



YTL POWER INTERNATIONAL BERHAD
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YTL POWER INTERNATIONAL BERHAD

ANNUAL REPORT 2025



BUILDING THE RIGHT THING
The Journey Continues...

ANNUAL REPORT
2025



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YTL Power
YTL GROUP



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

CORPORATE PROFILE

BUILDING THE RIGHT THING | The Journey Continues...

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

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

The Group owns Wessex Water Limited, a water and sewerage provider with 2.9 million customers in the UK, and YTL PowerSeraya Pte Limited, which has a total licensed generation capacity of 3,100 megawatts¹ and multi-utility operations in Singapore.

In Malaysia, YTL Power owns a 60% stake in YTL Communications Sdn Bhd, which provides high-speed 4G and 5G services under the YES brand and other information, communications and technology (ICT) operations, and a majority stake in Ranhill Utilities Berhad, which is principally involved in the environment, energy and engineering services sectors of the utilities industry.

Projects under development include the YTL Green Data Center Park in Johor, which is being developed in phases with a capacity of up to 600 megawatts and will be co-powered by on-site solar power, as well as Artificial Intelligence (AI) cloud computing services and solutions.

In the UK, the Group is undertaking the development of Brabazon Bristol, a mixed-use residential and commercial property project on the Filton Airfield site, the historic home of the iconic Concorde, which will include YTL Arena Bristol.

The Group, in consortium with Sea Limited, also operates Ryt Bank, an AI-powered digital bank launched in August 2025.

¹ As at 30 June 2025, YTL PowerSeraya’s registered generating capacity with Singapore’s Energy Market Authority is 2,468 megawatts



Key Financial Highlights

Revenue
RM21,801.8
million
FY2025
Profit Before Tax
RM3,310.4
million
FY2025
Total Assets
RM74,857.3
million
as at 30.06.2025
Market Capitalisation
RM35,983.3
million
as at 30.09.2025

Our Purpose

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

Our Mission

- ✓ Building and operating strong, sustainable multi-utility businesses and developing advanced energy solutions that create lasting value for all our stakeholders
- ✓ Protecting and improving the environment to build a better future
- ✓ Providing reliable, affordable services for our customers and communities
- ✓ Providing our people with the opportunity to develop their potential and ensuring their well-being
- ✓ Investing for the long term in our communities for the benefit of all our stakeholders
- ✓ Being a trusted, reliable and financially strong corporate citizen



CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Chairman

Tan Sri (Sir) Yeoh Sock Ping

PSM, KBE, CBE, FICE, SIMP, DPMS, DPMP, JMN, JP
Hon LLD (Nottingham), Hon DEng (Kingston),
BSc (Hons) Civil Engineering, FFB, F Inst D, MBIM, RIM

Managing Director

Dato' Seri Yeoh Seok Hong

SPMS, SSAP, DSPN, JP
BEng (Hons) Civil & Structural Engineering, HonDSc, FFB

Directors

Tan Sri Ismail Bin Adam

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

Datuk Seri Long See Wool

SMW
BA (Hons) Degree, Dip in Public Administration

Datuk Loo Took Gee

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

Dato' Yeoh Soo Min

DSPN, DPMP, DIMP
BA (Hons) Accounting

Dato' Yeoh Seok Kian

DSSA
BSc (Hons) Bldg, MCI0B, FFB, (Hon) D.Univ

Dato' Sri Yeoh Sock Siong

DIMP, SSAP
BEng (Hons) Civil & Structural Engineering, FFB

Dato' Yeoh Soo Keng

DIMP
BSc (Hons) Civil Engineering

Dato' Yeoh Seok Kah

DSSA
LLB (Hons)

Syed Abdullah Bin Syed Abd. Kadir

BSc (Engineering Production), BCom (Economics)

Faizal Sham Bin Abu Mansor

MBA, BSc Accounting, Dip in Aviation IATA
Fellow of CA ANZ, MIA

COMPANY SECRETARY

Ho Say Keng

REGISTERED OFFICE

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

BUSINESS OFFICE

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

REGISTRAR

YTL Corporation Berhad

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

AUDIT COMMITTEE

Faizal Sham Bin Abu Mansor

*(Chairman and Independent
Non-Executive Director)*

Datuk Seri Long See Wool

(Independent Non-Executive Director)

Datuk Loo Took Gee

(Independent Non-Executive Director)

REMUNERATION COMMITTEE

Datuk Seri Long See Wool

*(Chairman and Independent
Non-Executive Director)*

Tan Sri Ismail Bin Adam

(Independent Non-Executive Director)

Datuk Loo Took Gee

(Independent Non-Executive Director)

STOCK EXCHANGE LISTING

Bursa Malaysia Securities Berhad

Main Market (23.05.1997)

NOMINATING COMMITTEE

Datuk Seri Long See Wool

*(Chairman and Independent
Non-Executive Director)*

Tan Sri Ismail Bin Adam

(Independent Non-Executive Director)

Datuk Loo Took Gee

(Independent Non-Executive Director)

AUDITORS

PricewaterhouseCoopers PLT

(LLP0014401-LCA & AF 1146)
Chartered Accountants



EXECUTIVE CHAIRMAN'S STATEMENT

This was another strong year for our Group, underpinned by resilient operations in our core utilities and steady integration of new businesses.

For the 28th consecutive year since listing on Bursa Malaysia in 1997, we maintained our dividend track record, with two interim dividends amounting to 8.0 sen per share in respect of the 2025 financial year.

Our ongoing commitment to rewarding long-term shareholders continued this year with a bonus issue of warrants to entitled shareholders on the basis of 1 warrant for every 5 ordinary shares. The warrants required no upfront outlay and afford our loyal shareholders the option to time their future participation in our Group, at a much lower cost than otherwise available.

As with other distributions and instruments we have issued previously over the past decades, we undertook this distribution of free warrants as the most appropriate way to reward shareholders at this point of our next growth and expansion cycle.

This year carries special significance as the YTL Group celebrates its 70th anniversary, and with this, an opportunity to reflect on the journey so far.

From its early beginnings as Malaysia's first Independent Power Producer (IPP), YTL Power's history is intertwined with Malaysia's growth and modernisation, before our next growth phase, propelled by international expansion.



TAN SRI (SIR) YEOH SOCK PING

PSM, KBE

Executive Chairman

EXECUTIVE CHAIRMAN'S STATEMENT

In January this year, Prime Minister YAB Dato' Seri Anwar Bin Ibrahim formally launched Brabazon Bristol, which is one of the largest and most ambitious brownfield developments in the United Kingdom. This award-winning project will include workplaces, schools, shops, public transport, healthcare and green spaces, as well as creative office spaces, laboratories and advanced manufacturing facilities supporting more than 30,000 jobs for the UK economy.

Remarkably, our Group is one of the largest Malaysian investors into the UK. This began in 2002 with Wessex Water, our first investment into the UK, enabling us to gain vast knowledge and experience in the UK water and sewerage industry. We are now striving to apply this valuable experience and technological know-how for the benefit of our water business in Malaysia under the Ranhill Group.

These newer operations in Malaysia encompassing the water, power generation and consultancy businesses within the Ranhill Group, together with data center development in the YTL Green Data Center Park and our Artificial Intelligence (AI) cloud computing and solutions businesses, have given us the opportunity to invest further at home.

We are keen for our Group's new businesses to drive the creation of high-value jobs and industries in Malaysia, with a view to the establishment of Malaysia as a regional hub and the natural destination for AI innovation in this part of the world. To these ends, the development of ILMU, Malaysia's first homegrown large language model (LLM), by YTL AI Labs in collaboration with University Malaya, marks a key milestone in this new journey.

As we look ahead, the 70-year legacy of the YTL Group serves as a reminder that enduring success is built on shared purpose. Our Group remains committed to the spirit of innovation and disciplined execution that has driven our growth and expansion to date, to ensure our continued ability to build and develop strong, sustainable businesses that are viable and create long-term value for our shareholders and stakeholders alike.

TAN SRI (SIR) YEOH SOCK PING

PSM, KBE

Economic Review

The Malaysian economy registered higher gross domestic product (GDP) growth of 5.1% in 2024. This performance was largely driven by the strongest investment growth in a decade, in addition to better exports and sustained household spending. The economy continued to demonstrate resilience in 2025, expanding by 4.4% in both the first and second quarters (*sources: Bank Negara Malaysia updates & reports*).

In the other major economies where the Group operates, Singapore's GDP grew by 4.4% in 2024, up from 1.8% in the previous year. Growth remained firm in 2025, at 4.1% in the first quarter and 4.4% in the second quarter. Meanwhile, the UK economy expanded by 1.1% in 2024, with growth sustained at 1.3% in the first quarter and 1.2% in the second quarter of 2025, on a year-on-year basis (*sources: Singapore Ministry of Trade & Industry, UK Office for National Statistics updates & reports*).

MANAGING DIRECTOR'S REVIEW

FINANCIAL PERFORMANCE

Our Group's performance remained sound for the financial year under review. Following last year's exceptional results on the back of higher prices in Singapore's electricity market, revenue moderated marginally to RM21.80 billion this year, with profit after tax standing at RM2.67 billion. EBITDA remained healthy at RM6.77 billion.

The total dividend increased 14% this year to 8.0 sen per share. We also undertook a bonus issue of free warrants to reward shareholders with the opportunity to invest at a lower cost. The exercise price of RM2.45 per warrant currently stands at a discount of about 41% to the average prevailing market price of RM4.18 as at 30 September 2025, and the warrants can be exercised until 2 June 2028.

In our main operations, the power generation segment in Singapore achieved a good set of results for the year. Our water and sewerage division also registering a solid turnaround with the continued easing of inflationary pressures on index-linked bonds in the United Kingdom, coupled with profit contribution from the water business in Malaysia.

Approximately 85% of our revenue was generated from overseas operations and investments, compared to 96% previously. Revenue from our operations in Malaysia has increased to 15% following the full-year consolidation of the Ranhill Group which contributes to our power generation, water and sewerage and investment holding segments.

LEVERAGING INTERNATIONAL UTILITIES EXPERTISE

YTL PowerSeraya sold 10,626 GWh of electricity for the financial year under review, remaining steady compared to last year. Our retail business, Geneco, held its position and was officially announced by Singapore's Energy Market Authority (EMA) as the leading electricity retailer in the Open Electricity Market (OEM) again, with a 29.7% market share as at 30 June 2025.



DATO' SERI YEOH SEOK HONG
Managing Director

Meanwhile, Wessex Water has embarked on its new business plan for the 2025-2030 price review period. In February 2025, Wessex Water requested the UK regulator, Ofwat, to refer its final assessment of its 2025-2030 business plan to the Competition and Markets Authority in regards to the allowance of total expenditure over the next 5 years, along with 4 other companies, and awaits the outcome of the referral which may take up to 12 months.

Wessex Water continues to exemplify the safe haven protection that regulated assets add to our Group. This year, Wessex Water's regulated asset base (RAB) value increased about 9% to £4.7 billion (RM27.4 billion) from £4.3 billion (RM25.8 billion) last year.

With over two decades of experience in the UK water and sewerage business, we are working to harness synergies with our water business under the Ranhill Group to deliver the optimal outcome in Johor.

MANAGING DIRECTOR'S REVIEW

Johor continues to see increasing demand for water, driven by the upsurge of industrial and economic development being drawn to the state by projects including the Johor-Singapore Special Economic Zone, the Johor Special Financial Zone and Iskandar Malaysia. It is vital for the state's water infrastructure to be capable of meeting the expansion in demand, and we are committed to the necessary investments and improvements to ensure the supply and treatment infrastructure keeps pace.

Across our operating regions, continued economic growth will fuel an increasing demand for affordable and accessible energy sources. Notably, this paves the way for the development of both conventional and alternative energy generation sources, with the latter expected to see significant uptake going forward.

In both Singapore and Malaysia, the renewable energy sector should maintain the current strong momentum, driven by prioritisation of solar and alternative fuel sources such as hydrogen. In October 2024, we broke ground on YTL PowerSeraya's new 600 MW hydrogen-ready power plant, targeted for completion by 31 December 2027, and work is also underway at our solar power generation facility in Johor, which will co-power our YTL Green Data Center Park.

Our Group continues to make meaningful progress in our shift towards renewables and sustainable energy solutions, focusing on strategic investments and operational improvements, including the expansion of solar generation capacity and ongoing improvements in energy and resource efficiency.

ADVANCEMENTS IN DIGITAL TECHNOLOGY

We are progressing well with the YTL Green Data Center Park in Kulai, Johor. Our Artificial Intelligence (AI) business comprises 2 key components, the first of which is the infrastructure element, entailing the construction of data center infrastructure at the YTL Green Data Center Park, bolstered by our in-house management of the critical utilities required to successfully develop data center projects.

The second component is the development and delivery of AI solutions and services. The YTL AI Cloud is our specialised provider of massive-scale GPU based accelerated computing, housed within the Park. YTL Power is among the first companies to adopt NVIDIA's GB200 NVL72, which is a multi-node, liquid-cooled, rack-scale system with fifth-generation NVLink.

On the solutions front, in August 2025, YTL AI Labs, which undertakes our AI solutions business, unveiled ILMU, Malaysia's first homegrown large language model (LLM) at the ASEAN AI Summit 2025. ILMU is built entirely by Malaysia to serve Malaysian needs by YTL AI Labs in collaboration with University Malaya.

ILMU represents our commitment to innovation, rooted in Malaysia's diverse cultural and intellectual heritage. As we introduce this advanced AI model, we aim to empower every Malaysian with accessible, reliable and culturally relevant knowledge. ILMU is not just a technological leap forward, but a national capability that can power smarter systems, drive productivity and create progress benefitting the entire country.

Further innovations in AI solutions have been developed for our digital bank, Ryt Bank, which launched on 26 August 2025. We were awarded a digital banking licence in consortium with Sea Limited by Bank Negara Malaysia in April 2022, and the Ministry of Finance issued the digital banking licence to YTL Digital Bank Berhad with effect from 20 December 2024. Ryt Bank is an AI-powered bank, bringing cutting-edge innovation to redefine the banking experience.

In furtherance of our development of critical digital infrastructure, we entered into a strategic joint venture, via YTL Communications, with Bullish Aim Group to deploy a unified fibre optic network across Johor. This groundbreaking partnership aims to address the surging demand for high-speed connectivity and robust data services, positioning Malaysia as a regional leader in the digital economy. YTL Communications was also awarded a contract by Railway Assets Corporation to develop fibre optic infrastructure along 1,600 kilometres of Malaysia's railway tracks.

These projects will provide scalable, high-capacity connectivity solutions benefitting industries ranging from cloud computing and AI to IoT (Internet of Things) and 5G, by creating the fibre infrastructure backbone for national digital connectivity.

OUTLOOK

Our Group registered another highly productive year, spurred by increased momentum to develop and deploy innovative solutions and optimal outcomes in our businesses. As we embark on a new year, we see further acceleration in our key projects and initiatives as we work towards ensuring the future-readiness of the businesses across our Group.

DATO' SERI YEOH SEOK HONG

SPMS, SSAP, DSPN, JP

MANAGEMENT DISCUSSION & ANALYSIS

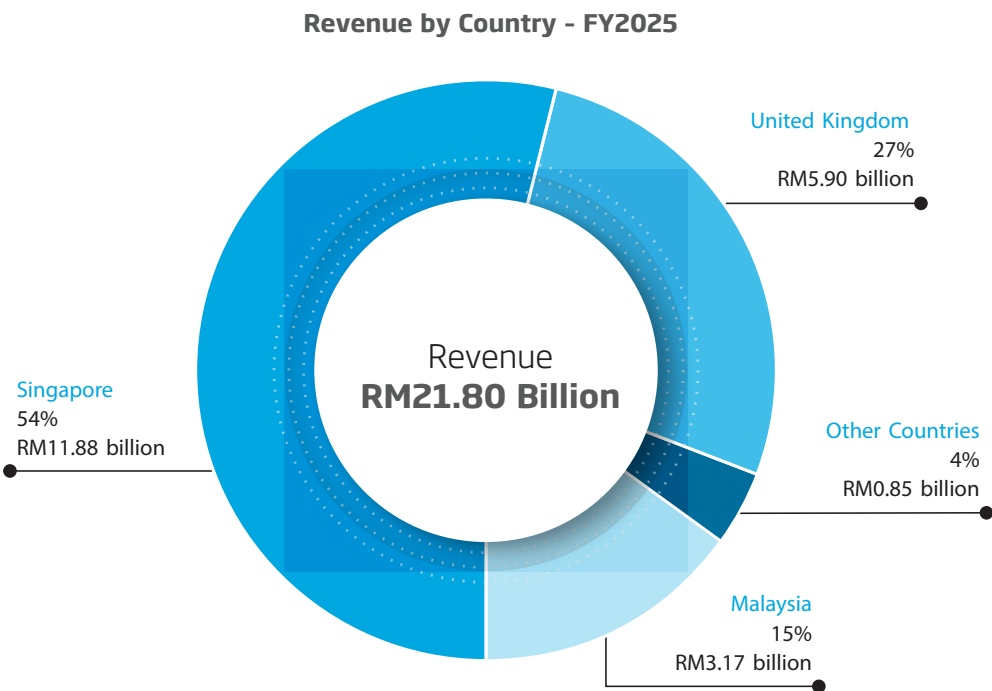
GROUP OVERVIEW

OVERVIEW

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

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

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



MANAGEMENT DISCUSSION & ANALYSIS

GROUP OVERVIEW



The YTL Power Group owns Wessex Water Services Limited ("Wessex Water"), a water and sewerage provider in the UK, and YTL PowerSeraya Pte Limited ("YTL PowerSeraya"), which has a total licensed generation capacity of 3,100 megawatts¹ ("MW") and multi-utility operations in Singapore.

In Malaysia, YTL Power owns a 60% stake in YTL Communications Sdn Bhd ("YTL Comms"), which carries out information, communications and technology (ICT) businesses and houses YTL AI Cloud Sdn Bhd ("YTL AI Cloud"), a specialised provider of massive-scale GPU-based accelerated computing.

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

Businesses under development include the YTL Green Data Center Park in Kulai, Johor, with a capacity of up to 600 MW, co-powered by an on-site solar power generation facility being developed in phases, as well as AI services and solutions.

The Group in consortium with Sea Limited has also been awarded a digital banking licence by Bank Negara Malaysia and launched Ryt Bank in August 2025. In the UK, the Group is undertaking the development of Brabazon, Bristol, a mixed-use residential and commercial property project, which will include the YTL Arena Bristol.

¹ As at 30 June 2025, YTL PowerSeraya's registered generating capacity with the Energy Market Authority of Singapore was about 2,468 MW

MANAGEMENT DISCUSSION & ANALYSIS

GROUP OVERVIEW

OBJECTIVES & STRATEGIES

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

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

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

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

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

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

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

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

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

The YTL Power Group's regulated assets demonstrate ongoing growth, with the regulated asset value of these assets increasing over time. Wessex Water's regulatory capital value, for example, has grown from GBP1.3 billion (approximately RM7.7 billion) when it was acquired by YTL Power in 2002 to GBP4.7 billion (approximately RM27.4 billion) as at 30 June 2025.

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

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

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

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

MANAGEMENT DISCUSSION & ANALYSIS

GROUP OVERVIEW

PERFORMANCE INDICATORS

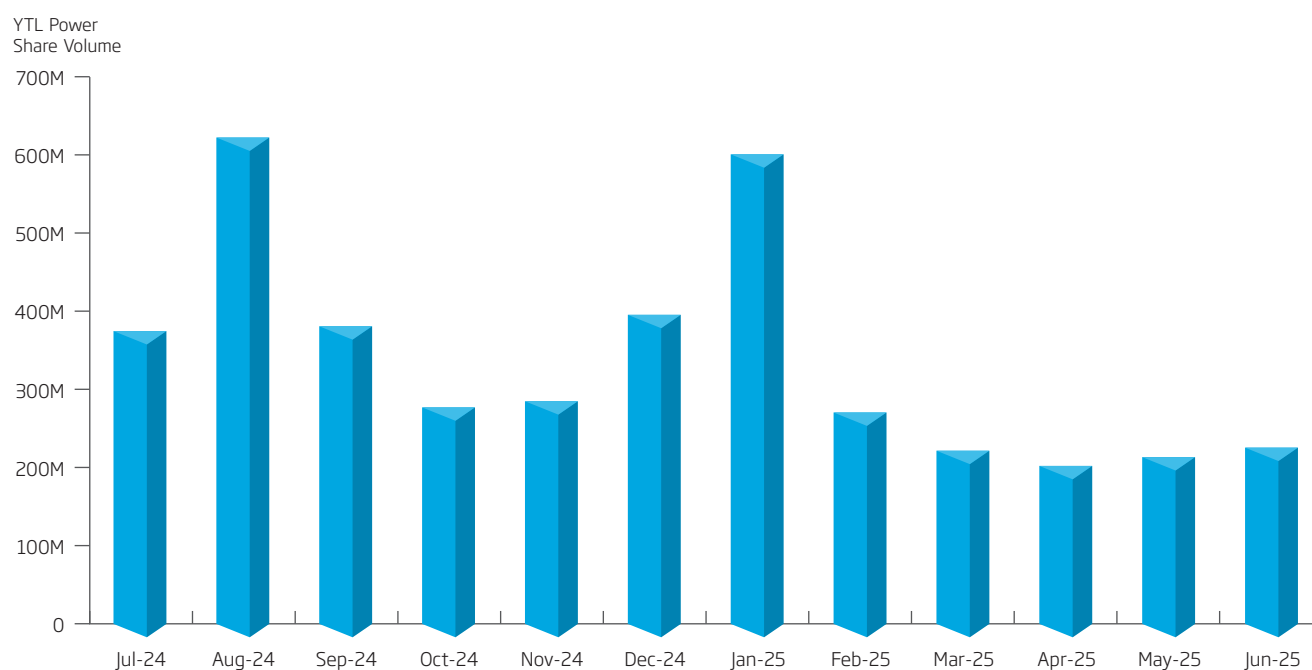
YTL Power has been listed on Bursa Securities since 23 May 1997. YTL Power is listed on the Main Market of the exchange under the Gas, Water & Multi-Utilities sub-sector of the Utilities sector.

The graph below illustrates the performance of YTL Power's share price compared with the FTSE Bursa Malaysia KLCI, the key component benchmark of Bursa Securities, during the financial year ended 30 June 2025.

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



Volume of YTL Power Shares Traded on Bursa Securities



Source: Bloomberg

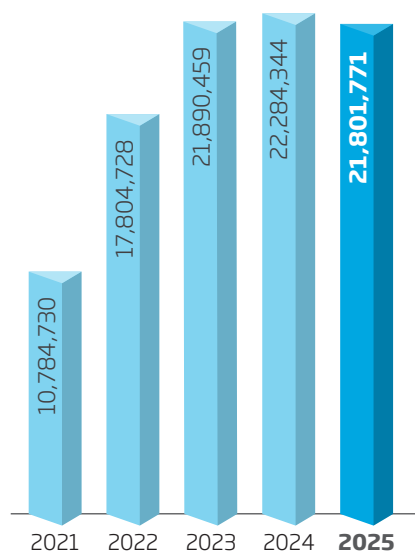
MANAGEMENT DISCUSSION & ANALYSIS

FINANCIAL REVIEW

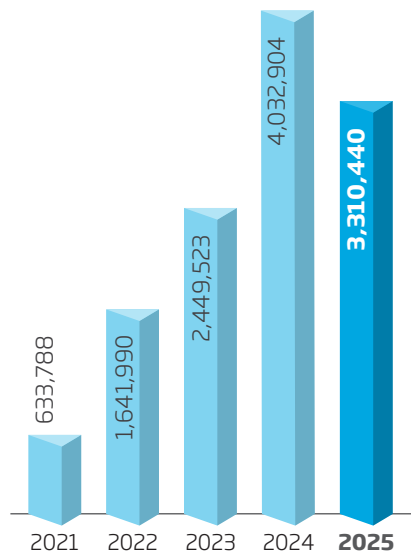
FINANCIAL HIGHLIGHTS

	2025	2024 (Restated)	2023	2022 (Restated)	2021
Revenue (RM'000)	21,801,771	22,284,344	21,890,459	17,804,728	10,784,730
Profit Before Taxation (RM'000)	3,310,440	4,032,904	2,449,523	1,641,990	633,788
Profit/(Loss) After Taxation (RM'000)	2,671,825	3,421,917	2,032,587	1,454,687	(103,128)
Profit/(Loss) for the Year Attributable to Owners of the Parent (RM'000)	2,545,449	3,406,296	2,027,991	1,476,796	(146,524)
Total Equity Attributable to Owners of the Parent (RM'000)	21,346,786	20,056,968	16,771,757	14,588,892	13,017,642
Basic Earnings/(Loss) per Share (Sen)	30.96	41.98	25.03	18.23	(1.84)
Dividend per Share (Sen)	8.00	7.00	6.00	4.50	4.50
Total Assets (RM'000)	74,857,292	67,832,858	59,132,006	51,325,501	52,074,335
Net Assets per Share (RM)	2.53	2.45	2.07	1.80	1.61

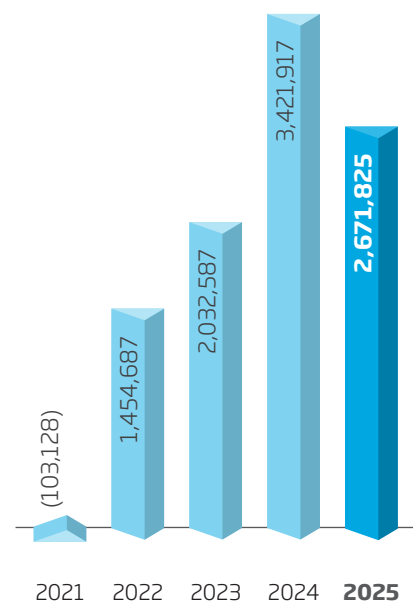
Revenue
(RM'000)



Profit Before Taxation
(RM'000)



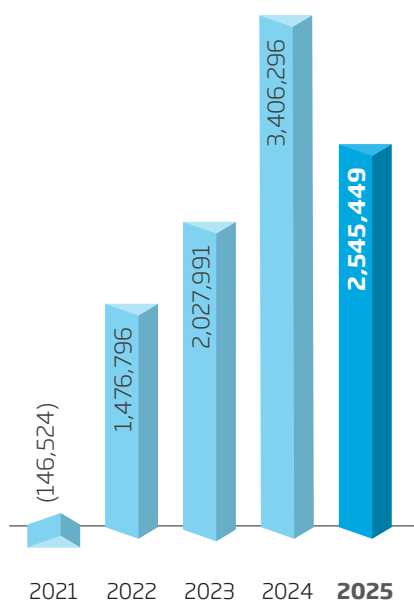
Profit/(Loss) After Taxation
(RM'000)



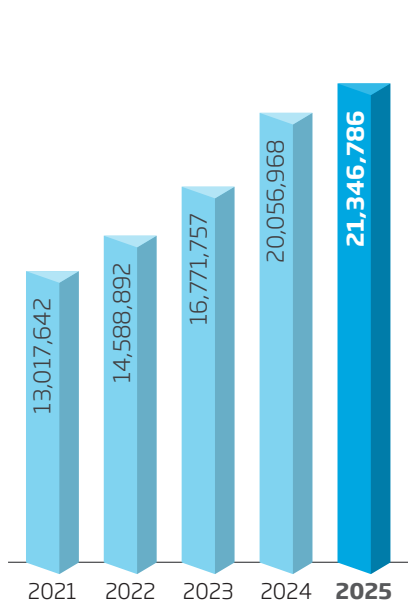
MANAGEMENT DISCUSSION & ANALYSIS

FINANCIAL REVIEW

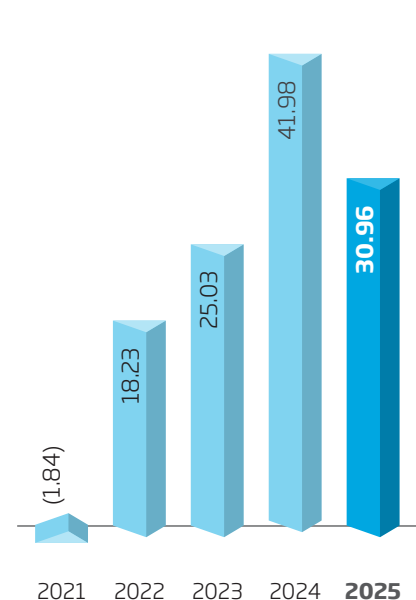
Profit/(Loss) for the Year Attributable to Owners of the Parent
(RM'000)



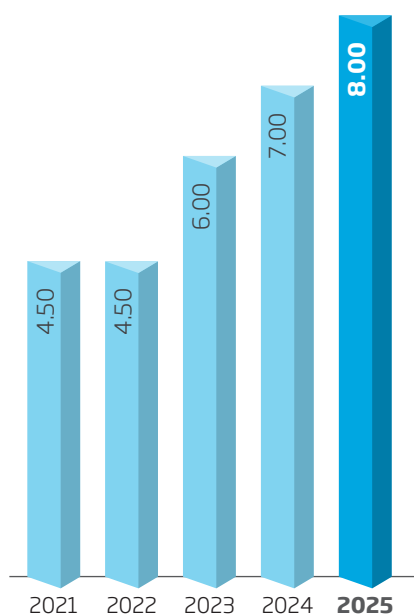
Total Equity Attributable to Owners of the Parent
(RM'000)



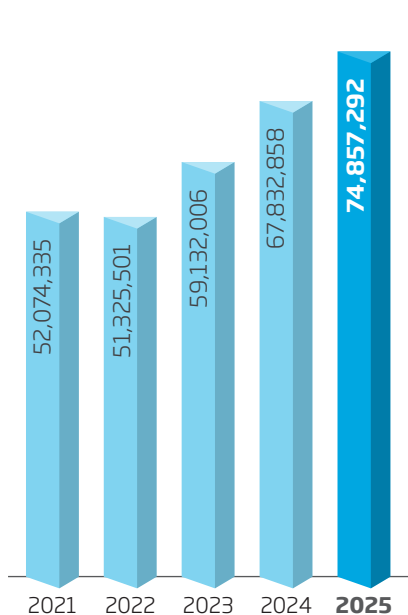
Basic Earnings/(Loss) per Share
(Sen)



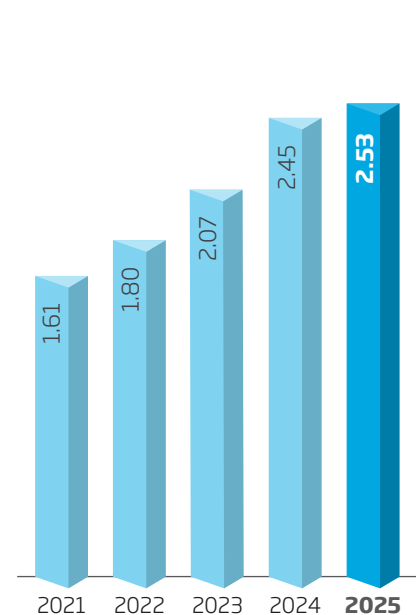
Dividend per Share
(Sen)



Total Assets
(RM'000)



Net Assets per Share
(RM)



MANAGEMENT DISCUSSION & ANALYSIS

FINANCIAL REVIEW

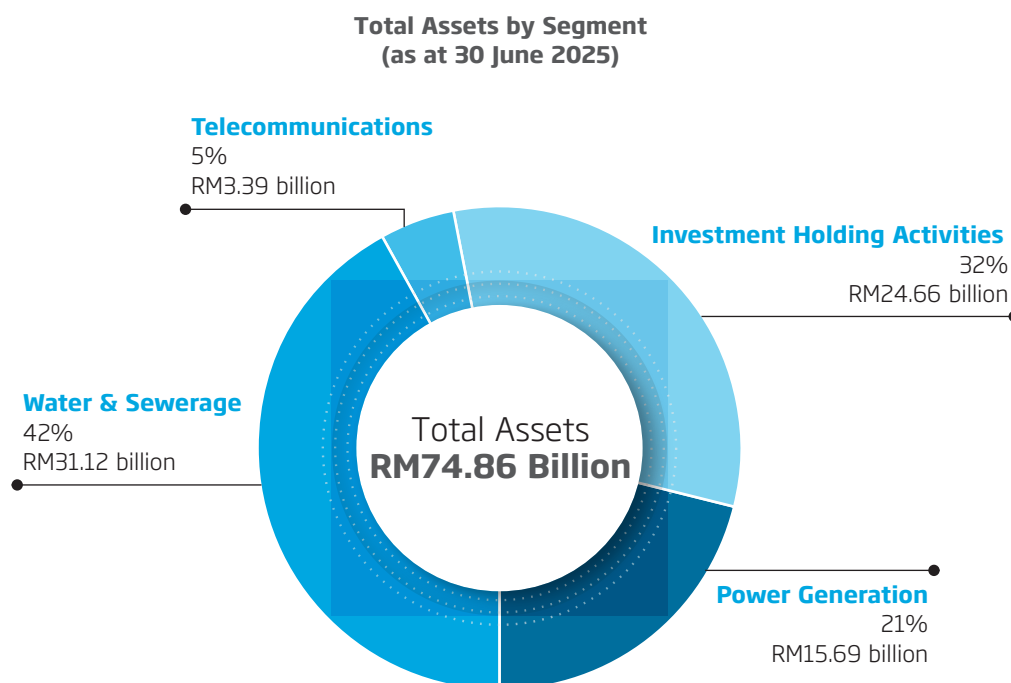
REVIEW OF FINANCIAL PERFORMANCE

Group Financial Performance

The YTL Power Group recorded revenue of RM21,801.8 million for the financial year ended 30 June 2025 compared to RM22,284.3 million for the previous financial year ended 30 June 2024. Profit before taxation decreased to RM3,310.4 million for the financial year under review, compared to RM4,032.9 million last year.

For the financial year ended 30 June 2025, overseas operations accounted for approximately 85% of the Group's revenue, compared to 96% for the previous financial year ended 30 June 2024, whilst operations in Malaysia contributed 15% of the Group's revenue in the current financial year compared to 4% for the previous financial year.

Segmental Financial Performance



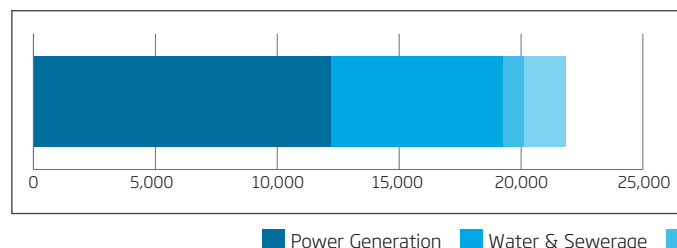
A comparison of the financial performance of each segment of the Group for the financial years ended 30 June 2025 and 30 June 2024 is set out in the following table:

	Segment Revenue		Segment Profit/(Loss) Before Taxation	
	2025 RM million	2024 RM million	2025 RM million	2024 RM million (Restated)
Power Generation	12,190.5	15,241.2	2,757.2	3,686.7
Water & Sewerage	7,046.7	5,213.7	384.3	(101.0)
Telecommunications	885.2	741.3	(256.0)	(325.7)
Investment Holding Activities	1,679.4	1,088.1	424.9	772.9
	21,801.8	22,284.3	3,310.4	4,032.9

MANAGEMENT DISCUSSION & ANALYSIS

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Breakdown of Revenue by Segment
- FY2025 (RM million)



Power Generation

The Power Generation segment recorded lower revenue of RM12,190.5 million for the financial year ended 30 June 2025 compared to RM15,241.2 million for the previous financial year ended 30 June 2024 and lower profit before taxation of RM2,757.2 million for the year under review compared to RM3,686.7 million last year.

The lower revenue and profit before taxation was primarily due to lower pool and retail prices, coupled with the strengthening of the Ringgit Malaysia against Singapore Dollar.

Water & Sewerage

The Water & Sewerage segment recorded higher revenue of RM7,046.7 million for the financial year ended 30 June 2025 compared to RM5,213.7 million for the previous financial year ended 30 June 2024. The higher revenue was due to a price increase as allowed by the regulator in the UK and revenue contribution from Ranhill.

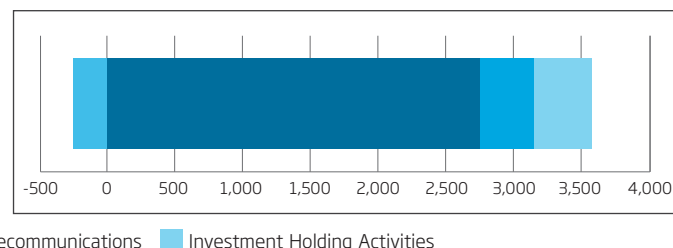
The segment reported profit before taxation of RM384.3 million for the financial year ended 30 June 2025 compared to a loss before taxation of RM101.0 million last year, as a result of a price increase as allowed by the regulator in the UK, continued easing of inflationary pressures on index-linked bonds and profit contribution from Ranhill.

Telecommunications

The Telecommunications segment recorded higher revenue of RM885.2 million for the financial year ended 30 June 2025 compared to RM741.3 million for the previous financial year ended 30 June 2024. Loss before taxation narrowed to RM256.0 million this year compared to RM325.7 million last year.

The reduction in loss before taxation and higher revenue was mainly due to higher project revenue recorded.

Breakdown of Profit/(Loss) Before Taxation by Segment
- FY2025 (RM million)



Investment Holding Activities

The Investment Holding Activities segment registered higher revenue of RM1,679.4 million for the financial year under review compared to RM1,088.1 million last year mainly due to higher consultancy services recorded by Ranhill and higher sales recorded from the Brabazon project in the UK.

Meanwhile, profit before taxation was lower at RM424.9 million for the year under review compared to RM772.9 million last year due to a one-off recognition of the fair value gain arising from the acquisition of shares in Ranhill in the preceding year, unrealised foreign exchange loss (a non-cash item) arising from a shareholder loan extended to the Jordan project entity, partially offset by higher fair value gain on investment properties and higher share of profits of investments accounted for using the equity method.

DIVIDENDS

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

	RM'000
In respect of the financial year ended 30 June 2024:	
- Second interim dividend of 4.0 sen per ordinary share paid on 29 November 2024	328,446
In respect of the financial year ended 30 June 2025:	
- First interim dividend of 4.0 sen per ordinary share paid on 10 July 2025	337,517

MANAGEMENT DISCUSSION & ANALYSIS

FINANCIAL REVIEW

On 21 August 2025, the Board of Directors of YTL Power ("Board") declared a second interim dividend of 4.0 sen per ordinary share in respect of the financial year ended 30 June 2025 with book closure and payment dates of 2 October 2025 and 23 October 2025, respectively.

The total dividend declared for the financial year ended 30 June 2025 amounted to 8.0 sen per ordinary share.

The Board did not recommend a final dividend for the financial year ended 30 June 2025.

Dividend Policy

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

CAPITAL MANAGEMENT & LIQUIDITY

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

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

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

	Group		Company	
	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Total bonds and borrowings	37,960,732	32,443,740	11,366,064	8,603,260
Less: Cash and bank balances	(12,218,731)	(8,889,949)	(1,423,333)	(440,487)
Net debt	25,742,001	23,553,791	9,942,731	8,162,773
Total equity	21,614,170	20,455,218	16,576,939	16,266,336
Total capital	47,356,171	44,009,009	26,519,670	24,429,109
Gearing ratio	54%	54%	37%	33%

MANAGEMENT DISCUSSION & ANALYSIS

FINANCIAL REVIEW

All borrowings of subsidiaries are undertaken on a non-recourse basis to the Company save and except for those borrowings guaranteed by the Company, which amounted to RM822,550,000 (2024: RM720,128,532). Further details are set out in *Note 28* of the *Financial Statements* in this Annual Report.

Under Practice Note 17 of the Main Market Listing Requirements of Bursa Securities, the Company is required to maintain consolidated shareholders' equity equal to or not less than the 25 percent of the issued and paid-up capital (excluding treasury shares) and such shareholders' equity must not be less than RM40 million. The Company has complied with this requirement with total consolidated equity attributable to owners of the parent as at 30 June 2025 of RM21.3 billion.

The Group maintains a level of cash reserves and bank facilities deemed adequate by management to ensure, as far as possible, that it will have sufficient liquidity to fund its business requirements and pay dividends to its shareholders. As at 30 June 2025, the Group's cash reserves stood at RM13.3 billion (2024: RM9.8 billion).

SIGNIFICANT CORPORATE DEVELOPMENTS

BONUS ISSUE OF WARRANTS

On 23 January 2025, the Company announced a proposed bonus issue of warrants, on the basis of 1 warrant for every 5 existing ordinary shares held on an entitlement date to be determined and announced at a later date.

The proposal was duly approved by the shareholders of the Company at an extraordinary general meeting held on 28 April 2025. The entitlement date/book closure date for the bonus issue of warrants was 27 May 2025.

The bonus issue of warrants was completed on 6 June 2025 following the crediting of 1,646,796,205 unlisted Warrants into the central depository system accounts of the entitled shareholders of the Company.

The exercise price of the warrants is RM2.45 per warrant. The warrants have a tenure of 3 years from the date of issue on 3 June 2025 and will expire on 2 June 2028.

MANAGEMENT DISCUSSION & ANALYSIS SEGMENTAL REVIEW

POWER GENERATION

SEGMENT OVERVIEW

YTL Power owns a 100% equity interest in YTL PowerSeraya, a Singapore-based energy company with a total licensed generation capacity of 3,100 MW, consisting of combined-cycle and co-generation combined-cycle plants. As at 30 June 2025, the registered generating capacity of YTL PowerSeraya and its subsidiaries ("YTL PowerSeraya Group") with Singapore's Energy Market Authority ("EMA") was about 2,468 MW.

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

In Malaysia, the Group has a collective stake of 53.19% in Ranhill. The power generation activities of Ranhill and its subsidiaries ("Ranhill Group") comprise two combined cycle gas turbine ("CCGT") plants in Rugading and Teluk Salut in Sabah, with a combined capacity of 380 MW, and a 50 MW large scale solar plant in Bidor, Perak.

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



OPERATIONAL REVIEW

Singapore

For the financial year, the YTL PowerSeraya Group sold 10,626 gigawatt hours ("GWh") of electricity, maintaining a similar level to the previous year. Generation market share based on scheduled generation was 18.5% for the 2024 calendar year. The electricity market remained relatively stable, with low price volatility in the Singapore wholesale electricity market, except during the hotter months, which saw a surge in electricity supply commitments.

Timely execution of major and minor maintenance inspections across combined cycle and co-generation units continued to underscore plant reliability. Over the years, several initiatives have been progressively implemented to enhance reliability, minimise vulnerabilities and prevent forced outages. Root Cause Analysis is conducted to address recurring issues, while an operational near-miss framework enables early detection and rectification of abnormalities.

These efforts will be extended to the upcoming 600 MW hydrogen-ready CCGT plant, with a focus on ensuring the long-term reliability of its supporting common systems for the next 30 years. A significant milestone was achieved on 23 October 2024 when YTL PowerSeraya broke ground on the new plant. Once completed, this plant will serve as a critical enabler of Singapore's net-zero ambitions and a major component of the Group's own low carbon strategies.

In pursuit of a sustainable future, efforts are also underway to explore low carbon hydrogen prototyping, supported by feasibility studies in collaboration with research institutions and key hydrogen partners.

The recently completed 4 MWp solar energy facility at Pulau Seraya Power Station further supports energy efficiency and the transition to green power generation. In parallel, carbon capture opportunities are being actively evaluated to reduce direct emissions and strengthen long-term decarbonisation efforts, and the Group will also be embarking on a Cogen Water Treatment Plant Recycling project, for water used in the power generation process. Further details can be found in the *Environmental, Social & Governance Report* in this Annual Report.

MANAGEMENT DISCUSSION & ANALYSIS

SEGMENTAL REVIEW

Operator productivity is being enhanced through digitalisation transformation initiatives, with the use of real-time performance dashboards providing critical insights to enable faster, data-driven decision-making. Drone technology has been deployed for asset inspections, reducing the need for manual, high-risk access while improving safety, efficiency and reliability.

To further support knowledge-based operations, a Knowledge Management System technology stack has been jointly developed with YTL AI Labs Sdn Bhd, the AI solutions division of the YTL Power Group. Built on top of existing document libraries, it facilitates quicker access to information and accelerates decision-making across the organisation.

Emphasis continues to be placed on upholding high standards in quality, environmental, energy, health and safety, and cyber security management systems. Certifications attained include ISO 9001, ISO 14001, ISO 27001, ISO 45001, BizSafe Star and SS 651. In addition, audit compliance with ISO 50001 was achieved in alignment with the Singapore National Environment Agency's Energy Management System (EnMS) requirements.

Retail

YTL PowerSeraya's retail brand, Geneco, held a total market share of 13.2% (based on retail volume as a percentage of total system demand) for the financial year under review in the electricity retail market, comprising customers from the residential, commercial and industrial segments.

Correspondingly, sales volume was 7,688 GWh. In the residential segment, Geneco has once again been officially announced by EMA as Singapore's leading electricity retailer in the Open Electricity Market (OEM), holding a 29.7% market share and serving 172,758 active residential customers as at 30 June 2025.

In the commercial and industrial segment, the division's Small & Medium Business (SMB) Online platform, which enables SMB customers with single premises and load size of less than 20 MWh per month, to sign up online seamlessly, saw a significant 87% increase of 236 new SMB customers, bringing the number of total active SMB Online customers to 506 as at 30 June 2025. About 43% of customers signed up for 24-month contracts, while 40% signed up for 36-month contracts and the remaining 17% signed up for 12-month contracts.

As part of Geneco's seventh anniversary, and in continuation of its eco journey with Power Eco Add-on, Singapore's First-And-Only customisable green add-on (Renewable Energy Certificate or Carbon Credits) for an electricity plan, Geneco celebrated by offering the first 7 months on a complimentary basis to both new and existing Geneco residential and SMB customers who opt-in or upgrade to Power Eco Add-on. As at 30 June 2025, Geneco had 3,761 customers opting for Power Eco Add-on, an increase of 50 customers during the year, contributing to an overall target of 6,800 customers by 2030.

Fuel Management

The Group's progression toward establishing its fuel management arm as a Smart Oil Storage Terminal continued to be driven by targeted strategic initiatives, resulting in notable performance achievements for the year.

Ongoing efforts to automate and digitalise operational processes, highlighted by the successful deployment of a Storage Terminal Management System, have significantly improved efficiency and productivity across the value chain. Access to digitised data has further enhanced decision-making capabilities, supporting increased automation and optimisation in business operations.

The outcomes of these initiatives were reflected in the positive results observed across all key operational performance indicators, with the management of 11.13 million metric tonnes of fuel oil and diesel this year, up from 10.31 million metric tonnes last year. Berthing activity also rose, with 1,029 bunkering and cargo vessels processed, compared to 969 last year, alongside an increased average berth utilisation rate of 55.94% this year from 52.97% previously.

MANAGEMENT DISCUSSION & ANALYSIS

SEGMENTAL REVIEW



Malaysia

The Ranhill Group continued to outperform the performance indicators under its power purchase agreement, dispatching a cumulative energy output of 2,603 GWh to the grid for the financial year under review. Cumulatively, both power plants have the capacity to deliver up to 380 MW of power to the offtaker, Sabah Electricity Sdn Bhd ("SESB"). This is equivalent to approximately 25% of the total installed capacity among Independent Power Producers (IPPs) in Sabah, making Ranhill the largest IPP player in the state.

Both plants have achieved ISO 45001 certification reflecting a steadfast commitment to prioritising operational safety both in terms of occupational health and safety as well as the safety of the surrounding local communities and the natural environment.

Continued efforts were undertaken to drive heat rate savings, which not only supports environmental sustainability and regulatory compliance but also enhances the long-term reliability and profitability of the power generation operations. Consequently, savings of about RM18,000 per day were achieved during the financial year under review, with the savings shared on an equal basis with SESB in accordance with the relevant agreements.

Continued maintenance works were undertaken at both power plants, including asset refurbishments and upgrades, enhancements to facilities and amenities and improving the integrity of safety and ancillary systems. Diligent maintenance and process optimisation are crucial to ensure stable operations and prevent outages. This includes regular equipment maintenance and efficient pump scheduling regimes.

Renewable Energy

Ranhill's large scale solar (LSS4) plant in Bidor, Perak, achieved its commercial operation date in February 2024 and commenced dispatching clean energy to the national grid. Ranhill's successful commissioning of this project is a significant step, providing a new income stream and underscoring its credentials as a proven solar power player, having designed, built and commissioned the plant, in addition to now undertaking operation and maintenance ("O&M") of the plant.

The project paved the way for Ranhill to establish its in-house O&M unit, further strengthening its value proposition going forward as an end-to-end provider of engineering, procurement, construction and commissioning (EPCC) solutions for solar power plants.

Meanwhile, the YTL Power Group is also undertaking the development of a solar power facility with a generation capacity of up to 500 MW in Johor, to co-power the YTL Green Data Center Park situated in Kulai. The solar project is being developed in phases corresponding to the data center demand, and work commenced on the first phase during the year under review.

MANAGEMENT DISCUSSION & ANALYSIS

SEGMENTAL REVIEW

WATER & SEWERAGE

SEGMENT OVERVIEW

YTL Power owns a 100% equity interest in Wessex Water, a regional water and sewerage business in the UK serving 2.9 million customers across a geographic area of approximately 10,000 square kilometres in the south west of England, including Dorset, Somerset, Bristol, most of Wiltshire and parts of Gloucestershire and Hampshire.

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



In Malaysia, the Group's water supply and treatment operations comprise the activities of the Ranhill Group, the operations of which consist primarily of the abstraction, treatment and distribution of potable water as well as treatment of wastewater and conversion of wastewater into reclaimed water in Malaysia, Thailand and China. Ranhill's key water business supplies treated water to 4 million people in Johor as well as industries across the state.

OPERATIONAL REVIEW

UK

Wessex Water placed second overall of all 17 water companies in its C-MeX score for 2024-2025, which is Ofwat's measure of customer experience. With its consistently high performance on C-MeX, Wessex Water has finished in the top three of all companies each year of the 2020-2025 price review period.

While customer scores, mirroring wider industry trends, have declined amid sustained public and political scrutiny in the UK, CCW, the independent voice for water consumers in England and Wales, recognised that Wessex Water's customers see trust starting to return.

The Drinking Water Inspectorate also awarded Wessex Water one of the leading scores for the water quality compliance risk index in the industry.

The division's water efficiency engagement programme, including household home checks and non-household visits, has been successful. Reservoir and aquifer levels are healthy, after another year of above-average rainfall. However, to safeguard supply over the long-term, active reduction in both per capita consumption and leakage from the supply network is needed. Performance on water supply interruptions in the year was affected by two major incidents which affected a significant number of customers.

Leakage performance exceeded targets in the first three years of the 2020-2025 price review period but declined thereafter, falling short in the subsequent two years. Per capita consumption remained favourable to target at the close of the period, despite initial increases driven by remote working during the Covid-19 pandemic. Water savings through customer efficiency initiatives have again met or exceeded targets.

MANAGEMENT DISCUSSION & ANALYSIS

SEGMENTAL REVIEW

There were no serious pollution incidents during the year but there was an increase in the number of less severe pollution incidents, associated with periods of intense and prolonged rainfall.

The rainfall over the year put pressure on Wessex Water's wastewater network, particularly during periods of high-intensity downpours. Performance on sewer flooding across the various performance commitments was impacted as a result, but several key schemes were carried out to alleviate the risk of sewer flooding including enhanced drainage systems, flood resilience projects, community engagement and green infrastructure.

These efforts have significantly reduced the incidence of sewer flooding in several areas, demonstrating the division's commitment to protecting communities from the impacts of extreme weather events. However, more progress needs to be made, which will entail delivery of preventative maintenance and engagement with communities to discourage sewer misuse.

Wessex Water spent more than GBP200 million on storm overflow improvement schemes and flow capacity increase at water recycling centers, including GBP16 million on a new 9,000 cubic-metre storm storage tank at its Holdenhurst water recycling center.

The division is also investing more in monitoring, increasing from just over 3,000 to 10,000 in-sewer monitors, to improve advanced

warning of issues. Together with an enhanced maintenance programme, incentives for customers to change their behaviour and a new 'solve at source' strategy, these measures form a holistic approach to managing wastewater catchments.

Bill rises have been high on the news agenda for UK customers but even with recent rises, bills in 2030 will be lower after inflation than they were in 2015. Wessex Water also supported more than 70,000 customers with their bills and debt, auto-enrolling them on to schemes where possible. Additionally, more than 150,000 households were assisted on Priority Services, marking a 34% increase from last year.

Ofwat has recognised Wessex Water's vulnerability strategy, 'Every Customer Matters', as a strong approach to supporting vulnerable customers.

Malaysia

The Group's main water operations in Malaysia primarily comprise the activities of Ranhill SAJ Sdn Bhd ("Ranhill SAJ"), an 80%-owned subsidiary of Ranhill. As Johor state's sole water operator, Ranhill SAJ undertakes raw water abstraction, treatment, distribution and sales, operating the entire water supply network in Johor.

Ranhill SAJ operates 47 water treatment plants ("WTPs") state-wide with a total treatment capacity of 2,352 million litres daily ("MLD"). As at 30 June 2025, Ranhill SAJ's network comprised 749



MANAGEMENT DISCUSSION & ANALYSIS

SEGMENTAL REVIEW

reservoirs and 24,418 km of pipelines supplying treated water to 4 million people in Johor, as well as industries across the state. Johor continues to maintain its track record as the state with the lowest non-revenue water ("NRW") level in Malaysia at just 24.2%.

From July 2024 to December 2024, water consumption was recorded at 277.6 million cubic metres, increasing to 278.5 million cubic metres from January 2025 to June 2025.

The data indicates a clear upward trend in water usage over this period, reflecting ongoing growth in demand. The gradual rise in consumption was driven mainly by population growth in Johor, along with increased industrial and commercial activities across the state. Notably, the most significant increases were observed in the Iskandar region, Johor Bahru, the state capital, and Sedenak.

The NRW percentage achievement for the last financial year was 24.1%, which was below the target of 25.0% set by Suruhanjaya Perkhidmatan Air Negara ("SPAN"). The achievement for the 18-month period from January 2024 to June 2025 was 24.2%, which was also lower than the target of 24.5%. The current achievement as at June 2025 is 24.2%, lower than the December 2025 target of 24.5%.

The National NRW target officially announced by SPAN is to reduce the NRW rate to 31% by the year 2025 for Peninsula Malaysia and the Federal Territory of Labuan, with the target set for the state of Johor being 24.5%.

The performance achieved to date enabled Ranhill SAJ to qualify for SPAN's Matching Grant from the overall NRW Reduction Program.

The focus on ensuring sufficient water abstraction and sufficient supply entails constant expansion and upgrades of the existing water system and infrastructure. Ranhill SAJ, with the support of SPAN, and the Federal and state governments, continues to make progress on the construction of WTPs, off-river storage (ORS) facilities and other related infrastructure development projects. Specific highlights in 2025 were the Mawai-Gembut Raw Water Transfer project, and the Sg Lebak and Pontian ORS projects. All three projects are being implemented by the Federal Government.

The Ranhill Group has also been exploring renewable energy applications, such as the installation of rooftop solar panels at office buildings and WTPs. The utilisation of renewable energy helps to reduce dependence on grid sourced electricity, which is expected to progressively increase as tariffs are adjusted upwards

over time. The approach is consistent with the national aspiration of achieving net zero carbon emissions by as early as 2050 and also in line with the Group's decarbonisation strategies.

Other countries

The Ranhill Group's operations in Thailand comprise 10 water, wastewater and reclaimed water treatment plant facilities at the Amata Industrial Estate in Amata City, Chonburi and Rayong, Thailand. To date, Ranhill has achieved 386 MLD or 96.5% of its targeted 400 MLD for international water and wastewater operations. The total treatment capacity of these plants is 119.1 MLD, comprising 101.6 MLD for water and wastewater treatment and 17.5 MLD for the production of reclaimed water.

In China, Ranhill holds a 40% equity stake in Ranhill Water (Hong Kong) Ltd, which owns and operates 15 industrial wastewater treatment plants with a total treatment capacity of 267 MLD. Ranhill's strategic partner in China is Shanghai Industrial Investment Corporation ("SIIC"), a state-owned enterprise of the Shanghai Municipal Government. SIIC is listed on the Shanghai and Singapore stock exchanges.

On the back of increased industrial activities, in particular at the Amata City Rayong Industrial Estate, total incoming wastewater increased year-on-year. Other contributory factors to increased incoming wastewater included growing awareness of environmental sustainability, regulatory compliance and water conservation practices among industrial players.



MANAGEMENT DISCUSSION & ANALYSIS SEGMENTAL REVIEW

TELECOMMUNICATIONS

SEGMENT OVERVIEW

YTL Power owns a 60% stake in YTL Comms, which together with its subsidiaries, carries out information, communications and technology (ICT) businesses.

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

YTL Comms also houses the Group's AI cloud computing platform. YTL AI Cloud, a wholly-owned subsidiary of YTL Comms, is a specialised cloud service provider of massive-scale GPU-based accelerated computing.

OPERATIONAL REVIEW

Telecommunications Services & Infrastructure

YTL Comms solidified its position as a leader in telecommunications innovation, securing two major accolades at the Asian Telecom Awards 2025 held in Singapore, in February this year. The awards, *B2B Client Initiative of the Year* and *Innovative Connectivity Solution of the Year*, reinforce YTL Comms' commitment to deliver cutting-edge connectivity solutions for enterprise customers, leveraging Yes 5G's transformative potential for businesses and communities across Malaysia and beyond.

YTL Comms also received international recognition at the GTI Awards 2025 with the *5G-AxAI Integrated Innovation Award* for pioneering Malaysia's first AI and robotics-based Private 5G network to enable Industry 4.0 at Clarion Malaysia.

This global accolade, received at the Mobile World Congress 2025 in Barcelona, Spain, demonstrates YTL Comms' strong leadership in innovative, impactful enterprise solutions for customers, industries and communities across Malaysia. YTL Comms successfully implemented an on-premise, fully self-contained Yes 5G SA Private Network, elevating Clarion Malaysia's automotive electronics production facility into a model of Industry 4.0 transformation. This lighthouse showcase has inspired many local manufacturing businesses to also embark on digital transformation.

The Group's Yes #FirstTo5G and Infinite data plans lead the industry in providing truly unlimited and uncapped 5G plus 4G data. Its Infinite+ device plans, on the other hand, ease customer adoption of fifth generation of wireless mobile technology, delivering low latency high data speed and a reliable coverage of 82%, leveraging Digital National Berhad's ("DNB") purpose built 5G wholesale network fully to enable Malaysia's digital economy aspiration.

By continuing to offer affordable data plans and offering innovative 5G services, this segment is looking to increase its subscriber base bolstered by partnerships and collaborations, and superior economics as a result of modern network architecture at YTL Comms and the scale economics of DNB's wholesale model.

In March this year, YTL Comms signed two significant Memorandums of Understanding (MoUs) with digital infrastructure company, Equinix Inc, and Transcelestial, a pioneer in laser communications technology. These strategic collaborations aim to bring revolutionary technology solutions to businesses in Malaysia by enhancing connectivity and AI capabilities across the nation in a more sustainable manner.

YTL Comms will enable international customers to access the YTL AI Cloud through Equinix's global fabric – the largest of its kind globally – enabling YTL AI Cloud to capture growing demand for accelerated computing regionally. Through Equinix's world-leading global interconnection services, businesses will have reliable and secure access to the YTL AI Cloud for GPU-as-a-Service, facilitating on-demand access to the latest generation GPUs to enable AI adoption.

Meanwhile, via its MoU with Transcelestial, YTL Comms is the first telco in Malaysia to harness Transcelestial's wireless laser communications technology to deliver networks with fibre-class connectivity and a new level of flexibility. This solution eliminates the need for physical cables, enabling fibre-class ultra-low latency and high-capacity connections, even in locations that are traditionally hard to reach or maintain using conventional fibre technology.

MANAGEMENT DISCUSSION & ANALYSIS

SEGMENTAL REVIEW

On the infrastructure front, YTL Comms entered into a strategic joint venture in February 2025 with Bullish Aim Group, a leading innovator in telecommunications infrastructure, to develop next-generation common fibre infrastructure. This groundbreaking partnership aims to address the surging demand for high-speed connectivity and robust data services, positioning Malaysia as a regional leader in the digital economy.

The collaboration will see the deployment of a unified fibre optic network designed to enhance data transmission capabilities and foster greater efficiency for telecom providers and businesses. By leveraging YTL Comms' extensive experience in large-scale infrastructure development and Bullish Aim Group's cutting-edge technology expertise, the joint venture is poised to set new benchmarks in the industry.

The initiative also aligns with Malaysia's digital transformation goals by providing scalable, high-capacity connectivity solutions that benefit industries ranging from cloud computing and AI to IoT (Internet of Things) and 5G. This joint effort will reduce duplication of infrastructure, lower costs for service providers and ensure a more sustainable and inclusive approach to technology development.

YTL Comms was also awarded a contract by Railway Assets Corporation to develop fibre optic infrastructure along 1,600 km of Malaysia's railway tracks. The fibre optic infrastructure will be developed along the Padang Besar-Johor Bahru and Johor Bahru-Tumpat railway lines.

This project is part of Railway Asset Corporation's broader plan to open up the development of telecommunications infrastructure along railway lines to licensed telcos. The infrastructure will be the backbone to national digital connectivity, in line with the National Broadband Plan and the National Digital Network/Jendela.

AI Cloud Computing

In December 2023, the Group announced a collaboration with NVIDIA Corporation ("NVIDIA") to build AI infrastructure, in a meeting between Jensen Huang, founder and Chief Executive Officer of NVIDIA, and Prime Minister of Malaysia, YAB Dato' Seri Anwar bin Ibrahim. The formation of YTL AI Cloud was announced in March 2024.

YTL AI Cloud is undertaking the deployment and management of one of the world's most advanced supercomputers on NVIDIA Grace Blackwell-powered DGX Cloud - an AI supercomputer to accelerate AI training as well as inferencing.

YTL Power is among the first companies to adopt NVIDIA GB200 NVL72, which is a multi-node, liquid-cooled, rack-scale system with fifth-generation NVLink. The supercomputer will be interconnected by NVIDIA's Quantum InfiniBand networking platform. The platform acts as a single GPU with 1.4 exaflops of AI performance and 30TB of fast memory and is designed for the most compute-intensive workloads. The YTL AI Supercomputer will surpass more than 300 exaflops of AI compute, making it one of the fastest supercomputers in the world.

The YTL AI Supercomputer will be located at the YTL Green Data Center Park and will help meet the demand for highly scalable, high-performance cloud-based solutions for AI/ML workloads. Its location in Johor also puts the facility within 50 kilometres of some of the world's densest network interconnection points in neighbouring Singapore.

MANAGEMENT DISCUSSION & ANALYSIS

SEGMENTAL REVIEW

INVESTMENT HOLDING ACTIVITIES

SEGMENT OVERVIEW

The YTL Power Group is undertaking the development of green data centers in Malaysia and Singapore, as well as AI solutions and services and digital banking in Malaysia. In the UK, the Group is developing Brabazon Bristol, a 380-acre residential and commercial project.

In addition, the Group undertakes engineering consultancy and O&M services for a wide range of infrastructure across multiple industries via the Ranhill Group.

The Group also has investments in power generation assets in Jordan and Indonesia.

OPERATIONAL REVIEW

Data Centers

The Group continued to make good progress on the YTL Green Data Center Park in Kulai, Johor, with an increased target capacity of up to 600 MW, from 500 MW previously.

This will be the first data center campus in Malaysia to be co-powered by on-site renewable solar energy, which is being developed in phases to match the planned data center phases.

To date, the Group has partnered with Sea Limited as a co-locator to anchor this world-class green facility. Additional phases have been contracted with two further hyperscaler clients, and the ensuing phases of the Park will be rolled out on a staggered basis.

The campus incorporates innovative and sustainable solutions in design and operations to achieve high-energy efficiency and is expected to serve a growing demand in the region for ecofriendly, cost-efficient data center solutions from hyperscalers and co-location customers alike.

Progress is underway on subsequent phases of the YTL Green Data Center Park, and will be delivered in accordance with planned timelines.

AI Solutions & Services

YTL AI Labs Sdn Bhd ("YTL AI Labs") was established to build sovereign AI models and deliver cutting-edge solutions that empower Malaysia with the intelligence that truly understands the market and the people they serve.

In August 2025, YTL AI Labs, which undertakes the Group's AI solutions business, unveiled ILMU, Malaysia's first homegrown large language model (LLM) at the ASEAN AI Summit 2025. Built entirely by Malaysia to serve Malaysian needs by YTL AI Labs in collaboration with University Malaya, ILMU marks a major leap in the nation's AI aspirations, combining local intelligence and language with best-in-class performance.

ILMU is a multimodal AI model that can process and generate not just text, but also voice and images, and is ready to support real-world applications across sectors. The name reflects the model's core values: 'Intelek', for context-aware intelligence; 'Luhur', for ethical foundations rooted in Malaysian values; 'Malaysia', for cultural and linguistic fluency; and 'Untukmu', because it is built to serve all Malaysians.



MANAGEMENT DISCUSSION & ANALYSIS

SEGMENTAL REVIEW

What sets ILMU apart:

- Culturally attuned: Fluent in Bahasa Melayu, Manglish and local dialects like Kelate, ILMU understands the way Malaysians speak, interact and ask, helping to bridge the digital divide;
- Secure, national capability: Developed with national interests, safety and data governance in mind, ILMU enables trusted AI adoption across sectors;
- Built on national infrastructure: Hosted on the YTL AI Cloud, ILMU delivers enterprise-grade performance, scalability and local data residency; and
- Global-standard performance: ILMU performs on par with leading global models like GPT-4, DeepSeek and Llama across major benchmarks.

To catalyse innovation, YTL AI Labs also announced the ILMU AI Accelerator Programme in partnership with Malaysia Digital Economy Corporation (MDEC). The programme is open to Malaysian start-ups, SMEs and global solution providers seeking to utilise ILMU to build AI products and services that are rooted in local needs and ready to be scaled globally.

Eligible companies will receive Malaysia Digital (MD) status and its associated benefits, facilitation of talent passes, work permits and visas, and RM5 million in free ILMU Application Programming Interface (API) credits.

YTL AI Labs' lineup of partners include Aco Tech, Ryt Bank, Astro, Media Prima, Yes, Carsome, Swipecy, Vision Machina, Vistel, TeeniAI, TrustAI and Mesolitica, demonstrating early industry confidence in ILMU's capabilities and relevance across diverse sectors. API access to ILMU tokens is available for all businesses, whilst ILMUchat (an AI chatbot) for consumers became available for early access on Malaysia Day, 16 September 2025.

Digital Banking

In April 2022, the Group in consortium with Sea Limited was awarded a digital banking licence by Bank Negara Malaysia.

Operating as Ryt Bank, the Ministry of Finance issued the digital banking licence to YTL Digital Bank Berhad with effect from 20 December 2024. Ryt Bank was launched on 26 August 2025.

This new venture, which will leverage multiple synergies between the Group and Sea Limited, will enable the Group to further

contribute to the growth of Malaysia's digital transformation and broaden access of its citizens to financial services, particularly the underserved and underbanked, as well as micro, small and medium enterprises (MSMEs).

By harnessing the power of AI to provide an unparalleled customer experience, the Bank intends to deliver financial services that are meaningful and inclusive while helping customers achieve their financial goals.

Being a digital-first offering, the sign up, onboarding and KYC (know your client) process is completed in a matter of minutes. Ryt Bank currently offers a savings account and a Visa debit card, along with a limited edition Ryt card.

Brabazon Bristol

The Group is undertaking one of the UK's largest master planned developments, located on the former Filton Airfield site. Brabazon Bristol is a 380-acre mixed-use urban development and the Group's first UK property development project. Brabazon Bristol has been envisioned using cutting-edge AI and computational data to analyse key elements such as daylight hours, wind comfort, building heights and views.

Awards won this year spanned both regional and national recognition, including *Developer of the Year 2024* and *Winner of Winners* at the Bristol Property Awards, as well as national accolades including *Best Use of Brownfield Land* at the 2025 Planning Awards and the Brick Awards for design excellence.

In January 2025, Prime Minister of Malaysia, YAB Dato' Seri Anwar bin Ibrahim, formally launched Brabazon Bristol during his working visit to the UK. The event underscored the Group's commitment to creating the UK's most sustainable new town while strengthening Malaysia-UK economic ties and capitalising on opportunities under the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP).

Brabazon has also had the privilege of hosting a wide range of distinguished dignitaries from the UK and overseas. Most recently, the Group welcomed the then-Deputy Prime Minister and Cabinet Member for Housing, Communities and Local Government, the Rt Hon Angela Rayner, and the Chief Secretary to the Treasury, the Rt Hon Darren Jones, together with local MPs and senior political leaders.

MANAGEMENT DISCUSSION & ANALYSIS SEGMENTAL REVIEW

Residential

The Group has successfully delivered the first phase at Brabazon, known as The Hangar District, comprising 302 residential units apportioned to 127 landed and 175 apartment units. Apart from owner occupiers, Brabazon has seen the growth in its rental market which has been largely contributed by the completion of The Dials, a 114-unit apartment block.

The ongoing construction of the next phase, The Heritage District, comprising over 100 landed homes, follows a similar staggered sales strategy to that adopted in The Hangar District. The first cluster of homes has now been completed, ensuring continuity of sales activity. The Heritage District retains many of the distinctive features of The Hangar District.

Additionally, construction will commence on the first purpose-built Build-to-Rent (BTR) scheme, located immediately south of The Heritage District. This development will enhance the division's rental portfolio with 189 apartments and seven houses.

Student Accommodation

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

The project is under construction with the first phase of 750 beds on track for occupation in September 2026 and the final phase of 764 beds a year later. The marketing activity for the 2026 intake will commence in Spring 2026 with a show unit available for viewing within a newly repurposed Hangar located in The Hangar District.

Commercial

Planning approval has been secured for the first Grade A office building at Brabazon with construction targeted to commence end-2025. Strategically located next to the new train station which is currently under construction, the eight-storey Brabazon Central Office building will also be the first purpose-built station ticket office in Bristol since Bristol Parkway in 1972 and one of only three in the region.

This 120,000 sq ft building will serve as a gateway to the emerging city district in North Bristol. The office building will boast best in class accreditations including EPC A and BREEAM Outstanding and will accommodate up to 800 workers. It features flexible floor plates and high-end amenities fronting a civic square with retail and landscaped public spaces.

In September 2025, an additional office building of 200,000 sq ft was submitted for planning. This building will include a 30,000 sq ft pre-let agreement secured with Waitrose as a ground floor anchor tenant. Located at the development's main entrance with high visibility from the A38 highway/trunk road and 500 metres from the new train station, this seven-storey 'Gateway building' is designed with 22,500 sq ft floorplates, aligned for the area's growing defence and aerospace sectors.

Finally, a pre-let agreement is being finalised for a 70,000 sq ft state-of-the-art industrial testing facility, marking another milestone in expanding the Group's commercial development portfolio.

Community

Work is underway to complete the delivery of a Grade II listed aircraft hangar into a new local, social community hub 'The Hangar', designed to bring people together and promote active



MANAGEMENT DISCUSSION & ANALYSIS

SEGMENTAL REVIEW

and sustainable living at Brabazon. Apart from a café with an operator already secured, The Hangar is additionally programmed with a library and wellness center, a large hall for multi-faith groups and venue for public meetings and family events. A range of activity rooms will offer space for after-school clubs and community groups, while the wellness center will offer cardio machines, weight-training facilities and group exercise classes.

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

A 'temporary activation' planning application will also be submitted towards the end of 2025. This will deliver Brabazon's first curated leisure and large-scale food and beverage (F&B) offering. Located opposite the PBSA and train station, it will act as an attraction for residents and occupiers of Brabazon and the wider Bristol conurbation. Paddle Tennis, shuffle, hot tubs and ice baths, as well as drive-in cinemas will all be in operation to welcome the first students and train passengers in the third quarter of the 2026 calendar year.

Infrastructure

The Group has invested heavily in primary infrastructure to maintain its delivery momentum. Over 30 megavolt-ampere (MVA) of power has been secured and the primary roads and sewers that serve Brabazon's eastern section have been completed. This allows for development continuity and supports the opening of YTL Arena Bristol in the future. Brabazon station, which has been funded by the UK government, is under construction with principal contractor BAM and due to open September 2026.

Civic Landmark

The Group continues to make progress on the development of YTL Arena Bristol, located within the iconic Brabazon Hangars—the historic birthplace of the British Concorde. As a flagship cultural component of the wider Brabazon masterplan, YTL Arena Bristol will transform this heritage landmark into a world-class venue for entertainment, while championing sustainable design, regional economic growth and improved connectivity for Greater Bristol.

Enabling works are underway, including the demolition of non-essential structures, with key supporting infrastructure – such as a completed power supply, station and new road connections – advancing in preparation for the main construction phase.

Engineering Consultancy & O&M Services

The Ranthill Group's subsidiary, Ranthill Worley Sdn Bhd ("Ranthill Worley") is a leading player in the oil and gas sector for professional project and asset portfolio management services. This includes provision of carbon storage, decarbonisation and related technology solutions. Its track record includes the Malaysia Kasawari Carbon Capture Storage ("CCS"), the world's largest offshore CCS project. In addition, Ranthill Worley, with Worley Ltd, has ventured into undertaking projects not just in Malaysia but also in the Middle East, North Sea UK, Myanmar, Vietnam, Africa, China, India and Brazil.

Ranthill Worley's focus was on ensuring successful project execution and delivery during the year. These include works on key projects such as the Brazil P-82 Floating Production Storage and Offloading ("FPSO") project, Petronas Kasawari CCS Platform, Qatar ISND Well-head Platforms, Qatar North Field Production Sustainability (NFPS), Shell MDO Portfolio Management and the Petronas Carigali Sdn Bhd ("PCSB") EPCm3 Portfolio Management contract.

Despite encountering various technical challenges and operational delays, the Brazil P-82 project was successfully completed during the financial year. Follow-on engineering works are being undertaken on a reimbursable basis with minimal resource expected for the period from September 2025 to April 2026.

Pertaining to Petronas Kasawari CCS, Ranthill Worley has completed detailed design works and the follow-on scope. A new engineering variation for a 4-month duration has been secured. Qatar ISND detailed design works have been completed and follow-on engineering works are being undertaken with minimal resource expected for the period from September 2025 to December 2025. Front End-Engineering Design ("FEED") scope of works for the Petronas NC8 Qatar ISND detailed design works have been completed and follow-on engineering works are being undertaken with minimal resource expected for the period from September 2025 to December 2025.

All players across the value chain continued to adapt to the effects of prevailing conflicts and most recently, the imposition of trade tariffs by the United States on various countries. The impacts of tariffs in particular, were telling as it had a dampening effect on both the global and national economies, resulting in oil and gas majors adopting a cautionary stance with regard to exploration and production activities.

MANAGEMENT DISCUSSION & ANALYSIS

SEGMENTAL REVIEW

Continued deferments in capital expenditure commitments for large scale upstream infrastructure due to the uncertainty of tariff impacts had a notable ripple effect across the value chain, resulting in some delays of expected new awards.

Nevertheless, Ranhill Worley continued to tender for suitable contracts, focusing on shorter term projects such as FEED and brownfield projects.

The strategy was effective with Ranhill Worley securing a 1+1 year brownfield portfolio contract for PCSB. In addition, a long-term agreement with BASF was renewed for a fixed contract period of 3 years. These and other projects provide a degree of revenue and earnings visibility going forward, while bolstering Ranhill Worley's track record as a leading oil and gas consultancy services provider.

Ranhill's subsidiary, Ranhill Bersekutu Sdn Bhd ("RB"), is a multi-disciplinary engineering solutions specialist with a proven track record in design services for geotechnical, civil infrastructure, structural, mechanical, electrical, water resources, linear transportation, project management and EPCC solutions.

Major projects completed during the year under review included the National Sewerage Master Plan on the Integrated River Basin Management Catchment project, the PETRONAS KLCC Twin Tower Technical Audit, Consultancy Services for Feasibility Study for Integrated Water Resources and Flood Mitigation in Kota Belud, Sabah, and site supervision for a data center in Mranti.

Intra-Group projects during the year under review included:

- design and construction supervision of the Semanggar WTP at Bukit Kulai, Johor, for Ranhill SAJ. With the design phase concluded, construction on the project is well underway with completion and commercial operations slated for June 2026;
- commencement of Phase 8 of the Johor NRW Reduction Project, which supports the Ranhill Group's broader objective to maintain and improve Johor's water supply efficiency. It contributes to improved water conservation, reduced losses of treated water and enhanced system reliability, benefitting both the environment and end users;
- commencement of the 8.7 km Benut-Rengit pipeline project to improve water supply reliability for Pontian and Batu Pahat areas, addressing low pressure issues during peak festive demand through expanded distribution infrastructure.

RB's proven Building Information Modelling and Industrial Building System ("IBS") capabilities and track record in all of the aforementioned sectors places the division in a strategic position to bid for suitable projects.

Ranhill Technologies Sdn Bhd ("RT"), a subsidiary of Ranhill, provides operational, management, construction and consultancy services for water service providers, with core expertise in NRW management to support efficient and sustainable water operations across Malaysia.

Apart from water loss reduction, the company also undertakes civil works for water infrastructure and water/wastewater treatment solutions, positioning itself as a strategic partner in strengthening water security and operational reliability. Total NRW saved in the past 18 months stands at 28 MLD with the cumulative total now increasing to 802 MLD.

A major highlight of the year was the commencement of the Phase 8 of the Johor NRW Reduction Project. Phase 8 is part of the larger RM284 million 3-year NRW contract. Thus far, RT has been well on track with key milestones and work continues to progress in a timely manner. Phase 8 supports the Group's broader objective to maintain and improve Johor's water supply efficiency. It contributes to improved water conservation, reduced losses of treated water and enhanced system reliability, benefitting both the environment and end users.

Other projects undertaken during the year were the construction of the new 2 ML water tank and treated water pump system upgrading works at the Yong Peng WTP in Johor. A distinctive feature of the project is the use of IBS methodologies that enable greater consistency and uniformity in overall build quality and design. This reduces defects, expedites the pace of construction and reduces the overall environmental footprint and labour costs.

The Proposed Design and Build for Construction and Completion of Elevated Water Tank (25.4 MLD) and Other Related Work at Sedenak Tech Park I (STEP I), Ibrahim Technopolis, is another major highlight. The contract is for the design and construction of a 25.4 MLD elevated water tank project at Sedenak Tech Park I (now known as STEP East). Awarded in April 2025, the contract marks a strategic milestone for RT, signalling its entry into high-impact digital and industrial infrastructure.

MANAGEMENT DISCUSSION & ANALYSIS

SEGMENTAL REVIEW

Power Investments

The Group's power investments comprise a 45% equity interest in Attarat Power Company PSC ("APCO"), which owns a 554 MW power project in Jordan, and an effective interest of 20% in PT Jawa Power, which owns a 1,220 MW power station in Java, Indonesia

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

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

In Indonesia, the Group has an effective interest of 20% in PT Jawa Power, which owns a 1,220 MW coal-fired power station in Java, Indonesia. PT Jawa Power supplies power to Indonesia's national utility company, PT PLN (Persero), under a 30-year power purchase agreement. O&M for the power station is carried out by PT YTL Jawa Timur, a subsidiary of YTL Power, under a 30-year agreement. PT Jawa Power's performance remained stable during the year under review.



MANAGEMENT DISCUSSION & ANALYSIS

RISK MANAGEMENT

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

FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks, including market risk (comprising foreign currency exchange risk, interest rate risk and price risk), credit risk, liquidity risk and capital risk. The Group focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on its financial performance.

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

OPERATIONAL RISK MANAGEMENT

Concessions & Key Contracts

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

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

Business Risk

The YTL Power Group's principal activities are subject to certain risks inherent in their respective sectors. These may include shortages of labour and raw materials, increases in the cost of

labour, raw materials, equipment and electricity tariffs, changes in the general economic, business, credit and interest rate conditions, inflation, taxation and changes in the legal and environmental framework within which the industries operate.

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

Dependence on Key Management

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

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

Political, Economic & Regulatory Risks

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

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

MANAGEMENT DISCUSSION & ANALYSIS

RISK MANAGEMENT

Environmental & Climate-Related Risks

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

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

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

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

Further information on the Group's actions in managing these matters can be found in the *Environmental, Social & Governance Report 2025* in this Annual Report.



MANAGEMENT DISCUSSION & ANALYSIS OUTLOOK

Global economic growth is anticipated to be broadly sustained, supported by favourable labour market conditions, moderating inflation and continued global monetary policy easing. However, the global economic outlook remains subject to considerable uncertainties surrounding higher trade restrictions and potential retaliatory measures as well as escalations in geopolitical conflicts *(source: Bank Negara Malaysia updates).*

In the Power Generation segment, the Group's ongoing focus on maintenance, sustainability, digitalisation and compliance reflects a strong commitment to operational excellence and sustainable growth. These integrated initiatives are key drivers of long-term reliability, efficiency and safety, while contributing meaningfully to a greener and more resilient future for the Group's operations in both Singapore and Malaysia.

With continued economic growth expected to fuel increasing demand for affordable and accessible energy sources, this paves the way for continued demand for both conventional and alternative energy generation sources, with the latter expected to see significant uptake going forward. In both Singapore and Malaysia, the renewable energy sector is expected to maintain its strong momentum and the Group is well-positioned to capitalise on this growth area.

In the Water & Sewerage division, Wessex Water is currently awaiting the outcome of its appeal to the UK Competition and Markets Authority regarding the 2025-2030 price review. Outside

of the regulated business, exploration is also ongoing of low-risk opportunities for organic growth within the Group's wider UK operations.

Meanwhile, in Malaysia, the prevailing uptrend in water consumption demand and water sales in Johor augurs well for Ranhill SAJ, with the upward momentum expected to persist, driven by ongoing and emerging facilitating external factors. However, it is equally imperative to ensure that water infrastructure in Johor is capable of meeting demand growth and the Group is committed to the ongoing development of the water system, working closely with all stakeholders and leveraging its existing capabilities and track record, towards ensuring sufficient supply capacity and operational stability.

On the digital transformation front, YTL Comms is well-positioned to pursue further growth of its subscriber base as the first mover in delivering innovative 5G services to its customers, offering highly affordable data plans, as well as successful collaborations, in tandem with the roll-out of DNB's network.

The inception of the Group's AI cloud computing and solutions business, embodied in new solutions like ILMU and Ryt Bank, is expected to be a dynamic driver for future innovation and growth, all housed within the YTL Green Data Center Park as new phases become operational.



CORPORATE EVENTS

23 October 2024

GROUNDBREAKING FOR YTL POWERSERAYA'S 600 MW HYDROGEN-READY CCGT

YTL PowerSeraya Pte Limited, a subsidiary of YTL Power International Berhad, broke ground on its new 600 MW hydrogen-ready Combined Cycle Gas Turbine (CCGT), which is scheduled for completion by 31 December 2027. The event also marked the official appointment of GE Vernova and SEPCOIII as consortium partners.



From left to right: Ms Katy Wilner, Chief Commercial Officer, GE Vernova; Mr Yeoh Keong Hann, Director, YTL PowerSeraya Pte Limited; Mr Lim Han Kwang, Deputy Chief Executive Officer, YTL PowerSeraya Pte Limited; Tan Sri (Sir) Yeoh Sock Ping, Executive Chairman of YTL Power International Berhad & Chairman of YTL PowerSeraya Pte Limited; Dr Tan See Leng, Minister-In-Charge of Energy, Science & Technology, Ministry of Trade & Industry; Mr John Ng Peng Wah, CEO, YTL PowerSeraya Pte Limited; Mr Puah Kok Keong, CEO, Energy Market Authority; Dato' Seri Yeoh Seok Hong, Managing Director of YTL Power International Berhad & Director of YTL PowerSeraya Pte Limited; Mr Zhou Jiayi, President, PowerChina Asia Pacific; and Mr Kong Lingfeng, Vice President, SEPCOIII

15 January 2025

OFFICIAL LAUNCH OF BRABAZON BRISTOL

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



From left to right: YB Senator Tengku Datuk Seri Utama Zafrul Abdul Aziz, Minister of Investment, Trade & Industry; Mr Jonathan Reynolds, UK Secretary of State for Business & Trade; YAB Dato' Seri Anwar Bin Ibrahim, Prime Minister of Malaysia; Tan Sri (Sir) Yeoh Sock Ping, Executive Chairman of YTL Power International Berhad; and Dato' Seri Yeoh Seok Hong, Managing Director of YTL Power International Berhad

CORPORATE EVENTS



20 February 2025

YTL COMMS HONOURED AT ASIAN TELECOM AWARDS 2025

YTL Communications Sdn Bhd, a subsidiary of YTL Power International Berhad, won B2B Client Initiative of the Year and Innovative Connectivity Solution of the Year at the Asian Telecom Awards 2025.

From left to right: Mr Simon Hyett, Contributing Editor, Asian Telecom; and Mr Jacob Yeoh Keong Yeow, Deputy Chief Executive Officer, YTL Communications Sdn Bhd

24 February 2025

BULLISH AIM GROUP & YTL COMMS COLLABORATE TO REVOLUTIONISE DATA INDUSTRY WITH STATE-OF-THE-ART FIBRE INFRASTRUCTURE

YTL Communications Sdn Bhd entered into a strategic joint venture with Bullish Aim Group to deploy a unified fibre optic network across Johor. This groundbreaking partnership aims to address the surging demand for high-speed connectivity and robust data services, positioning Malaysia as a regional leader in the digital economy.



From left to right: Datuk Mohamad Jaifuddin Bin Bujang Mohidin, Executive Director & Joint Chief Executive Officer, Bullish Aim Group; Dato' Lion Peh, Managing Director & Joint Chief Executive Officer, Bullish Aim Group; DYAM Tunku Ismail Ibni DYMM Sultan Ibrahim, Chairman, Bullish Aim Group; Dato' Seri Yeoh Seok Hong, Managing Director, YTL Power International Berhad; and Mr Yeoh Keong Ren, Chief Marketing Officer, YTL Communications Sdn Bhd

CORPORATE EVENTS

5 March 2025

YTL COMMS WINS 5G-AxAI INTEGRATED INNOVATION AWARD

YTL Communications Sdn Bhd, won the 5G-AxAI Integrated Innovation Award at the GTI Awards 2025 for pioneering Malaysia's first AI and robotics-based advanced manufacturing deployment for Clarion Malaysia.



From left to right: Mr James Woon, Head of Enterprise Product & Delivery, YTL Communications Sdn Bhd; Mr Wing K Lee, Chief Executive Officer, YTL Communications Sdn Bhd; and Dr Behnam Neekzad, Chief Technology Officer, YTL Communications Sdn Bhd

25 March 2025

YTL COMMS COLLABORATIONS TO BRING GLOBAL AI CLOUD CONNECTIVITY & LASER-BASED WIRELESS TECHNOLOGY TO MALAYSIA

YTL Communications Sdn Bhd signed two memorandums of understanding with Equinix Inc and Transcelestial to bring cutting-edge technology solutions to businesses in Malaysia by enhancing connectivity and AI capabilities across the nation in a more sustainable manner.



From left to right: Mr Bruce Owen, President, Equinix EMEA; Dato' Sri Dr Chee Hong Leong, Commission Member, Malaysian Communications & Multimedia Commission; YB Puan Teo Nie Ching, Deputy Minister of Communications; and Mr Wing K Lee, Chief Executive Officer, YTL Communications Sdn Bhd



26 April 2025

YTL COMMS AWARDED RAILWAY FIBRE OPTIC PROJECT

YTL Communications Sdn Bhd was awarded a contract by Railway Assets Corporation to develop fibre optic infrastructure along 1,600 kilometres of Malaysia's railway tracks.

From left to right: Mr Wing K Lee, Chief Executive Officer, YTL Communications Sdn Bhd, YB Datuk Ahmad Fahmi Bin Mohamed Fadzi, Minister of Communications; YB Tuan Loke Siew Fook, Minister of Transportation; and Dato' Azhar Bin Ahmad, Chief Executive Officer, Railway Assets Corporation

CORPORATE EVENTS

12 August 2025

YTL AI LABS LAUNCHES ILMU, MALAYSIA'S FIRST SOVEREIGN LLM

Built by YTL AI Labs Sdn Bhd, a subsidiary of YTL Power International Berhad, in partnership with Universiti Malaya, ILMU (Intelek Luhur Malaysia Untukmu), Malaysia's first fully home-grown multimodal large language model (LLM), was unveiled at the ASEAN AI Malaysia Summit 2025 in Kuala Lumpur.



From left to right: YBhg Tan Sri Dato Sri' Shamsul Azri Bin Abu Bakar, Chief Secretary of Malaysia; YB Tuan Gobind Singh Deo, Minister of Digital; YAB Dato' Seri Anwar Bin Ibrahim, Prime Minister of Malaysia; HE Dr Kao Kim Hourn, Secretary-General of ASEAN; YB Datuk Wilson Ugak Anak Kumbong, Deputy Minister of Digital; and Ms Yeoh Pei Lou, Executive Director, YTL AI Labs Sdn Bhd



23 September 2025

THE EDGE BILLION RINGGIT CLUB 2025 AWARDS - HIGHEST RETURN TO SHAREHOLDERS OVER THREE YEARS, YTL POWER INTERNATIONAL BERHAD

YTL Power International Berhad received The Edge's Billion Ringgit Club 2025 awards for Highest Return to Shareholders Over Three Years in the Big Cap (RM10 billion to RM40 billion market capitalisation) and Utilities categories.

From left to right: Mr Yeoh Keong Hann, Executive Director, YTL Power Generation Sdn Bhd (representing YTL Power International Berhad), and Ms Ho Say Keng, Group Finance Director/Group Company Secretary, YTL Power International Berhad, together with representatives from the YTL Corporation Group: Ms Rachel Yeoh Pei Yen and Mr Joshua Yeoh Keong Junn



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ABOUT THIS REPORT

REPORTING SCOPE & BOUNDARY

This report provides an overview of the environmental, social and governance ("ESG") performance of YTL Power International Berhad ("YTL Power") and our subsidiaries ("YTL Power Group" or "Group"), in line with our financial reporting. The report covers the financial year ("FY") ended 30 June 2025 ("FY2025"), unless otherwise specified, and where there is readily available data.

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

Environmental data for Wessex Water Services Limited ("Wessex Water") is compiled based on its regulatory year from 1 April to 31 March.

Wessex Water is a wholly-owned subsidiary of Wessex Water Limited, which together with its subsidiaries, is referred to as the "Wessex Group" in this report, whilst the "YTL UK Group" refers to the Wessex Group together the Group's subsidiaries, undertaking the Brabazon property development project in Bristol in the United Kingdom (UK).

We continue to work towards improving processes to track and gather our environmental data, in addition to continuing efforts to effectively standardise the data collected over different countries and industries in order to reflect our environmental indicators on a Group level. Consequently, environmental data figures may not be directly comparable to previous years due to ongoing efforts to expand the scope of reporting to include additional operating subsidiaries, as well as revisions in estimation methods. As such, this remains an area of ongoing development.

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

The full list of our subsidiaries can be found in *Note 14* of the *Financial Statements* in this Annual Report.

- Associated companies, joint ventures and other operations where we do not have financial and/or operational control are excluded.
- Where material, newly acquired subsidiaries or new business ventures are included upon the completion and availability of a full year of data corresponding with YTL Power's financial year, whilst any subsidiaries divested during the financial year are excluded from the report.

Accordingly, this report is the first year we include data from Ranthill Utilities Berhad ("Ranthill") and its subsidiaries ("Ranthill Group"). Ranthill became a subsidiary of the Group towards the end of the last financial year.

REPORTING FRAMEWORK, REFERENCE & GUIDELINES

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

- Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities")
- Malaysian Code on Corporate Governance ("CG Code") issued by the Securities Commission Malaysia
- Bursa Securities' Sustainability Reporting Guide and Corporate Governance Guide
- FTSE4Good Bursa Malaysia Index assessment methodology
- Global Reporting Initiative ("GRI") Sustainability Reporting Standards issued by the Global Sustainability Standards Board
- The Greenhouse Gas Protocol Corporate Accounting and Reporting Standard ("GHG Protocol") issued by the World Business Council for Sustainable Development and the World Resources Institute
- United Nations Global Sustainable Development Goals ("UN SDGs")

We are actively preparing for future reporting obligations across the various jurisdictions in which we operate, including reporting under the International Sustainability Standards Board (ISSB) Standards.

ADDITIONAL INFORMATION

Restatements

There have been no material restatements this year of previously reported ESG-related information. Details of restatements of financial information are set out in *Note 40* of the *Financial Statements*.

Data Validation & Assurance

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

We have not undertaken third-party assurance for non-financial data. However, seeking external assurance remains under consideration for future reports and the process is ongoing to standardise internal audit protocols.

This report was prepared by YTL Power's ESG Committee and approved by the Board of Directors of YTL Power ("Board") on 25 September 2025.

Further Information

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

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

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

- YTL PowerSeraya - www.ytlpowerseraya.com.sg
- Wessex Water - www.wessexwater.co.uk
- Ranthill Utilities Berhad - ranhill.com.my

Information on the YTL Power Group's ESG performance is also included in the YTL Group Sustainability Report, which is issued annually by our parent company, YTL Corporation Berhad, and can be accessed from the YTL Group's Sustainability website at www.ytl.com/sustainability.

Forward-Looking Statements

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

Contact

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

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

KEY HIGHLIGHTS FOR FY2025

YTL Power



Highest Return to Shareholders over 3 Years, Big Cap (RM10 - RM40 billion market cap) & Utilities

The Edge Billion Ringgit Club Awards 2025



Most Improved ESG Performance over 3 Years (Market cap over RM5 billion)

The Edge ESG Awards 2025

YTL PowerSeraya Group



Geneco - Singapore's
No. 1 residential electricity retailer



Commenced construction on
600 MW hydrogen-ready power plant



Commissioned ~4 MWp of solar power generation



Awarded by EMA to conduct
carbon capture and storage feasibility studies for the power sector



Workplace Safety & Health Innovation Award & WSH Performance Award (Silver)



Awarded a **Silver Medal** for sustainability performance - EcoVadis



Adopted an Asian elephant, a threatened species listed on the IUCN Red List, and **co-sponsored Singapore's largest mural made from reused plastics**, demonstrating long-term commitment towards environmental stewardship

Wessex Group



Successfully issued
£600 million in sustainability bonds, March 2025



British Standard for Inclusive Service Provision & Customer Service Excellence Award



Ranked **2nd among water & sewerage companies for customer satisfaction** - C-Mex



Leading, Water Quality Compliance Risk Index - Drinking Water Inspectorate

Brabazon Bristol



Developer of the Year & Winner of Winners
UK Bristol Property Awards



Apartment Development & Developer of the Year
Insider South West Property Awards



Large Housing Development
UK Brick Awards



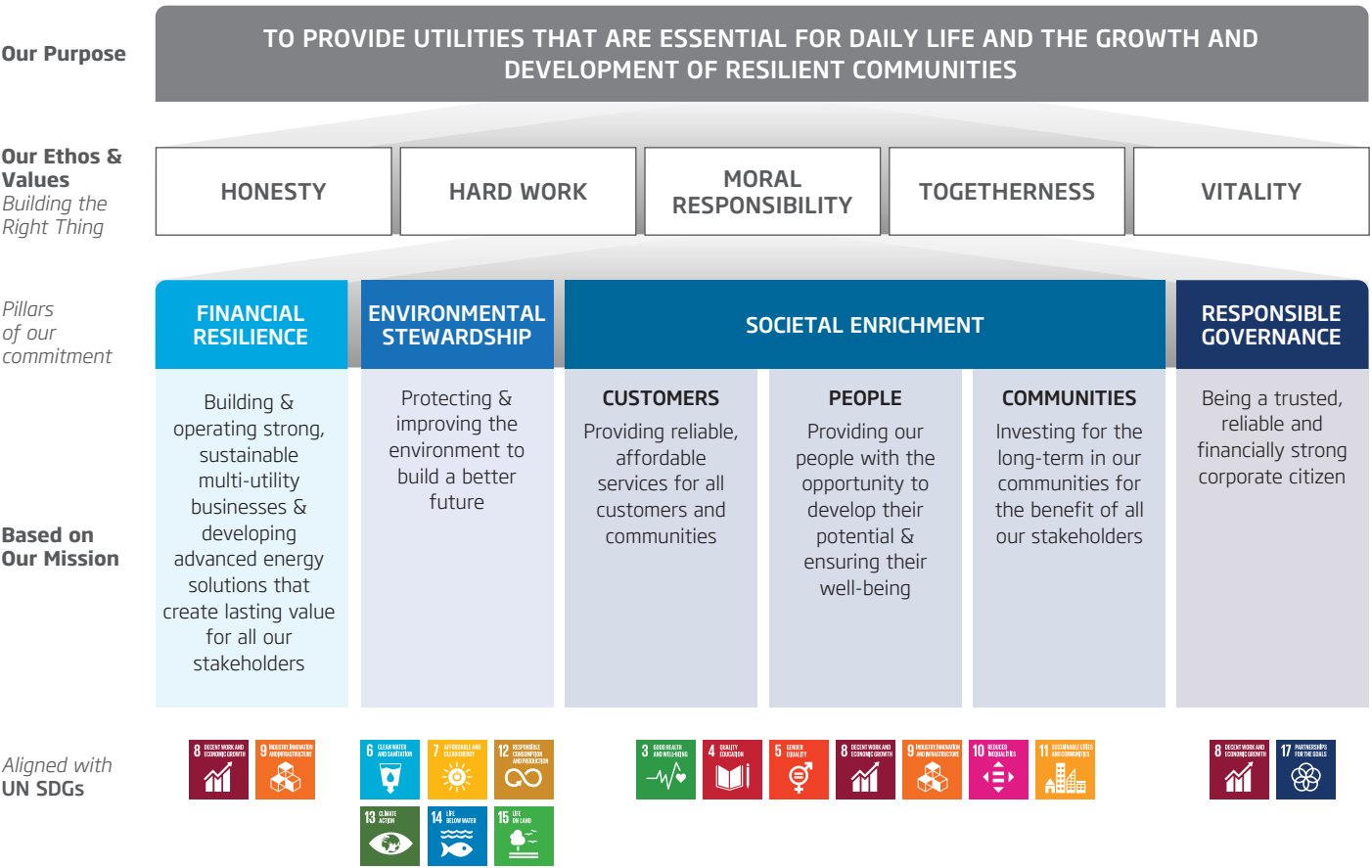
Best Use of Brownfield Land
The Planning Awards

MANAGING SUSTAINABILITY

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

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

Our Framework



MANAGING SUSTAINABILITY

OUR COMMITMENT

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

YTL Power is a key subsidiary of the YTL Corporation Berhad ("YTL Corp") group of companies ("YTL Group") and our ESG commitment is reflected in the YTL Group-wide ethos of 'Building the Right Thing'. This commitment is embedded in our value chain and business practices to create positive long-term impacts for our stakeholders. There is also regular assessment, review and feedback of ESG issues in line with the YTL Group's practices and policies.

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

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

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

MANAGING SUSTAINABILITY

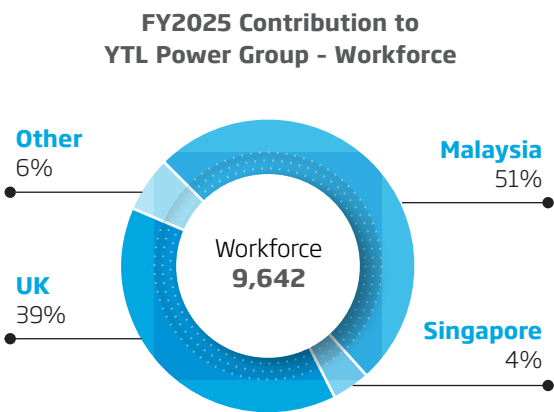
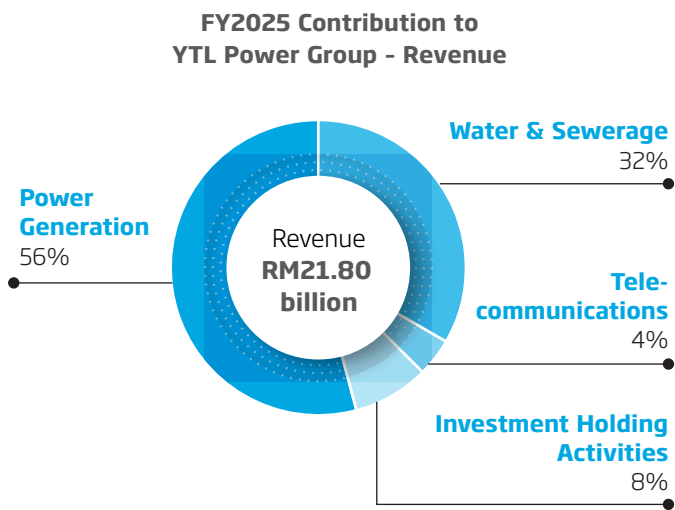
ABOUT OUR ORGANISATION

YTL Power is listed on the Main Market of Bursa Securities under the Gas, Water & Multi-Utilities sub-sector of the Utilities sector. We are a public company incorporated in Malaysia, with our corporate headquarters situated in Kuala Lumpur. As at 30 June 2025, our Group had 9,642 employees.

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

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

Reportable Segment	Country	Description of activities
Power Generation	Singapore, Malaysia	Generation & sale of electricity, tank leasing, bunkering and sale of fuel oil, sale of steam, natural gas & water
Water & Sewerage	UK, Malaysia, Thailand	Supply of water, provision of wastewater treatment & related services
Telecommunications	Malaysia	Provision of information, communications & technology (ICT) services, including 4G & 5G wireless and wired broadband, telecommunications infrastructure and Artificial Intelligence (AI) cloud computing services
Investment Holding Activities	Malaysia, Singapore, UK, Indonesia, Jordan, Netherlands, China	Investment holding & development, financing, consultancy and management services



MANAGING SUSTAINABILITY

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

	2025 RM million	2024 RM million (Restated)
Revenue	21,801.8	22,284.3
Profit before taxation	3,310.4	4,032.9
Payments to shareholders - dividends*	666.0	529.4
Payments to employees - wages & benefits	1,464.5	1,103.6
Payments to lenders - interest	1,491.7	1,189.6
Payments to governments - income tax	697.9	341.6
Retained earnings	14,429.0	12,507.3

* Comprises dividends paid by YTL Power since the end of the previous financial year. On 21 August 2025, the Board declared a second interim dividend of 4.0 sen per ordinary share in respect of FY2025, with book closure and payment dates of 2 October 2025 and 23 October 2025, respectively, which is not included above.

GOVERNANCE STRUCTURE

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

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

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

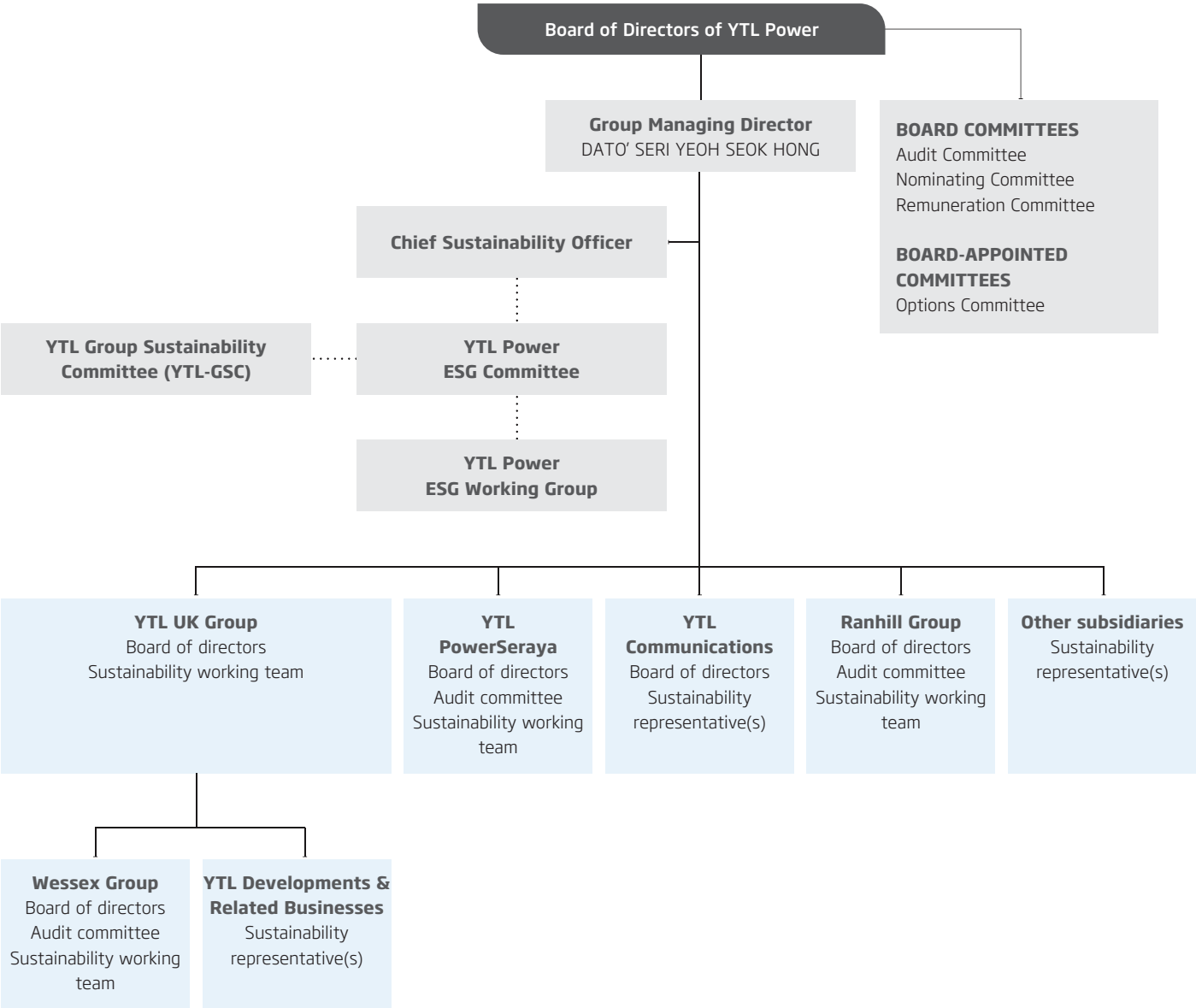
The ESG Committee supports the Board to set the high-level ESG direction and strategic focus, oversees the implementation of ESG strategies and related matters and reviews, and monitors and provides the Group's ESG strategic plans and initiatives across our value chain. The ESG Committee reports to the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

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

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

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

MANAGING SUSTAINABILITY



MATERIALITY

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

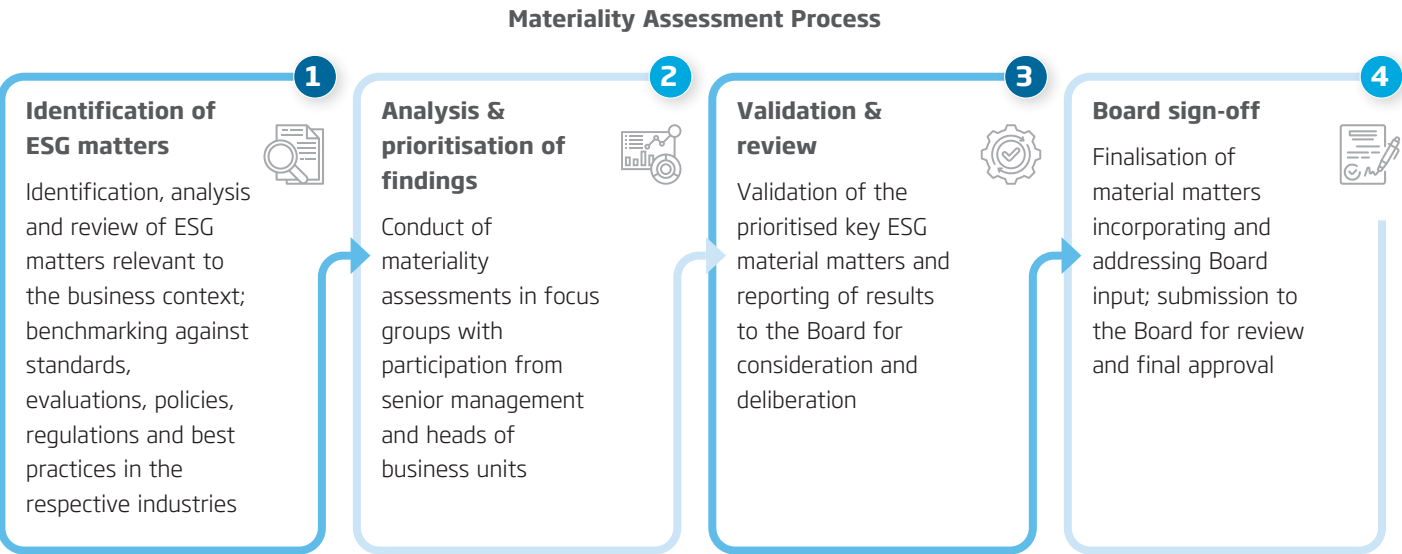
MANAGING SUSTAINABILITY

Stakeholder Engagement

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

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

MANAGING SUSTAINABILITY



MANAGING SUSTAINABILITY

Understanding the Context of our Material Matters

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

The following table provides an overview to further explain this in the context of our Group and the focus of disclosures in our ESG Report.

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

Notes:

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

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

Risks have been identified, evaluated and managed in line with our processes throughout the year. This section narrows the focus to highlight the ESG context, which forms a subset of our risk management framework, further details of which can be found in the *Management Discussion & Analysis* and *Statement on Risk Management and Internal Control* in this Annual Report. The Group's management of the material environmental, social and governance matters identified through this process is detailed in the ensuing sections of this Report.

ENVIRONMENTAL STEWARDSHIP

COMMITMENT & APPROACH

Our commitment

Protecting and improving the environment to build a better future

Our approach

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

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



CLIMATE & ENERGY

Climate-Related Risks & Opportunities

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

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

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

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

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 then consolidated at the Group level, before being reviewed and addressed by the Board on an annual basis.

These are generally assessed over short- to medium-term (1 to 5 years) and long-term (5 years or longer) horizons.

ENVIRONMENTAL STEWARDSHIP

Potential Risks	Opportunities
SHORT- TO MEDIUM-TERM (1-5 YEARS) Physical risks: Increased severity & frequency of extreme weather events including floods & heatwaves may disrupt operations & increase operational, capital & supply chain costs Transition risks: • Regulatory & policy risks: Interventions such as higher carbon price or carbon taxes, stricter environmental regulations & new legislation or reporting requirements may result in increased compliance & associated costs • Financial risks: Adaptation and mitigation costs, compliance with new regulations, research & development (R&D) initiatives & adoption of new technologies may lead to increased operational and/or investment costs • Market risks: Growing demand for low carbon energy & rising input prices may potentially impact competitiveness & profitability • Reputational risks: Shifts in consumer behaviour & investor expectations on emissions and climate resilience may affect strategic positioning and influence investor confidence	✓ Better integrate environmental & climate change priorities into long-term business strategy, including the development of new green business lines ✓ Identify & invest in innovative technologies & solutions to build adaptive capacity, decarbonise income streams & ensure climate resilience ✓ Improve energy, water & waste efficiency to reduce operational costs across service delivery processes ✓ Leverage new & cleaner technologies with use of supportive policy incentives, subsidies & tax benefits ✓ Pursue attractive ESG-linked lending options from banks & lenders ✓ Increased participation in carbon markets
LONG-TERM (>5 YEARS) Physical risks: Longer-term shifts in temperature & precipitation patterns may influence consumer demand, disrupt operations and/or impact resources Transition risks: • Technological risks: Development & use of emerging low emissions technologies & products may affect competitiveness, costs & consumer demand	
Actions ✓ Improve our operational resilience & response capabilities through spare capacity management, regular asset maintenance, adoption of appropriate technological advances, early warning systems, real-time monitoring, emergency plans & up-to-date business continuity strategies ✓ Reduce our impact on the environment on an ongoing basis through responsible environmental management practices. These include a significant investment of £515 million to be undertaken between 2025 & 2030 to address storm overflows in Wessex Water's operating region ✓ Develop & invest in low-emission & renewable technologies to fulfil increased customer demands for cleaner energy solutions. These include a 600 MW hydrogen-ready power plant & 5 MWp of installed solar capacity in Singapore, and a solar power facility to co-power our data center campus in Johor ✓ Encourage responsible consumption by customers with the Power Eco Add-On option in Singapore & engagement with customers on efficient water use in the UK ✓ Pursue exploration of viable new green business lines by monitoring global trends in clean energy solutions and incorporating potential climate-related financial risk management into investment decisions for major growth projects ✓ Improve long-term resource planning through more detailed risk assessment processes with integrated climate change scenarios. Wessex Water's Water Resources Management Plan sets out how it will balance water supply with water demand over the next 25 years ✓ Invest in innovative green/low carbon solutions, such as our planned hydrogen-ready & solar capacity & YTL Green Data Center Park ✓ Study the impact of climate change on assets & operations and the feasibility of pre- and post-combustion carbon capture and storage solutions ✓ Increase efforts to better estimate Scope 3 emissions from embodied carbon, methane & nitrous oxide emissions, as well as from key suppliers ✓ Enhance ESG disclosures to improve compliance with regulatory requirements & transparency to stakeholders, including aligning reporting with ISSB standards	

ENVIRONMENTAL STEWARDSHIP

Progress in Addressing Potential Climate Impacts

The tables below outline key physical and transition risks that have been quantified to date in our Singapore power generation and UK water and sewerage businesses. This is an ongoing process throughout our organisation and additional details will be included as and when the appropriate assessments have been concluded.

Physical Risks

Climate risk	Segment Affected		Potential Impacts	Actions
	Business	Country		
Extreme rainfall	Water & sewerage	UK	£3-4 million annually in costs associated with responding to localised site flooding, additional water treatment at sources affected by runoff and leaching, and additional pumping in the sewerage network	Allocating £515 million between 2025 to 2030 to reduce storm overflow spills through increased network storage, separation of rainfall from sewers and use of nature-based solutions Investing £34 million to strengthen the resilience of our UK water assets, including from extreme flooding
	Power generation	SG	Extreme rainfall and floods could affect operating infrastructure including power plants	Raising the heights of equipment rooms at low-lying sites, installing floodgates and using sandbags to mitigate impact of flash floods
Heatwaves	Water & sewerage	UK	Peaks in water demand, reduced availability of water for abstraction & lower water quality necessitate the use of water sources with the highest unit costs of treatment, plus additional pumping costs	Introducing supply & demand-side measures, including a £35 million investment in smart metering and the development of three large long-term water resources projects to boost supply
Rising ambient & seawater temperatures, and water stress	Power generation	SG	Chronic weather conditions may impact the long-term operation of our power plants	Conducting studies on the impact of climate change on operational efficiency of power generation assets, alongside improving water recycling and security

ENVIRONMENTAL STEWARDSHIP

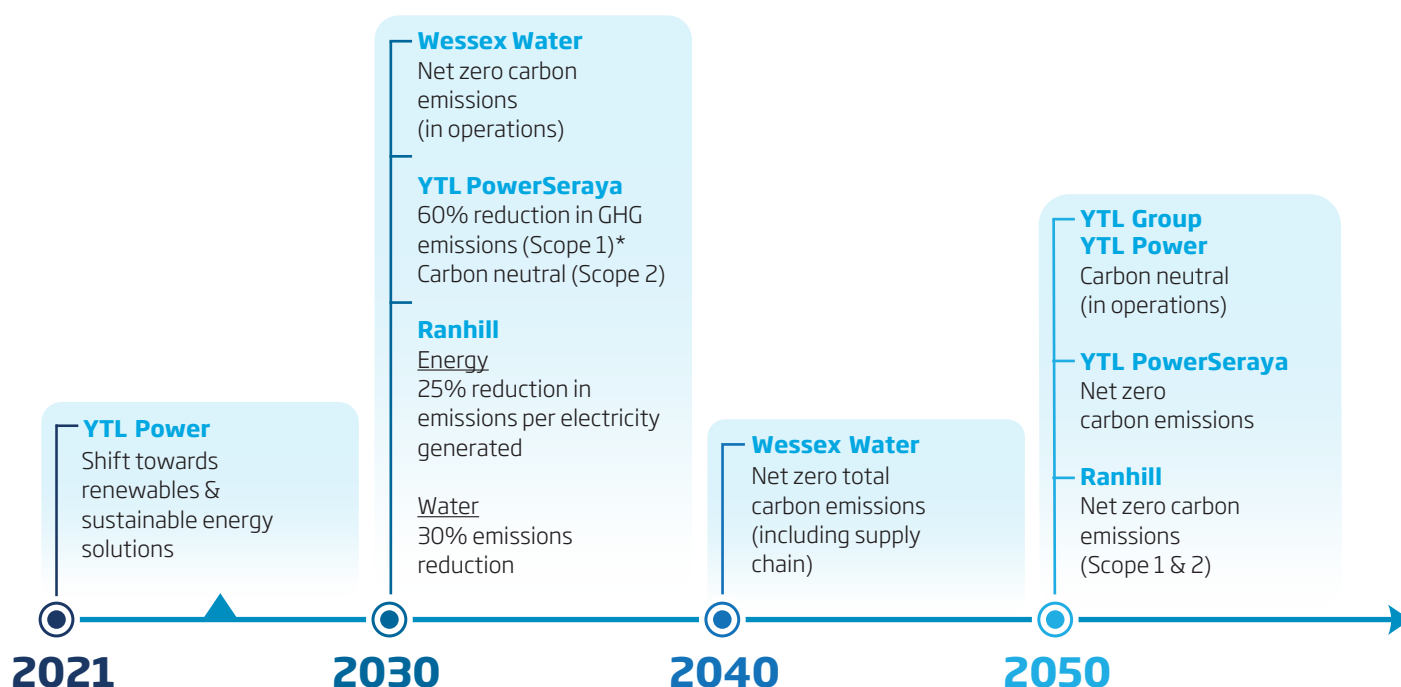
Transition Risks

Transition Driver	Segment Affected		Potential Impacts	Actions
	Business	Country		
Higher carbon taxes & pricing	Power generation	SG	Rising carbon taxes in Singapore from S\$25 per tonne of carbon dioxide equivalent (tCO ₂ e) in 2024 to S\$50-80/tCO ₂ e by 2030	Investing in hydrogen-ready power technologies, increasing renewable electricity generation, enhancing operational efficiency and purchasing eligible international carbon credits
	Water & sewerage	UK	Increased penalties for emissions under-performance in the UK water sector from £19.50/tCO ₂ e to £188/tCO ₂ e	
Evolving regulatory landscape	Power generation	SG	Increasingly stringent emissions standards and environmental performance commitments require significant capital investments	Development of S\$800 million 600 MW hydrogen-ready power plant
	Water & sewerage	UK		£3.65 billion capital investment programme in water and sewerage infrastructure between 2025 to 2030
Higher energy use	Water & sewerage	UK	Higher effluent quality standards and the need for a more resilient water supply network have increased electricity consumption, which, together with rising electricity prices, has led to higher operational costs	Expanding renewable electricity generation by investing in renewable energy with battery storage and implementing wind and solar installations on or adjacent to own land, aiming to double renewable generation in our UK operations by 2030
Shift in market preferences	Power generation	SG	Increased demand from businesses and industries for low carbon energy solutions and green electricity	Development of S\$800 million hydrogen-ready plant and installation of 5MWp solar capacity
Transition to lower emissions technology	Power generation	SG	Costs associated with the adoption of emerging clean energy solutions and digital technologies that facilitate distributed energy resources	Monitoring global trends in clean energy solutions and exploring potential research collaborations with energy players on carbon abatement solutions
				Embarked on feasibility studies for carbon capture and storage solutions for 600 MW power plant
Increased stakeholder scrutiny	All	All	Growing expectation 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

ENVIRONMENTAL STEWARDSHIP

Climate-Related Metrics & Targets

We have set a high-level target for our Group to be **carbon neutral in operations by 2050**, in line with the Malaysian Government's goal, and aligned with carbon policy goals in the main countries where we operate. Given the diverse geographic location and nature of our Group's key businesses, some of our operations have already moved ahead, in line with technological advances, government incentives and regulatory requirements in those jurisdictions or operating sectors, and are expected to reach this goal sooner.



* From 2010 levels

YTL Power Group Summary of Metrics & Targets			
	Malaysia	Singapore	UK
Power generation	25% reduction in emissions per electricity generated by 2030 Net zero carbon emissions (Scope 1 & 2) by 2050	60% reduction in GHG emissions (Scope 1) by 2030 (from 2010 levels) Carbon neutral (Scope 2) by 2030 Net zero ambition by 2050	N/a
Water & sewerage	30% emissions reduction by 2030 Net zero carbon emissions (Scope 1 & 2) by 2050	N/a	Net zero operational carbon emissions by 2030 Net zero total carbon emissions (including supply chain) by 2040
Other businesses	Carbon neutral in operations by 2050		

ENVIRONMENTAL STEWARDSHIP

Singapore

YTL PowerSeraya's 60-30 Vision aims to achieve a 60% reduction in Scope 1 GHG emissions from 2010 levels by 2030 through the following actions:

- (i) Maximise energy efficiencies at existing combined cycle and cogeneration power plants
- (ii) Improve emissions intensity by at least 10% from 2020 levels by 2030
- (iii) Import low carbon electricity by 2030
- (iv) Invest in low carbon power technologies such as hydrogen-ready power generation
- (v) 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 to include emissions incurred by employee commute and business travel, and key suppliers' Scope 1 and 2 emissions from 2025 onwards.

For FY2025, YTL PowerSeraya achieved an absolute reduction in direct emissions of about 41% from 2010 levels.

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 we consider it to be aligned with the principles of the Paris Agreement and the United Nations Convention on Climate Change 1.5°C pathway. The targets and planning are also contextualised by the UK's 2050 net zero aims and successive national carbon budgets.

The plan has three strands:

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

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

Wessex Water is currently on track to achieve its 2030 target.

Wessex Water's Net Zero Routemap - Potential Emission Reductions (kilotonnes CO₂e)

	Business as usual	Readily-available options	Innovative technology
Emissions avoidance	-35 UK Grid electricity	-3 Low carbon cars & vans -3 Low carbon combined heat & power -2 Work with contractors -2 Diesel generation alternatives -3 Methane control	-20 Biochar <i>(estimated, post-2030)</i>
Optimisation		-4 Energy efficiency -3 Nitrous oxide control	
Renewables		-15 Renewable grid purchase -4 Renewable electricity generation	Bio Hydrogen: unknown

Note: This diagram shows the annual emissions reductions (kilotonnes CO₂e) that Wessex Water believes can be achieved by 2030. These figures were updated at the end of 2023, in line with the company's business plan for 2025-30. Items under 'business as usual' and 'readily available options' will occur in the 2020s, whereas the 'innovative technologies' are more likely to feature at scale in the 2030s once the technologies are established in the supply chain

ENVIRONMENTAL STEWARDSHIP

Malaysia

The Ranhill Group has a long-term target of net zero scope 1 and 2 GHG emissions for its Malaysian operations. The goal is to reduce Scope 1 and Scope 2 emission levels as compared to the 2022 base year by 90% as early as 2050. The balance residual emissions will be addressed through carbon removal or offset solutions.

As for short-term targets, by 2030, Ranhill is committed to a 25% reduction in emissions per electricity generated in the power generation business and a 30% emissions reduction in the water segment. These two businesses contributed to 99.6% of the Ranhill Group’s total emissions. Ranhill is on track to meet these targets.

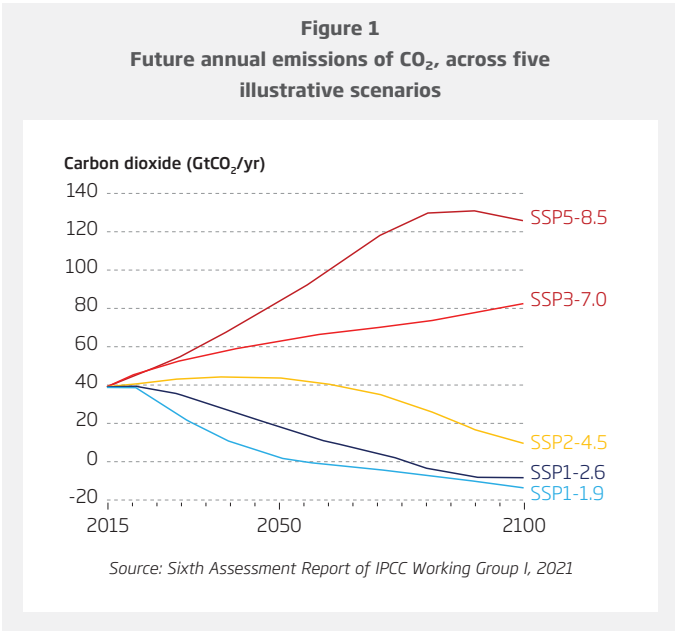
Ranhill’s key priorities in Malaysia are outlined below:

Power generation	
✓	Expand portfolio of utility-scale solar farms; explore geothermal & wind energy
✓	Pursue CCGT operational efficiencies; explore carbon capture and storage
Water	
✓	Displace grid electricity consumption with renewable energy from own solar farms
✓	Improve energy efficiency and optimise through replacement of less efficient motors and pump scheduling regimes

Ranhill’s net zero roadmap can be accessed in the ‘ESG’ section on our website.

Climate Scenario Planning

In identifying environmental risks, the Group is mindful of the various climate scenarios presented in the United Nations Intergovernmental Panel on Climate Change’s Sixth Assessment Report (IPCC AR6). These climate scenarios consider both Representative Concentration Pathways (RCPs), which project different levels of GHG concentrations, and Shared Socioeconomic Pathways (SSPs), which represent changes in population, economic growth, education, urbanisation and the rate of technological development.



Singapore

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

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

ENVIRONMENTAL STEWARDSHIP

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

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

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

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

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

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

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

Following the exercise, YTL PowerSeraya decided, on the climate front, to pursue opportunities from SSP1-1.9, where the world is committed to limit global warming to 1.5°C by 2100 and achieve net zero emissions by 2050. Additionally, YTL PowerSeraya's Sustainability Committee will enhance risk management to mitigate climate-related risks from SSP2-4.5 (current scenario based on the combined pledges and implementation of the Paris Agreement) and SSP5-8.5 (worst-case scenario with up to 4.7°C warming by the end of the century).

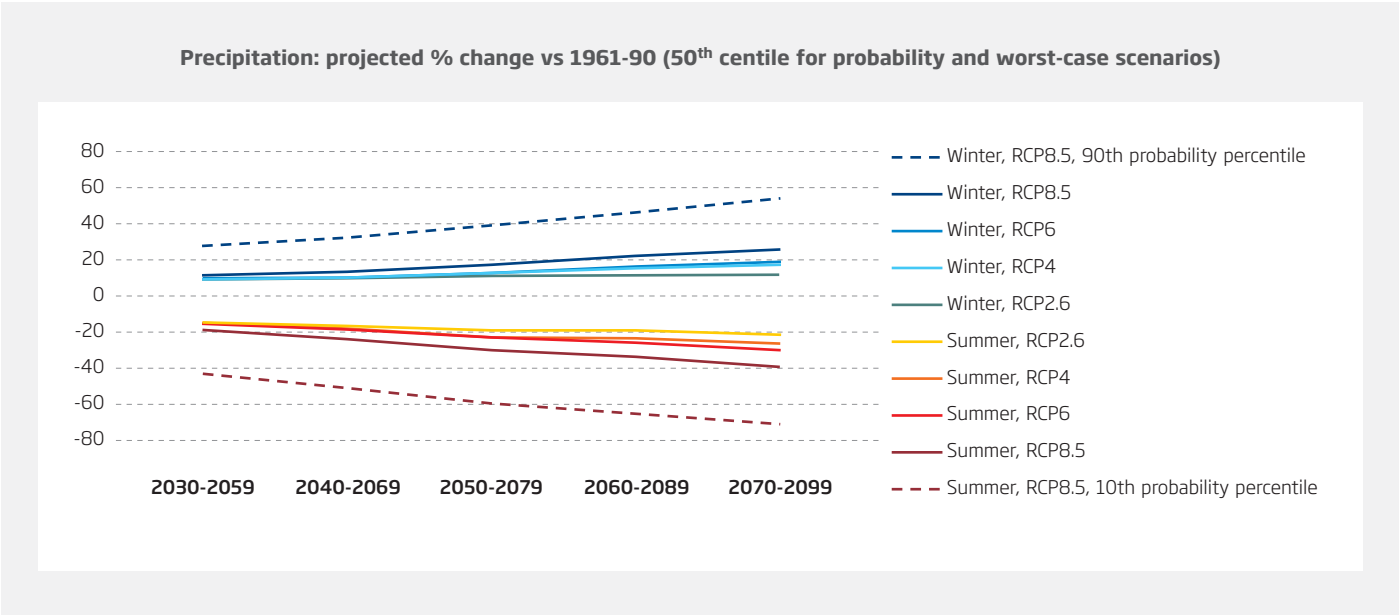
On the energy transition front, it is envisaged that Singapore's energy mix will be significantly different from today's mix of 95% natural gas and 5% from other energy products such as municipal waste, biomass, solar, coal and petroleum. By 2050, it will likely comprise electricity imports, hydrogen-fired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

UK

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

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

ENVIRONMENTAL STEWARDSHIP



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

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

Overlying these trends, during short-term time horizons, Wessex Water expects a lot of variation from one year to the next. Moreover, the resilience of Wessex Water’s services is affected more by extreme weather events – such as heatwaves, droughts, intense storm events and prolonged rainfall – than by changes to averages. As background warming takes place, weather events previously considered extreme or unusual are likely to occur more frequently. This is the most critical issue for Wessex Water’s resilience and adaptability.

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

ENVIRONMENTAL STEWARDSHIP

Malaysia

The Ranhill Group, along with our other businesses in Malaysia, is considering undertaking a climate scenario planning analysis exercise in alignment with the reporting disclosures of the International Financial Reporting Standards (IFRS), particularly the “climate-first” disclosure approach introduced by the Securities Commission Malaysia under the National Sustainability Reporting Framework (NSRF) and the requirements of IFRS S2 Climate-related Disclosures.

The scenarios under consideration include potential carbon tax pathways, SSPs and Network for Greening the Financial System (NGFS) scenarios, as well as business-specific and operationally relevant scenarios across Ranhill’s businesses which comprise part of the YTL Power Group’s power generation, water and sewerage and investment holding activities segments.

Further information can be found in YTL PowerSeraya’s *Sustainability Report 2024*, Wessex Water’s *Climate Change Adaptation Report* and Ranhill’s *Sustainability Report 2025* in the ‘ESG’ section on our website.

GHG Emissions

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

Type	Description
Scope 1	Direct emissions from the consumption of fossil fuels and refrigerant in our operations as well as company-owned or operated vehicles, equipment or on-site facilities within our business operations
Scope 2	Indirect emissions from purchased energy consumption
Scope 3	Other indirect emissions from our value chain from purchased goods and services, capital goods, fuel- and energy-related activities not included in Scope 1 or 2, waste generated in operations, employee commuting and business travel for subsidiaries that have collected data and treatment chemicals and reuse of biosolids on third party land in our UK water and sewerage operations

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

GHG intensity for the year under review, based on Scope 1 and 2 emissions measured against revenue, increased to 0.27 this year, compared to 0.19 last year, due mainly to the reasons outlined above.

(in ktCO ₂ e [^])	2025	2024	2023
Scope 1	5,505	4,160	3,921
Scope 2	476	153	150
Scope 3*	384	50	45

Notes:

[^] kilotonnes of carbon dioxide equivalent

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

Emission factors used for calculation of GHG emissions above are sourced from the IPCC, United States Environmental Protection Agency (USEPA), Association of Issuing Bodies (AIB), Malaysia’s Energy Commission, Singapore’s Energy Market Authority (EMA) and National Environment Agency (NEA) and the UK Department for Environment, Food & Rural Affairs (DEFRA).

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

In Singapore, YTL PowerSeraya has a licenced generation capacity of 3,100 MW, with a current registered generating capacity of about 2,468 MW as at 30 June 2025. To achieve a 60% reduction in direct emissions by 2030, YTL PowerSeraya plans to improve energy efficiency and transform its portfolio of power-generating assets. The decommissioning of 750 MW steam plant capacity that generated electricity using fuel oil, along with the expansion of installed solar capacity, are among the steps being taken to these ends. In alignment with Singapore’s energy transition roadmap, YTL PowerSeraya will gradually transit from reliance on 100% gas-powered plants to investing in hydrogen-ready power plants, renewable energy sources and electricity imports.

ENVIRONMENTAL STEWARDSHIP

In January 2024, YTL PowerSeraya was awarded the right to build, own and operate a hydrogen-ready CCGT unit with a capacity of approximately 600 MW. It will be at least 30% volume hydrogen-ready and can be retrofitted to become 100% hydrogen-ready operationally. Once operational in 2028, with its higher efficiency, this new turbine unit is projected to reduce the average emissions intensity of YTL PowerSeraya's power generation portfolio by at least 5%.

To further reduce direct emissions, YTL PowerSeraya has also committed to purchasing approximately 800,000 units of eligible international carbon credits. Pending approval by Singapore's National Environment Agency, these carbon credits will offset up to 5% of taxable emissions and contribute to YTL PowerSeraya's emissions reduction goal from 2024 to 2027.

In the UK, Wessex Water's gross GHG emissions further decreased in the year with the division on track to achieving carbon neutrality in operations by 2030. While rainfall in the year was above the long-term average, it was lower than in 2023-24 and as a result, electricity consumption from sewerage pumping and treatment was also lower.

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 moving forward is to focus on a combination of operational excellence, strategic expansion into renewables and leveraging existing assets. Partnerships similar to that developed with the Sabah Energy Corporation Sdn Bhd would be a mainstay approach towards capitalising market opportunities and national energy transition initiatives.

In pursuit of a sustainable future, efforts are also underway across the Group's various divisions to explore low carbon hydrogen prototyping, supported by feasibility studies in collaboration with research institutions and key hydrogen partners. Carbon capture opportunities are also being actively evaluated to reduce direct emissions and strengthen long-term decarbonisation efforts.

Notably, YTL PowerSeraya has been awarded two grants by the EMA to explore potential carbon abatement solutions. These grants will support feasibility studies for both pre-combustion and post-combustion carbon capture projects at the Pulau Seraya Power Station in Jurong Island. The studies will focus on a 600 MW CCGT and are targeted to complete by 2026.

Renewable Energy

In support of the transition to a low carbon economy, YTL Power has implemented various renewable energy integration projects and promoted the generation and use of renewable energy to facilitate the transition process and minimise our environmental footprint.

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

Meanwhile, the Ranhill Group, through its operations, generated 105,038 MWh of solar power, primarily from its 50 MW large scale solar farm located in Bidor, Perak.

Other renewable energy generation initiatives include leveraging mini-hydro and mini solar energy generation at selected water treatment plants ("WTPs") under Ranhill SAJ Sdn Bhd ("Ranhill SAJ"), which carries out the Ranhill Group's water business in Johor. These projects entail solar- and hydro-derived electricity from the Sultan Iskandar and Gunung Ledang WTPs.

The Ranhill Group also intends to expand its renewable energy generation footprint by pursuing suitable projects locally and abroad, and is actively bidding for projects. Beyond solar, plans include harnessing the potential of hydro, geothermal and other renewable energy sources.

In Singapore, YTL PowerSeraya completed the construction of the additional 4 MWp Solar Photovoltaic (PV) System during the financial year, which cost over S\$5 million, at the Pulau Seraya Power Station, bringing the PV System capacity to a total of 5 MWp. The increased capacity, which can produce a monthly average of 417 MWh under optimal conditions, will be able to support more than 1,000 four-room flats.

ENVIRONMENTAL STEWARDSHIP

As part of Geneco's 7th year anniversary, and in continuation of its eco journey with Power Eco Add-on, Singapore's First-And-Only customisable green add-on (Renewable Energy Certificate or Carbon Credits) for an electricity plan, Geneco celebrated by offering complimentary first 7 months of the innovative green add-on to both new and existing Geneco residential and small and micro business (SMB) customers who opt-in or upgrade to Power Eco Add-on. As of 30 June 2025, Geneco has 3,761 customers who have opted for Power Eco Add-on, with an increase of 50 customers during the year, contributing to an overall target of 6,800 customers by 2030.

Rounding out our renewable capacity, in the UK, renewable energy generated this year by the YTL UK Group amounted to 20 GWh of electricity and 77 GWh of biomethane.

Green Financing

During the financial year under review, the Wessex Group issued two tranches of sustainability bonds totalling £600 million, the proceeds of which will be allocated to finance and/or refinance eligible sustainable projects in accordance with the Wessex Group's Sustainable Finance Framework.

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

Further details on the Sustainable Finance Framework, including use of proceeds, can be found in *Wessex Water's Sustainable Finance Framework* and *Sustainable Finance Allocation and Impact Report* on the 'ESG' section of our website.

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

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.

WATER EFFICIENCY

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

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

(in ML)	2025	2024	2023
Water withdrawal*	126,606	127,073	130,175
Water discharge*	355,621	389,821	329,604
Water consumption	732,385	2,580	2,875

Note:

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

The increase in water consumption was due primarily to the first-time consolidation of the Ranhill Group's water operations, which serve about 4 million customers across the state of Johor. Our existing water and sewerage operations in the UK, by comparison, serve about 2.9 million customers.

ENVIRONMENTAL STEWARDSHIP

Sustainable Abstraction

Singapore

As a low-lying water-stressed nation, Singapore is especially susceptible to rising water costs. To address this, YTL PowerSeraya plans to reuse up to 70% of the rejected water from its Demineralisation Water Treatment Plant and boost the overall water recycling rate by more than 50% from its 2020 level by 2030.

Innovative methods are being explored at YTL PowerSeraya to reduce water consumption and enhance recycling efficiency. Supported by the Public Utilities Board’s Water Efficiency Fund, YTL PowerSeraya will be embarking on a Cogen Water Treatment Plant Recycling project where 50% of the water discharged during treatment at the Cogen Water Treatment Plant, equivalent to 30 Olympic-sized swimming pools, will be recycled and reintegrated into the system each year.

UK

Wessex Water was 98% compliant for its regulatory year with the licences that control how much water the business can take from the environment.

Although the spring of 2025 was notably dry, the wet weather of 2024 has, on balance, left water supply in reservoirs and aquifers at healthy levels. As a result, none of the population Wessex Water serves were at risk of severe restrictions during the year. While unplanned supply interruptions grew to 2% during the 2024 regulatory year, compared to 1.59% the previous year, performance remained well within target.

Wessex Water also successfully reduced leakage compared to 2023-24. Trials of ‘no dig’ technology to repair leaks are ongoing, minimising cost and disruption. In addition, fixed acoustic loggers provide quick response opportunities, while aerial surveys generate points of interest. Alongside pressure management work and the trial of a job progress reporting platform, these initiatives continue to reduce leakage further. By 2030, Wessex Water targets to cut leakage by another 3.5 million litres per day.

In December 2024, Wessex Water published a Water Resources Management Plan, which sets out how, over a minimum of 25 years, Wessex Water will balance water supplies with water demands to ensure adequate supply for customers, while also

protecting the environment. In combination, the options included in Wessex Water’s preferred plan will ensure the division meets its statutory targets to reduce demand per person by 20% by 2038, as well as associated targets on per person consumption, leakage and non-household demand by 2050.

Further details on the *Water Resources Management Plan* can be found in the ‘ESG’ section on our website.

Malaysia

Ranhill SAJ is the sole water operator in Johor and has the challenging task of ensuring a sustainable water provision system while balancing increasing consumption demand against a finite supply that continues to come under increasing pressure from a wide range of challenges.

These challenges include the effects of climate change on upstream rivers as well as inundation of rivers with salt water due to rising sea water levels and more. Altered weather patterns can potentially exacerbate drought or disrupt rainfall thus affecting supply of available water. Pollution due to natural or man-made impacts can also affect supply of raw water available for abstraction.

Ranhill’s approach has been two pronged: ensuring sustainable and sufficient supply based on short, medium and long-term water consumption projections, while increasing output of produced water that reaches consumers.

Abstraction	✓ Raw water transfer activities
	✓ Ground water extraction
Supply & Infrastructure	✓ Reducing non-revenue water (“NRW”) levels
	✓ Improving operations efficiency of existing WTPs
	✓ Upgrading WTPs
	✓ Adding new WTPs into the network
	✓ Developing offriver storage
Capacity	✓ Ensuring sufficient reserve margins, notably at water stressed areas

This dual strategy necessitates a focus on preserving existing water resources while addressing existing water infrastructure. The former entails developing new and additional water sources

ENVIRONMENTAL STEWARDSHIP

and jointly combatting pollution of rivers through strategic collaboration with enforcement authorities and initiating stakeholder education efforts. In addition, efforts continue to be made to expand abstraction capacity by leveraging more upstream rivers. This is made possible through raw water transfer projects. Additional measures include developing storage mechanisms such as offriver storage, development of new and expansion of existing WTPs and recently, construction of desalination plants that would enable the abstraction of sea water for potable consumption.

Whilst sustainable abstraction is a fundamental part of the management approach, equally imperative is the optimum delivery of produced potable water to consumers. Hence, the strong commitment towards reducing NRW levels in Johor.

Ranhill's efforts have been effective, successfully establishing Johor as the state with the lowest NRW rate in Malaysia at just 24.2% as at June 2025, below its regulatory KPI (key performance indicator) of 24.5%. This has been achieved through a series of pipe rehabilitation and replacement programmes undertaken by Ranhill SAJ.

RESOURCE MANAGEMENT

Energy Efficiency

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

	2025	2024	2023
Total fuel consumption (terajoules)	86,045	81,405	76,494
- Natural gas	98.8%	99.4%	99.5%
- Others	1.2%	0.6%	0.5%
Purchased energy consumption (terajoules)	2,892	1,436	1,313
Renewable energy consumption (terajoules)	586	574	^
Energy sold (terajoules)	52,154	42,929	39,851
Total energy consumption within the organisation (terajoules)	37,370	40,486	37,956
Total energy consumption within the organisation ¹ (MWh)	10,380,453	11,246,053	10,543,392

Notes:

^ Disclosure was introduced in FY2024

¹ Defined as total fuel and energy consumed less total energy sold

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

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

ENVIRONMENTAL STEWARDSHIP

In the power generation segment in Singapore, for YTL PowerSeraya, another aspect of a sustainable future is the human factor, where operator productivity is being enhanced through digitalisation transformation initiatives. Use of real-time performance dashboards provides critical insights to enable faster, data-driven decision-making. Drone technology has also been deployed for asset inspections, reducing the need for manual, high-risk access while improving safety, efficiency and reliability.

Meanwhile, in Malaysia, in addition to the Ranhill Group's net zero aspirations, energy efficiency is also driven by commercial considerations, notably as the cost of fossil fuels as well as grid sourced electricity continues to be on the rise. As such, the pursuit of energy efficiency is driven by a strong commitment to reduce GHG emissions and potential carbon tax exposure, whilst also delivering a cost reduction or cost efficiency effect.

A wide range of energy management programmes have been initiated across the power generation and water businesses. In the water segment, Ranhill SAJ's approach to energy management is driven by its ISO 50001 certified Energy Management System Certification (EnMS), in addition to adherence to the Efficient Electric Power Management Regulations 2008 (EMEER2008).

In the energy business, natural gas is consumed as the primary fuel source for the Teluk Salut and Rugading power stations. Both power plants consume less than 5% of total electricity generated to power plant operations, and efforts are ongoing to increase energy efficiency. These include ensuring the turbines and all related assets, machinery and equipment are operating in optimum condition, with scheduled maintenance performed in a timely manner to ensure assets, machinery and equipment are fit for purpose and do not consume excessive energy.

Environmental Water Quality

Water discharge compliance from Wessex Water's water treatment and water recycling centres remained very high at 99.68%, with just one compliance failure recorded compared to three in 2023.

Thanks in large part to investments in advanced sewer monitoring technology, there were no serious pollution incidents recorded during the year. However, there was an increase in the number of less severe pollution incidents, associated with periods of intense and prolonged rainfall.

To mitigate sewer flooding, Wessex Water invested £200 million between 2020 and 2025, implementing several schemes that have successfully reduced flooding in various areas. These include enhanced drainage systems, flood resilience projects, community engagement initiatives and green infrastructure, including spending £16 million on a new 9,000 m³ storm storage tank. These efforts have significantly reduced the incidence of sewer flooding in several areas, demonstrating Wessex Water's commitment to protecting communities from the impacts of extreme weather events.

Looking ahead, Wessex Water is investing more in monitoring - going from just over 3,000 to 10,000 in-sewer monitors - to give advanced warning of issues, as well as an enhanced maintenance programme, customer behavioural engagement and a new 'solve at source' approach that will take a holistic attitude to managing wastewater catchments.

Between 2025 and 2030, Wessex Water will more than double the current level of investment to £8 million a month, a total of £500 million and will prioritise overflows that could affect bathing waters, shellfish waters, chalk streams and designated environmental sites - reducing spill frequency by 17%.

Further details on the *Storm Overflows Improvement Plan* and *Pollution Incident Reduction Plan 2024-2025* can be found in the 'ESG' section on our website.

In Malaysia, the Ranhill Group has continued to achieve a high level of regulatory compliance for environmental water quality. Pertaining to drinking water, Ranhill SAJ is guided by the Water Safety Plan ("WSP") which focuses on identifying all hazards that affect the safety and acceptability of drinking water.



ENVIRONMENTAL STEWARDSHIP

In our operations in Singapore, at YTL PowerSeraya's Pulau Seraya and Taser power stations, wastewater after undergoing power plant processes is discharged to the open sea. This wastewater discharge, which is within the environmental limits regulated under the Environmental Protection and Management (Trade Effluent) Regulations of Singapore, is about 33.9% of the total water withdrawn.

Waste Management

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

For the current financial year, total waste generated increased mainly due to the inclusion of Ranhill, comprising primarily sludge from the water and wastewater treatment process.

	2025	2024	2023
Total waste generated (tonnes)	335,587	225,901	159,407
- Waste diverted from disposal	201,389	218,241	152,940
- Waste directed to disposal	134,179	7,660	2,793

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

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

The enhanced data collection process significantly improved the tracking and reporting of hazardous and non-hazardous wastes. In particular, previously unregistered waste streams are now accurately captured in the data.

In addition to improving data collection for waste, the division will continue to monitor waste performance, review waste streams and improve the recycling rate for both hazardous and non-hazardous waste.

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

The circular economy philosophy is clearly reflected in Ranhill's consumption and generation of renewable energy, use of CCGTs for its power generation operations in Sabah and wastewater treatment operations (which converts wastewater into non-potable water for industrial and commercial applications). Benefits of leveraging greywater include:

- ✓ Reduced dependence on treated potable water which reduces water consumption costs
- ✓ Development of a reserve water source for use in the event of regular water supply disruption
- ✓ Less effluent produced which potentially reduces environmental impacts on rivers and other water bodies
- ✓ The ability to continuously reuse the same quantity of greywater

The management approach to waste in Malaysia is based on the Department of Environment's ("DOE") Environment Act 1974 Effluent Standard A and Effluent Standard B and Scheduled Waste Order 2005. In Thailand, sludge is managed in accordance to Notification of Ministry of Industry Re: Industrial Waste Management and Disposal, B.E.2548 (2005). The Ranhill Group produces both scheduled and non-scheduled waste; scheduled waste is disposed of by DOE licensed third party waste management specialist firms.

ENVIRONMENTAL STEWARDSHIP

Responsible Production & Consumption

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

In 2024–25, Wessex Water recorded a 3.4% reduction in in-year per capita consumption compared to the previous year, with consumption at its lowest level since 2017–18. Wessex Water also exceeded its performance commitment target for water efficiency savings, achieving 6.1 MI/d compared to a target of 5.0 MI/d.

During the year, Wessex Water's demand management focused on household (Home Check) and non-household visits to deliver savings by fitting water efficient products and fixing leaking plumbing, alongside summer campaign messages and promotion of free water saving packs. Additionally, there was an increase in the number of customers opting for meters, demonstrating their desire to save money and to stay in control of their utility bills.

Meanwhile, in Singapore, as at 30 June 2025, Geneco had 3,761 customers who had opted for its Power Eco Add-on plan, with an increase of 50 customers during the year, contributing to an overall target of 6,800 customers by 2030.

YTL PowerSeraya has also revised its Green Office Policy to better guide office-based employees in adopting environmentally sustainable practices and improving the company's environmental performance in their day-to-day activities. The policy promotes responsible resource consumption and encourages staff to take an innovative approach to environmental action.

To enhance awareness and increase eco-consciousness among office employees, YTL PowerSeraya organised a series of programmes pertaining to the environment for these employees, including lunchtime talks and environmental events.

BIODIVERSITY

Based on our Group's operational footprint, protection of biodiversity is of importance in Wessex Water's operational sphere, which covers over 10,000 square kilometres in the south west of England, and our Brabazon development in Bristol. Our Group's expanded operations in Malaysia now encompass Ranhill, which is committed towards considering or including biodiversity impacts in formulating business and operational strategies.

Wessex Water's operating region includes:

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

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

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

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

Wessex Water's *Biodiversity Action Plan (Spring 2023 Update)* can be found in the 'ESG' section of our website, together with more information on current biodiversity partnerships.

ENVIRONMENTAL STEWARDSHIP

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

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

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

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

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



SOCIETAL ENRICHMENT

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

Potential Risks

SHORT TERM (1-5 years)

- Inadequate focus on talent retention could result in increased costs & impact productivity
- Employees may leave due to unfair treatment or insufficient incentives
- Unsafe workplaces can disrupt operations, result in regulatory fines & impact business reputation and branding
- Poor customer service
- Failure to act responsibly could harm public trust and stakeholder confidence

LONG-TERM (>5 years)

- Disruptions to business operations
- Adverse financial impacts
- Inadequate community engagement may negatively impact business reputation & local support for the organisation

Opportunities

- ✓ Develop talent & provide equal opportunities with industry-benchmarked standards
- ✓ Adhere to human rights principles & sound labour practices
- ✓ Build a responsible brand
- ✓ Leverage technology to optimise operational efficiency & ensure high quality services

Actions

- ✓ Continuously invest in our human resources, including upskilling & re-skilling programmes
- ✓ Ensure our employees are able to continue to work in a safe & conducive environment through improved safety-related reporting, training and health & safety campaigns
- ✓ Prioritise local community hiring as it cultivates shared values between the organisation & workforce and strengthens our ability to serve the communities we are in
- ✓ Enrich & promote local community development through engagement initiatives & support
- ✓ Empower underprivileged & underserved groups through education & improving access to vital utility services
- ✓ Uphold our commitment to providing world-class products & services at competitive prices for global markets, ensuring customers have access to essential services and innovative solutions

SOCIETAL ENRICHMENT

CUSTOMERS

Commitment & Approach

Our commitment

Providing reliable, affordable services for our customers and communities

Our approach

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

Customer Satisfaction

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

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

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

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

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

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

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

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

SOCIETAL ENRICHMENT

Customers in Vulnerable Circumstances

We offer financial assistance and other support programmes intended to assist customers facing difficult or challenging circumstances. As part of the YTL Group, YTL Power also contributes significantly to YTL Foundation, the YTL Group's charitable arm, responsible for delivering the YTL Group's community improvement initiatives.

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

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

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

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

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

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

In FY2025, the Ranhill Group provided rebates amounting RM0.87 million for water bills to 2,748 poor and hardcore poor households across Johor through its E-Kasih Water Rebate Program.



SOCIETAL ENRICHMENT

PEOPLE

Commitment & Approach

Our commitment

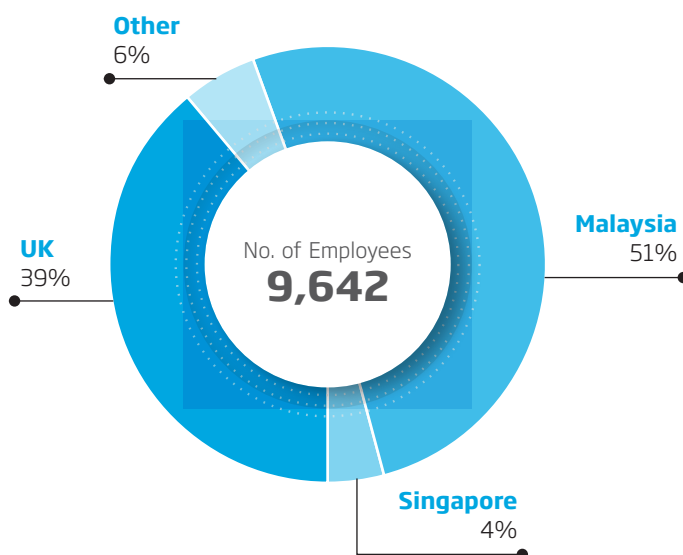
Providing our people with the opportunity for personal development and ensuring their well-being

Our approach

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

Our workforce of 9,642 people as at 30 June 2025 is situated mainly in the UK, Singapore and Malaysia, and we also have a smaller number of employees in Indonesia, the Netherlands and other countries.

The Group registered a significant increase in employees this year, increasing by about 86% due mainly to the addition of the Ranhill Group. About 51% of our workforce is now located in Malaysia, compared with 17% previously, with our UK-based workforce now making up about 39% compared to 66% previously.



Training & Development

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

	2025	
Number of training hours by employee category	Executive	77,254
	Non-executive	196,697

We strive to create an environment where people are engaged and view employee feedback mechanisms across our Group as essential in creating effective communication channels. During the year under review, these included the YTL Group Leadership Conference, in addition to a range of programmes carried out at subsidiary level across our Group.

Singapore

In the past year, staff capability building took centre stage, with a comprehensive suite of programmes rolled out to support upskilling across all staff groups. From technical, leadership and safety training to soft skills development, employees collectively clocked an average of 56 training hours each.

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

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

SOCIETAL ENRICHMENT

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

In a pilot initiative by YTL PowerSeraya's Company Training Committee, intra-division groups collaborated to train maintenance staff in drone-based tank inspections. Engineer Aluwi Abdullah, who completed a drone operator course to support inspections of oil tanks and solar panels, was conferred the 2025 National Trades Union Congress (NTUC) May Day Model Worker Award. His achievement exemplifies the Worker 4.0 values of being Ready, Relevant and Resilient.

The division also piloted the use of JobKred, an AI-powered workforce transformation platform, to improve workforce development, retention and skills tracking, thereby strengthening YTL PowerSeraya's capabilities through data-driven insights.

Amidst digital transformation and the rise of AI, YTL PowerSeraya has advanced digital and data competencies through various initiatives. Non-executive staff participated in the SkillsFuture for Digital Workplace 2.0 programme, while an organisation-wide Generative AI training was rolled out with a focus on prompt engineering. In-house Power BI courses were introduced to enhance data literacy and refresher training on Maximo was conducted to support digital asset and maintenance management.

The Learning Fridays @ 3pm initiative was also launched to cultivate a continuous learning culture. This weekly time slot encourages staff to engage in self-directed, team-based and corporate learning, including bite-sized business, functional, wellness, cybersecurity and workplace topics. The programme aims to foster shared learning, knowledge exchange and personal development across teams.

The use of e-learning, has been expanded particularly for compliance-related training, with interactive elements added to training content to improve engagement and retention. In support of data-driven learning decisions, an in-house Training Statistics Dashboard was developed to track training hours across departments, enabling real-time progress monitoring and more efficient reporting.

Additionally, to address workforce renewal and support the replacement of retiring employees, the division has continued to actively recruit and develop young Singaporean talent. Fresh school leavers were onboarded and trained, contributing to both organisational renewal and national talent development in the energy sector.

As part of this commitment, YTL PowerSeraya partnered with local universities and polytechnics to offer 34 internships and participated in the Singapore Industry Scholarship Scheme. The Career Conversion Programme (CCP Place-and-Train) was also leveraged to provide mid-career individuals with re-skilling opportunities and employment.

UK

Wessex Water has seen a steady increase in substantive development of existing staff with 58 colleagues undertaking apprenticeships, further or higher education, a 34% increase from last year. Careers based information, advice and guidance (IAG) discussions are also increasing. With four of the team now able to facilitate, 189 IAGs have taken place.

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

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

SOCIETAL ENRICHMENT

Malaysia

Across this growing workforce, continuous professional development of human capital remains a cornerstone aspect of the Group's approach to talent management. Constant investments into developing the competencies and qualifications of employees is integral in ensuring that employees are equipped with the necessary skillsets and expertise to continue performing at optimal levels and thus driving operational productivity.

In line with the rest of the Group, employee training is prioritised and undertaken in a systematic fashion with specific or customised professional development programmes established for employees. Given the broad range of technical requirements across the Group, these programmes are aligned to the specific training needs of employees based on the annual performance appraisal or assessment undertaken.

Labour Standards

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

We adhere to the YTL Group Code of Conduct & Business Ethics which encompasses child/forced labour prevention, non-discrimination, freedom of expression, employment rights and business ethics and compliance. The code can be found in the 'ESG' section of our website. On 21 August 2024, the Code of Conduct & Business Ethics was updated to codify existing ESG policies and general practices that apply across the YTL Group.

As at 30 June 2025, about 49% of our workforce was based outside Malaysia, in countries that also have sound labour protection laws and standards to which we conscientiously adhere. These include the UK, Singapore, Indonesia and the Netherlands.

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

Ranhill SAJ has established a union for non-executive employees. The union is managed in accordance with relevant legal requirements as stipulated under the applicable legislation namely the Trade Union Act 1959, Industrial Relations Act 1967 and where relevant, Immigration Act 1956/63 of Malaysia.

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

Workplace Health, Safety & Wellbeing

Protecting the health, safety and welfare of our colleagues, contractors and customers is a shared responsibility and we continue to deliver a strong health, safety and welfare culture in our day-to-day operations. The YTL Group Code of Conduct & Business Ethics, which encompasses health and safety matters, can be found in the 'ESG' section of our website.

While we aim for zero accidents, there was one work-related fatality during the year. This was investigated and the necessary measures were put in place to prevent recurrence. We will continue to regularly monitor, review and optimise our health and safety practices to continually improve and minimise incidents in our business operations. The information we collect assists in determining problem areas or emerging trends and allows resources to be allocated to prevent accidents or illnesses.

	2025
Work-related fatalities	1
Lost time incident rate	0.63
Number of employees trained on health & safety standards	6,778

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

SOCIETAL ENRICHMENT

Governance	• Workplace health and safety committees at operating subsidiaries to monitor health and safety performance and report to management
Prevention	• Safety and security action plans • Accident and/or incident reporting procedures • Environmental health and safety risk assessment • Emergency response plans
Training	• Regular workplace safety awareness training • Safety training programmes • Safety and security standards within the businesses and operations
Operation	• Compliance with safety standards and management guidelines • Permit-to-work systems • Regular safety audits and inspections • Maintenance of fire detection and protection systems

During the financial year under review, the Group implemented mandatory workplace health and safety training to equip employees with essential knowledge of health and safety policies, practices and regulations.

UK

The continued development and implementation of health and safety as well as process safety policy, strategy and practice remained the primary focus throughout the year. Wessex Water's Health and Safety Committee, supported by an independent Process Safety Advisory Board, continued to review major risks and controls, driving performance improvements in both personal health and safety and process safety disciplines.

During the year, the committee, board members and all senior leaders participated in executive-level process safety training. This training was systematically cascaded throughout Wessex Water to reinforce the importance of cultivating a strong process safety culture.

Ongoing enhancements to the process safety management system, alongside targeted hazard study programmes, have also contributed to a deeper understanding of process safety risks. In response, remedial work programmes have been initiated to mitigate these risks, supported by performance indicators to enable continuous monitoring and evaluation.

Over the year, the committee observed a continued improvement in overall personal health and safety performance compared to 2023-24 and previous years. Notably, there was a reduction in safety incidents, including fewer reportable injuries and a decline in lost time incidents. Employee engagement in health and safety also remained strong with employees actively reporting improvement opportunities at a rate consistent with the record levels seen in 2023-24.

Wessex Water retained its ISO 45001 certification (occupational health and safety) which has been aligned to the assessment and certification processes for ISO 9001 (quality management system) and ISO 14001 (environmental management systems).

Singapore

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

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

For the second time, YTL PowerSeraya administered iWorkHealth, a psychosocial health assessment tool, to identify stress-related workplace factors such as job demands, organisational culture and workplace relationships. The results showed further improvement from previous assessment, indicating strong emotional well-being and resilience among staff.

To further support employee mental wellness, YTL PowerSeraya continues to invest in a range of initiatives, including Psychological First Aid training, annual health screenings, quarterly health talks and regular sports and recreational activities. These efforts aim to foster a healthy, engaged and resilient workforce.

SOCIETAL ENRICHMENT

Malaysia

Occupational health and safety (“OHS”) is a significant matter across the power generation and water operations in Malaysia under Ranhill, and this has been prioritised with a focus on industry best practices and a group-wide policy covering all stakeholders including employees, visitor and third party workers. The policy can be viewed under the ‘ESG’ section of our website.

Most of Ranhill’s key operating subsidiaries, including Ranhill SAJ, have obtained ISO 45001 certification. Throughout Ranhill’s operations, both leading and lagging indicators are employed in the identification of safety performance. Health, Safety and Environment (“HSE”)/OHS Committees are established at all subsidiaries, and the practice is cascaded across all operational sites. Employees are represented on joint worker-employee HSE/OHS committees.

Diversity & Equal Opportunity

YTL Power remains committed to embracing diversity and equal opportunity to encourage employees grow and thrive. With over 9,600 employees in diverse locations, we value differences at YTL Power and firmly believe a diverse workforce brings different perspectives, ideas and solutions and we are committed to creating and promoting an inclusive workplace for our people.

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

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

		2025	2024	2023
Total number of employees		9,642	5,178	4,782
Gender	Female	25%	27%	26%
	Male	75%	73%	74%
Type	Permanent	89%	92%	91%
	Contract/temporary	11%	8%	9%
Category	Executive	30%	28%	27%
	Non-executive	70%	72%	73%
Age	< 30	22%	21%	20%
	30 – 50	55%	53%	53%
	> 50	23%	26%	27%
Location⁽¹⁾	Malaysia	51%	17%	17%
	UK	39%	66%	65%
	Singapore	4%	8%	8%
	Other countries	6%	9%	10%
Turnover⁽²⁾	Executive	712	165	^
	Non-executive	975	497	^
Number of substantiated complaints of human rights violations		0	0	0

Notes:

⁽¹⁾ Based on location of company

⁽²⁾ Comprises employees leaving the organisation for any reason, including resignation, contract expiry, termination, retirement, etc

^ Disclosure was introduced in FY2024

SOCIETAL ENRICHMENT

In our UK operations, key highlights from the year include:

- **Equal Ground (formerly Women at YTL):** Sponsored by two senior leaders, the group has active volunteers across five sub-working groups and held its official launch event in 2024.
- **Neurodivergence:** Launched an e-learning course on learning differences and partnered with the University of Bath to support neurodiverse students.
- **Inclusion:** 97% of new starters reported feeling respected during recruitment and 80% reported a strong sense of belonging.
- **Race at Work Group:** Launched the 'My Name Is' initiative in partnership with Race Equality Matters and received a Trailblazer Award for supporting ethnically diverse colleagues. Held six workshops, celebrated key cultural events and sponsored an event for refugees in Bristol.
- **Armed Forces Commitment:** Signed the Armed Forces covenant, created a community group for ex-armed forces employees and added 'ex-armed forces' to HR systems to monitor representation.
- **Social Mobility:** Percentage of employees from a less privileged background increased in the last year from 7.25% to 8.81%.
- **Internal Networks:** Regularly post interesting facts, information and celebrations to raise awareness.

At YTL PowerSeraya, as part of its Human Capital Transformation journey, a new Applicant Tracking System was implemented to digitalise and streamline the end-to-end recruitment process, to enhance operational efficiency and candidate experience. During the year, YTL PowerSeraya achieved healthy staffing levels and a record low attrition rate.

In recognition of dedicated service, 46 YTL PowerSeraya employees were honoured at the Annual Dinner and Long Service Awards ceremony, celebrating contributions ranging from 5 to 50 years.



SOCIETAL ENRICHMENT

COMMUNITIES

Commitment & Approach

Our commitment

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

Our approach

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

Community Impact

The YTL Power Group takes a proactive stance in enriching local communities, from providing financial assistance to improving the quality of education and supporting livelihoods and economic development to shape a better environment for future generations.

	2025
Total community investment	RM27.3 million
Number of beneficiaries	61,023

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

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

Building Resilient Communities

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

In the UK, approval has been obtained for the revised Brabazon masterplan (further details of which can be found in the *Investment Holding Activities* section of the *Management Discussion & Analysis* in this Annual Report). The revised masterplan is designed to meet the needs of local people while also delivering on the objectives of the UK's National Planning Policy Framework (NPPF) and South Gloucestershire Council's Local Plan. The overarching objective of the NPPF is to ensure development is economically, socially and environmentally sustainable.

As the birthplace of Concorde, the former Filton Airfield was known for the collective spirit of a community that changed the world. Brabazon is being designed to live up to that legacy, creating a new neighbourhood to inspire the next generation. Economically, the revised masterplan for Brabazon is forecasted to create over £5.0 billion in added economic value, with sufficient commercial space to support over 30,000 jobs. Socially, it represents a huge investment in the community that that built Concorde, with three new schools, a health centre, community facilities and over 35 hectares of new public green spaces, including the largest new urban park in the South West for 50 years.

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

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

SOCIETAL ENRICHMENT

Under the programme, Southern Brooks:

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

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

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

Enriching Communities through Education

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

Highlights for FY2025

YTL Foundation Scholarship Programme

In 2025, YTL Foundation received 4,000 applications from students across Malaysia, a 65% increase compared to 2024, with 29 students awarded scholarships.

Chevening/YTL Foundation Scholarship Programme

Commencing 2025, YTL Foundation, in partnership with Chevening will sponsor one Chevening Scholar annually to pursue a master's degree in the UK. This year, the scholarship was awarded to an outstanding student who will be pursuing an MSc in City Design & Social Sciences at the London School of Economics.

Leaps Academy

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

As of June 2025, a record 481 students attend online and in-person academic and enrichment programmes. In addition to soft skills, digital literacy, computer skills and environmental awareness, enrichment offerings were expanded to include livelihood entrepreneurship and Social Emotional Learning for both students and educators.

The number of Orang Asli students aged seven to 18 from SEMOA home, Kampung Tras steadily rose from 40 to 54, all of whom are part of the tutoring programme which began in 2023. 6 of the students successfully passed their Bahasa Melayu papers in the 2024 Sijil Pelajaran Malaysian examination.

Meanwhile, the partnership with Soroptimist International Damansara under the Building Bridges Beyond Border programme continued this year with 7 international volunteers from top UK universities. This outreach programme has positively impacted 9 alternative learning centres ("ALCs"), reaching 310 students aged eight to 22.

Leaps Academy currently has 153 volunteers, both local and international including over 100 from International Medical University (IMU) and others from Universiti Tunku Abdul Rahman, Heriot-Watt University, Universiti Malaya, YTL staff, members from YTL Foundation and YTL Sustainability and 11 YTL scholars.

SOCIETAL ENRICHMENT

Other programmes carried out in the year included:

- ✓ **Environmental Awareness & Sustainability** - 3 sustainability-themed programmes were conducted, covering waste management, ocean and marine conservation and biodiversity.
- ✓ **Digital Literacy** - conducted in collaboration with UTAR, this programme was held for 69 students with 3 sessions focused on effective online search strategies, digital etiquette and AI ethics.
- ✓ **Christmas Party** - 6 festive celebrations were held for a total of 480 children from the Sentul community, the Orang Asli community and 10 ALCs.
- ✓ **CLIC Holiday Programme** - a total of 101 children from 12 schools participated in two holiday programmes. The first, led by IMU volunteer students, combined story-based yoga with board games to blend physical, academic and creative learning, while the second was a science, technology, engineering and mathematics (STEM) workshop conducted by UTAR lecturers.
- ✓ **Livelihood Entrepreneurship Workshop** - Conducted by an international volunteer for 20 displaced students, the workshop consisted of 8 sessions and focused on livelihood and business skills.
- ✓ **Social Emotional Learning** - Conducted for 32 students from 2 ALCs and led by 10 dedicated volunteers and 1 lecturer from IMU Cares, the session focused on helping students understand and express their emotions through a series of interactive game stations.

Malaysia Teacher Prize - PEMIMPIN GSL

The Malaysia Teacher Prize (MTP) is a national platform that celebrates, uplifts and invests in teachers as system leaders. Designed to elevate the status of the teaching profession, MTP recognises educators who are transforming their classrooms and communities through innovative and impactful leadership.

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

KelasKita

KelasKita continues to empower every Malaysian to teach anytime and anywhere - bridging learning gaps among B40 children through volunteer-powered hybrid tutoring. As of June 2025, the programme has reached 1,500 students and 800 volunteers. It has also expanded into new states and partnerships such as Sabah.

- ✓ **YTL Construction: Championing Community** - YTL Construction returned for another impactful year of implementation, with volunteers tutoring underserved students across multiple care homes.
- ✓ **PwC: Year Two with a Strong Commitment** - PwC's second-year engagement saw 111 volunteers contribute a total of 5,455 hours. In 2024, the student assessment showed an 81% improvement in their Bahasa Melayu literacy skills and a 72% improvement in their English literacy skills.
- ✓ **Teach for Malaysia (TFM): Community-based Expansion** - TFM scaled the programme within the PPR communities - from PPR Lembah Subang and PPR Seri Selangor to PPR Sungai Besi and PPR Raya Permai, reaching more than 433 students and 500 volunteers. 70% of students have shown significant academic growth through the weekly assessments.
- ✓ **Ajar Society: A Hulu Selangor Pilot** - The partnership with Ajar Society is new and marks KelasKita's engagement with rural communities.
- ✓ **Good Shepherd Services: Reaching East Malaysia** - YTL Foundation partnered with Good Shepherd Services to roll out KelasKita for students from vulnerable communities in Sabah, extending its mission to underserved regions beyond Peninsular Malaysia.
- ✓ **Sky Community: Lighting Up a Remote Rural Pocket in Sabah** - Sky Community, a mission-driven initiative that supports underserved communities in Kota Kinabalu and beyond, has partnered with YTL Foundation to run a series of pilot KelasKita sessions.

Malaysia Acumen Academy

With the continued support of YTL Foundation, Acumen Academy continues to deepen its impact in Southeast Asia by supporting values-driven leadership through its Fellowship and Foundry initiatives.

SOCIETAL ENRICHMENT

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

Teachers for Educational Equity Initiative (TfEE)

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

- ✓ **Celebration Ceremony on Merdeka Day** - On 31 August 2024, YTL Foundation and the University of Birmingham celebrated the first graduating cohort of the PGCEi (Malaysia) course. 60 teachers received their PGCEi certificates from the University of Birmingham while six teachers received Certificates of Participation from YTL Foundation.
- ✓ **PGCEi (Malaysia) Cohort 2** - In August 2024, TfEE welcomed a second cohort of PGCEi (Malaysia) students - 29 teachers across 14 ALCs and 4 TFM teachers from 4 high-needs national schools.
- ✓ **MA Education Cohort 1** - Of the 60 teachers who graduated the PGCEi (Malaysia) in August 2024, 13 were selected, along with 2 school leaders from an international school, to join the MA Education course designed to develop future school and education leaders and/or qualified researchers.

- ✓ **Continuous Professional Development (CPD) Network** - Developed to expand the programme's reach to teachers across Malaysia who may not have the capacity to pursue the PGCEi (Malaysia) course, a total of 7 seminars covering inclusive and equitable education topics were held.
- ✓ **Rethinking Mentoring and Coaching in the Global South: A TfEE Symposium** - 4 TfEE MA Education students shared their work on coaching and mentoring with educators and practitioners who work with high-needs communities in Malaysia.
- ✓ **Leadership Research Work** - Professors from the University of Birmingham along with YTL Foundation hosted 3 online collaborative sessions with our existing school leaders, MA Education students, and organisations or individuals involved in refugee education, respectively. Following these sessions, a 2-day workshop was held in May 2025, attended by 11 existing school leaders and MA Education students.
- ✓ **PGCEi (Malaysia) Cohort 3** - Nominated by TFM and ALCs across Malaysia, 53 teachers will begin their PGCEi (Malaysia) journey in August 2025.

Additional Information

Further details of YTL Foundation's initiatives during the year under review can be found in the *YTL Group Sustainability Report 2025* available in the 'ESG' section on our website, as well as the YTL Group Sustainability website at www.ytl.com/sustainability, and on YTL Foundation's website at www.ytlfoundation.com.

SOCIETAL ENRICHMENT

Supporting our Communities

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

Malaysia

Key initiatives in Malaysia are carried out via YTL Foundation.

A New Chapter for Toy Libraries: Reconnecting with the Heart of Sentul

With support of Toy Libraries Malaysia, Dewan Bandaraya Kuala Lumpur and Sentul Raya Sdn Bhd, YTL Foundation relocated the Toy Library from PPR Sri Perak to UTC Sentul, which offers higher weekend traffic and better visibility.

The Toy Library opened its doors to the public in July 2025, and features a wide range of educational toys, books and creative learning resources for children aged 0 to 12. The space will also host regular play sessions, parent workshops and storytelling activities.

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

Through the KelasKita programme with Good Shepherd Services in Tulid, Sabah, YTL Foundation was informed that Asrama Komuniti Tulid, a hostel housing secondary school girls, was structurally unsafe and required immediate evacuation, putting the students at risk of dropping out.

YTL Foundation responded by providing immediate financial assistance for 35 students. The assistance included essential learning materials and personal hygiene items, a Komuniti Van Sekolah and monthly transportation subsidies (RM90 per student) for 12 months. The intervention allowed all 35 students to remain in school despite the loss of their hostel and difficult rural circumstances.

Sekolah Angkat Madani 2025

YTL Foundation was appointed a partner for the Sekolah Madani 2025 programme, which aims to bridge educational and digital inequalities experienced by Malaysia's underserved.

The Foundation will implement targeted activities and initiatives in 11 national schools including:-

- ✓ providing laptops to support students' learning and better access to digital education resources;
- ✓ delivering training workshops for teachers to improve their lesson delivery and enhance teacher-student engagement; and
- ✓ introducing innovative teaching tools.

UK

Community Drop-Ins

In June 2024, Wessex Water launched new regular day-time drop-in sessions for customers to speak face to face with an adviser at a range of locations across the water supply region.

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

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

Charitable Donations

During the year, Wessex Water donated £835,211 UK charities and local organisations of which £264,012 was donated to local debt advice agencies to help provide debt and financial advice to customers in Wessex Water's operating area who are struggling to pay their water bills.

SOCIETAL ENRICHMENT

Singapore

Walk for Rice & Festive Distribution

YTL PowerSeraya participated in the 'Walk for Rice' initiative, an annual initiative organised by South-East CDC and NTUC Fair Price. The campaign went on for two months from September to November 2024, and staff volunteers managed to contribute a cumulative distance of 6,339 kilometres, resulting in a donation of 19,014 bowls of rice that benefitted more than 600 households. During the Chinese New Year season, 39 employees delivered the rice packets, with an additional \$20 voucher included, to 160 households.

International Women's Day

In collaboration with Daughters of Tomorrow, a non-profit organisation dedicated to empowering lower-income women, YTL PowerSeraya hosted 13 single mothers and 21 of their children for a musical theatre performance of "Red Riding Hood", followed by a meet-and-greet session with the cast. Understanding the demands of caregiving, 10 employees volunteered to look after the children during the event.

World Environment Day: Largest Recycled Mural

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

Mandai is Wild About Singapore

To commemorate SG60, and in partnership with the Mandai Wildlife Group, YTL PowerSeraya adopted Sri Nandong, a 40-year old Asian elephant, which belongs to a population of elephants that is at very high risk of extinction in the wild according to the International Union for Conservation of Nature (IUCN) Red List.

This meaningful adoption not only reflects YTL PowerSeraya's commitment to protecting wildlife, but also represents a meaningful contribution to the YTL Group's 'Beyond 70' celebration.

Plant-A-Tree Movement

In commemoration of Earth Day and Singapore's SG60 milestone, Geneco held its fifth Plant-A-Tree event in April 2025, planting 50 trees at Compassvale Drive. This marked the completion of Geneco's initial pledge made in 2021 to plant 250 trees over five years in support of NParks' OneMillionTrees movement and the SG Green Plan 2030.

Over the years, Geneco has surpassed its original goal, planting a total of 450 trees, and has now pledged to plant an additional 250 trees over the next five years, in support of Singapore's City in Nature vision.

Endless Shine: Spotlight on Mental Wellness

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

In support of NParks' efforts, Geneco contributed \$10,000 to the Garden City Fund's Therapeutic Horticulture programmes and another \$10,000 to Beyond The Label, a national initiative that supports persons with mental health condition.

The campaign also featured a public engagement element, where nine song lyrics were featured on Geneco's microsite, social platforms and through a pop-up event at Bugis Junction. The public was invited to vote for their favourite lyric and the initiative gathered over 1 million plays and 57,000 votes.

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

Till the End of Time: Love Beyond the Walls

During the 2025 festive season, Geneco introduced the 'Till the End of Time' campaign to spotlight the enduring power of family. In collaboration with New Life Stories, a non-profit dedicated to preventing intergenerational incarceration, Geneco supported the launch of the 'Love Beyond the Walls: Till the End of Time' book – a collection of 10 stories written by inmates and illustrated by former inmates, with a foreword by President Tharman. Available online and at Geneco's Orchard pop-up, 100% of the sales proceed were donated to the Family Strengthening Programme.

SOCIETAL ENRICHMENT

Geneco collaborated with the National Library Board with giant storybook installations at three libraries and a public storytelling session. The campaign also invited the public to download three featured stories from Geneco's microsite, gathering over 27,000 downloads, and concluded with a \$15,000 donation to New Life Stories.

#ForestOfProsperity and Red Packet Recycling

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

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

3Rs Initiatives

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

On top of this, Geneco's Used Red Packet Recycling Initiative entered its fifth year, with over 190 collection points islandwide. Between January and March 2025, Geneco collected 5,290 kg of used red packets, gathered 62,000 pledges and donated \$15,000 to NParks' Plant-A-Tree Programme.



RESPONSIBLE GOVERNANCE

Commitment & Approach

Our commitment

Being a trusted, reliable and financially strong corporate citizen

Our approach

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

Our Board is the gatekeeper for our Group’s values, culture and ethics. Standards of governance and behaviour are communicated through policies that cover areas including ethics and anti-bribery and corruption, and training on these issues is provided to employees. Sound ethics, integrity and a strong compliance culture are at the heart of our operations, driving environmental, social and governance policy commitments at the highest level through to business practices on the ground.

Potential Risks	Opportunities
SHORT TERM (1-5 YEARS) • Loss of relevant market share • Impact on share price • Regulatory fines & loss of investor confidence	✓ Inculcate a strong compliance culture throughout the organisation ✓ Invest in long-term sustainable products & infrastructure to promote business resilience ✓ Better integrate climate related risk management into the current risk management & internal control framework
LONG-TERM (>5 YEARS) • Adverse financial impacts • Loss of licence to operate • Reputational damage	
Actions	
✓ Deliver robust financial performance & maintain strong governance ✓ Adopt & enforce a zero-tolerance approach towards fraud, bribery & corruption ✓ Strong Board engagement on & oversight of all governance metrics to drive a top-down commitment to strong corporate governance throughout the organisation ✓ Implementation of integrity pledge & dedicated ongoing employee training programmes to disseminate & improve understanding of the organisation’s policies, business values & expectations ✓ Prioritise implementation of fair & responsible supply chains & procurement processes	

RESPONSIBLE GOVERNANCE

CORPORATE GOVERNANCE

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

Further details can be found in our *Corporate Governance Overview Statement* in this Annual Report, as well as our *Corporate Governance Report* for the financial year ended 30 June 2025, which is available in the 'Governance' section of our website.

RISK MANAGEMENT & INTERNAL CONTROL PRACTICES

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

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

ANTI-CORRUPTION

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

The YTL Group maintains a strict zero-tolerance approach towards all forms of bribery and corruption. The ABC Policy outlines the YTL Group's strategies in identifying, preventing and managing bribery and corruption issues and further reinforces the YTL Group's Code of Conduct & Business Ethics in order to ensure that all employees understand their responsibilities in compliance with the YTL Group's zero tolerance for bribery and corruption within the organisation.

		2025
Percentage of operations assessed for corruption-related risks		98%
Percentage of employees who have received training on anti-corruption	Executive	54%
	Non-executive	36%
Confirmed incidents of corruption		0

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

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

In Malaysia, the policies and procedures put in place are guided by the Guidelines on Adequate Procedures issued pursuant to Section 17A(5) of the Malaysian Anti-Corruption Commission Act 2009 ("MACC Act"). Employees in Malaysia are required to read and understand the ABC Policy and the Code of Conduct & Business Ethics, successfully complete the online training modules to reinforce their understanding of the policy and sign the YTL Group's Integrity Pledge in acknowledgement of their obligations and responsibilities.

A comprehensive implementation plan has been established to communicate and disseminate the ABC Policy throughout YTL Power's Malaysia-based workforce through online training modules and other communication methods, and has been a highly effective component of the overall anti-bribery and corruption risk management process.

Compliance with the ABC Policy continues to be monitored closely. The annual risk assessment is carried out to identify the corruption risks to which the Group is exposed and the appropriateness of the mitigation measures established to minimise the exposure to these risks.

RESPONSIBLE GOVERNANCE

Training modules and other methods of communication are employed on an ongoing basis to familiarise employees with their duties and obligations in this area. Training carried out during the financial year under review focused on areas including the Personal Data Protection Act and workplace health and safety.

As a new addition to the Group, the employees of the Ranhill Group are not currently included in the YTL Power Group's existing processes above and work is underway to integrate processes and procedures. The Ranhill Group has its own policies and processes in place to comply with the MACC Act. Throughout Ranhill, anti-corruption awareness sessions and training courses are held for staff. This includes Ranhill's board of directors and management. A whistleblowing channel has also been established to enable anonymous reporting of suspected corrupt or other unethical acts, behaviours or practices.

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

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

CYBERSECURITY & DATA PROTECTION

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

In Malaysia, the YTL Power Group operates under the umbrella of the YTL Group Cybersecurity Task Force which works to safeguard the YTL Group from cyber threats and attacks. Under the task force, the YTL Zero Trust Framework ("ZTF") was established as a guide to implementing effective and efficient cybersecurity best practices.

The Cybersecurity Task Force maintains our situational awareness, monitoring threat intelligence, assessing incidents and providing enterprise-wide reporting. Our situational awareness is further improved by our centralised incident reporting channel, available to every employee, providing a direct route to raise a concern or seek advice. Guiding our collective response to emerging threats, the Task Force helps to deliver a dynamic security posture across our businesses, countering impactful threats, and imparting a 'readiness to act' to our operational teams.

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

The Group is committed to delivering 'Security Assurance', that combination of activities required to maintain effective security performance and enhance its 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 PCI-DSS framework for payment card data processors.

Many of our businesses, particularly critical infrastructure providers in Malaysia, Singapore and the UK, are also required to meet government-mandated security control frameworks. Whatever their sector-specific requirements, all subsidiaries are required to achieve baseline levels of compliance with the Group's own security policies. As such the Task Force is responsible for auditing security compliance and for guiding the technical security tests which measure and prove our operational security capability.

RESPONSIBLE GOVERNANCE

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

In Singapore, building upon the data governance framework established last year, YTL PowerSeraya are now prioritising the implementation of tools to address critical data management tasks. Key initiatives include developing a comprehensive data dictionary to improve data consistency and understanding, and implementing data access controls to enable secure, self-service data access for business users.

These efforts are designed to balance accessibility with privacy and security in control, while also laying a robust foundation for future AI/ML applications that generate actionable insights to support business goals.

Meanwhile, Wessex Water has made significant investment in cybersecurity, with the successful implementation of ISO 27001:2022 and continued progress under the OTSIP programme.

We prioritise the protection of personal data and privacy for our valued customers, employees and other stakeholders. We adhere to the YTL Group's Global Privacy Policy which functions to safeguard personal data and the privacy of our customers, employees and other stakeholders, and strong emphasis is placed across the organisation on the need to comply with the Personal Data Protection Act 2010 ("PDPA") in Malaysia and the applicable data protection regulations and legislation in all jurisdictions where we operate. These include the Personal Data Protection Act in Singapore, the UK Data Protection Act 2018 and the General Data Protection Regulations (GDPR) which apply to European Union nationals.

Moreover, we closely monitor developments in data protection laws and industry best practices to adapt and enhance our data protection measures, ensuring the ongoing security and privacy of the data entrusted to us. The latest 2025 amendment to the 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: for instance, in 2025 the Group also enhanced its data protection policy to address AI usage, ensuring that our customer data continues to be appropriately handled and protected.

Ranhill's business operations manage a wide range of proprietary and stakeholder information, including confidential or personal information, which is managed in accordance with the PDPA in Malaysia and its equivalents in other countries where Ranhill operates. The Ranhill Group has invested in data protection systems, notably ICT based systems for the collection, storage, use and, where permissible, distribution of data. Data is collected and used solely for the intended purpose by a limited number of approved users with the consent of data owners.

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

	2025	2024	2023
Substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0

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

RESPONSIBLE GOVERNANCE

ETHICAL SUPPLY CHAIN

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

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

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

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

- ✓ YTL PowerSeraya's *Supplier Code of Conduct* - this code sets out the acceptable sustainability and ethical values of suppliers, contractors and service providers while providing goods and services to YTL PowerSeraya. YTL PowerSeraya has integrated ESG criteria into its screening process for new suppliers and is working to enhance the evaluation of key suppliers with additional environmental and social criteria.
- ✓ Wessex Water's *Business Ethics Policy* and *Modern Slavery and Human Trafficking Statement 2024/2025*
- ✓ Ranhill SAJ's *Procurement Policy & Procedures*

Our policies also provide channels for external parties to submit any genuine whistleblowing reports. These are made available and easily accessible to our employees and the public on our website.

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

	2025	2024
Procurement expenditure on local vendors	96%	95%

RESPONSIBLE GOVERNANCE

GOVERNANCE STATEMENTS & REPORTS

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

Our leadership:

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

Our governance structure:

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

CERTIFICATIONS

	ISO 9001	ISO 14001	ISO 45001	ISO 50001	ISO 27001	ISO/IEC 17025	ISO/IEC 20000-1	ISO 37001
Wessex Water Services Limited	•	•	•		•	•	•	
Wessex Water Enterprises Limited	•	•	•		•	•	•	
Turnbull Infrastructure & Utilities Limited	•	•	•					
YTL Communications Sdn Bhd					•			
YTL PowerSeraya Pte Limited	•	•	•		•			
Pulau Seraya Power Station					•			
Taser Power Station					•			
Ranhill Bersekutu Sdn Bhd	•	•	•					•
Ranhill SAJ Sdn Bhd	•		•	•	•			
Ranhill Technologies Sdn Bhd	•		•					

RESPONSIBLE GOVERNANCE

MEMBERSHIPS

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

Representation via YTL Group/Board member

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

YTL PowerSeraya

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

YTL Communications Sdn Bhd

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

Ranhill Group

- ✓ United Nations Global Compact Malaysia & Brunei Network
- ✓ Malaysia Water Association
- ✓ Construction Industry Development Board
- ✓ National Institute of Occupational Safety and Health
- ✓ Akaun Amanah Industri Bekalan Elektrik
- ✓ Sabah and Labuan Grid Code
- ✓ Industrial Advisory Panel for Universiti Tenaga Nasional
- ✓ Association of Consulting Engineers Malaysia
- ✓ Board of Engineers Malaysia
- ✓ Malaysia Institute of Management
- ✓ Malaysia Employers Federation
- ✓ Malaysian Oil and Gas Engineering Council

YTL UK Group

- ✓ Aldersgate Group
- ✓ Avon Wildlife Trust
- ✓ Barbour EHS
- ✓ British Water
- ✓ Business Disability Forum
- ✓ Business West
- ✓ Collaboration Network
- ✓ Construction Plant Hire Association
- ✓ Consumer Council for Water
- ✓ Dorset Wildlife Trust
- ✓ Drainage and Water Searches Network
- ✓ Energy and Utility Skills Group
- ✓ Energy Institute
- ✓ Freight Transport Association
- ✓ Future Homes Hub
- ✓ Hydrogen South West
- ✓ Institute of Asset Management
- ✓ Isle Utilities
- ✓ Jacobs
- ✓ Maize Growers Association
- ✓ Major Energy Users' Council
- ✓ Money Advice Liaison Group
- ✓ National House Building Council
- ✓ Pipeline Industries Guild
- ✓ Rural England Supporters Group
- ✓ SevernNet
- ✓ Somerset Wildlife Trust
- ✓ Sustainability First
- ✓ The Association for Renewable Energy and Clean Technology
- ✓ UK Water Industry Research
- ✓ UK Water Report
- ✓ Water Regs UK
- ✓ Water Research Centre
- ✓ Water UK
- ✓ We Comply Limited
- ✓ Wiltshire Wildlife Trust

PROFILE OF THE BOARD OF DIRECTORS

TAN SRI (SIR) YEOH SOCK PING

Malaysian, male, aged 71, was appointed to the Board on 18 October 1996 as Executive Director, serving as the Managing Director of the Company until 29 June 2018, when he was redesignated as Executive Chairman. He holds a Bachelor of Science (Hons) in Civil Engineering from Kingston University, United Kingdom, and was conferred an Honorary Doctorate of Engineering by the same institution in 2004. In July 2014, he received an Honorary Doctor of Laws from the University of Nottingham. Since his appointment as the Managing Director of YTL Corporation Berhad Group in 1988, he led the transformation from a single listed company into a global integrated infrastructure developer, encompassing multiple listed entities ie. YTL Corporation Berhad, YTL Power International Berhad, YTL Hospitality REIT, Malayan Cement Berhad, NSL Ltd, Ranthill Utilities Berhad and Starhill Global Real Estate Investment Trust.

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

He was the Managing Director of YTL Corporation Berhad and YTL Land & Development Berhad until 29 June 2018 when he was redesignated as Executive Chairman of these companies. He is also the Executive Chairman of Malayan Cement Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad. He is the Executive Chairman and Managing Director of YTL e-Solutions Sdn Bhd and also a director of YTL Industries Berhad. He is also the Chairman of YTL Starhill Global REIT Management Limited, the manager of Starhill Global Real Estate Investment Trust, a vehicle listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST). He is Executive Chairman of YTL Cement Berhad and Pintar Projek Sdn Bhd, the manager for YTL Hospitality REIT. He is the Chairman of private utilities corporations, Wessex Water Services Limited in England and Wales, and YTL PowerSeraya Pte Limited in Singapore. He sits on the board of trustees of YTL Foundation and serves on the board of NSL Ltd, which is listed on the Main Board of SGX-ST.

He is a Founding Member of the Malaysian Business Council and The Capital Markets Advisory Council, member of The Nature Conservancy Asia Pacific Council and Global Council member of the

Asia Society. He is the first non-Italian board member of the historic Rome Opera House and helped fund its restoration to keep it from closing. He served as a member of the Barclays Asia-Pacific Advisory Committee from 2005 to 2012. He served as an Independent Non-Executive Director of The Hong Kong and Shanghai Banking Corporation Limited for a period of 10 years from July 2012 to June 2022. He was made a board member of Global Child Forum by His Majesty King Carl XVI Gustaf in May 2016.

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

In 2006, he was awarded the Commander of the Most Excellent Order of the British Empire (CBE) by Her Majesty Queen Elizabeth II, and in 2019, received the Knight Commander of the Order of the British Empire (KBE). Tan Sri received a prestigious professional accolade when made a Fellow of the Institute of Civil Engineers in London in 2008. He was the Primus Inter Pares Honouree of the 2010 Oslo Business for Peace Award, for his advocacy of socially responsible business ethics and practices. The Award was conferred by a panel of Nobel Laureates in Oslo, home of the Nobel Peace Prize. He also received the Corporate Social Responsibility Award at CNBC's 9th Asia Business Leaders Awards 2010. He received the Lifetime Achievement Award for Leadership in Regulated Industries at the 7th World Chinese Economic Summit held in London in 2015. He was also awarded the prestigious Muhammad Ali Celebrity Fight Night Award at the 2016 Celebrity Fight Night in Arizona. In 2017, he was honoured with the Kuala Lumpur Mayor's Award for Outstanding Contribution at the Kuala Lumpur Mayor Tourism Awards. This was in recognition of his efforts in the transformation of Kuala Lumpur into one of the top shopping and tourist destinations in the world. He was named CEO of the Year at the Asian Power Awards in 2017. The Japanese Government bestowed upon him the Order of the Rising Sun, Gold Rays with Rosette, in 2018 and in the same year the Italian government conferred upon him the honour of Grande Officiere of the Order of the Star of Italy. In 2022, he was awarded the PropertyGuru Real Estate Personality of the Year for Malaysia. The award is given to individuals who have made a significant impact in the Asian real estate sector.

PROFILE OF THE BOARD OF DIRECTORS

DATO' SERI YEOH SEOK HONG

Malaysian, male, aged 66, was appointed to the Board on 18 October 1996 as an Executive Director. Dato' was redesignated to the position of Managing Director on 29 June 2018. He serves as Executive Director of YTL Corporation Berhad and Malayan Cement Berhad, both listed on the Main Market of Bursa Malaysia Securities Berhad. He also serves on the board of NSL Ltd, which is listed on the Main Board of Singapore Exchange Securities Trading Limited (SGX-ST). He obtained his Bachelor of Engineering (Hons) Civil & Structural Engineering Degree from the University of Bradford, United Kingdom in 1982. He is a member of the Faculty of Building, United Kingdom and a Fellow of the Chartered Institute of Building (CIOB), United Kingdom. In 2010, he was conferred an Honorary Doctor of Science degree by Aston University in the United Kingdom. Dato' Seri Yeoh Seok Hong has vast experience in the construction industry and serves as the Managing Director of Syarikat Pembinaan Yeoh Tiong Lay Sdn Bhd, the YTL Group's flagship construction arm.

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

TAN SRI ISMAIL BIN ADAM

Malaysian, male, aged 75, was appointed to the Board on 25 February 2021 as an Independent Non-Executive Director. He is also a member of the Nominating Committee and Remuneration Committee. He obtained a Bachelor of Arts (Economics) Degree from University of Malaya in 1972, a Diploma in Public Administration from University of Malaya in 1975 and a Masters of Arts (Economics) from Vanderbilt University, USA in 1979. He attended the Advanced Management Programme at Harvard Business School in Boston, USA, in 2002.

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

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

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

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

PROFILE OF THE BOARD OF DIRECTORS

DATUK SERI LONG SEE WOOL

Malaysian, male, aged 70, was appointed to the Board on 28 December 2018 as an Independent Non-Executive Director. He is the Chairman of Nominating Committee and Remuneration Committee. He is also a member of the Audit Committee. He graduated with a Bachelor of Arts (Hons) Degree from University of Malaya and holds a Diploma in Public Administration from the National Institute of Public Administration (INTAN).

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

appointed as Under Secretary of the Aviation Division, MOT from 16 May 2002 to 1 November 2006 and was appointed as the Deputy Secretary-General (Planning). He was the Secretary-General of MOT before his retirement in November 2014.

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

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

DATUK LOO TOOK GEE

Malaysian, female, aged 69, was appointed to the Board on 28 December 2018 as an Independent Non-Executive Director. She is also a member of Audit Committee, Nominating Committee and Remuneration Committee. She holds a Master Degree in Policy Science from Saitama University, Japan, a postgraduate Diploma in Public Administration from National Institute of Public Administration (INTAN) and Bachelor of Arts (Honours) Degree from University of Malaya.

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

Her previous positions include Deputy Secretary-General (2), Ministry of Energy, Water and Communications, Malaysia from

9 April 2007 to July 2010; Undersecretary (International and Sustainable Energy), Energy Division, Ministry of Energy, Water and Communications, Malaysia from 1 January 2006 to 8 April 2007; Undersecretary (Policy and Industry Development), Energy Division, Ministry of Energy, Water and Communications, Malaysia from August 2002 to 31 December 2005; Principal Assistant Secretary (Energy), Ministry of Energy, Communications and Multimedia, Malaysia from October 1999 to August 2002; Principal Assistant Secretary, Ministry of Works, Malaysia from November 1990 to October 1999; Principal Assistant Director, Public Services Department, Malaysia from February 1983 to September 1988; and Assistant Director, Public Services Department, Malaysia from November 1979 to February 1983. She was a Commission member of Suruhanjaya Perkhidmatan Air Negara (SPAN) from February 2023 to January 2025.

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

DATO' YEOH SEOK KIAN

Malaysian, male, aged 68, was appointed to the Board on 21 October 1996 as an Executive Director. He graduated from Heriot-Watt University, Edinburgh, United Kingdom in 1981 with a Bachelor of Science (Hons) Degree in Building and was conferred an Honorary Degree of Doctor of the University in 2017. He attended the Advance Management Programme conducted by Wharton Business School, University of Pennsylvania in 1984. Dato' Yeoh is a Fellow of the Faculty of Building, United Kingdom as well as a Member of the Chartered Institute of Building (UK).

He served as Deputy Managing Director of YTL Corporation Berhad, which is listed on Main Market of Bursa Malaysia Securities Berhad, and Executive Director of YTL Land & Development

Berhad until 29 June 2018 when he was redesignated as Managing Director of these companies. He is also an Executive Director of Malayan Cement Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad and Pintar Projek Sdn Bhd, the manager of YTL Hospitality REIT. Dato' Yeoh Seok Kian also serves on the boards of other public companies such as YTL Cement Berhad, YTL Industries Berhad, Sentul Raya Golf Club Berhad and The Kuala Lumpur Performing Arts Centre, and private utilities corporations, Wessex Water Limited in England and Wales, YTL PowerSeraya Pte Limited in Singapore, as well as YTL Starhill Global REIT Management Limited, the manager of Starhill Global Real Estate Investment Trust and NSL Ltd, both of which are listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST).

PROFILE OF THE BOARD OF DIRECTORS

DATO' YEOH SOO MIN

Malaysian, female, aged 69, has been appointed to the Board on 2 June 1997 as an Executive Director. She graduated with a Bachelor of Art (Hons) Degree in Accounting. She did her Articleship at Leigh Carr and Partners, London and gained vast experience in accounting and management. She was responsible for the setting up of the Travel and Accounting Division of the YTL Group in December 1990. Dato' Yeoh Soo Min is currently responsible for the accounting and finance systems for the YTL Group. She is an Executive Director of YTL Corporation Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad and YTL Industries Berhad. She was appointed to the Board of Pintar Projek

Sdn Bhd, the manager of YTL Hospitality REIT on 13 December 2022. She also sits on the board of trustees of YTL Foundation.

She is the first female President of the Malaysian Institute of Management in history and Life Member of the Women's Institute of Management, Malaysia. Dato' Yeoh Soo Min is currently an Honorary Fellow of the Governors of International Students House, London, and Sir Thomas Pope, Trinity College, University of Oxford, UK, and member of the Vice-Chancellor's Circle of University of Oxford, UK. She is also a Trustee of Yayasan Tuanku Fauziah and IJN (Institut Jantung Negara - National Heart Institute Malaysia) Foundation.

DATO' SRI YEOH SOCK SIONG

Malaysian, male, aged 65, was appointed to the Board on 21 October 1996 as an Executive Director. He graduated from University of Bradford, United Kingdom in 1983 with a Bachelor of Engineering (Hons) Civil & Structural Engineering Degree. Dato' Sri Yeoh is primarily responsible for YTL Group Manufacturing Division which activities involve cement manufacturing and other building material industries. He serves as Managing Director of Malayan Cement Berhad and Executive Director of YTL Corporation Berhad, both listed on the Main Market of Bursa Malaysia Securities Berhad and Managing Director of YTL Cement Berhad and NSL Ltd, which

is listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST). He also serves on the boards of public companies such as YTL Land & Development Berhad, YTL Industries Berhad and a private utilities corporation, YTL PowerSeraya Pte Limited in Singapore.

He was on the board of Global Cement and Concrete Association (GCCA) in 2021 till July 2023. He was a director of The World Cement Association from 22 January 2020 to 22 October 2021.

DATO' YEOH SOO KENG

Malaysian, female, aged 62, was appointed to the Board on 2 June 1997 as an Executive Director. She started her career with YTL Group in 1986 as an engineer upon her graduation from Leeds University, United Kingdom with a Bachelor of Science (Hons) in Civil Engineering. She has held key executive positions in numerous industries and sectors in which the group has presence. She led numerous construction and infrastructure projects of strategic and national significance. She headed the group's procurement division and later headed the sales and marketing division of YTL Cement Berhad when the group entered the industry in 1992. She was subsequently appointed the director of sales and marketing for the group's mobile communications division in 2012.

She serves on the boards of YTL Corporation Berhad and Malayan Cement Berhad, both listed on the Main Market of Bursa Malaysia

Securities Berhad, NSL Ltd, which is listed on the Main Board of the Singapore Exchange Securities Trading Limited (SGX-ST) and YTL Cement Berhad. She is the President of the ASEAN Federation of Cement Manufacturers (AFCM).

She is actively involved in various community work at national and international levels. She serves on the board of trustees of YTL Foundation, and is the President of the Girl Guides Association Malaysia, Federal Territory of Kuala Lumpur Branch. She was elected as Chief Commissioner of the Girl Guides Association Malaysia in June 2023. She sits on the EXCO of the Girl Guides Association Malaysia. She sits on the boards of the World Scout Foundation (WSF) where she chairs the Global Network Committee. She also represents the WSF on the Finance Committee of the World Organisation of the Scout Movement (WOSM).

PROFILE OF THE BOARD OF DIRECTORS

DATO' YEOH SEOK KAH

Malaysian, male, aged 60, was appointed to the Board on 21 October 1996 as an Executive Director. He graduated from King's College, University of London, with an LLB (Hons) and was subsequently called to the Bar at Gray's Inn, London in 1988. He was awarded Fellowship of King's College London in July 2014.

Dato' Yeoh Seok Kah joined YTL Group in 1989 and is presently the Executive Director responsible for the YTL Hotels and Resorts Division. He is also an Executive Director and Chief Executive Officer of Pintar Projek Sdn Bhd, the manager of YTL Hospitality

REIT. He serves as an Executive Director of YTL Corporation Berhad, which is listed on the Main Market of Bursa Malaysia Securities Berhad. In addition, he is also part of YTL Power's Mergers & Acquisitions Team and was involved in the acquisition of ElectraNet SA (Australia), Wessex Water Limited (UK), P.T. Jawa Power (Indonesia) and PowerSeraya Limited (Singapore). He is a board member of YTL Land & Development Berhad, YTL Cement Berhad and private utilities corporations, Wessex Water Limited and Wessex Water Services Limited in England and Wales, and YTL PowerSeraya Pte Limited in Singapore.

SYED ABDULLAH BIN SYED ABD. KADIR

Malaysian, male, aged 71, was appointed to the Board on 18 February 1997 as an Executive Director. He graduated from the University of Birmingham in 1977 with a Bachelor of Science (Engineering Production) and a Bachelor of Commerce (Economics) Double Degree. He has extensive experience in banking and financial services, having been with Bumiputra Merchant Bankers Berhad from 1984 to 1994, holding the position of general manager immediately prior to his departure from the bank. Prior to

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

FAIZAL SHAM BIN ABU MANSOR

Malaysian, male, aged 54, was appointed to the Board on 6 December 2023 as an Independent Non-Executive Director. He is the Chairman of the Audit Committee. He graduated with a Bachelor of Science in Accounting from Rutgers University, New Jersey, USA and later went on to obtain his Masters in Business Administration from Ohio University, Athens, USA. He also has a Diploma in Aviation Studies from the International Air Transport Association. He is a Fellow of the Chartered Accountants Australia & New Zealand as well as Member of the Malaysia Institute of Accountants.

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

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

In 2006, he joined Malaysia Airports Holdings Berhad and later established himself as the CFO where he had helped restructure

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

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

In 2019, he was appointed an Independent Non-Executive Director and Chairman of Audit Committee of Affin Hwang Asset Management Berhad until it was acquired by CVC Capital Partners in 2022.

Since 1 November 2024, he has held the position of Group Chief Executive Officer at Dagang NeXchange Berhad. He is currently an Independent Non-Executive Director and the Chairman of the Audit and Risk Committee as well as the Nomination and Remuneration Committee at Solution Group Berhad.

PROFILE OF THE BOARD OF DIRECTORS

DETAILS OF ATTENDANCE OF DIRECTORS AT BOARD MEETINGS

During the financial year, a total of 6 Board meetings were held and the details of attendance are as follows:-

	Attendance
Tan Sri (Sir) Yeoh Sock Ping	6/6
Dato' Seri Yeoh Seok Hong	6/6
Tan Sri Ismail Bin Adam	6/6
Datuk Seri Long See Wool	6/6
Datuk Loo Took Gee	5/6
Dato' Yeoh Seok Kian	6/6
Dato' Yeoh Soo Min	6/6
Dato' Sri Yeoh Sock Siong	6/6
Dato' Yeoh Soo Keng	6/6
Dato' Yeoh Seok Kah	5/6
Syed Abdullah Bin Syed Abd. Kadir	6/6
Faizal Sham Bin Abu Mansor	5/6

Notes:

1. Family Relationship with Director and/or Major Shareholder

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

2. Conflict of Interest or Potential Conflict of Interest

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

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

He is also the Group Chief Executive Officer of Dagang Nexchange Berhad in which he holds a minority interest in shares. Dagang Nexchange Berhad is a multinational corporation with diverse businesses in technology, energy and information technology, including data centre, private cloud and artificial intelligence solutions. These business activities could potentially compete, although indirectly, with the renewable energy, data centre and artificial intelligence businesses of YTL Power Group.

3. Conviction of Offences (other than traffic offences)

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

4. Public Sanction or Penalty imposed

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

PROFILE OF KEY SENIOR MANAGEMENT

RUTH ESME JEFFERSON

British, female, aged 44, was appointed to the board of directors of Wessex Water Services Limited in September 2022.

A graduate of Oxford University, Ruth is a lawyer by training and joined Wessex Water in 2016 after a legal career in London and Bristol specialising in competition law issues. Prior to her

appointment as Chief Executive in October 2024, Ruth was the Chief Compliance Officer and Group General Counsel with responsibility for all compliance, legal and governance matters.

Ruth is a trustee of WaterAid and a local Bath charity.

JOHN NG PENG WAH

Singaporean, male, aged 66, was appointed to the board of directors and the Chief Executive Officer of YTL PowerSeraya Pte Limited ("YTL PowerSeraya") on 15 January 2019. He holds a Bachelor of Mechanical Engineering degree from Nanyang Technological Institute in Singapore, a Master of Science in Systems Engineering from National University of Singapore and a Master of Science in Material Science from Carnegie Mellon University, USA.

He joined the Public Utilities Board ("PUB"), which was established by the Singapore Government to be sole supplier of electricity, gas and water in Singapore, as an Engineer in 1985 and transitioned

with the company following the restructuring of the PUB in 1995, which resulted in the creation of various entities, including YTL PowerSeraya. He was promoted to Deputy General Manager (Business) in 2001 and Senior Vice President (Retail & Regulation) in 2004 before assuming the position of Chief Executive Officer in 2009. He left YTL PowerSeraya in 2013, taking on the role of Chief Executive Officer of Singapore LNG Corporation Pte Ltd.

In January 2019, he re-joined YTL PowerSeraya as the Chief Executive Officer. He serves as a board member of the Employment and Employability Institute (e2i) and Orchard Westwood Properties Pte Ltd. He is also a member of FM Global Asia Pacific Advisory Board.

LEE WING KUI

American, male, aged 58, was appointed the Chief Executive Officer of YTL Communications Sdn Bhd ("YTL Communications") on 1 November 2009 and subsequently appointed as a member of the board of directors of YTL Communications on 3 March 2011.

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

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

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

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

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

Notes:-

None of the Key Senior Management has -

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2025

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

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

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

An overview of the Board's compliance with the Code during the financial year ended 30 June 2025 is detailed in this statement.

The Company's Corporate Governance Report ("CG Report") for the financial year ended 30 June 2025 is available at the Company's website at www.ytlpowerinternational.com and has been released via the website of Bursa Securities at www.bursamalaysia.com in conjunction with the Annual Report.

PRINCIPLE A: BOARD LEADERSHIP & EFFECTIVENESS

Responsibilities of the Board

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

Key elements of the Board's stewardship responsibilities include:

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

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

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

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2025

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

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

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

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

In the discharge of their responsibilities, the Directors have established functions which are reserved for the Board and those which are delegated to management. Key matters reserved for the Board's approval include overall strategic direction, business

expansion and restructuring plans, material acquisitions and disposals, expenditure over certain limits, issuance of new securities, payments of dividends and capital alteration plans. Further information on authorisation procedures, authority levels and other key processes can also be found in the *Statement on Risk Management and Internal Control* set out in this Annual Report.

Board Meetings & Procedures

Board meetings are scheduled with due notice in advance at least 5 times in a year in order to review and approve the annual and interim financial results. Additional meetings may also be convened on an ad-hoc basis when significant issues arise relating to the YTL Power Group and when necessary to review the progress of its operating subsidiaries in achieving their strategic goals. Meetings of the Board committees are conducted separately from those of the main Board to enable objective and independent discussions. The Board met 6 times during the financial year ended 30 June 2025.

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

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

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

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

Company Secretary

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

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

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

Board Charter

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

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

The Board Charter clearly identifies the respective roles and responsibilities of the Board, Board committees, Directors and management and the issues and decisions reserved for the Board.

The Board Charter was most recently updated and adopted on 21 August 2024 to set out, amongst others, the applicability to the Board of the new Conflict of Interest Policy (detailed below) and the Code of Conduct & Business Ethics for the YTL Group of Companies ("YTL Group") ("YTL Group Code of Conduct & Business Ethics") and to establish a policy which limits the tenure of the Independent Non-Executive Directors to nine years without further extension.

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

Business Conduct, Ethics & Whistleblowing

Following the amendment to the Board Charter on 21 August 2024, the Directors observe and adhere to the YTL Group Code of Conduct & Business Ethics, replacing the Code of Ethics for Company Directors issued by the Companies Commission of Malaysia.

YTL Power has an established track record for good governance and ethical conduct and is also guided by the corporate culture of its parent company, YTL Corporation Berhad ("YTL Corp"). Key guidance is contained in the YTL Group Code of Conduct & Business Ethics, which also sets out the whistleblowing policy and procedures, and the YTL Group's Anti-Bribery & Corruption Policy, as detailed in the following section. A copy of the YTL Group Code of Conduct & Business Ethics can be found on the Company's website at www.ytlpowerinternational.com.

The YTL Group Code of Conduct & Business Ethics sets out the acceptable general practices and ethics for the YTL Group and includes policies and measures to address conflicts of interest, abuse of power, corruption, insider trading, money laundering and data protection. On 21 August 2024, the YTL Group Code of Conduct & Business Ethics was updated to codify existing environmental, social and governance policies and general practices that apply across the YTL Group.

Training modules and other methods of communication are employed on an ongoing basis to familiarise employees with their duties and obligations in this area. Training carried out during the financial year under review focused on areas including the Personal Data Protection Act and workplace health and safety.

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Conflicts of Interest ("COI")

The Board has in place a COI Policy which is intended to ensure that any actual or potential COI that a Director or key senior management may have is appropriately dealt with or managed. The policy applies to the Directors and key senior management of the YTL Power Group and sets out guidance in identifying COI situations, disclosure and recusal requirements and the measures to be taken to resolve, eliminate or mitigate conflicts. The policy also expands the scope of the Audit Committee's review of COI situations and the measures taken to resolve, eliminate or mitigate any such conflicts.

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

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

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

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

A comprehensive implementation plan has been established to communicate and disseminate the ABC Policy on an ongoing basis throughout the YTL Group through online training modules and other communication methods, and has been a highly effective component of the overall anti-bribery and corruption risk management process.

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

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

Sustainability Governance

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

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

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

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

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

The Board's evaluation process includes criteria for addressing and managing significant risks that may have a considerable impact on the Company, and ESG risks are incorporated into this process as they form part of the overall risk management framework. Further details are set out in the section below on *Evaluation of the Board* and in the *Nominating Committee Statement* in this Annual Report.

Composition of the Board

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

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

YTL Power is 53.28%-owned by YTL Corp, which is in turn 48.71%-owned by Yeoh Tiong Lay & Sons Holdings Sdn Bhd (as at 30 June 2025). The Executive Directors are appointed by the major shareholder in accordance with its rights under the Companies Act 2016 and the Constitution of the Company.

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

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

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

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

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

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

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

Board & Senior Management Appointments

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

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

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

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

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

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

Evaluation of the Board

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

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

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

Remuneration

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

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

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

The composition of the RC is set out below:

- Datuk Seri Long See Wool (Chairman)
- Tan Sri Ismail Bin Adam
- Datuk Loo Took Gee

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

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During the financial year ended 30 June 2025, the RC met once, attended by all members. The meeting, which was held on 7 August 2024, assessed the remuneration of the Directors and senior management as well as fees and meeting attendance allowance (benefits) proposed for the Independent Non-Executive Directors ("INED Remuneration"), guided by the framework set out in the YTL Power Group *Remuneration Policy and Procedures for Directors and Senior Management*. The remuneration of the Directors and the INED Remuneration were benchmarked against comparable listed companies in Malaysia in terms of industry and size/market capitalisation. The RC also considered the performance of the Independent Non-Executive Directors as indicated by the evaluations conducted and responsibilities assumed by the Directors and senior management, as well as the overall performance of the Group. In view of the foregoing, the RC considered the remuneration of the Executive Directors and senior management to be reasonable.

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

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

Board Commitment

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

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

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

PRINCIPLE B: EFFECTIVE AUDIT & RISK MANAGEMENT

Integrity in Financial Reporting

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

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

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Audit Committee

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

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

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

The Audit Committee met 5 times during the financial year ended 30 June 2025. Full details of the composition and a summary of the work carried out by the Audit Committee during the financial year can be found in the *Audit Committee Report* set out in this Annual Report. This information and the terms of reference of the Audit Committee are available under the "Governance" section on the Company's website at www.ytlpowerinternational.com.

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

The Audit Committee's *Auditor Independence Policy* guides its assessment of the suitability, objectivity and independence of the external auditors. The policy includes, amongst others, a cooling off period of three years before a former audit partner of the external audit firm may be appointed as a member of the Audit Committee and additional assessment criteria based on information presented in the *Annual Transparency Report* of the external

auditors, in line with the Code. None of the Audit Committee members were formerly partners of YTL Power's external auditors.

Details of the audit and non-audit fees paid/payable to PwC Malaysia and member firms of PricewaterhouseCoopers International Limited ("PwCIL") for the financial year ended 30 June 2025 are as follows:-

	Company RM'000	Group RM'000
Statutory audit fees paid/payable to:-		
- PwC Malaysia	1,231	1,253
- Member firms of PwCIL *	-	957
Total	1,231	2,210
Non-audit fees paid/payable to:-		
- PwC Malaysia	62	300
- Member firms of PwCIL *	-	473
Total	62	773

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

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

Risk Management & Internal Control

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

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

Internal Audit

YTL Power's internal audit function is carried out by the Internal Audit department within the YTL Corp Group ("YTLIA"), which reports directly to the Audit Committee. The Head of YTLIA,

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Mr Choong Hon Chow, is a registered member of the Malaysian Institute of Accountants and a Fellow of the Association of Chartered Certified Accountants (ACCA) UK. He is also a Chartered Member of the Institute of Internal Auditors Malaysia (CMIIA). He started his career with the external audit division of a large public accounting firm before moving on to the internal audit profession in public listed companies and gained valuable and extensive internal audit experience covering many areas of diversified commercial businesses and activities. He has a total of 42 years of internal and external audit experience.

During the financial year ended 30 June 2025, YTLIA comprised 9 full-time personnel. The personnel of YTLIA are free from any relationships or conflicts of interest which could impair their objectivity and independence.

In July 2024, a Gap Assessment based on Global Internal Audit Standards which came into effect in January 2025 was conducted on YTLIA.

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

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

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

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

Communication with Shareholders & Other Stakeholders

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

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

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

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

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Conduct of General Meetings

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

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

The Executive Chairman, Managing Director and Executive Directors provide appropriate answers in response to shareholders' questions during the meeting, thereby ensuring a high level of accountability, transparency and identification with the YTL Power Group's business operations, strategy and goals.

The Directors are mindful of the recommendation under the Code that all directors must attend general meetings and fully appreciate the need for their attendance at all such meetings. All Directors attended the Company's 28th AGM held on 5 December 2024, save for Dato' Yeoh Soo Keng.

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

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

The rights of shareholders, including the right to demand a poll, are found in the Constitution of the Company. At the 28th AGM of the Company, held on 5 December 2024, the resolutions put forth for shareholders' approval were voted on by way of a poll.

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

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

Minutes of general meetings are posted on the Company's website under the "Meetings" page, which can be accessed at the link below, no later than 30 business days after the general meeting:

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

The 28th AGM of the Company was conducted as a fully virtual meeting through live streaming and online remote participation and voting using the TIH Online System at <https://tiih.com.my> provided by the appointed share registrar and poll administrator, Tricor Investor & Issuing House Services Sdn Bhd.

The forthcoming 29th AGM will be held on a physical basis, the details of which can be found in the *Notice of Annual General Meeting* in this Annual Report.

This statement and the CG Report were approved by the Board on 21 August 2025.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

for the financial year ended 30 June 2025

The Board of Directors ("Board") of YTL Power International Berhad ("YTL Power" or "Company") is pleased to present the Statement on Risk Management and Internal Control for the financial year ended 30 June 2025, issued in compliance with Paragraph 15.26(b) of the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") and Principle B of the Malaysian Code on Corporate Governance ("Code"), with guidance from the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers issued by the Taskforce on Internal Control and endorsed by Bursa Securities.

BOARD RESPONSIBILITY

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

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

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

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

The principal features of the YTL Power Group's system of internal control can be summarised as follows:-

- **Authorisation Procedures:** The YTL Power Group has a clear definition of authorisation procedures and a clear line of accountability, with strict authorisation, approval and control procedures within the Board and senior management.

Responsibility levels are communicated throughout the YTL Power Group which set out, among others, authorisation levels, segregation of duties and other control procedures to promote effective and independent stewardship in the best interests of shareholders.

- **Authority Levels:** The YTL Power Group has delegated authority levels for tenders, capital expenditure projects, acquisitions and disposals of businesses and other significant transactions to the Executive Chairman, Managing Director and Executive Directors. The approval of capital and revenue proposals including financing of corporate and investment funding requirements above certain limits is reserved for decision by the Board. Other investment decisions are delegated for approval in accordance with authority limits. Comprehensive appraisal and monitoring procedures are applied to all major investment decisions.
- **Financial Performance:** Interim financial results are reviewed by the Audit Committee and approved by the Board upon the recommendation of the Audit Committee before release to Bursa Securities. The full year audited financial statements and analyses of the YTL Power Group's financial performance are released to shareholders.
- **Internal Compliance:** The YTL Power Group monitors compliance with its internal financial controls through management reviews. Financial reports are reviewed by key personnel to enable it to gauge achievement of annual targets. Updates of internal policies and procedures are undertaken to resolve operational deficiencies and to reflect changing risks, as well as changes to legal and regulatory compliance requirements relevant to the YTL Power Group. Internal audit visits are systematically arranged to monitor and scrutinise compliance with procedures and assess the integrity of financial information provided.

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

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

- **Internal Audit Function and Audit Committee Oversight:** The YTL Power Group's internal audit function is carried out by the Internal Audit department within the YTL Corporation Berhad Group ("YTLIA"), which evaluates the efficiency and

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

for the financial year ended 30 June 2025

effectiveness of the internal control systems implemented by management and reports directly to the Audit Committee. A description of the work of the internal audit function can be found in the *Audit Committee Report*, whilst additional details about the personnel and resources of YTLIA are contained in the *Corporate Governance Overview Statement* set out in this Annual Report. This information is also available under the “Governance” section on the Company’s website at www.ytlpowerinternational.com.

YTLIA operates independently of the business or service units it audits and reports to the Audit Committee on the results of the audits, highlighting the efficiency and effectiveness of the system of internal control and significant risks. The Audit Committee reviews and evaluates the key concerns and issues raised and ensures that appropriate and prompt remedial action is taken by management.

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

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

Similarly, the companies of the YTL PowerSeraya Pte Limited group (“YTL PowerSeraya”) based in Singapore were also not covered by YTLIA. YTL PowerSeraya’s operations are subject to stringent financial and operational controls imposed by its regulator, the Energy Market Authority (EMA), a statutory board under the Ministry of Trade and Industry of Singapore.

YTL PowerSeraya outsourced its internal audit functions to a reputable professional firm which reports to its audit committee and its findings are also presented to the Audit Committee. YTL PowerSeraya has the responsibility to ensure that the internal controls and systems in place are maintained to provide reasonable assurance as to the integrity and reliability of its financial statements.

Ranhill Utilities Berhad (“Ranhill”) and its subsidiaries were not covered by YTLIA, as Ranhill is listed on Bursa Securities and, accordingly, has its own board audit committee as part of its corporate governance frameworks.

The system of internal control is constantly reviewed, enhanced and updated in line with changes in the operating environment. The Board is of the view that the current system of internal control in place throughout the YTL Power Group is effective to safeguard its interests.

- **Executive Board and Senior Management Meetings:**

The YTL Power Group conducts regular executive board and senior management meetings comprising the Managing Director, Executive Directors overseeing operational matters, divisional heads and senior managers. These meetings are convened to deliberate and decide on urgent matters and to identify, review, discuss and resolve significant financial and treasury matters and to monitor the financial standing of the YTL Power Group. They also serve to ensure that any new financial developments and areas of concern are highlighted early and can be dealt with promptly. Decisions can then be effectively communicated to all relevant staff levels in a timely manner. From these meetings, the executive board and management are able to identify significant operational and financial risks of the business units concerned.

- **Site Visits:** The Managing Director and Executive Directors overseeing operational matters undertake site visits to operating units and communicate with various levels of staff to gauge first-hand the effectiveness of strategies discussed and implemented. This is to ensure that management and the respective Executive members of the Board maintain a transparent and open channel of communication for effective operation.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

for the financial year ended 30 June 2025

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

The Board acknowledges that all areas of the YTL Power Group's business activities involve some degree of risk. The YTL Power Group is committed to ensuring that these risks are managed in order to protect shareholder value.

The Board assumes overall responsibility for the YTL Power Group's risk management practices. Identifying, evaluating and managing significant risks faced by the YTL Power Group is an ongoing process which is undertaken by senior management at each level of operations. During the financial year under review, the Board's functions within the risk management practices were exercised primarily by the Managing Director and Executive Directors overseeing operational matters through their participation in management meetings to ensure the adequacy and integrity of the system of internal control. Emphasis is placed on reviewing and updating the process for identifying and evaluating the significant risks affecting the business, and policies and procedures by which these risks are managed.

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

Management is responsible for creating a risk-aware culture within the YTL Power Group and for the identification and evaluation of significant risks applicable to their areas of business, together with the design and operation of suitable internal controls. These risks are assessed on a continual basis and may be associated with a variety of internal and external sources including control breakdowns, disruption in information systems, competition, natural catastrophe and regulatory requirements. Changes in the business and the external environment which may give rise to significant risks are reported by management to the Managing Director/Executive Directors in developing appropriate risk mitigation measures.

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

REVIEW BY EXTERNAL AUDITORS

As required under Paragraph 15.23 of the Listing Requirements, the external auditors, PricewaterhouseCoopers PLT, have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed in accordance with Audit and Assurance Practice Guide ("AAPG") 3 issued by the Malaysian Institute of Accountants. Based on the procedures performed by the external auditors, they have reported to the Board that nothing has come to their attention that causes them to believe that this statement was not prepared, in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor was this statement factually inaccurate. AAPG 3 does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the YTL Power Group.

CONCLUSION

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

This statement was approved by the Board on 21 August 2025.

AUDIT COMMITTEE REPORT

COMPOSITION

Faizal Sham Bin Abu Mansor

(Chairman/Independent Non-Executive Director)

Datuk Seri Long See Wool

(Member/Independent Non-Executive Director)

Datuk Loo Took Gee

(Member/Independent Non-Executive Director)

TERMS OF REFERENCE

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

NUMBER OF MEETINGS HELD AND DETAILS OF ATTENDANCE

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

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

SUMMARY OF WORK CARRIED OUT FOR FINANCIAL YEAR

The Audit Committee carried out the following work for the financial year ended 30 June 2025 in the discharge of its functions and duties:-

1. Financial Reporting

- (a) Reviewed the unaudited quarterly financial results and annual financial statements ("Financial Reports") prior to its recommendation to the Board of Directors for approval;
- (b) In respect of the Financial Reports, the following matters were reviewed and discussed with management, with clarifications and/or additional information provided wherever required:-
 - Appropriate accounting policies had been adopted and applied consistently, and other statutory and regulatory requirements had been complied with;

- The Company has adequate resources to continue in operation for the foreseeable future and that there are no material uncertainties that could lead to significant doubt as to the Group's ability to continue as a going concern;
- Significant judgements made by management in respect of matters such as impairment assessment on goodwill, investment and property, plant and equipment, capitalisation policy of infrastructure assets in property, plant and equipment, expected credit loss assessment on trade receivable, capitalisation of borrowing costs and the underlying assumptions and/or estimates used were reasonable and appropriate in accordance with the requirements of the Malaysian Financial Reporting Standards ("MFRS");
- Adequate processes and controls were in place for effective and efficient financial reporting and disclosures under the MFRS and Bursa Malaysia Securities Berhad Main Market Listing Requirements ("Listing Requirements");
- The Financial Reports were fairly presented in conformity with the relevant accounting standards in all material aspects.

2. External Audit

- (a) Reviewed with the external auditors, PricewaterhouseCoopers PLT ("PwC"):-
 - the audit plan for the financial year ended 30 June 2025 outlining, amongst others, significant developments that affect the Group's business, risk assessment, their scope of work, areas of audit emphasis, multi-location audit, and development in laws and regulations affecting financial reporting and the roles and responsibilities of directors/audit committee members and auditors, as well as their latest transparency report;
 - their status report, and final report on the audit of the financial statements for financial year ended 30 June 2025 setting out their comments and conclusions on the significant audit and accounting matters highlighted, including management's judgements, estimates and/or assessments made, and adequacy of disclosures in the financial statements. The review also covered the report on the Information Technology ("IT") General Controls

AUDIT COMMITTEE REPORT

review conducted on YTL Communications Sdn Bhd and an update on the prior financial year's findings, and internal control matters highlighted by the external auditors that arose during the course of their audit;

- (b) Reviewed the audit fees proposed by PwC together with management and recommended the fees agreed with PwC to the Board of Directors for approval;
- (c) Had discussions with PwC without the presence of management twice on 18 August 2025 and 22 September 2025, to apprise on matters in regard to the audit and financial statements;
- (d) Reviewed the profiles of the audit engagement team from PwC, specialised audit support (taxation, advisory, and IT risk assurance) to assess their qualifications, expertise, resources, and independence, as well as the effectiveness of the audit process;
- (e) Reviewed on a quarterly basis, the nature and extent of the non-audit services provided by PwC and its affiliates and was satisfied with the suitability, performance, independence and objectivity of PwC. Endorsed and concurred with PwC's conclusion that the provision of non-assurance services by PwC and its affiliates were permissible and did not impair their independence with respect to the Company and the Group;
- (f) Obtained written assurance from PwC that they have complied with the independence requirements and that their objectivity has not been compromised in accordance with regulatory and professional requirements;
- (g) Assessed performance of PwC for the financial year ended 30 June 2025 and recommended to the Board of Directors for re-appointment at the forthcoming annual general meeting.

3. Internal Audit

- (a) Reviewed with the internal auditors the internal audit reports (including follow-up review reports), the audit findings and recommendations, management's responses and/or actions taken thereto and ensured that material findings were satisfactorily addressed by management. Also took note of the salient findings set out in the internal audit reports reviewed by the audit and risk committee and audit committee of Wessex Water Limited group and YTL PowerSeraya Pte. Limited, respectively;

- (b) Reviewed and adopted the internal audit risk analysis report for 2024. Internal audit would leverage on the Group's risk analysis to focus on the business processes and relevant areas that address the key risks identified. Risk management and internal control report of the significant associated corporation, P.T. Jawa Power was also submitted to the Audit Committee;
- (c) Reviewed and adopted the internal audit plan for financial year ending 30 June 2026 to ensure sufficient scope and coverage of activities of the Company and the Group;
- (d) Reviewed internal audit resourcing, with focus on ensuring that the function has sufficient resources together with the right caliber of personnel to perform effectively and that the head of internal audit has adequate authority to discharge his functions objectively and independently.

4. Related Party Transactions

- (a) Reviewed, on a quarterly basis, the recurrent related party transactions of a revenue or trading nature ("RRPTs") entered into by the Company and/or its subsidiaries with related parties to ensure that the Group's internal policies and procedures governing RRPTs are adhered to, the terms of the shareholder mandate are not contravened, and disclosure requirements of the Listing Requirements are observed;
- (b) Reviewed the circular to shareholders in relation to the renewal of shareholder mandate for RRPTs, prior to its recommendation to the Board of Directors for approval.

5. Annual Report

Reviewed this Audit Committee Report, and Statement on Risk Management and Internal Control before recommending these to the Board of Directors for approval for inclusion in 2025 Annual Report.

6. Conflict of Interest ("COI")

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

AUDIT COMMITTEE REPORT

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

In accordance with the COI Policy, the review process focused on the following key areas:

- Assessing the nature and extent, materiality, and potential impact of conflicts on decision-making;
- Ensuring timely and complete declarations of actual or potential conflicts;
- Maintaining records of disclosures and actions taken, with periodic monitoring and reporting to the Board of Directors;
- Recommending appropriate mitigation measures, including but not limited to recusal from deliberations and restricted access to sensitive information;
- Reviewing the adequacy and effectiveness of the COI Policy to ensure alignment with best practices and governance standards.

There were eight potential COIs identified arising from declarants' interest in competing businesses in water and sewerage, broadband services, solar energy and information technology, including data centre, private cloud and artificial intelligence solutions businesses. Such potential COI will be monitored by the Audit Committee and necessary action taken as required. The Board of Directors was informed of these.

7. Employees Share Option Scheme ("ESOS")

Verification on the allocation of share options to eligible employees and Directors of the Company and/or subsidiaries as approved by the options committee on 26 December 2024 and concurred that the allocation under the ESOS complied with the criteria set out in the By-Laws of the ESOS.

INTERNAL AUDIT FUNCTION

The Group's internal audit function is carried by the internal audit department within the YTL Corporation Berhad Group ("YTLIA"), which provides assurance on the efficiency and effectiveness of the internal control systems implemented by management, and reports functionally to the Audit Committee of the Company.

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

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

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

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

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

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

Costs amounting to RM2,193,251 were incurred in relation to the internal audit function for the financial year ended 30 June 2025.

NOMINATING COMMITTEE STATEMENT

NOMINATING COMMITTEE (“NC”)

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

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

During the financial year ended 30 June 2025, two (2) meetings were held and the details of attendance are as follows:

Members of the NC	Attendance
Datuk Seri Long See Wool (<i>Chairman</i>)	2/2
Tan Sri Ismail Bin Adam	2/2
Datuk Loo Took Gee	2/2

POLICY ON BOARD COMPOSITION

As the Board’s overriding aim is to maintain a strong and effective Board, it seeks to ensure that all appointments are made on merit, taking into account the collective balance of elements such as skills, experience, age, gender, ethnicity, background and perspective. The Board recognises the importance of encouraging and developing female talent at all levels. Currently, three of the Company’s Directors are women and make up 25% of the full Board. Although it has not set any specific measurable objectives, the Board intends to continue its current approach to diversity in all aspects while at the same time seeking Board members of the highest caliber, and with the necessary strength, experience and skills to meet the needs of the Company.

BOARD NOMINATION AND ELECTION PROCESS AND CRITERIA USED

The NC is responsible for considering and making recommendations to the Board, candidates for directorship when the need arises such as to fill a vacancy arising from resignation or retirement or to close any skills, competencies, experience or diversity gap that has been identified or to strengthen Board composition. Candidates may be proposed by the Managing Director or any Director or shareholder and must fulfil the requirements prescribed under the

relevant laws and regulations for appointment as director. A candidate’s suitability for appointment will be based primarily on the individual’s merits, fitness and propriety in accordance with the *Fit and Proper Policy* adopted by the Board, as well as the strategic aim for the appointment.

ACTIVITIES OF THE NC FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

(i) Annual evaluation

In May 2025, the annual evaluation of the effectiveness of the Board, Board Committees and individual directors was carried out. The evaluation exercise was facilitated by the Company Secretary and involved the completion of evaluation forms.

Besides composition and diversity, Board effectiveness evaluation covered the areas of quality of governance and decision making, including ability in addressing and managing the Company’s material sustainability risk and opportunities, while Board Committees were assessed on their composition, expertise, and whether their functions and responsibilities were effectively discharged in accordance with their respective terms of reference.

Individual Directors were evaluated on their fit and properness, caliber, character and integrity, contribution and performance; whether they devote necessary time and commitment, and have shown the will and ability to deliberate constructively, ask the right questions and confidence to stand up for a point of view. With regards to the Independent Directors, their independence was also assessed.

Results of the evaluations indicated no evident weaknesses or shortcomings which require mitigating measure. The Board and the Board Committees continue to perform effectively and the Directors demonstrated satisfactory performance and commitment in discharging their responsibilities for the financial year ended 30 June 2025.

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

NOMINATING COMMITTEE STATEMENT

(ii) Review of Directors standing for re-election

In June 2025, based on the schedule of retirement by rotation and in conjunction with the annual evaluation exercise, the NC (save for Datuk Seri Long See Wool ("Datuk Seri Long") and Datuk Loo Took Gee ("Datuk Loo") who abstained from deliberations in respect of his/her own re-election) evaluated and recommended to the Board that Tan Sri (Sir) Yeoh Sock Ping, Datuk Seri Long, Datuk Loo, and Tuan Syed Abdullah Bin Syed Abd. Kadir, who are due to retire by rotation pursuant to Article 86 of the Company's Constitution at the Twenty-Ninth Annual General Meeting ("AGM") of the Company, stand for re-election.

The NC was satisfied that the executive directors, namely, Tan Sri (Sir) Yeoh Sock Ping and Tuan Syed Abdullah Bin Syed Abd. Kadir who have a wealth of experience, knowledge and insights of the business, operations and growth strategies of the Company and its subsidiaries ("YTL Power Group"), performed and contributed effectively as indicated by the performance evaluation results. The NC also considered their fitness and propriety, in particular their character and integrity, experience and competence, as well as their time and commitment to their roles and responsibilities.

As for the Independent Non-Executive Directors, namely, Datuk Seri Long and Datuk Loo, the NC (save for Datuk Seri Long and Datuk Loo who abstained from deliberations in respect of his/her own re-election) was satisfied that they continue to meet the fit and proper criteria as stated in *Fit and Proper Policy* and exercise objective and independent judgement in discharging their roles and responsibilities, and fulfill the independence criteria set out in the Bursa Malaysia Securities Berhad Main Market Listing Requirements ("Listing Requirements").

(iii) Review of the evaluation forms

The NC reviewed and recommended to the Board the adoption of revised evaluation forms to ensure consistency with the Malaysian Code on Corporate Governance, Listing Requirements and Board Charter of the Company.

(iv) Review of the NC Statement for financial year ended 30 June 2025

The NC reviewed this NC Statement prior to its recommendation to the Board for inclusion in the 2025 Annual Report.

INDUCTION, TRAINING AND DEVELOPMENT OF DIRECTORS

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

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

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

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

During the financial year ended 30 June 2025, the following in-house training programmes were organised for the Directors:

- YTL LEAD Conference 2024;
- Recent Developments with the Listing Requirements, including Conflict of Interest ("COI") Amendments;
- YTL Personal Data Protection Course;
- YTL Workplace Health & Safety;
- Mastering Technology and Data Risk in the Age of Generative AI.

NOMINATING COMMITTEE STATEMENT

All the Directors have undergone training programmes during the financial year ended 30 June 2025. The conferences, seminars and training programmes attended by one or more of the Directors covered the following areas:-

Seminars/Conferences/Training	Attended by
■ Corporate Governance/Cybersecurity/Capital Markets/Investment/Legal/ Compliance/Environmental, Social & Governance ("ESG")/Sustainability	
	Recent Developments with the Listing Requirements, including COI Amendments
	Tan Sri (Sir) Yeoh Sock Ping Tan Sri Ismail Bin Adam Datuk Seri Long See Wool Datuk Loo Took Gee Dato' Yeoh Soo Min Dato' Yeoh Seok Kah Syed Abdullah Bin Syed Abd. Kadir Faizal Sham Bin Abu Mansor
	Institute of Corporate Directors of Malaysia (ICDM): Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Tan Sri (Sir) Yeoh Sock Ping Tan Sri Ismail Bin Adam Datuk Seri Long See Wool Datuk Loo Took Gee Dato' Yeoh Soo Min Dato' Yeoh Seok Kian Dato' Sri Yeoh Sock Siong Dato' Yeoh Soo Keng Syed Abdullah Bin Syed Abd. Kadir Faizal Sham Bin Abu Mansor
	YTL Personal Data Protection Course
	Tan Sri Ismail Bin Adam Datuk Seri Long See Wool Datuk Loo Took Gee Dato' Yeoh Seok Kian Dato' Yeoh Seok Kah Syed Abdullah Bin Syed Abd. Kadir
	YTL Workplace Health & Safety
	Tan Sri Ismail Bin Adam Datuk Seri Long See Wool Datuk Loo Took Gee Dato' Yeoh Seok Kah Syed Abdullah Bin Syed Abd. Kadir
	YTL Digital Bank Berhad: Corporate and Personal Liability on Corruption under Section 17A of the MACC Act 2009 – Implications to the Bank, its Directors and Management
	Dato' Seri Yeoh Seok Hong
Bursa Malaysia/Asia School of Business Webinar: Conflict of Interest and Governance of COI	Datuk Loo Took Gee
Suruhanjaya Perkhidmatan Air Negara (SPAN): ESG Training for SPAN members	Datuk Loo Took Gee
Organisation for Economic Co-operation and Development (OECD): Forum on Green Finance and Investment	Datuk Loo Took Gee
Ministry of Energy Transition and Water Transformation (PETRA): Forum on Malaysian Water Transformation Plan 2024 (AIR 2024)	Datuk Loo Took Gee
Hartalega Holdings Berhad: Cyber Security Awareness: 2024 Malaysian Cyber Security Act by LGMS Berhad	Datuk Loo Took Gee

NOMINATING COMMITTEE STATEMENT

Seminars/Conferences/Training	Attended by
■ Corporate Governance/Cybersecurity/Capital Markets/Investment/Legal/Compliance/Environmental, Social & Governance ("ESG")/Sustainability (Cont'd.)	
• Malaysian Institute of Corporate Governance (MICG): Webinar - Enhanced Conflict of Interest	Datuk Loo Took Gee
• Malaysian Institute of Management: Shared Responsibility, Shared Future: Uniting Stakeholders to co-create a Greener Malaysia	Dato' Yeoh Soo Min
• United Nations: International Women's Day Forum 2025 - For ALL Women and Girls in Malaysia: Rights. Equality. Empowerment	Dato' Yeoh Soo Min
• Webinar by DBS: XRP & the XRP Ledger 101	Dato' Yeoh Soo Min
• YTL Climate-Related Risks and Opportunities Training	Dato' Sri Yeoh Sock Siong Dato' Yeoh Soo Keng
■ Leadership and Business Management/Economy/Finance/Taxation	
• YTL LEAD Conference 2024	Tan Sri (Sir) Yeoh Sock Ping Dato' Seri Yeoh Seok Hong Tan Sri Ismail Bin Adam Datuk Seri Long See Wool Datuk Loo Took Gee Dato' Yeoh Soo Min Dato' Yeoh Seok Kian Dato' Sri Yeoh Sock Siong Dato' Yeoh Soo Keng Dato' Yeoh Seok Kah Syed Abdullah Bin Syed Abd. Kadir
• Securities Industry Development Corporation (SIDC): Trump Tariffs: How Has the World Changed?	Datuk Loo Took Gee
• The International Civil Aviation Organization (ICAO) Air Services Negotiation 2024 (ICAN 2024)	Datuk Seri Long See Wool
• J.P. Morgan: Women's Forum 2024 - The Power of Perseverance	Dato' Yeoh Soo Min
■ Risk Management/Technology/Innovation	
• Mastering Technology and Data Risk in the Age of Generative AI	Tan Sri (Sir) Yeoh Sock Ping Tan Sri Ismail Bin Adam Datuk Seri Long See Wool Dato' Sri Yeoh Sock Siong Dato' Yeoh Soo Keng Dato' Yeoh Seok Kah Syed Abdullah Bin Syed Abd. Kadir Faizal Sham Bin Abu Mansor
• Australian Trade and Investment Commission: Women in Technology - Breaking Barriers	Dato' Yeoh Soo Min

STATEMENT OF DIRECTORS' RESPONSIBILITIES

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

In preparing the financial statements for the financial year ended 30 June 2025, the Directors have:

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

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

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

COMMON SUSTAINABILITY MATTERS

Indicator	Measurement Unit	2024	2025
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Executive	Percentage	89.00	54.00
Non-Executive	Percentage	82.00	36.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	98.00	98.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	24,300,000.00	27,300,000.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	152,721	61,023
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Executive Under 30	Percentage	10.00	18.00
Executive Between 30-50	Percentage	62.00	57.00
Executive Above 50	Percentage	28.00	25.00
Non-Executive Under 30	Percentage	25.00	24.00
Non-Executive Between 30-50	Percentage	49.00	54.00
Non-Executive Above 50	Percentage	26.00	22.00
Gender Group by Employee Category			
Executive Male	Percentage	66.00	66.00
Executive Female	Percentage	34.00	34.00
Non-Executive Male	Percentage	76.00	79.00
Non-Executive Female	Percentage	24.00	21.00
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	75.00	75.00
Female	Percentage	25.00	25.00
Under 50	Percentage	0.00	0.00
Between 50-60	Percentage	25.00	17.00
Above 60	Percentage	75.00	83.00
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	11,246,053.00	10,380,453.00
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	0	1
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	1.04	0.63
Bursa C5(c) Number of employees trained on health and safety standards	Number	3,324	6,778

Internal assurance External assurance No assurance

(*)Restated

COMMON SUSTAINABILITY MATTERS

Indicator	Measurement Unit	2024	2025
Bursa (Labour practices and standards)			
Bursa C6(a) Total hours of training by employee category			
Executive	Hours	17,218	77,254
Non-Executive	Hours	54,803	196,697
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	8.00	11.00
Bursa C6(c) Total number of employee turnover by employee category			
Executive	Number	165	712
Non-Executive	Number	497	975
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	95.00	96.00
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	2,580.000000	732,385.000000
Bursa (Waste management)			
Bursa C10(a) Total waste generated	Metric tonnes	225,901.00	335,587.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	218,241.00	201,389.00
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	7,660.00	134,179.00
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	4,160,000.00	5,505,000.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	153,000.00	476,000.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	No Data Provided

Note:

(1) Turnover comprises employees leaving the organisation for any reason, including resignation, contract expiry, termination, retirement etc

(2) Work is ongoing to assess the materiality and put in place the necessary processes to improve the accuracy and completeness of Scope 3 data

GRI CONTENT INDEX

Statement of use	YTL Power International Berhad has reported the information cited in this GRI content index for the period from 1 July 2024 to 30 June 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Page
GRI 2: General Disclosures 2021		
2-1	Organisational details	2, 10-11; 46
2-2	Entities included in the organisation's sustainability reporting	42
2-3	Reporting period, frequency and contact point	42
2-5	External assurance	42
2-6	Activities, value chain and other business relationships	10-36; 46-47
2-7	Employees	46; 73
2-9	Governance structure and composition	47-48; 93-97
2-10	Nomination and selection of the highest governance body	104-105; 116-117
2-11	Chair of the highest governance body	47-48; 93
2-12	Role of the highest governance body in overseeing the management of impacts	47-48; 103-104
2-13	Delegation of responsibility for managing impacts	47-48; 103-104
2-14	Role of the highest governance body in sustainability reporting	47-48; 103-104
2-15	Conflicts of interest	103
2-16	Communication of critical concerns	102
2-17	Collective knowledge of the highest governance body	118-119
2-18	Evaluation of the performance of the highest governance body	105; 116-117
2-19	Remuneration policies	105-106
2-20	Process to determine remuneration	105-106

GRI Standard	Disclosure	Page
2-22	Statement on sustainable development strategy	44-45
2-23	Policy commitments	102
2-24	Embedding policy commitments	102
2-26	Mechanisms for seeking advice and raising concerns	102
2-28	Membership associations	92
2-29	Approach to stakeholder engagement	49

GRI 3: Material Topics 2021

3-1	Process to determine material topics	48-51
3-2	List of material topics	50-51

Economic Performance

GRI 3: Material Topics 2021

3-3	Management of material topics	10-36; 44; 86
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GRI 201: Economic Performance 2016

201-1	Direct economic value generated and distributed	14-15; 47; 79
201-3	Defined benefit plan obligations and other retirement plans	285-295

Procurement

GRI 3: Material Topics 2021

3-3	Management of material topics	45; 90
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GRI 204: Procurement Practices 2016

204-1	Proportion of spending on local suppliers	90
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GRI CONTENT INDEX

GRI Standard	Disclosure	Page
Anti-Corruption		
GRI 3: Material Topics 2021		
3-3	Management of material topics	45; 86-88
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	87
205-2	Communication and training about anti-corruption policies and procedures	87-88
205-3	Confirmed incidents of corruption and actions taken	87
Energy		
GRI 3: Material Topics 2021		
3-3	Management of material topics	45; 52-58; 65-66
GRI 302: Energy 2016		
302-1	Energy consumption within the organisation	65
302-4	Reduction of energy consumption	65-66
Water & Effluents		
GRI 3: Material Topics 2021		
3-3	Management of material topics	45; 52-55; 63-67
GRI 303: Water and Effluents 2018		
303-1	Interactions of water as a shared resource	63-67
303-3	Water withdrawal	63
303-4	Water discharge	63
303-5	Water consumption	63

GRI Standard	Disclosure	Page
Biodiversity		
GRI 3: Material Topics 2021		
3-3	Management of material topics	45; 52-53; 68-69
GRI 304: Biodiversity 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	68-69
304-3	Habitats protected or restored	68-69
Emissions		
GRI 3: Material Topics 2021		
3-3	Management of material topics	45; 52-63
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	61
305-2	Energy indirect (Scope 2) GHG emissions	61
305-3	Other indirect (Scope 3) GHG emissions	61
305-4	GHG emissions intensity	61
305-5	Reduction of GHG emissions	52-63
Waste		
GRI 3: Material Topics 2021		
3-3	Management of material topics	45; 52-53; 67
GRI 306: Waste 2020		
306-3	Waste generated	67
306-4	Waste diverted from disposal	67
306-5	Waste directed to disposal	67

GRI CONTENT INDEX

GRI Standard	Disclosure	Page
Employment		
GRI 3: Material Topics 2021		
3-3	Management of material topics	45; 70; 73-78
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	77
Health & Safety		
GRI 3: Material Topics 2021		
3-3	Management of material topics	45; 70; 75-77
GRI 403: Occupational Health and Safety 2016		
403-1	Occupational health and safety management system	75-77
403-2	Hazard identification, risk assessment, and incident investigation	75-77
403-5	Worker training on occupational health and safety	75-77
Training		
GRI 3: Material Topics 2021		
3-3	Management of material topics	45; 70; 73-75
GRI 404: Training and Education 2016		
404-2	Programs for upgrading employee skills and transition assistance program	73-75
Diversity & Equality		
GRI 3: Material Topics 2021		
3-3	Management of material topics	45; 70; 77-78
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	77; 93-97

GRI Standard	Disclosure	Page
Local Communities		
GRI 3: Material Topics 2021		
3-3	Management of material topics	45; 70; 79-85
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	79-85
Customer Privacy		
GRI 3: Material Topics 2021		
3-3	Management of material topics	45; 86; 88-89
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	89

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

for the financial year ended 30 June 2025

In accordance with Paragraph 10.09(2)(b) of Bursa Malaysia Securities Berhad Main Market Listing Requirements ("Listing Requirements"), details of the Recurrent Related Party Transactions ("RRPT") conducted during the financial year ended 30 June 2025 pursuant to shareholder mandate obtained are as follows:

Related Party	Corporations in the YTL Power Group involved in the Recurrent Related Party Transactions	Interested Related Party	Nature of Transactions	Value of Transactions RM'000
YTL Corporation Group	YTL Power Group	YTLSFH ⁽¹⁾⁽²⁾⁽³⁾	Procurement of operation and maintenance services;	1,319,734
		YTL SH ⁽¹⁾⁽²⁾⁽³⁾	Procurement of hotel, hotel management and other related services;	
		YTL Corporation ⁽¹⁾⁽²⁾⁽³⁾	Procurement of parking facilities;	
		Puan Sri Tan Kai Yong ⁽¹⁾⁽²⁾⁽³⁾⁽⁴⁾	Rental of office premises at Menara ING Kuala Lumpur and procurement of related services;	
		YTLSTC ⁽¹⁾⁽²⁾	Provision of telecommunications and/or broadband services, equipment and/or related services;	
		Yeoh Siblings ⁽³⁾⁽⁵⁾	Procurement of construction and related services, and building infrastructure/equipment;	
			Rental of premises at Lot 10 Shopping Centre, and 183, Jalan Bukit Bintang, Kuala Lumpur, and procurement of related services;	
			Rental of, or charges paid/payable for use of, vacant land, rooftop space, office, residential premises and/or other premises;	
			Provision of water sampling test;	
			Provision or procurement of information technology hardware and software, ICT system development and/or maintenance and related services;	
			Procurement of info screen advertising, promotions, graphic design and/or digital imaging and other related services and event management, technical support, equipment rental etc.;	
			Sale and/or purchase of spare, replacement parts, plant, equipment and consumables used in connection with the operation and maintenance of power plants;	
			Procurement of project management and related technical support.	

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

for the financial year ended 30 June 2025

Definitions:

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

Footnotes:

- (1) Puan Sri Tan Kai Yong, YTLSTC, YTLSFH, YTL SH and YTL Corporation are Major Shareholders of YTL Power Group.
- (2) Puan Sri Tan Kai Yong, YTLSTC, YTLSFH and YTL SH are also Major Shareholders of YTL Corporation Group while YTL Corporation is a Major Shareholder of its subsidiaries, joint ventures and associated companies.
- (3) YTLSFH, YTL SH and YTL Corporation are Persons Connected with Puan Sri Tan Kai Yong and the Yeoh Siblings.
- (4) Puan Sri Tan Kai Yong is also a Director of YTL SH, YTLSFH and YTLSTC.
- (5) The Yeoh Siblings are the children of Puan Sri Tan Kai Yong. They are also Directors of YTL Corporation and YTL SH. Except for Dato' Yeoh Soo Min and Dato' Yeoh Soo Keng, the Yeoh Siblings are also Directors of YTLSFH and YTLSTC.

ANALYSIS OF SHAREHOLDINGS

as at 22 September 2025

Class of shares : Ordinary Shares

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

DISTRIBUTION OF SHAREHOLDINGS

Size of holding	No. of Shareholders	%	No. of Shares [#]	%
Less than 100	10,376	17.59	323,594	0.00
100 - 1,000	12,775	21.66	6,067,758	0.07
1,001 - 10,000	25,597	43.40	96,818,789	1.13
10,001 - 100,000	8,677	14.71	240,016,971	2.80
100,001 to less than 5% of issued shares	1,552	2.63	2,159,633,045	25.16
5% and above of issued shares	5	0.01	6,079,681,011	70.84
Total	58,982	100.00	8,582,541,168	100.00

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

THIRTY LARGEST SHAREHOLDERS

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

	Name	No. of Shares	%
1	YTL Corporation Berhad	3,366,987,805	39.23
2	Citigroup Nominees (Tempatan) Sdn Bhd - Employees Provident Fund Board	814,827,980	9.49
3	Yeoh Tiong Lay & Sons Holdings Sdn Bhd	770,713,114	8.98
4	YTL Corporation Berhad	601,214,615	7.01
5	Cornerstone Crest Sdn Bhd	525,937,497	6.13
6	Dato' Seri Yeoh Seok Hong	111,736,559	1.30
7	Citigroup Nominees (Asing) Sdn Bhd - UBS AG	98,534,954	1.15
8	Amanahraya Trustees Berhad - Amanah Saham Bumiputra	81,204,900	0.95
9	Seri Yakin Sdn Bhd	51,224,160	0.60
10	Permodalan Nasional Berhad	48,611,000	0.57
11	DB (Malaysia) Nominee (Asing) Sdn Bhd - Exempt An for State Street Bank & Trust Company (WEST CLT OD67)	47,822,340	0.56
12	HSBC Nominees (Asing) Sdn Bhd - JPMCB NA for Vanguard Total International Stock Index Fund	39,331,630	0.46
13	HSBC Nominees (Asing) Sdn Bhd - JPMCB NA for Vanguard Emerging Markets Stock Index Fund	35,498,920	0.41

ANALYSIS OF SHAREHOLDINGS

as at 22 September 2025

	Name	No. of Shares	%
14	Citigroup Nominees (Asing) Sdn Bhd - Exempt An for Citibank New York (NORGES BANK 14)	33,528,000	0.39
15	HSBC Nominees (Tempatan) Sdn Bhd - HSBC (M) Trustee Bhd for Allianz Life Insurance Malaysia Berhad (MEF)	30,976,560	0.36
16	Amanahraya Trustees Berhad -Amanah Saham Malaysia 3	30,613,600	0.36
17	Dato' Yeoh Soo Keng	28,300,049	0.33
18	Puan Sri Datin Seri Tai Kai Yong @ Tan Kay Neong	25,290,859	0.29
19	Citigroup Nominees (Asing) Sdn Bhd - Exempt An for Citibank New York (NORGES BANK 19)	23,337,000	0.27
20	Cartaban Nominees (Asing) Sdn Bhd - BNYM SA/NV for People's Bank of China (SICL ASIA EM)	21,571,680	0.25
21	Cartaban Nominees (Tempatan) Sdn Bhd - PAMB for Prulink Equity Fund	20,931,960	0.24
22	HSBC Nominees (Asing) Sdn Bhd - JPMCB NA for Blackrock Institutional Trust Company, N.A. Investment Funds for Employee Benefit Trusts	19,987,000	0.23
23	Amanahraya Trustees Berhad - Amanah Saham Malaysia 2 - Wawasan	19,248,800	0.22
24	Citigroup Nominees (Tempatan) Sdn Bhd - Employees Provident Fund Board (F TEMPLETON)	19,235,960	0.22
25	HSBC Nominees (Asing) Sdn Bhd - JPMCB NA for Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II	19,171,040	0.22
26	Amanahraya Trustees Berhad - Amanah Saham Malaysia	19,000,000	0.22
27	HSBC Nominees (Asing) Sdn Bhd - Morgan Stanley & Co. International Plc (Firm A/C)	18,591,322	0.22
28	Dato' Yeoh Soo Min	18,274,657	0.21
29	Citigroup Nominees (Tempatan) Sdn Bhd - Employees Provident Fund Board (CIMB PRIN)	16,000,040	0.19
30	Cartaban Nominees (Tempatan) Sdn Bhd - Prudential Assurance Malaysia Berhad for Prulink Strategic Fund	14,877,020	0.17
	Total	6,972,581,021	81.24

ANALYSIS OF SHAREHOLDINGS

as at 22 September 2025

SUBSTANTIAL SHAREHOLDERS

(as per register of substantial shareholders)

Name	No. of Shares Held			
	Direct	%	Indirect	%
Cornerstone Crest Sdn Bhd	525,937,497	6.13	-	-
YTL Corporation Berhad	3,976,650,440	46.33	525,975,452 ⁽¹⁾	6.13
Yeoh Tiong Lay & Sons Holdings Sdn Bhd	814,901,078	9.50	4,502,625,892 ⁽²⁾	52.46
Yeoh Tiong Lay & Sons Family Holdings Limited	-	-	5,317,526,970 ⁽³⁾	61.96
Yeoh Tiong Lay & Sons Trust Company Limited	-	-	5,317,526,970 ⁽⁴⁾	61.96
Puan Sri Datin Seri Tan Kai Yong @ Tan Kay Neong	25,290,859	0.29	5,317,526,970 ⁽⁵⁾	61.96
Employees Provident Fund Board	858,555,980	10.00	-	-

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

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

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

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

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

ANALYSIS OF WARRANT HOLDINGS

as at 22 September 2025

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

DISTRIBUTION OF WARRANT 2025/2028 HOLDINGS

Size of holding	No. of Warrant 2025/2028 Holders	%	No. of Warrants 2025/2028	%
Less than 100	13,668	31.47	299,122	0.02
100 - 1,000	19,687	45.33	8,501,953	0.65
1,001 - 10,000	8,822	20.32	24,367,950	1.87
10,001 - 100,000	1,023	2.36	27,106,009	2.08
100,001 to less than 5% of issued shares	223	0.51	182,112,811	13.96
5% and above of issued shares	3	0.01	1,062,297,799	81.42
Total	43,426	100.00	1,304,685,644	100.00

THIRTY LARGEST WARRANT 2025/2028 HOLDERS

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

Name	No. of Warrants 2025/2028	%
1 YTL Corporation Berhad	795,330,087	60.96
2 Yeoh Tiong Lay & Sons Holdings Sdn Bhd	161,780,213	12.40
3 Cornerstone Crest Sdn Bhd	105,187,499	8.06
4 Dato' Seri Yeoh Seok Hong	22,347,311	1.71
5 Amanahraya Trustees Berhad - Amanah Saham Bumiputera	13,000,000	1.00
6 Permodalan Nasional Berhad	8,400,000	0.64
7 Dato' Yeoh Soo Keng	7,460,009	0.57
8 Amanahraya Trustees Berhad - Amanah Saham Malaysia 3	5,714,960	0.44
9 Puan Sri Datin Seri Tai Kai Yong @ Tan Kay Neong	5,058,171	0.39
10 Amanahraya Trustees Berhad - Amanah Saham Malaysia	4,696,740	0.36
11 CIMB Group Nominees (Tempatan) Sdn Bhd - CIMB Bank Berhad (EDP 2)	3,941,220	0.30
12 Dato' Yeoh Soo Min	3,654,931	0.28
13 HSBC Nominees (Asing) Sdn Bhd - JPMCB NA for Vanguard Total International Stock Index Fund	3,647,230	0.28

ANALYSIS OF WARRANT HOLDINGS

as at 22 September 2025

	Name	No. of Warrants 2025/2028	%
14	HSBC Nominees (Asing) Sdn Bhd - JPMCB NA for Vanguard Emerging Markets Stock Index Fund	3,282,120	0.25
15	Dato' Seri Yeoh Seok Hong	3,000,000	0.23
16	Kathleen Chew Wai Lin	2,955,810	0.23
17	Amanahraya Trustees Berhad - Amanah Saham Malaysia 2 - Wawasan	2,955,700	0.23
18	Dato' Yeoh Seok Kah	2,659,840	0.20
19	Hasil Mayang Sdn Bhd	2,600,000	0.20
20	Tan Sri (Sir) Yeoh Sock Ping	2,489,531	0.19
21	Dato' Yeoh Seok Kian	2,255,259	0.17
22	DB (Malaysia) Nominee (Asing) Sdn Bhd - SSBT Fund ZV86 for State Street Global Advisors Trust Company Investment Funds for Tax Exempt Retirement Plans	2,028,800	0.16
23	HSBC Nominees (Asing) Sdn Bhd - JPMCB NA for Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II	1,880,940	0.14
24	Amanahraya Trustees Berhad - Amanah Saham Bumiputera 2	1,811,560	0.14
25	Pertubuhan Keselamatan Sosial - PKSACT41969 P2	1,799,620	0.14
26	Tan Sri (Sir) Yeoh Sock Ping	1,751,335	0.13
27	Pertubuhan Keselamatan Sosial	1,719,680	0.13
28	Lim Chee Meng	1,575,700	0.12
29	HSBC Nominees (Asing) Sdn Bhd - HSBC BK PLC for Eam Long-Only Emerging Markets Master Fund Limited	1,529,860	0.12
30	Dato' Seri Yeoh Seok Hong	1,500,322	0.11
	Total	1,178,014,448	90.28

STATEMENT OF DIRECTORS' INTERESTS

in the Company and Related Corporations as at 22 September 2025

THE COMPANY

YTL Power International Berhad

Name	No. of Shares Held			
	Direct	%	Indirect	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	25,603,966	0.30	881,443 ⁽¹⁾	0.01
Dato' Seri Yeoh Seok Hong	131,238,169	1.53	30,797,235 ⁽¹⁾	0.36
Datuk Seri Long See Wool	480,000	0.01	60,201 ⁽¹⁾	*
Datuk Loo Took Gee	300,000	*	-	-
Dato' Yeoh Seok Kian	7,276,298	0.08	18,416,426 ⁽¹⁾	0.21
Dato' Yeoh Soo Min	24,166,325	0.28	6,004,317 ⁽¹⁾⁽²⁾	0.07
Dato' Sri Yeoh Sock Siong	5,000,000	0.06	12,880,663 ⁽¹⁾⁽³⁾	0.15
Dato' Yeoh Soo Keng	37,300,049	0.43	830,534 ⁽¹⁾	0.01
Dato' Yeoh Seok Kah	14,599,200	0.17	5,563,315 ⁽¹⁾	0.06
Syed Abdullah Bin Syed Abd. Kadir	2,581,072	0.03	600 ⁽¹⁾	*

Name	No. of Warrants 2025/2028 Held			
	Direct	%	Indirect	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	4,240,866	0.33	153,140 ⁽¹⁾	0.01
Dato' Seri Yeoh Seok Hong	26,847,633	2.06	6,127,045 ⁽¹⁾	0.47
Datuk Loo Took Gee	60,000	*	-	-
Dato' Yeoh Seok Kian	2,255,259	0.17	2,883,285 ⁽¹⁾	0.22
Dato' Yeoh Soo Min	4,833,264	0.37	1,200,862 ⁽¹⁾⁽²⁾	0.09
Dato' Sri Yeoh Sock Siong	1,000,000	0.08	3,176,132 ⁽¹⁾⁽³⁾	0.24
Dato' Yeoh Soo Keng	7,460,009	0.57	30,382 ⁽¹⁾	*
Dato' Yeoh Seok Kah	2,659,840	0.20	712,662 ⁽¹⁾	0.05
Syed Abdullah Bin Syed Abd Kadir	516,214	0.04	15 ⁽¹⁾	*

Name	No. of Share Options	
	Direct	Indirect
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	9,000,000	-
Dato' Seri Yeoh Seok Hong	-	2,000,000 ⁽¹⁾
Tan Sri Ismail Bin Adam	1,000,000	-
Datuk Seri Long See Wool	600,000	-
Datuk Loo Took Gee	600,000	-
Dato' Yeoh Seok Kian	12,000,000	-
Dato' Yeoh Soo Min	9,000,000	-
Dato' Sri Yeoh Sock Siong	10,000,000	-
Dato' Yeoh Seok Kah	8,700,000	-
Syed Abdullah Bin Syed Abd. Kadir	1,000,000	-
Faizal Sham Bin Abu Mansor	1,000,000	-

STATEMENT OF DIRECTORS' INTERESTS

in the Company and Related Corporations as at 22 September 2025

HOLDING COMPANY

YTL Corporation Berhad

Name	No. of Shares Held			
	Direct	%	Indirect	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	156,344,946	1.36	1,016,665 ⁽¹⁾	0.01
Dato' Seri Yeoh Seok Hong	51,973,305	0.45	53,021,442 ⁽¹⁾	0.46
Datuk Seri Long See Wool	-	-	364,174 ⁽¹⁾	*
Dato' Yeoh Seok Kian	49,508,722	0.43	27,095,816 ⁽¹⁾	0.24
Dato' Yeoh Soo Min	64,386,499	0.56	3,095,456 ⁽¹⁾⁽²⁾	0.03
Dato' Sri Yeoh Sock Siong	-	-	65,046,047 ⁽¹⁾⁽³⁾	0.57
Dato' Yeoh Soo Keng	75,000,065	0.65	799,157 ⁽¹⁾	0.01
Dato' Yeoh Seok Kah	24,232,200	0.21	6,508,586 ⁽¹⁾	0.06
Syed Abdullah Bin Syed Abd. Kadir	9,911,955	0.09	22,300 ⁽¹⁾	*

Name	No. of Warrants 2025/2028 Held			
	Direct	%	Indirect	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	30,668,989	1.64	203,330 ⁽¹⁾	0.01
Dato' Seri Yeoh Seok Hong	10,994,660	0.59	10,604,287 ⁽¹⁾	0.57
Dato' Yeoh Seok Kian	9,901,744	0.53	5,419,162 ⁽¹⁾	0.29
Dato' Yeoh Soo Min	12,877,299	0.69	619,089 ⁽¹⁾⁽²⁾	0.03
Dato' Sri Yeoh Sock Siong	-	-	13,609,209 ⁽¹⁾⁽³⁾	0.73
Dato' Yeoh Soo Keng	15,000,013	0.08	159,831 ⁽¹⁾	0.01
Dato' Yeoh Seok Kah	4,846,440	0.26	1,301,716 ⁽¹⁾	0.07
Syed Abdullah Bin Syed Abd. Kadir	1,982,391	0.11	41 ⁽¹⁾	*

Name	No. of Share Options	
	Direct	Indirect
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	6,000,000	15,000,000 ⁽¹⁾
Dato' Seri Yeoh Seok Hong	-	4,000,000 ⁽¹⁾
Dato' Yeoh Seok Kian	12,000,000	9,600,000 ⁽¹⁾
Dato' Yeoh Soo Min	9,000,000	2,400,000 ⁽¹⁾
Dato' Sri Yeoh Sock Siong	15,000,000	-
Dato' Yeoh Seok Kah	12,000,000	-
Syed Abdullah Bin Syed Abd. Kadir	1,000,000	-

STATEMENT OF DIRECTORS' INTERESTS

in the Company and Related Corporations as at 22 September 2025

RELATED COMPANIES

Malayan Cement Berhad

Name	No. of Shares Held			
	Direct	%	Indirect	%
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	-	-	500,000 ⁽¹⁾	0.04
Dato' Sri Yeoh Sock Siong	-	-	2,100 ⁽¹⁾	*
Dato' Yeoh Soo Keng	13,000,000	0.95	-	-

Name	No. of Share Options	
	Direct	Indirect
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	9,000,000	-
Dato' Seri Yeoh Seok Hong	12,000,000	-
Dato' Yeoh Seok Kian	12,000,000	-
Dato' Sri Yeoh Sock Siong	15,000,000	-

YTL Corporation (UK) PLC

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

YTL Construction (Thailand) Limited

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

Samui Hotel 2 Co. Ltd

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

* Negligible

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

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

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

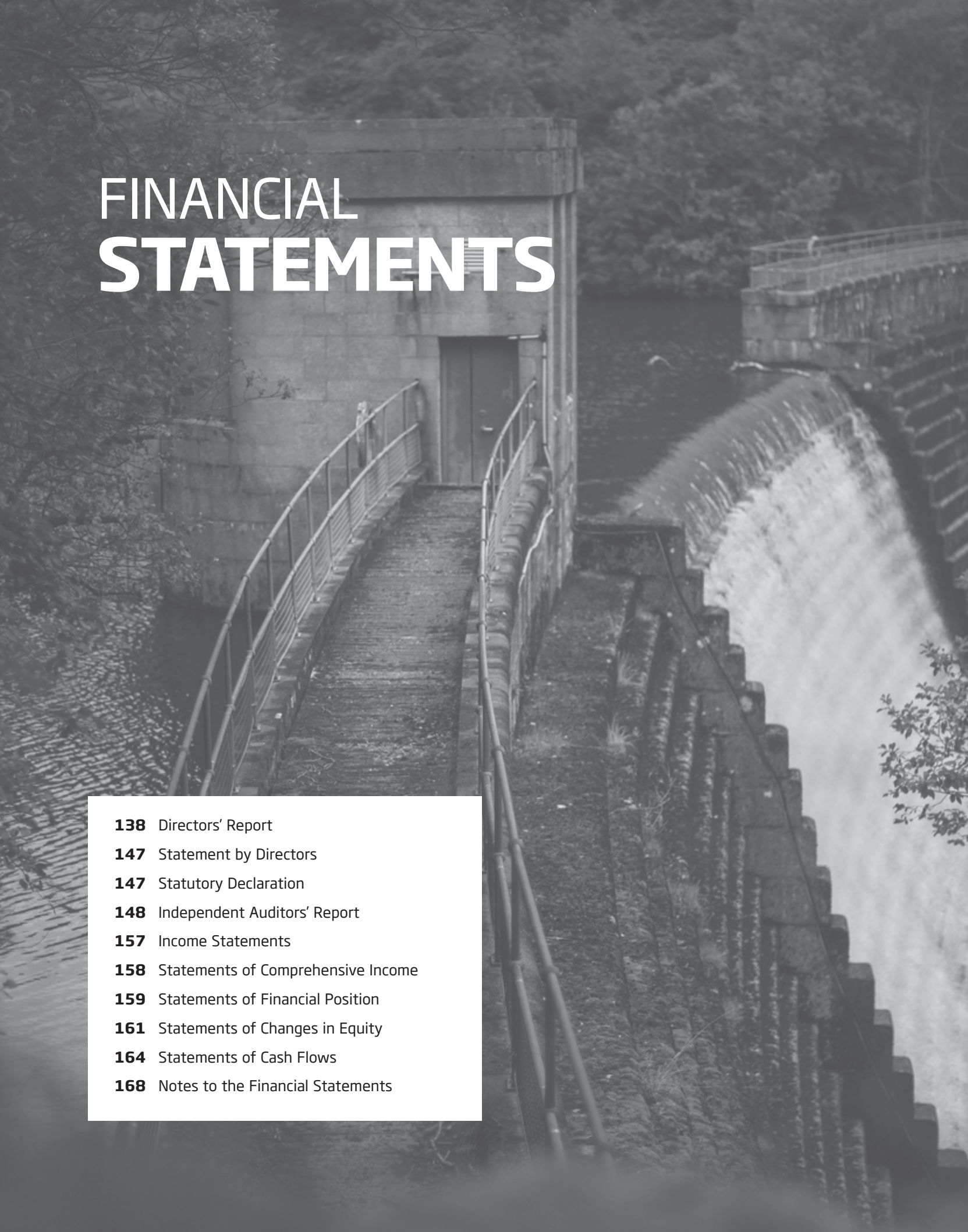
Other than as disclosed above, none of the other Directors held any interest in shares of the company or its related corporations.

LIST OF PROPERTIES

as at 30 June 2025

Location	Tenure	Land Area (sq. m.)	Description and Existing Use	Built up Area (sq. m.)	Approximate Age of Building (years)	Lease Expiry Date	Net Book Value as at 30 June 2025 RM'000	Date of Acquisition
Filton Airfield, Filton, Bristol	Freehold	1,416,400	Housing & Arena Development	-	-	-	1,272,834*	1.12.2015
Avonmouth WRC, Kings Weston Lane, Avonmouth, Bristol BS11 OYS	Freehold	394,600	Water Recycling Centre	-	-	-	777,043	21.5.2002
Kulai Young Estate, Kulai, Johor	Freehold	6,639,761	Data centers, consumer landing station and land held for development of solar power facility and future phases of data centers	80,778	1 month to 1.7 years	-	750,624	28.9.2021
Pulau Seraya Power Station 3 Seraya Avenue, Singapore 628209 Lot 562X, Lot 365K & Lot 715P	Leasehold	875,150	Power station	-	-	30.09.2055	533,494	1.10.1995
Durleigh Water Treatment Works, Enmore Road, Durleigh, Bridgwater, TA5 2AW	Freehold	10,842	Water Treatment Works	-	-	-	340,988	21.5.2002
Ham Lane WRC, Creech St. Michael, Taunton, Somerset TA3 5NU	Freehold	120,000	Water Recycling Centre	-	-	-	263,178	21.5.2002
Johan de Wittlaan 30, The Hague, 2517 JR Netherlands	Freehold	7,668	10-storey hotel building	14,124	7	-	225,667	28.6.2018
Saltford WRC, Mead Lane, Bristol, BS31 3ER	Freehold	39,000	Water Recycling Centre	-	-	-	225,013	21.5.2002
Poole WRC, Cabot Lane, Poole, Dorset, BH17 7BX	Freehold	91,800	Water Recycling Centre	-	-	-	220,103	21.5.2002
Yeovil Pen Mill WRC, Sherborne Road Yeovil, BA21 5BG	Freehold	95,000	Water Recycling Centre	-	-	-	218,305	21.5.2002

* Based on revaluation on 30 June 2025

A black and white photograph of a stone dam. In the foreground, a stone walkway with metal railings leads towards a small stone building with a dark door. To the right of the walkway, water flows over the dam's spillway, creating a white, turbulent cascade. The background is filled with dense, dark foliage.

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DIRECTORS' REPORT

For the financial year ended 30 June 2025

The Directors have pleasure in submitting their report together with the audited financial statements of the Group and of the Company for the financial year ended 30 June 2025.

PRINCIPAL ACTIVITIES

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

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

FINANCIAL RESULTS

	Group RM'000	Company RM'000
Profit for the financial year	2,671,825	382,403
Attributable to:		
- Owners of the parent	2,545,449	382,403
- Non-controlling interests	126,376	-
	2,671,825	382,403

DIVIDENDS

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

	RM'000
In respect of the financial year ended 30 June 2024:	
- Second interim dividend of 4.0 sen per ordinary share paid on 29 November 2024	328,446
In respect of the financial year ended 30 June 2025:	
- First interim dividend of 4.0 sen per ordinary share paid on 10 July 2025	337,517

On 21 August 2025, the Board of Directors declared a second interim dividend of 4.0 sen per ordinary share for the financial year ended 30 June 2025. The book closure and payment dates in respect of the aforesaid dividend are 2 October 2025 and 23 October 2025, respectively.

The Board of Directors does not recommend a final dividend for the financial year ended 30 June 2025.

SHARE CAPITAL

During the financial year, the issued and fully paid-up share capital of the Company was increased from 8,251,917,038 ordinary shares to 8,506,833,315 ordinary shares through the following:

- issuance of 43,461,700 new ordinary shares at an average exercise price of RM0.59 each pursuant to the exercise of options under the Employees' Share Option Scheme 2021; and
- issuance of 211,454,577 new ordinary shares at an exercise price of RM2.45 each pursuant to the exercise of Warrants 2025/2028 of the Company.

DIRECTORS' REPORT

For the financial year ended 30 June 2025

RESERVES AND PROVISIONS

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

TREASURY SHARES

The shareholders of the Company granted a mandate to the Company to repurchase its own shares at the Twenty-Eighth Annual General Meeting held on 5 December 2024. The Directors of the Company are committed to enhance the value of the Company for its shareholders and believe that the repurchase plan can be applied in the best interests of the Company and its shareholders. Details of treasury shares are set out in Note 26(b) to the financial statements.

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

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

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

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

During the financial year, the Company granted 45,065,000 options to the eligible employees and Directors of the Company and/or its subsidiaries on 26 December 2024, of which 86.8% was granted to the Directors and senior management. Details of options are set out in Note 25(a) of the financial statements.

As at 30 June 2025, options for 7.93% of the shares available under the ESOS 2021 were granted to Directors and senior management.

Details of options granted to Non-Executive Directors of the Company are set out herein under Directors' interests.

DIRECTORS

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

Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE
 Dato' Seri Yeoh Seok Hong
 Tan Sri Ismail Bin Adam
 Datuk Seri Long See Wool
 Datuk Loo Took Gee
 Dato' Yeoh Seok Kian
 Dato' Yeoh Soo Min
 Dato' Sri Yeoh Sock Siong
 Dato' Yeoh Soo Keng
 Dato' Yeoh Seok Kah
 Syed Abdullah Bin Syed Abd. Kadir
 Faizal Sham Bin Abu Mansor

DIRECTORS' REPORT

For the financial year ended 30 June 2025

DIRECTORS OF SUBSIDIARIES

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

DIRECTORS' INTERESTS

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

The Company	Number of ordinary shares			At 30 June 2025
	At 1 July 2024	Acquired	Disposed	
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	21,870,694	3,733,272	-	25,603,966
Dato' Seri Yeoh Seok Hong	134,238,169	-	-	134,238,169
Datuk Seri Long See Wool	200,000	200,000	-	400,000
Datuk Loo Took Gee	100,000	200,000	-	300,000
Dato' Yeoh Seok Kian	11,276,298	-	-	11,276,298
Dato' Yeoh Soo Min	21,166,325	4,000,000	(1,000,000)	24,166,325
Dato' Sri Yeoh Sock Siong	5,000,000	-	-	5,000,000
Dato' Yeoh Soo Keng	36,500,049	800,000	-	37,300,049
Dato' Yeoh Seok Kah	13,299,200	3,300,000	(2,000,000)	14,599,200
Syed Abdullah Bin Syed Abd. Kadir	2,581,072	-	-	2,581,072
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	862,153 ⁽¹⁾	19,290	-	881,443⁽¹⁾
Dato' Seri Yeoh Seok Hong	30,770,235 ⁽¹⁾	27,000	-	30,797,235⁽¹⁾
Datuk Seri Long See Wool	50,168 ⁽¹⁾	-	-	50,168⁽¹⁾
Dato' Yeoh Seok Kian	14,416,426 ⁽¹⁾	-	-	14,416,426⁽¹⁾
Dato' Yeoh Soo Min	4,980,017 ⁽¹⁾⁽²⁾	1,024,300	-	6,004,317⁽¹⁾⁽²⁾
Dato' Sri Yeoh Sock Siong	15,880,663 ⁽¹⁾⁽³⁾	-	-	15,880,663⁽¹⁾⁽³⁾
Dato' Yeoh Soo Keng	227,431 ⁽¹⁾	603,103	-	830,534⁽¹⁾
Dato' Yeoh Seok Kah	3,563,315 ⁽¹⁾	2,000,000	-	5,563,315⁽¹⁾
Syed Abdullah Bin Syed Abd. Kadir	596 ⁽¹⁾	-	-	596⁽¹⁾

DIRECTORS' REPORT

For the financial year ended 30 June 2025

DIRECTORS' INTERESTS (CONTINUED)

The Company	Number of share options over ordinary shares			
	At 1 July 2024	Granted	Exercised	At 30 June 2025
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	12,000,000	-	(3,000,000)	9,000,000
Tan Sri Ismail Bin Adam [¥]	-	1,000,000	-	1,000,000
Datuk Seri Long See Wool [¥]	800,000	-	(200,000)	600,000
Datuk Loo Took Gee [¥]	800,000	-	(200,000)	600,000
Dato' Yeoh Seok Kian	12,000,000	-	-	12,000,000
Dato' Yeoh Soo Min	13,000,000	-	(4,000,000)	9,000,000
Dato' Sri Yeoh Sock Siong	10,000,000	-	-	10,000,000
Dato' Yeoh Seok Kah	12,000,000	-	(3,300,000)	8,700,000
Syed Abdullah Bin Syed Abd. Kadir	1,000,000	-	-	1,000,000
Faizal Sham Bin Abu Mansor [¥]	-	1,000,000	-	1,000,000
Deemed interest				
Dato' Seri Yeoh Seok Hong	-	2,000,000	-	2,000,000⁽¹⁾

The Company	Number of Warrants 2025/2028			
	At 1 July 2024	Allotted	Exercised	At 30 June 2025
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	-	4,974,138	(733,272)	4,240,866
Dato' Seri Yeoh Seok Hong	-	26,847,633	-	26,847,633
Datuk Seri Long See Wool [¥]	-	80,000	-	80,000
Datuk Loo Took Gee [¥]	-	60,000	-	60,000
Dato' Yeoh Seok Kian	-	2,255,259	-	2,255,259
Dato' Yeoh Soo Min	-	4,833,264	-	4,833,264
Dato' Sri Yeoh Sock Siong	-	1,000,000	-	1,000,000
Dato' Yeoh Soo Keng	-	7,460,009	-	7,460,009
Dato' Yeoh Seok Kah	-	2,659,840	-	2,659,840
Syed Abdullah Bin Syed Abd. Kadir	-	516,214	-	516,214
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	-	172,430	(19,290)	153,140⁽¹⁾
Dato' Seri Yeoh Seok Hong	-	6,154,045	(27,000)	6,127,045⁽¹⁾
Datuk Seri Long See Wool [¥]	-	10,033	-	10,033⁽¹⁾
Dato' Yeoh Seok Kian	-	2,883,285	-	2,883,285⁽¹⁾
Dato' Yeoh Soo Min	-	1,200,862	-	1,200,862⁽¹⁾
Dato' Sri Yeoh Sock Siong	-	3,176,132	-	3,176,132⁽¹⁾⁽³⁾
Dato' Yeoh Soo Keng	-	143,485	(113,103)	30,382⁽¹⁾
Dato' Yeoh Seok Kah	-	712,662	-	712,662⁽¹⁾
Syed Abdullah Bin Syed Abd. Kadir	-	119	-	119⁽¹⁾

[¥] Non-Executive Directors

DIRECTORS' REPORT

For the financial year ended 30 June 2025

DIRECTORS' INTERESTS (CONTINUED)

Immediate Holding Company YTL Corporation Berhad	Number of ordinary shares			
	At 1 July 2024	Acquired	Disposed	At 30 June 2025
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	147,344,946	6,000,000	-	153,344,946
Dato' Seri Yeoh Seok Hong	39,973,305	15,000,000	-	54,973,305
Dato' Yeoh Seok Kian	61,508,722	-	(12,000,000)	49,508,722
Dato' Yeoh Soo Min	58,386,499	6,000,000	-	64,386,499
Dato' Yeoh Soo Keng	60,000,065	15,000,000	-	75,000,065
Dato' Yeoh Seok Kah	23,232,200	3,000,000	(2,000,000)	24,232,200
Syed Abdullah Bin Syed Abd. Kadir	9,911,955	-	-	9,911,955
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1,016,665 ⁽¹⁾	-	-	1,016,665⁽¹⁾
Dato' Seri Yeoh Seok Hong	40,021,442 ⁽¹⁾	13,000,000	-	53,021,442⁽¹⁾
Datuk Seri Long See Wool	303,479 ⁽¹⁾	-	-	303,479⁽¹⁾
Dato' Yeoh Seok Kian	15,095,816 ⁽¹⁾	12,000,000	-	27,095,816⁽¹⁾
Dato' Yeoh Soo Min	2,495,456 ⁽¹⁾⁽²⁾	600,000	-	3,095,456⁽¹⁾⁽²⁾
Dato' Sri Yeoh Sock Siong	68,046,047 ⁽¹⁾⁽³⁾	-	-	68,046,047⁽¹⁾⁽³⁾
Dato' Yeoh Soo Keng	799,157 ⁽¹⁾	-	-	799,157⁽¹⁾
Dato' Yeoh Seok Kah	4,508,586 ⁽¹⁾	2,000,000	-	6,508,586⁽¹⁾
Syed Abdullah Bin Syed Abd. Kadir	20,701 ⁽¹⁾	-	-	20,701⁽¹⁾

Immediate Holding Company YTL Corporation Berhad	Number of share options over ordinary shares			
	At 1 July 2024	Granted	Exercised	At 30 June 2025
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	15,000,000	-	(6,000,000)	9,000,000
Dato' Seri Yeoh Seok Hong	15,000,000	-	(15,000,000)	-
Dato' Yeoh Seok Kian	12,000,000	-	-	12,000,000
Dato' Yeoh Soo Min	15,000,000	-	(6,000,000)	9,000,000
Dato' Sri Yeoh Sock Siong	15,000,000	-	-	15,000,000
Dato' Yeoh Soo Keng	15,000,000	-	(15,000,000)	-
Dato' Yeoh Seok Kah	15,000,000	-	(3,000,000)	12,000,000
Syed Abdullah Bin Syed Abd. Kadir	1,000,000	-	-	1,000,000
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	15,000,000 ⁽¹⁾	-	-	15,000,000⁽¹⁾
Dato' Seri Yeoh Seok Hong	13,000,000 ⁽¹⁾	4,000,000	(13,000,000)	4,000,000⁽¹⁾
Dato' Yeoh Seok Kian	9,600,000 ⁽¹⁾	-	-	9,600,000⁽¹⁾
Dato' Yeoh Soo Min	3,000,000 ⁽¹⁾	-	(600,000)	2,400,000⁽¹⁾

DIRECTORS' REPORT

For the financial year ended 30 June 2025

DIRECTORS' INTERESTS (CONTINUED)

Immediate Holding Company YTL Corporation Berhad	Number of Warrants 2025/2028			
	At 1 July 2024	Allotted	Exercised	At 30 June 2025
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	-	30,668,989	-	30,668,989
Dato' Seri Yeoh Seok Hong	-	10,994,660	-	10,994,660
Dato' Yeoh Seok Kian	-	9,901,744	-	9,901,744
Dato' Yeoh Soo Min	-	12,877,299	-	12,877,299
Dato' Yeoh Soo Keng	-	15,000,013	-	15,000,013
Dato' Yeoh Seok Kah	-	4,846,440	-	4,846,440
Syed Abdullah Bin Syed Abd. Kadir	-	1,982,391	-	1,982,391
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	-	203,330	-	203,330⁽¹⁾
Dato' Seri Yeoh Seok Hong	-	10,604,287	-	10,604,287⁽¹⁾
Datuk Seri Long See Wool [‡]	-	60,695	-	60,695⁽¹⁾
Dato' Yeoh Seok Kian	-	5,419,162	-	5,419,162⁽¹⁾
Dato' Yeoh Soo Min	-	619,089	-	619,089⁽¹⁾
Dato' Sri Yeoh Sock Siong	-	13,609,209	-	13,609,209⁽¹⁾⁽³⁾
Dato' Yeoh Soo Keng	-	159,831	-	159,831⁽¹⁾
Dato' Yeoh Seok Kah	-	1,301,716	-	1,301,716⁽¹⁾
Syed Abdullah Bin Syed Abd. Kadir	-	4,140	-	4,140⁽¹⁾

[‡] Non-Executive Directors

Related Company Malayan Cement Berhad	Number of ordinary shares			
	At 1 July 2024	Acquired	Disposed	At 30 June 2025
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	-	3,000,000	-	3,000,000
Dato' Seri Yeoh Seok Hong	3,000,000	-	-	3,000,000
Dato' Yeoh Soo Keng	3,000,000	-	(2,000,000)	1,000,000
Deemed interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	500,000 ⁽¹⁾	-	-	500,000⁽¹⁾
Dato' Sri Yeoh Sock Siong	2,100 ⁽¹⁾	-	-	2,100⁽¹⁾

Related Company Malayan Cement Berhad	Number of share options over ordinary shares			
	At 1 July 2024	Granted	Exercised	At 30 June 2025
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	12,000,000	-	(3,000,000)	9,000,000
Dato' Seri Yeoh Seok Hong	12,000,000	-	-	12,000,000
Dato' Yeoh Seok Kian	15,000,000	-	-	15,000,000
Dato' Sri Yeoh Sock Siong	15,000,000	-	-	15,000,000
Dato' Yeoh Soo Keng	12,000,000	-	-	12,000,000

DIRECTORS' REPORT

For the financial year ended 30 June 2025

DIRECTORS' INTERESTS (CONTINUED)

Related Corporation	Number of ordinary shares of £0.25 each			
	At 1 July 2024	Acquired	Disposed	At 30 June 2025
YTL Corporation (UK) Plc. *				
Direct interest				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	-	-	1

Related Corporation	Number of ordinary shares of THB100 each			
	At 1 July 2024	Acquired	Disposed	At 30 June 2025
YTL Construction (Thailand) Limited +				
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	-	-	1
Dato' Seri Yeoh Seok Hong	1	-	-	1
Dato' Yeoh Seok Kian	1	-	-	1
Dato' Sri Yeoh Sock Siong	1	-	-	1
Dato' Yeoh Seok Kah	1	-	-	1

Related Corporation	Number of ordinary shares of THB10 each			
	At 1 July 2024	Acquired	Disposed	At 30 June 2025
Samui Hotel 2 Co., Ltd. *				
Direct interests				
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	1	-	-	1
Dato' Yeoh Seok Kah	1	-	-	1

* Incorporated in England and Wales.

+ Incorporated in Thailand.

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

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

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

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

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

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

DIRECTORS' BENEFITS

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

DIRECTORS' REPORT

For the financial year ended 30 June 2025

DIRECTORS' BENEFITS (CONTINUED)

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

DIRECTORS' REMUNERATION

	Group RM'000	Company RM'000
Fees	890	890
Salaries	24,525	23,731
Bonus	15,719	15,719
Defined contribution plan	4,676	4,676
Others *	72	61
Estimated money value of benefits-in-kind	192	85
	46,074	45,162

* Includes SOCSO, meeting allowances, etc.

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS

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

- to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and
- to ensure that any current assets, which were unlikely to be realised in the ordinary course of business including the values of current assets as shown in the accounting records of the Group and of the Company had been written down to an amount which the current assets might be expected so to realise.

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

- which would render the amounts written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or
- which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or
- which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

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

- any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liability of any other person; or
- any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

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

DIRECTORS' REPORT

For the financial year ended 30 June 2025

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS (CONTINUED)

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

In the opinion of the Directors:

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

ULTIMATE HOLDING COMPANY

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

AUDITORS' REMUNERATION

Auditors' remuneration is as follows:

	Group RM'000	Company RM'000
PricewaterhouseCoopers PLT	1,253	1,231

AUDITORS

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

This report was approved by the Board of Directors on 25 September 2025.

Signed on behalf of the Board of Directors:

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

Director

DATO' SERI YEOH SEOK HONG

Director

STATEMENT BY DIRECTORS

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

We, Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE and Dato' Seri Yeoh Seok Hong, two of the Directors of YTL Power International Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 157 to 321 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2025 and financial performance of the Group and of the Company for the financial year ended 30 June 2025 in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 25 September 2025.

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

Director

DATO' SERI YEOH SEOK HONG

Director

STATUTORY DECLARATION

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

I, Dato' Seri Yeoh Seok Hong, the Director primarily responsible for the financial management of YTL Power International Berhad, do solemnly and sincerely declare that, the financial statements set out on pages 157 to 321 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

DATO' SERI YEOH SEOK HONG

Director

Subscribed and solemnly declared by the abovenamed
Dato' Seri Yeoh Seok Hong
at Kuala Lumpur on 25 September 2025.

Before me:

SHAHRIZAL NASRUL

Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD

(Incorporated in Malaysia)

Company No. 199601034332 (406684-H)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Our opinion

In our opinion, the financial statements of YTL Power International Berhad ("the Company") and its subsidiaries ("the Group") give a true and fair view of the financial position of the Group and of the Company as at 30 June 2025, and of their financial performance and their cash flows for the financial year then ended, in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

What we have audited

We have audited the financial statements of the Group and of the Company, which comprise the statements of financial position as at 30 June 2025 of the Group and of the Company, and the income statements, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policies, as set out on pages 157 to 321.

Basis for opinion

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

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

Independence and other ethical responsibilities

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

Our audit approach

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

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

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD

(Incorporated in Malaysia)
Company No. 199601034332 (406684-H)

Key audit matters

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

Key audit matters	How our audit addressed the key audit matters
Impairment review of goodwill <i>Refer to Note 2(d)(ii) – material accounting policies, Note 3(a) – critical accounting estimates and judgements, and Note 13 – intangible assets</i> The Group recorded goodwill of RM8,831.9 million as at 30 June 2025, primarily allocated to YTL PowerSeraya Pte. Limited and Wessex Water Limited. The goodwill for these cash generating units ("CGU") comprises 96.9% of total goodwill. The recoverable amounts of the CGU are determined based on value-in-use ("VIU") calculations. Based on the annual impairment test performed, the Directors concluded that no impairment is required for goodwill. The key assumptions and sensitivities are disclosed in Note 13(a)(i) and 13(a)(ii) to the financial statements. We focused on this area as the estimation of the recoverable amounts is inherently uncertain and requires significant judgement on the future cash flows, terminal growth rate and the discount rate applied to the projected cash flows.	We performed the following audit procedures: • We discussed with management the assumptions underlying the cash flow projections; • We evaluated the reasonableness of key assumptions used by management in the approved cash flow projections by comparing the discount rate, revenue growth rates and terminal growth rates against publicly available macroeconomic and industry data, as well as historical data and market expectations from industry reports, where available; • We were assisted by our valuation expert in assessing the assumptions used and the appropriateness of the methodology adopted by management for impairment assessment in accordance with MFRS 136 "Impairment of Assets"; • We assessed the reliability of the approved budget by comparing the previous years' approved budget against past trends of actual results; • We checked the appropriateness of sensitivity analysis performed by management, including disclosures, on reasonable possible changes in key assumptions and the corresponding effect on the recoverable amounts; and • We checked the appropriateness of disclosures in the financial statements. Based on the procedures performed above, we did not identify any material exceptions.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD

(Incorporated in Malaysia)

Company No. 199601034332 (406684-H)

Key audit matters	How our audit addressed the key audit matters
Capitalisation policy on property, plant and equipment of the water and sewerage segment in the United Kingdom <i>Refer to Note 2(b) – material accounting policies, Note 3(b) – critical accounting estimates and judgements, and Note 10 – property, plant and equipment (“PPE”)</i> During the financial year ended 30 June 2025, the cost capitalised of property, plant and equipment of the water and sewerage segment in the United Kingdom was RM2,393.7 million. This cost comprised capital expenditure incurred by the segment to meet the development and regulatory requirements of the business, employee and overhead costs that are directly attributable to the construction of the assets. There is significant judgement involved in determining whether costs incurred, specifically employee and overhead costs meet the relevant criteria for capitalisation in accordance with MFRS 116, Property, Plant and Equipment (“MFRS 116”).	We performed the following audit procedures: • We tested the operating effectiveness of the controls over authorisation of selected projects’ infrastructure assets and identification of capital expenditures attributable to the infrastructure assets; • We understood the nature of costs incurred through discussion with management and corroborated with supporting information provided and checked whether the costs incurred met the capitalisation criteria in accordance with MFRS 116; • We challenged management’s judgement used in allocating certain costs between capital and operating expenditure. Specifically, this has included assessing the appropriate capitalisation of the following types of costs; overheads, interest, and infrastructure maintenance; and • We sampled capital expenditure costs in the year and agreed the costs to underlying support, including timesheets and invoices. Based on the procedures performed above, we did not identify any material exceptions.

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

Key audit matters	How our audit addressed the key audit matters
Impairment assessment of property, plant and equipment and investment in a subsidiary of the Group <i>Refer to Note 2(b) and 2(g) - material accounting policies, Note 3(c) - critical accounting estimates and judgements, Note 10 - PPE and Note 14(c) - investment in subsidiaries</i> a) Impairment assessment of property, plant and equipment ("PPE") The Group has PPE related to a subsidiary in its telecommunications segment with an aggregate carrying values of RM1,987.8 million as at 30 June 2025. The Group performed an impairment assessment on the carrying values of the PPE due to the losses recorded by the subsidiary which is an impairment indicator. The impairment assessment was performed by management using fair value less costs of disposal ("FVLCD") cash flows which requires significant judgement as the timing and quantum of the cash flows is dependent on the achievement of the next five years' business plans and financial budgets which are dependent on the use of key assumptions comprising its growth targets, and sourcing contract renewals. Based on the annual impairment test performed, the Directors concluded that no impairment of PPE is required.	a) Impairment assessment of property, plant and equipment ("PPE") We performed the following audit procedures: • We discussed with management the assumptions underlying the cash flow projections; • We assessed key assumptions including the discount rate, average revenue growth rate, long-term growth rate and useful life of the assets by comparing these assumptions against publicly available macroeconomic and industry data, as well as historical data and market expectations from industry reports, where available; • We were assisted by our valuation expert in assessing the assumptions used and the appropriateness of the methodology adopted by management for impairment assessment in accordance with MFRS 136 "Impairment of Assets"; • We assessed the reliability of the approved budget by comparing the previous years' approved budget against past trends of actual results; and • We checked the sensitivity analysis performed by management by stress testing the discount rate and average revenue growth rate.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD

(Incorporated in Malaysia)

Company No. 199601034332 (406684-H)

Key audit matters	How our audit addressed the key audit matters
Impairment assessment of property, plant and equipment and investment in a subsidiary of the Group (continued) b) Impairment assessment on cost of investment in the separate financial statements of the Company The cost of investment of the subsidiary of the Group in the separate financial statement of the Company as at 30 June 2025 amounted to RM4,553.3 million. Given the impairment indicator as described above, the Company has performed an impairment assessment and estimated the recoverable amount based on FVLCD cash flows and the Directors have concluded that no impairment on the cost of investment is required. We focused on (a) and (b) above as the estimation of the recoverable amounts is inherently uncertain and requires significant judgement on the future cash flows and the discount rate applied to the calculation of the FVLCD.	b) Impairment assessment on cost of investment in the separate financial statements of the Company In addition to the procedures performed on the cash flows from the underlying PPE of the subsidiary as described above, we have performed the following audit procedures: • We assessed key assumptions including the discount rate which reflects the specific risk relating to investment in the subsidiary, terminal multiple, average revenue growth rate and the additional telecommunication infrastructure's capacity to be incrementally taken up by external customers by comparing these assumptions against publicly available macroeconomic and industry data, as well as historical data and market expectations from industry reports, where available; • We were assisted by our valuation expert in assessing the assumptions used and the appropriateness of the methodology adopted by management for impairment assessment in accordance with MFRS 136 "Impairment of Assets"; and • We checked the sensitivity analysis performed by management on discount rate, average revenue growth rate and the additional telecommunication infrastructure's capacity to be incrementally taken up by external customers. We checked the appropriateness of disclosures for (a) and (b) above in the financial statements. Based on the procedures performed above, we did not identify any material exceptions.

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

Key audit matters	How our audit addressed the key audit matters
Acquisition of Ranhill Utilities Berhad Group <i>Refer to Note 2(d)(ii) and 2(g)(i) - material accounting policies, Note 14(e)(ii) - Investment in subsidiaries</i> On 28 May 2024, SIPP Power Sdn. Bhd. ("SIPP Power"), a 70% owned subsidiary of the Group, entered into an unconditional share purchase agreement with Tan Sri Hamdan Mohamad, Hamdan Inc. (Labuan) Pte. Ltd. and Hamdan (L) Foundation for the acquisition of ordinary shares in Ranhill Utilities Berhad ("Ranhill"), representing a 31.42% equity interest, for a cash consideration of RM405.2 million. This acquisition completed on 31 May 2024. As SIPP Power is not a wholly owned subsidiary, the Group's effective interest in Ranhill is 42.90% (18.87% directly and 24.03% indirectly via SIPP Power). Notwithstanding this, the Group controls a total of 53.19% voting rights in Ranhill by virtue of its control of SIPP Power and therefore, accounts for Ranhill as a subsidiary of the Group. Based on the requirements of MFRS 3 "Business Combinations", management had assessed the acquisition of Ranhill to be a business combination. During the financial year, the Group finalised its purchase price allocation ("PPA") exercise and the fair value of identifiable net assets recognised on date of acquisition was RM1,561.8 million, of which RM659.1 million relates to additional fair value adjustments. The goodwill recognised amounted to RM129.3 million. We focused on the above as assumptions made in determining the fair value of the identifiable assets acquired and liabilities assumed are inherently uncertain, requires significant judgement and are sensitive to change.	We performed the following audit procedures: • We obtained management's assessment whether the acquisition of Ranhill met the definition of a business combination in accordance with the requirements of MFRS 3 "Business Combination"; • We obtained and discussed the PPA report prepared by an external party for the acquisition to assess the appropriateness of the identification of assets and liabilities assumed at the date of acquisition; • We checked the purchase consideration to the Share Purchase Agreement and bank statement for the consideration transferred; • We were assisted by our valuation expert in assessing the assumptions used and the appropriateness of the methodology adopted in the PPA report prepared by an external party in determining the fair value of the identifiable assets acquired and liabilities assumed in accordance with MFRS 13 "Fair Value Measurement" as well as assessing the reasonableness of the discount rates used in the underlying cash flow projections, where applicable; • We checked the calculation of goodwill arising from the acquisition of Ranhill, being the difference between the total purchase consideration and fair value of previously held equity interest, the fair values of net identifiable assets acquired and the proportionate share of the fair value of the non-controlling interests; and • We checked the appropriateness of disclosures in the financial statements. Based on the procedures performed above, we did not identify any material exceptions.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD

(Incorporated in Malaysia)

Company No. 199601034332 (406684-H)

Information other than the financial statements and auditors' report thereon

The Directors of the Company are responsible for the other information. The other information comprises the Directors' Report, Statement of Risk Management and Internal Control, Executive Chairman's Statement, Managing Director's Review, Management Discussion & Analysis, Environment, Social & Governance Report, Corporate Governance Overview Statement, Audit Committee Report, Nominating Committee Statement, and other sections of the 2025 Annual Report, which we obtained prior to the date of this auditors' report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

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

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

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

Responsibilities of the Directors for the financial statements

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

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

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD

(Incorporated in Malaysia)
Company No. 199601034332 (406684-H)

Auditors' responsibilities for the audit of the financial statements

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

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

- (a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF YTL POWER INTERNATIONAL BERHAD

(Incorporated in Malaysia)

Company No. 199601034332 (406684-H)

Auditors' responsibilities for the audit of the financial statements (continued)

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

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

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

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

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

OTHER MATTERS

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

PRICEWATERHOUSECOOPERS PLT

LLP0014401-LCA & AF 1146

Chartered Accountants

TAN ENG HONG

03424/03/2027 J

Chartered Accountant

Kuala Lumpur

25 September 2025

INCOME STATEMENTS

For the financial year ended 30 June 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Revenue	4	21,801,771	22,284,344	1,387,178	2,348,515
Cost of sales		(16,315,484)	(16,202,412)	-	-
Gross profit		5,486,287	6,081,932	1,387,178	2,348,515
Other operating income		548,676	409,837	8,425	208,894
Administrative expenses		(928,221)	(606,489)	(97,911)	(88,770)
Other operating expenses		(656,418)	(331,919)	(433,957)	(38,267)
Finance cost		(1,545,067)	(1,785,277)	(480,613)	(411,951)
Share of profits of investments accounted for using the equity method	15	405,183	264,820	-	-
Profit before taxation	6	3,310,440	4,032,904	383,122	2,018,421
Taxation	7	(638,615)	(610,987)	(719)	(1,370)
Profit for the financial year		2,671,825	3,421,917	382,403	2,017,051
Attributable to:					
- Owners of the parent		2,545,449	3,406,296	382,403	2,017,051
- Non-controlling interests		126,376	15,621	-	-
		2,671,825	3,421,917	382,403	2,017,051
Earnings per share for profit attributable to the owners of the parent:					
- Basic (sen)	8	30.96	41.98		
- Diluted (sen)	8	29.03	41.45		

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

STATEMENTS OF COMPREHENSIVE INCOME

For the financial year ended 30 June 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Profit for the financial year		2,671,825	3,421,917	382,403	2,017,051
Other comprehensive income/(loss):					
<u>Items that will not be reclassified subsequently to income statement:</u>					
- financial assets at fair value through other comprehensive income	26(a)	1,155	20,887	(2,094)	23,359
- re-measurement of post-employment benefit obligations		23,787	(28,342)	-	-
<u>Items that may be reclassified subsequently to income statement:</u>					
- cash flow hedges	26(a)	(308,040)	239,838	-	-
- currency translation differences		(988,545)	116,054	-	-
- subsidiaries		(772,278)	100,111	-	-
- associates and joint ventures		(216,267)	15,943	-	-
Other comprehensive (loss)/income for the financial year, net of tax		(1,271,643)	348,437	(2,094)	23,359
Total comprehensive income for the financial year		1,400,182	3,770,354	380,309	2,040,410
Attributable to:					
- Owners of the parent		1,346,307	3,749,202	380,309	2,040,410
- Non-controlling interests		53,875	21,152	-	-
		1,400,182	3,770,354	380,309	2,040,410

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

STATEMENTS OF FINANCIAL POSITION

As at 30 June 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	10	36,020,424	31,417,854	1,695	1,407
Investment properties	12	1,322,723	710,543	-	-
Intangible assets	13	10,498,322	10,864,151	-	-
Service concession assets	24	638,388	1,033,149	-	-
Right-of-use assets	11	976,560	1,071,551	1,038	1,817
Post-employment benefit assets	30	64,187	31,124	-	-
Investment in subsidiaries	14	-	-	21,909,130	20,651,959
Investments accounted for using the equity method	15	2,258,222	2,485,473	233,366	233,333
Investments	16	295,850	305,647	222,253	224,347
Derivative financial instruments	20	1,775	16,353	-	-
Operating financial assets	17	542,149	605,628	-	-
Deferred tax assets	27	73,902	42,669	-	-
Receivables, deposits and prepayments	18	2,991,384	3,075,210	-	-
Amounts owing by subsidiaries	22	-	-	4,268,739	3,853,485
		55,683,886	51,659,352	26,636,221	24,966,348
Current assets					
Inventories	19	876,666	988,480	-	-
Investments	16	1,217,181	956,008	366,148	88,131
Receivables, deposits and prepayments	18	4,744,041	5,124,589	4,892	71,469
Derivative financial instruments	20	15,850	122,256	-	-
Operating financial assets	17	67,714	64,807	-	-
Amounts owing by immediate holding company and ultimate holding company	21	7	7	-	-
Amounts owing by subsidiaries	22	-	-	27,615	12,163
Amounts owing by fellow subsidiaries	35	33,216	27,410	-	-
Cash and bank balances	23	12,218,731	8,889,949	1,423,333	440,487
		19,173,406	16,173,506	1,821,988	612,250
Total assets		74,857,292	67,832,858	28,458,209	25,578,598

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

STATEMENTS OF FINANCIAL POSITION

As at 30 June 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
EQUITY AND LIABILITIES					
Capital and reserves					
Share capital	25	7,635,654	7,091,870	7,635,654	7,091,870
Reserves		13,711,132	12,965,098	8,941,285	9,174,466
Equity attributable to owners of the parent		21,346,786	20,056,968	16,576,939	16,266,336
Non-controlling interests		267,384	398,250	-	-
Total equity		21,614,170	20,455,218	16,576,939	16,266,336
Liabilities					
Non-current liabilities					
Deferred taxation	27	3,537,100	3,583,078	75	84
Borrowings	28	35,369,839	30,427,137	10,386,064	7,903,260
Lease liabilities	29	404,659	395,206	275	1,077
Service concession obligations	24	230,540	641,343	-	-
Provision for liabilities and charges	34	29,675	27,418	-	-
Post-employment benefit obligations	30	56,500	68,715	-	-
Grants and contributions	31	769,713	721,874	-	-
Derivative financial instruments	20	40,769	1,198	-	-
Payables	32	1,953,278	2,066,396	-	-
		42,392,073	37,932,365	10,386,414	7,904,421
Current liabilities					
Payables and accrued expenses	33	6,266,350	5,478,179	459,221	102,311
Derivative financial instruments	20	164,386	20,016	-	-
Provision for liabilities and charges	34	12,306	10,338	-	-
Post-employment benefit obligations	30	13,614	14,647	769	754
Amounts owing to immediate holding company and ultimate holding company	21	3,099	503	6	10
Amounts owing to subsidiaries	22	-	-	53,981	603,396
Amounts owing to fellow subsidiaries	35	207,003	121,555	77	603
Taxation		552,088	655,160	-	-
Borrowings	28	2,590,893	2,016,603	980,000	700,000
Lease liabilities	29	589,186	669,368	802	767
Service concession obligations	24	452,124	458,906	-	-
		10,851,049	9,445,275	1,494,856	1,407,841
Total liabilities		53,243,122	47,377,640	11,881,270	9,312,262
Total equity and liabilities		74,857,292	67,832,858	28,458,209	25,578,598

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

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 30 June 2025

<----- Attributable to Owners of the Parent ----->										
Group	Note	Share Capital RM'000 (Note 25)	Merger Reserve RM'000	Currency Translation Reserve RM'000	Other Reserves RM'000 (Note 26(a))	Treasury Shares RM'000 (Note 26(b))	Retained Earnings RM'000	Total RM'000	Non-controlling Interests RM'000	Total Equity RM'000
At 30 June 2024, as previously reported		7,091,870	(2,138,533)	2,263,888	379,156	(46,734)	12,504,415	20,054,062	(140,833)	19,913,229
Purchase price allocation adjustment	40	-	-	-	-	-	2,906	2,906	539,083	541,989
At 1 July 2024, as restated		7,091,870	(2,138,533)	2,263,888	379,156	(46,734)	12,507,321	20,056,968	398,250	20,455,218
Profit for the financial year		-	-	-	-	-	2,545,449	2,545,449	126,376	2,671,825
Other comprehensive (loss)/ income for the financial year		-	-	(915,912)	(307,018)	-	23,788	(1,199,142)	(72,501)	(1,271,643)
Total comprehensive (loss)/income for the financial year		-	-	(915,912)	(307,018)	-	2,569,237	1,346,307	53,875	1,400,182
Transactions with owners										
Effects arising from changes in composition of the Group		-	-	-	-	-	13,217	13,217	5,513	18,730
Exercise of share options	25	25,720	-	-	(5,234)	-	5,234	25,720	-	25,720
Exercise of warrants	25	518,064	-	-	-	-	-	518,064	-	518,064
Dividends paid/payable	9	-	-	-	-	-	(665,963)	(665,963)	-	(665,963)
Dividends paid/payable to non-controlling interests		-	-	-	-	-	-	-	(190,294)	(190,294)
Share option expenses	26(a)	-	-	-	14,218	-	-	14,218	-	14,218
Proceeds from exercise of warrants pending share issuance	26(a)	-	-	-	38,255	-	-	38,255	-	38,255
Statutory reserve transferred from retained earnings	26(a)	-	-	-	45	-	(45)	-	40	40
Exchange differences	26(a)	-	-	16,232	(16,232)	-	-	-	-	-
At 30 June 2025		7,635,654	(2,138,533)	1,364,208	103,190	(46,734)	14,429,001	21,346,786	267,384	21,614,170

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

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 30 June 2025

<----- Attributable to Owners of the Parent ----->										
Group	Note	Share Capital RM'000 (Note 25)	Merger Reserve RM'000	Currency Translation Reserve RM'000	Other Reserves RM'000 (Note 26(a))	Treasury Shares RM'000 (Note 26(b))	Retained Earnings RM'000	Total RM'000	Non-controlling Interests RM'000	Total Equity RM'000
At 1 July 2023		7,038,587	(2,138,533)	2,153,082	116,243	(46,734)	9,649,112	16,771,757	(370,886)	16,400,871
Profit for the financial year, as restated		-	-	-	-	-	3,406,296	3,406,296	15,621	3,421,917
Other comprehensive income/(loss) for the financial year		-	-	110,524	260,725	-	(28,343)	342,906	5,531	348,437
Total comprehensive income for the financial year, as restated		-	-	110,524	260,725	-	3,377,953	3,749,202	21,152	3,770,354
Transactions with owners										
Effects arising from changes in composition of the Group, as restated		-	-	-	-	-	(1,357)	(1,357)	907,517	906,160
Exercise of share options	25	53,283	-	-	(11,015)	-	11,015	53,283	-	53,283
Dividends paid	9	-	-	-	-	-	(529,402)	(529,402)	-	(529,402)
Dividends paid to non-controlling interests		-	-	-	-	-	-	-	(159,533)	(159,533)
Share option expenses	26(a)	-	-	-	13,485	-	-	13,485	-	13,485
Exchange differences	26(a)	-	-	282	(282)	-	-	-	-	-
At 30 June 2024, as restated		7,091,870	(2,138,533)	2,263,888	379,156	(46,734)	12,507,321	20,056,968	398,250	20,455,218

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

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 30 June 2025

Company	Note	Share Capital RM'000 (Note 25)	Other Reserves RM'000 (Note 26(a))	Treasury Shares RM'000 (Note 26(b))	Retained Earnings* RM'000	Total RM'000
At 1 July 2024		7,091,870	101,131	(46,734)	9,120,069	16,266,336
Profit for the financial year		-	-	-	382,403	382,403
Other comprehensive loss for the financial year		-	(2,094)	-	-	(2,094)
Total comprehensive (loss)/income for the financial year		-	(2,094)	-	382,403	380,309
Transactions with owners						
Exercise of share options	25	25,720	(5,234)	-	5,234	25,720
Exercise of warrants	25	518,064	-	-	-	518,064
Dividends paid/payable	9	-	-	-	(665,963)	(665,963)
Share option expenses	26(a)	-	14,218	-	-	14,218
Proceeds from exercise of warrants pending share issuance	26(a)	-	38,255	-	-	38,255
At 30 June 2025		7,635,654	146,276	(46,734)	8,841,743	16,576,939
At 1 July 2023		7,038,587	75,302	(46,734)	7,621,405	14,688,560
Profit for the financial year		-	-	-	2,017,051	2,017,051
Other comprehensive income for the financial year		-	23,359	-	-	23,359
Total comprehensive income for the financial year		-	23,359	-	2,017,051	2,040,410
Transactions with owners						
Exercise of share options	25	53,283	(11,015)	-	11,015	53,283
Dividends paid	9	-	-	-	(529,402)	(529,402)
Share option expenses	26(a)	-	13,485	-	-	13,485
At 30 June 2024		7,091,870	101,131	(46,734)	9,120,069	16,266,336

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

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

STATEMENTS OF CASH FLOWS

For the financial year ended 30 June 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Cash flows from operating activities					
Profit for the financial year		2,671,825	3,421,917	382,403	2,017,051
Adjustments for:					
Allowance for impairment of amounts owing by a subsidiary		-	-	108,850	240
Allowance for impairment of associates		-	302	-	-
Allowance for impairment of intangible assets		-	24,815	-	-
Allowance for impairment of inventories		1,750	1,657	-	-
Allowance for impairment of investment in a subsidiary		-	-	-	12,201
Allowance for impairment of receivables (net of reversals)		254,463	112,859	-	-
Amortisation of contract costs		2,890	1,966	-	-
Amortisation of deferred income		(6,262)	(6,406)	-	-
Amortisation of grants and contributions		(15,281)	(23,443)	-	-
Amortisation of intangible assets		111,811	64,885	-	-
Amortisation of service concession assets		429,768	33,938	-	-
Bad debts written off/(recovered)		7,215	(1,933)	-	-
Depreciation of property, plant and equipment		1,206,192	1,121,402	295	295
Depreciation of right-of-use assets		180,653	128,622	779	788
Fair value gain on investments		(14,414)	(196,786)	(8,403)	(188,963)
Fair value gain on investment properties		(193,249)	(57,099)	-	-
Fair value (gain)/loss on derivatives		(2,560)	28	-	-
Gain on bargain purchase		-	(9,930)	-	-
Gain on lease modification		(8)	-	-	-
Gain on lease termination		(7,410)	(3,685)	-	-
Gain on remeasurement of convertible unsecured loan stocks ("CULS")		(505)	-	-	-
Intangible assets written off		81,749	-	-	-
Interest expense		1,545,067	1,785,277	480,613	411,951
Interest income		(39,736)	(41,624)	-	-
Inventories written off		96	-	-	-
Net gain on disposal of property, plant and equipment		(28,924)	(4,199)	-	(1)
Project development costs written off		616	-	-	-
Property, plant and equipment written off		9,261	11,878	-	-
Provision for liabilities and charges		4,669	2,116	-	-
Provision for post-employment benefit		38,156	36,921	-	-
Share of profits of investments accounted for using the equity method		(405,183)	(264,820)	-	-
Share option expenses		14,271	13,634	7,964	8,125
Taxation		638,615	610,987	719	1,370
Unrealised loss/(gain) on foreign exchange		360,317	(24,143)	340,467	(4,791)
Waiver of amounts owing by subsidiaries		-	-	32	399
		6,845,852	6,739,136	1,313,719	2,258,665

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

STATEMENTS OF CASH FLOWS

For the financial year ended 30 June 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Changes in working capital:					
Inventories		21,721	(224,661)	-	-
Receivables, deposits and prepayments		(731,519)	(243,845)	54,836	(9,373)
Payables and accrued expenses		678,810	(144,476)	(1,489)	5,130
Subsidiaries	22	-	-	(867,160)	(1,031,506)
Fellow subsidiaries		76,873	30,923	(526)	554
Holding company		2,592	(971)	(4)	(92)
Cash flows from operations		6,894,329	6,156,106	499,376	1,223,378
Interest paid		(1,491,710)	(1,189,620)	(454,596)	(384,947)
Payment for provision and liabilities		(3,524)	(2,425)	-	-
Payment for service concession obligations		(410,429)	(45,764)	-	-
Payment to post-employment benefit obligations		(49,824)	(37,553)	-	-
Tax paid		(697,925)	(341,574)	(750)	(1,637)
Net cash flows from operating activities		4,240,917	4,539,170	44,030	836,794
Cash flows from investing activities					
Acquisition of subsidiaries	14(e)	-	(523,096)	-	(141,274)
Additional investments		(3,825)	(5,450)	-	-
Additional investment accounted for using the equity method		(50,031)	(272,319)	(33)	(233,333)
Advances to subsidiaries		-	-	(2,433,908)	(1,424,484)
Decrease in deposits maturing more than 90 days		-	336,783	-	-
Development expenditure incurred on investment properties		(370,442)	(51,634)	-	-
Dividends received		466,482	392,916	-	-
Grants received		84,928	37,430	-	-
Increase in deposits maturing more than 90 days		(284,450)	-	-	-
Interest received		31,286	46,213	-	-
Maturities/Withdrawals of income funds		1,247,120	1,474,452	1,239,623	1,474,452
Placements of income funds		(1,500,000)	(1,204,000)	(1,500,000)	(1,204,000)
Proceeds from disposal of investments		9,499	477	-	-
Proceeds from disposal of property, plant and equipment		55,270	8,644	36	25
Purchase of intangible assets		(110,424)	(43,757)	-	-
Purchase of property, plant and equipment		(6,231,390)	(3,372,479)	(619)	(882)
Repayment for participation investment		-	177,842	-	-
Repayment from subsidiaries		-	-	593,464	-
Net cash flows used in investing activities		(6,655,977)	(2,997,978)	(2,101,437)	(1,529,496)

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

STATEMENTS OF CASH FLOWS

For the financial year ended 30 June 2025

	Note	Group	Company		
		2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Cash flows from financing activities					
Disposal of interest in a subsidiary		18,809	-	18,809	-
Dividends paid		(328,446)	(529,402)	(328,446)	(529,402)
Dividends paid to non-controlling interests		(170,294)	(159,533)	-	-
Placement of restricted deposits		(166,211)	-	-	-
Proceeds from borrowings		9,761,636	7,455,265	3,510,000	3,150,000
Proceeds from exercise of warrants pending share issuance		38,255	-	38,255	-
Proceeds from issuance of shares		543,784	53,283	543,784	53,283
Upfront fees on borrowings		(22,832)	(6,471)	-	-
Upliftment of restricted deposits		122,113	-	-	-
Repayment of borrowings		(3,653,559)	(8,266,746)	(700,000)	(1,991,563)
Repayment of lease liabilities		(176,999)	(144,861)	(834)	(834)
Net cash flows from/(used in) financing activities		5,966,256	(1,598,465)	3,081,568	681,484
Net changes in cash and cash equivalents					
Effects of exchange rate changes		3,551,196	(57,273)	1,024,161	(11,218)
Cash and cash equivalents:		(507,931)	58,553	(41,315)	3,207
- At beginning of the financial year		8,728,362	8,727,082	440,487	448,498
- At end of the financial year	23	11,771,627	8,728,362	1,423,333	440,487
The principal non-cash transactions of property, plant and equipment are disclosed as below:					
Interest expense paid/payable		268,726	115,883	-	-
Transfer of assets from customers		25,186	30,182	-	-
Other payables and accrued expenses		212,210	(78,072)	-	-
Provision for liabilities and charges		1,273	1,633	-	-
		507,395	69,626	-	-

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

STATEMENTS OF CASH FLOWS

For the financial year ended 30 June 2025

Reconciliation of liabilities arising from financing activities:

1. Borrowings

	Note	Group		Company	
		2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
At 1 July, as previously reported		32,388,397	31,484,301	8,603,260	7,438,381
Purchase price allocation adjustment	14(e)(ii)	55,343	-	-	-
At 1 July, as restated		32,443,740	31,484,301	8,603,260	7,438,381
<u>Changes from financing cash flows</u>					
Proceeds from borrowings		9,761,636	7,455,265	3,510,000	3,150,000
Upfront fees on borrowings		(22,832)	(6,471)	-	-
Repayment of borrowings		(3,653,559)	(8,266,746)	(700,000)	(1,991,563)
<u>Other changes in borrowings</u>					
Acquisition of a subsidiary	14(e)(ii)	-	979,711	-	-
Amortisation of issuance cost/Unwinding of premium		251,515	514,864	2,528	2,442
(Decrease)/Increase in bank overdrafts		(46,002)	57,209	-	-
Gain on remeasurement of convertible unsecured loan stocks ("CULS")		(505)	-	-	-
Exchange differences		(773,261)	225,607	(49,724)	4,000
At 30 June		37,960,732	32,443,740	11,366,064	8,603,260

2. Lease liabilities

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At 1 July		1,064,574	401,608	1,844	275
<u>Changes from financing cash flows</u>					
Repayment of lease liabilities		(176,999)	(144,861)	(834)	(834)
<u>Other changes in lease liabilities</u>					
Acquisition of a subsidiary	14(e)(ii)	-	32,742	-	-
Additions		65,524	90,772	-	2,337
Termination		(9,839)	(18,018)	-	-
Interest expenses		25,208	23,113	67	66
Modification		58,243	680,316	-	-
Exchange differences		(32,866)	(1,098)	-	-
At 30 June		993,845	1,064,574	1,077	1,844

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

1. GENERAL INFORMATION

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

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

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

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

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

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

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

2. MATERIAL ACCOUNTING POLICIES

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

(a) Basis of preparation

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(a) Basis of preparation (continued)

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

(i) Amendments to published standards that are effective and applicable for the Group's and the Company's financial year beginning on or after 1 July 2024 are as follows:

	Effective for financial periods beginning on or after
Amendments to MFRS 101 'Presentation of Financial Statements' - Classification of Liabilities as Current or Non-current	1 January 2024
Amendments to MFRS 101 'Presentation of Financial Statements' - Non-current Liabilities with Covenants	1 January 2024
Amendments to MFRS 16 'Leases' - Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to MFRS 107 'Statement of Cash Flows' and MFRS 7 'Financial Instruments: Disclosures' - Supplier Finance Arrangements	1 January 2024
July 2024 IFRIC agenda decision on MFRS 8 "Operating Segments": Disclosure of Revenues and Expenses for Reportable Segments	

The adoption of the above applicable amendments to published standards have not given rise to any material impact on the financial statements of the Group and the Company, except for disclosure of expenses for reportable segments as disclosed in Notes 39 to the Financial Statements.

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

a) Financial year beginning on/after 1 July 2025

- Amendments to MFRS 121 'The Effects of Changes in Foreign Exchange Rates' - Lack of Exchangeability (effective from 1 January 2025) clarify that entities will be applying a consistent approach in determining if a currency can be exchanged into another currency. These amendments provide guidance on the spot exchange rate to use when a currency is not exchangeable into another currency and the disclosures entities need to provide to enable users of financial statements to understand the impact on the entities' financial performance, financial position and cash flows as a result of a currency being not exchangeable into another currency. An entity does not apply the amendments retrospectively. Instead, an entity recognises any effect of initially applying the amendments as an adjustment to the opening balance of retained earnings when the entity reports foreign currency transactions. When an entity uses a presentation currency other than its functional currency, it recognises the cumulative amount of translation differences in equity.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(a) Basis of preparation (continued)

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

b) Financial year beginning on/after 1 July 2026

- Annual Improvements to MFRS 1 'First-time Adoption of Malaysian Financial Reporting Standards' – Hedge accounting by a first-time adopter (effective from 1 January 2026). Paragraphs B5-B6 are amended to improve their consistency with the requirements in MFRS 9 and cross-references are added to improve the understandability of MFRS 1.
- Annual Improvements to MFRS 7 'Financial Instruments: Disclosures' – Gain or loss on derecognition (effective from 1 January 2026). Paragraph 38 is amended to update an obsolete cross-reference to paragraph 27A. The guidance on implementing MFRS 7 is also amended to address an inconsistency between paragraph 28 of MFRS 7 and paragraph IG14 and to clarify that the guidance does not necessarily illustrate all the requirements of MFRS 7.
- Annual Improvements to MFRS 9 'Financial Instruments' – Lessee derecognition of lease liabilities and transaction price (effective from 1 January 2026). Paragraph 2.1(b)(ii) of MFRS 9 is amended to resolve a potential confusion for a lessee applying the requirements to a lease liability that has been extinguished in accordance with the Standard. The amendments also remove the reference to 'transaction price' (as defined in MFRS 15 'Revenue from Contracts with Customers') from Appendix A of MFRS 9.
- Amendments to MFRS 9 'Financial Instruments' and MFRS 7 'Financial Instruments: Disclosures' – Amendments to the Classification and Measurement of Financial Instruments (effective 1 January 2026) have require financial assets to be derecognised on the date the contractual rights to the cash flows expire and financial liabilities to be derecognised when obligation under the contract is discharged (i.e. the settlement date). In addition, there is an optional exception to derecognise financial liabilities before the settlement date for settlement using electronic payment systems (if specified criteria are met); clarify and add further guidance for assessing whether a financial asset meets the solely payments for principal and interest (SPPI) criterion; add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI).
- Amendments to MFRS 9 'Financial Instruments' and MFRS 7 'Financial Instruments: Disclosures' – Contract Referencing Nature-dependent Electricity (effective 1 January 2026) have added the buyer's application guidance on the MFRS 9 'own-use exemption' for contracts to buy and take delivery of electricity that expose an entity to variability in the underlying amount of electricity because the source of its generation depends on uncontrollable natural conditions e.g. the weather ('contracts referencing nature-dependent electricity'). Under the amendments, the buyer can apply the MFRS 9 'own-use exemption' to account for these contracts as executory contracts if the buyer has been, and expects to be, a 'net purchaser' of electricity for the contract period, based on the criteria set in the standard; permit hedge accounting in MFRS 9 if these contracts referencing nature-dependent electricity are used as hedging instruments; and add new MFRS 7 disclosure requirements to enable users to understand the effects of these contracts on an entity's financial performance and cash flows.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(a) Basis of preparation (continued)

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

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

- Annual Improvements to MFRS 10 'Consolidated Financial Statements' – Determination of a 'de facto agent' (effective from 1 January 2026). The amendments resolve an inconsistency between paragraphs B73 and B74 of the standard and clarify that the relationship described in paragraph B74 is just one example of a circumstance in which judgement is required to determine whether a party is acting as a de facto agent.
- Annual Improvements to MFRS 107 'Statement of Cash Flows' – Cost method (effective from 1 January 2026). Paragraph 37 of MFRS 107 is amended to replace the term 'cost method' with 'at cost'.

c) *Financial year beginning on/after 1 July 2027*

- MFRS 18 'Presentation and Disclosure in Financial Statements' (effective 1 January 2027) replaces MFRS 101 'Presentation of Financial Statements'. The new MFRS introduces a new structure of profit or loss statement. The Income and expenses are classified into 3 new main categories: Operating category which typically includes results from the main business activities; Investing category that presents the results of investments in associates and joint ventures and other assets that generate a return largely independently of other resources; and Financing category that presents income and expenses from financing liabilities. Entities are required to present two new specified subtotals: 'Operating profit or loss' and 'Profit or loss before financing and income taxes'. Management-defined performance measures are disclosed in a single note and reconciled to the most similar specified subtotal in MFRS Accounting Standards. Changes to the guidance on aggregation and disaggregation which focus on grouping items based on their shared characteristics.

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(b) Property, plant and equipment

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

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

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

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

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

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(c) Leases

(i) Accounting by lessee

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

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

a) *Lease term*

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

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

b) *ROU assets*

ROU assets are initially measured at cost comprising the following:

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(c) Leases (continued)

(i) Accounting by lessee (continued)

c) *Lease liabilities*

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

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

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

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

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

d) *Reassessment of lease liabilities*

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(c) Leases (continued)

(ii) Accounting by lessor

Operating leases

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

Separating lease and non-lease components

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

(d) Intangible assets

(i) Contract rights

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

(ii) Goodwill

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

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

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

(iii) Software assets

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(d) Intangible assets (continued)

(iv) Service license

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

(v) Other intangible assets

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

(e) Investment properties

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(f) Impairment of non-financial assets

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

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

(g) Subsidiaries

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(g) Subsidiaries (continued)

(i) Acquisition method

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

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

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

(ii) Merger method

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(g) Subsidiaries (continued)

(iii) Transactions with non-controlling interests

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

(iv) Change in control

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

(h) Associates

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

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(i) Joint arrangements

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

Joint ventures

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

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

(j) Investments in subsidiaries, joint arrangements and associates

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

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

(k) Development expenditure

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(l) Inventories

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

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

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

(m) Financial assets and financial liabilities

Financial assets

(i) Classification

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

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

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

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

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

(ii) Recognition and derecognition

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Financial assets and financial liabilities (continued)

Financial assets (continued)

(iii) Measurement

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

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

a) Debt instruments

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Financial assets and financial liabilities (continued)

Financial assets (continued)

(iii) Measurement (continued)

b) Equity instruments

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

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

(iv) Impairment

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

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Financial assets and financial liabilities (continued)

Financial assets (continued)

(iv) Impairment (continued)

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

The measurement of ECL reflects:

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

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

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

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

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

Significant increase in credit risk

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Financial assets and financial liabilities (continued)

Financial assets (continued)

(iv) Impairment (continued)

Significant increase in credit risk (continued)

The following indicators are incorporated:

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

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

Definition of default and credit-impaired financial assets

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

a) *Quantitative criteria*

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

b) *Qualitative criteria*

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Financial assets and financial liabilities (continued)

Financial assets (continued)

(iv) Impairment (continued)

Groupings of instruments for ECL measured on collective basis

a) *Collective assessment*

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

b) *Individual assessment*

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

(v) Write-off

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

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

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

b) *Other receivables and amounts owing by related companies*

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(m) Financial assets and financial liabilities (continued)

Financial liabilities

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

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

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

Offsetting financial instruments

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

(n) Derivative financial instruments and hedging activities

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(n) Derivative financial instruments and hedging activities (continued)

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

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

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

(o) Financial guarantee

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

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

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

(p) Cash and cash equivalents

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(q) Share capital

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

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

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

Purchase of own shares

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

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

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

(r) Borrowings

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

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

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

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

(s) Grants and contributions

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(t) Deferred income

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

(u) Provisions

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

(v) Revenue recognition

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

(i) Sale of electricity

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(v) Revenue recognition (continued)

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

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

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

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(v) Revenue recognition (continued)

(iii) Telecommunications

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

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

a) Telecommunication services

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

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

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

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

b) Sale of devices

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(v) Revenue recognition (continued)

(iii) Telecommunications (continued)

b) Sale of devices (continued)

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

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

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

(iv) Sale of steam

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

(v) Investment income

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

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

(vi) Lease income

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(v) Revenue recognition (continued)

(vii) Construction contracts

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

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

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(v) Revenue recognition (continued)

(viii) Others

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

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

(w) Contracts with Customers

(i) Contract assets

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

(ii) Contract liabilities

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

(iii) Contract cost assets

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(w) Contracts with Customers (continued)

(iii) Contract cost assets (continued)

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

(x) Employee benefits

(i) Short-term employee benefits

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

(ii) Post-employment benefits

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

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

a) *Defined contribution plan*

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

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

b) *Defined benefit plan*

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(x) Employee benefits (continued)

(iii) Share-based compensation

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

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

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

(y) Income taxes

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

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(z) Foreign currencies

(i) Functional and presentation currency

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

(ii) Transactions and balances

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

(iii) Group companies

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(aa) Contingent liabilities and contingent assets

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

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

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

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

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

(ab) Segmental reporting

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

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

(ac) Service concession contracts

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

2. MATERIAL ACCOUNTING POLICIES (CONTINUED)

(ac) Service concession contracts (continued)

(i) Intangible asset model

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

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

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

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

(ii) Financial asset model

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

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

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

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

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

(a) Impairment assessment of goodwill and service license

The Group tests goodwill and service license for impairment annually, in accordance with its accounting policy. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of significant judgements and estimates as set out in Note 13 to the financial statements.

(b) Capitalisation of property, plant and equipment ("PPE")

Due to the high value of capital expenditure on property, plant and equipment of water and sewerage segment in the United Kingdom of RM2,393.7 million, significant judgements made on the classification of expenses as operating or capital, and within capital between maintenance and enhancement, are key to the preparation of the financial statements. These significant judgements are based on engineering experience of differentiating between treatment as a repair or a replacement of an asset.

(c) Impairment assessment of property, plant and equipment and investment

The Group assesses impairment of the assets or cash-generating units ("CGUs") whenever events or changes in circumstances indicate that the carrying amount of an asset or CGU may not be recoverable i.e. the carrying amount of the asset is more than the recoverable amount. Recoverable amount is measured at the higher of the fair value less costs of disposal ("FVLCD") for that asset or CGU and its value-in-use ("VIU"). Projected future cash flows used in impairment testing of the assets or CGUs are based on Group's estimates calculated using historical, sector and industry trends, general market and economic conditions, changes in technology and other available information.

The recoverable amounts of the asset or CGUs are determined based on VIU or FVLCD calculations. These calculations require the use of estimates. The calculations are inherently judgemental and susceptible to change from period to period because they require the Group to make assumptions about revenue growth rate, discount rate and terminal multiple.

The assumptions used and results of the impairment assessment of investment in a subsidiary and PPE are disclosed in Note 14(c) and Note 10 to the financial statements, respectively.

(d) Assumptions used in determining the post-employment benefit plans

The present value of the post-employment benefit plans depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/income are disclosed in Note 30 to the financial statements. Any changes in these assumptions will impact the carrying amount of post-employment benefit plans.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

(e) Investment properties

The Group carries its investment properties at fair value, with changes in fair value being recognised in the Income Statements. For investment properties, a valuation methodology is adopted which involves comparison to developments of a similar nature, location and condition. The sensitivity analysis is disclosed in Note 12(b) to the financial statements.

(f) Deferred tax assets

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which temporary differences can be utilised. This involves judgment regarding future financial performance of respective entities when the deferred tax assets are recognised. The aggregate amount of deferred tax assets not recognised as disclosed in Note 7 to the financial statements where the Group has determined that sufficient taxable profits are not probable is primarily due to the uncertainty related to the impairment assessment as disclosed in Note 10 to the financial statements.

4. REVENUE

(a) Revenue comprises the following:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue from contracts with customers	20,833,126	21,351,319	-	-
Revenue from other sources				
- Lease income	294,667	209,049	-	-
- Others	673,978	723,976	1,387,178	2,348,515
Total revenue	21,801,771	22,284,344	1,387,178	2,348,515

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

4. REVENUE (CONTINUED)

(a) Revenue comprises the following: (continued)

(i) Disaggregation of revenue from contracts with customers and other sources:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Power generation				
- Sale of electricity	11,653,805	14,647,522	-	-
- Sale of steam	225,267	288,743	-	-
- Others	311,424	304,886	-	-
	12,190,496	15,241,151	-	-
Water and sewerage				
- Supply of clean water and treatment and disposal of waste water	7,046,736	5,213,650	-	-
Telecommunications				
- Sale of devices	73,624	137,545	-	-
- Telecommunication services	298,282	324,052	-	-
- Telecommunication infrastructure	174,293	118,887	-	-
- Construction of telecommunication infrastructure	338,961	160,804	-	-
	885,160	741,288	-	-
Investment holding activities				
- Investment income	615,972	682,408	1,384,161	2,344,826
- Dividend income	6,786	6,257	1,089,977	2,021,758
- Interest income	609,186	676,151	294,184	323,068
- Management, operation and maintenance fees	319,362	154,817	-	-
- Consultancy fees	330,372	33,227	-	-
- Others	413,673	217,803	3,017	3,689
	1,679,379	1,088,255	1,387,178	2,348,515
	21,801,771	22,284,344	1,387,178	2,348,515

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

4. REVENUE (CONTINUED)

(a) Revenue comprises the following: (continued)

(ii) Timing of revenue recognition for revenue from contracts with customers:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At a point in time	571,400	684,921	-	-
Over time	20,261,726	20,666,398	-	-
	20,833,126	21,351,319	-	-

(b) Contract assets and liabilities related to contracts with customers

	Note	Group	
		2025 RM'000	2024 RM'000 (Restated)
Non-current			
Contract assets	18	60,732	51,996
Contract cost assets	18	1,559	2,101
Contract liabilities	32	(59,156)	(47,304)
Current			
Contract assets	18	315,363	516,124
Contract cost assets	18	617	35,393
Contract liabilities	33	(622,287)	(591,115)

(i) Significant changes in contract assets and liabilities

	Group	
	2025 RM'000	2024 RM'000 (Restated)
Contract assets		
At 1 July, as previously reported	573,338	243,864
Purchase price allocation adjustment	(5,218)	-
At 1 July, as restated	568,120	243,864
Exchange differences	701	-
Acquisition of a subsidiary (Note 14(e)(ii))	-	228,251
Additions arising from revenue recognised during the financial year	430,757	190,654
Transfer to trade receivables	(622,910)	(89,365)
Allowance for impairment of contract assets	(573)	(5,284)
At 30 June	376,095	568,120

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

4. REVENUE (CONTINUED)

(b) Contract assets and liabilities related to contracts with customers (continued)

(i) Significant changes in contract assets and liabilities (continued)

	Group	
	2025 RM'000	2024 RM'000
Contract liabilities		
At 1 July	638,419	564,987
Exchange differences	(17,853)	5,200
Acquisition of a subsidiary (Note 14(e)(ii))	-	8,921
Revenue recognised that was included in the contract liability balance at the beginning of the financial year	(558,365)	(541,422)
Increases due to cash received, excluding amounts recognised as revenue during the financial year	619,242	600,733
At 30 June	681,443	638,419

(ii) Assets recognised from costs to obtain or fulfil a contract

The Group capitalises costs to obtain or fulfil a contract which include sales commissions when they are incremental and expected to be recovered over more than a year. This is presented within contract cost assets within "Receivables, deposits and prepayments" in the Statement of Financial Position.

	Group	
	2025 RM'000	2024 RM'000
At 1 July	37,494	38,330
Exchange differences	(1,588)	330
Assets recognised from costs to obtain or fulfil a contract during the financial year	2,422	35,058
Amortisation recognised during the financial year	(2,890)	(1,966)
Charged to cost of sales during the financial year	(33,262)	(34,258)
At 30 June	2,176	37,494

The closing balances of contract cost assets consist of:

	Group	
	2025 RM'000	2024 RM'000
Contract acquisition costs	498	562
Contract fulfilment costs	1,678	36,932
At 30 June	2,176	37,494

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

4. REVENUE (CONTINUED)

(b) Contract assets and liabilities related to contracts with customers (continued)

(iii) Unsatisfied performance obligations

As at 30 June 2025, the aggregate amount of transaction price allocated to unsatisfied performance obligations resulting from contracts with customers is RM1,416.3 million (2024: RM1,809.1 million). This will be recognised as revenue as the services are provided to customers, which is expected to occur over the next 1 to 6 years (2024: 1 to 7 years).

The Group applies the practical expedient in MFRS 15 and did not disclose information about unsatisfied performance obligations for certain contracts, where the transaction price corresponds directly with the Group's level of performance in the future.

5. SIGNIFICANT TRANSACTIONS WITH RELATED PARTIES

Key management personnel comprise the Directors and Senior Management who have authority and responsibility for planning, directing and controlling the activities of the Group or the Company. Key management compensation is disclosed below:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Key management compensation:				
- Salaries and bonus	51,299	49,052	39,450	34,055
- Defined contribution plan	4,707	4,070	4,676	4,029
- Fees	890	886	890	886
- Other emoluments*	235	240	61	60
- Estimated money value of benefits in kind	297	416	85	76

* Includes Social Security Organisation ("SOCSO"), meeting allowances, etc.

Key management compensation includes the Directors' remuneration (whether executive or otherwise) as disclosed in Note 6 to the financial statements.

Whenever exist, related party transactions also include transactions with entities that are controlled, jointly controlled or significantly influenced directly or indirectly by any key management personnel or their close family members.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

5. SIGNIFICANT TRANSACTIONS WITH RELATED PARTIES (CONTINUED)

In addition to related party transactions and balances mentioned elsewhere in the financial statements, set out below are significant related party transactions and balances which were carried out on terms and conditions negotiated amongst the related parties. Fellow subsidiaries are subsidiaries of immediate holding company and ultimate holding company of the Company.

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Sale of goods and services:				
- Associates	42,560	-	-	-
- Fellow subsidiaries	37,279	18,942	-	-
Management, operation and maintenance fees:				
- Associates	74,312	78,246	-	-
- Joint ventures	56,568	62,267	-	-
Dividend income:				
- Subsidiaries	-	-	1,086,087	2,018,517
- Fellow subsidiaries	3,772	3,121	3,772	3,121
Interest income:				
- Subsidiaries - in respect of loan and advances	-	-	261,704	288,858
- Joint ventures	215,969	263,993	-	-
Other income:				
- Fellow subsidiaries	3,017	3,689	3,017	3,689
Interest expense:				
- Subsidiaries - in respect of loan and advances	-	-	2,072	2,543
Purchases of goods and services from associates:				
- Network cost	139,755	-	-	-
Purchases of goods and services from fellow subsidiaries:				
- Construction of building infrastructure and related services	1,129,721	520,129	-	-
- Hotel and accommodation	1,709	2,735	797	1,829
- Operating and maintenance	165,629	94,779	-	-
Purchases of goods and services from joint venture companies:				
- Billing and debt collection services	81,022	87,000	-	-
- Information technology consultancy and related services	-	5,847	-	-
Expenses paid on behalf of:				
- Subsidiaries	-	-	998	26,899

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

5. SIGNIFICANT TRANSACTIONS WITH RELATED PARTIES (CONTINUED)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Expenses paid on behalf by:				
- Subsidiaries	-	-	283	5,948
- Fellow subsidiaries	756	1,347	340	640
- Immediate holding company and ultimate holding company	656	3,747	453	610
Year-end balances owing by:				
- Subsidiaries	-	-	4,296,354	3,865,648
- Fellow subsidiaries	33,216	27,410	-	-
Year-end balances owing to:				
- Subsidiaries	-	-	(53,981)	(603,396)
- Fellow subsidiaries	(207,003)	(121,555)	(77)	(603)

6. PROFIT BEFORE TAXATION

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit before taxation is stated after charging/(crediting):				
Allowance for impairment of amounts owing by a subsidiary	-	-	108,850	240
Allowance for impairment of associates	-	302	-	-
Allowance for impairment of intangible assets	-	24,815	-	-
Allowance for impairment of inventories	1,750	1,657	-	-
Allowance for impairment of investment in a subsidiary	-	-	-	12,201
Allowance for impairment of receivables (net of reversals)	254,463	112,859	-	-
Amortisation of contract costs	2,890	1,966	-	-
Amortisation of deferred income	(6,262)	(6,406)	-	-
Amortisation of grants and contributions	(15,281)	(23,443)	-	-
Amortisation of intangible assets	111,811	64,885	-	-
Amortisation of service concession assets	429,768	33,938	-	-
Auditors' remuneration				
- Statutory audit fees payable/paid to PricewaterhouseCoopers PLT, Malaysia ("PwC Malaysia")				
- current financial year	1,253	1,004	1,231	983

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

6. PROFIT BEFORE TAXATION (CONTINUED)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
- Statutory audit fees payable/paid to member firms of PricewaterhouseCoopers International Limited ("PwCIL") which are separate and independent legal entities from PwC Malaysia	957	983	-	-
- Statutory audit fees payable/paid to other audit firms	7,693	6,267	-	-
- Non-audit fees payable/paid to PwC Malaysia	300	517	62	486
- Non-audit fees payable/paid to member firms of PwCIL which are separate and independent legal entities from PwC Malaysia	473	468	-	-
Bad debts written off/(recovered)	7,215	(1,933)	-	-
Cash flow hedges, reclassified from hedging reserve to cost of sales	71,921	(81,708)	-	-
Cost of fuel, raw materials and consumable	10,836,595	12,392,716	-	-
Depreciation of property, plant and equipment	1,206,192	1,121,402	295	295
Depreciation of right-of-use assets	180,653	128,622	779	788
Development expenditure	2,036	8,107	2,036	8,053
Directors' remuneration	45,882	39,876	45,077	39,030
Fair value gain on investments	(14,414)	(196,786)	(8,403)	(188,963)
Fair value gain on investment properties	(193,249)	(57,099)	-	-
Fair value (gain)/loss on derivatives	(2,560)	28	-	-
Gain on bargain purchase	-	(9,930)	-	-
Gain on lease modification	(8)	-	-	-
Gain on lease termination	(7,410)	(3,685)	-	-
Gain on remeasurement of convertible unsecured loan stocks ("CULS")	(505)	-	-	-
Grant income	(194,735)	-	-	-
Infrastructure maintenance expenses	124,526	114,779	-	-
Intangible assets written off	81,749	-	-	-
Interest expense - accretion of asset retirement obligation	1,319	1,305	-	-
Interest expense - borrowings	1,455,844	1,757,442	478,474	409,342
Interest expense - discounting on non-current receivables	15,784	3,136	-	-
Interest expense - subsidiaries, in respect of loan and advances	-	-	2,072	2,543
Interest expense - lease liabilities	25,208	23,113	67	66
Interest expense - unwinding interest of service concession obligations	48,619	4,415	-	-
Interest income - post-employment benefit obligations	(1,707)	(4,134)	-	-
Interest income	(39,736)	(41,624)	-	-
Inventories written off	96	-	-	-
Net gain on disposal of property, plant and equipment	(28,924)	(4,199)	-	(1)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

6. PROFIT BEFORE TAXATION (CONTINUED)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Operating lease income	(3,449)	(688)	-	-
Project development costs written off	616	-	-	-
Property, plant and equipment written off	9,261	11,878	-	-
Provision for liabilities and charges	4,669	2,116	-	-
Rates	151,098	132,167	-	-
Realised gain on foreign exchange	(43,003)	(23,372)	(32,766)	(15,138)
Short-term leases/leases of low-value assets/ variable lease payments	104,497	107,728	-	-
Staff costs:				
- Wages, salaries and bonus	1,163,191	857,395	26,917	26,657
- Defined contribution plan	154,158	108,693	2,584	2,525
- Defined benefit plan - net pension cost	38,156	36,921	-	-
- Social contribution costs	108,977	100,614	103	96
Share option expenses	14,271	13,634	7,964	8,125
Unrealised loss/(gain) on foreign exchange	360,317	(24,143)	340,467	(4,791)
Waiver of amounts owing by subsidiaries	-	-	32	399

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

6. PROFIT BEFORE TAXATION (CONTINUED)

Details of the total remuneration of each Director of the Company received from YTL Power International Berhad Group of Companies, categorised into appropriate components for the financial year ended 30 June 2025 and 30 June 2024, are as follows:

2025 Group	Salaries RM'000	Bonus RM'000	Fees RM'000	Defined contribution plan RM'000	Others* RM'000	Estimated money value of benefits in kind RM'000	Total RM'000
Executive Directors							
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	5,235	3,546	-	1,054	1	42	9,878
Dato' Seri Yeoh Seok Hong	5,371	3,370	-	1,001	7	31	9,780
Dato' Yeoh Seok Kian	2,618	1,774	-	527	1	16	4,936
Dato' Yeoh Soo Min	4,076	2,762	-	821	1	23	7,683
Dato' Yeoh Soo Keng	3,940	2,669	-	793	1	2	7,405
Dato' Yeoh Seok Kah	2,637	1,518	-	451	6	9	4,621
Syed Abdullah Bin Syed Abd. Kadir	648	80	-	29	1	69	827
	24,525	15,719	890	4,676	72	192	46,074
Non-Executive Directors							
Tan Sri Ismail Bin Adam	-	-	220	-	11	-	231
Datuk Seri Long See Wool	-	-	230	-	16	-	246
Datuk Loo Took Gee	-	-	230	-	15	-	245
Faizal Sham Bin Abu Mansor	-	-	210	-	12	-	222
	24,525	15,719	890	4,676	72	192	46,074
2024							
Group	Salaries RM'000	Bonus RM'000	Fees RM'000	Defined contribution plan RM'000	Others* RM'000	Estimated money value of benefits in kind RM'000	Total RM'000
Executive Directors							
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	5,025	2,533	-	907	1	42	8,508
Dato' Seri Yeoh Seok Hong	5,193	2,407	-	862	7	25	8,494
Dato' Yeoh Seok Kian	2,513	1,267	-	454	1	16	4,251
Dato' Yeoh Soo Min	3,913	1,972	-	706	1	22	6,614
Dato' Yeoh Soo Keng	3,782	1,906	-	683	1	2	6,374
Dato' Yeoh Seok Kah	2,568	1,084	-	388	5	9	4,054
Syed Abdullah Bin Syed Abd. Kadir	648	80	-	29	1	68	826
	23,642	11,249	886	4,029	70	184	40,060
Non-Executive Directors							
Tan Sri Ismail Bin Adam	-	-	211	-	7	-	218
Datuk Seri Long See Wool	-	-	230	-	16	-	246
Datuk Loo Took Gee	-	-	230	-	16	-	246
Faiz Bin Ishak	-	-	96	-	9	-	105
Faizal Sham Bin Abu Mansor	-	-	119	-	5	-	124
	23,642	11,249	886	4,029	70	184	40,060

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

6. PROFIT BEFORE TAXATION (CONTINUED)

Details of the total remuneration of each Director of the Company received from YTL Power International Berhad, categorised into appropriate components for the financial year ended 30 June 2025 and 30 June 2024, are as follows:

2025 Company	Salaries RM'000	Bonus RM'000	Fees RM'000	Defined contribution plan RM'000	Others* RM'000	Estimated money value of benefits in kind RM'000	Total RM'000
Executive Directors							
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	5,235	3,546	-	1,054	1	-	9,836
Dato' Seri Yeoh Seok Hong	4,974	3,370	-	1,001	1	8	9,354
Dato' Yeoh Seok Kian	2,618	1,774	-	527	1	-	4,920
Dato' Yeoh Soo Min	4,076	2,762	-	821	1	8	7,668
Dato' Yeoh Soo Keng	3,940	2,669	-	793	1	-	7,403
Dato' Yeoh Seok Kah	2,240	1,518	-	451	1	-	4,210
Syed Abdullah Bin Syed Abd. Kadir	648	80	-	29	1	69	827
Non-Executive Directors							
Tan Sri Ismail Bin Adam	-	-	220	-	11	-	231
Datuk Seri Long See Wool	-	-	230	-	16	-	246
Datuk Loo Took Gee	-	-	230	-	15	-	245
Faizal Sham Bin Abu Mansor	-	-	210	-	12	-	222
	23,731	15,719	890	4,676	61	85	45,162

2024 Company	Salaries RM'000	Bonus RM'000	Fees RM'000	Defined contribution plan RM'000	Others* RM'000	Estimated money value of benefits in kind RM'000	Total RM'000
Executive Directors							
Tan Sri (Sir) Yeoh Sock Ping, PSM, KBE	5,025	2,533	-	907	1	-	8,466
Dato' Seri Yeoh Seok Hong	4,775	2,407	-	862	1	2	8,047
Dato' Yeoh Seok Kian	2,513	1,267	-	454	1	-	4,235
Dato' Yeoh Soo Min	3,913	1,972	-	706	1	6	6,598
Dato' Yeoh Soo Keng	3,782	1,906	-	683	1	-	6,372
Dato' Yeoh Seok Kah	2,150	1,084	-	388	1	-	3,623
Syed Abdullah Bin Syed Abd. Kadir	648	80	-	29	1	68	826
Non-Executive Directors							
Tan Sri Ismail Bin Adam	-	-	211	-	7	-	218
Datuk Seri Long See Wool	-	-	230	-	16	-	246
Datuk Loo Took Gee	-	-	230	-	16	-	246
Faiz Bin Ishak	-	-	96	-	9	-	105
Faizal Sham Bin Abu Mansor	-	-	119	-	5	-	124
	22,806	11,249	886	4,029	60	76	39,106

* Includes SOCSO, meeting allowances, etc.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

7. TAXATION

Taxation charge for the financial year:

	Group		Company	
	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Current tax:				
- Malaysian income tax	68,831	14,370	728	1,356
- Foreign income tax	546,302	628,023	-	-
Deferred taxation (Note 27)	23,482	(31,406)	(9)	14
	638,615	610,987	719	1,370
Current tax:				
- Current year	591,460	657,743	724	884
- Under/(Over) provision in prior years	23,673	(15,350)	4	472
Deferred taxation:				
- Originating and reversal of temporary differences	23,482	(31,406)	(9)	14
	638,615	610,987	719	1,370

The explanation of the relationship between taxation and profit before taxation is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Numerical reconciliation between taxation and the product of accounting profit multiplied by the Malaysian tax rate				
Profit before taxation	3,310,440	4,032,904	383,122	2,018,421
Taxation calculated at the Malaysian tax rate of 24% (2024: 24%)	794,506	967,897	91,949	484,421
Tax effects of:				
- Share of profits of investments accounted for using the equity method	(97,244)	(63,557)	-	-
- Different tax rates in other countries	(208,259)	(273,342)	-	-
- Non-deductible expenses	291,659	195,436	228,539	110,983
- Income not subject to tax	(210,602)	(254,439)	(319,773)	(594,506)
- Temporary differences not recognised*	44,882	54,342	-	-
- Under/(Over) provision in prior years in relation to current tax	23,673	(15,350)	4	472
Taxation	638,615	610,987	719	1,370

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

7. TAXATION (CONTINUED)

* The tax effects of temporary differences not recognised are as follows:

	2025 RM'000	2024 RM'000
- Property, plant and equipment	376,678	349,039
- Unutilised investment allowance	65,128	65,073
- Unutilised tax losses	385,235	366,891
- Others	5,997	7,153
	833,038	788,156

Under the Malaysia Finance Act 2018 which was gazetted on 27 December 2018, the Group's unutilised tax losses in Malaysia tax entities with no expiry period will be imposed with a time limit of utilisation. Any accumulated unutilised tax losses brought forward from year of assessment 2018 can be carried forward for another 7 consecutive years of assessment. The Malaysia Finance Act 2021 has subsequently extended the utilisation period to 10 years. With that, the expiry dates of the Group's tax losses (after tax effects) are summarised below:

	2025 RM'000	2024 RM'000
Year of assessment 2028	265,294	265,294
Year of assessment 2029	1,031	1,549
Year of assessment 2030	1,651	1,895
Year of assessment 2031	1,714	1,714
Year of assessment 2032	9,802	9,802
Year of assessment 2033	31,280	31,261
Year of assessment 2034	55,800	55,376
Year of assessment 2035	18,663	-
	385,235	366,891

The Group has undistributed earnings from subsidiaries incorporated outside Malaysia, could be subject to tax if distributed. An assessable temporary difference exists, but no deferred tax liability has been recognised as the Group is able to control the timing of distributions from these subsidiaries and is not expected to distribute these profits in the foreseeable future.

The Group and the Company are within the scope of the Organisation for Economic Co-operation and Development ("OECD") Pillar Two model rules whereby top-up tax on profits is required in any jurisdictions in which it operates, calculated at the jurisdictional level, when the effective tax rate is lower than the minimum effective tax rate of 15%.

YTL Power International Berhad ("YTLPI") Group's entities operate in eleven tax jurisdictions such as Malaysia, United Kingdom, the Netherlands, Switzerland, Germany, Singapore, China, Indonesia, Thailand, Cyprus and Cayman Islands. From YTLPI Group's perspective, the companies operating in the United Kingdom, the Netherlands, Switzerland, Germany, and Cyprus have implemented the Pillar Two model rules for financial year commencing 1 July 2024. For companies operating in the remaining tax jurisdictions, the Pillar Two model rules will be implemented for financial year commencing 1 July 2025 or later.

The Group and the Company have performed an assessment on the potential Pillar Two income taxes exposure for the current financial year. Based on the assessment, the related tax exposure is considered immaterial to the Group and the Company. The Group and the Company are still assessing the potential exposure of Pillar Two income taxes in the above jurisdictions which the rules commencing 1 July 2025 or later.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

8. EARNINGS PER SHARE

(i) Basic earnings per share

Basic earnings per share of the Group is calculated by dividing the net profit attributable to owners of the parent by the weighted average number of ordinary shares in issue during the financial year, excluding the number of ordinary shares purchased by the Company and held as treasury shares.

	Group	
	2025	2024 (Restated)
Profit attributable to owners of the parent (RM'000)	2,545,449	3,406,296
Weighted average number of ordinary shares in issue ('000)	8,221,909	8,113,957
Basic earnings per share (sen)	30.96	41.98

(ii) Diluted earnings per share

For the diluted earnings per share calculation, the weighted average number of ordinary shares in issue is adjusted to assume conversion of all dilutive potential ordinary shares.

	Group	
	2025	2024 (Restated)
Profit attributable to owners of the parent (RM'000)	2,545,449	3,406,296
Weighted average number of ordinary shares in issue ('000)	8,221,909	8,113,957
Adjustments for:		
- Warrants ('000)	466,585	-
- ESOS ('000)	78,444	103,640
Weighted average number of ordinary shares for diluted earnings per share ('000)	8,766,938	8,217,597
Diluted earnings per share (sen)	29.03	41.45

As at 30 June 2025, the Company had 1,435,341,628 (2024: Nil) Warrants 2025/2028, whose terms of conversion are set out in Note 25, still unexercised. MFRS 133 'Earnings per share' prescribes that warrants are dilutive when they are issued for no consideration or when they would result in the issue of ordinary shares for less than its fair value.

For the diluted EPS calculation, the weighted average number of ordinary shares in issue is adjusted to assume conversion of all dilutive potential ordinary shares.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

9. DIVIDENDS

	Group and Company 2025		Group and Company 2024	
	Gross dividend per share Sen	Amount of dividend RM'000	Gross dividend per share Sen	Amount of dividend RM'000
Dividend payable in respect of the financial year ended 30 June 2025:				
- First interim dividend of 4.0 sen per ordinary share declared on 22 May 2025	4.0	337,517	-	-
Dividend paid in respect of the financial year ended 30 June 2024:				
- First interim dividend of 3.0 sen per ordinary share paid on 28 June 2024	-	-	3.0	245,827
- Second interim dividend of 4.0 sen per ordinary share paid on 29 November 2024	4.0	328,446	-	-
Dividend paid in respect of the financial year ended 30 June 2023:				
- Second interim dividend of 3.5 sen per ordinary share paid on 29 November 2023	-	-	3.5	283,575
	8.0	665,963	6.5	529,402

On 21 August 2025, the Board of Directors declared a second interim dividend of 4.0 sen per ordinary share for the financial year ended 30 June 2025. The book closure and payment dates in respect of the aforesaid dividend are 2 October 2025 and 23 October 2025, respectively.

The Board of Directors does not recommend a final dividend for the financial year ended 30 June 2025 (2024: Nil).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

10. PROPERTY, PLANT AND EQUIPMENT

The details of property, plant and equipment are as follows:

Group 2025	Note	Land and buildings RM'000	Infra-structure assets RM'000	Plant and machinery RM'000	Equipment, furniture and fittings RM'000	Motor vehicles and aircraft RM'000	Telecom-munications equipment RM'000	Assets under construction RM'000	Total RM'000
Cost									
At 1 July 2024, as previously reported		6,837,976	11,923,579	19,686,721	1,154,052	454,272	3,424,926	3,653,483	47,135,009
PPA adjustment*	40	-	-	7,293	1,754	-	-	-	9,047
At 1 July 2024, as restated		6,837,976	11,923,579	19,694,014	1,155,806	454,272	3,424,926	3,653,483	47,144,056
Exchange differences		(197,264)	(347,476)	(689,246)	(30,040)	(11,879)	-	(84,052)	(1,359,957)
Additions		137,342	25,365	67,572	11,825	6,467	1,385	6,488,829	6,738,785
Disposals		(51,370)	-	(495)	(1,274)	(40,565)	(259)	-	(93,963)
Written off		(664)	(1,157)	(181,606)	(906)	-	(17,616)	(44)	(201,993)
Transfer to intangible assets		-	-	-	-	-	-	(5,738)	(5,738)
Transfer from right-of-use assets		-	-	-	-	1,916	-	-	1,916
Transfer to prepayments		-	-	(18,534)	-	-	-	-	(18,534)
Transfer on commissioning		442,833	463,200	1,867,322	52,697	36,150	106,363	(2,968,565)	-
At 30 June 2025		7,168,853	12,063,511	20,739,027	1,188,108	446,361	3,514,799	7,083,913	52,204,572
Accumulated depreciation and impairment									
At 1 July 2024		1,958,555	1,217,512	10,149,283	554,233	268,661	1,577,958	-	15,726,202
Exchange differences		(57,231)	(34,978)	(374,673)	(14,356)	(6,608)	-	-	(487,846)
Charge for the financial year		123,556	83,330	776,971	57,306	40,641	124,388	-	1,206,192
Disposals		(33,399)	-	(447)	(976)	(32,647)	(148)	-	(67,617)
Transfer to intangible assets		-	-	-	-	-	(127)	-	(127)
Transfer from right-of-use assets		-	-	-	-	76	-	-	76
Written off		(490)	(28)	(174,733)	(482)	-	(16,999)	-	(192,732)
At 30 June 2025		1,990,991	1,265,836	10,376,401	595,725	270,123	1,685,072	-	16,184,148
Net book value									
At 30 June 2025		5,177,862	10,797,675	10,362,626	592,383	176,238	1,829,727	7,083,913	36,020,424

During the financial year 2025, borrowing cost of RM268,725,521 was capitalised at interest rates ranging from 4.64% to 5.4%.

* This is in relation to a PPA adjustment on acquisition of Ranhill Utilities Berhad as disclosed in Note 14(e)(ii).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The details of property, plant and equipment are as follows: (continued)

Group 2024	Note	Land and buildings RM'000	Infra- structure assets RM'000	Plant and machinery RM'000	Equipment, furniture and fittings RM'000	Motor vehicles and aircraft RM'000	Telecom- munications equipment RM'000	Assets under construction RM'000	Total RM'000
Cost									
At 1 July 2023		6,408,491	11,328,894	18,518,317	1,049,093	421,697	3,447,796	2,041,484	43,215,772
Exchange differences		51,892	141,368	158,619	9,528	3,610	-	27,088	392,105
Acquisition of subsidiaries, as restated*	14(e)(ii)	-	14,269	179,513	63,014	3,281	-	73,099	333,176
Additions		19,266	123,511	17,041	5,442	2,891	13,983	3,259,971	3,442,105
Disposals		-	-	(143)	(785)	(23,040)	-	-	(23,968)
Written off		(19,931)	(1,201)	(134,437)	(12,260)	-	(46,283)	(445)	(214,557)
Transfer to intangible assets		-	-	-	-	-	-	(577)	(577)
Transfer on commissioning		378,258	316,738	955,104	41,774	45,833	9,430	(1,747,137)	-
At 30 June 2024, as restated		6,837,976	11,923,579	19,694,014	1,155,806	454,272	3,424,926	3,653,483	47,144,056
Accumulated depreciation and impairment									
At 1 July 2023		1,827,875	1,119,707	9,492,901	521,478	249,643	1,498,988	-	14,710,592
Exchange differences		17,039	11,481	81,267	4,597	2,026	-	-	116,410
Charge for the financial year		123,763	86,354	709,433	41,126	35,724	125,002	-	1,121,402
Disposals		-	-	(6)	(785)	(18,732)	-	-	(19,523)
Written off		(10,122)	(30)	(134,312)	(12,183)	-	(46,032)	-	(202,679)
At 30 June 2024		1,958,555	1,217,512	10,149,283	554,233	268,661	1,577,958	-	15,726,202
Net book value									
At 30 June 2024, as restated		4,879,421	10,706,067	9,544,731	601,573	185,611	1,846,968	3,653,483	31,417,854

Borrowing cost of RM115,883,054 at an interest rate of 6.3% was capitalised during the financial year 2024.

* This is in relation to a PPA adjustment on acquisition of Ranhill Utilities Berhad as disclosed in Note 14(e)(ii).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The details of land and buildings of the Group are as follows:

Group 2025	Freehold land RM'000	Buildings RM'000	Total RM'000
Cost			
At 1 July 2024	816,579	6,021,397	6,837,976
Exchange differences	(29,550)	(167,714)	(197,264)
Additions	136,432	910	137,342
Disposals	-	(51,370)	(51,370)
Written off	-	(664)	(664)
Transfer on commissioning	223	442,610	442,833
At 30 June 2025	923,684	6,245,169	7,168,853
Accumulated depreciation			
At 1 July 2024	-	1,958,555	1,958,555
Exchange differences	-	(57,231)	(57,231)
Charge for the financial year	-	123,556	123,556
Disposals	-	(33,399)	(33,399)
Written off	-	(490)	(490)
At 30 June 2025	-	1,990,991	1,990,991
Net book value			
At 30 June 2025	923,684	4,254,178	5,177,862

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The details of land and buildings of the Group are as follows: (continued)

Group 2024	Freehold land RM'000	Buildings RM'000	Total RM'000
Cost			
At 1 July 2023	793,823	5,614,668	6,408,491
Exchange differences	2,714	49,178	51,892
Additions	18,300	966	19,266
Written off	-	(19,931)	(19,931)
Transfer on commissioning	1,742	376,516	378,258
At 30 June 2024	816,579	6,021,397	6,837,976
Accumulated depreciation			
At 1 July 2023	-	1,827,875	1,827,875
Exchange differences	-	17,039	17,039
Charge for the financial year	-	123,763	123,763
Written off	-	(10,122)	(10,122)
At 30 June 2024	-	1,958,555	1,958,555
Net book value			
At 30 June 2024	816,579	4,062,842	4,879,421

Impairment assessment of property, plant and equipment ("PPE") of a subsidiary

The Group performed an impairment assessment on the PPE related to a subsidiary due to the losses recorded by the subsidiary.

In preparing the impairment assessment, the Group assumed four scenarios of different performance outcomes, by varying the average revenue growth rate, from as low as 25.2% and up to a maximum of 58.9% over 5 years period, to reflect the subsidiary's ability to achieve certain market share in the telecommunications industry. Each scenario is adopted by the Group using a probability weightage of 25% each. The key assumptions used to derive the fair value less costs of disposal ("FVLCD") calculation for the assessment are as follows:

	2025	2024
Discount rate	8.9%	8.2%
Average revenue growth rate	25.2% - 58.9%	45.1%

The discount rate applied to the cash flow projections is derived from the cost of capital at the date of the assessment.

The cash flow projections used in the FVLCD calculation were based on approved financial budgets and forecasts covering a 5 year period, adjusted to reflect market participants assumptions. Cash flows beyond the 5 year period were projected to a further 10 (2024: 11) years representing the estimated useful lives of the PPE of the subsidiary, using the estimated long-term growth rate of 2.1% (2024: 2.1%).

Fair value is held within Level 3 in fair value hierarchy disclosures.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

10. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Impairment assessment of property, plant and equipment ("PPE") of a subsidiary (continued)

The carrying amount of the CGU as at 30 June 2025 is RM2.4 billion (2024: RM2.3 billion), which includes PPE with carrying value of RM1,987.8 million (2024: RM1,889.4 million). No impairment charge was recognised as the recoverable amount of the CGU was in excess of its carrying amount.

If the discount rate increased by 5% (2024: 3%), the carrying value will be reduced by RM98 million (2024: RM188 million). However, a reasonably possible change in the average revenue growth rate by 1.5% (2024: 1%) will not result in an impairment to the carrying value (2024: carrying value reduced by RM128 million). The sensitivity analysis performed above is done for all scenarios applied at the same probability weightage.

The property, plant and equipment of the Company are as follows:

Company 2025	Equipment, furniture and fittings RM'000	Motor vehicles RM'000	Total RM'000
Cost			
At 1 July 2024	1,016	2,739	3,755
Additions	92	527	619
Disposals	(48)	-	(48)
At 30 June 2025	1,060	3,266	4,326
Accumulated depreciation			
At 1 July 2024	736	1,612	2,348
Charge for the financial year	91	204	295
Disposals	(12)	-	(12)
At 30 June 2025	815	1,816	2,631
Net book value			
At 30 June 2025	245	1,450	1,695
2024			
Cost			
At 1 July 2023	835	2,187	3,022
Additions	181	701	882
Disposals	-	(149)	(149)
At 30 June 2024	1,016	2,739	3,755
Accumulated depreciation			
At 1 July 2023	649	1,529	2,178
Charge for the financial year	87	208	295
Disposals	-	(125)	(125)
At 30 June 2024	736	1,612	2,348
Net book value			
At 30 June 2024	280	1,127	1,407

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

11. RIGHT-OF-USE ASSETS

Group	Telecom- munications network site and equipment RM'000	Land RM'000	Buildings RM'000	Plant and machinery RM'000	Others RM'000	Total RM'000
2025						
At 1 July 2024	371,106	638,294	44,301	10,089	7,761	1,071,551
Exchange differences	(2,681)	(30,223)	(841)	(406)	307	(33,844)
Additions	39,838	-	2,882	3,328	19,476	65,524
Depreciation charges for the financial year	(130,749)	(26,346)	(14,835)	(964)	(7,759)	(180,653)
Termination	(2,165)	-	(80)	-	(184)	(2,429)
Modification	58,349	-	(6)	-	(92)	58,251
Reclassification	-	-	208	(8,715)	8,507	-
Transfer to property, plant and equipment	-	-	-	-	(1,840)	(1,840)
At 30 June 2025	333,698	581,725	31,629	3,332	26,176	976,560
2024						
At 1 July 2023	351,582	75,836	11,471	3,030	3,757	445,676
Exchange differences	(92)	(754)	86	93	10	(657)
Acquisition of a subsidiary (Note 14(e)(ii))	-	13,249	20,522	-	6,579	40,350
Additions	75,520	214	7,698	7,408	151	90,991
Depreciation charges for the financial year	(110,678)	(8,233)	(6,533)	(442)	(2,736)	(128,622)
Termination	(13,836)	-	(497)	-	-	(14,333)
Modification*	68,610	600,152	11,554	-	-	680,316
Transfer to investment properties	-	(42,170)	-	-	-	(42,170)
At 30 June 2024	371,106	638,294	44,301	10,089	7,761	1,071,551
Company						Buildings RM'000
2025						
At 1 July 2024						1,817
Depreciation charges for the financial year						(779)
At 30 June 2025						1,038
2024						
At 1 July 2023						268
Additions						2,337
Depreciation charges for the financial year						(788)
At 30 June 2024						1,817

* The modification on land is in relation to an upfront payment to secure the right-of-use of the leasehold land, which is used in the Group's power generation operations.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

12. INVESTMENT PROPERTIES

The details of investment properties are as follows:

	Group	
	2025 RM'000	2024 RM'000 (Restated)
At 1 July, as previously reported	710,690	579,786
Purchase price allocation adjustment (Note 40)	(147)	-
At 1 July, as restated	710,543	579,786
Exchange differences	(9,632)	6,249
Acquisition of a subsidiary (Note 14(e)(ii))	-	1,400
Development expenditure incurred	370,442	51,634
Transfer from right-of-use assets	-	42,170
Transfer from/(to) inventories	58,121	(27,795)
Fair value gain	193,249	57,099
At 30 June	1,322,723	710,543

(a) Amounts recognised in Income Statement for investment properties

	Group	
	2025 RM'000	2024 RM'000
Rental income	6,280	6,487
Direct operating expenses generating rental income	(4,042)	(4,132)
Direct operating expenses that did not generate rental income	(2,660)	(28,391)
Fair value gain recognised in other operating income	193,249	57,099

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

12. INVESTMENT PROPERTIES (CONTINUED)

(b) Measuring investment properties at fair value

Details of the fair value of land and buildings in the United Kingdom is as follows:

Valuation technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Market approach:		The estimated fair value would increase (decrease) if:
<u>Western Framework</u>	<u>Western Framework</u>	<u>Western Framework</u>
The valuation considers the present value of future cashflows to be generated should the Western Framework of the site be sold in parcels, net of the infrastructure cost of ensuring all parcels are fully serviced. The sales values are determined based on the market rate today for each use class. The expected cashflows are discounted using a discount rate which considers the cost of debt, the risk free rate, the nature and composition of the cashflows and their associated market conditions.	- Residential land value per acre (2025: RM8.5 million, GBP1.5 million) (2024: RM8.9 million, GBP1.5 million) - Commercial land value per acre (2025: RM4.3 million, GBP0.8 million) (2024: RM4.4 million, GBP0.8 million) - Discount rate (2025: 7.5%) (2024: 8%)	- the density per acre was higher (lower) - land values were higher (lower) - absorption by the market was quicker (slower) - discount rate was lower (higher)
<u>Properties for rental</u>	<u>Properties for rental</u>	<u>Properties for rental</u>
Valuation of the residential properties considers the current open market value of these properties.	- Average price per square foot (2025: RM2,486, GBP437) (residential properties)	- average price per square foot was higher (lower)
Income approach:		
<u>Eastern Framework</u>	<u>Eastern Framework</u>	<u>Eastern Framework</u>
The valuation model considers the present value of net cash flows to be generated from the development of each parcel in the Eastern Framework, subdivided into asset classes taking account of attainable revenues, construction and development costs and developer margins. The expected cashflows are discounted using a discount rate which considers the cost of debt, the risk free rate, the nature and composition of the cashflows and their associated market conditions.	- Residential unit density per acre, ranging from 18-205 units (2024: 18-205) - Residential housing value, per square feet (psf) Low density (2025: RM2,418 - RM2,788, GBP425 - GBP490) psf (2024: RM2,374 - RM2,835, GBP402 - GBP480) psf Mid density (2025: RM2,645 - RM3,044, GBP465 - GBP535) psf (2024: RM2,593 - RM2,953, GBP439 - GBP500) psf	- the density per acre was higher (lower) - infrastructure costs remaining were lower (higher) - residual land values were higher (lower) - discount rate was lower (higher)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

12. INVESTMENT PROPERTIES (CONTINUED)

(b) Measuring investment properties at fair value (continued)

Details of the fair value of land and buildings in the United Kingdom is as follows: (continued)

Valuation technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Income approach: (continued)		The estimated fair value would increase (decrease) if: (continued)
	<u>Eastern Framework (continued)</u>	
	- Commercial rents, - Retail: (2025: RM128 – RM171, GBP22.5 – GBP30) psf (2024: RM100 – RM133, GBP17 – GBP22.5) psf - Office: (2025: RM171 – RM239, GBP30 – GBP42) psf (2024: RM165 – RM192, GBP28 – GBP32.5) psf - Infrastructure costs remaining and delivery of same - Residual land values for each asset within each plot - Discount rate (2025: 7.5%, 2024: 8%) - Assumption that certain infrastructure costs will be shared between the wider development and the Arena, the split of which is not included in a formal agreement between the entities	
<u>Student accommodation</u>	<u>Student accommodation</u>	<u>Student accommodation</u>
The student accommodation asset is valued using the income approach, based on its trading potential assuming direct letting to students. As the property is under construction, the valuation reflects the net development value, less the remaining costs to complete and an allowance for developer risk.	- Rent per room per week (RM1,735, GBP305) - Net initial yield (5.75%)	- rent per room was higher (lower) - net initial yield was lower (higher)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

12. INVESTMENT PROPERTIES (CONTINUED)

(b) Measuring investment properties at fair value (continued)

Details of the fair value of land and buildings in the United Kingdom is as follows: (continued)

In determining the fair value, the valuers have used valuation techniques which involve certain estimates. In relying on the valuation reports, the Group has exercised its judgement and is satisfied that the valuation methods and estimates are reflective of current market conditions. Two valuation approaches are utilised to reflect the distinct characteristics of the Eastern and Western frameworks, student accommodation and properties for rental, each requiring a tailored methodology to ensure accurate and relevant valuation. The estimates underlying the valuation techniques in the next financial year may differ from current estimates, which may result in valuations that may be materially different from the valuations as at reporting date. A 1.0% (2024: 1.0%) change in the discount rate would lead to a movement of RM42.1 million (2024: RM26.0 million) in the valuation. Similarly, for student accommodation a 1.0% change in the discount rate would lead to a movement of RM6.8 million.

Management is satisfied that the valuation reflected in these statements is reasonable. In making this assessment, management has reviewed the estimated cash flows for the development and the future rent roll which continue to support the valuation presented within the financial statements. Management constantly monitors market data which shows conditions have been strong despite the cost of living crisis, further justifying the valuation included in these statements.

Fair value is held within Level 3 (2024: Level 3) in fair value hierarchy disclosures for investment properties.

(c) Contractual obligations and restrictions

The Group has no restrictions on the realisability of its investment properties and no contractual obligations to purchase, construct or develop investment properties.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

13. INTANGIBLE ASSETS

The details of intangible assets are as follows:

Group 2025	Contract rights RM'000	Goodwill on consolidation RM'000	Service license RM'000	Software assets RM'000	Others RM'000	Total RM'000
At 1 July 2024, as previously reported	20,488	9,378,062	381,606	290,623	8,734	10,079,513
PPA adjustment*	47,654	(130,354)	867,388	-	(50)	784,638
At 1 July 2024, as restated	68,142	9,247,708	1,248,994	290,623	8,684	10,864,151
Exchange differences	(5,233)	(415,789)	-	(4,373)	(299)	(425,694)
Additions	-	-	-	110,424	-	110,424
Amortisation charge for the financial year	(35,314)	-	-	(74,640)	(1,857)	(111,811)
Reclassification	6,258	-	-	-	(6,258)	-
Transfer from prepayments	137,390	-	-	-	-	137,390
Transfer from property, plant and equipment	-	-	-	5,611	-	5,611
Written off	-	-	-	(81,749)	-	(81,749)
At 30 June 2025	171,243	8,831,919	1,248,994	245,896	270	10,498,322
2024						
At 1 July 2023	22,569	9,063,388	-	312,780	11,948	9,410,685
Exchange differences	131	55,070	-	2,587	62	57,850
Acquisition of a subsidiary, as restated*	47,654	129,250	1,248,994	15,084	-	1,440,982
Additions	257	-	-	43,500	-	43,757
Amortisation charge for the financial year	(2,469)	-	-	(59,090)	(3,326)	(64,885)
Allowance for impairment	-	-	-	(24,815)	-	(24,815)
Transfer from property, plant and equipment	-	-	-	577	-	577
At 30 June 2024, as restated	68,142	9,247,708	1,248,994	290,623	8,684	10,864,151

* This in relation to a PPA adjustment on acquisition of Ranhill Utilities Berhad as disclosed in Note 14(e)(ii).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

13. INTANGIBLE ASSETS (CONTINUED)

(a) Impairment test for goodwill and service license

The Group undertakes an annual test for impairment of its cash-generating units ("CGUs").

Goodwill is allocated for impairment test to the individual entity which is also the CGUs identified according to the respective companies.

The following CGUs, being the lowest level of asset for which there are separately identifiable cash flows, have carrying amounts of goodwill that are considered significant in comparison with the Group's total goodwill:

	Group	
	2025 RM'000	2024 RM'000 (Restated)
YTL PowerSeraya Pte. Limited ("YTLPS")	8,117,601	8,531,609
Wessex Water Limited ("WWL")	440,700	440,700
Ranhill SAJ Sdn. Bhd. ("RanhillSAJ")	129,250	129,250
Others	144,368	146,149
Total goodwill	8,831,919	9,247,708

The amount of goodwill initially recognised is dependent on the allocation of the purchase price to the fair value of the identifiable assets acquired and the liabilities assumed. The determination of the fair value of the assets and liabilities is based, to a considerable extent, on management's judgement.

The Group also conducted its annual impairment test of the service license, which has an indefinite useful life, by including its carrying amount in the impairment assessment of the RanhillSAJ CGU.

During previous financial year, the recoverable amount of the CGU of RanhillSAJ is determined based on fair value less costs of disposal ("FVLCD") calculation. FVLCD is determined based on quoted market price and is held within Level 1 in fair value hierarchy disclosures. No impairment charge was recognised for the financial year ended 30 June 2024 as the recoverable amount of the CGU was in excess of its carrying amount. For financial year 2025, the recoverable amount of the CGU of RanhillSAJ is determined based on value-in-use calculations.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

13. INTANGIBLE ASSETS (CONTINUED)

(a) Impairment test for goodwill and service license (continued)

(i) Key assumptions used in the value-in-use calculations

The following assumptions have been applied in the value-in-use calculation:

	2025			2024	
	RanhillSAJ %	YTLPS %	WWL %	YTLPS %	WWL %
Discount rate	10.06	6.79	4.03	6.80	4.45
Terminal growth rate	2.20	2.00	10.09	2.00	6.74
Revenue growth rate	15.70	4.52	8.27	3.80	11.01

The recoverable amounts of the CGUs are determined based on value-in-use calculations. The value-in-use calculations apply a discounted cash flow model using cash flow projections based on financial budgets and forecasts approved by management.

The discount rates used are pre-tax and reflect specific risks relating to the CGU. The discount rates applied to the cash flow projections are derived from the cost of capital plus a reasonable risk premium at the date of the assessment of the respective CGU.

For YTLPS, cash flow projections used in the value-in-use calculation were based on approved financial budgets and forecasts covering a five-year period. Cash flows beyond the five-year period were extrapolated using the estimated growth rates stated above based on secured agreements and likely renewals. The growth rate did not exceed the long-term average growth rate in which the CGU operates.

The terminal growth rate indicates the expected growth of cash flows after the forecast period of five years.

The revenue growth rate is calculated using the Compound Annual Growth Rate method and applied on the current year's sales figures over the forecast period.

For WWL, cash flow projections used in the value-in-use calculation were based on approved financial budgets and forecasts covering a five-year (2024: one-year) period, to conform the final determinations approved by OFWAT, the economic regulator of the water sector in England and Wales.

For RanhillSAJ, cash flow projections used in the value-in-use calculation were based on approved financial budgets and forecasts covering two-years, a period consistent with the operating period of 3 years under the license. The service license is expected to generate cash flows into perpetuity, based on management's judgement that it is renewable indefinitely without significant costs. This assessment reflects the expectation that RanhillSAJ will continue to meet the renewal conditions, as outlined in Note 24(a).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

13. INTANGIBLE ASSETS (CONTINUED)

(a) Impairment test for goodwill and service license (continued)

(ii) Impact of possible change in key assumptions

The circumstances where a change in key assumptions will result in the recoverable amounts of goodwill and service license on the CGUs to equal the corresponding carrying amounts assuming no change in the other variables are as follows:

	2025			2024	
	RanhillSAJ %	YTLPS %	WWL %	YTLPS %	WWL %
Discount rate	11.79	14.66	6.00	14.80	19.20
Terminal growth rate	0.33	(11.93)	10.63	(12.60)	7.06
Revenue growth rate	13.44	(0.73)	(11.28)	0.50	(78.61)

Based on the above assessment, no impairment charge for the goodwill and service license was recognised for the financial year ended 30 June 2025 (2024: Nil) as the recoverable amount of the CGUs was in excess of its carrying amount.

14. INVESTMENT IN SUBSIDIARIES

	Company	
	2025 RM'000	2024 RM'000
Unquoted shares, at cost	26,924,042	25,666,871
Quoted shares, at cost	327,692	327,692
Accumulated impairment losses	(5,342,604)	(5,342,604)
	21,909,130	20,651,959

Details of the subsidiaries are as follows:

Name	Country of incorporation	Group's effective interest		Principal activities
		2025 %	2024 %	
Subsidiaries held by the Company:				
Equinox Solar Farm Sdn. Bhd.*	Malaysia	100	100	Development, ownership, operation and maintenance of solar photovoltaic power plants and related engineering, procurement, construction and commissioning services
Geneco EV (S) Pte. Ltd.*	Singapore	100	100	Electric vehicle charging station
Global Infrastructure Assets Sdn. Bhd.*	Malaysia	70	70	Investment holding
Ranhill Utilities Berhad*	Malaysia	42.9	42.9	Investment holding
Suria Solar Farm Sdn. Bhd.*	Malaysia	70	70	Development, ownership, operation and maintenance of solar photovoltaic power plants and related engineering, procurement, construction and commissioning services

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest		Principal activities
		2025 %	2024 %	
Subsidiaries held by the Company: (continued)				
SIPP Power Sdn. Bhd.*	Malaysia	70	70	Development, construction, completion, maintenance and operation of a large scale solar power facility, and investment holding
SIS Green Energy Sdn. Bhd.*	Malaysia	100	100	Waste to energy that delivers sustainable solution to waste management by recycling and treating waste to produce renewable energy
SIS Green Power Sdn. Bhd.*	Malaysia	100	100	Investment holding
YTL Communications Sdn. Bhd.* ^Ω	Malaysia	60	60	Provision of wired line and wireless broadband access and other related services, and construction of telecommunications infrastructure
YTL Data Center Holdings Pte. Ltd.*	Singapore	100	100	Investment holding in companies that own and operate data centers
YTL DC Holdings Sdn. Bhd.*	Malaysia	100	100	Investment holding
YTL DC No.1 Pte. Ltd.*	Singapore	100	100	Investment holding in companies that own and operate data centers
YTL DC South Sdn. Bhd.*	Malaysia	100	100	Development, operation and marketing of data centre projects and related infrastructure, services and activities
YTL Digital Capital Sdn. Bhd.*	Malaysia	53	100	Investment holding
YTL Digital Payments Sdn. Bhd.*	Malaysia	100	100	Processing of digital payments via e-money platform
YTL Energy Holdings Sdn. Bhd.*	Malaysia	100	100	Investment holding
YTL Finance (Cyprus) Limited*	Cyprus	100	100	Financial services
YTL Infrastructure Holdings Sdn. Bhd.*	Malaysia	100	100	Investment holding
YTL Infrastructure Limited^	Cayman Islands	100	100	Investment holding
YTL Jawa O & M Holdings Limited*	Cyprus	100	100	Investment holding
YTL Jawa Power Holdings Limited*	Cyprus	100	100	Investment holding & financing activities
YTL Jordan Power Holdings Limited*	Cyprus	100	100	Investment holding & financing activities
YTL Jordan Services Holdings Limited*	Cyprus	100	100	Investment holding

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest		Principal activities
		2025 %	2024 %	
Subsidiaries held by the Company: (continued)				
YTL Power Resources Sdn. Bhd.*	Malaysia	100	100	Investment holding
YTL Power Australia Limited^	Cayman Islands	100	100	Investment holding
YTL Power Finance (Cayman) Limited^	Cayman Islands	100	100	Dormant
YTL Power Generation Sdn. Bhd.	Malaysia	100	100	Developing, constructing, completing, maintaining and operating power plants, and investment holding
YTL Power Holdings Sdn. Bhd.*	Malaysia	100	100	Dormant
YTL Power International Holdings Limited^	Cayman Islands	100	100	Investment holding
YTL Power Investments Limited^	Cayman Islands	100	100	Investment holding
YTL PowerSeraya Pte. Limited**	Singapore	100	100	The full value chain involved in the generation and sale of electricity. This includes the trading of fuel related derivative instruments, tank leasing activities and sale of by-products from the electricity generation process
YTL Power (Thailand) Limited^	Cayman Islands	100	100	Dormant
YTL Power Management Pte. Limited†	Singapore	100	-	Investment holding
YTL RE Holdings Sdn. Bhd.*	Malaysia	100	100	Investment holding
YTL Renewables Pte. Ltd.*	Singapore	100	100	Transmission, distribution and sale of electricity, engineering design and consultancy services in energy management and clean energy system
YTL Seraya Limited*	Cayman Islands	100	100	Investment holding
YTL SIPP Power Holdings Sdn. Bhd.*	Malaysia	70	70	Investment holding
YTL Southern Solar Sdn. Bhd.*	Malaysia	100	100	Investment holding, development, ownership, operation and maintenance of solar photo-voltaic power plant and related generation of electricity from green energy sources, procurement, construction and commission services, and building, operation and maintenance of transmission infrastructure

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest		Principal activities
		2025 %	2024 %	
Subsidiaries held by the Company: (continued)				
YTL Utilities Holdings (S) Pte. Limited*	Singapore	100	100	Investment holding
YTL Utilities (S) Pte. Limited*	Singapore	100	100	Investment holding
YTL Utilities Limited*	Cayman Islands	100	100	Investment holding
YTL Utilities Finance 2 Limited*	Cayman Islands	100	100	Investment holding
YTL Utilities Finance 3 Limited^	Cayman Islands	100	100	Investment holding
YTL Utilities Finance 4 Limited^	Cayman Islands	100	100	Investment holding
YTL Utilities Finance 5 Limited*	Cayman Islands	100	100	Investment holding
YTL Utilities Finance 6 Limited^	Cayman Islands	100	100	Financial services
YTL Utilities Finance 7 Limited^	Cayman Islands	100	100	Investment holding
YTL Utilities Finance 8 Limited (formerly known as Wessex Water International Limited)^	Cayman Islands	100	100	Investment holding
YTL Utilities Finance Limited^	Cayman Islands	100	100	Investment holding
YTL Utilities Holdings Limited^	Cayman Islands	100	100	Investment holding
YTL Utilities (UK) Limited*	England and Wales	100	100	Investment holding
Subsidiaries held by YTL Utilities (UK) Limited:				
Wessex Water Limited*	England and Wales	100	100	Investment holding
YTL Events Limited^	England and Wales	100	100	Dormant
YTL Land and Property (UK) Ltd^	England and Wales	100	100	Investment holding
Subsidiaries held by YTL Land and Property (UK) Ltd:				
Brabazon Estates Limited^	England and Wales	100	100	Dormant
Dials At Brabazon Management Company Limited^	England and Wales	100	100	Dormant
Navigator At Brabazon Management Company Limited^	England and Wales	100	100	Dormant
YTL Arena Holdings Limited^	England and Wales	100	100	Investment holding

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest		Principal activities
		2025 %	2024 %	
Subsidiaries held by YTL Land and Property (UK) Ltd: (continued)				
YTL Arena Limited*	England and Wales	100	100	Arena development
YTL Brabazon CP28 Limited^	England and Wales	100	-	Commercial Property Letting
YTL Brabazon D6 Limited^	England and Wales	100	-	Commercial Property Letting
YTL Brabazon E Limited^	England and Wales	100	-	Commercial Property Letting
YTL Brabazon E1 Limited^	England and Wales	100	-	Commercial Property Letting
YTL Brabazon P2 P3 Limited^	England and Wales	100	-	Commercial Property Letting
YTL Construction (UK) Limited^	England and Wales	100	100	Engineering & Construction Services
YTL Developments (UK) Limited*	England and Wales	100	100	Housing development
YTL Homes Ltd*	England and Wales	100	100	Housing development
YTL Infrastructure (UK) Limited*	England and Wales	100	-	Engineering & Construction Services
YTL Living Limited^	England and Wales	100	-	Letting of own properties
YTL Places Limited^	England and Wales	100	100	Dormant
YTL Plant and Fleet Solutions (UK) Limited^	England and Wales	100	-	Plant/Fleet Hire & Administration
YTL Property Holdings (UK) Limited*	England and Wales	100	100	Housing development
YTL SA1 Limited^	England and Wales	100	100	Student accommodation development
YTL Student Limited^	England and Wales	100	-	Student Accommodation Letting
Subsidiaries held by Wessex Water Limited:				
Entrade Limited^	England and Wales	80	100	Environmental consulting
Geneco Limited^	England and Wales	100	100	Food waste treatment
Geneco (South West) Limited^	England and Wales	100	100	Food waste treatment
SC Technology GmbH*	Switzerland	100	100	Investment holding
SC Technology Nederland B.V.*	Netherlands	100	100	Waste treatment
SC Technology Deutschland GmbH*	Germany	100	100	Waste treatment
Turnbull Infrastructure & Utilities Limited*	England and Wales	100	100	Engineering services

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest		Principal activities
		2025 %	2024 %	
Subsidiaries held by Wessex Water Limited: (continued)				
Water 2 Business Limited*	England and Wales	70	70	Non-household water retailer
Wessex Utility Solutions Limited^	England and Wales	100	100	Engineering services
Wessex Water Enterprises Limited*	England and Wales	100	100	Power generation and waste treatment
Wessex Water Pension Scheme Trustee Limited^	England and Wales	100	100	Dormant
Wessex Water Services Finance Plc.*	England and Wales	100	100	Issue of bonds
Wessex Water Services Limited*	England and Wales	100	100	Water supply and waste water services
Wessex Water Trustee Company Limited^	England and Wales	100	100	Dormant
YTL Services Limited^	England and Wales	100	100	Dormant
Subsidiaries held by YTL Communications Sdn. Bhd.:				
Cellular Structures Sdn. Bhd.*	Malaysia	60	60	Inactive
ITS Mobility Sdn. Bhd.*	Malaysia	60	60	Investment holding
ITS Synergy Sdn. Bhd.*	Malaysia	30.6	30.6	Investment holding
KJS Alunan Sdn. Bhd.*	Malaysia	42	42	Investment holding
Konsortium Jaringan Selangor Sdn. Bhd.*	Malaysia	60	60	Planning, implementation and maintenance of telecommunication towers and telecommunication related services
MLFF Technologies Sdn. Bhd.*	Malaysia	30.6	30.6	Construction, installation, integration, commission, operation, management and maintenance of all digital infrastructures, including electronic toll system, telecommunication network towers and infrastructure, fiberisation network, internet-of-things, digital smart applications and related services

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest		Principal activities
		2025 %	2024 %	
Subsidiaries held by YTL Communications Sdn. Bhd.: (continued)				
Neuron Solutions Sdn. Bhd.*	Malaysia	60	60	Provision of mobile internet and cloud-based technology solutions and other business support services
Yakin Telesel Sdn. Bhd.*	Malaysia	29.4	29.4	Planning, development, implementation and management of telecommunication infrastructure and information communication technologies services
YTL AI Cloud Sdn. Bhd.*	Malaysia	60	60	Development of cloud technology infrastructure and provision of cloud computing resources, software, storage, and other information technology services over the internet
YTL Broadband Sdn. Bhd.*	Malaysia	60	60	Provision of wired line and wireless broadband access and other related services
YTL Communications International Limited^	Cayman Islands	60	60	Investment holding
YTL Communications (S) Pte. Ltd.*	Singapore	60	60	Computer systems integration activities and system integration services
YTL Digital Sdn. Bhd.*	Malaysia	60	60	Inactive
YTL Global Networks Limited^	Cayman Islands	60	60	Dormant
Subsidiaries held by YTL Jawa O & M Holdings Limited:				
PT. YTL Harta Indonesia^	Indonesia	99.95	99.95	Industrial estate
PT. YTL Jawa Timur*	Indonesia	99	99	Construction management, consultancy services and power station operation services
PT. YTL Power Services Indonesia^	Indonesia	95	95	Dormant
YTL Jawa O & M Holdings B.V.*	Netherlands	100	100	Investment holding and management services

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For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest		Principal activities
		2025 %	2024 %	
Subsidiaries held by YTL Jawa Power Holdings Limited:				
Bel Air Den Haag Beheer B.V.*	Netherlands	100	100	Investment holding
B.V. Hotel Bel Air Den Haag*	Netherlands	100	100	Hotel business
PT. Tanjung Jati Power Company*	Indonesia	80	80	Design and construction of power generating facility
YTL Jawa Energy B.V.*	Netherlands	100	100	Investment holding, financing and management services
YTL Jawa Power B.V.*	Netherlands	57.1	57.1	Investment holding and management services
YTL Jawa Power Finance Limited*	Cayman Islands	100	100	Financial services
YTL Jawa Power Holdings B.V.*	Netherlands	57.1	57.1	Investment holding
Subsidiaries held by YTL Power Investments Limited:				
YTL AI Labs Sdn. Bhd. (formerly known as FrogAsia Sdn. Bhd.)*	Malaysia	100	100	License reseller focused on providing virtual learning educational platform, provision of information technology and educational advisory, training, and consultancy services and development and provision of artificial intelligence (AI) software, platforms, digital solutions, and infrastructure services, including data processing, model hosting and AI system integration
Frog Education Group Limited*	England and Wales	77.4	77.4	Investment holding
Frog Education Limited*	England and Wales	77.4	77.4	Sales into the education market and further development of the web environment product
Frog Education Sdn. Bhd.*	Malaysia	77.4	77.4	License reseller focused on providing virtual learning educational platform
Granite Investments (Cayman Islands) Limited^	Cayman Islands	100	100	Dormant
YTL Education (UK) Limited^	England and Wales	100	100	Dormant

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For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest		Principal activities
		2025 %	2024 %	
Subsidiaries held by YTL PowerSeraya Pte. Limited:				
PetroSeraya Pte. Ltd.**	Singapore	100	100	Tank leasing and sale of fuel oil
Seraya Energy and Investment Pte. Ltd.**	Singapore	100	100	Investment holding
Seraya Energy Pte. Ltd.**	Singapore	100	100	Sale of electricity
Taser Power Pte. Ltd.**	Singapore	100	100	Generation and sale of electricity
Subsidiaries held by Ranhill Utilities Berhad:				
Ranhill Capital Sdn. Bhd.*	Malaysia	42.9	42.9	Investment holding and provision of management services to its subsidiaries
Ranhill Management Services Sdn. Bhd.*	Malaysia	42.9	42.9	Provision of management services to its related companies
Ranhill Solar I Sdn. Bhd.*	Malaysia	42.9	42.9	Solar power generation
Subsidiaries held by Ranhill Capital Sdn. Bhd.:				
SAJ Capital Sdn. Bhd.*	Malaysia	42.9	42.9	A special purpose vehicle to issue Islamic Medium Term Notes of RM650,000,000 in nominal value based on the Shariah Principle of Murabahah (via Tawarruq Arrangement) ("Sukuk Murabahah")
Ranhill Solar Ventures Sdn. Bhd.*	Malaysia	42.9	42.9	A special purpose company incorporated to issue Islamic Medium Term Notes and/or to establish Islamic Medium Term Notes programme
Ranhill SAJ Sdn. Bhd.*	Malaysia	34.32	34.32	Integrated water supplier and is principally involved in the abstraction of raw water, treatment of water, distribution and sale of treated water to consumers in the State of Johor pursuant to its migration from service concession arrangement to operating service arrangement

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest		Principal activities
		2025 %	2024 %	
Subsidiaries held by Ranhill Capital Sdn. Bhd.: (continued)				
Ranhill Bersekutu Sdn. Bhd.*	Malaysia	42.9	42.9	Provision of engineering, procurement and construction management services (EPCM); engineering, procurement, construction and commissioning (EPCC) and project management services (PMC)
Ranhill Worley Sdn. Bhd.*	Malaysia	21.88	21.88	Provision of engineering, procurement and construction management, supervision and ancillary services to its customers
Perunding Ranhill Worley Sdn. Bhd.*	Malaysia	10.73	10.73	Provision of engineering and design services of oil and gas facilities
Ranhill Sabah Energy O&M I Sdn. Bhd.*	Malaysia	25.74	25.74	Provision of operation and maintenance services for power plants
Ranhill Sabah Energy O&M II Sdn. Bhd.*	Malaysia	34.32	34.32	Provision of operation and maintenance services for power plants
Ranhill Technologies Sdn. Bhd.*	Malaysia	42.9	42.9	Provision and carrying on project management consultancy services relating to both domestic and overseas water-related projects
Ranhill Water Technologies Sdn. Bhd.*	Malaysia	42.9	42.9	To undertake investment holding activities and provision of consultancy services, project management, engineering, procurement, construction, supply of equipment, operation and maintenance services to both municipal and industrial water, sewerage and wastewater treatment plants
KWI (Guangzhou) Environmental Engineering Technology Co. Ltd. ⁵	China	21.88	21.88	Dormant
Ranhill Renewables Sdn. Bhd.*	Malaysia	42.9	42.9	Investment holding and the provision of installation, testing, commissioning, operation and maintenance services of renewable energy projects
Ranhill Sabah Energy I Sdn. Bhd.*	Malaysia	25.74	25.74	Independent power producer in Kota Kinabalu, Sabah

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name	Country of incorporation	Group's effective interest		Principal activities
		2025 %	2024 %	
Subsidiaries held by Ranhill Capital Sdn. Bhd.: (continued)				
Ranhill Sabah Energy II Sdn. Bhd.*	Malaysia	34.32	34.32	Independent power producer in Kota Kinabalu, Sabah
Ranhill Sabah Energy III Sdn. Bhd.*	Malaysia	25.74	25.74	Independent power producer in Sabah
Ranhill Power Services Sdn. Bhd.*	Malaysia	42.9	42.9	Provision of support services to its fellow subsidiaries in the power division
SM Hydro Energy Sdn. Bhd. [Ⓟ]	Malaysia	42.9	42.9	Dormant
PT. Ranhill Bumi Persada [Ⓢ]	Indonesia	30.03	30.03	Dormant
Ranhill International Pte. Ltd.*	Singapore	42.9	42.9	Investment holding
Ranhill Water Technologies (Cayman) Ltd.*	Cayman Islands	42.9	42.9	Investment holding activities and provision of consultancy services, project management, engineering, procurement, construction, supply of equipment, operation and maintenance services to both municipal and industrial water, sewerage and wastewater treatment plants
AnuRak Water Treatment Facilities Co. Ltd.*	Thailand	42.9	42.9	To undertake potable water, wastewater and reclaimed water treatment services for domestic and industrial use
Ranhill Water Technologies (Thai) Ltd.*	Thailand	21.02	21.02	To undertake consultancy services, project management, engineering, supply construction and operation for potable and wastewater treatment plant

* Audited by a firm other than a member firm of PricewaterhouseCoopers International Limited.

** Audited by a member firm of PricewaterhouseCoopers International Limited which is a separate and independent legal entity from PricewaterhouseCoopers PLT, Malaysia.

^ Entities are either exempted or not statutorily required to be audited.

Ⓚ The Company owns RM5.12 billion (2024: RM5.12 billion) of Redeemable Cumulative Convertible Preference Shares ("RCCPS") of YTL Communications Sdn. Bhd. ("YTL Comms") which is classified as equity in the financial statements of YTL Comms. The Company has the preferential right to receive dividend and preference over holders of the ordinary shares on the return of capital.

Ⓟ This subsidiary applied for striking off under Section 550 of the Companies Act 2016 ("Act") and received notifications under Section 551(1) of the Act on 10 August 2025 and 9 September 2025.

Ⓢ Not audited.

† First set of the audited financial statements shall be made up of the financial period ended 30 June 2026.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(a) Non-controlling interests in subsidiaries

The Group's subsidiaries that have material non-controlling interest ("NCI") are as follows:

Group	NCI percentage of ownership interest/voting interest	Profit/(Loss) allocated to NCI RM'000	Carrying amount of NCI RM'000
2025			
YTL Jawa Power Holdings B.V.	42.9%	114,536	541,074
YTL Communications Sdn. Bhd.	40.0%	(106,983)	(1,239,690)
Ranhill Utilities Berhad	57.1%/46.81%	119,046	997,795
		126,599	299,179
2024			
(Restated)			
YTL Jawa Power Holdings B.V.	42.9%	130,518	659,847
YTL Communications Sdn. Bhd.	40.0%	(137,757)	(1,134,975)
Ranhill Utilities Berhad	57.1%/46.81%	7,242	915,181
		3	440,053

The remaining non-controlling interests of the Group are individually immaterial.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(b) Summarised financial information before inter-company elimination is set out below:

	YTL Jawa Power Holdings B.V.		YTL Communications Sdn. Bhd.		Ranhill Utilities Berhad	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000 (Restated)
Non-current assets	1,318,241	1,602,105	3,321,741	2,469,276	3,170,325	3,627,630
Current assets	1,489	1,544	623,325	804,590	1,354,661	1,265,363
Non-current liabilities	(17,622)	(19,722)	(988,270)	(371,998)	(1,137,657)	(1,428,328)
Current liabilities	(136)	(110)	(950,812)	(632,763)	(1,677,289)	(1,891,067)
Net assets	1,301,972	1,583,817	2,005,984	2,269,105	1,710,040	1,573,598
Revenue	1,159	1,315	890,353	742,130	2,221,205	190,500
Profit/(Loss) for the financial year	267,260	304,554	(269,660)	(345,717)	181,075	10,911
Total comprehensive income/(loss)	111,265	317,704	(262,522)	(346,286)	161,903	11,346
Cash flow (used in)/from operating activities	(21,828)	(21,685)	(42,747)	(455,130)	285,643	(26,820)
Cash flow from/(used in) investing activities	407,221	392,916	(213,610)	(53,353)	(44,214)	132,059
Cash flow (used in)/from financing activities	(385,350)	(371,064)	288,959	556,590	(115,311)	(50,900)
Net increase in cash and cash equivalents	43	167	32,602	48,107	126,118	54,339
Dividends paid to NCI	165,144	159,022	600	300	4,300	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(c) Impairment assessment for investment in a subsidiary

The Group performed an impairment assessment with respect to the investment in a subsidiary of the telecommunications segment due to the losses recorded by the subsidiary.

In preparing the impairment assessment, the Group assumed four scenarios of different performance outcomes, by varying the average revenue growth rate, from as low as 25.2% and up to a maximum of 58.9% for 5 years period, to reflect the subsidiary's ability to achieve certain market share in the telecommunications industry. The scenarios adopted in the cash flow projections also assumed additional telecommunication infrastructure's capacity to be incrementally taken up by external customers at 16% for 3 scenarios and 55% for the remaining scenario by the end of the projection period. Each scenario is adopted by the Group using a probability weightage of 25% each. The key assumptions used to derive the FVLCD calculation for the assessment are as follows:

	2025	2024
Discount rate	10.1%	9.2%
Terminal multiple	12.5x	14.3x
Average revenue growth rate	25.2% - 58.9%	45.1%

The discount rate applied to the cash flow projections are derived from the cost of equity at the date of the assessment of the investment in the subsidiary. The cash flow projections used in the FVLCD calculation were based on approved financial budgets and forecasts by board of subsidiary, adjusted to reflect market participants assumptions.

Fair value is held within Level 3 in fair value hierarchy disclosures.

If the discount rate increased by 2% (2024: 3.5%), the carrying value will be reduced by RM181 million (2024: RM46 million). If the average revenue growth rate reduced by 1.5% (2024: 1%), the carrying value will be reduced by RM226 million (2024: RM164 million). If the additional telecommunication infrastructure's capacity to be incrementally taken up by external customers reduces to 12.5% at the end of the projection period, the carrying value will be reduced by RM141 million. The sensitivity analysis performed above is done for all scenarios applied at the same probability weightage.

The carrying amount of the investment in subsidiary is RM4.6 billion (2024: RM4.6 billion). No impairment charge was recognised as the recoverable amount was in excess of its carrying amount.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(d) Additional investments in subsidiaries

- (i) During the financial year, the Company subscribed for an additional 680 million (2024: 210 million) Redeemable Preference Shares in YTL DC South Sdn. Bhd. at a price of RM1.00 (2024: RM1.00) per share by capitalising advances to YTL DC South Sdn. Bhd..
- (ii) During the financial year, the Company subscribed for an additional 540 million (2024: 520 million) Redeemable Preference Shares in SIPP Power Sdn. Bhd. at a price of RM1.00 (2024: RM1.00) per share by capitalising advances to SIPP Power Sdn. Bhd..
- (iii) During the financial year, the Company subscribed for an additional 2.3 million Redeemable Preference Shares in YTL SIPP Power Holdings Sdn. Bhd. at a price of RM1.00 per share by capitalising advances to YTL SIPP Power Holdings Sdn. Bhd..
- (iv) During the financial year, the Company subscribed for an additional 1 ordinary share in YTL Utilities Limited at a price of GBP1.00 per share at a premium of GBP9,399,999 by capitalising the amounts owing by YTL Utilities Limited of RM53.7 million.
- (v) During the previous financial year, the Company subscribed for an additional 700 million Redeemable Cumulative Convertible Preference Shares in YTL Communications Sdn. Bhd. at a price of RM1.00 per share by capitalising advances to YTL Communications Sdn. Bhd..

(e) Acquisition of subsidiaries

- (i) Acquisition of Neuron Solutions Sdn. Bhd.

During the previous financial year, YTL Communications Sdn. Bhd., a 60%-owned subsidiary of the Company completed the acquisition of 500,000 ordinary shares of RM1.00 each representing 50% of the issued and paid-up share capital of Neuron Solutions Sdn. Bhd. on 7 June 2024 for an aggregate consideration of RM10.5 million as adjusted in accordance with the terms of the Share Purchase Agreement dated 29 April 2024. Following the acquisition, Neuron Solutions Sdn. Bhd. became a wholly own subsidiary of YTL Communication Sdn. Bhd.. The fair value of identifiable assets was determined to be RM21.0 million giving rise to a gain on bargain purchase amounting to RM9.9 million. The net cash outflow of the acquisition is RM6.2 million.

- (ii) Acquisition of Ranhill Utilities Berhad ("Ranhill")

During the previous financial year, SIPP Power Sdn. Bhd. ("SIPP Power" or "Offeror"), an indirect 70% owned subsidiary of YTL Power International Berhad ("YTLPI" or "Ultimate Offeror"), entered into an unconditional share purchase agreement with Tan Sri Hamdan Mohamad, Hamdan Inc. (Labuan) Pte. Ltd. and Hamdan (L) Foundation (collectively, "Vendors") on 28 May 2024 for the acquisition by the Offeror of 405,178,390 existing ordinary shares in Ranhill ("Ranhill Shares") from the Vendors, which represents approximately 31.42% equity interest in Ranhill, together with 2,025,890 Ranhill shares to be issued pursuant to the share dividend, for a total cash consideration of RM405,178,390 or effectively RM0.995 per Ranhill Share ("Acquisition").

Upon completion of the Acquisition, the direct shareholding of the Offeror in Ranhill increased from 2.90% to approximately 34.32%. Collectively with the Ultimate Offeror, the Group's aggregate direct shareholding in Ranhill increased from 21.77% to approximately 53.19%. Following the Acquisition, Ranhill became a subsidiary of YTLPI. The Group's effective interest in Ranhill is 42.90% (18.87% directly and 24.03% indirectly via SIPP Power).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(e) Acquisition of subsidiaries (continued)

(ii) Acquisition of Ranhill Utilities Berhad ("Ranhill") (continued)

The fair values of identifiable assets acquired and liabilities assumed have been determined on a provisional basis during the previous financial year. The Group reassessed the fair value of identified assets acquired and liabilities assumed on the date of acquisition via a purchase price allocation exercise. These were finalised in the current financial year. Comparative figures have been adjusted. Fair values have been determined by independent, professionally qualified external valuer using replacement costs or present value of expected net cash flows. Goodwill of RM129.3 million recognised, represents an opportunity to acquire a mature business operating in segments aligned with the Group's core competencies, complementing its utilities portfolio both geographically and operationally, and offering potential upside from increased water demand in Johor driven by accelerating commercial and industrial development such as the growth in data centers, including the Group's own data center park and from the realisation of other synergies with the Ranhill Group.

Details of the consideration transferred and goodwill recognised are as follows:

	As previously reported 2024 RM'000	PPA adjustment RM'000	As restated 2024 RM'000
Purchase consideration			
Existing interests in Ranhill Utilities Berhad*	174,593	-	174,593
Acquisition on 28 May 2024	405,507	-	405,507
Cash consideration	580,100	-	580,100
Remeasurement gain on existing interests	203,462	-	203,462
Carrying amount of cost of investment	783,562	-	783,562
Proportionate share of the fair value of the non-controlling interests	378,809	528,706	907,515
Fair value of net assets acquired	(902,767)	(659,060)	(1,561,827)
Provisional goodwill/Goodwill	259,604	(130,354)	129,250

* On 1 November 2023, the Company purchased 243,329,346 ordinary shares in Ranhill, which represents 18.87% equity interest in Ranhill. And, SIPP Power purchased 37,397,791 ordinary shares in Ranhill on 23 November 2023, which represents 2.90% equity interest in Ranhill. With this, the Group's aggregate direct shareholding in Ranhill was 21.77% as at 23 November 2023.

Details of cash flow arising from the acquisition are as follows:

	RM'000
Purchase consideration	580,100
Less: cash and cash equivalents acquired	(63,208)
Net cash outflow on acquisition	516,892

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

14. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(e) Acquisition of subsidiaries (continued)

- (ii) Acquisition of Ranhill Utilities Berhad ("Ranhill") (continued)

Details of the fair value of identifiable net assets acquired were as follows:

	As previously reported 2024 RM'000	PPA adjustment RM'000	As restated 2024 RM'000
Property, plant and equipment	324,112	9,047	333,159
Investment properties	1,547	(147)	1,400
Intangible assets	396,740	914,992	1,311,732
Right-of-use assets	40,350	-	40,350
Investments accounted for using the equity method	247,337	15,220	262,557
Deferred tax assets	26,554	-	26,554
Operating financial assets	639,281	31,221	670,502
Service concession assets	915,832	151,255	1,067,087
Receivables, deposits and prepayments	834,367	67,346	901,713
Inventories	137,610	-	137,610
Investments	17,210	-	17,210
Cash and bank balances	221,982	-	221,982
Deferred taxation	(45,118)	(193,233)	(238,351)
Borrowings	(924,368)	(55,343)	(979,711)
Lease liabilities	(32,742)	-	(32,742)
Provision for liabilities and charges	(1,948)	-	(1,948)
Post-employment benefit obligations	(67,168)	-	(67,168)
Derivative financial instruments	(2,484)	-	(2,484)
Service concession obligations	(985,719)	(155,879)	(1,141,598)
Payables and accrued expenses	(569,078)	(125,419)	(694,497)
Non-current payables	(271,530)	-	(271,530)
Identifiable net assets acquired	902,767	659,060	1,561,827

Revenue and profit contribution:

The acquired business contributed revenue and profit of RM190.5 million and RM10.9 million, respectively to the Group for the period from 1 June 2024 to 30 June 2024.

Had the business been acquired from 1 July 2023, revenue and profit for the financial year ended 30 June 2024 would have been RM2,343.9 million and RM100.8 million, respectively.

(f) Disposal of interests in a subsidiary

During the financial year, the Company disposed of a 47% equity interest in its subsidiary, YTL Digital Capital Sdn. Bhd. for a cash consideration of RM18.8 million. Following the transaction, the Company retains a 53% equity interest and continues to control the subsidiary.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

15. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

(a) Investment in joint ventures

	Group	
	2025 RM'000	2024 RM'000
Unquoted shares, at cost	289,770	319,067
Group's share of post-acquisition reserves	110,184	41,502
Group's share of net assets	399,954	360,569

Details of the joint venture companies are as follows:

Name	Country of incorporation	Group's effective interest		Principal activities
		2025 %	2024 %	
AP1 Pte. Ltd.	Singapore	50.0	50.0	Investment holding and operations of data centres
Attarat Mining Company B.V.	Netherlands	45.0	45.0	Mining and supply of oil shale
Attarat Operation and Maintenance Company B.V.	Netherlands	45.0	45.0	Operation and maintenance of power plant
Attarat Power Holding Company B.V.	Netherlands	45.0	45.0	Investment holding and financing activities
BA Networks Sdn. Bhd.	Malaysia	30.0	-	Provision of wired line and wireless broadband access and other related services
Bristol Wessex Billing Services Limited	England and Wales	50.0	50.0	Billing services
Broadspectrum Worleyparsons JV (M) Sdn. Bhd.	Malaysia	7.34	7.34	Advisory and consultancy services and maintenance, procurement, project operations and management services
Ranhill Bersekutu Saudi Limited	The Kingdom of Saudi Arabia	21.45	21.45	Dormant

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

15. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

(a) Investment in joint ventures (continued)

The summarised financial information of material joint ventures adjusted for any differences in accounting policies between the Group and the joint ventures and reconciliation to the carrying amount of the Group's interest in the joint ventures are as follows:

(i) Summarised financial information:

	Attarat Power Holding Company B.V.		Attarat Mining Company B.V.		AP1 Pte. Ltd.	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current assets	9,757,123	11,592,538	13,010	11,333	876,329	902,049
Current assets	2,921,987	1,617,674	570,892	559,842	55,589	56,775
Non-current liabilities	(4,906,093)	(11,649,385)	-	-	(577,810)	(603,853)
Current liabilities	(7,964,200)	(1,651,341)	(174,471)	(254,609)	(15,269)	(18,065)
Net (liabilities)/assets	(191,183)	(90,514)	409,431	316,566	338,839	336,906
(Loss)/Profit for the financial year	(30,866)	(328,632)	219,549	172,983	18,306	12,134
Other comprehensive loss	(83,957)	(44,179)	-	-	-	-
Total comprehensive (loss)/income	(114,823)	(372,811)	219,549	172,983	18,306	12,134
Included in total						
comprehensive income is:						
Revenue	2,457,121	2,692,782	858,173	864,952	105,110	83,681
Other information:						
Dividend received	-	-	39,507	-	-	-
Cash and cash equivalents	375,501	404,685	1,665	2,632	22,406	23,069
Shareholder's loan and related interests	(5,767,012)	(5,938,224)	-	-	(147,623)	(146,379)
Bank borrowings	(4,447,193)	(5,521,103)	-	-	(428,272)	(457,474)
Derivative financial instruments	36,992	131,665	-	-	(4,944)	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

15. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

(a) Investment in joint ventures (continued)

(ii) Reconciliation of net assets to carrying amount:

	Attarat Power Holding Company B.V.		Attarat Mining Company B.V.		AP1 Pte. Ltd.		Total	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Opening net assets, 1 July	(90,514)	282,255	316,566	141,246	336,906	322,670	562,958	746,171
(Loss)/Profit for the financial year	(30,866)	(328,632)	219,549	172,983	18,306	12,134	206,989	(143,515)
Other comprehensive loss	(83,957)	(44,179)	-	-	-	-	(83,957)	(44,179)
Dividend paid	-	-	(87,794)	-	-	-	(87,794)	-
Exchange differences	14,154	42	(38,890)	2,337	(16,373)	2,102	(41,109)	4,481
Closing net (liabilities)/ assets, 30 June	(191,183)	(90,514)	409,431	316,566	338,839	336,906	557,087	562,958
Interest in joint ventures	45.0%	45.0%	45.0%	45.0%	50.0%	50.0%		
Group's interest	(86,032)	(40,731)	184,244	142,455	169,420	168,453	267,632	270,177
Unrecognised share of loss	86,032	40,731	-	-	-	-	86,032	40,731
Carrying amount	-	-	184,244	142,455	169,420	168,453	353,664	310,908

The individually immaterial joint ventures' carrying amount is RM46.3 million (2024: RM49.7 million), Group's share of profit is RM20.7 million (2024: RM11.8 million) and the Group's share of total comprehensive income is RM15.4 million (2024: RM12.2 million).

(b) Investment in associates

	Group		Company	
	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Unquoted shares, at cost	1,167,510	1,209,471	133	100
Shareholder's advance	233,233	233,233	233,233	233,233
Group's share of post-acquisition reserves	520,690	752,892	-	-
Accumulated impairment losses	(63,165)	(70,692)	-	-
	1,858,268	2,124,904	233,366	233,333

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

15. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

(b) Investment in associates (continued)

Details of the associates are as follows:

Name	Country of incorporation	Group's effective interest		Principal activities
		2025 %	2024 %	
PT. Jawa Power	Indonesia	20.0*	20.0*	Operating a coal-fired thermal power station
Enefit Jordan B.V.	Netherlands	30.0	30.0	Investment holding and financing activities
Strides YTL Pte. Ltd.	Singapore	49.9	49.9	Provision of electric vehicle charging services
Digital Nasional Berhad^	Malaysia	0.03	0.02	To build, own and operate a 5G network and infrastructure and to provide access of its network to licensed telecommunications service providers in Malaysia
Omni AI Technologies Sdn. Bhd.	Malaysia	40.0	-	Data processing activities, activities of providing infrastructure for hosting, data processing services and related services and other information technology service activities
Ranhill Consulting Sdn. Bhd.	Malaysia	12.87	12.87	Engineering consultancy and engineering & procurement services
Ranhill Water (Hong Kong) Ltd.	Hong Kong	17.16	17.16	To undertake investment holding activities and provision of consultancy, project management, operation and maintenance services relating to wastewater treatment plants
Tawau Green Energy Sdn. Bhd.	Malaysia	11.45	11.45	Dormant
Ranhill Consulting (Sarawak) Sdn. Bhd.	Malaysia	12.87	12.87	Project management and engineering consultant
YTL Digital Bank Berhad (formerly known as Sea Capital Services Berhad)**	Malaysia	21.21	40.02	Financial services activities, except insurance/ takaful and pension funding, including but not limited to online digital financial services and other relevant services

* The subgroup's direct interest in PT. Jawa Power is 35%.

** The Group's effective interest in YTL Digital Bank Berhad (formerly known as Sea Capital Services Berhad) reduced to 21.21% from 40.02% following the disposal of shareholdings in YTL Digital Capital Sdn. Bhd. by 47.00% as disclosed in Note 14(f) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

15. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

(b) Investment in associates (continued)

Details of the associates are as follows: (continued)

[^] On 1 December 2023, the Company entered into a Share Subscription Agreement ("SSA") with the Minister of Finance, Incorporated ("MoF Inc.") and Digital Nasional Berhad ("DNB") for the subscription of 100,000 new ordinary shares in DNB and the advance of a sum of RM233,233,333. The SSA was completed on 28 June 2024, and with effect from that date, the advance of RM233,233,333 was regarded and treated as a shareholder advance from the Company to DNB. The shareholder advance carries the same voting rights accorded to each issued ordinary share in DNB, i.e. for each Ringgit of shareholder advance, the Company is entitled to one vote. The shareholder advance does not bear any interest and is not repayable on demand.

On 28 June 2024, the Company, MoF Inc., DNB, Infranation Sdn. Bhd., Maxis Broadband Sdn. Bhd. and U Mobile Sdn. Bhd. ("U Mobile"), entered into a Shareholders Agreement. The Shareholder Agreement sets out, among other things, the terms for the transition from a single wholesale 5G network to a dual 5G network, including put and call options for (i) MoF Inc. to sell MoF Inc.'s ordinary shares and shareholder advance of RM450,000,000 to the other shareholders of DNB, and (ii) for the shareholders of DNB who wish to exit from DNB and/or participate in the second 5G network to sell their ordinary shares in DNB to the shareholders who wish to remain in DNB.

On 13 May 2025, the Company agreed to acquire from U Mobile an additional 33,333 ordinary shares in DNB, for a consideration of RM1.00 per share. Completion of the share acquisition took place on 30 May 2025. With this, the Company's cumulative percentage of issued shares in DNB increased to 0.03% from 0.02% while its combined cumulative percentage of issued shares and shareholder advance in DNB increased to 19.44% from 16.28%.

As at 30 June 2025, none of the options have been exercised by the shareholders. The fair value of the option is immaterial to the Group and the Company. The Group and the Company performed impairment assessment of its cost of investment in DNB and concluded that no impairment is required.

The summarised financial information of material associates adjusted for any differences in accounting policies between the Group and the associates and reconciliation to the carrying amount of the Group's interest in the associates are as follows:

(i) Summarised financial information:

	PT. Jawa Power		Ranhill Water (Hong Kong) Ltd.	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000 (Restated)
Non-current assets	3,266,450	4,149,403	803,849	843,241
Current assets	1,233,620	1,277,455	218,777	179,593
Non-current liabilities	(572,241)	(693,791)	(259,292)	(260,199)
Current liabilities	(274,049)	(281,668)	(113,512)	(107,207)
Net assets	3,653,780	4,451,399	649,822	655,428
Profit/(Loss) for the financial year	826,570	929,778	52,158	(501)
Other comprehensive loss	-	-	(38,538)	(250)
Total comprehensive income/(loss)	826,570	929,778	13,620	(751)
Included in the total comprehensive income is:				
Revenue	2,314,821	2,525,282	213,292	14,941
Other information:				
Dividends received from associate	407,222	392,916	-	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

15. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD (CONTINUED)

(b) Investment in associates (continued)

The summarised financial information of material associates adjusted for any differences in accounting policies between the Group and the associates and reconciliation to the carrying amount of the Group's interest in the associates are as follows: (continued)

(ii) Reconciliation of net assets to carrying amount:

	PT. Jawa Power		Ranhill Water (Hong Kong) Ltd.		Total	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Opening net assets, 1 July, as previously reported	4,451,399	4,605,616	617,379	-	5,068,778	4,605,616
Purchase price allocation adjustment	-	-	38,049	-	38,049	-
Opening net assets, 1 July, as restated	4,451,399	4,605,616	655,428	-	5,106,827	4,605,616
Acquisition *	-	-	-	656,309	-	656,309
Profit/(Loss) for the financial year	826,570	929,778	52,158	(501)	878,728	929,277
Other comprehensive loss	-	-	(38,538)	(250)	(38,538)	(250)
Exchange differences	(460,699)	38,623	(19,226)	(130)	(479,925)	38,493
Dividend paid	(1,163,490)	(1,122,618)	-	-	(1,163,490)	(1,122,618)
Closing net assets, 30 June	3,653,780	4,451,399	649,822	655,428	4,303,602	5,106,827
Interest in associates	35.0%	35.0%	40.0%	40.0%		
Carrying amount	1,278,823	1,557,990	259,929	262,171	1,538,752	1,820,161

* This is in relation to the acquisition of Ranhill Utilities Berhad as disclosed in Note 14(e)(ii).

The individually immaterial associates' carrying amount is RM319.5 million (2024: RM304.7 million), Group's share of loss is RM33.7 million (2024: RM28.8 million) and the Group's share of total comprehensive loss is RM34.5 million (2024: RM28.7 million).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

16. INVESTMENTS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current				
Financial assets at fair value through profit or loss	63,273	72,937	-	-
Financial assets at fair value through other comprehensive income ("OCI")*	232,577	232,710	222,253	224,347
	295,850	305,647	222,253	224,347
Current				
Financial assets at fair value through profit or loss	1,217,181	956,008	366,148	88,131

* These investments are represented primarily by the Group's and the Company's investment in YTL Cement Berhad.

(a) Financial assets at fair value through other comprehensive income

Investments are in relation to the following:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Equity investments				
Quoted in Malaysia	48,922	55,172	48,922	55,172
Quoted outside Malaysia	24	23	-	-
Unquoted outside Malaysia	10,300	8,340	-	-
Unquoted in Malaysia	173,331	169,175	173,331	169,175
	232,577	232,710	222,253	224,347
Fair value gain/(loss) recognised in OCI during the financial year	1,155	20,887	(2,094)	23,359

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

16. INVESTMENTS (CONTINUED)

(b) Financial assets at fair value through profit or loss

Investments are in relation to the following:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Income funds*				
Quoted in Malaysia	375,073	104,553	366,148	88,131
Quoted outside Malaysia	841,863	851,144	-	-
Equity investments				
Quoted outside Malaysia	245	311	-	-
Unquoted outside Malaysia	63,273	72,937	-	-
	1,280,454	1,028,945	366,148	88,131
Fair value gain recognised in the Income Statement during the financial year**	14,414	196,786	8,403	188,963

* Financial assets at fair value through profit or loss consist of investment in income funds placed with licensed financial institutions. The income funds are highly liquid and readily convertible to cash.

** Includes fair value gain arising from the acquisition of shares in Ranhill Utilities Berhad during previous financial year.

17. OPERATING FINANCIAL ASSETS

	Group	
	2025 RM'000	2024 RM'000 (Restated)
Current	67,714	64,807
Non-current	542,149	605,628
	609,863	670,435

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

17. OPERATING FINANCIAL ASSETS (CONTINUED)

Movement of operating financial assets is as follows:

	Group	
	2025 RM'000	2024 RM'000 (Restated)
At 1 July, as previously reported	639,214	-
Purchase price allocation adjustment (Note 40)	31,221	-
At 1 July, as restated	670,435	-
Acquisition of a subsidiary (Note 14(e)(ii))	-	670,502
Exchange differences	3,990	255
Additions	-	4,089
Finance income from operating financial assets	53,564	5,267
Receipt of payments	(118,126)	(9,678)
At 30 June	609,863	670,435

Operating financial assets amounting to RM202.0 million (2024: RM256.3 million) is charged for borrowings.

The Group entered into various service concession arrangements to design, build, operate and maintain power generation plants and water treatment plants both in Malaysia and Thailand. These services are primarily rendered under Build Operate Transfer ("BOT"), Build Operate Own ("BOO") and Rehabilitate Operate Transfer ("ROT") contracts with terms ranging from 20 to 30 years.

18. RECEIVABLES, DEPOSITS AND PREPAYMENTS

	Note	Group	
		2025 RM'000	2024 RM'000 (Restated)
Non-current			
Contract assets	4(b)	60,732	51,996
Prepayments		92,805	24,274
Contract cost assets	4(b)	1,559	2,101
Deposits		1,704	4,333
Other receivables^		281,627	288,910
Receivables from joint ventures ^Q		2,664,289	2,740,152
Less: Allowance for impairment of receivables from joint ventures	36(b)	(111,332)	(36,556)
Total receivables from joint ventures (net)		2,552,957	2,703,596
		2,991,384	3,075,210

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

18. RECEIVABLES, DEPOSITS AND PREPAYMENTS (CONTINUED)

	Note	Group		Company	
		2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Current					
Trade receivables		2,022,544	2,027,197	-	-
Less: Allowance for impairment of trade receivables	36(b)	(502,400)	(405,130)	-	-
Total trade receivables (net)		1,520,144	1,622,067	-	-
Other receivables		696,586	764,236	2,745	69,534
Less: Allowance for impairment of other receivables	36(b)	(2,089)	(1,507)	-	-
Total other receivables (net)		694,497	762,729	2,745	69,534
Unbilled receivables		1,642,131	1,659,290	-	-
Less: Allowance for impairment of unbilled receivables	36(b)	(35,872)	(10,155)	-	-
Total unbilled receivables (net)		1,606,259	1,649,135	-	-
Contract assets	4(b)	315,363	516,124	-	-
Deposits		138,676	126,429	105	105
Interest receivable		19,288	19,909	2,042	1,830
Prepayments		449,197	392,803	-	-
Contract cost assets	4(b)	617	35,393	-	-
		4,744,041	5,124,589	4,892	71,469

[^] Other receivables include a receivable of RM173.9 million (2024: RM182.8 million) from a financial institution with an effective interest rate of 6.44% (2024: 8.59%) per annum. The receivable is repayable in full on 1 June 2027.

^o Receivables from joint ventures mainly comprise a shareholder loan with an interest rate at 15.00% (2024: 15.00%) per annum. The shareholder loan and accrued interest are repayable on demand.

The fair value of receivables approximate their carrying amounts.

Expected Credit Loss ("ECL") movement analysis is disclosed in Note 36(b) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

19. INVENTORIES

	Group	
	2025 RM'000	2024 RM'000
Finished goods	29,156	30,373
Freehold land held for property development *	447,427	526,627
Fuel	38,895	48,219
Spare parts	289,664	287,379
Raw materials	71,437	89,553
Work in progress	87	6,329
	876,666	988,480

* Freehold land held for property development comprise costs associated with the acquisition of land and all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such activities. Land is transferred from investment properties to property development costs under current assets when development activities have commenced and are expected to be completed within the normal operating cycle. These are measured at the lower of cost and net realisable value. The net realisable value is assessed by considering the expected future revenues and the total costs to complete the development.

The cost of inventories recognised as an expense and included in 'cost of sales' amounted to RM148 million (2024: RM206 million). These were recognised as an expense during the financial year and included in 'cost of sales'.

20. DERIVATIVE FINANCIAL INSTRUMENTS

The Group's derivative financial instruments are analysed as follows:

Group 2025	Contractual notional amount RM'000	Fair value	
		Assets RM'000	Liabilities RM'000
Cash flow hedges:			
- Fuel swaps	2,113,131	17,518	132,523
- Currency forwards	2,115,910	60	72,632
Fair value through profit or loss:			
- Currency forwards	3,374	47	-
		17,625	205,155
Current portion		15,850	164,386
Non-current portion		1,775	40,769
		17,625	205,155

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

20. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

The Group's derivative financial instruments are analysed as follows: (continued)

Group 2024	Contractual notional amount RM'000	Fair value	
		Assets RM'000	Liabilities RM'000
Cash flow hedges:			
- Fuel swaps	2,311,984	111,491	17,116
- Currency forwards	2,291,586	27,118	1,585
Fair value through profit or loss:			
- Currency forwards	104,784	-	2,513
		138,609	21,214
Current portion		122,256	20,016
Non-current portion		16,353	1,198
		138,609	21,214

Hedging instruments used in the Group's hedging strategy:

Group 2025	Contractual notional amount RM'000	Carrying amount		Changes in fair value used for calculating hedge ineffectiveness		Weighted average hedged rate	Maturity date
		Liabilities RM'000	Financial statement line item	Hedging instrument RM'000	Hedged item RM'000		
Cash flow hedges							
Fuel price risk							
- Fuel swap to hedge highly probable transactions ("HSFO")	33,739	(175)	Derivative financial instruments	(5,260)	5,260	RM1,759.7 per metric ton	July 2025 - November 2025
- Fuel swap to hedge highly probable transactions ("Dated Brent")	1,056,901	(34,228)	Derivative financial instruments	(70,813)	70,813	RM294.6 per barrel	July 2025 - July 2028
- Fuel swap to hedge highly probable transactions ("ICE Brent")	1,022,491	(80,602)	Derivative financial instruments	(199,624)	199,624	RM298.4 per barrel	July 2025 - November 2028
Foreign exchange risk							
- Forward contracts to hedge highly probable transactions	2,115,910	(72,572)	Derivative financial instruments	(104,264)	104,264	SGD1.30: USD1.00	July 2025 - January 2029

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

20. DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

Hedging instruments used in the Group's hedging strategy: (continued)

Group 2024	Contractual notional amount RM'000	Carrying amount		Changes in fair value used for calculating hedge ineffectiveness		Weighted average hedged rate	Maturity date
		Assets RM'000	Financial statement line item	Hedging instrument RM'000	Hedged item RM'000		
Cash flow hedges							
Fuel price risk							
- Fuel swap to hedge highly probable transactions ("HSFO")	-	-	Derivative financial instruments	8,850	(8,850)	RM1,934.0 per metric ton	July 2023 - April 2024
- Fuel swap to hedge highly probable transactions ("Dated Brent")	991,576	20,183	Derivative financial instruments	37,217	(37,217)	RM380.0 per barrel	July 2024 - May 2028
- Fuel swap to hedge highly probable transactions ("ICE Brent")	1,320,408	74,192	Derivative financial instruments	235,081	(235,081)	RM363.2 per barrel	July 2024 - March 2028
Foreign exchange risk							
- Forward contracts to hedge highly probable transactions	2,291,586	25,533	Derivative financial instruments	40,398	(40,398)	SGD1.33: USD1.00	July 2024 - July 2028

(a) Fuel swaps

Fuel swaps are entered into to hedge highly probable forecast fuel purchases that are expected to occur at various dates within 1 to 35 months (2024: 1 to 47 months) from financial year end. The fuel swaps have maturity dates that match the expected occurrence of these transactions. Gains and losses recognised in the hedging reserve prior to the occurrence of these transactions are transferred to the inventory of fuel upon acquisition or cost of sales upon consumption of natural gas. The gains and losses relating to fuel oil inventory are subsequently recognised in the Income Statement upon consumption of the underlying fuel.

The fair value of fuel swaps is determined using a benchmark fuel price index at the reporting date.

(b) Currency forwards

Currency forwards are entered into to hedge highly probable forecast transactions denominated in foreign currency expected to occur at various dates within 1 to 43 months (2024: 1 to 49 months) from financial year end. The currency forwards have maturity dates that match the expected occurrence of these transactions.

Gains and losses relating to highly probable forecast fuel payments are recognised in the hedging reserve prior to the occurrence of these transactions and are transferred to the inventory of fuel upon acquisition or cost of sales upon consumption of natural gas. The gains and losses relating to fuel oil inventory are subsequently transferred to Income Statement upon consumption of the underlying fuel.

For those currency forwards used to hedge highly probable forecast foreign currency payments of purchases of property, plant and equipment, the gains and losses are included in the cost of the assets and recognised in the Income Statement over their estimated useful lives as part of depreciation expense.

For those currency forwards used to hedge highly probable forecast foreign currency transactions for maintenance contracts, the gains and losses are included in payments and recognised in the Income Statement over the period of the contracts.

The fair value of forward foreign exchange contracts is determined using quoted forward exchange rates at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

21. AMOUNTS OWING BY/(TO) IMMEDIATE HOLDING COMPANY AND ULTIMATE HOLDING COMPANY

The amounts owing by/(to) the immediate holding company and ultimate holding company relate to expenses paid on behalf by/of the Group and the Company. The outstanding amounts are unsecured, repayable on demand and are interest-free.

22. AMOUNTS OWING BY/(TO) SUBSIDIARIES

The amounts owing by/(to) subsidiaries within 12 months are interest-free, unsecured, and repayable on demand except for net owing of RM21,982,888 (2024: RM47,498,667) which bear interest rates ranging from 3.50% to 5.07% (2024: 3.50%) per annum. In addition, the amounts owing by/(to) subsidiaries within 12 months are also in respect of operational expense payments made on behalf by/of the Company.

The amounts owing by subsidiaries exceeding 12 months bear interest rates ranging from 4.50% to 15.00% (2024: 3.50% to 15.00%) per annum.

During the financial year, the Company received dividend payments of RM499,472,500 (2024: RM1,271,128,500) from its subsidiaries and the remaining dividend income of RM586,614,703 (2024: RM747,388,716) was offset against amounts owing to subsidiaries.

Details of the measurement of ECL is similar as other receivables are disclosed in Note 36(b) to the financial statements.

As at 30 June 2025, the Company has given corporate guarantees of RM346,222,643 (2024: RM95,210,953) to financial institutions for bank guarantees utilised by its subsidiaries in relation to their contractual obligations with customers.

23. CASH AND CASH EQUIVALENTS

Cash and cash equivalents included in the Statements of Cash Flows comprise the following:

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Deposits with licensed banks		10,842,852	8,127,661	1,417,888	438,400
Cash and bank		1,375,879	762,288	5,445	2,087
Cash and bank balances		12,218,731	8,889,949	1,423,333	440,487
Bank overdrafts	28(a)	(31,434)	(79,161)	-	-
Restricted deposits, cash and bank balances		(118,539)	(74,426)	-	-
Deposits with maturity 90 days and more		(297,131)	(8,000)	-	-
Cash and cash equivalents		11,771,627	8,728,362	1,423,333	440,487

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

23. CASH AND CASH EQUIVALENTS (CONTINUED)

The range of interest rates of deposits that was effective as at the reporting date is as follows:

	Group		Company	
	2025 %	2024 %	2025 %	2024 %
Deposits with licensed banks	0.25 - 5.40	0.25 - 5.50	2.45 - 4.50	2.60 - 5.50

Deposits of the Group and the Company have maturity ranging from 1 day to 90 days (2024: 1 day to 90 days) except for certain deposits with maturity 90 days and more.

Bank balances are deposits held at call with banks. Restricted deposits, cash and bank balances is relating to debt service reserve accounts.

The Group and the Company seek to invest cash and cash equivalents safely and profitably with creditworthy local and offshore licensed banks. The local licensed banks have a credit rating of P1 as rated by RAM Rating Services Bhd.. The offshore licensed banks have a credit rating of P1 and P2 as rated by Moody's Investors Service, Inc..

24. SERVICE CONCESSION ASSETS/(OBLIGATIONS)

(a) Service concession assets

	Group	
	2025 RM'000	2024 RM'000 (Restated)
At 1 July 2024, as previously reported	881,894	-
Purchase price allocation adjustment (Note 40)	151,255	-
At 1 July 2024, as restated	1,033,149	-
Acquisition of a subsidiary (Note 14(e)(ii))	-	1,067,087
Additions	35,007	-
Charge for the financial year	(429,768)	(33,938)
At 30 June	638,388	1,033,149

Pursuant to the enactment of the Water Services Industry Act 2006 ("WSIA"), Pengurusan Aset Air Berhad ("PAAB") was established for the purposes of, inter alia, acquiring the existing water infrastructure and/or build new water assets which will be leased to water operators.

A subsidiary of the Group, Ranhill SAJ Sdn. Bhd. ("RanhillSAJ") operating under a licensing regime executed a master agreement with relevant parties for water supply services in the State of Johor. RanhillSAJ had also executed the facility agreement with PAAB mainly for the purpose of PAAB to receive the lease rental for the grant of a right to use, occupy and operate the water related assets to RanhillSAJ.

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For the financial year ended 30 June 2025

24. SERVICE CONCESSION ASSETS/(OBLIGATIONS) (CONTINUED)

(a) Service concession assets (continued)

Under the licensing regime, RanhillSAJ shall be required to apply and comply with the conditions of a service license to be granted by Ministry of Energy Transition and Water Transformation ("PETRA"). Amongst the conditions are the submission of a three year business plan, adherence to a set of key performance indicators and determination of the water tariff by PETRA upon recommendation of Suruhanjaya Perkhidmatan Air Negara ("SPAN").

RanhillSAJ's application for individual service license under Section 4(1)(b) of WSIA (Act 655) was approved by PETRA, and was further renewed in accordance with the operating periods entered by the subsidiary. Currently, RanhillSAJ is operating under the sixth operating period with a period of three years which covers from 1 January 2024 to 31 December 2026.

(b) Service concession obligations

	Group	
	2025 RM'000	2024 RM'000 (Restated)
Minimum lease payments:		
Within one year	477,033	520,223
Between two to five years	234,131	666,792
Total minimum lease payments	711,164	1,187,015
Less: Future finance charges	(28,500)	(86,766)
Present value of minimum lease payments	682,664	1,100,249
Present value of payments:		
Within one year	452,124	458,906
Between two to five years	230,540	641,343
Present value of minimum lease payments	682,664	1,100,249
Less: Amount due within 12 months	(452,124)	(458,906)
Amount due after 12 months	230,540	641,343

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

24. SERVICE CONCESSION ASSETS/(OBLIGATIONS) (CONTINUED)

(b) Service concession obligations (continued)

The movement in the service concession obligations is as follows:

	Group	
	2025 RM'000	2024 RM'000 (Restated)
At 1 July, as previously reported	944,370	-
Purchase price allocation adjustment (Note 40)	155,879	-
At 1 July, as restated	1,100,249	-
Acquisition of a subsidiary (Note 14(e)(ii))	-	1,141,598
Additions	35,007	-
Reclassification to trade receivables	(25,776)	-
Reclassification to trade payables	(91,380)	-
Repayment	(410,429)	(45,764)
Interests	48,619	4,415
Waiver of lease rental offset against repayment made to PAAB	26,374	-
At 30 June	682,664	1,100,249

Service concession obligations are in respect of the lease rental payable in accordance with the Facility Agreement entered by Ranhill SAJ Sdn. Bhd. with Pengurusan Aset Air Berhad ("PAAB") for the right to use, occupy and operate the water related assets belonging to PAAB.

The weighted average effective interest rates per annum for the lease rental payable as at 30 June 2025 is 4.04% (2024: 4.04%).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

25. SHARE CAPITAL

	Group and Company	
	2025 RM'000	2024 RM'000
Issued and fully paid:		
At the beginning of the financial year:		
- 8,251,917,038 (2024: 8,158,208,738) ordinary shares	7,091,870	7,038,587
Exercise of share options:		
- 43,461,700 (2024: 93,708,300) ordinary shares	25,720	53,283
Exercise of Warrants:		
- 211,454,577 (2024: Nil) ordinary shares	518,064	-
At the end of the financial year:		
- 8,506,833,315 (2024: 8,251,917,038) ordinary shares	7,635,654	7,091,870

On 3 June 2025, the Company issued 1,646,796,205 warrants on the basis of 1 warrant for every 5 existing ordinary shares ("Warrants 2025/2028"). The Warrants 2025/2028 were issued at no cost to entitled shareholders, with an exercise price of RM2.45 per Warrants 2025/2028 and an expiry date of 2 June 2028.

The issued and fully paid up share capital of the Company increased from RM7,091,869,766 to RM7,635,653,607 following the exercise of 43,461,700 (2024: 93,708,300) ESOS options at an average exercise price of RM0.59 (2024: RM0.57) per share and the exercise of 211,454,577 Warrants 2025/2028 at an exercise price of RM2.45 per Warrants 2025/2028.

As at 30 June 2025, the Company held 56,054,431 (2024: 56,054,431) shares as treasury shares. The number of ordinary shares in issue and fully paid after offsetting treasury shares are 8,450,778,884 (2024: 8,195,862,607).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

25. SHARE CAPITAL (CONTINUED)

(a) Employees' Share Option Scheme 2021 ("ESOS 2021")

On 6 January 2021, the Company implemented a share issuance scheme known as the Employees' Share Option Scheme which was approved by the shareholders of the Company at an Extraordinary General Meeting held on 1 December 2020. ESOS 2021 is valid for a period of ten (10) years and is for employees and Directors of the Company and/or its subsidiaries who meet the criteria of eligibility for participation as set out in the By-Laws of ESOS 2021 ("By-Laws").

The salient terms of ESOS 2021 are as follows:

- (i) The maximum number of shares to be allotted and issued pursuant to the exercise of options which may be granted under ESOS 2021 shall not exceed fifteen per cent (15%) of the total number of issued shares of the Company (excluding treasury shares, if any) or such other percentage of the total number of issued shares of the Company (excluding treasury shares, if any) that may be permitted by Bursa Securities or any other relevant authorities from time to time throughout the duration of ESOS 2021.
- (ii) Any person who is a Director and/or an employee of a corporation in the Group, who meets the following criteria as at the date of offer of an option ("Offer Date") shall be eligible for consideration and selection by the Options Committee (as defined in the By-Laws) to participate in ESOS 2021:
 - (a) the person has attained the age of eighteen (18) years, is not an undischarged bankrupt and is not subject to any bankruptcy proceedings;
 - (b) the person, save for a non-executive Director, must be on the payroll of a company within the Group; and
 - he is employed on a full time basis, has not served a notice to resign or received a notice of termination; or
 - he is serving in a specific designation under an employment contract for a fixed duration, excluding those who are employed on a short-term contract or any other employees under contract as may be determined by the Options Committee;
 - (c) the person's employment, save for a non-executive Director, is for a period of at least one (1) year of continuous service prior to and up to the Offer Date, including service during the probation period, and is confirmed in service; and
 - (d) the person fulfils any other criteria and/or falls within such category as may be set by the Options Committee from time to time.
- (iii) Subject to the Bursa Securities Listing Requirements and any adjustments in accordance with By-Law 13, the subscription price for shares under ESOS 2021 shall be determined by the Board of Directors of the Company upon recommendation of the Options Committee and shall be fixed based on the 5-day volume weighted average market price of shares, as quoted on Bursa Securities, immediately preceding the Offer Date (as defined in the By-Laws) of the options with a discount of not more than ten per cent (10%), if deemed appropriate, or such lower or higher limit in accordance with any prevailing guidelines issued by Bursa Securities or any other relevant authorities as amended from time to time during the scheme period.
- (iv) Subject to By-Law 13, the Options Committee may, at any time and from time to time, before or after an option is granted, limit the exercise of the option to a maximum number of new ordinary shares of the Company and/or such percentage of the total ordinary shares of the Company comprised in the options during such period(s) within the option period. Notwithstanding the above, and subject to By-Laws 10 and 11, the options can only be exercised by the grantee no earlier than three (3) years after the Offer Date.
- (v) Subject to By-Law 12.2, a grantee shall be prohibited from disposing of the shares allotted and issued to him through the exercise of the option(s) for a period of one (1) year from the date on which the option is exercised or such other period as may be determined by the Options Committee at its sole and absolute discretion.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

25. SHARE CAPITAL (CONTINUED)

(a) Employees' Share Option Scheme 2021 ("ESOS 2021") (continued)

During the previous financial year, the terms and conditions of ESOS 2021 were reviewed for options granted to employees on 27 January 2022 and 23 May 2022 and the following changes were introduced:

- (i) The Vesting Date shall be 2 January 2024 ("2022 Grant Vesting Date"); and
- (ii) The Retention Period ("2022 Grant Retention Period") shall be as follows:

Percentage of shares subject to moratorium (calculated on the total number of shares comprised in the Option)	Retention Period	Percentage of shares released from moratorium	Date of release of moratorium
80%	Until 31 December 2024	20%	Not subject to moratorium
60%	Until 31 December 2025	20%	1 January 2025
40%	Until 31 December 2026	20%	1 January 2026
20%	Until 31 December 2027	20%	1 January 2027
0%	No moratorium	20%	1 January 2028

The movement in the number of share options of the Company is as follows:

<----- Number of share options ----->							
Grant date	Expiry date	Exercise price RM/share	At 1 July 2024 '000	Granted '000	Exercised '000	Forfeited '000	At 30 June 2025 '000
27.01.2022	05.01.2031	0.51*	114,521	-	(31,816)	(78)	82,627
23.05.2022	05.01.2031	0.64*	15,320	-	(11,646)	(30)	3,644
26.12.2024	05.01.2031	3.40*	-	45,065	-	(1,490)	43,575
			129,841	45,065	(43,462)	(1,598)	129,846

<----- Number of share options ----->							
Grant date	Expiry date	Exercise price RM/share	At 1 July 2023 '000	Granted '000	Exercised '000	Forfeited '000	At 30 June 2024 '000
27.01.2022	05.01.2031	0.56	203,524	-	(87,948)	(1,055)	114,521
23.05.2022	05.01.2031	0.70	21,550	-	(5,760)	(470)	15,320
			225,074	-	(93,708)	(1,525)	129,841

* The exercise price was adjusted during the financial year following the issuance of Warrants 2025/2028.

Fair value of options granted in which MFRS 2 "Share-based Payment" applies, were determined using the Trinomial Valuation model.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

25. SHARE CAPITAL (CONTINUED)

(a) Employees' Share Option Scheme 2021 ("ESOS 2021") (continued)

Value of employee services received for issue of share options:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Share option expenses	14,218	13,485	14,218	13,485
Allocation to subsidiaries	-	-	(6,254)	(5,293)
Allocation to related companies	-	(67)	-	(67)
Total share option expenses	14,218	13,418	7,964	8,125

The principal valuation assumptions used in respect of the Group's and Company's employees' share option scheme were as follows:

	2025	2024
Weighted average share price at date of grant (per share)	RM0.61 - RM4.29	RM0.61 - RM0.78
Expected volatility	26.50% - 40.16%	26.50% - 28.52%
Expected dividend yield	1.63% - 6.63%	5.16% - 6.63%
Expected option life	3.03 years - 5.94 years	5.62 years - 5.94 years
Risk-free interest rate per annum (based on Malaysian securities bonds)	2.83% - 3.49%	2.83% - 3.49%

The expected volatility reflects the assumption that the historical volatility is indicative of future trends, which may not necessarily be the actual outcome.

The options granted to employees on 27 January 2022 and 23 May 2022 vested on 2 January 2024, while the options granted to employees on 26 December 2024 will vest on 26 December 2027.

(b) Warrants 2025/2028

On 3 June 2025, the Company issued 1,646,796,205 Warrants 2025/2028. The Warrants 2025/2028 were issued at no cost to entitled shareholders, with an exercise price of RM2.45 per Warrants 2025/2028 and an expiry date of 2 June 2028. The Warrants 2025/2028 were constituted under a Deed Poll dated 20 May 2025 and each Warrants 2025/2028 entitles its registered shareholder to subscribe for one (1) new ordinary share in the Company at the initial exercise price of RM2.45. The exercise price is subject to adjustments in accordance with the basis set out in the deed poll. The Warrants 2025/2028 may be exercised at any time commencing on the date of issue on 3 June 2025 but not later than 2 June 2028. Any Warrants 2025/2028 which have not been exercised at the date of maturity will lapse and cease to be valid for any purpose.

The total number of Warrants 2025/2028 that remain unexercised are as follows:

	Group and Company
	2025 '000
Warrants issued during the year	1,646,796
Exercise of Warrants	(211,455)
At 30 June	1,435,341

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

26. RESERVES

(a) Other reserves

Group	Capital redemption reserve ⁽²⁾ RM'000	Capital reserve RM'000	FVOCI reserve RM'000	Hedging reserve RM'000	Statutory reserve ⁽¹⁾ RM'000	Share option reserve RM'000	Other reserve RM'000	Total other reserves RM'000
At 1 July 2024	52,200	(9,122)	74,152	206,381	41,494	14,051	-	379,156
Exchange differences	-	971	1,261	(14,180)	(4,284)	-	-	(16,232)
Exercise of share options	-	-	-	-	-	(5,234)	-	(5,234)
Fair value gain/(loss)	-	-	1,022	(379,961)	-	-	-	(378,939)
Reclassification to Income Statement	-	-	-	71,921	-	-	-	71,921
Share option expenses	-	-	-	-	-	14,218	-	14,218
Proceeds from exercise of warrants pending share issuance	-	-	-	-	-	-	38,255	38,255
Statutory reserve transferred from retained earnings	-	-	-	-	45	-	-	45
At 30 June 2025	52,200	(8,151)	76,435	(115,839)	37,255	23,035	38,255	103,190
At 1 July 2023	52,200	(9,044)	53,371	(33,004)	41,139	11,581	-	116,243
Exchange differences	-	(78)	(106)	(453)	355	-	-	(282)
Exercise of share options	-	-	-	-	-	(11,015)	-	(11,015)
Fair value gain	-	-	20,887	321,546	-	-	-	342,433
Reclassification to Income Statement	-	-	-	(81,708)	-	-	-	(81,708)
Share option expenses	-	-	-	-	-	13,485	-	13,485
At 30 June 2024	52,200	(9,122)	74,152	206,381	41,494	14,051	-	379,156

Company	FVOCI reserve RM'000	Share option reserve RM'000	Other reserve RM'000	Total other reserves RM'000
At 1 July 2024	87,080	14,051	-	101,131
Exercise of share options	-	(5,234)	-	(5,234)
Fair value loss	(2,094)	-	-	(2,094)
Share option expenses	-	14,218	-	14,218
Proceeds from exercise of warrants pending share issuance	-	-	38,255	38,255
At 30 June 2025	84,986	23,035	38,255	146,276
At 1 July 2023	63,721	11,581	-	75,302
Exercise of share options	-	(11,015)	-	(11,015)
Fair value gain	23,359	-	-	23,359
Share option expenses	-	13,485	-	13,485
At 30 June 2024	87,080	14,051	-	101,131

Note:

⁽¹⁾ This represents reserves which need to be set aside pursuant to statutory requirements of local and foreign associates.

⁽²⁾ This relates to non-distributable capital redemption reserve of a subsidiary.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

26. RESERVES (CONTINUED)

(b) Treasury shares

The shareholders of the Company granted a mandate to the Company to repurchase its own shares at the Twenty-eighth Annual General Meeting held on 5 December 2024. The Directors of the Company are committed to enhance the value of the Company for its shareholders and believe that the repurchase plan can be applied in the best interests of the Company and its shareholders.

No shares were repurchased from the open market for the financial year 2025 (2024: Nil).

27. DEFERRED TAXATION

The following amounts, determined after appropriate offsetting, are shown in the Statements of Financial Position:

	Group		Company	
	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Deferred tax assets	(73,902)	(42,669)	-	-
Deferred tax liabilities	3,537,100	3,583,078	75	84
Deferred tax liabilities, net	3,463,198	3,540,409	75	84

The gross movement on the deferred income tax account is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
At 1 July, as previously reported	3,342,981	3,340,624	84	70
Purchase price allocation adjustment (Note 40)	197,428	-	-	-
At 1 July, as restated	3,540,409	3,340,624	84	70
Exchange differences	(108,628)	28,842	-	-
Acquisition of a subsidiary (Note 14(e)(ii))	-	211,797	-	-
Charged/(Credited) to Income Statement				
- Operating financial assets	9,777	(2,258)	-	-
- Property, plant and equipment	158,510	324,620	(9)	14
- Retirement benefits	440	1,471	-	-
- Provision	1,801	(2,013)	-	-
- Tax losses	(146,891)	(348,796)	-	-
- Capital allowance	(14,000)	(11,862)	-	-
- Others	13,845	7,432	-	-
	23,482	(31,406)	(9)	14
Charged/(Credited) to Other Comprehensive Income^	7,935	(9,448)	-	-
At 30 June	3,463,198	3,540,409	75	84

^ This is in relation to re-measurement of post-employment benefit obligations.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

27. DEFERRED TAXATION (CONTINUED)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same tax authority.

	Group		Company	
	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Subject to income tax				
Deferred tax assets before offsetting:				
- Retirement benefits	2,916	3,246	-	-
- Provision	57,280	56,351	-	-
- Tax losses	592,755	459,540	-	-
- Leases	20,133	218	-	-
- Capital allowance	48,520	33,721	-	-
- Investment allowance	38,757	38,812	-	-
- Others	29,424	58,770	-	-
	789,785	650,658	-	-
Offsetting	(789,785)	(650,658)	-	-
Deferred tax assets after offsetting	-	-	-	-
Deferred tax liabilities before offsetting:				
- Operating financial assets	113,000	103,180	-	-
- Property, plant and equipment	3,841,693	3,804,006	75	84
- Retirement benefits	16,914	8,792	-	-
- Service license	231,993	231,993	-	-
- Others	49,383	43,096	-	-
	4,252,983	4,191,067	75	84
Offsetting	(789,785)	(650,658)	-	-
Deferred tax liabilities after offsetting	3,463,198	3,540,409	75	84

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWINGS

		Group		Company	
	Note	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Current					
Bank overdrafts	28(a),23	31,434	79,161	-	-
Bonds	28(b)	393,002	815,435	270,000	700,000
Convertible unsecured loan stocks ("CULS")		2,000	-	-	-
Hire purchase		37	35	-	-
Revolving credit	28(c)	1,393,656	637,648	710,000	-
Term loans	28(d)	770,764	472,120	-	-
Trade loans	28(e)	-	12,204	-	-
		2,590,893	2,016,603	980,000	700,000
Non-current					
Bonds	28(b)	28,775,549	23,171,310	9,967,815	7,436,716
Convertible unsecured loan stocks ("CULS")		2,033	6,977	-	-
Hire purchase		35	73	-	-
Revolving credit	28(c)	555,297	1,360,619	418,249	466,544
Term loans	28(d)	6,036,925	5,888,158	-	-
		35,369,839	30,427,137	10,386,064	7,903,260
Total					
Bank overdrafts	28(a),23	31,434	79,161	-	-
Bonds	28(b)	29,168,551	23,986,745	10,237,815	8,136,716
Convertible unsecured loan stocks ("CULS")		4,033	6,977	-	-
Hire purchase		72	108	-	-
Revolving credit	28(c)	1,948,953	1,998,267	1,128,249	466,544
Term loans	28(d)	6,807,689	6,360,278	-	-
Trade loans	28(e)	-	12,204	-	-
		37,960,732	32,443,740	11,366,064	8,603,260

All borrowings of the subsidiaries are unsecured and are on a non-recourse basis to the Company save and except for borrowings totalling RM822,550,000 (2024: RM720,128,532), for which the Company has provided corporate guarantees to the financial institutions.

The weighted average effective interest rate of the borrowings of the Group and the Company as at reporting date is as follows:

	Group		Company	
	2025 %	2024 %	2025 %	2024 %
Bank overdrafts	7.48	6.97	-	-
Bonds	4.46	5.95	4.61	4.80
Convertible unsecured loan stocks ("CULS")	12.50	12.50	-	-
Hire purchase	2.01	2.01	-	-
Revolving credit	8.24	6.03	4.89	6.83
Term loans	5.06	6.04	-	-
Trade loans	-	3.94	-	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWINGS (CONTINUED)

The financial periods in which the borrowings of the Group attain maturity are as follows:

Group	Not later than 1 year RM'000	Later than 1 year but not later than 5 years RM'000	Later than 5 years RM'000	Total RM'000
At 30 June 2025				
Bank overdrafts	31,434	-	-	31,434
Bonds	393,002	7,406,108	21,369,441	29,168,551
Convertible unsecured loan stocks ("CULS")	2,000	2,033	-	4,033
Hire purchase	37	35	-	72
Revolving credit	1,393,656	555,297	-	1,948,953
Term loans	770,764	4,659,880	1,377,045	6,807,689
	2,590,893	12,623,353	22,746,486	37,960,732
At 30 June 2024 (Restated)				
Bank overdrafts	79,161	-	-	79,161
Bonds	815,435	5,535,513	17,635,797	23,986,745
Convertible unsecured loan stocks ("CULS")	-	6,977	-	6,977
Hire purchase	35	73	-	108
Revolving credit	637,648	1,360,619	-	1,998,267
Term loans	472,120	4,996,786	891,372	6,360,278
Trade loans	12,204	-	-	12,204
	2,016,603	11,899,968	18,527,169	32,443,740

The financial periods in which the borrowings of the Company attain maturity are as follows:

Company	Not later than 1 year RM'000	Later than 1 year but not later than 5 years RM'000	Later than 5 years RM'000	Total RM'000
At 30 June 2025				
Bonds	270,000	4,317,815	5,650,000	10,237,815
Revolving credit	710,000	418,249	-	1,128,249
	980,000	4,736,064	5,650,000	11,366,064
At 30 June 2024				
Bonds	700,000	3,816,716	3,620,000	8,136,716
Revolving credit	-	466,544	-	466,544
	700,000	4,283,260	3,620,000	8,603,260

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWINGS (CONTINUED)

The carrying amounts of borrowings of the Group and the Company at the reporting date approximated their fair values except for the bonds.

The fair value of the bonds of the Group and the Company as at the reporting date are as set out below:

	Group		Company	
	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
<u>Level 1:</u>				
Islamic Medium Term Notes ("IMTNs")	7,223,642	4,261,469	7,223,642	4,261,469
Islamic Medium Term Notes ("Sukuk Murabahah")	2,563,125	2,584,350	2,563,125	2,584,350
Medium Term Notes ("MTNs")	853,375	1,560,098	853,375	1,560,098
5.125% Guaranteed Unsecured Bonds	1,667,019	1,732,074	-	-
5.75% Guaranteed Unsecured Bonds	1,997,963	2,092,955	-	-
5.375% Guaranteed Unsecured Bonds	1,166,443	1,177,699	-	-
6.125% Guaranteed Unsecured Bonds	2,037,288	-	-	-
6.50% Guaranteed Unsecured Bonds I	1,183,141	1,257,108	-	-
6.50% Guaranteed Unsecured Bonds II	1,454,165	-	-	-
1.75% Index Linked Guaranteed Bonds	1,378,027	1,354,524	-	-
1.369% and 1.374% Index Linked Guaranteed Bonds	1,920,906	1,966,965	-	-
1.489%, 1.495% and 1.499% Index Linked Guaranteed Bonds	1,751,771	1,966,965	-	-
2.186% Index Linked Guaranteed Bonds	464,713	283,282	-	-
1.5% Guaranteed Unsecured Bonds	1,244,979	1,227,923	-	-
1.25% Guaranteed Unsecured Bonds	1,095,219	1,119,972	-	-
<u>Level 2:</u>				
Musharakah Medium Term Notes ("mMTNs")	205,584	264,774	-	-
Sukuk Murabahah RM310 million	161,901	158,342	-	-
Sukuk Murabahah RM650 million	377,236	439,553	-	-
	28,746,497	23,448,053	10,640,142	8,405,917

The fair values are within Level 1 and Level 2 of the fair value hierarchy.

(a) Bank overdrafts

(i) RM21,684,970 Bank overdrafts

Bank overdrafts of RM21,684,970 (GBP3,750,038) (2024: RM62,224,211 (GBP10,439,428)) are unsecured borrowings of Wessex Water Limited and its subsidiary companies. The overdrafts are repayable in full on demand. The borrowing bears interest rates ranging from 5.25% to 6.25% (2024: 6.00% to 6.25%) per annum.

(ii) RM4,530,828 Bank overdrafts

Bank overdrafts of RM4,530,828 of previous financial year with total facility of RM5.0 million are secured by right over current bank account held by Ranhill Technologies Sdn. Bhd.. The borrowing bears interest at Base Financing Rate ("BFR") minus 1.3% (2024: BFR minus 1.3%) per annum. The borrowing is secured in pari-passu with the revolving credit facility and was fully repaid during the financial year.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWINGS (CONTINUED)

(a) Bank overdrafts (continued)

(iii) RM7,617,222 Bank overdrafts

Bank overdrafts of RM7,617,222 (2024: RM10,000,000) guaranteed by Worley Limited and Worley Financial Services Pty. Ltd. which is a related company of Worley Engineering Pty. Ltd. (a shareholder of Ranhill Worley Sdn. Bhd.). The borrowing bears interest rate at Base Lending Rate ("BLR") plus 1.25% (2024: BLR+1.25%) per annum. The total facility is RM10.0 million and repayable in full on demand.

(iv) RM2,131,674 Bank overdrafts

Bank overdrafts of RM2,131,674 (2024: RM2,405,900) with total facility of RM2.5 million are unsecured borrowings of Ranhill Capital Sdn. Bhd.. The borrowing bears interest at the bank's 1 month cost of fund ("COF") plus 1.50% (2024: 1 month COF+1.50%) per annum under Tawarruq shariah concept and repayable in full on demand.

(b) Bonds

(i) Medium Term Notes ("MTNs")

The MTNs of the Company were issued pursuant to a Medium Term Notes programme of up to RM5,000,000,000 constituted by a Trust Deed and Programme Agreement, both dated 11 August 2011. MTNs of RM825,000,000 (2024: RM1,525,000,000) remained outstanding as at 30 June 2025. The MTNs bear coupons ranging from 4.62% to 5.05% (2024: 4.62% to 5.05%) per annum and are repayable in full between 3 September 2027 and 24 August 2028 (2024: 11 October 2024 and 24 August 2028).

(ii) Islamic Medium Term Notes ("Sukuk Murabahah")

The Sukuk Murabahah of the Company was issued pursuant to an Islamic Medium Term Notes facility of up to RM2,500,000,000 in nominal value under the Shariah principle of Murabahah (via Tawarruq Arrangement) constituted by a Trust Deed and Facility Agency Agreement, both dated 20 April 2017. Sukuk Murabahah of RM2,497,815,091 (2024: RM2,496,716,195) remained outstanding as at 30 June 2025. The Sukuk Murabahah bears a profit rate of 5.05% (2024: 5.05%) per annum and is repayable in full on 3 May 2027.

(iii) Islamic Medium Term Notes ("IMTNs")

The IMTNs of the Company were issued pursuant to Islamic Commercial Papers/Islamic Medium Term Notes programme of up to RM7,500,000,000 constituted by a Trust Deed and Programme Agreement, both dated 13 March 2023. IMTNs of RM6,915,000,000 (2024: RM4,115,000,000) remained outstanding as at 30 June 2025. The IMTNs bear profit rates ranging from 4.01% to 4.99% (2024: 4.18% to 4.99%) per annum and are repayable in full between 24 March 2026 and 24 June 2041 (2024: 24 March 2026 and 24 August 2038).

(iv) 5.75% Guaranteed Unsecured Bonds ("5.75% GU Bonds")

Under a Trust Deed dated 15 October 2003, Wessex Water Services Finance Plc. ("Issuer"), issued GBP350,000,000 nominal value 5.75% GU Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2025, the 5.75% GU Bonds of RM2,010,031,861 (GBP347,600,017) (2024: RM2,070,334,535 (GBP347,342,427)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 5.75% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 14 October 2033 at their nominal value together with all accrued interest.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWINGS (CONTINUED)

(b) Bonds (continued)

(v) 5.375% Guaranteed Unsecured Bonds ("5.375% GU Bonds")

Under a Trust Deed dated 10 March 2005, Wessex Water Services Finance Plc. ("Issuer"), issued GBP200,000,000 nominal value 5.375% GU Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2025, the 5.375% GU Bonds of RM1,153,811,012 (GBP199,531,528) (2024: RM1,188,380,280 (GBP199,375,938)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 5.375% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 10 March 2028 at their nominal value together with all accrued interest.

(vi) 1.75% Index Linked Guaranteed Unsecured Bonds ("1.75% ILGU Bonds")

Under a Trust Deed dated 31 July 2006, Wessex Water Services Finance Plc. ("Issuer"), issued two (2) tranches of GBP75,000,000 nominal value 1.75% ILGU Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2025, the 1.75% ILGU Bonds of RM1,715,813,312 (GBP296,720,041) (2024: RM1,691,245,694 (GBP283,742,252)) remained outstanding, net of amortised fees and discount.

The 1.75% ILGU Bonds bear interest semi-annually at an interest rate of 1.75% initially, indexed up by the inflation rate every year. The effective interest rate as at 30 June 2025 is 3.53% (2024: 3.41%) per annum. The Bonds will be redeemed in full by the Issuer on 31 July 2046 for one tranche, and 31 July 2051 for the other tranche at their indexed value together with all accrued interest.

(vii) 1.369% and 1.374% Index Linked Guaranteed Unsecured Bonds ("1.369% and 1.374% ILGU Bonds")

Under a Trust Deed dated 31 January 2007, Wessex Water Services Finance Plc. ("Issuer") issued GBP75,000,000 nominal value 1.369% ILGU Bonds and GBP75,000,000 nominal value 1.374% ILGU Bonds, unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2025, the 1.369% and 1.374% ILGU Bonds of RM1,715,813,312 (GBP296,720,041) (2024: RM1,691,245,694 (GBP283,742,252)) remained outstanding, net of amortised fees and discount.

The 1.369% and 1.374% ILGU Bonds bear interest semi-annually at an interest rate of 1.369% and 1.374% initially, indexed up by the inflation rate every year. The effective interest rate as at 30 June 2025 is 2.76% (2024: 2.67%) per annum. All Bonds will be redeemed in full by the Issuer on 31 July 2057 at their indexed value together with all accrued interest.

(viii) 1.489%, 1.495% and 1.499% Index Linked Guaranteed Unsecured Bonds ("1.489%, 1.495% and 1.499% ILGU Bonds")

Under a Trust Deed dated 28 September 2007, Wessex Water Services Finance Plc. ("Issuer") issued GBP50,000,000 nominal value 1.489% ILGU Bonds, GBP50,000,000 nominal value 1.495% ILGU Bonds and GBP50,000,000 nominal value 1.499% ILGU Bonds, unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2025, the 1.489%, 1.495% and 1.499% ILGU Bonds of RM1,629,645,034 (GBP281,818,738) (2024: RM1,611,944,906 (GBP270,437,867)) remained outstanding, net of amortised fees and discount.

The 1.489%, 1.495% and 1.499% ILGU Bonds bear interest semi-annually at an interest rate of 1.489%, 1.495% and 1.499% initially, indexed up by the inflation rate every year. The effective interest rate as at 30 June 2025 is 2.89% (2024: 2.80%) per annum. All Bonds will be redeemed in full by the Issuer on 29 November 2058 at their indexed value together with all accrued interest.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWINGS (CONTINUED)

(b) Bonds (continued)

(ix) 2.186% Index Linked Guaranteed Unsecured Bonds ("2.186% ILGU Bonds")

Under a Trust Deed dated 7 September 2009, Wessex Water Services Finance Plc. ("Issuer") issued GBP50,000,000 nominal value 2.186% ILGU Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2025, the 2.186% ILGU Bonds of RM534,749,535 (GBP92,475,623) (2024: RM533,971,735 (GBP89,585,058)) remained outstanding, net of amortised fees and discount.

The 2.186% ILGU Bonds bear interest semi-annually at an interest rate of 2.186% initially, indexed up by the inflation rate every half year. The effective interest rate as at 30 June 2025 is 4.05% (2024: 3.92%) per annum. The Bonds will be redeemed in full by the Issuer on 1 June 2039 at their indexed value together with all accrued interest.

(x) 1.5% Guaranteed Unsecured Bonds ("1.5% GU Bonds")

Under a Trust Deed dated 17 September 2019, Wessex Water Services Finance Plc. ("Issuer"), issued GBP250,000,000 nominal value 1.5% GU Bonds (retaining GBP50,000,000) unconditionally and irrevocably guaranteed by Wessex Water Services Limited. On 15 June 2020, the retained GBP50,000,000 nominal value 1.5% GU Bonds was issued. As at 30 June 2025, the 1.5% GU Bonds of RM1,438,713,939 (GBP248,800,529) (2024: RM1,481,355,818) (GBP248,528,784)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 1.5% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 17 September 2029 at their nominal value together with all accrued interest.

(xi) 1.25% Guaranteed Unsecured Bonds ("1.25% GU Bonds")

Under Trust Deed dated 12 January 2021, Wessex Water Services Finance Plc. ("Issuer") issued GBP300,000,000 nominal value 1.25% GU Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2025, the 1.25% GU Bonds of RM1,712,660,648 (GBP296,174,843) (2024: RM1,763,345,845 (GBP295,838,578)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 1.25% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 12 January 2036 at their nominal value together with all accrued interest.

(xii) 5.125% Guaranteed Unsecured Sustainable Bonds ("5.125% GUS Bonds")

Under Trust Deed dated 24 March 2023, Wessex Water Services Finance Plc. ("Issuer"), issued GBP300,000,000 nominal value 5.125% GUS Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2025, the 5.125% GUS Bonds of RM1,719,978,556 (GBP297,440,348) (2024: RM1,770,812,720 (GBP297,091,304)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 5.125% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 31 October 2032 at their nominal value together with all accrued interest.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWINGS (CONTINUED)

(b) Bonds (continued)

(xiii) 6.5% Guaranteed Unsecured Bonds I ("6.5% GU Bonds I")

The 6.5% GU Bonds I are all issued under a GBP5,000,000,000 Euro Medium Term Note programme launched in September 2023 and associated supplements. On 15 November 2023, Wessex Water Services Finance Plc. ("Issuer"), issued four bonds totaling GBP200,000,000 nominal value 6.5% GU Bonds I unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2025, the 6.5% GU Bonds I of RM1,146,921,291 (GBP198,340,070) (2024: RM1,181,710,683 (GBP198,256,972)) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 6.5% per annum, payable annually. The Bonds will be redeemed in full by the Issuer at GBP35,000,000 on 15 November 2033, GBP35,000,000 on 15 November 2035, GBP65,000,000 on 15 November 2038 and GBP65,000,000 on 15 November 2043 at their nominal value together with all accrued interest.

(xiv) 6.125% Guaranteed Unsecured Bonds ("6.125% GU Bonds")

Under Trust Deed dated 12 March 2025, Wessex Water Services Finance Plc. ("Issuer") issued GBP350,000,000 nominal value 6.125% GU Bonds unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2025, the 6.125% GU Bonds of RM1,989,902,573 (GBP344,119,007) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 6.125% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 19 September 2034 at their nominal value together with all accrued interest.

(xv) 6.5% Guaranteed Unsecured Bonds II ("6.5% GU Bonds II")

Under Trust Deed dated 12 March 2025, Wessex Water Services Finance Plc. ("Issuer") issued GBP250,000,000 nominal value 6.5% GU Bonds II unconditionally and irrevocably guaranteed by Wessex Water Services Limited. As at 30 June 2025, the 6.5% GU Bonds II of RM1,420,516,420 (GBP245,653,585) remained outstanding, net of amortised fees and discount.

The Bonds bear interest at 6.5% per annum, payable annually. The Bonds will be redeemed in full by the Issuer on 19 September 2040 at their nominal value together with all accrued interest.

(xvi) Sukuk Murabahah RM650 million

On 26 January 2018, Sukuk Murabahah of SAJ Capital Sdn. Bhd. ("SAJC") was issued under the Shariah principal of Murabahah RM650,000,000 nominal value Islamic Medium Term Notes ("Sukuk Murabahah RM650 million"). Sukuk Murabahah of RM375,634,355 (2024, as restated: RM440,071,380) remained outstanding as at 30 June 2025. The Sukuk Murabahah bears a profit rate of 6.76% (2024: 6.76%) per annum and repayable in full between 24 January 2025 and 25 January 2030. And, the Sukuk Murabahah requires SAJC to maintain certain covenants.

The Sukuk Murabahah RM650 million is secured over the following:

- (i) first ranking fixed assignment and charge over Ranhill Capital Sdn. Bhd. ("RCSB")'s entire shareholding in Ranhill SAJ Sdn. Bhd. ("RanhillSAJ");

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWINGS (CONTINUED)

(b) Bonds (continued)

(xvi) Sukuk Murabahah RM650 million (continued)

The Sukuk Murabahah RM650 million is secured over the following: (continued)

- (ii) first ranking assignment of all income and revenue including any dividends and distributions received or receivable by RCSB in respect of RCSB's shareholdings in RanhillSAJ, whether income or capital in nature, and the payment and repayment of shareholder's loans and advances received or receivable by RCSB from RanhillSAJ and an irrevocable instruction from RCSB to RanhillSAJ, to deposit all the proceeds of the income and revenue including any dividends and distributions receivable by RCSB from RanhillSAJ to the Revenue Account;
- (iii) a first ranking debenture comprising a fixed and floating charge over all present and future assets, rights, and interests of SAJC excluding the Sukuk Trustee's Reimbursement Account;
- (iv) a first ranking fixed charge and assignment over the Designated Accounts and the credit balances therein; and
- (v) any other security as may be advised by the Solicitors.

(xvii) Sukuk Murabahah RM310 million

On 29 November 2022, Sukuk Murabahah of Ranhill Solar Ventures Sdn. Bhd. ("RSV"), was issued RM145,000,000 (tranche 1) of the RM310,000,000 in nominal value of Islamic Medium Term Notes under the Shariah principle of Murabahah (via Tawarruq arrangement) ("Sukuk Murabahah RM310 million"). The Sukuk Murabahah RM310 million will be issued in 3 tranches. Sukuk Murabahah of RM157,616,104 (2024, as restated: RM158,433,184) remained outstanding as at 30 June 2025. The Sukuk Murabahah bears a profit of 6.61% (2024: 6.61%) per annum and payable in full between 28 November 2025 and 28 November 2042. And, the Sukuk Murabahah requires RSV to maintain certain covenants.

The tranche 1 of Sukuk Murabahah RM310 million facility is secured over the following:

- (i) a first ranking legal assignment and charge of Ranhill Solar I Sdn. Bhd. ("RSI")'s rights, interests, titles and benefits under the relevant RSI Project Documents including all performance and/or maintenance bonds issued or to be issued to RSI in relation to the RSI Project and all other guarantees, advance payment bonds and other forms of payment or performance security issued in favour of RSI pursuant to the relevant RSI Project Documents and the proceeds received therefrom;
- (ii) a first ranking legal assignment and charge over the relevant designated accounts opened and maintained by the Issuer and RSI respectively and the credit balances therein including the permitted investments;
- (iii) a first ranking debenture comprising a fixed and floating charge over all present and future assets (other than the assets which are subject to security under the other RSI's Security Documents) and the Generation Licence for the operation of the RSI Solar Plant, of the Issuer and RSI respectively;
- (iv) a first ranking legal assignment and charge of all takaful contracts/insurance policies (with preference wherever possible to takaful contracts) undertaken or to be undertaken by RSI; and
- (v) a first ranking legal assignment and charge of the Intercompany Financing Agreements by the Issuer and RSI respectively.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWINGS (CONTINUED)

(b) Bonds (continued)

(xviii) Musharakah Medium Term Notes ("mMTNs")

On 17 June 2011, Ranhill Sabah Energy II Sdn. Bhd. ("RSEII") issued RM710,000,000 nominal value Medium Term Notes ("mMTNs") under the Syariah principal of Musharakah. The mMTNs of RM208,927,662 (2024, as restated: RM267,176,999) remained outstanding as at 30 June 2025. The mMTNs bear profit rate of 6.3% (2024: 6.3%) per annum and repayable in full between 30 June 2025 and 15 June 2029. And, the mMTNs requires RSEII to maintain certain covenants.

RM360,000,000 nominal value of tranche 1 comprise 10 series of annual redemption, maturing annually from 2 to 11 years. The Yield-to-Maturity ranges from 4.1% to 5.7% per annum, and is repayable semi-annually. The tranche 1 has been fully repaid.

RM350,000,000 nominal value of tranche 2 comprise 7 series of annual redemption, maturing annually from 12 to 18 years. The Yield-to-Maturity ranges from 5.15% to 5.70% per annum, and is repayable semi-annually.

The mMTNs of tranche 1 is secured over the following:

- (i) a debenture to create a first ranking fixed and floating charges over all present and future assets of RSEII;
- (ii) first assignment and charge of all the Lease Agreement and the lease on the Project land and building excluding switchyard areas and parts which are to be transferred to Sabah Electricity Sdn. Bhd. ("SESB") pursuant to the Lease Agreement;
- (iii) a charge and assignment of all the rights, benefit and interest of RSEII in and to the Designated Accounts; and
- (iv) assignment (by way of security of) on all rights, interest and benefit of RSEII for the following:
 - the Project Agreements (including the right to all liquidated damages payable thereunder and the right to revenues under the Power Purchase Agreement and such step-in-rights under the terms)
 - applicable licenses and permits (to the extent that the licenses and permits are assignable and no further consents are required to be obtained for such assignment)
 - applicable insurance/takaful policies
 - performance bonds and guarantees issued in favour of RSEII
 - any other security as may be advised by the solicitors to the JLAs ("Legal Counsel") and agreed with the Issuer

The securities will be shared on pari passu basis with the Guarantor in Tranche 1 via the security sharing arrangement in respect of the payment obligation by RSEII of the nominal value of each series of the Tranche 2.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWING (CONTINUED)

(c) Revolving credit

(i) Revolving credit denominated in Ringgit Malaysia

RM710,000,000 Revolving Credit

Revolving credit facilities of RM710,000,000 was obtained by the Company during the financial year, bears interest rates ranging from 4.19% to 4.44% per annum and is repayable on demand.

RM190,000,000 Revolving Credit

Revolving credit facilities of RM190,000,000 was obtained by YTL Communications Sdn. Bhd. during the financial year which is guaranteed by the Company, bears interest rates ranging from 4.29% to 4.44% per annum and is repayable on demand. The borrowing requires YTL Communications Sdn. Bhd. to maintain certain covenants.

RM48,500,000 Revolving Credit

Revolving credit facilities of RM48,500,000 (2024: RM32,900,000) was obtained by Konsortium Jaringan Selangor Sdn. Bhd.. The borrowing bears interest rates ranging from 5.18% to 5.20% (2024: 5.14% to 5.20%) per annum and is repayable on demand. The borrowing requires Konsortium Jaringan Selangor Sdn. Bhd. to maintain certain covenants.

RM15,000,000 Revolving Credit

Revolving credit facilities of RM15,000,000 (2024: RM8,500,000) of Ranhill Technologies Sdn. Bhd. is restricted for working capital expenditure and any other expenses related to non-water revenue, water management and services contracts or projects used, bears interest at COF+1.5% (2024: COF+1.5%) per annum. The facility is up to RM20.0 million under the Shariah principle of Tawarruq and repayable on demand.

RM30,000,000 Revolving Credit

Revolving credit facilities of RM30,000,000 (2024: RM30,000,000) of Ranhill Capital Sdn. Bhd. is restricted for working capital requirement, capital expenditure and any other expenses related to investment holding activities, bears interest at COF+1.5% (2024: COF+1.5%) per annum. The facility is up to RM30.0 million under the Shariah principle of Tawarruq and repayable on demand.

(ii) Revolving credit denominated in Great British Pounds

GBP9,200,000 Revolving Credit

Revolving credit facilities of RM53,199,920 (GBP9,200,000) (2024: RM42,915,600 (GBP7,200,000)) is an unsecured loan of Wessex Water Limited. The borrowing bears interest rates ranging from 5.28% to 5.91% (2024: 5.91% to 6.18%) per annum and is repayable in full on 27 August 2025.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWINGS (CONTINUED)

(c) Revolving credit (continued)

(ii) Revolving credit denominated in Great British Pounds (continued)

GBP18,200,000 Revolving Credit

Revolving credit facilities of RM105,243,320 (GBP18,200,000) (2024: RM120,998,150 (GBP20,300,000)) is an unsecured loan of Wessex Water Limited. The borrowing bears interest rates ranging from 5.53% to 6.00% (2024: 6.00% to 6.27%) per annum and is repayable in full on 28 February 2027.

GBP5,500,000 Revolving Credit

Revolving credit facilities of RM31,804,300 (GBP5,500,000) (2024: RM44,703,750 (GBP7,500,000)) is an unsecured loan of Wessex Water Limited. The borrowing bears interest rates ranging from 5.55% to 6.20% (2024: 5.93% to 6.20%) per annum and is repayable in full on 16 September 2027.

GBP60,000,000 Revolving Credit

Revolving credit facilities of RM346,956,000 (GBP60,000,000) (2024: RM357,630,000 (GBP60,000,000)) is a secured loan of YTL Utilities (UK) Limited. The revolving credit is secured by a fixed and floating charge over land at Filton, Bristol of RM346,956,000 (GBP60,000,000) (2024: RM357,630,000 (GBP60,000,000)). The borrowing bears interest rates ranging from 5.86% to 6.77% (2024: 6.38% to 6.65%) per annum and is repayable in full on 8 January 2026.

GBP150,000,000 Revolving Credit

Revolving credit facilities of RM894,075,000 (GBP150,000,000) of previous financial year was an unsecured loan of Wessex Water Limited. The borrowing bears interest rates ranging from 5.24% to 5.48% (2024: 3.91% to 5.90%) per annum and was fully repaid during the financial year.

All the above GBP revolving credit contains certain covenants to be met.

(iii) Revolving credit denominated in US Dollar

USD100,000,000 Revolving Credit

Revolving credit facilities of USD100,000,000 was obtained by the Company of which RM418,249,246 (USD99,181,704) (2024: RM466,543,945 (USD98,854,528)) remained outstanding as at 30 June 2025, net of amortised fees. The borrowing bears interest rates ranging from 5.83% to 6.84% (2024: 6.64% to 6.93%) per annum and is repayable in full on 19 October 2027. And, the borrowing requires the Company to maintain certain covenants.

(d) Term loans

(i) Term loans denominated in Great British Pounds

GBP50,000,000 Unsecured Term Loan

The term loans of RM298,025,000 (GBP50,000,000) of previous financial year was an unsecured loan of Wessex Water Services Limited and are guaranteed by Wessex Water Limited. The borrowing bears interest rates ranging from 5.95% to 6.36% (2024: 6.41% to 6.50%) per annum and was fully repaid during the financial year.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWINGS (CONTINUED)

(d) Term loans (continued)

(i) Term loans denominated in Great British Pounds (continued)

GBP133,000,000 Unsecured Term Loan

The term loans of RM769,085,800 (GBP133,000,000) (2024: RM858,312,000 (GBP144,000,000)) was drawn down by Wessex Water Services Limited of which RM738,991,282 (GBP127,795,677) (2024: RM852,215,976 (GBP142,977,263)) remained outstanding as at 30 June 2025, net of amortised fees. The loans bear interest rates ranging from 5.72% to 6.54% (2024: 6.21% to 6.52%) per annum and are repayable with a 60% bullet repayment on 31 January 2026 with the remaining 40% being repaid in equal semi-annual instalments commencing 31 January 2021.

GBP75,000,000 Unsecured Term Loan

The term loans of RM433,695,000 (GBP75,000,000) (2024: RM447,037,500 (GBP75,000,000)) is an unsecured loan which was drawn down by Wessex Water Services Limited on 21 July 2022 of which RM431,290,919 (GBP74,584,256) (2024: RM447,037,500 (GBP75,000,000)) remained outstanding as at 30 June 2025, net of amortised fees. The loans bear interest rates ranging from 5.44% to 6.26% (2024: 5.94% to 6.42%) per annum and are repayable with a 60% bullet repayment on 31 January 2029 with the remaining 40% being repaid in equal semi-annual instalments commencing 31 January 2026.

GBP150,000,000 Unsecured Term Loan

The term loan of RM867,390,000 (GBP150,000,000) (2024: RM894,075,000 (GBP150,000,000)) is unsecured loan which was drawn down by Wessex Water Services Limited on 14 October 2022 of which RM865,043,884 (GBP149,594,280) (2024: RM891,372,426 (GBP149,546,586)) remained outstanding as at 30 June 2025, net of amortised fees. The loan bears interest rates ranging from 5.53% to 6.02% (2024: 6.14% to 6.44%) per annum and is repayable in full on 30 November 2032.

GBP12,500,000 Unsecured Term Loan

The term loan of RM72,282,500 (GBP12,500,000) (2024: RM74,506,250 (GBP12,500,000)) is an unsecured loan of Wessex Water Limited. The loan bears interest rates ranging from 5.62% to 6.11% (2024: 6.27% to 6.36%) per annum and is repayable in full on 16 September 2027.

All the above GBP term loans contain certain covenants to be met.

(ii) Term loans denominated in US Dollar

USD150,000,000 Unsecured Term Loan

The term loan of RM632,550,000 (USD150,000,000) (2024: RM707,925,000 (USD150,000,000)) was drawn down by YTL Utilities Finance 4 Limited on 25 November 2020 of which RM629,652,921 (USD149,313,000) (2024: RM702,582,526 (USD148,868,000)) remained outstanding as at 30 June 2025, net of amortised fees. The term loan is guaranteed by the Company. The borrowing bears interest rates ranging from 5.94% to 6.96% (2024: 6.93% to 6.97%) per annum and is repayable on 21 November 2026. And, the borrowing requires YTL Utilities Finance 4 Limited to maintain certain covenants.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWINGS (CONTINUED)

(d) Term loans (continued)

(iii) Term loans denominated in Singapore Dollar

SGD1,995,000,000 Secured Term Loan

The term loan of RM6,595,071,000 (SGD1,995,000,000) (2024: RM6,391,428,000 (SGD1,995,000,000)) was drawn down by YTL PowerSeraya Pte. Limited on 14 September 2017 of which RM2,055,657,350 (SGD621,833,550) (2024: RM2,156,144,299 (SGD620,580,330)) remained outstanding as at 30 June 2025, net of amortised fees. The borrowing was refinanced on 1 June 2022 and is repayable in full on 1 June 2027. The term loan is secured by charges over certain assets of RM2,433,462,739 (2024: RM2,886,183,166) and shares of YTL PowerSeraya Pte. Limited. The borrowing bears interest rates ranging from 3.34% to 5.14% (2024: 5.11% to 5.48%) per annum.

SGD230,000,000 Secured Term Loan

The term loan of RM760,334,000 (SGD230,000,000) (2024: RM799,112,000 (SGD230,000,000)) was drawn down by Taser Power Pte. Ltd. on 1 June 2022 of which RM248,661,205 (SGD75,219,676) (2024: RM260,816,548 (SGD75,068,083)) remained outstanding as at 30 June 2025, net of amortised fees. The term loan is secured by charges over certain assets of RM1,095,623,092 (2024: RM1,207,104,774) and shares of Taser Power Pte. Ltd.. The borrowing bears interest rates ranging from 3.34% to 5.14% (2024: 5.11% to 5.48%) per annum and is repayable on 1 June 2027.

SGD70,000,000 Secured Term Loan

The term loan of RM231,406,000 (SGD70,000,000) was drawn down by YTL PowerSeraya Pte. Limited on 12 March 2025 of which RM231,406,000 (SGD70,000,000) remained outstanding as at 30 June 2025. The term loan is secured by charges over certain assets of RM2,433,462,739 and shares of YTL PowerSeraya Pte. Limited. The borrowing bears interest rates ranging from 3.34% to 3.89% per annum and is repayable in full on 5 March 2030.

All the above SGD term loans contain covenants to be met.

(iv) Term loans denominated in Ringgit Malaysia

RM918,300,000 Secured Term Loan

The term loans of RM918,300,000 (2024: RM687,700,000) is a secured loan of YTL DC South Sdn. Bhd. of which RM906,108,515 (2024: RM672,177,345) remained outstanding as at 30 June 2025, net of amortised fees. The term loan is secured by charges over certain assets of RM1,313,826,276 (2024: RM910,865,867) of YTL DC South Sdn. Bhd.. The borrowing bears interest rates ranging from 5.40% to 5.47% (2024: 5.40% to 5.55%) per annum and is repayable with a 30% repayment on 18 July 2028, 30% on 18 October 2028 and remaining 40% on 18 January 2029.

RM639,150,000 Secured Term Loan

The term loan of RM639,150,000 was drawn down by YTL DC South Sdn. Bhd. on 26 March 2025 of which RM627,001,241 remained outstanding as at 30 June 2025, net of amortised fees. The term loan is secured by charges over certain assets of RM854,645,649 of YTL DC South Sdn. Bhd.. The borrowing bears interest rates ranging from 5.15% to 5.25% per annum and is repayable through semi-annual instalments of RM10,000,000 from month 36 to month 54, followed by semi-annual instalments of RM25,000,000 from month 60 to month 78, with the remaining balance of RM891,000,000 due in a final payment at month 84 from the date of first utilisation.

The above borrowings require YTL DC South Sdn. Bhd. to maintain certain covenants.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

28. BORROWINGS (CONTINUED)

(d) Term loans (continued)

(v) Term loans denominated in Thai Baht

RM880,430 Secured Term Loan

The term loan of RM880,430 (THB6,800,000) (2024: RM4,031,275 (THB31,400,000)) is secured by machinery owned by AnuRAK Water Treatment Facilities Co. Ltd., rights over the receivables from its customer and a corporate guarantee by the related company, Ranhill Water Technologies Sdn. Bhd. ("RWT"). It is repayable in 42 instalments as from the first drawdown date of the loan facility to 2025. The borrowing bears interest at mortgage lending rate ("MLR") minus 1.0% (2024: MLR minus 1.0%) per annum.

RM712,602 Secured Term Loan

The term loan of RM712,602 (THB5,503,784) (2024: RM1,369,065 (THB10,663,784)) is secured by machinery owned by AnuRAK Water Treatment Facilities Co. Ltd., right over the receivables from its customer and a corporate guarantee by the related company, RWT. It is repayable in 48 instalments including grace period of 6 months as from the first drawdown date of the loan facility to 2026. The borrowings bear interest at MLR minus 1.0% (2024: MLR minus 1.0%) per annum.

(e) Trade loans

RM12,203,352 Trade loans

Trade loans of RM12,203,352 of previous financial year of YTL Communications Sdn. Bhd. which was guaranteed by the Company, bears interest rates ranging from 3.90% to 4.01% (2024: 3.55% to 4.14%) per annum and was fully repaid during the financial year.

Borrowings of the Group as mentioned above are subject to certain covenants. These covenants comprise financial covenants (financial ratios as financial service cover, debt/equity, net debt/equity, finance to equity, total net debt to tangible net worth, EBITDA to interest expenses, net debt to EBITDA, cash flow to debt service, profit service cover, total net debt to regulated capital value), limitation to dividend distribution and maintaining ownership in certain subsidiaries held by the Company. Compliance with financial covenants is assessed on a quarterly, semi-annual or annual basis. The Group and the Company is in compliance with these covenants as at reporting date.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

29. LEASE LIABILITIES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Current				
Lease liabilities	589,186	669,368	802	767
Non-current				
Lease liabilities	404,659	395,206	275	1,077
Total				
Lease liabilities	993,845	1,064,574	1,077	1,844

The Group leases telecommunication network sites, equipment, fiber core, retail outlets, plant and machinery, vehicles, land, office buildings and other equipment. While, the Company leases office space. Rental contracts duration is typically between 2 to 99 years (2024: 2 to 99 years) with extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

The Group's and the Company's maturity profile of lease liabilities is disclosed in Note 36(c) to the financial statements.

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Defined contribution plan - Current				
Malaysia	781	766	769	754
Defined benefit plan - Current				
Malaysia	12,833	13,881	-	-
Defined benefit plan - Non-current				
Malaysia	41,001	51,563	-	-
Overseas				
- United Kingdom	(64,187)	(31,124)	-	-
- Indonesia	13,730	15,285	-	-
- Thailand	1,769	1,867	-	-
	(7,687)	37,591	-	-

(a) Defined contribution plan

Group companies incorporated in Malaysia contribute to the national defined contribution plan. Once the contributions have been paid, the Group and the Company have no further payment obligations.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(b) Defined benefit plan - Malaysia

A subsidiary of the Group, Ranhill SAJ Sdn. Bhd., operates a defined benefit retirement scheme for its eligible employees, which is unfunded. The estimated obligations under the retirement benefit scheme are based on actuarial valuation report prepared by a qualified independent actuary on 5 April 2023 covering the period from 31 December 2022 to 31 December 2025.

The retirement benefit obligations are made for the non-funded benefits plan. The liability is accrued at the present value of the defined benefit obligations using the projected unit method.

The movements during the financial period in the amounts recognised in the Statement of Financial Position are as follows:

	2025 RM'000	2024 RM'000
At 1 July	65,444	-
Acquisition of a subsidiary (Note 14(e)(ii))	-	65,307
Pension cost	4,169	371
Contributions and benefits paid	(15,779)	(234)
At 30 June	53,834	65,444

Obligations relating to post-employment benefits recognised in the Statement of Financial Position are as follows:

	2025 RM'000	2024 RM'000
Present value of obligations	53,834	65,444

Changes in present value of defined benefits obligations are as follows:

	2025 RM'000	2024 RM'000
At 1 July	65,444	-
Acquisition of a subsidiary (Note 14(e)(ii))	-	65,307
Interest cost	2,179	194
Current service cost	1,990	177
Net benefits paid	(15,779)	(234)
Present value of defined benefit obligations, at 30 June	53,834	65,444

The pension cost recognised can be analysed as follows:

	2025 RM'000	2024 RM'000
Interest cost	2,179	194
Current service cost	1,990	177
Total charge to Income Statement	4,169	371

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(b) Defined benefit plan - Malaysia (continued)

The charge to Income Statement was included in the following line item:

	2025 RM'000	2024 RM'000
Administration expenses	4,169	371

The principal assumptions used in the actuarial calculations were as follows:

	2025 %	2024 %
Discount rate	5.00	5.00
Rate of increase in salaries - long term	6.00	6.00
Mortality rate	Malaysia Assured Life Table 2011-2015	
Withdrawal	1.00	1.00

Sensitivity analysis:

The sensitivity analysis below has been derived based on the changes to individual assumptions, with all other assumptions held constant:

Key assumptions

	Scheme liabilities			Scheme liabilities	
	Increase/ (Decrease) by RM'000	Increase from RM'000	Increase to RM'000	Decrease from RM'000	Decrease to RM'000
A reduction in the discount rate of 1.0% (from 5.0% to 4.0%)	3,378	53,834	57,212	-	-
A reduction in the salary increment rate of 1.0% (from 6.0% to 5.0%)	(5,513)	-	-	53,834	48,321
An increase in the discount rate of 1.0% (from 5.0% to 6.0%)	(2,962)	-	-	53,834	50,872
An increase in the salary increment rate of 1.0% (from 6.0% to 7.0%)	6,100	53,834	59,934	-	-

The sensitivity analysis presented above may not be representative of the actual change in defined benefit obligations as it is unlikely that the change in assumptions would occur in isolation to one another as some assumptions may be correlated.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(c) Defined benefit plan - United Kingdom

A subsidiary of the Group operates final salary defined benefit plans for its employees in the United Kingdom, the assets of which are held in separate trustee-administered funds. The latest actuarial valuation of the plan was undertaken by a qualified actuary as at 30 September 2022. This valuation has been adjusted to the reporting date as at 30 June 2025 taking account of experience over the period since 30 September 2022, changes in market conditions, and differences in the financial and demographic assumptions by the qualified actuary.

(i) Profile of the scheme

The defined benefit obligations include benefits for current employees, former employees and current pensioners. Broadly, about 23% of the liabilities are attributable to current employees, 13% to deferred pensioners and 64% to current pensioners.

The scheme duration is an indicator of the weighted-average time until benefit payments are made. For the scheme as a whole, the duration is approximately 12-13 years, reflecting the appropriate split of the defined benefit obligation between current employees (duration of c18-19 years), deferred members (duration of c17-18 years) and current pensioners (duration of c10-11 years).

(ii) Funding requirements

UK legislation requires that pension schemes are funded prudently. The last funding valuation report, 30 September 2022 showed a deficit of GBP35.3 million (RM204.1 million).

The subsidiary was not required to pay any deficit contributions during the year due to improvements in the scheme's funding position which have put it into a surplus position. No subsidiary deficit contributions are due during the period 1 July 2025 to 30 June 2026. The next funding valuation is due no later than 30 September 2025.

The subsidiary also pays contributions of 15.5% of pensionable salaries in respect of current accrual and non-investment related expenses.

(iii) Risk associated with the scheme

Asset volatility – The liabilities are calculated using a discount rate set with reference to corporate bond yields; if assets underperform this yield, this will create a deficit. The scheme holds a significant proportion of growth assets (equities including a diversified growth fund and a global absolute return fund) which, though expected to outperform corporate bonds in the long-term, create volatility and risk in the short-term. The allocation to growth assets is monitored to ensure it remains appropriate given the scheme's long-term objectives.

Changes in bond yields – A decrease in corporate bond yields will increase the value placed on the scheme's liabilities for accounting purposes, although this will be partially offset by an increase in the value of the scheme's bond holdings.

Inflation risk – The majority of the scheme's benefit obligations are linked to inflation and higher inflation will lead to higher liabilities (although, in most cases, caps on the level of inflationary increases are in place to protect against extreme inflation). The majority of the assets are either unaffected by or only loosely correlated with inflation, meaning that an increase in inflation will also increase the deficit.

Life expectancy – The majority of the scheme's obligations are to provide benefits for the life of the member, so increases in life expectancy will result in an increase in the liabilities.

Risk management – The trustees insure certain benefits payable on death before retirement.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(c) Defined benefit plan - United Kingdom (continued)

The movements during the financial year in the amounts recognised in the Statement of Financial Position are as follows:

	2025 RM'000	2024 RM'000
At 1 July	(31,124)	(64,314)
Exchange differences	378	(302)
Pension cost	30,275	30,539
Contributions and benefits paid	(31,858)	(34,842)
Re-measurement (gain)/loss	(31,858)	37,795
At 30 June	(64,187)	(31,124)

The amounts recognised in the Statement of Financial Position are analysed as follows:

	2025 RM'000	2024 RM'000
Present value of funded obligations	3,074,816	3,393,993
Fair value of plan assets	(3,139,003)	(3,425,117)
Asset in the Statement of Financial Position	(64,187)	(31,124)

Changes in present value of defined benefit obligations are as follows:

	2025 RM'000	2024 RM'000
At 1 July	3,393,993	3,289,483
Exchange differences	(104,826)	32,042
Interest cost	161,568	167,126
Current service cost	26,293	28,767
Past service credit	-	(1,181)
Net benefits paid	(171,239)	(169,488)
Re-measurement (gain)/loss:		
- Actuarial gain arising from demographic assumptions	(5,689)	(15,355)
- Actuarial (gain)/loss arising from financial assumptions	(284,450)	9,449
- Actuarial loss arising from experience adjustments	59,166	53,150
Present value of defined benefit obligations, at 30 June	3,074,816	3,393,993

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(c) Defined benefit plan - United Kingdom (continued)

Changes in fair value of plan assets are as follows:

	2025 RM'000	2024 RM'000
At 1 July	3,425,117	3,353,797
Exchange differences	(105,204)	32,344
Interest income	163,275	171,260
Contributions by employer	31,858	34,842
Net benefits paid	(171,239)	(169,488)
Administration expenses	(5,689)	(7,087)
Re-measurement (loss)/gain:		
– Return on plan assets excluding interest income	(199,115)	9,449
Fair value of plan assets, at 30 June	3,139,003	3,425,117

The pension cost recognised is analysed as follows:

	2025 RM'000	2024 RM'000
Interest income	(1,707)	(4,134)
Current service cost	26,293	28,767
Past service credit	-	(1,181)
Administration expenses	5,689	7,087
Total charged to Income Statement	30,275	30,539

The charge to Income Statement was included in the following line items:

	2025 RM'000	2024 RM'000
Cost of sales	26,293	27,586
Administration expenses	5,689	7,087
Interest income	(1,707)	(4,134)
Total charged to Income Statement	30,275	30,539

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(c) Defined benefit plan - United Kingdom (continued)

The principal assumptions used in the actuarial calculations were as follows:

	2025 %	2024 %
Discount rate	5.60	5.10
Rate of increase in pensions	1.90-2.70	2.00-2.90
Rate of increase in salaries - long term	1.70	1.90
Inflation - RPI	2.80	3.10
Inflation - CPI	2.30	2.60

Mortality assumptions:

The mortality assumptions are based upon the recent actual mortality experience of scheme members and allow for expected future improvements in mortality rates.

	2025	2025	2024	2024
	Male Years	Female Years	Male Years	Female Years
Life expectancy - current age 60	25.3	28.2	25.4	28.2
Life expectancy - current age 40	46.6	49.4	46.6	49.4

The mortality table adopted is based upon 105% of standard tables S3P(M/F)A adjusted to allow for individual years of birth. Future improvements are assumed to be in line with the continuous mortality investigation ("CMI") 2023 core projection, with a long-term improvement rate of 1.0% p.a. for all members.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(c) Defined benefit plan - United Kingdom (continued)

Sensitivity analysis:

The key assumptions used for MFRS 119 "Employee Benefits" are: discount rate, inflation and mortality. If different assumptions are used, this could have a material effect on the results disclosed. The sensitivity of the results to these assumptions are set out below. For the purposes of these sensitivities, it has been assumed that the change in the discount rate and inflation has no impact on the value of scheme assets.

Key assumptions

	Increase by RM'000	Scheme liabilities		Scheme (surplus)/deficit	
		Increase from RM'000	Increase to RM'000	Decrease from RM'000	Decrease to RM'000
A reduction in the discount rate of 0.1% (from 5.6% to 5.5%)	38,743	3,074,816	3,113,559	(64,187)	(25,444)
An increase in the inflation assumption of 0.1% (from 2.3% to 2.4% for CPI and 2.8% to 2.9% for RPI)	38,743	3,074,816	3,113,559	(64,187)	(25,444)
An increase in life expectancy of 1 year	90,787	3,074,816	3,165,603	(64,187)	26,600

The plan assets comprise the following:

	2025		2024	
	RM'000	%	RM'000	%
Equity instrument	877,799	28.0	947,720	27.7
Debt instrument	1,982,854	63.2	2,231,611	65.2
Property	209,330	6.7	203,253	5.9
Others	69,020	2.1	42,533	1.2
	3,139,003	100.0	3,425,117	100.0

	2025 RM'000	2024 RM'000
Actual return on plan assets	(35,840)	180,709

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(d) Defined benefit plan - Indonesia

Summary of obligations relating to employee benefits due under prevailing law and regulations as well as under the Indonesia subsidiary's regulations are presented as below:

	2025 RM'000	2024 RM'000
Obligation relating to post-employment benefits	11,736	12,987
Obligation relating to other long-term employee benefits	1,994	2,298
	13,730	15,285

A subsidiary of the Group has a defined contribution pension plan covering its qualified permanent national employees in Indonesia. The subsidiary's contribution is 6% of employee basic salary, while the employees' contribution ranges from 3% to 14%.

The contributions made to the defined contribution plan are acceptable for funding the post-employment benefits under the labour regulations.

The obligation for post-employment and other long-term employee benefits were recognised with reference to actuarial report prepared by an independent actuary. The latest valuation was on 30 June 2025.

(i) Post-employment benefit obligations

The movements during the financial year in the amounts recognised in the Statement of Financial Position are as follows:

	2025 RM'000	2024 RM'000
At 1 July	12,987	14,346
Exchange differences	(1,384)	(1,055)
Pension cost	1,565	1,686
Contributions and benefits paid	(1,569)	(1,985)
Re-measurement loss/(gain)	137	(5)
At 30 June	11,736	12,987

The obligations relating to post-employment benefits recognised in the Statement of Financial Position are as follows:

	2025 RM'000	2024 RM'000
Present value of obligations	11,736	12,987

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(d) Defined benefit plan - Indonesia (continued)

(i) Post-employment benefit obligations (continued)

Changes in present value of defined benefit obligations are as follows:

	2025 RM'000	2024 RM'000
At 1 July	12,987	14,346
Exchange differences	(1,384)	(1,055)
Interest cost	803	786
Current service cost	762	900
Net benefits paid	(1,569)	(1,985)
Re-measurement loss/(gain):		
- Actuarial loss/(gain) arising from financial assumptions	295	(426)
- Actuarial (gain)/loss arising from experience adjustments	(158)	421
Present value of defined benefit obligations, at 30 June	11,736	12,987

The pension cost recognised can be analysed as follows:

	2025 RM'000	2024 RM'000
Interest cost	803	786
Current service cost	762	900
Total charge to Income Statement	1,565	1,686

(ii) Other long-term employee benefit obligations

The obligations relating to other long-term employee benefits (i.e. long leave service benefits) recognised in the Statement of Financial Position are as follows:

	2025 RM'000	2024 RM'000
Present value of obligations	1,994	2,298

The movements during the financial year in the amounts recognised in the Statement of Financial Position are as follows:

	2025 RM'000	2024 RM'000
At 1 July	2,298	2,795
Exchange differences	(240)	(196)
Pension cost	405	191
Contributions and benefits paid	(469)	(492)
At 30 June	1,994	2,298

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

30. POST-EMPLOYMENT BENEFIT OBLIGATIONS/(ASSETS) (CONTINUED)

(d) Defined benefit plan - Indonesia (continued)

(ii) Other long-term employee benefit obligations (continued)

Changes in present value of defined benefit obligations are as follows:

	2025 RM'000	2024 RM'000
At 1 July	2,298	2,795
Exchange differences	(240)	(196)
Current service cost	405	191
Net benefits paid	(469)	(492)
At 30 June	1,994	2,298

The amounts relating to other long-term employee benefit obligations recognised in the Income Statement are as follows:

	2025 RM'000	2024 RM'000
Current service cost	405	191

The charge above was included in the cost of sales.

The principal assumptions used in the actuarial calculations were as follows:

	2025 %	2024 %
Discount rate	6.5	7.0
Future salary increase rate	8.5	8.5

At 30 June 2025, the weighted-average duration of the defined benefit obligations was 5.16 years (2024: 4.98 years).

Sensitivity analysis:

Reasonably possible changes to the key assumptions, would have affected the defined benefit obligations at the reporting date by the following amounts:

	2025		2024	
	RM'000 Increase	RM'000 Decrease	RM'000 Increase	RM'000 Decrease
Discount rate (1% movement)	(631)	693	(684)	750
Future salary increase rate (1% movement)	942	(876)	1,026	(955)

This analysis depicts the approximate sensitivity of the benefits obligation to a reasonable possible change in assumptions, but does not take account of the variability in the timing of distribution of benefit payments expected under the plan.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

31. GRANTS AND CONTRIBUTIONS

	Group	
	2025 RM'000	2024 RM'000
At 1 July	721,874	699,024
Exchange differences	(21,808)	8,863
Received during the financial year	84,928	37,430
Amortisation	(15,281)	(23,443)
At 30 June	769,713	721,874

Grants and contributions comprise grants mainly in respect of specific qualifying expenditure on infrastructure assets and a cogeneration plant.

32. PAYABLES (NON-CURRENT)

	Note	Group	
		2025 RM'000	2024 RM'000 (Restated)
Contract liabilities	4(b)	59,156	47,304
Deposits		86,620	108,553
Deferred income		1,675,370	1,722,529
Deferred liabilities		64,302	69,638
Payables to non-controlling interest		67,830	118,372
		1,953,278	2,066,396

The deferred income is mainly in relation to assets transferred from customers and services of the water and sewerage segment which are yet to be provided of RM959.1 million and shareholder loan interest revenue of RM644.6 million. The fair value of payables approximates their carrying values.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

33. PAYABLES AND ACCRUED EXPENSES (CURRENT)

	Note	Group		Company	
		2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Trade payables		2,108,264	2,150,992	-	-
Duties and taxes payable		51,485	33,773	-	-
Accrued expenses*		1,234,612	1,142,262	2,150	4,478
Interest payables		481,983	422,696	118,265	97,156
Other payables		942,613	686,674	1,289	677
Deposits		467,589	450,667	-	-
Contract liabilities	4(b)	622,287	591,115	-	-
Dividend payable		357,517	-	337,517	-
		6,266,350	5,478,179	459,221	102,311

* Accrued expenses mainly comprise regulatory costs and capital expenditure.

34. PROVISION FOR LIABILITIES AND CHARGES

	Group	
	2025 RM'000	2024 RM'000
At 1 July	37,756	32,861
Exchange differences	(283)	99
Acquisition of a subsidiary (Note 14(e)(ii))	-	1,948
Addition	2,044	1,852
Accretion of interests	1,319	1,305
Charge during the financial year	4,669	2,116
Payment	(3,524)	(2,425)
At 30 June	41,981	37,756
Current	12,306	10,338
Non-current	29,675	27,418
	41,981	37,756

The provision for liabilities and charges relate to environmental costs and asset retirement obligations.

35. AMOUNTS OWING BY/(TO) FELLOW SUBSIDIARIES

The amounts owing by/(to) fellow subsidiaries are unsecured, interest-free and repayable on demand. The amounts owing by/(to) fellow subsidiaries principally relate to operational expenses and expenses paid on behalf by/of the Group and the Company.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT

The Group's and the Company's activities expose it to a variety of financial risks, including market risk (comprising of foreign currency exchange risk, interest rate risk and price risk), credit risk, liquidity risk and capital risk. The Group's and the Company's overall financial risk management objective is to ensure that adequate resources are available to create value for its shareholders. The Group and the Company focus on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and the Company.

Financial risk management is carried out through regular risk review analysis, internal control systems and adherence to the Group and the Company financial risk management policies. The Board regularly reviews these risks and approves the appropriate control environment frameworks.

(a) Market risk

(i) Foreign currency exchange risk

Foreign currency exchange risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group and the Company are exposed to risks arising from various currency exposures primarily with respect to the United States Dollar ("USD"). Where necessary, the Group enters into forward foreign currency exchange contracts to limit its exposure on foreign currency receivables and payables and on cash flows generated from anticipated transactions denominated in foreign currencies.

The following table demonstrates the impact to the Group's and the Company's profit after tax and equity to strengthening/weakening of USD, with all other variables held constant.

	Group		Company	
	2025 Increase/ (Decrease) RM'000	2024 Increase/ (Decrease) RM'000	2025 Increase/ (Decrease) RM'000	2024 Increase/ (Decrease) RM'000
Currency exposure of net financial assets, net of those denominated in the respective entities' functional currencies	2,888,430	2,663,421	2,876,526	2,550,249
Effects on profit after tax/equity:				
USD/RM				
- strengthened by 11% (2024: 1%)	307,540	23,054	306,273	22,074
- weakened by 11% (2024: 1%)	(307,540)	(23,054)	(306,273)	(22,074)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(ii) Interest rate risk

Interest rate exposure arises from the Group's and the Company's borrowings, deposits, short-term investments and interest-bearing advances to subsidiaries of the Company. This exposure is managed through the use of fixed and floating rate debts, as well as through derivative financial instruments, where appropriate, to generate the desired interest rate profile.

Borrowings issued at variable rates expose the Group's and the Company's cash flows to interest rate risk. However, this is partially offset by the interest income accruing on fixed deposits and income funds.

The interest rate profile of the Group's and the Company's significant interest-bearing financial instruments, based on carrying amounts as at the reporting date, were:

	Group		Company	
	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Fixed rate instruments				
Financial assets	1,442,652	1,589,327	1,674,705	1,773,576
Financial liabilities	29,172,656	24,291,856	10,237,815	8,136,716
Variable rate instruments				
Financial assets	12,060,033	9,083,669	3,056,215	1,214,814
Financial liabilities	8,788,076	8,151,884	1,178,024	526,319

At the reporting date, if annual interest rates had been 50 basis points higher/lower respectively, with all other variables in particular foreign exchange rates and tax rates being held constant, the Group's and the Company's profit after tax and equity will be lower/higher by RM43.9 million (2024: RM40.8 million) and RM5.9 million (2024: RM2.6 million), respectively as a result of increase/decrease in interest expense on these variable rate borrowings.

The Group and the Company manage their liquidity risks by placing excess funds of the Group and the Company in bank deposits and other highly liquid investments to match its cash flow needs. If interest deposit rates increased/decreased by 10 basis points, interest income for the Group and the Company for the financial year would increase/decrease by RM12.1 million (2024: RM9.1 million) and RM3.1 million (2024: RM1.2 million), respectively.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (continued)

(iii) Price risk

Investments

The Group and the Company are exposed to equity securities and income funds price risk arising from investments held which are classified on the Statement of Financial Position either as financial assets at fair value through other comprehensive income ("FVTOCI") or financial assets at fair value through profit or loss ("FVTPL").

To manage its price risk arising from investments in equity securities, the Group and the Company diversify their portfolio. For income funds, the Group and the Company mainly invest in AAA rated bonds. This investment is meant to achieve better yield as compared to fixed deposits. At the reporting date, if the prices of the income funds at FVTPL increased/decreased by 1% (2024: 1%) with all other variables including tax rate being held constant, the Group's and the Company's profit after tax and equity will be higher/lower by RM12.2 million (2024: RM9.6 million) and RM3.7 million (2024: RM0.9 million), respectively.

Fuel commodity price risk

The Group hedges its fuel commodity price risk by the use of derivative instruments against fluctuations in fuel oil prices which affect the cost of fuel.

The Group has contracts for the sale of electricity to the Singapore electricity pool at prices that are fixed in advance every three months and to retail customers at prices that are either fixed in amount or in pricing formula for periods up to a number of years. The fixing of the prices under the contracts is based largely on the price of fuel oil required to generate the electricity. The Group enters into fuel swaps to hedge against adverse price movements of fuel oil prices. The Group typically enters into a swap to pay a fixed price and receive a variable price indexed to a benchmark fuel price index.

Exposure to price fluctuations arising from the purchase of fuel oil and natural gas are substantially managed via swaps where the price is indexed to a benchmark price index, for example 180 CST fuel oil and Dated Brent. The Group's exposure to the fluctuation of forward price curve is immaterial.

(b) Credit risk

Credit risk is the potential financial loss resulting from the failure of a counter party to settle their obligations to the Group and the Company.

The Group's exposures to credit risk arise primarily from trade receivables, unbilled receivables, contract assets and other receivables. For other financial assets (including short-term investment securities, fixed deposits and derivative financial instruments), the Group minimises credit risk by dealing with creditworthy counterparties.

The Company's exposures to credit risk arise primarily from other receivables and amounts owing by related companies. For other financial assets (including short-term investment securities and fixed deposits), the Company minimises credit risk by dealing with creditworthy counterparties.

Due to the nature of the Group's business, customers are mainly segregated according to business segments. In the Group's power generation business in Singapore, credit reviews are performed on all customers with established credit limits and supported by collateral in the form of guarantees for selected customers.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

For the Group's water and sewerage business, the credit risk of receivables is mitigated through strict collection procedures. In the Group's telecommunications business, the credit risk is monitored on an ongoing basis through a credit policy. The Directors are of the view that credit risk arising from these businesses is limited due to the large customer base.

Trade receivables, unbilled receivables, contract assets and amounts owing by related companies

The Group applies the MFRS 9 simplified approach in measuring ECL which uses a lifetime expected loss allowance for all trade receivables, unbilled receivables, contract assets and amounts owing by related companies which is trade in nature. To measure the ECL, trade receivables, unbilled receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are determined based on between 1 to 10 (2024: 1 to 10) years of historical ageing profiles and the corresponding historical credit losses experienced within this period as applicable. The historical loss rates are adjusted to reflect forward-looking information on macroeconomic factors affecting the ability of customers to settle the receivables. Some of the factors which the Group has identified include unemployment rates, economic trends, and annual Gross Domestic Product ("GDP") growth. The Group has adjusted the historical loss rates based on expected changes in such factors. The Group's estimate of recoverability of the contract assets is based on forward-looking judgement on the future collection rate that are likely to be achieved.

On that basis, the loss allowance was determined for trade receivables, unbilled receivables, contract assets and amounts owing by related companies as follows:

Group 30 June 2025	Current RM'000	←----- Past due ----->			Total RM'000
		1-90 days RM'000	91-120 days RM'000	> 120 days RM'000	
Expected loss rate (%)⁽¹⁾	0 - 32.6	4.9 - 21.1	9.3 - 42.9	26.1 - 76.1	
Gross carrying amount					
- Trade receivables	1,091,931	203,598	32,442	694,573	2,022,544
- Unbilled receivables	1,642,131	-	-	-	1,642,131
- Contract assets	384,422	36	118	-	384,576
- Related companies	32,257	10	-	2,626	34,893
	3,150,741	203,644	32,560	697,199	4,084,144
Allowance for impairment					
- Trade receivables	(91,482)	(13,085)	(4,167)	(393,666)	(502,400)
- Unbilled receivables	(35,872)	-	-	-	(35,872)
- Contract assets	(8,480)	-	(1)	-	(8,481)
- Related companies	-	-	-	(1,670)	(1,670)
	(135,834)	(13,085)	(4,168)	(395,336)	(548,423)
Net carrying amount	3,014,907	190,559	28,392	301,863	3,535,721

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Trade receivables, unbilled receivables, contract assets and amounts owing by related companies (continued)

On that basis, the loss allowance was determined for trade receivables, unbilled receivables, contract assets and amounts owing by related companies as follows: (continued)

Group 30 June 2024 (Restated)	<----- Past due ----->				Total RM'000
	Current RM'000	1-90 days RM'000	91-120 days RM'000	> 120 days RM'000	
Expected loss rate (%)⁽¹⁾	0 - 25.6	0.1 - 26.9	7.0 - 39.5	7.6 - 54.1	
Gross carrying amount					
- Trade receivables	1,076,221	170,646	31,022	749,308	2,027,197
- Unbilled receivables	1,659,290	-	-	-	1,659,290
- Contract assets	576,163	20	132	-	576,315
- Related companies	26,788	45	-	1,325	28,158
	3,338,462	170,711	31,154	750,633	4,290,960
Allowance for impairment					
- Trade receivables	(79,788)	(8,784)	(5,332)	(311,226)	(405,130)
- Unbilled receivables	(10,155)	-	-	-	(10,155)
- Contract assets	(8,194)	-	(1)	-	(8,195)
- Related companies	-	-	-	(741)	(741)
	(98,137)	(8,784)	(5,333)	(311,967)	(424,221)
Net carrying amount	3,240,325	161,927	25,821	438,666	3,866,739

Note:

⁽¹⁾ The expected loss rate comprises of customers with different risk profiles.

Cash and bank balances

The Group and the Company place its cash and bank balances with a number of creditworthy financial institutions. The Group's and the Company's policy limit the concentration of financial exposure to any single financial institution. While cash and bank balances are also subject to the impairment requirements of MFRS 9, the identified impairment loss was immaterial.

Derivative financial instruments

Transactions involving derivative financial instruments are allowed only with counterparties that are of high credit quality. As such, management does not expect any counterparties to fail to meet their obligations. The Group considers the risk of material loss in the event of non-performance by a financial counter party to be unlikely.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Other receivables and amounts owing by related companies

The Group and the Company use the 3-stages approach for ECL on other receivables and amounts owing by related companies. The 3-stages approach reflects their receivables' credit risk and how the loss allowance is determined for each of those categories.

A summary of the assumptions underpinning the Group's and the Company's ECL model is as follows:

Category	Group's and Company's definition of category	Basis for recognising ECL
Performing	Debtors have a low risk of default and a strong capacity to meet contractual cash flows	12 month ECL
Underperforming	Debtors for which there is a significant increase in credit risk or significant increase in credit risk is presumed if interest and/or principal repayments are 30 days past due	Lifetime ECL
Non-performing	Debtors and repayments are more than 80 to 365 days past due	Lifetime ECL
Write-off	There is evidence indicating that there is no reasonable expectation of recovery based on unavailability of debtor's sources of income or assets to generate sufficient future cash flows to repay the amount	Asset is written off

Based on the above, loss allowance is measured on either 12 month ECL or lifetime ECL using a PD x LGD x EAD methodology where:

- PD ('probability of default') - the likelihood that the debtor would not be able to repay during the contractual period;
- LGD ('loss given default') - the percentage of contractual cash flows that will not be collected if default happens; and
- EAD ('exposure at default') - the outstanding amount that is exposed to default risk.

In deriving the PD and LGD, the Group and the Company consider historical data by each debtor by category and adjusts for forward-looking macroeconomic data. The Group and the Company have identified the industry and geographical area which the debtor operates in to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors. Loss allowance is measured at a probability-weighted amount that reflects the possibility that a credit loss occurs and the possibility that no credit loss occurs. No significant changes to estimation techniques or assumptions were made during the reporting period.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Other receivables and amounts owing by related companies (continued)

	Expected credit loss rate	Basis for recognition of expected credit loss provision	Estimated gross carrying amount at default RM'000	Loss allowance RM'000	Net carrying amount RM'000
Group					
30 June 2025					
Other receivables					
Performing	3.0%	12 month ECL	3,785,415	(111,868)	3,673,547
Underperforming	100.0%	Lifetime ECL	1,553	(1,553)	-
Company					
30 June 2025					
Other receivables					
Performing	-	12 month ECL	4,673	-	4,673
Related companies					
Performing	2.5%	12 month ECL	4,407,686	(111,332)	4,296,354
Underperforming	100.0%	Lifetime ECL	205,962	(205,962)	-
Group					
30 June 2024 (Restated)					
Other receivables					
Performing	1.0%	12 month ECL	3,848,837	(36,740)	3,812,097
Underperforming	100.0%	Lifetime ECL	1,323	(1,323)	-
Company					
30 June 2024					
Other receivables					
Performing	-	12 month ECL	71,272	-	71,272
Related companies					
Performing	0.1%	12 month ECL	3,868,427	(2,779)	3,865,648
Underperforming	100.0%	Lifetime ECL	205,962	(205,962)	-

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Movement on the Group's loss allowances is as follows:

Group	Trade receivables RM'000	Unbilled receivables RM'000	Contract assets RM'000	Related companies RM'000	Other receivables RM'000	Total RM'000
2025						
At 1 July 2024	405,130	10,155	8,195	741	38,063	462,284
Exchange differences	(11,170)	118	-	-	(5,996)	(17,048)
Written off during the financial year as uncollectible	(66,463)	-	(287)	-	-	(66,750)
Allowance for impairment of receivables (net of reversals)						
- Charged to Income Statement	174,903	25,599	573	929	52,459	254,463
- Others	-	-	-	-	28,895	28,895
At 30 June 2025	502,400	35,872	8,481	1,670	113,421	661,844
2024						
At 1 July 2023	324,102	6,686	2,911	381	70,468	404,548
Exchange differences	3,668	95	-	-	(1,095)	2,668
Written off during the financial year as uncollectible	(57,791)	-	-	-	-	(57,791)
Allowance for/(Write back of) impairment of receivables (net of reversals)	135,151	3,374	5,284	360	(31,310)	112,859
At 30 June 2024	405,130	10,155	8,195	741	38,063	462,284

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (continued)

Movement on the Company's loss allowances is as follows:

Company	Related companies RM'000
2025	
At 1 July 2024	208,741
Exchange differences	(297)
Allowance for impairment of receivables	108,850
At 30 June 2025	317,294
2024	
At 1 July 2023	213,091
Exchange differences	21
Allowance for impairment of receivables	240
Written off during the financial year	(4,611)
At 30 June 2024	208,741

At the reporting date, the maximum exposure to credit risk of the financial assets of the Group and the Company are represented by the carrying amounts in the Statement of Financial Position, except for Group's trade receivables on electricity and steam sales where the Group will assess each customer individually and typically require collateral in the form of bankers' guarantees or deposits from selected customers.

(c) Liquidity risk

Liquidity risk management implies maintaining sufficient bank deposits and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses, the Group and the Company aim at maintaining flexibility by keeping committed credit lines available.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk (continued)

The table below summarises the maturity profile of the Group's financial liabilities as at the reporting date based on undiscounted contractual payments:

Group	On demand/ Less than 1 year RM'000	Between 1 and 5 years RM'000	Over 5 years RM'000	Total RM'000
2025				
Non-derivative financial liabilities				
Bonds and borrowings	4,238,852	17,739,248	35,936,204	57,914,304
Lease liabilities	748,807	515,450	549,087	1,813,344
Trade and other payables	5,326,319	161,923	63,751	5,551,993
Service concession obligations	477,033	234,131	-	711,164
Financial guarantee contracts	74,302	2,512	-	76,814
Derivative financial liabilities				
Fuel swaps	111,597	20,926	-	132,523
Currency forwards	52,789	19,843	-	72,632
	11,029,699	18,694,033	36,549,042	66,272,774
2024				
(Restated)				
Non-derivative financial liabilities				
Bonds and borrowings	3,378,699	15,996,199	29,795,309	49,170,207
Lease liabilities	745,313	231,603	97,506	1,074,422
Trade and other payables	4,558,560	242,670	63,102	4,864,332
Service concession obligations	520,223	666,792	-	1,187,015
Financial guarantee contracts	58,404	-	-	58,404
Derivative financial liabilities				
Fuel swaps	15,992	1,124	-	17,116
Currency forwards	4,024	74	-	4,098
	9,281,215	17,138,462	29,955,917	56,375,594

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk (continued)

The table below summarises the maturity profile of the Company's financial liabilities as at the reporting date based on undiscounted contractual payments:

Company	On demand/ Less than 1 year RM'000	Between 1 and 5 years RM'000	Over 5 years RM'000	Total RM'000
2025				
Non-derivative financial liabilities				
Bonds and borrowings	1,491,651	6,151,924	7,322,543	14,966,118
Lease liabilities	834	278	-	1,112
Trade and other payables	395,020	-	-	395,020
Financial guarantee contracts	1,220,958	-	-	1,220,958
	3,108,463	6,152,202	7,322,543	16,583,208
2024				
Non-derivative financial liabilities				
Bonds and borrowings	1,105,504	5,469,084	4,488,805	11,063,393
Lease liabilities	834	1,112	-	1,946
Trade and other payables	609,164	-	-	609,164
Financial guarantee contracts	873,743	-	-	873,743
	2,589,245	5,470,196	4,488,805	12,548,246

(d) Capital risk

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

There are external debt covenants, such as gearing and debt service coverage ratio applicable to the Group and gearing ratio to the Company, which are not onerous and these obligations can be fulfilled. As part of its capital management, the Group rigorously monitors compliance with these covenants. In addition, consistent with others in the industry, the Group and the Company monitor capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including 'current and non-current borrowings' as shown in the Statement of Financial Position) less cash and bank balances. Total capital is calculated as 'equity' as shown in the Statement of Financial Position plus net debt.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(d) Capital risk (continued)

	Group		Company	
	2025 RM'000	2024 RM'000 (Restated)	2025 RM'000	2024 RM'000
Total bonds and borrowings (Note 28)	37,960,732	32,443,740	11,366,064	8,603,260
Less: Cash and bank balances	(12,218,731)	(8,889,949)	(1,423,333)	(440,487)
Net debt	25,742,001	23,553,791	9,942,731	8,162,773
Total equity	21,614,170	20,455,218	16,576,939	16,266,336
Total capital	47,356,171	44,009,009	26,519,670	24,429,109
Gearing ratio	54%	54%	37%	33%

To strengthen the capital structure of the Company, all borrowings of subsidiaries are undertaken on a non-recourse basis to the Company save and except for those borrowings guaranteed by the Company as set out in Note 28 to the financial statements.

(e) Fair value measurement

The Group and the Company measure fair value using the following fair value hierarchy that reflects the significance of the input used in making the measurements:

- (a) Level 1 – quoted price (unadjusted) in active market for identical assets or liabilities;
- (b) Level 2 – inputs other than quoted prices included within Level 1 that are observable for the assets or liabilities, either directly (that is, as prices) or indirectly (that is, derived from prices); and
- (c) Level 3 – inputs for the assets or liabilities that are not based on observable market data (that is, unobservable inputs).

In the previous financial year, the Group and the Company used last transacted price in arriving at the fair value of the investment for the financial assets included in the Level 3 of the fair value hierarchy. During the financial year, the financial assets included in the Level 3 of the fair value hierarchy for which its valuation is based on actual performance of the investee entity. The Group and the Company had used valuation model in projecting expected share price of the investment by using share price of companies in similar industry and adjusted for marketability factor.

Although the Group and the Company believe that estimates of fair value are appropriate, the use of different methodologies or assumptions could lead to different measurements of fair value. For fair value measurement in Level 3, if the discount rate used in the marketability factor is to differ by 10% from management's estimates, the carrying amount of financial assets at fair value through other comprehensive income would be approximately RM24.8 million lower or higher.

The Group and the Company revised their valuation methodology during the financial year to enhance the accuracy of fair value measurements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(e) Fair value measurement (continued)

The following table presents the Group's financial assets and liabilities that are measured at fair value as at the reporting date:

Group	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2025				
Assets				
Financial assets at fair value through profit or loss:				
- Income funds	-	1,216,936	-	1,216,936
- Currency forwards contracts	-	47	-	47
- Equity investments	245	63,273	-	63,518
Financial assets at fair value through other comprehensive income	48,946	10,300	173,331	232,577
Derivatives used for hedging	-	17,578	-	17,578
Total assets	49,191	1,308,134	173,331	1,530,656
Liabilities				
Derivatives used for hedging	-	205,155	-	205,155
Total liabilities	-	205,155	-	205,155
2024				
Assets				
Financial assets at fair value through profit or loss:				
- Income funds	-	955,697	-	955,697
- Equity investments	311	72,937	-	73,248
Financial assets at fair value through other comprehensive income	55,195	8,340	169,175	232,710
Derivatives used for hedging	-	138,609	-	138,609
Total assets	55,506	1,175,583	169,175	1,400,264
Liabilities				
Financial liabilities at fair value through profit or loss:				
- Currency forwards contracts	-	2,513	-	2,513
Derivatives used for hedging	-	18,701	-	18,701
Total liabilities	-	21,214	-	21,214

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

36. FINANCIAL RISK MANAGEMENT (CONTINUED)

(e) Fair value measurement (continued)

The following table presents the Company's financial assets that are measured at fair value as at the reporting date:

Company	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2025				
Assets				
Financial assets at fair value through profit or loss:				
- Income funds	-	366,148	-	366,148
Financial assets at fair value through other comprehensive income	48,922	-	173,331	222,253
Total assets	48,922	366,148	173,331	588,401
2024				
Assets				
Financial assets at fair value through profit or loss:				
- Income funds	-	88,131	-	88,131
Financial assets at fair value through other comprehensive income	55,172	-	169,175	224,347
Total assets	55,172	88,131	169,175	312,478

37. FINANCIAL INSTRUMENTS BY CATEGORY

The table below provides an analysis of the Group's financial instruments category:

Group	At amortised cost RM'000	Assets at fair value through profit or loss RM'000	Derivatives used for hedging RM'000	Assets at FVOCI RM'000	Total RM'000
2025					
Assets as per Statement of Financial Position					
Assets at fair value through profit or loss	-	1,280,454	-	-	1,280,454
Assets at fair value through other comprehensive income	-	-	-	232,577	232,577
Derivative financial instruments	-	-	17,625	-	17,625
Trade and other receivables ¹	6,833,173	-	-	-	6,833,173
Operating financial assets	609,863	-	-	-	609,863
Cash and bank balances	12,218,731	-	-	-	12,218,731
	19,661,767	1,280,454	17,625	232,577	21,192,423

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

37. FINANCIAL INSTRUMENTS BY CATEGORY (CONTINUED)

The table below provides an analysis of the Group's financial instruments category: (continued)

Group	At amortised cost RM'000	Assets at fair value through profit or loss RM'000	Derivatives used for hedging RM'000	Assets at FVOCI RM'000	Total RM'000
2024					
(Restated)					
Assets as per Statement of Financial Position					
Assets at fair value through profit or loss	-	1,028,945	-	-	1,028,945
Assets at fair value through other comprehensive income	-	-	-	232,710	232,710
Derivative financial instruments	-	-	138,609	-	138,609
Trade and other receivables ¹	7,110,716	-	-	-	7,110,716
Operating financial assets	670,435	-	-	-	670,435
Cash and bank balances	8,889,949	-	-	-	8,889,949
	16,671,100	1,028,945	138,609	232,710	18,071,364
Group		Liabilities at fair value through profit or loss RM'000	Derivatives used for hedging RM'000	Other financial liabilities at amortised cost RM'000	Total RM'000
2025					
Liabilities as per Statement of Financial Position					
Bonds and borrowings	-	-	-	37,960,732	37,960,732
Derivative financial instruments	-	-	205,155	-	205,155
Trade and other payables ²	-	-	-	6,021,432	6,021,432
	-	-	205,155	43,982,164	44,187,319
2024					
(Restated)					
Liabilities as per Statement of Financial Position					
Bonds and borrowings	-	-	-	32,443,740	32,443,740
Derivative financial instruments	-	2,513	18,701	-	21,214
Trade and other payables ²	-	-	-	5,271,912	5,271,912
	-	2,513	18,701	37,715,652	37,736,866

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

37. FINANCIAL INSTRUMENTS BY CATEGORY (CONTINUED)

The table below provides an analysis of the Company's financial instruments category:

Company	At amortised cost RM'000	Assets at fair value through profit or loss RM'000	Assets at FVOCI RM'000	Total RM'000
2025				
Assets as per Statement of Financial Position				
Assets at fair value through profit or loss	-	366,148	-	366,148
Assets at fair value through other comprehensive income	-	-	222,253	222,253
Other receivables ¹	4,301,027	-	-	4,301,027
Cash and bank balances	1,423,333	-	-	1,423,333
	5,724,360	366,148	222,253	6,312,761

2024				
Assets as per Statement of Financial Position				
Assets at fair value through profit or loss	-	88,131	-	88,131
Assets at fair value through other comprehensive income	-	-	224,347	224,347
Other receivables ¹	3,936,920	-	-	3,936,920
Cash and bank balances	440,487	-	-	440,487
	4,377,407	88,131	224,347	4,689,885

Company	Other financial liabilities at amortised cost RM'000
2025	
Liabilities as per Statement of Financial Position	
Bonds and borrowings	11,366,064
Other payables ²	513,285
	11,879,349

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

37. FINANCIAL INSTRUMENTS BY CATEGORY (CONTINUED)

The table below provides an analysis of the Company's financial instruments category: (continued)

Company	Other financial liabilities at amortised cost RM'000
2024	
Liabilities as per Statement of Financial Position	
Bonds and borrowings	8,603,260
Other payables ²	706,320
	9,309,580

Note:

¹ Prepayments, contract cost assets, contract assets and tax recoverable are excluded from the trade and other receivables balance, as this analysis is required only for financial instruments.

² Statutory liabilities, contract liabilities and deferred income are excluded from the trade and other payables balance, as this analysis is required only for financial instruments.

38. COMMITMENTS

(a) Capital commitments

	Group	
	2025 RM'000	2024 RM'000
Approved and contracted for:		
- Property, plant and equipment	7,589,917	5,748,842

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

38. COMMITMENTS (CONTINUED)

(b) Operating lease arrangements

The Group as lessor

The Group leases out its PPE assets which comprise net book value of telecommunications equipment of RM117.2 million (2024: RM79.3 million), plant and machinery of RM11.5 million (2024: RM13.4 million) and land and buildings of RM8.8 million (2024: RM9.2 million). The Group classified these leases as operating leases, because they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. The following table sets out the maturity schedule of undiscounted lease payments to be received after the reporting date.

	Group	
	2025 RM'000	2024 RM'000
Within 1 year	268,372	254,674
In the 2 nd year	107,728	86,540
In the 3 rd year	101,607	79,120
In the 4 th year	100,819	77,590
In the 5 th year	99,431	76,002
Later than 5 years	4,169	5,643
Total undiscounted lease payments to be received	682,126	579,569

39. SEGMENTAL INFORMATION

The Group has four reportable segments as described below:

- (i) Power generation*
- (ii) Water and sewerage^B
- (iii) Telecommunications[#]
- (iv) Investment holding activities

* This segment includes Multi utilities business (Merchant) which encompasses a large portion of the value chain involved in the generation of electricity and sale of electricity to both wholesale and retail markets, as well as oil trading and oil tank leasing. This segment includes operations in both Malaysia and Singapore.

^B This segment includes regulated utility operations in both the United Kingdom and Malaysia, reflecting the similar nature of business activities and economic characteristic in these regions.

[#] This segment includes telecommunication services and infrastructure business which have same economic characteristic.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

39. SEGMENTAL INFORMATION (CONTINUED)

Management monitors the operating results of operating segments separately for the purpose of making decisions about resources to be allocated and of assessing performance.

	Power generation RM'000	Water and sewerage RM'000	Tele- communications RM'000	Investment holding activities RM'000	Group RM'000
At 30 June 2025					
Revenue					
Total revenue	12,190,496	7,087,557	890,353	1,682,143	21,850,549
Inter-segment elimination	-	(40,821)	(5,193)	(2,764)	(48,778)
External revenue	12,190,496	7,046,736	885,160	1,679,379	21,801,771
Results					
Share of (losses)/profits of investments accounted for using the equity method	(1,971)	20,863	(779)	387,070	405,183
Interest income	8,535	23,494	2,824	4,883	39,736
Finance cost	137,943	962,450	34,163	410,511	1,545,067
Segment profit/(loss)	2,757,198	384,304	(255,977)	424,915	3,310,440
Other segment items					
Capital expenditures	772,793	2,438,390	249,301	3,278,301	6,738,785
Cost of fuel, raw materials and consumable	8,435,157	2,333,547	-	67,891	10,836,595
Depreciation and amortisation	316,447	1,244,998	280,691	67,635	1,909,771
Impairment	1,378	153,819	48,675	52,341	256,213
Segment assets					
Investments accounted for using the equity method	-	259,930	221	1,998,071	2,258,222
Other segment assets	15,693,236	30,863,846	3,390,889	22,651,099	72,599,070
	15,693,236	31,123,776	3,391,110	24,649,170	74,857,292
Segment liabilities					
Borrowings	2,748,686	20,856,648	238,571	14,116,827	37,960,732
Other segment liabilities	3,697,030	7,615,208	1,047,421	2,922,731	15,282,390
	6,445,716	28,471,856	1,285,992	17,039,558	53,243,122

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

39. SEGMENTAL INFORMATION (CONTINUED)

	Power generation RM'000	Water and sewerage RM'000	Tele- communications RM'000	Investment holding activities RM'000	Group RM'000
At 30 June 2024 (Restated)					
Revenue					
Total revenue	15,241,151	5,242,102	742,131	1,098,242	22,323,626
Inter-segment elimination	-	(28,452)	(843)	(9,987)	(39,282)
External revenue	15,241,151	5,213,650	741,288	1,088,255	22,284,344
Results					
Share of (losses)/profits of investments accounted for using the equity method	(3,506)	(200)	(59)	268,585	264,820
Interest income	8,045	30,337	922	2,320	41,624
Finance cost	180,956	1,099,825	37,438	467,058	1,785,277
Segment profit/(loss)	3,686,731	(100,975)	(325,654)	772,802	4,032,904
Other segment items					
Capital expenditures	88,328	2,533,159	47,264	773,354	3,442,105
Cost of fuel, raw materials and consumable	10,591,516	1,796,634	-	4,566	12,392,716
Depreciation and amortisation	300,825	756,118	248,123	15,898	1,320,964
Impairment/(Write back)	2,618	162,380	6,180	(31,545)	139,633
Segment assets					
Investments accounted for using the equity method	-	262,173	-	2,223,300	2,485,473
Other segment assets	16,003,943	29,396,020	3,273,756	16,673,666	65,347,385
	16,003,943	29,658,193	3,273,756	18,896,966	67,832,858
Segment liabilities					
Borrowings	2,691,114	19,075,452	45,211	10,631,963	32,443,740
Other segment liabilities	3,874,523	8,149,623	873,826	2,035,928	14,933,900
	6,565,637	27,225,075	919,037	12,667,891	47,377,640

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

39. SEGMENTAL INFORMATION (CONTINUED)

Geographical information

Revenue and non-current assets information based on geographical location of customers and assets respectively are as follows:

	Revenue		Non-current assets	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000 (Restated)
Malaysia	3,166,944	942,160	9,977,943	6,955,347
Singapore	11,878,133	15,266,667	12,426,090	12,590,116
United Kingdom	5,897,235	5,187,665	26,666,664	25,049,954
Other countries	859,459	887,852	540,816	580,202
	21,801,771	22,284,344	49,611,513	45,175,619

Non-current assets information presented above consist of the following items as presented in the Statement of Financial Position.

	Non-current assets	
	2025 RM'000	2024 RM'000 (Restated)
Property, plant and equipment	36,020,424	31,417,854
Right-of-use assets	976,560	1,071,551
Investment properties	1,322,723	710,543
Intangible assets	10,498,322	10,864,151
Service concession assets	638,388	1,033,149
Contract assets	60,732	51,996
Contract cost assets	1,559	2,101
Prepayments	92,805	24,274
	49,611,513	45,175,619

Major customers

The following is the major customer with revenue equal or more than 10 per cent of Group's revenue:

	Revenue		Segment
	2025 RM'000	2024 RM'000	
- Energy Market Company	5,079,103	7,064,703	Power generation

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

40. COMPARATIVE FIGURES

During the previous financial year, SIPP Power Sdn. Bhd. ("SIPP Power" or "Offeror"), an indirect 70% owned subsidiary of YTL Power International Berhad ("YTLPI" or "Ultimate Offeror"), entered into an unconditional share purchase agreement with Tan Sri Hamdan Mohamad, Hamdan Inc. (Labuan) Pte. Ltd. and Hamdan (L) Foundation (collectively, "Vendors") on 28 May 2024 for the acquisition by the Offeror of 405,178,390 existing ordinary shares in Ranhill ("Ranhill Shares") from the Vendors, which represents approximately 31.42% equity interest in Ranhill, together with 2,025,890 Ranhill shares to be issued pursuant to the share dividend, for a total cash consideration of RM405,178,390 or effectively RM0.995 per Ranhill Share ("Acquisition").

Upon completion of the Acquisition, the direct shareholding of the Offeror in Ranhill increased from 2.90% to approximately 34.32%. Collectively with the Ultimate Offeror, the Group's aggregate direct shareholding in Ranhill increased from 21.77% to approximately 53.19%.

The fair values of identifiable assets acquired and liabilities assumed have been determined on a provisional basis as at 30 June 2024 and were finalised during the financial year. Comparative figures have been adjusted as below:

	As previously reported RM'000	PPA adjustment RM'000	As restated RM'000
30 June 2024			
Effect on Income Statements:			
Cost of sales	(16,219,890)	17,478	(16,202,412)
Gross profit	6,064,454	17,478	6,081,932
Profit before taxation	4,015,426	17,478	4,032,904
Taxation	(606,792)	(4,195)	(610,987)
Profit for the financial year	3,408,634	13,283	3,421,917
<i>Profit for the financial year attributable to:</i>			
- Owners of the parent	3,403,390	2,906	3,406,296
- Non-controlling interests	5,244	10,377	15,621
Effect on Statements of Comprehensive Income:			
Total comprehensive income for the financial year	3,757,071	13,283	3,770,354
<i>Total comprehensive income for the financial year attributable to:</i>			
- Owners of the parent	3,746,296	2,906	3,749,202
- Non-controlling interests	10,775	10,377	21,152
Effect on Statements of Financial Position:			
Non-current assets			
Property, plant and equipment	31,408,807	9,047	31,417,854
Investment properties	710,690	(147)	710,543
Intangible assets	10,079,513	784,638	10,864,151
Service concession assets	881,894	151,255	1,033,149
Investments accounted for using the equity method	2,470,253	15,220	2,485,473
Operating financial assets	404,484	201,144	605,628
Receivables, deposits and prepayments	3,052,684	22,526	3,075,210

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

40. COMPARATIVE FIGURES (CONTINUED)

The fair values of identifiable assets acquired and liabilities assumed have been determined on a provisional basis as at 30 June 2024 and were finalised during the financial year. Comparative figures have been adjusted as below: (continued)

	As previously reported RM'000	PPA adjustment RM'000	As restated RM'000
30 June 2024			
Current assets			
Receivables, deposits and prepayments	5,062,259	62,330	5,124,589
Operating financial assets	234,730	(169,923)	64,807
Total assets	66,756,768	1,076,090	67,832,858
Capital and reserves			
Reserves	12,962,192	2,906	12,965,098
Equity attributable to owners of the parent	20,054,062	2,906	20,056,968
Non-controlling interests	(140,833)	539,083	398,250
Total equity	19,913,229	541,989	20,455,218
Non-current liabilities			
Deferred taxation	3,385,650	197,428	3,583,078
Borrowings	30,378,822	48,315	30,427,137
Service concession obligations	559,198	82,145	641,343
Payables	2,336,084	(269,688)	2,066,396
Current liabilities			
Payables and accrued expenses	5,100,550	377,629	5,478,179
Taxation	637,650	17,510	655,160
Borrowings	2,009,575	7,028	2,016,603
Service concession obligations	385,172	73,734	458,906
Total liabilities	46,843,539	534,101	47,377,640
Total equity and liabilities	66,756,768	1,076,090	67,832,858
Effect on Statements of Changes in Equity:			
Retained earnings	12,504,415	2,906	12,507,321
Non-controlling interests	(140,833)	539,083	398,250
Effect on Statements of Cash Flows:			
Profit for the financial year	3,408,634	13,283	3,421,917
Cash flows from operating activities:			
Taxation	606,792	4,195	610,987
Changes in working capital:			
Payables and accrued expenses	(126,998)	(17,478)	(144,476)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 June 2025

41. SUBSEQUENT EVENT

On 15 August 2025, the Company provided an additional shareholder advance of RM116,666,667 to Digital Nasional Berhad. The additional shareholder advance is provided in the agreed proportions amongst the DNB shareholders in accordance with the terms and conditions set out in the Shareholders Agreement.

42. APPROVAL OF FINANCIAL STATEMENTS

The financial statements have been approved for issue in accordance with a resolution of the Board of Directors on 25 September 2025.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Ninth Annual General Meeting of YTL Power International Berhad (the “**Company**”) will be held at Mayang Sari Grand Ballroom, Lower Level 3, JW Marriott Hotel Kuala Lumpur, 183 Jalan Bukit Bintang, 55100 Kuala Lumpur on Thursday, the 4th day of December, 2025 at 10.00 a.m. or at any adjournment thereof to transact the following business:

AS ORDINARY BUSINESS

1. To lay before the meeting the Audited Financial Statements for the financial year ended 30 June 2025 together with the Reports of the Directors and Auditors thereon. **Please refer Explanatory Note A**
2. To re-elect the following Directors who retire pursuant to Article 86 of the Company's Constitution:-
 - (i) Tan Sri (Sir) Yeoh Sock Ping **Resolution 1**
 - (ii) Datuk Seri Long See Wool **Resolution 2**
 - (iii) Datuk Loo Took Gee **Resolution 3**
 - (iv) Syed Abdullah Bin Syed Abd. Kadir **Resolution 4**
3. To approve the payment of fees to Non-Executive Directors amounting to RM890,000 for the financial year ended 30 June 2025. **Resolution 5**
4. To approve the payment of fees to the Non-Executive Directors payable monthly in arrears for the period from 1 July 2025 until the next Annual General Meeting of the Company to be held in calendar year 2026 based on the fee structure below:

Membership	Fees (RM/Year)
Board	200,000
Audit Committee	10,000
Nominating Committee	10,000
Remuneration Committee	10,000

5. To approve the payment of meeting attendance allowance of RM1,000 per meeting for each Non-Executive Director for the period from January 2026 until the next Annual General Meeting of the Company to be held in calendar year 2026. **Resolution 6**
6. To re-appoint PricewaterhouseCoopers PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. **Resolution 7**
7. To re-appoint PricewaterhouseCoopers PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. **Resolution 8**

AS SPECIAL BUSINESS

To consider and, if thought fit, pass the following resolutions:-

ORDINARY RESOLUTIONS:-

7. **PROPOSED AUTHORITY TO ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT, 2016**
 “THAT pursuant to Sections 75 and 76 of the Companies Act, 2016, the Directors be and are hereby empowered to allot and issue shares in the Company at any time until the conclusion of the next Annual General Meeting and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares to be issued does not exceed 10% of the total number of issued shares of the Company for the time being or such other percentage as prescribed by Bursa Malaysia Securities Berhad (“**Bursa Securities**”) and that the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities.” **Resolution 9**

NOTICE OF ANNUAL GENERAL MEETING

8. PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY

“THAT subject to the Company’s compliance with all applicable rules, regulations, orders and guidelines made pursuant to the Companies Act, 2016, the provisions of the Company’s Constitution and Bursa Malaysia Securities Berhad (“**Bursa Securities**”) Main Market Listing Requirements (“**Listing Requirements**”) and the approvals of all relevant authorities, the Company be and is hereby authorised, to the fullest extent permitted by law, to buy back and/or hold from time to time and at any time such amount of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interests of the Company (“**the Proposed Share Buy-Back**”) provided that:-

- (i) The maximum number of shares which may be purchased and/or held by the Company at any point of time pursuant to the Proposed Share Buy-Back shall not exceed 10% of the total number of issued shares of the Company for the time being quoted on Bursa Securities provided always that in the event that the Company ceases to hold all or any part of such shares as a result of, amongst others, cancellation of shares, sale of shares on the market of Bursa Securities or distribution of treasury shares to shareholders as dividend in respect of shares bought back under the previous shareholder mandate for share buy-back which was obtained at the Annual General Meeting held on 5 December 2024, the Company shall be entitled to further purchase and/or hold such additional number of shares as shall (in aggregate with the shares then still held by the Company) not exceed 10% of the total number of issued shares of the Company for the time being quoted on Bursa Securities;
- (ii) The maximum amount of funds to be allocated by the Company pursuant to the Proposed Share Buy-Back shall not exceed the retained profits of the Company at the time of purchase by the Company of its own shares; and
- (iii) The shares purchased by the Company pursuant to the Proposed Share Buy-Back may be dealt with by the Directors in all or any of the following manner:-
 - (a) the shares so purchased may be cancelled; and/or
 - (b) the shares so purchased may be retained in treasury for distribution as dividends to the shareholders and/or resold on the market of Bursa Securities and/or subsequently cancelled; and/or
 - (c) part of the shares so purchased may be retained as treasury shares with the remainder being cancelled; and/or
 - (d) transfer the shares, or any of the shares for the purposes of or under an employees’ shares scheme; and/or
 - (e) transfer the shares, or any of the shares as purchase consideration; and/or
 - (f) deal with the shares in any other manner as may be permitted by the applicable laws and/or regulations in force from time to time;

AND THAT such authority shall commence upon the passing of this resolution, until the conclusion of the next Annual General Meeting of the Company or the expiry of the period within which the next Annual General Meeting is required by law to be held unless revoked or varied by Ordinary Resolution of the shareholders of the Company in general meeting, whichever occurs first, but so as not to prejudice the completion of a purchase made before such expiry date;

AND THAT the Directors of the Company be and are hereby authorised to take all steps as are necessary or expedient to implement or to give effect to the Proposed Share Buy-Back with full powers to amend and/or assent to any conditions, modifications, variations or amendments (if any) as may be imposed by the relevant governmental/regulatory authorities from time to time and with full power to do all such acts and things thereafter in accordance with the Companies Act, 2016, the provisions of the Company’s Constitution and the Listing Requirements and all other relevant governmental/regulatory authorities.”

Resolution 10

NOTICE OF ANNUAL GENERAL MEETING

9. PROPOSED RENEWAL OF SHAREHOLDER MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

"THAT the Company and/or its subsidiaries be and is/are hereby authorised to enter into recurrent related party transactions from time to time with related parties as specified in section 2.3(a) of the Circular to Shareholders dated 31 October 2025 ("**Related Parties**") subject to the following:-

- (i) the transactions are of a revenue or trading in nature which are necessary for the day-to-day operations of the Company and/or its subsidiaries and are transacted on terms consistent or comparable with market or normal trade practices and/or based on normal commercial terms and on terms not more favourable to the Related Parties than those generally available to the public and are not to the detriment of the minority shareholders; and
- (ii) disclosure is made in the annual report of the aggregate value of transactions conducted during the financial year pursuant to the shareholder mandate in accordance with the Bursa Malaysia Securities Berhad Main Market Listing Requirements;

THAT the mandate given by the shareholders of the Company shall continue to be in force until the conclusion of the next Annual General Meeting of the Company or the expiry of the period within which the next Annual General Meeting is required to be held pursuant to Section 340(2) of the Companies Act, 2016 (the "**Act**") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); unless revoked or varied by Ordinary Resolution of the shareholders of the Company in general meeting, whichever is the earlier;

AND THAT the Directors of the Company be authorised to complete and do such acts and things as they may consider expedient or necessary to give full effect to the shareholder mandate."

Resolution 11

10. PROPOSED ISSUE OF OPTIONS

"THAT the Board and/or the options committee be and is hereby authorised at any time and from time to time throughout the duration of the Company's Employees Share Option Scheme ("**ESOS**") approved by the shareholders of the Company at the Extraordinary General Meeting held on 1 December 2020 to cause the offering and granting to Yeoh Keong Zhen, options to subscribe for up to 10% of the new ordinary shares of the Company available under the ESOS, subject always to such terms and conditions and/or any adjustments which may be made in accordance with the by-laws governing and constituting the ESOS and the Bursa Malaysia Securities Berhad ("**Bursa Securities**") Main Market Listing Requirements or any prevailing guidelines issued by Bursa Securities or any other relevant authorities, as amended from time to time,

PROVIDED ALWAYS THAT:

- (i) the Directors and senior management of the Company and/or its eligible subsidiaries do not participate in the deliberation or discussion of their own respective allocation and the allocation to any person connected to them;
- (ii) not more than 70% of the new ordinary shares available under the ESOS shall be allocated, in aggregate, to Directors and senior management of the Company and/or its eligible subsidiaries; and
- (iii) not more than 10% of the new ordinary shares available under the ESOS shall be allocated to any individual who, either singly or collectively through persons connected with such person, holds 20% or more in the total number of issued ordinary shares (excluding treasury shares, if any) of the Company;

AND THAT the Board be and is hereby authorised to allot and issue from time to time such number of new ordinary shares to the abovementioned person upon exercise of options under the ESOS."

Resolution 12

By Order of the Board,

HO SAY KENG
Company Secretary

KUALA LUMPUR
31 October 2025

NOTICE OF ANNUAL GENERAL MEETING

Notes:

PROXY

1. A member (including an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act, 1991 ("SICDA")) entitled to attend and vote at a general meeting of the Company may appoint not more than two (2) proxies to participate instead of the member at the Annual General Meeting ("AGM").
2. Where a member is an Exempt Authorised Nominee as defined under the SICDA, which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds.
3. A proxy may but need not be a member of the Company. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.
4. The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under its seal or under the hand of an officer or attorney duly authorised in writing.
5. The appointment of proxy may be made in hardcopy form or by electronic means as specified below and must be received by Boardroom Share Registrars Sdn Bhd ("Boardroom") not less than 48 hours before the time appointed for holding the AGM i.e. no later than **Tuesday, 2 December 2025 at 10.00 a.m.:**
 - (i) In hardcopy form
The original Form of Proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified or office copy of that power or authority shall be deposited at the office of Boardroom at 11th Floor, Menara Symphony, No. 5 Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan.
 - (ii) Electronically via Boardroom Smart Investor Portal ("BSIP")
The Form of Proxy can be electronically lodged with Boardroom via BSIP at <https://investor.boardroomlimited.com>. Please follow the procedures set out in the Administrative Guide for the AGM.
6. For the purpose of determining a member who shall be entitled to attend the AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd, in accordance with Article 59 of the Company's Constitution and Section 34(1) of the SICDA to issue a General Meeting Record of Depositors as at 27 November 2025. Only a depositor whose name appears on the General Meeting Record of Depositors as at 27 November 2025 shall be entitled to attend the said meeting or appoint proxy(ies) to attend and/or vote in his stead.

APPOINTMENT OF REPRESENTATIVE BY CORPORATE MEMBERS

7. For a corporate member who has appointed an authorised representative, please deposit the original certificate of appointment of corporate representative with Boardroom at its office at 11th Floor, Menara Symphony, No. 5 Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan. before the time appointed for holding the AGM or adjourned meeting.

Explanatory Notes to Ordinary Business -

Note A

This Agenda item is meant for discussion only as under the provisions of Section 340(1)(a) of the Companies Act, 2016, the audited financial statements do not require formal approval of shareholders and hence, the matter will not be put forward for voting.

Explanatory Notes to Special Business -

Resolution pursuant to Sections 75 and 76 of the Companies Act, 2016

Resolution 9 is a renewal of the general authority given to the Directors of the Company to allot and issue shares as approved by the shareholders at the Twenty-Eighth Annual General Meeting held on 5 December 2024 ("Previous Mandate").

As at the date of this Notice, the Company has not issued any new shares pursuant to the Previous Mandate which will lapse at the conclusion of this AGM.

Resolution 9, if passed, will enable the Directors to allot and issue ordinary shares at any time up to an amount not exceeding 10% of the total number of issued shares of the Company for the time being or such other percentage as prescribed by Bursa Malaysia Securities Berhad, without convening a general meeting which will be both time and cost consuming. The mandate will provide flexibility to the Company for any possible fund raising activities, including but not limited to placement of shares, for purpose of funding future investment project(s), working capital and/or acquisitions.

Resolution pertaining to the Renewal of Authority to Buy-Back Shares of the Company

For Resolution 10, further information on the Share Buy-Back is set out in Part A of the Statement to Shareholders dated 31 October 2025 which is available on the Company's website at <https://www.ytlpowerinternational.com/meetings>.

Resolution pertaining to the Recurrent Related Party Transactions

For Resolution 11, further information on the Recurrent Related Party Transactions is set out in Part B of the Circular to Shareholders dated 31 October 2025 which is available on the Company's website at <https://www.ytlpowerinternational.com/meetings>.

Resolution on the Proposed Issue of Options

The ESOS, which was approved by the shareholders at the Extraordinary General Meeting held on 1 December 2020, was implemented on 6 January 2021. Under the terms of the by-laws governing and constituting the ESOS, Yeoh Keong Zhen (who is an employee of the Company) is eligible to participate in the ESOS. As Dato' Seri Yeoh Seok Hong (the father of Yeoh Keong Zhen) is deemed interested in the Proposed Issue of Options in respect of his child's entitlement, he has abstained and will continue to abstain from all deliberations and voting in respect of his child's entitlement under the ESOS at the relevant Board of Directors' meetings. Dato' Seri Yeoh Seok Hong will also abstain from voting in respect of his direct and indirect shareholdings in the Company, if any, on the relevant resolution and has undertaken to ensure that persons connected with him will abstain from voting on the resolution.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

(Pursuant to Paragraph 8.27(2) of Bursa Malaysia Securities Berhad Main Market Listing Requirements)

1. DETAILS OF INDIVIDUALS WHO ARE STANDING FOR ELECTION AS DIRECTORS (EXCLUDING DIRECTORS STANDING FOR RE-ELECTION)

No individual is seeking election as a Director at the Twenty-Ninth Annual General Meeting of the Company.

2. GENERAL MANDATE FOR ISSUE OF SECURITIES IN ACCORDANCE WITH PARAGRAPH 6.03(3) OF BURSA MALAYSIA SECURITIES BERHAD MAIN MARKET LISTING REQUIREMENTS

Details of the general mandate/authority for Directors to allot and issue shares in the Company pursuant to Sections 75 and 76 of the Companies Act, 2016 are set out in the Explanatory Notes to Special Business of the Notice of Twenty-Ninth Annual General Meeting.

FORM OF PROXY

YTL Power

YTL GROUP



[Company No. 199601034332 (406684-H)]
(Incorporated in Malaysia)

CDS Account No.

(only for nominee companies)

Number of shares held

I/We (full name in block letters) _____

Tel. No. _____

NRIC (new & old)/Passport/Company No. _____

of (full address) _____

being a member of **YTL Power International Berhad** hereby appoint

Full name of proxy in block letters	NRIC (new & old)/Passport No. of proxy	Proportion of shareholdings to be represented	
		No. of shares	%

* and/or (delete as appropriate)

Full name of proxy in block letters	NRIC (new & old)/Passport No. of proxy	Proportion of shareholdings to be represented	
		No. of shares	%

or failing him/her, the Chairman of the Meeting as my/our proxy(ies) to vote for me/us on my/our behalf at the Twenty-Ninth Annual General Meeting ("AGM") of the Company to be held at Mayang Sari Grand Ballroom, Lower Level 3, JW Marriott Hotel Kuala Lumpur, 183 Jalan Bukit Bintang, 55100 Kuala Lumpur on **Thursday, 4 December 2025** at **10.00 a.m.** or at any adjournment thereof.

My/Our proxy is to vote as indicated below:

No.	Resolution	For	Against
1.	Re-election of Tan Sri (Sir) Yeoh Sock Ping		
2.	Re-election of Datuk Seri Long See Wool		
3.	Re-election of Datuk Loo Took Gee		
4.	Re-election of Syed Abdullah Bin Syed Abd. Kadir		
5.	Approval of the payment of fees to the Non-Executive Directors for the financial year ended 30 June 2025		
6.	Approval of the payment of fees to the Non-Executive Directors for the period from 1 July 2025 until the next AGM of the Company to be held in calendar year 2026		
7.	Approval of the payment of meeting attendance allowance to the Non-Executive Directors for the period from January 2026 until the next AGM of the Company to be held in calendar year 2026		
8.	Re-appointment of PricewaterhouseCoopers PLT as Auditors of the Company		
9.	Proposed authorisation for Directors to allot and issue shares		
10.	Proposed renewal of share buy-back authority		
11.	Proposed renewal of shareholder mandate for recurrent related party transactions of a revenue or trading nature		
12.	Proposed issue of options to Yeoh Keong Zhen		

Please indicate with an "X" in the space provided whether you wish your votes to be cast "for" or "against" the resolution. In the absence of specific direction, your proxy will vote or abstain as he/she thinks fit.

Dated this _____ day of _____ 2025.

Signature(s)/Common Seal of Member

Notes:

1. A member (including an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act, 1991 ("SICDA")) entitled to attend and vote at a general meeting of the Company may appoint not more than two (2) proxies to participate instead of the member at the AGM.
2. Where a member is an Exempt Authorised Nominee as defined under the SICDA, which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds.
3. A proxy may but need not be a member of the Company. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.
4. The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under its seal or under the hand of an officer or attorney duly authorised in writing.
5. The appointment of proxy may be made in hardcopy form or by electronic means as specified below and must be received by Boardroom Share Registrars Sdn Bhd ("Boardroom") not less than 48 hours before the time appointed for holding the AGM i.e. no later than **Tuesday, 2 December 2025 at 10.00 a.m.:**
 - (i) In hardcopy form
The original Form of Proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified or office copy of that power or authority shall be deposited at the office of Boardroom at 11th Floor, Menara Symphony, No. 5 Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan.
 - (ii) Electronically via Boardroom Smart Investor Portal ("BSIP")
The Form of Proxy can be electronically lodged with Boardroom via BSIP at <https://investor.boardroomlimited.com>. Please follow the procedures set out in the Administrative Guide for AGM.
6. Only members whose names appear on the General Meeting Record of Depositors as at 27 November 2025 shall be entitled to attend the AGM or appoint proxy(ies) to attend and/or vote in his stead.
7. For a corporate member who has appointed an authorised representative, please deposit the original certificate of appointment of corporate representative with Boardroom at 11th Floor, Menara Symphony, No. 5 Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, before the time appointed for holding the AGM or adjourned meeting.

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AFFIX
STAMP

Boardroom Share Registrars Sdn Bhd

Share Registrar for the 29th Annual General Meeting of
YTL Power International Berhad
11th Floor, Menara Symphony
No. 5 Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan

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Fold This Flap For Sealing