ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT
2025

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 Ranhill Utilities Berhad ("Ranhill") and its subsidiaries ("Ranhill Group"). Ranhill 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
- Ranhill 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

Our Purpose

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

Our Ethos & Values
Building the Right Thing

HONESTY | HARD WORK | MORAL RESPONSIBILITY | TOGETHERNESS | VITALITY

Pillars of our commitment	FINANCIAL RESILIENCE	ENVIRONMENTAL STEWARDSHIP	SOCIETAL ENRICHMENT			RESPONSIBLE GOVERNANCE
			CUSTOMERS	PEOPLE	COMMUNITIES	
Based on Our Mission	Building & operating strong, sustainable multi-utility businesses & developing advanced energy solutions that create lasting value for all our stakeholders	Protecting & improving the environment to build a better future	Providing reliable, affordable services for all customers and communities	Providing our people with the opportunity to develop their potential & ensuring their well-being	Investing for the long-term in our communities for the benefit of all our stakeholders	Being a trusted, reliable and financially strong corporate citizen
Aligned with **UN SDGs**	8, 9	6, 7, 12, 13, 14, 15	3, 4, 5, 8, 9, 10, 11			8, 17

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 Sustainable supply chain	Resilient financial stewardship

MANAGING SUSTAINABILITY

ABOUT OUR ORGANISATION

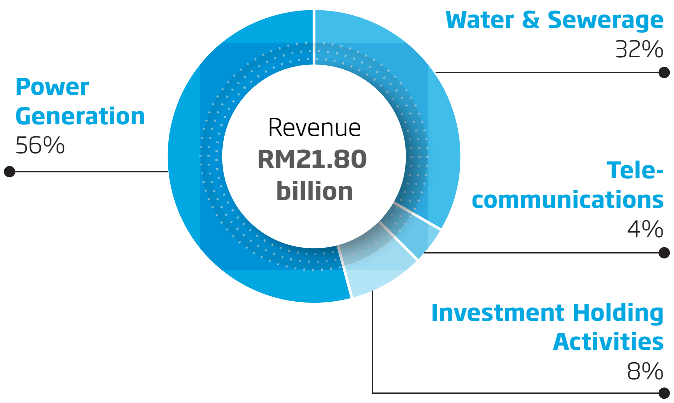
YTL Power is listed on the Main Market of Bursa Securities under the Gas, Water & Multi-Utilities sub-sector of the Utilities sector. We are a public company incorporated in Malaysia, with our corporate headquarters situated in Kuala Lumpur. As at 30 June 2025, our Group had 9,642 employees.

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.

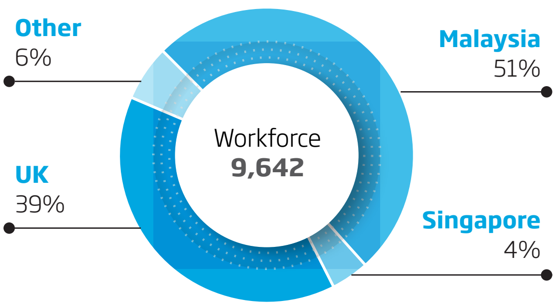
Our Group's reportable segments and geographic presence are as follows:

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

FY2025 Contribution to YTL Power Group - Revenue



FY2025 Contribution to YTL Power Group - Workforce



MANAGING SUSTAINABILITY

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

	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.

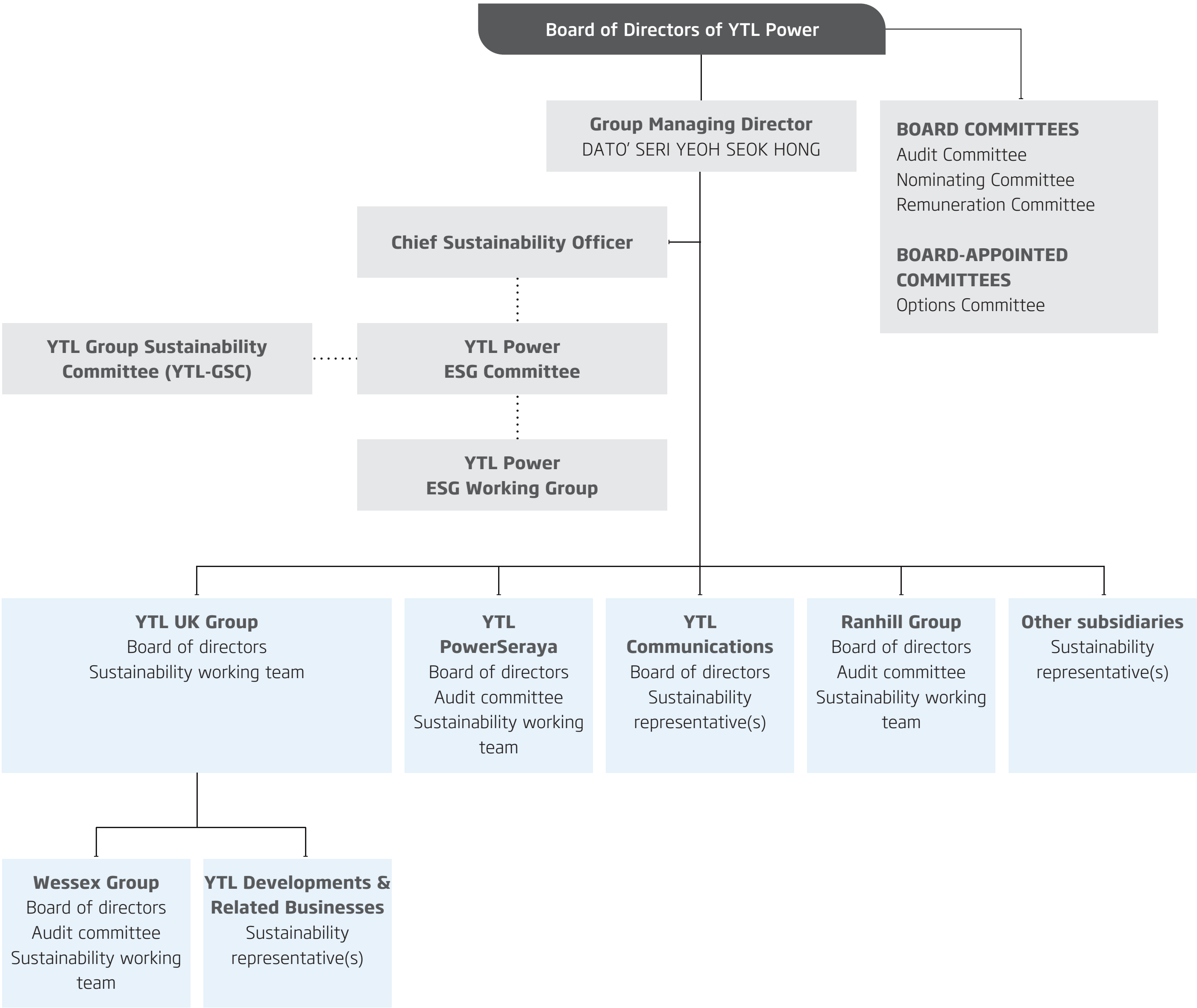
The ESG Committee supports the Board to set the high-level ESG direction and strategic focus, oversees the implementation of ESG strategies and related matters and reviews, and monitors and provides the Group's ESG strategic plans and initiatives across our value chain. The ESG Committee reports to the 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.

Stakeholder Engagement

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

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

MANAGING SUSTAINABILITY

Materiality Assessment Process

1 Identification of ESG matters

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

2 Analysis & prioritisation of findings

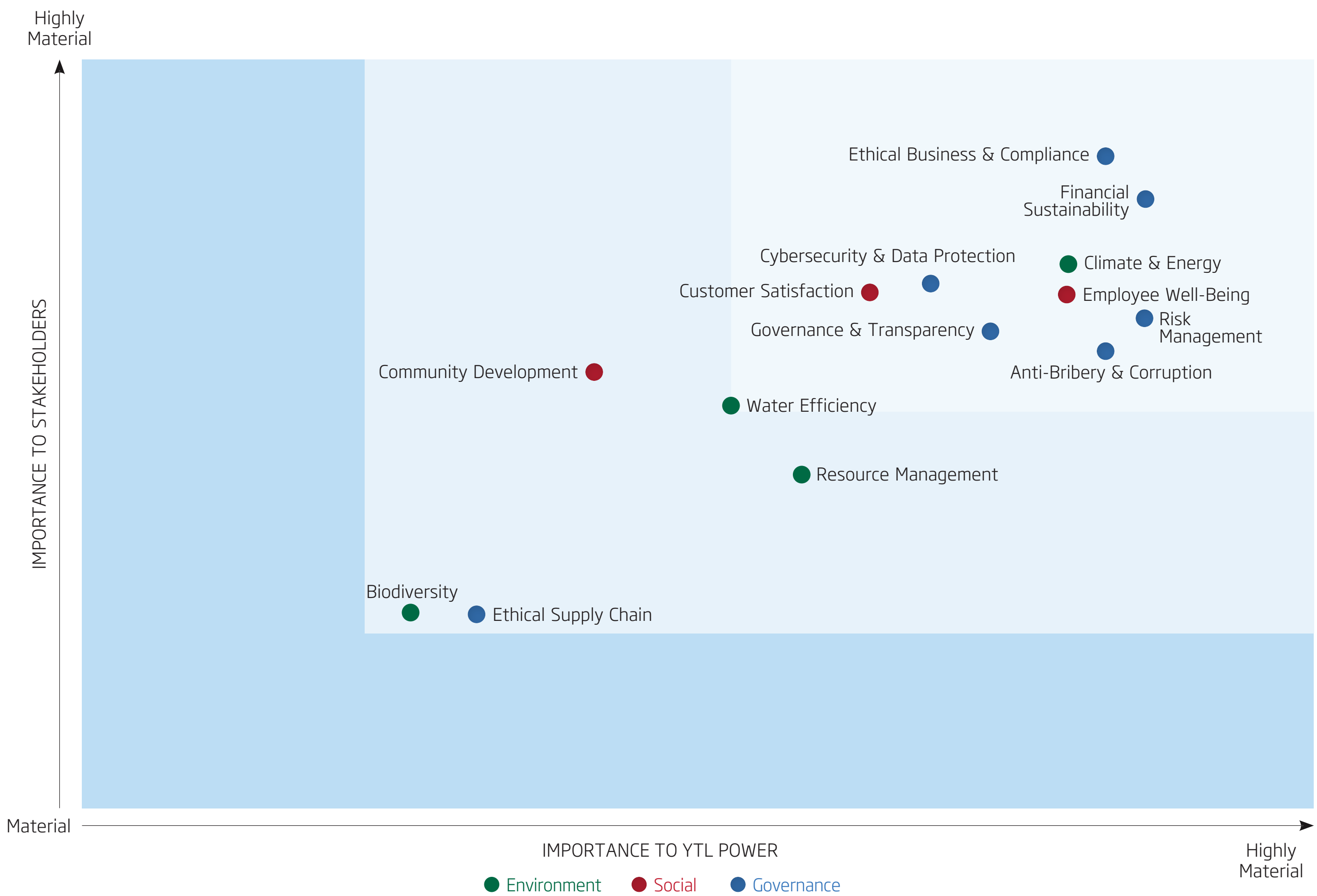
Conduct of materiality assessments in focus groups with participation from senior management and heads of business units

3 Validation & review

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

4 Board sign-off

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



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

<table>
<tr><th>Potential Risks</th><th>Opportunities</th></tr>
<tr><td>
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

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
</td><td>
✓ 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
</td></tr>
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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 in an ongoing process throughout our organisation and additional details will be included as and when the appropriate assessments have been concluded.

Physical Risks

	Segment Affected			
Climate risk	**Business**	**Country**	**Potential Impacts**	**Actions**
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

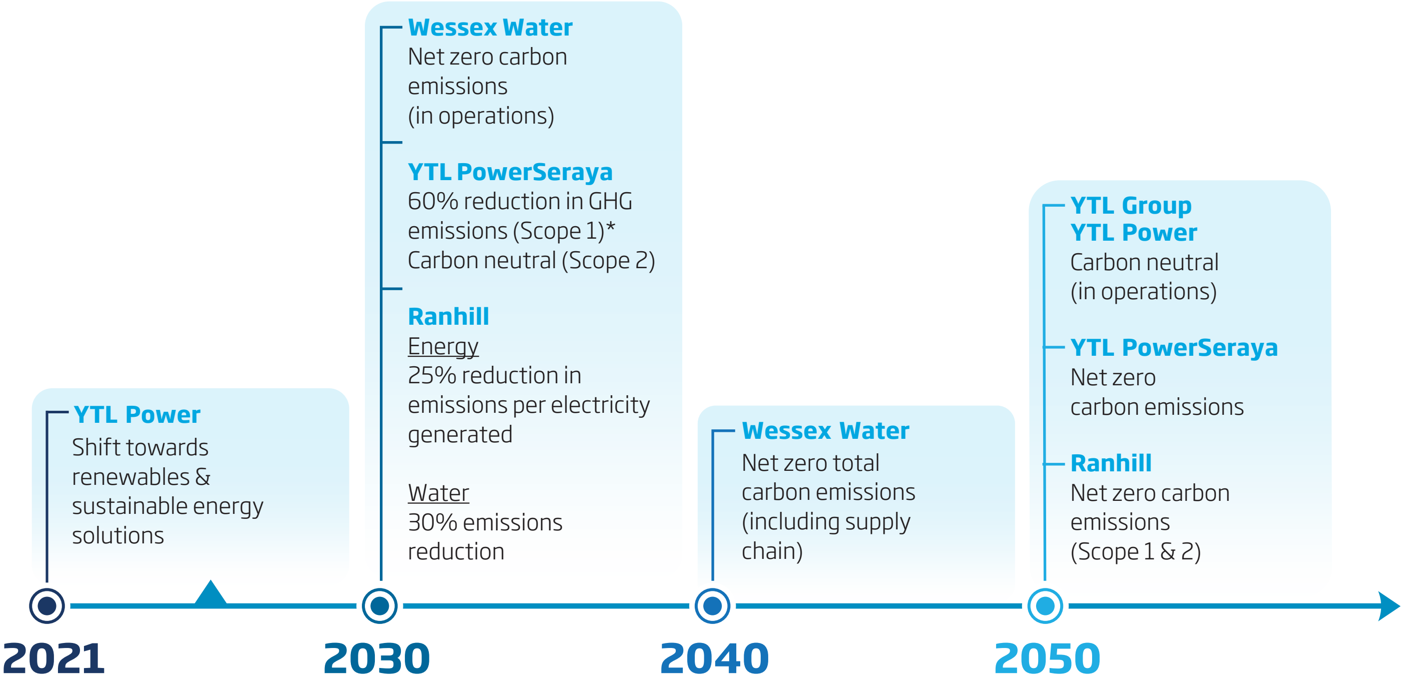
Transition Risks

Transition Driver	Segment Affected: Business	Segment Affected: Country	Potential Impacts	Actions
Higher carbon taxes & pricing	Power generation	SG	Rising carbon taxes in Singapore from S$25 per tonne of carbon dioxide equivalent (tCO_2e) in 2024 to S$50-80/$tCO_2e$ by 2030	Investing in hydrogen-ready power technologies, increasing renewable electricity generation, enhancing operational efficiency and purchasing eligible international carbon credits
	Water & sewerage	UK	Increased penalties for emissions under-performance in the UK water sector from £19.50/tCO_2e to £188/tCO_2e	
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 sewage 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 CO_2e)

	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 *(estimated, post-2030)*
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 CO_2e) 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

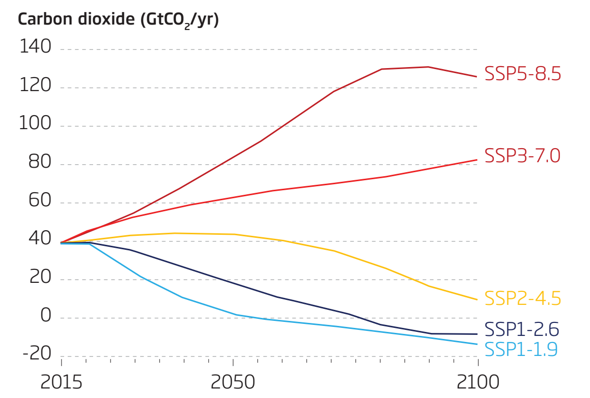
- ✓ Displace grid electricity consumption with renewable energy from own solar farms
- ✓ Improve energy efficiency and optimise through replacement of less efficient motors and pump scheduling regimes

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.

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



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

Singapore

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

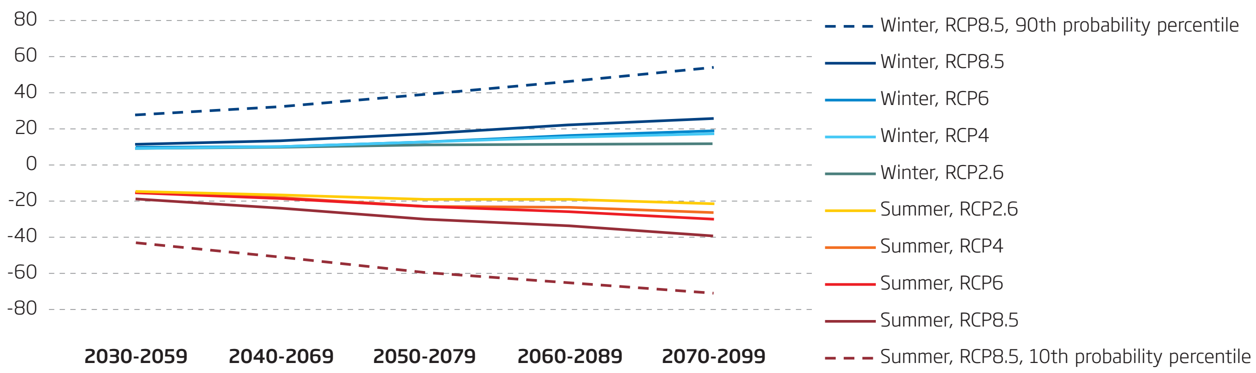
UK

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

Precipitation: projected % change vs 1961-90 (50th centile for probability and worst-case scenarios)



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_2e^)	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 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 m^3 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 Ml/d compared to a target of 5.0 Ml/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	Opportunities
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	✓ 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

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.

PEOPLE

Commitment & Approach

Our commitment

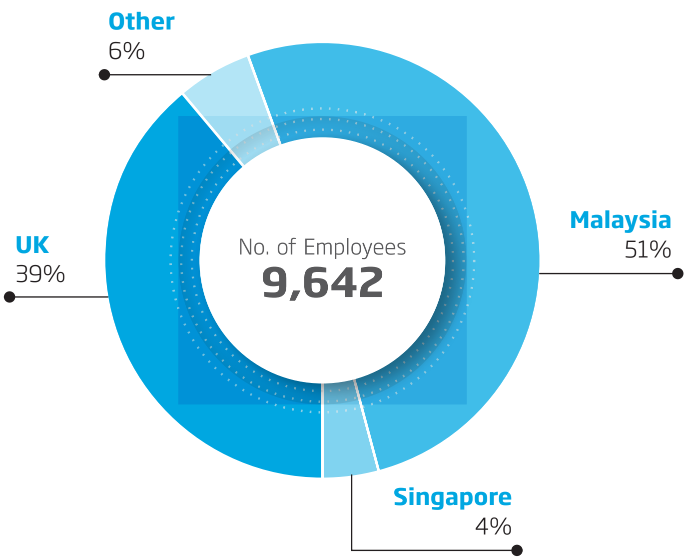
Providing our people with the opportunity for personal development and ensuring their well-being

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.

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 Nguyan 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 **LONG-TERM (>5 YEARS)** • Adverse financial impacts • Loss of licence to operate • Reputational damage	✓ Inculcate a strong compliance culture throughout the organisation ✓ Invest in long-term sustainable products & infrastructure to promote business resilience ✓ Better integrate climate related risk management into the current risk management & internal control framework

Actions

✓ Deliver robust financial performance & maintain strong governance

✓ Adopt & enforce a zero-tolerance approach towards fraud, bribery & corruption

✓ Strong Board engagement on & oversight of all governance metrics to drive a top-down commitment to strong corporate governance throughout the organisation

✓ Implementation of integrity pledge & dedicated ongoing employee training programmes to disseminate & improve understanding of the organisation's policies, business values & expectations

✓ Prioritise implementation of fair & responsible supply chains & procurement processes

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 Implement measures to optimise resources and minimise waste Avoid use of toxic or hazardous substances where possible and ensure responsible disposal in cases where they are used Strive to minimise GHG emissions, pollution, energy and water consumption, and safeguard biodiversity Employ environmentally friendly technologies or processes	Fully comply with local health & safety regulations and support governing bodies Identify health & safety impacts of products and services and formulate appropriate mitigation plans and standard operating procedures Ensure safe working conditions for employees, contractors, suppliers and other stakeholders	Fully comply with local laws, regulations and guidelines, particularly for those on human rights and labour 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 Support locally produced raw materials, consumables, products and services, where possible Educate suppliers, contractors and service providers to offer cost effective and sustainable products and services

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, Ranhill 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 Officiale of the Order of the Star of Italy. In 2022, he was awarded the PropertyGuru Real Estate Personality of the Year for Malaysia. The award is given to individuals who have made a significant impact in the Asian real estate sector.

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 of Institute of Building (CIOB), United Kingdom. In 2010, he was conferred an Honorary Doctor of Science degree by Aston University in the United Kingdom. Dato' Seri Yeoh Seok Hong has vast experience in the construction industry and serves as the Managing Director of Syarikat Pembenaan Yeoh Tiong Lay Sdn Bhd, the YTL Group's flagship construction arm.

Dato' Seri Yeoh Seok Hong is responsible for developing the power and utility businesses of the YTL Power International Berhad 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 AmInvestment Bank Berhad.

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

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

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

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

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2025

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
for the financial year ended 30 June 2025

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2025

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2025

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2025

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT
for the financial year ended 30 June 2025

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,

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2025

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

for the financial year ended 30 June 2025

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 TIIH 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.

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 *(Chairman)*	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.

(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

Internal assurance External assurance No assurance (*)Restated

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.
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GRI 305: Emissions 2016		
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