YTL GROUP
Building The Right Thing

2026 SUSTAINABILITY REPORT

MAKING A GOOD FUTURE HAPPEN

The Journey Continues...

YTL GROUP
Building The Right Thing

MAKING A GOOD FUTURE HAPPEN
The Journey Continues...

reflecting our vision on what YTL Group sustainability initiatives aim to achieve internally and externally across the four pillars of the YTL Group Sustainability Framework – **Environment, Workplace, Community, Marketplace**

CONTENTS

01 OVERVIEW
- **3 About this Report**
- **5 Executive Chairman's Letter to Stakeholders**
- **11 About YTL Group**
  - **12** Awards and Accolades
- **15 Our Approach to Sustainability**
  - **15** Sustainability Framework
  - **16** Sustainability Governance
  - **17** Stakeholder Engagement
  - **19** Materiality

02 ENVIRONMENT
- **25 Protection of the Environment**

03 WORKPLACE
- **68 Empowering Our People**

04 COMMUNITY
- **95 Enriching Communities**

05 MARKETPLACE
- **128 Embracing the Marketplace**

06 OTHER INFORMATION
- **145** Accreditation
- **146** Memberships and Associations
- **149** Bursa Malaysia Prescribed Table
- **153** GRI Content Index
- **155** Be Part of the Solution

Image on front cover: *YTL Hotels' Higashiyama Niseko Village, a Ritz-Carlton Reserve, Japan*
Image on this page: *The Togetherness Gallery, YTL Museum - brick display with handwritten messages contributed by YTL employees at Tan Sri Dato' Seri (Dr) Yeoh Tiong Lay's memorial in 2017*

About This Report

[GRI 2-1, 2-2, 2-3]

We are delighted to present the 21st 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 ended 30 June 2026 ("FY2026"), unless otherwise specified. The information presented in this report is consistent and aligned with the Annual Reports of YTL Corp, YTL Power International Berhad ("YTL Power International"), YTL Hospitality REIT ("YTL REIT"), Malayan Cement Berhad ("MCB") and NSL Ltd ("NSL") for the same financial year, in respect of the entities and reporting period covered. This report should be read together with the consolidated financial statements and operational disclosures set out in YTL Corp's Annual Report.

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.

Reporting Scope & Boundaries

This report covers YTL Group's significant and active operating units where YTL Corp exercises financial control, consistent with the consolidation basis applied in YTL Corp's Annual Report – reflected by a controlling equity interest of 50% or more. Excluded are joint ventures, associate companies and other operations where YTL Corp does not have control, operations newly established or acquired within the past year, projects under development, and subsidiaries divested during the reporting period.

Unless stated otherwise, the environmental, social and governance ("ESG") data provided in this report pertains to our principal business segments of utilities[1], cement and building materials industry[2], construction, hotel operations[3] in Malaysia, Singapore, Australia, Japan, Thailand, the United Arab Emirates, Finland and the United Kingdom ("UK"), whilst the workforce data refers to all employees of YTL Group, in accordance with the consolidation approach outlined above. 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, including efforts to standardise the data collected across countries and industries so as to reflect our ESG indicators on a Group level. As a result, ESG figures may not be directly comparable to previous years, reflecting both expanding scope of reporting to include additional operating subsidiaries and refinements to estimation methods. Where quantitative data is not yet available, we aim to provide qualitative disclosures where relevant, with quantitative coverage being developed over time. This remains an area of ongoing development.

1 *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.*

2 *Environmental and procurement data for the cement and building materials industry segment comprises the cement, ready-mixed concrete, dry mix mortar and quarry products businesses of the MCB Group in Malaysia and Singapore, together with the precast and prefabricated bathroom units, environmental services, hospitality and refractory manufacturing businesses of NSL.*

3 *Environmental and procurement data for the hotel operations segment comprises YTL Hotels Group and YTL REIT. YTL REIT's data is fully consolidated for its operated Australian hotel portfolio; its Malaysia and Japan properties are reported within YTL Hotels Group's scope. YTL Hotels Group's data covers properties in Malaysia, the UK and the majority of properties in Japan. Certain properties have been excluded as immaterial.*

Reporting Reference 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
- National Sustainability Reporting Framework ("NSRF") and IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board ("ISSB"), including IFRS S2 Climate-related Disclosures
- 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 Sustainable Development Goals ("UN SDGs")

First-time Adoption of ISSB Standards

YTL Corp is reporting under IFRS S2 Climate-related Disclosures for the first time for the reporting period ended 30 June 2026. The Group has applied the following additional transition reliefs permitted under the Listing Requirements:

a. Climate-related disclosures have been prepared in accordance with IFRS S2, with IFRS S1 requirements applied only to climate-related risks and opportunities;

b. Disclosure is focused on our principal business segments; and

c. Scope 3 GHG emissions disclosure is limited to selected categories, which vary by operating entity based on data availability and applicable regulatory requirements.

Where applicable, the proportionality mechanisms of the ISSB Standards were also adopted. Unless otherwise stated, the following time horizons apply, in alignment with financial reporting:

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

Climate risks are currently assessed and aggregated at the business-model level, whilst methodologies are still under development for asset- and activity-level vulnerability to climate-related physical and transition risks and opportunities, as well as the possible capital expenditure, financing or investment required towards climate-related risks and opportunities. Quantified effects and investments that are currently available for principal business segments are disclosed in this report. These disclosures will be progressively enhanced in future reporting periods as internal tracking improves and where data is available.

The exchange rates utilised for conversion of the foreign currencies in the climate-related disclosures into Ringgit Malaysia (RM) are as set out below. The amounts stated are set in the respective foreign currency and the RM translation shown solely for reference/comparison purposes; such translation does not alter the underlying foreign currency amount stated. Great Britain Pound – GBP1.00: RM5.47 Singapore Dollar – SGD1.00: RM3.18

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

Key Judgements & Measurement Uncertainties

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

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

Data Validation & Assurance

The information and performance data presented in this report has been verified using internal sources. Waste, energy and procurement indicators 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 assurance for non-financial data. Seeking external assurance is under consideration for future reports and the process is ongoing to standardise internal audit protocols.

This report was prepared by YTL Group's Sustainability Division and approved by the Board of Directors of YTL Corp ("the Board") on 24 September 2026.

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.

- YTL Corporation
- YTL Corporation's Sustainability Microsite
- YTL Foundation
- YTL Construction
- YTL UK Group
- YTL Power International
- YTL PowerSeraya
- YTL Hospitality REIT
- Malayan Cement Berhad
- NSL Ltd
- Ranhill Utilities
- YTL Communications
- YTL Hotels

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, and are subject to change. 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 forward-looking statements after the date hereof or to reflect the occurrence of known or unanticipated events or circumstances.

Feedback

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

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

Executive Chairman's Letter to Stakeholders

[GRI 2-22]

In this report, our 21st consecutive annual Sustainability Report, we reflect not only upon what YTL Group has accomplished during the year, but upon the responsibility entrusted to us for the generations yet to come. The world continues to confront formidable challenges: geopolitical uncertainty, economic volatility, disrupted supply chains, technological upheaval and increasingly visible climatic and ecological pressures. Yet periods of uncertainty also remind us why enduring values matter.

We have once again maintained our inclusion in the FTSE4Good Bursa Malaysia Index for YTL Corp, YTL Power International, YTL REIT and Ranhill Utilities. We continue to strive to extend the scope and boundaries of disclosure and improve data integrity for all four pillars of our sustainability framework.

> "The natural resources we utilise, the environment upon which we depend, the people we lead, the capital entrusted to us and the communities in which we operate are not ours without responsibility.

Over seven decades, our journey has been defined not merely by the physical infrastructure we have constructed, but by the enduring moral and social foundations we have laid. True stewardship requires us to recognise that the resources and environmental services we utilise, the people we lead and the communities we serve are entrusted to us for a fleeting moment in history.

As we look toward a future characterised by rapid technological disruption and escalating climate volatility, our philosophy remains simple – Building The Right Thing. To us, sustainability is ultimately an expression of stewardship. The natural resources we utilise, the environment upon which we depend, the people we lead, the capital entrusted to us and the communities in which we operate are not ours without responsibility. We are their stewards for only a brief moment in history. What matters is not merely what we inherit, but what we preserve, improve and ultimately pass on. As the physical limits of our planet are being tested, our strategic focus remains across our four sustainability pillars–Protection of the Environment, Empowering Our People, Embracing the Marketplace and Enriching Communities. Our task is therefore greater than setting ambitions. We must translate conviction into measurable action, investment into lasting value, and technological progress into human flourishing.

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

From Nation Building to the Artificial Intelligence ("AI") Age

YTL has been privileged to participate in Malaysia's nation-building journey for more than seven decades. From hospitals, universities and affordable housing to transportation systems, power generation, water infrastructure and the building materials that helped construct modern Malaysia, our history has always been intertwined with the development of the nation. Today, another great infrastructure age is beginning.

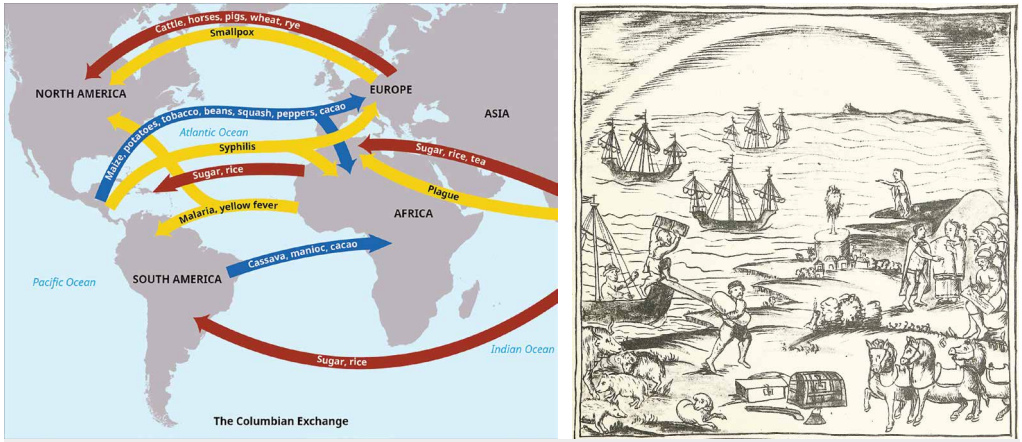
YTL Group's multifaceted operations are presented in distinct design styles: a commemorative National Day poster representing foundational industries (left) alongside a modern graphic of its urban transit and real estate footprint (right)

Just as rubber became an essential commodity powering the automobile revolution of the twentieth century, computing power is becoming a foundational commodity of the AI age. AI does not exist in the abstract. Behind every model and every digital application lies immense physical infrastructure: semiconductors, data centres, electricity generation, renewable energy, cooling systems, water resources, telecommunications networks and highly skilled human capital. This is where YTL's capabilities converge. Our experience across YTL Group in power, water, telecommunications, construction, digital infrastructure and renewable energy places us in a distinctive position to help build the foundations upon which Malaysia's AI economy can flourish. We therefore see our investment in AI infrastructure not simply as another commercial opportunity, but as a continuation of YTL's long-standing role in nation building. Whilst the technologies and infrastructure change, our purpose remains constant: Building The Right Thing.

We stand at an extraordinary moment in human history. AI may transform civilisation at a scale comparable to electricity, industrialisation and the internet. At the same time, humanity faces serious environmental pressures that demand greater wisdom in how we produce energy, consume resources and develop our cities. Technology alone will not determine whether this future is good, but values will. Innovation without responsibility can magnify human folly. Innovation guided by wisdom, stewardship and moral purpose can become an extraordinary instrument for human flourishing. This is why sustainability cannot merely be an exercise in compliance, reporting or targets. It must be embedded in the character of an organisation.

Environmental Lesson From the Past & YTL's Strategy

Centuries before the Industrial Revolution, the Columbian Exchange (the massive, historic transfer of plants, animals, culture, human populations and diseases between the Eastern and Western Hemispheres following Christopher Columbus's 1492 voyage) revealed that large-scale human activities could alter Earth's climate, habitats and ecosystems. The arrival of Europeans in 1492 in the Americas caused a catastrophic 90% population collapse amongst Indigenous peoples due to war and disease. This led to the abandonment of roughly 56 million hectares of managed agricultural land, and in fact, over the 16th and 17th centuries, this massive regrowth absorbed an estimated 7 to 10 parts per million (ppm) of carbon dioxide from the atmosphere. Whilst human tragedy is never a positive model for climate action, this significant reduction in GHG is understood to have measurably lowered global surface temperatures, contributing to a colder period known as the Little Ice Age. Other environmental impacts include effects of the severe dangers of biological homogenisation, how invasive species degrade ecosystems, and the long-term ecological damage of prioritising cash-crop monoculture and deforestation.



(Left) The Columbian Exchange, Mark Christensen. Wikimedia Commons (CC BY-SA 4.0). (Right) Florentine Codex (c. 1540–1585), Fray Bernardino de Sahagún. ASU Hispanic Research Center/ Wikimedia Commons. Public domain.

Analysis of the Columbian Exchange offers a direct historical playbook for modern corporate sustainability, and one key takeaway from the Columbian Exchange is that the distinction between climate change mitigation and adaptation illustrates that both strategies have complex, intertwining costs, and as such one is not universally superior to the other. Hence, across the Group, we continue to pursue all levers whilst managing short and long-term impacts. We have firmly anchored our operations to our long-term aspiration of achieving carbon neutrality in our operations by 2050.

Moving from ambition to concrete implementation, we are deploying scalable, commercially viable clean energy solutions across our international footprint. In Singapore, YTL PowerSeraya is driving the energy transition by constructing a 600 MW hydrogen-ready Combined Cycle Gas Turbine ("CCGT"), slated for full operation by 2028, which will inherently improve portfolio efficiency and reduce emissions intensity by at least 5%. Complementing this, the successful implementation of the Advanced Turbine Efficiency Package ("ATEP") at our Taser Power Plant is expected to reduce carbon emissions by up to 11,000 tCO_2e annually. Simultaneously, Wessex Water continues to advance its routemap to achieve net-zero operational carbon emissions by 2030 and full decarbonisation by 2040, a full decade ahead of the UK government's target. In Malaysia, our commitment to renewable generation is materialising through the phased development of a 500 MW solar power facility to co-power the YTL Green Data Center Park in Johor, alongside Ranhill's 50 MW Large Scale Solar plant in Bidor, Perak which successfully exported 109.2 million kWh of clean energy to the national grid this year. During the year under review, YTL AI Cloud officially achieved NVIDIA Exemplar Cloud status, establishing YTL AI Cloud as one of the first cloud infrastructure providers in Asia to earn this validation, placing it within an elite tier of global hyperscalers and AI-specialised clouds.

Our environmental strategy equally prioritises the circular economy and resource efficiency. MCB has surpassed its 2030 alternative fuel substitution target, achieving a 7.4% substitution rate to meaningfully reduce fossil fuel reliance in clinker production. Across MCB's operations, we successfully recovered 1.2 million tonnes of waste and industrial by-products via recycling, repurposing and co-processing, diverting these materials from landfills and reintegrating them into the construction value chain. This culture of circularity has been enthusiastically adopted by our workforce through the Beyond 70 BUILDS Recycling Campaign, which collected 105,300 kg of recyclable materials, exceeding its target by 50%. Additionally, as part of MCB's commitment to viable recovery of all waste, during FY2026, MCB continued to expand electricity generation through waste heat recovery at its cement operations, reducing reliance on grid electricity.

We are also deeply committed to safeguarding the natural ecosystems adjacent to our operations. During the year, the University-Industry Research Consortium, an initiative by MCB, expanded its multidisciplinary research network to undertake a comprehensive study of the Lembah Kinta limestone karst ecosystem, covering biodiversity, geoheritage, archaeology and sustainable resource management. The research aims to deepen understanding of the landscape's ecological, heritage and resource values, and support a science-based balance between development and conservation. In our hospitality division, Gaya Island Resort continues its pioneering marine conservation work, establishing new mangrove nurseries with a 90% survival rate and successfully rehabilitating sea turtles at our marine centre.

(Top) Ranhill's 50 MW Large Scale Solar farm in Perak, Malaysia. (Middle) Waste heat recovery electricity generation system operating at one of MCB's facilities to reduce reliance on grid electricity. (Bottom) Participants and corporate volunteers posing together during the Beyond 70 BUILDS recycling campaign

Nurturing Our Greatest Asset - Our People

Our global workforce of 20,815 individuals is the ultimate driver of our business resilience and sustainable value creation. We view human capital not as an operational input, but as our most vital asset. Accordingly, the safety, well-being and professional development of our people are non-negotiable priorities. We are immensely proud that we recorded zero employee and contractor fatalities across our global operations in FY2026. To further strengthen our safety culture, MCB launched a comprehensive Energy Isolation Standard this year to systematically control hazardous energy and prevent injuries.

This year's historic Beyond 70 celebrations profoundly strengthened our internal community. The inaugural Founders' Day and the launch of the YTL Museum in Kuala Selangor allowed our teams to reconnect with the values of honesty, hard work and togetherness that define us. In addition to our ongoing employee engagement platform to promote advocacy, awareness and shared best practices across YTL Group, Lunchtime Conversations, we expanded our globally anticipated BTRT Awards to recognise outstanding contributors from YTL's workforce in Malaysia, Vietnam, Singapore and the United Kingdom. We also introduced the Gijsen Awards and Challenge to promote sustainable wellness habits specifically for employees aged 55 and above, ensuring that our commitment to employee well-being spans every generation of our workforce.

We are continuously fostering an inclusive, equitable workplace that embraces diversity. We also continue to champion female representation, with women currently making up 26% of our global workforce and 33% of our Board of Directors. To ensure our people remain future-ready, we invest heavily in capacity building across the Group. Our employees have completed more than 380,000 training hours, whilst YTL Construction's Critical Talent Programme successfully mentored 72 high-potential employees through real business projects and cross-functional collaboration and a new cohort of YTL Scholars brought 34 exceptional students into the YTL family.

Responsible Products and Services

As global markets demand greater accountability and lower-carbon solutions, YTL Group is strategically aligning our product offerings and capital frameworks to lead this transition. Sustainable finance is increasingly central to our growth; this year, YTL PowerSeraya secured SGD500 million in transition financing, a pioneering deal aligned with the Singapore-Asia Taxonomy for Sustainable Finance, for our hydrogen-ready CCGT. Similarly, YTL Power International has a RM1.1 billion Islamic green financing facility for Phase 1 of the YTL Green Data Center Park, whilst Wessex Water has GBP900 million in bonds under its refreshed Sustainable Finance Framework to deliver tangible environmental and social benefits.

In our building materials division, MCB is actively shaping a greener construction ecosystem. Responding to the demand for lower embodied-carbon materials, MCB secured independently verified Environmental Product Declarations ("EPDs") for its ECOConcrete™ and ECOCem® product ranges. These EPDs complement existing eco-labels and provide our clients with the transparent data required to make sustainable material choices and achieve green building certifications.

(Left) Lunchtime Conversations with YTL's sustainability leaders at Menara YTL with YTL PowerSeraya's Song Jian'En, YTL Cement Group's Clarisse Loh and YTL Corp's Ralph Dixon. (Right) YTL Museum at the Yeoh family's original home in Kuala Selangor

Driving sustainable construction and industry standards with the Eco Family product line

We are also driving industry-wide capacity building through the Construction Development Lab Academy, which hosted 18 seminars reaching 1,317 industry professionals this year, and expanded our Sustainable Construction Symposium to Singapore to foster regional dialogue on the green transition.

Within our property development arm, we continue to champion heritage-led regeneration and adaptive reuse. By transforming historic assets–such as the former Oriental Bank building into Moxy Kuala Lumpur Chinatown, and Sentul Depot's historic railway workshops into vibrant community sports and lifestyle destinations–we extend the lifespan of existing structures and significantly reduce demolition waste whilst preserving Malaysia's cultural identity.

Our commitment to digital democratisation saw the strong growth of Malaysia's first AI powered digital bank, Ryt Bank. Similarly, YTL Communications commercially launched 5G Advanced nationwide and partnered with YTL AI Labs to introduce ILMUchat, powered by ILMU, Malaysia's sovereign AI model, to over three million users.

Serving our Communities

Our mandate of Building The Right Thing extends into the heart of the communities where we operate. In FY2026, MCB's BUILDS initiative reached over 101,000 beneficiaries through a community investment of RM1.8 million, supported by 1,004 dedicated employee volunteers. YTL Foundation remains at the forefront of our efforts to bridge educational divides through our volunteer-powered Leaps Academy, which provided holistic academic and social-emotional training to 695 underserved and displaced children. Recognising the critical role of teachers, we also pioneered a Social Emotional Learning pilot programme for educators to foster more empathetic and resilient classrooms.

We continuously leverage our resources to support local infrastructure and empowerment. In Vietnam, Fico-YTL fully funded and constructed Bridge No. 11 in Tây Ninh Province, completing a vital rural transport network that significantly improves residents' access to education and agricultural markets. In Malaysia, our Beyond 70 legacy project, Laman Rel Mahkota, was inaugurated by His Majesty the Yang di-Pertuan Agong, providing a unique community park beneath an operational railway station in Kluang. Across the Group, Founders' Day 2025 became a powerful demonstration of collective impact, with 400 volunteers dedicating over 5,300 hours to support 2,500 families nationwide.

We also believe in the power of art and culture to inspire environmental advocacy. Through the Penyu Shell-Ter Project, YTL Cement collaborated with 51 Malaysian artists to transform 70 turtle sculptures cast from our ECOCem® cement into unique artworks. The ensuing charity auction of the painted turtles successfully raised RM1 million, with all proceeds donated to the Turtle Conservation Society of Malaysia and PULIHARA to fund crucial habitat protection and research. In addition, YTL Cement donated RM255,000 on behalf of the 51 artists to non-governmental organisations and charity bodies of their choice.

> Across the Group, Founders' Day 2025 became a powerful demonstration of collective impact, with 400 volunteers dedicating over 5,300 hours to support 2,500 families nationwide.

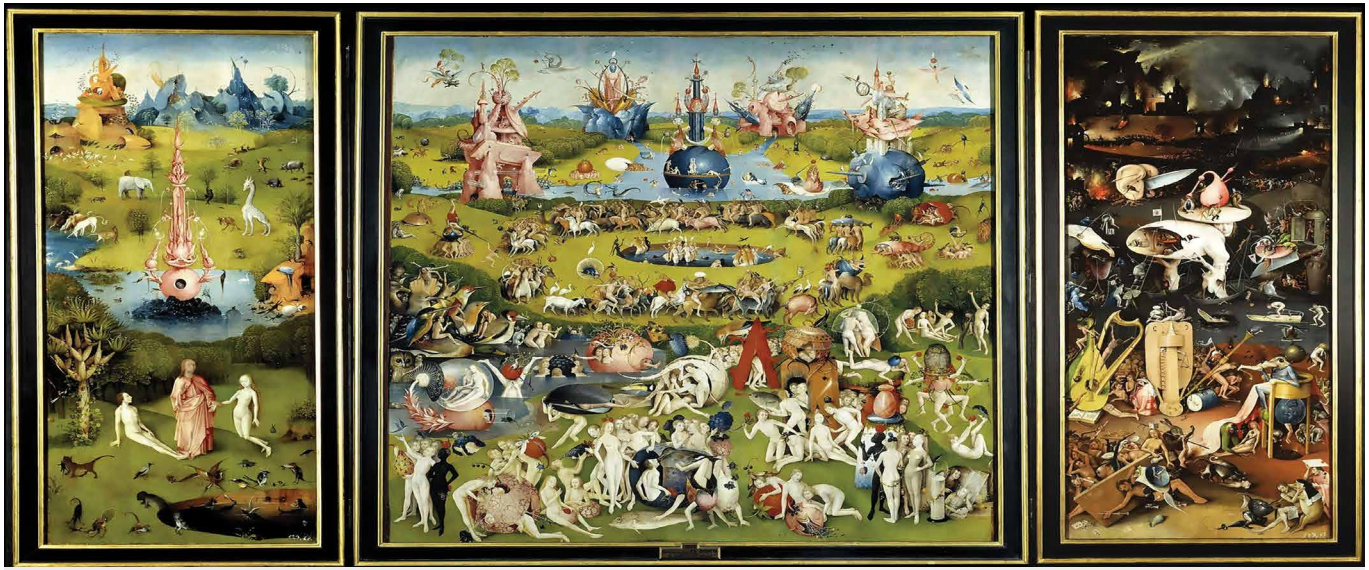
Turtle sculptures from the Penyu Shell-Ter Project displayed as part of an environmental advocacy initiative

Concluding Thoughts - Our Purpose

The Garden of Earthly Delights painted by Dutch artist Hieronymus Bosch (c. 1490) is a massive visual puzzle representing the moral trajectory of humanity, progressing from the innocence of the Garden of Eden to the seductive sins of earthly life and ultimately the torments of Hell. It is sometimes used as an allegorical framework to analyse the climate crisis, human consumption and ecological imbalance, and warns that unchecked resource exploitation leads to environmental ruin, broadly reflecting the rationale behind the four pillars of the Group's sustainability framework.

The right-hand panel depicts a dystopian future of destruction, burning landscapes and degraded habitats–a direct warning of what happens if we exhaust our planetary boundaries. The scientific and empirical evidence overwhelmingly indicates that the planet has entered a worrying new phase of climate change, but one which can still be checked and reversed. When the world was gripped by another type of crisis in 2008, the late Queen Elizabeth II, during her annual Christmas broadcast said "When life seems hard, the courageous do not lie down and accept defeat; instead, they are all the more determined to struggle for a better future."

> "At YTL, we remain guided by the values that have sustained us throughout our history: honesty, hard work, moral responsibility, togetherness and vitality.



The Garden of Earthly Delights (c. 1490), Hieronymus Bosch. Museo Nacional del Prado, Madrid

At YTL, we remain guided by the values that have sustained us throughout our history: honesty, hard work, moral responsibility, togetherness and vitality. As a Christian, I believe that creation ultimately belongs to God and that we are called to be faithful stewards of what has been entrusted to us. Scripture reminds us: "The earth is the LORD's, and the fulness thereof; the world, and they that dwell therein." – Psalm 24:1. This truth gives stewardship both humility and urgency. We did not create this world. We inherit it for a season. Our responsibility is therefore to build businesses that endure, develop technologies that serve humanity, protect the natural environment upon which life depends, empower our people to fulfil their potential, strengthen the communities in which we operate and leave something better for generations we may never live to see. That is sustainability, stewardship and nation building, and for YTL, that is what Building The Right Thing means.

As we enter the next chapter of our journey, we do so with gratitude for what has gone before, confidence in what lies ahead and determination to ensure that growth and responsibility remain inseparable. May God grant us the wisdom to build wisely, the courage to act responsibly and the humility always to remember that what has been entrusted to us today must be stewarded faithfully for tomorrow.

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 and projects under development in countries including Singapore, the UK, Australia, China, Finland, France, Indonesia, Japan, Jordan, the Netherlands, New Zealand, Thailand, the United Arab Emirates and Vietnam.

The core businesses of YTL Group comprise utilities, cement and building materials, construction, property development and investment, hotel operations, and management services. YTL Group is committed to producing world-class products and services at competitive prices. This corporate philosophy has enabled YTL Group to build up a growing customer base of more than 12 million customers globally over the last 30 years.

Corporate Facts at a Glance

YTL Group

Providing job opportunities to more than **20,000 people** globally

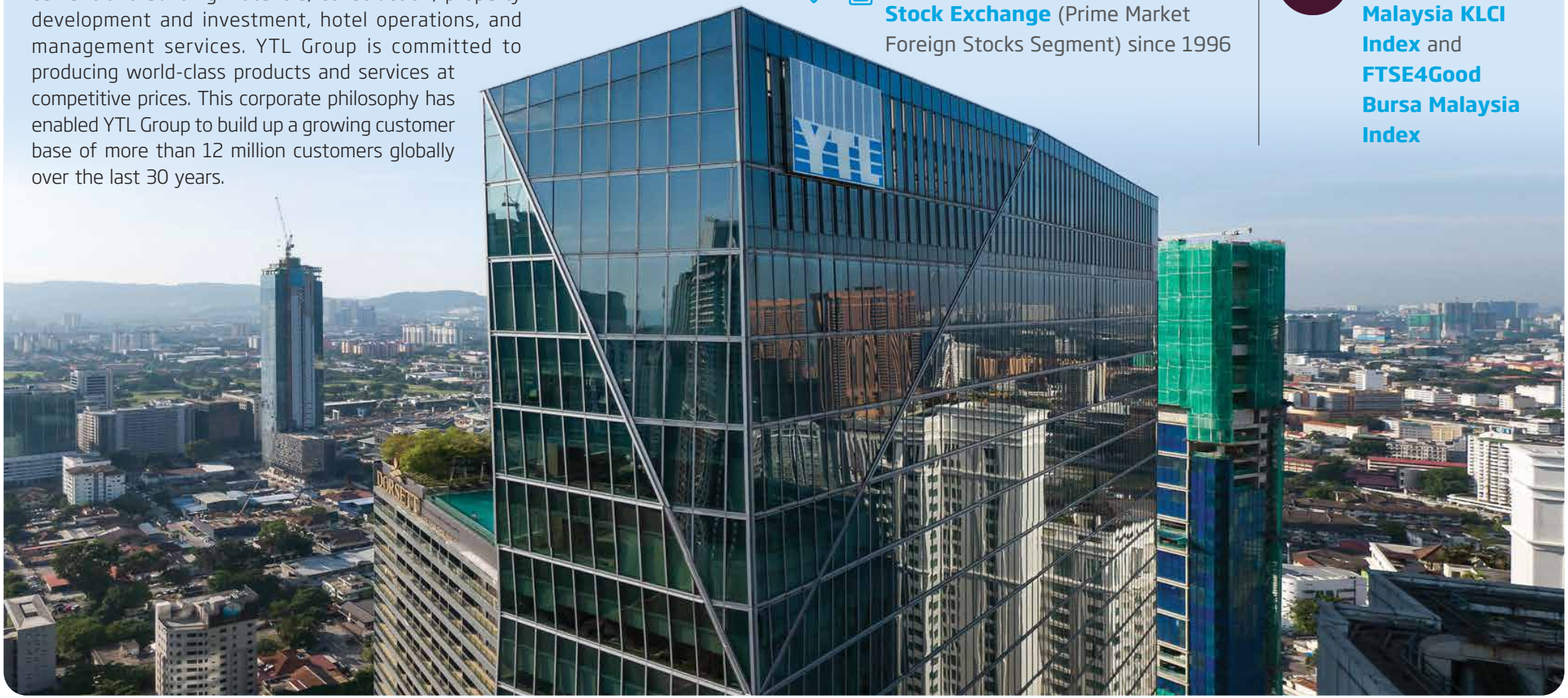
Operating in **>10 countries** across 3 continents

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

YTL Corporation

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

Constituent of **FTSE Bursa Malaysia KLCI Index** and **FTSE4Good Bursa Malaysia Index**



Awards and Accolades

YTL Group

- Tan Sri (Sir) Yeoh Sock Ping received the ASEAN Personality of the Year 2025 – Lifetime Achievement Award, conferred by the Asian Media Group UK at the 26th Asian Business Awards 2025
- Tan Sri (Sir) Yeoh Sock Ping received the World Outstanding Entrepreneur Lifetime Achievement Award, conferred by the KSI Strategic Institute for Asia Pacific and the ASEAN Business Club
- YTL Corporation received the Highest Growth in Profit After Tax over Three Years award in the Utilities category at The Edge Billion Ringgit Club Awards 2026
- YTL Corporation received the Highest Growth in Profit After Tax over Three Years award in the Big Cap category (market capitalisation between RM10 billion and RM40 billion) at The Edge Billion Ringgit Club Awards 2026

YTL Power International

- Received the Highest Returns to Shareholders over Three Years award in the Utilities category at The Edge Billion Ringgit Club Awards 2026

YTL Construction

- Received the Malaysia Best Managed Companies 2025 at the Deloitte Malaysia Best Managed Companies 2025
- Received 1st Runner-up – Talent Excellence Award 2025 at the British Malaysian Chamber of Commerce ("BMCC") Business Excellence Awards 2025
- Received the QLASSIC Excellence Award 2025 under Government (C) Category for the Genuang & Labis Stations, conferred by the Construction Industry Development Board
- Received the Malaysia's National OSH Excellence Award 2025 – Construction (Building Operations) Category, conferred by the Malaysian Society for Occupational Safety and Health
- Received the Graduate Choice Awards 2025 under the construction category
- Received the HR Asia Awards 2025 under the category Most Caring Company, DEI and Sustainable Workplace

YTL Construction UK

- Received the RoSPA Gold Award 2026 for Health and Safety Performance, conferred by the Royal Society for the Prevention of Accidents ("RoSPA")

Awards and Accolades

Wessex Water

- Tim Stephens, Head of Catchment Partnerships & Delivery, was awarded the Associateship of the Royal Agricultural Societies by the Council for Awards of Royal Agricultural Societies, for contributions to sustainable agricultural collaboration and catchment management, conferred by the Council for Awards of Royal Agricultural Societies
- Received the Regional Apprenticeship and Skills Awards – Large Employer of the Year, conferred by the Department for Education and the National Apprenticeship Service
- Received the Highest Performing Water and Sewerage Company Award under the UK Customer Satisfaction Index, published by the Institute of Customer Service
- Received 1st place for Water Quality Compliance Risk Index, Incident Risk Index and Response to Recommendations, ranked by the Drinking Water Inspectorate

Pelican Business Services

- Received Best People Engagement and Best Customer Engagement at the South West Contact Centre Awards 2026, conferred by the South West Contact Centre Forum

Turnbull Infrastructure & Utilities

- Received the Top 50 SME Apprenticeship Employers recognition, conferred by Higherin
- Received the RoSPA Gold Award 2026 for Health and Safety Performance, conferred by the Royal Society for the Prevention of Accidents

YTL Developments UK

- Received the Special Award – UK-Malaysia Business Excellence at the BMCC Business Excellence Awards 2025, conferred by the BMCC
- Received the Residential Development of the Year award at the Bristol Property Awards 2025 for Brabazon New Town, conferred by MediaClash
- Received the Apartment Development of the Year award at the Insider Southwest Residential Property Awards 2025 for Brabazon New Town, conferred by Insider Media
- Received the Retrofit Award at the Constructing Excellence South West Awards 2026 for the Spitfire Hangar at Brabazon New Town, conferred by Constructing Excellence South West
- Received the Highly Commended recognition in the Development of the Year (Fewer than 350 Homes) category at the RESI Awards 2025, conferred by Property Week

YTL Communications

- Received the Telco of the Year (Silver) for Yes 5G at the SoyaCincau Awards 2025
- Received the Broadband Plan of the Year (Silver) for Yes 5G Wireless Broadband at the SoyaCincau Awards 2025
- Received the GTI 5GxAI Award at MWC Barcelona 2026, conferred by the Global TD-LTE Initiative

Awards and Accolades

YTL PowerSeraya

- Received the WSH Performance Award (Silver) at the WSH Awards 2025, conferred by the Workplace Safety and Health Council
- Received the WSH Innovation Award at the WSH Awards 2025, conferred by the Workplace Safety and Health Council, for its "Project Barscreen Cleaning" initiative developed by the Mechanical team
- Received the Water Efficiency Awards (Projects) 2026 for the Taser Power Plant Cogen Water Treatment Plant Recycling Project, conferred by the Public Utilities Board
- Received the Company of Good – 1 Heart recognition, conferred by the National Volunteer & Philanthropy Centre
- Received the Great Place To Work™ Certification for the period from October 2025 to October 2026

Ranhill

- Received the Laboratory Excellence Award 2025 for Seri Gading Laboratory, conferred by the Institute of Chemistry Malaysia
- Received the Environmental Sustainability Award – Water Stewardship & Conservation at the ESG PLUS Awards 2025, conferred by The Exchange Asia
- Received the Fastest Growing NRW Reduction and Management Company in Malaysia award at the International Finance Awards 2025, conferred by International Finance
- Received the Best Study Consultant Award under the Consultant Category at the JPP Appreciation for 2025, conferred by the Ministry of Energy Transition and Water Transformation

NSL Ltd

- NSL OilChem Waste Management Pte Ltd ("NOWM") received the Recognition Award for Employee Health and Safety Code at the Responsible Care Awards 2025, conferred by the Singapore Chemical Industry Council
- NOWM received the SMRT Contractors' Safety Merit Award 2025, conferred by SMRT, for the second consecutive year
- NOWM received accolades in the Heavy Vehicle Fleet category at the Singapore Road Safety Awards 2025, conferred by the Singapore Road Safety Awards, for safe fleet management and driver training

YTL REIT

- Sydney Harbour Marriott Hotel at Circular Quay received the Best Environmental and Sustainability Practice Property Award, conferred by NSW Accommodation Awards for Excellence

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 continues to reinforce its creative thinking and innovative approach to ensure our businesses are sustainable, so we can continue 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 set out in our Sustainability Framework. It is aligned with the UN SDGs, YTL Group's policies and Code of Conduct and Business Ethics ("the Code"). 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

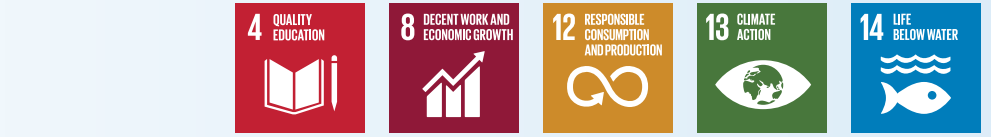
Brand Values
Building The Right Thing

HONESTY | HARD WORK | MORAL RESPONSIBILITY | TOGETHERNESS | VITALITY

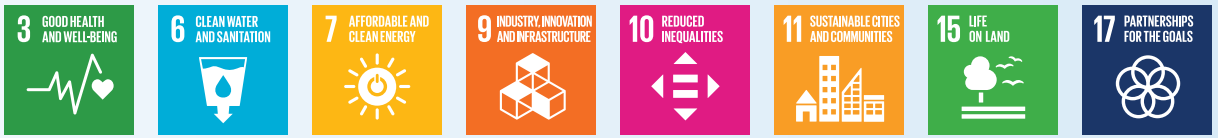
Sustainability Commitment
Making a Good Future Happen

PROTECTION OF THE ENVIRONMENT | EMPOWERING OUR PEOPLE | ENRICHING COMMUNITIES | EMBRACING THE MARKETPLACE

Aligned with
Sustainable Development Goals



Core



Peripheral

SUSTAINABILITY GOVERNANCE

YTL Group believes that good governance starts with integrity and ethics. This is reflected in our core principle of Building The Right Thing, anchored in our core values of honesty, hard work, moral responsibility, togetherness and vitality. These values play 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 is the highest governance body in our organisation, responsible for overseeing the conduct of our Group's business operations and financial and sustainability performance. The Board maintains oversight and approval authority over YTL Group's ESG strategy, priorities and targets, oversees the progress of ESG strategy and performance, and reviews and addresses the YTL Group's material ESG risks and opportunities.

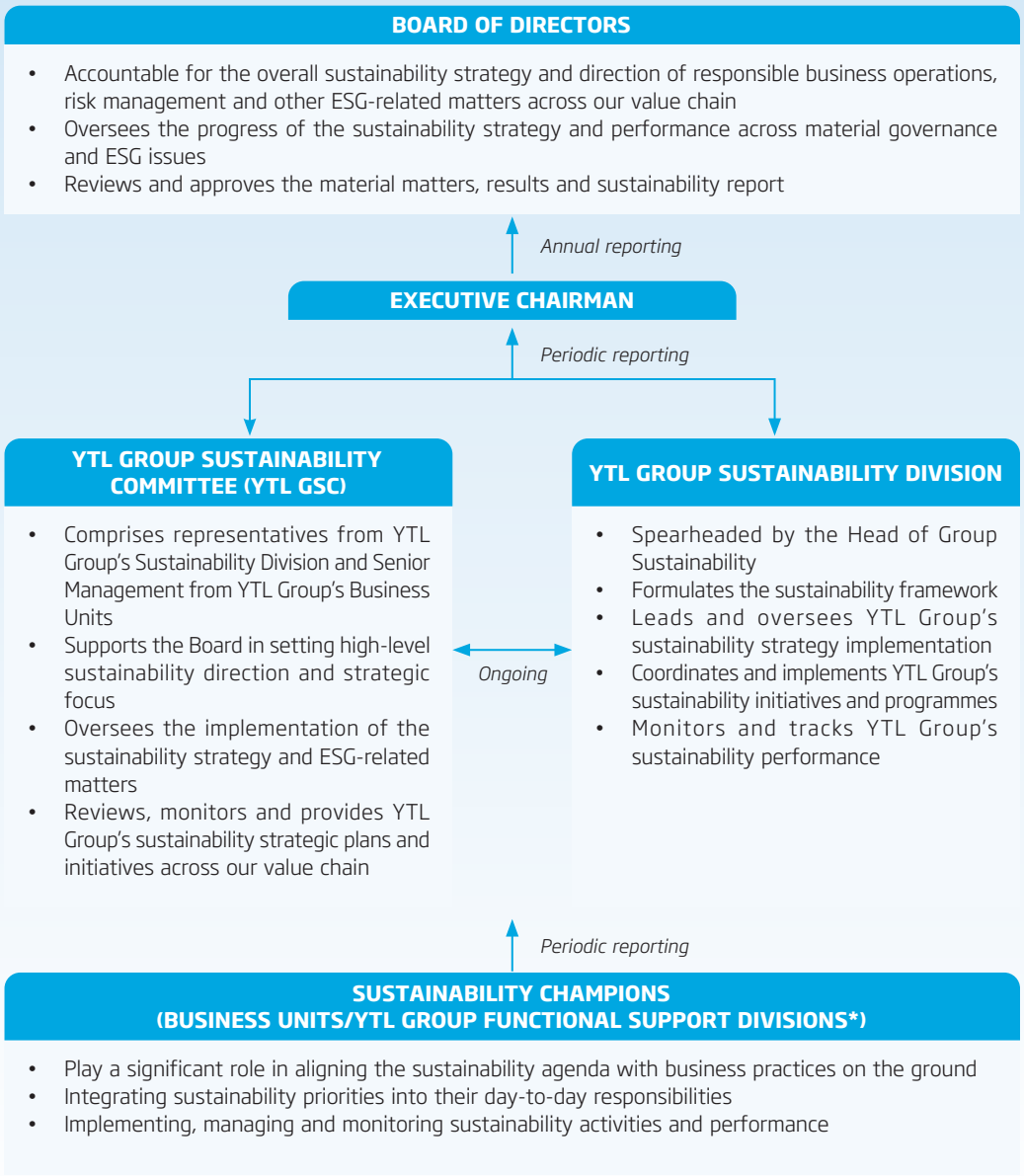
The Board collectively possesses the requisite skills, competencies and experience to discharge its responsibilities, including oversight of sustainability and climate-related matters. Directors are kept apprised of key sustainability and climate-related issues through briefings from management on performance, targets and operational updates, and stay abreast of broader developments in this area through training programmes.

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

The YTL Group Sustainability Committee ("YTL GSC") is a management-level body chaired by YTL Group's Executive Chairman, Tan Sri (Sir) Yeoh Sock Ping, and comprises the Head of Sustainability and representatives from the Sustainability Division, key business units and functional support divisions worldwide. The YTL GSC supports the Board in setting high-level sustainability direction and strategic focus, overseeing and monitoring the implementation of our sustainability agenda, and reports to the Board on an annual basis or more frequently, where required.

Sustainability Champions spanning our operations play a significant role in aligning our sustainability agenda with those of each business unit, and are responsible for implementing, managing and monitoring sustainability activities and performance on the ground. At the operating company level, the respective boards of directors oversee material ESG matters as part of their overall governance responsibilities.

YTL Group Sustainability Governance Structure



* *Note: YTL Group Functional Support Divisions include Corporate Finance, Human Resources, Legal, Information Technology and Internal Audit*

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 below sets out our key 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 Interests 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 Anti-Bribery and Corruption ("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	O	• Product and service quality • Product innovation • Product impact and measures taken • Competitive pricing • Customer experience and relationship management • Data privacy 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 requests 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, enquiries and surveys

A Annually Q Quarterly O Ongoing

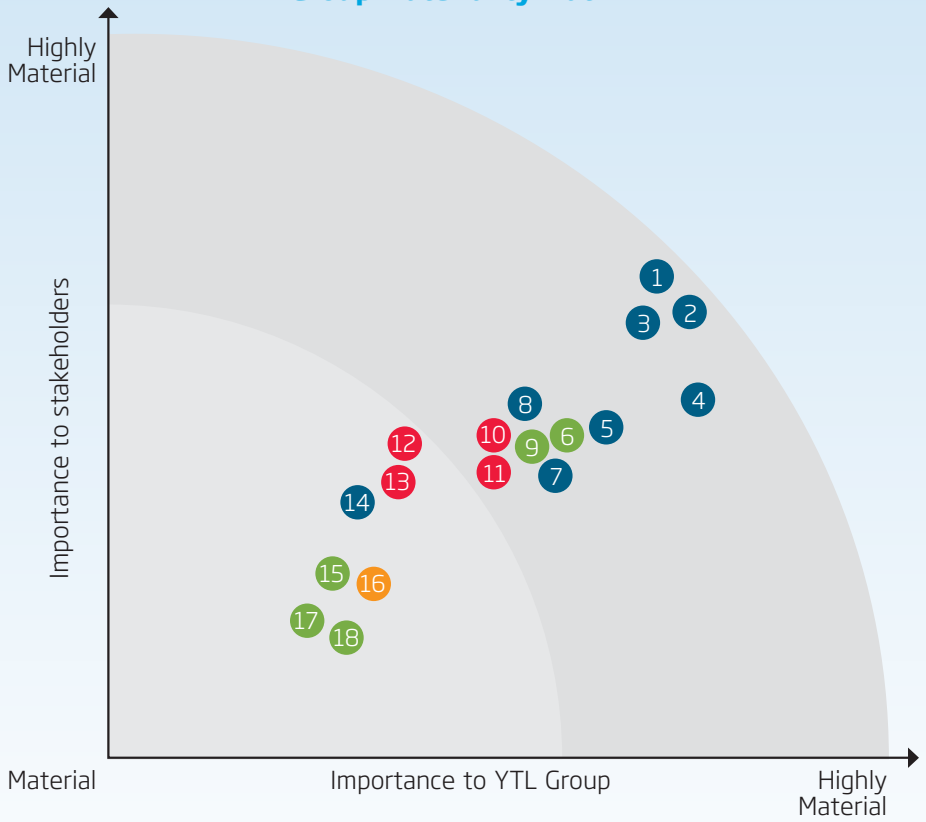
Stakeholder Groups	Modes of Engagement	Frequency	Stakeholders' Key Interests and Concerns	Our Response and Initiatives
Suppliers, Business Partners and Industry Groups	• Regular meetings, site visits and networking functions • Product launches, roadshows, trade exhibitions and sector conferences • Supplier briefings, training and workshops • Supplier assessment system	O	• 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 • 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 sectoral conferences	O	• 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	O	• 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 for community development	O	• Minimising environmental and social impacts • Community investments and project-based initiatives • Operational compliance with regulations	• Corporate donations and fundraising • Employee volunteering programmes • Community outreach programmes

A Annually Q Quarterly O Ongoing

MATERIALITY

We periodically update our materiality matrix to keep it up to date, relevant to and reflective of our businesses. This helps us 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.

YTL Group Materiality Matrix



Highly Material

1. Ethical business and compliance
2. Anti-bribery and corruption
3. Governance and transparency
4. Financial sustainability
5. Risk management
6. Climate and energy
7. Cybersecurity and data protection
8. Responsible products and services
9. Waste management
10. Health and safety
11. Diversity and inclusion

Material

12. Human rights and labour practices
13. Employee development
14. Sustainable supply chains
15. Air emissions
16. Local communities
17. Biodiversity
18. Water efficiency

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 & prioritisation of findings

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

Validation & review

The prioritised key material ESG matters were validated and the results were reported to the Board for its 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, supporting positive outcomes across all ESG aspects. These material matters are reviewed periodically through the Group's materiality assessment process and overseen by the Board.

Climate-related risks and opportunities are assessed in greater detail in accordance with IFRS S2 through the Group's climate-related governance and risk assessment processes, including scenario analysis undertaken at entity level where available. These assessments inform the Group's ongoing approach to climate strategy. Further detail is set out under the Climate Change section in the *Environment* chapter of this report.

PROTECTION OF THE ENVIRONMENT

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

UN SDGs :

Material Matters	Risks	Opportunities
6 Climate and energy 9 Waste management 15 Air emissions 17 Biodiversity 18 Water efficiency	**Shorter-term (1-5 years)** • Climate risks: Increasingly frequent extreme weather events and tightening climate-related regulation may affect operational continuity and compliance costs – see the Climate Change section under *Environment* for full analysis • Waste management risks: Tightening waste and landfill regulations in some operating regions may increase compliance and disposal costs • Air emissions risks: Non-compliance with applicable air quality and emissions standards at power plant, cement, quarry and construction sites could result in regulatory penalties or operational restrictions • Biodiversity risks: Operations near ecologically sensitive areas may face permitting or regulatory constraints as biodiversity-related expectations evolve • Water risks: Operating in water-stressed regions may expose water-dependent operations to supply disruption and rising compliance costs **Longer-term (>5 years)** • Climate and energy risks: Structural shifts driven by decarbonisation and evolving disclosure requirements may affect long-term asset values and compliance costs – see the Climate Change section under *Environment* for full analysis • Waste management risks: Sustained reliance on landfill disposal, and reduced availability of virgin raw materials, could raise long-term operating costs • Biodiversity risks: Evolving nature-related disclosure expectations may require enhanced assessment capability over time • Water risks: Long-term shifts in water availability or quality in key operating regions could affect operational continuity	• Improve resource management efficiency (e.g. 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 • Drive the development and expansion of green business lines through targeted research and development and innovation, meeting shifting customer demands and sustainability expectations • Access financing options, including sustainability-linked and green financing instruments, to support investment in climate, resource efficiency and waste reduction initiatives

Our Approaches

- Improve operational resilience through spare capacity, regular maintenance and adoption of appropriate technologies to mitigate disruptions
- Optimise resource use through efficient management of energy, water and waste
- Manage waste through the waste hierarchy – prevention, reuse and recycling before disposal – with hazardous waste handled by licensed, audited contractors
- Manage water withdrawal, discharge and consumption against applicable standards, prioritising efficiency
- Address biodiversity impacts through a mitigation hierarchy – avoid, minimise, restore, offset – supported by site-level conservation initiatives
- Maintain compliance with applicable air emissions standards and regulatory limits
- Integrate climate considerations into broader environmental risk management, with detailed disclosure in the Climate and Energy section under *Environment*

EMPOWERING OUR PEOPLE

Key Stakeholders: Employees, contractors at our operational sites

UN SDGs :

Material Matters	Risks	Opportunities
10 Health and safety 11 Diversity and inclusion 12 Human rights and labour practices 13 Employee development	**Shorter-term (1-5 years)** • Health and safety risks: Unsafe conditions and inadequate emergency preparedness may lead to workplace injuries, regulatory exposure or reputational impact • Employee development risks: Limited investment in training and career development may affect employee engagement and retention • Diversity and inclusion risks: Gaps in inclusive practice may affect workplace cohesion and talent attraction • Human rights and labour risks: Ineffective internal grievance channels could allow labour standard concerns or non-compliance with company policies or local regulations to go unaddressed **Longer-term (>5 years)** • Health and safety risks: Evolving safety standards may require ongoing policy and practice updates • Employee development risks: Limited investment in training and career development may lead to a disengaged or under-skilled workforce, affecting productivity over time	• Develop talent and provide equal opportunities based on industry-benchmarked standards, which can lead to a more skilled and competent workforce • Implement strong health and safety systems to improve overall productivity, reduce downtime as well as enhance aspects of physical, mental and social health at the workplace • Foster an inclusive culture that 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

Our Approaches

- 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 health and safety ("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
- Establish governance and reporting mechanisms to monitor progress on H&S, diversity and labour practices, supporting transparency and accountability

ENRICHING COMMUNITIES

Key Stakeholders: Communities, media

UN SDGs :

Material Matter	Risks	Opportunities
16 Local communities	**Shorter- and longer-term** • Reputation and branding risks: Inadequate community engagement may affect trust and local support for operations • Social licence 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 risks: Poor stakeholder management may lead to community concerns affecting project timelines	• Build trust, brand loyalty and reputation through active community engagement and visible commitment to community well-being • Develop partnerships and collaboration with like-minded partners for better outreach, capacity building and driving innovative solutions • Strengthen social licence 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

Our Approaches

- 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 support continuous improvement and accountability in social performance

EMBRACING THE MARKETPLACE

Key Stakeholders: Customers, suppliers, business partners and industry groups, shareholders and investors, government and regulators, banks and lenders

UN SDGs :

Material Matters	Risks	Opportunities
1 Ethical business and compliance 2 Anti-bribery and corruption 3 Governance and transparency 4 Financial sustainability 5 Risk management 7 Cybersecurity and data protection 8 Responsible products and services 14 Sustainable supply chains	**Shorter-term (1-5 years)** • Ethical business and compliance risks: Failure to meet applicable standards may result in regulatory or reputational exposure • Anti-bribery and corruption risks: Gaps in anti-bribery and corruption enforcement or compliance monitoring may lead to regulatory or reputational exposure • Governance and transparency risks: Inconsistent disclosure practices or gaps in board oversight could affect regulatory compliance and investor confidence • Financial sustainability risks: Revenue volatility or rising compliance costs may affect financial performance • Cybersecurity and data protection risks: Data breaches or security incidents may cause financial or reputational impact • Responsible products and services risks: Failure to meet product or service quality and safety expectations, or underinvestment in innovation, may affect customer trust and competitive position • Sustainable supply chain risks: Supplier reliability or ESG performance gaps may create operational or reputational exposure **Longer-term (>5 years)** • Financial sustainability risks: Sustained revenue volatility or compliance costs may affect financial performance over time • Cybersecurity and data protection risks: Underinvestment in cybersecurity or data protection infrastructure may erode stakeholder confidence over time	• Inculcate a strong compliance culture throughout the company and create a secure environment for digital assets, customers and stakeholders • 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

Our Approaches

- Uphold sound corporate governance and achieve resilient financial performance
- Implement risk management practices with 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, strengthening human rights due diligence across the value chain, including ethical sourcing, supplier screening and grievance mechanisms
- 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 help 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.
- Exploring nascent and breakthrough technologies to support a smooth and just transition to carbon neutrality in our operations by 2050.

Performance and Progress

Cement and Building Materials

- YTL Cement Berhad's companies continued to strengthen product-level environmental transparency and lower-carbon product offerings. During the year, the Group expanded its portfolio of EPDs covering a broad range of construction products, including cement, ready-mixed concrete, drymix mortars and precast concrete elements. These EPDs complement the Group's existing Type I ecolabels certified in accordance with ISO 14024, providing independently verified environmental information to support more informed and sustainable construction choices.
- MCB made further progress in reducing the carbon and energy intensity of its operations during the year through continued investment in plant and equipment, increased use of alternative fuels and increased on-site power generation through its waste heat recovery systems. In recognition of its systematic approach to energy management, all of MCB's cement plants are now certified to ISO 50001, the international standard for energy management systems.

Utilities

- YTL PowerSeraya implemented an ATEP at the Taser Power Plant which introduces high-efficiency hot-gas-path components with aerodynamic profiling, optimising cooling and improving sealing. Completed in December 2025, the plant is now operating at significantly improved efficiency, with carbon emissions expected to be reduced by up to 11,000 tCO_2e annually.
- Renewable energy generated this year by the YTL UK Group amounted to 17 GWh of electricity and 79 GWh of biomethane.
- Ranhill's 50 MWac Large Scale Solar (LSS4) plant in Bidor, Perak, generated and exported 109.2 million kWh of renewable electricity to the Peninsular grid, contributing to Malaysia's renewable energy transition and supporting national decarbonisation efforts. Since commencing commercial operations, the facility has generated a cumulative 257.4 million kWh of clean energy.

Hotel Operations

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

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.
- 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

- Zero employee and contractor fatalities were recorded across our operations.
- NSL Oilchem Waste Management secured multiple industry recognitions for operational excellence, road safety and workplace health and safety.
- YTL PowerSeraya received national-level safety recognitions through the WSH Innovation Award and the WSH Performance Award (Silver).

Zero Tolerance for Bribery and Corruption

Approach

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

Performance and Progress

- Zero confirmed incidents of corruption reported.
- 10,008 employees received ABC training.

Empower and Enrich Local Communities

Approach

- Empowering youth and underprivileged groups by providing access to quality education and sharing valuable knowledge.
- Improving the livelihoods of people 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 RM46.0 million, positively impacting more than 174,000 lives through education and community programmes.
- YTL Foundation's KelasKita reached 1,200 students and engaged 600 volunteers across Malaysia.
- Leaps Academy provided holistic education to 695 underserved students from B40[4] and displaced communities.
- Founders' Day 2025 brought subsidiaries across the Group together in a shared commitment to community, sustainability and social impact. The collective numbers reflect the scale of that effort: RM1.4 million invested, 2,500 families reached, 400 employee volunteers, over 5,300 volunteer hours and 105,300 kg of waste recycled.

[4] *The B40 community in Malaysia refers to the bottom 40% of households by income*

Protection of the Environment

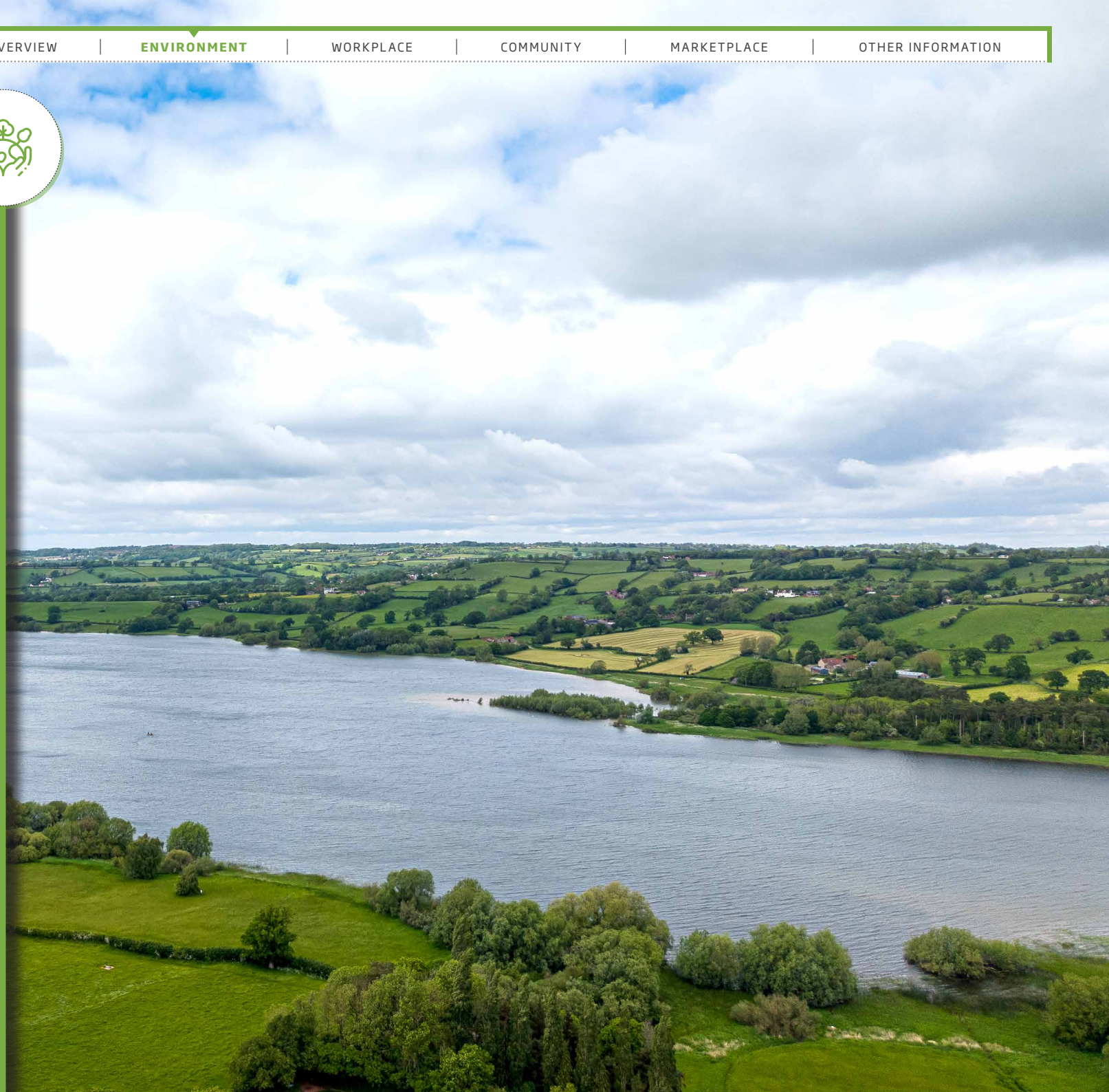
OUR COMMITMENT

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 and their ecosystems
- Reducing greenhouse gas emissions through energy efficiency, renewable energy and responsible procurement 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, 3-3, 101-2, 101-4, 201-2, 302-1, 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 rise in global temperatures. At YTL Group, we view environmental stewardship as an essential part of our responsibility as an integrated infrastructure developer. We focus on upholding regulatory compliance, whilst continuously seeking practical opportunities to improve environmental performance across our operations.

The Group's environmental management is guided by established frameworks, such as ISO 14001 Environmental Management Systems, 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 management. 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.

Ralph Dixon, Executive Director of Sustainability, participating in a roundtable hosted by Eco-Business in partnership with the Environmental Defense Fund

Ruth Yeoh, Head of Sustainability, represented YTL Group at the CNBC's Converge Live 2026 gathering for the second year in a roundtable discussion on "Power Shift – Securing a Sustainable Future"

The YTL Group Sustainability Division attended The Edge ESG Awards 2025

ENVIRONMENTAL MANAGEMENT AND COMPLIANCE

At YTL Group, environmental responsibility is embedded in our day-to-day operations through practical measures that emphasise regulatory compliance and 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.

Structured controls are in place 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 ISO 14001 Environmental Management Systems 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 FY2026, key business units, including all Malayan Cement Berhad ("MCB") cement plants, NSL Ltd ("NSL") precast manufacturing facilities in Malaysia and the UAE, as well as their waste management facilities in Singapore, maintain ISO 14001 certification, reflecting adherence to internationally recognised standards. A full list of accreditations is available in the *Other Information* section on page 145.

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 Systems ("EMS") structures and responsibilities
- Identify and complete training requirements
- 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 non-conformance, 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

We recognise that our operations may have environmental and biodiversity-related impacts. Through a nature-positive approach, we aim to mitigate these impacts, 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 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.

Environmental Screening and Monitoring

Environmental screening is conducted to review and assess potential environmental risks and impacts, including the biodiversity resources and natural capital of our development projects and operational activities. This process is formalised through Environmental Impact Assessments ("EIAs"), 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 recognises that biodiversity conservation is an important emerging sustainability consideration, particularly given the close relationship between our cement operations and natural resources such as limestone. We recognise the importance of understanding and managing potential impacts on ecosystems and biodiversity whilst supporting the responsible development and use of mineral resources.

Their biodiversity management approach focuses on balancing conservation priorities with responsible development, ensuring that environmental considerations are integrated into decision-making and long-term planning. Guided by the principles of avoid, understand and assess, minimise and manage, restore and enhance, and collaborate and advance knowledge, we continue to strengthen our understanding of biodiversity and ecological value through science-based research, strategic partnerships and targeted site-level initiatives.

For YTL Power, biodiversity protection covers regions of their operational footprint, including the region served by Wessex Water which covers over 10,000 square kilometres in the south west of England, the Brabazon development in Bristol, UK, and Ranhill's operations in Malaysia.

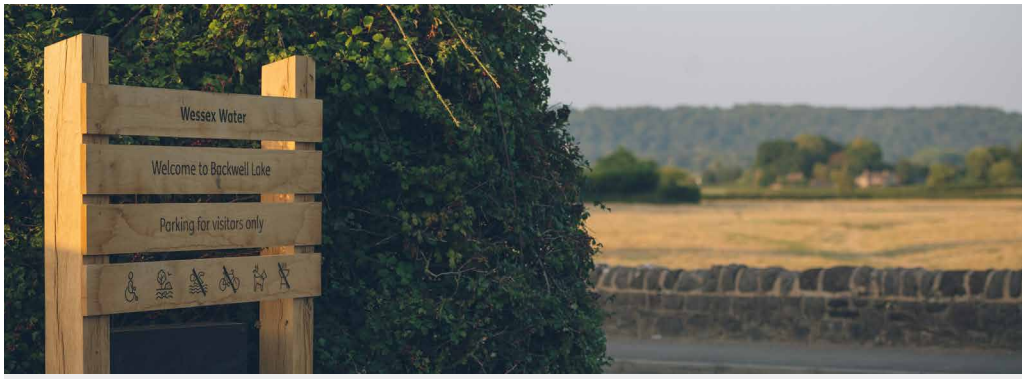
Wessex Water's operating region includes:

- 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

Wessex Water has a comprehensive programme for nature and wildlife, including conservation management plans, peatland investigations, sustainable woodland management, habitat improvements for birds of conservation concern and catchment-wide biodiversity initiatives. Wessex Water has committed to doubling its contribution to the region's biodiversity by 2050. Activities from the last five years will deliver 827 units of biodiversity increase, and in 2025-26, Wessex Water's conservation team delivered a further 19 units during the year.

Wessex Water has already seen biodiversity benefits from four nature-based solutions that treat water from storm overflows, with many similar schemes due to be completed by 2030. In addition, Wessex Water has agreed a five-year strategic partnership with national and local Rivers Trusts and has begun new catchment and biodiversity projects with partner organisations. Wessex Water's Biodiversity Action Plan[5] can be found in the "*Related Reports*" section of our website, together with more information on current biodiversity targets and commitments.

At the Brabazon New Town development in Bristol, UK, construction of Brabazon Park, a 15-acre public park strategically designed to be at the centre of the development, is now underway. Wildlife corridors are designed into their 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.



Wessex Water is committed to improving biodiversity in its operating region, including at recreational sites

[5] *Source: Wessex Water's Biodiversity Action Plan (Summer 2026 Update), together with more information on current biodiversity partnerships can be found at https://corporate.wessexwater.co.uk/media/qvlfozkg/biodiversity-action-plan-update-summer-2026.pdf*

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

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

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

Clatworthy Reservoir in the UK is home to various forms of wildlife on land and in the water, making it a desirable recreational site for families looking to fish or explore nature

Conservation of Life on Land and Life Below Water

At YTL Group, we understand the significance of protecting our ecosystems, both terrestrial and marine, 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 ("UN SDGs"), particularly SDG 14 (Life Below Water), SDG 15 (Life on Land) and SDG 17 (Partnerships for the Goals).

For nearly a decade, our partnerships with specialised non-governmental organisations ("NGOs") have allowed us to combine our operational knowledge alongside our partners' expertise, creating targeted initiatives that contribute to addressing conservation challenges near our operational sites whilst driving 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.
- A new study on mangrove-planting methods was implemented where propagules are collected and planted directly on site by using the holding cage system. This is a new methodology, which requires 12 months of observation and is suitable for *bakau minyak* (*Rhizophora apiculata*) and *bakau kurap* (*Rhizophora mucronata*) only. This study aimed to produce the most successful direct planting method on site, to reduce the time frame of planting and to determine the most suitable species for a mass planting project.
- 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 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.

Mangrove planting at GIR using the holding cage system

Life on Land Initiatives

Tanjong Jara Resort ("TJR")

- TJR has established a collaboration internship programme with the Universiti Malaysia Terengganu 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. The wildlife database survey is an ongoing project mainly for avian species. The aim is to make TJR a birding destination for bird enthusiasts.
- TJR also established its own wildlife rescue project, and the hotel is currently nurturing and rehabilitating a juvenile collared scops owl.
- The conservation team has expanded its research on habitat and wildlife on the nearby Pimpin river. This beautiful and mesmerising mangrove forest is home to a number of bird species and thousands of fireflies.
- TJR established its own nature conservation centre, which was inaugurated on 2 June 2025.

The juvenile collared scops owl

The nature conservation centre welcomes hotels guests to learn about wildlife around TJR

Life on Land Initiatives

Pangkor Laut Resort ("PLR")

- The Nature Conservation Centre in PLR helps educate hotel guests on PLR's biodiversity and conservation efforts, building on PLR's long-term strategy to conserve its surrounding environment. A booklet on terrestrial and marine wildlife was also produced, in which 212 wildlife species were recorded, for hotel guests interested in PLR's wildlife.

The Nature Conservation Centre at PLR

The Westin Perth

- The Westin Perth is committed to contributing to local biodiversity by planting only native flowering plants when replacing any plants in their gardens. This helps support the local bird and insect population, providing them with vital food sources and promotes a thriving ecosystem.

NSL

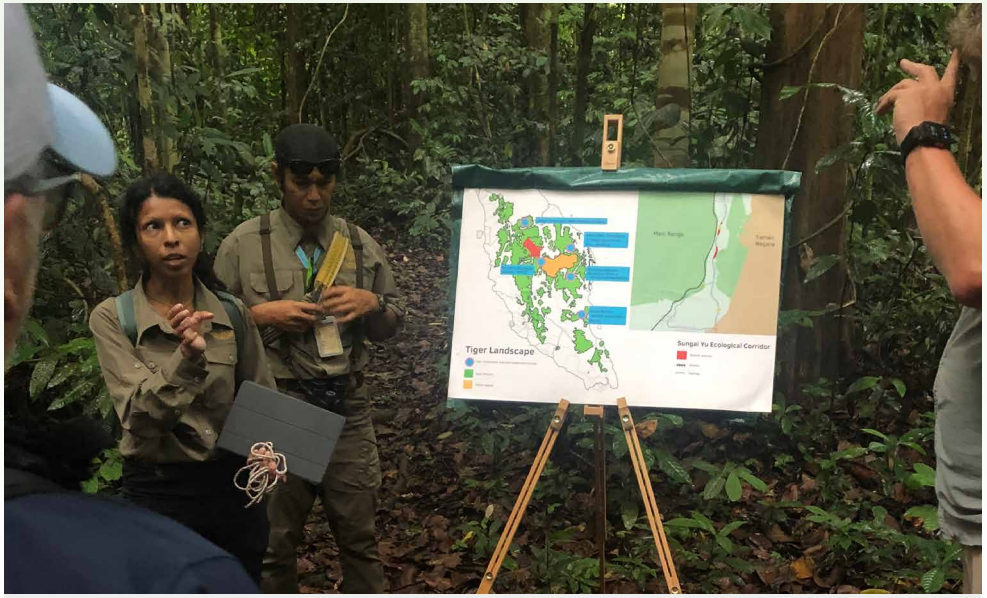
- In July 2025, employees from Eastern Pretech (Malaysia) participated in YTL Cement Group's mangrove restoration programme at the Matang Mangrove Forest Reserve in Perak, Malaysia. Organised under the BUILDS CSR platform in conjunction with YTL Group's 70th anniversary, the initiative brought together 135 volunteers, including employees, government agencies and students, to support one of Malaysia's most ecologically significant mangrove ecosystems.
- Together, the volunteers planted 700 mangrove saplings, contributing to the restoration of coastal habitats that play an important role in coastal protection, carbon sequestration and biodiversity conservation. Mangrove ecosystems also help improve climate resilience by protecting shorelines from erosion whilst providing important habitats for a diverse range of wildlife.
- For NSL employees, the programme provided an opportunity to actively participate in hands-on environmental conservation whilst strengthening collaboration with government agencies, educational institutions and local communities. The initiative also reinforced environmental awareness and shared responsibility to protect natural ecosystems for future generations.

Employees participating in a mangrove restoration programme

Life on Land Initiatives

YTL x Save Wild Tigers ("SWT")

- YTL has maintained a long-standing relationship with SWT, an organisation dedicated to protecting the critically endangered Malayan tiger, with an estimated population of just 150 remaining in the wild. SWT's conservation efforts in Malaysia are channelled through two NGO partners, RIMAU and The Habitat Foundation, supporting anti-poaching patrols, training *Orang Asli* communities as wildlife patrollers, habitat restoration and reforestation, and initiatives to strengthen prey populations essential to the Malayan tiger's survival.
- In 2025, SWT's activities included The Tiger Express, its signature conservation journey run in collaboration with the Eastern & Oriental Express, which featured a dedicated tiger conservation excursion in Taman Negara and helped raise international awareness of the Malayan tiger's plight. Beyond this, SWT continued to grow its public profile in 2025, including a tiger photographic exhibition at Hin Bus Gallery in Penang and further recognition for its conservation film, "Ray the Rug".



An excursion in Taman Negara organised by SWT to raise awareness about tiger conservation

YTL x RIMAU

- The RIMAU Gala Dinner 2025 was held in support of the conservation of the Malayan tiger, bringing together partners, community leaders and corporate champions committed to wildlife protection. YTL Corp contributed RM50,000 to the event, reflecting the Group's commitment to protecting endangered species and restoring natural habitats. The Gala Dinner raised a total of RM800,000 for tiger conservation.

The RIMAU Gala Dinner

Life below Water Initiatives

GIR

- GIR has conducted research on seagrass propagation since 2018, testing different methodologies with different seagrass species to find the most suitable method for seagrass propagation. The most successful method led to a recorded growth rate of 4.77 m^2 per month, with species such as *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. Ever since the new coral planting method was applied, the soft coral planted has shown a 100% success rate, whilst hard coral from six different species had a 70% success rate.
- Situated next to the water sports centre, a newly established seagrass nursery will double as an educational hub for guests to learn about the ecological importance of seagrass habitats.
- In December 2023, GIR introduced the ocean sea cage in an effort to rehabilitate the turtles that suffered from floating syndrome. Through this advanced rehabilitation programme, three turtles have completely recovered and been released back into the wild.
- Over the years, Gaya Island Resort Marine Centre ("GIRMC") has rescued 40 turtles and released eleven.
- Following treatment and rehabilitation at GIRMC, two rescued sea turtles were fitted with satellite geotags on their carapace to track their journey back in the wild, whilst a tracking database was established by GIR to monitor their survival rate. The team successfully monitored both turtles for over three months until the tracking devices reached the end of their lifespan, with observation data confirming a complete recovery for both.
- In May 2025, GIR signed a Memorandum of Understanding with Marine Research Foundation, witnessed by the Kota Kinabalu Mayor, in managing the ocean waste within the Kota Kinabalu vicinity by introducing an ocean waste skimmer vessel. This skimmer can salvage two tonnes of ocean waste, including microplastics as well as oil spills.

Turtle rehabilitation at GIRMC

Rescued turtles are released and tracked via satellite geotags

Life below Water Initiatives

PLR x Reef Check Malaysia ("RCM")

- YTL established a long-term partnership with RCM 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.
- Over the years, YTL has been supporting RCM's reef monitoring and marine conservation activities in and around Pangkor Island and the Sembilan Islands, contributing to scientific data collection and awareness of coral reef health.
- 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.

(left) Reef surveys conducted by RCM; (top right) PULIHARA's "Junior Marine Biologist" programme; (bottom right) Study on the painted terrapin by PULIHARA

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.
- PLR has initiated a four-year turtle growth rate study from turtle hatchlings, starting with hawksbill sea turtles (*Eretmochelys imbricata*), to establish a baseline for future age determination. Upon completion of the study, the naturalist team will adhere satellite geotags on the turtles and release them to the sea to monitor their movement and build a database on the turtles' movement in the wild.
- A turtle rescue project is ongoing in PLR where they currently have one hawksbill sea turtle under treatment for Chronic Debilitation Syndrome and floating syndrome.

TJR X PULIHARA

- During the current year, 2,594 eggs were saved, and 3,588 hatchlings were released. It is predicted that this year's low nesting season is part of natural multi-year fluctuations inherent to sea turtle nesting cycles, which may also be exacerbated by intense heatwaves experienced through the region in the year.
- Since inception in FY2016, a total of 116,701 eggs have been saved from 1,394 nests, and 88,079 hatchlings have been released.
- The "Junior Marine Biologist" programme was introduced with the successful engagement of 1,325 local students, using interactive modules to foster a deeper understanding of marine ecology and the specific threats against coastal ecosystems. By embedding these conservation principles into the local school curriculum, PULIHARA continues to build a foundation for long-term community stewardship.
- PULIHARA initiated a pilot field study on the critically endangered painted terrapin and have identified ten painted terrapin individuals. This data is essential for mapping habitat use and understanding how river modifications affect the painted terrapin.

Feature Story

Advancing Biodiversity Knowledge Through Research and Collaboration

The University-Industry Research Consortium ("UIRC"), jointly established by YTL Cement and the Ministry of Higher Education in 2023, remains a cornerstone of the company's biodiversity management approach. As Malaysia's first university-industry consortium dedicated to tropical limestone karst landscapes, UIRC brings together academia, industry, and policymakers to advance research that supports sustainable resource management and biodiversity conservation.

During the year, UIRC expanded its multidisciplinary network of researchers, bringing together experts in biodiversity, geoheritage, archeology, geopark and sustainable resource management to undertake a comprehensive study of the Kinta Valley limestone karst ecosystem. The research project, "*Kelestarian Batu Kapur Lembah Kinta: Analisis Sumber dan Nilai Warisan untuk Menentukan Zon Penggunaan Lestari dan Pemuliharaan Warisan*", seeks to develop a deeper understanding of the resource, ecological, and heritage values of the limestone karst landscape particularly in the Kinta Valley.

Aligned with UIRC's mission, the research aims to identify an appropriate balance between development and conservation through science-based assessment and evidence-based recommendations. The findings will contribute to a more comprehensive understanding of tropical limestone karst ecosystems and support informed decision-making for sustainable resource management in the state of Perak.

During the reporting year, Phase 1 of the study was successfully completed. Key outcomes included the assessment of limestone resource quality and heritage values within the Kinta Valley, a review of existing policies, guidelines, and management approaches, and recommendations to strengthen governance and management frameworks for limestone karst landscapes. These findings provide valuable insights that support both biodiversity conservation and the responsible development of mineral resources, whilst complementing the objectives of the National Mineral Policy.

Building on these achievements, Phase 2 of the project will focus on field verification, targeted geological, biodiversity, and cultural assessments, as well as the use of drone-based photography and mapping technologies to further refine conservation and sustainable development zones. The additional data generated will strengthen the scientific foundation needed to support long-term management of tropical limestone karst ecosystems and guide future conservation efforts.

In parallel, the UIRC Young Researcher Industrial Grant continues to support early-career academics in producing actionable research that contributes to biodiversity conservation, sustainable site planning, and responsible resource management. Through this initiative, YTL Cement is not only advancing scientific knowledge but also nurturing the next generation of researchers committed to sustainable development. Further details on this can be found in the *Community* chapter on page 95.

The UIRC convenes scientific committee meetings that bring together various stakeholders to advance research on limestone karst

CLIMATE CHANGE

Governmental meteorological agencies have reported that the El Niño event developing over the Pacific Ocean in the second half of 2026 is predicted to be the strongest in living memory[6]. Countries experienced above-normal temperatures and significant changes in precipitation. Multiple regions worldwide have experienced intense heatwaves and stronger storms, and businesses across sectors face direct operational, supply chain and market risks.

For a diversified conglomerate like YTL Group, with significant investments in infrastructure, energy and construction, we recognise climate change as a systemic and financially material risk to our business, operations, supply chains and the communities where we operate. We actively embed low-carbon transition considerations in our long-term strategic planning, risk management and investment decisions.

Management Approach

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.

[6] *Source: https://www.metoffice.gov.uk/blog/2026/an-unprecedented-el-nino-and-its-implications-for-the-weather-forecast*

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 the YTL GSC and where relevant 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 the *Sustainability Governance* section on page 16.

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

Climate-related Risks

The tables below outline key physical and transition risks identified in our priority business units – our cement and building materials business in Malaysia and Singapore, power generation in Singapore, water & sewerage in the UK and hotel operations in Australia. 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 the YTL Hospitality REIT ("YTL REIT") Annual Report 2026, YTL PowerSeraya Sustainability Report 2025, Wessex Water Climate Change Adaptation Report, Ranhill Sustainability Report 2026, MCB Sustainability Report 2026 and NSL Sustainability Report 2026 in the "*Related Reports*" section on our website.

Physical Risks	Time Horizon	Segment Affected		Potential Financial and Operational Impacts	Management Approach
		Business	Country		
Extreme rainfall and flooding	S – L	Water & sewerage	UK	Extreme rainfall in 2023-2024 added GBP3-4 million (RM16–22 million) in additional operating costs. In the longer term, the financial impact is expected to grow in real terms, as extreme weather events become more frequent	Investing over GBP500 million (RM2.7 billion) in the 2025–2030 business plan to reduce storm overflow discharge and volume Investing GBP34 million (RM186 million) to strengthen the resilience of our UK water assets, including from extreme flooding
	S – L	Water & sewerage Power generation	MY	Operational disruption to water treatment, distribution and power generation, potential asset and infrastructure damage, higher repair, emergency response and alternative supply costs, and potential revenue losses from downtime	Deploying water tankers and temporary supply arrangements; implementing water-supply rezoning; elevating critical electrical, pumping and control equipment; installing flood-protection barriers; strengthening emergency and flood-management plans; maintaining insurance coverage; and progressively upgrading vulnerable infrastructure to improve flood resilience
	M – L	Cement and building materials	MY SG	Prolonged heavy rainfall may disrupt quarrying activities and the transportation of raw materials, delay product deliveries and affect work progress at construction sites Frequent rainfall may increase the moisture content of raw materials, resulting in higher energy requirements for drying	Upgrade storage facilities, practice weather-informed planning, have multiple suppliers for critical materials, fortify supplier risk management plans and Emergency Response Plans and conduct routine site assessments
	M	Hotel operations	AUS	Damage to property structures and critical infrastructure, restricted accessibility for hotel guests and operational employees	Maintain ongoing building maintenance, waterproofing enhancements, and structural envelope repairs, conduct regular climate risk assessments, maintain comprehensive insurance that covers property damage, natural disaster, and business interruption

Physical Risks	Time Horizon	Segment Affected		Potential Financial and Operational Impacts	Management Approach
		Business	Country		
Heatwaves and droughts	S – L	Water & sewerage	UK	Heatwaves - 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 Droughts - Altered rainfall patterns reduce groundwater and reservoir yields, decreasing water availability and increasing the severity of pollution incidents	Introducing supply & demand-side measures, including a GBP35 million (RM191 million) investment in smart metering and the development of three large long-term water resources projects to boost supply
	S – L	Water & sewerage Power generation	MY	Prolonged dry periods may reduce raw-water availability and quality, constrain abstraction and treated-water production, require water rationing and increase energy, chemical, tanker, overtime and emergency-response costs The FY2026 drought affecting selected Ranhill SAJ water treatment plants ("WTP") resulted in an estimated combined financial impact of RM8.4 million, comprising approximately RM1.4 million in lost revenue and RM7.0 million in emergency-response costs For Ranhill's power stations in Sabah, higher ambient temperatures may reduce turbine efficiency and generation output. The assessed direct financial effect remains negligible at Group level	Releasing reserve water from dams; using alternative raw-water sources and inter-plant transfers; increasing monitoring; implementing water-supply rezoning and rebalancing; strengthening crisis-management planning for priority WTPs; monitoring ambient temperature and turbine performance; optimising operating parameters; undertaking preventive maintenance; and assessing cooling or generation-system upgrades where required
	L	Hotel operations	AUS	Elevated operational expenditures ("OPEX")	Maintain water-efficient fixtures and fittings across hotel properties to support responsible water use, maintain existing water conservation measures and enhance water resilience where appropriate

Physical Risks	Time Horizon	Segment Affected		Potential Financial and Operational Impacts	Management Approach
		Business	Country		
Chronic weather conditions	M – L	Power generation	SG	Chronic weather conditions may impact the long-term operations and reliability of our power plants and data centers	Conducting studies on the impact of climate change on operational efficiency of power generation assets, alongside improving water recycling and security
	M – L	Data center	MY		Design of data center infrastructure with cooling redundancy and backup power systems to ensure reliable operations
	M – L	Water & sewerage Power generation	MY	Saltwater intrusion may affect coastal raw-water sources and increase treatment requirements and infrastructure costs The direct asset exposure for Ranhill's power generation segment is limited, although upstream gas supply may be affected	Installing salinity-monitoring systems at raw-water intake points, implementing freshwater-flushing measures, constructing barrages where required and investing in long-term climate adaptation infrastructure
	L	Hotel operations	AUS	Increased building OPEX from higher cooling demand due to rising temperatures	Incorporate energy-efficiency considerations into asset enhancement, refurbishment and lifecycle replacement activities, evaluate opportunities to adopt energy-efficient technologies and building systems, and monitor building energy consumption to support operational efficiency improvements

Transition Risks	Time Horizon	Segment Affected		Potential Financial and Operational Impacts	Management Approach
		Business	Country		
Carbon taxes and pricing	S – L	Power generation	SG	Singapore's carbon tax increased from SGD25 per tonne of carbon dioxide equivalent ("tCO_2e") (RM79/tCO_2e) for July–December 2025 emissions to SGD45/tCO_2e (RM143/tCO_2e) for January–June 2026 emissions, with rates to rise to SGD50–80/tCO_2e (RM159–RM254/tCO_2e) by 2030	Investing in hydrogen-ready power technologies, increasing renewable electricity generation, enhancing operational efficiency and purchasing eligible international carbon credits
	S – L	Water & sewerage	UK	AMP8 includes common performance commitments for GHG emissions, linked to an outcome delivery incentive of GBP188/tCO_2e (RM1,029/tCO_2e)	
	S – L	Power generation	MY	Potential carbon pricing and compliance costs, increased investment in lower carbon plant technologies and possible longer term implications for plant utilisation and power purchase agreement ("PPA") renewal	Strengthening emissions monitoring and plant-efficiency measures; assessing plant upgrades and lower-carbon combustion technologies where technically and commercially feasible; and incorporating fuel efficiency, emissions performance and carbon-cost exposure into PPA-renewal planning
	M – L	Cement and building materials	MY SG	Cement manufacturing operations in Malaysia may be directly affected by the development of carbon pricing. The extent of any cost impact may vary depending on the emissions performance of individual cement plants and the eventual design of the carbon pricing mechanism, including applicable thresholds Other operations may be indirectly affected through carbon pricing on the power sector These developments may increase operating and input costs, influence procurement and pricing decisions, and affect the competitiveness of higher-carbon products	Monitor climate-related policy and regulatory developments to support future business planning, assess emerging decarbonisation technologies, improve energy and process efficiency, increase use of alternative fuels and raw materials, develop lower-carbon products MCB's cement plants are certified to ISO 14001 Environmental Management Systems and ISO 50001 Energy Management Systems, supporting systematic management of environmental impacts and energy performance

Transition Risks	Time Horizon	Segment Affected		Potential Financial and Operational Impacts	Management Approach
		Business	Country		
Evolving regulatory landscape	S – L	Power generation	SG	Increasingly stringent emissions standards and environmental performance commitments require significant capital investments	Construction of a SGD800 million (RM2.5 billion) 600-megawatt ("MW") hydrogen-ready power plant and the deployment of an advanced turbine-efficiency package at Taser Power Plant which will reduce annual emissions by up to 11,000 tCO_2e
	S – L	Water & sewerage	UK MY		UK: Nearly GBP4.0 billion (RM21.9 billion) capital investment programme in water and sewage infrastructure between 2025 and 2030 MY: Construction of WTPs, off-river storage facilities, barrages and other related infrastructure projects
	S	Hotel operations	AUS	Increased compliance and climate reporting expenses, financial penalties or regulatory restrictions for non-compliance	Monitor regulatory and disclosure requirements, and maintain robust climate-related reporting and compliance oversight
	S – L	All	All	Additional costs may arise from sustainability reporting, assurance and emissions-data verification, reporting-system upgrades, ISO recertification, employee retraining and the development of Scope 3 emissions inventories	Implement infrastructure upgrades, low-carbon technologies, enhance ESG reporting systems and employee capability-building programmes whilst integrating regulatory requirements into long-term capital planning and operational decision-making
Higher energy use	S – L	Water & sewerage	UK	Increased electricity consumption needs which, together with rising electricity prices, has led to higher operational costs	Expanding renewable electricity generation by implementing new wind and solar installations on or adjacent to own land, aiming to double renewable generation in operations by 2030
	S – L	Water & sewerage	MY	Higher electricity tariffs may increase the cost of pumping, treatment and distribution and place pressure on operating margins and cash flows Ranhill SAJ's annual electricity expenditure is approximately RM168 million. Every 1 sen/kilowatt hours ("kwh") change in the applicable fuel or tariff adjustment is estimated to affect electricity costs by approximately RM300,000 per month, or RM3.6 million annually	Reviewing operating schedules to reduce peak-hour costs; undertaking energy-intensive maintenance during off-peak hours; continuing energy-management measures; identifying WTPs suitable for equipment retrofits and energy-efficiency upgrades; progressively transitioning the vehicle fleet; and allocating capital for renewable-energy and energy-efficiency initiatives
	S	Hotel operations	AUS	Elevated OPEX driven by higher utility tariffs	Initiate targeted asset enhancement and energy management initiatives, and monitor energy cost exposure

Transition Risks	Time Horizon	Segment Affected		Potential Financial and Operational Impacts	Management Approach
		Business	Country		
Underperformance of green investments	M – L	Power generation	MY	Lower-than-expected returns on investments in renewable energy due to higher upfront capital expenditure ("CAPEX"), maintenance and other OPEX costs, as well as rising solar panel costs	Monitoring the performance of green investments and the adoption of appropriate strategies to ensure long-term viability
Shift in market preferences	M – L	Power generation	SG	Increased demand from businesses and industries for low carbon energy solutions and green electricity	Actively identify key customers with urgent climate goals and supporting them with low-carbon and green energy solutions, in addition to enhancing ESG and climate disclosures to align with customers' decarbonisation objectives
	M – L	Data center	MY		Development of a solar farm with up to 500 MW capacity to co-power the YTL Green Data Center Park
	M – L	Cement and building materials	MY SG	The transition towards lower-carbon construction creates opportunities for the Group to develop differentiated products and solutions, strengthen relationships with customers and stakeholders, and enhance the competitiveness of its building materials businesses	Drives product innovation and tailored solutions, builds capabilities in sustainable construction, collaborates with stakeholders to promote the adoption of lower-carbon construction solutions and obtains third-party verified eco labels for the Group's products
	L	Hotel operations	AUS	Reputational damage and reduced investor/unitholder confidence, heightened stakeholder pressure for transparent environmental performance, CAPEX required to maintain market competitiveness	Maintain sustainability performance and evaluate opportunities to strengthen sustainability credentials and disclosures, monitor evolving market expectations and relevant ESG trends, and maintain oversight of asset sustainability performance to support long-term competitiveness and stakeholder confidence
Transition to lower emissions technology	M - L	Power generation	SG	Costs associated with the adoption of clean energy solutions and digital technologies that facilitate distributed energy resources	Establishment of an Energy Transition and Regulation Department to monitor the latest energy transition technologies in Singapore and the region
Rapid technology shifts requiring system upgrades	M	Hotel Operations	AUS	CAPEX required to maintain/upgrade property systems	Monitor emerging technologies and relevant industry standards and evaluate opportunities for asset enhancement and lifecycle replacement activities
Increased stakeholder scrutiny	M – L	All	All	Growing expectations to reduce carbon footprint and increase resilience to climate risks, alongside other areas of environmental delivery	Strengthening climate resilience, enhancing operational efficiency and transitioning to lower-emissions energy sources, alongside enhancing climate-related disclosures

Climate-related Opportunities

Opportunities	Strategies	Implementation measures
Resource Efficiencies	Adoption of water- and energy-efficient technologies and measures to enable the Group to optimise resource use, enhance overall operational effectiveness and achieve cost-savings across service delivery processes Enhancement of policy incentives and customer engagement initiatives towards realisation of targets Leveraging increasing demand for sustainable waste management and resource recovery	• Advanced Turbine Efficiency Package ("ATEP"), Taser Power Plant – targeted to reduce carbon emissions by up to 11,000 tCO_2e annually • Taser Power Plant Cogen Water Treatment Plant Recycling Project – recycles & reintegrates 50% of water discharged during treatment at the Cogen Water Treatment Plant into the system each year • Wessex Water's Home Check visits and promotion of water saving packs to reduce overall demand levels • MCB and NSL continue to invest in technology and equipment upgrades, optimise production processes and strengthen the capabilities of their workforce to improve operational and energy performance • Development of lower-carbon alternatives and incorporation of recycled construction materials in concrete
Energy Sources	Leveraging emerging renewable technologies and policy incentives to increase renewable generation for self-consumption, to help the Group meet rising operational energy demand and reduce our exposure to energy cost fluctuations	• Implementation of first phase of 215 megawatt alternating current ("MWac") solar power generation facility to co-power YTL Green Data Center Park • Renewable energy generated by YTL UK Group this year amounted to 17 gigawatt hours ("GWh") of electricity and 79 GWh of biomethane • Specific site initiatives, e.g. solar generation at Ranhill SAJ's Sultan Iskandar Water Treatment Plant & mini-hydro generation at the Gunung Ledang Water Treatment Plant • Expansion of on-site solar photovoltaic systems under NSL
Products & Services	Development of lower-emissions and lower-carbon products and services, in response to shifting consumer preferences, to support business expansion into new revenue streams and enhance market competitiveness whilst addressing growing demand for more sustainable energy solutions	• Geneco SG's Power Eco Add-on – customisable green add-on (Renewable Energy Certificate or Carbon Credits) electricity plans • Solar power generation facility of up to 500 MW to co-power the YTL Green Data Center Park • 50 MWac Large Scale Solar (LSS4) plant in Perak under Ranhill generated and exported 109.2 million kWh of renewable electricity to the Peninsular grid • Product innovation at YTL Cement's Construction Development Lab ("CDL") • Capacity building through YTL Cement's CDL Academy to support collective action towards a more sustainable built environment • Environmental Product Declarations (EPDs) portfolio for YTL Cement's eco products • Optimisation of product design with Building Information Modelling (BIM) and Design for Manufacturing and Assembly (DfMA) at NSL
Resilience	Identification of and investments in innovative climate adaptation and mitigation solutions, as well as low-carbon technologies to strengthen the Group's resilience and long-term viability, build adaptive capacity, decarbonise income streams and ensure climate resilience Improve and accelerate integration of environmental and climate change priorities into long-term business strategy	• Construction of new 600 MW hydrogen-ready combined cycle gas turbine ("CCGT") in Singapore • GBP500 million investment by Wessex Water between 2025–2030 to address storm overflows • StormHarvester AI software deployed by Wessex Water to help reduce pollutions incidents • Wessex Water's Water Resources Management Plan, which sets out a 25-year strategy for sustainable water resource management
Financing	Pursuit of attractive ESG-linked lending options from banks & lenders	• GBP900 million in sustainability bonds issued under Wessex Group's Sustainable Finance Framework • SGD500 million in transition financing for the development of YTL PowerSeraya's hydrogen-ready CCGT • RM1.1 billion Islamic term financing facility for Phase 1 of the YTL Green Data Center Park in Kulai, Johor, with commitment to secure Gold Leadership in Energy and Environmental Design (LEED) certification

Climate Scenario Planning

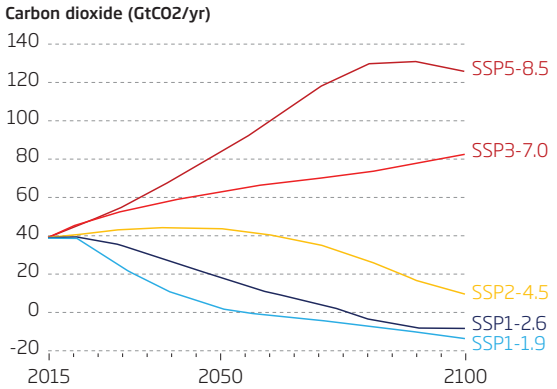
To support long-term resilience and strategic decision-making, some divisions have begun climate scenario planning to assess potential environmental risks and transition pathways. These scenario analyses are aligned with the Intergovernmental Panel on Climate Change ("IPCC") Sixth Assessment Report ("AR6")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

- Representative Concentration Pathways ("RCPs") – future projections of GHG concentrations;
- Shared Socioeconomic Pathways ("SSPs") – narratives that reflect global development, energy demand, population and technological trajectories; and
- NGFS Climate Scenarios – forward-looking pathways to model physical and economic impacts of climate change.

Power Generation

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

Figure 1: Future annual emissions of CO_2 across five illustrative scenarios of IPCC AR6



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

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

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

Clean Energy Renaissance

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

Climate Action Bloc

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

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

Emergent Tech Blazer

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

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

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

Key developments are as follows:

Solar deployment

Singapore has made significant headway in greening its energy supply, achieving its 1.5 gigawatt peak ("GWp") solar deployment target and is on track to deploy at least 2 GWp by 2030, contributing about 3% of Singapore's energy mix

Low-carbon electricity imports

Singapore is scaling up electricity imports, increasing its target from 4 gigawatts ("GW") to around 6 GW of low-carbon electricity by 2035. To date, conditional approvals have been awarded for 10 projects to import 7.35 GW of low-carbon electricity from Cambodia, Indonesia, Vietnam and Australia, which could contribute about 30% of Singapore's energy mix by 2035

Alternative fuels

Singapore initiated a viability study in July 2024 to crack ammonia and unlock hydrogen potential for power generation and bunkering at Jurong Island, and launched a consultancy study on advanced nuclear fission technologies to assess the viability of nuclear power in the longer term

Energy security

Natural gas continues to play a vital role in Singapore's energy landscape, contributing over 95% of the country's energy mix since 2017 and will continue to dominate beyond 2030. Singapore Gasco was established in April 2025 to centralise natural gas procurement and Singapore is developing a second LNG terminal, expected to be completed by 2030

Carbon capture & storage ("CCS")

Singapore launched a CCS grant call in December 2024 to conduct feasibility studies on CCS for new H-class power generation units

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

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

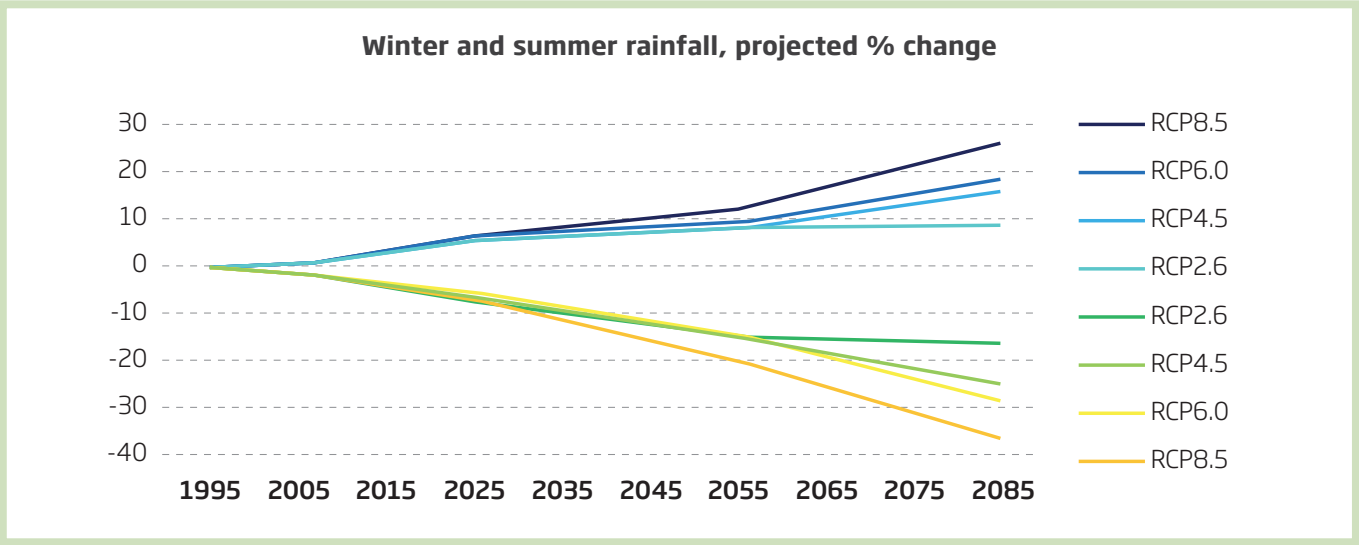
As more ambitious climate goals are anticipated alongside heightened regulatory and financial market compliance, YTL PowerSeraya will re-evaluate the urgency of climate adaptation across operations. YTL PowerSeraya will also need to improve the transparency of climate reporting to better monitor performance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

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

Water & Sewerage

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

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

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

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

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

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

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

Cement and Building Materials

During the reporting period, MCB and NSL each conducted a qualitative climate-related scenario analysis covering their respective operations, value chain, assets, costs, products and markets across the defined time horizons. The assessments considered the potential implications of different climate pathways for their business activities and value chain, including physical and transition-related effects.

The analyses for both business units were based on scenarios from the IPCC AR6, using the SSPs:

- SSP1-2.6 – Low emissions pathway: This scenario represents a future characterised by stronger climate action and significant emissions reductions, resulting in a faster transition towards a lower-carbon economy. The scenario is consistent with limiting warming to below 2°C relative to pre-industrial levels.
- SSP2-4.5 – Middle-of-the-Road pathway: This scenario represents an intermediate emissions pathway in which socioeconomic development and climate action progress at a moderate pace. Under this scenario, CO_2 emissions remain around current levels until the middle of the century, resulting in greater physical climate impacts over time compared with SSP1-2.6.

SSP1-2.6 was selected as the lower-emissions pathway to represent a stronger climate transition broadly consistent with the temperature goals of the Paris Agreement, whilst SSP2-4.5 provides an intermediate pathway against which both transition and physical risks can be assessed.

Both scenarios were used to evaluate transition risks and opportunities arising from evolving climate policies, market expectations, technology developments and customer preferences, as well as physical risks associated with increasing temperatures, extreme rainfall and flooding events that may affect operations, infrastructure and supply chains. Together, the scenarios provide a range of plausible climate futures against which MCB and NSL can consider the resilience of their strategies and business models.

The assessments focused on both business units' operations in Malaysia and Singapore, which represent the bulk of their operations and climate-related exposures. The assessments covered their key manufacturing sites and supporting corporate operations, together with relevant considerations relating to supply chains, production, products and markets.

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

Assumptions and Uncertainties in Climate Scenario Analysis

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

Due to the inherent uncertainties associated with climate-related projections, there can be no assurance that the outcomes will be representative of the actual climate-related impacts that may arise for the YTL Group's businesses. The Group will continue reviewing assumptions and update accordingly as new information becomes available, and as our understanding of climate resilience assessments evolves.

Climate-Related Metrics & Aspirations

We have set a high-level aspiration for YTL Group to be carbon neutral in operations by 2050, in line with the Malaysian Government's goal, and aligned with carbon policy goals in the main countries where we operate.

YTL Group-wide Aspiration: Carbon Neutrality in Operations by 2050

	Power generation	Water & sewerage	Cement and building materials	Other businesses
MY	25% reduction in emissions per electricity generated by 2030 (from 2022 levels) Net zero carbon emissions (Scope 1 & 2) by 2050	30% emissions reduction by 2030 (from 2022 levels) Net zero carbon emissions (Scope 1 & 2) by 2050	Reduce clinker-to-cement factor to 72.2% by 2030 Increase alternative fuel use to 6.8% by 2030	Carbon neutrality in operations by 2050
SG	40% reduction in direct emissions intensity by 2030 (from 2010 levels) Carbon neutral (Scope 2) by 2030 Net zero ambition by 2050	N/A	Complete energy assessments at principal operating sites to identify energy efficiency and GHG emissions reduction opportunities by 2027	
UK	N/A	Net zero operational carbon emissions by 2030 Net zero total carbon emissions (including supply chain) by 2040	N/A	

Power Generation

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

(i) Maximise energy efficiencies at existing combined cycle and cogeneration power plants

(ii) Import low carbon electricity

(iii) Invest in low carbon power technologies such as hydrogen-ready power generation

(iv) Secure eligible high-quality international carbon credits to offset up to 5% of taxable emissions from 2024 onwards

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

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

Water & Sewerage

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

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

The plan has three strands:

(i) Emissions avoidance e.g. further reducing leakage and encouraging water efficiency, use of lower carbon transport and promotion of low energy, nature-based solutions;

(ii) Optimisation measures e.g. improving energy efficiency and controlling process emissions; and

(iii) More renewable energy e.g. increasing generation from biogas and pursuing new opportunities for wind and solar power, both as generator and end user

An overview of the routemap is set out below and the full routemap[7] can be accessed in the "*Related Reports*" section on our website.

[7] *Source: Wessex Water's routemap to net zero carbon emissions, https://corporate.wessexwater.co.uk/media/e1vniebi/wessex-water-net-zero-report-2024.pdf*

Wessex Water's Net Zero Routemap - Potential Emissions Reductions ($ktCO_2e$)

Note: *This diagram shows the annual emissions reductions ($ktCO_2e$) that Wessex Water believes can be achieved by 2030. These figures were updated at the end of 2023, in line with Wessex Water's business plan for 2025-30. Items under 'business as usual' and 'readily available options' will occur in the 2020s, whereas the 'innovative technologies' are more likely to feature at scale in the 2030s once the technologies are established in the supply chain*

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

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

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

Through increased renewable energy deployment, energy efficiency initiatives and operational decarbonisation measures, Ranhill continues to strengthen climate resilience whilst advancing its net-zero aspirations. Ranhill's net zero roadmap[8] can be accessed in the "*Related Reports*" section on our website.

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

Cement and Building Materials

MCB's alternative fuel substitution rate increased from 5.3% to 7.4% in FY2026, exceeding its 2030 target of 6.8%. The increase reflects continued efforts to reduce fossil fuel consumption in clinker production. This was supported by initiatives to increase the availability and use of alternative fuels and improve plant-level handling and feeding processes.

The clinker-to-cement ratio increased slightly from 80.6% to 80.7% during the year, remaining above MCB's 2030 target of 72.2%. MCB continues to pursue opportunities to reduce clinker use through product innovation, material optimisation and the development of lower-carbon cement products.

During FY2026, MCB continued to assess lower-carbon technologies and materials that could support the transition towards lower-carbon cement production. Amongst the emerging technologies assessed in greater detail during the year were calcined clay and CCS.

Alongside these focused assessments, MCB continuously monitors developments in cement production technologies and engages with equipment suppliers, industry peers, research institutions and other stakeholders to identify opportunities to improve operational efficiency and reduce emissions. It also participates in industry forums and knowledge-sharing activities to learn from emerging technologies and their application across the industry. Where technologies demonstrate potential to deliver meaningful operational or emissions benefits, it evaluates its suitability for operations and invest where appropriate.

[8] *Source: Ranhill's Net Zero Roadmap, https://ranhill.com.my/wp-content/uploads/pdf/Net-Zero-Roadmap.pdf*

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, utilisation and storage ("CCUS")

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

Note:

- *Short to medium-term plans*
- *Medium to long-term plans*

GHG Emissions

We measure and report GHG emissions across our core operations in alignment with the GHG Protocol Corporate Accounting and Reporting Standard. Our current GHG boundary includes Scope 1, Scope 2 and selected Scope 3 across key business units, where data are available. We are progressively expanding the coverage for Scope 3 emissions with selected business units as part of our phased approach to enhanced climate disclosure and alignment with IFRS S2 disclosures.

Measurement Approach & Calculation Methods

Reporting Standard

GHG emissions are calculated in accordance with the GHG Protocol (Scope 1 & 2) and Corporate Value Chain (Scope 3) Standard, consistent with ISSB Standards.

Consolidation Approach

GHG emissions are consolidated using the financial control approach, in line with financial reporting.

Scope 1

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

Scope 2

Indirect emissions from purchased electricity, heat, steam and cooling within our utilities, cement & building materials industry and construction divisions, and hotels in Malaysia, Australia, the UK and Japan.

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.

Measurement Approach

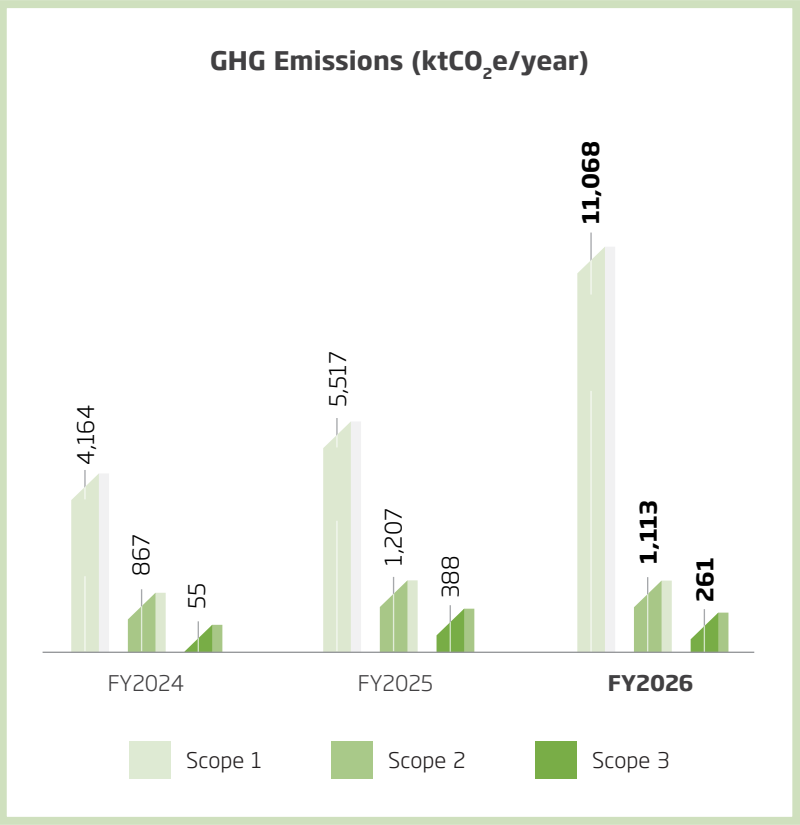
Scope 3 emissions were based on various methods such as the distance-based method, spend-based method and average-data method.

Emission Factors

Emission factors used for calculation of GHG emissions above are sourced from Australia's National Greenhouse Accounts Factors, Dubai Electricity and Water Authority (DEWA) of the UAE, the Energy Commission of Malaysia, the Energy Market Authority (EMA) of Singapore, Finnish Energy, the IPCC, Ministry of the Environment, Japan, the National Environment Agency ("NEA") of Singapore, the Netherlands' national CO_2 emission factors database, the Singapore Emissions Factors Registry (SEFR), the SIRIM Malaysia Life Cycle Inventory Database, the UK Department for Environment, Food & Rural Affairs (DEFRA), and the United States Environmental Protection Agency (USEPA).

Global Warming Potential ("GWP") Values

CO_2e conversions use 100-year GWP values from IPCC (AR5/AR6).



The year-on-year increase in reported Scope 1 emissions at the Group level primarily reflects the first-time inclusion of the cement and building materials industry – comprising MCB and NSL – within the Group's GHG reporting boundary, in alignment with the Group's enhanced climate-related disclosures under IFRS S1 and IFRS S2. This is a boundary expansion, not an increase in underlying operational emissions. Excluding the cement and building materials industry, YTL Group's Scope 1 emissions on a like-for-like basis remained broadly stable year-on-year. The total emissions in the utilities division decreased for FY2026, due mainly to a reduction in electricity generated and sold in the Group's power generation business in Singapore.

Emission Reduction Initiatives

MCB

- MCB's alternative fuel substitution rate increased from 5.3% to 7.4%, exceeding their 2030 target of 6.8%. The increase reflects continued efforts to reduce fossil fuel consumption in clinker production. This was supported by initiatives to increase the availability and use of alternative fuels and improve plant-level handling and feeding processes.
- The clinker-to-cement ratio increased slightly from 80.6% to 80.7% during the year, remaining above the Group's 2030 target of 72.2%. MCB continues to pursue opportunities to reduce clinker use through product innovation, material optimisation and the development of lower-carbon cement products.

YTL Hotels and Properties

- During FY2025/26, 55% of The Westin Perth's electricity consumption was sourced from renewable energy, primarily generated from wind and solar sources, an increase from 40% in FY2024/25. This improvement was enabled by the continued expansion of renewable energy infrastructure across Western Australia, including new wind generation capacity and the integration of battery storage into the electricity network. In addition, the hotel has 74 solar panels installed on its rooftop, generating renewable electricity on-site and reducing reliance on grid-supplied electricity generated from fossil fuels.

Solar panels on the rooftop of The Westin Perth

YTL Power International

- 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, the Group's new data center development in Johor. During the financial year under review, the first phase comprising 215 MWac was completed.

YTL UK Group

- Renewable energy generated this year by the YTL UK Group amounted to 17 GWh of electricity and 79 GWh of biomethane.

YTL PowerSeraya

- To further reduce direct emissions, YTL PowerSeraya is committed to purchasing eligible international carbon credits to offset up to 5% of its taxable emissions starting in 2024, but has yet to do so owing to the unavailability of eligible carbon credits. Since the NEA has allowed carbon tax-liable companies to roll-over their unutilised carbon allowance to offset the next year's emissions, YTL PowerSeraya will consider this option if eligible carbon credits become available.
- As part of Geneco SG's 8th year anniversary, and in continuation of its eco journey with Power Eco Add-on, Singapore's First-And-Only customisable green add-on (Renewable Energy Certificate or Carbon Credits) for an electricity plan, Geneco SG celebrated by offering complimentary first 8 months of the innovative green add-on to both new and existing Geneco SG residential and small and micro business customers who opt-in or upgrade to Power Eco Add-on. As of 30 June 2026, Geneco SG has 3,517 customers who have opted for Power Eco Add-on, contributing to an overall target of 6,800 customers by 2030.

Ranhill

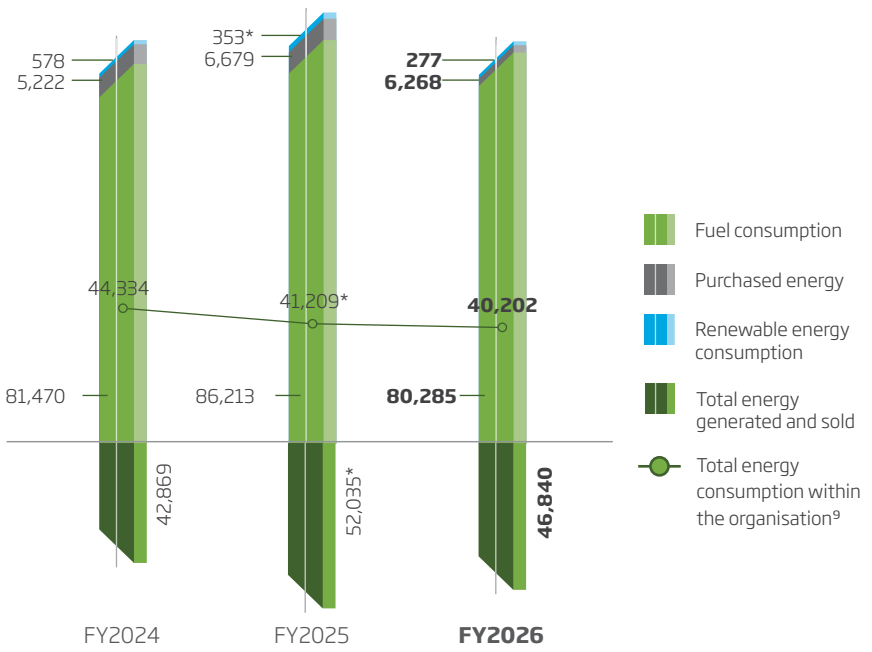
- In Malaysia, the Ranhill Group's capacity comprises 380 MW of CCGT power plants and 50 MW large-scale solar operations. The Malaysian government has established firm targets to increase the share of installed renewables capacity to 31% of the national energy to be mix by 2025 and 70% by 2050.
- Ranhill's solar farm provides a strategic platform to further develop the renewable energy asset portfolio. The strategy focuses on a combination of operational excellence, strategic expansion into renewables and leveraging existing assets. Partnerships similar to that developed with the Sabah Energy Corporation Sdn Bhd would be a mainstay approach towards capitalising market opportunities and national energy transition initiatives.
- Ranhill continues to accelerate the adoption of renewable energy and low-carbon solutions across its operations in line with its Net Zero 2050 Roadmap. During FY2026, the Ranhill Group's 50 MWac Large Scale Solar (LSS4) plant in Bidor, Perak, generated and exported 109.2 million kWh of renewable electricity to the Peninsular grid, contributing to Malaysia's renewable energy transition and supporting national decarbonisation efforts. Since commencing commercial operations, the facility has generated a cumulative 257.4 million kWh of clean energy.
- Renewable energy initiatives are also being integrated into Ranhill's water operations, including mini-hydro generation at the Gunung Ledang Water Treatment Plant.

Solar farm at Ranhill

Energy Consumption

With growing geopolitical tensions resources are strained, directly impacting global energy distribution. YTL Group is committed to 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.

Total Energy Consumption (terajoules)



**Note: Restated*

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

Energy Efficiency Initiatives

YTL PowerSeraya

- YTL PowerSeraya has a licensed generation capacity of 3,100 MW, with a current registered generating capacity of about 2,487 MW as at 30 June 2026. To reduce direct emissions intensity by 2030, YTL PowerSeraya aims to transition its portfolio of power-generating assets, enhance energy efficiencies and procure eligible international carbon credits to offset up to 5% of taxable emissions annually.
- YTL PowerSeraya is currently constructing a 600 MW hydrogen-ready power plant, which will be fully operational by 2028. This highly efficient CCGT, when operating on 100% natural gas, will enhance the overall energy efficiency of YTL PowerSeraya's portfolio and reduce average emissions intensity by at least 5%.
- Once Singapore develops the necessary infrastructure to supply cost-competitive hydrogen fuel for the power sector, YTL PowerSeraya will be able to further reduce emissions intensity by incorporating hydrogen into the fuel feed for the new CCGT.
- During the financial year under review, YTL PowerSeraya implemented an ATEP at the Taser Power Plant. This retrofit introduces high-efficiency hot-gas-path components with aerodynamic profiling, optimising cooling and improving sealing. Completed in December 2025, the plant is now operating at significantly improved efficiency, with carbon emissions expected to be reduced by up to 11,000 tCO_2e annually.

Ranhill

- Energy consumption across Ranhill is primarily driven by the water treatment and power generation businesses, reflecting the energy-intensive nature of these operations. Ranhill SAJ relies mainly on grid electricity for water treatment operations, whilst the Teluk Salut and Rugading power stations utilise natural gas-fired CCGT technology, which offers lower emissions intensity compared to other conventional fossil fuels.
- Ranhill remains focused on improving energy efficiency through ISO 50001-certified energy management practices, optimisation of pumps and equipment, turbine performance improvements, preventive maintenance and operational efficiencies across the Ranhill Group's operations.

[9] *Total energy consumption within the organisation is calculated as the aggregate of fuel consumed, purchased energy and renewable energy consumed, net of energy generated and sold. For the cement and building materials segment, the reporting boundary currently covers only purchased electricity consumption for MCB.*

YTL REIT

- Our hotels conduct routine optimisation and preventive maintenance of key energy-intensive building systems, including chillers, boilers and ventilation equipment, to maintain operational efficiency and minimise avoidable energy consumption.
- Sydney Harbour Marriott Hotel ("SHMH") is undertaking a major Heating, Ventilation and Air Conditioning ("HVAC") Modernisation Programme to improve energy efficiency and support decarbonisation. The project includes upgrading ageing mechanical plant and HVAC equipment with advanced technologies such as Variable Air Volume systems, heat recovery exchangers and intelligent controls that optimise energy use based on real-time demand.
- Brisbane Marriott Hotel ("BMH") installed Variable Speed Drives within the plant room to optimise the operation of chiller and cooling tower motors. By adjusting motor speeds according to real-time demand, the system improves efficiency and reduces electricity consumption.
- BMH also installed hot water units in the plant room with a pre-heating system for high efficiency of hot water supply to guest rooms and for temperature control.
- BMH and SHMH are fitted with Building Management Systems (BMS), which help monitor and control core building services such as HVAC and lighting.
- BMH, Melbourne Marriott Hotel ("MMH") and SHMH are progressively transitioning from conventional lighting to energy-efficient Light-emitting Diode ("LED") fixtures to further reduce energy consumption. BMH and MMH have also implemented LED lighting paired with motion sensors in designated areas to help reduce unnecessary energy use.
- BMH provides an electric vehicle ("EV") charging facility on its site, facilitating EV adoption amongst guests and employees.

MCB

- Total electricity consumption from MCB decreased by 7.3% compared to FY2025. This reduction was primarily driven by improvements in energy efficiency across their operations, including equipment upgrades and process optimisation, as well as a change in product mix. In FY2026, the company generated 62,035 MWh of clean energy.
- MCB monitors electricity consumption and energy performance at their operations and continues to invest in energy-efficient equipment, process improvements and renewable energy initiatives. All integrated cement plants and grinding stations are certified to ISO 50001, supporting a structured approach to energy management and continual improvement. During FY2026, MCB continued to expand electricity generation through waste heat recovery at its cement operations, reducing reliance on grid electricity.

YTL Hotels and Properties

- Properties have implemented routine maintenance and optimisation initiatives for critical HVAC equipment.
- Properties are adopting LED lighting in phases 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.
- Following the completion of an Energy Audit in 2024, The Westin Perth commenced the implementation of recommended energy efficiency initiatives, with initial actions focused on optimising building systems and equipment operations, resulting in a 10% year-on-year reduction in both energy and water consumption. Key measures included reviewing chiller operations, adjusting air-conditioning temperature set points in public areas and enhancing preventative maintenance programmes for HVAC equipment. These improvements have increased the efficiency and performance of the hotel's plant and equipment, reduced overall resource consumption and supported the hotel's ongoing commitment to environmental sustainability and operational excellence.

YTL Construction

- On 11 December 2025, the official launch of the Gemas–Johor Bahru Electrified Double Track Project marked the completion of one of Malaysia's most significant rail infrastructure projects, with SIPP-YTL serving as the local main contractor. The event was officiated by His Royal Highness Tunku Ismail, Regent of Johor, in the presence of Prime Minister YAB Dato' Seri Anwar Ibrahim, senior federal and state government leaders, and more than 1,000 invited guests.
- As the final section completing Peninsular Malaysia's electrified double-track railway corridor, the project strengthens the country's public transport network by delivering faster, safer and more reliable rail services. By encouraging greater use of electrified rail over private vehicles, the project supports lower carbon emissions, reduces road congestion and contributes to a more sustainable and connected transport system for future generations.

WASTE MANAGEMENT AND RESOURCE EFFICIENCY

YTL Group views waste management and resource efficiency as important aspects of its operational approach, recognising their role in supporting long-term business resilience. As a diversified organisation with operations spanning infrastructure, utilities, property and hospitality, we are exposed to evolving expectations surrounding resource use and waste management. These include changing regulatory requirements, growing stakeholder scrutiny and increased attention on waste generation and disposal practices. Such developments may influence operational continuity, costs and reputation, particularly in jurisdictions introducing stricter landfill controls and extended producer responsibility frameworks.

We recognise opportunities to enhance value creation through effective waste reduction, resource recovery and process optimisation initiatives. By promoting responsible resource planning, efficient material utilisation and systematic management of resources across our business units, we seek to optimise the use of finite natural resources whilst minimising waste. This approach enables us to identify and address material risks, improve operational performance and support the gradual transition towards more circular business practices across the Group.

Management Approach

Our approach to resource efficiency and waste management is guided by the waste hierarchy principle, which prioritises waste reduction, 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

Reduction and Reuse

Reducing 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

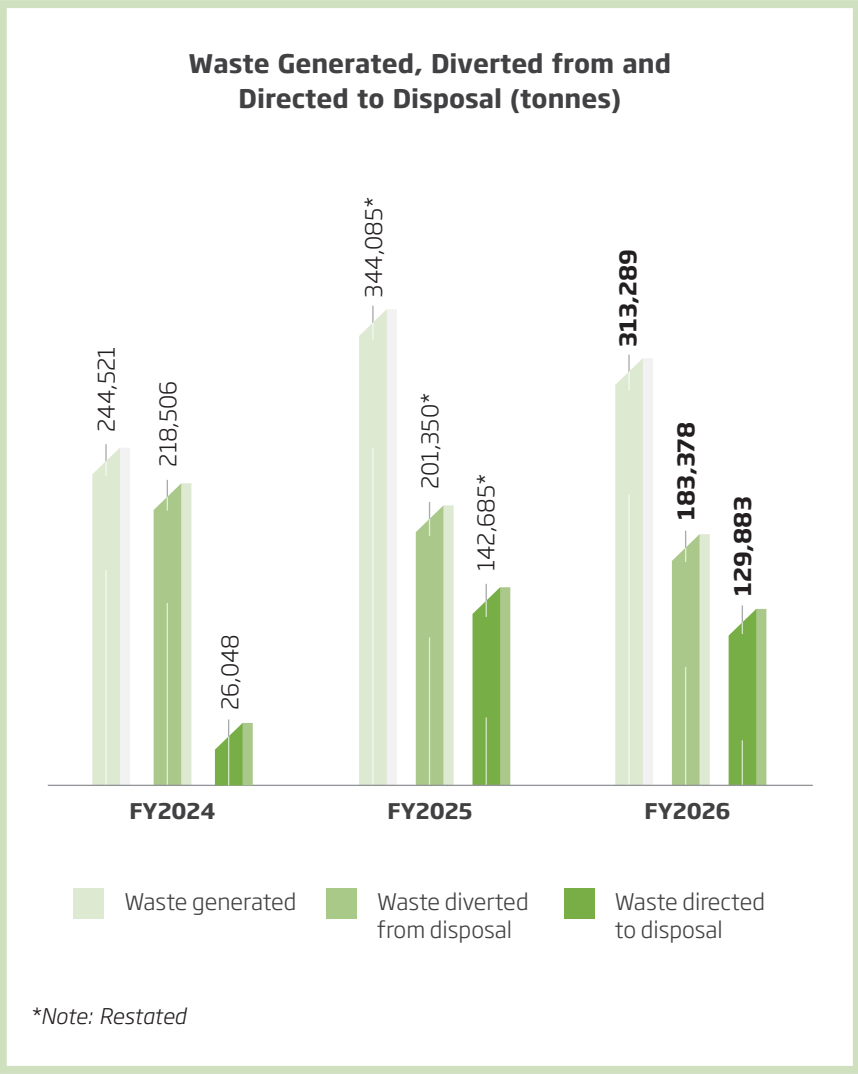
We transform or redeploy waste which may no longer be usable for its original purpose into another object with an alternative value.

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-party waste management organisations to properly handle and dispose of waste that has no further use and for the responsible treatment of hazardous waste.



Note: Restated

The total waste generated this year decreased from the last financial year, mainly driven by the water and sewerage business in the UK. The waste diversion profile remained broadly stable, following the inclusion of Ranhill in the reporting boundary in FY2025.

Waste Management Initiatives

MCB and NSL

- As part of the YTL Cement Group, MCB and NSL participated in the BUILDS[10] Recycling Campaign, a Group-wide initiative launched in conjunction with YTL Group's 70th anniversary. Running from April to September 2025, the campaign encouraged employees, business partners and local communities to recycle paper, plastics, metals and other recyclable materials, promoting environmental awareness and reinforcing the principles of a circular economy.
- The campaign achieved a total collection of more than 105,000 kg of recyclable materials across five of YTL Cement's operations, significantly exceeding the original target of 70,000 kg. NSL supported the initiative through employee participation at Eastern Pretech (Malaysia)'s operations in Malaysia, reflecting their commitment to responsible waste management and resource conservation.
- The campaign culminated in the BUILDS Recycling Open Day held in October 2025, where employees, their families and members of the public participated in recycling activities and interactive sustainability workshops that demonstrated practical ways to give new life to waste materials. The event featured recycling and upcycling workshops whilst collecting an additional 3,000 kg of recyclable materials, reinforcing the importance of responsible waste management and showing how collective action can contribute to reducing waste and supporting a more circular economy.
- MCB continues to identify suitable opportunities for recovery and co-processing of waste streams, supported by the necessary regulatory approvals and controls, to reduce reliance on final disposal. MCB's resource recovery activities are undertaken subject to applicable regulatory requirements and approvals from the Department of Environment (DOE) Malaysia. MCB works with customers, suppliers, government agencies and other stakeholders to identify suitable waste streams and expand opportunities for resource recovery, whilst maintaining appropriate environmental, health, safety and product quality controls.
- In FY2026, 1.2 million tonnes of waste and other materials were recycled, reused, co-processed or repurposed for use, including waste streams received from third parties.

BUILDS Recycling campaign

[10] *BUILDS is the Corporate Social Responsibility arm of YTL Cement.*

Ranhill

- Ranhill promotes responsible production and consumption by improving resource efficiency, reducing waste generation and advancing circular economy practices across its operations. Guided by the Ranhill Group's 4R principles (Refuse, Reduce, Reuse and Recycle), efforts focus on optimising the use of water, energy and materials, extending asset life, and maximising opportunities for reuse, recycling and resource recovery.
- During FY2026, the Ranhill Group continued to strengthen resource efficiency through recycling, waste-diversion and digitalisation initiatives. These included textile collection and recycling through the Ranhill Re-bin programme, a Group-wide electronic collection effort, and enhanced recycling practices across business units. The Group's subsidiary, RTSB, further supported responsible resource consumption through the deployment of dedicated recycling bins and the continued use of its AquaSMART digital platform, which reduced paper usage and operational travel by enabling fully digital processing of subcontractor claims.

YTL PowerSeraya

- In Singapore, YTL PowerSeraya has improved data collection for waste and will continue to monitor waste performance, review waste streams and improve the recycling rate for both hazardous and non-hazardous waste. Both non-hazardous and hazardous waste generated by YTL PowerSeraya are collected by NEA-licensed waste collectors.
- In line with its 2030 Environmental Target, YTL PowerSeraya aims to achieve the following performance goals for different waste categories:
  - A recycling rate of 10% for hazardous waste. In FY2026, YTL PowerSeraya exceeded this target, achieving a recycling rate of 27% for hazardous waste. This improvement was driven by a new contractual requirement for the appointed hazardous waste collector, under which oily wastewater, previously classified as waste for disposal, is now fully recovered and recycled.
  - A recycling rate of 43% for non-hazardous waste. In FY2026, YTL PowerSeraya achieved a recycling rate of 24.5% for non-hazardous waste.

Wessex Water

- Wessex Water has established a 25-year Drainage and Wastewater Management Plan to address climate change, population growth and urban expansion, with waste managed in the following ways:
  - Recycling Centres: Sewage is transported to facilities where solids and non-flushable items (like wet wipes) are screened out before multi-stage treatment
  - Treatment Stages: Processes include primary settlement, biological treatment using bacteria or aeration lanes, and final settlement, with UV filtration used at specific sites
  - Sludge and Biosolids: Energy-rich sludge separated during treatment undergoes anaerobic digestion to produce biogas for energy, whilst residual solids become safe biosolids utilised as agricultural fertiliser

Sludge is separated during wastewater treatment, which is then processed further and turned into energy

YTL REIT

- The Group's properties each have their own waste segregation methods. SHMH maintains dedicated dual-stream recycling bins across all guest rooms and back-of-house operational areas. Bins are clearly labelled to enable seamless waste separation at the source. MMH expands at-source sorting protocols by implementing specialised, dedicated recycling streams for hard-to-manage materials, including coffee cups, consumer batteries and electronic waste. Meanwhile, BMH has waste segregation bins for food waste, recyclable waste and plastic bottles, complying with local state regulations.
- To tackle food waste, SHMH adopted Food Organics and Garden Organics practices in partnership with Organic Recycling Group. This operational solution ensures food scraps and kitchen organics are diverted from landfills and processed through sustainable methodologies into nutrient-rich compost. Additionally, MMH partnered with a third-party vendor to trial an Artificial Intelligence-driven smart-bin platform, which utilises computer vision and automated scales to analyse food waste patterns, equipping culinary teams with data-driven insights to prevent future kitchen overproduction. Similarly, BMH established a food waste management system in collaboration with third-party vendors.
- To support circular economy practices, SHMH formed a partnership with Citizen Blue to support the New South Wales Container Deposit Scheme, which utilises dedicated collection services and depot systems to optimise recycling performance, drive resource recovery and reduce material contamination. MMH partnered with Reground to divert spent coffee grounds and soft plastics from landfill through dedicated collection and recovery programmes, enabling their repurposing across community, agricultural and industrial applications whilst supporting circular economy outcomes. MMH also works with Re-collect to maximise the recovery of eligible beverage containers through a structured container deposit and refund scheme. In addition, BMH participated in the Container of Care Exchange bottle and can recycling programme, channelling a significant portion of cash proceeds directly to Scouts Australia.
- All properties have transitioned from single-use toiletries to residential-sized bathroom amenities across all guest rooms. MMH and BMH have replaced single-use plastic ("SUP") water bottles in guest rooms with sustainable, reusable glass alternatives. SHMH and BMH have installed water refill stations in public areas to encourage reusable bottle use and reduce reliance on SUP packaging. Separately, MMH partnered with Elite Dry-cleaning to introduce reusable uniform covers, eliminating the need for SUP garment bags.
- SHMH strengthens employee engagement in waste management through regular operational briefings, clear waste segregation signage, and ongoing communication of Sustainability Scorecard results, waste reduction achievements and environmental performance milestones. They also collaborated with The Hidden Sea on an annual month-long 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 guests and in-house patrons. SHMH marked its Sustainability Day and its Ecotourism Australia certification by participating in a Corporate Clean-Up Paddle event with Sydney by Kayak, removing litter from local waterways whilst promoting employee engagement in environmental stewardship.

YTL Hotels and Properties

- Ingredients across selected properties 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 properties being reduced, and consequently, the wastage of food ingredients.
- In recognition of the detrimental effects of plastic waste on ecosystems, YTL Hotels continue to eliminate 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, such as 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.
- Some of our properties partake in used cooking oil recycling, partnering with organisations local to them.
- Many of our properties across countries practice waste segregation, strengthening our commitment to managing waste responsibly.

WATER STEWARDSHIP

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. Particularly in some of our key operating regions, such as Australia and Singapore identified as water-stressed by the World Resources Institute–unpredictable water availability may pose potential business risks. 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 watercourses 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 rates 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.

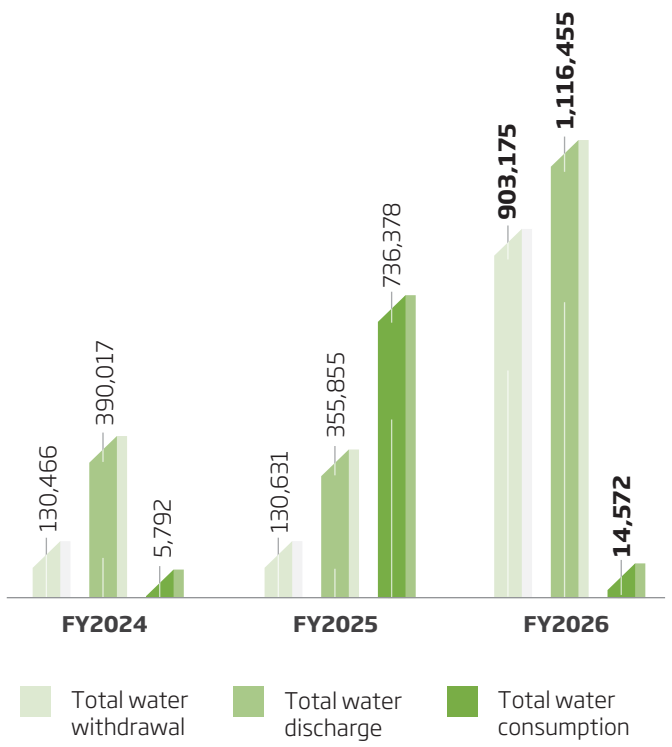
Water Discharge

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.

Water Withdrawal, Discharge and Consumption ('000m³)



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

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

Water Efficiency and Conservation Initiatives

MCB

- Across MCB, water use and withdrawals are regularly monitored and reviewed to identify opportunities for continuous improvement. Water-saving measures include process optimisation, preventive maintenance and good housekeeping practices to minimise water losses and improve operational efficiency. Where feasible, water is reused or recycled within operational processes to reduce reliance on external water supplies. Selected operations have also implemented water recycling and rainwater harvesting initiatives to reduce the need for municipal water.
- MCB has set a target to increase the number of sites with water reuse or recycling by 30% by 2030, compared with 2023. It has made strong progress against this target, with 49 sites having water reuse or recycling facilities in FY2026, compared with 17 sites in FY2023, surpassing its 2030 target ahead of schedule.
- MCB also monitors water discharge from operations and manages discharge in accordance with applicable regulatory requirements.
- As part of MCB's efforts to promote water conservation and strengthen engagement with local stakeholders, its Langkawi Plant participated in the Ride & Discover Langkawi 2026 cycling activity, held in conjunction with the state-level World Water Day celebration organised by the Lembaga Sumber Air Negeri Kedah at Pantai Cenang, Langkawi. Held on 30 April 2026, the non-competitive cycling activity brought together approximately 300 participants, including representatives from the Kedah State Government, Langkawi District Office, hospitality operators and water-based tourism providers across Langkawi. The programme was officiated by the Menteri Besar of Kedah, Y.A.B. Dato' Seri Muhammad Sanusi Md Nor. Through this shared platform, the Langkawi Plant team engaged with government, industry and community stakeholders to raise awareness of water conservation and the importance of safeguarding water resources. The engagement also provided an opportunity to strengthen relationships with organisations operating in the Langkawi area and encourage greater collective responsibility for environmental stewardship. The participation reflects MCB's commitment to working with stakeholders to promote responsible water management and contribute to broader water conservation efforts beyond its own operations.

Employees participated in Ride & Discover Langkawi 2026

Ranhill

- Ranhill Group's water business in Malaysia relies on the sustainable availability and quality of raw water sources. Ranhill's water management approach focuses on protecting water resources, improving operational efficiency, reducing water losses, maintaining water quality and increasing water reuse where practical.
- Water availability continues to face challenges from pollution, growing demand and climate change, including changing rainfall patterns, prolonged dry periods and rising risks of saline intrusion. To address these challenges, Ranhill adopts a two-pronged strategy focused on strengthening water supply resilience and improving water-use efficiency.
- On the supply side, Ranhill SAJ invests in WTP upgrades, off-river storage facilities, raw water transfer projects, water-supply system rezoning and the evaluation of alternative sources such as groundwater and desalination to enhance long-term water security.
- At the same time, the Ranhill Group remains committed to reducing Non-Revenue Water ("NRW") through pipe rehabilitation, leakage management, network improvements, and operational optimisation. These initiatives improve distribution efficiency, enabling more treated water to reach consumers without increasing raw water abstraction.
- During FY2026, Johor recorded an NRW rate of 23.6%, achieving compliance with the National Water Services Commission's (SPAN) target ceiling of 24.0%, reflecting continued progress in water conservation and distribution efficiency.

YTL PowerSeraya

- As a low-lying water-stressed nation, Singapore is especially susceptible to rising water costs. To address this, YTL PowerSeraya are exploring innovative methods to reduce water consumption and enhance recycling efficiency.
- As part of its 2030 Environmental Target, YTL PowerSeraya aims to achieve two water management performance metrics:
  - Water Withdrawal Intensity of 0.039m^3/MWh, measures the average volume of water withdrawn per unit of electricity sold. In FY2026, YTL PowerSeraya has achieved 0.073m^3/MWh.
  - Water Recycling Target of 16%, measures the recycling rate or rate of reuse of effluent water such as blowdown water and reverse osmosis (RO) reject water that would otherwise be discharged into the sea immediately. In FY2026, YTL PowerSeraya has achieved 7.7%.
- During the year, Taser Power was recognised as a recipient of the Water Efficiency Awards (Projects) 2026 for its improvements in water-efficient practices. The Cogen Water Treatment Plant Recycling Project, in which over 50% of the water discharged during treatment at the Cogen Water Treatment Plant will be recycled and reintegrated into the system each year, was also successfully completed. This further enhances YTL PowerSeraya's efforts to improve water efficiency and recycling.

Wessex Water

- In 2025-26, Wessex Water recorded a 4.5% reduction in per capita consumption (three-year average) from the 2019-20 baseline. Customer water use slightly increased this year, driven by the warm, dry weather. Despite this, the three-year average which the regulator, Ofwat, uses to measure Wessex Water on continues to outperform the target.
- Wessex Water's water efficiency work, including Home Check visits and promotion of water saving packs, has helped to reduce overall demand levels. In August and September 2025, Wessex Water ran a Target 20 campaign and received more than 50,000 customer pledges to save 20 litres of water or more each day – a potential daily saving of 300,000 litres across the operating region.
- Wessex Water was 98.9% compliant for its regulatory year with the licences that control how much water the business can take from the environment.
- During the year, rainfall over autumn and winter was significantly above the long-term average, helping to replenish reservoirs and groundwater levels, following an exceptionally dry and warm spring and summer of 2025.
- Notwithstanding this, Wessex Water saw an increase in leakage during the year due to significant ground movement caused by the particularly dry spring and summer months. This was followed by colder weather in December and January which brought freeze and thaw conditions and triggered additional leakage outbreaks.
- To reduce leakage, Wessex Water is investing in additional leakage inspectors and expanding the network of acoustic loggers to identify leaks faster. Wessex Water has also introduced additional repair teams to help fix leaks more quickly, whilst smart meter data is being used to help identify leaks on customers' supply pipes.
- Further details on the Water Resources Management Plan[11] can be found in the "*Related Reports*" section on our website.

Smart meters help identify and reduce water leaks

[11] *Source: Wessex Water's Water Resources Management Plan, https://corporate.wessexwater.co.uk/media/321bxesf/wrmp24-main-technical-plan.pdf*

YTL REIT

- All guest bathrooms across the Group's properties feature water-saving fixtures as the standard. These carefully selected fittings reduce consumption whilst maintaining full functionality. In 2025, SHMH commenced the replacement of existing two-handle basin mixers with single-lever mixer taps fitted with low-flow aerators as part of its guestroom defect rectification programme. The upgraded tapware enables guests to achieve their desired water temperature more quickly, reducing water wastage and hot water consumption whilst lowering the energy required for water heating.
- Properties encourage guests to opt out of daily towel and sheet replacement, conserving water by reducing laundry volumes.
- SHMH installed a 2,000 litre rainwater tank to capture and store rainwater, which is repurposed for landscape irrigation.
- SHMH undertook key refurbishments to its cooling towers in 2024 to enhance structural integrity and operational performance. The upgrades improved water efficiency through optimised system operation and reduced water losses, resulting in a 63% reduction in cooling tower water consumption. These improvements support long-term asset resilience and responsible water management.
- BMH upgraded to a new water filtration system aimed at reducing overall water intake for the HVAC and chiller systems. BMH optimised building-wide utility efficiency by installing water-saving devices across all vertical floor risers and within the main plant room to regulate main-line pressure.
- 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.

YTL Hotels and Properties

- To minimise unnecessary laundry cycles, selected hotels encourage guests to opt out of daily towel and sheet replacement, conserving water with the decrease in laundry cycles.
- The Westin Perth conserves water through the optimisation of the hotel's irrigation schedule, reducing unnecessary water use across landscaped areas. Additional efficiencies were achieved through improvements to cooling tower operations and chemical treatment processes, reducing the volume of water discharged during backwashing and improving overall water management performance. Building on these achievements, the next phase of work will focus on identifying and implementing further efficiency upgrades to the hotel's existing HVAC systems. These improvements are expected to enhance equipment performance, reduce resource consumption and support the hotel's ongoing sustainability objectives.

Empowering Our People

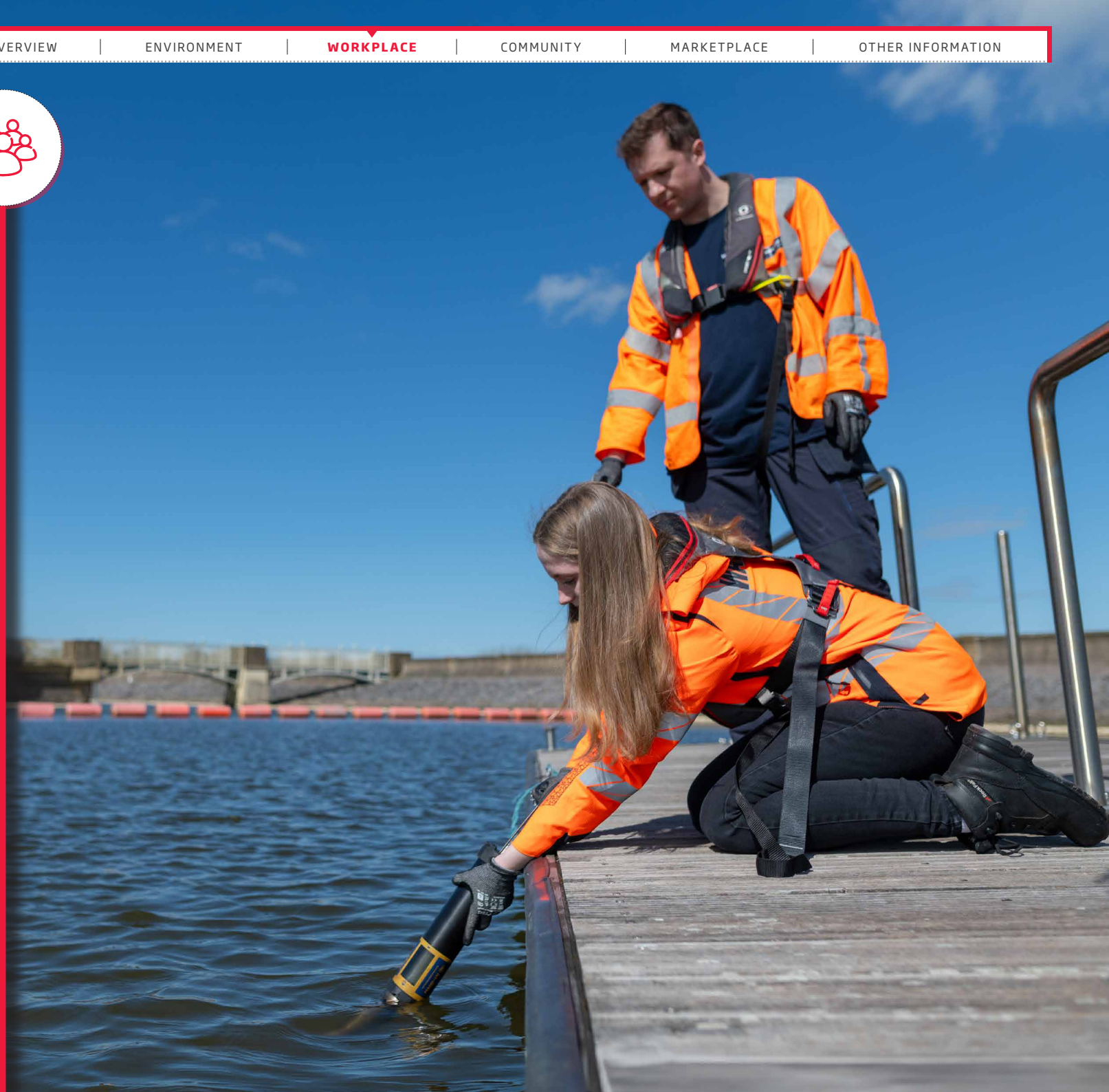
OUR COMMITMENT

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, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 404-1, 404-2, 404-3, 405-1, 409-1]

At YTL Group, we believe that a competent 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 foster a work environment where individuals feel respected, supported and empowered to grow.

We attract, develop and retain capable and diverse talent by expanding access to learning and career development opportunities, promoting inclusivity and encouraging collaboration across our businesses.

Furthermore, our approach remains rooted in compliance with applicable labour standards and aligned with relevant global and local regulations as we strive to integrate fair employment practices 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 high-risk and labour-intensive operating environments. To address these high-exposure areas, we uphold stringent health and safety ("H&S") standards, placing the physical protection of our workforce, contractors and external stakeholders at the forefront of our initiatives whilst actively supporting workplace mental well-being.

Our H&S management is anchored in our core aspiration for zero fatalities, guided by the YTL Group Code of Conduct and Business Ethics ("the Code") alongside specialised business unit policies. Through clear risk identification mechanisms and structured safety protocols, we equip our people with the necessary skills to identify, mitigate and escalate potential hazards effectively.

Management Approach

To maintain progress toward our zero-fatality target, we adopt a proactive and precautionary management approach by consistently monitoring, auditing and enhancing our safety procedures. Standard operating procedures ("SOPs"), targeted workforce training and active employee engagement underpin the Group's approach to safety, with participation across all operational tiers–from executive leadership to frontline workers–to embed safety as a shared responsibility.

Workplace Health and Safety

Leadership in Health and Safety

- Establish Workplace Safety and Health ("WSH") committees to monitor H&S performance and report directly to top management
- Formulate and maintain robust H&S policies and guidelines to ensure organisational effectiveness

Risk Assessment and Management

- Develop and ensure full compliance with H&S management systems, statutory and regulatory requirements, and industry guidelines
- Integrate safety and security action plans into SOPs
- Execute comprehensive Hazard Identification, Risk Assessment and Risk Control ("HIRARC") processes

Health and Safety Reporting

- Implement robust incident reporting, investigation, and performance monitoring systems
- Conduct periodic safety audits, site inspections and continuous compliance reviews

Training and Engagement

- Conduct regular workplace safety training programmes and maintain Emergency Response Plans ("ERPs")
- Continuously develop internal H&S technical capabilities
- Promote knowledge sharing, safety awareness and best practices through active stakeholder engagement

Leadership in Health and Safety

WSH committees are established across key businesses, comprising cross-functional and, where applicable, union members. The committees brief senior management regularly and are responsible for policies, compliance, incident response, hazard identification and training.

In Australia, the Group's hotels maintain dedicated Work Health and Safety committees with employee representatives responsible for identifying workplace hazards, setting safety standards and establishing operating procedures across all departments.

At the operational level within Malayan Cement Berhad ("MCB") and NSL Ltd ("NSL"), each site has established a Safety and Health Committee ("SHC") to strengthen employee participation, monitor safety performance and drive continuous improvement. The SHC is responsible for:

- Monitoring implementation of the site's annual Occupational Health & Safety ("OH&S") plan;
- Reviewing OH&S policies, procedures and management systems;
- Conducting workplace inspections and identifying improvement opportunities;
- Reviewing audit findings and monitoring corrective and preventive actions;
- Promoting a safety-first culture through communication, consultation and employee engagement; and
- Reviewing OH&S performance, emerging risks and resource requirements.

Each SHC is chaired by the Plant Manager or Head of Operations and meets regularly to review safety performance, evaluate improvement initiatives and ensure adequate resources are available to achieve the Group's OH&S objectives.

At Ranhill, Joint Worker-Management Safety and Health Committees provide a platform for employees and management to collaborate on safety matters and support the continuous improvement of H&S practices.

In the UK, Wessex Water's senior leaders and non-executive directors remain committed to their programme of process safety tours of Wessex Water sites, with feedback taken forward to ensure continuous improvement. Wessex Water continues to cascade process safety training throughout the organisation.

In September, Wessex Water's H&S Committee agreed a strategy for continuous improvement in personal safety. Work is underway, including refocusing leadership and management, updating the safety management system, streamlining H&S documentation and harnessing the richer data and insights that are available from Wessex Water's new reporting system, EcoOnline EHS. Wessex Water successfully maintained the ISO 45001 certification of its H&S document management system for the asset maintenance area of the business. This certification will now be extended across other areas of Wessex Water as part of its continuous improvement strategy.

Health and Safety Reporting

The incident reporting framework facilitates the logging of safety events, the identification of underlying causes and the execution of corrective and preventive measures. Safety officers or committees stationed at the site level manage these workflows, supporting transparency, accountability and ongoing enhancement in H&S administration.

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

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

At MCB, workers are empowered to raise safety concerns, report unsafe conditions and recommend improvements through established communication and reporting channels without fear of retaliation. Feedback is incorporated into workplace inspections, risk assessments, incident investigations and corrective action plans to strengthen risk management and prevent recurrence. Findings from incident investigations, lessons learnt and corrective actions are communicated to relevant personnel to strengthen organisational learning and reinforce a shared responsibility for maintaining a safe and healthy workplace.

Health and Safety Performance

We are continuously refining data collection and reporting workflows across our business units to improve the reliability, consistency and comparability of H&S metrics. By capturing more granular incident data, we strengthen our risk identification and mitigation capabilities, reinforcing our commitment to maintaining a safe workplace.

Occupational Health and Safety Performance

YTL Group	Unit	FY2024		FY2025		FY2026	
		Employees	Contractors	Employees	Contractors	Employees	Contractors
Fatalities	Number	0	1	0	1	**0**	**0**
Lost Time Incident Rate ("LTIR")[12]	Rate	0.89	0.22	0.70	0.30	**0.76**	**0.10**
Employees trained on H&S Standards	Number	6,810	-	11,546	-	**8,419**	**-**

The Group continues to work towards our zero-fatality aspiration across all operations. No employee or contractor fatalities have been recorded across the Group in FY2026, following contractor fatality recorded in FY2024 and FY2025. The following highlights notable safety performance trends for selected operating entities during the reporting period.

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

MCB recorded an improvement in workplace safety performance, with a reduction in overall workplace injuries. These improvements were supported by strengthened preventive measures and increased monitoring across MCB's operations. Workplace inspections increased from 2,390 in FY2025 to 2,447 in FY2026. These activities, together with greater awareness of workplace hazards and interventions when unsafe practices are identified, help to strengthen hazard identification and control before incidents occur.

NSL OilChem Waste Management ("NOWM") received several industry recognitions that reflect their continued commitment to OH&S, responsible operations and road safety excellence. Amongst these achievements, NOWM received the Recognition Award for Employee H&S Code at the Responsible Care Awards 2025, organised by the Singapore Chemical Industry Council, in recognition of its commitment to workplace H&S practices within the chemical industry. NOWM also received the SMRT Contractors' Safety Merit Award 2025, marking its second consecutive year of recognition for maintaining high safety standards whilst supporting SMRT's operations. In addition, NOWM was recognised at the Singapore Road Safety Awards 2025 in the Heavy Vehicle Fleet category, acknowledging its commitment to safe fleet management, structured driver training and responsible transportation of hazardous materials.

[12] *A Lost Time Incident ("LTI") is an incident resulting in the employee, in the opinion of a physician, being unable to work for one or more work days beyond the day of the incident. LTIR = (Number of LTIs ÷ total hours worked) × 200,000*

Risk Assessment and Management

All major operating subsidiaries maintain robust occupational H&S policies covering regulatory adherence, HIRARC, ERPs, training and continuous enhancement. Primary operating entities implement and regularly audit ISO 45001 standards, whilst contractors and suppliers must also adhere to these safety expectations. A complete catalogue of accreditations can be found in the *Other Information* section on page 145.

At MCB, contractors working on site are subject to MCB's occupational H&S requirements, including site induction, competency verification, safety briefings, permit-to-work procedures and compliance with site safety rules. Contractor performance is monitored throughout project execution to ensure compliance with the MCB OH&S standards.

Training and Engagement

To build a strong safety environment, we routinely review safety action plans, reporting workflows and educational materials to ensure they stay aligned with current standards and equipment. Across both offices and worksites throughout the year, we deliver training sessions covering slip, trip and fall prevention, fire safety, first aid, cardiopulmonary resuscitation – automated external defibrillator ("CPR-AED"), manual lifting and working at heights.

Health and Safety Initiatives

Standards and Frameworks

Energy Isolation Standards

In May 2026, MCB launched a new H&S Standard on Energy Isolation, establishing a common requirement for all business units and operational sites across MCB. The standard was developed in response to workplace incidents involving injuries arising from the unexpected or uncontrolled release of hazardous energy. The standard establishes a systematic and consistent approach to controlling hazardous energy, with the objective of preventing serious injuries and fatalities. It covers a range of energy sources, including electrical, mechanical, hydraulic, pneumatic, chemical, thermal and gravitational energy, and sets out requirements for ensuring that hazardous energy is effectively isolated before work begins.

Training and Induction

Contractor and employee safety induction

All new employees and contractors at MCB's operations must complete a safety induction programme before entering the site, establishing a consistent understanding of MCB's H&S expectations, site-specific hazards, safe work practices and emergency procedures. The programme covers workplace hazards and risk controls, personal protective equipment requirements, site safety rules, emergency response procedures and individual responsibilities, together with guidance on regulatory requirements. Participants are assessed to verify their understanding before commencing work.

Training and Induction (continued)

Induction and ongoing safety training

- YTL Hotels UK, including Threadneedles and Monkey Island Estate, provides H&S and food safety training through the Navitas platform, alongside courses such as first aid and Fire Marshal, with relevant team members encouraged to obtain their Personal Licence. Our Australian hotels require new joiners to complete digital training and an in-person safety session within their first six weeks and organise weekly safety and security topics for all employees, including fire extinguisher training.
- New hires in YTL PowerSeraya underwent required onboarding programmes and completed mandatory safety certifications, including Working at Height, Confined Space Operations, WSH requirements and CPR-AED training.
- MCB employees and contractors participate in competency-based training, toolbox meetings, safety briefings and awareness programmes that reinforce safe work practices, communicate emerging risks and share lessons learnt from incidents and near misses. To maintain competency, all employees are required to complete role-appropriate occupational H&S refresher training at least once every 24 months, with additional training provided whenever there are changes to work processes, equipment, legislation or identified workplace risks.
- MCB employees involved in hazard identification and risk assessment receive appropriate training supported by periodic refresher programmes. H&S communications and training are provided in languages understood by the workforce where appropriate to promote effective participation and understanding.

Simulator-based operational training

At YTL PowerSeraya, the Centralised Power Plant Simulator provides immersive training scenarios that develop decision-making, troubleshooting and emergency response skills in a controlled environment.

Incident investigation

Wessex Water continues to foster a culture of learning from events. During the year, more employees were trained in an advanced investigation methodology, supporting a more consistent approach to establishing the root cause of events.

Health, Safety and Environment ("HSE") Week

YTL Construction organised HSE Week, an annual programme promoting workplace safety, physical health and mental well-being through health screenings, blood donation drives, safety talks, physiotherapy assessments and well-being sessions.

Safe use of power tools

Dubai Precast ("DP"), an NSL subsidiary, conducted on-the-job training on the safe use of power tools for production operatives at its precast site and factory. Participants learnt to select the appropriate tool for each task, conduct pre-use inspections, identify potential hazards, and apply proper operating, maintenance and storage practices, reinforcing compliance with workplace H&S procedures. A total of 488 production operatives completed the training during the year.

DP's production operatives attending an on-site workplace H&S training session

Emergency Preparedness

Emergency response and first aid capability

MCB strengthened emergency response capabilities through specialised training and practical drills conducted with the Malaysian Fire and Rescue Department ("BOMBA"). The Pahang Plant completed a three-day Emergency Response Team ("ERT") training programme, equipping 24 employees with competencies in fire safety, evacuation procedures, fire protection systems, emergency rescue techniques, basic first aid and the safe use of firefighting equipment. At Kanthan Plant, ERT members, including plant firefighters and HSE and security personnel, participated in firefighter refresher training and a simulated emergency drill with BOMBA, reinforcing emergency coordination, evacuation procedures and fire suppression under realistic operating conditions.

Designated ERT and first aid personnel across MCB's operations undergo regular competency-based training, combining classroom learning with practical simulations and mock emergency exercises. During the year, 85 employees participated in Occupational First Aid certification and refresher programmes covering first aid principles, CPR-AED, wound management, casualty assessment, patient handling and emergency scene management.

Emergency response exercises

During the reporting period, NOWM conducted emergency response exercises across its Tuas 1, Tuas 2 and 23 Tanjong Kling facilities, covering full evacuation, firefighting, first aid and wastewater spill response. The exercises tested the readiness of the Company Emergency Response Team (CERT), evacuation procedures, emergency coordination and the effective use of firefighting and spill response equipment.

RML employees and emergency responders posing in front of a fire engine following an emergency evacuation drill

Emergency evacuation drill

At NSL's subsidiary Raffles Marina Ltd ("RML"), an emergency evacuation drill was conducted in collaboration with the Singapore Civil Defence Force – Tuas Fire Station, involving 52 participants including employees, tenants and contractors. The drill assessed emergency response procedures, communication protocols and site coordination, and was completed within four minutes.

Emergency rescue at height

DP conducted practical training on its ERP for Working at Height for 60 engineers, supervisors and workers, enhancing participants' ability to safely rescue and recover personnel during height-related emergencies and reinforcing emergency coordination, timely first aid and safe rescue practices.

Oil spill response drill

Fico-YTL conducted an Oil Spill Response Drill at its Hiep Phuoc Plant involving employees from various functions and operational areas in a simulated spill scenario designed to test spill containment measures, communication protocols and incident response procedures.

Fico-YTL operational teams observing an oil spill containment demonstration

Safety Technology and Monitoring

Technology and operational systems

The YTL PowerSeraya tank management arm uses drone technology for the full inspection of all fuel oil storage tanks. This has improved inspection efficiency and productivity whilst significantly reducing safety risks for employees, who previously had to conduct these inspections physically by climbing tanks and working at heights.

YTL PowerSeraya continued to strengthen safety, security and operational resilience through the deployment of advanced security video management systems, integrated weather monitoring solutions, security video analytics and the HazRep app.

Workplace condition monitoring

Fico-YTL carried out occupational environmental monitoring of workplace conditions including noise, dust, lighting and air quality, enabling the identification of potential occupational health risks and verification that conditions remained within regulatory requirements.

Workers carrying out occupational environmental monitoring of workplace conditions including noise, dust, lighting and air quality

Occupational Health Surveillance

Health surveillance programmes

Employees at NSL exposed to identified workplace hazards undergo periodic occupational health surveillance in accordance with applicable regulatory requirements, enabling early identification of potential health issues and timely preventive measures. Programmes include audiometric testing for employees exposed to excessive workplace noise and chemical exposure monitoring for those working with identified chemical hazards, with results reviewed to evaluate the effectiveness of existing controls.

Noise risk management

MCB conducts regular Noise Risk Assessments to identify noise sources, assess employee exposure and implement appropriate engineering, administrative and personal protective measures in accordance with the hierarchy of controls. These assessments are supported by MCB's Hearing Conservation Programme, which includes personal noise exposure monitoring, audiometric testing, employee awareness and the use of appropriate hearing protection to safeguard employees working in designated noise exposure areas.

Industrial field monitoring and safety compliance check at an operational site

DIVERSITY AND INCLUSION

Diversity and inclusion serve as foundational pillars of responsible corporate governance, empowering enterprises to cultivate equitable, highly innovative and resilient organisational cultures. Within YTL Group, the unique perspectives and diverse backgrounds of the global workforce are deeply valued, naturally mirroring the multi-geographic footprint and varied spectrum of international business operations. By uniting employees from a wide array of nationalities, ethnicities and cultural backgrounds, the organisation sustains a collaborative, highly adaptive and forward-looking workplace ecosystem. As of 30 June 2026, the global workforce stood at 20,815 personnel.

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 ("PWDs")
- Respect rights to freedom of association and opinion
- Maintain 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, orientation, disability, nationality or geographical background
- Focus on gender balance through building female representation in the workforce

YTL Group Workforce Dashboard FY2026

20,815 Total Workforce

86% Permanent Employees

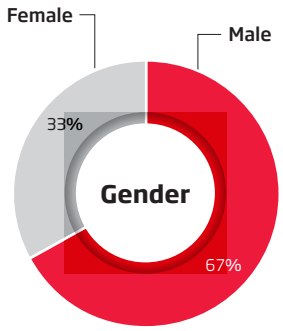
26% Female Workforce

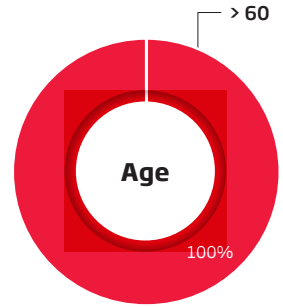
91 PWDs Employed

2,609 Turnover

2,825 New Hires

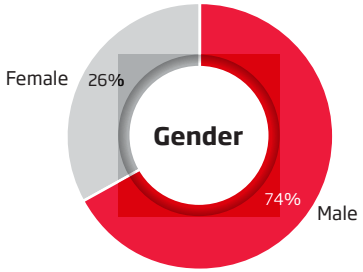
Board of Directors' Profile*



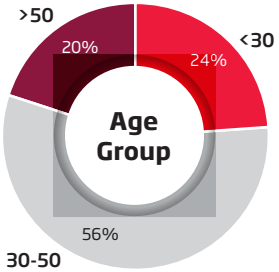


* *Note: Board of Directors' profile is a representation of YTL Corporation Berhad*

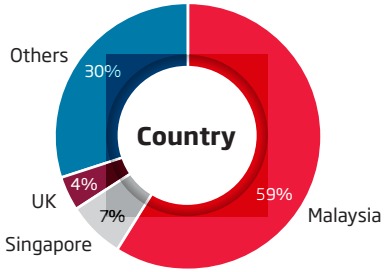
Employee Diversity



Gender	(%)
Male	74
Female	26



Age Group	(%)
<30	24
30-50	56
>50	20



Country	(%)
Malaysia	59
Singapore	7
UK	4
Others**	30

By Employee Category (%)

Employee Category	Male	Female
Executive	73	27
Non-Executive	74	26

By Employee Category (%)

Employee Category	<30	30-50	>50
Executive	16	58	26
Non-Executive	29	54	17

** *Note: "Others" include Australia, Finland, France, Indonesia, Japan, Netherlands, Thailand, United Arab Emirates*

Fair Employment

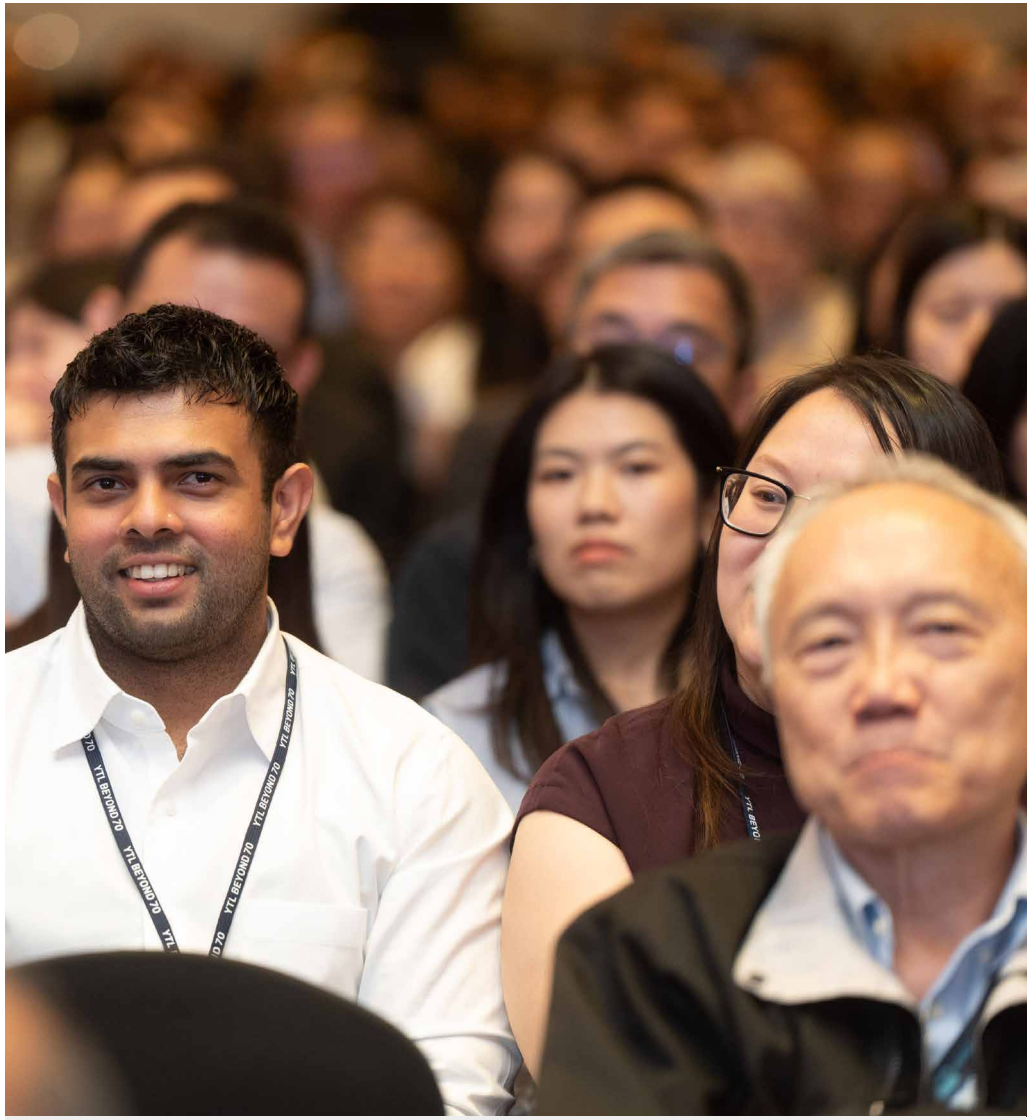
Headquartered in Malaysia with a truly global footprint, YTL Group benefits from a multicultural and ethnically diverse workforce. Through localised hiring practices, the Group supports regional economies and creates jobs whilst leveraging vital on-the-ground cultural intelligence and local expertise.

Employment practices are merit-based, evaluating candidates on professional qualifications, experience and documented achievements. FY2026 recorded 2,825 new hires and 2,609 departures, upheld by a strict non-discriminatory hiring policy that includes fair opportunities for PWDs, numbering at 91 globally.

YTL Group remains dedicated to fostering an equitable, inclusive workplace that mirrors the communities it operates within. Embracing diversity as an organisational asset, applying equity to every decision and embedding inclusion into daily routines collectively drive long-term innovation, teamwork and success.

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 the Institution of Engineers Malaysia (IEM), provided such participation does not conflict with job responsibilities or company policies. The Group respects employees' rights to freedom of association and collective bargaining in accordance with applicable laws and regulations in each jurisdiction of operation.

YTL Group maintains 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.



Employees from across YTL Group gather at the YTL Leadership Conference 2025

Workplace Inclusion

YTL Group is committed to fostering a respectful and inclusive workplace where individuals are treated fairly and with dignity, regardless of their background. The Group also conducts its operations in accordance with applicable laws and regulations, whilst respecting the local customs, cultures and values of the communities in which it operates.

Australia

Associate Resource Groups ("ARGs") are established across the Group's Australian hotels to promote an inclusive community and culture through education and networking events. These include the Women's ARG, which brings employees together to engage in dialogue on women's empowerment and development; the LGBTQ+|ONE ARG, which offers support to LGBTQ+ employees and fosters a more welcoming workplace culture; and the Next Gen Marriott Business Councils.

To embed inclusion into hiring practices, all hiring decision-makers at the Australian hotels must complete Interviewer Certification prior to conducting interviews, establishing best practices and helping to avoid prejudice and discrimination. The hotels also conduct mandatory Disability Awareness Training, Harassment Prevention Training and Integrity Training, alongside annual harassment training, with all new joiners completing policy reviews on their first day. Cultural Diversity Week and Harmony Day are observed across the properties, where employees share cultural dishes to foster appreciation for different backgrounds.

International Women's Day celebration with the employees in Sydney Harbour Marriott Hotel

UK

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

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

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

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

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

Asia

In Singapore, YTL PowerSeraya and the Union of Power and Gas Employees ("PGE Union") successfully concluded the Collective Agreement 2025, incorporating enhanced employment terms and benefits whilst reinforcing a shared commitment to employee well-being, fair employment practices and sustainable business success. Other notable collaborations included PGE Union-subsidised annual health screenings and training support via the NTUC Education and Training Fund (NETF) Collaborative Fund. Leaders in YTL PowerSeraya also participated in targeted programmes covering areas such as the Workplace Fairness Act, performance management and grievance handling, strengthening their capability to lead effectively whilst fostering a fair, respectful and supportive workplace environment.

In Malaysia, at Ranhill SAJ, a union has been established for non-executive employees as per Malaysian law. The union is managed in accordance with relevant legal requirements as stipulated under the Trade Unions Act 1959, Industrial Relations Act 1967 and, where relevant, the Immigration Act 1956/63 of Malaysia.

Since June 2022, YTL Construction has been providing free sanitary products in all its female toilets at Menara YTL, supporting gender equality and employee well-being.

NURTURING HUMAN CAPITAL

YTL Group views its workforce as the core driver of sustainable corporate value creation. By championing a secure, inclusive and growth-driven environment, the Group mitigates human capital risks like attrition and disengagement whilst boosting innovation, output and long-term business resilience. These efforts are anchored in responsible labour practices designed to prioritise human capital development and employee well-being.

Management Approach

YTL Group prioritises attracting, retaining and developing a skilled workforce by providing competitive compensation, celebrating milestones, encouraging work-life balance and investing in professional growth according to the standards of the YTL Group Employee Handbook.

To build a robust talent pipeline, the organisation implements early career programmes targeted at young professionals, equipping them with industry knowledge and practical experience. Individual business units conduct scheduled performance reviews to deliver constructive feedback, evaluate contributions, identify skill gaps and discuss career goals.

Furthermore, social bonding and mental wellness are supported through recreational events. Both individual and organisational Key Performance Indicators ("KPIs") are utilised to align daily output with the broader strategic objectives of the YTL Group.

Talent Development and Engagement

Planning and Attracting | Performance Management | Training and Development | Engagement and Retention | Succession Planning

- Fair remuneration, benefits and compensation
- Annual performance appraisals and KPIs
- Rewards and recognition
- Quality training and development
- Equal career development opportunities
- Support local capacity building
- Scholarships, internships and apprenticeship programmes

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 Option 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 vary across business units based on operational requirements and location-specific policies.*

Parental Benefits

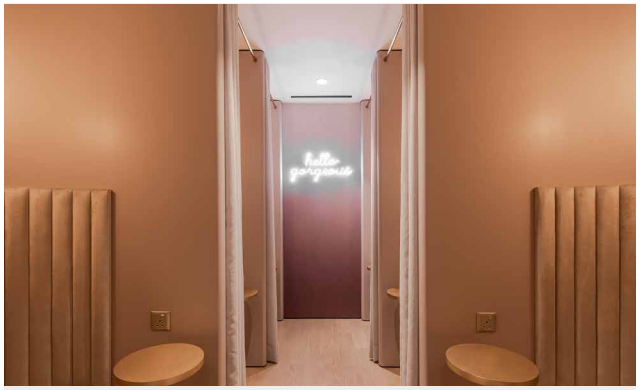
YTL Group supports working parents through parental benefits and facilities that encourage a family-friendly work environment.

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 reinforcing our commitment to work-life balance.



Mother's room at Menara YTL

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 organisational needs.

Training and Development

YTL Group invests in training so that employees have the capabilities their roles demand and can pursue their own development. Programmes are planned at operating company level so that provision reflects the technical and regulatory demands of each business and is set against succession and workforce planning requirements. Provision spans occupational H&S, environmental management, technical and operational competencies, project delivery, and leadership and soft skills, delivered through workshops, seminars, classroom, online and hybrid learning, certification programmes, mentoring and structured on-the-job training.

Total Training Hours

Employee Category	FY2024	FY2025	FY2026
Executive	105,782	161,576	**130,206**
Non-Executive	114,475	231,935	**251,307**
Total	220,257	393,511	**381,513**
Average Training Hours per Employee	16.85	22.45	**18.33**

Training and Development Programmes

Technical and Digital Skills Training

Fico-YTL

Fico-YTL launched the Life with AI Series to help employees build practical Artificial Intelligence ("AI") skills and explore how emerging technologies can support both their professional and personal lives. Open to all employees, the knowledge-sharing sessions introduced a wide range of AI applications, including communication, data analysis, content creation, learning and problem-solving. Employees were encouraged to share their own experiences and practical use cases, fostering cross-functional learning and the exchange of ideas on how AI can be applied to improve efficiency and effectiveness in everyday tasks.

Fico-YTL employees attending an AI training and knowledge-sharing session

YTL PowerSeraya

During the year, YTL PowerSeraya accelerated the recruitment, development and readiness of technical talent across operations, maintenance and engineering functions. Training hours per employee increased by 14% compared to the previous year.

Workforce capability was strengthened in critical areas including process control systems, electrical operations, cybersecurity, emergency response, occupational first aid, asset reliability and ISO management systems auditing. The Technical Training unit has initiated production of plant technical training videos to strengthen workforce development and operational support, aimed at improving consistency of knowledge transfer, accelerating onboarding and helping preserve institutional knowledge.

Employees developed practical competencies using departmental task books, SOPs, digital learning resources and workplace coaching to achieve role readiness. On digital capability, YTL PowerSeraya adopted JobKred, an AI-powered workforce transformation platform for skills tracking and workforce planning and introduced training on Microsoft Copilot and Agent Builder to help employees automate routine tasks and streamline workflows.

Ranhill

Guided by its Human Capital Development Framework and Succession Planning Policy, the Ranhill Group identifies training needs through performance appraisals and ongoing discussions between employees, supervisors and Human Resources. In FY2026, employees continued to benefit from various training opportunities, including technical workshops, professional certifications, safety programmes and leadership development initiatives.

Leadership Development

YTL Construction

In March 2024, YTL Construction embarked on its Transformation 3.0 journey, themed "Building Better 3.0", focusing on three main pillars: technology, innovation and talent. The Critical Talent Programme, a six-month leadership development programme launched under this initiative, has developed 72 high-potential employees through real business projects, cross-functional collaboration, mentorship and hands-on learning, equipping them with the skills and experience needed to take on future leadership roles.

YTL Hotels

Employees at the Group's Australian hotels benefit from career development programmes including the Emerging Leaders programme, designed to prepare eligible managers for promotion within two years, and the Marriott Development Academy, which offers specialised, discipline-specific modules. Structured mentoring programmes are also in place across the properties to support guidance, leadership capabilities and continuous career progression.

Wessex Water

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

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

Knowledge Sharing and In-house Capability Building

YTL Learning Friday

YTL Learning Friday is a monthly knowledge-sharing programme built on the philosophy of "by our people, for our people". YTL Construction's employees share their expertise, lessons learnt and industry insights with one another, covering topics from digital tools and emerging technologies to project delivery, design and innovation. The programme promotes continuous learning, cross-functional collaboration and a strong learning culture across the organisation.

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.

YTL PowerSeraya

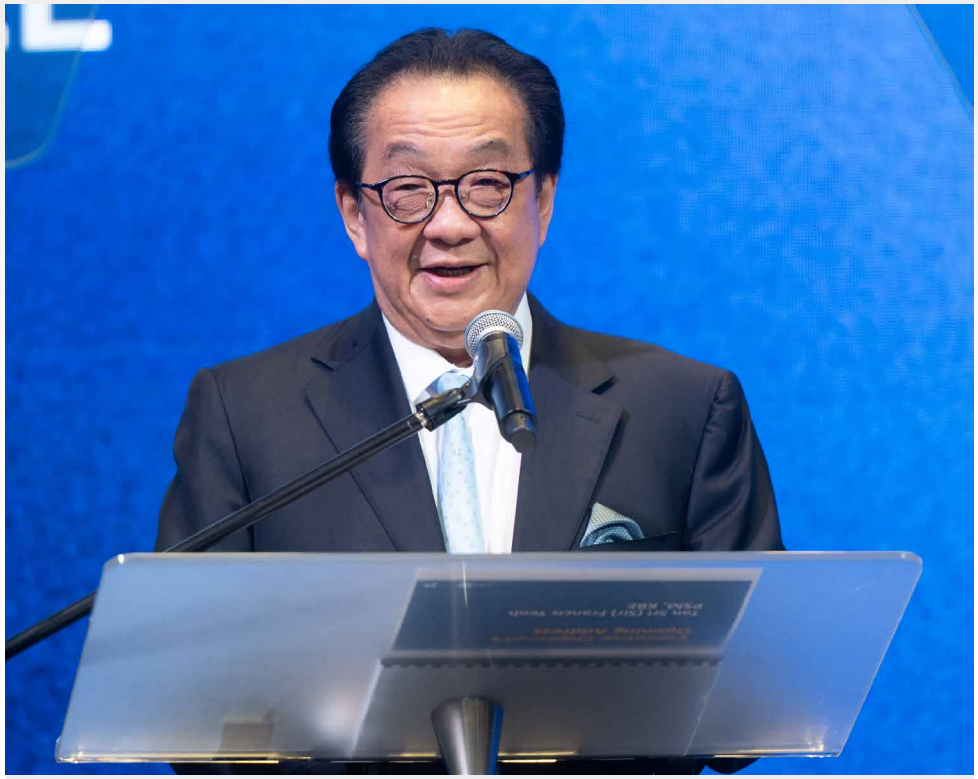
Recognising the importance of preserving institutional knowledge, YTL PowerSeraya introduced a Cross-Generational Buddy Programme that enables experienced employees to share operational expertise with newer employees whilst accelerating their integration and competency development.

Feature Story

LEAD 2025

The annual YTL Leadership Conference returned to the JW Marriott Kuala Lumpur on 13 November 2025, welcoming over 900 participants from across the Group – a record attendance.

The day featured keynotes and panel discussions exploring themes shaping today's workplace: empathy-led leadership, navigating change, building high-performing teams and the growing role of AI.



The conference began with a message on purpose-driven leadership, speaking to values, resilience and faith as the anchors of effective leadership. ***Tan Sri (Sir) Yeoh Sock Ping****, Executive Chairman of YTL Corp, emphasised embracing technology and AI as tools to empower people, strengthen decision-making and drive innovation – whilst remaining rooted in the Group's core values.*

Keynote 1: *Featuring* ***Dato' Sri Idris Jala, Chairman of PEMANDU Associates and Leon Jala, Vice Chairman of PEMANDU Associates****, the father-and-son duo offered an intergenerational perspective on transformation, bridging strategy with humanity. Their session delivered practical insights on performance, personal growth and the courage required to navigate both breakthroughs and setbacks.*

Feature Story

Keynote 2: *Featuring* ***Ian Yee, Co-Founder of The Fourth / Executive Director of the Environmental Reporting Collective****, Ian brought a journalistic lens to leadership, challenging participants to think critically, ask better questions and embrace curiosity. He spoke to the importance of truth and perspective in an era of information overload, and how leaders can communicate with greater clarity and confidence.*

Keynote 3: *Featuring* ***Daniel Walder, Architect Director of Building Design Partnership (BDP)****, Daniel delivered an energetic session encouraging participants to unlock their full potential. He highlighted the power of curiosity, continuous learning and deep listening – showing how leaders can adapt to rapidly changing environments and push themselves and their teams toward extraordinary results.*

AI Panel (AI for Malaysia: ILMU's Role in Powering Local Businesses): *The AI Panel examined the evolving AI landscape across the Group, exploring real opportunities, risks and practical applications. Participants came away with concrete perspectives on how to leverage technology to elevate innovation, customer experience and decision-making.*

YTL's senior leaders came together for a candid conversation on leadership, culture and decision-making in complex environments. Participants gained rare insight into how the Group's top leaders navigate challenges, balancing accountability with humility and conviction.

Developing Future Talent

Building a future-ready workforce requires sustained investment in early career pathways. Across YTL Group, structured programmes provide graduates, apprentices and young talent with entry points into the business and the foundations for long-term career development, spanning construction, utilities, energy and hospitality.

Programmes for Fresh Talent across YTL Group

In 2024, YTL Construction launched the Graduate Trainee Programme to develop future leaders at YTL Construction. Since its introduction, the programme has welcomed 88 graduates, providing structured rotations across departments, hands-on project experience and practical learning opportunities. Through the programme, trainees build technical skills, broaden their understanding of the business, and explore long-term career pathways within the company.

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

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

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

YTL Construction UK and YTL UK Group at careers exhibitions, engaging prospective graduates and apprentices across construction, engineering, operations and technology.

Employee Engagement

Cultivating an inspiring and empowering workplace serves as a core foundation for deepening the mental and emotional bond that employees share with the organisation. Through this deliberate approach, YTL Group fosters an environment where every individual receives the necessary support to contribute meaningfully whilst consistently reaching their highest performance potential.

To maintain effective and transparent communication channels, the organisation acknowledges the critical value of diverse employee feedback mechanisms. A wide array of engagement platforms has been instituted to ensure the seamless exchange of information across operations, including annual leadership conferences, regular town hall gatherings, the Monday Memo publication, the YTL Group Sustainability Committee, YTL Community networks, and internal BTRT websites.

Ultimately, these comprehensive feedback channels are vital for establishing open dialogues throughout the Group. By utilising these platforms, YTL Group effectively gathers employee perspectives, stimulates cross-functional collaboration, and cultivates a globally connected workforce whose diverse insights propel the business forward.

Employee Engagement Programmes

Corporate Milestones

YTL Beyond 70 Launch

The launch of YTL Beyond 70 marked the beginning of a group-wide celebration, bringing together employees from across YTL's subsidiaries through a special 7.7 Watch Party. Broadcast live from JW Marriott Kuala Lumpur, the event was simultaneously streamed to multiple watch party venues, including YTL Headquarters in Sentul and The Ritz-Carlton Kuala Lumpur Ballroom, allowing employees from across the Group to celebrate the milestone together.

The programme featured an inspiring keynote address by Tan Sri (Sir) Yeoh Sock Ping, who reflected on YTL's journey over the past seven decades whilst sharing the Group's vision for the future. Employees were also introduced to the exciting line-up of Beyond 70 initiatives, including Youth at YTL ("YAY") and Pickle Day Out, presented by Hwei Tan, YTL Corp's Creative Director, highlighting the many opportunities for employee engagement throughout the celebration period.

The event culminated in a symbolic launch moment, officially kicking off the YTL Beyond 70 celebrations and setting the tone for a year of meaningful activities that honour the Group's legacy whilst looking ahead to its next chapter.

YTL Beyond 70 Launch

Corporate Milestones

YTL Beyond 70 Gala Dinner

Held at The Majestic Hotel Kuala Lumpur, the YTL Beyond 70 Gala Dinner brought together participants, mentors and leaders to celebrate the Group's 70th anniversary during a night of reflection, connection and celebration.

Through seven performances, the evening traced YTL's journey from its founding by Tan Sri Dato' Seri (Dr) Yeoh Tiong Lay in 1955 to its present-day achievements – moving through early growth and resilience, major national and international projects, global recognition, and a forward-looking vision anchored in innovation and technology. Each segment wove together narration, music and live performance to honour the legacy, values and people who shaped the Group.

The evening concluded with an after-party hosted by Yes, bringing leaders and participants together in a joyful close to an evening built around shared purpose and connection.

Guests capturing a group photo against a shimmering 1970s disco-inspired celebration backdrop

YTL Museum Launch

On 18 December 2025, in conjunction with the birthday of Tan Sri Dato' Seri (Dr) Yeoh Tiong Lay, YTL marked two historic milestones: the opening of the YTL Museum and the inaugural Founders' Day.

The museum, housed in the former Yeoh family home in Kuala Selangor, is curated around the Group's five core values. Each gallery traces a different dimension of YTL's story – from the Family Hall and Kinmen Gallery through to the Hard Work and Vitality Gallery – guiding visitors through the people, principles and moments that shaped the Group.

The Honesty Gallery at the YTL Museum, housed in the former Yeoh family home in Kuala Selangor

Employee Communication

Town Halls

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

Lunchtime Conversations 2026

Lunchtime Conversations returned in 2026, reimagined. Where the 2025 inaugural series spotlighted the next generation of YTL directors, this year's sessions shifted focus to give employees across the Group direct updates from their fellow subsidiaries, with each conversation led by the respective company's leaders. The format remains the same: accessible, candid and grounded, continuing to serve as a meaningful touchpoint for cross-Group connection and dialogue.

Amira Amzour, Chief Transformation Officer of YTL UK Group, speaking at Lunchtime Conversations

Brown Bag Luncheons

MCB runs a Brown Bag Luncheon series of informal lunchtime sessions covering a wide range of non-work-related topics that support personal well-being, lifelong learning and personal enrichment. Topics during the year ranged from personal financial management, healthy living and tax planning to artisanal chocolate appreciation and community initiatives. The sessions bring together employees from different business units and functions, providing opportunities to build new relationships and reconnect with one another outside their immediate teams.

MCB employees gathering together during one of the informal Brown Bag Luncheon sessions

Employee Well-being

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.

Weekly badminton sessions

As part of NSL's commitment to employee well-being, Eastern Pretech (Malaysia) organises weekly badminton sessions through its Sports and Welfare Recreation Club. The programme encourages employees to stay active, build friendships and enjoy a healthy work-life balance.

The sessions bring together employees from different departments and all levels of the organisation, including operation teams, office employees and management. Open to employees of all skill levels, the programme provides an inclusive environment where employees can connect, exercise and enjoy friendly competition.

Gijsen Awards

The Gijsen Awards launched on 10 June 2026, featuring a talk by Movement Dynamics on sustainable wellness habits, followed by a conversation with Mr Gregory Gijsen, facilitated by Dominic Hua. At 94, Mr Gijsen continues to attend the office daily and exercises regularly, and his approach – stay active, eat well, work hard and keep moving with purpose – is the inspiration for the programme that carries his name.

The launch also featured wellness booths offering blood, glucose and uric acid screenings, together with refreshments and vouchers for fitness and wellness services provided by participating partners.

The event opened registration for the Gijsen Challenge, a six-month wellness programme for YTL employees aged 55 and above in the Klang Valley, with 30 places available. The challenge will conclude with two recipients of the Gijsen Awards trophy and a cash prize of RM5,000 each.

Employee Assistance Programme

YTL Hotels Australia provides employees with access to counselling, legal advice and mental health services through its Employee Assistance Programme.

Health awareness and initiatives

NSL participated in a workplace health initiative led by Diabetes Singapore to promote healthier lifestyle choices, reduce sugar consumption and raise awareness of diabetes prevention, as one of seven organisations supporting Singapore's inaugural Sugar Smart Nation initiative. Through health talks and awareness activities, employees were encouraged to make informed dietary and lifestyle choices.

During the year, YTL PowerSeraya employees participated in health talks on hearing and eye care, and health coaching sessions incorporating body composition analysis and annual health screening.

Mr Gijsen, 94, shared his secrets to staying healthy and active, inspiring employees to prioritise their well-being at every stage of life

Employee Activities and Participation

68th Merdeka Celebration Parade

YTL Group's contingent of 77 employees marched through Putrajaya on National Day (31 August), united under the year's theme "Malaysia Madani, Rakyat Disantuni". This year's uniforms, white with bold blue stripes, paid tribute to those worn 30 years prior, the first time YTL joined the Merdeka Parade, carrying a sense of history into every step forward.

Preparation began weeks earlier at Stadium Merdeka, the very ground where Malaysia's independence was first declared. Rehearsals brought employees from across the Group together before they ever reached the parade route, with subsidiaries including YTL Construction, YTL Foundation, YTL Corp, YTL e-Solutions, YTL Info Screen, YTL Land, YTL Communications, YTL Cement and YTL Hotels all represented in the contingent.

This year, YTL Group marched as part of the economic sector cluster alongside five other companies, adding another layer of connection to the day. Within the contingent itself, veterans marched alongside first-timers, and senior employees alongside scholars, each bringing their own energy to the line.

The YTL contingent proudly flying the flag and company logo at the 68th Merdeka Celebration Parade

Chapman's Challenge 2026

Following strong interest from the previous year, YTL Hotels sponsored 20 employees to participate in Chapman's Challenge at Pangkor Laut Resort on 23 May 2026. The annual aquathlon-style event – a 3.8 km run, 2.4 km jungle trek, and 1 km sea swim – retraces the legendary 1945 escape of British Colonel Freddy Spencer Chapman. Beyond the physical challenge, the event served as a platform for building relationships and team spirit across the Group.

Warm up session ahead of Chapman's Challenge 2026

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.

Fico-YTL Employee Photography Contest

Fico-YTL organised the "Nét Đẹp Lao Động 2026" Employee Photography Contest to celebrate the dedication and contributions of its people whilst showcasing the company's workplace culture through the eyes of employees. Open to all employees, the competition encouraged participants to capture meaningful moments from their daily work, highlighting teamwork, safety, operational excellence and the pride they take in their roles.

Family Engagement

Youth at YTL

YAY extends learning and development opportunities to the children of YTL employees. Two events were held during the year: a summer camp in September 2025, and a creative workshop in February 2026 which launched the inaugural Puan Sri Kai Yong Yeoh Young Creators Challenge.

YAY Summer Camp 2025

Held on 18 and 19 September 2025, the 2025 YAY Summer Camp, themed "Mission YAY: Surviving the New World", brought together 100 children of YTL employees for a two-day immersive learning experience organised by YTL AI Labs in collaboration with Thesis School. Through a story-driven survival simulation, participants were grouped into villages and families where they tackled a series of hands-on challenges that encouraged teamwork, creativity, financial literacy, compassion and problem-solving whilst earning "YAY money" to prepare for future missions.

Across the two days, participants completed activities including logic games, budgeting exercises, creative construction challenges and ethical decision-making scenarios before applying their learning to design and build shelters using limited resources. On the second day, an unexpected survival simulation challenged them to adapt when their shelters were "destroyed", encouraging resilience, collaboration and the sharing of ideas as they rebuilt together with other villages. The programme concluded with reflection sessions inspired by the FIDS (Feel, Imagine, Do, Share) framework and a closing ceremony where participants received certificates to commemorate their achievement.

Campers apply their learning during the creative construction challenge, working together to design and build village shelters using limited resources

The YAY Summer Camp 2025 brought together a diverse group of participants to build lifelong connections and teamwork skills

Family Engagement

YAY Creative Workshop

On 7 February 2026, YTL Foundation hosted the inaugural YAY Creative Workshop at Menara YTL, bringing together 15 children of employees for a hands-on introduction to zine-making – the craft of making a small, self-published magazine. Participants were introduced to zine folding techniques, drafted their own work and shared it with one another. The workshop concluded with a talk by Malaysian artist Jayee Lim, creator of the popular character brand Monkiddo, who shared her journey of discovering and pursuing art from a young age and spoke on the value of exploring art freely and navigating the local art scene. The day also marked the launch of the Puan Sri Kai Yong Yeoh Young Creators Challenge.

The workshop host introducing the zine-making workshop to children of YTL employees

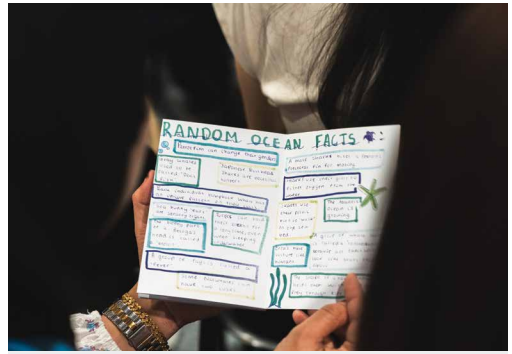
Puan Sri Kai Yong Yeoh Young Creators Challenge

In 2026, YTL Foundation revamped the Puan Sri Kai Yong Yeoh Book Prize into the Puan Sri Kai Yong Yeoh Young Creators Challenge, which recognises the academic excellence and exceptional creativity and critical thinking of the children of YTL employees. Participants were asked to submit a handmade zine on a chosen topic, together with a video flip-through and a written concept note.

Applications were open from 9 February to 15 April 2026 across two categories – Junior, for 13- to 15-year-olds, and Senior, for 16- to 18-year-olds – with cash awards for the top three participants in each category and professionally printed copies of the custom zines for the main winner of each. The Challenge received eight submissions from the children of YTL employees across departments in Malaysia and the UK. Entries were evaluated based on creativity, originality, content relevance and presentation.

The Junior category was won by a UK-based participant with "Life Under the Sea: A Guide to the World Beneath the Waves". Inspired by the entrant's interest in marine biology, the zine advocates for ocean conservation and encourages readers to protect marine life. The Senior category was won by a Malaysia-based participant with "A World Without Social Media". The zine explores society's reliance on the internet and imagines how people would react if social media were removed from their daily lives. Pop-up elements, including a pair of spinning eyes, encourage readers to reflect on how social media shapes their lives, and remind them that it is never too late to reconnect with the world around them.

The winning Senior Category submission, "A World Without Social Media", featuring creative pop-up elements to prompt reflection on screen time



The winning entry for the Junior Category: A beautifully crafted, ocean-conservation themed zine titled "Life Under the Sea"

Employee Recognition

YTL PowerSeraya Long Service Awards

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

BTRT Awards 2025

The BTRT Awards, introduced in 2016, remain one of the most anticipated forms of recognition within YTL Group. This year marked its tenth edition – and its most significant yet. For the first time, the awards expanded globally, recognising outstanding contributors from across the Group worldwide.

Four winners received the prestigious Light Brick Trophy in 2025, representing Malaysia, Vietnam, Singapore and the UK. Each was selected for embodying YTL's core values of Honesty, Hard Work, Moral Responsibility, Togetherness and Vitality – not as ideals, but as daily practice.

Winners of the BTRT Awards 2025

Enriching Communities

OUR COMMITMENT

Positively impacting and enriching the lives of communities where we operate

OUR APPROACH

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

ALIGNED WITH

Enriching Communities

[GRI 413-1]

Supporting the communities where we operate is central to YTL Group's approach to sustainable growth. Helping individuals build the skills and access the opportunities needed to improve their livelihoods creates value for both the communities we serve and our business. We are also mindful that our operations can affect the communities and environments around our sites, and that managing this responsibly is essential to maintaining trust and operating sustainably over the long term.

In FY2026, YTL Group committed RM46.0 million towards community programmes, educational initiatives and financial support managed across individual business units, benefiting over 174,000 lives. These contributions align with broader corporate goals by targeting high-impact areas such as uplifting economically disadvantaged populations, closing educational divides, empowering vulnerable demographics, encouraging communal ties and deepening partnerships with charitable organisations. These initiatives also help the Group manage wider socio-environmental risks and strengthen relationships around its operational sites.

YTL Group	Unit	FY2024	FY2025	FY2026
Total community investment	RM million	37.0	52.0	**46.0**
Total beneficiaries	Number	304,346	141,791	**174,057**

Management Approach

Guided by YTL Group's core principle of Building The Right Thing, we consider cultivating healthy relationships and social ties essential for generating concrete long-term value and building a more resilient community. By deploying our core competencies and assets to uplift vulnerable populations and enhance local well-being, our business units strive to produce sustainable and meaningful results.

Lasting change requires genuine engagement with the communities involved. By prioritising open dialogue, teamwork, inclusivity and sustainability, we ensure that our programmes reflect the distinct requirements and goals of the populations we support. Our strategic approach relies on corporate philanthropy, employee volunteerism, joint partnerships, knowledge exchanges, community building and structured development projects, all anchored firmly by our community development framework to maximise strategic impact.

Community Development Strategy

WAYS TO CONTRIBUTE

- Corporate Philanthropy
- Employee Volunteerism
- Participation through Pro Bono Work
- Collaborative Partnerships

TYPES OF PROGRAMMES

Providing Quality Education

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

Advocating Community Empowerment

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

YTL Group acknowledges the ongoing disparities in accessing top-tier education, dedicating its efforts to bridging this divide, especially within vulnerable and marginalised populations near our operating sites. Across our various business units, we champion multiple initiatives aimed at delivering quality educational opportunities for students, helping lower-income parents alleviate school-related financial pressures and promoting sustained educational progress. Our strategy strives to implement programmes that transcend immediate assistance by fostering lasting community growth, ensuring our social investments remain directly aligned with our comprehensive pledge to build resilient societies.

YTL Foundation Scholarship Programme

2026 Scholarship STPM & Matriculation Schools Information Sessions

To expand the Foundation's reach for its Scholarship Programme, the Foundation obtained permission from the Ministry of Education (MOE) Matriculation Division and Malaysian Higher School Certificate ("STPM") divisions of Wilayah Persekutuan Kuala Lumpur and Selangor, to conduct physical information sessions. The purpose of these physical information sessions was to connect directly with lower-income students in STPM and Matriculation courses.

The Matriculation Division Department also helped the Foundation organise a nationwide online information session for matriculation students across Malaysia. The Foundation also received approval from the Kuala Lumpur State Education Office to host the first in-person information session for STPM students at Victoria Institution. The one-hour session was well attended by Victoria Institution's Form 6 students and teachers.

YTL Foundation aims to expand these information sessions by reaching more students outside of Kuala Lumpur, including in East Malaysia.

The Scholarship team hosting an information session at Victoria Institution

Scholarships for Students in People's Housing Programme ("PPR")

YTL Foundation, in partnership with Teach For Malaysia ("TFM"), launched a scholarship programme for students living in the PPR communities in 2026. This scholarship is designed to support students who may not be academically gifted but have demonstrated potential to perform in vocational and skills-based programmes. Five scholarships will be awarded annually.

The programme's target group are Malaysian Certificate of Education ("SPM") graduates who obtain a minimum of three credits in the national examination. TFM is responsible for community outreach, promotion of the scholarship within the PPR communities and identification of suitable candidates. Shortlisted candidates will be interviewed by YTL Foundation, which will select the five recipients.

Deepening engagement with parents will be YTL Foundation and TFM's priority in future years.

Master's at Universiti Malaya Scholarship Programme

Applications for the Master's Scholarship in Sustainability Sciences at Universiti Malaya ("UM") officially opened, on 15 June 2026. The application window is set to remain open until 15 August 2026. The first two weeks of the application period have been positive, with 22 applications in progress and three completed submissions as of 30 June 2026. Moving forward, the Foundation plans to actively feature this scholarship programme across its social media channels, to increase visibility and encourage more applications.

2026 Scholar Cohort Selection Process

This year, the number of applications received between February and April 2026 nearly doubled compared with 2025. A total of 110 candidates attended the Stage 2 Assessment Centre where they were assessed on the Foundation's 5Cs – communication, creativity, collaboration, character and critical thinking. Based on their performance, 58 candidates successfully advanced to the Stage 3 interviews with YTL Group leaders.

A final cohort of 34 were offered scholarships and were invited to attend the annual YTL Foundation Scholar Induction Ceremony on 7 August 2026. These scholars will become part of the community of changemakers poised to shape a better future through education.

Scholars showcase their collaborative problem-solving skills during the rigorous interactive assessment phases of the selection process

YTL Foundation Induction Ceremony

YTL Foundation welcomed its 2025 scholar cohort with its annual Scholar Induction Day. The day began with a series of workshops to introduce the scholars to the Foundation's values and programmes and provide them with an opportunity to build new relationships. This was followed by the Induction Ceremony hosted by scholars Amran and Ashlee, who created an atmosphere of enthusiasm for the new scholar cohort.

The Ceremony commenced with a welcome speech by Dato' Yeoh Soo Min, who shared a heartfelt message about YTL Group's foundational values and the legacy of her late father and YTL's founder, Tan Sri Dato' Seri (Dr) Yeoh Tiong Lay. The 2025 Induction Day not only celebrated the achievements of these bright young minds but also reaffirmed YTL Foundation's enduring belief in education as a force for good.

Group picture of 2025 scholar cohort with Dato' Yeoh Soo Min

Local Scholars

Group Coaching

Recognising the positive impact of the UK Scholar Coaching programme, the Foundation extended the coaching programme to all scholars based in Malaysia in 2025. Scholars were divided into three groups based on their chosen theme: motivation, leadership or preparation for the workplace. Each theme included three sessions which were designed to be reflective spaces built from what they learnt at the annual Bootcamp.

Scholars who completed the group coaching reported the following:

- Knowing what matters to them and their personal goals;
- Being able to identify the actions needed to accomplish their goals; and
- Developing the skills relevant to their chosen themes.

Owing to the success of this programme in 2025, the Foundation chose to continue it in 2026 with a revision of the themes: motivation, leadership, well-being or confidence. The sessions were held between March and May, with 17 scholars attending at least one session.

The programme was well received by the 2026 local scholars who shared their feedback:

> *"Thank you for creating a supportive and open environment. The sessions encouraged self-reflection and helped me become more intentional about my personal development," said a YTL scholar.*
>
> *"I became more aware that my biggest limitation was not capability, but mindset, especially perfectionism and overthinking. I learnt the importance of consistency, self-awareness and taking action even when I do not feel fully ready," said another Malaysia-based YTL scholar.*

University of Bristol Summer Programme

YTL Foundation piloted the University of Bristol Summer Programme in 2025, to provide two of the local scholars, an opportunity to develop their communication skills and confidence by living and studying or working abroad in an English-speaking environment.

Applicants were evaluated based on the following:

- Personal statements;
- Academic reports;
- Internship feedback; and
- Engagement in the Foundation's activities.

Six scholars applied and two were selected – Teshmeen Kaur and Chan Choon Wooi, who were enrolled in the Environmental Humanities course at the University of Bristol.

Both scholars reported that the three-week experience offered them a unique opportunity to experience life abroad, learn alongside international peers and form friendships across cultures.

UK Scholars

UK Scholar Bootcamp 2025

The Foundation hosted its annual UK Scholar Bootcamp in October 2025 at Grafham Water Centre. The three-day programme featured experiential indoor and outdoor activities such as Myers-Briggs Type Indicator ("MBTI") sessions, climbing a giant log ladder blindfolded and paddleboarding. These activities were designed to develop scholars' emotional intelligence and equip them with effective conflict resolution and interpersonal skills.

The programme was well received with a scholar sharing that "the MBTI helped me learn more about myself over the past few years and I really think learning about emotional management and conflict skills was particularly relevant to me, this year."

UK Scholar Coaching 2025

The programme was developed to provide the Foundation's UK-based scholars with a space to reflect on their goals, thoughts and experiences. In 2025, Coach Helen Barstow coached six scholars throughout their academic year. Helen worked alongside each scholar to build their awareness of the tools and strategies needed to manage themselves effectively at university and beyond.

> *"Helen has supported me through the challenges I've faced at university by offering thoughtful guidance and practical advice. She has helped me structure an effective study plan, encouraged me to stay focused on my goals, and consistently provided the motivation I needed to keep going during difficult times," shared a YTL scholar about the monthly coaching sessions.*

This positive feedback is congruent with an earlier cohort of scholars who reported the following:

- Greater awareness of their strengths;
- Increased confidence;
- Improved professional and personal leadership; and
- Improved communication skills.

Graduate Scholars Career Launch

A total of 30 scholars graduated in 2025 and have been placed across YTL Group subsidiaries throughout 2026. The Foundation carefully considers each placement to ensure that the graduate scholar's skills, qualifications and career aspirations are aligned with their roles to ensure a smooth transition into the workforce. This will allow them to contribute effectively to the YTL Group.

Alumni Coaching

In January 2026, YTL Foundation offered six months of one-to-one coaching with Coach Helen Barstow. Six scholar alumni signed up and are currently participating in the monthly coaching sessions.

Leaps Academy

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

The Academy successfully expanded its reach this year with a total of 695 students who participated in various academic and enrichment programmes focused on soft skills development, computer proficiency, digital literacy, environmental awareness, livelihood entrepreneurship and social-emotional learning ("SEL"). These programmes were supported by more than 230 volunteers.

SK Tunas Bakti, Sungai Besi

Leaps Academy extended its efforts to include 16 students from SK Tunas Bakti in Sungai Besi. This programme delivered in collaboration with its university partner; International Medical University ("IMU") is led by seven senior lecturers from the university. The programme focuses on character building, social-emotional learning and communication skills to support the 16 students' personal growth and development.

SEMOA

SEMOA is an *Orang Asli* Education Centre located in Kampung Tras, Pahang that Leaps Academy works with to provide its students with educational support. The Academy runs 20 online weekly classes in core subjects – Bahasa Melayu, English and Mathematics. Many students benefited from targeted learning support, with focused assistance successfully provided to 24 out of 27 students in English and 21 out of 28 students in Mathematics. Some classes are conducted more than once a week, with smaller class sizes to provide more focused support. YTL Foundation is especially proud that all seven students who sat for their SPM in 2025, successfully passed with one student scoring 7As.

Creative Learning and IT Centre ("CLiC")

A total of 130 students aged seven to 13, from 13 schools, including nine in Sentul have benefited from a range of programmes YTL Foundation hosts at CLiC. These include academic initiatives such as the English Year 5, Year 6 and Form 1 programmes. Enrichment activities included Mandarin classes and a series of holiday programmes were conducted focusing on Science, Technology, Engineering and Mathematics ("STEM") workshops and arts and crafts activities. The students from the Sentul community include those from national and vernacular schools. This diversity reflects CLiC's strong engagement with different communities and its commitment to foster inclusive learning opportunities for underserved children in Malaysia.

Ongoing Partnerships

This year the number of volunteers grew, reaching a record high of 231 volunteers. The total comprised both local and international volunteers, supported by the addition of a new university partner, Taylor's University – School of Education. IMU remains Leaps Academy's largest source of volunteers, with more than 110 IMU Cares student and employee volunteers, who play a crucial role in delivering academic and social-emotional learning to over 90 children from local and displaced communities. Additional support comes from Heriot-Watt University, Studio Biri-Biri and the wider YTL community including YTL Legal Department, YTL Sustainability Division and YTL Power International.

Leaps Academy's ongoing partnership with Soroptimist International Damansara through the Building Bridges Beyond Borders (BBBB) programme includes nine international volunteers from leading UK universities. The outreach programme has positively impacted 11 alternative learning centres, benefiting 320 students aged seven to 22 through a wide range of academic and enrichment programmes designed to support learning and personal development.

The success of the programme culminated in one of the volunteer students winning an award which gives due recognition to the positive impact of the programme. Out of 180 nominations, Amber Wood won the "Exceptional Contributor of the Year" Award from the University of Bath. Amber did exceptional work whilst in Malaysia. Throughout her six-month placement, Amber taught more than 80 children from four high-needs alternative learning centres. Upon the completion of her placement and return to the UK, Amber continued to participate in the programme by teaching a group of young adults at a particularly under-resourced alternative learning centre online.

Eco Arts Outreach Programme

Two sustainability-themed programmes incorporating the arts were led by the YTL Group Sustainability Division team and supported by 40 student volunteers from the Taylor's University – School of Education. A total of 50 students aged ten to 17 from three alternative learning centres attended both programmes.

Students were introduced to various animal habitats and the concept of food webs. To reinforce their understanding, students created and presented food webs for different habitats to one another. They also learnt about the importance of mitigating climate change and explored different ways to reduce its impact. As part of an interactive activity, some students assumed the roles of the sun, Earth and greenhouse gases, whilst balloons were used to represent heat. Through this activity, students learnt that an increase in greenhouse gases in the atmosphere results in more heat being trapped.

Across both sessions, learning was enhanced through engaging, hands-on activities including drawing animals and food webs, building bird nests, identifying carbon footprints, arranging cause-and-effect puzzles related to climate change and illustrating the type of environment they would live in.

Christmas Carnival 2025: A Day of Joy, Play and Togetherness

Bringing joy to a larger group than ever before, the event, a part of the YTL Founders' Day Initiative, brought together over 180 children from diverse backgrounds including children of YTL employees, the *Orang Asli* community, Sentul community and three alternative learning centres, for a heartwarming celebration. The diversity of the participants reflects the Foundation's ongoing commitment to inclusive community engagement and shared celebrations.

The Carnival was a vibrant mix of fun-filled activities, delicious food, creative crafts and engaging games, all made possible by the efforts of over 80 volunteers from Universiti Tunku Abdul Rahman ("UTAR") and YTL Foundation's own scholars.

A special highlight of the Carnival was the musical performances by the 130 talented children from the SEMOA community, the Senthang Learning Centre, the Malaysia Karen Organisation Learning Centre and Ruth Education Centre. The event concluded on a joyous note with a special appearance by Santa Claus, who distributed goodies to the children.

Overall, the Christmas Carnival 2025 was well received and filled with positive energy, laughter and meaningful interactions. It marked a joyful end to the year, strengthening partnerships with UTAR and community organisations in creating positive, memorable experiences for children and their families.

Pioneering SEL for Educators

The inspiration for the first SEL programme for educators stemmed from an observation by Leaps Academy's partner, IMU, that students who struggle with behaviour were often met with punishment rather than understanding. This prompted a deeper question: what if we empowered educators with the emotional tools to respond more effectively, creating a classroom rooted in empathy rather than just discipline?

In response and in collaboration with IMU Cares, a pilot SEL programme was launched. The five modules – Stress and Emotional Management, Self-Awareness, Empathy, Building Relationships with Students and Parents and Self-Management, tailored specifically for educators, run in parallel with existing SEL efforts for students. The aim is to foster more mindful and emotionally intelligent classrooms.

For the pilot programme, 19 dedicated educators from 11 alternative learning centres came together. What made the sessions truly special was the diversity of the group. Educators of different ages and backgrounds, from various centres united by a shared commitment to growth. The 19 educators reported the following about the programme:

- Capable and ready to apply the concepts learnt;
- Sessions were practical and impactful; and
- The programme is well aligned with their needs and goals as educators.

Owing to the success of this pilot, the Foundation hopes to expand this programme to reach even more educators, cultivating emotionally aware classrooms where both educators and students can thrive.

KelasKita

KelasKita continues its mission of enabling every Malaysian child to learn anytime and anywhere, bridging educational gaps among underserved communities through volunteer-powered hybrid tutoring. The programme remains anchored in its purpose to strengthen foundational literacy and numeracy, ensuring that no child is left behind in their learning journey.

As of June 2026, KelasKita had reached approximately 1,200 students and engaged around 600 volunteers from across Malaysia. This reflects its continued scale and national reach across diverse communities.

Teach For Malaysia ("TFM"): Community-Based Expansion Programme Completion

TFM successfully expanded KelasKita into multiple PPR communities, including PPR Desa Rejang and PPR Taman Medan Cahaya. Through the mobilisation of university volunteers and grassroots networks, the programme reached more than 600 students over three years, supported by over 500 volunteer tutors.

The classes demonstrated strong structure and consistency, with approximately 70% of students showing measurable academic improvement through weekly assessments.

The programme concluded in June 2026, with continuation impacted by ongoing volunteer recruitment challenges.

A volunteer tutor uses an interactive word game to engage young learners during a KelasKita lesson

Ajar Society: Strengthening Rural Learning Support in Hulu Selangor

The partnership with Ajar Society marked an important step in extending KelasKita's reach into rural communities in Hulu Selangor. Despite challenges related to internet connectivity and infrastructure limitations, volunteers continued to deliver consistent enrichment sessions that supported both academic and non-academic development.

Feedback from parents and community leaders has been positive, highlighting improvements in student engagement, confidence and motivation. The partnership continues to demonstrate the importance of contextualised learning support in rural settings.

Good Shepherd Services ("GSS"): Expanding Access in East Malaysia and Ipoh

YTL Foundation's partnership with GSS continued to strengthen access to education for underserved communities in Sabah, whilst also expanding into GSS Ipoh.

In Ipoh, the programme has shown significant growth, increasing from 30 to 50 students across both primary and secondary levels. Weekly tutoring sessions have remained consistent and well-supported by volunteer tutors, reflecting strong community uptake and programme scalability.

In Sabah, the collaboration continues to serve vulnerable communities, reinforcing the Foundation's commitment to reaching students beyond Peninsular Malaysia and addressing educational inequality in East Malaysia.

Whilst some partnerships concluded or faced challenges in volunteer recruitment, the programme continued to demonstrate resilience and adaptability in delivering meaningful learning support. YTL Foundation will maintain its partnership with Ajar Society and Good Shepherd Services to ensure that the students from these communities receive the additional educational support they need.

Southeast Asia Acumen Academy

Acumen Academy continues to deepen its impact in Southeast Asia by supporting values-driven leadership through its Fellowship and Foundry initiatives. With the continued support of YTL Foundation, the past year has focused on strengthening the leadership ecosystem across the region, supporting Foundry members beyond the Fellowship and welcoming a new cohort of leaders into the 2026 Fellowship.

As the second Southeast Asia ("SEA") cohort began their Fellowship journey, Acumen Academy's work in the region continued to evolve from programme delivery towards long-term leadership development, community building and ecosystem strengthening.

2026 Southeast Asia Fellowship

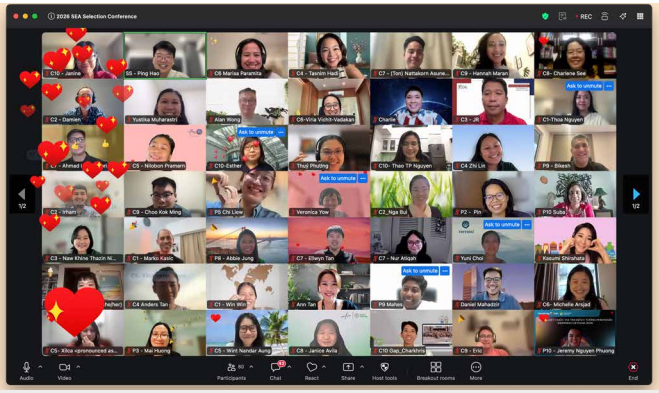
In November 2025, applications opened for the 2026 Southeast Asia Fellowship. This marked the beginning of the second Fellowship cycle in the region and demonstrated the continued growth of the programme beyond its pilot year.

The recruitment and selection process focused on identifying values-driven leaders across Southeast Asia who are committed to tackling poverty and creating lasting change. Building on the foundation of the inaugural Fellowship, the 2026 cycle continued to strengthen the leadership pipeline across the region.

In April 2026, the Southeast Asia Fellowship Selection Conference was held virtually and convened approximately 80 participants including finalists, panellists and the Acumen Academy team. Through group activities, interviews and facilitated reflection, the process surfaced leaders with the courage, moral imagination and commitment needed to contribute meaningfully to solving problems of poverty in this region.

In May 2026, Acumen Academy welcomed the 2026 Southeast Asia Fellowship cohort, comprising 20 leaders from six countries across the region. The cohort brings together leaders from diverse sectors, organisations and communities who share a common commitment to tackling poverty and inequality. In June 2026, the cohort gathered in Kuala Lumpur for their first in-person immersive. The immersive covered key components of the Fellowship curriculum, including Good Society Readings and Polarity Management. Through dialogue, reflection and shared experiences, Fellows began building the trust and relationships that will support their journey throughout the year.

The first immersive marked an important step in cultivating a new regional community of values-driven leaders. It also continued the momentum of the Southeast Asia Fellowship as a platform for developing leaders who are equipped to navigate complexity and lead with courage, clarity and compassion.



2026 Southeast Asia Fellowship candidates participating in the virtual Selection Conference, bringing together values-driven leaders from across the region

2026 Southeast Asia Fellows during Programme Orientation, beginning their Fellowship journey and building connections as a regional cohort

Foundry Engagement

Continuing Leadership Development Beyond the Fellowship

The Acumen Academy SEA team continues to support Foundry members and their teams through ongoing learning opportunities designed to strengthen leadership practice beyond the Fellowship.

In July 2025, an Acumen-led Virtual Peer Consulting session was held to create space for Foundry members to bring real leadership and organisational challenges to the community. The session supported peer learning, reflection and collaborative problem-solving across cohorts and countries.

From July to September 2025, the Leadership Lab was launched for team members of Foundry organisations. The Lab was designed to extend Acumen Academy's leadership tools beyond individual Fellows, equipping second-line leaders and organisational teams with shared practices to strengthen their work. Through Good Society Readings and reflective dialogue, participants developed deeper self-awareness, systems thinking and the ability to engage with complexity in their organisations. The Leadership Lab also included the Polarity Management and Authentic Voice modules. These sessions helped participants explore how to navigate competing tensions within their work, whilst also building practical capacity for sharing their own stories to bring people along. By supporting team members of Foundry organisations, the Leadership Lab contributed to strengthening not only individual leadership capacity, but also the organisations and communities these leaders serve.

Strengthening the Foundry Community

The Foundry community remains a vital part of Acumen Academy's long-term strategy in Southeast Asia. It provides a space for Fellows to continue learning, reflecting and supporting one another after the formal Fellowship year.

In October 2025, an in-person Malaysia Foundry Resilience Gathering was held to bring together Foundry members for reconnection, reflection and peer learning. The gathering created space for leaders to explore personal and community resilience, share experiences from their work and strengthen relationships within the Malaysia Foundry community.

In November 2025, members of the Regional Foundry Advisory Council ("RFAC") convened virtually in the Global RFAC Gathering. This continued to strengthen the role of Foundry members in shaping community-led engagement across regions. RFAC remains an important structure for ensuring that the Foundry community is not only supported by the Acumen Academy team, but increasingly shaped by the voices, needs and leadership of its members.

Through these engagements, the Foundry continued to grow as a community of leaders who learn with and support one another.

Foundry Recognition and Continued Impact

Over the past year, Southeast Asia Foundry members continued to receive recognition for their work and leadership. Andrew Kok, Theresa Ng and Willie Ng represented the Southeast Asia Foundry at TED, sharing stories and ideas from the work they lead across the region.

Willie Ng from Malaysia and Oanh Pham from Vietnam were selected as 2025 Acumen Angels awardees, joining a global cohort of social innovators receiving catalytic funding to grow their ventures.

Special Events

Building Regional Visibility and Awareness

In August 2025, the Acumen Academy SEA team participated in the TBN Asia Conference in Kuala Lumpur, creating an opportunity to increase awareness of Acumen Academy's work in Southeast Asia and connect with a broader ecosystem of social entrepreneurs and partners.

Jacqueline Novogratz, Founder & CEO of Acumen Visit and Foundry Connect Malaysia

In March 2026, Jacqueline Novogratz visited Southeast Asia, spending time with leaders, partners and ecosystem builders across Malaysia, Singapore and Vietnam. Her visit created an opportunity to deepen relationships across the region and highlight the work of Southeast Asia Foundry members.

In Malaysia, Jacqueline spent time with the Acumen Academy Southeast Asia team and Foundry members during Foundry Connect Malaysia. The gathering created space for connection, reflection and exchange among leaders in the community.

A key highlight of the Malaysia visit was Jacqueline's visit to an *Orang Asli* community supported by Ayu Abdullah, 2023 Malaysia Fellow and Founder of Energy Action Partners. Ayu's work has enabled access to clean and reliable electricity for the community, supporting local livelihoods, small businesses and shared community spaces.

This moment reflected the long-term sustainability of Acumen Academy's leadership development approach. The impact of the Fellowship extends beyond the programme, as Foundry members continue to lead within their communities, build trust and create conditions for lasting change.

Long-Term Sustainability and Looking Ahead

Over the past year, Acumen Academy Southeast Asia has continued to strengthen both its leadership development programmes and the regional community that supports leaders after the Fellowship. Through the Leadership Lab, Peer Consulting, Foundry gatherings, RFAC engagement and the launch of the 2026 Fellowship cohort, the work has continued to move from building a programme towards cultivating a sustainable leadership ecosystem.

The continued support of YTL Foundation has enabled Acumen Academy to invest in leaders at different stages of their journey: emerging Fellows entering the programme, Foundry members continuing their practice beyond graduation and team members within Foundry organisations who are now accessing shared leadership tools to strengthen their work.

As the second Southeast Asia Fellowship cohort begins its journey, the focus remains on nurturing values-driven leaders, deepening regional connections and strengthening a resilient community capable of creating lasting change across Southeast Asia.

Jacqueline Novogratz alongside the Acumen Academy Southeast Asia team and Foundry members during the Foundry Connect Malaysia gathering

PEMIMPIN GSL

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

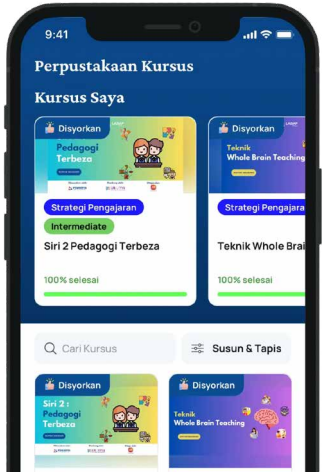
As of June 2026, PEMIMPIN has successfully supported over 40,405 school leaders and teachers from 7,761 national schools across Malaysia. Through the school leaders and teachers, it has indirectly reached 4,040,500 students. With the continued support of YTL Foundation, the past year has focused on expanding their impact and reaching more educators across the country.

PEMIMPIN continues to implement four programmes under its three strategic pillars:

Strategic Pillar	Programme
Educational Technology	LADAP Plus Mobile Application
Leadership Fellowships	LEAD Fellowship for Middle Leaders • Cohort 5 • *Program Anak Kita* ("PAK")
Prize Initiatives	Malaysia Teacher Prize Fellowship

LADAP Plus Mobile Application

LADAP Plus continues to expand its reach as a nationwide professional learning platform for educators. To date, the platform has registered 66,819 users from more than 7,761 national schools across Malaysia. Building on this momentum, the LADAP Plus team is currently developing seven new courses to support educators in implementing the rollout of Malaysia's new national curriculum. These courses are designed to provide timely, practical and accessible professional learning resources, ensuring teachers are well-equipped to translate curriculum changes into effective classroom practice.



Leadership ("LEAD") Fellowships

In 2026, PEMIMPIN celebrated the successful graduation of two cohorts of the LEAD Fellowship; Cohort 5 and *Program Anak Kita* ("PAK"). Together, these cohorts marked another milestone in strengthening instructional leadership, bringing the total number of middle leaders trained through the LEAD Fellowship to 438 nationwide.

The graduation of both cohorts was accompanied by encouraging improvements in student learning outcomes. For LEAD Fellowship Cohort 5, 80% of students involved in the teachers' Impact Initiative Plans improved by at least one proficiency level, reflecting the effectiveness of school-based instructional improvement led by middle leaders. Meanwhile, the LEAD PAK achieved significant gains in foundational learning, with 70% of participating students mastering foundational literacy and numeracy skills and successfully exiting the *Pemulihan* classes. This represents a 31%-point improvement compared to the average exit rate of 39% recorded over the previous three years across the five districts in Johor, demonstrating the impact of sustained instructional leadership and targeted interventions in supporting students most in need.

PEMIMPIN celebrated the successful graduation of two cohorts of the LEAD Fellowship

PEMIMPIN also launched its third cohort of the Accelerated School Improvement ("ASLI") programme, expanding its support to 12 *Orang Asli* schools across the state of Pahang. The programme commenced with its first cycle of leadership workshops, bringing together senior leaders from all participating schools to strengthen school improvement planning and instructional leadership. Over the coming months, each school will receive contextualised coaching and ongoing support to enable leaders to address their unique challenges and improve outcomes for their students.

Malaysia Teacher Prize

Building on the success of the Prize over the past four years, PEMIMPIN successfully launched the inaugural Malaysia Teacher Prize Fellowship in 2026, bringing together a cohort of ten Malaysia Teacher Prize Finalists to deepen their leadership capacity and broaden their contributions beyond their own classrooms. Since its launch, the Fellows have completed the first cycle of workshops, exploring topics such as leadership theories, systems thinking and educational leadership.

Beyond the Fellowship, PEMIMPIN organised the first Malaysia Teacher Prize Thought Leadership Series of the year, which featured Professor Fernando Reimers from the Harvard Graduate School of Education. The event was attended by the Minister of Education, Fadhlina Sidek and leaders from across the education ecosystem. It provided a platform to explore teacher leadership and discuss the future direction of Malaysia's education reforms, reinforcing the Prize as a key convener within the education ecosystem.

Malaysia Teacher Prize Thought Leadership Series

Teachers for Educational Equity Initiative

The Teachers for Educational Equity ("TfEE") programme supports educators serving in high-needs formal and informal learning spaces across Malaysia, giving them the opportunity to deepen their pedagogical practice and work towards educational equity for the communities they serve.

Postgraduate Certificate in Education International (Malaysia) ("PGCEi (Malaysia)")

Classroom Observation

Classroom observations provide PGCEi (Malaysia) educators the opportunity to introduce their students, colleagues, and wider community to their University of Birmingham lecturers. Each observation lasts an hour and is followed by a 20- to 30 minute reflective discussion where the observers share their critical feedback and the educator reflects on their teaching.

Between January and May 2025, 33 educators from the second PGCEi (Malaysia) cohort across Klang Valley and Penang, were observed. Later, in the year, 49 educators from the third PGCEi (Malaysia) cohort across Klang Valley, Penang, Perak and Sarawak were observed.

Celebrating the PGCEi (Malaysia) Cohort 2

In January 2026, YTL Foundation and the University of Birmingham co-hosted their second Celebration Ceremony at AC Hotel Kuala Lumpur. This was a significant milestone for the 33 educators who spent 11 months balancing full-time work with intensive study, driven by a shared commitment to serving their students and communities better.

PGCEi (Malaysia) Cohort 3

In August 2025, 49 educators from 15 alternative learning centres and eight high-needs national schools enrolled for the PGCEi (Malaysia) course. They attended their first in-person two-day seminar at Ideas International School, Kuala Lumpur where they met one another and their lecturers.

These educators will complete their learning journey at the end of July 2026. A Celebration Ceremony will take place for this cohort in January 2027.

Second Celebration Ceremony at AC Hotel Kuala Lumpur

Master of Arts ("MA") Education (Inclusion, Equity and Transformation) Cohort

In August 2025, MA educators began the second year of their two-year course. Their focus for this academic year is their dissertation. In addition, 14 MA educators presented dissertation posters at the inaugural TfEE conference in May 2026, at Taylor's University. Four of the MA educators also presented part of their research at a TfEE symposium in May 2025, at 54C.

YTL Foundation and the University of Birmingham will celebrate the MA educators at the Celebration Ceremony in January 2027.

Professional Learning Community

The TfEE team recognises that not all educators have the capacity to enrol in the PGCEi (Malaysia), hence the team hosts monthly Continuing Professional Development (CPD) seminars with the purpose of sharing its pedagogical practices and knowledge with a wider community of educators in Malaysia and beyond.

In the first half of 2025, the team hosted four online seminars which culminated in a symposium titled "Rethinking Mentoring & Coaching in the Global South Educational Landscape".

In the first half of 2026, the team hosted three online seminars, one in-person seminar, and the programme's inaugural conference. The conference, titled "From Possibilities to Practices: Teaching, Belonging & Inclusive Futures" grew out of a conviction at the heart of TfEE: that practitioners serving underserved communities across Malaysia hold a form of knowledge that the wider education community needs to learn from. Structured around four themes: i) leadership; ii) pedagogies and practices; iii) digital education; and iv) relationships, well-being and community engagement, the conference brought together 100 delegates from across Malaysia. The conference was co-hosted by YTL Foundation and the University of Birmingham, with venue partner, Taylor's University – School of Education.

Birmingham-Illinois Partnership for Discovery, Engagement and Education ("BRIDGE") Conference

In December 2025, the TfEE team was invited to present at the "Conference on Advancing Education in Partnership with the Global South". The conference was held at the University of Birmingham Dubai as part of BRIDGE which is a joint initiative between the University of Birmingham and the University of Illinois Urbana-Champaign.

The presentation, "Reimagining Global North-Global South Partnerships to Build a Better Malaysia through Better Education" shared TfEE's approach to equitable partnership as a model for education-focused collaboration between the Global North and South.

The conference was co-hosted by YTL Foundation and the University of Birmingham, with venue partner, Taylor's University – School of Education

Nurturing Youth for the Future

YTL Foundation

Sekolah Angkat Madani - 2025 Programme Summary

YTL Foundation continues to strengthen its commitment to empowering schools through meaningful digital transformation with programmes such as the Sekolah Angkat Madani initiative. Through this initiative, the Foundation sponsored 810 NEO laptops and provided unlimited Yes internet access for four months, to students and teachers across 11 schools in Malaysia.

The Foundation also conducted an intensive Bengkel Artificial Intelligence ("AI") for 165 teachers from all participating schools. The workshop was designed to equip teachers with foundational and practical AI knowledge and to ensure responsible and effective integration of technology in classrooms. The teachers were then tasked with implementing AI-integrated Project-Based Learning ("PBL") lessons in their classrooms. This hands-on approach nurtured creativity, critical thinking and innovation amongst students and enabled teachers to put into practice their AI literacy.

To complete the learning cycle, each participating school joined the Foundation's Meet, Share & Learn sessions to showcase their PBL projects and reflect on their AI-enhanced learning journey. With YTL AI Labs, the team incorporated ILMUchat (beta) activities in their Meet, Share & Learn sessions to encourage the teachers to use AI tools in education.

All 11 Meet, Share & Learn sessions were completed by December 2025.

Participating teachers from the Foundation's Bengkel AI programme

YTL Hotels Group

Building Talent Through University Internship Partnerships

YTL Hotels Group has established internship programmes with local and international universities across its resort operations, providing students with structured, hands-on experience in conservation research and environmental management. Current university partners include:

1. Universiti Malaysia Sabah
2. Universiti Malaysia Terengganu
3. Universiti Putra Malaysia
4. University College Sabah Foundation
5. Politeknik Sabah
6. Cardiff University, UK
7. University of Plymouth, UK

Interns contribute directly to active conservation programmes at the resorts. At Gaya Island Resort, interns from Universiti Putra Malaysia and Politeknik Sabah carry out census research on the Oriental Pied Hornbill, collecting population data to support ongoing biodiversity monitoring efforts.

Oriental Pied Hornbill

YTL Construction

Green Building Open Day

Introduced in 2024, Green Building Open Day has engaged more than 200 students and professionals through expert-led talks and guided tours of Menara YTL and YTL hotels, showcasing real-world sustainable building practices, promoting experiential learning and inspiring the next generation to embrace sustainable construction.

Build Your Own Green City

Under the YAY initiative, YTL Construction drives the Build Your Own Green City workshop, introducing children to architecture, engineering and design through hands-on activities. Participants work together to design and build sustainable cities using recycled materials, promoting creativity, teamwork, problem-solving, environmental awareness and an interest in STEM and sustainable urban development.

Malayan Cement Berhad ("MCB")

Bintang Cemerlang 2.0: Strengthening Foundations, Enabling Futures

Building on the success of the original programme established in 2008, Bintang Cemerlang 2.0 was introduced in 2025 through a collaboration between BUILDS, Sentul Raya Sdn Bhd, Kuala Lumpur City Hall ("DBKL") and UCSI University to expand access to meaningful learning opportunities for students from underserved communities.

The programme benefited approximately 200 students from 21 participating schools through structured bi-weekly workshops focusing on foundational competencies in Bahasa Melayu, English and Mathematics (3M). Using interactive teaching approaches such as storytelling, gamification, quizzes and collaborative learning, the programme complemented classroom learning whilst helping students strengthen literacy and numeracy skills, build confidence and develop a greater enthusiasm for learning.

To encourage learning beyond the classroom, BUILDS also donated more than 100 storybooks and established a Reading Corner Tree at Sekolah Kebangsaan Sentul Utama, creating an engaging reading space that will continue to benefit future generations of students.

Through Bintang Cemerlang 2.0, BUILDS continues to nurture future talent by strengthening educational foundations, improving access to learning resources and creating meaningful learning experiences for students from underserved communities.

A volunteer guides students through interactive learning activities as part of the collaborative Bintang Cemerlang 2.0 initiative

Supporting Access to Education

Through the BUILDS Back-to-School Programme, BUILDS supported students from local school communities by helping to reduce financial barriers and improve access to essential learning materials.

At Sekolah Kebangsaan Ewa, Langkawi, 50 students received vouchers to purchase school necessities, helping families prepare for the new academic year whilst ensuring students had the essential items needed for their studies. Meanwhile, Kanthan Plant provided funding to Sekolah Jenis Kebangsaan (Tamil) Ladang Dovenby, Sungai Siput, Perak, to procure schoolbooks for students from Standard 1 to Standard 6, improving access to learning resources throughout the school year.

Through initiatives such as these, BUILDS continues to support school communities by improving access to educational resources and creating a more conducive learning environment for students.

Supporting Holistic Student Development

MCB recognises that learning extends beyond the classroom. Through partnerships with the adopted schools, BUILDS supports co-curricular programmes that encourage leadership, teamwork, creativity, innovation and healthy lifestyles, enabling students to develop their interests and talents alongside their academic studies.

During FY2026, BUILDS contributed to a variety of student development programmes across its adopted schools, including sporting events, STEM and robotics competitions, academic recognition programmes, cultural celebrations, environmental education initiatives and outdoor learning activities.

Through these initiatives, BUILDS continues to provide students with opportunities to develop confidence, teamwork, creativity and problem-solving skills whilst encouraging holistic development beyond the classroom.

Environmental Education and Awareness

Environmental education plays an important role in fostering a culture of sustainability and encouraging responsible environmental practices. Through community outreach, stakeholder engagement and volunteer activities, BUILDS seeks to strengthen understanding of environmental issues whilst encouraging individuals and communities to take positive action in protecting natural resources.

During FY2026, Langkawi Plant organised an environmental stewardship programme that brought together employees, contractors, government agencies, local communities and schools to promote greater awareness of environmental conservation. The programme engaged 193 participants, including representatives from the Department of Environment Kedah, Langkawi District Forestry Office, Penang Port Commission, community organisations and nearby schools. Activities included the planting of the plant's 700th tree, the release of 700 fish into the quarry pond, and the launch of a No Single-Use Plastic Campaign to encourage more responsible consumption practices within the plant and surrounding community. Employee participation remained a key component of the programme, with more than 100 BUILDS volunteers contributing over 218 volunteer hours, demonstrating the value of collaboration in advancing environmental stewardship.

Inspiring Future Careers Through Industry Exposure

Exposure to real-world workplaces helps students make informed decisions about their future education and careers. During FY2026, Pahang Cement welcomed students from SMK Sri Jaya and SMK Pandan under the Industrial Mind Programme, an initiative led by the Member of Parliament for Paya Besar and supported by the Pahang State Government through the Teras 2025 framework.

During the visit, students gained first-hand insights into the cement manufacturing process, quality assurance and plant operations through presentations by technical and operational leaders, followed by a guided plant tour. The programme also introduced students to career opportunities within the cement industry, helping them better understand the skills and pathways required for technical and engineering professions.

The Industrial Mind Programme has reached more than 1,600 students from 13 secondary schools through collaboration with 24 industries and agencies, supporting the development of a skilled and future-ready workforce in line with the State Government's vision.

Advancing Sustainable Limestone Karst Management

The University-Industry Research Consortium ("UIRC") continues to serve as a cornerstone of BUILDS' commitment to advancing research, knowledge development, and industry-academia collaboration. Established in partnership with the Ministry of Higher Education, UIRC is Malaysia's first university-industry consortium dedicated to the study and sustainable management of tropical limestone karst landscapes.

The Consortium brings together five leading Malaysian universities – Universiti Kebangsaan Malaysia, Universiti Sains Malaysia, Universiti Malaysia Pahang Al-Sultan Abdullah, Universiti Malaysia Sabah and Universiti Malaysia Sarawak – alongside industry practitioners and subject matter experts to address critical knowledge gaps relating to limestone karst ecosystems. Through this collaboration, MCB has committed to funding research grants over a five-year period, whilst providing a platform for knowledge exchange between researchers, industry practitioners, and policymakers.

Recognising the ecological, geological, cultural and economic significance of tropical limestone karst landscapes, UIRC adopts a multidisciplinary approach spanning five key thematic areas:

1. Geodiversity and tropical limestone karst landscapes
2. Biodiversity and tropical limestone karst ecosystems
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

During the year, UIRC progressed a major multidisciplinary study titled "*Kelestarian Batu Kapur Lembah Kinta: Analisis Sumber dan Nilai Warisan untuk Menentukan Zon Penggunaan Lestari dan Pemuliharaan Warisan*". The project brings together experts in geology, biodiversity, cultural heritage, sustainable resource management and geopark development to establish a comprehensive understanding of the limestone karst landscape in the Kinta Valley and identify pathways to balance conservation objectives with sustainable development.

The first phase of the study was successfully completed during the reporting period. Key outcomes included the assessment of limestone resource quality and heritage value within the Kinta Valley, an analysis of existing policies, guidelines and management practices, as well as recommendations to strengthen governance and management approaches for limestone karst landscapes. These findings contribute towards developing a more balanced approach that supports both industrial development and heritage conservation.

Building on these outcomes, the project has progressed to its next phase, which will focus on field verification, targeted geological and biodiversity assessments, drone-based mapping and the collection of additional data to support the development of a structured framework for sustainable use and conservation zoning.

These research efforts support the implementation of the National Mineral Policy whilst contributing to broader national priorities in environmental sustainability, heritage conservation, education and sustainable resource management. The initiative also builds upon MCB's earlier efforts to document the geological and biological significance of the Bukit Kanthan Geosite, which contributed to the Perak State Government's efforts in securing the designation of Kinta Valley as a National Geopark.

UIRC plays an important role in nurturing future talent and strengthening Malaysia's research capabilities. UIRC demonstrates how meaningful partnerships can contribute to long-term environmental stewardship, responsible resource management and sustainable development for the benefit of both industry and society.

Empowering the Next Generation of Sustainability Researchers

Building on the foundation established through the UIRC, MCB continues to support the development of emerging research talent through the UIRC Young Researcher Industrial Grant.

The grant was established to support early-career lecturers from participating universities who demonstrate strong research potential and a commitment to advancing knowledge on tropical limestone karst sustainability. Through funding support, industry exposure and opportunities for collaboration with subject matter experts, the programme seeks to strengthen research capability whilst fostering closer engagement between academia and industry.

The current cohort of grant recipients is undertaking research across a range of disciplines aligned with UIRC's research priorities, including biodiversity, geodiversity, archaeology, sustainable resource management and conservation. These studies contribute to a broader understanding of Malaysia's tropical limestone karst landscapes and support knowledge development in areas relevant to environmental sustainability and resource management.

During the reporting period, the research projects progressed significantly, with several studies entering their final stages of implementation. The findings and recommendations arising from these projects are expected to be completed and presented in the next reporting cycle, contributing valuable insights for both academic research and practical sustainability applications.

The UIRC Young Researcher Industrial Grant reflects BUILDS' commitment to supporting knowledge development, strengthening research capability and fostering the next generation of researchers who will contribute to the sustainable management of Malaysia's natural resources.

Advancing Specialist Medical Education Through Regional Knowledge Exchange

Malaysia continues to face a shortage of trained dermatologists, highlighting the importance of expanding opportunities for specialist education and continuous professional development. To support this need, MCB was the principal sponsor of the inaugural Dermatology Masterclass in Disorders of Hair: Precision Diagnosis and Advanced Therapies in Hair Disorders, held on 27 and 28 June 2026 in Kuala Lumpur.

By bringing internationally recognised experts from Malaysia, Poland, Australia, Singapore and Thailand to Malaysia, the programme made advanced sub-specialist training more accessible to healthcare professionals across the region whilst reducing the need for overseas travel. Participants enhanced their clinical knowledge, exchanged best practices and built professional networks through lectures and technical discussions on the diagnosis and treatment of hair disorders.

A key highlight was the Yeoh Tiong Lay Memorial Lecture, delivered by Dr Steven Chow, President of the Asian Dermatological Association, commemorating the late Tan Sri Dato' Seri (Dr) Yeoh Tiong Lay's longstanding commitment to advancing education and healthcare.

Through its support for the masterclass, MCB contributed to strengthening specialist expertise, facilitating regional knowledge exchange and advancing lifelong learning within the medical profession.

YTL Cement Scholarship Scheme

YTL Cement continues to invest in the development of future industry leaders through the YTL Cement Scholarship Scheme, which provides financial assistance to students pursuing tertiary education at local institutions.

Established in 2007, the scholarship has supported students in pursuing higher education in disciplines relevant to the construction and building materials industry. During FY2026, 16 new scholars joined the programme, bringing the total number of scholarship recipients to 117. Originally focused on engineering disciplines, the scholarship has since expanded to include students pursuing a Bachelor of Science in Chemistry, reflecting the evolving technical expertise required to support innovation and sustainable development within the industry.

Beyond easing financial barriers to higher education, the scholarship represents YTL Cement's long-term investment in developing skilled professionals who will contribute to Malaysia's future growth and the continued advancement of the built environment.

Celebrating Malaysian Art Through Collaboration

Since 2019, YTL Cement has supported Malaysian artists through a special initiative that features their artwork on the Group's signature cookie jar and annual report cover. The initiative provides a platform to celebrate local creative talent whilst promoting appreciation for Malaysia's rich cultural heritage and artistic expression.

Through this initiative, YTL Cement seeks to create opportunities for Malaysian artists to reach broader audiences whilst highlighting the important role that arts and culture play in preserving identity, fostering creativity and strengthening community connections.

This year, YTL Cement is honoured to feature the work of Datuk Mohd Nor Khalid, better known as Lat, one of Malaysia's most celebrated cartoonists and cultural icons. In conjunction with YTL Group's 70th anniversary, Lat's commemorative artwork reflects themes of perseverance, humility and nation-building. Through simple yet meaningful imagery, the artwork highlights values that continue to inspire progress whilst recognising the importance of strong foundations and shared purpose.

Widely recognised for his distinctive storytelling style and ability to capture the diversity and everyday experiences of Malaysian life, Lat's work has resonated across generations and communities for nearly six decades. His contribution to this year's programme further reinforces the role of art as a medium for storytelling, cultural expression and shared understanding.

Through initiatives such as these, YTL Cement continues to support Malaysian artists and promote cultural appreciation whilst creating opportunities for local creative talent to gain greater visibility and recognition.

About The Artwork

Created in conjunction with YTL's 70th anniversary, this commemorative illustration reflects themes of legacy, perseverance and nation-building. The artwork captures YTL's early beginnings, including its first office in 1955, and traces its growth through visual references to iconic developments associated with the Group's progress over time.

Rendered in Lat's signature style, the illustration draws from familiar scenes and shared memories. It reflects the parallel journeys of a Malaysian company and a developing nation, whilst paying tribute to the late Tan Sri Dato' Seri (Dr) Yeoh Tiong Lay, alongside Puan Sri Datin Seri Tan Kai Yong, for their roles in shaping YTL's foundation and values.

The artwork invites reflection and recognition. It celebrates long-standing effort, quiet resilience and the people behind enduring success.

YTL UK Group

Building Resilient Communities

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 forecast to create over GBP5 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.

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

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

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

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

Brabazon's development is creating opportunities for students to gain hands-on experience in a major regeneration project

SERVING LOCAL COMMUNITIES

Operating across multiple countries, YTL Group understands our role in supporting the social and environmental well-being of the communities we serve.

Our mission is to act as a reliable partner in community development, helping to reduce poverty and expand access to opportunity, whilst building lasting relationships that benefit both our business and the communities around us.

Donations and Fundraising

1 Through its UK properties, YTL Hotels Group continued to support a wide range of charitable causes. The Glasshouse's Heads of Department took part in an 11 km charity walk in support of the UK hospitality industry, raising more than GBP500 to support UK Hospitality's charitable initiatives.

The Gainsborough Bath Spa and Thermae Bath Spa both support The Genesis Trust through fundraising events and initiatives. In April 2025, both properties hosted clothing collections, with all items donated directly to The Genesis Trust. Employees from both properties also took part in the Leap of Faith! 2025 abseil from Bath Abbey, raising GBP195 (The Gainsborough Bath Spa) and GBP100 (Thermae Bath Spa) for the charity. The Gainsborough Bath Spa team additionally ran the Bath Half Marathon, raising a further GBP230.

Thermae Bath Spa supported three charities – The Genesis Trust, Bath City Farm and Bath Medical Museum – through social media promotion, voucher donations and ongoing working relationships, and donated over GBP2,600 worth of vouchers to 14 local charities and organisations in 2024 and ten in 2025 for fundraising raffles, auctions and similar events.

Threadneedles Hotel partners with Magic Breakfast, a UK children's breakfast charity, donating meeting room space valued at GBP1,000.

One of the Group's Australian hotels participated in a Community Kitchen initiative with Foodbank WA, helping prepare 420 soups and 280 family-sized roast chicken dinners, diverting approximately 150 kg of surplus food from waste whilst providing nutritious meals to families in need. The hotel also supported OzHarvest through a Food Drive, and organised a Book and Toy Drive in December 2025, with employees donating books and toys to provide comfort and moments of joy for young patients and their families undergoing cancer treatment. Employees also participated in Road to Give, Marriott International's global fundraising initiative, with funds raised supporting UN Women projects in Fiji to strengthen business knowledge, financial resilience and long-term economic opportunities for female market vendors.

2 YTL REIT, through Brisbane Marriott Hotel ("BMH"), Melbourne Marriott Hotel ("MMH") and Sydney Harbour Marriott Hotel ("SHMH") in Australia, contributed approximately RM130,344 in FY2026, supporting 254 beneficiaries.

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.

3 YTL UK Foundation, which provides funding to projects taking place in the communities and environment where they work, distributed more than GBP700,000 in grants to support vulnerable communities and environmental projects. Wessex Water's Environmental Fund also helped communities to reduce waste and pollution and improve local environments.

During the year, Wessex Water donated GBP1,136,735 to UK charities, of which GBP281,403 was donated to local debt advice agencies to help provide debt and financial advice to customers in Wessex Water's operating area who are struggling to pay their water bills.

4 Blood donation programmes were maintained across several Group entities during the year. YTL Construction's Blood Donation Drive, conducted in collaboration with National Blood Centre since 2023, continued across headquarters and selected project sites, collecting more than 600 bags of blood to date. MCB's operations in Langkawi organised two donation campaigns in collaboration with Hospital Sultanah Maliha, with employees donating more than 25 litres of blood with the potential to benefit over 70 patients. In Singapore, NSL's Sports and Recreation Club organised a Blood Donation Drive in collaboration with the Singapore Red Cross to support Singapore's National Blood Programme. Held at Bloodbank@ Westgate, the initiative attracted 22 employee donors.

5 Green and Give Day 2026 was held on 3 and 4 March 2026 at the Town Hall, Level 8 of Menara YTL. Organised by the YTL Sustainability Division with support from internal units and five external partners – Electronic Recycling Through Heroes (ERTH), Kloth Cares, Toy Libraries Malaysia ("TLM"), Budimas and National Autism Society of Malaysia (NASOM), the event encouraged employees to recycle and donate preloved items whilst raising awareness of zero-waste practices through vendor booths and two lunchtime talks.

Approximately 80 employees recycled or donated items, with total participation reaching 137 including the talks. The event collected 344 items, raised RM2,069 and diverted 90 kg of textiles and 44.4 kg of e-waste from landfills (avoiding 0.111 tCO_2e), and enabled the donation of 72 toy bundles and various educational materials to community beneficiaries.

6 During the year, Fico-YTL collaborated with local authorities and community partners to support the completion of Fico Bridge No. 11 in Bàu Xoáy Hamlet, Mỹ Quý Commune, Tây Ninh Province. The 26-metre bridge has a five-tonne load capacity and was constructed with a total investment of more than VND269 million, fully funded by Fico-YTL. As the 16th and final bridge in the local bridge network, it completed the rural transport system serving the area, improving accessibility and enabling safer, more efficient travel for residents whilst facilitating the transportation of agricultural produce and goods.

To celebrate the completion of the bridge, Fico-YTL and its partners also presented 40 scholarships to students from low-income families in Mỹ Quý Commune, supporting continued access to education and demonstrating the company's commitment to community well-being.

Beyond bridge construction, Fico-YTL continued to support the development of rural roads, community facilities and housing initiatives across Tay Ninh Province. During the year, the Company contributed to the construction and renovation of 576 homes under Tay Ninh's programme to eliminate temporary and dilapidated housing, whilst continuing to supply cement for rural infrastructure projects.

Through close collaboration with local authorities and community partners, Fico-YTL seeks to create lasting social value by investing in projects that address local needs, strengthen community resilience and support sustainable development.

7 In 2025, NSL employees and their families participated in the Walk for Our Children 2025 organised by Singapore Children's Society. Through collective participation, approximately SGD4,856 was contributed towards programmes supporting children, youth and families in need.

NSL's subsidiary Eastern Pretech (Malaysia) ("EPM") organised a Charity Golf Tournament at Glenmarie Golf & Country Club, Selangor, bringing together approximately 123 employees, business partners and stakeholders in support of HOPE worldwide Malaysia. The event raised RM36,000, comprising RM18,037 contributed by EPM and RM17,963 raised through participant contributions and fundraising activities.

Through the 11th Annual Love Movement Donation Drive, organised by the SRC, NSL employees raised SGD6,199 in support of the Children's Aid Society's Melrose Home. The contribution was matched dollar-for-dollar by NSL, bringing the total donation to SGD12,398. The funds will support daily meals and contribute to providing a safe and nurturing environment for children and youths residing at the home.

NSL also continued to support the 26th Singapore Management University-Raffles Marina Western Circuit Sailing Regatta, which promotes teamwork, sportsmanship and community engagement. As part of the event, a fundraising gala dinner raised approximately SGD10,780 for the Sailability programme under the Singapore Disability Sports Council. The programme enables persons with disabilities to participate in sailing, fostering greater inclusion and accessibility through sport.

8 MCB contributed 50 bags of cement to support Kayuh D'Tonggang, an *Orang Asli*-led eco-tourism initiative in Perak. The materials were used to improve community facilities supporting sustainable tourism, helping generate economic opportunities whilst preserving local cultural heritage.

Through Buildcon Concrete Sdn Bhd, MCB contributed concrete to the Perak Association for the Intellectually Disabled for the construction of a hydroponic training facility in Ulu Kinta. The facility provides practical agricultural training and skills development for individuals with intellectual disabilities, supporting greater independence and future livelihood opportunities through sustainable farming.

Additional donations of cement and construction materials were provided to schools, places of worship, community organisations and public institutions to support infrastructure improvements that benefit surrounding communities.

9 In April 2026, Geneco SG celebrated its eighth anniversary together with Earth Day by planting another 50 trees at Yishun Avenue 7, marking the first phase of Geneco SG's renewed commitment to plant an additional 250 trees over the next five years. This builds on the successful completion of Geneco SG's 2021 pledge, which was surpassed with a total of 450 trees planted across Singapore.

In support of NParks' #OneMillionTrees movement and Singapore Green Plan 2030, Geneco SG remains committed to contributing to a greener and more sustainable future. Geneco SG also donated SGD15,000 to NParks' Garden City Fund, reaffirming its support for efforts to enhance urban biodiversity and strengthen Singapore's vision as a City in Nature.

10 In October 2025, Niche Retailing collaborated with Café Marais to host a Pink October breast cancer awareness event at The Starhill, attended by approximately 200 guests. The event featured a fashion showcase of pink collections from Balmain, Paul & Shark, Philipp Plein and Plein Sport, with five cancer survivors from the Breast Cancer Welfare Association ("BCWA") amongst those in attendance. A BCWA representative delivered a talk on breast cancer education, early detection and community support. A pop-up booth at Rotunda, The Starhill enabled cancer survivors to sell handmade merchandise, and a week-long pop-up activation at the ground-floor corridoor extended the campaign's reach. A portion of sales proceeds from the activation was donated to BCWA in support of its breast cancer education, advocacy and patient welfare programmes.

Empowering Communities

1 Toy Library at the Urban Transformation Centre (UTC) Sentul continued its efforts to create inclusive spaces for children to learn and grow through play. Whilst progress has been steady, TLM faces challenges in sustaining consistent community participation and maintaining library operations.

Since the programme began, around 70 children from 41 families, including 33 children from B40 households, have participated in the programme. The TLM team has been working closely with YTL Foundation and DBKL to strengthen community outreach and engagement strategies.

This led to a gradual shift in perception amongst B40 parents, who are beginning to value the importance of play in their children's development. This growing awareness marks a positive step towards fostering long-term behavioural change within the community.

2 As part of its continued efforts to inspire students and strengthen relationships with school communities, YTL Foundation participated in Teach For Malaysia Week 2025 – an annual initiative that brings leaders into classrooms to co-teach and engage directly with students.

Dato' Setia Yeoh Seok Kah, Executive Director of YTL Corp, was invited to co-teach an English lesson alongside a TFM Fellow at SMK Bukit Tinggi, Klang.

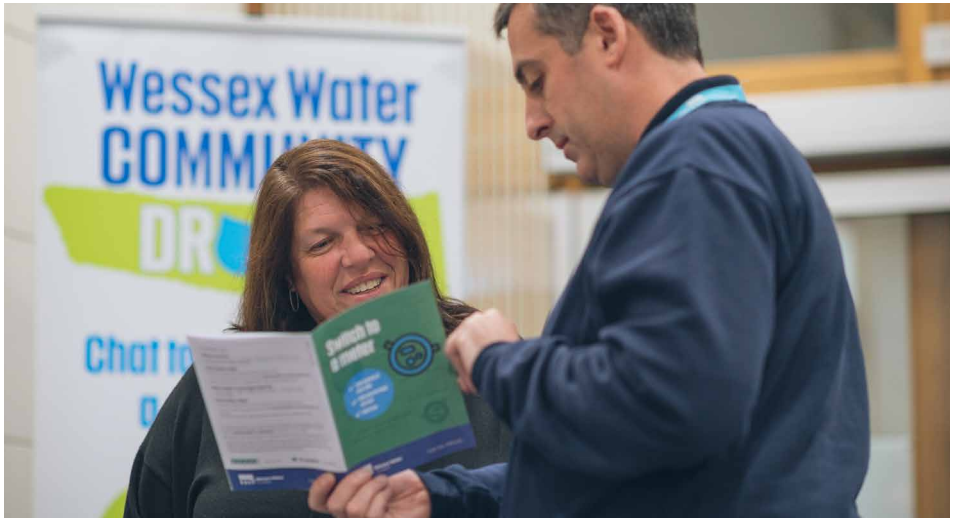
During the session, Dato' Setia encouraged students to work hard, persevere and stay focused on their goals, reminding them that success is built on discipline and determination. He also shared personal experiences from his school days at Victoria Institution, Kuala Lumpur, offering students relatable insights whilst reinforcing the value of education. The engagement provided:

- First-hand exposure to real-world perspectives;
- A meaningful connection between corporate leadership and classroom learning; and
- A reminder that education is a collective effort involving teachers, communities and leaders.

Events like TFM Week amplify the the impact of the Foundation's partners by bringing leaders directly into the learning space and demonstrate YTL Foundation's commitment to programme delivery and building relationships that inspire and uplift students.

Dato' Setia Yeoh Seok Kah, Executive Director of YTL Corp receiving his token of appreciation

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



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

5 Wessex Water's Watermark Town programme supports town councils to value water, improve local resilience and play an active role in shaping solutions. In 2025–26, five towns took part, and 14 towns have signed up for 2026–27. Wessex Water's public water refill points also helped avoid the equivalent of 378,383 single-use plastic bottles.

6 Wessex Water's Water Force employee volunteering programme continued to grow during the year, with 977 employees contributing over 5,400 hours to local organisations.

7 Launched on 23 August 2025 by His Majesty Yang di-Pertuan Agong Sultan Ibrahim ibni Sultan Iskandar, Laman Rel Mahkota is Malaysia's first community park beneath an operational elevated railway station. Built as YTL's Beyond 70 legacy project, it preserves Kluang's railway heritage through restored artefacts, historic signage, rail tracks and interactive QR codes whilst providing a community space for learning, recreation and future generations.

8 Since 2024, YTL Construction has partnered with HELP International School to support the Design Engineer Construct (DEC) Programme under the Class of Your Own initiative. Over six months, YTL Construction's architects, engineers and interior designers mentored more than 100 students in designing their own restaurant. YTL Construction also conducted over 12 knowledge-sharing sessions, reaching more than 2,000 university students across Malaysia on topics including the future of rail, mental health, leadership, soft skills and women in STEM.

9 YTL REIT's Sydney Harbour Marriott Hotel is registered with GoodSAM, a life-saving emergency response programme that improves community access to Automated External Defibrillators (AEDs) before medical services arrive.

10 YTL Founders' Day, launched during the YTL Beyond 70 celebrations, is an annual initiative held on 18 December to honour the legacy and mindset that shape the company. It recognises that YTL's growth is driven by generations of people carrying forward a core founder mindset: the courage to build, the will to serve and a heart to uplift others. On this day, teams across the Group take collective action to serve their communities through volunteerism.

Founders' Day 2025 united subsidiaries and affiliates across the YTL family of companies in a shared commitment to community, sustainability and social impact. The collective figures below reflect Group-wide participation, including entities beyond the financial control reporting boundary, as the initiative spans the full YTL family of companies. That collective effort amounted to RM1.4 million invested, 2,500 families reached, 400 employee volunteers, over 5,300 volunteer hours and over 105,000 kg of waste recycled.

Initiatives spanned the Group. YTL Cement's Penyu Shell-Ter Project raised RM1 million for turtle conservation through an art-led campaign. ERL launched new recycling infrastructure and hosted children from YTL Foundation for an educational visit aboard the KLIA Ekspres. YTL Construction joined the YMCA Kuala Lumpur Community Children Christmas Celebration for the fifth consecutive year. Geneco SG by YTL PowerSeraya hosted a stargazing evening for 80 children and caregivers in partnership with Yellow Ribbon Project and The Salvation Army. YTL Communications volunteers refreshed facilities at SMK Convent Sentul. YTL Foundation hosted 180 children at a Christmas party, and the Tree of Wishes initiative fulfilled Christmas wishes for 70 children from House of Love and Good Samaritan Home.

11 YTL PowerSeraya continues to partner with The Salvation Army through its Recycling Bin programme. Located near the corporate office, the bins provide employees with a convenient way to donate used clothing, books, toys and household items for reuse. During FY2026, 3,494 kg of reusable items were collected and channelled to The Salvation Army Family Stores, where proceeds from their sale contribute towards programmes that provide holistic care and support for those in need.

12 Additionally, Geneco SG continued the Used Red Packet Recycling Initiative for the sixth consecutive year, supported by an expanded network of over 250 collection points established through collaborations with leading retail, commercial and community partners across Singapore. By the end of the collection period, Geneco SG collected 6,840 kg of used red packets, which were channelled to SG Recycle for recycling into new paper products.

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

Through a nationwide campaign, Geneco SG rallied more than 369,000 pledges of support for mental wellness. In recognition of this collective commitment, Geneco SG donated SGD10,000 each to Beyond the Label and Mindfull Community to support their efforts in promoting mental well-being, social inclusion and access to support for individuals, youths and caregivers across Singapore.

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

As part of the campaign, incarcerated mothers and their children co-created artworks reflecting the meaning of family, inviting the public to pledge their support through a nationwide voting initiative. The campaign garnered more than 531,640 pledges, enabling Geneco SG to donate SGD10,000 to the Yellow Ribbon Fund in support of rehabilitation and reintegration programmes for inmates, ex-offenders and their families.

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

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

Celebrating Festive Seasons

YTL Group's operations mark major festive occasions through community programmes that support vulnerable groups, engage local stakeholders and strengthen relationships with the communities in which the Group operates. During the year, festive initiatives spanned employee volunteerism, community outreach and stakeholder engagement across Malaysia.

Ramadan 2026

Since 2021, YTL Construction has supported nearly 400 individuals across shelters in Kuala Lumpur and Selangor through the Santun Ramadan YTL initiative. Since late 2023, the programme has expanded beyond basic aid to provide training in CV writing, interview skills, communication, confidence building, public speaking and digital tools such as Canva and ChatGPT, helping participants improve their employability and prepare for life after the shelters.

During Ramadan 2026, YTL's Media Iftar 2026 brought together more than 60 journalists, editors and media practitioners from across Malaysia over five engagement sessions. Organised by YTL Construction's Stakeholder Department with support from the Group Creative Communications team, the initiative strengthened long-term relationships with the media through meaningful engagement in a warm and informal setting.

MCB's flagship community engagement initiative during Ramadan was the *Bubur Lambuk* Programme, implemented across multiple operational locations in collaboration with mosque and surau committees, Federal Land Development Authority (FELDA) communities, healthcare facilities and local authorities. To date, the programme has distributed 4,500 packs of *bubur lambuk*, supported by over 260 employees and community members who contributed more than 1,200 volunteer hours.

Additional initiatives included supporting a Majlis Berbuka Puasa attended by approximately 100 community members at Masjid Bukit Sagu, a community iftar programme involving 102 participants in Langkawi, and donation drives benefiting 25 mosques, surau and police stations across Padang Rengas and Bukit Sagu.

YTL Construction supporting shelter residents through the Santun Ramadan YTL initiative, providing aid and skills development to improve employability and prepare them for life beyond the shelters

MCB employees and community members preparing bubur lambuk for distribution to local communities as part of the company's Ramadan community engagement programme

Other festive occasions

In conjunction with Deepavali, MCB's Kanthan Plant distributed festive hampers to 30 underprivileged families in Taman Ladang Dovenby, Sungai Siput. During the Chinese New Year period, food essentials were provided to approximately 30 elderly beneficiaries from the B40 community in Kanthan Baru, alongside festive outreach activities across neighbouring communities.

Feature Story

Penyu Shell-Ter Project

As part of YTL Group's Beyond 70 campaign, BUILDS launched the Penyu Shell-Ter Project, a flagship conservation initiative that brought together artists, conservation organisations, employees, community partners and the public to support the protection of Malaysia's endangered sea and freshwater turtle populations. Named after the Malay word *penyu* (turtle), the project demonstrated how creativity, collaboration and community participation can contribute to biodiversity conservation whilst raising public awareness of endangered wildlife.

The initiative featured 70 turtle sculptures, each handcrafted by YTL Cement's research and development team using ECOCem®, YTL Cement lower-carbon cement, before being transformed into one-of-a-kind works of art by 51 Malaysian artists and public figures. Supported by the National Art Gallery, leading local galleries, YTL Hotels, conservation organisations and media partners, the sculptures were exhibited at selected YTL Hotels nationwide and showcased through a digital catalogue and online platform, encouraging greater public appreciation of turtle conservation and environmental stewardship.

The project culminated in a charity auction in November 2025, raising RM1 million, with 100% of the proceeds donated to the Turtle Conservation Society of Malaysia ("TCS") and PULIHARA. The funds will support long-term programmes in turtle conservation, habitat protection, scientific research, environmental education and community engagement, contributing to the protection of Malaysia's endangered sea and freshwater turtle populations and the ecosystems they depend on.

In addition, YTL Cement contributed RM5,000 on behalf of each participating artist to an NGO or social enterprise of the artist's choice, providing a further RM255,000 in support of organisations advancing food security, palliative healthcare, education for underserved children, environmental conservation, child welfare, mental health and circular economy initiatives through upcycling and women's empowerment.

By bringing together art, innovation and strategic partnerships, the Penyu Shell-Ter Project created meaningful environmental and social impact beyond the exhibition itself. The initiative demonstrated how creative collaboration can mobilise public participation, generate funding for conservation and strengthen community support for protecting Malaysia's natural and cultural heritage.

The Penyu Shell-Ter Project at a Glance

- **70 turtle** sculptures created using ECOCem®
- **51** Malaysian artists and public figures
- **RM1 million** raised for turtle conservation
- **100%** of auction proceeds donated to TCS and PULIHARA
- **RM255,000** contributed by MCB to NGOs and social enterprises selected by participating artists

Embracing the Marketplace

OUR COMMITMENT

Reinforcing YTL Group's reputation as a trust-based 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

Embracing the Marketplace

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

To ensure long-term resilience and value creation as an international conglomerate, we proactively navigate cybersecurity risks, shifting regulatory landscapes and supply chain disruptions by strengthening our governance, operational controls and compliance culture. We simultaneously capitalise on strategic growth opportunities through investments in sustainable solutions, new market segments and climate-related risk management, thereby reinforcing stakeholder trust and operational continuity in a dynamic market.

The world is moving fast with the rapid evolution of technology and rising usage of Artificial Intelligence ("AI"). YTL Group has effectively made its mark as one of Malaysia's leading AI infrastructure leaders. Whilst we strive to stay ahead of competitors and deliver the best outcomes and positive impacts for our stakeholders, we are also reminded of the YTL founding philosophy of Building The Right Thing–ensuring that we remain grounded, adhere to shifting regulatory landscapes and uphold ethical values and maintain transparency in our operations.

Management Approach

Our management approach focuses on maintaining responsible and resilient business practices. Ethics and compliance form the foundation of our operations, supported by Group-wide 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 strive to develop responsible products and services that meet relevant safety, quality and environmental standards, whilst prioritising responsible sourcing practices by engaging local vendors and working with suppliers who uphold the highest ethical and transparent business conduct.

Responsible Business Practices

ETHICAL BUSINESS CONDUCT

Risk Management, Ethics and Compliance

Meeting our business targets without compromising the highest levels of ethics and integrity whilst maintaining robust risk management practices

Sustainable Supply Chains

Encouraging and supporting our suppliers to incorporate Environmental, Social and Governance ("ESG") considerations into their products and services and enhancing supply chain resilience

CUSTOMER EXPERIENCE

Responsible Stewardship of Products and Services

Producing affordable and accessible products and services for all

Innovation for Sustainable Solutions

Leveraging technology and innovation for businesses and communities

Customer Satisfaction

Providing a seamless customer experience in line with 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 risks in achieving business objectives.

Robust risk management is essential to our business so we constantly endeavour 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 the *Statement on Risk Management and Internal Control* in our Annual Report.

ESG 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 preemptive 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 20 of this report.

To foster transparency and cultivate good risk management practices, we have proactively implemented 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, 10,008 employees globally completed the ABC training.

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 assessing the appropriateness of mitigation measures in place to minimise exposure to these risks. During the year under review, there were no incidents of non-compliance, disciplinary actions, fines, penalties or settlements related to fraud, bribery or money laundering offences.

YTL Group	FY2024	FY2025	FY2026
Confirmed incidents of corruption and action taken	0	0	**0**

Whistleblowing Policy

In line with our commitment to ethical conduct, the Code also sets out YTL Group's whistleblowing policy and procedures. 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 disclosed to persons where essential and for investigation purposes. To conduct fair and unbiased investigations, we encourage whistleblowers to provide sufficient details about the reported misconduct or wrongdoing. This approach reflects 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, incorporated into the Code, 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.

Cybersecurity and Data Protection

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

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

A credible and balanced "Security Posture"

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

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

Collective security awareness and collaboration

At the heart of YTL Group's security is our ability to draw on security expertise and experience built across different business and industrial sectors: we do this through our YTL Group Cybersecurity Task Force, established in 2022. The Task Force maintains our situational awareness, 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 the most impactful threats.

The Task Force also guides our longer-term development, working with our business units to understand existing levels of cybersecurity preparedness and to identify areas for support or enhancement, leveraging YTL Group's scale to share common services efficiently and to deliver competitive access to the newest security capabilities. Examples include the "collective procurement" of endpoint security tooling, delivering significant savings on best-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 our information security culture. Our companies voluntarily adopt the standards best fitted to their businesses; these may include the ISO 27001 Information Security Management System, a systematic approach to security and risk management, or the Payment Card Industry Data Security Standard (PCI-DSS) framework for payment card data processors. Many of our businesses, particularly critical infrastructure providers in Malaysia, Singapore and the UK, are also required to meet government-mandated information security control frameworks. Whatever their sector-specific requirements, each business unit will be audited internally against our own baseline security policies to establish a common picture of security attainment and risk.

We also recognise that a key part of our defence lies with our employees: having a well-trained workforce provides the strongest means to detect and prevent the success of social engineering attacks (i.e. "phishing", a technique to capture a user's account name and password), often the quickest means to compromise 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 UK Data Protection Act 2018 and the General Data Protection Regulation (GDPR). Moreover, we closely monitor developments in data protection laws and industry best practices to adapt and enhance our data protection measures, ensuring the ongoing security and privacy of the data entrusted to us. The 2025 amendment to the Malaysian PDPA is an example of a significant regulatory change that drives an update to our practices. Our approach to protecting personal data must also recognise other external factors: one example is that in 2025 YTL Group also enhanced its data protection policy to address AI usage, ensuring that our customer data continues to be appropriately handled and protected. Of note, 2,054 employees completed YTL Group's mandatory PDPA Training for Malaysian employees in 2025.

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" help our businesses to operate unimpeded, enhancing productivity, efficiency and profitability for the organisation.

YTL Group	FY2024	FY2025	FY2026
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	**0**

SUSTAINABLE SUPPLY CHAINS

Diverse operations mean more intertwined supply chains, and YTL has a wide network of service providers, business partners and vendors across the globe. We recognise that upholding sustainability within our supply chains is key to ensuring the longevity of our partnerships and business, covering considerations such as 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.

2) SELECTION

- Each major operating company has established its 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.

3) PERFORMANCE EVALUATION

- All suppliers are regularly assessed and monitored to synergise opportunities for improvement through partnerships under effective supply chain risk controls.

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.

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. In FY2026, 89% of YTL Group's procurement was spent on local sourcing, illustrating our commitment to working with local suppliers wherever possible.

YTL Group	FY2024	FY2025	FY2026
Local Procurement	95%	93%*	**89%**

**Note: Restated*

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. In April 2025, YTL PowerSeraya enhanced the selection criteria in its Vendor Qualification Form to incorporate comprehensive environmental and social criteria.

Within our cement and building materials division, MCB has its Sustainable Procurement Policy that sets out the standards and expectations applicable to suppliers working with MCB Group companies. The Policy covers key areas including compliance, business conduct, product quality and safety, environmental management, labour practices and standards, occupational health and safety and data privacy. It provides a common reference for suppliers and their procurement teams and supports the integration of sustainability considerations into supplier engagement.

MCB conducts ESG assessments of existing key suppliers and new suppliers to better understand their environmental and social practices and identify areas for improvement. Recognising that suppliers, particularly small and medium enterprises, may have varying levels of resources and technical capacity, these assessments also provide an opportunity to raise awareness of ESG expectations and encourage continuous improvement.

To strengthen responsible sourcing practices, NSL Group's businesses commenced a supplier ESG assessment programme during the year. The assessments form part of the implementation of NSL's Sustainable Procurement Policy and provide a structured approach for engaging suppliers on ESG matters. Recognising that procurement risks are not uniform across the supply chain, suppliers are prioritised using a risk- and business-based approach. Initial assessments focused on selected suppliers considered to have greater strategic importance or sustainability risk, with evaluations covering areas such as regulatory compliance, business ethics, environmental management, labour practices, occupational health and safety, and data privacy. The programme also encourages suppliers to acknowledge the Sustainable Procurement Policy, reinforcing NSL Group's expectations for responsible business conduct. As implementation progresses, supplier engagement and ESG assessments will continue to be expanded across NSL, supporting continuous improvement and strengthening supply chain resilience.

RESPONSIBLE STEWARDSHIP OF PRODUCTS AND SERVICES

YTL Group balances customer needs with safety, health and environmental risk management across product lifecycles to meet growing demands for sustainability, transparency and accountability. As responsible stewards, YTL Group leverages technology, innovation and customer feedback to boost operational efficiency and keep our offerings relevant. Whilst united by a shared commitment to sustainable growth, each of our business units leverages sector-specific strategies to innovate and deliver responsible products and services to their respective markets.

YTL Power International: Green Financing

In a financing first for Singapore–DBS, Maybank and OCBC extended SGD500 million in transition financing to YTL PowerSeraya for the development of the hydrogen-ready combined cycle gas turbine. This transaction is Singapore's inaugural transition finance deal aligned with the Singapore-Asia Taxonomy for Sustainable Finance and the Asia Pacific Loan Market Association's Green Loan Principles.

The financing forms part of a broader SGD1.2 billion term loan facility provided to YTL PowerSeraya, with the three banks also serving as joint Sustainability Structuring Advisers. This milestone demonstrates growing confidence in the commercial viability of transition technologies, setting a precedent for sustainable project financing in the region.

The Group also has a RM1.1 billion Islamic term financing facility for Phase 1 of the YTL Green Data Center Park in Kulai, Johor, with a commitment to secure Gold 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 YTL Power's greater objective of carbon neutrality for its data centers across the region.

In the UK, the Wessex Group has a Sustainable Finance Framework that links Wessex Water's purpose and business to how funds are raised, with bonds amounting to GBP900 million issued. It helps Wessex Water to focus financing on projects that deliver real environmental and social benefits, so that investors can contribute to a more sustainable future. The framework is refreshed regularly to reflect current best practice, most recently in May 2026. Further details on the Sustainable Finance Framework, including use of proceeds, can be found in Wessex Water's Sustainable Finance Framework and Sustainable Finance Allocation and Impact Report[13].

YTL Construction: Driving Sustainability Through Adaptive Reuse and Digital Innovation

Our construction division champions responsible development by seamlessly integrating sustainable design, heritage preservation, and cutting-edge digital technology across its projects. Through adaptive reuse and heritage preservation, the company extends the lifespan of existing structures–such as transforming the historic Oriental Bank building into Malaysia's first Moxy Kuala Lumpur Chinatown, repurposing the former Syuen Hotel into AC Hotel by Marriott Ipoh, converting the former Thistle Johor Bahru into JW Marriott Hotel Johor Bahru and repositioning an existing commercial asset into AC Hotel by Marriott Puchong–thereby significantly reducing demolition waste whilst honouring local heritage. Complementing these sustainable architecture efforts, YTL Construction harnesses Building Information Modelling (BIM) to optimise material use, detect clashes early, and enhance overall delivery. Operational efficiency and environmental stewardship are further elevated through advanced digital tools like Light Detection and Ranging (LiDAR), drones, and real-time dashboards for precise surveying and safety monitoring, alongside the adoption of Industrialised Building System (IBS) and prefabrication methods that streamline productivity, improve quality control and minimise raw material consumption and site waste.

MCB: Making Product Impacts More Transparent through Environmental Product Declarations

As demand for lower-carbon construction grows, access to credible and comparable environmental information is increasingly important for building owners, designers, contractors and other industry stakeholders.

In FY2026, MCB continued to strengthen product-level environmental transparency through Environmental Product Declarations ("EPDs") for selected ECOConcrete™ and ECOCem® products.

EPDs provide independently verified information on the environmental impacts of a product based on a life cycle assessment ("LCA"). Developed in accordance with recognised standards, including ISO 14025 and the relevant product category rules, EPDs enable customers and other stakeholders to better understand the environmental profile of construction products and incorporate this information into project-level decision-making.

[13] *Source: Wessex Water's Sustainable Finance Allocation and Impact Report, https://corporate.wessexwater.co.uk/media/2t3jftir/wessex-water-sustainable-finance-allocation-and-impact-report-december-2025.pdf*

EPDs provide greater product-level transparency for MCB customers

For MCB, obtaining EPDs represents an important step in strengthening the quality and transparency of its product environmental data. It also supports MCB's customers as they respond to growing expectations for lower embodied carbon and more sustainable construction.

EPDs complement MCB's broader approach to product innovation by:

- providing transparent, independently verified environmental information;
- supporting customers in assessing and comparing environmental impacts of building materials;
- strengthening the data available for whole-building and LCA; and
- enabling more informed decisions as the construction industry transitions towards lower-carbon materials and practices.

Through greater product-level transparency, MCB aims to help its customers make informed choices whilst continuing to improve the environmental performance of its products.

MCB: Recognising Environmental Performance through Independent Product Certification

As demand for more sustainable building materials continues to grow, credible environmental certification can help customers and industry stakeholders identify products with demonstrated environmental attributes.

MCB has pursued environmental certifications for a range of its ECOCem® cement, ECODrymix™ and ECOConcrete™ products under recognised schemes in Malaysia and Singapore, including the SIRIM Eco-Labelling Scheme, Singapore Green Label Scheme (SGLS) and Singapore Green Building Product ("SGBP") certification. These certifications provide independent assessment of selected environmental attributes and support greater transparency in the environmental performance of its products.

The SIRIM Eco-Labelling Scheme and Singapore Green Label are ISO 14024 Type I ecolabels, awarded based on defined environmental criteria and independent assessment. The SGBP certification scheme evaluates the sustainability performance of building products based on scientific and engineering principles and requires products to undergo independent testing and assessment.

LCAs form an important part of environmental product assessments and EPD initiatives. MCB uses LCA to evaluate the environmental impacts of selected products across their life cycle and to support product development, formulation and material selection decisions. LCA findings help MCB identify opportunities to improve environmental performance and support the development of products with lower environmental impacts.

For MCB, these certifications complement its product innovation and EPD initiatives by providing additional assurance of the environmental attributes of selected products. They also support customers, developers, architects and other industry stakeholders in making more informed procurement and material selection decisions, including where sustainability performance forms part of project requirements.

These certifications strengthen the transparency and credibility of MCB's environmental product claims whilst supporting its broader efforts to develop solutions that respond to the construction industry's transition towards lower-carbon and more sustainable building practices.

NSL: Hollow Core Slab Fire Certification

Eastern Pretech (Malaysia)'s ("EPM") Hollow Core Slabs ("HCS") have been tested by SIRIM QAS for fire resistance performance and are certified to meet the Malaysian Fire and Rescue Department (BOMBA) requirements for fire-rated building elements.

Depending on the design configuration, EPM's HCS products are certified to achieve Fire Resistance Periods of up to two hours. The products are designed in accordance with recognised industry standards and technical guides, including BS 8110-1, Eurocode 2 (EN 1992-1-1), BS EN 13369 and BS EN 1168.

The certification provides independent verification of product performance and supports the use of HCS in projects where fire resistance is a key design requirement. This demonstrates EPM's commitment to delivering products that meet recognised quality, safety and performance standards.

NSL: Expanding EPDs to Support Sustainable Construction

During the reporting period, EPM successfully renewed its product certification under the SGBP certification scheme, achieving a 4 Ticks rating, the highest rating awarded by the Singapore Green Building Council (SGBC). The certification recognises products that demonstrate high environmental performance and supports green building developments.

Building on the EPDs previously obtained for its precast concrete products, EPM further expanded its EPD portfolio during the year to include selected concrete mixes. This enhances the environmental information available to customers and project consultants, supporting evolving green building certification requirements and enabling more informed material selection during project design.

Prepared in accordance with ISO 14025, EPDs provide independently verified information on a product's environmental impacts throughout its life cycle. Together with their SGBP certification, the expanded EPD portfolio reinforces EPM's commitment to product stewardship, transparency and the development of lower-carbon construction solutions.

Fico-YTL: Delivering Quality Through Certified Systems and Testing Excellence

Product quality and reliability are fundamental to Fico-YTL's commitment to customer satisfaction and responsible business practices. To ensure consistent product performance and compliance with applicable standards, all of Fico-YTL's production facilities–including the Tay Ninh Integrated Cement Plant, Hiep Phuoc Grinding Plant and Binh Duong Grinding Plant–operate under Quality Management Systems certified to ISO 9001.

These certifications provide a structured framework for managing quality throughout the production process, from raw material selection and manufacturing to testing, delivery and customer service. Through standardised procedures, rigorous quality controls and continuous improvement initiatives, Fico-YTL strives to ensure that its products consistently meet customer requirements and industry specifications.

Supporting the quality assurance processes are laboratories accredited to ISO/IEC 17025, the internationally recognised standard for testing and calibration laboratories. The accreditation demonstrates the technical competence of Fico-YTL's laboratories and the reliability of its testing results. Through comprehensive testing and quality verification procedures, it monitors product performance at various stages of production to ensure consistency, accuracy and compliance with relevant standards.

Its commitment to quality is further strengthened through continuous investment in laboratory capabilities, process control systems and employee competency development. These efforts enable it to maintain high standards of product quality, support innovation and provide customers with confidence in the performance, safety and reliability of Fico-YTL products.

By combining internationally recognised management systems, accredited laboratory capabilities and a culture of continuous improvement, Fico-YTL remains committed to delivering high-quality cement products that support the construction of safe, durable and sustainable infrastructure.

YTL UK Group: The Spitfire Hangar at Brabazon

Built around 1915, Hangar 16U is an important part of Brabazon's heritage. Originally built for the Royal Flying Corps, this impressive Grade II listed building connected Bristol to the world. Beneath its Belfast trusses, a community of engineers and designers were driven by a common purpose, creating new technologies that shaped the future of flight.

Now this beautiful brick-built structure will have a new lease of life as a local, sociable community hub at Brabazon, known as "The Spitfire Hangar". The Spitfire Hangar will feature an open-plan café, perfect for catching up with friends over coffee or enjoying a family lunch. A community-focused fitness centre will offer a variety of cardio machines and weight training facilities, catering to all fitness levels for those wanting to stay active. Activity rooms will host a dynamic social calendar, with everything from antenatal classes to high energy Zumba sessions and youth activity groups ensuring there is something for everyone. A spacious hall will provide the ideal setting for larger events, whether it is live music, comedy shows, public meetings, or family gatherings.

Visitors will spill out onto the 15-acre Brabazon Park to the west, complete with an exercise area, children's playgrounds, and sprawling public lawns, perfect for leisurely picnics. To the east, The Spitfire Hangar will open onto a new public square, designed as a hub for regular pop-up markets and street food stalls, adding a lively flair to the area.

Feature Story

YTL Land & Development: Heritage-led Regeneration at Sentul Depot

The ongoing revitalisation of Sentul Depot reflects the commitment of YTL Land & Development Berhad to sustainable urban regeneration through the adaptive reuse of heritage assets. Two key restoration projects – Diesel Room and the transformation of Workshop 2 into Pickle Depot and Padel Depot – illustrate the creative adaptation of historic industrial buildings for contemporary use whilst preserving their cultural significance.

Originally part of Malaya's railway engineering network, Sentul Depot was once the centre of the country's rail workshop operations. Today, its historic structures have been repurposed into vibrant community destinations that blend heritage, recreation and lifestyle. Through the retention of original steel frameworks, brick façades, industrial detailing and distinctive architectural features, these projects extend the lifespan of existing buildings whilst reducing environmental impact associated with demolition and new construction.

The transformation of Workshop 2 into Pickle Depot and Padel Depot has brought new energy to the historic railway workshop. Completed in May 2025, the 50,000-sq ft workshop space now accommodates twelve international-grade pickleball courts, four padel courts and communal spaces to provide opportunities for people of diverse ages and backgrounds to come together through sport and shared experiences. By weaving recreation into a heritage setting, the development offers a unique way for visitors to engage with local history and strengthen their connection to Sentul's cultural identity.

Similarly, the restoration of Diesel Room, completed in December 2025, carefully balanced conservation with contemporary functionality. The project retained the building's defining industrial character, including its twin barrel-vault roofs, steel structure and spacious interior volume. Sustainability considerations guided the design approach, from the preservation of mature trees on site to the introduction of skylights that enhance natural daylight and reduce dependence on artificial lighting. A prominent banyan tree that had become intertwined with the structure was preserved and incorporated as a key architectural feature, symbolising the coexistence of nature and the built environment. The adaptive reuse of the building as a lifestyle destination, now home to Grumpy Bagels 1905, has reactivated a previously underutilised space and attracted new visitors to the heritage precinct.

Beyond their environmental benefits, both restoration projects have enriched Sentul's social fabric by creating vibrant places where communities can gather, connect and engage with local heritage. Together, they embody the vision of the Sentul Masterplan, demonstrating how heritage conservation can serve as both a catalyst for placemaking and a driver of sustainable urban regeneration. By giving historic railway assets renewed purpose, YTL Land & Development Berhad is preserving Sentul's unique identity whilst ensuring its rich legacy remains an active part of everyday life to foster a vibrant, inclusive and enduring destination for generations to come.

Grumpy Bagels 1905

Pickle Depot

Padel Depot

INNOVATION FOR SUSTAINABLE SOLUTIONS

At YTL Group, we adapt to and explore emerging technologies and industry developments, whilst refining our offerings and responding to evolving customer requirements. By embedding innovation into our business processes, we aim to deliver greater value responsibly and position YTL Group to respond effectively to rising challenges and opportunities.

During FY2026, MCB continued to assess lower-carbon technologies and materials that could support the transition towards lower-carbon cement production. Amongst the emerging technologies assessed in greater detail during the year were calcined clay and carbon capture and storage (CCS).

Alongside these focused assessments, MCB continuously monitors developments in cement production technologies and engages with equipment suppliers, industry peers, research institutions and other stakeholders to identify opportunities to improve operational efficiency and reduce emissions. They also participate in industry forums and knowledge-sharing activities to learn from emerging technologies and their application across the industry. Where technologies demonstrate potential to deliver meaningful operational or emissions abatement, MCB evaluates their suitability for operations and invests where appropriate. These efforts contributed to further improvements in their production efficiency during FY2026, including a reduction in GHG emissions.

MCB: Calcined Clay as an Alternative Cementitious Material

MCB collaborated with the United Nations Industrial Development Organization and researchers from École Polytechnique Fédérale de Lausanne to deepen its understanding of calcined clay technology, including experience and lessons from applications in Africa and Europe. MCB also engaged with pioneers and subject matter experts in the field, as well as equipment suppliers, to understand technology developments and assess suitable processing configurations for a potential feasibility study.

Following the assessment, MCB concluded that calcined clay is not currently the most viable option for implementation in Malaysia. Unlike locally available supplementary cementitious materials such as pulverised fuel ash and ground granulated blast furnace slag, calcined clay requires thermal processing, requiring additional energy and associated GHG emissions and costs.

MCB also considered product quality and market acceptance. It will continue to monitor technological developments and revisit the feasibility of calcined clay in the medium term as technology, economics and market conditions evolve.

CUSTOMER SATISFACTION

Customer satisfaction forms the foundation of YTL Group's long-term success and plays an integral role in how we run our businesses. 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 service and product 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 and impacts.

YTL PowerSeraya's retail brand, Geneco SG, held a total market share of 13.6% for the year in the electricity retail market, comprising customers from the residential, commercial and industrial segments. Correspondingly, sales volume was 8,160 GWh. In the residential segment, Geneco 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 29.5% market share and serving 173,639 active residential customers as of 30 June 2026.

Geneco SG is currently Singapore's leading electricity retailer in the Open Electricity Market

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

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

Whilst customer expectations continue to rise and trust in the sector remains fragile, Wessex Water's progress shows it is building a service that is easier to use, more proactive and more responsive to the needs of every customer. Alongside improvements in customer service, Wessex Water was also awarded first for the Compliance Risk Index (CRI), Incident Risk Index (ERI) and response to recommendations, which are headline measures used by the Drinking Water Inspectorate (DWI) to measure drinking water quality compliance.

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

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

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

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

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

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

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

Separately, YTL Communications ("YTL Comms") continued to build on the roll-out of its 5G services in tandem with the expansion of Digital Nasional Berhad's network. They have long led the way in democratising access to high-speed mobile broadband services, offering the most affordable plans and bridging the access divide across rural and urban areas of the Peninsula.

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

Our cement and building materials division places great emphasis on customer relationships as they are essential in the business units' ability to deliver products and services that meet evolving market needs. They also recognise that capacity building is needed to collectively drive meaningful progress in the industry, and partner with industry players to strengthen sustainability competencies across the value chain and foster the exchange of ideas, best practices and innovative solutions. The division's business units regularly engage with customers and industry stakeholders, providing them with valuable insights into market trends, emerging construction practices and user expectations.

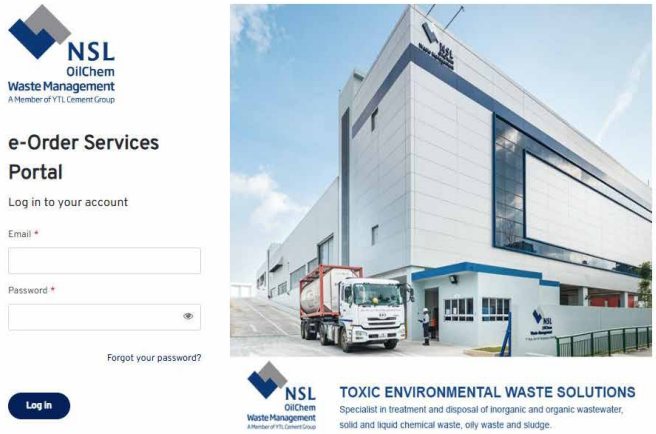
NSL: Strengthening Customer Relationships Through Digital Innovation

In hazardous waste management, strong customer relationships are built on trust, responsiveness and operational transparency. To enhance customer experience whilst improving service efficiency, NSL OilChem Waste Management ("NOWM") launched Pearly, a digital customer portal that simplifies and streamlines integrated logistic planning through a secure, paperless and traceable experience.

Designed with customers in mind, Pearly provides a single point of access for managing waste collection services. Customers can submit service requests, monitor job progress in real time, access documents and communicate directly with NOWM's support team. By digitising these processes, the portal delivers greater convenience, faster response times and improved traceability, giving customers greater visibility and confidence throughout the service lifecycle.

The platform also enables NOWM to engage customers more effectively by responding more efficiently to service requests and continuously refining the user experience based on customer feedback. As the platform evolves, additional enhancements will further strengthen collaboration and support customers' changing operational needs.

Beyond enhancing customer experience, Pearly contributes to NOWM's sustainability efforts by reducing paper-based processes and improving operational efficiency. Through digital innovation, NOWM continues to strengthen long-term customer partnerships whilst delivering safe, reliable and sustainable waste management solutions.



NOWM's digital customer portal

NSL: Strengthening Partnerships for Sustainable Waste Management

Responsible waste management requires close collaboration with regulators, academia and industry to share knowledge, strengthen capabilities and support continuous improvement across the sector.

During FY2026, NOWM participated in the Annual Toxic Industrial Waste Collector Engagement Session, organised by Singapore government agencies including the National Environment Agency (NEA), Economic Development Board (EDB), Public Utilities Board (PUB) and JTC Corporation. The annual forum provided an opportunity to discuss regulatory developments, operational best practices and emerging industry trends, enabling NOWM to strengthen regulatory compliance whilst contributing practical operational perspectives to support the continued development of Singapore's hazardous waste management sector.

NOWM also strengthened collaboration with academia by welcoming 22 students and faculty from the National University of Singapore (NUS) Environmental & Sustainability Engineering Students' Club to its TK23 waste treatment facility. Through site visits and technical sharing, participants gained first-hand insights into toxic industrial waste treatment, wastewater treatment, waste oil recovery and waste-to-energy processes. The programme provided students with a practical understanding of the technologies and operational controls employed within Singapore's waste management industry.

By actively engaging with regulators, industry and future professionals, NOWM contributes to the development of a more resilient and sustainable waste management sector whilst promoting knowledge sharing and continuous improvement.

MCB: Industry Engagement and Public Policy

MCB participates in industry and professional organisations that support sustainable construction and the transition towards a lower-carbon economy. They are a member of the Cement & Concrete Association of Malaysia ("C&CA") and the Malaysia Green Building Council (MalaysiaGBC). Through these memberships, MCB engages with industry stakeholders on sustainability, environmental performance, sustainable construction and lower-carbon building solutions.

Through C&CA, MCB also engages with policymakers and industry stakeholders on the development of climate-related policies and enabling frameworks. This includes contributing industry perspectives to discussions on Malaysia's carbon policy and carbon management framework, as well as initiatives relating to carbon capture, transportation and geological storage involving relevant government agencies, including the Ministry of Natural Resources and Environmental Sustainability (NRES), Ministry of Investment, Trade and Industry (MITI) and Ministry of Economy.

Through C&CA, MCB also contributes industry perspectives to the Malaysia National Standards Technical Committee NSC26/TC14 for Carbon Capture, Transportation and Geological Storage, supporting the development of national standards for emerging decarbonisation technologies.

MCB supports constructive climate-related policies that facilitate a practical and economically viable transition to a lower-carbon economy, recognising the importance of clear regulatory frameworks and supporting infrastructure to enable industry decarbonisation.

MCB seeks to ensure that its climate-related policies and positions are consistent with the positions and public advocacy of the industry associations in which it participates. It periodically reviews key memberships and engages with relevant associations on climate-related matters. Where material differences arise between MCB's position and that of an industry association on climate-related matters, the company will engage with the relevant association and consider appropriate responses.

MCB: Building Higher, Building Smarter: Advancing Innovation and Sustainability in Tall Building Construction

Recognising the importance of collaboration and knowledge sharing in advancing sustainable construction, MCB collaborated with the Institution of Engineers Malaysia ("IEM") to organise the seminar "Building Higher, Building Smarter: Advancing Innovation and Sustainability in Tall Building Construction" in May 2026.

The seminar brought together industry professionals, MCB employees and customers to exchange perspectives on the opportunities and challenges associated with tall building construction, including innovation, engineering solutions, material performance and sustainability considerations.

MCB shared its experience and technical capabilities in supporting innovative construction solutions, including the role of material selection and concrete mix design in meeting project-specific performance requirements whilst considering environmental impacts.

The collaboration provided an opportunity for MCB to share its technical expertise whilst gaining insights into the evolving needs and priorities of the construction industry. Through partnerships with professional institutions and industry stakeholders, it seeks to contribute to the advancement of sustainable construction whilst strengthening its ability to respond to changing market needs.

MCB participates in knowledge sharing events that contribute to advancing sustainable construction

MCB: Building Knowledge, Cementing Futures: Construction Development Lab ("CDL") Academy's Role in Industry Upskilling

CDL Academy was established by YTL Cement Group with a clear purpose: to share knowledge, build capabilities and help advance the construction industry together. It complements the Group's CDL, its innovation hub where new materials, solutions and approaches are researched and developed to address the evolving needs of the industry.

Whilst the CDL focuses on innovation and research, CDL Academy takes this knowledge further by creating a platform for learning, collaboration and industry engagement. Through training programmes, technical seminars, workshops and partnerships, the Academy connects industry practitioners, academia, students and other stakeholders, helping to translate research and technical expertise into practical knowledge that can benefit the wider construction ecosystem.

An important part of this effort is the CDL Academy Masterclass Series. Conducted in collaboration with universities across Malaysia, the series brings industry knowledge into the classroom and gives engineering and architecture students greater exposure to real-world construction challenges, emerging technologies and sustainable construction practices. It is also an opportunity for MCB's technical experts to engage with the next generation of industry professionals.

Since its establishment, CDL Academy has supported more than 120 sessions, benefiting over 12,000 participants from across the construction and built environment ecosystem. In FY2026, the CDL Academy contributed to 18 seminars, reaching 1,317 participants.

Collaboration is central to the Academy's approach. Over the years, MCB has formalised partnerships with key industry and academic institutions, beginning with the Construction Research Institute of Malaysia (CREAM), the research arm of the Construction Industry Development Board ("CIDB"), and subsequently expanding collaborations through Memoranda of Understanding with organisations including IEM, Universiti Teknologi Malaysia (UTM) and CIDB Holdings.

Through these partnerships, CDL Academy continues to bring together industry, academia and government to exchange knowledge, develop talent and encourage innovation. Ultimately, MCB's ambition is simple: to learn from one another, turn innovation into practical solutions and progress the industry together.

Fico-YTL: Supporting Low-Carbon Solutions for Social Housing Development

As Vietnam advances its social housing development agenda, Fico-YTL continues to support the transition towards more sustainable construction through industry collaboration and technical engagement. During the year, the company partnered with the Institute of Science and Technology for Construction under the Ministry of Construction to participate in a seminar focused on low-carbon solutions and sustainable approaches for social housing development.

The event brought together government agencies, developers, consultants, contractors and industry experts to discuss practical strategies for reducing the environmental impact of buildings whilst maintaining affordability and performance. As part of the discussions, Fico-YTL shared insights on the role of lower-emission cement materials in reducing embodied carbon in construction projects and highlighted the importance of integrating sustainability considerations into material selection and building design.

The seminar also provided an opportunity to showcase practical applications of ECOCem®, Fico-YTL's lower-carbon cement solution, and demonstrate how innovative building materials can contribute to the development of more sustainable and resource-efficient communities.

Through active participation in industry dialogue and collaboration with key stakeholders, Fico-YTL aims to accelerate the adoption of lower-carbon construction practices and support the development of a more sustainable built environment in Vietnam.

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 Construction (UK) Limited	✔	✔	✔						
Water 2 Business Limited	✔								
YTL Communications Sdn Bhd					✔				
YTL PowerSeraya Pte Ltd	✔	✔	✔		✔				
– Pulau Seraya Power Station					✔				
– Taser Power Power Station					✔				
Ranhill Bersekutu Sdn Bhd	✔	✔	✔						✔
Ranhill SAJ Sdn Bhd	✔		✔	✔	✔				
Ranhill Technologies Sdn Bhd	✔		✔						
Ranhill Sabah Energy I Sdn Bhd & Ranhill Sabah Energy II Sdn Bhd	✔		✔		✔				
Ranhill Worley Sdn Bhd	✔	✔	✔						
Ranhill Water Technologies (Thai) Ltd	✔								
YTL Cement Group									
Malayan Cement Berhad	✔	✔	✔	✔		✔			
NSL Ltd	✔	✔	✔						

Memberships and Associations

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

REPRESENTATION	ASSOCIATION
Representation via YTL Group/Board member	
YTL Group of Companies	• British Malaysian Chamber of Commerce • 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 YTL Cement Group	
YTL Cement Group	• American Concrete Institute Singapore • ASEAN Federation of Cement Manufacturers • Association of Process Industry, Singapore • Association of Singapore Marine & Offshore Energy Industries • Cement and Concrete Association of Singapore • 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 • Malaysian Employers Federation • Malaysia Quarry Association

REPRESENTATION	ASSOCIATION
Representation via YTL Cement Group (continued)	
YTL Cement Group (continued)	• Malaysia Quarry Association Negeri Sembilan • Master Builders Association Malaysia • Penang Quarry Association • Perak Quarry Association • Ready-Mix Concrete Association of Singapore • Saigon Construction & Building Material Association • Singapore Business Federation • Singapore Chemical Industry Council Limited • Singapore Chinese Chamber of Commerce and Industry • Singapore Concrete Institute • Singapore Green Building Council • Singapore International Chamber of Commerce • Singapore Manufacturing Federation • Singapore Sailing Federation • Singapore Shipping Association • Singapore Water Association • Technology Industries of Finland • 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 and Recycling Association of Singapore • Waste Management Association of Malaysia

Memberships and Associations

REPRESENTATION	ASSOCIATION
Representation via YTL Hotels and YTL Hospitality REIT Group	
Brisbane Marriott Hotel	• Brisbane Economic Development Agency • Queensland Hotel Association
Melbourne Marriott Hotel	• Accommodation Australia • Victorian Tourism Industry Council
Sydney Harbour Marriott Hotel	• Accommodation Australia • Australian Cruise Association • Business Events Sydney • Ecotourism Sustainable Tourism • Les Clefs d'Or Australia
The Westin Perth	• Australian Hotels Association • Business Events Perth • Chamber of Commerce and Industry of Western Australia • Tourism Council Western Australia
Academy Hotel	• Small Luxury Hotels of the World
The Gainsborough Bath Spa	• Good Spa Guide • Small Luxury Hotels of the World • UK Spa Association
Thermae Bath Spa	• Good Spa Guide • Tourism for all • UK Spa Association
Representation via YTL Power 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

REPRESENTATION	ASSOCIATION
Representation via YTL Power International Group (continued)	
YTL Communications	• Asia-Pacific Telecommunity • Collaborative Research in Engineering, Science and Technology • Consumer Forum of Malaysia • ESG Association • Federation of Malaysian Manufacturers • Global Systems for Mobile Association • Global Technology Association for InfoComm • Malaysia National Technology Association • Malaysian IOT Association • Malaysian Technical Standards Forum • The Communications and Multimedia Content Forum of Malaysia
Ranhill Group	• United Nations Global Compact Network Malaysia, Brunei & Cambodia • Malaysia Water Association • Construction Industry Development Board • National Institute of Occupational Safety and Health • Association of Consulting Engineers Malaysia • Board of Engineers Malaysia • Malaysia Institute of Management • Malaysia Employers Federation • Malaysian Oil and Gas Engineering Council

Memberships and Associations

REPRESENTATION	ASSOCIATION
Representation via YTL Power International Group (continued)	
YTL UK Group	• Aldersgate Group • Avon Wildlife Trust • British Water • Bristol Women in Business Charter • Business Disability Forum • Business West • Collaboration Network • Construction Plant Hire Association • Dorset Wildlife Trust • Drainage and Water Searches Network • Energy and Utility Skills Group • Energy Institute • Freight Transport Association • Future Homes Hub • Green Alliance • Home Builders Federation • Hydrogen South West • Institute of Asset Management • Maize Growers Association • Major Energy Users Council

REPRESENTATION	ASSOCIATION
Representation via YTL Power International Group (continued)	
YTL UK Group (continued)	• Money Advice Liaison Group • National House Building Council • National Institute of Agricultural Botany • Nuclear Industry Association • Pipeline Industries Guild • Regen • Rural England Supporters Group • SevernNet • Somerset Chamber of Commerce • Somerset Wildlife Trust • The Association for Renewable Energy and Clean Technology • UK Water Industry Research • Wales Nuclear Forum • Water Control Room Forum • Water Regs UK • Water Research Centre • Water UK • Wiltshire Wildlife Trust • Women's Utility Network

Bursa Malaysia Prescribed Table

YTL CORPORATION BHD

IFRS S1

Date & Time: 2026-10-13_21:20:33

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

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Energy management	Total energy consumption	Megawatt-hours	11,447,051	11,273,053	-	No assurance
Waste management	Total waste generated	Metric tonnes	344,085	313,289	-	No assurance
Waste management	Total waste diverted from disposal	Metric tonnes	201,350	183,378	-	No assurance
Waste management	Total waste directed to disposal	Metric tonnes	142,685	129,883	-	No assurance
Water	Total volume of water used	Megalitres	736,378	14,572	-	No assurance
Diversity	Percentage of directors by gender: Male	Percentage	67	67	-	No assurance
Diversity	Percentage of directors by gender: Female	Percentage	33	33	-	No assurance
Diversity	Percentage of directors by age group: Under 50	Percentage	0	0	-	No assurance
Diversity	Percentage of directors by age group: Between 50-60	Percentage	8	0	-	No assurance
Diversity	Percentage of directors by age group: Above 60	Percentage	92	100	-	No assurance
Diversity	Percentage of employees by gender for each employee category: Executive Male	Percentage	67	73	-	No assurance
Diversity	Percentage of employees by gender for each employee category: Executive Female	Percentage	33	27	-	No assurance
Diversity	Percentage of employees by gender for each employee category: Non-executive Male	Percentage	75	74	-	No assurance

Bursa Malaysia Prescribed Table

YTL CORPORATION BHD

IFRS S1

Date & Time: 2026-10-13_21:20:33

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

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Percentage of employees by gender for each employee category: Non-executive Female	Percentage	25	26	-	No assurance
Diversity	Percentage of employees by age group for each employee category: Executive Under 30	Percentage	15	16	-	No assurance
Diversity	Percentage of employees by age group for each employee category: Executive Between 30-50	Percentage	59	58	-	No assurance
Diversity	Percentage of employees by age group for each employee category: Executive Above 50	Percentage	26	26	-	No assurance
Diversity	Percentage of employees by age group for each employee category: Non-executive Under 30	Percentage	30	29	-	No assurance
Diversity	Percentage of employees by age group for each employee category: Non-executive Between 30-50	Percentage	51	54	-	No assurance
Diversity	Percentage of employees by age group for each employee category: Non-executive Above 50	Percentage	19	17	-	No assurance
Labour practices	Percentage of employees that are contractors or temporary staff	Percentage	13	14	-	No assurance

Bursa Malaysia Prescribed Table

YTL CORPORATION BHD

IFRS S1

Date & Time: 2026-10-13_21:20:33

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

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Labour practices	Employee turnover	Number	3,656	2,609	-	No assurance
Health and safety	Number of work-related fatalities	Number	1	0	-	No assurance
Health and safety	Lost time incident rate ("LTIR")	Rate	0.63	0.52	-	No assurance
Health and safety	Number of employees trained on health and safety standards	Number	11,546	8,419	-	No assurance
Training and development	Total hours of training by employee category: Executive	Hours	161,576	130,206	-	No assurance
Training and development	Total hours of training by employee category: Non-executive	Hours	231,935	251,307	-	No assurance
Community	Total community investment	RM million	52.0	46.0	-	No assurance
Community	Total number of beneficiaries of the investment in communities	Number	141,791	174,057	-	No assurance
Anti-corruption	Number of employees who have received training on anti-corruption	Number	10,621	10,008	-	No assurance
Anti-corruption	Confirmed incidents of corruption and action taken	Number	0	0	-	No assurance
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	-	No assurance
Supply chain management	Proportion of spending on local suppliers	Percentage	93	89	-	No assurance

Bursa Malaysia Prescribed Table

YTL CORPORATION BHD

IFRS S2

Date & Time: 2026-10-13_21:20:33

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

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Emissions management	Scope 1 emissions	Kilo metric tonnes of carbon dioxide equivalents	5,517	11,068	Carbon neutrality by 2050	No assurance
Emissions management	Scope 2 emissions (location--based)	Kilo metric tonnes of carbon dioxide equivalents	1,207	1,113	Carbon neutrality by 2050	No assurance

GRI Content Index

Statement of use	YTL Group has reported the information cited in this GRI content index for the period from 1 July 2025 to 30 June 2026 with reference to the GRI Standards.
GRI used	GRI 1: Foundation 2021

GRI Standard	Disclosure Number	Disclosure Title	Page
GRI 2: General Disclosures 2021	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, 4
	2-4	Restatements of information	4
	2-5	External assurance	No external assurance was made
	2-6	Activities, value chain and other business relationships	Annual Report, 11, 129-144
	2-7	Employees	77
	2-8	Workers who are not employees	77
	2-9	Governance structure and composition	Annual Report, 15, 77
	2-10	Nomination and selection of the highest governance body	Annual Report
	2-11	Chair of the highest governance body	Annual Report
	2-12	Role of the highest governance body in overseeing the management of impacts	Annual Report
	2-13	Delegation of responsibility for managing impacts	Annual Report
	2-14	Role of the highest governance body in sustainability reporting	16
	2-15	Conflicts of interest	Annual Report
	2-16	Communication of critical concerns	131
	2-17	Collective knowledge of the highest governance body	16
	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	5-10
	2-23	Policy commitments	16, 129-134
	2-24	Embedding policy commitments	16, 129-134
	2-25	Processes to remediate negative impacts	16, 129-134
	2-26	Mechanisms for seeking advice and raising concerns	131
	2-27	Compliance with laws and regulations	64, 129-134
	2-28	Membership associations	146-148
	2-29	Approach to stakeholder engagement	17-18

GRI Standard	Disclosure Number	Disclosure Title	Page
MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	19
	3-2	List of material topics	19
ECONOMIC			
GRI 3: Material Topics 2021	3-3	Management of material topics	38-39
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	40-46
	201-3	Defined benefit plan obligations and other retirement plans	Annual Report
GRI 3: Material Topics 2021	3-3	Management of material topics	133
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	133
GOVERNANCE			
GRI 3: Material Topics 2021	3-3	Management of material topics	129-130
GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	130
	205-3	Confirmed incidents of corruption and actions taken	130
ENVIRONMENT			
GRI 3: Material Topics 2021	3-3	Management of material topics	28
GRI 101: Biodiversity 2024	101-2	Management of biodiversity impacts	29-37
	101-4	Identification of biodiversity impacts	29-30
GRI 3: Material Topics 2021	3-3	Management of material topics	38
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	58
	302-4	Reduction of energy consumption	58
GRI 3: Material Topics 2021	3-3	Management of material topics	64
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	64-67
	303-3	Water withdrawal	65
	303-4	Water discharge	65
	303-5	Water consumption	65

GRI Content Index

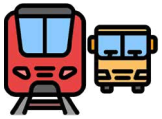
GRI Standard	Disclosure Number	Disclosure Title	Page
GRI 3: Material Topics 2021	3-3	Management of material topics	38-54
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	56
	305-2	Energy indirect (Scope 2) GHG emissions	56
	305-3	Other indirect (Scope 3) GHG emissions	56
	305-5	Reduction of GHG emission	56-59
GRI 3: Material Topics 2021	3-3	Management of material topics	60-63
GRI 306: Waste 2020	306-2	Management of significant waste-related impacts	60
	306-3	Waste generated	61
	306-4	Waste diverted from disposal	61
	306-5	Waste directed to disposal	61
SOCIAL			
GRI 3: Material Topics 2021	3-3	Management of material topics	76
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	77-78
	401-2	Benefits provided to fulltime employees that are not provided to temporary or part-time employee	81
GRI 3: Material Topics 2021	3-3	Management of material topics	69
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	70-72
	403-2	Hazard identification, risk assessment, and incident investigation	70-72
	403-3	Occupational Health Services	70-72
	403-4	Worker participation, consultation, and communication on occupational health and safety	70
	403-5	Worker training on occupational health and safety	72-75
	403-6	Promotion of worker health	72-75
GRI 403: Occupational Health and Safety 2018	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	72-75
	403-9	Work-related injuries	71
GRI 3: Material Topics 2021	3-3	Management of material topics	80
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	82
	404-2	Programmes for upgrading employee skills and transition assistance programs	82-85
	404-3	Percentage of employees receiving regular performance and career development reviews	80
GRI 3: Material Topics 2021	3-3	Management of material topics	76
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	77
GRI 3: Material Topics 2021	3-3	Management of material topics	96
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	96-127
GRI 3: Material Topics 2021	3-3	Management of material topics	131 -132
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	132

SUSTAINABLE TRANSPORTATION

Transportation is a major source of GHG emissions. The transport sector accounts for roughly 15% of total GHG emissions, making it the fourth largest source of global emissions[14]. By choosing sustainable ways to travel, we can reduce our carbon footprint, improve air quality and build liveable communities.

Walk & Cycle

- Zero emissions
- Improves physical and mental health
- Ideal for short trips under 5 km
- Saves money



Use Public Transport

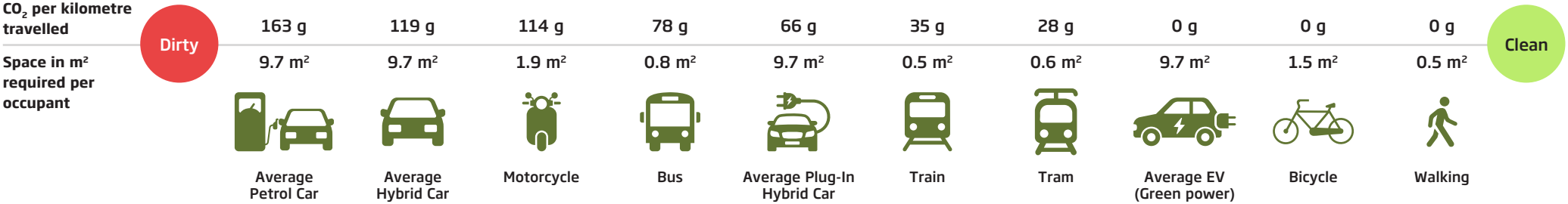
- Lower emissions per passenger
- Reduces congestion
- More affordable
- Connects communities

Carpooling

- Lower emissions
- Shared fuel costs
- Reduces traffic
- Builds stronger connections

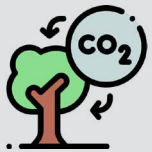
Drive EVs

- Lower emissions over vehicle lifetime
- More efficient
- Lower operating cost
- Supports a cleaner energy future



Why It Matters

Lower Emissions



Cleaner Air

Better Health

Lower Costs

Stronger & More Resilient Communities

More Liveable Cities

EVERY JOURNEY MATTERS
Be Part of the Solution

YTL GROUP
Building The Right Thing

[14] *Source: https://www.un.org/en/actnow/transport*

YTL GROUP
Building The Right Thing

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
www.ytl.com/sustainability