Ranhill

2026 SUSTAINABILITY REPORT

Enriching Lives Through
Sustainable Solutions





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About This Report

INTRODUCTION

Ranhill Utilities Berhad ("Ranhill" or "the Group") presents its 10th standalone Sustainability Report ("SR2026"). SR2026 reflects Ranhill's continued commitment to transparent and accountable disclosure on its sustainability journey, as evidenced by the outcomes and results achieved for the 12-month financial year of 1 July 2025 to 30 June 2026 ("FY2026").

Following the 18-month transitional financial period reported in SR2025 ("FP2025", 1 January 2024 to 30 June 2025), FY2026 represents the Group's first full 12-month reporting year under its new financial year-end of 30 June. Quantitative performance data is presented on a three-period trailing basis — FY2023, FP2025, and FY2026 — to provide meaningful comparison.

SCOPE AND BOUNDARY

SR2026 has been developed with reference to, and where applicable in accordance with, the following reporting frameworks and standards:

- Bursa Malaysia Sustainability Reporting Requirements
- Global Reporting Initiative 2021 ("GRI")
- FTSE4Good Bursa Malaysia Index
- Sustainability Accounting Standards Board ("SASB") Sector Specific Disclosures
- United Nations Sustainable Development Goals ("UNSDGs")
- International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards

Under the National Sustainability Reporting Framework ("NSRF"), Ranhill falls within Group 2, for which the IFRS Sustainability Disclosure Standards apply from the financial year ending on or after 31 December 2026. Ahead of this requirement, the Group has commenced early alignment with the NSRF, adopting a climate-first approach and progressively aligning its climate-related disclosures with IFRS S2 Climate-related Disclosures. Where relevant, SR2026 also references IFRS S1, taking into consideration sustainability-related risks and opportunities relevant to Ranhill's business and prospects.

Beyond regulatory and framework alignment, the scope and content of SR2026 are informed by the Group's materiality assessment. Applying a double materiality perspective, Ranhill identifies and assesses sustainability matters based on their financial materiality to the Group and their impacts on the economy, environment and people. For further information, please refer to 'Determining Materiality' on page 11.

The Group adopts a 'local-where-we-operate' approach to define its reporting boundary. Unless otherwise stated, SR2026 covers the following entities within the Group's equity boundary:

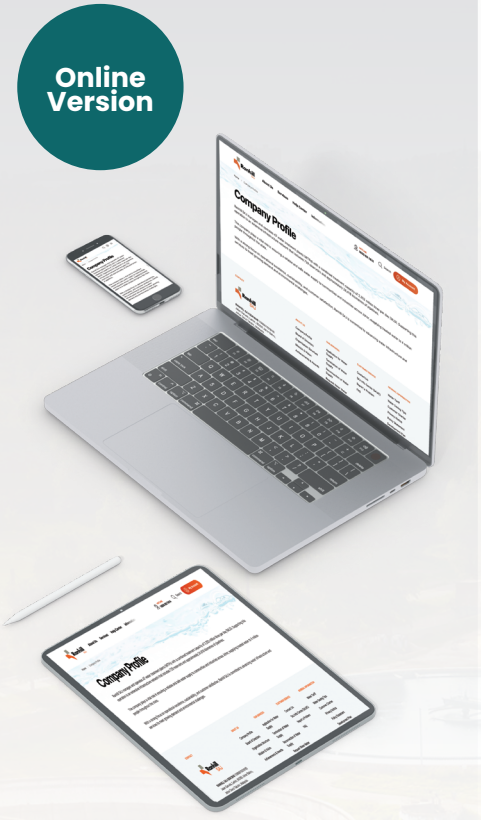
- Ranhill SAJ Sdn. Bhd. ("Ranhill SAJ");
- Ranhill Technologies Sdn. Bhd. ("RTSB");
- Ranhill Sabah Energy ("RSE"), comprising Ranhill Sabah Energy I ("RSE I"), Ranhill Sabah Energy II ("RSE II"), Ranhill Sabah Energy O&M I Sdn Bhd ("RSE O&M I") and Ranhill Sabah Energy O&M II Sdn Bhd ("RSE O&M II")
- Ranhill Bersekutu Sdn. Bhd. ("RBSB");
- Ranhill Worley Sdn. Bhd. ("RW");
- Ranhill Management Services Sdn. Bhd. ("RMS");
- Ranhill Solar I Sdn. Bhd. ("RSI");
- Ranhill Water Technologies (Thai) Ltd. ("RWTT") with AnuRAK Water Treatment Facilities Co. Ltd. ("AnuRAK").

Excluded are outsourced activities and non-controlled joint ventures. We exercise a "local-where-we-operate" practice.

REFERENCES

All references to "Ranhill", "the Company", "the Organisation", "the Group", "us", "our", and "we" refer to Ranhill Utilities Berhad.

This report and additional information on Ranhill can be found on our corporate website: **www.ranhill.com.my**



REPORT QUALITY & DATA ASSURANCE

SR2026 has been subjected to an internal limited assurance exercise by Ranhill's Group Corporate Assurance Division ("GCAD") to enhance the reliability and integrity of selected sustainability disclosures and performance data.

The Group continues to strengthen and standardise its data collection, tracking and reporting processes across its operations. While external assurance has not been undertaken for SR2026, the Group will continue to assess the appropriate scope and timing for independent external assurance in future reporting cycles.

FORWARD-LOOKING STATEMENTS

Any forward-looking statements are based on reasonable current assumptions. Readers are advised not to place undue reliance on them, as our business is subject to risks and uncertainties beyond Ranhill's control. Actual results may differ.

REPORT AVAILABILITY AND FEEDBACK

SR2026 is available at www.ranhill.com.my. To request a printed copy or submit feedback, please contact:

Group Sustainability Department,
Ranhill Utilities Berhad,
Bangunan Ranhill SAJ,
Jalan Garuda, Larkin, 80350 Johor Bahru,
Johor, Malaysia.

Tel: +607 2255 300
Fax: +607 2255 310
Email: sustainability@ranhill.com.my.

MEMBERSHIP IN ASSOCIATIONS

Ranhill or its operating subsidiaries are a member of the following professional bodies, sustainability advocate groups and industry associations.

Ranhill

- United Nations Global Compact Malaysia Brunei Network ("UNGCMYB")

Water

- Malaysian Water Association ("MWA")
- Construction Industry Development Board ("CIDB")
- National Institute of Occupational Safety and Health ("NIOSH")

Power

- Persatuan Nasional Penjanakuasa Bebas Malaysia ("PENJANABEBAS")
- Sabah Grid Code ("SGC")

Consultancy and Services

- Malaysian Oil, Gas & Energy Engineering Council ("MOGEC")
- Malaysian Institute of Management ("MIM")
- Malaysian Employers Federation ("MEF")
- Board of Engineers Malaysia ("BEM")
- Association of Consulting Engineers Malaysia ("ACEM")

12th

Annual General Meeting of **Ranhill Utilities Berhad**

Wednesday, 2 December 2026

2:00 p.m.

The Banquet Hall,
Level 3, The Ritz-Carlton Kuala Lumpur
168, Jalan Imbi, 55100 Kuala Lumpur

Corporate Philosophy

OUR MISSION

To Be A Regional Leader In Water, Wastewater, and Energy with Emphasis on Circular Economy

OUR VISION

Enriching Lives Through Sustainable Solutions

ENRICHING LIVES

Ranhill aspires to lift the quality of life by being at the forefront of nation building through sustainable environment and energy solutions using innovative and clean technology.

SUSTAINABLE SOLUTIONS

Ranhill aspires to meet the needs for an enhanced quality of life and a cleaner planet through innovation. We subscribe to the triple-bottom-line approach, to the Environment (Planet) and Communities (People) whilst achieving our Financial Objective (Profit). We inspire our employees to be innovative in providing solutions beyond customers' expectations.

OUR VALUES

RESPECT

Respect for the environment, communities we serve and for our employees.

RESOURCEFUL

Determination in sourcing and adopting innovative solutions.

RESULT

Focused on delivering growth and value to our stakeholders.

Ranhill Fact Sheet

Provides Clean Water to
4.24 million
Consumers

Water Treatment Plants
47
in Johor, Malaysia

NRW Level (Johor)
23.6 %
Lowest of any state in Malaysia; national average 31%

Active Treated Water Reservoirs
749

Water Supply Coverage
99.5 % / 100 %
Rural / Urban

Total Pipelines
24,867 KM
Reticulation 21,189 KM | Mains Distribution 3,678 KM

Registered Consumer Accounts
1,354,233
Domestic 1,151,726
Non-domestic 202,507

Customer Satisfaction Index
90.03%

Water Sales
567.1 million m³
Growth in both domestic and non-domestic consumption

District Metering Areas
1,286
Over 94% connection coverage

TOTAL TREATMENT CAPACITY

Clean Water Treatment — Johor
2,352 MLD

Water, Wastewater & Reclaimed Water — Thailand
118.6 MLD

Wastewater — China
266.5 MLD

Total Capacity — Local vs International
Local **85.9%**
International **14.1%**

POWER

CCGT — Teluk Salut (RSE I)
190 MW

CCGT — Rugading (RSE II)
190 MW

Solar — Bidor, Perak
50 MW

Provides Electricity to
0.9 million people in Sabah

ENGINEERING DESIGN

Over **800 MLD** Water Treatment Plants

Over **640 KM** of Highways

Over **4 Million sq.m.** of Building Space

Over **200 KM** of Railway

Over **25,000** Acres of township development covering master planning and construction design

Employees
3,925

FTSE4Good
Constituent of the **FTSE4Good Bursa Malaysia Index since 2019**

United Nations Global Compact
Participant of **United Nation Global Compact (UNGC) since 2008**

MSWG
Winner of the **MSWG-ASEAN Corporate Governance Award 2020** (Utilities Category)

SUSTAINABILITY & CSR MALAYSIA AWARDS
Company of the Year (Water Utilities): Youth Development & Humanitarian Award Sustainability & CSR Malaysia Awards 2026

ENERGY SYSTEM
SIRIM
CERTIFIED TO ISO 50001:2018
CERT. NO. : EnMS 00112
Sungai Johor Water Treatment Plant — the first water treatment plant in Malaysia to be certified to ISO 50001 Energy Management Systems (FY2026)

Achievements & Key Highlights

Ranhill and its subsidiaries continue to receive industry recognition in FY2026 for environmental stewardship, operational excellence, innovation and responsible business practices. Notable achievements during the year included:



Malaysian Industrial Safety and Health Association ("MiSHA") Asia Excellence Awards 2025

Ranhill SAJ received six Gold Awards for its Headquarters, Sultan Iskandar Water Treatment Plant ("WTP") and Sungai Lebam WTP, recognising its continued commitment to excellence in workplace safety, environmental management and operational performance.



International Finance Awards 2025 — Fastest Growing NRW Reduction

Ranhill SAJ was recognised for its progress in reducing Non-Revenue Water, reflecting continued efforts to improve water efficiency, resource management and operational performance.



ESG Plus Awards 2025 — Water Stewardship & Conservation

Recognised for its water stewardship and conservation efforts, Ranhill SAJ underscores its commitment to responsible water resource management and sustainable service delivery.



IKM Laboratory Excellence Award 2025 — Sri Gading Laboratory

Sri Gading Laboratory was recognised for excellence in laboratory services, reflecting Ranhill SAJ's emphasis on maintaining high standards of water quality monitoring and technical capability.



ESG Select List 2025

Ranhill is delighted to be recognised by the United Nations Global Compact Network Malaysia & Brunei (UNGCMYB) as a 2-Star Lister, in recognition of its exemplary achievements in advancing ESG and sustainability practices.

The recognition highlights Ranhill's achievements as an ESG Trailblazer, through Ranhill Worley's contribution to the Front-End Engineering Design ("FEED") and detailed design of the Kasawari Carbon Capture and Storage ("CCS") project, as well as its North Star ESG Target Setting through the implementation of its Net Zero Carbon 2050 Roadmap and interim 2030 emissions reduction targets.



Sustainability & CSR Malaysia

Ranhill SAJ received the Company of the Year (Utilities) and Youth Development & Humanitarian Award at the Sustainability & CSR Malaysia Awards 2026, recognising its contributions to sustainable utility management and community development.



FIABCI Malaysia Property Award 2025 — Elmina Lakeside Mall

RBSB was recognised by the developer for its consultancy services in support of the Elmina Lakeside Mall development. The recognition reflects RBSB's engineering consultancy and technical expertise, which contributed to the successful delivery of the project.



Anugerah Bintang — Chief Government Security Office

Ranhill SAJ received the Anugerah Bintang for security compliance, demonstrating its commitment to maintaining robust security and governance standards across its operations.



Malaysia International Water Conference (MIWC) 2025

Ranhill SAJ actively contributed to industry dialogue and knowledge sharing at the Malaysia International Water Convention (MIWC) 2025, a leading platform for advancing sustainable water management and innovation. Discussions focused on water sector innovation, technological excellence, low-carbon strategies, and sustainable operations, reflecting Ranhill SAJ's commitment to driving innovation, decarbonisation, and sustainability within the water industry while supporting the development of a resilient and future-ready water sector.

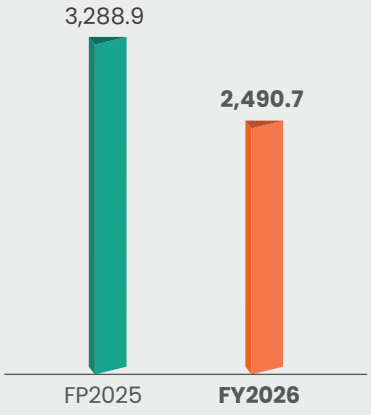


Sustainability Environment Asia 2025

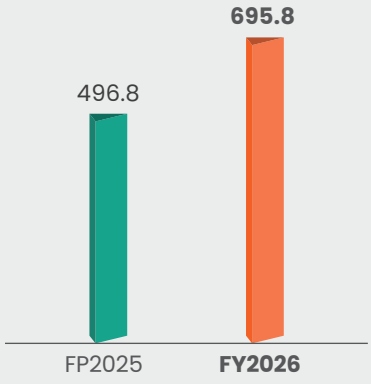
The SEA Conference 2025 was held at the Kuala Lumpur Convention Centre, bringing together industry leaders and stakeholders to discuss "Meeting Water Demands for the Data Centre Sector in Malaysia," with a focus on rising water needs from data centres and ensuring a reliable supply for households, businesses, and essential services. The session highlighted how water utilities are managing increasing demand while strengthening sustainability, highlighting the importance of practical solutions, cross-sector collaboration, and strong planning to build a resilient and future-ready water system. The session facilitated knowledge sharing on innovative solutions and best practices in water management, reinforcing collective efforts towards a more sustainable water future for Malaysia.

Group Financial Highlights

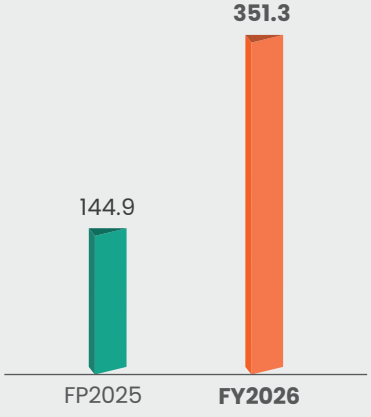
REVENUE (RM' MILLION)



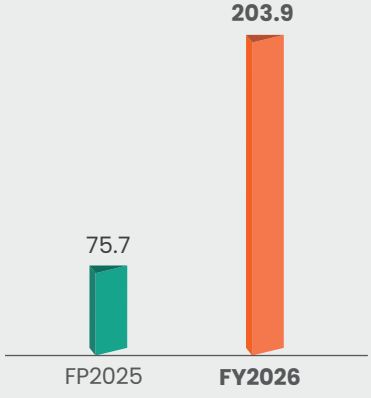
GROSS PROFIT (RM' MILLION)



PROFIT BEFORE TAX (RM' MILLION)



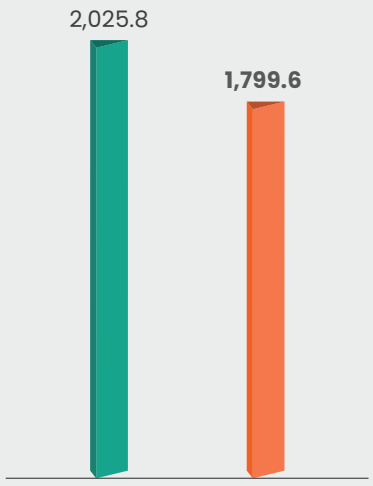
PROFIT AFTER TAX AND MINORITY INTEREST (RM' MILLION)



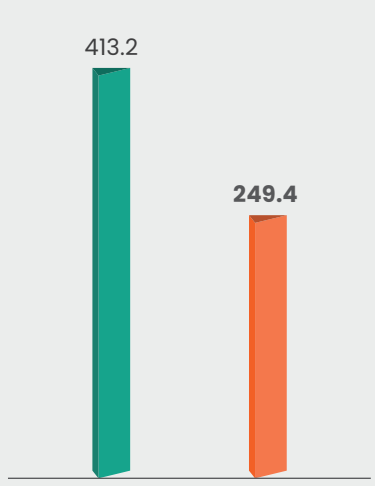
Note: FP2025 covers an 18-month period.

REVENUE BY BUSINESS SECTOR (RM' MILLION)

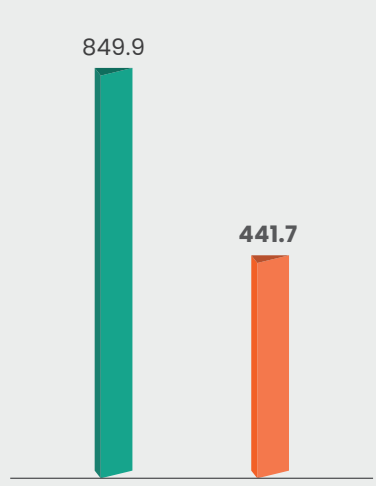
WATER SECTOR



POWER SECTOR

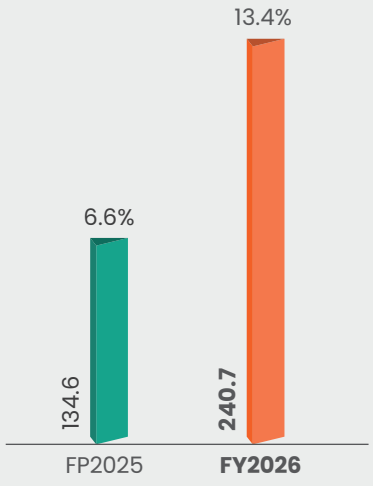


CONSULTANCY AND SERVICES SECTOR

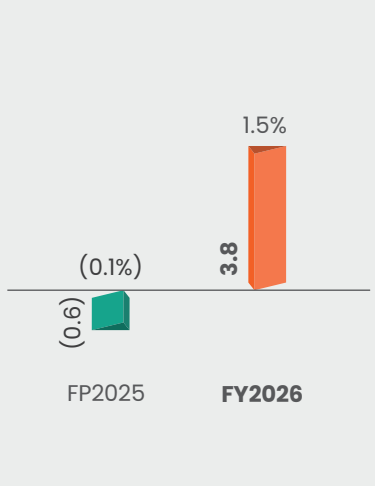


SEGMENTAL PROFIT (RM' MILLION) AND MARGIN (%) BY BUSINESS SECTOR

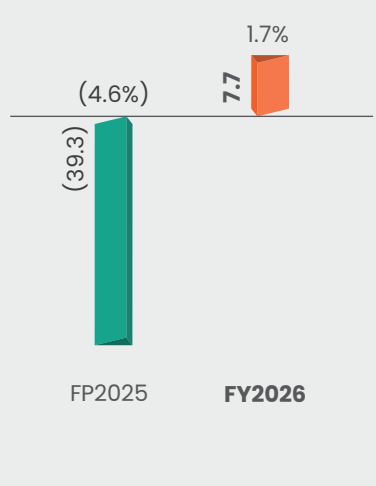
WATER SECTOR



POWER SECTOR



CONSULTANCY AND SERVICES SECTOR

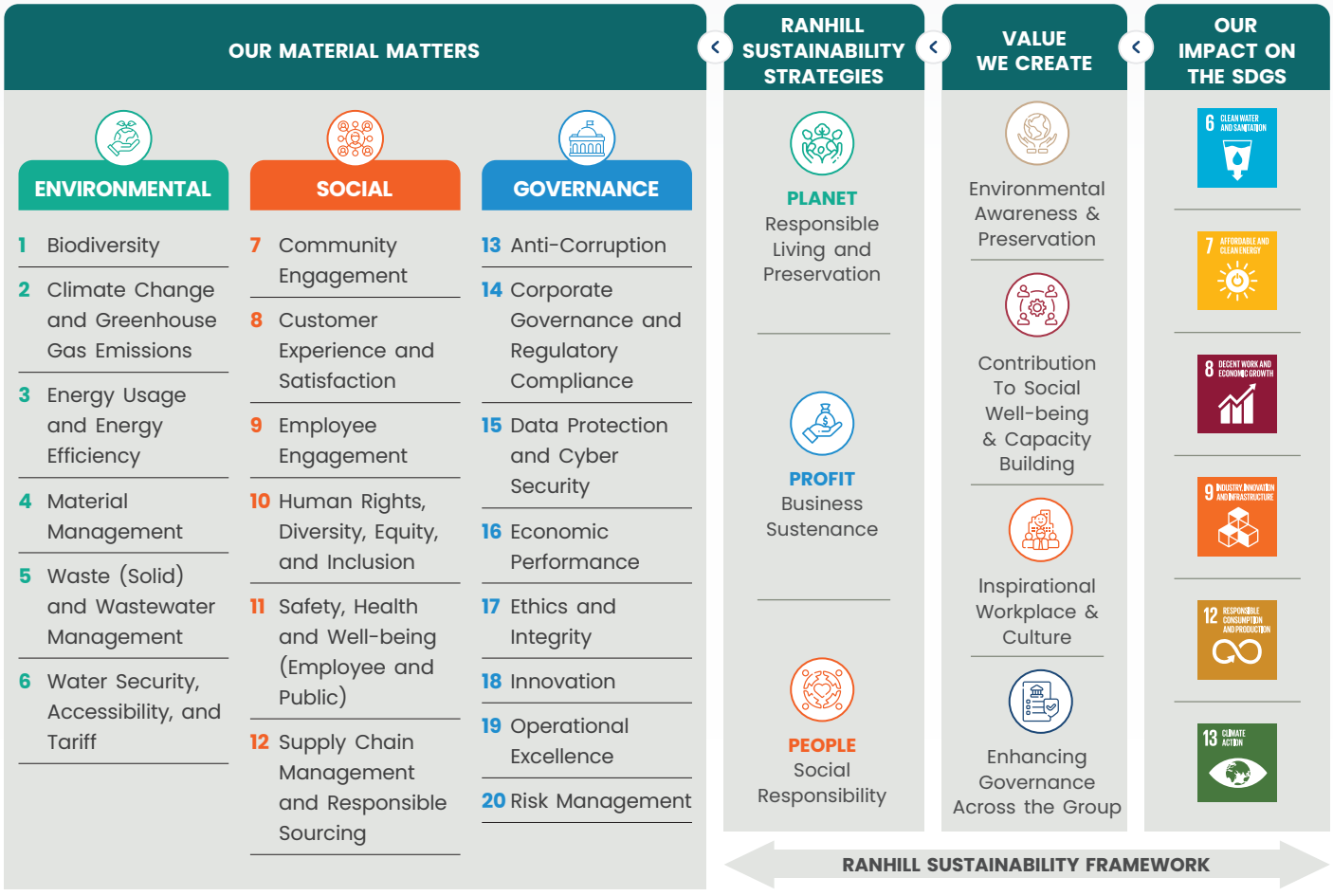


Note: FP2025 covers an 18-month period.

Our Strategic Approach to Sustainability

Ranhill's approach to sustainability is guided by both financial and impact materiality, taking into account sustainability-related risks and opportunities that may affect the Group's business model, operations and prospects, as well as the impacts of its activities on stakeholders, society and the environment.

The Group has established the Ranhill Sustainability Framework to provide a strategic and structured approach to managing these considerations. The Framework is guided by Ranhill's priority material topics, identified based on their financial and impact materiality, and aligned with the Group's 3P agenda of People, Planet and Profit.



The Framework connects Ranhill's sustainability aspirations with its business, operational and commercial priorities, providing a common foundation for integrating sustainability considerations into strategy and decision-making. It also places emphasis on value creation, recognising the role of sustainability in strengthening business resilience while generating financial and non-financial value for the Group and its stakeholders. The Framework is further aligned with selected United Nations Sustainable Development Goals.

It is anchored on four pillars:

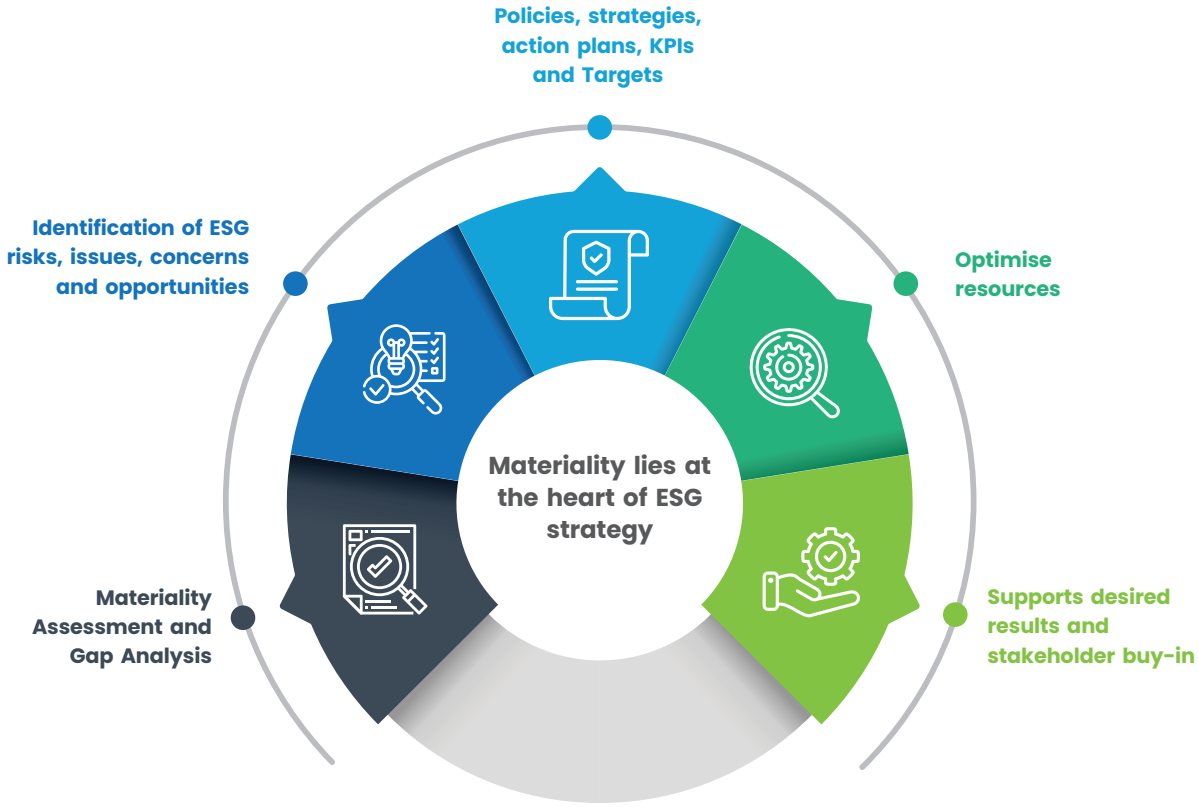
- Environmental Awareness & Preservation
- Contribution To Social Well-being & Capacity Building
- Inspirational Workplace & Culture
- Enhancing Governance Across The Group

Ranhill periodically reviews its material sustainability matters to ensure their continued financial and impact materiality relevance and to reflect changes in the Group's operating environment, stakeholder expectations and strategic priorities. This supports the continued integration of business, environmental and social considerations within the Group's overall governance and management approach.

The Board and Senior Management have also mandated that subsidiaries align with the Group's Sustainability Framework and supporting governance structure, promoting a consistent approach to sustainability across Ranhill's operations.

Determining Materiality

Ranhill's materiality assessment is guided by both financial and impact materiality considerations. Financial materiality assesses the extent to which a sustainability matter may affect the Group's financial, business and operational ("FBO") performance and prospects. Impact materiality considers the actual or potential positive and negative impacts of the Group's activities on the environment, society, local communities and other stakeholders.

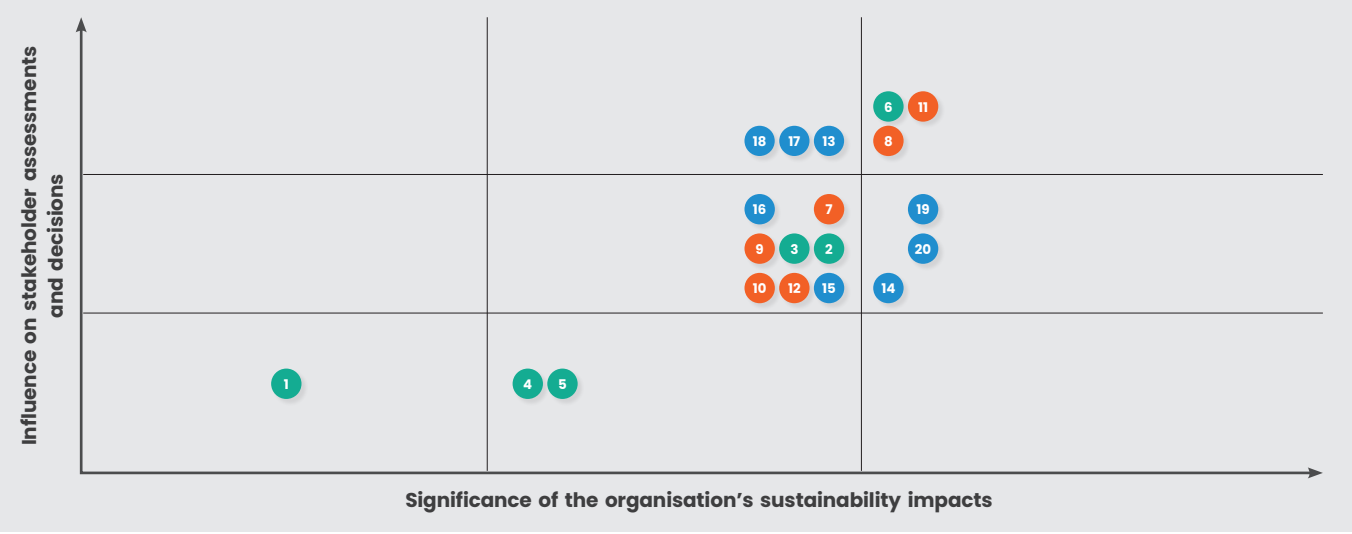


Ranhill's materiality matrix, first developed in 2024 and subsequently validated in FP2025, remains relevant in FY2026. The Group considers undertaking a refreshed materiality assessment, incorporating the latest stakeholder feedback, business developments and sustainability considerations, to further strengthen alignment with IFRS S1 and IFRS S2.

Determining Materiality

For FY2026, Ranhill has utilised both perspectives to establish its most material topics as reflected in the matrix below:

RANHILL'S MATERIALITY MATRIX



FOCUS AREA - MATERIALITY

ENVIRONMENTAL	SOCIAL	GOVERNANCE
1 Biodiversity	7 Community Engagement	13 Anti-Corruption
2 Climate Change and Greenhouse Gas Emissions	8 Customer Experience and Satisfaction	14 Corporate Governance and Regulatory Compliance
3 Energy Usage and Energy Efficiency	9 Employee Engagement	15 Data Protection and Cyber Security
4 Material Management	10 Human Rights, Diversity, Equity, and Inclusion	16 Economic Performance
5 Waste (Solid) and Wastewater Management	11 Safety, Health and Well-being (Employee and Public)	17 Ethics and Integrity
6 Water Security, Accessibility, and Tariff	12 Supply Chain Management and Responsible Sourcing	18 Innovation
		19 Operational Excellence
		20 Risk Management

Stakeholder Engagement

Beyond the Sustainability Framework, Ranhill's approach to sustainability is supported by ongoing and strategic engagement with its diverse stakeholder groups. These engagements form an integral part of the Group's business model and operations, enabling Ranhill to better understand stakeholder expectations, emerging concerns and matters that may influence business performance and sustainability outcomes.

Ranhill defines stakeholders as individuals, groups or entities that may influence, or be affected by, the Group's activities and operations. During FY2026, the Group continued to engage actively with stakeholders through both regular business interactions and targeted engagement initiatives.

Stakeholder engagement supports Ranhill in identifying and assessing sustainability-related risks and opportunities, while providing insights that inform the Group's financial and impact materiality considerations. Feedback gathered through these engagements contributes to the refinement of business practices, operational priorities and sustainability strategies.

Stakeholder perspectives also support the Group in strengthening operational performance, enhancing customer satisfaction and service quality, maintaining regulatory compliance, and identifying and prioritising material sustainability matters. As expectations relating to environmental stewardship, social responsibility and stakeholder protection continue to evolve, Ranhill remains committed to maintaining constructive engagement with its stakeholders to support long-term resilience and sustainable value creation.

STAKEHOLDER	ENGAGEMENT METHOD	FOCUS AREA	OUTCOME
Employees	• Intranet, broadcasts and internal enterprise platforms • Training and town halls • Annual performance appraisals • Recreational and team-building sessions • Public digital platforms (website, LinkedIn, Facebook, Instagram, etc.)	• Team-building activities to strengthen employee relationships. • Engagement forums that allow employee to share concerns and aspirations with management. • Renewal of the collective bargaining agreement to safeguard employee wellbeing and welfare. • Developing skilled technical talents for the water industry. • Prioritising employees' mental and emotional wellbeing.	• Improved employee morale, higher awareness and understanding of the Group's business plans, reduced attrition rates, improved organisational culture and greater sense of belonging to the Ranhill brand among employees. • Successful renewal of the CA to mutual benefit of both parties and the continued assurance of a harmonious and positive working environment and relationship between Management and the employee union. • Development of 107 SKM talents in 2026 • Employees maintained positive morale and good health and participation in R-care programmes continued to rise.

Stakeholder Engagement

STAKEHOLDER	ENGAGEMENT METHOD	FOCUS AREA	OUTCOME
 **Frontliners, Operators, Receptionists and Customer Service Employees**	• Customer Service Efficiency Blueprint • Exhibition • Website, social media, and SAJ Info Centre	• Enhancing the skills and service quality of frontliners, including operators, receptionists, and customer service employee. • Information on planned and unplanned water disruption and issues on water supply.	• Improved customer service levels which lead to customer satisfaction. • Faster and more efficient customer notifications help reduce concern and frustration, while also minimising complaints during water disruptions and supply issues.
 **Financial Community**	• Annual and extraordinary general meetings • Stock exchange announcements and website updates • Investor relations events, analyst briefings, and press releases • Regular meetings and networking sessions	• Company growth and value chain • Business strategy and direction • Financial performance and returns • Compliance, ethics, and governance • ESG risk and opportunity management	• Strengthened investor confidence through transparent and timely disclosures. • Increased understanding of Ranhill's business strategy, growth plans, and ESG commitments. • Positive recognition from analysts and investment community on governance and performance. • Improved shareholder relations, reflected in active participation during AGMs and investor briefings. • Enhanced market reputation through consistent compliance with Bursa Malaysia's disclosure requirements and global ESG standards. Our shareholder engagement programme provides a direct avenue for shareholders, investors, or clients to access information and engage with the company.

STAKEHOLDER	ENGAGEMENT METHOD	FOCUS AREA	OUTCOME
Government and Regulators	• Compliance reporting (e.g. Securities Commission Malaysia, Suruhanjaya Perkhidmatan Air Negara ("SPAN"), Department of Environment ("DOE"), Department of Safety and Health ("DOSH"), etc.) • Regular consultations and dialogue sessions with regulatory bodies • Participation in government or regulator led forums, briefings, and workshops • Submission of permits, licences, and statutory filings within stipulated timelines • Site visits, inspections, and audits by regulators • Joint programmes on environmental protection, water security, and energy transition	• Compliance with laws, regulations, and reporting requirements • Environmental protection, water security, and climate resilience • Occupational safety, health, and employee welfare • Anti-corruption, ethics, and governance standards • National sustainability and energy transition commitments • Contribution to national and state economic development • Alignment with international frameworks (e.g. IFRS S2, NSRF, SDGs)	• Strengthened compliance record with no major regulatory breaches or penalties • Recognition as a responsible utility partner contributing to national sustainability and energy transition agendas. • Improved operational standards through alignment with updated regulations and best practices. • Reinforced trust with regulators by demonstrating transparency in disclosures and timely submission of statutory reports.

Stakeholder Engagement

STAKEHOLDER	ENGAGEMENT METHOD	FOCUS AREA	OUTCOME
Local Communities	• Community outreach programmes and Corporate Social Responsibility ("CSR") initiatives (e.g. education, health, environmental conservation) • Stakeholder dialogues and townhall sessions to gather feedback on local concerns • Sponsorships, donations, and disaster relief support • Awareness campaigns on water conservation, energy efficiency, and environmental protection • Collaboration with schools, NGOs, and local associations • Grievance and feedback mechanisms (hotlines, service counters, mobile apps, websites)	• Access to clean and reliable water and energy services • Environmental protection and biodiversity conservation • Community wellbeing, health, and safety • Education, awareness, and capacity building • Transparency in addressing community concerns and grievances • Support during crises (e.g. floods, water disruptions, natural disasters)	• Strengthened trust through consistent delivery of reliable water and energy services • Improved community wellbeing via targeted CSR and outreach initiatives • Enhanced awareness on sustainable water and energy use practices • Stronger partnerships with NGOs, schools, and community organisations • Increased resilience of communities through disaster preparedness and relief support • Recognition as a responsible corporate citizen contributing to local socio-economic development

STAKEHOLDER	ENGAGEMENT METHOD	FOCUS AREA	OUTCOME
Media	• Press releases and official media statements • Media interviews with management and subject matter experts • Coverage of corporate events, launches, and community programmes • Media kits, fact sheets, and Q&A materials to support accurate reporting • Regular updates via the corporate website and social media platforms • Direct engagement with journalists and editors through media relations teams • Participation in media led awards	• Access to accurate, timely, and transparent information • Updates on company performance, projects, and community initiatives • Insights on sustainability, ESG commitments, and regulatory compliance • Availability of spokespersons for clarification and expert commentary	• Strengthened reputation as a transparent and responsible utility provider • Increased media coverage highlighting Ranhill's projects, sustainability, and community contributions • Enhanced stakeholder awareness of business performance and ESG commitments • Positive relationships with journalists and media outlets built on trust and accessibility • Improved public perception through consistent, accurate, and timely communication
Non-governmental Organisations ("NGOs")	• Strategic partnerships on sustainability and community projects • Joint awareness and education campaigns (e.g. water conservation, climate resilience) • Participation in NGO organised events, campaigns, and conferences	• Collaboration on environmental protection and biodiversity conservation • Advocacy on sustainability, ESG, and community welfare issues • Partnerships in capacity building, awareness, and education programmes • Support for national and global sustainability goals (e.g. SDGs, climate action)	• Stronger partnerships advancing shared sustainability and community goals • Enhanced credibility through collaboration with respected civil society organisations • Increased community impact via joint programmes and advocacy efforts • Recognition as a responsible and transparent industry partner • Contribution to national and international sustainability agendas through NGO alliances

Stakeholder Engagement

STAKEHOLDER	ENGAGEMENT METHOD	FOCUS AREA	OUTCOME
 **Suppliers and Vendors**	• Transparent tendering and procurement processes • Supplier Code of Conduct and anti-corruption requirements in RFPs and contracts • Supplier performance evaluation and audits • Vendor registration and pre-qualification programmes	• Fair and transparent procurement practices • Compliance with anti-corruption and ethical business standards • Quality, reliability, and timely delivery of goods and services • Health, safety, and environmental compliance in local supplier development and contribution to the economy • Engagement with suppliers is important to ensure that proper transparency and governance are being practised in procuring their services.	• Strengthened trust through transparent and fair procurement practices • Increased supplier compliance with governance and ESG requirements • Long-term, mutually beneficial relationships with strategic vendors • A fair, transparent and win-win relationship with our vendors and suppliers.

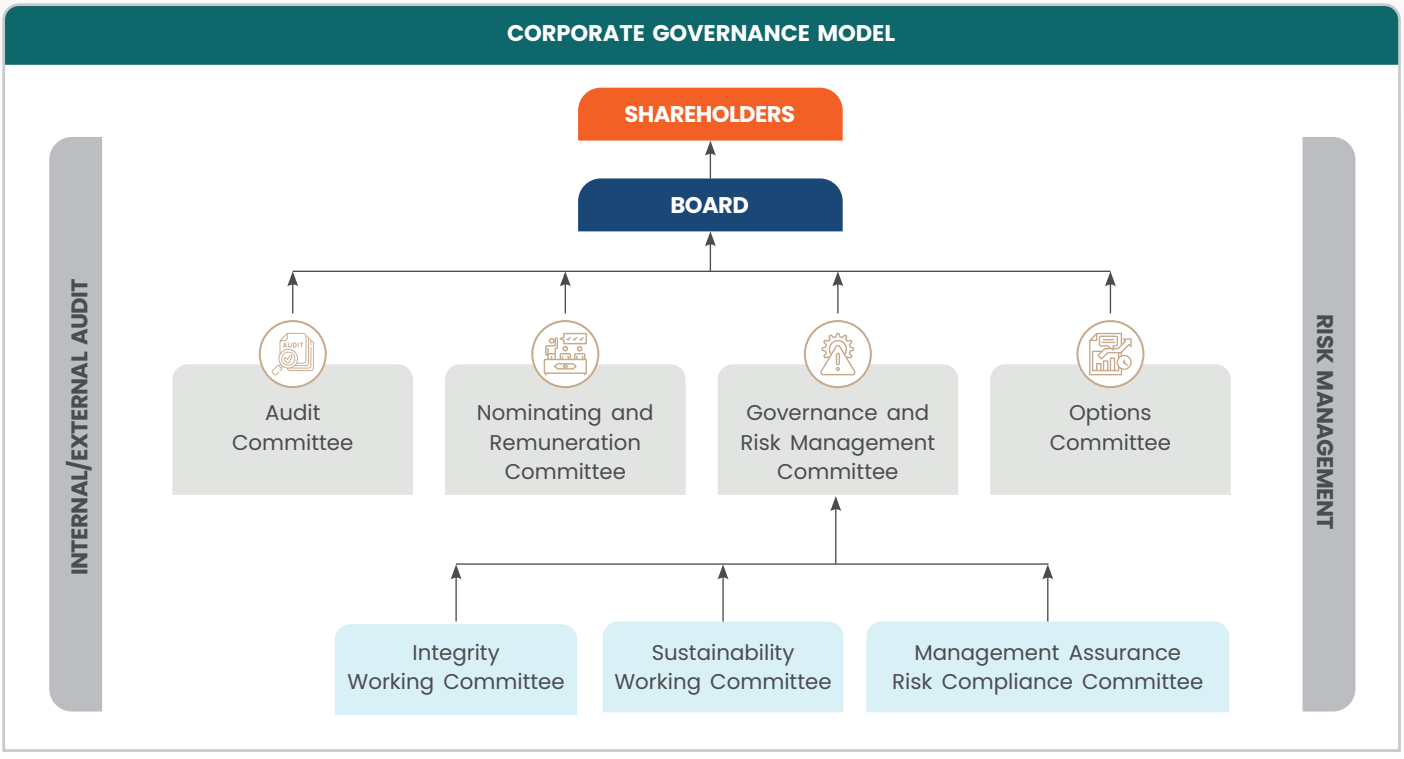
INDUSTRY AND PROFESSIONAL MEMBERSHIPS

Ranhill maintains memberships, registrations and affiliations with various industry, professional and sustainability-related organisations across its business sectors. These engagements support knowledge sharing, industry collaboration and awareness of evolving regulatory, technical and sustainability developments relevant to the Group.

Organisation / Affiliation	Climate-related Position
United Nations Global Compact Malaysia & Brunei Network ("UNGCMYB")	UNGCMYB advances corporate climate action through initiatives such as the Climate Ambition Accelerator and programmes promoting science-based emissions reduction targets. Ranhill's membership provides exposure to emerging corporate climate practices and decarbonisation approaches, supporting the Group's consideration of climate targets and transition-related actions.
Malaysian Water Association ("MWA")	MWA facilitates industry dialogue on sustainability issues relevant to the water sector, including ESG and carbon trading, alongside discussions on sustainable and resilient water infrastructure. Membership supports Ranhill in keeping abreast of climate, carbon and sustainability developments affecting the water industry and their implications for its water operations.
Malaysian Oil, Gas & Energy Engineering Council ("MOGEC")	MOGEC supports the energy sector's transition towards a low-carbon future. Its Low Carbon Economy ("LCE") Task Force has facilitated industry engagement on sustainability reporting, while other initiatives have addressed areas such as carbon capture, utilisation and storage ("CCUS"). Ranhill's membership provides insights into energy-transition developments, emerging lower-carbon technologies and evolving sustainability expectations, informing the Group's consideration of transition risks and decarbonisation opportunities.
Association of Consulting Engineers Malaysia ("ACEM")	ACEM promotes awareness of sustainability considerations within the consulting and services sector, including climate change, greenhouse gas emissions and energy efficiency. Its programmes have also addressed the implications of Malaysia's Energy Efficiency and Conservation Act 2024 for consulting engineers. Membership supports Ranhill in considering climate, emissions and energy-efficiency developments within its consultancy activities and in responding to evolving regulatory and industry expectations.

Sustainability Governance & Structure

Robust corporate governance is fundamental to effective business management, risk oversight and the successful implementation of the Group's sustainability agenda. Clear accountability, effective internal controls, transparent reporting and a strong culture of integrity underpin the Group's approach to achieving its business objectives and the aspirations of the Ranhill Sustainability Framework.



Ranhill's sustainability governance is anchored at the highest level of the organisation. The Board of Directors, as the Group's principal decision-making and stewardship body, retains ultimate responsibility for Ranhill's strategic direction, long-term value creation and overall risk oversight. This includes establishing and reviewing strategic plans that incorporate economic, environmental and social considerations, while ensuring that appropriate internal control and risk management systems are in place.

Supporting the Board is the Governance and Risk Management Committee ("GRMC"), which serves as the principal Board Committee responsible for sustainability and ESG oversight. In December 2025, responsibility for monitoring ESG matters was transferred from the Audit Committee to the GRMC, consolidating sustainability oversight within the Group's broader governance and risk management structure.

Under this mandate, the GRMC oversees the Group's sustainability strategies, priorities and targets, including material sustainability-related risks and opportunities ("SRROs"), while ensuring that relevant considerations are integrated into the Group's overall risk management processes, working in coordination with the Audit Committee. Material or emerging matters that may affect Ranhill's risk profile, strategy or long-term resilience are escalated to the Board, while management remains responsible for the day-to-day execution of sustainability initiatives. This structure creates a direct link between sustainability, strategy and risk management.

At the management and operational levels, the governance structure is supported by the Management Assurance Risk Compliance Committee ("MARCC"), Sustainability Working Committee ("SWC") and Integrity Working Committee ("IWC"), providing channels for implementation, coordination and escalation across the Group.

The IWC, chaired by the Head of Group Legal and comprising representatives from key subsidiaries and Group functions, supports oversight of ethics, integrity and anti-corruption matters. Its responsibilities include monitoring corruption risk assessments and related controls, reviewing relevant audit findings and compliance matters, and providing recommendations to MARCC, GRMC and the Board where required.

The SWC comprises designated sustainability champions from across Ranhill's businesses and functions, bringing together diverse operational experience and technical expertise. This cross-functional representation supports the identification, assessment and prioritisation of SRROs, while facilitating the implementation of sustainability initiatives across the Group.

Providing an additional layer of management oversight, the MARCC, comprising Senior Management and Department Heads, integrates business, operational, risk, compliance, safety and assurance perspectives into the Group's sustainability governance structure. It provides a platform for reviewing material matters raised through the SWC and IWC, coordinating management responses and escalating matters requiring further oversight to the GRMC and, where appropriate, the Board.

This enables sustainability considerations to flow from day-to-day operations through to management and ultimately Board-level oversight.

Ranhill also continues to strengthen the competencies required for effective oversight. The Board periodically assesses the training needs of its Directors and provides access to relevant training, technical updates and regulatory and industry briefings. Newly appointed Directors are also required to complete the Mandatory Accreditation Programme ("MAP"), including MAP Part II on sustainability and the related roles of directors.

Through this integrated governance structure, Ranhill seeks to ensure that sustainability is progressively embedded into the way the Group governs risk, sets strategy, evaluates business decisions and oversees long-term resilience, with clear accountability extending from the Board through to management and operational levels.

Sustainability Governance & Structure

GOVERNANCE STRUCTURE AND RESPONSIBILITIES

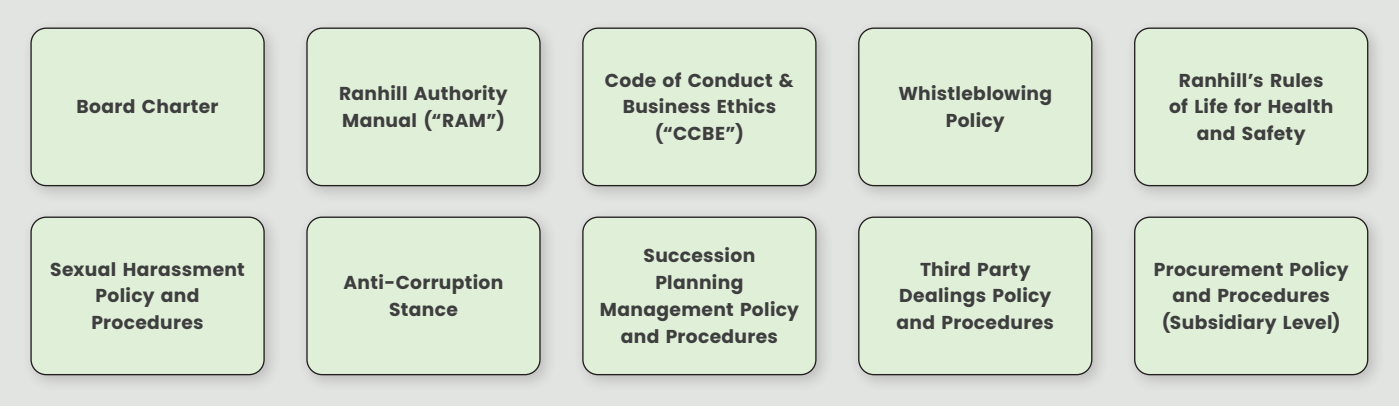
GOVERNANCE COMPONENT	SPECIFIC ROLES AND RESPONSIBILITIES
Board of Directors	The Board's role is to provide the highest level of governance and decision making, including on sustainability matters, in alignment with Malaysian Code on Corporate Governance ("MCCG") Practices 4.1–4.5. The Board sets and approves broad goals, including the Ranhill Net Zero Carbon Roadmap, monitors the Group's progress, and oversees all material sustainability matters. It advises management to ensure sustainability remains integral to the Group's business strategy, guided by its Board Charter.
Audit Committee	The Audit Committee supports the integrity of the Group's sustainability reporting through its oversight of internal audit and assurance activities. The Committee reviews relevant audit findings and the effectiveness of internal controls relating to sustainability reporting, and advises the Board and Management on areas for improvement.
Governance and Risk Management Committee	The Governance and Risk Management Committee ("GRMC"), a Board Committee, provides Board-level oversight of the Group's risks, including sustainability-related risks, in accordance with its Terms of Reference ("TOR"). The GRMC reviews regular risk reports covering key risk factors, severity and likelihood, and oversees the effectiveness of the Group's risk management framework. Its responsibilities also include reviewing sustainability disclosures, overseeing the management of sustainability-related risks and monitoring compliance with applicable regulatory and reporting requirements.
Management Assurance Risk Compliance Committee	The MARCC assists the GRMC in monitoring the Group's assurance, risk, and compliance matters, and reviews the Group's overall risk and compliance processes and activities.
Integrity Working Committee	The IWC drives the issues of ethics and integrity within the Group. The authority, functions, responsibilities, and duties of IWC are extended to all subsidiary companies.
Sustainability Working Committee	The SWC drives the implementation of the Group's sustainability agenda. Its responsibilities include developing implementation plans, setting tactical KPIs and targets, identifying areas for improvement, building internal capacity and integrating sustainability across the Group's operations.

LINKING REMUNERATION TO SUSTAINABILITY PERFORMANCE

Senior executives' remuneration is directly linked to material sustainability Key Performance Indicators ("KPIs"). At Ranhill SAJ, the CEO's performance incentives are linked to water quality and customer satisfaction KPIs prescribed by SPAN. At RSE, the remuneration of the CEO, Head of Plant, and Safety and Health Officer is linked to Health, Safety and Environment ("HSE") performance, strengthening accountability for key operational and sustainability outcomes. Certain subsidiaries also incorporate regulatory and industry-prescribed environmental and social KPIs into Senior Management performance assessments, further aligning leadership accountability with operational, compliance and sustainability priorities.

PROMOTING GOOD GOVERNANCE THROUGH INTERNAL POLICIES

Ranhill's governance framework is supported by a suite of Group-wide policies, procedures and commitment statements that provide clear guidance on expected conduct, responsibilities and decision-making across the organisation. These documents establish consistent standards and controls in areas ranging from ethics and integrity to workplace conduct, safety, procurement and business continuity.



Relevant policies and commitment statements are made available through Ranhill's website and other public channels. Within the organisation, new employees are introduced to applicable policies as part of the induction process to establish awareness of expected standards from the outset of employment. Where policies are revised or enhanced, updates are communicated to employees and relevant stakeholders in a timely manner to support continued understanding and compliance.

CODE OF CONDUCT AND BUSINESS ETHICS

An important component of Ranhill's governance framework is the Code of Conduct and Business Ethics ("CCBE"), which translates the Group's values into clear expectations for ethical behaviour and decision-making. The CCBE is founded on the principle that Ranhill's success depends on the trust and confidence of its employees, customers and shareholders, and that this trust is sustained through honesty, integrity and responsible conduct.

The CCBE applies to all Executive and Non-Executive Directors and employees, and where relevant, extends to external stakeholders, including contractors, suppliers, vendors, business partners and other parties that engage with Ranhill.

Sustainability Governance & Structure

Beyond regulatory compliance, the CCBE is integral to Ranhill's organisational culture, guiding how its people conduct themselves, make decisions and interact with colleagues and stakeholders. It reinforces expectations of professionalism, respect and personal accountability, while supporting a safe, secure and responsible working environment.

The CCBE addresses key areas including workplace conduct, equal opportunity, harassment and discrimination, conflicts of interest, bribery and corruption, money laundering, gifts, donations, safeguarding of assets and information, political activities, and competition and anti-trust requirements.

Ranhill maintains zero tolerance towards bribery and corruption, with employees required to report suspected bribery, corruption or money laundering through the appropriate channels. The CCBE forms part of the Group's broader anti-corruption governance framework, supporting the Group's alignment with the requirements of Section 17A of the Malaysian Anti-Corruption Commission Act 2009.

Awareness of the Group's ethical expectations begins from the point of entry into the organisation. Ranhill conducts ethics training for new employees and contractors across the Group, while established channels enable employees to seek guidance and report actual or suspected breaches of the CCBE.

The CCBE is publicly available on Ranhill's corporate website, and can be viewed here:

https://ranhill.com.my/investor-relations/corporate-governance/

ALIGNMENT TO THE MALAYSIAN CODE ON CORPORATE GOVERNANCE

Ranhill's corporate governance practices are guided by the Bursa Malaysia Main Market Listing Requirements and the Malaysia Code on Corporate Governance ("MCCG"). Further details on Ranhill's application of the MCCG are provided in the Corporate Governance Report 2026 ("CG2026"), available at:

https://ranhill.com.my/investor-relations/reports-presentations/

COMMITMENT TO A CORRUPTION-FREE WORKPLACE AND PRACTICES

Ranhill maintains a zero-tolerance stance towards bribery and corruption, supported by its CCBE, internal controls and anti-corruption procedures. The Group continues to apply best practices aligned with ISO 37001: Anti-Bribery Management Systems ("ABMS"), comply with the Integrity Framework for Licensees and Certification Agencies issued by SPAN, and maintain procedures supporting compliance with Section 17A of the Malaysian Anti-Corruption Commission Act 2009.

The Board retains ultimate oversight and accountability for the Group's anti-corruption framework, supported by the GRMC, which oversees the implementation and effectiveness of anti-corruption controls, risk assessments and integrity programmes across the Group.

IDENTIFYING AND MANAGING CORRUPTION RISKS

Ranhill adopts a risk-based approach to identifying, assessing and managing corruption and integrity risks across its operations. Periodic corruption risk assessments are integrated with the Group's broader Enterprise Risk Management ("ERM") approach, supporting the systematic identification of areas of exposure and the implementation of appropriate controls and mitigation measures.

The assessments are guided by the TRUST principles under the Malaysian Anti-Corruption Commission's Guidelines on Adequate Procedures for Section 17A, namely Top Level Commitment, Risk Assessment, Undertake Control Measures, Systematic Review, Monitoring and Enforcement, and Training and Communication.

During FY2026, the Group Corporate Assurance Division conducted seven assessments across Ranhill SAJ, RSE, RTSB, RBSB, RMS, RWTT and RW. The assessments focused on seven key areas of exposure:

- Human Resources
- Facilitation Payments
- Gifts, Hospitality and Entertainment
- Political Contributions
- Charitable Contributions
- Internal Controls
- Third-Party Dealings

These areas were assessed for potential exposure to bribery, fraud, conflicts of interest, procurement-related misconduct and other integrity risks. Corresponding mitigation measures include the Group's anti-bribery and anti-corruption stance, integrity pledge, CCBE, risk-based third-party due diligence, approval and declaration processes for gifts and contributions, segregation of duties, whistleblowing channels, employee awareness and training, and periodic corruption risk assessments.

Several subsidiaries have also implemented ISO 37001 ABMS to further strengthen anti-corruption controls and support compliance with applicable requirements, including CIDB Malaysia's ISO 37001 certification requirements for G7 contractors, the highest contractor grade under CIDB, allowing contractors to undertake projects of any value.

	FY2023	FP2025	FY2026
Percentage of operations assessed for risks related to types of corruption	100%	100%	100%
Significant risks related to corruption identified through the risk assessment	Nil	Nil	Nil

INTERNAL AUDIT AND COMPLIANCE MONITORING

Ranhill's corruption and integrity risk management approach is supported by ongoing internal audit and compliance monitoring. Relevant audit findings and areas of non-compliance are reported through the Group's established governance and assurance processes, with appropriate corrective and follow-up actions undertaken to strengthen internal controls and compliance.

ANTI-CORRUPTION AWARENESS

The Group also reaffirmed its commitment to responsible business practices through the signing of the Ranhill Group Corporate Integrity Pledge on 11 May 2026, building on similar commitments undertaken over the past two years with stronger objectives and transparency in integrity values. During FY2026, the Group continued to conduct anti-bribery and anti-corruption ("ABAC") training, with 38.8% of employees receiving training during the year, reinforcing awareness of relevant policies, requirements and expected standards of conduct.

The Group is pleased to report that no confirmed incidents of corruption were recorded in FY2026, reflecting its continued focus on strengthening its anti-corruption framework and upholding high standards of governance.

	FY2026
Number of employees disciplined or dismissed due to non-compliance with anti-corruption policy	0
Cost of fines, penalties or settlements in relation to corruption (RM)	0

Sustainability Governance & Structure

COMMITMENT TO A CORRUPTION-FREE VALUE CHAIN

Ranhill applies anti-corruption requirements to its intermediaries and third parties, including contractors, agents, consultants, suppliers and other business partners. In line with Ranhill's Third Party Dealings Policies & Procedures and risk-based approach, relevant third parties are required to undergo due diligence, background screening and corruption risk considerations prior to appointment or contract award, with enhanced review undertaken where higher integrity risks are identified.

Anti-corruption requirements are incorporated, where applicable, into tender documents, Requests for Proposals ("RFPs"), contractual requirements and third-party declarations. Intermediaries are required to acknowledge the Group's expectations and commit to conducting business free from bribery and corrupt practices throughout their engagement with Ranhill.

The Group further reinforces these expectations through periodic communication and reminders on its zero-tolerance stance towards bribery and corruption. Where potential misconduct is identified, appropriate review and investigation may be undertaken, with remedial actions including termination of the business relationship and referral to the relevant authorities where warranted.

WHISTLEBLOWING CHANNEL

Ranhill maintains a dedicated Whistleblowing Channel that provides a secure and confidential avenue for reporting suspected misconduct or breaches of the Group's codes, policies and ethical standards. The channel is accessible to employees and other parties working with the Group, including contractors and joint venture personnel, as well as external stakeholders and members of the public.

Reports may be submitted anonymously. Where whistleblowers choose to disclose their identity, confidentiality is maintained unless disclosure is required by law or relevant enforcement authorities. Ranhill also prohibits retaliation against whistleblowers and may implement additional protective measures where necessary.

The channel may be used to report matters including suspected corruption or bribery, breaches of the CCBE, fraud, labour and human rights concerns, discrimination, harassment and other unethical or non-compliant practices.

Reports received are reviewed and investigated in accordance with the Group's Whistleblowing Policy and escalated through the appropriate governance channels. Where allegations are substantiated, appropriate disciplinary, contractual or legal action may be taken.

During FY2026, a case was received and evaluated in accordance with the Group's established procedures.

The Whistleblowing Channel is accessible through the following:

Website: https://4uwecare.com

Email: whistle@4uwecare.com

Telephone/Hotline: +1700-81-5333

Letter:

- Axcelasia Roots Solution Sdn Bhd, PO Box 10891, 50740, Kuala Lumpur
- Head, Group Legal, Ranhill Utilities Berhad, Bangunan Ranhill SAJ, Jalan Garuda, Larkin 80350 Johor Bahru, Johor Darul Takzim



Ranhill Cybersecurity Day reflects the Group's commitment to fostering a culture of cybersecurity awareness, responsible data management, and digital resilience across our operations.

DATA PRIVACY AND SECURITY

Ranhill recognises the importance of safeguarding personal and operational data entrusted to the Group and remains committed to managing such information responsibly and in accordance with applicable data protection requirements, including the Personal Data Protection Act 2010 ("PDPA").

This is particularly relevant to subsidiaries such as Ranhill SAJ, which manages a significant volume of residential and commercial customer information in the course of providing water services. Such information may include identification details, addresses, contact information and other personal data required for account administration, billing and customer service.

Appropriate policies, procedures and information technology controls are in place to govern the collection, use, storage and protection of personal data. Personal information is collected and processed for legitimate business purposes, with access restricted to authorised personnel and relevant parties. Safeguards include security controls such as firewalls, dedicated servers and other measures designed to protect information against unauthorised access, loss or misuse.

Where applicable, consent is obtained for the collection and processing of personal data, while individuals are provided with appropriate rights in relation to their information. Personal data is not disclosed to third parties without appropriate authorisation, except where disclosure is required by law or relevant authorities.

The Group continues to strengthen its data governance and cybersecurity practices as digitalisation expands across its operations, recognising that effective data protection is critical to maintaining customer confidence, operational resilience and regulatory compliance.

During FY2026, no data breaches or substantiated complaints relating to customer privacy were recorded, continuing the Group's track record of zero reported cases since 2022.

REGULATORY COMPLIANCE

Ranhill operates across regulated sectors and is required to comply with various licence conditions, laws and regulatory requirements. Licensed subsidiaries, including Ranhill SAJ, RSE I, RSE II and RSI, monitor compliance with applicable requirements, including the Water Services Industry Act 2006, Energy Supply Enactment 2024 (Sabah), Electricity Supply Act 1990 and their respective subsidiary legislation.

Compliance is managed at the operating-company level through designated Regulatory Compliance Committees and Persons-in-Charge ("PICs"), with further monitoring and oversight at Group level through the Risk Management Working Committees ("RMWC"), MARCC and GRMC.

Sustainability Governance & Structure

KEY ENVIRONMENTAL REGULATORY REQUIREMENTS

Given the nature of the Group's Water, Power and Consultancy and Services activities, relevant operating companies are also subject to environmental requirements governing areas such as water quality, air emissions, effluent discharge, waste management and environmental impacts.

Operating Company	Key Environmental Requirements / Standards
Ranhill SAJ	KPIs prescribed by SPAN and applicable requirements under the Environmental Quality Act and its regulations
RSE I & RSE II	Environmental Quality Act and applicable requirements, including the Environmental Quality (Clean Air) Regulations
RTSB	Applicable regulatory and industry requirements, including Construction Industry Development Board ("CIDB") requirements and relevant technical standards governing its contracting activities.
RBSB	Environmental requirements including the Environmental Quality Act, MASMA and other requirements maintained within its legal requirements register; environmental aspects are managed through its Environmental Aspect and Impact Register process
RW	Primarily provides consultancy and project management services; environmental requirements are applied according to project and client requirements, where relevant
RWTT	Applicable environmental laws, regulations, permits, and environmental management requirements relating to water and wastewater treatment operations

During FY2026, the Group recorded two environmental and three socioeconomic and regulatory non-compliance matters, primarily relating to environmental requirements, occupational safety and health, and tax administration.

OPERATIONAL SITE CERTIFICATION

Ranhill maintains relevant operational certifications across its businesses to support compliance with applicable requirements and recognised industry standards. These certifications provide assurance that appropriate management systems, procedures and controls are in place across areas such as quality, environmental management, occupational safety and health, information security, energy management and anti-bribery practices.

They also support the continued reliability, safety and resilience of the Group's operations by providing structured processes for managing operational risks, maintaining competency and responding to incidents or emergencies.

During FY2026, a minor non-conformance relating to physical access control was identified during Ranhill SAJ's ISO/IEC 27001 recertification audit. Corrective action was promptly undertaken, and the finding was closed on 18 August 2025.

SITE CERTIFICATION – RANHILL SAJ

ISO 9001:2015

Quality Management System (for HQ, 8 WTPs and company-wide practices) - This certification ensures the integration of customers' needs, compliance obligations, and other applicable requirements into Ranhill's business processes, goals, and strategic direction. Through proactive monitoring and evaluation, the Group enhances customer satisfaction and fulfils its compliance obligations.

ISO 45001:2018

Occupational Health & Safety Management System (for HQ, 8 WTPs and company-wide practices) – The Group providing a healthy and safe workplace, protecting the well-being of all individuals, eliminating hazards, and reducing occupational health and safety risks.

ISO/IEC 17025:2017

The Group's laboratory operations are accredited under ISO/IEC 17025, which specifies the general requirements for the competence of testing and calibration laboratories. This accreditation demonstrates the reliability, accuracy, and validity of test results produced by the laboratory. Through compliance with ISO/IEC 17025, the Group ensures traceability of measurements, consistency in testing methodologies, and adherence to international best practices in laboratory management.

ISO/IEC 27001:2022

Information Security Management System - The certification has been implemented for the Billing Information System to safeguard the Group's information assets against all threats and ensure the security of customers' data.

ISO 50001:2018

Energy Management System (for HQ & 5 WTPs) – Enables Ranhill SAJ to procure energy-efficient products and services that impact energy performance. It also guides The company in designing for energy performance improvement.

MS 1480:2019

Hazard Analysis Critical Control Point - This certification is implemented in Ranhill's 46 Water Treatment Plants ("WTPs") to ensure the production of safe treated water for its customers by implementing Hazard Analysis Critical Control Point ("HACCP") principles.

OTHERS

RSE

ISO 9001:2015 : for both power plants
ISO 27001:2022 : for both power plants
ISO 45001:2018 : for both power plants

RW

ISO 14001:2015
ISO 9001:2015
ISO 45001:2018

RTSB

ISO 9001:2015
ISO 45001:2018

RBSB

ISO 9001:2015
ISO 14001:2015
ISO 45001:2018
ISO 37001:2016

Economic Performance

Strong financial and operational performance enables Ranhill to sustain its business, pursue long-term growth and continue investing in its strategic priorities. This includes maintaining reliable operations, meeting regulatory requirements, improving efficiency and supporting sustainability initiatives across the Group.

For Ranhill, sustainability is therefore closely linked to how the business is managed day to day. Financial, operational and sustainability considerations are increasingly viewed together when assessing risks, setting priorities and planning for future needs.

Detailed information on the Group's financial achievements can be found in the Group Financial Highlights section of SR2026. For an in-depth review, stakeholders are encouraged to consult the Management Discussion and Analysis section of the AR2026.

ECONOMIC VALUE DISTRIBUTED (RM' MILLION)	FY2023	FP2025	FY2026
Payments to Employees (salary and emoluments)	456.7	686.1	434.7
Taxes paid to government (income tax)	32.4	70.6	133.2
Returns to Shareholders (dividends)	19.3	3.2	–

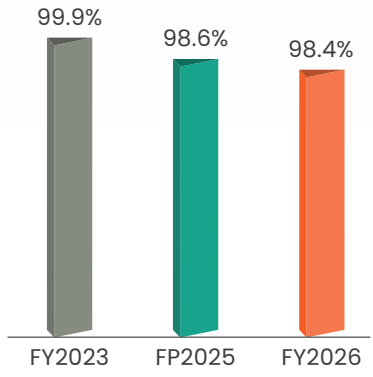
PRIORITISING LOCAL PROCUREMENT

Ranhill remains committed to prioritising local sourcing where suppliers are able to meet the Group's technical, quality, commercial and operational requirements. In addition to supporting value-for- money considerations, local procurement provides practical benefits through shorter supply chains, easier access to suppliers and technical support, and reduced exposure to supply disruptions and foreign exchange movements.

Local procurement contributes to the wider domestic economy by strengthening local supply networks and creating opportunities for businesses within the communities and markets in which Ranhill operates. Where suitable goods, services or expertise are not available locally, procurement may be undertaken from overseas suppliers based on business and project requirements.

In FY2026, 98.4% of the Group's total procurement spend was directed to local suppliers, reflecting the continued emphasis placed on local sourcing.

Proportion of Spending on Local Procurement



PROCUREMENT PROCESS AND RESPONSIBLE SOURCING

Procurement across the Group is governed by established policies, procedures and delegated authority limits, with applicable regulatory, licensing and industry requirements observed across regulated businesses. Competitive tendering and quotation processes are applied based on the nature and value of the procurement, with suppliers evaluated against relevant technical and commercial criteria.

Supplier selection and due diligence consider, where applicable, technical capability, quality, pricing and value for money, experience, financial standing, past performance and regulatory compliance. Suppliers and contractors are also required to maintain relevant registrations, licences, certifications and technical qualifications.

Sustainability and integrity considerations are progressively integrated into supplier assessment and management. Depending on the nature and risk profile of the engagement, these may include occupational safety and health, labour practices, environmental and social considerations, ethical conduct, anti-bribery and anti-corruption, human rights, modern slavery and sanctions. Higher-risk suppliers may be subject to enhanced due diligence, monitoring or site inspections.

The Group continues to strengthen its procurement practices through supplier monitoring, digitalisation and the integration of sustainability considerations into procurement decision-making. During FY2026, Ranhill SAJ continued developing its integrated Contract and Procurement Management System to enhance procurement governance, administration and visibility over supplier and contract performance.

SUPPLIER ASSESSMENT

Ranhill assesses suppliers and contractors throughout the procurement lifecycle to ensure continued alignment with the Group's operational, quality, compliance and responsible business requirements. Assessments are tailored to the nature and risk profile of the engagement and may cover technical and financial capability, certifications, past performance, regulatory compliance, occupational safety and health, labour practices, environmental and social considerations, ethical conduct, and anti-bribery and anti-corruption requirements.

At Ranhill SAJ, ESG considerations are embedded within its Procurement Policy & Procedures (P&P), with suppliers expected to demonstrate responsible practices throughout their engagement. Supplier performance is periodically evaluated based on the quality of goods and services delivered and compliance with contractual requirements. Suppliers are graded from "A" for excellent performance to "D" for poor performance. Those rated "C" are required to address identified areas for improvement, while those rated "D" are removed from the Approved Supplier List and restricted from participating in Ranhill SAJ procurement activities for one year.

A risk-based approach is applied where appropriate, with suppliers supporting critical operations, specialised equipment or higher-value contracts subject to enhanced due diligence, monitoring or site inspections. Assessment practices may also vary across businesses according to their operational requirements and risk exposure, including enhanced third-party due diligence on areas such as bribery and corruption, modern slavery, human rights and sanctions.

Through these assessment and monitoring processes, Ranhill seeks to identify and manage potential supply chain risks and address non-compliance or underperformance through appropriate corrective or contractual action. During FY2026, no significant negative social or environmental impacts were identified within the Group's supply chain.

Environmental Awareness and Preservation

Environmental considerations are closely linked to Ranhill's business model, particularly across its Water and Power sectors. The availability and quality of water resources, access to energy sources, resource efficiency and the transition towards lower-carbon alternatives the Group's operations and its impacts on the environment.

These considerations are reflected within the Ranhill Sustainability Framework and the Group's environmental material topics. From a financial materiality perspective, changes in resource availability, environmental conditions, energy costs and regulatory expectations may affect operating costs, service reliability and longer-term business resilience. From an impact materiality perspective, Ranhill's activities may affect water resources, energy use, emissions, waste generation and the surrounding environment.



50 MWac Large-Scale ("LSS") Bidor, Perak

Against this backdrop, Ranhill focuses its environmental efforts on responsible water management, energy and emissions management, resource efficiency, waste and circularity, biodiversity and environmental protection. Across its operations, the Group seeks to use resources more efficiently, reduce environmental impacts and maintain the reliable delivery of essential services.

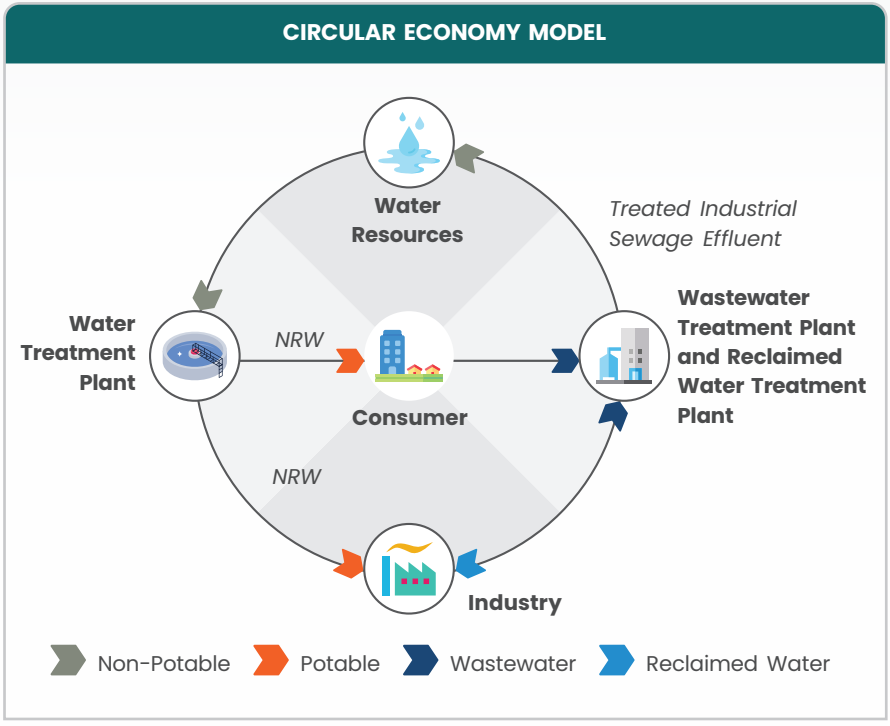
This is also why circular economy principles form a great part of Ranhill's approach to resource management, including the recovery and reuse of resources where technically and commercially feasible.

Within the Water sector, this includes safeguarding water resources and improving system efficiency through measures such as the progressive reduction of NRW, optimisation of water supply and the development of reclaimed water solutions. Within the Power sector, the Group continues to explore opportunities to improve energy efficiency and increase the role of renewable and lower-carbon energy solutions.

Environmental performance is further supported by operational controls, environmental management systems, relevant certifications, and periodic audits and inspections across applicable sites and projects. During FY2026, an Environmental Closure Audit ("ECAR") for RTSB's Lumut (Pangkalan TLDM) project was conducted by an independent certified environmental auditor on 17 April 2026 and submitted to JKR Pangkalan TLDM, with no non-compliance reports identified. Further details on the Group's regulatory compliance approach and performance are provided under Regulatory Compliance on page 27.

CIRCULARITY THROUGH GREYWATER PRODUCTION

Ranhill's wastewater treatment operations demonstrate how circular economy principles can be applied within the water cycle. Treated wastewater is further processed into reclaimed water for non-potable applications, creating a zero-discharge solution that keeps water in productive use and reduces reliance on freshwater and potable water sources.





Reclamation Water Treatment Plant ("RWTP") at Amata City Industrial Estate, Rayong, Thailand.

With water scarcity risks increasing due to climate change and growing demand, recycling and reusing wastewater provides a practical alternative for water-intensive operations. It can reduce dependence on conventional water sources and associated costs, ease pressure on shared water resources and help mitigate potential competition for water between industrial users and surrounding communities.

Ranhill's reclaimed water operations are primarily located in Thailand. In Thailand, the Group's operations through AnuRAK have a combined treatment capacity of 17 MLD.

During FY2026, AnuRAK produced 3,954,818 m³ of reclaimed water, with 45% of water withdrawal reused or recycled. This reflects the Group's continued efforts to close the loop within the water cycle by recovering wastewater as a usable resource.

Environmental Awareness and Preservation

CIRCULARITY THROUGH CLEAN ENERGY GENERATION

Ranhill continues to expand the role of renewable energy within its operations through its 50 MWac LSS4 solar plant in Bidor, Perak. During FY2026, RSI generated and exported 109,192,268 kWh of clean energy to the Peninsular grid, bringing cumulative generation since commercial operation to 257,427,716 kWh.

CIRCULARITY THROUGH ADDRESSING NON-REVENUE WATER LOSS

Every unit of treated water lost through leakage, faulty infrastructure or other causes represents water, power and cost that have already gone into abstraction and treatment without reaching the end user. For Ranhill, reducing Non-Revenue Water is therefore an important part of improving the efficiency of the overall water cycle.

Through Ranhill SAJ and RTSB, the Group continues to undertake pipe rehabilitation, replacement and network improvement works. These efforts contributed to Johor recording an NRW rate of 23.6% in FY2026, within SPAN's target ceiling of 24.0%. Lower NRW means more of the water already treated can be put to productive use. In turn, this helps reduce revenue losses, limit additional abstraction and treatment requirements, lower energy consumption and make better use of existing infrastructure.

CLIMATE CHANGE & NET ZERO 2050

Climate change remains a significant sustainability consideration for Ranhill given the nature of its Water and Power sectors. The Group's operations are exposed to both physical climate effects, including changes in rainfall, temperature and water availability, as well as transition-related developments arising from evolving regulation, energy markets and the shift towards a lower-carbon economy.

Ranhill aligns its climate-related disclosures with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"), covering the four pillars of Governance, Strategy, Risk Management, and Metrics and Targets.

TCFD Recommendation	Ranhill Disclosure
Governance	IFRS S2 Climate-related Disclosures, Governance, page 74
Strategy	IFRS S2 Climate-related Disclosures, Strategy, pages 75-92
Risk Management	IFRS S2 Climate-related Disclosures, Risk Management, pages 93-94
Metrics and Targets	Driving Decarbonisation Through Net Zero 2050 Aspirations, pages 35-37 IFRS S2 Climate-related Disclosures, Metrics and Targets, page 94

In parallel, the Group is progressively aligning its climate-related disclosures with IFRS S2 Climate-related Disclosures under Malaysia's National Sustainability Reporting Framework.

During FY2026, Ranhill strengthened its approach to climate-related risk management by undertaking a Climate Risk Assessment in alignment with the IFRS S2 Climate-related Disclosures. In line with the NSRF's transition reliefs, the Group adopted a climate-first approach and focused its assessment on its material business segments. The Climate Risk Assessment ("CRA") focused on Ranhill SAJ and RSE I and II, which collectively account for nearly 99% of the Group's energy consumption and 99.6% of Group-wide emissions, representing the Group's most significant exposure to climate-related risks and opportunities.

The assessment was conducted through a series of workshops facilitated by an external sustainability guidance and advisory consultant, bringing together relevant business and operational representatives to identify and assess material climate-related risks and opportunities ("CRROs"). The process considered physical and transition risks across defined short, medium and long term time horizons, including their likelihood and potential severity, as well as existing and planned mitigation and adaptation measures.



Climate Risk Assessment with Ranhill SAJ



Climate Value-at-Risk Workshop, strengthening the Group's quantitative assessment for Ranhill SAJ and Ranhill Sabah Energy Group



Climate Risk Assessment with Ranhill Sabah Energy Group

The Climate Risk Assessment workshops considered how identified CRROs may affect the Group's business model, operations, strategy and financial performance. Where relevant and supported by available data, Ranhill has progressed beyond qualitative assessment to quantify the current and anticipated financial effects of selected material climate risks under different climate and transition assumptions.

These assessments provide a more structured basis for Ranhill to prioritise climate-related actions, strengthen business resilience and progressively enhance its climate-related disclosures in line with IFRS S2. Further details on the Group's material CRROs, scenario analysis, resilience assessment and related financial effects are provided on pages 74-94 of this Report.

DRIVING DECARBONISATION THROUGH NET ZERO 2050 ASPIRATIONS

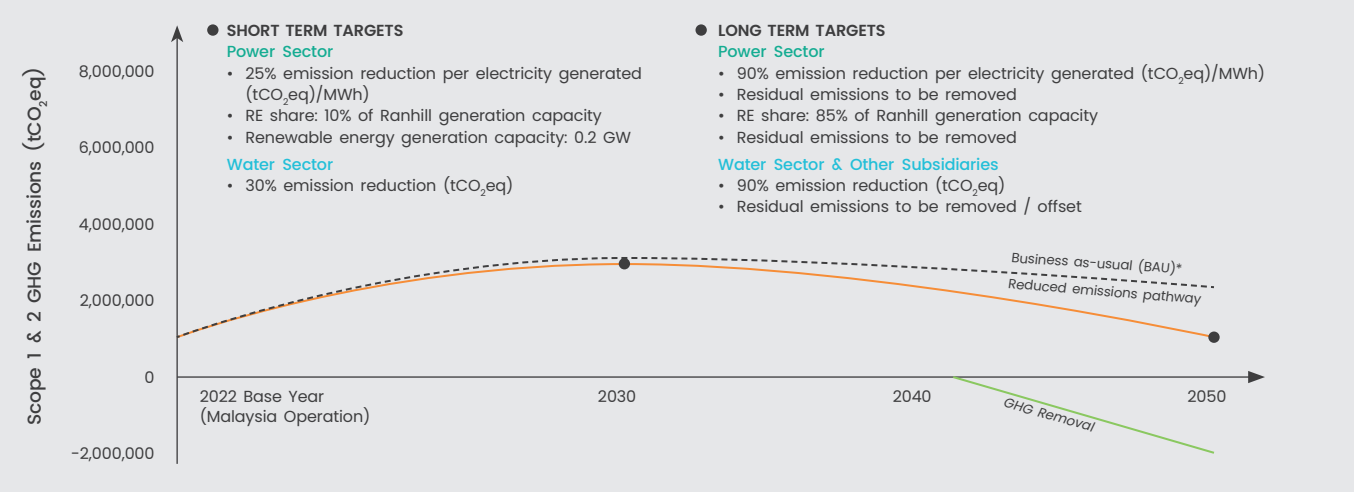
Ranhill's approach to managing climate change is supported by its Net Zero 2050 Roadmap, which sets out the Group's long-term direction for reducing greenhouse gas ("GHG") emissions and transitioning towards lower-carbon operations. The Roadmap focuses particularly on the Group's most emissions-intensive activities, recognising that RSE I, RSE II and Ranhill SAJ collectively account for nearly 99% of Group energy consumption and 99.6% of Group-wide emissions.

Using 2022 as its base year, when Scope 1 and Scope 2 emissions amounted to 1,932,031 tCO_2e, Ranhill has established short and long-term decarbonisation targets for its Power and Water sectors. By 2030, the Power sector aims to reduce emissions intensity per unit of electricity generated by 25%, while the Water sector targets a 30% reduction in emissions. By 2050, the Group is targeting reductions of up to 90%, with residual emissions to be addressed through appropriate carbon removal or offset solutions.

Environmental Awareness and Preservation

The Roadmap follows a phased pathway from accelerating action to 2030, scaling solutions from 2031 to 2040, and progressing towards deeper decarbonisation between 2041 and 2050. Measures identified span operational efficiency, renewable energy deployment and longer-term technologies, allowing the Group to progressively adapt its approach as technologies and commercial options mature.

RANHILL NET ZERO ROADMAP SUMMARY



SHORT TERM TARGETS

Power Sector
- 25% emission reduction per electricity generated (tCO_2eq)/MWh)
- RE share: 10% of Ranhill generation capacity
- Renewable energy generation capacity: 0.2 GW

Water Sector
- 30% emission reduction (tCO_2eq)

LONG TERM TARGETS

Power Sector
- 90% emission reduction per electricity generated (tCO_2eq)/MWh)
- Residual emissions to be removed
- RE share: 85% of Ranhill generation capacity
- Residual emissions to be removed

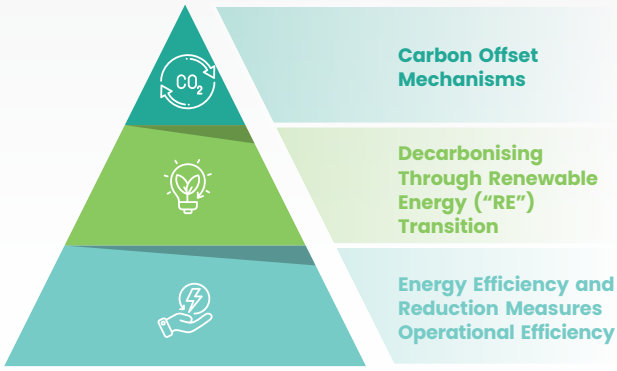
Water Sector & Other Subsidiaries
- 90% emission reduction (tCO_2eq)
- Residual emissions to be removed / offset

	ACCELERATE ACTION (2023-2030)	SCALING ACTION (2031-2040)	(2041-2050)
Mitigation Options	**Power Sector** Plant Maintenance Performance Optimisation Solar Farm	**Power Sector** Co-Firing with Hydrogen High-Efficiency Gas Turbine Floating Solar Farm Geothermal Wind Energy	**Power Sector** Carbon Capture New RE Technologies
	Water Sector Equipment Maintenance Process Optimisation Efficient Pump Solar Farm (Self-Consumption)	**Water Sector** Floating Solar (Self-Consumption) Solar Farm (Self-Consumption)	**Water Sector** Low Carbon Water Treatment
Group-wide Initiatives	• Decarbonising the Value Chain • Leading the Low Carbon Market • Normalising Low Carbon Practices • GHG Management and Governance • Carbon Removals/ Offsets		

** Business as usual (BAU) is assuming three new OCGT extended the Power Purchase Agreement (PPA) and still operated by Ranhill Utilities Berhad.*

For the Power sector, near-term priorities include plant maintenance and performance optimisation alongside the continued expansion of solar generation. Over the medium to longer term, Ranhill intends to explore a broader range of lower-carbon technologies, including high-efficiency gas turbines, hydrogen co-firing, floating solar, geothermal and wind energy, as well as carbon capture and other emerging renewable-energy solutions. The Roadmap envisages renewable energy representing an increasingly significant share of Ranhill's generation portfolio over time.

RANHILL'S TACTICAL EXECUTION TOWARDS NET ZERO 2050



Within the Water sector, the focus is on reducing the emissions associated with electricity-intensive water treatment and distribution. Key measures include improving equipment and process efficiency, optimising pump operations and increasing the use of renewable electricity, including self-consumption from solar installations. As pumping systems at WTPs represent a major source of electricity consumption, improvements in pump efficiency and scheduling remain an important area for emissions reduction. Longer-term options include floating solar and other lower-carbon water treatment solutions.

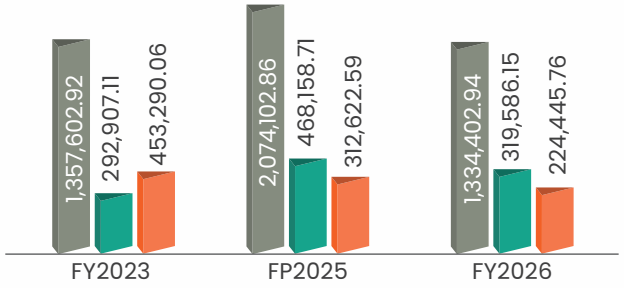
The findings of the Group's climate risk assessment also provide further context for Ranhill's existing decarbonisation efforts under the Net Zero 2050 Roadmap, particularly in relation to transition risks associated with emissions, energy use and the shift towards a lower-carbon economy.

Ranhill is also progressively strengthening its Scope 3 emissions measurement, with current tracking covering purchased goods and services, fuel and energy related activities, waste generated in operations, business travel and employee commuting. The immediate focus remains on improving the comprehensiveness, accuracy, and reliability of these datasets to provide a stronger basis for future value-chain emissions management.

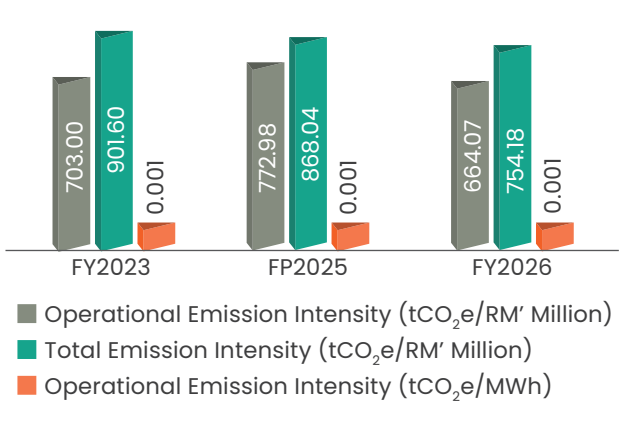
On an absolute basis, Group Scope 1 emissions decreased from 2,074,102.86 tCO_2e in FP2025 to 1,334,402.94 tCO_2e in FY2026, while Scope 2 emissions decreased from 468,158.71 tCO_2e to 319,586.15 tCO_2e. As FP2025 covered an 18-month transitional period and FY2026 covers 12 months, these movements are not directly comparable.

On a monthly-equivalent basis, operational emissions were broadly stable, decreasing by approximately 2%, attributable to the increased contribution of renewable energy. Operational emission intensity, which is unaffected by the difference in period length, improved from 772.98 to 664.07 tCO_2e per RM million of revenue, a reduction of 14.1%, reflecting improved emissions efficiency.

GHG Emission (tCO_2e)



GHG Emission Intensity



Environmental Awareness and Preservation

OTHER AIR EMISSIONS

In addition to greenhouse gas emissions, Ranhill monitors other air emissions arising from its operations, particularly from RSE's CCGT power plants. These include Nitrogen Dioxide ("NO_2") and Carbon Monoxide ("CO"), which are monitored against applicable regulatory limits.

During FY2026, emissions from RSE I and RSE II remained within the prescribed limits of 150 mg/m³ for NO_2 and 100 mg/m³ for CO. Emissions are continuously monitored through the Continuous Emissions Monitoring System ("CEMS"), with measurements undertaken in accordance with the relevant SOPs established by the DOE of Sabah. Monitoring results are also verified by an independent third-party environmental consultant, providing an additional layer of assurance over emissions performance.

Air Emissions Data	FY2023	FP2025	FY2026
NOx emissions (excluding N2O (mg/m³))	**RSE I** HRSG 11: 12.04 mg/m³ HRSG 12: 11.49 mg/m³ HRSG 21: 11.34 mg/m³ HRSG 22: 10.95 mg/m³ **RSE II** HRSG1A: 20.58 mg/m³ HRSG1B: 23.40 mg/m³	**RSE I** HRSG 11: 23.11 mg/m³ HRSG 12: 24.65 mg/m³ HRSG 21: 37.52 mg/m³ HRSG 22: 36.81 mg/m³ **RSE II** HRSG1A: 12.41 mg/m³ HRSG1B: 21.48 mg/m³	**RSE I** HRSG 11: 10.89 mg/m³ HRSG 12: 9.56 mg/m³ HRSG 21: 9.70 mg/m³ HRSG 22: 10.10 mg/m³ **RSE II** HRSG1A: 6.91 mg/m³ HRSG1B: 7.39 mg/m³
Other standard categories of air emissions identified in relevant regulations – CO (mg/m³)	**RSE I** HRSG 11: 0.0 mg/m³ HRSG 12: 0.0 mg/m³ HRSG 21: 0.0 mg/m³ HRSG 22: 0.0 mg/m³ **RSE II** HRSG1A: 0.80 mg/m³ HRSG1B: 1.05 mg/m³	**RSE I** HRSG 11: 0.0 mg/m³ HRSG 12: 0.0 mg/m³ HRSG 21: 0.0 mg/m³ HRSG 22: 0.0 mg/m³ **RSE II** HRSG1A: 0.0 mg/m³ HRSG1B: 0.0 mg/m³	**RSE I** HRSG 11: 0.0 mg/m³ HRSG 12: 0.0 mg/m³ HRSG 21: 0.0 mg/m³ HRSG 22: 0.0 mg/m³ **RSE II** HRSG1A: 0.0 mg/m3 HRSG1B: 0.0 mg/m3
GHG emissions associated with power deliveries (tCO_2eq) (%)	**RSE I** HRSG 11: 1.00% HRSG 12: 1.22% HRSG 21: 1.36% HRSG 22: 1.06% **RSE II** HRSG1A: 1.02% HRSG1B: 1.00%	**RSE I** HRSG 11: 1.03% HRSG 12: 1.09% HRSG 21: 1.00% HRSG 22: 1.28% **RSE II** HRSG1A: 0.70% HRSG1B: 0.93%	**RSE I** HRSG 11: 1.00% HRSG 12: 1.00% HRSG 21: 0.90% HRSG 22: 1.05% **RSE II** HRSG1A: 1.03% HRSG1B: 1.05%

Note: HRSG = Heat Recovery Steam Generator

GROUP ENERGY CONSUMPTION

Energy consumption across Ranhill is concentrated within its Water and Power sectors, reflecting the energy-intensive nature of water treatment and power generation. Ranhill SAJ's 46 water treatment plants ("WTPs") in Johor rely primarily on grid-sourced electricity, while diesel and petrol are used for fleet operations, machinery and back-up generation during power disruptions. Meanwhile, the Combined Cycle Gas Turbine plants operated by RSE I and RSE II are primarily fuelled by natural gas, which has a lower emissions intensity than other conventional fossil fuels.

Both CCGT plants maintain an auxiliary load below 5% — the proportion of electricity generated that is consumed internally to operate machinery, lighting, heating, and cooling systems, with only minimal grid electricity drawn where required.

Given this energy profile, Ranhill remains focused on improving energy efficiency and reducing unnecessary consumption across its operations. At Ranhill SAJ, energy management is supported by its ISO 50001-certified Energy Management System ("EnMS"), with continued emphasis on improving the efficiency of pumps and other energy-intensive equipment and optimising operating schedules. Within the Power Sector, energy efficiency is pursued through turbine and asset performance optimisation, scheduled maintenance and operational practices aimed at improving fuel efficiency and minimising energy losses.



Combined Cycle Gas Turbine in Rugading Power Station



Ranhill's 63 kWp Solar PV System at 20 MLD, Sultan Iskandar

These measures are complemented by Ranhill's progressive shift towards renewable energy. During FY2026, Ranhill Solar I's 50 MWac LSS4 plant in Bidor, Perak generated 109,192,268 kWh of renewable electricity to the Peninsular grid. Renewable energy is also being introduced at operational sites, including solar generation at Ranhill SAJ's Sultan Iskandar WTP and mini-hydro generation at the Gunung Ledang WTP.

Total Energy Consumption (GJ)	FY2023	FP2025	FY2026
Direct Energy Consumption (GJ)	24,020,438.81	36,620,763.39	23,660,883.56
Indirect Energy Consumption (GJ)	1,352,761.87	1,463,802.12	1,487,650.80
RE-Derived Electricity Consumption (GJ)	1,057.06	713.47	473.68
Total Energy Consumed (GJ)	25,374,257.74	38,085,278.98	25,149,008.04
Energy Intensity (GJ / Revenue RM' Million)	11,125.16	11,579.94	10,097.16

Environmental Awareness and Preservation

PRESERVING WATER RESOURCES

Water is fundamental to Ranhill's business, particularly its Water operations, which depend on the continued availability and quality of raw water sources to provide reliable potable water supply. The Group's approach to water management therefore extends beyond securing sufficient supply to include protecting water sources, improving network efficiency, reducing water losses, maintaining water quality and increasing water reuse where practicable.

These priorities are supported by water-management practices across the Group's relevant operations, covering areas such as water withdrawal, efficiency, recycling and reuse, discharge and water-quality management. At Ranhill SAJ, Water Safety Plans ("WSPs") are implemented across 100% of its WTPs, providing a structured approach to managing risks to water availability and quality.

For Ranhill SAJ, raw water availability continues to face pressures from pollution, increasing demand and climate change. Changes in rainfall patterns, prolonged dry periods and rising temperatures may affect river flows and available abstraction volumes, while sea-level rise may increase the risk of saline intrusion at vulnerable water sources. Pollution incidents can similarly affect raw water quality and temporarily constrain abstraction and treatment operations.

Operational procedures are in place to respond to periods of drought or declining raw-water levels. As intake levels approach critical thresholds, Ranhill SAJ's Production team coordinates with the Planning Department, Command Centre and relevant districts to assess prevailing conditions and determine appropriate response measures. Badan Kawalselia Air Johor ("BAKAJ") and other relevant stakeholders are engaged where necessary, including to assess whether scheduled water-supply arrangements may be required.

Against this backdrop, Ranhill adopts a two-pronged approach that addresses both water supply and water-use efficiency. This combines investments to strengthen water availability and system resilience with measures to reduce losses and maximise the productive use of water already abstracted and treated.

Abstraction

- Raw water transfer activities
- Groundwater extraction

Supply and Infrastructure

- Reducing NRW levels
- Improving operational efficiency of existing WTPs
- Upgrading existing WTPs
- Adding new WTPs into the network
- Developing offriver storage

Capacity

- Ensuring sufficient reserve margins, notably at water stressed areas

Ranhill SAJ strengthen water availability and system resilience through the development and upgrading of WTPs, off-river storage ("ORS") and raw water transfer projects, rezoning of Water Supply Systems ("WSS"), and the exploration of alternative water sources such as groundwater and seawater desalination.

These measures are particularly important in areas with lower reserve margins, where water supply may be more susceptible to periods of high demand or constrained raw water availability. 23 WTPs (49% of total WTPs) operated in areas with reserve margins below SPAN's 15% water-stress threshold. These WTPs accounted for 56.4% of Ranhill SAJ's treated water production during the year.

At the same time, sustainable abstraction must be complemented by the efficient delivery of treated water to consumers. Ranhill SAJ remains committed to reducing water losses and improving the efficiency of its water distribution network, recognising that every unit of treated water lost through leakage or other network losses represents water, power and cost that have already been expended through abstraction and treatment.



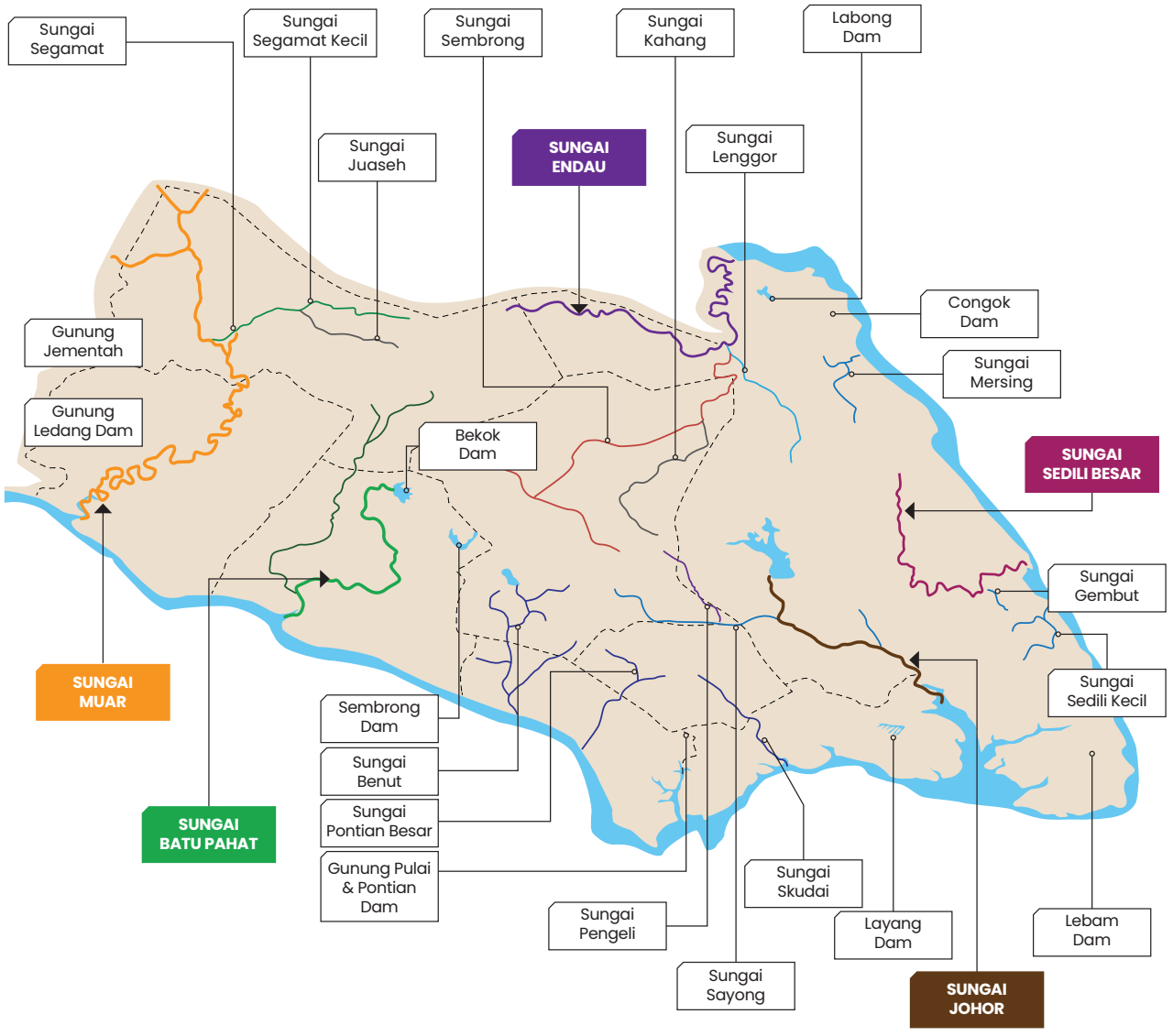
Pipe rehabilitation works undertaken to strengthen the distribution network, reduce water losses and improve the efficiency of treated water delivery to consumers.

NRW reduction therefore remains an important component of Ranhill SAJ's water management approach. Actions are implemented across the network through pipe rehabilitation and replacement, network improvement works, leakage management and operational optimisation, enabling more treated water to reach consumers without requiring corresponding increases in raw water abstraction.

During FY2026, Johor recorded an NRW rate of 23.6%, within SPAN's target ceiling of 24.0%.

Environmental Awareness and Preservation

EXISTING RAW WATER SOURCE



Note:

5 Major River Basins in Johor.

COMBATTING WATER POLLUTION

River pollution presents a direct risk to Ranhill SAJ's ability to abstract and treat raw water reliably. Key sources include inadequately treated industrial effluent, agricultural runoff, domestic waste and untreated sewage, as well as sedimentation arising from construction, sand mining and other land-disturbing activities. Illegal or non-compliant discharges can compromise river water quality and, in more severe cases, disrupt downstream water treatment operations.

Elevated pollutant levels may require affected WTPs to reduce or temporarily suspend operations to safeguard water quality. Such disruptions may affect the availability of potable water for distribution, result in additional operating costs for alternative supply arrangements, and create broader impacts for customers, surrounding communities and the environment.

Impacts

- Excessive water pollutant levels pose harm to consumers.
- Contaminated rivers and water bodies can impact riverside communities as well as local wildlife.

Operational Impacts

- The need to shut down WTPs that abstract water from along the polluted source.
- Damages to pipes due to airlocks that build up when water supply is shut down.

Financial Impacts

- WTP shutdowns lead to inability to supply water and therefore revenue losses.
- Costs associated with provision of alternative supply i.e. sending water tankers, etc.
- Impacts to brand reputation and credibility.

During FY2026, Ranhill SAJ recorded several interruptions arising from raw-water contamination, affecting a number of WTPs. The incidents were primarily associated with elevated ammonia levels and turbidity in raw water.

To address these risks, Ranhill SAJ's Environmental Crime Prevention Unit ("UCJAS") works closely with Badan Kawalselia Air Johor ("BAKAJ"), the Department of Environment ("DOE"), Ministry of Health ("MOH"), SPAN and the Royal Malaysia Police to identify pollution sources and support enforcement against responsible parties. UCJAS employs monitoring tools including drones and probes, alongside scientifically collected water samples, to support investigation and evidence gathering.

Ranhill SAJ has also strengthened treatment resilience through the Pollutant Removal System ("PRS") at the Simpang Renggam WTP, which is designed to reduce ammonia concentrations in raw water to below 10 ppm. This is complemented by preventive engagement with industries and communities located near river systems to promote responsible practices and address pollution risks closer to source.



Real-time monitoring systems enable the early detection of raw water quality and intake-level fluctuations, supporting timely intervention to safeguard water treatment operations.

Environmental Awareness and Preservation

WATER QUALITY

Beyond ensuring sufficient water availability, Ranhill places equal emphasis on the quality and safety of water supplied to consumers. Ranhill SAJ maintains a structured water-quality management approach designed to safeguard drinking water quality and sustain consistently high compliance with applicable regulatory standards.

Ranhill SAJ maintains high compliance with SPAN water-quality indicators, anchored in its Water Safety Plan and HACCP certification of all Malaysian WTPs.

The WSP provides a structured, risk-based approach for identifying, assessing and controlling potential hazards throughout the water supply system, while HACCP reinforces preventive controls over water quality during treatment. These measures are supported by routine monitoring, laboratory testing and internal and external audits.

During FY2026, treated-water-quality performance remained strong, with compliance rates of 99.96% for residual chlorine, 100% for E. coli and 99.96% for turbidity. Compliance for aluminium stood at 94.26%, slightly below the 95.0% target, and has been identified as an area for continued improvement. Across the five quality assurance programme parameters monitored, Ranhill SAJ recorded 137 test results exceeding applicable thresholds, of which 129 related to aluminium. In Thailand, RWTT and AnuRAK continued to monitor influent and effluent quality across their operations. Two non-conformances were recorded by AnuRAK during FY2026, with appropriate corrective actions undertaken.



Water quality monitoring forms an integral part of Ranhill SAJ's commitment to delivering safe, reliable, and compliant drinking water.



Further details on water-quality performance are provided in the Appendices.

WATER RECYCLING AND REUSE

Ranhill seeks to keep water in productive use for longer by increasing recycling and reuse where operationally and technically feasible. This is particularly evident within the Group's wastewater treatment operations, where treated wastewater is further processed into reclaimed water for non-potable applications, reducing demand on freshwater and potable water resources.

In Thailand, AnuRAK produced 3,954,818 m³ of reclaimed water during FY2026, with approximately 45% of water withdrawal reused or recycled. Ranhill's reclaimed-water activities in Thailand are supported by AnuRAK's combined treatment capacity of approximately 17 MLD.

Reclaimed-water activities complement the Group's broader water-efficiency measures. The RTSB Johor Phase 8 Project, for example, achieved water savings of 23 MLD in FY2026, supporting the Group's efforts to improve the efficiency and sustainability of water use.



RO membrane system operating at Amata City Industrial Estate, Chonburi, Thailand.

WATER WITHDRAWAL

Water requirements vary across Ranhill's businesses depending on the nature of their operations. Following a review of the Group's water-reporting methodology in FY2026, certain water volumes previously classified as "water consumption" have been reclassified as "water withdrawal". This is a reclassification and does not affect the underlying volumes previously reported.

A significant proportion of water is abstracted or received from external sources to be treated and subsequently supplied, distributed or reclaimed, rather than consumed within Ranhill's operations.

Water Withdrawal by source	FY2023	FP2025	FY2026
Surface water – rivers, lakes and natural ponds	710,244,247	1,062,386,639	753,905,010
External Wastewater	10,301,852	15,633,635	11,887,989
Municipal potable water	151,132	221,808	127,737
Total Water Withdrawal (m³)	720,697,231	1,078,242,082	765,920,736

Environmental Awareness and Preservation

Given the scale of Ranhill's Water sector, the majority of the Group's water withdrawal relates to water handled for treatment and onward supply or reclamation. In Malaysia, Ranhill SAJ abstracts raw water primarily from rivers and dams for treatment and distribution as potable water across Johor. In Thailand, RWTT withdraws raw water for treatment and supply to customers, while AnuRAK receives wastewater for treatment and reclamation. Water withdrawal within the Power Sector is comparatively smaller and comprises mainly municipal potable water used to support its power-generation operations, including the production of demineralised water and other operational requirements.

WATER TREATMENT AND SUPPLY

The nature of Ranhill's Water sector means that a substantial volume of water entering its operations is treated for onward supply or reuse rather than consumed by Ranhill itself. Therefore, the Group also distinguishes between water withdrawn for treatment and the resulting treated-water output.

In Malaysia, Ranhill SAJ abstracts raw water from approved sources, treats the water at its WTPs and distributes potable water through Johor's water supply network, producing 747.2 million m³ of treated water in FY2026. A similar treatment-and-supply model applies to RWTT in Thailand, producing 11,838,494 m³ of treated water.

Water Treatment and Supply	FY2023	FP2025	FY2026
Ranhill SAJ: Treated water produced / supplied (m³)	681,406,791	1,062,386,639	747,173,733
RWTT: Treated water produced (m³)	N/A*	15,633,635	11,838,494

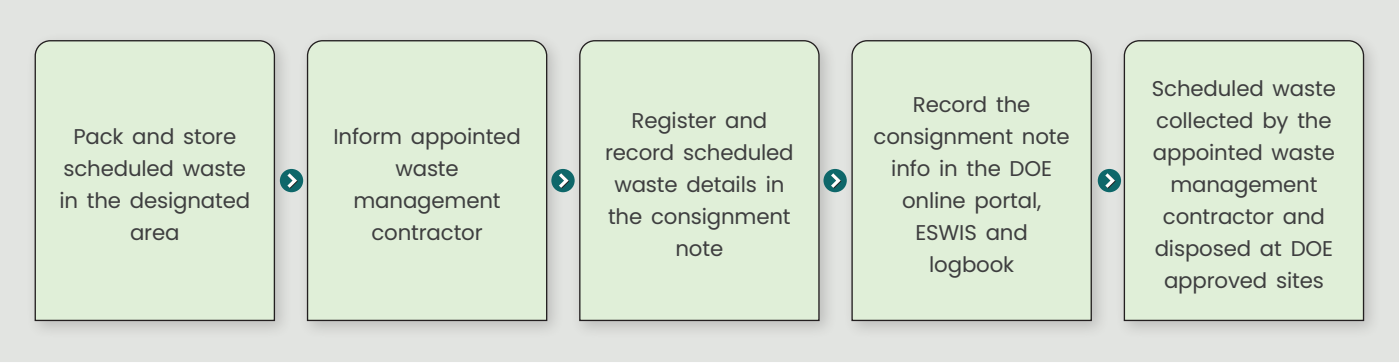
** No data available, as RWTT data collection commenced in FP2025*

WASTE MANAGEMENT

Ranhill's operations generate both scheduled (hazardous) and non-scheduled (non-hazardous) waste, with the nature and volume of waste differing across its Water and Power sectors. The Group is committed to managing waste and resources responsibly by reducing waste generation and final disposal, improving resource-use efficiency, and promoting reuse, recycling and recovery where practicable to minimise associated environmental impacts.

The Group's approach to waste management is guided by the 4R principles of Refuse, Reduce, Reuse, and Recycle, with emphasis placed on avoiding and minimising waste at source before considering recovery, recycling and responsible disposal. Where waste cannot be avoided or recovered, it is managed in accordance with applicable regulatory requirements and disposed of through appropriately licensed contractors and approved facilities.

In Malaysia, scheduled waste is managed in accordance with applicable requirements under the Environmental Quality Act 1974 and relevant scheduled waste regulations, while waste generated by the Group's Thailand operations is managed in accordance with applicable local requirements. There were zero incidents of fines, censures, or any other form of punitive action for non-compliance relating to waste management in FY2026.



Key waste streams generated across the Group include:

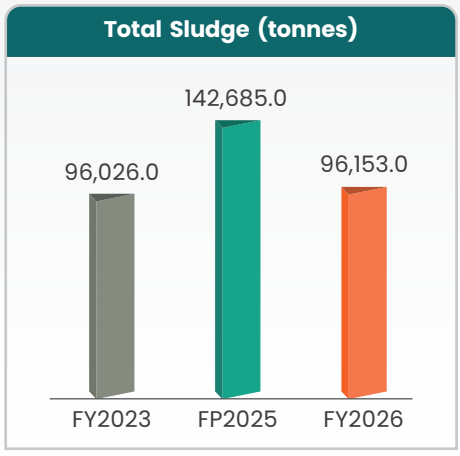
Operating Entity / Business	Principal Waste Streams
Ranhill SAJ	Water treatment sludge; scheduled and non-scheduled operational waste
RSE I & RSE II	Used lubricating and hydraulic oils; contaminated sand and absorbents; used chemical containers; contaminated oil filters and rags; laboratory chemical waste; electronic waste; wastewater and other plant related waste
RWTT / AnuRAK	Wastewater treatment sludge and other operational waste
Other subsidiaries	General, recyclable and scheduled waste arising from office, project and operational activities

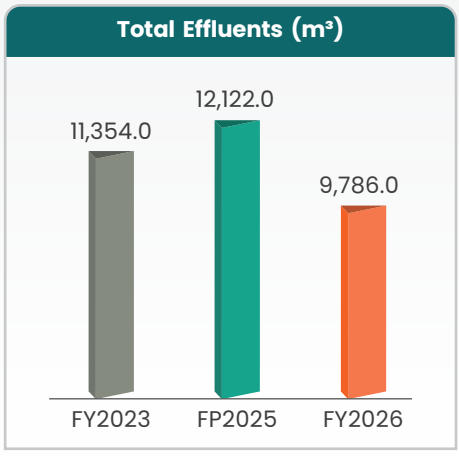
Sludge remains the Group's most significant waste stream by volume, arising primarily from water and wastewater treatment activities. Appropriate handling and disposal are important to prevent potential impacts on soil and water resources. Ranhill continues to explore opportunities to improve sludge management, including potential waste minimisation, recovery and beneficial reuse where technically and commercially feasible.

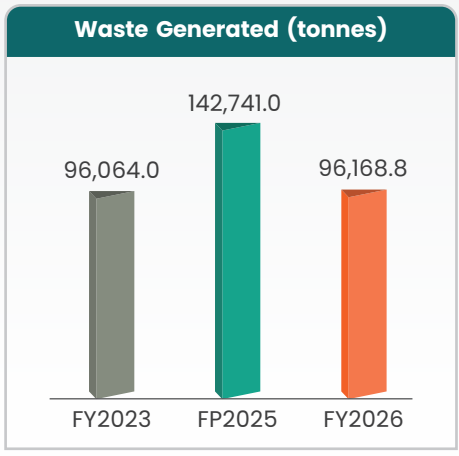
Within the Power sector, waste-management controls across its CCGT operations, including the appropriate handling of used oils, contaminated materials, chemicals and other scheduled waste. Preventive maintenance, refurbishment and overhaul of turbines and other major equipment also help extend asset life and improve resource efficiency, reducing the need for premature replacement and associated material waste.

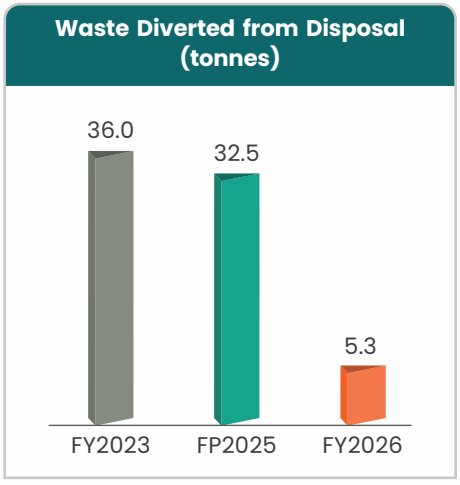
Total waste generated was 96,168.8 tonnes in FY2026, compared with 142,741.0 tonnes over the 18-month FP2025 period. On a monthly-equivalent basis, waste generation remained broadly stable and was comparable to FY2023 levels. Treatment sludge continued to account for approximately 99.9% of total waste generated, while waste diverted from disposal remained minimal at 5.37 tonnes. Improving waste diversion, including opportunities for sludge reuse, remains an area for continued consideration.

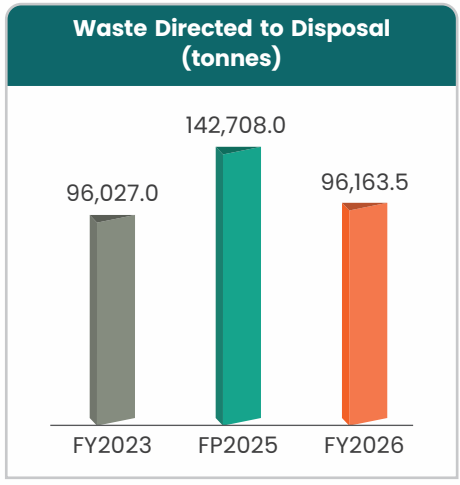
Environmental Awareness and Preservation











RECYCLING AND RESOURCE EFFICIENCY INITIATIVES

Ranhill advances waste reduction and resource efficiency through initiatives that encourage reuse, recycling, material recovery and more efficient use of resources across its operations and workplaces. These efforts complement the Group's 4R approach by extending the useful life of materials, diverting waste from disposal and reducing resource consumption where practicable.

At Group level, the Ranhill Re-bin initiative, established in collaboration with Kloth Malaysia at Ranhill Headquarters, provides a dedicated channel for unwanted clothing and textiles to be reused, repurposed or recycled. Depending on their condition, collected items may be donated, transformed into new products or recovered for alternative uses. As of June 2026, the programme had collected 15,290 kg of textiles, corresponding to an estimated 34,751 kgCO_2e of emissions avoided.

Ranhill also continues its e-waste collection programme in partnership with Electronic Recycling Through Heroes ("ERTH"), providing a responsible disposal channel for computers, mobile phones, peripherals and other electronic equipment. Participation has been extended across the Group, including through an e-waste collection point established at RTSB's office. By June 2026, a total of 4,426 kg of e-waste was collected, corresponding to an estimated 6,373 kgCO_2e of emissions avoided.

RTSB further strengthened recycling and resource-efficiency practices during FY2026 through the introduction of dedicated 3R bins for paper, plastic and other recyclable materials at its headquarters, as well as the continued use of its in-house AquaSMART platform, which enables subcontractor claim submissions to be processed fully online, thereby reducing paper use and travel while supporting more efficient data collection and decision-making.

BIODIVERSITY

Ranhill recognises the importance of safeguarding biodiversity and managing potential impacts on the natural environment arising from its operations and project activities. While biodiversity is not currently assessed as one of the Group's most financially material sustainability matters, it remains relevant from an impact perspective given Ranhill's interaction with water resources, river systems, land and surrounding ecosystems.

Biodiversity considerations are therefore incorporated, where relevant, into the environmental management practices of Ranhill's Water, Power and Consultancy and Services sectors. This includes managing potential impacts associated with effluent discharge, air emissions, waste generation, land disturbance, sedimentation and waterway protection, alongside compliance with applicable environmental requirements. These measures are complemented by the Group's broader environmental efforts, including responsible water-resource management, pollution prevention, resource efficiency and emissions reduction, which collectively help reduce pressures on aquatic and terrestrial ecosystems.

The relevance of these considerations was reflected in several RTSB project activities during FY2026. At the TLDM water-supply system at Pangkalan TLDM Lumut, Perak, works were undertaken within an area characterised by undulating terrain, slopes and existing vegetation near monsoon drainage systems. Meanwhile, the elevated water-tank project at Sedenak Tech Park (IBTEC), Kulai, Johor was situated adjacent to dense forested areas, requiring particular attention to the protection of nearby waterways.

Site specific mitigation measures were implemented in response to these environmental sensitivities. At Lumut, measures included turfing and rehabilitation, drainage maintenance, decommissioning of temporary barriers, land management and waste controls. At Sedenak, RTSB implemented erosion and sediment barriers, waterway protection, site stabilisation, pollution prevention controls and 3R practices. No Environmental Impact Assessments were required for RTSB projects during FY2026.

To the Group's knowledge, its operations are not currently located within areas formally identified as having significant biodiversity importance, and no IUCN Red List species have been identified. Nevertheless, the FY2026 project experience reinforces the importance of remaining attentive to biodiversity and ecosystem considerations, particularly where activities are undertaken near forests, waterways or other environmentally sensitive areas.

Going forward, Ranhill intends to progressively strengthen its understanding of biodiversity-related dependencies and impacts, including through more structured assessment of environmentally sensitive locations and opportunities to further support habitat and ecosystem protection.



Environmental safeguards, including erosion and sediment control measures, were implemented to minimise impacts on surrounding ecosystems during project development at Sedenak Tech Park.

Contributions to Social Well-Being & Capacity Building

Ranhill's ability to create long-term value is closely connected to the people who support its businesses and the communities it serves. This is one of the many reasons the Group continues to invest in its workforce and contribute positively to local communities, with both financial and impact materiality considerations shaping its approach.

Investing in people strengthens Ranhill's ability to retain institutional knowledge, build operational capability and support productivity and innovation. At the same time, employment, training and career development can generate broader social benefits through improved livelihoods, income security and opportunities for advancement. Talent management therefore carries both financial and impact materiality considerations.

Beyond the workplace, Ranhill seeks to create positive social outcomes through targeted community programmes, partnerships and Corporate Social Responsibility ("CSR") initiatives. These efforts are primarily driven by impact materiality, reflecting the Group's role in supporting community well-being and broader socio-economic development.



SERVING AND EMPOWERING COMMUNITIES

Ranhill's approach to community investment is grounded in the view that a sustainable business should not only minimise negative impacts, but also use its capabilities, resources and presence to create meaningful and lasting positive outcomes for the communities around it.

The Group's community investments are guided by two considerations: responding to identified community needs and directing support towards areas where Ranhill's businesses, expertise and operating presence can make a meaningful contribution. Key areas of focus include water stewardship and access, education and capacity building, community well-being and social assistance, and environmental and community resilience. This provides a natural link between Ranhill's community investments and its wider business and sustainability priorities.

This approach is particularly evident within Ranhill SAJ, where community and stakeholder programmes are structured around six strategic areas:



Across the wider Group, programmes are adapted to the needs and circumstances of individual operating communities. During FY2026, initiatives ranged from water rebates and drought-relief assistance in Johor to education and youth-development programmes, humanitarian assistance, internship opportunities, welfare support, school development and environmental restoration activities in Malaysia and Thailand.



Children's Day at Rayong, Thailand



Promoting learning, creativity and social interaction through Children's Day activities in Chonburi, Thailand.

Education and youth development remain recurring areas of focus. Through school-based water education, digital-learning programmes, improvements to learning environments and targeted assistance for underprivileged students, Ranhill seeks to support children's access to learning, development, inclusion, and well-being. In Thailand, RWTT and AnuRAK undertook school-development programmes aimed at improving learning facilities and student well-being, alongside dedicated Children's Day activities supporting learning, creativity and social development.

Contributions to Social Well-Being & Capacity Building

During FY2026, community programmes continued to be delivered through a combination of longer-term strategic initiatives and targeted assistance in response to immediate community needs. The Group seeks to assess the value of these investments not only through expenditure and programme counts, but also through tangible outputs and outcomes such as households supported, students reached, improvements in learning environments and other measurable benefits to communities.

Community Investment	FP2025	FY2026
Community investment/donations (RM)	1,514,408.6	1,387,526.2
Total beneficiaries	2,807	2,745

SUPPORTING THE BASIC HUMAN RIGHT TO WATER (WATER REBATE PROGRAMME)

Access to clean and affordable water is closely connected to Ranhill SAJ's role as Johor's water operator. Through its Water Rebate Programme, the company provides targeted assistance to poor and hard-core poor households registered under the Johor State e-Kasih programme.

During FY2026, RM859,036.02 in water bill rebates was provided, with approximately 2,704 households benefiting from the programme as at year-end, helping to ease household expenses while supporting continued access to clean water.

Beyond the financial assistance provided, the programme reflects Ranhill SAJ's broader social commitment to the communities it serves. By directing support towards households most in need, Ranhill SAJ seeks to make water not only available, but also accessible and affordable, helping safeguard a basic necessity of daily life.

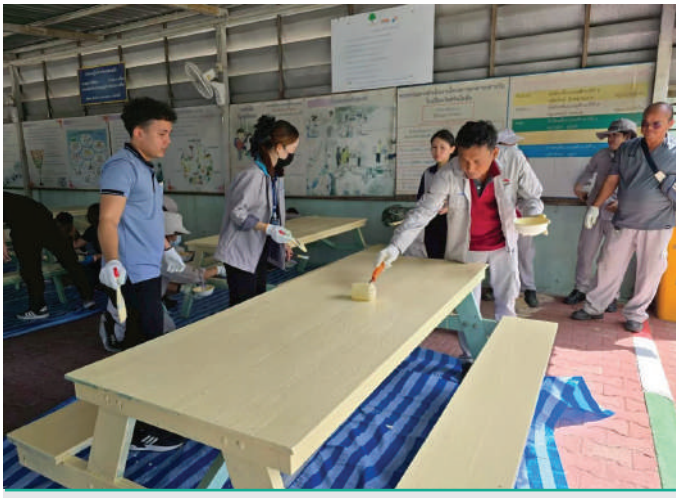
Water Rebate Programme	FP2025	FY2026
Total rebate disbursed (RM)	1,300,000.0	859,036.0
Households benefitted (year-end)	2,748	2,704

CREATING A WATER-CONSCIOUS GENERATION

Sustainable water management begins with how communities understand and value water. As a key partner of the Smart Partnership Programme: Iskandar Malaysia Eco-Life Challenge ("IMELC"), Ranhill SAJ continued to advance water conservation awareness among students during FY2026. The flagship school-based initiative promotes innovative solutions for water conservation and environmental stewardship, engaging students across Johor in sustainability-focused learning and action. Complementing IMELC, Program Generasi Jimat Air brought water-conservation education directly to students at schools including SK Taman Perling, SK Pulai Perdana and SK Mutiara Rini. Through these initiatives, Ranhill SAJ continues to foster a water-conscious generation while reinforcing the connection between its core water services and community development efforts.



Promoting sustainability education through engaging school outreach activities



Employees supporting education through the refurbishment of school facilities

DIGITAL LEARNING PROGRAMME FOR STUDENTS IN SABAH

RSE continued to support educational development through its Confirm AI programme at SK Malawa, Sabah. Completed in May 2026, the AI-enabled learning initiative was designed to broaden access to digital learning, particularly for students from B40 backgrounds.

The programme also delivered a tangible educational outcome, with one participating student subsequently advancing to Sekolah Sains Sabah. The initiative demonstrates how targeted community investment can extend beyond financial assistance towards developing capabilities and expanding educational opportunities.

STRENGTHENING LEARNING COMMUNITIES IN THAILAND

RWTT and AnuRAK supported education and community development across Chonburi and Rayong through school-development activities that improved facilities and learning environments. The initiatives also encouraged employee participation and engagement with students, teachers and local communities, helping to strengthen student well-being and community relationships.

BUILDING THE NEXT GENERATION OF ENGINEERING TALENT

Beyond formal education, early industry exposure can play an important role in preparing students for future careers. RBSB supports this transition through structured internship placements that allow engineering students to gain practical experience and strengthen their understanding of professional engineering practice.

Inspirational Workplace & Culture

Ranhill's people are central to how the Group operates, grows and adapts. Its ability to deliver reliable services, respond to changing business needs and pursue new opportunities depends on having people with the right technical expertise, leadership capabilities and judgement.

Talent management is therefore both a people priority and a business imperative. Ranhill focuses on attracting and retaining capable employees while continually developing the skills and competencies needed across its businesses. Investment in its workforce supports stronger operational performance and productivity, while creating opportunities for employees to build their capabilities and progress in their careers.

Learning and development forms an important part of this approach. Across the Group, training is tailored to business requirements and individual development needs, with priorities informed through performance appraisals and ongoing discussions between employees and their managers. Programmes range from technical and professional training to leadership and broader capability development, helping employees remain equipped for evolving roles and responsibilities.



OVERSIGHT OF TALENT MANAGEMENT AND DEVELOPMENT

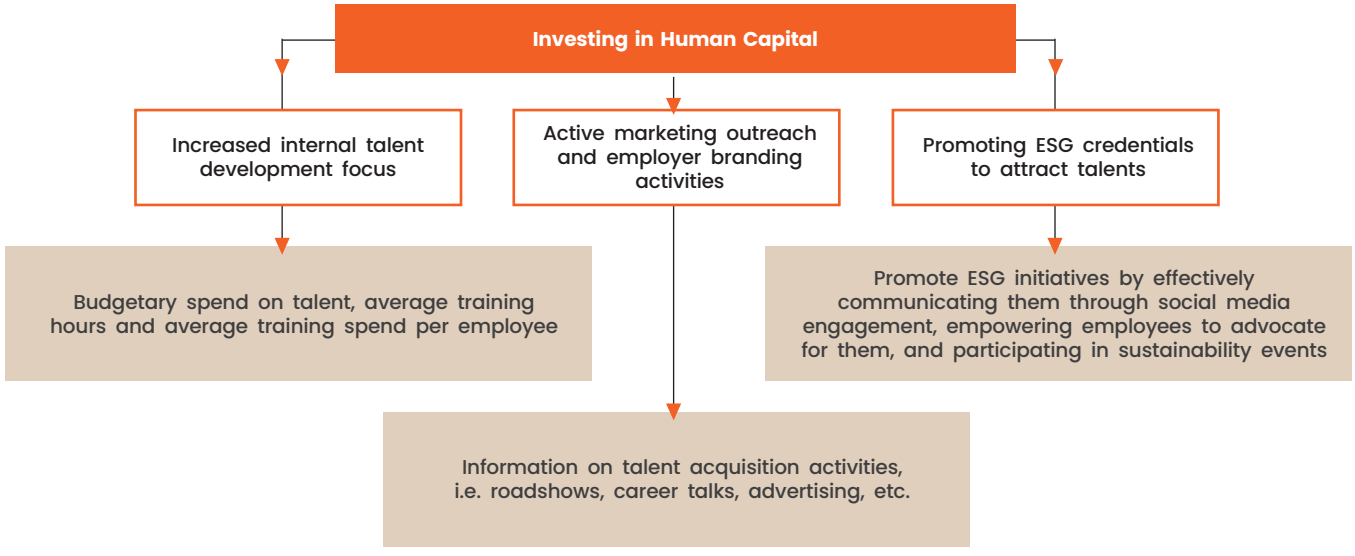
Responsibility for building Ranhill's talent pipeline extends from the Board to Management and the Group's individual businesses. The Board, supported by the Nominating and Remuneration Committee ("NRC"), provides oversight of talent-related matters, while Group Human Resources ("GHR") and subsidiary-level HR functions lead the implementation of people strategies and programmes.

The NRC reviews relevant talent and remuneration matters with support from GHR, while the CEOs of Ranhill's subsidiaries play an active role as talent champions within their respective businesses, bridging Group-wide people priorities with the different workforce and capability requirements of each operation.

Accountability is also reinforced through performance management. The remuneration of key management personnel at subsidiary level is linked, in part, to the achievement of relevant human capital KPIs and targets, strengthening the connection between people outcomes and management performance.

Ranhill also uses the Balanced Scorecard to assess employee and business performance, with individual subsidiaries adapting their approach to reflect their respective operating requirements.





Inspirational Workplace & Culture

RESPECTING LABOUR AND HUMAN RIGHTS

Ranhill fully complies with applicable labour laws and regulations across the jurisdictions in which it operates, including the Employment Act 1955, the Sabah Labour Ordinance, and equivalent legislation in Thailand.

Beyond statutory requirements, the Group aligns its employment practices with internationally recognised frameworks, including the International Labour Organization conventions, Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, and the UN Global Compact Ten Principles.

Ranhill upholds fundamental labour rights across its operations, including the prohibition of child and forced labour, non-discrimination and equal opportunity, a safe and harassment-free workplace, protection against retaliation and inappropriate disciplinary practices, respect for freedom of association, and compliance with applicable requirements on working hours and wages.

1. Human rights, labour, environment and anti-corruption
2. UN Guiding Principles on Business and Human Rights
3. International Labour Law
4. Prohibiting child and forced labour
5. Ensuring non-discrimination and equal opportunity
6. Supporting a harassment-free and violence free workplace
7. Prohibiting retaliation or any form of physical and mental disciplinary practice
8. Respecting workers' right to freedom of association
9. Ensuring compliance with laws governing working hours and wages

These commitments are reinforced through established policies and procedures. Employees eligible for overtime are compensated in accordance with applicable labour requirements, while limits are applied to prevent excessive working hours. Fatigue-management procedures further support employee health and safety where working patterns may give rise to additional risks.

Compliance with minimum wage	Compliance with Minimum Wage Order 2018
Right to freedom of association / collective bargaining	Policy Statement on Human Rights and Labour Standards.
Prevention of child or forced labour	Policy Statement on Recruitment for both employees and vendors.
Written policies that address non-discrimination, the creation of an equal opportunity workplace, gender, and ethnic diversity.	

The Group also takes steps to ensure that these rights and requirements are communicated to employees. Ranhill SAJ provides relevant policies in both English and Bahasa Melayu, while RTSB communicates employment information through the InfoRT platform and provides an employee handbook to new hires.

Specific safeguards are also maintained at subsidiary level. Ranhill SAJ and RSE have explicit provisions prohibiting child and forced labour, while RBSB provides grievance channels, including the e-CCBE platform, for workplace concerns to be raised. Workplace conduct is further reinforced through training: Ranhill SAJ provides Domestic Inquiry training for executive-level employees and above, while RW conducts annual Code of Conduct and Business Ethics training for employees, including new hires.

Ranhill also engages with relevant government authorities and industry bodies on labour and employment matters, providing a channel to stay abreast of regulatory developments and employment practices.

In FY2026, zero substantiated complaints concerning human rights violations were reported.

	FY2023	FP2025	FY2026
No. of Reported Incidents and Cases	0	0	0

FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

Ranhill respects the rights of eligible employees to freedom of association and collective bargaining. Employees may collectively engage with the Group on matters such as wages, employment terms, rights and benefits without restriction.

At Ranhill SAJ, a union has been established for non-executive employees in accordance with the Trade Union Act 1959 and Industrial Relations Act 1967.

Employees are also free to join or participate in lawful professional bodies, civil society organisations, NGOs and other associations, provided such activities comply with applicable laws.

Through ongoing engagement with employees, unions and employee interest groups, Ranhill seeks to safeguard employee representation while strengthening trust and workforce stability.

EMPLOYEE ACCESS TO GRIEVANCE MECHANISMS

Ranhill provides employees with channels to raise concerns relating to working conditions, remuneration, workplace conduct and other employment or human rights matters. These may include concerns involving bullying, harassment, discrimination, abuse, violence or coercion.

Formal channels include the Ranhill Internal Communication Channel ("RICH") and the Group's whistleblowing mechanism. Employees may raise concerns individually or collectively and, where relevant, through union representatives and formal union channels.

These mechanisms are intended to provide employees with accessible avenues to raise concerns and facilitate timely resolution.

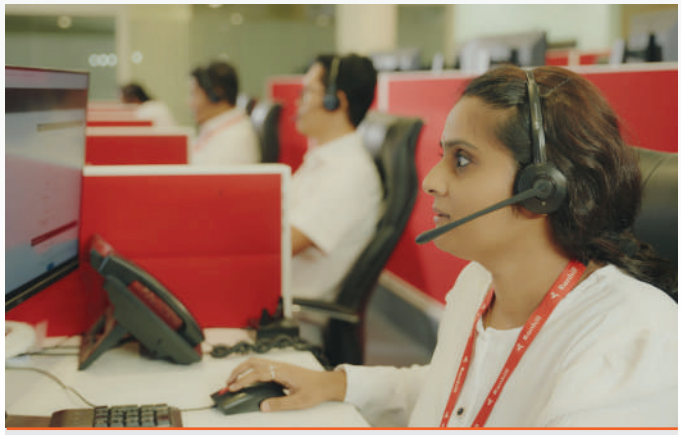
Indicator	FY2023	FP2025	FY2026
Grievance Cases Reported	0	0	0

Inspirational Workplace & Culture

EQUAL OPPORTUNITY & WORKFORCE DIVERSITY

Ranhill views diversity as a strength that brings together different perspectives, experiences and capabilities, supporting innovation, problem-solving and stronger organisational performance. The Group practises equal opportunity based on meritocracy, with employees recognised and rewarded based on their capabilities, performance and contributions.

These principles are embedded in Ranhill's human resource practices across recruitment, remuneration, training, development and career advancement. The Group upholds equal pay for equal work and maintains zero tolerance for discrimination, harassment, abuse or retaliation, with employment decisions made without discrimination based on gender, race, religion or other demographic characteristics.



Ranhill fosters an inclusive workplace where employees are empowered to contribute, collaborate and develop their capabilities.

While Ranhill's water, power and consultancy and services sectors have traditionally seen higher male representation, particularly in operational and physically intensive roles, opportunities remain open to all suitably qualified candidates. At Ranhill SAJ, women represented 19% of the workforce in FY2026, equivalent to 477 employees, including 44 women in managerial positions. The Group continues to encourage greater female participation across all levels and functions.

Ranhill's approach to equality and inclusion is underpinned by four key principles:

- Equal opportunity in recruitment, training and career advancement
- Equal pay for equal work, benchmarked against relevant industry practices
- Zero tolerance for discrimination, harassment, abuse and retaliation
- Fair application of requirements relating to working hours, wages and employee benefits

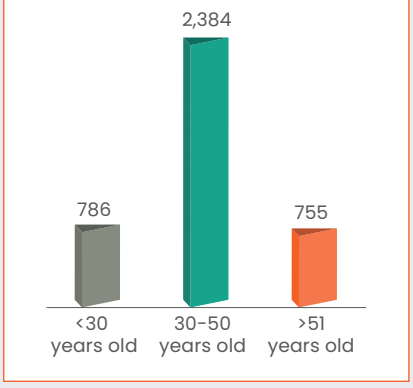
WORKFORCE PROFILE

Total workforce **3,925**

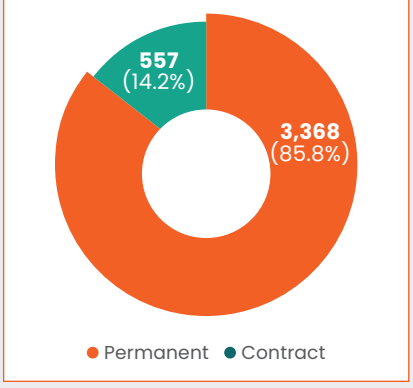
3,060

865

Age

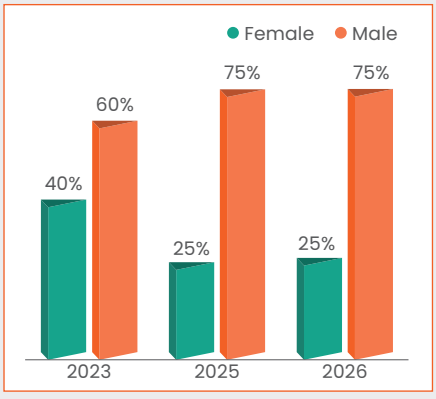


Status

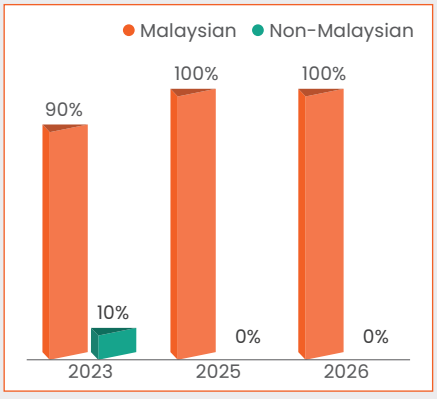


BOARD OF DIRECTORS

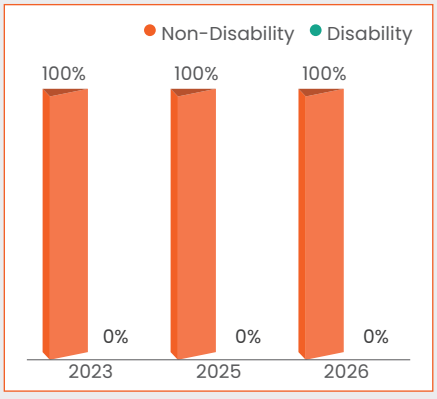
Gender Breakdown



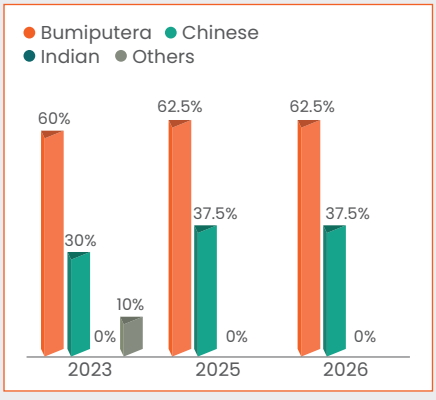
Nationality Breakdown



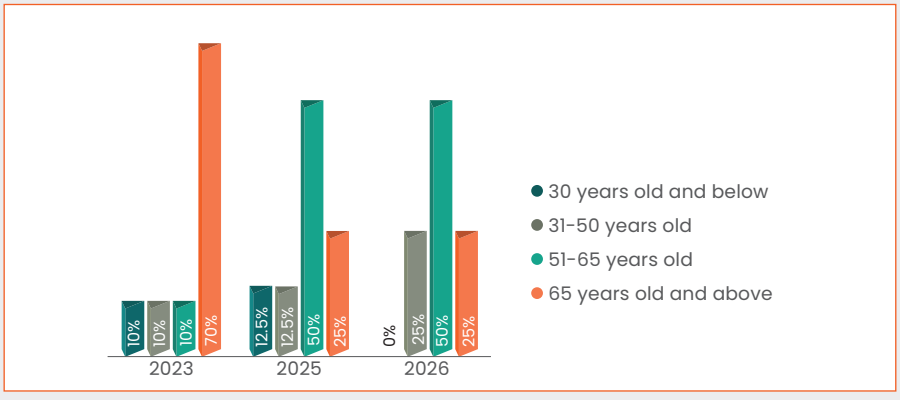
Disability Breakdown



Ethnicity Breakdown



Age Breakdown



Inspirational Workplace & Culture

EMPLOYEE REMUNERATION AND BENEFITS

Ranhill recognises fair and competitive remuneration as an important part of attracting, motivating and retaining talent. Its approach is guided by meritocracy and equal pay for equal work, complemented by a range of statutory and voluntary benefits that support employees' financial security, health and well-being.

FAIR AND COMPETITIVE REMUNERATION

Employee remuneration is determined based on factors such as skills, experience, tenure, professional qualifications and performance, including achievement against individual, departmental and company KPIs and targets.

Consistent with Ranhill's commitment to equal opportunity, remuneration is not determined by gender, ethnicity, age, religion, marital status or political affiliation. The Group also conducts salary benchmarking exercises through GHR to assess the competitiveness of its compensation against relevant industry practices.

Ranhill complies with applicable national minimum wage requirements and maintains the principle of equal pay for equal work across key employee categories.

Beyond salaries and bonuses, Ranhill provides statutory and voluntary benefits including retirement contributions, medical coverage and social security protection. For Malaysian employees, the Group contributes to the Employees Provident Fund ("EPF") in accordance with applicable contribution rates, alongside employee contributions.

Ranhill also supports employees through family-related leave provisions, including maternity and paternity leave, in accordance with applicable labour requirements. These provisions form part of the Group's broader approach to supporting employees through different stages of their working and personal lives.

Indicator (RM' Million)	FY2023	FP2025	FY2026
Total payments to employees (salaries, bonuses, benefits)	312.5	533.7	401.4
Total statutory retirement benefit payments (EPF)	35.8	59.7	40.7
Total medical insurance payments (SOCSO)	3.3	6.3	5.2
Total	351.6	599.8	447.4

RANHILL SAJ MEDICAL TRUST FUND

Ranhill SAJ's Medical Trust Fund ("MTF") provides participating employees with additional support for medical needs that may fall outside conventional insurance coverage. The MTF is administered by a dedicated committee responsible for managing contributions and approving disbursements.

Ranhill SAJ and participating employees each contribute RM10 per employee per month to the fund. Eligible expenses may include vitamin supplements and selected medical equipment such as blood pressure monitors, glucose test kits, wheelchairs and orthopaedic beds. Participation in the MTF is voluntary.

In FY2026, 1,947 employees, representing 80.32% of eligible employees, participated in the MTF. During the year, RM232,972.93 was disbursed to support eligible medical needs.

Medical Trust Fund	FP2025	FY2026
Participating employees	1,974	1,947
Participation rate	81.0%	80.32%
Amount disbursed (RM)	263,736.30	232,972.93

TALENT RECRUITMENT & RETENTION

Ranhill applies the same principles of equal opportunity and meritocracy to recruitment that guide its broader approach to talent management. Vacancies are communicated through appropriate recruitment channels to attract a broad pool of candidates, with selection based on qualifications, experience, capabilities and suitability for the role.

Recruitment decisions are made without discrimination based on gender, ethnicity, age, marital status, political affiliation or other demographic characteristics. The Group also remains open to suitable candidates with disabilities and, while local talent is prioritised where appropriate, qualified foreign candidates may be considered for available positions.

In FY2026, Ranhill recruited 303 new employees, compared with 661 in FP2025. Following a change in workforce data tracking approach during the year, new hires and employee category turnover were recorded by employee category, with the majority of new hires in FY2026 comprising Non-Executive and Executive employees, reflecting the Group's focus on strengthening its workforce across operational and supporting functions. At the same time, employee turnover stood at 443 employees, compared with 1,118 in FP2025, with a voluntary turnover rate of 6.04%.

	FY2026
Total New Hires	303
Persons with Disabilities/Underprivileged Groups	0
Total Employee Turnover	443
Full time employees voluntary turnover rate (%)	6.04

Inspirational Workplace & Culture

EMPLOYEE PROFESSIONAL DEVELOPMENT AND TRAINING

Talent development remains central to Ranhill's approach to building a capable and future-ready workforce. By strengthening technical, professional and leadership capabilities, the Group seeks to support operational excellence, succession planning and longer-term business resilience.

Ranhill's approach is guided by its Human Capital Development Framework ("HCDF") and Succession Planning Policy, with training needs identified through performance appraisals, discussions with supervisors and HR, and assessments of current and future capability requirements.

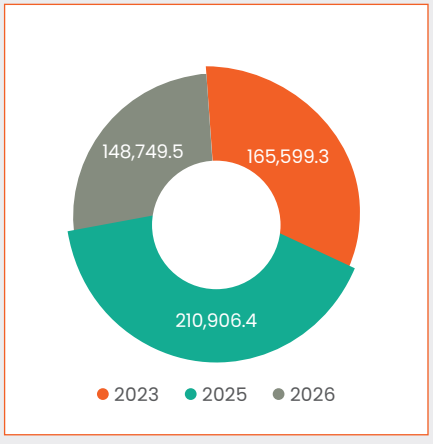
In FY2026, Ranhill SAJ enhanced leadership capabilities across the organisation through structured development programmes for employees at different levels, involving 280 employees. Through the Sijil Kemahiran Malaysia ("SKM") certification programme, employees receive structured skills development relevant to water operations. In FY2026, 100% of Ranhill SAJ's established SKM certification targets for water operators were achieved, reinforcing the technical capabilities required to support reliable and effective water services.

The Group also continues to support the development of talent for the wider water industry through its Young Water Professional ("YWP") programme, providing participants with practical exposure to the domestic water sector and helping build a pipeline of future industry professionals. In FY2026, 163 participants took part in the programme.

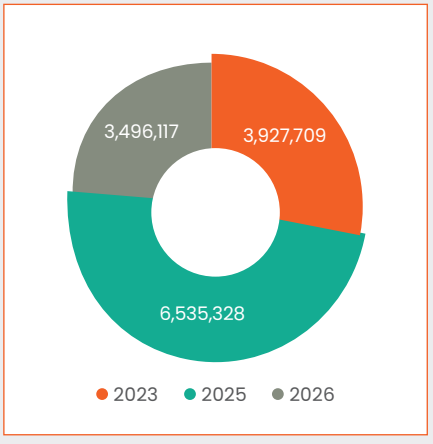
Training undertaken by employees is funded by Ranhill or the respective operating company, and employees continue to receive their normal remuneration while attending approved training. The Group also contributes to the Human Resources Development Fund ("HRDF"), which supports eligible employee training and development programmes.

Employees completed 148,749.5 training hours in FY2026, averaging 37.9 hours per employee. Training was concentrated among non-executive and executive employees, who together accounted for over 80% of total training hours, reflecting the Group's continued emphasis on strengthening technical, operational and professional capabilities across its workforce.

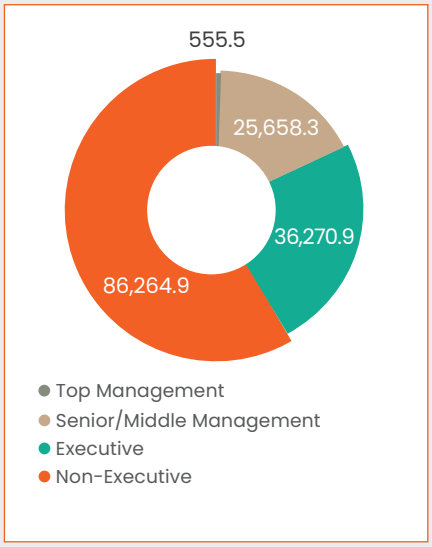
Total training hours as a company



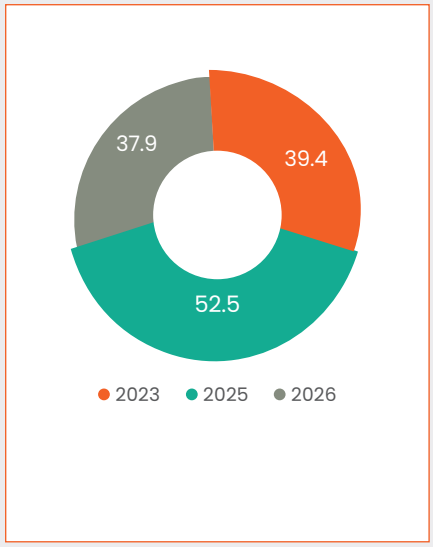
Total training spend as a company (RM)



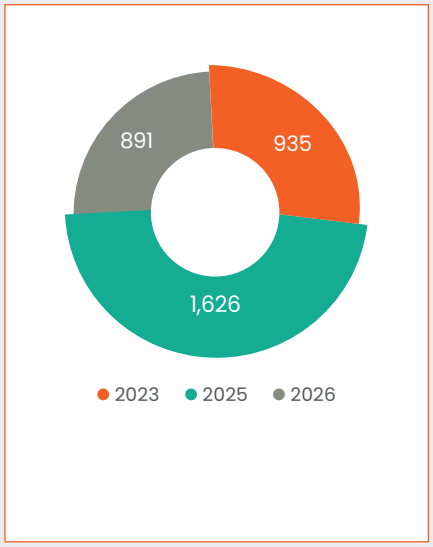
Total training hours by employee category



Average training hours per employee



Average training spend per employee (RM'Million)



ASSESSING TRAINING EFFECTIVENESS

Ranhill evaluates training beyond participation and completion to understand whether programmes have strengthened employees' knowledge, skills and ability to apply their learning in the workplace.

Evaluation methods include post-training feedback, interviews and supervisor assessments, with effectiveness considered against factors such as improvements in work performance, changes in behaviour and engagement, and the application of newly acquired knowledge and skills.

Where further development is required, follow-up actions may include refresher training, advanced courses or other development opportunities. This helps ensure that training contributes not only to individual development, but also to stronger organisational capability and succession readiness.

EMPLOYEE ENGAGEMENT

Employees are among Ranhill's key stakeholders, and regular engagement helps the Group understand workforce needs, strengthen communication and foster a positive workplace culture. Engagement takes place through both formal and informal channels, including town halls, management meetings, employee engagement surveys, recreational activities and other employee programmes.

These channels create opportunities for employees to provide feedback and raise concerns, while keeping them informed of business priorities and organisational developments. Beyond formal engagement, social, recreational and wellness initiatives help strengthen connections across teams and support employee well-being and work-life balance.

Inspirational Workplace & Culture

Across the Group, employee engagement activities are tailored to the needs of individual businesses and workforces, where a total of RM1.69 million was invested in employee engagement activities during FY2026.

	FY2023	FP2025	FY2026
Total Spend (RM) on Employee Engagement activities	2,339,727.4	1,628,983.6	1,690,166.7

Employee engagement surveys provide an important channel for understanding employees' experience of the workplace and identifying areas for continued improvement. In FY2026, the Group recorded an overall employee engagement score of 80.0%.

Entity	FY2026 Employee Engagement Score
RMS	73.2%
RTSB	85.8%
RSE	76.0%
Ranhill SAJ	84.1%
RBSB	67.7%
RWTT & AnuRAK	78.5%
RW	63.8%

The results provide Management with insights into areas such as workplace culture, communication, leadership and employee well-being, helping the respective businesses identify areas of strength and opportunities for improvement.

At Ranhill SAJ, its 84.1% employee engagement score was further complemented by a Happiness Index of 89%, reflecting a positive overall workplace experience among employees.



R-Care Programme activities supporting employee well-being through health, fitness and lifestyle-focused initiatives.

R-Care and HR Prihatin

Ranhill SAJ continued to support employee well-being through its R-Care Programme, with activities designed to make healthy habits more accessible and engaging. During FY2026, 100 employees took part in initiatives such as the No Sugar Day Campaign, Group Step Challenge, *30 Hari Jom Kurus* and Power Walk.

Support also extends to employees during more difficult moments. Through the HR Prihatin Programme, Ranhill SAJ provides care and welfare assistance to employees facing hospitalisation, critical illness, bereavement and other circumstances where additional support may be needed.
Connecting Through Sport: SBAM

Sport continues to bring employees together through Sukan Bekalan Air Se-Malaysia ("SBAM"), which connects employees from water utilities across Malaysia. Ranhill SAJ employees participated in a wide range of events during FY2026, from football, futsal and netball to volleyball, badminton, bowling, golf, sepak takraw and chess.



SBAM participation promotes active lifestyles, teamwork and stronger connections across the water industry.

Alongside encouraging active lifestyles, SBAM gives employees a chance to spend time together outside the workplace, build stronger team relationships and connect with peers from across the water industry.

Supporting Well-being at Ranhill Worley

Ranhill Worley introduced a range of measures during FY2026 aimed at supporting different dimensions of employee well-being. These included a revision to working hours and implementation of Half-Day Friday, alongside health-awareness initiatives covering blood donation, posture and ergonomics, digestive health and financial wellness.

Employee engagement also extended to women's health and inclusion, with International Women's Day activities in March 2026 including Just Wing It Ladies! and an online session on hormonal health across different life stages.



Employees participating in health screening and blood donation activities organised to promote well-being and support community healthcare needs.

Inspirational Workplace & Culture

Nurturing Health and Sustainability: Salad & Sandwich Feast Programme



Employees participating in the Salad & Sandwich Feast Programme, promoting healthy eating and well-being.

Ranhill SAJ held the Salad & Sandwich Feast Programme, featuring a Green Harvest Session at the Ranhill Hydroponics Tower Farm and a DIY Salad & Sandwich Activity using fresh, sustainably sourced ingredients.

The programme also featured a nutritional talk, "From Hydroponics to Plate: Salad Leaves for Health", promoting balanced nutrition, healthy eating habits and employee well-being. The initiative reflects Ranhill SAJ's commitment to fostering a healthy and sustainable workplace.



Promoting employee health and well-being through the Ranhill Wellness Programme 2026

Employee Well-being at RBSB

Employee health was also a focus at RBSB through the Ranhill Wellness Programme 2026, organised with healthcare provider Alpro in June 2026. The programme provided health screening and promoted greater awareness of preventive healthcare and healthy lifestyles among employees.

This formed part of a wider range of employee activities at RBSB during the year, which included town halls, Coffee Talk sessions, sporting activities, festive gatherings and flexible working arrangements.

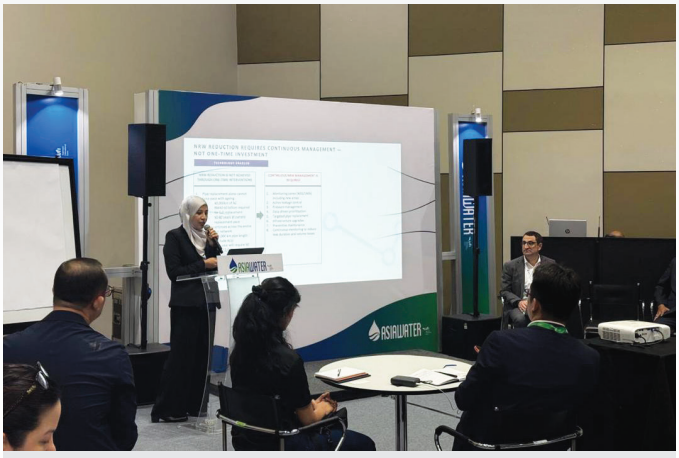


Employee appreciation event with Ranhill Sabah Energy, recognising the people who contribute to the organisation's success

Celebrating and Appreciating Our People

Across Ranhill, occasions such as Employee Appreciation Night, year-end appreciation lunches and annual dinners give employees an opportunity to come together beyond their day-to-day work. Where applicable, these occasions also provide an opportunity to recognise long service and employee contributions through long service awards, adding a more personal expression of appreciation for the people who have grown with the business.

Sharing Technical Expertise with the Industry

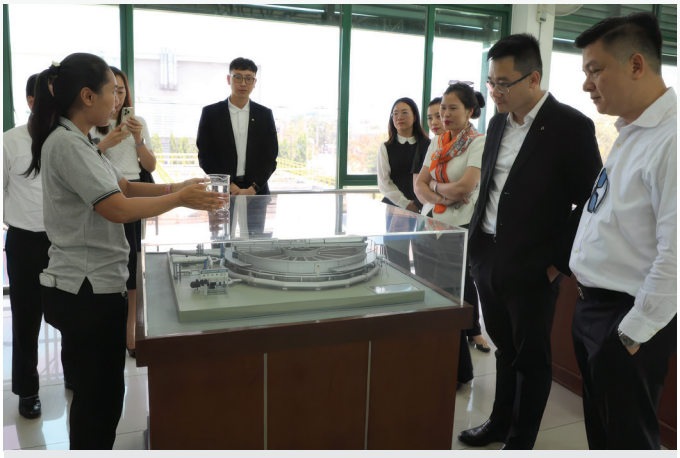


Ranhill sharing technical expertise and contributing to industry discussions on smart and sustainable water management at ASIAWATER 2026

Ranhill also contributes to wider industry knowledge through the expertise of its employees. At ASIAWATER 2026, Nor Suhada Hasan, Head of Technology at RTSB, participated in the Smart Water Networks Forum ("SWAN") workshop, The Invisible Challenge: Making Every Drop Count.

Participation in industry platforms such as this provides an avenue for Ranhill's technical specialists to share operational knowledge, exchange perspectives with industry peers and contribute to wider discussions on more efficient and sustainable water management.

Knowledge Sharing at Amata Nakorn



Visitors from academic institutions, government agencies and industry organisations gaining insights into sustainable water and wastewater management practices at the Amata Nakorn Learning Centre, Thailand

Knowledge sharing extends beyond Ranhill's workforce. In Thailand, the Amata Nakorn Learning Centre continued to provide a platform for visitors to learn about water supply, wastewater treatment and water-reuse practices.

During FY2026, 536 visitors were hosted through educational and technical visits involving universities, government and water-sector organisations, businesses and international delegations. Visits included representatives from the Institute of Water and Environment, Burapha University, Mae Fah Luang University, the Office of the National Water Resources, Japan International Cooperation Agency ("JICA") and organisations from Bangladesh, Indonesia and Vietnam.

By opening its facilities for practical learning and knowledge exchange, RWTT and AnuRAK help broaden understanding of water treatment, wastewater management and water reuse, while strengthening engagement with industry, academic and institutional stakeholders.

Enhancing Governance Across the Group

OCCUPATIONAL SAFETY AND HEALTH

Occupational Safety and Health is a material priority for Ranhill given the operational nature of its Water, Power and Consultancy and Services sectors. From an impact materiality perspective, inadequate safety management may result in injury, ill health or fatalities affecting employees, contractors and their families. From a financial materiality perspective, serious incidents may disrupt operations, damage assets, increase costs and regulatory exposure, and affect stakeholder confidence.

Ranhill therefore places the safety, health and well-being of its people at the core of how its operations are managed. The Group's approach is guided by its HSE Policy, Ranhill Rules of Life ("ROL") and established health and safety management practices. The Group-wide HSE Policy extends to employees, contractors, third-party workers, and visitors, while Ranhill SAJ, RTSB, RW, RBSB, RSE I and RSE II maintain ISO 45001-certified occupational health and safety management systems.

The HSE Policy can be viewed here:

https://ranhill.com.my/sustainability/sustainability-policies/



Central to this approach is Hazard Identification, Risk Assessment and Risk Control ("HIRARC"), which is applied across subsidiaries to identify workplace hazards, evaluate associated risks and establish appropriate preventive and mitigating controls. Safety considerations extend across day-to-day operations, work sites, travel and employee well-being, with greater attention directed towards activities and locations where exposure to operational hazards is higher:

RANHILL SAJ

- Chlorine installation and chlorine leaks
- Working at height
- Diving works
- Confined space activities
- Drowning while working at dams and reservoirs
- Struck by falling objects
- Traffic accidents when working by road sides or high traffic areas

RTSB

- Working at height
- Excavation work
- Confined space activity
- Lifting activity
- Biological hazards

RSE I & RSE II

- Electrical switching activities
- Working in "online" condition
- Lifting activities
- Working at height
- Working at transformer area
- Confined space activities
- Manual handling of hazardous chemical

HIRARC is complemented by day-to-day safety practices including Unsafe Act/Unsafe Condition ("UAUC") reporting, Toolbox Meetings, safety inspections, knowledge sharing and operational safety briefings.

Ranhill also monitors both leading and lagging indicators to understand how effectively safety is being managed. This allows the Group to consider not only incidents that have occurred, but also preventive actions, employee participation and other behaviours that can help reduce the likelihood of future incidents.

HSE TRAINING

Safe operations rely on people being able to recognise hazards, understand the controls in place and respond appropriately when conditions change. Training and continuous safety awareness therefore form an important part of Ranhill's preventive approach to HSE.

Training is aligned, where relevant, to employees' roles, responsibilities and exposure to operational risks. This is reinforced through regular Toolbox Meetings, safety briefings and knowledge-sharing sessions, helping to keep safety considerations part of everyday work rather than limiting learning to formal courses.

These activities also support the practical application of HIRARC and UAUC reporting. Employees who are familiar with workplace hazards and expected safety behaviours are better placed to identify unsafe conditions, speak up and contribute to improvements in their own work environments.

Building safety awareness across the workforce, therefore, remains pertinent, with Ranhill continuing to strengthen employees' understanding of workplace hazards, safe working practices and their individual responsibilities for safety through HSE training involving 828 personnel in FY2026.

	FY2023	FP2025	FY2026
Number of employees trained to HSE Standards	1,663	2,122	828

KEEPING SAFETY FRONT OF MIND: RSE HSE DAY



HSE Day at Ranhill Sabah Energy reinforces safety awareness

At RSE, safety awareness was further reinforced through its HSE Day, held from 17 to 19 November 2025. More than a standalone, one-off event, the annual, three-day programme provided a dedicated space to bring health, safety and environmental considerations back into focus, complementing formal HSE training and the day-to-day practices already embedded across operations.

With RM40,000 invested during FY2026, the programme formed part of RSE's wider effort to keep safety visible, relevant and consistently reinforced — helping employees connect established procedures and controls with the decisions and behaviours that shape a safer workplace each day.

Safe operations depend not only on procedures and controls, but also on ensuring that employees understand the risks associated with their work and are equipped to respond appropriately. HSE training and continuous safety awareness therefore form an important part of Ranhill's preventive approach to workplace safety.

Training is aligned, where relevant, to employees' roles, responsibilities and exposure to operational hazards. This is complemented by more regular forms of learning and reinforcement, including Toolbox Meetings and safety knowledge-sharing sessions, which help keep safety considerations present in day-to-day work rather than being limited to periodic formal training.

Enhancing Governance Across the Group

These activities also support the practical application of the Group's wider safety processes. Employees who understand workplace hazards, appropriate controls and expected safety behaviours are better placed to participate effectively in HIRARC, identify UAUCs, and raise safety concerns before they develop into more serious incidents.

Within the Power Sector, safety capability building remained a key focus during FY2026. Across RSE I and RSE II, 64 employees received ISO 45001-related training, with a total of RM135,477.60 invested in HSE training during the year.

The investment in training sits alongside its wider safety management efforts, including risk assessments, employee participation through joint worker-management HSE committees and ongoing monitoring of safety performance.

During FY2026, both RSE I and RSE II recorded zero Lost Time Injuries across 344,784 man-hours worked, providing an important outcome indicator alongside these preventive efforts.

GOVERNANCE AND ACCOUNTABILITY FOR SAFETY

HSE is supported by a governance structure that provides visibility from the operating site through to Senior Management and the Board.

Safety matters form part of Ranhill's wider risk management processes, with HSE incorporated into the Group Risk Register. Relevant risk and HSE performance information is reported to the Governance and Risk Management Committee on a quarterly basis, while subsidiaries provide regular HSE information to Group HSE.

Reporting includes, where relevant, incident and safety statistics, investigations and remedial actions, risk assessments, training performance and other leading and lagging indicators. This enables significant safety matters and emerging risks to be escalated and addressed at the appropriate level.

Accountability also extends to the leadership of each operating company. Each subsidiary CEO serves as the Management champion for OSH, with relevant safety performance indicators linked to CEO remuneration. At RSE, selected HSE measures are also incorporated into employee performance appraisals, further reinforcing individual and collective responsibility for workplace safety.

JOINT WORKER-MANAGEMENT HSE COMMITTEES

Those working closest to operational risks often have the clearest view of where safety can be strengthened. Ranhill therefore maintains joint worker-management HSE Committees across its subsidiaries and relevant operational sites, giving employees a formal avenue to raise concerns, share observations and contribute to improvements in workplace safety.

The committees strengthen two-way communication between employees and Management and help ensure that safety measures remain relevant to actual conditions on the ground.

In FY2026, 9.22% of employees across the Group were represented through formal joint worker-management HSE committees, reflecting Ranhill's continued commitment to embedding safety culture at all levels of the organisation. This representation not only ensures compliance with regulatory expectations but also strengthens the Group's ability to maintain safe, secure and productive workplaces.

HSE PERFORMANCE

Ranhill monitors health and safety performance across its operations through a combination of leading and lagging indicators, allowing the Group to assess both safety outcomes and the preventive measures taken to reduce the likelihood of incidents. Performance is tracked through monthly HSE reporting, internal and workplace audits, regulatory inspections by the Department of Occupational Safety and Health ("DOSH") and Department of Environment ("DOE"), safety observations and UAUC reporting.

These indicators are consolidated through the HSE Performance Index, which enables performance to be assessed against internal targets and relevant industry and regulatory benchmarks. Beyond providing visibility over incidents that have occurred, the monitoring process also helps Ranhill identify recurring observations, emerging risks and areas where further corrective or preventive action may be required.

All HSE data undergoes independent verification during ISO 45001 Occupational Safety and Health Management System audits as well as through routine internal audits, ensuring accuracy, reliability, and alignment with the Group's commitment to operational safety and regulatory compliance.

		FY2023	FP2025	FY2026
Man-hours		9,056,784	13,699,379	13,568,656
No. of work-related fatalities	Employee	0	0	0
	Contractor	0	2	0
No. of Lost Time Injuries		0	2	0
Lost Time Injury Frequency Rate ("LTIFR")		0	0.22	0
Lost Time Injury Frequency ("LTIF")		0	0.15	0

INCIDENT INVESTIGATION AND LEARNING

While preventing incidents remains the priority, Ranhill recognises that the way an incident is understood and addressed is equally important in preventing recurrence. The Group has established a structured incident investigation process covering both major and minor HSE incidents, with the aim of identifying root causes, determining appropriate corrective action and capturing lessons that can strengthen safety practices elsewhere in the business.

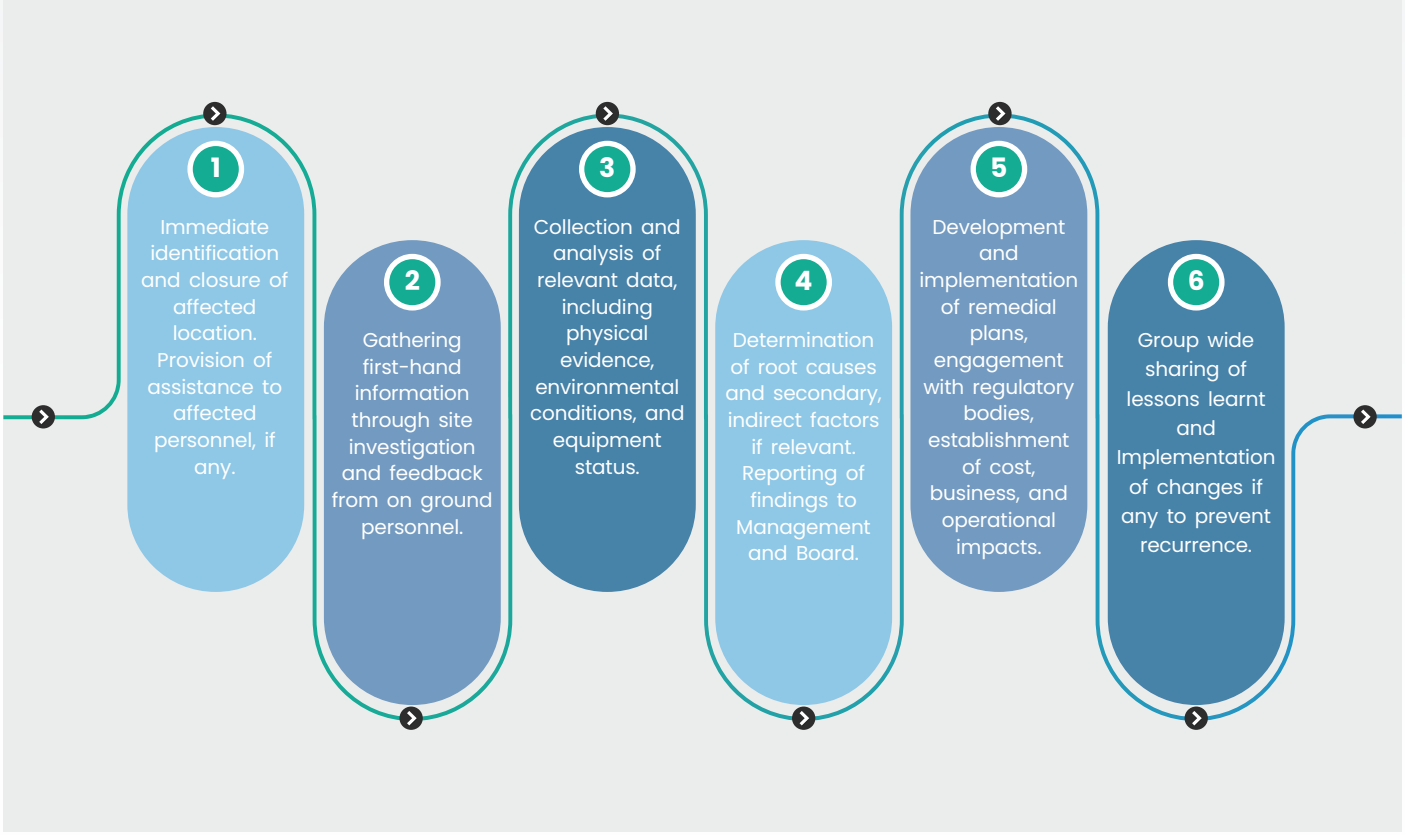
Where a risk can be eliminated, the focus is on addressing its underlying cause conclusively. Where elimination may not be possible because of external or uncontrollable factors, appropriate controls are considered to reduce the likelihood of recurrence and minimise potential consequences.

All HSE incidents, regardless of severity, are subject to internal investigation. Relevant external authorities, including DOSH, local authorities or other agencies, may also be involved where required, depending on the nature and severity of the event.

Once an investigation is completed, the findings are documented in an incident investigation report covering the circumstances of the event, identified causes and the corrective and preventive actions required. Importantly, the process does not end with closing the individual incident. Lessons learned are documented and shared across relevant operations, allowing knowledge gained from one event to strengthen preventive measures elsewhere within the Group.

Accountability is maintained throughout the process. Investigation findings are reviewed by the HSE Committee of the affected subsidiary, before being escalated, where relevant, to the subsidiary's Senior Management and Board. Significant matters are subsequently reported through the Group's governance structure to the GRMC and ultimately the Board, providing visibility over incidents, actions taken and areas requiring further oversight.

Enhancing Governance Across the Group



CUSTOMER SATISFACTION AND TRUST

For Ranhill, customer trust is built through the consistent delivery of services and solutions that meet expected standards of quality, reliability and responsiveness. This takes on particular significance across the Group's water and power sector, where the services provided are essential to households, businesses and wider economic activity, while the consultancy and services business carries an equally important responsibility to deliver solutions that are fit for purpose and meet agreed technical and project requirements.

Customer satisfaction is therefore viewed not simply as a measure of service experience, but as an important reflection of how well Ranhill is meeting the expectations placed on its businesses.

WATER SECTOR

Ranhill SAJ serves more than four million residential and non-residential consumers in Johor, making the reliability of water supply and responsiveness to customer needs central to maintaining public trust.

Its customer service approach is supported by an ISO 9001:2015-certified Quality Management System ("QMS"), which brings together regulatory requirements and operational considerations spanning water quality, continuity of supply, water pressure, service responsiveness, complaint resolution and account management.

Against this framework, Ranhill SAJ recorded a Customer Satisfaction Index of 90.03% in FY2026. The result provides a broader measure of customer experience alongside the day-to-day service information captured through its Customer Information Centre.

The scale of Ranhill SAJ's customer interface remained significant in FY2026, with its Customer Information Centre handling 207,149 complaints during the year. Despite the volume, the company maintained a 100% resolution rate, continuing its track record of seeing customer concerns through to closure. More notably, complaints received through regulatory bodies declined substantially from 259 in FP2025 to 62 in FY2026, with all cases fully resolved.

Customer Services Data (Ranhill SAJ)	FY2023	FP2025	FY2026
Customer Satisfaction Index (%)	N/A*	N/A*	90.03
Customer complaints received	183,619	289,299	207,149
Resolution Rate (%)	100	100	100
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0
Total number of identified leaks, thefts, or losses of customer data	0	0	0
Number of complaints from regulatory bodies	90	259	62
Percentage of complaints from regulatory bodies resolved (%)	100	100	100

**Customer satisfaction surveys are conducted once every three years*

POWER SECTOR

Within the Power sector, customer satisfaction takes a different form. With Sabah Electricity Sdn. Bhd. ("SESB") as the sole customer of both RSE I and RSE II, the relationship is shaped less by high-volume customer interactions and more by the consistent delivery of reliable generation, responsive communication and adherence to agreed operational requirements.

In FY2026, the Power Sector achieved an overall customer satisfaction rating of 98.5%, comprising 100% for RSE I and 97% for RSE II. No customer complaints were received during the year.

The results reflect the importance of maintaining dependable plant performance and close engagement with SESB, while reinforcing customer confidence in RSE's ability to deliver safe, reliable and responsive power-generation services.

CONSULTANCY AND SERVICES SECTOR

Customer trust within Ranhill's consultancy and services sector is similarly grounded in delivery, particularly the ability to provide solutions that are technically sound, fit for purpose and aligned with agreed project requirements.

Given the role of consultancy and technical services across infrastructure, water, power and industrial value chains, customer satisfaction is closely connected to the quality of design and execution, responsiveness during project delivery and the ability to address issues as they arise. These considerations are monitored through the respective businesses' quality-management, project-review and customer-feedback processes, helping to maintain accountability throughout the project lifecycle.

IFRS S2 Climate-related Disclosures

Ranhill has strengthened its climate-related risk and opportunity ("CRRO") disclosures in alignment with the National Sustainability Reporting Framework and the International Financial Reporting Standard S2 ("IFRS S2") requirements. The Group conducted a comprehensive climate risk assessment exercise in FY2026, covering its most material business segments, to identify and evaluate material CRROs across short, medium and long term horizons, as well as the corresponding financial impacts.

These disclosures are structured around the four thematic pillars of Governance, Strategy, Risk Management, and Metrics & Targets. As IFRS S2 fully incorporates the recommendations of the Task Force on Climate-related Financial Disclosure ("TCFD"), Ranhill's climate-related disclosures in this section are aligned with, and signpost, the TCFD recommendations.

GOVERNANCE

An entity shall disclose information about:

a) the governance body(s) (which can include a board, committee, or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities

Ultimate oversight of climate-related risks and opportunities rests with Ranhill's Board of Directors, which oversees the Group's strategic direction, long term value creation and overall risk management. Climate considerations are integrated into these responsibilities, including oversight of the Group's sustainability priorities and the Ranhill Net Zero Carbon Roadmap.

The Board is supported by the Governance and Risk Management Committee, which oversees sustainability and ESG matters, including material CRROs identified through the Group's risk management framework. The GRMC reviews relevant risk information, including risk severity and likelihood, monitors Management responses and escalates material or emerging matters affecting the Group's risk profile, strategy or long term resilience to the Board.

At Board level, the Chairman of the GRMC holds designated responsibility for overseeing the management of CRROs on behalf of the Board.

Accountability is further reinforced through sustainability-related KPIs, including selected indicators linked to the remuneration of the CEO and Senior Management. The Board also receives relevant sustainability, regulatory and industry training and briefings to support effective oversight of emerging climate-related matters.

The Group is progressively strengthening the link between climate performance and executive remuneration, and intends to incorporate progress against its Net Zero 2050 GHG-reduction targets into the performance assessment of the CEO and Senior Management.

For further information, refer to Sustainability Governance on pages 20-24 in this Report.

b) management's role in the governance processes, controls, and procedures used to monitor, manage, and oversee climate-related risks and opportunities

Management is responsible for the day-to-day implementation and management of climate-related matters. The Management Assurance and Risk Compliance Committee provides Management-level oversight by bringing together business, operational, risk and assurance perspectives and escalating material matters to the GRMC where required.

The MARCC is supported by the Sustainability Working Committee, comprising sustainability representatives from across the Group's businesses and functions. The SWC supports the implementation of sustainability initiatives, development of operational KPIs and targets, internal capacity building, and the identification, assessment and prioritisation of sustainability-related risks and opportunities, including CRROs.

Climate risks assessed through Ranhill's climate risk assessment process are integrated into the Enterprise Risk Management framework using the Group's existing risk matrix and escalation processes. The Audit Committee provides a further layer of oversight over internal controls and the reliability of sustainability-related reporting.

For further information, refer to Sustainability Governance on pages 20-24 in this Report.

STRATEGY

An entity shall disclose information to enable users of general-purpose financial reports to understand:

a) the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects;

b) the current and anticipated effects of those risks and opportunities on its business model and value chain;

c) the effects on its strategy and decision-making;

d) the effects on its financial position, financial performance, and cash flows for the period and over the short, medium, and long term; and

e) the climate resilience of its strategy and business model

BASIS OF ASSUMPTIONS AND SCENARIO ANALYSIS

Ranhill's physical and transition climate-related risks were assessed through the Group's FY2026 Climate Risk Assessment ("CRA"), drawing primarily on Ranhill's historical climate-related incidents and operational and financial data gathered through cross-functional workshops. These inputs were supplemented, where relevant, by reputable external datasets, regulatory and industry information, geospatial analysis and internationally recognised climate scenarios.

For anticipated effects, scenario analysis was applied across the Group's short, medium and long term horizons. SSP2-4.5 was applied to assess physical climate risks, while the NGFS Net Zero 2050 scenario was used to assess transition risks. Current effects, where available, are informed by actual or historical operating experience, while anticipated effects are assessed under the relevant forward-looking scenario.

The scenarios are illustrative stress tests rather than forecasts. They are intended to assess the potential magnitude of exposure and evaluate the resilience of Ranhill's business model and operations under different climate conditions, rather than predict the exact timing, frequency or financial outcome of future climate events. Where sufficient information was available, relevant operational drivers were translated into indicative financial effects using business-specific metrics.

To provide a consistent reference point for financial significance, quantified impacts are expressed against the Group's FY2026 revenue of RM2,490.7 million. The resulting financial effects are considered together with the likelihood and severity of each risk, which are assessed against the existing risk parameters of the respective operating companies.

Where direct financial or operational data is unavailable, reasonable proxies, sensitivities or historical reference cases are used and clearly identified. Actual effects may differ depending on the assets affected, duration and severity of an event, operating conditions and prevailing contractual or regulatory arrangements.

IFRS S2 Climate-related Disclosures

Scenario 1: SSP 2-4.5	Scenario 2: NGFS 2050
• Represents a continuation of current global development trends, with moderate climate policy ambition and gradual decarbonisation. • Assumes uneven progress across regions, with incremental adoption of low-carbon technologies, and moderate strengthening of climate policies over time. • Transition and physical risks are both assessed as moderate, with increasing regulatory requirements, rising energy costs, and growing climate-related disruptions, but without abrupt policy shifts or severe system shocks. • Global temperatures are projected to increase by approximately 1.7°C to 3.2°C by 2100, reflecting an intermediate emissions pathway.	• Represents a rapid and coordinated global transition toward a net-zero carbon economy, consistent with limiting global warming to 1.5°C. • Assumes the early introduction of stringent climate policies, accelerated deployment of renewable energy, widespread electrification, significant improvements in energy efficiency, and increased use of low and zero carbon technologies. • Under this scenario, emission reductions are achieved through a combination of switching to low and zero carbon alternatives, improvements in energy efficiency, and limited deployment of carbon capture and carbon removal technologies. • Carbon pricing mechanisms, sustainability-linked regulations, and stricter disclosure requirements are assumed to intensify over time, increasing transitional risks.

Each climate-related risk is assessed based on the following parameters as per the Group's risk register:

Severity:	**Minor** An adverse event that can be absorbed with some management effort; 25% decrease in forecasted revenue and profits before taxes (PBT)	**Moderate** A serious event that requires extraordinary management effort; 25% to 50% decrease in forecasted revenue and PBT	**Major** A very serious event that requires extraordinary ongoing management efforts or events leading up to the collapse/ winding up of the Group's operations; more than 50% decrease in forecasted revenue and PBT
Likelihood:	**Unlikely** The event could occur at some time (<30% chance of occurring in the next 12 months)	**Moderate** The event will probably occur at some time (30%-70% chance of occurring in the next 12 months)	**Likely** The event is expected to occur in most circumstances (>70% chance of occurring in the next 12 months)

Timeframe:	**Current (C)** Actual risks in 2026	**Short term (S)** Anticipated risks between 2026 – 2030	**Medium term (M)** Anticipated risks between 2031 – 2040	**Long term (L)** Anticipated risks between 2041 – 2050 and beyond

PHYSICAL RISKS

Extreme Rainfall & Flooding

Ranhill SAJ

This risk was assessed for Ranhill SAJ's water supply operations across its 47 water treatment plants in Johor. Heavy rainfall can cause flash floods, landslides, slope failures, and elevated river turbidity at the Group's WTPs, intakes, reservoirs, and pipeline areas, disrupting the abstraction, treatment, and distribution of potable water. The risk has already materialised at several sites, including Bukit Kempas (in 2021), Palong Timur and Tanjung Langsat (in 2022), Kota Tinggi, Segamat, Muar, and Batu Pahat (in 2023), and Simpang Renggam and Ulu Sungai Benut (in 2025).

While events are typically localised and last one to three days, widespread flooding in 2023 caused a cumulative shutdown of around 30 days. The assessment assumes that such events will continue to affect selected sites at any one time rather than the entire network simultaneously.

Flooding can force the shutdown of operational sites, damage water infrastructure and critical assets, disrupt supply chains and the workforce, and raise occupational safety and health risks. It can additionally increase the incidence of vector-borne and water borne diseases such as dengue and typhoid, and drive higher operating costs through water-tanker rental and overtime, asset repair and replacement, and insurance claims.

In the upstream value chain, flooding can also disrupt the transport and delivery of water-treatment chemicals, spare parts, and other critical supplies, although this exposure is assessed as non material because most suppliers are not situated in flood prone locations. In the downstream value chain, prolonged reductions in treated-water production may affect supply continuity for customers, communities, and commercial and industrial users.

IFRS S2 Climate-related Disclosures

Current and Anticipated Financial Effects	Mitigation Actions

SSP2-4.5	C	S	M	L

Revenue losses due to inability to operate, abstract, produce and supply potable water from affected WTPs. It is estimated that one week of non-operation is equivalent to RM2 million in lost revenues or equivalent to 320 MLD of lost water sales. This represented approximately 0.08% of the Group's FY2026 revenue and was therefore assessed as financially immaterial at the Group level.

Historical incidents provide an indication of the types and scale of costs that may arise:

Historical financial impacts	
2021 landslide - repair cost (Bukit Kempas)	**≈ RM1.0m**
2022 gabions repair cost (Palong Timur)	**≈ RM1.5m**
2025 flooding - mitigation cost (Simpang Renggam)	**≈ RM0.67m**

- Operational cost increases attributed to rental of water tankers to supply water to affected areas as well as higher manpower costs for overtime costs and surge capacity during flooding incidents.
- Potential impacts to asset valuation post flooding incidents.
- Increase in CAPEX based on enhancements made to assets/infrastructure, i.e., erection of concrete walls/barriers at the pump house to prevent future damage exposure due to flooding.

Deploy water tankers and temporary supply arrangements to maintain service continuity for affected customers.

Erection of concrete walls/barriers at the pump house to prevent future flooding.

Implement supply rezoning to redirect water from unaffected areas during localised disruptions.

Elevate critical electrical, pumping, and control equipment above projected flood levels.

Longer-Term:

- Redesign/upgrade current infrastructure and assets to improve flood resilience.
- Allocation of capital for flood mitigation upgrades, maintain contingency reserves for emergency response, and incorporate climate risk into long-term investment planning, supported where appropriate by financing instruments such as Sukuk.
- Develop a comprehensive flood management plan and provide employees with training to ensure timely and effective response to flood-related incidents.
- Secure insurance policies with broader flood protection to offset potential losses from equipment and inventory damage.

Resilience To Risk		
< 24 hours per event (minor disruption)	24 - 72 hours per event	>72 hours per event
Minor; Moderate	**Minor; Moderate**	**Minor; Unlikely**
Localised flooding or heavy rainfall lasting less than 24 hours is expected to remain manageable through routine operational measures, including temporary water-transfer arrangements, emergency repairs, water-supply rezoning and the deployment of internal maintenance teams or contractors. Assuming a 10% reduction in effective treated-water production, the estimated revenue loss would be up to RM659,340 (~0.03% of the Group's revenue) for a full day of disruption. Additional repair and emergency operating expenditure may arise depending on the nature of the incident and damage sustained. However, the overall financial effect is expected to remain limited at the Group level.	Disruption lasting between one and three days may result in reduced treated-water production, temporary supply constraints and increased reliance on tanker deployment, temporary pumping systems, employee overtime and emergency repairs. The estimated revenue loss would range from approximately RM659,340 to RM1.98 million (0.03% - 0.08% of Group's revenue) for disruption lasting one to three days. Additional costs may include tanker and alternative water supply, employee overtime, temporary equipment mobilisation, pipe and gabion repairs, slope stabilisation and sediment removal. As an indicative cost benchmark, historical emergency-response and infrastructure expenditure is approximately RM670,000, subject to the relevant incident classification. Taking into account both revenue losses and emergency operating expenditure, the total financial impact is estimated to range from approximately RM1.33 million to RM2.65 million (0.05% to 0.11% of the Group's FY2026 revenue). These costs are generally expected to be managed through the Group's annual repair and maintenance and emergency response budgets, subject to the severity of the event and extent of asset damage.	Prolonged or simultaneous disruption across multiple WTPs may result in sustained production constraints, cumulative revenue losses, increased emergency operating expenditure and greater reliance on alternative water-supply arrangements. More extensive asset repairs or permanent infrastructure upgrades may also be required. Under an illustrative stress case assuming a 10% reduction in effective treated-water production for the equivalent of 4 to 30 days of cumulative disruption, estimated revenue losses range from approximately RM2.64 million to RM19.78 million (0.11% - 0.79% of Group's revenue). The 30-day upper bound is informed by the cumulative shutdown duration recorded across affected WTPs during the widespread 2023 flooding event and does not represent a forecast of a single continuous 30-day outage. Repair and emergency operating expenditure has not been extrapolated by duration, as actual costs would depend on the number of sites affected, extent of asset damage and response measures required.

Ranhill SAJ is **resilient** to this risk, as flood events typically affect only selected WTPs at any one time, the financial impact remains well below 1% of Group revenue across all timeframes, and established response measures and insurance further limit residual exposure.

IFRS S2 Climate-related Disclosures

Ranhill Sabah Energy

This risk was assessed for the Group's power-generation operations at RSE I and RSE II in Sabah. Extreme rainfall, flash flooding, and associated landslides could damage generation infrastructure, switchgear, and other critical assets, causing forced outages, reduced plant availability, and lower electricity dispatch.

Reduced generation or dispatch would primarily affect Energy Payment Variable Operating Rate ("EP VOR") revenue, which is earned based on electricity generated and dispatched. Capacity Payment revenue is expected to remain unaffected unless an outage is sufficiently prolonged or recurring to reduce annual plant availability below the applicable PPA threshold. The fuel component of the Energy Payment is treated as a pass-through cost and is therefore not expected to result in a direct net financial loss.

The assessment was informed by historical operating incidents, including the September 2025 landslide affecting one of the transmission lines, which disrupted electricity dispatch to east-coast Sabah for five days, and water ingress into RSE II switchgear in January 2025, which caused a temporary operational disruption. Overall direct exposure remains relatively low, with geospatial analysis indicating that both power plants are located in areas of low flash-flood susceptibility.

During a flash-flood event there is also the possibility that gas supply from vendors could be disrupted. However, the plants can operate on diesel, the cost of which is borne by the offtaker, which mitigates the impact of any temporary non-supply of gas.

Current and Anticipated Financial Effects

SSP2-4.5	C	S	M	L

No material financial effects arising from direct flood damage to RSE I or RSE II were identified in FY2026. Historical operating incidents and outage precedents were therefore used to inform the financial stress testing.

Historical financial impacts	
Transmission/dispatch disruption 20 MW reduction over 7 days **EP VOR revenue loss**	 **≈ RM40k**
Equipment outage (14 days) **EP VOR revenue loss** **Replacement costs**	 **≈ RM70k** **≈ RM60k**

Mitigation Actions

Flood/Emergency Management and Training: Develop a comprehensive emergency/flood management plan and provide employees with training to ensure timely and effective response to climate- or flood-related events.

Enhanced Insurance Coverage: Secure insurance policies with broader flood protection to offset potential losses from equipment and inventory damage.

Resilience To Risk		
<6-12 hours of operational disruption	12-24 hours of operational disruption	>24 hours of operational disruption or recurring events
Minor; Moderate	**Minor; Moderate**	**Minor; Unlikely**
Short term disruption may temporarily reduce electricity generation or dispatch. However, annual plant availability is expected to remain above the applicable PPA threshold, and Capacity Payment revenue is therefore not expected to be affected. Using the historical RM40,000 EP VOR loss over seven days as an indicative proxy, the estimated revenue loss is approximately RM1,429–RM2,857 per event. Therefore, the impact is expected to remain negligible when compared to overall revenues and earnings for 2026.	Disruption may require temporary shutdown, inspection and repair. EP VOR revenue may decline due to reduced electricity generation or dispatch, although Capacity Payment revenue is expected to remain unaffected. The indicative EP VOR revenue loss is estimated at approximately RM2,857 to RM5,714, which is expected to remain immaterial and negligible, provided the disruption does not materially affect annual plant availability.	Prolonged or recurring outages may materially reduce annual plant availability, resulting in lower Capacity Payment revenue and unscheduled-outage penalties under the PPA. Under an illustrative 3% stress case, applied to annual Capacity Payment revenue of approximately RM69 million for a single plant, the potential revenue effect is estimated at RM2.07 million. Applying the same 3% sensitivity gives approximately 5.7 MW of unavailable capacity, corresponding to an indicative unscheduled-outage penalty of approximately RM11,354. The combined indicative financial effect for the single-plant reference case is therefore approximately RM2.08 million, equivalent to around 0.08% of FY2026 Group revenue.

Ranhill Sabah Energy is **resilient** to this risk, as both plants are located in areas of low flood exposure, the estimated financial impact is immaterial at the Group level, and PPA pass-through mechanisms, insurance, and diesel backup provide substantial protection against residual exposure.

IFRS S2 Climate-related Disclosures

RISING TEMPERATURE & WATER SCARCITY

Ranhill SAJ

This risk was assessed for Ranhill SAJ's water operations in Johor, particularly for the Simpang Renggam, Lok Heng, and Sungai Gembut water treatment plants. It also drew on the 2026 drought as a recent basis for the analysis.

Heatwaves and prolonged dry weather reduce river and dam levels, affecting raw-water availability and quality and constraining abstraction and treatment, which in turn lowers treated-water production and necessitates water rationing for around 11 to 30 days.

Water scarcity reduces raw-water quality and the treatment efficiency of WTPs and increases energy and chemical consumption and operating costs. It can also cause overheating and reduced performance of plant equipment, pumps, and network assets, reduce workforce productivity through heat stress, and increase heat-related worker health and occupational safety and health incidents.

Meanwhile, drought conditions affect downstream customers and communities through reduced water availability and rationing, and increase the Group's reliance on third-party tanker operators, chemical and water-delivery contractors, and suppliers.

Current and Anticipated Financial Effects

SSP2-4.5	C	S	M	L

For the FY2026 drought event, the total financial impact for the affected WTPs was estimated at RM8,432,659, comprising revenue losses and emergency operating expenditures, including tanker supply and delivery, employee overtime, and emergency drinking water and food provisions.

Financial quantification	
Loss of revenue	**≈ RM1.42m**
Emergency response costs	**≈ RM7.02m**
Combined current-year impact	**≈ RM8.43m**

Loss of revenue was calculated as the difference between normal average production and actual average production during the drought period, multiplied by the duration of the disruption and the applicable average revenue per cubic metre of treated water.

Financially, the total impact of RM8.43 million represented approximately 0.34% of the Group's FY2026 revenue and was assessed as immaterial at the Group level.

Mitigation Actions

- Release of reserve water from dams to temporarily alleviate low river water levels and water shortage issues.
- Tap alternative raw water sources such as upstream intakes, reservoirs, or inter-plant transfers.
- Increase frequency of scheduled monitoring.
- Implement Water Supply System ("WSS") rezoning and supply rebalancing to maintain service continuity in affected areas.

Longer-Term:

- Request assistance from other states' water operators, especially if water shortage conditions deteriorate or persist over longer periods.
- Undertaking detailed technical studies to identify the most critical WTPs towards establishing a more robust crisis management program.

Resilience To Risk		
3 - 7 days/year	8 - 13 days/year	14 - 30 days/year
Minor; Likely	**Minor; Likely**	**Minor; Likely**
Short term drought-related disruptions are expected to remain manageable through releases from reserves, raw water transfers, and routine operational adjustments. Assuming a 10% reduction in effective treated-water production capacity, the estimated revenue loss ranges from RM1.98 million to RM4.62 million, while the indicative emergency OPEX ranges from RM0.70 million to RM1.64 million. The resulting total financial impact is estimated at between RM2.68 million and RM6.26 million, equivalent to approximately 0.11%–0.25% of FY2026 Group revenue. The impact is expected to remain financially immaterial at the Group level.	Disruption of this duration may require extended raw water transfers, tanker deployment, additional treatment measures, and employee overtime. Water rationing may also be required at affected locations. The estimated revenue loss ranges from RM5.27 million to RM8.57 million, and the indicative emergency OPEX ranges from RM1.87 million to RM3.04 million. The resulting total financial impact is estimated at between RM7.15 million and RM11.61 million, equivalent to approximately 0.29%–0.47% of FY2026 Group revenue. The impact is expected to remain financially immaterial at the Group level.	Prolonged disruption may result in sustained water rationing, reduced treated-water production, and greater reliance on tanker supply, overtime, and other emergency response measures. The estimated revenue loss ranges from RM9.23 million to RM19.78 million, and the indicative emergency OPEX ranges from RM3.27 million to RM7.02 million. The resulting total financial impact is estimated at between RM13.40 million and RM26.80 million, equivalent to approximately 0.54%–1.08% of FY2026 Group revenue, although prolonged drought presents a more significant operational and service-continuity risk.

Overall, Ranhill SAJ is assessed as **resilient** to this risk. The FY2026 water scarcity/drought resulted in a financially immaterial impact at Group level, while existing measures such as reserve-water releases, alternative sourcing and emergency-response arrangements support continued management of related disruptions. More prolonged or severe conditions may nevertheless place greater pressure on water-supply continuity and require further resilience measures.

IFRS S2 Climate-related Disclosures

Ranhill Sabah Energy

For RSE, higher ambient temperatures may reduce gas-turbine efficiency and generation output. The assessment assumes that when ambient temperature exceeds 34°C, total plant output may decline by approximately 9 MW, possibly resulting in lower Net Electrical Output ("NEO") and associated EP VOR revenue. More frequent periods of elevated temperature may also increase thermal stress on generation and cooling equipment, reduce cooling-system and steam-cycle efficiency, and increase maintenance requirements.

Current and Anticipated Financial Effects	Mitigation Actions
SSP2-4.5 **C** | **S** | **M** | **L** No material current financial effects have been identified based on available FY2026 information. Under the modelled scenario, a 9 MW output reduction over nine hours results in approximately 81 MWh of foregone NEO per affected day. Applying an EP VOR rate of 1.49 sen/kWh, the indicative revenue loss is approximately RM1,207 per affected day.	Monitor ambient temperature and turbine performance to identify and manage heat-related derating. Optimise turbine loading and operating parameters during high-temperature periods. Undertake preventive maintenance and cleaning of turbine and cooling systems to maintain operating efficiency. Assess technical upgrades to cooling and generation systems where required to improve performance under higher-temperature conditions.

Resilience To Risks

Indicative number of days with Heat Index >35°C

Heat Index >35°C days are used as an indicative proxy for increasing high-temperature exposure and do not directly represent the number of days on which ambient temperature will exceed the 34°C plant-derating threshold.

4.6 days	5.5 days	26.7 days
Minor; Likely	**Minor; Likely**	**Minor; Likely**
Annual EP VOR revenue loss is estimated at approximately **RM5.6k**. The financial effect is negligible, with temporary output derating expected to remain manageable through routine monitoring and operational adjustments.	Indicative annual EP VOR revenue loss is estimated at approximately **RM6.6k**. The financial effect remains negligible, with slightly more frequent derating expected to be managed through preventive maintenance and optimisation of plant operations.	Indicative annual EP VOR revenue loss may increase to approximately **RM32.2k**. While financially negligible at Group level, more frequent heat-related derating may place greater operational pressure on turbine performance and may require additional efficiency or cooling measures over time.

Overall, Ranhill Sabah Energy is assessed as resilient to rising-temperature risk. The estimated direct financial effect remains negligible across the assessed horizons, supported by routine monitoring, preventive maintenance and operational adjustments.

SEA LEVEL RISE

Ranhill SAJ

Sea-level rise may increase the frequency and extent of saltwater intrusion into rivers that serve as raw-water sources for Ranhill SAJ's WTPs. Exposure depends mainly on whether the raw-water intake is located within a coastal or tidally influenced river system.

A preliminary geospatial assessment indicates that approximately six WTPs may be exposed under lower sea-level-rise conditions, increasing to approximately 10–12 WTPs under more severe upstream saltwater migration scenarios. Historical experience includes a 2014 saltwater-intrusion event affecting the raw-water sources serving Sungai Gembut and Sungai Muar WTPs, with approximately 7–10 days of disruption recorded at Sungai Gembut.

Elevated salinity may reduce raw-water quality, increase treatment and chemical requirements, and constrain abstraction where salinity exceeds existing treatment capability. This may result in lower potable-water production, temporary supply disruption and, over time, the need for additional treatment or source-protection infrastructure.

Current and Anticipated Financial Effects	Mitigation Actions

SSP2-4.5	C	S	M	L

No material financial effects arising from saltwater intrusion were identified in FY2026. Nevertheless, historical incidents and indicative treatment-cost assumptions suggest potential exposure through temporary production losses and higher treatment-related operating costs. These inputs were used as illustrative proxies for scenario testing. Actual financial effects may vary depending on the affected WTPs, severity and duration of intrusion, treatment volumes and response measures. On this basis, the risk is presently assessed as financially immaterial at the Group level.

Historical financial impacts	
Revenue loss	≈ **RM106,800**

- Construction of barrages to stop seawater intrusion, as well as the erection of permanent flood protection barriers in affected coastal areas and pumping facilities.
- Installing real-time salinity monitoring systems at coastal raw water abstraction points.

Longer-Term:

- Account for a structurally higher cost base and allocate capital toward climate adaptation investments.

IFRS S2 Climate-related Disclosures

Resilience To Risk		
Sea level rise 0.09 m	Sea level rise 0.13 m	Sea level rise 0.20 m
Minor; Likely	**Minor; Moderate**	**Minor; Moderate**
Approximately 6 WTPs may be exposed to saltwater intrusion through coastal or tidally influenced raw water sources. Using historical production-loss experience together with an illustrative increase in brackish-water treatment requirements, the estimated financial effect is approximately RM1.58 million, equivalent to around 0.06% of FY2026 Group revenue. The impact is expected to remain financially immaterial and manageable through salinity monitoring, treatment adjustments, and freshwater flushing.	Saltwater intrusion may extend further upstream, increasing the number of potentially exposed WTPs to approximately 8. The total indicative financial impact is estimated at approximately RM2.10 million, equivalent to around 0.08% of FY2026 Group revenue. The impact is expected to remain financially immaterial, although more frequent treatment adjustments, chemical usage, and temporary production constraints may arise.	Further upstream migration of saltwater may expose approximately 10–12 WTPs. The total indicative financial impact is estimated at approximately RM2.63 million to RM3.15 million, equivalent to around 0.11% to 0.13% of FY2026 Group revenue. While financially immaterial at the Group level, exposure of up to 10–12 WTPs may constrain abstraction and affect water-supply continuity, potentially requiring longer-term infrastructure investment.

Ranhill SAJ is **resilient** to this risk because only a limited proportion of WTPs are currently exposed. Additionally, the estimated financial impact is immaterial, and salinity monitoring, barrages, and adaptation investment support continued operation even under more severe sea-level-rise scenarios.

TRANSITION RISKS

Energy Policy Shifts & Transition to a Low-Carbon Business Model

Ranhill SAJ

This risk was assessed for Ranhill SAJ's water operations in Johor under the assumption of higher fossil-fuel prices and electricity and gas tariffs given Malaysia's continued reliance on coal, gas and diesel, together with tariff adjustments under Regulatory Period 4 and the rationalisation of fuel subsidies. Because the Group's WTPs operate continuously, they are exposed to higher electricity costs across pumping, treatment, and distribution, and the assessment assumes future carbon-tax exposure on Scope 1 emissions, potentially extending to Scope 2, with greenhouse-gas baselines to be established by 2027 as reporting and assurance requirements under the NSRF and IFRS S1 and S2 increase.

The transition could expose the Group to higher electricity and energy tariffs, the removal or reduction of fuel subsidies, and a carbon tax or carbon ceiling. It may also require operational and supply chain adjustments, increased operating expenditure for decarbonisation, and asset retrofitting or replacement. At the same time, rising energy costs may be passed on by suppliers, increasing the cost of goods and services procured by the Group.

Current and Anticipated Financial Effects	Mitigation Actions

NGFS Net Zero	C	S	M	L

Current cost base:

- Annual electricity expenditure is approximately RM168.00 million.
- Every 1 sen/kWh change in the applicable fuel or tariff adjustment is estimated to affect electricity costs by approximately RM300,000 per month, or RM3.60 million annually.

Anticipated effects:

- Electricity tariff increases may materially increase operating expenditure, while further capital investment may be required for energy-efficiency upgrades, renewable-energy projects, emissions monitoring, and reporting systems.
- Nevertheless, continued reliance on fossil fuels for backup power, fleet operations, and other operational activities exposes Ranhill SAJ to potential future costs associated with its Scope 1 emissions, particularly through the introduction of a carbon tax or emissions ceiling.
- It remains uncertain whether the eventual carbon-pricing framework would directly apply to Scope 2 emissions from purchased electricity. Should Scope 2 emissions be included, Ranhill SAJ's combined Scope 1 and Scope 2 exposure could range from approximately RM4.86 million at RM15/tCO_2e to RM24.28 million at RM75/tCO_2e, equivalent to approximately 0.19% to 0.97% of FY2026 Group revenue.
- Financial planning should anticipate transition costs while ensuring that investments in supply chain and operational improvements deliver long-term efficiency, resilience, and sustainability benefits.

Present-Term:

- Review operational schedules to avoid peak-hour costs. Undertake more energy-intensive maintenance processes during off-peak hours.
- Continued implementation of the existing energy management strategy. This includes intensifying energy saving measures across operations.

Medium-Long Term:

- Progressive fleet transition to hybrid or electric vehicles.
- Strengthening of overall financial framework towards allocating capital for energy efficiency and RE initiatives.
- Identifying WTPs that are suitable for retrofitting or equipment upgrades for energy efficiency.
- Budgets, resource allocation, and investment decisions must account for higher recurring fuel costs.
- Align all initiatives with long-term low-carbon objectives, i.e., NZC2050.

IFRS S2 Climate-related Disclosures

Resilience To Risk		
5%-10% increase in electricity costs (Short Term Scenario)	11%-20% increase in electricity costs (Medium Term Scenario)	21%-30% increase in electricity costs (Long Term Scenario)
Minor; Moderate	**Minor; Moderate**	**Minor; Moderate**
Based on annual electricity costs of approximately RM168.00 million, the increase would result in additional expenditure of RM8.40 million–RM16.80 million, equivalent to approximately 0.34%–0.67% of FY2026 Group revenue. The increase may place some pressure on profitability through higher operating expenditure but is expected to have limited impact on revenue and assets. These costs have been considered within Ranhill SAJ's financial and operational planning submitted to SPAN under its Operational Plan. Hence, the risk to existing operations remains limited.	Additional electricity expenditure is estimated at RM18.48 million–RM33.60 million, equivalent to approximately 0.74%–1.35% of FY2026 Group revenue. The increase is expected to place greater pressure on operating margins but remain manageable through existing financial planning, operational adjustments and energy-efficiency measures.	Additional electricity expenditure is estimated at RM35.28 million–RM50.40 million, equivalent to approximately 1.42%–2.02% of FY2026 Group revenue. The increase may place greater pressure on operating margins and cash flows; however, the financial impact remains below the Group's risk threshold and is assessed as immaterial.

Ranhill SAJ is broadly **resilient** to this risk, especially in the near term, as its financial impact is manageable and remains below 1% of revenue. However, sustained increases in electricity tariffs or the inclusion of Scope 2 emissions in any carbon tax could place greater pressure on operating margins over the medium to long term, which the Group is addressing through energy-efficiency and decarbonisation measures.

Environmental & Energy Policy Shifts (including Carbon Tax)

Ranhill Sabah Energy

NGFS Net Zero 2050 scenario assumes that growing renewable-energy capacity may reduce the long-term utilisation of fossil-fuel plants or shift them toward a balancing and backup role, affecting financing, plant investment, and the renewal of Power Purchase Agreements ("PPAs"), while stricter environmental requirements and carbon pricing raise the operating costs of combined-cycle gas generation.

The assessment also assumes that near- to medium term stranded-asset and PPA-non-renewal risk is relatively low, as RSE I operates under a Build-Operate-Own arrangement and RSE II under a Build-Operate-Transfer arrangement, with PPAs due for renewal over the medium term and considered commercially viable.

Overall, the transition could increase fuel costs through subsidy rationalisation, though these are largely passed through to the offtaker, and expose the Group to a carbon tax or carbon ceiling, which represents its most material transition exposure. It could also lead to PPA non-renewal amid rising renewable-energy adoption, require capital investment and higher operating expenditure for decarbonisation, and create asset-retrofit, repurposing, or stranded-asset risk.

Current and Anticipated Financial Effects					Mitigation Actions
NGFS Net Zero 2050	**C**	**S**	**M**	**L**	• Strengthen emissions monitoring and plant-efficiency measures to reduce fuel consumption and emissions intensity. • Assess and implement plant upgrades and lower-carbon combustion technologies, including DLN or alternative-fuel capability where technically and commercially feasible. **Long Term:** • Incorporate fuel efficiency, emissions performance and carbon-cost exposure into PPA renewal planning after 2029, including consideration of turbine or plant-configuration upgrades where appropriate.

Current financial effects:

- Higher gas prices increase the gross fuel cost of generation. However, under the existing PPA, fuel costs are recoverable from the offtaker through the EP Fuel pass-through mechanism, resulting in no material net financial impact to RSE from fuel price increases.

Anticipated financial effects:

- Provided the existing contractual arrangement continues, the net financial impact of higher fuel prices is expected to remain Nil.
- Nevertheless, continued reliance on fossil fuels exposes the plants to potential future costs associated with their Scope 1 emissions, particularly if a carbon tax or emissions ceiling is implemented.
- The eventual financial impact remains subject to material uncertainty, as the design of the carbon-pricing regime, including the applicable rate, taxable emissions coverage, exemptions, allowances, and potential cost-recovery mechanisms, has yet to be confirmed.

IFRS S2 Climate-related Disclosures

Resilience To Risk		
RM15/tCO$_2$e	**RM75/tCO$_2$e**	**RM135/tCO$_2$e**
Minor; Unlikely	**Minor; Moderate**	**Minor; Moderate**
Based on combined Scope 1 emissions of 1,329,117.65 tCO$_2$e for both RSEs, the estimated carbon-tax exposure is approximately RM19.94 million, equivalent to 0.80% of FY2026 Group revenue. The impact is expected to remain manageable, although it may reduce plant-level margins. The risk of stranded assets is also low, supported by Sabah's current generation requirements and the plants' established operating track record.	Indicative carbon-tax exposure increases to RM66.46 million, equivalent to 2.67% of FY2026 Group revenue. Resilience is supported by the plants' operational and environmental compliance, competitive electricity pricing, and Sabah's continued generation requirements. However, the higher cost may materially affect profitability and future PPA terms.	Indicative carbon-tax exposure rises to approximately RM99.69 million, equivalent to 4.00% of FY2026 Group revenue. Higher carbon costs and increased renewable-energy penetration may reduce plant competitiveness and utilisation. Significant efficiency upgrades, lower-carbon fuel capability, or alternative contractual arrangements may be required.

Ranhill Sabah Energy is assessed as **resilient** to the near-term aspects of this risk, given PPA pass-through mechanisms and its established position as Sabah's largest independent power producer. However, a future carbon tax represents a **potentially material exposure** over the medium to long term, which the Group is seeking to manage through efficiency improvements, low-carbon retrofits, and PPA renewal planning.

Regulatory Environment Changes

Ranhill SAJ & Ranhill Sabah Energy

This risk was assessed on a Group-wide basis across both the Water sector in Johor and the Power sector in Sabah under the NGFS Net Zero 2050 scenario, which assumes increasingly stringent sustainability and environmental requirements. These include expanded disclosures under the NSRF and IFRS S1 and S2, assurance of sustainability information and greenhouse-gas emissions, updates to ISO standards, and greater regulatory and investor scrutiny. The assessment also assumes that Scope 1 and Scope 2 baselines, and eventually a Scope 3 inventory, will be required as the Group prepares for the applicable requirements taking effect in 2027.

Meeting these requirements gives rise to compliance and assurance costs, the need to upgrade reporting systems and certification tools, and employee retraining, and may surface audit findings and require expanded value-chain data collection. Additionally, developing a Scope 3 greenhouse gas inventory may require increased focus on the supply chain and closer engagement with material vendors and suppliers.

Current and Anticipated Financial Effects	Mitigation Actions	Resilience To Risk
NGFS Net Zero — C: ; S: ; M: ; L: Current estimated compliance-related expenditure includes: • RM50,000–RM70,000 for third-party audits and ISO recertification • RM150,000 for EMS or compliance software upgrades • RM15,000 for new systems and certification tools • RM15,000 for employee retraining; and • RM55,000 in additional compliance provisions. Based on the relevant requirements for each business group, the current estimated cost ranges from approximately RM215,000 to RM235,000, with certain groups incurring up to RM235,000 where retraining and compliance provisions are included. Future costs may include recurring assurance and certification fees, Scope 3 inventory development, sustainability reporting, emissions-data verification, and implementation of transition plans.	• Appointment of IFRS-recognised consultants with proven track record for guidance and advisory as well as sustainability reporting to ensure strong level of alignment with regulatory frameworks. • Assign teams for monitoring OPEX, implementing efficiency measures, and reporting sustainability metrics. • Identifying WTPs that are suitable for retrofitting or equipment upgrades for energy efficiency. • Source sustainable materials and low-carbon technologies cost-effectively. • Assign dedicated teams for transition planning, supplier engagement, and sustainability monitoring.	The estimated compliance expenditure remains below the Group's financial risk threshold and is assessed as immaterial. The costs are expected to remain manageable through existing operational and sustainability budgets.

Overall, the Group is assessed as **resilient** to this risk, as the estimated compliance expenditure remains below its financial-risk threshold and is manageable through existing operational and sustainability budgets, supported by external expertise and dedicated internal teams.

IFRS S2 Climate-related Disclosures

OPPORTUNITIES

Adoption of Renewable Energy Solutions & Carbon Credits

Ranhill has identified opportunities to strengthen operational resilience and support its transition to a lower-carbon business model through renewable energy, energy-efficiency measures and other low-carbon solutions.

Potential benefits may include lower energy-related operating costs, reduced exposure to energy-price volatility and future carbon pricing, lower emissions intensity, and improved access to sustainability-linked or climate-related financing. Certain initiatives may also create additional commercial opportunities over time, subject to technical feasibility, regulatory requirements and market conditions.

For Ranhill SAJ, the principal opportunities relate to reducing electricity consumption and increasing the use of renewable energy across water operations. For RSE, opportunities may include improving generation efficiency, evaluating lower-carbon technologies and exploring potential participation in emerging carbon and renewable-energy markets.

Potential Business/Financial Impacts	Management Actions
• Potential reduction in operating costs through energy efficiency and renewable-energy adoption. • Reduced exposure to electricity-price volatility and future carbon costs. • Potential improvement in operating margins and cash-flow resilience over time. • Potential access to sustainability-linked and climate-related financing. • Potential new revenue streams from selected renewable-energy or carbon-market opportunities, where commercially viable.	• Continue assessing renewable-energy and energy-efficiency opportunities across operations. • Evaluate lower-carbon technologies and operational upgrades where technically and commercially feasible. • Incorporate relevant opportunities into capital planning and investment evaluation. • Progressively assess and quantify the financial benefits and strategic contribution of identified opportunities.

RISK MANAGEMENT

a) the processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks

b) the processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities

Ranhill manages climate-related risks and opportunities within its broader Enterprise Risk Management approach. The Group's existing risk management processes provide the foundation for identifying, assessing, monitoring and escalating material risks, while the Climate Risk Assessment ("CRA") undertaken in FY2026 introduced a more focused assessment of physical and transition climate risks across Ranhill's material Water and Power sector.

Risk identification begins at the business and operational levels, where risks are assessed and escalated through the Group's established risk management structure. At operating-company level, Risk Management Working Committees, chaired by the respective CEOs, are responsible for managing their risk profiles and implementing appropriate mitigation measures. These are supported by the Group Corporate Assurance Division, which facilitates risk monitoring and reporting, with material matters escalated through the Management Assurance and Risk Compliance Committee to the Governance and Risk Management Committee and, where necessary, the Board.

In FY2026, the Group's existing risk management process was supplemented by Ranhill's inaugural CRA. Cross-functional workshops involving relevant Management, business and operational representatives were conducted to identify and assess CRROs affecting Ranhill SAJ and RSE. The assessment considered potential effects on operations, assets, infrastructure, value chains and financial performance, together with existing and planned mitigation and adaptation measures.

The assessment was informed by:

- management and operational experience, including historical climate-related incidents and financial effects;
- relevant internal and external data, regulations, industry practices and operating conditions;
- geospatial analysis of physical climate exposure, including flood susceptibility mapping based on elevation and topography, proximity to water bodies, precipitation, land use and slope; and
- climate scenario analysis using SSP2-4.5 for physical risks and NGFS Net Zero 2050 for transition risks.

Where financial quantification is undertaken, the assessment uses the most relevant operational and financial drivers available for the respective risk. Historical experience is used where available to anchor assumptions, while clearly identified proxies or sensitivity assumptions are applied where direct data is unavailable. These inputs are used to translate climate-related events into indicative financial ranges and assess their potential significance and the resilience of the Group's operations under the relevant scenarios.

CRROs were assessed across the Group's defined short, medium and long term horizons, with each risk evaluated based on likelihood of occurrence and severity of impact. These criteria are aligned with Ranhill's existing enterprise risk parameters, with adaptations where necessary to reflect the different operating characteristics of the Water and Power sector.

Risk scores developed through the CRA workshops were subsequently reviewed by the respective Management teams, taking into account operational experience and other available information. Risks are prioritised using the Group's existing rating scale, where low-level risks remain subject to monitoring, moderate risks require greater management attention, and serious risks require immediate mitigation.

IFRS S2 Climate-related Disclosures

Climate-related opportunities were considered through the same CRA process, including opportunities relating to renewable energy, resource and energy efficiency, decarbonisation, carbon credits and other low-carbon solutions.

c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process

Under Ranhill's existing ERM process, operating companies and corporate functions periodically report their risk profiles, controls and mitigation measures through the Group's risk management structure. Significant risks are escalated through MARCC and the GRMC to the Board, while GCAD supports the monitoring of risk reporting and implementation of mitigation measures.

The use of Ranhill's existing likelihood and severity criteria for the CRA enables climate-related risks to be assessed on a comparable basis with other enterprise risks and incorporated into the Group's risk matrix and heatmap. The GRMC receives regular risk reports covering risk factors, severity and likelihood, while material or emerging matters that may affect the Group's risk profile, strategy or long term resilience are escalated to the Board.

As FY2026 represents Ranhill's inaugural CRA, the integration of the resulting climate-risk assessments into the Group's broader risk management processes will continue to be strengthened.

METRICS AND TARGETS

Ranhill monitors a range of climate-related metrics to assess its emissions profile, energy performance, exposure to climate-related risks and progress towards its longer-term decarbonisation ambitions. The Group's primary climate metrics comprise Scope 1, Scope 2 and Scope 3 GHG emissions, emissions intensity, energy consumption and energy intensity, supplemented by renewable-energy generation and other operational indicators relevant to its Water and Power sector. Ranhill currently tracks Scope 3 emissions across selected categories, including purchased goods and services, fuel and energy related activities, waste generated in operations, business travel and employee commuting.

Energy performance is also monitored given the energy-intensive nature of Ranhill's Water and Power sector. Relevant metrics include direct and indirect energy consumption, renewable-energy-derived electricity and energy intensity.

GHG Emissions (tCO_2e)	FY2023	FP2025	FY2026
Group Scope 1	1,357,602.92	2,074,102.86	1,334,402.94
Group Scope 2	292,907.11	468,158.71	319,586.15
Group Scope 3	453,290.06	312,622.59	224,445.76

Detailed GHG emissions, emissions-intensity and energy-performance data are presented under Climate Change & Net Zero 2050 on pages 34–37 of this Report.

In FY2026, Ranhill expanded its climate-related metrics through its CRA and Climate Value-at-Risk exercise. Identified physical and transition risks are assessed using likelihood and severity, while selected material risks have also been quantified in terms of their current and anticipated financial effects under different climate and transition assumptions.

Ranhill has not established an internal carbon price during FY2026. The Group monitors regulatory and market developments and would align with any national carbon price introduced in the jurisdictions in which it operates. It is also assessing the potential use of an internal (shadow) carbon price to help inform future investment and capital-allocation decisions.

These assessments provide additional indicators of Ranhill's exposure and resilience to matters such as operational disruption, asset damage, changing energy costs and carbon pricing. Given that the relevant financial metrics are specific to individual risks and scenarios, they are disclosed together with the respective CRROs under the Strategy section on pages 75–91 rather than repeated here.

DECARBONISATION TARGETS

Ranhill's climate targets are guided by its Net Zero 2050 Roadmap, with 2022 established as the base year. Scope 1 and Scope 2 emissions in the base year amounted to 1,932,031 tCO_2e. The Roadmap prioritises the Group's Water and Power sectors, with RSE I, RSE II and Ranhill SAJ collectively accounting for a substantial proportion of the Group's energy consumption and operational emissions.

Target horizon	Target
2030 – Power Sector	Reduce GHG emissions intensity per unit of electricity generated by 25% against the 2022 baseline.
2030 – Water Sector	Reduce GHG emissions by 30% against the 2022 baseline.
2050 – Malaysia Operations	Achieve net zero Scope 1 and Scope 2 GHG emissions, targeting emissions reductions of up to 90%, with residual emissions addressed through appropriate carbon-removal or offset solutions.

Progress is supported through a phased pathway comprising accelerated action to 2030, scaling of solutions between 2031 and 2040, and deeper decarbonisation towards 2050. Initiatives include operational and energy efficiency, renewable-energy deployment and the progressive assessment of lower-carbon and emerging technologies.

Performance against these targets is monitored through the Group's annual GHG emissions and emissions-intensity metrics, with further details provided under Climate Change & Net Zero 2050 on pages 34- 37.

As Ranhill progressively strengthens its alignment with IFRS S2, the Group will continue to enhance its climate-related metrics beyond GHG emissions and energy performance. This includes further developing measures relating to the financial exposure of assets and business activities to physical and transition risks, climate-related opportunities and capital deployed towards mitigation, adaptation and decarbonisation initiatives.

Appendix 1: Ranhill SAJ Compliance to SPAN KPI

	Performance Measures	Key Performance Indicator (KPI)	SPAN KPI Target	Achievement
1	**WATER SERVICES PERFORMANCE**			
1.1	Supply Coverage	% coverage Urban Areas	100%	100%
	% of water supply coverage	% coverage Rural Areas	99.5%	99.5%
1.2	Treated Water Quality Compliance Rate	% of water quality tests that meet the NDWQ Standards		
		a) Residual chlorine	99.0%	99.98%
		b) E Coli	99.9%	100%
		c) Residual Chlorine & E Coli	99.95%	100%
		d) Turbidity	99.7%	100%
		e) Aluminium	95.0%	99.0%
1.3	Continuity of Water Supply	a) Communication pipe failures to be repaired within 24 hours; (for cases where services are affected)	95.0%	100%
	Water interruptions and Main Breaks	b) Pipe repair and restoration of supply for pipe below 200mm diameter to be within 24 hours	95.0%	100%
		c) Pipe repair and restoration of supply for pipes size 200mm up to 600mm diameter to be within 36 hours	95.0%	100%
		d) Pipe repair and restoration of supply for mains exceeding 600mm diameter to be within 48 hours	95.0%	100%
1.4	Water Pressure	Minimum pressure of 10m at meter point to be maintained for all premise types. (Unit: % compliance)	99.0%	99.4%
1.5	Security of Supply	a) Water Treatment Plants reserve margin of at least 15%	10%	14.4%
		b) Interconnections between water treatment plants via network system not less than 80%	93%	94%
		c) Percentage of external storages having storage capacity not less than 24 hours supply.	100%	100%

	Performance Measures	Key Performance Indicator (KPI)	SPAN KPI Target	Achievement
2	**CUSTOMER SERVICE**			
2.1	Water supply Complaints	Response time to complaints		
		a) Percentage responded within 24 hours	96.5%	99.96%
		b) Response and resolution of Complaints within 3 working days	70.0%	99.70%
		c) Telephone Complaints: - % responded within 10 seconds (excluding crisis period beyond our control and include abandoned calls)	92.0%	95.79%
2.2	Customer Satisfaction Level	Implementation of Customer Satisfaction Level survey	Starts in 2026	-
		Customer Satisfaction Index	Starts in 2026	-
3	**OPERATIONAL AND ECONOMIC PERFORMANCE**			
3.1	Non-Revenue Water	NRW level for Johor State		
		a) Total of NRW (%)	24.5%	24.0%
		b) Real losses volume: Liter/connection/day (l/con/day)	287	287
		c) Commercial loss: number of meters not functioning or stop	0.2%	0.2%
		d) Infrastructure Leakage Index (ILI)	8.1	8.1
3.2	Operating Cost	a) Operating Cost per 1000 accounts	723,058	694,513
		b) Operating Cost per cubic meter produced: RM/m^3	1.26	1.25
3.3	Collection efficiency	Billing efficiency	99.5%	99.5%
		Average Collection Period	<45 days	31
		Percentage of total active debts more than 120 days	<34%	12%
3.4	Operating Ratio	Operating Cost/Revenue	0.56	0.58
4	**ENVIROMENTAL PERFORMANCE**			
4.1	Sludge Treatment	% of water treatment plants with sludge treatment facilities compared to total no. of water treatment plants.	100%	100%
4.2		% of total volume of treatment residue treated compared to total volume of treatment residue generated.	100%	100%

Appendix 1: Ranhill SAJ Compliance to SPAN KPI

	Performance Measures	Key Performance Indicator (KPI)	SPAN KPI Target	Achievement
5	**COMPETENCY**			
5.1	Requirement of competent employees to operate water treatment plant and distribution system	a) Water Treatment Plant		
		Percentage of worker obtained Sijil Kemahiran Malaysia (SKM) Level 2	95%	100%
		Percentage of worker obtained Sijil Kemahiran Malaysia (SKM) Level 3	95%	100%
		b) Water Distribution		
		Percentage of worker obtained Sijil Kemahiran Malaysia (SKM) Level 2	90%	100%
		Percentage of worker obtained Sijil Kemahiran Malaysia (SKM) Level 3	90%	100%
		c) Water Treatment Quality		
		Percentage of worker obtained Sijil Kemahiran Malaysia (SKM) Level 2	75%	100%
		Percentage of worker obtained Sijil Kemahiran Malaysia (SKM) Level 3	75%	100%
		d) Non-Revenue Water (NRW)		
		Percentage of worker obtained Sijil Kemahiran Malaysia (SKM) Level 3	75%	100%

Notes:

1. *Customer Service Performance for water supply complaints is monitored through the Integrated Job Management System (IJMS). All other performance measures are reported and validated by the respective responsible departments.*
2. *Data within the table is based on SPAN's calendar year from 1 January 2025 to 31 December 2025.*
3. *Data reported to SPAN is subject to regulatory audit and verification.*

Appendix 2: RWTT & AnuRAK Compliance to Regulator's KPI — Thailand

	Target	Actual	
		June 2025	June 2026
Amata City Chonburi Industrial Estate WTP-2CB Stage 1 & Stage 2 (Concession)			
Color	15	8	7
Turbidity	4	1.00	0.60
pH range	6.5 - 8.5	7.45	7.49
Total Dissolved Solids (TDS)	600	282	285
Influent Compliance	100	100	100
Amata City Chonburi Industrial Estate WWTP-1CB (Concession)			
Color	300	N/A	N/A
pH at 25oC	5.5 - 9	7.00	6.90
Total Dissolved Solids (TDS)	3000	1,213	1,151
Total Suspended Solids	50	23.7	12.0
BOD (5 days,at 20oC)	20	4.5	2.4
COD	120	46.03	42.00
TKN as N	100	<5	<5
Oil & Grease & Fat	5	<3.0	<3
Effluent Compliance	100	100	100
Amata City Chonburi Industrial Estate WRTP-1CB (Concession)			
Color	15	5.00	5.00
Turbidity	4	0.55	0.50
pH (25°C)	6.5-8.5	7.23	7.00
Total Dissolved Solids (TDS)	600	372	34
Influent Compliance	100	100	100
Amata City Rayong Industrial Estate WTP- 2RY (Concession)			
Color	≤ 15	5	5
Turbidity	4	0.70	0.60
pH (25°C)	6.5 - 8.5	7.10	7.10
Total Dissolved Solids (TDS)	≤ 600	283	212
Influent Compliance	100	100	100
Amata City Rayong Industrial Estate WWTP- 2RY (Concession)			
pH at 25°C	5.5 - 9.0	7.20	7.10
Total Dissolved Solids (TDS)	<3000	853	749
Total Suspended Solids	<50	5.6	8.0
BOD (5 Day, at 20 oC)	<20	4.5	5.0
COD	<120	32	34
Total Kjeldahl Nitrogen as N	<100	7.20	6.70
Oil & Grease & FAT	<5	<3.0	<3.0
Effluent Compliance	100	100	100

Appendix 2: RWTT & AnuRAK Compliance to Regulator's KPI — Thailand

	Target	Actual	
		June 2025	June 2026
Amata City Rayong Industrial Estate WTP1/2-RY (Concession)			
pH (25°C)	6.5 - 8.5	7.17	7.14
Turbidity	4	0.61	0.77
Colour	≤ 15	5	6
Total Dissolved Solids (TDS)	≤ 600	315	244
Total Hardness (as CaCO3)	≤ 300	72	65
Chloride (Cl)	≤ 250	49	41
Influent Compliance	100	100	100
Amata City Rayong Industrial Estate WWTP-4RY (Concession)			
Colour	300	N/A	N/A
pH at 25°C	5.5 - 9.0	7.14	7.04
Total Dissolved Solids (TDS)	<3000	1276	1425
Total Suspended Solids	<50	13	13
BOD (5 Day, at 20°C)	<20	8.9	8.9
COD	<120	48	49
Total Kjeldahl Nitrogen as N	<100	12.02	12.80
Oil & Grease & FAT	< 5	<3.0	3.0
Effluent Compliance	100	100	100
AIT Concession			
pH at 25°C	5.0 - 9.0	7.07	7.03
BOD (5 days,at 20°C)	<20	12.4	11.0
Total Suspended Solids	<30	5	5
Total Dissolved Solids (TDS)	<500	341	315
Oil & Grease	<5.0	<3.0	3.0
Total Kjeldahl Nitrogen	<35	11.83	12.29
Effluent Compliance	100	100	100
Amata City Rayong Industrial Estate WRTP2-RY (Concession)			
Colour	15	5	5
Turbidity	4	0.60	1.11
pH (25°C)	6.5-8.5	7.30	7.30
Total Dissolved Solids (TDS)	600	257	231
Influent Compliance	100	100	100

Appendix 3: Bursa Malaysia Prescribed Table

RANHILL UTILITIES BERHAD

BMLR Transition Period

Date & Time: 2026-09-22_09:51:27

Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage	58	68	—	No assurance
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Non-Management	Percentage	6	36	—	No assurance
Anti-Corruption	Percentage of operations assessed for corruption--related risks	Percentage	100	100	—	No assurance
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	1	0	—	Internal
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	1,514,408.60	1,387,526.20	—	No assurance
Community/Society	Total number of beneficiaries of the investment in communities	Number	2,807	2,745	—	No assurance
Diversity	Percentage of male employees each employee category - Management	Percentage	19.2	6.5	—	No assurance
Diversity	Percentage of male employees each employee category - Non-management	Percentage	56.9	71.5	—	No assurance
Diversity	Percentage of female employees for each employee category - Management	Percentage	10.7	2.9	—	No assurance
Diversity	Percentage of female employees for each employee category - Non-management	Percentage	13.2	19.2	—	No assurance

RANHILL UTILITIES BERHAD

BMLR Transition Period

Date & Time: 2026-09-22_09:51:27

Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Percentage of age group under 30 for each employee category - Management	Percentage	7.1	0.1	—	No assurance
Diversity	Percentage of age group under 30 for each employee category - Non-management	Percentage	15.5	20.0	—	No assurance
Diversity	Percentage of age group 31-50 for each employee category - Management	Percentage	16.1	4.8	—	No assurance
Diversity	Percentage of age group 31-50 for each employee category - Non-management	Percentage	42.3	55.9	—	No assurance
Diversity	Percentage of age group above 50 for each employee category - Management	Percentage	6.7	4.5	—	No assurance
Diversity	Percentage of age group above 50 for each employee category - Non-management	Percentage	12.2	14.7	—	No assurance
Diversity	Percentage of directors by gender - Male	Percentage	75	75	—	No assurance
Diversity	Percentage of directors by gender - Female	Percentage	25	25	—	No assurance
Diversity	Percentage of directors by age group - Under 30	Percentage	12.5	0	—	No assurance
Diversity	Percentage of directors by age group - Between 31-50	Percentage	12.5	25	—	No assurance
Diversity	Percentage of directors by age group - Above 50	Percentage	75	75	—	No assurance
Energy Management	Total energy consumption	GJ	38,085,278.98	25,149,008.04	—	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Health and safety	Number of work-related fatalities	Number	2	0	—	No assurance
Health and safety	Lost time incident rate	Rate	0.22	0	—	Internal
Health and safety	Number of employees trained on health and safety standards	Number	2,122	828	—	No assurance
Labour practices and standards	Total hours of training by employee category - Management	Hours	80,414	26,213.8	—	Internal
Labour practices and standards	Total hours of training by employee category - Non-Management	Hours	139,468	122,525.8	—	Internal
Labour practices and standards	Percentage of employees that are contractors or temporary staff	Percentage	13.9	14.2	—	No assurance
Labour practices and standards	Total number of employee turnover by employee category - Management	Number	686	136	—	No assurance
Labour practices and standards	Total number of employee turnover by employee category - Non-management	Number	432	307	—	No assurance
Labour practices and standards	Number of substantiated complaints concerning human rights violations	Number	0	0	—	No assurance
Supply chain and management	Proportion of spending on local suppliers	Percentage	98.6	98.4	—	No assurance
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	—	No assurance

RANHILL UTILITIES BERHAD

BMLR Transition Period

Date & Time: 2026-09-22_09:51:27

Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Water	Total water withdrawal from all areas	Cubic Metre	-	765,920,736	—	No assurance
Emissions Management	Scope 1	tonnes CO2e	2,074,102.86	1,334,402.94	Net Zero 2050	Internal
Emissions Management	Scope 2	tonnes CO2e	468,158.71	319,586.15	Net Zero 2050	Internal

Appendix 3: Bursa Malaysia Prescribed Table

GRI Standards Content Index

Ranhill has reported the information in this index for the period 1 July 2025 to 30 June 2026 with reference to the GRI Standards.

GRI STANDARD	GRI CODE	GRI DISCLOSURE	REFERENCE/SECTION	PAGE NUMBER
GRI 2: General Disclosures 2021	**Organisational Overview**			
	2-1	Organisational details	Introduction	4-5
	2-2	Entities included in the organisation's sustainability reporting	Scope and Boundary	b-1
	2-3	Reporting period, frequency and contact point	Introduction	1
	2-4	Restatements of information	No restatements of information	
	2-5	External assurance	No external assurance	
	2-6	Activities, value chain and other business relationships	Ranhill Fact Sheet	5
			Revenue by Business Sector	9
	2-7	Employees	Ranhill Fact Sheet	5
			Equal Opportunity & Workforce Diversity	57-58
	2-8	Workers who are not employees		
	Sustainability Governance			
	2-9	Governance structure and composition	Sustainability Governance & Structure	20-24
	2-10	Nomination and selection of the highest governance body		
	2-11	Chair of the highest governance body		
	2-12	Role of the highest governance body in overseeing the management of impacts		
	2-13	Delegation of responsibility for managing impacts		
	2-14	Role of the highest governance body in sustainability reporting		
	2-15	Conflicts of interest	Code of Conduct and Business Ethics	23
	2-16	Communication of critical concerns	Whistleblowing Channel	26
	2-17	Collective knowledge of the highest governance body	Sustainability Governance & Structure	20-24
	2-18	Evaluation of the performance of the highest governance body	Linking Remuneration to Sustainability Performance	23
	2-19	Remuneration policies		
	2-20	Process to determine remuneration		

GRI Standards Content Index

GRI STANDARD	GRI CODE	GRI DISCLOSURE	REFERENCE/SECTION	PAGE NUMBER
GRI 2: General Disclosures 2021 (Cont'd.)	**Sustainability Governance (Cont'd.)**			
	2-23	Policy commitments	Promoting Good Governance Through Internal Policies	23
	2-24	Embedding policy commitments		
	2-25	Processes to remediate negative impacts	Whistleblowing Channel	26
	2-26	Mechanisms for seeking advice and raising concerns		
	2-27	Compliance with laws and regulations	Sustainability Governance & Structure	20-29
	Stakeholder			
	2-28	Membership associations	Membership in Associations	3
	2-29	Approach to stakeholder engagement	Stakeholder Engagement	13-18
	2-30	Collective bargaining agreements	Freedom of Association and Collective Bargaining	57
GRI 3: Material Topics 2021	**Materiality**			
	3-1	Process to determine material topics	Determining Materiality	11-12
	3-2	List of material topics		
	3-3	Management of material topics	Found under each material topic section	20-73
ECONOMIC				
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Group Financial Highlights	8-9
			Economic Performance	30
	201-2	Financial implications and other risks and opportunities due to climate change	IFRS S2 Climate-related Disclosures	74-95
	201-3	Defined benefit plan obligations and other retirement plans	Employee Remuneration and Benefits	60
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Economic Performance	30
	203-2	Significant indirect economic impacts		

GRI STANDARD	GRI CODE	GRI DISCLOSURE	REFERENCE/SECTION	PAGE NUMBER
ECONOMIC (CONT'D.)				
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Proportion of Spending on Local Procurement	30
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Commitment to a Corruption-Free Workplace	24-27
	205-2	Communication and training about anti-corruption policies and procedures		
	205-3	Confirmed incidents of corruption and actions taken		
ENVIRONMENTAL				
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Group Energy Consumption	39
	302-2	Energy consumption outside of the organisation		
	302-3	Energy intensity		
	302-4	Reduction of energy consumption		
	302-5	Reductions in energy requirements of products and services		
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Preserving Water Resources Combatting Water Pollution	40-42 43-45
	303-2	Management of water discharge-related impacts		
	303-3	Water withdrawal		
	303-4	Water discharge		
	303-5	Water consumption		
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	49
	304-2	Significant impacts of activities, products and services on biodiversity		
	304-3	Habitats protected or restored		
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations		

GRI Standards Content Index

GRI STANDARD	GRI CODE	GRI DISCLOSURE	REFERENCE/SECTION	PAGE NUMBER
ENVIRONMENTAL (CONT'D.)				
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Climate Change & Net Zero 2050	34-37
	305-2	Energy indirect (Scope 2) GHG emissions		
	305-3	Other indirect (Scope 3) GHG emissions		
	305-4	GHG emissions intensity		
	305-5	Reduction of GHG emissions		
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Other Air Emissions	38
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Waste Management	46-48
	306-2	Management of significant waste-related impacts		
	306-3	Waste generated		
	306-4	Waste diverted from disposal		
	306-5	Waste directed to disposal		
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Commitment to a Corruption-Free Value Chain	26-28
	308-2	Negative environmental impacts in the supply chain and actions taken		
SOCIAL				
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Talent Recruitment & Retention	61
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Remuneration and Benefits	60
	401-3	Parental leave		
GRI 402: Labour/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Respecting Labour and Human Rights	56

GRI STANDARD	GRI CODE	GRI DISCLOSURE	REFERENCE/SECTION	PAGE NUMBER
SOCIAL (CONT'D.)				
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Occupational Safety and Health	68-72
	403-2	Hazard identification, risk assessment, and incident investigation		
	403-3	Occupational health services		
	403-4	Worker participation, consultation, and communication on occupational health and safety		
	403-5	Worker training on occupational health and safety		
	403-6	Promotion of worker health		
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
	403-8	Workers covered by an occupational health and safety management system		
	403-9	Work-related injuries	HSE Performance	70-71
	403-10	Work-related ill health		
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Employee Professional Development and Training	62-63
	404-2	Programs for upgrading employee skills and transition assistance programs		
	404-3	Percentage of employees receiving regular performance and career development reviews		
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