46 YTL PowerSeraya employees were honoured at the Annual Dinner and Long Service Awards ceremony, celebrating contributions ranging from five to 50 years.

Lunch Lotto

- The Lunch Lotto initiative allows YTL Construction employees to socialise and connect over lunch. Launched in May 2021 and held once a month, this ongoing programme is exclusive to ten lucky employees who are randomly selected each month. Organised by YTL Construction's Culture team, the company covers the lunch expenses.
- This initiative provides a platform for employees to build relationships and network in a relaxed, informal setting.



BTRT Awards

- The BTRT Award, introduced in 2016, has become one of the most anticipated forms of recognition within the YTL Group. This prestigious accolade is not just about acknowledging exceptional work—it is about celebrating individuals and teams who truly embody the core values that drive us forward: Honesty, Hard Work, Moral Responsibility, Togetherness and Vitality. It is an award given to those whose unwavering commitment and contributions inspire others to push boundaries and set new standards of excellence.
- In 2024, we raised the bar even higher, recognising five remarkable individuals who have gone above and beyond in their dedication to our mission and values. Unlike previous years, where four individual winners were honoured, the strength of this year's nominations led us to celebrate five outstanding individuals, each representing the best of YTL Group. The recipients are Zulina Azua binti Abdul Rahman from YTL Broadband, Pritish Pattanaik from YTL Communications, Visvar Kasirajah from YTL Al Labs (previously known as FrogAsia), Asrar Ahmed Mohamed Makrani from YTL Power International and Chef Mohan Deligannu from YTL Hotels. Their achievements serve as a testament to what is possible when we work with passion, integrity and a collective spirit.
- The BTRT Light Brick Trophy represents more than just recognition, it is a symbol
 of leadership, perseverance and the desire to continually raise the standard for
 excellence in everything we do.



Positively impacting and enriching the lives of communities where we operate

- Developing future generations of innovators and leaders by providing quality education and supporting education initiatives
- Supporting community groups, social institutions, NGOs, social enterprises and non-profit organisations















Enriching Communities

[GRI 413-1, 413-2]

Uplifting communities from marginalisation is part of YTL Group's commitment to empowering and enriching local communities, to ease the burden of those in need. Supporting people with tools and opportunities to improve their quality of life and participate in socio-economic development can benefit both communities and businesses. We are also mindful that some of our business activities may have direct or indirect impacts on neighbouring communities and the environment. Managing these impacts responsibly is important to sustaining trust, ensuring our social license to operate and contributing to long-term resilience.

In FY2025, YTL Group invested MYR52 million in community and education initiatives, as well as financial support programmes implemented by individual business units, positively impacting more than 140,000 lives. These investments align with our broader business strategy and focus on areas where our operations can create a meaningful impact, such as elevating economically challenged communities, bridging the education gap, empowering marginalised groups, fostering community spirit and strengthening collaborations with partners engaged in community development and charitable causes. These activities also help us anticipate and address wider social and environmental risks, whilst supporting opportunities that strengthen the ecosystems around our operations.

MANAGEMENT APPROACH

In line with YTL Group's core value of Building the Right Thing, we view that fostering positive relationships and social connections is fundamental to creating tangible long-term value and supporting a more resilient society. By leveraging our competencies and resources to support vulnerable groups and contribute to the well-being of surrounding communities, our business units aim to generate positive outcomes that are both relevant and sustainable.

We also recognise that lasting change requires meaningful engagement with communities themselves. By prioritising dialogue, collaboration, inclusivity and sustainability, we ensure that our initiatives are shaped by the unique needs and aspirations of those we serve. Our approach includes corporate philanthropy, employee volunteerism, collaborative partnerships, knowledge sharing, community building and development programmes. Each of these is anchored by our framework for community development, ensuring our initiatives are strategic and impactful.

Community Development Strategy

WAYS TO CONTRIBUTE



Corporate Philanthropy



Participation through
Pro Bono Work



Employee Volunteerism



Collaborative Partnerships

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Providing Quality Education

Provide equal access to education for every child, regardless of background and location, through leveraging technology and partnerships

(E-S)

Advocating Community Empowerment

TYPES OF PROGRAMMES

Involve local communities in programmes that benefit economic growth and livelihoods through guided initiatives and mechanisms



Supporting Vulnerable Groups

Support underprivileged communities and enhance rural development through financial assistance, in-kind contributions and volunteering

NURTURING EDUCATION

At YTL Group, we recognise the persistent inequality in access to quality education and have focused our efforts on addressing this gap, particularly amongst vulnerable and marginalised communities around our operations. Through our business units, we support a range of programmes designed to provide quality education opportunities for students whilst assisting low-income parents in easing the financial burden of schooling and encouraging long-term education development. We aim to develop initiatives that go beyond meeting immediate needs by contributing to long-term community development, aligning our social investments with our broader commitment to building resilient communities.

YTL Foundation Scholarship Programme

2025 Scholar Cohort Selection Process

The scholarship application window closed on 30 April 2025, attracting an overwhelming 4,000 applications from students across Malaysia. This represents a significant 65% increase compared to 2024 and reflects the strong interest in the YTL Foundation Scholarship Programme.

Following a rigorous selection process, shortlisted candidates were invited to take part in the immersive Scholar Assessment Centre held over two days. The Centre assessed candidates across four dimensions:

1 Online Aptitude Test

Group Work

2 Essay Writing

4 One-on-one Interviews

A final cohort of 27 students was awarded scholarships and invited to attend the annual YTL Foundation Scholar Induction Ceremony on 1 August 2025. These scholars now join the community committed to shaping a better future through education – the YTL Foundation Scholars.

Scholar Bootcamp 2025: A Journey of Learning, Growth and Camaraderie

The YTL Foundation Scholars recently gathered at the AC Hotel Ipoh for the highly anticipated three-day Scholar Bootcamp 2025. This year's programme was divided into two distinct series to meet the needs of each cohort:

- i) Series 1: Scholars from the 2024 cohort
- ii) Series 2: Returning scholars from the 2023 cohort and earlier

Each cohort took part in workshops designed to foster personal development and collaborative learning. The Series 1 cohort joined the Myers-Briggs Type Indicator (MBTI) personality workshop with YTL Foundation coach Helen Barstow and a Growth Mindset workshop with PEMIMPIN Global School Leaders (PEMIMPIN GSL). These interactive and reflective sessions helped participants strengthen their self-awareness and team synergy.

The Series 2 cohort explored the "Six Thinking Hats" workshop led by the YTL Foundation team, which encouraged scholars to approach challenges from multiple perspectives, structure their thinking and sharpen their decision-making through collaborative dialogue.

Beyond the workshops, scholars embraced the spirit of friendly competition on the pickleball court. The event proved to be an unexpected highlight, revealing hidden talents and sparking moments of joy and laughter.

The Bootcamp concluded with a reflective session where scholars shared key takeaways – from personal growth and new friendships to the value of shared meals and meaningful conversations. These reflections highlighted the lasting impact of the experience, both individually and collectively.

Scholar Bootcamp 2025 was not only an academic endeavour but also a celebration of connection, development and shared experiences. The event seamlessly blended learning with leisure, leaving scholars inspired and united.



Local Scholar Group Coaching

At the beginning of 2025, three group coaching sessions were piloted with seven local scholars. Following the success of these pilots, group coaching was extended to all local scholars. They were able to choose from three themes: motivation, leadership or preparation for work life. Thirteen scholars attended the first three sessions scheduled between June and September.

UK Scholar Development Programme

UK Scholar Bootcamp 2024





In October 2024, our annual UK Scholar Bootcamp was held at the Grafham Water Centre over three days. The Bootcamp combined theory with outdoor activities to strengthen skills and bring together 12 of our overseas scholars.

The key objectives of the Bootcamp were:

- i) to develop leadership skills with a focus on decision-making and critical thinking
- ii) to enhance their sense of community

MBTI was used as a framework to achieve these objectives. Scholars were divided into groups with mixed leadership types and took turns leading outdoor activities, including high ropes and canoeing. The Bootcamp gave scholars a safe space to step outside their comfort zones and apply leadership styles in practical activities.

UK Scholar Coaching

UK-based scholars receive monthly coaching from our scholar coach, Helen Barstow, throughout the academic year. Most sessions are held online, though Helen also visited each scholar between February and March 2025 for in-person coaching.

In response to feedback from the 2024 cohort, a mid-year social was organised in April 2025. Five scholars joined a text message clue hunt adventure around London, which concluded with a favourite Malaysian pastime – enjoying a meal together.

Chevening/YTL Foundation Scholarship Programme

Commencing in 2025, YTL Foundation, in partnership with Chevening, will sponsor one Chevening Scholar annually to pursue a master's degree at an accredited UK university. The Chevening Scholarship programme is the UK Government's global scholarship initiative, awarded to individuals with strong academic records who also demonstrate leadership potential. Scholarships will be offered in several fields, including construction and project management.

This year, the scholarship was awarded to Tham Xuey Wei, an outstanding candidate who will be pursuing an MSc in City Design and Social Sciences at the London School of Economics.

YTL Internship Programme

The YTL internship programme aims to equip YTL scholars with relevant skills, help build connections and develop YTL values in preparation for work life with the YTL Group. The internship matches the scholars to the various companies in YTL Group based on their undergraduate degrees to ensure that the scholars receive the best-fit on-the-job exposure. Of the 41 scholars who are expected to participate in the yearly internship, 23 completed their internship in the first half of 2025.

YTL Scholar Alumni Programme

Alumni Workshop

In May 2025, we held an MBTI workshop hosted by Helen Barstow, a certified MBTI coach, for our YTL Scholar Alumni. The workshop gave our scholar alumni an opportunity to develop their self-awareness and self-understanding based on the MBTI framework. It also provided them with the opportunity to recognise and understand different MBTI personalities amongst their colleagues and reflect on how they can work better with them.



Alumni Coaching

In January 2025, we offered a six-month one-on-one coaching with Helen Barstow. Six scholar alumni actively participated in the monthly coaching sessions.

Leaps Academy

Leaps Academy is dedicated to improving the lives of underserved children from the B40⁷ and displaced communities by providing equitable access to high-quality and holistic education.

This year, we expanded our reach to serve our highest number of students to date. As of June 2025, we have 481 students attending our online and in-person academic and enrichment programmes. In addition to soft skills, digital literacy, computer skills and environmental awareness, we have expanded our enrichment offerings to include livelihood entrepreneurship and Social Emotional Learning (SEL) for both students and educators.

The number of Orang Asli⁸ students aged seven to 18 from SEMOA home, Kampung Tras, Pahang, has risen steadily from 40 to 54. All are part of our tutoring programme, which began in 2023. We offer 23 online classes for these 54 Orang Asli students and provide remedial programmes for 12 students aged seven to 14. Some students also participated in soft skills programmes. Through this access to high-quality education, six of the students successfully passed their Bahasa Melayu papers in the 2024 Sijil Pelajaran Malaysia (SPM⁹) examinations.

None of this would be possible without the commitment of our dedicated volunteers, which aligns with the spirit of volunteerism emphasised at the YTL LEAD Conference 2024. We currently have 153 local and international volunteers, with the majority coming from International Medical University (IMU). Over 100 IMU Cares volunteers have conducted academic and enrichment programmes for over 70 children from the local and displaced communities. Other contributors include volunteers from Universiti Tunku Abdul Rahman (UTAR), Heriot-Watt University, Universiti Malaya (UM), YTL employees from the Legal Department, as well as members from YTL Foundation, YTL Sustainability and eleven YTL scholars.

Our partnership with Soroptimist International Damansara under the Building Bridges Beyond Borders programme continues with seven international volunteers from top UK universities. One of them continues to teach online even after her official volunteering period ended. In her testimony, she shared that she was profoundly impacted by the children's resilience. Being part of their educational journey and witnessing their determination to learn has deepened her understanding of the power of education. This

outreach programme has positively impacted nine alternative learning centres (ALCs), reaching 310 students aged eight to 22. We have also introduced sports enrichment activities in these schools to foster stronger relationships between volunteers and students.

Another international volunteer conducted livelihood entrepreneurship and basic marketing skills workshops for the ALCs, covering product sales and public service offerings. She encouraged hands-on activities and inspired the students to share their ideas and reflections.

Environmental Awareness and Sustainability

Three sustainability-themed programmes were conducted, covering key topics such as waste management, ocean and marine conservation and biodiversity. In each session, they hosted a total of 30 students aged 13 to 20 from two ALCs.

The students explored types of waste, the environmental impact of poor disposal, and sustainable practices like reducing, reusing, and recycling, supported by real-life case studies. The ocean conservation session introduced the vital role of oceans in climate regulation and biodiversity, highlighting how human actions affect marine ecosystems. Students were also encouraged to become ocean stewards in their communities. In the biodiversity



session, students learned about the importance of ecosystem diversity, current threats and how to protect it. A group brainstorming activity allowed them to share practical conservation ideas. Across all sessions, learning was enhanced through engaging activities, hands-on tasks, discussions and quizzes.

B40 refers to the bottom 40% of households in Malaysia with a median monthly income of MYR4,850 and below https://www.dosm.gov.my/portal-main/release-content/household-income-estimates-and-incidence-of-poverty-report-malaysia-2020

⁸ Orang Asli is a collective term referring to the indigenous population of Malaysia

⁹ Sijil Pelajaran Malaysia (SPM) is a national main examination sat by final-year secondary school students in Malaysia

Digital Literacy

The collaboration with UTAR made three digital literacy sessions possible for 69 students between the ages of 12 and 17. These sessions covered topics including mastering digital searches, digital etiquette and Artificial Intelligence (AI) ethics. Students learned how to use search engines efficiently with keywords and Boolean operators, whilst developing critical thinking and responsible information evaluation skills. The digital etiquette session explored respectful online communication, the impact of digital footprints and how to navigate harmful behaviours like trolling and oversharing. Students engaged in role-playing, practised sincere apologies and learned how to maintain privacy and appropriate conduct in virtual settings. In the AI ethics session, students gained a foundational understanding of how AI works, its impact on our daily lives and the ethical concerns it raises, including bias, privacy, misinformation and real-world issues like deepfakes and algorithmic hiring.

Christmas Party

Leaps Academy continued its annual tradition of sharing the Christmas joy with our communities. In 2024, we hosted six festive celebrations with a total of 480 children from the Sentul community, the Orang Asli community and ten ALCs.

Each celebration was a lively blend of engaging games, creative crafts, delicious food and fun-filled activities – all made possible by the dedication of 70 volunteers, including local volunteer students from UTAR and international volunteers from the University of Bath.

A standout moment was a series of musical performances by 57 talented children who had been attending our music classes. They showcased their skills in ukulele, guitar and rhythmic movement, captivating the audience with their confidence and creativity. These events beautifully reflected the spirit of Christmas, highlighting the strength of community, the value of collaboration and the joy that comes from giving and sharing.







CLiC Holiday Programme

Two holiday programmes were held at the Creative Learning and IT Centre (CLiC), with 101 participants aged seven to 12, from 12 different schools, including eight from Sentul.

Blending physical, academic and creative learning, the first programme led by IMU volunteer students combined story-based yoga and board games to promote physical coordination, imagination, focus and social skills. Highlights included yoga-inspired animal stories, a "yoga freeze dance" and collaborative board games.

A Science, Technology, Engineering and Mathematics (STEM) workshop conducted by UTAR lecturers featured interactive sessions on topics like blood types, chemical reactions, circuits and math puzzles. Children also enjoyed arts and crafts as they decorated wooden boards and easels. The warm atmosphere and hands-on activities encouraged active learning and creativity, leaving many returning participants excited for the next session.

Livelihood Entrepreneurship Workshop

An entrepreneurship workshop was conducted by an international volunteer for 20 displaced young adult students from the Ruth Education Centre. This workshop ran from 17 April to 30 June 2025 and consisted of eight sessions focused on livelihood and business skills.

Throughout the workshop, students were equipped with real-world entrepreneurial skills. They explored key aspects of business strategy, including marketing, budgeting and business planning. They developed a board game business, gaining hands-on experience in the full start-up journey from ideation to product launch. Practical training in public speaking and sales pitching helped prepare them for real-world communication challenges. Along the way, they also honed essential skills such as critical thinking, teamwork, leadership and financial literacy.

In addition to the technical knowledge gained, the programme fostered creativity, problem-solving abilities and communication skills. Most importantly, it nurtured entrepreneurial thinking – a mindset crucial for navigating future career paths and life challenges.

Social Emotional Learning (SEL)

The very first SEL session was conducted for 32 students aged ten to 13 from two ALCs, led by ten dedicated volunteers and one lecturer from IMU Cares.

The session focused on helping students understand and express their emotions through a series of interactive game stations. These activities encouraged them to recognise and differentiate between various types of emotions in a fun and engaging way. The session also included a gratitude-themed activity that encouraged reflection and thankfulness, helping to foster a positive mindset.

More importantly, the SEL initiative is not limited to students. A parallel programme for educators is in the pipeline, aimed at equipping teachers with tools for effective classroom management, early identification of potential mental health issues and appropriate intervention strategies when needed. This holistic approach is designed to support both student well-being and a healthier school environment.

KelasKita: Nurturing Brighter Futures with Community Partners

KelasKita continues to empower every Malaysian to teach anytime and anywhere - bridging learning gaps amongst B40 children through volunteer-powered hybrid tutoring. The programme's mission remains clear: to ensure no child is left behind in their foundational literacy and numeracy.

Over the past year, KelasKita has grown in reach, innovation and collaboration. As of June 2025, the programme has reached 1,500 students and 800 volunteers across Malaysia. It has also expanded into new states and partnerships such as Sabah.

YTL Construction: Championing Continuity

YTL Construction returned for another impactful year of implementation. The volunteers remain committed to tutoring underserved students across multiple care homes despite their work demands and time constraints.

PwC: Year Two with a Strong Commitment

PricewaterhouseCoopers (PwC)'s second-year engagement saw 111 volunteers contribute a total of 5,455 hours. Care homes reported continued progress in students' confidence and language skills, supported by engaging syllabus-aligned modules on FrogSpace. In 2024, the student assessment showed an 81% improvement in Bahasa Melayu literacy skills and a 72% improvement in English literacy skills.

Teach for Malaysia: Community-based Expansion

With the mobilisation of university volunteers and grassroots connections, Teach for Malaysia (TFM) scaled the programme within the Program Perumahan Rakyat (PPR) communities – from PPR Lembah Subang and PPR Seri Selangor to PPR Sungai Besi and PPR Raya Permai. The classes have grown in quality and structure, demonstrating the power of community-led tutoring, which has reached more than 433 students and 500 volunteer tutors. Around 70% of students have shown significant academic growth through the weekly assessments.

Ajar Society: A Hulu Selangor Pilot

The partnership with Ajar Society is new and marks KelasKita's engagement with rural communities. Despite internet connectivity issues, the tutors continue to support students with enrichment activities, which parents and community leaders have found helpful for both academic and non-academic development. We hope that KelasKita will provide the children of Ajar Society with a better and brighter future.

Good Shepherd Services: Reaching East Malaysia

YTL Foundation partnered with Good Shepherd Services to roll out KelasKita for students from vulnerable communities in Sabah. This partnership represents our mission to reach underserved regions beyond Peninsular Malaysia. Like Ajar Society, this is a new partnership which we hope to grow.

Sky Community: Lighting Up a Remote Rural Pocket in Sabah

Introduced by YTL Communications, the Sky Community is a mission-driven initiative that supports underserved communities in Kota Kinabalu and beyond. They believe education is a pathway out of poverty, but recognise the physical and digital infrastructure limitations of providing quality education to students in rural areas of Sabah.

Sky Community partnered with YTL Foundation to run a series of pilot KelasKita sessions with support from volunteer tutors and the KelasKita team. Preliminary feedback from families and tutors reflects hope, curiosity and a hunger to learn – laying a strong groundwork for long-term partnership and rural innovation.

Malaysia Acumen Academy

Acumen Academy continues to deepen its impact in Southeast Asia (SEA) by supporting values-driven leadership through its Fellowship and Foundry initiatives. With the continued support of YTL Foundation, significant progress has been made in expanding regional engagement and building a sustainable community of leaders who will drive long-term systemic change.

SEA Acumen Fellowship: Long-term Leadership Development

The pilot for the SEA Acumen Fellowship, which ran during the course of 2024, laid the groundwork for a network of leaders committed to addressing poverty, climate change and inequality from across Southeast Asia. In January 2025, 18 Fellows from Malaysia, Singapore, Indonesia, Thailand and the Philippines graduated from the Fellowship and became part of the Foundry.

Some key highlights of the SEA Acumen Fellowship include the graduation of 18 Fellows who completed a rigorous eight-month programme which involved deep engagement with topics such as Polarities Management, Adaptive Leadership and Good Society Readings. Two in-person immersive gatherings which anchored the Fellowship experience fostered an authentic community and equipped the Fellows with the courage, clarity and compassion needed to lead. Through deep dialogue, systems thinking and peer learning, the Fellows enhanced their capacity to navigate complexity and drive lasting change.

The Celebration Night in Kuala Lumpur, held in January 2025, brought together Fellows, Foundry members and partners to celebrate the completion of the first SEA Acumen Fellowship and the start of their leadership journeys within the Foundry community.

The Fellowship has also demonstrated positive sustainability impact, as 94% of the Fellows reported growth in their moral leadership. The programme also received an average rating of 4.75 out of 5 for effectiveness, showing the success of its curriculum and immersive experiences in fostering long-term leadership capabilities.

Foundry Recognition

This year, Foundry leaders earned significant recognition for their work. Mai Huong Nguyen Thi received the Acumen Angels 2024 Award for her work with Hachi Vietnam, which has positively impacted over 2,000 farmers through climate-resilient greenhouses. Salinee Hurley was selected to represent Acumen Academy Southeast Asia at TED2025 in Vancouver, Canada, to share her work and vision with a global audience.

Foundry Engagement: Building a Sustainable Community

The Foundry community remains a vital part of Acumen Academy's long-term strategy. It is focused on strengthening peer-led structures, activating regional connections and ensuring that community-driven engagement continues to grow across the region in 2025.

Key engagement initiatives include the Regional Foundry Advisory Council (RFAC), established in April 2025. RFAC consists of six Foundry members who represent Malaysia, Singapore, Thailand, Vietnam, Indonesia and the Philippines. They play a crucial role in shaping localised initiatives that strengthen peer exchange and deepen regional connections.

The inaugural Global RFAC Gathering was held in May 2025 with Jacqueline Novogratz and Adam Grant, highlighting the importance of community-driven leadership and collective impact.

The Foundry community's sustainability focus includes the formation of RFAC, which marked a significant step towards long-term leadership sustainability in the region as it empowers Foundry members to take on leadership roles within their communities. Additionally, peer consulting sessions were launched in April 2025 to give members opportunities to learn across cohorts, reflect and foster continued personal and professional development beyond the Fellowship.

Circle Platform for Strengthening Community Connections

Circle, Acumen Academy's new all-in-one community platform, will serve as the central hub for its Foundry members. After extensive research in 2023, Circle was designed to enable stronger connections, provide intuitive access to content and increase visibility across the network. It will also allow the SEA Academy team to track engagement and measure collective impact more effectively.

As of June 2025, feedback has been gathered from regional teams and RFAC members, and updates are being made to ensure Circle aligns with local strategies whilst enhancing the experience for Foundry members. The platform is scheduled for rollout in the third quarter of 2025.

The sustainability focus for Circle is to play a key role in building long-term engagement, ensuring that Foundry members continue to connect, collaborate and learn from each other whilst driving sustainable impact across the region.

SEA Leadership Lab 2025

The Leadership Lab is designed as a capacity-building programme for second-line leaders in the Foundry's organisations. Scheduled to run from July to September 2025, the Leadership Lab will focus on deepening self-awareness, systems thinking and leading with moral imagination in complex environments.

The sustainability focus of the Leadership Lab includes its role as a foundational programme for emerging leaders, whilst also allowing facilitators to refine and test the curriculum ahead of its integration into future Fellowship programmes. This dual purpose reflects a commitment to delivering high-quality, locally relevant programming whilst ensuring the long-term development of the facilitation team in Southeast Asia.

Through the success of the SEA Fellowship, recognition of Foundry leaders and the establishment of key initiatives like RFAC and Circle, Acumen Academy is building a sustainable ecosystem of leaders equipped to address the region's most pressing challenges.

With YTL Foundation's continued support, the focus will remain on scaling impact, deepening regional engagement and ensuring that the leadership ecosystem built over the past year grows and thrives for years to come.

Malaysia Teacher Prize - PEMIMPIN GSL

The Malaysia Teacher Prize (MTP) is a national platform that celebrates, uplifts and invests in teachers as system leaders. Designed to elevate the status of the teaching profession, MTP recognises educators who are transforming their classrooms and communities through innovative and impactful leadership. MTP's theme "The Power of a Teacher, the Potential of a Nation" captures this belief: when teachers thrive, so does the nation. By shining a spotlight on their stories, PEMIMPIN GSL aims to spark a movement – one that empowers teachers to drive change, influence policy and reimagine what is possible in Malaysia's education landscape.

The MTP 2025, funded by YTL Foundation, Yayasan Hasanah, the Ministry of Finance and ECM Libra Foundation, is the fourth edition of the Prize. MTP 2025 received a record-breaking 2,310 applications from educators across the country – its highest number to date and a testament to the Prize's growing reach and significance nationwide.

This year also marks a new milestone for the Prize as Cikgu Muhammad Nazmi, winner of the Malaysia Teacher Prize 2023 from SK Long Sebangang, Sarawak, was named one of the Top Ten Finalists for the prestigious 2025 Global Teacher Prize. The winner will be announced at the annual Summit and Award Ceremony at the end of 2025.

Teachers for Educational Equity Initiative

The Teachers for Educational Equity initiative aims to provide educators serving in high-needs formal and informal schools across Malaysia with the opportunity to enhance their pedagogical skills, reach their full potential, and achieve educational equity in Malaysia.

Celebration Ceremony on Merdeka Day

On 31 August 2024, YTL Foundation and the University of Birmingham celebrated our first graduating cohort of the Postgraduate Certificate in International Education (PGCEi Malaysia). 60 teachers received their PGCEi certificates from the University of Birmingham, whilst six teachers received a Certificate of Participation from YTL Foundation. This was a significant event as it celebrated our educators – the backbone of our nation, since even before Malaysia gained independence.

As of June 2025, our teachers remain in the education sector, serving as teachers and school leaders in ALCs, programme or project leaders in education-focused organisations such as Teach For Malaysia, the Nicol David Organisation and Project ID. Their commitment to remain in education following the completion of their PGCEi (Malaysia) aligns with our aim of developing a sustainable and impactful initiative for educators in Malaysia.

PGCEi (Malaysia) Cohort 2

In August, we also welcomed our second cohort of PGCEi (Malaysia) students – 29 teachers across 14 ALCs and four Teach for Malaysia teachers from four high-need national schools.

Although the cohort size is smaller than the first cohort, we had a wider reach with teachers coming from Penang, Pahang and Johor. These 33 teachers will complete their PGCEi (Malaysia) in August.

All 33 teachers said that the course has helped them become better educators – ones who prioritise their students' well-being and learning experience.

Masters (MA) in Education Cohort 1

Of the 60 teachers who graduated from the PGCEi (Malaysia) programme in 2024, 13 were selected to join the inaugural MA cohort.

The MA course is designed to further develop these individuals' skills to become qualified school and education leaders who can mentor, coach and transform school cultures and/ or qualified researchers who can evidence and impact systemic change in Malaysia's education landscape.





Continuous Professional Development (CPD)

The CPD Network was developed by YTL Foundation and the University of Birmingham to expand our reach to teachers across Malaysia who may not have the capacity to pursue the PGCEi (Malaysia). The network co-designs and co-delivers activities and seminars for teachers, individuals and organisations that wish to promote inclusive and equitable education. It also serves PGCEi (Malaysia) alumni who wish to further develop their pedagogical skills and knowledge.

A total of seven seminars were held between September 2024 and May 2025. They covered a range of inclusive and equitable education topics focused on the Global South, including Teacher Well-being, Trauma-informed Pedagogy, Multilingual Classrooms and Coaching and Mentoring for School Leaders. The first six seminars were hosted online, whilst the last was hosted at 54C. Each seminar was attended by approximately 20 individuals. Although the network was designed for teachers in Malaysia, participants also joined from the UK and from Cox's Bazar, Bangladesh – the world's largest refugee camp.

Our goal for the upcoming year is to continue the online seminars and conclude with a conference in May 2026.

Rethinking Mentoring and Coaching in the Global South: A Teachers for Educational Equity Symposium

The Teachers for Educational Equity team brought together educators and practitioners who work with high-need communities in Malaysia to explore innovative and culturally responsive approaches to coaching and mentoring in the Global South.

Our presenters were Ian Wong, THESIS School Lead; Muhammad Syakir Hisham, Executive Director of MaxMath; Suaad Sallam, teacher at Al Noor Enrichment Centre; and Yaseen, Head of ICT at Ideas International School. All four are



currently pursuing their MA in Education through the Teachers for Educational Equity initiative and were invited to present at the Symposium. Each presenter submitted an impressive written assessment for the MA in Education Module 1, which focused on coaching and mentoring.

Although the number of participants was relatively low, the Symposium created an opportunity for our MA in Education students to share their work and experience with educational leaders within the Malaysian education ecosystem.

Leadership Research Workshop

Professor Kevin Myers and Dr Donna Dawkins successfully bid for funding from the Birmingham International Engagement Fund (BIEF), which supports the development of international research collaborations and engagement, to run a series of leadership-focused research workshops with Teachers for Educational Equity's existing school leaders and MA in Education students.



In March and April 2025, Professor Myers and Dr Dawkins, along with YTL Foundation, hosted three online collaborative sessions with school leaders, MA in Education students and organisations or individuals involved in education in displaced communities. Following these sessions, we ran a two-day workshop in May 2025 at Menara YTL.

The in-person workshop was attended by eleven school leaders and MA in Education students who worked on the following issues:

- i) co-designing and co-delivering an inclusive education in informal spaces course in multiple languages;
- ii) co-designing a more collaborative CPD; and
- iii) defining our shared vision, mission and objectives.

These online and in-person workshops will culminate in a short course focused on inclusive education and leadership in Malaysia's informal learning spaces, which is expected to be held in the fourth quarter of 2025.

PGCEi (Malaysia) Cohort 3

In March 2025, we invited Teach for Malaysia and various ALCs across Malaysia to nominate their teachers for the third cohort of PGCEi (Malaysia). A total of 53 nominees across 27 high-need national and informal schools, in Malaysia were accepted into the programme.

The 53 teachers will begin their PGCEi (Malaysia) journey in August 2025.

The Teachers for Educational Equity initiative is at the tail end of its three-year pilot phase, and the team is exploring how we can further improve it for a wider group of educators, including those in Southeast Asia. We hope to present more definitive sustainable legacy plans in our next Sustainability Report.

Nurturing Youth for the Future

YTL Foundation

Extending Our Hand: Immediate Response to Students in Crisis at Asrama Komuniti Tulid, Sabah

Through YTL Foundation's KelasKita programme with Good Shepherd Services (GSS) in Tulid, Sabah, an urgent and unexpected need arose. The hostel housing secondary school girls—Asrama Komuniti Tulid (AKT)—was declared structurally unsafe due to soil sinking and had to be evacuated immediately. Left without accommodation and reliable transport, these girls faced the very real risk of dropping out of school.

Upon learning of the crisis, YTL Foundation provided immediate financial assistance for 35 students. The support included essential learning materials and personal hygiene items, a Komuniti Van Sekolah and monthly transportation subsidies (MYR90 per student) for 12 months. This swift intervention enabled all 35 students to remain in school despite the loss of their hostel and the challenges of living in rural areas.



This support came at the exact moment we needed it. Without it, some girls would have been forced to drop out.

- Dr Janie, Executive Director of Good Shepherd Services.



Sekolah Angkat Madani 2025

YTL Foundation has been appointed as a partner in the Sekolah Angkat Madani 2025 programme, an initiative under the Malaysia Madani framework that aims to bridge educational inequality in underserved communities.

YTL Foundation will implement targeted activities and initiatives in eleven selected schools to enhance digital learning access and build teachers' capacity in using digital tools for education. Our commitment includes: i) the provision of laptops to support students' learning and improve access to digital education resources; and ii) the delivery of training workshops for teachers to strengthen lesson delivery, enhance teacher-student engagement and introduce innovative teaching tools.

List of participating schools:

- SK Danau Kota (Kuala Lumpur)
- SMK Convent Bukit Nanas (Kuala Lumpur)
- SK Dato Abu Bakar (Kuala Lumpur)
- 8 SMK Convent Sentul (Kuala Lumpur)
- 3 SK Puteri Pandan 1 (Kuala Lumpur)
- SMK Seri Sentosa (Kuala Lumpur)
- 4 SK (P) Pudu (Kuala Lumpur)
- SK Ampangan (Negeri Sembilan)
- 5 SK Segambut (Kuala Lumpur)
- SK (P) Jalan Batu (Negeri Sembilan)
- 6 SMK Assunta (Kuala Lumpur)

Through these efforts, we aim to narrow the digital divide amongst students in Malaysia, foster inclusive learning environments and equip both students and teachers with the tools and skills needed to thrive in an Al-driven future.

YTL Construction

Nurturing Awareness Through Education

YTL Construction engaged school children in Johor as part of their ongoing efforts to raise awareness about safety in schools along the Gemas-Johor Bahru Electrified Double Track Project (GJBEDTP) alignment in Johor. To date, YTL Construction has conducted over 38 fun-filled programmes and positively impacted more than 10,500 school children.

Shaping the Built Environment Leaders of Tomorrow

In 2024, YTL Construction partnered with HELP International School to support the Design Engineer Construct (DEC) Programme under the Class of Your Own initiative (COYO). Over the course of six months, YTL Construction's architects, engineers and interior designers mentored more than 100 students as they developed their own restaurant designs, offering real-world guidance and industry insights.

Malayan Cement Berhad (MCB)

BUILDS works with the Ministry of Higher Education on limestone karst research

As part of YTL Cement's ongoing efforts to support education and environmental conservation, BUILDS has partnered with the Ministry of Higher Education (MOHE) in launching Malaysia's first University-Industry Research Consortium (UIRC). This initiative marks a significant milestone in strengthening the link between academia and industry to support Malaysia's transition to a more sustainable and knowledge-driven economy.

The UIRC was developed in collaboration with five leading local universities: Universiti Kebangsaan Malaysia (UKM), Universiti Sains Malaysia (USM), Universiti Malaysia Pahang Al-Sultan Abdullah (UMPSA), Universiti Malaysia Sabah (UMS) and Universiti Malaysia Sarawak (UNIMAS). Through this initiative, it is aimed to help in advancing research on tropical limestone karst landscapes, a critical yet often overlooked area in environmental conservation and land-use planning. This long-term programme seeks to generate new scientific insights that will inform and enhance the implementation of the National Mineral Policy, whilst also shaping future environmental management strategies.

Through this collaboration, YTL Cement has committed to funding research grants over five years, supporting postgraduate students in conducting specialised studies. The UIRC also serves as a platform for knowledge exchange between researchers, industry practitioners and policymakers, ensuring that research outputs are relevant, applicable and aligned with the country's sustainability objectives.

The consortium adopts a multi-disciplinary research approach which focuses on five key thematic areas:

- 1. Geodiversity and tropical limestone karst landscapes
- 2. Biodiversity and tropical limestone karst ecosystem
- 3. Archaeology, history and culture in tropical limestone karst
- 4. Economic and sustainable management of limestone resources
- 5. Sustainable use of tropical limestone karst for conservation and public education

These research areas were selected to support the implementation of the National Mineral Policy, whilst also contributing to broader national goals in environmental sustainability, heritage conservation and education.

To further strengthen awareness and engagement, UIRC Roadshow was introduced to connect directly with students, researchers and faculty across participating universities. Students and academic leaders gathered at their respective universities; UKM and UMS, to explore collaborative research opportunities under the consortium.

Under the umbrella of the UIRC, YTL Cement introduced the UIRC Industrial Grant for Young Researchers, an initiative designed to support early-career lecturers from participating universities in advancing research on tropical limestone karst sustainability.

This grant is specifically targeted at young lecturers—academics in the early stages of their careers, who demonstrate research potential and commitment to contributing towards Malaysia's environmental knowledge base. The programme provides financial assistance, industry exposure and collaborative opportunities to help these researchers generate impactful studies aligned with national sustainability objectives.



YTL Cement extends support to Perak Education Fund

Driven by their dedication towards fostering educational advancement and nurturing future leaders, YTL Cement extended a MYR1 million contribution to the Yayasan Bina Upaya Darul Ridzuan in 2025. This strategic investment reflects our strong partnership with the state of Perak and our dedication to supporting equitable access to quality education for students from diverse socio-economic backgrounds.

The Perak Education Fund was established to empower students from underserved communities by providing scholarships, financial assistance and academic support programmes aimed at reducing barriers to education. To date, a total of 749 students has directly benefitted from these initiatives, gaining access to both secondary and tertiary education, equipping them with the knowledge and skills needed to succeed in an increasingly competitive and knowledge-based economy.

Beyond educational support, MYR198,400 from the fund was channelled to assist families in need, including new entrepreneurs striving to build a better livelihood, as well as families affected by natural disasters, which reflects a holistic approach to community upliftment.

Back-to-School Programme

MCB implemented the Back-to-School Programme at its Langkawi and Kanthan plants to support students from underserved communities with school vouchers and essential supplies.

In Langkawi, 30 students from Sekolah Kebangsaan Ewa received MYR50 vouchers for school items, alongside a cultural activity, Permainan Tradisional Wow Madani. The event was attended by local leaders including Dato' Halimah Hassan, Director of Green Enable Technologies, and Mr. S. Jayasimhan, Senior General Manager of the Langkawi Plant.

At Kanthan, the programme reached 150 students from Sekolah Jenis Kebangsaan Tamil Ladang Dovenby, Sungai Siput, on 24 February 2025. Led by Senior General Manager Mr. Sekar Kaliannan, the team distributed workbooks and supplies to equip students for the new school year.



YTL Cement Scholarship Scheme

The YTL Cement Scholarship provides essential support to students pursuing tertiary education at local institutions, enabling them to realise their academic potential and contribute meaningfully to the nation's development. In 2025, they welcomed seven new recipients, bringing the total number of scholars supported since the programme's inception in 2007 to 101. Reflecting the company's continued commitment to capacity building, the scholarship was previously focused on engineering disciplines and has now been extended to include students undertaking a Bachelor of Science in Chemistry. This expansion aligns with their long-term goal of developing a skilled, future-ready workforce that will strengthen Malaysia's construction and materials science sectors.

Expanding Access to Holistic Education: Bintang Cemerlang 2.0

In collaboration with Sentul Raya Sdn Bhd (a subsidiary of YTL Land & Development), UCSI University and the Department of Federal Territories, MCB continued its commitment to inclusive education through Bintang Cemerlang 2.0, under the education pillar of its CSR arm, BUILDS. This second phase supports schoolchildren from B40 families in Sentul's PPR communities, providing enrichment in Bahasa Melayu, English and Mathematics, alongside creative, physical and values-based learning to encourage holistic development. Students also benefitted from learning tools and motivational activities designed to build confidence, resilience and long-term academic growth.

The programme also supports teachers through skill-building workshops, such as a mural painting session led by local artists for art teachers to explore new approaches. Bintang Cemerlang 2.0 serves both as a platform for students to enjoy learning and for teachers to enhance their competencies. In this financial year, the programme will benefit 198 students across 22 schools in Sentul.



BUILDS supports school extra-curricular programmes

The company continues to support their adopted schools by funding their extracurricular programmes. These activities play an important role in complementing academic learning, giving students the chance to explore new interests, uncover their strengths and build key life skills for the future.

Celebrating Culture and Creativity through Art

Since 2019, MCB has proudly supported Malaysian artists through a special programme that features their artwork on their signature cookie jar—a diplomatic gift sent to friends and partners around the world. Each year, the chosen artwork is also replicated on the cover of the company's annual report, maximising its reach and helping to spotlight local talent on a global platform.

Through BUILD's Potential Pillar, MCB continues to inspire and encourage creative curiosity across all levels of education, skill sets and talents. This year, the company is proud to feature renowned Malaysian artist Ronnie Mohamad and his Tug-of-War series on their cookie jar. The artwork is a powerful representation of teamwork, trust and discipline–values that reflect their commitment to community building and shared progress.

Ronnie's work captures the spirit of tug-of-war, a sport deeply rooted in collective effort, strategy and perseverance. Central to his visual narrative is the anchor, a symbol of strength and reliability that mirrors the unity required to achieve success—both on the field and within communities.

An established figure in Malaysia's art scene, Ronnie began his journey as a self-taught artist at the age of 17, mastering various mediums including pastel, oil, acrylic and charcoal. His deep expertise in portraiture and the human figure allows him to bring subjects to life with both technical precision and emotional resonance. Ronnie's work is not only visually compelling but also carries a strong cultural thread–preserving local stories and traditions through his artistic lens.

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Art is my way of storytelling and preserving culture. For this series, I focused on tug-of-war, a sport that symbolises teamwork and community effort. I travelled to Terengganu, Malaysia, to photograph authentic scenes, capturing the energy and emotions of the players. Using charcoal, I emphasised the contrast of strength and determination, with texture adding depth and emotion. Each stroke reflects the players' focus and energy.

This artwork celebrates Malaysia's heritage by showcasing unity and determination. Through it, I hope to share our culture and inspire others to appreciate the stories that shape us.

- Ronnie Mohamad





SERVING LOCAL COMMUNITIES

As a Group with operations across multiple countries, we recognise the importance of contributing positively to the social and environmental well-being of the communities where we operate. At YTL Group, we envision an inclusive and resilient society where poverty is minimised and opportunities are accessible to all.

Our goal is to be a steadfast partner in empowering communities and building resilience, fostering trust and reducing unemployment and poverty amongst vulnerable groups. These efforts not only uplift livelihoods but also cultivate enduring partnerships that enable both our company and the communities we serve to thrive together.

Community Impact Initiatives



Donations and Fundraising

During its room renovation works, The Glasshouse Hotel donated furniture, lampshades and curtains to Hospice Scotland, where the items were refurbished and resold through their charity shops. Employees also actively raised funds for local charities, with three members of the management team completing the eleven-mile Edinburgh Kilt Walk to raise GBP1,613 for Perthshire Women's Aid. Further initiatives by the Heads of Department included a employees party auction that raised GBP1,000 for Perthshire Women's Aid and a bake sale that contributed GBP50 to Cyrenians.

The Gainsborough Bath Spa and Thermae Bath Spa actively support local charities through fundraising initiatives, donations and community partnerships. Both teams maintain a close relationship with The Genesis Trust, organising a clothing collection in April 2025 and taking part in individual fundraising events such as the Bath Abbey Abseil, which raised GBP295, and the Bath Half Marathon, which raised GBP230. Thermae Bath Spa also supports Bath City Farm and Bath Medical Museum, with the latter hosting talks and community events in the Visitor Centre. In addition, Thermae Bath Spa donated over GBP2,600 worth of vouchers to benefit 14 local charities and organisations in 2024 and ten in 2025 through fundraising raffles, auctions and others.

Threadneedles Hotel partners with Magic Breakfast, a charity that provides healthy school breakfasts to children at risk of hunger in disadvantaged areas across the UK. To date, the hotel has raised over GBP4,000 through charitable events.

Launched in 2023, YTL Construction's collaboration with Pusat Darah Negara to organise blood donation drives continues to grow. In response to positive feedback, the initiative was extended in 2024 and 2025 to include the company's site office in Kluang. To date, over 300 bags of blood have been successfully collected through three donation drives.

Similarly, MCB participated in two blood donation campaigns held at their Langkawi Plant in collaboration with Hospital Sultanah Maliha. Altogether, 64 employees have contributed, collected over 25 litres of blood.



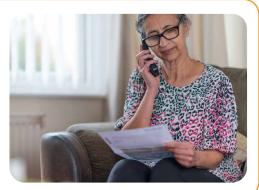
YTL REIT, through our hotels in Australia, continued to support a wide range of charitable causes through donations and fundraising initiatives. BMH employees hosted Australia's Biggest Morning Tea, raising funds for the Cancer Council, whilst SHMH contributed gift certificates to Bowel Cancer Australia and the Children's Hospital. In addition, BMH, MMH and SHMH participated in UNICEF's "Check Out for Children" programme, enabling guests to contribute AUD2 per night of their stay to help children in need worldwide.

Further extending community support, BMH and MMH joined the "Silly Socks for a Safe House" campaign by The DV Collective, a national initiative supporting victims of domestic violence, whilst SHMH contributed to surf safety through financial support for the Palm Beach Surf Life Saving Club.





During the year, Wessex Water donated GBP835,211 to UK charities and local organisations, of which GBP264,012 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.





To highlight the importance of mental wellness, YTL PowerSeraya's retail brand, Geneco SG, launched "Endless Shine", a music-led campaign with local singer-songwriter Sherman Zhuo. The track celebrates music as a source of inner strength, and its music video, filmed at East Coast Park's Therapeutic Garden, brought renewed attention to NParks' calming green spaces.

In support of NParks' efforts, Geneco SG contributed SGD10,000 to the Garden City Fund's Therapeutic Horticulture programmes and another SGD10,000 to Beyond The Label, a national initiative that supports persons with mental health conditions.

The campaign also featured a public engagement element, where nine song lyrics were featured on Geneco SG's microsite, social platforms and through a pop-up event at Bugis Junction. The public was invited to vote for their favourite lyric, and the initiative gathered over one million plays and 57,000 votes.

Through this campaign, Geneco SG sparked public dialogue on mental well-being and reaffirmed its commitment to a supportive and inclusive society.

During the 2025 festive season, Geneco SG introduced the "Till the End of Time" campaign to spotlight the enduring power of family. In collaboration with New Life Stories, a non-profit dedicated to preventing intergenerational incarceration, Geneco SG supported the launch of the "Love Beyond the Walls: Till the End of Time" book – a collection of ten stories written by inmates and illustrated by former inmates, with a foreword by President Tharman. Available online and at Geneco SG's Orchard pop-up, 100% of the sales proceed were donated to the Family Strengthening Programme.

Geneco SG collaborated with the National Library Board on giant storybook installations at three libraries and a public storytelling session. The campaign also invited the public to download three featured stories from Geneco SG's microsite, gathering over 27,000 downloads, and concluded with a SGD15,000 donation to New Life Stories.





For Chinese New Year 2025, Geneco SG launched #ForestOfProsperity to celebrate Singapore's evergreen trees. In collaboration with NParks' Garden City Fund, Geneco SG designed and distributed 888 red packet sets printed on 100% recycled paper.

Geneco SG also partnered with Families for Life and NParks to launch the #ForestOfProsperity tree planting, inviting families to plant a tree in celebration of a newborn child, symbolising growth, prosperity and sustainability.

YTL PowerSeraya continued its partnership with the Salvation Army's used items recycling bin programme, allowing employees to donate clothes, books, toys and household goods. This year, over 4,000 kg of items were collected, reinforcing YTL PowerSeraya's commitment to responsible consumption and a culture of giving within and beyond the workplace.

On top of this, Geneco SG's Used Red Packet Recycling Initiative entered its fifth year, with over 190 collection points islandwide. Between January and March 2025, Geneco SG collected 5,290 kg of used red packets, gathered 62,000 pledges and donated SGD15,000 to NParks' Plant-A-Tree Programme.



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As part of MCB's efforts to promote a circular economy and support social enterprises, they concluded the BUILDS Recycling Campaign with the handover of proceeds raised during the BUILDS Recycling Open Day held at Wisma YTL Cement. The funds were channelled to Hara Makers, a local upcycling social enterprise, during a ceremony at PJ Eco Recycling Plaza on 17 December 2024.

The donation will support Hara Makers in advancing environmental sustainability whilst generating economic opportunities for marginalised groups. By equipping individuals, particularly housewives and single mothers, with sewing and upcycling skills, the initiative enables them to transform discarded materials into eco-conscious products. Programmes such as *Reimagine Plastic and We Are Still Useful (WASU)* exemplify the enterprise's mission to turn waste into resources whilst uplifting livelihoods.





As part of BUILDS' continued efforts to support local development, MCB contributed to community infrastructure through targeted cement donation initiatives in 2025. These donations supported the refurbishment and upgrading of key facilities, helping to improve safety, accessibility and functionality for residents.

Beneficiaries included public institutions, schools and places of worship such as Langkawi Fire Department, SK Sungai Menghulu, Kampung Ewa Community, SRJK (C) Chung Hwa and Padang Matsirat Police Department in Langkawi, as well as the Chemor Sri Mamaratther Muniswarar Temple and the Taman Chemor Idaman Community in Perak.





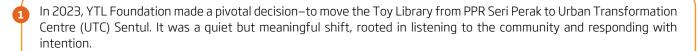
In March 2025, YTL Group collaborated with REFASH Malaysia and Recyclothes for a two day "instant cash-out" event at Menara YTL, promoting circular fashion and sustainability. Employees brought pre-loved clothes for on-site assessments by REFASH, receiving immediate payouts for accepted items. Unaccepted clothes were redirected to Life Line Clothing Malaysia for recycling.

Recyclothes offered second-hand apparel for sale, with proceeds supporting Pusat Kebajikan Kalvari Johor. The event drew strong employee participation and highlighted our commitment to environmental and social impact.





Empowering Communities



Whilst the original Toy Library at PPR Seri Perak had served many families since its launch under the RUANG KITA programme in 2020, the post-pandemic reality saw declining usage as school life picked up pace and daily routines shifted. The toys remained—but the laughter grew quieter.

Rather than let the space fade, the YTL Foundation, with the support of Toy Libraries Malaysia, Kuala Lumpur City Hall (DBKL) and Sentul Raya Sdn Bhd, chose to adapt. UTC Sentul, a vibrant public space just across the road, offered a new promise. With higher weekend traffic and better visibility, it was the perfect setting for a fresh start.

In April 2025, an Agreement Of Action (AOA) was officially signed at Menara DBKL, marking the beginning of a collaboration to create a vibrant and inclusive space where children from all backgrounds can play, learn and grow together.

The toy library is expected to open to the public in July 2025 and will feature a wide range of educational toys, books and creative learning resources for children aged 0-12. The space will also host regular play sessions, parent workshops and storytelling activities. This initiative aligns with both national and global efforts to promote holistic childhood development and exemplifies the strength of partnerships between the public, private and non-profit sectors in building resilient and caring communities.

/4/4

I am truly pleased with the signing ceremony for the Sentul Toy Library initiative. Play is a powerful foundation for learning, and every child deserves the opportunity to grow, discover and imagine through play. This partnership marks an important step towards nurturing a more caring and inclusive city for our young ones. I hope more partners and communities will come on board to help bring more toy libraries to life across Kuala Lumpur.

– YBhg. Dato' Seri Maimunah Mohd Sharif, Mayor of Kuala Lumpur YTL Construction is dedicated to giving back to the communities where they operate, reflecting their belief in supporting the places they call home. YTL Construction's initiative, Santun Komuniti YTL, aims to establish strong, mutually respectful relationships with the local community, with a focus on public engagement, CSR and education initiatives. Since 2018, YTL Construction has launched over 55 CSR programmes, positively impacting over 32,000 individuals in Johor, Kuala Lumpur and Selangor.

In 2023, YTL Construction's SIPP-YTL JV, in collaboration with Kluang Municipal Council, Railway Asset Corporation and Think City Sdn Bhd, began the development of the Laman Rel Mahkota. This transformative project was initiated through a Memorandum of Understanding (MoU) under the GIBEDTP and spans 2.9 km.

Development continued throughout 2024 and officially opened on 25 August 2025. Designed to blend heritage, culture and recreation, the park aims to create a vibrant, eco-conscious community space. This innovative project not only preserves Kluang's railway heritage but also supports sustainable urban development, enhancing the quality of life for both residents and visitors.



- YTL REIT'S SHMH is registered with GoodSAM, a life-saving emergency response programme that improves community access to Automated External Defibrillators (AED) defibrillators before medical services arrive.
- In June 2024, Wessex Water launched new regular daytime drop-in sessions for customers to speak face-to-face with an adviser at a range of locations across the water supply region.

The regular outreach sessions provide a point of contact for local communities and complement existing outreach activities, including free education service, community funding, volunteering and local events. Wessex Water also worked with a wide range of existing support organisations, who were able to refer customers for additional advice.

Wessex Water visited more than 30 different locations and has a core of 16 towns which are visited every two months. In 2025, Wessex Water will be expanding this service in partnership with Bristol Water and Bournemouth Water to its wastewater supply area.



In collaboration with Daughters of Tomorrow, a non-profit organisation dedicated to empowering lower-income women, YTL PowerSeraya hosted 13 single mothers and 21 of their children for a musical theatre performance of "Red Riding Hood", followed by a meet-and-greet session with the cast. Recognising the demands of caregiving, ten employees volunteered to care for the children during the event.



To commemorate World Environment Day and respond to the urgent global call to #BeatPlasticPollution, YTL PowerSeraya participated in the Go Green SG campaign, organised by the Ministry of Sustainability and the Environment. In collaboration with Kinderland International Education, SMRT Corporation and Lions Befrienders, YTL PowerSeraya helped bring to life the largest mural in Singapore made entirely from unwanted plastic toys. Employee volunteers played a crucial role throughout the project, from carefully disassembling and sorting the plastic toys to curating educational materials that raise awareness on the impact of plastic pollution in Singapore.





Volunteerism

As part of the YTL Beyond 70 celebrations, YTL Group partnered with EPIC Homes to support the construction of sustainable housing for Orang Asli families in Peninsular Malaysia. Over the course of seven weekends from June to August 2025, groups of employees from across the YTL Group voluntarily registered to participate in this meaningful initiative.

EPIC Homes aims to bridge the urban-rural divide by empowering volunteers to build safe homes for underserved communities. With guidance from experienced facilitators, YTL Group's volunteers contributed their time and energy to construct homes from the ground up with no prior experience required. The programme promoted practical teamwork, empathy and shared purpose, offering employees the chance to help provide secure housing, uplift lives and reinforce the Group's core values in action. The initiative aligns with YTL Group's commitment to community empowerment and inclusive development.



MCB hosted a beach cleaning initiative near their plant operations in conjunction with National Environment Day 2024. 31 dedicated employees joined forces with five contractors in a collective effort that removed 620 kg of plastic waste and bottles from the coastal area. This hands-on activity not only addressed immediate pollution concerns but also served as a powerful platform for raising awareness about marine conservation amongst participants and the local community.

The same team also co-organised a beach clean-up on 17 May 2025 at Pengkalan Nelayan Pasir Hitam. The initiative was carried out in collaboration with Trash Hero Langkawi and brought together volunteers from across the community, including employees, their families, local communities and Trash Hero representatives. Together, the group collected nearly 300 kg of trash, ranging from plastic bottles and ropes to styrofoam, slippers, clothing and discarded lighters.

MCB's interplant recycling campaign extended their impact through community outreach. The Kanthan Plant donated recycled textiles to support Orang Asli communities in Perak, contributing to local well-being through responsible reuse. The Perak-Hanjoong Simen Plant partnered with Sekolah Menengah Tun Perak, organising a recycling initiative that included donations to the Padang Rengas community and involvement of students in sustainability practices. Meanwhile, the Langkawi Plant conducted a beach cleanup and recycling drive, mobilising 40 volunteers to preserve the local coastal environment whilst fostering public awareness on responsible waste disposal.

In 2024, YTL Construction, YTL Foundation and partners continued the rejuvenation of Yellow House KL, a grassroots centre supporting marginalised communities. Final touchups were completed by year-end, with YTL Group employees even volunteering on weekends to paint the building.

The space reopened in December 2024 and was officially launched to the public on 22 February 2025. Featuring sustainable bamboo design and flexible community spaces, Yellow House now serves as a vibrant hub for the homeless, urban poor and refugee communities in Ampang.



YTL PowerSeraya participated in the "Walk for Rice" initiative, an annual initiative organised by South-East CDC and NTUC Fair Price. The campaign went on for two months from September to November 2024, and employee volunteers managed to contribute a cumulative distance of 6,339 km, resulting in a donation of 19,014 bowls of rice that benefitted more than 600 households. During the Chinese New Year festival, 39 employees delivered the rice packets, with an additional SGD20 voucher included, to 160 households.





Celebrating Festive Seasons

Deepavali 2024

In celebration of Deepavali, MCB's Kanthan Plant organised a hamper distribution programme for 30 underprivileged families in Taman Dovenby, Sungai Siput. Each hamper was distributed by a team of 15 Kanthan Plant volunteers. The initiative was part of their effort to ensure that the joy of the festival was shared inclusively with the local community.



Christmas 2024

YTL Construction organised the YMCA KL Community Children's Christmas Celebration (CCCC) 2024. Continuing its annual tradition, the company donated Christmas packs to support 250 underprivileged children at YMCA KL. This recurring engagement, organised annually by the Stakeholder Department and YTL Construction's Brickfields site team, reflects their ongoing commitment to community support and festive giving.

Chinese New Year 2025

MCB's Kanthan Plant supported SJK (C) Rimba Panjang's Standard Six Graduation Day, which was held in conjunction with the festive celebration. A total contribution of MYR3,000 was made to support the event, which was attended by nearly 500 participants, including students, teachers, parents and local residents. In addition, 30 festive hampers were distributed to members of the local Chinese community in Kanthan Baru, further reinforcing MCB's commitment to cultural inclusivity and goodwill.

Hari Raya Aidilfitri 2025

Since 2021, YTL Construction has supported shelters in Kuala Lumpur and Selangor through the Santun Ramadan YTL initiative, reaching nearly 1,400 individuals in need. What began as basic aid has since evolved into skills-based support. Since late 2023, the focus has shifted to equipping residents with soft skills like CV writing, interview techniques, public speaking and confidence-building. The programme also introduces tools like Canva and ChatGPT to boost digital literacy and help residents prepare for employment and life beyond the shelter.

Furthermore, YTL Construction hosted four media *iftar* (buka puasa) sessions during Ramadan, bringing together around 40 journalists and editors from various media outlets. Organised by the Stakeholder Department with support from the Group's Creative Communications team, these sessions aimed to foster stronger relationships with members of the media whilst providing a warm and casual setting to engage with key editors and reporters from across the country.

During the holy month of Ramadan, MCB, through BUILDS, organised a series of impactful engagements. At Masjid Bukit Sagu in Pahang, a donation enabled the mosque to host an *iftar* session for 100 community members. In Langkawi, an *iftar* gathering was held with 102 guests in attendance,

fostering unity and reflection during this significant month. At Perak-Hanjoong Simen (PHS), more than 150 employees gathered at the plant for an *iftar* session, followed by a second gathering attended by the engineering team and Heads of Department, which demonstrated the importance of internal solidarity.

Further outreach in Padang Rengas and Bukit Sagu, Pahang, included donation drives that supported 25 mosques, *surau* and police stations, reaching an estimated 2,700 community members. These efforts enabled places of worship and service to better support their congregations and maintain vital connections during the fasting period.

In preparation for Hari Raya Aidilfitri, the Kanthan Plant in Perak led a celebration and donation drive with residents of Taman Dovenby, Sungai Siput. The event began with hamper donations and continued with a *majlis berbuka puasa* held at the Surau Taman Dovenby. In Langkawi, an internal Hari Raya gathering brought together employees and stakeholders in a joyful setting, strengthening workplace bonds. Whereas the PHS team organised a large-scale celebration that united 150 employees and 50 guests, including representatives from key stakeholders, reflecting the spirit of collaboration and appreciation amongst community partners.

Feature Story

YTL Power International Extending Support to Vulnerable Communities

YTL Power International offer financial assistance and other support programmes, intended to assist customers facing difficult or challenging circumstances.

During the year under review, Wessex Water supported more than 70,000 customers with their bills and debt, auto-enrolling them onto schemes where possible. Additionally, Wessex Water assisted more than 150,000 households with Priority Services, marking a 34% increase from the previous year.

Wessex Water's Vulnerability strategy, "Every Customer Matters", was also recognised by the regulator as a strong approach to supporting vulnerable customers and was rated exemplary in four out of five categories.

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

- Clearer messaging on bills, updated website content and tailored social media campaigns
- Partnered with the digital platform IE Hub to enable customers to complete an income and expenditure form to access either support directly or debt advice through Money Wellness
- Streamlined access to WaterSure by allowing sign-ups over the telephone and self-declaration for medical needs, boosted by data shares with the Department for Work and Pensions to auto-renew or auto-enrol eligible customers
- Launched "Care Leavers Assist", offering a 90% bill reduction for care leavers up to age 21
- Expanded community presence with two new face-to-face coordinators

As of 31 March 2025, Wessex Water have achieved certification of compliance for both the British Standard for inclusive service provision (BS 18477) and the Customer Service Excellence Award.

In Malaysia, Ranhill SAJ provides water rebates to underprivileged and impoverished families statewide, throughout Johor. This aligns with the UN principles that access to clean water is a basic human right, and economic conditions should not be a factor in depriving any individual of this right. The provision of water rebates is also consistent with Ranhill's alignment with UN SDG 6: Clean Water and Sanitation.

In FY2025, the Ranhill Group provided rebates amounting to MYR0.87 million for water bills to 2,748 poor and hardcore poor households across Johor through its E-Kasih Water Rebate Programme.



Feature Story

YTL Developments' Commitment to Building Resilient Communities

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

In the UK, approval has been obtained for the revised Brabazon masterplan. The revised masterplan is designed to meet the needs of local people whilst 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 GBP5.0 billion in added economic value, with sufficient commercial space to support over 30,000 jobs. Socially, it represents a huge investment in the community that 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.

The Hangar, the new local social hub at Brabazon, represents the second major community investment at Brabazon and is currently under construction. Upon completion, not only will it serve the residents of the first phase, but establish roots in a wider community. The Group is in its second year of a multi-year partnership with Southern Brooks to fund community development work and foster social cohesion across 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 GBP50,000 over an initial two-year period – 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

New pathways into employment for local young people continue to be launched, involving working with Bristol Talent Partnership to hold taster sessions about careers in property, a work experience programme for 16-year-olds and university placement opportunities for students.

South Gloucestershire and North Bristol have needed new community spaces for some time. The 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 whilst boosting people's health and well-being.



OUR COMMITMENT

Reinforcing YTL Group's reputation as a trustbased organisation that upholds and advocates the highest ethical, sustainable and responsible business practices

OUR APPROACH

- Delivering sustainable growth through effective risk management and compliance
- Enhancing responsible supply chains and procurement processes
- Advocating responsible stewardship of resources, products and services
- Investing in sustainable solutions and innovations
- Providing a seamless experience to meet customers' needs sustainably

ALIGNED WITH











enhancing supply chain resilience

communities

Embracing the Marketplace

[GRI 2-6, 2-16, 2-23, 2-24, 2-25, 2-26, 2-27, 204-1, 205-1, 205-2, 205-3, 418-1]

Staying attuned to the dynamic business environment is fundamental to our long-term resilience. As a conglomerate operating internationally, we face heightened exposure to cybersecurity risks, shifting regulatory landscapes and supply chain disruptions. Addressing these risks requires a strong governance framework, enhanced operational controls and continual adaptation of our business practices to remain competitive and resilient.

At the same time, opportunities lie in strengthening our compliance culture, protecting digital assets and enhancing supply chain resilience. We continue to focus on investments in sustainable solutions, new business segments and the integration of climate-related considerations into our risk management approach. These measures aim to support business continuity, improve customer and stakeholder confidence and position the company for sustainable and long-term value creation.

MANAGEMENT APPROACH

risk management practices

In YTL Group, our commitment to Building the Right Thing is central to our values—honesty, hard work, moral responsibility, togetherness and vitality. This philosophy guides us to make decisions that consider the interests of people, society and business, and to uphold ethical standards across our operations.

Our management approach focuses on maintaining responsible and resilient business practices. Ethics and compliance form the foundation of our operations, supported by clear policies, regular training and consistent oversight to ensure our standards are maintained across our business units.

We actively engage with customers to gather feedback to improve service quality and meet evolving expectations. Innovation is embedded into our operations, with attention given to refining products, services and processes to remain relevant and competitive. We are also committed to developing responsible products and services that meet relevant safety, quality and environmental standards, whilst prioritising responsible sourcing practices by working with suppliers who uphold the highest ethical and transparent business conduct.

Responsible Business Practices

ETHICAL BUSINESS CONDUCT CUSTOMER EXPERIENCE Risk Management, Responsible Sustainable Innovation for Customer Stewardship of Sustainable Satisfaction **Supply Chains Ethics and Compliance Products and Services** Solutions Meeting our business Ensuring our suppliers Leveraging Providing a targets without incorporate Environmental, Social Producing technology and seamless customer compromising the highest and Governance (ESG) affordable and innovation for experience in line levels of ethics and integrity considerations into their accessible products businesses and with society's whilst maintaining robust and services for all products and services and

expectations

RISK MANAGEMENT, ETHICS AND COMPLIANCE

YTL Group's dedication to risk management is a fundamental pillar in sustaining our long-term economic viability, cultivating stakeholder confidence, whilst simultaneously fostering lasting positive impacts. We have robust risk management practices and internal controls in place which not only cover financial controls, but also operational compliance and risk controls. Our risk management practices and internal controls are a concerted and continuing process, designed to minimise the likelihood of fraud and error, and to manage the risk of failure to achieve business objectives.

Robust risk management is essential to our business so we constantly look ahead to identify material risks that could impact our ability to deliver the services on which our customers depend. At our key operating subsidiaries, dedicated risk management teams conduct regular risk management reviews. Details can be found in our *Statement on Risk Management and Internal Control* in our Annual Report.

ESG risks hold equal significance as financial and business risks. These risks have the potential to directly impact the continuity of our business, our ability to operate sustainably and our capacity to create long-term value for our stakeholders. Hence, YTL Group has taken proactive measures to manage our exposure to both short- and long-term ESG risks, strategically converting them into opportunities, as detailed in the *Mapping Our Material Matters* section on page 25 of this report.

To foster transparency and cultivate good risk management practices, we have proactively implemented various initiatives at both group and individual business unit levels. Our corporate policies and guidelines are accessible to employees and the public on our intranet and corporate website. To ensure compliance with these policies, employees receive training through an e-learning platform, either during onboarding or as part of routine training. These efforts reinforce our dedication to responsible business practices and strengthen our commitment to managing risks effectively and transparently.

Anti-Bribery and Corruption

YTL Group maintains a strict zero-tolerance approach towards all forms of bribery and corruption, as outlined in our Anti-Bribery and Corruption (ABC) Policy. This policy outlines the YTL Group's strategies in identifying, preventing and managing bribery and corruption issues and reinforces the principles set forth in the YTL Group's Code of Conduct and Business Ethics (the Code), ensuring that employees and external stakeholders understand their responsibilities in upholding our zero-tolerance stance within the organisation. The ABC Policy is readily accessible on our website and communicated to all relevant stakeholders.

Our international business units 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. This includes implementing training programmes in accordance with operational requirements and the applicable regulations in those jurisdictions.

In Malaysia, the policies and procedures put in place are steered by the Guidelines on Adequate Procedures issued pursuant to Section 17A(5) of the Malaysian Anti-Corruption Commission (MACC) Act 2009. Employees are required to read and understand the ABC Policy and the Code, successfully complete the online training modules to reinforce their understanding of the policy and sign the YTL Group 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 Group's Malaysia-based employees via online training modules and other communication methods. This initiative aims to bolster internal awareness and competence regarding ABC measures, reaffirming our commitment to ethical conduct and adherence to strict compliance standards. During the reporting year, 61% of employees completed the ABC training.

As a new addition to the Group, the employees of the Ranhill Group are currently not included in the YTL Group's existing processes above. The Ranhill Group has its own policies and processes in place to comply with the MACC Act 2009. Throughout Ranhill's operations, anti-corruption awareness sessions and training courses are held for employees. This includes Ranhill's Board of Directors and management. A whistleblowing channel has also been established to enable anonymous reporting of suspected corrupt or other unethical acts, behaviour or wrongdoing.

Compliance with the ABC Policy remains diligently monitored on a continuous basis. This assessment supports us in identifying potential corruption risks faced by YTL Group and assess the appropriateness of mitigation measures in place to minimise exposure to these risks. In FY2025, 93% of our operations across our businesses were assessed for corruption-related risks.

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 commitment to maintaining a high standard of ethical conduct within our organisation.

Whistleblowing Policy

In line with our commitment to ethical conduct, the Code also sets out YTL Group's whistleblowing policy and procedures. The Code was updated on 21 August 2024 to codify existing ESG policies and general practices that apply across the YTL Group, thus better aligning with our evolving business landscape and regulatory requirements. The policy is made available on our intranet platform which shares the available whistleblowing channels and incorporates the whistleblowing form. It is also included in the YTL Group Employee Handbook, which is made accessible to new employees in the first week of joining.

All whistleblowing reports are treated with utmost confidentiality and will only be known to persons on a need-to-know basis for investigation purposes. To conduct fair and unbiased investigations, we encourage whistleblowers to provide sufficient details about the reported misconduct or wrongdoing. This approach reinforces our dedication to upholding transparent and accountable processes, whilst safeguarding the confidentiality and security of those who raise concerns.

Our overseas business units adhere to their own whistleblowing policies to facilitate employees and external parties to disclose any improper conduct and ensure compliance with applicable laws and the company's policies and guidelines, where they operate. This commitment underscores our dedication to transparency, accountability and fostering an ethical work culture across all YTL operations.

Human Rights

The Code and relevant legal requirements form the basis of our dedication to human rights across all aspects of our operations. We ensure that basic human rights are upheld for our employees and all partnering stakeholders, and are in accordance with the Malaysian Employment Act and any local regulations and labour laws where we operate. Our focus includes preventing child and forced labour, opposing slavery and human trafficking, promoting non-discrimination, allowing freedom of expression for employees, safeguarding employment rights and fostering business ethics and compliance with a zero-tolerance policy towards bribery and corruption.

To further improve on providing a fair, safe and respectful work environment for our employees, YTL Group established a Sexual Harassment Policy, which helps employees both to recognise and interrupt harassment behaviour, support co-workers and affirm their experiences. More details on the types of harassment and actions that may be taken against perpetrators are stated in the YTL Group Employee Handbook to reinforce the severity of this matter.

During the year under review, there were no complaints of human rights violations. We continue to strive to create a safe, inclusive and ethical working environment that drives positive social impact and sustainable development.

Cybersecurity and Data Protection

In 2025, cybercrime and other security threats continue to present a significant challenge to businesses and the functioning of corporations, organisations and nations. Cybercrime is a collective threat, recognised as a global issue by the United Nations, and it is pervasive. We must have robust internal security measures, but the best defence also requires collaboration across our businesses, business sectors and also across borders. YTL Group is dedicated to defending its business operations against such threats, and to working with Government and industry forums to help improve our collective cybersecurity.

Maintaining our Security Posture

YTL Group's Cybersecurity Task Force, established in 2022, continues to lead and champion activities which help protect our companies from security threats. The Cybersecurity Task Force maintains our situational awareness, monitors threat intelligence, assesses incidents and provides 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 and imparting a "readiness to act" position to all our operational teams.

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

Maintaining Information Security Standards and Culture

YTL Group is committed to delivering "Security Assurance", a combination of activities required to maintain effective security performance and enhance its 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 information security control frameworks. Whatever their sector-specific requirements, all business units are required to achieve baseline levels of compliance with YTL Group's own information security policies. As

such, the Task Force is responsible for auditing information security compliance and for guiding the technical information security tests which measure and validate our operational security capability.

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, 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.

Maintaining Data Protection & Privacy

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 the Personal Data Protection Act (PDPA) 2010 of Malaysia, the Personal Data Protection Act 2012 in Singapore, the United Kingdom (UK) Data Protection Act 2018 and the General Data Protection Regulations (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 latest 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.

The Future

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.

SUSTAINABLE SUPPLY CHAINS

YTL Group's diverse business operations are supported by an extensive global network of suppliers, business partners and service providers. Responsible and sustainable supply chains are critical to our long-term success, which is why we aim to embed sustainability considerations into our management processes where possible—including supplier selection and registration, risk assessments, operational controls and the evaluation of ESG impacts.

Promoting Responsible and Ethical Supply Chains

We are fully committed to managing responsible and sustainable supply chains across all our businesses through the integration of sustainability elements into our procurement processes. The Code sets out our expectations of our suppliers and contractors and explains our policy of zero-tolerance for bribery and corruption within the organisation. Our policy also provides a channel for external parties to submit any genuine whistleblowing reports. It is made available and easily accessible to our employees and the public on our website.

1. PRE-QUALIFICATION/QUALIFICATION

- The pre-qualification/qualification exercise aims to ensure that suppliers have the required capability to supply the required goods and services in a sustainable and reliable manner.
- Screening based on reputation, track record, delivery, quality, environmental responsibility, health and safety relevant certifications, etc.

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2. SELECTION

 Each key operating company has established their own Supplier Code of Conduct. The selected vendors are expected to sign and abide by the Supplier Code of Conduct and Responsible Procurement Guidelines that includes but are not limited to labour and human rights, safety, bribery and corruption, ethics and environmental risks.

4. COMMUNICATION AND TRAINING

 Active engagement with our suppliers and business partners through face-to-face briefings, virtual meetings, regular email broadcasts and capacity building programmes on the topics of ABC, human rights, health and safety, environmental management and product briefings.

3. PERFORMANCE EVALUATION

 All suppliers are regularly assessed and monitored to synergise opportunities for improvement through partnerships under effective supply chain risk controls. Whilst we do not have specific local procurement or nearshoring policies in place, we seek to source locally where possible. This enables us to support local suppliers, contribute to employment opportunities, stimulate domestic economic growth and reduce transportation-related emissions. In doing so, YTL Group works to create tangible benefits for the communities where we operate, whilst encouraging sustainable development and responsible business practices. YTL Group maintains the practice of diligently sourcing from local suppliers and services based on each business unit's operating region and have recorded 92% of our expenditure on local suppliers.

YTL PowerSeraya's Supplier Code of Conduct sets out the acceptable sustainability and ethical values of suppliers, contractors and service providers whilst providing goods and services to YTL PowerSeraya. YTL PowerSeraya has integrated ESG criteria into its screening process for new suppliers and is working to enhance the evaluation of key suppliers with additional environmental and social criteria.

Malayan Cement Berhad (MCB) has established a Sustainable Procurement Policy, which outlines the standards expected of any supplier working with a MCB Group company. The policy serves both as a reference and a communication tool for suppliers, procurement personnel and other stakeholders. It sets out their expectations across key areas including Compliance, Code of Conduct, Product Quality and Safety, Environment, Labour Practices and Standards, Health and Safety and Data Privacy. Understanding the challenges faced by small and medium enterprises (SMEs), particularly in resources and technical capacity, MCB also conducts ESG assessments to help identify sustainability gaps and support improvement efforts. These assessments are part of their ongoing efforts to raise awareness and encourage continuous progress across the supply chain.

RESPONSIBLE STEWARDSHIP OF PRODUCTS AND SERVICES

Businesses today operate in an environment of rising stakeholder expectations around sustainability, accountability and long-term value creation. At YTL Group, we are committed to developing and delivering solutions that meet customer needs whilst identifying and managing potential safety, health and environmental impacts throughout product life cycles. We continue to improve our products and services in line with customer feedback and market trends, whilst leveraging technology and innovation to strengthen operational efficiency and product relevance. Through strategic investments and disciplined operations, YTL Group seeks to support long-term business resilience and contribute to a more sustainable future.

YTL Power International: Green Financing

During the financial year under review, the Wessex Group issued two tranches of sustainability bonds totalling GBP600 million, the proceeds of which will be allocated to finance and/or refinance eligible sustainable projects in accordance with the Wessex Group's Sustainable Finance Framework.

The Wessex Group's Sustainable Finance Framework aligns Wessex Water's purpose—to support customers' health and well-being and enhance the environment and the diverse communities it serves—and its business plan commitments to its financing ambitions through targeted financing. Under the framework, environmental or social debt instruments may be issued to support environmental and social objectives, enabling investors to participate in the provision of a sustainable future. 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 Report¹⁰.

The Group has a MYR1.1 billion Islamic term financing facility for Phase 1 of the YTL Green Data Center Park in Kulai, Johor, with a commitment to secure Gold Leadership in Energy and Environmental Design (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.

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 our greater objective of carbon neutrality for its data centers across the region.

Source: https://corporate.wessexwater.co.uk/media/mz0lumdm/wessex-water-sustainable-finance-allocation-and-impact-report-march-2024.pdf

MCB: Eco-Labelling Certification for Sentul and USI Ready-Mixed Concrete Plants

In FY2025, MCB's Sentul and US| ready-mixed concrete plants achieved certification under the SIRIM Eco-Labelling Scheme for Concrete, recognising the reduced environmental footprint of their ECOConcrete™ products. This certification highlights key sustainability attributes, including lower embodied carbon and improved resource conservation, reinforcing MCB's commitment to environmentally responsible building materials.

The SIRIM Eco-Labelling certification complements the plants' existing ISO 9001 Quality Management Systems certifications, reflecting MCB's dual focus on maintaining stringent quality standards whilst advancing environmental stewardship. Together, these certifications demonstrate Buildcon Concrete's dedication to consistently delivering products that meet high standards in both performance and sustainability.



Sydney Harbour Marriott Hotel Earns Sustainable Tourism Certification

YTL REIT is pleased to report that the Sydney Harbour Marriott Hotel has become the first Marriott International property in Australia to earn the Sustainable Tourism Certification from Ecotourism Australia. This certification, awarded in July 2025, reflects the hotel's commitment to meeting best-practice standards across environmental, socio-economic, cultural and sustainable management principles.

The certification forms part of Ecotourism Australia's nationally accredited programme, with standards that are recognised by the Global Sustainable Tourism Council (GSTC). It recognises tourism operators that meet more than 200 robust requirements across four core pillars: effective sustainability management, environmental performance, cultural respect and contributions to local communities.

Achieving Ecotourism Australia's Sustainable Tourism Certification is a proud milestone for the Sydney Harbour Marriott Hotel. We have embedded environmentally responsible practices across every aspect of our operations, from reducing energy and water consumption to improving waste management and building strong partnerships with our local community.

This recognition reaffirms our commitment to minimising our environmental footprint as a hospitality leader, whilst continuing to deliver exceptional guest experiences as we work towards a more sustainable future.

> - Bernhard Langer, General Manager of Sydney Harbour Marriott Hotel





Sentul Works: Award-winning Transformation Rooted in Heritage



The preservation of Sentul Works by YTL Land & Development brings to life a compelling vision of heritage-led urban regeneration at a time when cities are striving for sustainable growth. As a key component of the broader Sentul Masterplan, this transformative project embodies a community-centric and environmentally conscious approach to preserve Sentul's cultural legacy whilst breathing new purpose and vitality into the built environment for future generations.

Originally built in the early 1900s to serve the operations of the Federated Malay States Railways during British rule, Sentul Works has undergone a sensitive and visionary transformation. Once a two-storey derelict building, it now anchors the heart of Sentul West in Kuala Lumpur as a four-storey cutting-edge workplace blending historic character with contemporary function.

Completed in 2021, the transformation of Sentul Works focuses on adaptive reuse, where 95% of its original structure was retained through innovative design and construction methodology. YTL Land & Development's integrated design philosophy, employing an adaptive reuse approach, harmonises conservation with architectural innovation. Original structural elements have been preserved to maintain both structural and architectural integrity, juxtaposed with contemporary interventions to create a future-ready workplace that is historically respectful and forward-looking. The exposed colonial brickwork facade, Corten steel cladding referencing its industrial past and a palette of natural materials such as timber, concrete and glass, employed in innovative ways, seamlessly bridge the past and present, expressing a refreshing perspective that is both timeless and grounded in context.

At the core of the creative reinterpretation lies a deep commitment to sustainability. Biophilic design principles are embedded throughout, bringing nature into the heart of the building. As Kuala Lumpur's first heritage office nestled within a pristine private park, Sentul Works offers a restorative and engaging environment that enhances both occupant well-being and ecological integrity. The synergy between nature, structure and history reflects YTL Land & Development's vision and enduring focus on environmental and social sustainability.

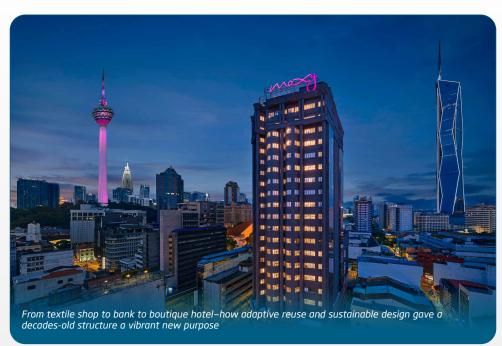
This transformative vision and execution have garnered nationwide and global recognition. Sentul Works was honoured with two wins at the Malaysia Property Award™ 2024 by FIABCI¹¹ Malaysia in both the Heritage and Office categories. In June 2025, the project was further honoured on the global stage with a World Silver Award in the Office Category at the FIABCI World Prix d'Excellence Awards 2025.

Sentul Works exemplifies YTL Land & Development's commitment to shaping developments of enduring value where history, innovation and sustainability converge to drive future-forward transformation. By seamlessly bridging history with modernity, and purpose with place, this award-winning development stands as a living legacy of responsible urban regeneration, setting the stage for a more resilient, inclusive and sustainable future.

¹¹ FIABCI, the International Real Estate Federation, is a business networking organisation for all real estate professionals worldwide.

Feature Story

Moxy Kuala Lumpur Chinatown: Breathing New Life into a Historic Building



Long before Kuala Lumpur rose into a city of glass and steel, Jalan Tun Perak was the city's lifeline—alive with colour, chatter and the hum of small traders. In the 1960s, this historic stretch was a tapestry of textile shops, trams clattering past colonial facades and family-run businesses where every corner told a story. Just off the main road, on Klyne Street, a modest textile store stood quietly, woven into the everyday life of a city finding its feet.

As the capital evolved, so did that shop. In 1991, it was transformed into the Oriental Bank—a stately presence amid the financial buzz of a modernising Malaysia. At its peak, Jalan Tun Perak was the beating heart of the country's banking district, lined with towering institutions and the confidence of a city on the rise.

Later, the same space became home to various YTL business divisions. It served as a centre of operations during a period of rapid growth and ambition. And though the teams eventually moved on, the building remained, waiting quietly for its next chapter.

Today, that same structure has been reimagined once more. Now known as Moxy Kuala Lumpur Chinatown, it is a bold and modern lifestyle hotel that honours its past whilst embracing the future. The transformation goes beyond aesthetics. It reflects YTL Construction's belief in building responsibly—not by starting from scratch, but by rethinking what already stands. Through adaptive reuse, existing spaces are given new purpose, reducing waste, preserving history and creating something meaningful for future generations.

The project retained the building's original structural frame, preserving major elements such as columns and slabs. Existing fittings were carefully removed and replaced with high-performance materials selected for durability and environmental responsibility. As part of initiatives to decarbonise the old building, the mechanical and electrical systems were completely replaced, ensuring efficient operational energy use and to support long-term resource conservation. To encourage cleaner mobility, electric vehicle (EV) chargers were also installed in the basement car park, aligning with broader goals for sustainable transport infrastructure. To maximise the building's potential without altering its structural footprint, a few new floor slabs were added, increasing the internal Gross Floor Area (GFA). The facade on Levels 1-3 was reconstructed using glass blocks, introducing more natural light whilst giving the building a clean, contemporary presence at street level.

The transformation was not without its challenges. The original architectural drawings were hand-drafted and, after decades of renovations, no longer aligned with on-site conditions. The project team relied on Building Information Modelling (BIM) to digitally recreate the structure in 3D, enabling better planning, coordination and problem-solving. Located along one of Kuala Lumpur's busiest roads, the site also required heightened safety protocols to protect pedestrians and ensure minimal disruption to the surrounding community.

Despite the complexity, the hotel was completed within just 12 months—roughly half the time typically required for a new build. The speed of delivery, combined with a low-impact construction footprint, underscores the power of adaptive reuse as a sustainable development strategy.

The project also preserved a signature feature of the building's history: the original bank vault doors in the basement. Rather than discarding them, the design team incorporated the vault into the identity of a new bar, now known as Lavantha. This thoughtful gesture creates a direct connection to the building's past, allowing guests to experience a space that holds layers of history within its walls.

Beyond its physical transformation, Moxy Kuala Lumpur Chinatown was designed as a journey through time—a space that invites guests to rediscover the past through immersive, memory-rich design. The vibrant ground floor, which once welcomed visitors as part of a bustling commercial space, has been reimagined as a buzzing communal hub inspired by Kuala Lumpur's old marketplaces. References to vinyl records, traditional Malaysian games and local memorabilia capture the spirit of the 1960s to 1980s, whilst a wall of antique signage and family photographs invites personal reflection. Even the grab-and-go snack counter offers a nostalgic touch, stocked with classic treats familiar to generations of Malaysians.

Up on Level 2, a quiet zone offers a gentle contrast to the bustle below—a peaceful sanctuary that echoes the calm and assurance once associated with institutions of the past. The breakfast area has been styled like a traditional *kopitiam*, featuring natural materials, vintage furnishings and familiar textures that evoke the comfort of home. The experience is further enriched by commissioned artworks from local artists, thoughtfully embedding the hotel within Malaysia's creative and cultural fabric.

One of the most memorable features of the hotel today is its poolside. Now home to Bar Moxy, it offers sweeping views of the Kuala Lumpur skyline and a lively, social atmosphere high above the historic streets of Chinatown. This elevated space adds a refreshing dimension to the hotel experience, reflecting just how far the building has come—from a traditional commercial property to a destination designed for connection, relaxation and discovery.

Today, Moxy Kuala Lumpur Chinatown sits proudly in the heart of the city's heritage quarter, surrounded by revitalised landmarks, public art and other boutique properties. Since opening, it has been well received by both local and international guests—many of whom remark on the design's immersive quality, nostalgic charm and thoughtful attention to detail.

At YTL Construction, their commitment to sustainability goes beyond checklists and compliance. It is embedded in the way they approach design, construction and legacy. Moxy Kuala Lumpur Chinatown demonstrates that when YTL Construction chooses to reuse, respect history and design with care, they do more than build.

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This project was never about building bigger. It was about building smarter—respecting the structure that was already there and finding ways to honour the past whilst quietly improving the future. Adaptive reuse allowed us to tell a deeper story—not just of a building, but of the city around it.

- Tsen Yeoh, Design Director at YTL Construction



INNOVATION FOR SUSTAINABLE SOLUTIONS

For businesses to remain competitive and relevant in a rapidly evolving market, innovation is essential, particularly in the development of sustainable products. At YTL Group, we adapt to emerging technologies, refine our offerings and respond to shifting customer needs, whilst considering resource efficiency, operational resilience and environmental impacts. By embedding innovation into our business processes, we aim to deliver greater value responsibly and position YTL Group to respond effectively to future challenges and opportunities.

YTL Cement: Innovation as an Enabler for Sustainable Construction

Innovation is central to MCB's approach to sustainable growth and value creation. They continuously invest in new technologies, materials and processes to improve the performance, durability and environmental impact of their products and services.

MCB's in-house research, supported by collaboration with industry partners, enables them to develop next-generation building materials that address both construction challenges and sustainability demands. By integrating materials science with production and construction technologies, MCB creates innovative solutions that support lower environmental footprints.

A range of ECO products for different applications

Low Carbon Cement

- Minimum of 25% clinker substitution
- Contains recycled materials
- 20-50% lower CO₂ emissions





Low Carbon Concrete

- 20-60% lower embodied carbon compared to CEM I concrete
- Wide range of mixes for different applications and strength requirements





High-quality Engineered Sand

- Preserve river ecosystems
- Consistent size distribution
- No organic impurities

Solution for Walls and Floors

- Low-Volatile Organic Compound (VOC) emissions
- Suitable for green building design, Quality Assessment System in Construction (QLASSIC) certification







Ouickmix Solutions Expands ECODrymix™ Technical Mortar Range

Ouickmix introduced three new additions to its Technical Mortar range: Flexipatch (219), Spatterdash (390) and Tile Adhesive+ (361+), engineered to make construction faster, cleaner and more reliable, whilst supporting modern construction methods like Industrial Building Systems (IBS).

Flexipatch (219), part of the ECODrymix[™] range, is a high-performance, non-shrink, pre-mixed cementitious mortar designed for speed and versatility. From IBS patching to rebar anchoring and even full structural repairs, Flexipatch® 219 simplifies concrete restoration by eliminating the need for formwork, making it ideal for a wide range of repair applications.

Spatterdash (390) is a robust mechanical key coat that improves bonding on block walls and reinforced concrete surfaces. It increases substrate roughness to ensure strong, lasting adhesion for plaster or render—a reliable solution for achieving quality wall finishes in IBS construction.

Also joining the range is Tile Adhesive+ (361+), a specialised wall and floor tile adhesive offering excellent bonding strength, slip resistance and extended open time for easier tile placement. It is suitable for medium to large wall and floor tiles in both internal and external applications. Tile Adhesive+ (361+) meets the MS EN 12004: Class C2TF standard.

These innovations reflect Quickmix's ongoing commitment to delivering solutions that meet the demands of modern construction.

CUSTOMER SATISFACTION

Customer satisfaction forms the foundation of YTL Group's long-term success and plays an integral role in how we run our business. By aligning responsible and ethical practices with a strong focus on understanding and meeting customer expectations, we aim to foster trust, improve service delivery and sustain customer loyalty.

We adopt a comprehensive approach to customer engagement, where our teams on the ground interact directly with customers, gathering feedback on products and services that is then assessed and incorporated into business improvement strategies. This process not only provides valuable insights into evolving needs but also supports continuous improvement, enabling us to enhance our offerings and deliver better customer experiences.

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 footprint.

YTL PowerSeraya's retail brand, Geneco SG, held a total market share of 13.2% for the year in the electricity retail market, comprising customers from the residential, commercial and industrial segments. Correspondingly, sales volume was 7,688 GWh. In the residential segment, Geneco SG has been officially announced by the Energy Market Authority (EMA) as Singapore's leading electricity retailer in the Open Electricity Market again, holding a 29.7% market share and serving 172,758 active residential customers as of 30 June 2025.

For Geneco SG, the deployment of a digital loyalty platform and customer service chatbot has improved customer engagement, enhanced service quality and deepened brand loyalty. In expanding Geneco SG retail product portfolio, the team successfully launched the Time of Use Plan (Get It 7 To 7) and the AIG Asia Pacific value-added service, offering Geneco SG customers greater flexibility and choice tailored to their energy consumption patterns and lifestyle needs.

Meanwhile, in the UK, Wessex Water continues to demonstrate leading customer service performance, ranking second amongst all water and sewerage companies for the water sector's customer satisfaction metric (C-MeX). Moreover, 72% of customers reported being "very satisfied" or "fairly satisfied" with the value for money of water and sewerage services, up from 67% in 2024. Wessex Water also retained a strong Trustpilot score at 4.6 and gained ground in the UK Customer Satisfaction Index.

Whilst customer scores, mirroring wider industry trends, have declined amid sustained public and political scrutiny, the Consumer Council for Water (CCW), the independent voice for water consumers in England and Wales, recognised during the year under review that customer trust for Wessex Water is starting to return.

Additionally, Wessex Water was awarded one of the leading scores for the Compliance Risk Index, which is one of two measures used by the Drinking Water Inspectorate (DWI) to measure drinking water quality compliance. The other measure used by the DWI is the Event Risk Index (ERI). The provisional ERI score declined compared to 2024 but Wessex Water is still expected to remain one of the best performers in the industry.

In Malaysia, YTL Communications 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.

Ranhill Utilities similarly places strong emphasis on customer satisfaction across all aspects of its operations. Ranhill SAJ continues to uphold high levels of customer satisfaction through its ISO 9001:2015 certified Quality Management Systems (QMS). This system is aligned with the performance indicators and targets set by the water industry regulator, Suruhanjaya Perkhidmatan Air Negara (SPAN), ensuring consistent delivery of quality service.

Industry Engagement

As part of our role in the broader marketplace, YTL Group recognises the importance of contributing to the growth and advancement of the industries in which we operate. Beyond delivering products and services, we are committed to supporting industry peers through knowledge sharing, training and upskilling initiatives. By raising capabilities across the sector, we help strengthen overall industry standards, foster innovation and create a more resilient marketplace. This collaborative approach not only benefits our peers but also contributes to a healthier, more competitive business environment in which all stakeholders can thrive.

Construction Development Lab (CDL) Academy Partners with IEM to Promote Sustainable Construction

CDL Academy partnered with the Institution of Engineers Malaysia (IEM) to advance sustainable practices in the built environment, hosting two seminars tailored for consulting engineers. Both sessions were held at the newly renovated CDL Academy and featured product demonstrations that brought the concepts to life.

The first seminar, "Sustainable Construction: Eco Cement and Eco Concrete", took place on 14 November 2024. The session highlighted the role of low-carbon building materials in driving sustainability in construction. A live high-flow concrete demonstration by YTL Cement added a practical perspective, with participants witnessing real-time tests using the V Funnel, L Box and Slump Flow.

On 28 May 2025, the second seminar, "Sustainable Construction: Industrialised Building System (IBS)", was organised in collaboration with IEM and supported by the Construction Industry Development Board (CIDB) Malaysia. The seminar explored how IBS is transforming the industry by improving construction efficiency and reducing environmental impact. Speakers from CIDB Malaysia, Eastern Pretech Malaysia, YTL Cement and Quickmix Solutions shared valuable insights into current innovations and applications in the field.

Paving the Way for ESG Standards in Construction: YTL Cement at CREAM's SustainBuild Mark Webinar

Advancing sustainable construction requires more than innovative materials—it calls for clear standards, shared understanding and collective action. Supporting this goal, YTL Cement was invited to speak at a webinar hosted by the Construction Research Institute of Malaysia (CREAM), titled "Introducing SustainBuild Mark Certification: Driving ESG Impact and Elevating Product Excellence".

The session brought together industry players to explore how ESG principles can strengthen long-term resilience in the construction sector. YTL Cement shared best practices and practical strategies for ESG implementation, especially for SMEs, emphasising how strong ESG policies support risk management, sustainability performance and alignment with evolving standards.

A key highlight was the introduction of the SustainBuild Mark (SB Mark)—a pioneering ESG certification developed by CREAM. Whilst not the first ESG-related certification for building materials, the SB Mark is the first in Malaysia to comprehensively incorporate ESG criteria with standardised requirements across all types of construction materials. Its framework reflects the latest global interpretations of ESG principles, offering a consistent benchmark for product sustainability. It also enables companies to clearly communicate the sustainability advantages of their products, promoting more informed and responsible choices across the value chain.

This certification forms part of the ongoing collaboration between YTL Cement and CREAM under a 2023 Memorandum of Understanding (MoU) to advance sustainable construction and ESG adoption across the industry.

Spotlighting Low-Carbon Innovation through Sin Chew ECO Excellence Series

As part of its commitment to facilitate the industry's transition to sustainable construction, MCB partnered with Sin Chew Daily to launch the Sin Chew ECO Excellence Series—a ten-part feature spotlighting forward-thinking developers and contractors leading the charge in low-carbon construction.

Running from June to August 2025, the series showcased exemplary projects that incorporated sustainable design and construction practices. MCB's concrete division, Buildcon, played a key role by collaborating closely with these industry leaders to develop tailored mix designs and supply ECOConcrete™, directly supporting their low-carbon development goals.

This initiative reflects MCB's broader mission to enable industry-wide progress through collaboration, innovation and knowledge sharing.

Accreditation

Business Units	ISO 9001	ISO 14001	ISO 45001	ISO 50001	ISO 27001	ISO/IEC 17025	ISO 22000	ISO/IEC 20000-1	ISO 37001
YTL Corporation Group									
JW Marriott Kuala Lumpur							✓		
The Ritz-Carlton Kuala Lumpur							✓		
Syarikat Pembenaan Yeoh Tiong Lay Sdn Bhd	√	✓	√						
YTL Power International Group									
Wessex Water Services Limited	√	✓	√		√	✓		√	
Wessex Water Enterprise Limited	√	✓	✓		√	√		√	
Turnbull Infrastructure & Utilities Limited	√	✓	✓						
YTL Communications Sdn Bhd					√				
YTL PowerSeraya Pte Ltd	√	√	√		√				
- Pulau Seraya Power Station					√				
- Taser Power Power Station					√				
Ranhill Technologies Sdn Bhd	√		√						
Ranhill Bersekutu Sdn Bhd	√	✓	√						✓
Ranhill SAJ Sdn Bhd	√		√	√	√				
YTL Cement Group									
Malayan Cement Berhad	√	√	√	√		√			

Memberships and Associations

Industry associations and other groups in which YTL Group participates in a significant way are detailed below.

Representation via YTL Gro	up/Board member
YTL Group of Companies	 British Malaysian Chamber of Commerce Global Compact Network Singapore Malaysia Business Council Paris Pledge for Action Rome Opera House Singapore Green Building Council The Capital Markets Advisory Council The Nature Conservancy's Asia Pacific Council VGB Power Tech E.V
YTL Construction	 Construction Industry Development Board Malaysia International Association of Public Transport Master Builders Association Malaysia Women in Rail Malaysia
Representation via Malayar	n Cement Berhad Group
YTL Cement	 American Concrete Institute Singapore ASEAN Federation of Cement Manufacturers Federation of Malaysian Manufacturers Ho Chi Minh City Association of Architects Ho Chi Minh Green Business Association Johor Quarries Association Malaysia Drymix Mortar Manufacturer's Association Malaysia Green Building Council Malaysia Quarry Association Malaysia Quarry Association Penang Quarry Association Perak Quarry Association Ready-Mix Concrete Association of Singapore Saigon Construction & Building Material Association Singapore Green Building Council The Cement and Concrete Association of Malaysia The National Ready-Mixed Association of Malaysia Vietnam Cement Association Vietnam Pile Business Association Vietnamese Society for Soil Mechanics & Geotechnical Engineering Waste Management Association of Malaysia

Representation via YTL Ho	tels and YTL Hospitality REIT Group
Brisbane Marriott Hotel	Brisbane Economic Development AgencyQueensland Hotel Association
Melbourne Marriott Hotel	Accommodation AustraliaVictorian Tourism Industry Council
Sydney Harbour Marriott Hotel	 Accommodation Australia Australian Cruise Association Business Events Sydney Ecotourism Sustainable Tourism Uptown Sydney
The Westin Perth	Australian Hotels AssociationBusiness Events PerthTourism Council Western Australia
The Academy Hotel	Small Luxury Hotels of the World
The Gainsborough Bath Spa	Good Spa GuideSmall Luxury Hotels of the WorldUK Spa Association
Thermae Bath Spa	Good Spa GuideTourism for AllUK Spa Association

Memberships and Associations

Representation via YTL Po	wer International Group
YTL PowerSeraya	 Energy Studies Institute Signatory to Tripartite Alliance for Fair and Progressive Employment Practices Singapore Carbon Market Alliance Sustainable Energy Association of Singapore World Energy Council, Singapore Chapter
YTL Communications	 Asia-Pacific Telecommunity Collaborative Research in Engineering, Science and Technology (CREST) Consumer Forum of Malaysia ESG Association Federation of Malaysian Manufacturers (FMM) Global Systems for Mobile Association (GSMA) Global Technology Association for InfoComm (GTI) Malaysia National Technology Association (PIKOM) Malaysian IOT Association Malaysian Technical Standards Forum The Communications and Multimedia Content Forum of Malaysia
Ranhill Utilities	United Nations Global Compact Malaysia Brunei Network
Ranhill SAJ & Ranhill Water Services	 Construction Industry Development Board Malaysia Water Association National Institute of Occupational Safety and Health
Ranhill Sabah Energy	 Akaun Amanah Industri Bekalan Elektrik Industrial Advisory Panel for Universiti Tenaga Nasional Sabah and Labuan Grid Code
Ranhill Bersekutu & Ranhill Worley	 Association of Consulting Engineers Malaysia (ACEM) Board of Engineers Malaysia Malaysia Employers Federation Malaysia Institute of Management Malaysian Oil and Gas Engineering Council
YTL Developments (UK)	Future Homes Hub

Wessex Water Aldersgate Group Avon Wildlife Trust Barbour EHS · British Water • Business Disability Forum · Business West Collaboration Network • Construction Plant-hire Association Consumer Council for Water · Dorset Wildlife Trust • Drainage and Water Searches Network • Energy and Utility Skills Group Energy Institute • Freight Transport Association Hydrogen South West • Institute of Asset Management • Isle Utilities Jacobs • Maize Growers Association • Major Energy Users' Council • Money Advice Liaison Group • National House-Building Council · Pipeline Industries Guild • Rural England Supporters Group SevernNet Somerset Wildlife Trust Sustainability First • The Association for Renewable Energy and Clean Technology (REA) • UK Water Industry Research UK Water Report • Water Regs UK • Water Research Centre Water UK

We Comply LimitedWiltshire Wildlife Trust

Indicator	Measurement Unit	2024	2025	
Bursa (Anti-corruption)				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Executive	Percentage	94.00	79.00	
Non-executive	Percentage	76.00	48.00	
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	95.00	93.00	
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	
Bursa (Community/Society)				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	37,010,000.00	52,000,000.00	
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	304,346	141,791	
Bursa (Diversity)				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Executive Under 30	Percentage	12.00	15.00	
Executive Between 30-50	Percentage	61.00	59.00	
Internal assurance	External assurance	No assurance	(*)Restated	

Indicator	Measurement Unit	2024	2025
Executive Above 50	Percentage	27.00	26.00
Non-executive Under 30	Percentage	33.00	30.00
Non-executive Between 30-50	Percentage	48.00	51.00
Non-executive Above 50	Percentage	19.00	19.00
Gender Group by Employee Category			
Executive Male	Percentage	68.00	67.00
Executive Female	Percentage	32.00	33.00
Non-executive Male	Percentage	71.00	75.00
Non-executive Female	Percentage	29.00	25.00
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	67.00	67.00
Female	Percentage	33.00	33.00
Under 50	Percentage	0.00	0.00
Between 50-60	Percentage	17.00	8.00
Above 60	Percentage	83.00	92.00
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	12,314,905.00	11,467,375.00
Bursa (Health and safety)			
Bursa C5(a) Number of work- related fatalities	Number	0	1

Internal assurance External assurance No assurance (*)Restated

Indicator	Measurement Unit	2024	2025	
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.89 *	0.63	
Bursa C5(c) Number of employees trained on health and safety standards	Number	6,810	11,546	
Bursa (Labour practices and sta	ndards)			
Bursa C6(a) Total hours of training by employee category				
Executive	Hours	105,782	161,576	
Non-executive	Hours	114,475	231,935	
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	15.00	13.00	
Bursa C6(c) Total number of employee turnover by employee category				
Executive	Number	625	1,178	
Non-executive	Number	2,161	2,478	
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	
Bursa (Supply chain managemen	nt)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	95.00	92.00	
Bursa (Data privacy and security	<i>(</i>)			

Internal assurance

External assurance

No assurance

(*)Restated

Indicator	Measurement Unit	2024	2025	
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	
Bursa (Water)				
Bursa C9(a) Total volume of water used	Megalitres	5,792.000000	736,378.000000	
Bursa (Waste management)				
Bursa C10(a) Total waste generated	Metric tonnes	224,521.00	345,065.00	
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	218,506.00 *	202,300.00	
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	26,048.00	142,717.00	
Bursa (Emissions management)				
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	4,164,000.00	5,517,000.00	
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	867,000.00	1,207,000.00	
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	No Data Provided	

Notes:

- 1. The environmental data reflects information collected from business segments where data is currently available as detailed in this report.
- 2. All reported data on waste generated, diverted from disposal, and directed to disposal were derived from within our operations.
- 3. Collection and inclusion of more complete Scope 3 data is currently in progress and we aim to include it in future disclosures.

Internal assurance

External assurance

No assurance

(*)Restated

GRI Content Index

Statement of use	YTL Group has reported the information cited in this GRI content index for the period from 1 July 2024 to 30 June 2025 with reference to the GRI Standards.
GRI used	GRI 1: Foundation 2021

GRI Standard	Disclosure Number	Disclosure Title	Page
	2-1	Organisational details	3, 11
	2-2	Entities included in the organisation's sustainability reporting	3
	2-3	Reporting period, frequency and contact point	3
	2-4	Restatements of information	3
	2-5	External assurance	No external assurance was made
	2-6	Activities, value chain and other business relationships	Annual Report, 11, 113-125
	2-7	Employees	71
	2-8	Workers who are not employees	71
	2-9	Governance structure and composition	Annual Report, 21, 71
	2-10	Nomination and selection of the highest governance body	Annual Report
	2-11	Chair of the highest governance body	Annual Report
GRI 2: General	2-12	Role of the highest governance body in overseeing the management of impacts	Annual Report
Disclosures	2-13	Delegation of responsibility for managing impacts	Annual Report
2021	2-14	Role of the highest governance body in sustainability reporting	21
	2-15	Conflicts of interest	Annual Report
	2-16	Communication of critical concerns	115
	2-17	Collective knowledge of the highest governance body	21
	2-18	Evaluation of the performance of the highest governance body	Annual Report
	2-19	Remuneration policies	Annual Report
	2-20	Process to determine remuneration	Annual Report
	2-21	Annual total compensation ratio	Annual Report
	2-22	Statement on sustainable development strategy	4-10
	2-23	Policy commitments	21, 114-116
	2-24	Embedding policy commitments	21, 114-116
	2-25	Processes to remediate negative impacts	21, 114-116
	2-26	Mechanisms for seeking advice and raising concerns	115

GRI Standard	Disclosure Number	Disclosure Title	Page
GRI 2:	2-27	Compliance with laws and regulations	59, 72, 114-115
General	2-28	Membership associations	127-128
Disclosures 2021	2-29	Approach to stakeholder engagement	22-23
MATERIAL TOP	ICS		
GRI 3: Material	3-1	Process to determine material topics	24
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ECONOMIC			
GRI 3: Material Topics 2021	3-3	Management of material topics	113-114
GRI 201: Economic Performance 2016	201-3	Defined benefit plan obligations and other retirement plans	Annual Report
GRI 3: Material Topics 2021	3-3	Management of material topics	117-118
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	118
GOVERNANCE			
GRI 3: Material Topics 2021	3-3	Management of material topics	113-114
CDL 20E.	205-1	Operations assessed for risks related to corruption	115
GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	114-115
2010	205-3	Confirmed incidents of corruption and actions taken	115
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GRI 302:	302-1	Energy consumption within the organisation	52
Energy 2016	302-4	Reduction of energy consumption	52-54
GRI 3: Material Topics 2021	3-3	Management of material topics	59
CDI 202, Materia	303-1	Interactions with water as a shared resource	59
GRI 303: Water and Effluents	303-3	Water withdrawal	60
2018	303-4	Water discharge	60
	303-5	Water consumption	60

GRI Content Index

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GRI 3: Material Topics 2021	3-3	Management of material topics	34
GRI 304: 304-1		Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside	34-42
Biodiversity 2016	304-2	Significant impacts of activities, products, and services	34-42
2010	304-3	Habitats protected or restored	34-42
GRI 3: Material Topics 2021	3-3	Management of material topics	40-50
	305-1	Direct (Scope 1) GHG emissions	51
GRI 305:	305-2	Energy indirect (Scope 2) GHG emissions	51
Emissions 2016	305-3	Other indirect (Scope 3) GHG emissions	51
	305-5	Reduction of GHG emissions	51
GRI 3: Material Topics 2021	3-3	Management of material topics	55
	306-2	Management of significant waste-related impacts	55-58
GRI 306: Waste	306-3	Waste generated	56
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	306-5	Waste directed to disposal	56
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GRI 3: Material Topics 2021	3-3	Management of material topics	70, 72, 75
GRI 401:	401-1	New employee hires and employee turnover	71
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GRI 3: Material Topics 2021	3-3	Management of material topics	65
	403-1	Occupational health and safety management system	66-67
	403-2	Hazard identification, risk assessment, and incident investigation	66-67
GRI 403: Occupational	403-4	Worker participation, consultation, and communication on occupational health and safety	66-67
Health and	403-5	Worker training on occupational health and safety	68
Safety 2018	403-6	Promotion of worker health	68-69
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	66-69
	403-9	Work-related injuries	66

GRI Standard	Disclosure Number	Disclosure Title	Page
GRI 3: Material Topics 2021	3-3	Management of material topics	75
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	77
	404-2	Programmes for upgrading employee skills and transition assistance programmes	77-81
	404-3	Percentage of employees receiving regular performance and career development reviews	75
GRI 3: Material Topics 2021	3-3	Management of material topics	70
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	71
GRI 3: Material Topics 2021	3-3	Management of material topics	70
GRI 406: Non- discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	72
GRI 3: Material Topics 2021	3-3	Management of material topics	70
GRI 408: Child Labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	72
GRI 3: Material Topics 2021	3-3	Management of material topics	70
GRI 409: Forced or Compulsory Labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	72
GRI 3: Material Topics 2021	3-3	Management of material topics	88
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	89-111
	413-2	Operations with significant actual and potential negative impacts on local communities	89-111
GRI 3: Material Topics 2021	3-3	Management of material topics	113-114, 116
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	132

TURTLE CONSERVATION

Turtle conservation focuses on protecting turtles and their natural habitats to ensure stable populations for future generations. Turtles play a vital role in maintaining healthy ecosystems, such as seagrass meadows and coral reefs.

Fun Fact

There are 7 species of sea turtles globally, and 4 can be found in Malaysia.

According to the IUCN Red List, most of these species are classified as endangered or worse.



Threats



Predators



Fisheries bycatch and entanglement



Coastal development



Climate change



Pollution



Poaching



What Can You Do?



Turn off lights near nesting beaches



Participate in beach clean-ups



Support turtle conservation groups



Choose sustainable seafood

YTL's Turtle Conservation Efforts

Recognising the urgent need to protect endangered turtles, YTL Hotels has established a Marine Centre.

- Aiming to educate guests about marine life.
- Involved in the rescue and rehabilitation of 37 injured turtles.
- Helping to release 9 with 2 more expected to be released this year.





Through the collaboration between YTL Hotels and PULIHARA Malaysia, significant strides have been made in turtle conservation. To date:

- 114,102 eggs have been saved from 1,359 nests.
- **84,491 hatchlings** have been successfully released into the wild.









YTL CORPORATION BERHAD

198201012898 (92647-H)

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

Tel • 603 2038 0888 Fax • 603 2038 0388

www.ytl.com/sustainability