YAYASAN PENERAJU

ANNUAL REPORT 2025

CHANGE IN MOTION



COVER RATIONALE

Yayasan Peneraju (YP) is accelerating its transformative journey to empower high-value Bumiputera talent as future value creators, industry leaders and drivers of national progress. Inspired by YP's promise of "Make the Change", the theme of the 2025 Annual Report, Change in Motion, reflects the momentum of this evolution, as well as YP's refined focus and clear sense of direction.

The theme also speaks to YP's ongoing transformation and the steady progress made in sharpening its role and priorities. It conveys a journey that is already in motion and one that continues to unfold with greater clarity and purpose.

Looking ahead to 2030, Change in Motion also embodies the ambition underpinning our long-term roadmap as we work towards reaching 100,000 Bumiputera talents across human, social and economic dimensions. As a cover theme, it expresses not only how far we have come, but also our aspiration to help shape a generation capable of contributing to high-impact sectors in Malaysia and supporting the nation's future growth.

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FOREWORD



“As Malaysia advances towards becoming a high-income nation by 2030 under the 13th Malaysia Plan (13MP), our focus must extend beyond sustaining growth to ensuring that growth is inclusive, value-driven, and anchored by a future-ready workforce. Our transformation into a digital, innovation-driven economy gained further momentum, generating significant value across emerging and high-growth sectors through increased investments in artificial intelligence, digital infrastructure, and advanced technologies, among others. This progress is underpinned by robust government policies and reforms premised on MADANI principles, as well as strong private sector participation.”

The nation's economy continued to demonstrate resilience and progress in 2025 amid an increasingly complex global landscape. Under the helm of the MADANI Government, and building on the strong momentum recorded in 2024, the nation registered higher-than-expected gross domestic product (GDP) growth of 5.2%. This performance was supported by steady domestic consumption, sustained investor confidence, and a strengthening labour market. The unemployment rate declined further to 2.9%, the lowest in more than a decade, reflecting expanding opportunities and the continued vitality of Malaysia's economic landscape.

As Malaysia advances towards becoming a high-income nation by 2030 under the 13th Malaysia Plan (13MP), our focus must extend beyond sustaining growth to ensuring that growth is inclusive, value-driven, and anchored by a future-ready workforce. Our transformation into a digital, innovation-driven economy gained further momentum, generating significant value across emerging and high-growth sectors through increased investments in artificial intelligence, digital infrastructure, and advanced technologies, among others. This progress is underpinned by robust government policies and reforms premised on MADANI principles, as well as strong private sector participation.

In this journey, talent development is not merely a supporting agenda, but a national imperative. To realise the aspirations of 13MP and strengthen Malaysia's position as a regional economic powerhouse, we must continue to mobilise people, assets, and technology in a more strategic and integrated manner. This includes intensifying efforts to build a highly skilled, future-ready, and globally competitive workforce, while ensuring that Bumiputera talent is empowered to participate meaningfully in high-impact sectors and leadership roles.

In this regard, Yayasan Peneraju (YP) plays an important role as a strategic enabler under the Ministry of Economy in advancing the national talent development agenda. Through its mandate to identify, nurture, and support Bumiputera talents, YP helps translate national priorities into tangible outcomes by strengthening pathways into quality education, professional certifications, industry-relevant skills, and high-value employment opportunities. This role is increasingly important as we work to reduce socio-economic disparities and expand access to opportunities that can deliver lasting uplift for individuals, families, and communities.

Since its establishment in 2012, YP has supported the development of approximately 90,000 talents through strategic collaborations with government agencies, industry players, and educational institutions. Its wide-ranging efforts in financial aid, professional upskilling and reskilling, as well as technical training, have gone beyond individual achievement to create broader socio-economic impact, including higher household incomes, stronger communities, and improved social mobility.

As the workplace continues to evolve amid rapid digitalisation and globalisation, YP has also adapted its approach to remain relevant and responsive to national needs. Its Roadmap to 2030 reflects a deliberate shift towards creating not only wealth, but also long-term value through the development of leaders and changemakers. This direction is further reinforced through initiatives such as the Talent Bank, which strengthens YP's role in identifying and cultivating high-potential Bumiputera talents who can contribute meaningfully as professional leaders, business leaders, and community leaders.

Guided by the MADANI Government's aspiration for a more inclusive, equitable, and competitive Malaysia, YP has set its sights on developing 10,000 Bumiputera talents into high-impact leaders by 2030. This aspiration is timely and aligned with the national shift under 13MP from 'Made in Malaysia' to 'Made by Malaysia', where talent, innovation, and leadership will be central to shaping the country's next phase of development.

On behalf of the MADANI Government, I commend YP for its unwavering dedication, strategic clarity, and strong sense of accountability in elevating the status of Bumiputera talents. Together, let us move forward with renewed commitment and resilience to enhance the nation's productivity and sustainability for generations to come.

Yang Berhormat
Tuan Haji Akmal Nasrullah Mohd Nasir
Minister of Economy

LETTER FROM THE CHIEF EXECUTIVE OFFICER



“In 2025, YP also recorded the highest enrolment in its history, increasing by 54% compared with 2024. This reflects the continued trust placed in us and the growing demand for pathways that lead to vital skills, globally recognised qualifications and stronger career mobility.”

2025 was a breakthrough year for Yayasan Peneraju (YP) and, in tandem, for the broader Bumiputera community.

We shifted our emphasis from wealth creation to empowering talent as high-achieving value creators, driven to transform themselves and expand their impact on nation-building in a world shaped by digitalisation, as well as visionary critical and creative thinkers. Guided by the MADANI Government mandate, YP continued its efforts to progressively elevate Bumiputera talent.

Since 2012, our wide-ranging initiatives have delivered meaningful outcomes for close to 90,000 Bumiputera individuals, enabling them to thrive while strengthening communities. More importantly, this reflects the progress of thousands of Malaysians whose lives have improved through greater access to opportunities and upward mobility.

In 2025, YP also recorded the highest enrolment in its history, representing a 54% increase compared with 2024. This reflects the continued trust placed in us and the growing demand for pathways that lead to vital skills, globally recognised qualifications and stronger career mobility.

The year also marked an important strategic shift for the organisation. We narrowed our focus from five programme thrusts to two core areas: technology and professional. This decision responds to the growing demand for talent in fields that continue to transform industries and businesses.

Malaysia is currently estimated to face a shortage of around 100,000 technologists, particularly in artificial intelligence, cybersecurity, data, cloud and digital systems. To ensure Bumiputera talents are equipped to lead in these areas, we are targeting 12,000 enrolments in technology-related programmes in 2026, with plans to reach a cumulative total of 50,000 enrolments by 2030.

At the same time, strengthening the national economy requires credible financial talent. Chartered accountants play an important role not only in business growth, but also in governance, institutional strength and global competitiveness. To date, more than 9,000 Bumiputera talents nationwide have benefited from professional accounting programmes through YP's outreach efforts.

One of the year's key highlights was the introduction of our New Financing Scheme, reflecting the evolution of our funding model towards a more sustainable approach, including loan-based support. Through this initiative, we continue to expand access to quality upskilling and reskilling opportunities while enabling talents to pursue pathways most relevant to their aspirations.

Anchored in YP's broader mandate to strengthen Bumiputera competitiveness domestically and internationally, our efforts remain aligned with the MADANI Economy agenda. This commitment is also reflected in our flagship Talent Bank initiative, through which we aim to support the development of 100,000 qualified Bumiputera talents by 2030, including 10,000 Value Creators who will emerge as leaders across professional, business and community spheres.

As we reflect on the progress made over the past year, I would like to express my deepest appreciation to Yang Berhormat Dato' Seri Rafizi Ramli, former Minister of Economy, for his invaluable guidance, support and leadership. I also extend my sincere appreciation to Yang Berhormat Senator Datuk Seri Amir Hamzah Azizan, Interim Minister of Economy, for his continued support and stewardship during this period of transition.

It is also my honour to welcome Yang Berhormat Tuan Haji Akmal Nasrullah bin Haji Mohd Nasir as Minister of Economy. We look forward to continued progress under his leadership as we remain steadfast in advancing Bumiputera talent development for the nation.

My heartfelt thanks also go to the Ministry of Economy, our Board of Trustees, Approved Learning and Training Institutions (ALTIs), industry partners, alumni, talents and the entire YP team. Every milestone achieved this year was made possible through your trust, belief and support.

With shared purpose and unwavering commitment, we will continue to Make the Change.

Ibrahim Sani
Chief Executive Officer

WHO WE ARE

Operating since 2012, Yayasan Peneraju is an agency under the Ministry of Economy that serves as a strategic hub to identify, nurture and manage talents to develop Bumiputera class of Value Creators

VISION, MISSION & MANDATE

VISION

To accelerate the global competitiveness of Bumiputera talents

OUR MISSION

To create the most efficient funnelling mechanism for Bumiputera talents to become Value Creators

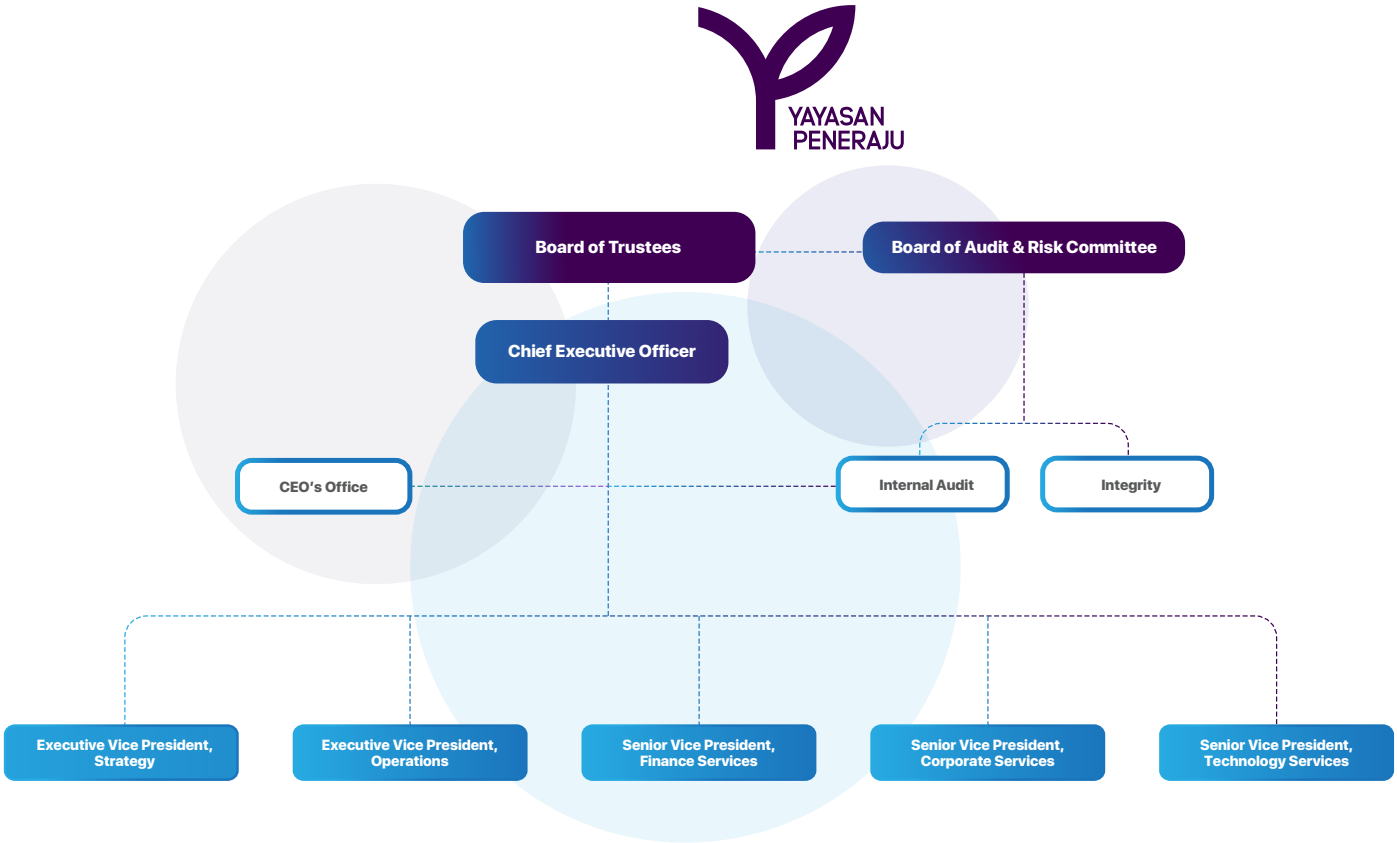
OUR GOAL

Yayasan Peneraju as Talent Bank to funnel talents towards Value Creation

KEY FUNCTIONS

- Talent Identification & Acquisition
- Talent Development & Enhancement
- Financial Resource Mobilisation
- Networking & Industry Integration

ORGANISATIONAL STRUCTURE



BOARD OF TRUSTEES



YB Dato' Seri Mohd Rafizi Ramli



YBhg. Dato' Nor Azmie Diron

ADVISORY COUNCIL



Dato' Omar Siddiq



Datuk (Dr.) Nora Abd Manaf



Dr. Nungsari Ahmad Radhi



Datuk (Dr.) Yasmin Mahmood



Professor Dato' Dr. Adeeba Kamarulzaman



Nurhisham Hussein

RAISING THE BAR IN TALENT DEVELOPMENT



89,335
Cumulative Enrolments FY2025



13,296
FY2025 Enrolment



RM248.4m
FY2025 DE Utilisation

FROM WEALTH CREATION TO VALUE CREATION

2012-2024: THE WEALTH CREATION ERA

Twelve years of opening doors. One year of redefining talents opportunities



Yayasan Peneraju (YP) was incorporated in November 2011 and began operations in February 2012 with a clear mandate to widen Bumiputera access to industry-relevant education, professional certification, and technical upskilling. For more than a decade, this mandate shaped everything we did.

Working alongside programme partners, professional bodies and industry players, we developed pathways across five strategic thrusts namely Professional, Technology, Skil, Tunas and Specialist. By the close of FY2024, cumulative enrolments had reached 76,028 with 63,800 talents successfully completing their programmes through 511 offerings over the years. For many, their journey with YP opened doors to new opportunities and transformed the course of their careers.

> "**76,028** enrolments. **63,800** completed talents. One generation lifted into the high-income economy"

The results were evident. Bumiputera participation in the formal workforce strengthened. Income mobility improved. Families experienced meaningful shifts in their economic circumstances. The Wealth Creation Era achieved what it had set out to do.

As industries continue to evolve, YP recognised that the future economy would require more than employable talents alone. Rapid technological change, shifting workforce expectations and growing global competition are reshaping the type of talent needed today. Beyond technical capabilities, industries are increasingly looking for individuals who are adaptable, innovative and capable of leading change.

At the same time, Bumiputera participation within high value sectors must continue progressing beyond workforce representation towards stronger leadership, ownership and long-term economic influence. These shifts marked an important turning point for YP.

THE PIVOTAL POINT OF YP'S VALUE CREATION JOURNEY

And yet, by 2024, the demands of the industry, Government, and the talents themselves began to outgrow the capabilities that we had. Industries were no longer looking solely for employable graduates. They were seeking for individuals who could lead teams, drive innovations, build enterprises and shape the future of their organisations. The MADANI Government's economic aspirations called for stronger Bumiputera ownership and influence within the economy, while the talents we had supported were increasingly ready to pursue more ambitious next pathways.

In 2025, YP made the shift its official mission.

> "From producing value adders, to nurturing Value Creators"

THE SHIFT TOWARDS VALUE CREATION

YP formally embarked on its transition from wealth creation towards value creation, reflecting a more strategic approach to Bumiputera talent development. The focus was no longer limited to producing employable talents, but on nurturing individuals with the potential to create wider impact across industries, businesses and communities.

Building on the foundations established through the Wealth Creation era, the organisation recognised that the future economy requires a different approach to developing talent.

The Value Creation model is underpinned by three important shifts.

The first is a shift from institution-led to talent-led journeys. While YP previously relied heavily on programme partners to deliver development pathways, talents now play a more active role in shaping their own learning and career journeys.

The second is a shift from broad-based offerings towards a sharper focus on areas with the greatest potential to drive future growth. YP's five legacy thrusts have evolved into two strategic priorities namely Professional and Technology, reflecting changing industry demands and national priorities.

The third is a shift from employability towards leadership. The goal is no longer centred solely on preparing talents to enter the workforce, but on identifying and nurturing individuals with the potential to create wider impact through leadership, innovation and entrepreneurship.

More importantly, YP's approach seeks to accelerate the global competitiveness of Bumiputera talents while strengthening their participation, ownership and influence within the economy.

The transition to value creation therefore represents not a departure from YP's original mission, but the evolution of it.

THE 2030 AMBITION



Central to this transition was the establishment of YP Talent Bank, introduced in 2024 as a long-term platform to identify, nurture and manage high-potential new Bumiputera talents. Through the Talent Bank ecosystem, YP aims to identify and nurture 10,000 individuals with the potential to become value creators, while expanding its reach to 100,000 Bumiputera talents by 2030.

This includes nurturing 5,000 Professional Leaders who are able to drive growth and transformation within organisations, 4,000 Business Leaders who can create new economic opportunities through entrepreneurship and innovation, as well as 1,000 Community Leaders who are able to influence, uplift and contribute positively towards society and community development.

This direction is closely aligned with the aspirations of Rancangan Malaysia Ke-13 (RMK-13) and the Bumiputera Economic Transformation Plan 2035 (PuTERA35), both of which emphasise the important of strengthening Bumiputera participation within high value and skilled sectors of the economy.

HOW THE TALENT DEVELOPMENT MODEL EVOLVED

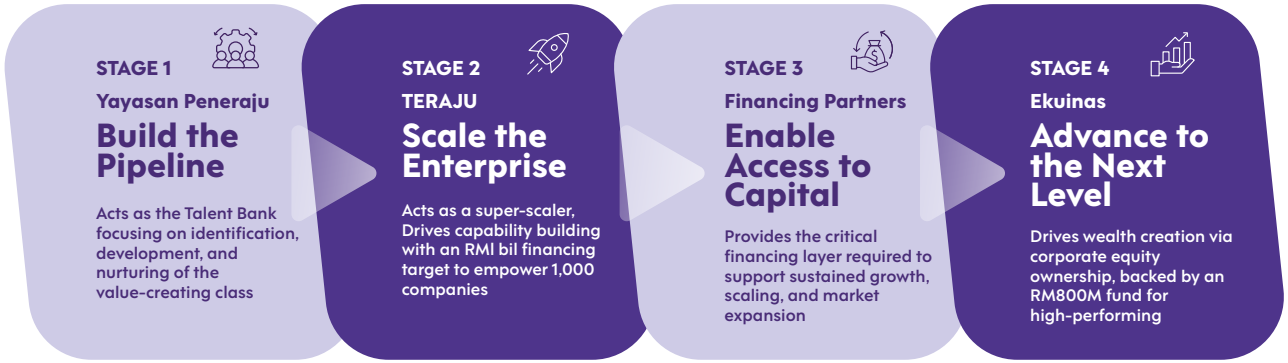
During the Wealth Creation era, YP broadened access to education, professional certification and technical development opportunities through a diverse portfolio of programmes spanning academic, technical, professional, specialist and technology pathways. These efforts established a strong foundation for Bumiputera talent development and expanded opportunities for participation across multiple sectors.

As YP transitioned towards value creation, the talent development model was refined to reflect changing economic priorities and future workforce needs. With a more active role in managing and developing talents directly, YP sharpened its focus towards Professional and Technology pathways, recognising the growing demand for highly skilled professionals, digital talent and industry-recognised certifications.

This strategic focus aligns with the aspirations of the Bumiputera Economic Transformation Plan 2035 (PuTERA35), which seeks to increase Bumiputera participation in high-skilled and high-value sectors. By prioritising these pathways, YP can concentrate its resources on strengthening capabilities in areas that are expected to play an increasingly important role in driving future economic growth and competitiveness.

THE BUMIPUTERA VALUE CREATION RELAY

Talent development cannot stand alone. Under the Ministry of Economy (MOE), agencies and strategic partners operate as a deliberate relay, each carrying the baton to the next stage of growth.



YP carries the first baton by building a strong and sustainable talent pipeline. This begins with identifying, nurturing and preparing high-potential Bumiputera talents to step confidently into the broader entrepreneurial and economic landscape. Each stage of this journey requires intentional effort and accountability.

From there, TERAJU plays a critical role in accelerating enterprise growth and strengthening the capabilities of Bumiputera businesses, ensuring that these talents are supported with the right foundations to scale.

Financing partners then underpin this progress by providing the capital needed to sustain momentum, expand into new markets and unlock meaningful opportunities.

Ekuinas completes the relay by advancing high-performing companies to the next level through strategic growth and equity participation. This reinforces the belief that long-term impact can only be achieved when every party fulfils its role with commitment, discipline and a shared sense of purpose.

> "Each agency carries the baton. None runs the race alone"

To support this journey, YP is guided by its Roadmap to 2030 and the Virtuous Cycle of Value Creators framework, which outlines how talents are progressively nurtured within the Talent Bank ecosystem. The framework reflects YP's belief that talent development should not be viewed as a single intervention, but as a continuous journey that supports individuals at different stages of growth and leadership.

The Talent Bank framework reflects YP's long-term commitment to developing high-potential Bumiputera talents beyond a single programme or intervention. It provides a structured approach to identifying talents, understanding their strengths and supporting their growth over time, with the aim of building a strong pipeline of future leaders across different sectors.

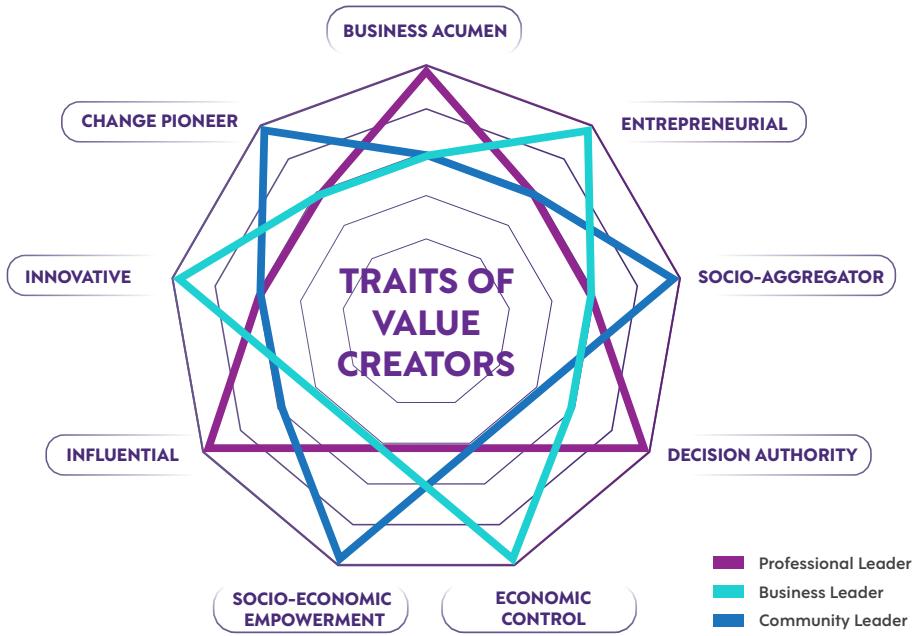
This journey goes beyond technical development. Through assessments, profiling, mentoring, coaching and leadership development opportunities, talents are supported at different stages of their careers and given the tools to grow, take on greater responsibilities and create a wider impact within their organisations, businesses and communities.

VIRTUOUS CYCLE OF VALUE CREATORS



To guide this effort, the framework focuses on three groups of leaders. Professional Leaders are those who contribute to organisational growth through strong leadership and decision-making. Business Leaders create value through entrepreneurship, innovation and enterprise building. Community Leaders drive positive change by bringing people together, advocating for important causes and contributing to the wellbeing of their communities.

While each group plays a different role, together they represent the value creators YP aims to develop. Through the Talent Bank, YP seeks to support talents who can contribute not only to their own success, but also to the growth of organisations, communities and the nation.

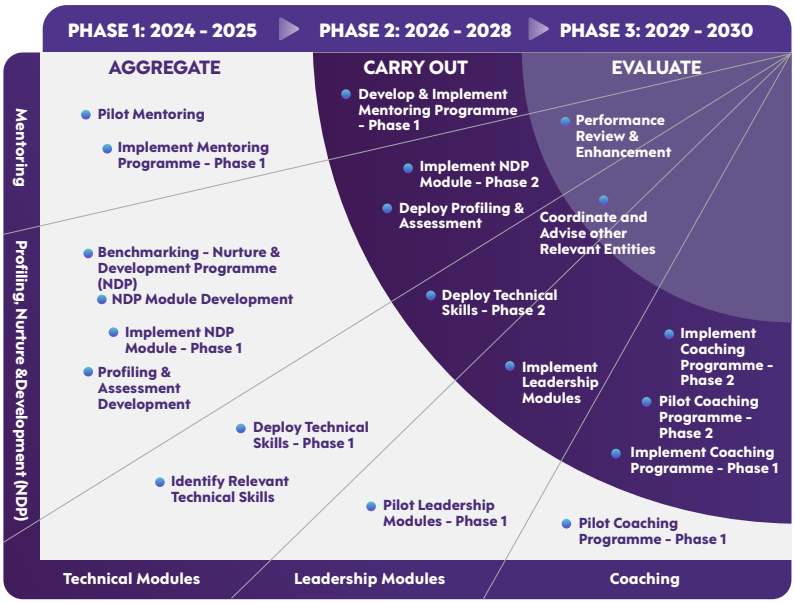


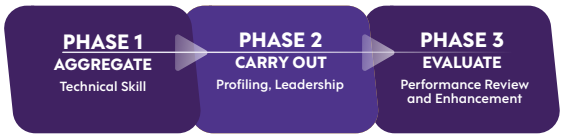
Recognising that different leadership pathways require different strengths, YP has identified a set of core traits that are shared across Professional Leaders, Business Leaders and Community Leaders. These include business acumen, entrepreneurial thinking, innovation, the ability to influence others, socio-economic empowerment, decision-making authority, a willingness to champion change, social aggregation and economic control.

As the framework continues to evolve, YP has also identified three additional traits through work carried out by its consultant in the previous year. These are learning agility, technology savviness and an understanding of maqasid syariah, which will be incorporated into the framework over time.

While these traits are relevant across all three leadership categories, their importance varies depending on the role each leader is expected to play. As such, each category places greater emphasis on three priority traits that are considered most critical to its leadership pathway.

These traits reflect the qualities YP believes are needed to develop leaders who can create opportunities, drive progress and contribute meaningfully within their organisations, businesses and communities.





"Aggregate. Carry Out. Evaluate. These three phases guide YP's approach to nurturing future value creators"

The YP Talent Bank implementation timeline provides the pathway through which these aspirations will be realised.

By the end of 2025, YP had completed Phase 1 of implementation through a series of pilot initiatives aimed at understanding what interventions would be most effective in developing future value creators. Early efforts focused on talent aggregation and identification, profiling and assessment development, technical skills mapping, as well as piloting mentoring, leadership and coaching initiatives. These programmes provided important insights into participant needs, programme design and delivery approaches, while strengthening the capabilities required to support future scale.

YP will now move into the next stage of the journey, focusing on profiling, leadership modules, technical skills, mentoring and coaching to further strengthen talent readiness and accelerate long term value creation outcomes.

2025 KEY INITIATIVES

PENERAJU.ORG: BUILDING THE DIGITAL BACKBONE

A national talent ecosystem needs a national front door

As YP moved towards a value creation model in 2025, the agency recognised that its operating model needed to evolve alongside the growing scale and complexity of talent demand.

Service delivery was previously decentralised and operated in the absence of a unified platform. As demand grew and YP's programme landscape evolved, this approach became increasingly challenging in supporting new programme frameworks, strengthening engagement with talents and generating integrated insights for data driven decisions. To remain relevant and future ready, YP recognised the need for a more connected and digitally enabled approach to delivering its programmes and services.

This led to the launch of Peneraju.org in February 2025. Developed in-house by YP, the platform was created as a single gateway for visitors to explore learning opportunities and engage directly with YP. Through Peneraju.org, potential talents can discover available courses, explore learning pathways, apply for the Financing Scheme and access information on programmes and services offered by the agency.

As usage increased throughout the year, YP continued enhancing the platform to improve the overall experience for talents. New features made it easier for users to track applications, manage claims and update personal information, while also strengthening YP's ability to support a growing number of talents more effectively.

Further enhancements introduced towards the end of the year improved course management, strengthened application visibility and expanded digital monitoring capabilities. Together, these improvements have helped establish the digital foundations needed to support the continued growth of the Talent Bank ecosystem.

KEY OUTCOMES

> "If Talent Bank is the ambition, Peneraju.org is the enabler"

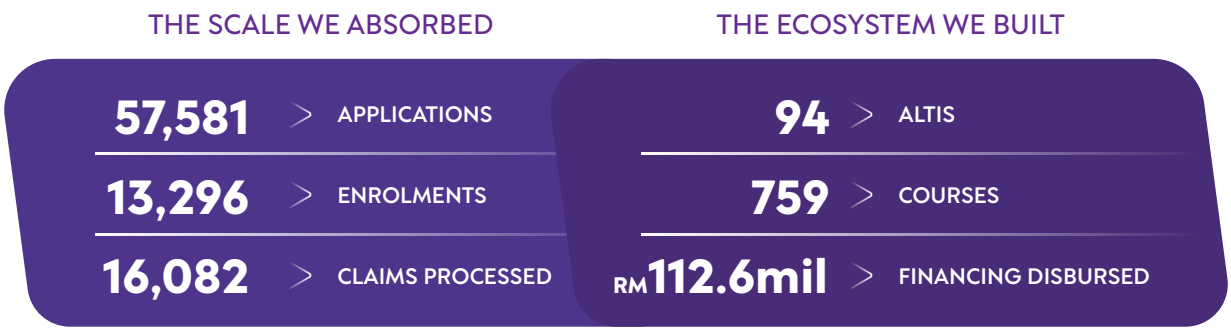
The introduction of Peneraju.org made it easier for Bumiputera talents across the country to access YP's programmes and services through a single platform. More importantly, it shifted the experience from one that was largely driven by institutions to one where talents could take a more active role in exploring opportunities, submitting applications and managing their own information.

The platform also changed how YP connects with the talents it serves. Previously, interactions were often channelled through programme representatives and multiple touchpoints. With Peneraju.org, YP is now able to engage more directly with talents,

creating clearer lines of communication and a more consistent experience from application through to enrolment. The platform has also provided YP with better visibility of talent enquiries and interactions, enabling the agency to understand emerging needs and respond more effectively as demand continues to grow.

In 2025, Peneraju.org supported the enrolment of 13,296 talents through the Financing Scheme. Beyond expanding access to opportunities, the platform has strengthened YP's ability to build closer relationships with talents while equipping the organisation to better support the evolving needs of the Talent Bank ecosystem.

FROM DAY ONE LAUNCH TO OPERATIONAL BACKBONE



FINANCING SCHEME: POWERING THE NEXT GENERATION OF TALENT

Demand-driven. Talent-led. Built for the economy that's coming

As YP strengthened its shift towards value creation in 2025, the agency also reengineered how talents access learning and professional development opportunities.

Previously, programme participation was largely driven through Learning & Training Institutions (LTI), where talents followed pathways offered by institutions. While this model successfully widened access to education and training opportunities, YP recognised that talents today require greater flexibility to shape learning journeys that better match their individual ambitions, career goals and industry needs.

In response, YP introduced a new demand driven Financing Scheme in 2025 to provide more flexible and accessible financial assistance for individuals pursuing professional certifications, skills enhancement and industry-recongised programmes. Through the Financing Scheme, potential talents are empowered to take charge of their future by selecting their preferred Approved Learning & Training Institutions (ALTI) and apply directly through Peneraju.org.

More than just a financing initiative, the scheme reflects YP's effort to give talents greater ownership over their learning journey while ensuring programmes remain closely aligned with industry needs and future workforce demands. The initiative also aligns with the MADANI Government's Rancangan Malaysia Ketiga Belas (RMK 13), particularly in strengthening Bumiputera participation within highly skilled, technology driven and future focused sectors.

THREE TIERS, ONE PRINCIPLE

To accommodate different learning needs and funding requirements, the scheme is structured across three tiers, each tied to performance-linked repayment:

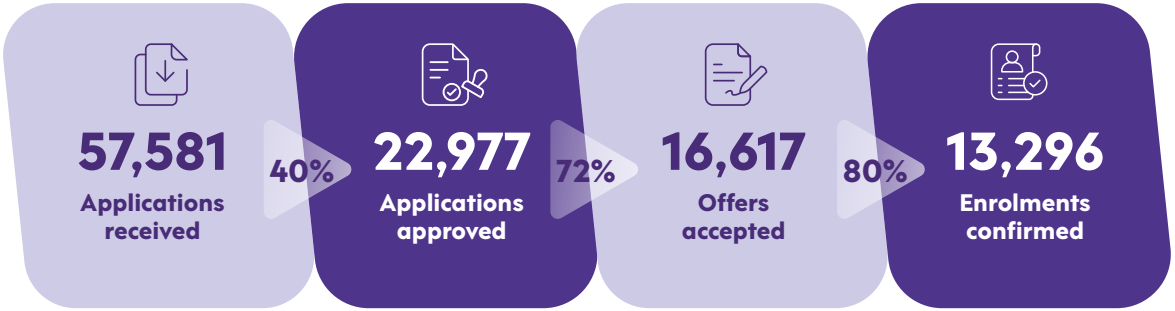


"More than a financing facility, YP is a catalyst that empowers talents to take charge of their future"

KEY OUTCOMES

The introduction of the Financing Scheme marked a significant shift in how Bumiputera talents accessed learning and professional development opportunities. More importantly, it showed that talents were increasingly looking for greater flexibility, wider course options and learning pathways that matched current industry demands.

In its first full year under the Value Creation model, the YP Financing Scheme attracted 57,581 applications which more than four times the number of talents we eventually enrolled. It is the clearest signal of the year telling Bumiputera talent demand has outgrown the scheme that serves it.



In 2025, YP recorded its highest enrolment performance to date, with 13,296 enrolments, representing a 54% year on year increase from 8,626 enrolments in 2024 under the previous institution-led model.

This strong performance was reflected throughout the talent development funnel. During the year, YP received 57,581 applications, resulting in 22,977 approvals and 16,617 accepted offers. Of those who accepted an offer, 80% subsequently enrolled in a programme. In a landscape where post-offer attrition is common, this high conversion rate reflects strong confidence in YP's value proposition, the credibility of the institution and the relevance of its programmes among aspiring talents. Put simply, four out of every five individuals who accepted an offer went on to enrol.

Strong demand, however, is only meaningful if it can be effectively supported operationally. In 2025, YP processed 16,082 claims and disbursed RM117.4 million through an operations workforce of 122 employees. On average, each employee processed 132 claims and facilitated the disbursement of approximately RM961,956 during the year. This was achieved while simultaneously migrating operations onto Peneraju.org, YP's in-house digital platform, which did not exist just 12 months earlier.

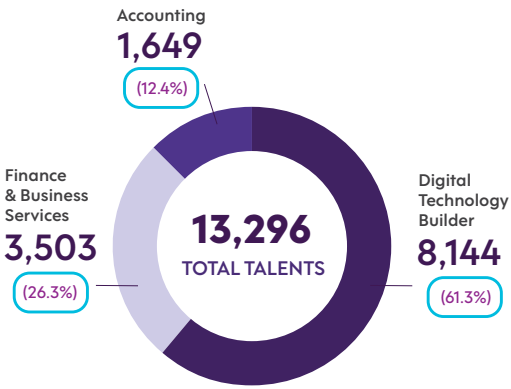
"The hardest test of an institution is not whether it can plan transformation, but whether it can run business-as-usual while delivering it. In 2025, YP did both"

Demand was strongest within technology related programmes, reflecting the growing interest in digital and future focused careers. Digital Technology Builder pathways recorded 8,144 enrolments, followed by Finance & Business Services with 3,503 enrolments and Accounting pathways with 1,649 enrolments.

"Six in every ten talents in 2025 chose a digital pathway"

The Financing Scheme also revealed important shifts in the profile of Bumiputera talents pursuing upskilling opportunities.

2025 ENROLMENT MIX BY AREA



WORKING STATUS BREAKDOWN

6,996	EMPLOYED
4,399	STUDENT
1,510	UNEMPLOYED
391	SELF-EMPLOYED

"Employed professionals made up majority of participants, signals clear demand for continued upskilling"

The scheme has matured beyond the traditional school-leaver paradigm. Employed professionals formed the single largest participant group in 2025, accounting for 52.6% of total enrolments. When combined with founders and business owners, workforce-attached participants represented 56% of the entire intake, equivalent to 7,387 talents.

This provides one of the clearest indications that YP is no longer solely supporting entry into the workforce but is increasingly enabling mobility within it. Bumiputera talents are returning to acquire new capabilities, strengthen existing expertise and remain competitive in a rapidly evolving economy.

At the same time, the future talent pipeline remains strong. Students accounted for 33.1% of participants, making them the second-largest cohort within the Financing Scheme. This ensures that YP continues to support the next generation of Bumiputera talents entering strategic sectors while strengthening the capabilities of those already participating in the workforce.

The participation of founders and business owners is equally significant. As individuals already engaged in enterprise creation and economic activity, they represent the type of talent that can drive innovation, business growth and job creation. Their presence within the scheme demonstrates YP's growing ability to engage talents at different stages of their development journey, including those already contributing to economic value creation. This supports YP's long-term aspiration of nurturing 10,000 value creators by 2030.

As such, the first year of the Financing Scheme did more than deliver strong enrolment numbers. It validated the demand for YP's Value Creation model, stress-tested the organisation's operational backbone and reset expectations for what a national Bumiputera talent platform can absorb.

TALENT PROFILING & LEADERSHIP ASSESSMENT: IDENTIFYING FUTURE LEADERS

Understanding Strengths, Potential and Leadership Readiness

With more talents entering the YP Talent Bank ecosystem, YP recognised that building future leaders requires more than simply expanding participation. It became equally important to understand the strengths, leadership potential and long term growth areas of the talents within its ecosystem.

This is done through Profiling, a structured assessment process used to understand an individual's core traits, values, motivations, behavioural tendencies and leadership potential. Going beyond academic qualifications and technical skills, profiling helps YP identify individual strengths, areas for improvement and potential growth opportunities. It also provides a deeper understanding of each talent's unique capabilities and characteristics, allowing more targeted development support to be provided. In addition, the exercise evaluates leadership competencies based on YP's definitions of Professional Leaders, Business Leaders and Community Leaders, offering insights into how these individuals may shape their career paths and contribute within their professional environments.

In 2025, YP engaged Omni View Consulting (M) Sdn Bhd to conduct leadership and behavioural profiling exercises using the Harrison Assessment, involving talents and alumni across the Talent Bank ecosystem. The Harrison Assessment is widely recognised as a talent analytics and profiling tool that measures job fit, behavioural traits, engagement and leadership potential using a predictive analytics model. It provides deeper insights into an individual's strengths, development areas and suitability for specific roles and leadership pathways.

By leveraging the Harrison Assessment instrument, a total of 1,605 talents and alumni underwent assessments across the three leadership categories namely Professional Leaders, Business Leaders and Community Leaders. The assessment measures 175 behavioural traits in total, a subset of which relates specifically to leadership competencies. The assessment produced granular insights into leadership readiness, individual capability, and future development priorities. These findings will help inform future talent development strategies and strengthen YP's efforts to identify and nurture individuals with the potential to become value creators.

> "17% of those assessed, demonstrated potential across all three leadership categories"

KEY OUTCOMES

Profiling is a key part of Phase 1 of the YP Talent Bank roadmap and reflected YP's broader shift towards a more data driven, holistic and personalised approach to talent development. The assessment findings gave YP a clearer picture of the leadership strengths and potential within its Talent Bank ecosystem.



Among the three leadership categories, Business Leaders recorded the highest probable fit, with 29% of talents assessed demonstrating a stronger natural alignment with business-oriented leadership traits. This was followed by Professional Leaders at 26% and Community Leaders at 22%. The findings further showed that 269 talents, or 17% of those assessed, had the potential to fit across all three leadership categories.

The assessments also revealed encouraging strengths in areas such as learning agility, innovation and problem solving. At the same time, the findings highlighted opportunities to further strengthen leadership influence, communication and people management through future mentoring and leadership development initiatives.

Beyond the assessment itself, the exercise established a valuable talent intelligence resource that will continue to shape future Talent Bank initiatives. The profiling instrument will be expanded to more talents across the ecosystem, generating individual profiles that can support cohort level programme design, talent engagement strategies, future programme offerings and targeted interventions for talents requiring additional support. In evaluating leadership potential, greater emphasis will also be placed on talents and alumni with relevant work experience. These insights will help YP take a more informed and personalised approach to developing future Bumiputera leaders under its value creation agenda.

YP LEADERSHIP PROGRAMME

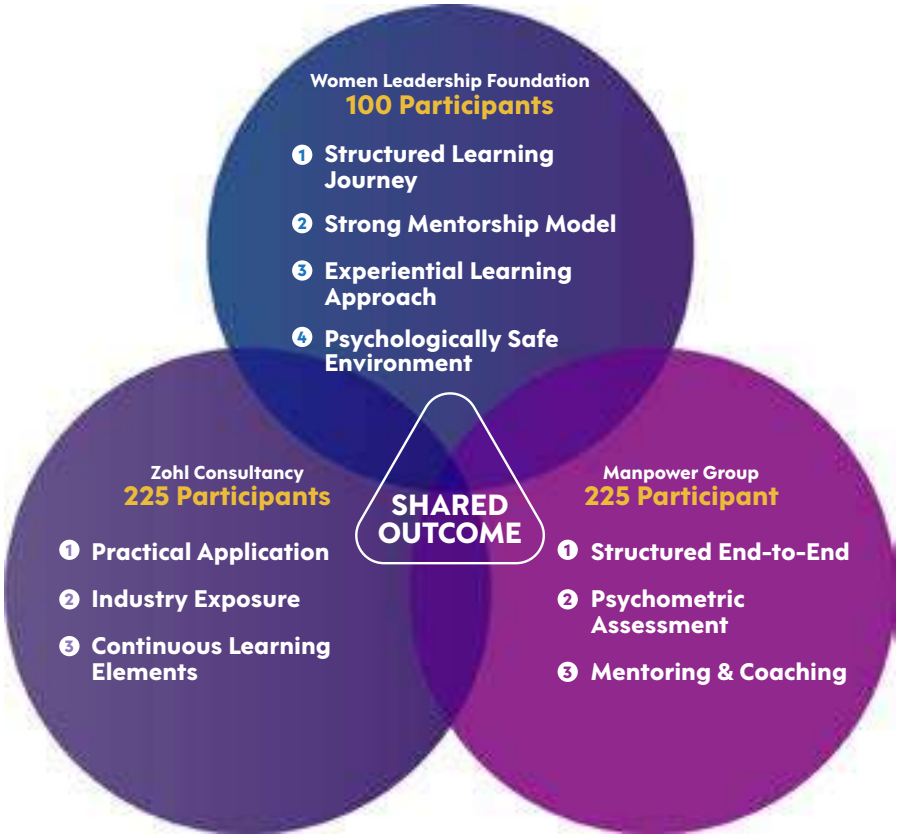
Building Leaders, Not Just Professionals

Leadership competency is one of the key components within change to YP's Virtuous Cycle of Value Creators framework. As part of the Talent Bank aspirations, YP recognises that talent development is a long-term journey. As talents deepen their technical and professional expertise, many will also progress into roles that require greater leadership responsibilities. Preparing talents for these transitions therefore forms an important part of YP's efforts to nurture future value creators.

In response, YP introduced the YP Leadership Programme in 2025 as a pilot initiative to strengthen leadership capabilities among Bumiputera professionals in the accounting, finance and technology sectors. Beyond leadership development, the pilot was designed to identify suitable leadership training models that YP can adapt and adopt as part of its future leadership programmes under the Talent Bank ecosystem.

The pilot also provided an opportunity for YP to better understand the factors that influence the effectiveness of leadership interventions. This included exploring how participant demographics, levels of work experience and different delivery platforms shape engagement and developmental outcomes. At the same time, the programme allowed YP to test different leadership approaches currently offered by industry providers and identify practices that could be adapted for future Talent Bank initiatives.

The programme brought together participants from different backgrounds through a leadership journey that combined experiential learning, mentoring, coaching and practical workplace application. Implemented through separate collaborations with the Women Leadership.



Foundation (WLF), ManpowerGroup and Zohl Consultancy, these programmes exposed participants to different leadership styles, industry perspectives and development approaches through a mix of physical workshops, online learning and certification-oriented pathways.

"By design, the pilot tested multiple delivery modes, leadership tracks, and modules across different participant groups. Future YP Leadership Programmes will therefore be implemented from the pilot programmes' learnings and experiences"

KEY OUTCOMES

The programme garnered strong interest in its pilot year, attracting a total of 1,650 applications and reflecting growing demand for structured leadership development opportunities among Bumiputera professionals.

The pilot also provided valuable insights into the elements that contribute to effective leadership development. These included the importance of combining structured learning journeys with practical workplace application, integrating mentoring and coaching support, and providing opportunities for experiential learning and industry exposure.

The use of psychometric assessments further reinforced the value of understanding individual strengths and development needs as part of the leadership journey. At the same time, the experience highlighted the benefits of adopting multiple delivery approaches, including physical, virtual and hybrid platforms, to better meet the diverse needs of participants.

Beyond informing programme design, the pilot demonstrated the potential for leadership development interventions to be delivered in a structured and scalable manner. The data and insights generated through the initiative will support future planning, participant forecasting and the refinement of leadership pathways within the Talent Bank ecosystem.

Moving forward, YP identified opportunities to further strengthen the programme through more targeted leadership tracks aligned to participants' experience and skill sets, stronger foundational leadership competencies and a more structured long-term leadership development journey. Guided by the principles of value creation, YP will continue refining the programme as it works towards building a stronger pipeline of future-ready Bumiputera leaders.

SUCCESS STORIES

AIN NAJWA ARBA'IN, a YP Tunas Potensi alumna, rose from humble beginnings to build a successful international career in the aviation industry. A graduate in Data Science and Analytics from Asia Pacific University of Technology & Innovation, Ain previously served with AirAsia Airlines before joining Etihad Airways in the United Arab Emirates in 2025.

Through the YP Leadership Programme under the Women Leadership Foundation (WLF), Ain strengthened her communication and leadership capabilities, leading her team to victory during the Pitch It Right Session and earning the Best Presenter Award during the bootcamp.

Ain's journey reflects YP's aspiration of nurturing confident and future-ready Bumiputera leaders capable of succeeding on the global stage.



YPXLR8: ACCELERATING INTO THE DIGITAL ECONOMY

A place-and-train engine for Malaysia's digital workforce shift

As industries continue to evolve in response to digitalisation, automation and artificial intelligence, many professionals are finding themselves needing new skills to remain relevant in the workforce. Recognising this shift, YP introduced YPXLR8 (YP Accelerate) in April 2025 as a strategic place-and-train initiative designed to help Bumiputera talents transition into high-demand technology careers, particularly those from non-technical backgrounds.

The programme supports YP's Talent Bank aspiration and value creation agenda by creating a structured pathway into the digital economy. Beyond technical training, YPXLR8 combines financial support, industry exposure and workplace experience to help participants build the skills, confidence and practical experience needed to pursue technology-related roles.

YPXLR8 was introduced with the aspiration of supporting up to 1,000 participants while helping to address Malaysia's growing demand for digital talent. The programme also seeks to strengthen Bumiputera representation in the digital economy by creating more opportunities for professionals to transition into technology-driven roles. As automation and artificial intelligence continue to reshape industries, YPXLR8 equips participants with the skills and experience needed to adapt to changing workforce demands and pursue opportunities in emerging technology fields.

Built on a collaborative model between YP, participants and host companies, the programme combines structured training with real-world industry placements. Participants are embedded with host organisations for a minimum of eight months, where they gain hands-on experience, mentorship and exposure to technology-related roles. To support their development, participants receive a monthly allowance of RM1,500 as well as training credits of up to RM9,000 to pursue technology-related training and professional certifications.

Training pathways are aligned with current and emerging industry needs, covering areas such as software development, data and analytics, cybersecurity, artificial intelligence and machine learning, system infrastructure, UX/UI design, product management and business intelligence. Host companies from a wide range of sectors, including banking and finance, telecommunications, healthcare, manufacturing and government-linked companies, provide placement opportunities that allow participants to apply their learning in real workplace settings while developing skills that are directly relevant to industry demand.

KEY OUTCOMES

Backed by RM23 million in pledged funding, YPXLR8 collaborated with 122 host companies and three aggregators comprising SMEs, startups, social enterprises and listed companies. Participants also received a monthly allowance of RM1,500 for eight months together with RM9,000 in training credits to support their career transition journey.

As of December 2025, 92% of participants secured employment or continued placements with their host organisations upon completion of the programme.

The programme also facilitated successful career transitions for 64% of participants from non-technical backgrounds into technology-related roles, highlighting its effectiveness in expanding access to opportunities in the digital economy.

Participants pursued a range of industry-relevant certifications, with the top three areas being AI Productivity and IT Operations Management Professional, Generative AI & Prompt Engineering and Python Programming, reflecting strong interest in high-demand technology fields.

SUCCESS STORIES

NOR SHUHADA ISMAIL successfully leveraged YPXLR8 to overcome career limitations and is currently the Business Intelligence Manager at Proshivz Sdn Bhd. Completing the intensive AWS Cloud Practitioner Essentials training, she gained crucial, practical knowledge of cloud computing and IT infrastructure. Her enhanced technical knowledge resulted in Nor Shuhada becoming a perfect fit for her new position, unlocking opportunities for personal growth and career development.



SUCCESS STORIES

Supported by YPXLR8, **AZIZ GHAZALI BIN DICKY** participated in a Work Smarter with AI training programme which transformed his role at VIXTECH from one focused on traditional administrative tasks into a tech-forward contributor. By actively integrating advanced AI tools, Aziz was able to automate tedious manual chores. Through his improved capabilities, he was able to deliver demonstrably faster and higher-quality work, effectively positioning him for a more strategic, high-value career path within VIXTECH.



SUCCESS STORIES

MOHD NAZRI ABDUL RAHMAN, owner of Harith Mind Excel Centre, spent years managing business operations through manual and paper based processes before discovering the Microsoft Power Automate for End Users training under YPXLR8. Through the programme, he gained practical automation skills that helped simplify and improve the centre's data management processes. With stronger technical capabilities, Nazri began transforming the business from a time consuming paper based system into a more streamlined and integrated digital operation, allowing him to focus more on growing the business.



YPXP BRIDGING: POWERED BY YP ALUMNI

Learning from Those Who Have Walked the Journey

For many years, the YPXP Bridging Programme has helped funded talents prepare for the transition into higher education and professional studies. For many participants, it is often their first introduction to the YP community, providing practical guidance and helping them better understand what lies ahead.

What made the programme different in 2025 was the people delivering it.

Under the #PoweredByAlumni initiative, YP alumni stepped forward to lead the programme, drawing from their own experiences as former YP talents. Having gone through similar transitions themselves, they were able to share practical advice, lessons learnt and words of encouragement with participants who were just beginning their journey.

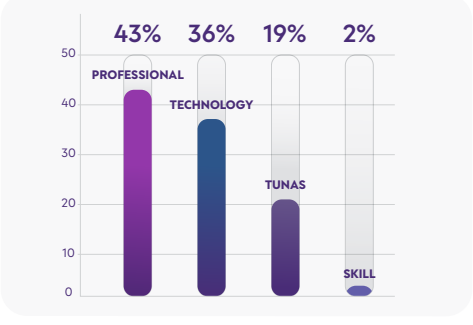
> "Alumni are no longer just beneficiaries. They are now contributing back to the ecosystem and developing as leaders themselves"

The initiative also created opportunities for alumni to continue growing within the YP ecosystem. In 2025, 81 alumni contributed through nine alumni-led project teams, taking on responsibilities such as planning sessions, coordinating activities and engaging with participants. Through these experiences, alumni gained valuable exposure to project management, facilitation and leadership beyond their technical or professional fields. Just as importantly, the initiative provided a platform for them to give back, strengthen connections within the Peneraju community and play an active role in supporting the next generation of YP talents.

9 main project teams

81 project managers, leads & committee members

Breakdown % of project team based on thrusts:



In 2025, more than 687 talents participated in 12 YPXP Bridging sessions held nationwide across participating Approved Learning and Training Institutions (ALTI). Through interactive activities, peer engagement and alumni sharing sessions, participants explored topics such as goal setting, time and financial management, personal wellbeing, communication skills and professional branding in a setting that was practical, relatable and grounded in lived experiences.

KEY OUTCOMES

The programme received encouraging feedback from participants, with more than 85% indicating willingness to recommend the programme to future cohorts.

Many participants described the sessions as engaging, interactive and inspiring, particularly due to the opportunity to learn directly from alumni who had gone through similar experiences and challenges themselves. This peer-to-peer approach helped create a more open and supportive environment while strengthening early connections between talents and the wider YP community.

Despite varying academic schedules across institutions, the programme achieved an overall attendance rate of 61%, reflecting strong participation and interest among newly onboarded talents nationwide.

More importantly, YPXP Bridging reflects YP's growing focus on developing not only academically capable talents, but individuals who are mentally prepared, confident and better equipped to navigate their long-term growth journey under the Talent Bank ecosystem.

SUCCESS STORIES

ANIS AQEELAH AFRINA MOHD RADUAN, a graduate of Victoria University of Wellington, New Zealand, strengthened her technical skills through YP's Certified Data Analyst Associate programme at Asia Pacific University of Technology & Innovation, earning certifications in Python and Microsoft Power BI that opened doors to opportunities with leading firms and multinational companies.

Passionate about leadership and community building, Anis later took on the role of Project Manager for the YPXP Bridging Programme. Through the initiative, she successfully coordinated teams, managed programme execution and created an engaging experience for participants across the two-day session.

Her strong leadership and collaborative approach led to her being recognised as one of the programme's best project managers and selected to lead another YPXP Bridging session, reflecting the spirit of growth and contribution that YP aims to nurture within its talent ecosystem.



SUCCESS STORIES

MUHAMMAD IZZAT SYAHMI BIN OH EDDY, a participant of the Peneraju Profesional Akauntan Muda B programme, knows first-hand the challenges of pursuing professional papers. When he was going through the programme, he often found himself navigating a demanding learning journey with limited support, as few people around him fully understood the requirements and career pathway. While development programmes were available, much of the guidance came later in the journey, leaving many students to figure things out on their own during the early stages.

Wanting to ensure future participants would have the support he once lacked, Izzat volunteered as a Project Manager for the YPXP Bridging Programme. Leading a team of alumni volunteers, he helped plan and deliver activities designed to prepare participants for the realities of pursuing professional qualifications. The experience also gave him the opportunity to mentor and work alongside like-minded alumni who shared the same commitment to supporting the next generation of talents.



RECOVERY & REPAYMENT DISCIPLINE

Recovery today sustains opportunity tomorrow

Expanding access to financing opportunities was a major part of YP's value creation agenda in 2025. Equally important, was ensuring that the financing ecosystem remains sustainable so that future generations of Bumiputera talents can continue to benefit from the same opportunities.

> "Every ringgit recovered is a ringgit redeployed into the next cohort of Value Creators"

When talents fulfil their repayment obligations, it ensures that those resources can be used to support the next generation of Bumiputera talents pursuing their own aspirations. In 2025, YP introduced a more structured recovery framework built on three key pillars: performance-linked repayment, settlement management and recovery digitalisation.

Under the performance-linked repayment model, repayment obligations were directly tied to programme outcomes. Talents who successfully completed their programmes under specified conditions were eligible for repayment relief, while those who withdrew or did not fulfil programme requirements remained responsible for repayment obligations. This approach was designed to encourage accountability while recognising and rewarding successful programme completion.

To further support repayment management, YP introduced structured settlement levers based on financing categories. Immediate settlements were eligible for discounts, while special campaigns offered additional incentives for participants to regularise outstanding balances. A key initiative was the 30% settlement campaign held in conjunction with YP's 13th anniversary, which provided a practical pathway for scholars to resolve outstanding obligations.

At the same time, YP accelerated the rollout of its Recovery+ platform to strengthen recovery operations. Recovery workflows were integrated into a centralised digital platform, replacing manual tracking processes with structured monitoring, repayment management and document administration. This enabled stronger visibility across recovery activities while supporting faster follow-ups and more consistent operational discipline.

KEY OUTCOMES

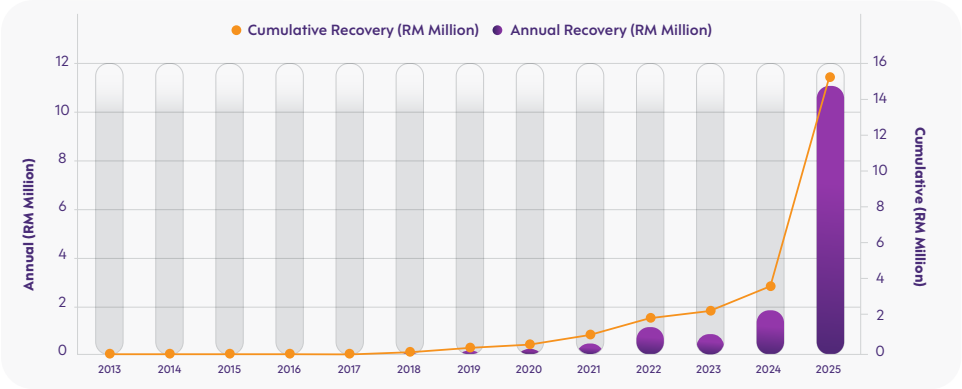
The measures introduced throughout the year contributed to a significant improvement in recovery performance. In 2025, total recovery collections reached RM10.78 million, reflecting stronger repayment discipline and more effective recovery management across the portfolio.

> "In 2025, total recovery collections reached RM10.78 million, reflecting stronger repayment discipline and more effective recovery management across the portfolio"

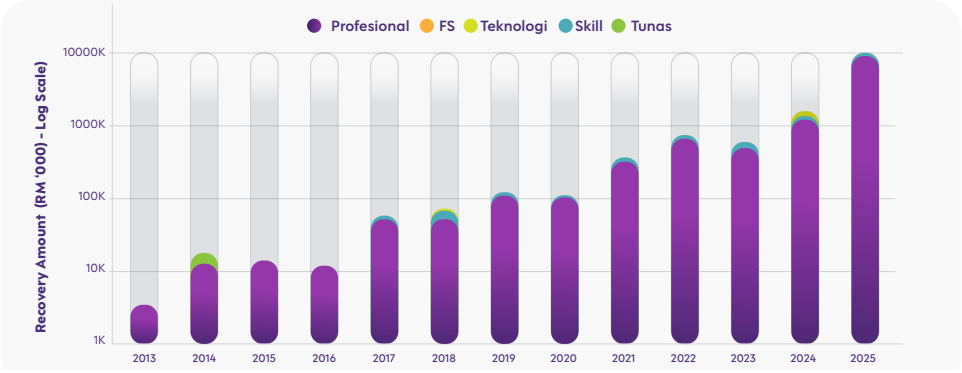
Beyond overall collections, the recovery portfolio also provides insight into the maturity of YP's financing ecosystem. Between 2013 and 2025, Professional programmes contributed the largest share of cumulative recoveries at RM13.37 million, accounting for 90.5% of total collections. This reflects the scale and maturity of earlier programme cohorts, many of whom have completed their learning journeys and fulfilled their repayment obligations.

2025 also marked the emergence of the Financing Scheme as a new recovery stream, recording RM0.09 million in collections during its first year. While still at an early stage, it signals the beginning of a new generation of financing programmes contributing back into the ecosystem.

Most importantly, every repayment recovered creates opportunities for future talents. By strengthening repayment discipline and improving operational efficiency, YP is building a more sustainable financing model where funds can continue being recycled to support the next generation of Bumiputera professionals, entrepreneurs and value creators. This is YP's way of sustaining the talent creation ecosystem.



Annual Recovery Composition by Thrust (2013-2025)



BUILDING THE ORGANISATION BEHIND THE MISSION

To develop 10,000 Value Creators, we must first develop ourselves

HUMAN RESOURCE: LEVELING UP ORGANISATIONAL CAPABILITY IN 2025

Cultivating a new generation of professional, business and community leaders who can compete globally while contributing to Malaysia's socio-economic growth is no small feat. Achieving YP's ambition of identifying and developing 10,000 value creators by 2030 requires YP's workforce to be equipped with the skills, capacity and leadership capabilities to drive this mission forward every day.

Recognising this, YP continued investing in its people throughout the year, focusing on workforce growth, capability development and employee wellbeing. These efforts were aimed at ensuring the organisation remains ready to support a growing Talent Bank ecosystem while delivering greater impact at scale.

> "We cannot develop value creators on the outside without becoming a value-creating organisation on the inside"

As part of this effort, YP expanded its workforce to support key strategic priorities, including the Talent Bank and broader organisational transformation initiatives. By the end of 2025, our total headcount grew from 85 to 117 employees, representing a 37.6% increase. During the year, YP welcomed 38 new hires comprising 28 full-time employees, four management trainees and six interns, strengthening both immediate operational capabilities and the future talent pipeline.

Alongside workforce expansion, significant emphasis was placed on learning and development. Training programmes focused on strengthening digital and future skills, leadership capabilities, as well as technical and functional competencies to support a more data-driven and service-oriented operating model.

YP also continued fostering a workplace culture centred on wellbeing, inclusivity and employee engagement. Throughout the year, employees participated in initiatives such as the YP 13th Anniversary celebration, Neurodiversity Awareness activities, Ramadan programmes, the Employee Wellness Programme and various engagement activities aimed at strengthening collaboration and organisational culture.

KEY OUTCOMES

Investment in people remained a clear priority throughout the year, with 94% of employees participating in at least one learning or development programme. A total of 79.5% underwent digital and future skills training, while 35% participated in leadership development programmes.

Development Coverage

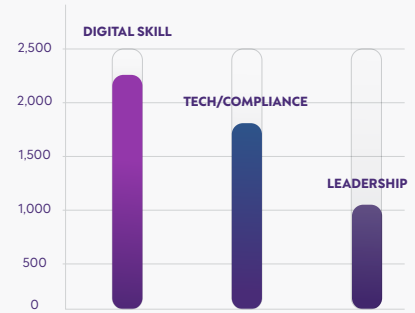
Staff Development Coverage
110 staff attended at least 1 training
94.0%

Digital & Future Skills Training
93 staff trained
79.5%

Leadership Development
41 staff trained
35.0%

"Targeted investments successfully prioritized critical digital capabilities essential for executing YP's platform transformation."

Training Hours by Category



> "94% of our workforce invested in learning. The talent transformation we seek to drive across Malaysia begins within our own organisation"

Overall, employees completed 4,944 training hours, supported by an investment of approximately RM318,700 in workforce development. Of these, 1,674 training hours were dedicated to digital and future skills, reflecting YP's commitment to building the capabilities needed to support its growing digital ecosystem and platform transformation efforts.

> "Capability investment translated into execution: Peneraju.org was built in-house, 57,581 applications were processed and the Talent Bank foundation was strengthened"

Learning opportunities were delivered through 63 programmes comprising both external and in-house initiatives, ensuring employees had access to a broad range of professional, technical and leadership development opportunities.

These investments were ultimately about preparing the organisation for the future. As YP continues expanding its reach and working towards its 2030 ambition, a capable and engaged workforce will remain one of its most important enablers. Behind every talent supported, every programme delivered and every future value creator developed is a team committed to turning that vision into reality.

GOVERNANCE: STRENGTHENING OUR FUNDAMENTALS

Building effective oversight to support YP's evolving mandate

The introduction of the Talent Bank, new financing mechanisms and digital platforms marked a significant shift in how YP delivers its mandate. As the organisation took on a more direct role in talent development, governance became increasingly important in ensuring that this expanded role was supported by clear accountability, sound decision-making and effective oversight.

To support this shift, YP established a dedicated Governance, Secretarial & Legal function in 2025. The function provides governance oversight, legal advisory and compliance support across the organisation, while serving as a key resource for both Management and the Board on governance, legal and regulatory matters. In doing so, it helps ensure that YP's value creation agenda is supported by appropriate controls, transparency and accountability.

Throughout the year, efforts focused on strengthening the policies, procedures and governance frameworks needed to support YP's evolving operating model. This included facilitating Board governance matters, providing legal advisory services, overseeing the review and negotiation of agreements, managing legal and regulatory affairs and reinforcing compliance practices across the organisation.

As YP continues to expand its Talent Bank ecosystem, financing initiatives and digital platforms, governance remains an important foundation for sustainable growth. Beyond managing risk and ensuring compliance, the function helps provide the structure, guidance and oversight needed for YP to execute its strategic priorities effectively, strengthen confidence in its Talent Bank model and support the responsible delivery of its programmes and services.

KEY OUTCOMES

The establishment of the Governance, Secretarial & Legal function marked an important milestone in strengthening YP's institutional capacity and readiness for its next phase of growth.

The initiatives implemented during the year created greater structure, consistency and discipline in decision-making processes, while enhancing oversight, accountability and compliance across the organisation. These efforts also provided stronger governance support for YP's expanding operations, strategic initiatives and growing talent ecosystem, helping to ensure that growth is underpinned by sound governance practices.

INTEGRITY: HONOURING OUR MANDATE

Embedding ethical values in everyday decisions

Integrity and governance remain fundamental to sustaining public trust and ensuring the long-term success of YP's value creation agenda.

> "These efforts focused not only on governance and anti-corruption measures, but also on embedding integrity as a core organisational value that guides decision-making at every level"

Throughout 2025, YP continued strengthening its integrity, governance and anti-corruption framework through initiatives aimed at enhancing accountability, transparency and ethical conduct across the organisation. These efforts focused not only on governance and anti-corruption measures, but also on embedding integrity as a core organisational value that guides decision-making at every level.

Key initiatives included the establishment of the Agency-Level Governance Committee (GCM), regular reporting mechanisms and ongoing integrity advisory support, alongside the fulfilment of reporting obligations to the Ministry of Economy and the Malaysian Anti-Corruption Commission (MACC).

Anti-corruption efforts were further reinforced through the implementation of the Corruption-Free Pledge (Ikrar Bebas Rasuah), while officers responsible for integrity and governance matters successfully completed professional certifications including the Lead Auditor ISO 37001:2016 Anti-Bribery Management System certification and the Certified Integrity Officer (CeIO) Programme by the Malaysia Anti-Corruption Academy (MACA).

Awareness and engagement initiatives also remained an important focus. Through campaigns on Section 17A of the MACC Act, the Anti-Bribery and Corruption (ABC) Policy and Gifts, Entertainment and Hospitality (GEH) guidelines, employees were equipped with a clearer understanding of their responsibilities in upholding ethical standards, particularly in areas involving decision-making, stakeholder engagement and professional conduct.

YP Integrity Day 2024/2025 further brought these principles to life through integrity-themed challenges and scenario-based activities that encouraged the practical application of integrity principles in everyday situations. Beyond raising awareness, these initiatives helped make integrity more relatable and actionable for employees, reinforcing the importance of ethical behaviour across all levels of the organisation. Together, these efforts support YP's aspiration to build a culture where integrity is embedded in everyday behaviours and decision-making, rather than being viewed solely as the responsibility of a single function or department.

KEY OUTCOMES

The initiatives undertaken throughout the year further strengthened YP's integrity and governance ecosystem, supporting greater organisational accountability, transparency and ethical conduct.

Internally, employees benefited to a wider range of integrity-related initiatives, from awareness campaigns and Integrity Day activities to practical discussions on ethical decision-making. At the same time, professional certifications completed by Integrity Department personnel strengthened YP's internal expertise in anti-bribery management and corruption risk oversight.

Beyond the organisation, YP also actively participated in various ministry and national-level integrity platforms, including the Persidangan Ketua Unit Integriti Kementerian Ekonomi, Chief Integrity and Governance Officers (CIGO) Symposium 2025, Prevention Showcase at the 21st ASEAN-PAC Meeting, Sistem Pengurusan Aduan Awam (SISPAA) training programme and Sambutan Hari Anti Rasuah Antarabangsa (HARA) 2025. These engagements provided opportunities to exchange best practices, remain align with evolving governance expectations and strengthen collaboration with the wider integrity community.

A particularly meaningful milestone during the year was the integrity sharing and benchmarking session hosted with TERAJU following a recommendation from the Ministry of Economy. The engagement not only facilitated knowledge sharing between agencies but also reflected growing confidence in YP's integrity and governance practices.

As YP continues to advance its digitalisation efforts and Talent Bank agenda, the integrity function will continue to evolve alongside the organisation's transformation journey. Its role extends beyond compliance to supporting the trusted, transparent and accountable implementation of new systems, processes and ways of working. Moving forward, YP will continue to embed integrity across its governance framework, operational processes and organisational conduct, ensuring that growth and transformation are underpinned by strong ethical standards and public trust.

Strategic Engagement & National Collaboration

11 Jun 2025 • BENCHMARKING LEADERSHIP

> YP hosted integrity sharing session with TERAJU following Ministry recommendation, positioning YP as reference point for integrity governance practices.

20 Feb 2025
Persidangan Ketua Unit Integriti KE

16 Jul 2025
CIGO Symposium 2025

28–30 Oct 2025
Prevention Showcase – 21st ASEAN-PAC Meeting

Q4 2025
Integrity Day Celebration with KE Agencies

3–4 Nov 2025
Kursus Pengurusan Sistem Pengurusan Aduan Awam (SISPAA)

5 Dec 2025
Sambutan Hari Anti Rasuah Antarabangsa (HARA) 2025

INTERNAL AUDIT: ENHANCING ACCOUNTABILITY FOR AN EVOLVING ORGANISATION

Promoting ethical conduct across YP enables responsible decision-making at every level of the organisation

2025 marked a pivotal year for the strengthening of Yayasan Peneraju's Internal Audit function as the organisation continued advancing its transformation agenda. Beyond its assurance role, Internal Audit contributed to strengthening the governance, accountability and oversight needed to support YP's long-term Talent Bank and value creation aspirations. By providing independent assurance and value-added advisory support, the function helped ensure that growth and transformation were underpinned by strong governance, effective risk management and sound internal controls.

"Internal Audit also executed a risk-based audit plan focused on areas most relevant to YP's operations and strategic priorities"

A key milestone during the year was the implementation of the Internal Audit Charter, which formally established the function's role, authority and independence within YP. This strengthened the governance framework surrounding the function and reinforced its ability to provide objective oversight while supporting greater accountability and transparency across the organisation.

Internal Audit also executed a risk-based audit plan focused on areas most relevant to YP's operations and strategic priorities. By directing oversight towards key risk areas, the function helped ensure that audit efforts remained focused on matters most critical to the organisation as it continued to expand its programmes, digital platforms and services.

To strengthen accountability, a structured follow-up reporting framework was introduced to monitor the implementation of corrective actions and ensure that audit findings were addressed in a timely manner. Internal Audit also continued to provide advisory support on policy and process improvements, helping departments strengthen controls, improve consistency and enhance operational effectiveness.

Concurrently, Internal Audit continued to strengthen its capabilities in response to evolving governance expectations. This included participation in industry programmes and professional engagements focused on government audit practices, ESG assurance, emerging internal audit standards and leadership within the audit profession. Key engagements included the Majlis Peluncuran Pelaksanaan Pengauditan Syarikat Kerajaan, ESG Internal Auditing for Sustainable Organisations, the ACIIA CAE Roundtable 2025 and Global Internal Audit Standards training conducted in collaboration with Institut Piawaian dan Penyelidikan Perindustrian Malaysia (SIRIM).

KEY OUTCOMES

During the year, Internal Audit completed five audit reviews, including three special audits, providing Management and the Board of Trustees with independent insights, observations and recommendations across key areas within YP. The function also successfully completed the E-Self Audit submission to Jabatan Audit Negara, reflecting its commitment to maintaining strong governance

practices and regulatory compliance. The introduction of structured follow-up reporting further strengthened accountability by ensuring that audit findings were systematically tracked through to resolution.

As YP continues to evolve, Internal Audit will remain an important part of the organisation's governance framework. By providing independent assurance, objective insights and practical recommendations, the function helps ensure that YP's Talent Bank ambitions, digitalisation efforts and future growth are supported by strong governance, effective oversight and a culture of accountability.

KEY HIGHLIGHTS



26 FEBRUARY

ANNOUNCEMENT OF NEW FINANCING SCHEME

The year began on a strong note with the launch of a new flexible financing scheme in 2025, reflecting a more sustainable and inclusive approach to expanding Bumiputera talent development. Introduced in the presence of former Minister of Economy, Yang Berhormat Dato' Seri Rafizi Ramli, the scheme offers Silver, Gold and Platinum packages with zero-interest financing of up to RM150,000 to support upskilling and reskilling.

27 APRIL – 24 MAY

JOM EXPLORE! WHY NOT YP? NATIONWIDE OUTREACH

Jom Explore! Why Not YP? attracted over 6,000 Bumiputera SPM, IGCSE and O-Level applicants interested in ACCA and ICAEW pathways, supporting early entry into the accounting profession. Backed by the Ministry of Economy and held across 14 locations in nine states, the programme featured professional body insights, alumni sharing sessions and interviews for Yayasan Peneraju's financing scheme, offering up to RM150,000 in support. Aligned with the MADANI Economy framework, the agency aims to support the development of 2,000 professionally qualified accountants in 2026, with a longer-term ambition of producing 5,000 chartered accountants annually by 2030.



15 MAY

YPXLR8 (YP ACCELERATE) PROGRAMME

Launched to support career transitions into digital fields, YPXLR8 (YP Accelerate) helps Bumiputera professionals move from non-technical roles into critical digital careers. Targeting 1,000 participants, it provides structured training and employment opportunities with over 120 host companies in areas including Digital Analytics, Cybersecurity, Business Intelligence, AI and big data. The programme supports Malaysia's digital economy while strengthening Bumiputera representation in strategic technology sectors.



13 – 15 JUNE

PROGRAM MADANI RAKYAT (PMR) LUMUT, PERAK



The three-day programme drew over 200,000 visitors and featured more than 200 services across 36 booths by various ministries and agencies, enhancing access to government services. Organised by PACU with the Ministry of Higher Education, it highlighted the role of higher education in driving national development under the theme Pendidikan Tinggi Pemacu Negara MADANI.

25 SEPTEMBER

ALTI DAY

On 25 September, ALTI Day 2025 brought together 62 Approved Learning and Training Institutions (ALTIs) to showcase their role in developing Bumiputera talent through structured training and real-world outcomes. Supported by initiatives such as performance reviews, enrolment tracking, marketing alignment and continuous feedback, the event highlighted efforts to ensure effective programme delivery.



11 – 12 OCTOBER

PUTERA35 YOUTH ENGAGEMENT PROGRAMME



Launched as one of the initiatives under Pelan Transformasi Ekonomi Bumiputera 2035 (PuTERA35), the first phase of the PuTERA35@UiTM Campus programme was held over two days in Puncak Alam, drawing more than 2,000 students and young professionals. Graced by Deputy Prime Minister YAB Dato' Seri Dr. Ahmad Zahid Hamidi, the programme introduced Bumiputera economic policies and initiatives, featured youth empowerment strategies under the MADANI Government, and highlighted developmental pathways aimed at nurturing future-ready Bumiputera talent.

15 - 26 OCTOBER

BAH UPGRADE: KITA BERSAMA YP

Reflecting its commitment to empowering grassroots talent, Yayasan Peneraju completed the "Bah, Upgrade Kita Bersama YP" outreach programme across 21 locations in Sabah, in partnership with 18 local organisations and three organisations from Klang Valley. The 12-day roadshow recorded interest from 4,895 visitors during the Tamu Suara tour, created 1,183 new Peneraju.org profiles, and delivered targeted upskilling modules including Digital Community, NextGen Leadership, Legal Literacy for All, Sociopreneur Catalyst and Excel for Data.



13 DECEMBER

FUTUREREADY CONNECT 2025

Held on 13 December, FutureReady Connect 2025 brought together 220 participants under the Peneraju Alumni #imPACT Education and Empowerment initiative. Designed by alumni for alumni, the event promoted peer learning and featured sessions on AI adoption, career readiness, mental resilience, leadership and entrepreneurship to support Yayasan Peneraju talents in preparing for the future workforce.



MOVING FORWARD

MOVING FORWARD

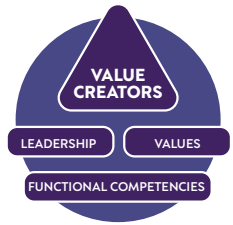
LEADERSHIP DEVELOPMENT THROUGH VC²

Entering the next stage of our Talent Bank journey, our focus from 2026 onwards will be on strengthening leadership among Bumiputera talents through the Virtuous Cycle of Value Creators (VC²). Grounded in the belief that leadership is developed over time, VC² adopts a continuous approach that combines assessment, mentoring, learning and practical experience to support talents at different stages of their development.

Building on insights from our pilot initiatives, we will work closely with established leadership programme providers to deliver meaningful learning experiences for Peneraju alumni. Learning opportunities will be tailored to different needs through in-person, virtual and blended approaches.

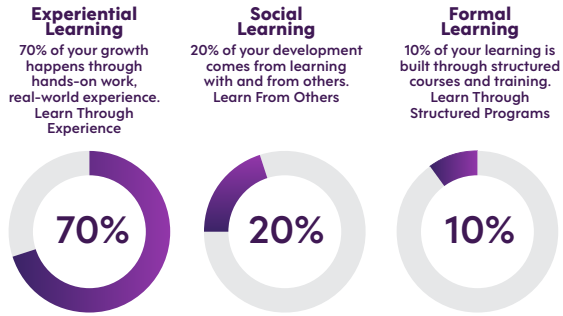
Development will extend beyond formal training through workshops, industry engagements, peer exchanges and action-based projects that encourage the practical application of knowledge. Guided by the 70:20:10 learning philosophy, greater emphasis will be placed on learning through experience, relationships and reflection.

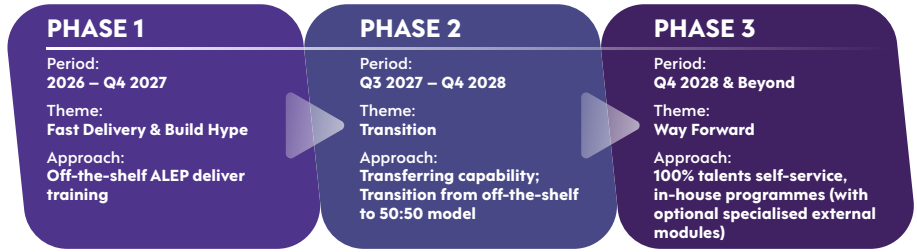
We will also continue enhancing our profiling and assessment capabilities to better identify leadership potential, individual strengths and development needs. Throughout this journey, values such as integrity and resilience will remain at the heart of our leadership development efforts.



THE 70:20:10 FRAMEWORK

A Guide to Professional Development

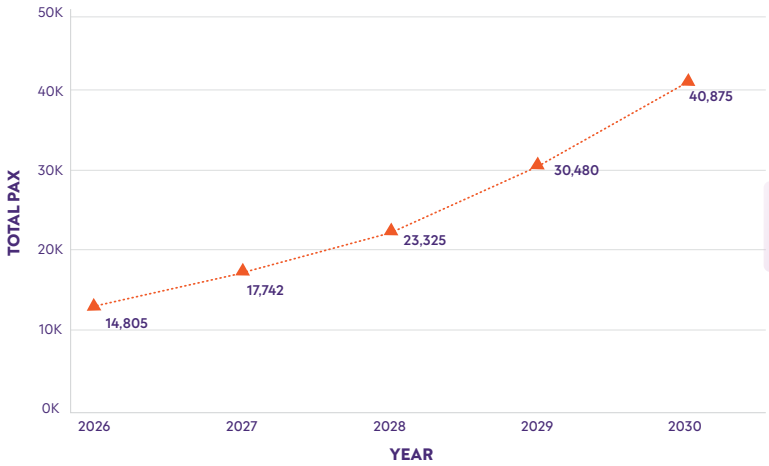




At the same time, we will continue expanding the #PoweredByPenerajuAlumni initiative as a platform for mentoring, networking and knowledge sharing. By bringing together alumni, industry leaders and strategic partners, we aim to foster a stronger leadership community capable of inspiring and supporting future generations of Bumiputera leaders.

As we enter the Phase 2 of our Roadmap to 2030 for the year 2026 - 2028, VC² will play an important role in realising our aspiration of developing 10,000 Value Creators through the Talent Bank initiative.

Enrolment Forecast Analysis



YEAR	FORECAST
2026	14,805
2025	17,742
2024	23,325
2023	30,480
2022	40,875

SCALING THE TALENT PIPELINE

We remain committed to expanding opportunities for high-potential Bumiputera talents. Enrolment is projected to increase from 13,296 participants in 2025 to 40,875 by 2030. The sharp increase from 2025 onwards reflects a strategic shift in our talent development model, enabling us to scale participation more rapidly and reach a larger pool of Bumiputera talents. While previous years focused on building the necessary foundations, 2025 marks a significant turning point as the new model begins to translate into higher enrolment and sustained growth.

The projected increase in participation will enable more Bumiputera talents to pursue professional certifications, technology pathways and other development opportunities aligned with evolving industry needs. This growth will be supported by broader programme offerings, stronger industry partnerships, targeted outreach initiatives and enhanced digital platforms that improve accessibility and engagement.

However, expansion will remain purposeful and evidence-based. Forecast analyses indicate that several programmes have demonstrated strong outcomes and are well positioned for further growth. Technology-related pathways, particularly those centred on data and digital capabilities, continue to show encouraging results and sustained market demand.

Emerging programmes with more limited evidence will be refined and monitored before wider implementation, while initiatives with greater operational complexity will be scaled carefully to maintain quality and delivery effectiveness.

Beyond increasing participation, our focus remains on building a future-ready Talent Bank that advances the aspirations of PuTERA35 while strengthening the pipeline of Bumiputera talents.

SUPPORTING MALAYSIA'S IC DESIGN AMBITIONS

The growing demand for Digital Technology Builder programmes reflects increasing interest among Bumiputera talents in technology-driven careers. Within this landscape, Integrated Circuit (IC) Design presents a strategic opportunity to contribute to Malaysia's future economic growth.

Malaysia's semiconductor industry remains a significant contributor to the national economy, generating RM387 billion in exports in 2023, equivalent to 27% of total exports. As the industry shifts towards higher-value activities, there is a growing need to deepen capabilities in front-end functions such as IC design, where innovation, intellectual property development and value creation take place.



This direction aligns closely with national priorities under the National Semiconductor Strategy (NSS), Silicon Vision and the New Industrial Master Plan 2030, all of which emphasise the development of highly skilled local talent. Under the NSS alone, Malaysia is expected to require approximately 60,000 high-skilled engineers by 2030. Complementing these efforts is the landmark partnership between Malaysia and Arm Holdings, which aims to strengthen local capabilities in AI chip design and support the development of 10,000 IC design engineers. In support of these national aspirations, YP will contribute towards the Ministry of Economy's target of developing more than 2,000 talents in front-end chip design by 2027.

Against this backdrop, YP has an important role to play in developing a stronger Bumiputera talent pipeline for the semiconductor sector. Through the Talent Bank, we will continue identifying suitable talents, curating industry-relevant pathways and facilitating opportunities that provide exposure to high-growth industries. These efforts are intended not only to build technical expertise, but also to create pathways into specialised, high-income professions that will shape Malaysia's future economy.

STRENGTHENING GOVERNANCE THROUGH SPINE

Sustainable value creation depends not only on effective talent strategies, but also on strong governance and public trust. We will therefore continue enhancing our integrity and governance practices through the implementation of the Sistem Pengurusan Integriti dan Governans (SPINE).

Developed by the Institut Integriti Malaysia (IIM), SPINE provides a structured framework for organisations to assess, monitor and continuously improve governance and integrity practices. Aligned with national priorities such as the National Anti-Corruption Strategy (NACS), MyGovernance, Malaysia MADANI and RMK-13, the framework will help ensure that our growth is underpinned by ethical conduct, accountability and responsible stewardship of resources.

In parallel, we will continue advancing our digital governance capabilities to safeguard the systems and data that support our operations. Priorities include strengthening cybersecurity awareness across the organisation, establishing clearer data-sharing practices, enhancing incident response and digital forensic capabilities, and improving the management of third-party technology risks. We will also progress towards ISO 27001 readiness while enhancing continuous monitoring efforts to build a more resilient and secure digital environment.

SUSTAINING THE VALUE CREATION AGENDA THROUGH DANA YP

As we work towards our aspiration of developing 10,000 Value Creators by 2030, ensuring the long-term sustainability of talent development efforts will become increasingly important.

In support of this goal, we will introduce Dana YP in 2026 as a platform that enables corporations and members of the public to contribute towards high-impact talent development initiatives. Through Dana YP, we hope to foster a greater sense of shared responsibility in nurturing future Bumiputera professionals, entrepreneurs and community leaders.

For industry partners, Dana YP presents an opportunity to contribute to initiatives that align with workforce priorities and sustainability aspirations, while expanding access to industry-relevant development opportunities. Eligible contributions will also qualify for tax deductions.

Ultimately, we believe lasting impact is best achieved through collaboration. By bringing together government, industry and the wider community, we aim to build a more sustainable support system for the development of future Value Creators.

EVOLVING PENERAJU.ORG TO SUPPORT THE TALENT BANK

As we continue expanding the Talent Bank ecosystem, Peneraju.org will play an increasingly important role in enabling a more connected, efficient and scalable approach to talent development. What began as a digital gateway for programme applications is

expected to evolve into an integrated platform that supports the full talent journey, from enrolment and programme participation to alumni engagement and leadership development.

In the near term, enhancement efforts will focus on strengthening the platform's core capabilities. Planned improvements include expanded talent management functions, integration with financial systems and virtual account capabilities, the introduction of Dana YP information features, as well as MyDigital ID integration to enable more secure user verification and access.

Over time, Peneraju.org is envisioned to become the operational backbone of the Talent Bank. Future enhancements will streamline workflows across applications, financing and programme completion, while improving engagement with Approved Learning and Training Institutions (ALTI), alumni and industry partners. The platform will also support mentoring networks, talent discovery initiatives and more sophisticated reporting capabilities to provide deeper insights for decision-making.

By continuing to evolve our digital foundation, we will be better positioned to enhance visibility across the talent journey, improve operational efficiency and support the delivery of talent development initiatives at a broader national scale.

GALLERY

GALLERY

ACTIVITIES IN 2025

STAKEHOLDER ENGAGEMENTS



ACTIVITIES IN 2025

STAKEHOLDER ENGAGEMENTS









ACTIVITIES IN 2025

ALUMNI ENGAGEMENTS













ACTIVITIES IN 2025

ALUMNI ENGAGEMENTS



ACTIVITIES IN 2025

ALUMNI ENGAGEMENTS



ACTIVITIES IN 2025

ALUMNI ENGAGEMENTS











ACTIVITIES IN 2025

ALUMNI ENGAGEMENTS











ACTIVITIES IN 2025

OTHERS



FREQUENTLY ASKED QUESTIONS

What is YP's given mandate?

- Since its establishment in 2011, YP has been mandated to increase the quality, quantity, and relevance of Bumiputera talents to participate in the high-income economy. YP is also responsible for implementing intervention measures pertaining to education and capacity development through the optimal management of contributions.

What are YP's objectives?

- YP aims to contribute to the increase of Bumiputera control and ownership in the economy, which will create a Bumiputera class of Value Creators.

How does YP meet its objectives?

- YP provides access to talent development financing aimed at increasing the number of Bumiputera talents certified and recognised in two (2) key areas, namely Professional and Technology.

Who are Value Creators?

- A Value Creator is an individual who not only excels in their respective field but also contributes significantly to the overall economic and social fabric. They go beyond personal success and actively engage in activities that uplift their communities and the nation as a whole.

What is LEAD/Leadership?

- One of the components of YP Talent Development Programme, in which leadership competencies are developed to produce Professional, Business and Community Leaders

What is Dana YP?

- Dana YP is a strategic mechanism for corporate and public entities to channel contributions in support of high-impact talent development initiatives aligned with national priorities.

What is the "Talent Bank'?

- "Talent Bank" is a talent development initiative by Yayasan Peneraju (YP) aimed at developing a specific class of high-impact individuals known as "Value Creators."

What is the Virtuous Cycle of Value Creators (VC^2)?

- The conceptual framework of the YP Talent Development Programme, with components comprising of functional competencies, leadership competencies, talent profiling, career guidance through mentoring and coaching and progress monitoring

YP Talent Development Programme

- YP Talent Development Programme: A structured and holistic development pathway for Bumiputera talents with potential to become Value Creators

What is YP's New Financing Scheme (NFS)?

- The Yayasan Peneraju Financing Scheme provides flexible financial assistance for talents seeking to pursue training and certifications to advance their technical knowledge. The scheme is available to individuals aged 16 and above, offering financing of up to RM150,000.

Why a new Financing Scheme?

- The new Financing Scheme empowers talents in their development journey, broadens access to talent development opportunities, and allows for a self-curated talent development experience.

What are YP's focus areas?

- YP has two (2) key focus areas: Professional, especially in the fields of Accounting, Finance, and Business Services; and Technology, mainly high-end skills in AI, Machine Learning, Software, Cybersecurity, Networking, and Data.

Who are YP's target groups?

- Bumiputera aged 16 years and above, comprising school leavers, undergraduates, unemployed graduates, and working adults.

What is Peneraju.org?

- Peneraju.org is Yayasan Peneraju's integrated digital platform for talent management, programme delivery, and data-driven reporting.

GLOSSARY

Key terms and definitions used in this report

A. Organisation and Core Identity

ALTI
Approved Learning and Training Institution – institutions approved by Yayasan Peneraju to deliver learning and training programmes.

Bumiputera
The target community for Yayasan Peneraju programmes.

Peneraju.org
Yayasan Peneraju's official digital platform for course access, financing application, status tracking and self-service.

Talent Bank
Yayasan Peneraju's strategic positioning that identifies, develops, nurtures and channels Bumiputera talent towards becoming value creators.

YP
Yayasan Peneraju, an agency under the Ministry of Economy focused on Bumiputera talent development.

B. Strategic Concepts and National Frameworks

A.C.E. Roadmap
Phased delivery framework: Aggregate (2024–2025), Carry Out (2026–2028), Evaluate (2029–2030).

Dana YP
Yayasan Peneraju's fundraising and contribution channel.

FSTC
Future Skills Talent Council shaping skills training in artificial intelligence and emerging technologies.

MADANI
Government policy framework prioritising inclusive, sustainable and effective economic development.

MED4IR
Digital Economy and Fourth Industrial Revolution Council.

NAIO
National Artificial Intelligence Office under the Ministry of Digital.

PuTERA35
Pelan Transformasi Ekonomi Bumiputera 2035, a national Bumiputera transformation plan.

RMK-13
The 13th Malaysia Plan, the national development direction for 2026 onward.

Virtuous Cycle of Value Creators (VC^2)
Strategic framework combining human, social and economic capital.

C. Key 2025 Programmes and Initiatives

Bah, Upgrade Kita Bersama YP
A 2025 grassroots outreach initiative in Sabah and across Borneo.

FutureReady Connect
An alumni-led peer learning and networking initiative.

Jom Explore! Why Not YP?
A nationwide outreach initiative for SPM and IGCSE graduates.

Place-and-Train
A delivery model that links training with industry placement.

YPXLR8 / YP Accelerate
A 2025 place-and-train initiative supporting digital career transitions.

YPXP Bridging
An onboarding and readiness programme for newly enrolled Yayasan Peneraju talents.

YPXP Leadership Programme
A 2025 pilot leadership programme delivered through a multi-partner platform.

YPXplore
A discovery and matching feature on Peneraju.org that provides personalised recommendations.

D. Programme Components

Capstone Project
A practical assignment designed to translate learning into real-world application.

Coaching and Mentoring
Structured developmental support to guide participants throughout their leadership journey.

Pre and Post Assessment
A measurement approach used to track competency improvement.

360-Degree Feedback
A multi-source feedback approach used to support leadership planning.

E. Leadership Categories and Impact Measurement

10,000 Value Creators
Yayasan Peneraju's 2030 substance metric comprising 5,000 Professional Leaders, 4,000 Business Leaders and 1,000 Community Leaders.

100,000+ Talents
Yayasan Peneraju's 2030 scale metric for the broader talent pipeline.

Business Leaders
Entrepreneurs shaping industries and creating new economic opportunities.

Community Leaders
Talents driving positive socio-economic change within their communities.

Dual Metrics for Impact
An approach that combines scale (talents reached) and substance (value creators developed) to measure impact.

Positive Performance Index
A measurement framework that assesses the economic mobility of Yayasan Peneraju talents.

Professional Leaders
Talents driving the productivity, growth and sustainability of organisations.

Value Multipliers
A measure of the broader economic and social ripple effects created by talents.

F. Ecosystem Partners

ACCA
Association of Chartered Certified Accountants.

ASEAN Women Economic Summit 2025
A regional event used to provide leadership exposure.

CA (Malaysia)
Chartered Accountant (Malaysia) designation.

CFA
Chartered Financial Analyst designation.

Ekuinas
Ekuiti Nasional Berhad, supporting investment and equity participation.

ICAEW
Institute of Chartered Accountants in England and Wales.

ManpowerGroup
A strategic delivery partner.

MIA
Malaysian Institute of Accountants.

TalentCorp
National talent agency partner.

TERAJU

Unit Peneraju Agenda Bumiputera, responsible for scaling up Bumiputera enterprises.

WLF
Women Leadership Foundation.

Zohl Consultancy
A delivery partner for module-based learning and certification.

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