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GLOBAL CONFERENCE 2026

FROM CHAOS TO COMMAND: RISK LEADERSHIP IN INDUSTRY 6.0

DROWNING IN DATA? TURNING ESG REPORTS INTO REAL STRATEGIC IMPACT

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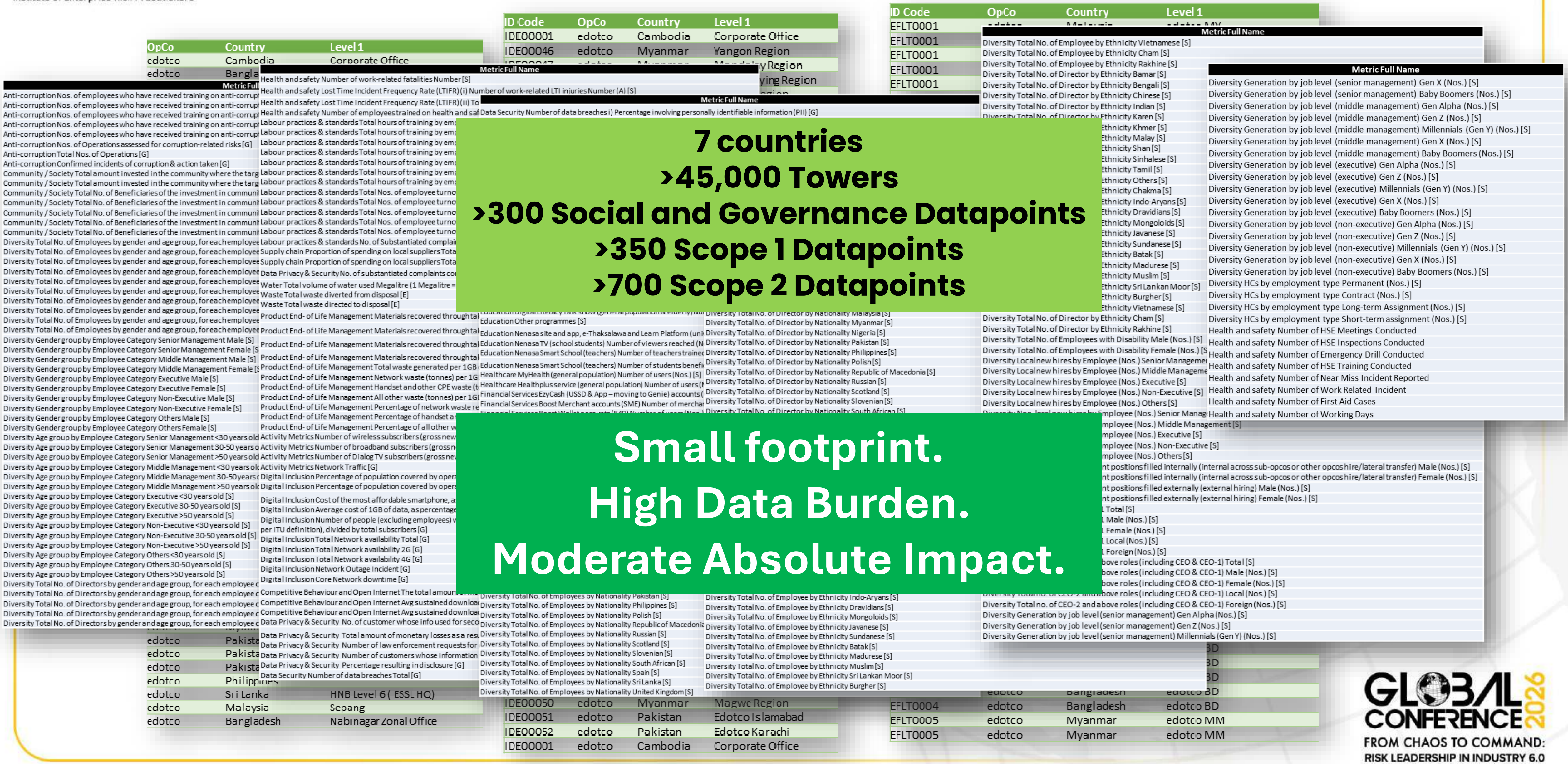
Setting the Stage



7 countries
>45,000 Towers
>300 Social and Governance Datapoints
>350 Scope 1 Datapoints
>700 Scope 2 Datapoints

Small footprint.
High Data Burden.
Moderate Absolute Impact.

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The Compliance Trap

Frameworks reward *completeness*,
not *decision-usefulness*

- Reporting teams become data warehouses, not strategic advisors.
- Move from "collect everything" to "know what matters."

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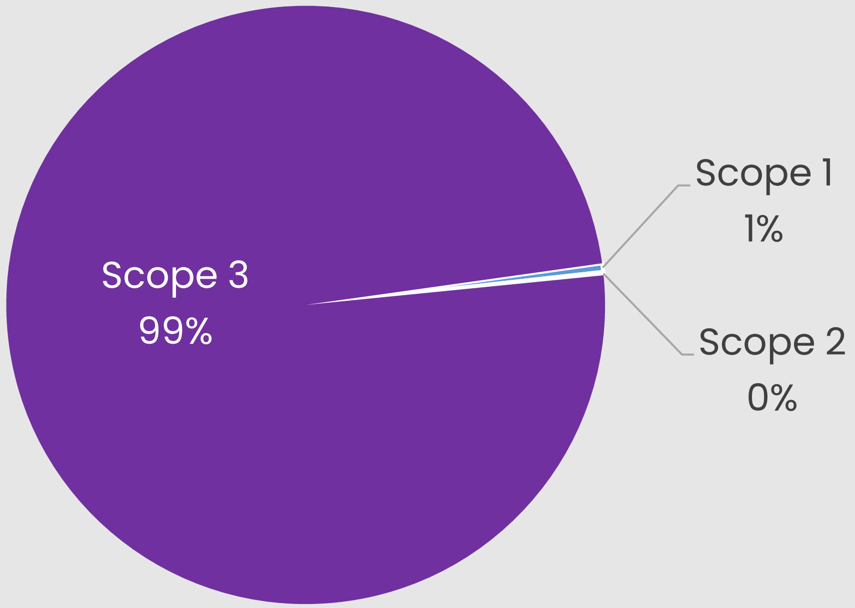
"What Do We Report?" → "What Moves the Board?"

1. **Materiality of magnitude:** Does it move the total by a meaningful amount:

2. **Actionability:** Can something be done in the next 12–24 months?

3. **Risk correlation:** Does it map to a financial, regulatory, or reputational exposure the board already tracks?

Example:



FY2025 Emissions Profile:
Scope 1 : 2,828 tCO_2e
Scope 2 : 1,123 tCO_2e
Scope 3 : 610,465 tCO2e

1. **Materiality of magnitude?** Almost irrelevant.

BUT

2. **Actionability?** EDOTCO directly controls fleet and office electricity. Target tied to a Board-approved 45% reduction target by 2030.
3. **Risk correlation?** Electricity and fleet efficiency reduces cost, stakeholder expectation to meet Carbon Neutral target, NSRF requires reporting of Scope 3 later.

Different Markets, Different Conversations

INDONESIA

Scope 1

▼ 93% → Conversion of fleet to EV

BANGLADESH

Scope 2

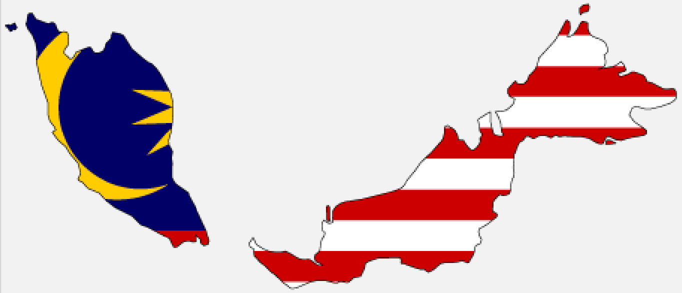
37%

of Group → I-RECs

PAKISTAN

Scope 3, Cat 13

▲18% 68% of Group → Solarisation



MALAYSIA

Scope 1

▼ 57% → Green Electricity Tariffs

If your report presents all markets on one slide with one number, you haven't simplified the story, you've deleted it.

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Burden → Competitive Advantage

IFRS S1/S2 alignment isn't a reporting exercise

1. **Risk infrastructure.**

2. **Capital planning input** — it tells you where to prioritise climate-hardening spend.

Companies that can answer "which 500 of our assets are most exposed to a >2.5°C world, and what does hardening them cost" before a regulator, insurer, or lender asks the question, hold the negotiating position.

Quantitative Impact on Assets

Our analysis reveals a significant correlation between global warming trajectories and asset vulnerability, with total potential risk sites escalating from 1,533 (16%) in the Best Case to 2,776 (28%) in the Worst Case.

This escalation highlights the potential for increased capital expenditure, maintenance requirements, and operational disruption risks, which may impact the Group's long-term asset performance and cost structure.

	Risk Exposure		
NTCs	**<1.5 °C**	**>2.5 °C**	**>4.0 °C**
Bangladesh	High risk	Severe risk	Severe risk
Cambodia	Low risk	Low risk	Low risk
Malaysia	Low risk	Moderate risk	Moderate risk
Pakistan	Low risk	Low risk	Low risk
Philippines	Low risk	Low risk	Low risk

Severe risk · High risk · Moderate risk · Low risk

Bangladesh has been identified as the most impacted, with 1,995 sites being at risk in the Worst Case, representing 20% of its local portfolio. Most of these sites are concentrated in the Southern Region, which is highly susceptible to coastal flooding.

Malaysia faces a significant jump in risk from 4% (Best Case) to 9% (Worst Case), indicating that roughly 567 sites require climate-hardening measures if global temperatures exceed 4.0°C.

In markets like Pakistan, our analysis shows lower sensitivity to these specific physical temperature and coastal metrics, maintaining a stable risk profile across all scenarios.

Strategic Response & Transition Planning

Across our tower portfolio, EDOTCO integrates climate adaptation through engineering design standards and site-specific mitigation. All structures are designed to global and local codes using 3-second gust wind speeds derived from historical extreme wind data to enhance wind and cyclone resilience.

Flood exposure is assessed during site selection and design, and flood-prone sites are protected through elevated equipment platforms and raised foundations.

To manage high ambient temperatures and reduce overheating risk, sites are equipped with active or passive cooling systems, such as ventilation and fan based or heat exchanger solutions.

Adaptation measures are informed by historical incident data, engineering standards and site-level assessments, and are applied across the portfolio. These measures collectively strengthen the resilience of our infrastructure portfolio against evolving climate conditions.

Management is tracking climate related incidents including their impact on our infrastructure. While a comprehensive scenario analysis has yet to be completed, based on current key risk indicators being tracked, less than 1% of our infrastructures are at potential climate risk by 2030. This is largely due to current adoption of technical codes and build requirements in the countries we operate, as well as EDOTCO's preventive maintenance programme.

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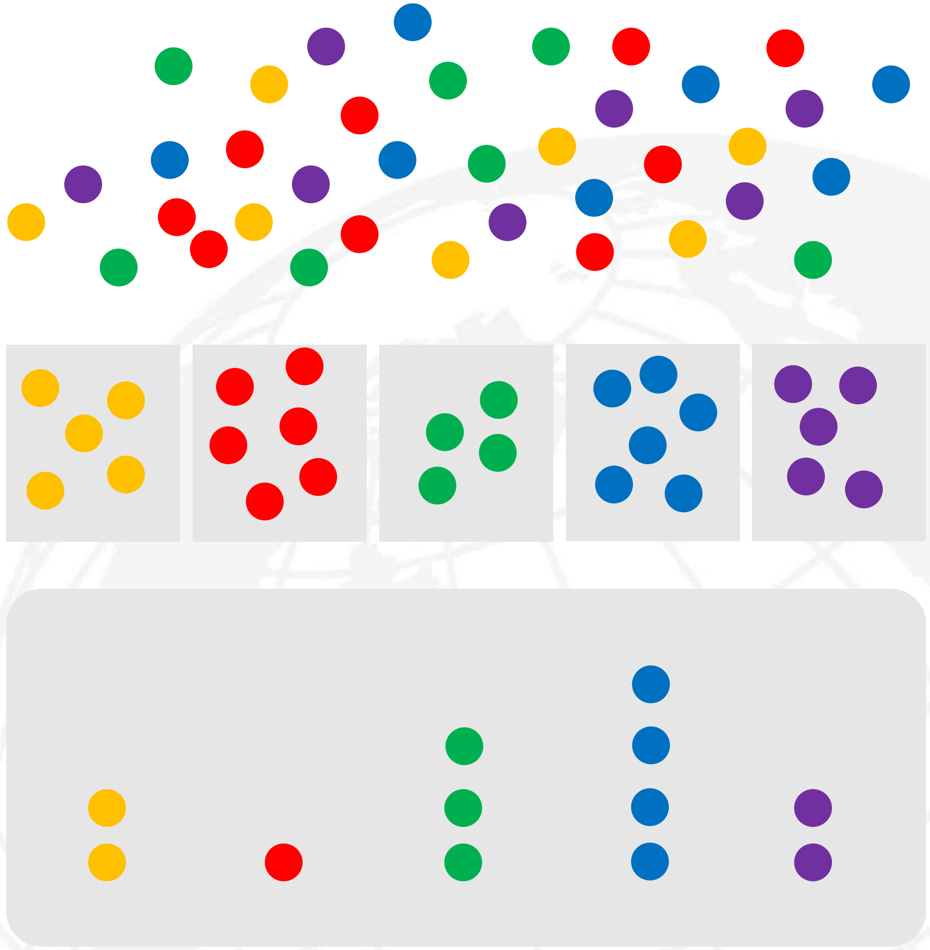
How to Start?

1. **Understand data.** Which ones are impactful, within control, quick wins, etc.

2. **Identify risk areas.** Take stock of assets, location, exposure to climate-related risks, etc.

3. **Develop the right strategies.** Understand your market, regulations, viable initiatives, etc.

4. **Assign accountability.** Ensure each metric has an owner so risks/opportunities are managed.



Carry Your Business Objective in Mind

EDOTCO

Co-location: Fewer towers, more capacity, less waste.

ESG Reporting is the same:

Not more infrastructure (more metrics, more slides, more frameworks stacked on top of each other), but shared, efficient infrastructure that carries more strategic weight per data point collected.

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