



Forging a Greener Path Forward



Forging A Greener Path Forward

Our cover design reflects Leader Energy’s role as a window to a world powered by renewable energy – a world where business growth and environmental stewardship go hand in hand. The design centres around the "L" symbol from our logo, our expression of control and stability for purposeful progress, framing a vibrant green landscape under a clear blue sky. This visual signifies both opportunity and responsibility: our commitment to accelerating the transition to clean, reliable, and affordable energy.

With a strong foundation in solar, hydropower, energy storage, and transmission – and now advancing into wind energy – Leader Energy is strategically diversifying its renewable portfolio to meet evolving energy demands and drive long-term value creation for all stakeholders. Our entry into wind represents the next phase of our growth journey and further strengthens our alignment with global sustainability imperatives.

Ultimately, the cover and tagline convey Leader Energy’s dedication to building a future powered by renewable energy – a future where economic development is empowered and environmental stewardship remains at the core of everything we do.



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About This Report

OVERVIEW

Leader Energy Group Berhad ("Leader Energy" or "the Group") is pleased to update our key environmental, social, and governance ("ESG") topics and their linkage to our value creation. As a testament to our performance, we are proud to present this Sustainability Report ("SR2024") for the financial year ending on 31 December 2024 ("FY2024 or 2024").

This SR2024 document aims to provide comprehensive information on how we leverage sustainability practices to continuously deliver value to our stakeholders in line with our ESG ambitions. In preparing our disclosures, we have aligned with relevant frameworks and guidelines as follows:

	Global Reporting Initiative ("GRI")		EcoVadis Sustainability Rating
	Sustainability Accounting Standards Board ("SASB")		United Nations Sustainable Development Goals ("UNSDG")
	International Financial Reporting Standards ("IFRS") S1 and S2	<ul style="list-style-type: none"> Bursa Malaysia's Sustainability Reporting Guide (Third Edition) National Sustainability Reporting Framework Malaysian Code on Corporate Governance ("MCCG") 	

BASIS OF PREPARATION

Reporting Period

This report covers information and data for the period between 1 January 2024 and 31 December 2024. However, where relevant to the overall sustainability narrative of the Group, Leader Energy has provided information right up to the publication of this Report. This includes new updates, development as well as highlights and achievements.

Scope & Boundaries

The SR2024 document shall highlight key ESG disclosures of the Group's main business operations. This includes the development, ownership, operations, and maintenance of utility scale renewable power assets and projects, transmission lines as well as commercial and industrial solar projects.

Effective 1 July 2024, in line with business and sustainability aspirations, Leader Energy took the pivotal step to be a fully renewable energy ("RE") company by strategically divesting its non-renewable ("non-RE") assets. This transformation allows us to focus entirely on expanding the Group's RE portfolio in the Asia-Pacific region as well as accelerate the pace of operational decarbonisation in tandem with the Group's revised Net Zero targeted year of 2030 (originally from 2050).

Hence, in reflecting the change in the Group's business and operational context, Management made a strategic decision to scope disclosures based on the following criteria:

- Information / management narratives are scoped to the Group's RE operations (from 1 January - 31 December 2024)
- Performance data is scoped to both RE and non-RE operations (for the period 1 January - 30 June 2024)

Limitations & Exclusions

All data and information presented within the SR2024 are based on the Group's ability to collect and disclose meaningful data from existing management control and official information systems.

For the details of the data accounting principles, measurement techniques, and assumptions used during the preparation of this SR2024, please refer to **Reporting Principles and Data Assumptions** section.

While we aim for comprehensive data coverage, we acknowledge that there may be gaps in data availability for certain indicators. The Group remains committed to monitoring our data tracking and collection mechanisms to address and resolve these issues in future reporting.

Forward-Looking Statements

Content within the SR2024 may include forward-looking statements, such as targets, plans, operations, and forecasts. These are based on reasonable assumptions from our current business trajectory. Readers are advised to exercise their own due diligence when evaluating these statements.

ENGAGING STAKEHOLDERS FOR MORE INCLUSIVE REPORTING

As part of being inclusive in our approach to sustainability reporting, stakeholder engagement remains an integral aspect in the development of this Report. In essence, sustainability topics, issues or concerns that are material to stakeholders form a key aspect of the basis of preparation. Regular stakeholder engagement activities undertaken by Leader Energy throughout the year have enabled fresh perspectives and new information to be gleaned, which have also been considered in determining the content and overall narrative for SR2024.

Stakeholder engagement in 2024 included soliciting the views and perspectives of internal stakeholders such as the Board of Directors, Key Senior Management and department heads. External stakeholders consisted of key customers, bankers, financiers and others.

STATEMENT OF RESPONSIBILITY

The Board of Directors ("Board") and Senior Management of Leader Energy assure that all information presented in this SR2024 is accurate and reliable. Our internal teams have conducted rigorous verification and assessment processes to ensure data validity. This extends to data sourced from our supply chain or external sources.

As an added layer of validation, we have conducted external assurance for selected indicators of the SR2024.

ASSURANCE STATEMENT

To strengthen the validity and accuracy of the data presented, all the data presented have been internally reviewed and verified by their respective data owners.

As an additional level of credibility, selected data on the Group's greenhouse gas ("GHG") emissions in the SR2024 have been verified by a third-party external assurance provider for independent assurance.

Following the external assurance process, Leader Energy's GHG data and statements are found to be materially correct and have been prepared in accordance with ISO 14064-1:2018 standards.

DISTRIBUTION AND FEEDBACK

Leader Energy Sustainability Report can be downloaded from our corporate website at: <https://www.leaderenergy.com/sustainability-report/> or by scanning the following QR code:



To continuously strengthen our sustainability approaches, Leader Energy welcomes all forms of constructive feedback. These can be forwarded to:

Sustainability Department
Leader Energy Group Berhad
 Penthouse @ 26, The Pinnacle
 Persiaran Lagoon, Bandar Sunway
 46150 Petaling Jaya
 Selangor, Malaysia

Email: sustainability@leaderenergy.com

Group Chairman Statement

Dear Valued Stakeholders,

On behalf of the Board of Directors, I am pleased to present Leader Energy's latest Sustainability Report, which marks our second annual publication. This report reflects Leader Energy's progress and reaffirms the Company's commitment to delivering stakeholder value through responsible and sustainable business operations, namely through our development and delivery of renewable energy ("RE") solutions.

As the need for decisive climate action intensifies across the world, we are cognisant that Leader Energy's business model has and will continue to play a role in driving the decarbonisation of energy grids. Our achievements and future plans have been instrumental in accelerating the pace of nations and economies to achieve reduced carbon emissions and, ultimately, net zero ambitions. We are motivated by the evident progress achieved in enabling the transition towards cleaner energy in the seven markets in which we have established and expanding presence.

The Board fully believes in Leader Energy's purpose and aspiration to create long-term financial value by serving society as a force for positive change. Consistent with this philosophy, the Board in 2024 has looked to further establish and strengthen the following: Group-wide governance frameworks including the overall approach to risk management, cultivation of a high-performance, sustainability-oriented organisational culture and mindset, the establishment of more ambitious climate targets, and providing the necessary support and mandate to further expand our RE generation capacity. The latter has been the guiding principle behind the Board's rationale to approve Management's mandate to divest from non-RE power generation plants and instead commit to becoming a fully RE generation capacity power provider.

Specific information about our strategic plans and the progress made in 2024 are outlined in the relevant sections of this report. In essence, the Board is fully committed to ensuring that Leader Energy stays clear on its path of decarbonising its operations and progressively decarbonising communities and nations.



EMBEDDING SUSTAINABILITY INTO CORPORATE GOVERNANCE

As the business landscape continues to evolve, strong corporate governance remains essential for continued success. In this regard, the Board maintains an unwavering focus on upholding good governance practices across the Company. In 2024, we strengthened our commitment by further embedding transparency, accountability, and ethical conduct throughout our operations. This includes reinforcing oversight mechanisms to ensure that ESG considerations are considered as part of the decision-making process.

In FY2024, our ESG targets were formally integrated into the remuneration of key management personnel. This practice further aligns leadership accountability with the Company's long-term sustainability objectives, reinforcing a culture of responsibility. In turn, it ensures that our sustainability commitments translate into tangible business outcomes. It also attests to our ESG commitment, which is not driven purely by stakeholders' expectations or regulatory requirements. Rather, it is the realisation that good governance equates to a more resilient and future-ready business that drives the Board to prioritise sustainability.

Group Chairman Statement



The Group is deeply committed to upholding the agenda of sustainability across our organisation and throughout the markets we operate in.

Meeting quarterly, the Board Sustainability Committee has played an essential role in cascading the sustainability agenda in 2024. This includes reviewing ongoing initiatives, evaluating Company performance against sustainability goals, and providing strategic recommendations to both the Board and Senior Management. This approach has ensured that Leader Energy's approach to sustainability continues to be progressive, adaptable, and aligned with global best practices.

At the heart of our strategy is a firm belief that businesses must be a force for good—delivering positive environmental and social impact while upholding the highest standards of corporate governance.

MOVING FORWARD

As we look ahead, the Board remains fully committed to guiding Leader Energy through the complexities of the energy transition, ensuring that we continue to create value for our stakeholders while contributing to a more sustainable future.

I would like to take this opportunity to extend my appreciation to my fellow Board members, the management team, all employees, and our stakeholders, whose contributions have been instrumental in shaping our sustainability journey in 2024.

Specifically, I wish to take this opportunity to express my deepest gratitude to Mr. Gan Boon Hean for his 15 years of unwavering dedication to Leader Energy. Over the course of his tenure, Mr. Gan has been instrumental in guiding the company through significant milestones, shaping its trajectory and laying a strong foundation for future growth. His most recent role was as Group Chief Executive Officer, where his visionary leadership was pivotal in steering the company toward its current position as a leading renewable energy provider. We are deeply appreciative that Mr. Gan has agreed to continue supporting Leader Energy as a Technical Advisor, allowing us to benefit from his extensive experience and strategic guidance as we move into the next phase of our growth journey.

In addition, I would also like to commend the Management team for their commitment to strengthening our governance framework. Good governance is the bedrock of good business operations and lies at the heart of our ongoing and onward strategy for Leader Energy's RE expansion and decarbonisation.

Together with all stakeholders, we will continue setting new benchmarks in growth, resilience, and impact.

Sincerely,

DATO' N SADASIVAN A/L N.N.PILLAY
Group Chairman



Executive Deputy Chairman and Group Chief Executive Officer Statement

To our Esteemed Stakeholders,

2024 has been a momentous year of progress for Leader Energy, reflected in our bold and ambitious decision to become a fully renewable energy ("RE") company in Asia. Looking back on the year, we are proud to have made a firm commitment towards progressively divesting from non-RE operations and transitioning into a fully RE generation company. This single, steadfast decision now provides the impetus for the Group to move forward and make concrete steps towards becoming part of the solution in meeting the world's growing need for clean energy.

Aside from our pledge, the other notable highlight is the acceleration of our net zero carbon goal from 2050 to 2030. The decision to expedite our net zero milestone is based on the urgency of action needed, our sincere commitment to be part of the climate solution, and importantly, the belief in our strategies and ability to expand our RE generation capacity.

Our strategic decision to become a 100% RE business going forward coupled with an expedited net zero carbon goal, marks a new and intensified approach. Importantly, from a business standpoint, these decisions are catalysts that will strengthen our business model in the medium to long-term. It is consistent with our expansion plans, which are to seek sustainable business growth that is centred on achieving a balance between people, the planet, and profit. The task ahead of us is indeed challenging, but we are firm in our belief that big changes need big goals and big action — fast.

Our ambitions are in direct correlation to the world's need for energy security while combatting climate change. We are cognisant that the journey will not be easy, largely due to the continued unpredictability and turbulence arising from the external operating environment. However, we must remain unflinching in our ideals and stay the course. We are excited about the prospects, though we expect the road to be rife with challenges yet replete with opportunities. Importantly, our big goals reflect our commitment to being a truly sustainable business that strives to balance our profit motives with considerations for people and the planet.

At this juncture, I wish to take this opportunity to mention our inclusion under EcoVadis with a Gold rating, placing us among the top 5% of companies assessed globally. This recognition is a testament to our continuous efforts in integrating responsible and sustainable practices across our operations and a meaningful benchmark of our progress in advancing ESG excellence.



In addition, Leader Energy secured three highly acclaimed sustainability accolades at the Asia Sustainability Reporting Awards ("ASRA") award platform. We earned a silver for our reporting on human rights and two bronze awards in the stakeholder reporting and first-time sustainability report categories. While such recognition serves as an important validation of our work, it also reinforces our responsibility to continuously innovate and drive greater sustainability impact.

BUSINESS AND OPERATIONAL HIGHLIGHTS

Over the past year, we advanced our position in the RE sector by navigating the complexities of energy transition and strengthening our social impact commitments. We have expanded our footprint in several markets and continue to seek growth opportunities. With a strong pipeline of projects, we are set to scale our clean energy solutions over the next five years.

Today, our operational portfolio spans close to 750 megawatts ("MW") of total installation capacity for hydro and solar, inclusive of 150 MW of wind power under development – our maiden wind energy project. Our first venture into wind energy expands our clean energy portfolio and represents our commitment to driving economic opportunities while ensuring a just transition for local communities. This diversification strengthens Leader Energy's RE portfolio and underscores our role as a key contributor to Asia's clean energy transition journey. In 2024 alone, we generated 900,103 MWh of clean energy that has avoided 308,367 tonnes of CO₂e emissions – a figure set to rise as we continue expanding our RE portfolio.

Executive Deputy Chairman and Group Chief Executive Officer Statement

In Cambodia, our infrastructure portfolio also includes 235 km of transmission lines, which we have been operating since 2013 and 2023. In 2024, we were awarded a 2-year Engineering, Procurement, and Construction ("EPC") contract to erect, construct, and commission approximately 300km of 500kV transmission line consisting of 685 towers from the Cambodian-Laos border to Phnom Penh. We are honoured to have a role in the construction of this significant power transmission infrastructure, which will enable larger capacities of imported renewable energy into Cambodia.

Back in Malaysia, we have plans to showcase our first 1.45 MWh / 250 kW-dc NAS battery energy storage system with our 20 MWac Grid Connected Photovoltaic ("PV") System ("GCPV") LSE II solar plant located in Kedah. This demonstrates our commitment to renewable energy, with plans for further expansion. We recognise the importance of energy storage systems in addressing national grid limitations, particularly during surplus production and peak demand. Our energy storage system enhances the efficiency and reliability of intermittent solar energy, supports grid stability, reduces reliance on fossil fuels, and promotes a sustainable energy infrastructure.

By proactively investing in clean energy and sustainable mobility, we reinforce our competitive edge in a rapidly evolving market where regulatory frameworks, investor expectations, and energy security concerns are increasingly centred on sustainability. By leveraging new and innovative technologies, we continue to achieve operational efficiency, ensuring our solutions remain cost-competitive. Our projects generate long-term economic value, creating jobs, fostering technological advancements, and improving energy access in the communities where we operate.

Our ability to scale RE ahead of regulatory mandates not only ensures future compliance. It also enhances our appeal to investors, financial institutions, and

corporate energy buyers seeking reliable, low-carbon energy solutions. Our business strengths and achievements firmly place us in a strategic position to capture emerging opportunities within Asia's fast-growing RE space. A space where power demand is expected to double by 2050, and renewables are projected to account for over 60% of total installed capacity.

ENSURING A JUST AND INCLUSIVE ENERGY TRANSITION

At Leader Energy, we have always emphasised that the transition to RE must be an equitable transition for all stakeholders, especially low-income workers, communities, and vulnerable strata of society. Consistent with the United Nations Sustainable Development Goals, no one should be left behind. Hence, as we scale up our RE generation capacity, we shall continue to ensure that value-accretive opportunities are generated for the aforementioned stakeholders. We intend to contribute to the realisation of energy security, enabling nations and communities to benefit from access to clean, affordable energy sources, which then enable sustainable socio-economic growth. But we can do more.

Our first venture into wind energy has and continues to create shared values. By prioritising local hiring, workforce upskilling, and supplier engagement, we have created employment pathways and transfer of knowledge, experience, and technical expertise, uplifting entire communities, families, and even local supply chains. Going further, we have chosen to work closely with local stakeholders to support social development initiatives. These initiatives are targeted at improving infrastructure, education, and access to clean energy.

By embedding social responsibility into our energy transition strategy, we ensure that our growth not only accelerates decarbonisation but also uplifts communities, protects livelihoods, and builds a more inclusive and sustainable future.

LOOKING AHEAD

As we navigate this transformative era, we remain focused on accelerating our decarbonisation and sustainability efforts. Through strategic collaborations, responsible investments, and emerging technologies, we will continue exploring new market opportunities that align with our Aspiration, Purpose and sustainability goals. With renewed focus and determination, we look to the future with optimism as we pursue our plans for 2025 and onward.

At the same time, Asia's evolving energy landscape presents tremendous opportunities. Leader Energy is well-positioned to drive the region's shift towards renewable and cleaner power solutions through strategic investments made over the past years.

We are deeply grateful for the continued support of our stakeholders and remain confident that, together, we will achieve our impact-driven sustainability goals while delivering lasting value to communities, businesses, and investors alike. We remain committed to advancing our ESG journey, setting new benchmarks in responsible business, and ensuring long-term value for all our stakeholders.

I wish to take this opportunity to thank everyone whose dedication and contributions have shaped our progress throughout 2024. Notably, I wish to record my gratitude to Mr. Gan Boon Hean for his exemplary and inspirational leadership of Leader Energy over a 15-year tenure. His dedication, professionalism and strategic acumen have led to the foundation upon which we will now look to ascend to greater heights of accomplishments.

Thank you for your trust and support.

Sincerely,

DATO' SEAN H'NG
Executive Deputy Chairman and
Group Chief Executive Officer

Chief Sustainability and Strategy Officer Statement

Dear Valued Stakeholders,

As we reflect on our second-year reporting of Leader Energy's sustainability efforts, I am proud to share the progress we have made and the significant milestones we have achieved. The year 2024 was a year where we executed our sustainability strategies with passion, commitment, and precision towards further integrating ESG across all facets of Company operations.

Our actions and outcomes achieved in 2024 exemplify how we have continued to "walk the talk" in ensuring that sustainability remains at the core of our business strategy. Sustainability is an intrinsic aspect of how we have and intend to continue creating financial and non-financial stakeholder value. Our Sustainability Report 2024 captures our performance and progress during the year. Importantly, it also reflects how we intend to leverage sustainability as a core business driver in determining business decisions and company operations.

ADVANCING THE ENERGY TRANSITION AND OUR CLIMATE ACTIONS

Our 2024 decision to shift completely to a fully renewable portfolio is a defining step in our evolution as a company. This journey has reduced our emissions and accelerated our drive towards Net Zero GHG emissions.

Driven by our accelerated Net Zero GHG emissions target for 2030 – brought forward from 2050 – we are intensifying efforts to decarbonise our operations across the Group. To support this, we have conducted a thorough review of our climate contributions and enhanced our decarbonisation roadmap, aligned with our trajectory towards a fully renewable energy portfolio between 2025 and 2030.

On a related note, Leader Energy embarked on its inaugural double materiality assessment in 2024. This is a Group-wide assessment, involving both internal and external stakeholders, towards determining our material or significant sustainability topics. The objective is to identify the most important topics based on two perspectives. These are the extent of financial, business, and operational impact arising from a topic to Leader Energy (financial materiality) and the extent of the impact of a topic on the environment and society (impact materiality). The double materiality approach enabled us to better fathom the financial implications of the sustainability topics in line with the requirements of the IFRS S1 - Sustainability Risks and Opportunities Framework.



In 2024, a key development was the expansion of our GHG inventory to now include our full Scope 3 emissions. The exercise completes the computation of our Group's GHG Inventory across Scopes 1, 2, and 3 emissions and has been independently verified by a third-party assurer.

With the completion of our Group GHG Inventory, we are now better positioned to understand both direct and indirect GHG emissions produced from our business operations. Hence, as we continue to decarbonise operational carbon emissions, our Scope 1 and 2 emissions, we are also able to ascertain our major upstream and downstream emissions from our value chain. This will provide useful strategic insights into the continued promotion of our Sustainable Supply Chain programme and engagements with suppliers, vendors, and business partners. Decarbonising Scope 3 emissions is challenging. However, establishing comprehensive visibility is the first step in tackling embodied carbon, leading up to 2030.

Another key milestone in 2024 was the implementation of scenario analysis in determining physical and transition Climate Risks and Opportunities disclosures. The use of scenario analysis is in line with the IFRS S2 Climate Risks and Opportunities Disclosure requirements. In 2024, low and high carbon emissions scenarios were applied to determine the severity and likelihood of various risks and impacts. Our commencement of IFRS S2 disclosures in SR2024 aligns with the global and our stakeholders' expectations for transparency and accountability. For a detailed account of our climate-related disclosures, please refer to the **Climate Change** section of this report.

EMPOWERING LOCAL COMMUNITIES AND OUR WORKFORCE

Caring for Communities

In 2024, we continued to execute our Corporate Social Responsibility ("CSR") initiatives, strengthening our focus on ecosystem restoration and community well-being. Our CSR programmes aim to contribute effectively to climate action while fostering economic resilience and social equity for the local communities where we operate.

Our two signature CSR programmes, the five-year Mangrove conservation and rehabilitation programme in Malaysia and the River Clean-Up and conservation programme in Cambodia rehabilitate vital mangroves and waterways and also generate local employment and promote environmental education among local communities.

Since 2023, we have removed 214 tonnes of waste from Cambodian rivers through our successful partnership with River Ocean Cleanup. In Malaysia, we launched our collaboration with the Global Environment Centre in 2024 to jointly implement mangrove conservation activities and reinforce coastal resilience at the Kuala Muda Mangrove Forest Reserve in Kedah.

I am happy to see the progress of our replanting activities this year, where we re-planted 4,000 mangrove trees out of the planned 18,000 trees within 5 years (2024-2028). These initiatives, together with our other CSR programmes in each country of operations, totalled 66 CSR projects with investments of over USD 175,981 in 2024. Our CSR efforts support long-term job opportunities while fostering environmental stewardship among local communities and employees.

Caring for Employees

At Leader Energy, talent development and retention remain our priorities. We are committed to fostering a dynamic and inclusive work environment. Hence, in 2024, we continued investing in the professional development of our workforce. These included various training and upskilling initiatives geared

towards equipping employees with the competencies required for the evolving energy landscape.

Beyond capability-building, we also provided training focused on leadership development, mentorship initiatives, and career advancement opportunities. In 2024, we provided an average of 26 hours of training per employee. Moving forward, we will enhance our learning and development programmes to ensure our employees remain agile, empowered, and future-ready.

In 2024, we continued to place emphasis on human rights by providing related training to employees and also conducting briefings for suppliers. 98% of our employees have thus received human rights awareness. A Human Rights Assessment was also performed since 2023, across our operations, covering 63% of our overall operations.

Employee health and safety are paramount, and we uphold stringent safety protocols to maintain a zero-incident workplace culture. Regular site inspections and continual improvements to our Health and Safety Management System ensure the well-being of our employees, partners, and communities. We are proud to once again achieve zero fatalities and zero lost time injury performance in 2024.

UPHOLDING STRONG GOVERNANCE AND RESPONSIBLE BUSINESS PRACTICES

At Leader Energy, strong corporate governance forms the foundation of our sustainability strategy. We uphold the highest ethical standards across our operations, ensuring transparency, integrity, and accountability. This commitment extends to our value chain, where we integrate sustainability criteria into procurement strategies to promote responsible business practices. In 2024, we recorded 100% employee attendance for anti-bribery and corruption training and awareness sessions. Our cybersecurity awareness training sessions achieved a 98% participation rate. We will continue to reinforce the importance of corporate governance policies and take proactive steps to maintain our strong business ethics and compliance.

By 2025, as part of our third-year sustainable supply chain programme, we aim to ensure that over 80% of our suppliers actively engage in ESG initiatives. Encouragingly, in 2023/2024, 93% of our critical suppliers participated in ESG briefing sessions, and 50% of our critical suppliers have had their ESG performance assessed. However, we recognise the need for continuous progress. Moving forward, we will further strengthen supplier assessments to enhance alignment with our environmental and social expectations, reinforcing our commitment to sustainable and ethical sourcing.

OUR CONTINUED SUSTAINABILITY JOURNEY

While we have made significant strides in our sustainability journey, we acknowledge that challenges persist. However, with every challenge comes an opportunity to innovate, transform, and drive lasting impact. As we navigate the future, we remain steadfast in our mission to build a resilient, inclusive, and sustainable energy ecosystem.

We are pleased that our sustainability initiatives received recognition and were awarded the Gold rating from EcoVadis in 2024. In addition to that, our Sustainability Report 2023 received the Asia Sustainability Reporting Awards 2024 for Human Rights Reporting (Silver), Stakeholder Reporting, and First Time Sustainability Reporting (Bronze awards). With continued support, we are confident in our ability to achieve our elaborate sustainability goals while delivering long-term value for our stakeholders.

Looking ahead, we remain committed to advancing our sustainability agenda. We will continue to set targets and engage with our stakeholders to create lasting positive impacts. Our journey towards sustainability is ongoing, and we are excited about the prospects ahead.

I invite all stakeholders to read the details of our ESG initiatives in the following sections of this report. Your continued support is invaluable, thank you.

Yours sincerely,

EVELYN CHEE
Chief Sustainability and Strategy Officer

Key Highlights and Achievements in 2024

We are **100%** fully renewable energy operations

> 750 MW of total installation capacity

Operating in **7** markets and expanding

> 117 renewable energy projects across Asia

> 30 years of experience in energy generation

99.79% system availability performance for all power transmission operations

96.19% equivalent availability factor for wholly and majority-owned power plants

PARTICIPATIONS:

WE SUPPORT



ACCOLADES:



Note:
The data presented herein covers both the renewable and non-renewable energy operations of the Group.

Key Highlights and Achievements in 2024

Net Zero
emissions by 2030

308,367 tCO₂e
avoided emissions

40 tonnes
of general waste recycled

62%
reduction in purchased electricity compared to 2023

147 MWh
consumed from our own solar rooftop installation

ENVIRONMENT

Zero fatalities, lost time injury, recordable occupational illness and first aid cases

26 training hours per employee per year

1:2.4 female to male ratio

98% employees attended the human rights and unconscious biasness training

4,048 hours of employee volunteering hours
USD 175,981 invested
7,705 direct beneficiaries
55 jobs created through community investment programmes

4,000 mangrove trees planted with 85% tree survival rate

63% of own operations (cumulatively) assessed on human rights due diligence since 2023

SOCIAL

100% employees attended the anti-bribery and anti-corruption training

Zero confirmed whistleblowing cases

33% female representation on Board of Directors

93% of critical suppliers engaged on ESG since 2023

98% employees attended cybersecurity awareness training

87% of materials and services sourced through local suppliers in each countries of operations

GOVERNANCE

About Leader Energy

Leader Energy is an independent power producer ("IPP") primarily engaged in the development, ownership, operation, and maintenance of renewable energy ("RE") power generation and transmission assets. Our expertise spans various aspects of RE infrastructure, including wind, hydro, utility scale solar, commercial and industrial solar, transmission, energy storage as well as engineering, procurement and construction of transmission lines.

Operating within the Asia region, Leader Energy has established a strong presence across seven markets, with a total gross power generation capacity of approximately >750 MW, of which 568.2 MW is currently operational, as of 31 March 2025. Our extensive regional footprint allows the Group to leverage strategic opportunities while reinforcing our presence as a key player in the RE sector.

In FY2024, Leader Energy took the monumental step towards realising our full RE potential by fully divesting away from all non-RE operations. This decision marks our transition into a 100% RE company, allowing us to channel our focus entirely on expanding the sector and driving sustainable growth.

As such, we have now consolidated our efforts into seven core business segments:



Wind

Cambodia



In 2024, Leader Energy embarked on its first venture into wind energy with the development of a 150 MW wind farm in Cambodia. Scheduled for completion in FY2027, this landmark project represents a significant milestone for us in contributing to the diversification of Cambodia's energy mix and addressing its rising power demands.

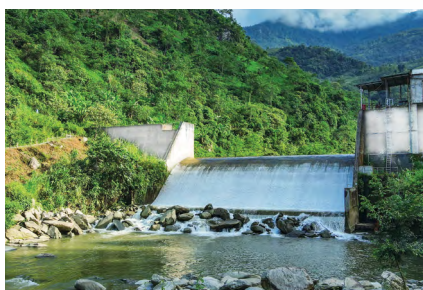


Hydropower

Vietnam



Leader Energy is the primary shareholder of the Leader Nam Tien Hydropower Joint Stock Company ("LNTH"), which operates five run-of-river hydroelectric plants in Vietnam with a combined gross capacity of 51.7 MW. These environmentally friendly hydro projects feature dams and waterways systems that utilise the natural flow and contour of the river, thus minimising impact to local communities and ecosystems.



Utility Scale Solar

Vietnam, Malaysia



The Group owns and operates several large-scale solar power projects in Malaysia and Vietnam. In Malaysia, we developed, own and operate the first large scale solar power plant concession which consists of two solar farms with a combined capacity of 67.4 MWp, Leader Solar Energy ("LSE") and LSE II, each backed by a 21-year Power Purchase Agreement ("PPA").

Meanwhile, in Vietnam, Leader Energy invested in a joint equity investment in the 330 MWp Phu My 1 - 3 solar power projects. Leader Energy also owns and operates Vinh Hao 6 ("VH6"), a 50 MWp solar plant in Vietnam.



Commercial and Industrial ("C&I") Solar

Malaysia, Vietnam, Singapore, Indonesia, Thailand, Taiwan, Cambodia



Our C&I Solar rooftop business segment is designed to meet the specific energy needs of C&I consumers by providing clean and affordable RE solutions. Under this segment, we develop, own, and operate rooftop solar power generation assets, while offering zero-capex solar energy through Power Purchase Agreements ("PPAs"), Renewable Energy Certificates ("RECs"), turnkey Engineering, Procurement & Construction ("EPC") services, Operations & Maintenance ("O&M"), as well as carbon emissions and energy management consulting solutions to our customers across Malaysia, Vietnam, Singapore, Indonesia, Cambodia, Thailand, and Taiwan.



Transmission

Cambodia



Leader Energy plays a vital role in strengthening regional energy infrastructure by managing two major transmission power lines in Cambodia under long-term concession contracts with the national utility company. These projects, Cambodia Transmission Limited ("CTL") and Cambodia Transmission Limited II Co. Ltd. ("CTL II"), strategically position Leader Energy as a regional energy transition enabler by facilitating the transmission of 100% renewable hydropower from Northern Cambodia and Laos to Central Cambodia.



Energy Storage

Malaysia



The Group is pioneering the deployment of advanced energy storage solutions by installing battery energy storage system ("BESS") at LSE II, with a capacity of 1.45 MWh. By showcasing the energy storage optimisation capabilities, we aim to improve the stability and performance of solar energy generation by reducing intermittency issues.



Engineering, Procurement and Construction ("EPC") Works

Cambodia



Leader Energy was awarded a contract for the erection, construction, and commissioning of a 300 km, 500 kV transmission line. The project entails the construction of 685 transmission tower units stretching across the Cambodia-Laos border.

The contract sees Leader Energy providing EPC scope of works (under a single contract), executing all project phases from start to finish. The work scope also includes Leader Energy as the contractor, managing capital project schedules, costs, and overall progress of works on behalf of the project owner.

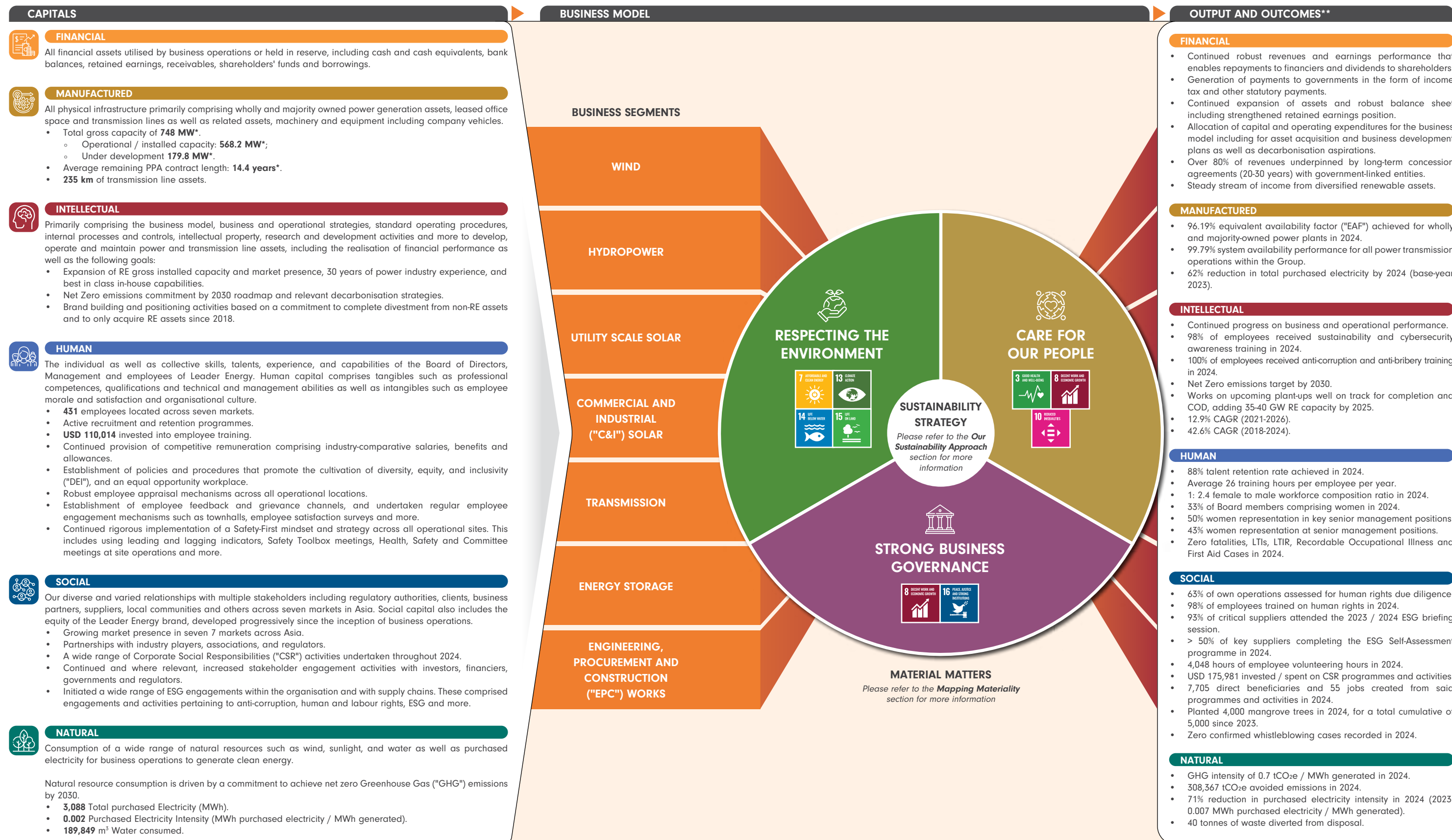
Project works are currently underway and are set for completion and commercial operation date ("COD") by mid-2026. Upon completion, the transmission line will enable additional electricity to be channelled, meeting the region's growing need for affordable energy.

The awarding of the contract further strengthens Leader Energy's track record as a leading EPC company capable of providing integrated energy infrastructure solutions.



Our Value Creation Approach

VALUE CREATION MODEL



Note:

* Cut-off date as of 31 March 2025.

** All capitals, outputs and outcomes data are for the year 2024 and covers both the renewable and non-renewable energy operations of the Group unless otherwise specified.

Our Value Creation Approach

TRADE-OFFS BETWEEN CAPITALS

The principal trade-off for Leader Energy is the short-term erosion of financial values for the acquisition, retention and development of other capitals. These include capital expenditure ("CAPEX"), operating expenditure ("OPEX") and other financial considerations such as provisions and allocations for the operations and maintenance of assets, machinery and equipment ("AME"), the development and retention of human capital, technology acquisition, stakeholder engagement and more. Organic and inorganic growth strategies typically erode short-term financial resources.

Trade-offs include financial capital invested in the acquisition and sourcing of relevant Board and Senior Management talent, the development of proprietary know-how, skillsets and expertise that support effective execution of business and operational strategies and the business model.

However, the various short-term financial investments ultimately strengthen the business model and enable effective execution of business and operational strategies. Expansion of the asset portfolio would lead to an increase in energy generation capacity, which would support increased power sales and the generation of recurring income. Similarly, investments into AME would enhance the capability to undertake EPC works, enabling an improved ability to bid for and execute contracts well within time and on budget while meeting project owners' requirements.

Continued emphasis on strengthening Intellectual Capital as evident in the proliferation of technology and digitalisation can necessitate substantial financial costs. These may incur short-term financial impacts but ultimately provide increased cost and other

operational efficiencies. Still, the tradeoff is more pronounced as technology implementation may require a gestation period before the full benefits of the implementation can be realised. Incorrect implementation of technology bears risks and may lead to longer financial impacts beyond the implementation period. Technology, including digitalisation while offering many benefits, may also have direct and indirect impacts on human capital, particularly employees or local communities.

In terms of social capital, CSR programmes and activities would require financial outlay. Sustaining these activities may require increased funds over time, especially as stakeholders' expectations increase with time. It can also be potentially challenging to measure the returns achieved from such activities. But the positive social impacts generated in the near term, such as job creation, brand development, employee relationship building and the delivery of various social outcomes, are presently commensurate with the investments made.

Investments made into human capital such as the provision of competitive remuneration and benefits can erode financial performance. However, the direct outcome of improved employee retention and employee satisfaction would translate into improved productivity and retention of proprietary company intellectual capital, including experience, knowledge, specialised skillset, and more. Amidst continued talent scarcity and brain drain, the value of not losing such knowledge is imperative in sustaining operational and competitive capability. However, such expenditure continues to rise given inflation as well as the need to retain competitiveness of remuneration, notably when there is a talent scarcity scenario. The costs of employee training are also expected to increase going forward.

A usual trade-off evident in most business models is the leverage of natural capital to produce financial values. Typically, this tradeoff is linear in approach, where most businesses would extract and consume physical resources to drive their operations and produce waste products (emissions, effluents, etc.) as a byproduct. In the case of Leader Energy, the opposite applies as the Group, by leveraging RE, is harnessing natural capital to produce clean energy and financial values. This clean energy, in turn, powers a multitude of businesses across the regions where we operate. Not only is Leader Energy supporting the preservation of natural capital, but we are also promoting the ability of businesses, communities and individuals to also reduce their respective carbon footprints. Hence, leveraging natural capital will likely have a short-term impact on financial capital, but ultimately yield benefits to Natural, Social and Manufactured capital over the mid to long-term horizon. Technological implementation to drive sustainability may also incur significant cost, especially during the early years of deployment.

SOCIO-ECONOMIC MULTIPLIERS

Socio-economic multipliers refer to the broad and interconnected benefits that Leader Energy provides. This extends beyond our direct economic contributions and is a result of the Group's business operations. As we are now a fully renewable power provider, this ties in with our core vision of being a leading provider of renewable, reliable, and affordable electrical energy to power the economic growth of Asia Pacific in a sustainable, innovative, and socially responsible manner.

Our Value Creation Approach

Through our daily business operations, we create positive ripple effects that drive multiple benefits for the environment and society. Many of these are indirect benefits that may not have a tangible economic value but improve the welfare of the environment and communities around us. Some of these benefits include:



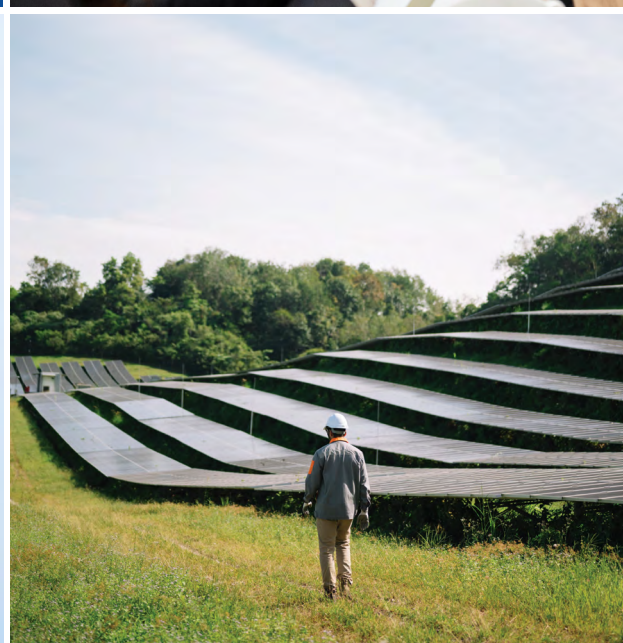
Our Sustainability Journey and Achievements

Our Sustainability Journey and Achievements



GOLD | Top 5%
ecovadis
Sustainability Rating
SEP 2024

Leader Energy is proud to be recognised for our dedication to sustainability and responsible business practices. Awarded with the EcoVadis Gold Medal, this places Leader Energy among the top 5% of companies globally assessed in the past year.



Leader Energy is honoured to be recognised at the 10th Asia Sustainability Reporting Awards ("ASRA") 2024, winning for

- Silver for Asia's Best Sustainability Report (Human Rights)
- Bronze for Asia's Best Stakeholder Reporting
- Bronze for Asia's Best Sustainability Report (First Time)



2016

- Leader Energy acquired the first renewable energy hydropower plant in Vietnam
- Secured our first solar power plant concession in Sungai Petani, Kedah

2018

- Leader Energy made commitment to only invest in renewable energy power assets

2022

- Obtained third-party FY2021 GHG emissions verification as per ISO 14064-1
- Commitment to achieve Net Zero GHG emissions by 2050

2021

- Established baseline greenhouse gas ("GHG") Inventory for Scope 1 and 2

2023

- Established Leader Energy Sustainability Strategy Framework
 - Material Matters
 - Stakeholder Mapping
 - Human Rights Commitment
 - Diversity, Equity and Inclusion Commitment
 - Biodiversity Commitment
 - Sustainable Procurement Policy
- Established Climate Risks and Opportunities Management Policy and Procedures and Register
- Initiated Taskforce on Climate-related Financial Disclosure ("TCFD") Reporting
- Became a member of Climate Governance Malaysia
- Initiated Scope 3 GHG inventory – employee commuting and business travel categories
- Established Group Decarbonisation Pathway and Plans
- Obtained third-party FY2022 GHG emissions verification as per ISO 14064-1

2024

- Divestment of non-RE power assets
- Leader Energy became a 100% RE provider
- Revised and pledged Net Zero GHG emissions Commitment by 2030
- Established full material Group 3 GHG Inventory
- Conducted scenario analysis on Group climate risks and opportunities
- Initiated IFRS S2 reporting
- Obtained third-party FY2023 GHG emissions verification as per ISO 14064-1
- Awarded with EcoVadis Gold Medal

2025

- Became a member of United Nations Global Compact
- Awarded at 10th ASRA 2024 for the following categories:
 - Silver for Asia's Best Sustainability Report (Human Rights)
 - Bronze for Asia's Best Stakeholder Reporting
 - Bronze for Asia's Best Sustainability Report (First Time)

Our Sustainability Approach

Leader Energy has always approached sustainability with a steadfast commitment to our guiding principle of "Leading the Future with Renewable Energy". We recognise that the integration of renewable energy is not just an industry trend but a fundamental component of a cleaner, more equitable, and sustainable future. And now, as a company that is fully focused on the expansion of the RE sector, we aim to drive long-term value creation, while making a positive impact on the environment and society.

To achieve this, we have structured our sustainability strategy around three core pillars aligned with the principles of ESG. These strategic themes reflect our overarching vision to be a leading provider of renewable, reliable, and

affordable energy that contributes to the economic growth of the regions where we operate in a sustainable, innovative, and socially responsible manner.

Our mission reinforces this commitment as we continue striving to create stakeholder value while upholding our responsibilities as an ethical corporate citizen. We are dedicated to growing the Group's business in an environmentally sustainable way which contributes positively to the communities we serve. This goes hand-in-hand with our efforts to foster a workplace culture that prioritises the health, safety, and well-being of our employees while emphasising a culture of respect and empowerment that ensures all employees, regardless of their role, feel valued and supported.

In FY2024, we have taken a strategic step forward by reprioritising our strategic themes to align with the evolving landscape. This refined focus allows us to address the most pressing issues facing the Group while continuing to build on the strong foundation we have established over the years. Leader Energy's materiality process has played a key role in this, enabling us to identify critical areas where we can deliver meaningful impact. By leveraging our past success and continuously enhancing our sustainability practices, we remain committed to advancing our vision and mission as a responsible and forward-looking RE provider.

LEADING THE FUTURE WITH RENEWABLE ENERGY

Vision

To be a leading provider of renewable, reliable and affordable electrical energy to power the economic growth of Asia Pacific in a sustainable, innovative and socially responsible manner.

Mission

Leader Energy is driven by the commitment to:

- Create stakeholder value while being recognised as a responsible corporate citizen, contributing to society, in the markets and communities we serve;
- Grow our business in an environmentally sustainable way;
- Maintain a workplace that prioritises the health and safety of our employees; and
- Promotes a corporate culture that emphasises respect and empowerment for our staff at all levels.

STRATEGIC THEMES

RESPECTING THE ENVIRONMENT



Sustainable operations with reduced environmental footprint

- Promote Sustainable Energy
- Decarbonise Towards Net Zero
- Biodiversity Conservation



CARE FOR OUR PEOPLE



Sustainable talent, safe working environment and community well-being

- Safety and Well-being
- Nurturing Talent
- Care for Community



STRONG BUSINESS GOVERNANCE



Sustainable returns based on strong business governance

- Strong Business Ethics
- Sustainable Supply Chain



Our Sustainability Approach

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS ("UNSDGs") ALIGNMENT

As part of our commitment to better drive sustainability within the Group, Leader Energy has aligned our strategies and initiatives with selected United Nations Sustainable Development Goals ("UNSDGs"). This alignment serves to guide our contribution towards creating a more sustainable and equitable future.

With that in mind, in FY2024, Leader Energy has made noteworthy progress against the key UNSDGs that are relevant to our sustainability strategy as follows:



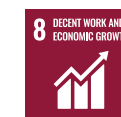
- We ensured a safe working environment with **0 Lost Time Incident Rates ("LTIR")**
- We conducted a **Workplace Mental Health Talk alongside a Depression, Anxiety, and Stress Survey ("DASS")** to prioritise and support employee well-being

For more information, please refer to the **Health and Safety** section of the report.



- We are now a **100% fully renewable** energy provider
- For every megawatt-hour ("MWh") of electricity we generated, only **0.7 tonnes of CO₂e** were emitted, reinforcing our low-carbon operations

For more information, please refer to the **Reliable and Sustainable Energy** section of the report.



- We support local economic growth by hiring **94% of our workforce from the local communities** where we operate in year 2024
- Our employees received **11,555 training hours, averaging 26 hours per person**, ensuring equal learning opportunities and growth

For more information, please refer to the **Diversity and Inclusion**, and **Human Capital** sections of the report.



- We strengthened diversity with a **1:2.4 female-to-male ratio**
- We empower women in leadership, with **50% of senior management roles** held by women
- **63% of our operations** were assessed for Human Rights Due Diligence

For more information, please refer to the **Diversity and Inclusion**, and **Human Capital** sections of the report.



- We accelerated our **net zero emissions target to 2030** from 2050
- We avoided **308,367 tCO₂e emissions** (equivalent to planting over 5 million trees), as we accelerate progress towards our 2030 Net Zero target

For more information, please refer to the **Climate Change** section of the report.



- **214 tonnes of waste** (equivalent to 850,000 plastic bottles) were removed from 233 km of riverbank through our River Cleanup Mission in Cambodia

For more information, please refer to the **Community Investment** section of the report.



- We inked a Memorandum of Understanding ("MOU") for a **five-year mangrove conservation and rehabilitation project** in Malaysia
- To date, **4,000 mangrove trees have been planted** in the Merbok Forest Reserve, with an encouraging 85% survival rate

For more information, please refer to the **Community Investment** section of the report.



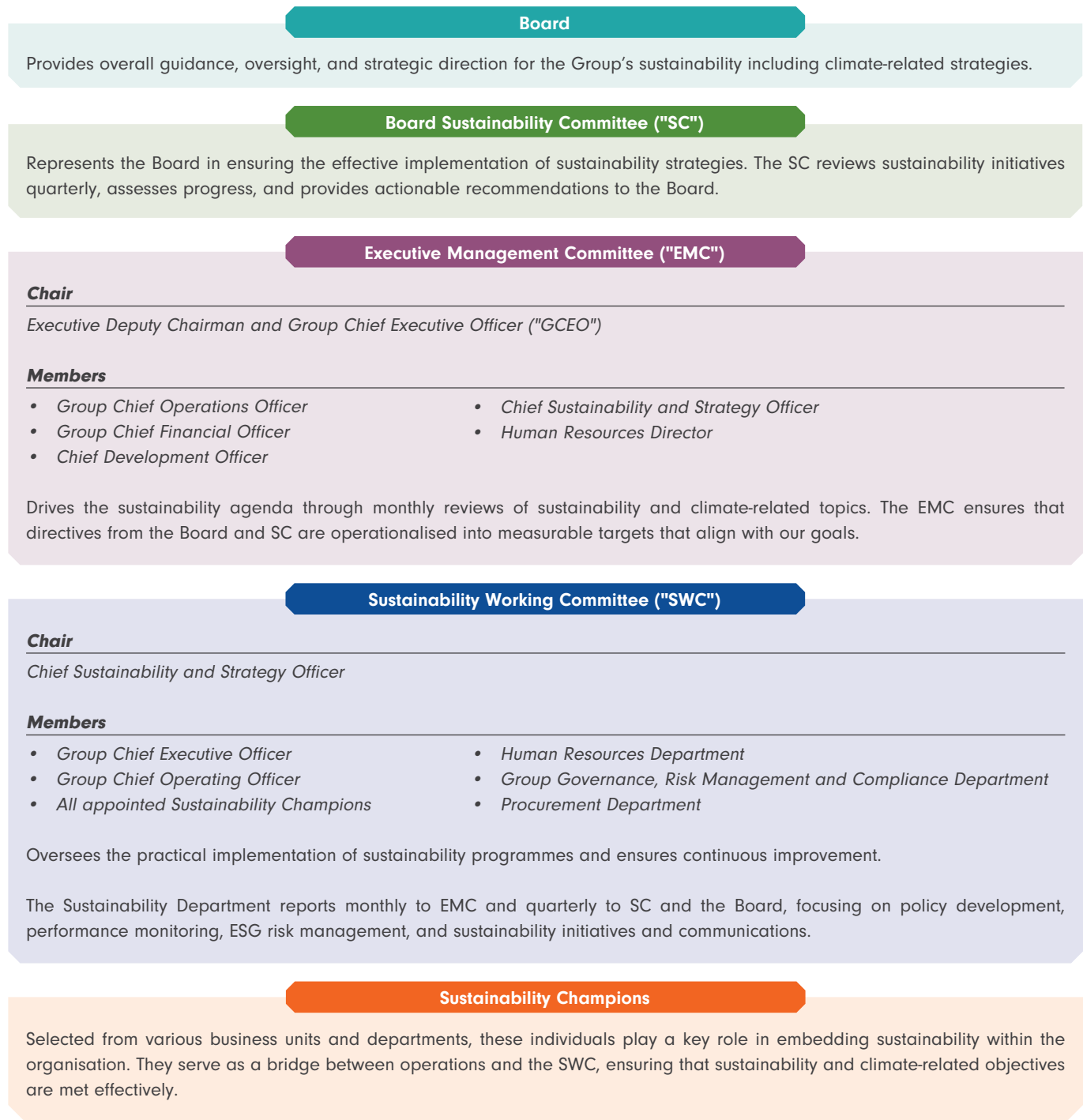
- **100 % of employees** were trained in Anti-Bribery & Anti-Corruption ("ABC") awareness
- **Zero cases** of corruption, political contributions, major data security breaches, or confirmed whistleblowing cases in 2024

For more information, please refer to the **Ethics and Integrity** section of the report.

Our Sustainability Governance

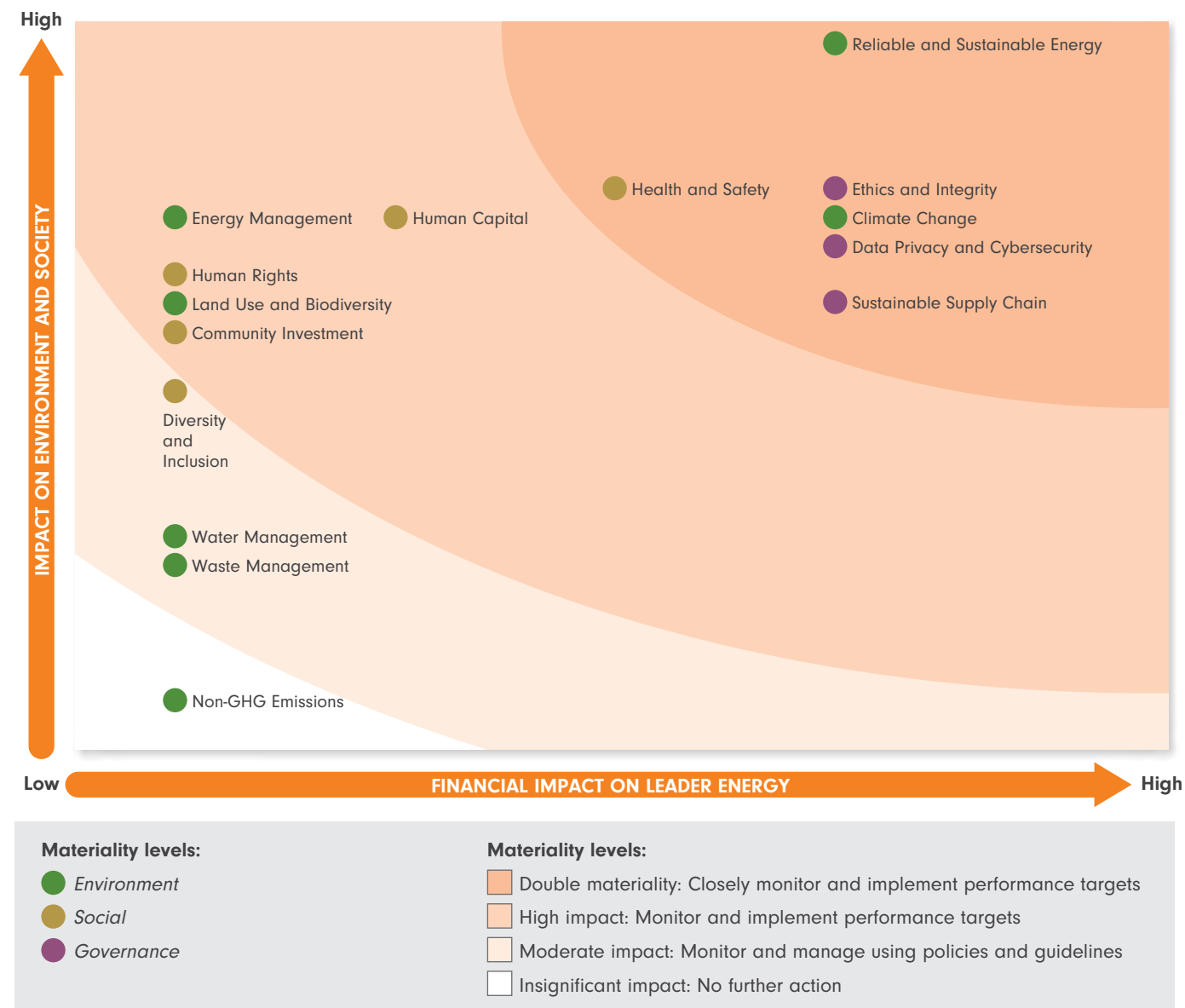
Leader Energy upholds strong sustainability governance to better integrate ESG and climate-related considerations into our strategic and operational framework. The Group’s Board of Directors ("Board") and Executive Management Committee play a pivotal role in this by overseeing all strategies, risks, policies, and processes across the Group. This ensures that all business outcomes are achieved responsibly, with a steadfast commitment to ethical practices and transparency.

To ensure that the Board and EMC receives the support needed from our management and general workforce, Leader Energy has established a structured governance hierarchy as follows:



Our Material Matters

The reprioritised material topics for FY2024 are as follows:



Identification and Prioritisation of Stakeholders

Effective stakeholder engagement is a cornerstone of the double materiality approach that ensures the Group receives diverse perspectives that inform and enrich our materiality process. However, to maximise the value of stakeholder impact, it is important to first identify and prioritise parties whose input will have the greatest impact.

To this end, Leader Energy conducted a comprehensive stakeholder prioritisation exercise in FY2023. The purpose of the exercise was to enable a stratification of stakeholders based on their materiality to our business model and value creation aspirations.

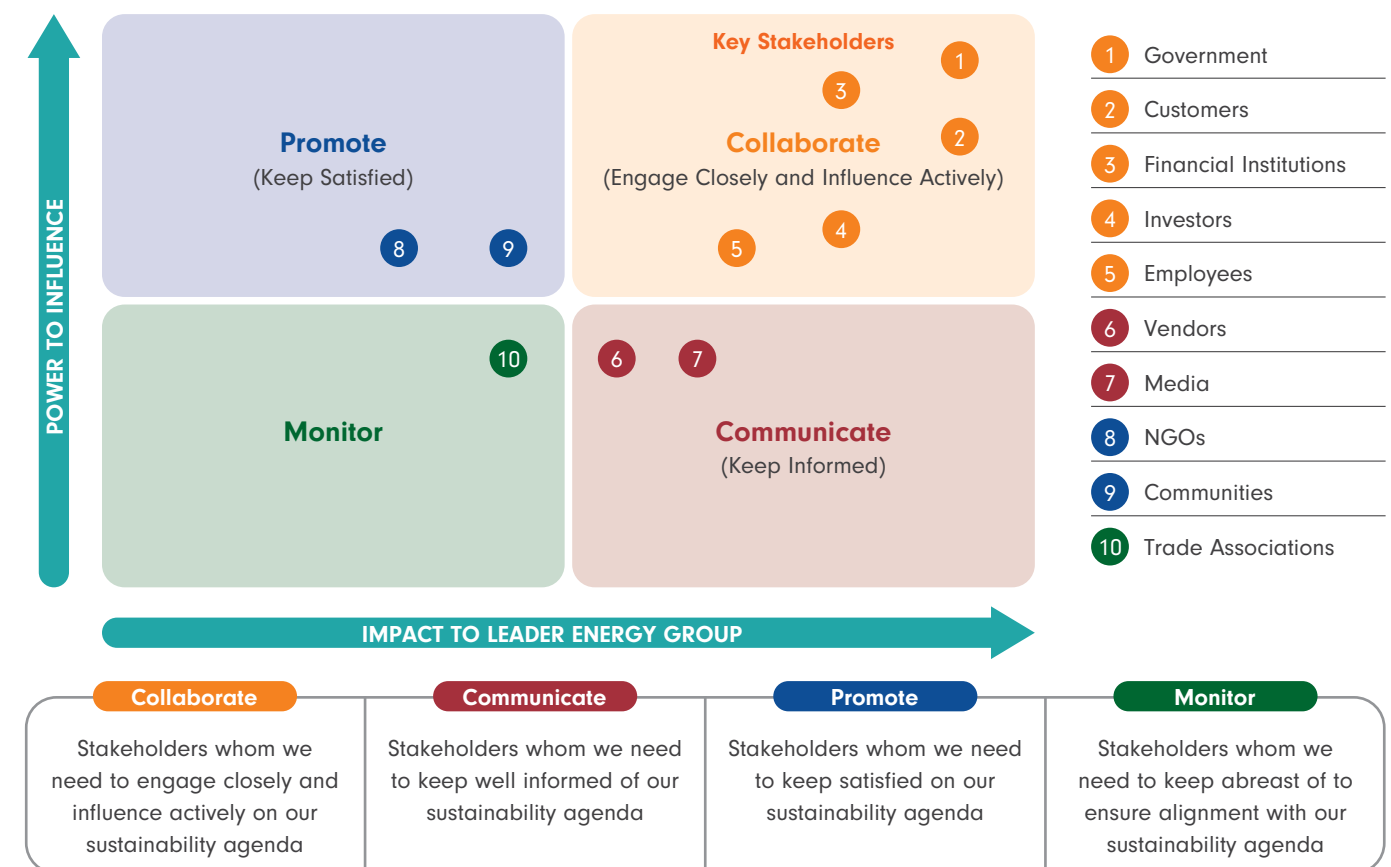
Importance was defined based on the following criteria:

- Ability to impact / influence Leader Energy's ability to create and sustain value creation
- The extent of direct and indirect impact felt by stakeholders arising from the Group's business and operational activities.

With the above criteria as the basis for the determination of material stakeholders, the FY2023 stakeholder prioritisation exercise was implemented. Its results, following a management review in FY2024, have been deemed valid and relevant for the financial year. This systematic approach has enabled us to pinpoint the stakeholders who are most critical in shaping our sustainability strategy.

Our Material Matters

Through the prioritisation exercise, stakeholders were grouped into four distinct categories – collaborate, communicate, promote and monitor, as depicted below.



This categorisation guides our decision on which stakeholders are to be actively engaged during the materiality assessment process. Not limited to just materiality assessment, the categorisation also enables us to identify which stakeholder groups are most material and to develop engagement strategies and defined outcomes accordingly.

By focusing on those with the highest influence and greatest impact, we ensure that our engagement efforts are both strategic and mutually beneficial.

Through systematic and regular engagement with stakeholder groups, we continue to strengthen relationships, glean insights into how we can best serve and meet the varied needs and aspirations of stakeholders and ensure we continue to operate in an inclusive and sustainable manner. For specific information on our stakeholders and our engagement processes, please refer to the **Stakeholder Engagement** section of this Report.

Doing so allows us to add an invaluable layer of depth to our materiality assessment. The contributions from these key stakeholders help to contextualise the financial and impact materiality of our various ESG topics, providing a clearer

understanding of their significance. This engagement, thus, not only aligns our sustainability priorities with stakeholder expectations but also strengthens the Group's capacity to address broader societal and environmental challenges.

Identification of Material Issues

With the insights received from our key stakeholders, Leader Energy was able to undertake a thorough review of our previous materiality matrix to reassess and reidentify topics of relevance. These topics have been carefully aligned with our strategic themes for FY2024.

By aligning them as such, we ensure that our materiality approach not only addresses stakeholder and business priorities but also advances the Group's long-term objectives effectively.

Apart from the material topics with a strategic focus, we also identified certain material topics that, while not directly tied to our core strategic themes, remain essential to our operations. These topics still play a significant role in helping the Group refine processes and achieve broader sustainability objectives.

Our Material Matters

Risk and Impact Assessment

Following the identification of material topics, Leader Energy conducted a detailed risk and impact evaluation. Each identified ESG topic was assessed and assigned a risk rating based on a double materiality perspective:

- Extent of risks and impact on financial performance and financial position of the Group
- Extent of risks and impact to the environment and society







Using the above criteria, the Group developed a clearer perspective as to what risks and impacts were caused by material topics as well as the level of impact. In addition, the level of risks and impacts was also considered in terms of the severity of risks arising as well as the likelihood of occurrence, over the short, medium and long-term perspectives. All risks and corresponding impacts are rated in accordance with Leader Energy’s Enterprise Risk Management ("ERM") financial impact matrix.

In ensuring inclusivity of views, the views of multiple internal stakeholders were solicited in developing the scoring of risks and related impacts. Stakeholders who participated in the exercise were customers, financial institutions, the Board of Directors, Key Senior Management ("KSM") and Heads of Departments / Operations.





Aside from the over-arching double materiality perspective guiding respondents to provide informed scores of the risks and impacts associated / arising from material topics, material topics were to be considered from the following additional perspectives:







- Impact on revenue or profit based on historical incidents or occurrences
- Maximum possible exposure to fines in countries of operation
- Operating expenditure ("OPEX") costs arising from equipment failure resulting in additional replacement or maintenance costs

In FY2024, the Group’s prioritised material topics from the overall materiality matrix are:


<div> <div>  </div> <div> <div>RESPECTING THE ENVIRONMENT</div> <div> <div>7 AFFORDABLE AND CLEAN ENERGY</div> <div>13 CLIMATE ACTION</div> <div>14 LIFE BELOW WATER</div> <div>15 LIFE ON LAND</div> </div> </div> </div>			
Strategic Focus	Material Topic	Materiality Impact	Why is it Material for Leader Energy
Strategic Material Topics:			
<div>Promote Sustainable Energy</div> <div></div>	<div>Reliable and Sustainable Energy</div> <div></div>	Financial Materiality	The majority of our business is backed up by long-term Power Purchase Agreements ("PPA") which provide secured income to the Group.
		Impact Materiality	We generate RE power that contributes to the national grid power requirements needed by industries and the nation for economic growth.
	<div>Energy Management</div> <div></div>	Financial Materiality	Optimising internal energy consumption drives cost savings and boosts overall operational efficiency.
		Impact Materiality	As we use the generated renewable energy at our operating sites, the usage of purchased electricity is kept minimal. Purchased electricity used at our offices, our electric vehicle transport vehicles, and transmission line operations form the bulk of our purchased electricity consumption. By practising responsible energy efficiency programme, we can manage our energy consumption effectively to reduce our emissions.
<div>Decarbonise Towards Net Zero</div> <div></div>	<div>Climate Change</div> <div></div>	Financial Materiality	Proactive measures for climate change reduce operational risk and foster innovation that can lead to new business opportunities.
		Impact Materiality	Expansion of renewable energy assets will increase avoided emissions and reduce the impact of climate change while benefiting communities and enhancing public resilience against climate risks.











Our Material Matters

Strategic Focus	Material Topic	Materiality Impact	Why is it Material for Leader Energy
Strategic Material Topics:			
<div>Biodiversity Conservation</div> <div></div>	<div>Land Use and Biodiversity</div> <div></div>	<div>Financial Materiality</div> <div><div></div></div>	Integrating biodiversity considerations into project planning minimises site risks and preserves asset value, ensuring smoother long-term operations.
		<div>Impact Materiality</div> <div><div></div><div></div><div></div><div></div></div>	By using our Biodiversity Mitigation Hierarchy Principle and with careful consideration for the natural habitat preservation, the impact of land use change and biodiversity from our greenfield development activities can be minimised.
Other Material Environmental Topics:			
	<div>Water Management</div> <div></div>	<div>Financial Materiality</div> <div><div></div></div>	Efficient water management reduces operational costs through lower resource consumption and mitigates risks associated with scarcity.
		<div>Impact Materiality</div> <div><div></div><div></div><div></div></div>	The use of pass-through run off river water through our hydropower plant and water consumption mainly for domestic purposes have minimal impact on water resources in the countries we operate. Nevertheless, sustainable water stewardship preserves vital water resources, ensuring environmental longevity and support for community needs.
	<div>Waste Management</div> <div></div>	<div>Financial Materiality</div> <div><div></div></div>	Robust waste management practices reduce disposal costs and recover value through material recirculation.
		<div>Impact Materiality</div> <div><div></div><div></div><div></div></div>	End of life solar panels and construction waste are mitigated by effective waste management contributing to a circular economy and lower environmental impact.

<div> <div>  </div> <div> <div>CARE FOR OUR PEOPLE</div> <div> <div>3 GOOD HEALTH AND WELL-BEING</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>10 REDUCED INEQUALITIES</div> </div> </div> </div>			
Strategic Focus	Material Topic	Materiality Impact	Why is it Material for Leader Energy
Strategic Material Topics:			
<div>Safety and Well-being</div> <div></div>	<div>Health and Safety</div> <div></div>	Financial Materiality	Strong health and safety protocols diminish the quantum and frequency of costly workplace incidents and downtime.
		Impact Materiality	Being in the power and utility industry will have inherent operational safety and health risks. Our operational safety and health hazards are reduced to as low as reasonably practical by upholding high health and safety standards in efforts to foster a secure environment for employees and communities.
<div>Nurturing Talent</div> <div></div>	<div>Human Capital</div> <div></div>	Financial Materiality	Investment in human capital through training programs and skill development drives operational excellence.
		Impact Materiality	Enhanced workforce capabilities contribute to improved economic development and innovation at a broader scale.
	<div>Diversity and Inclusion</div> <div></div>	Financial Materiality	Cultivating diversity and inclusion leads to enhanced creativity, better decision-making, and improved business performance.
		Impact Materiality	Our presence in developing and developed countries in Asia creates the need to foster diversity and inclusivity amongst our workforces. An inclusive work environment fosters equitable opportunities and social cohesion, enriching communities and supports ethical progress.

Our Material Matters











































Strategic Focus	Material Topic	Materiality Impact	Why is it Material for Leader Energy
Strategic Material Topics:			
<div>Care for Community</div> <div></div>	<div>Community Investment</div> <div></div>	<div>Financial Materiality</div> <div><div></div></div>	Strategic investments in communities improve our social license to operate and build stronger local partnerships.
		<div>Impact Materiality</div> <div><div></div><div></div><div></div><div></div></div>	Community livelihood and well-being are vital for our operations due to the nature of our business where we share the natural resources (ie. wind, solar and waterways) with local communities. We prioritise local community needs through CSR investments to help drive local socio-economic development and improve the general quality of life of our local communities in our operating areas.
Other Material Social Topics:			
	<div>Human Rights</div> <div></div>	<div>Financial Materiality</div> <div><div></div></div>	Upholding human rights minimises legal and reputational risks, ensuring a stable and productive workforce that underpins financial performance.
		<div>Impact Materiality</div> <div><div></div><div></div><div></div><div></div></div>	Labour rights and community livelihood issues are applicable at our workplace given the diversity of human capital within our workforce and the economic state of development in our operating countries. Our commitment and respect for human rights and community investments promote fair, equitable practices, delivering lasting social benefits and enhancing community relations.

 STRONG BUSINESS GOVERNANCE  			
Strategic Focus	Material Topic	Materiality Impact	Why is it Material for Leader Energy
Strategic Material Topics:			
Strong Business Ethics 	Ethics and Integrity 	Financial Materiality 	Upholding high ethical standards reduces risks related to legal infractions and reputational damage.
		Impact Materiality 	Upholding the highest standard of integrity when dealing with our stakeholders is crucial and a key priority to achieving sustainable financial results. Our corporate governance policies ensure we promote a culture grounded in ethics and integrity, promote transparency and accountability that can enhance public trust and social responsibility.
	Data Privacy and Cybersecurity 	Financial Materiality 	Strengthening data privacy and cybersecurity protects against costly breaches, operational disruptions and reputational damage.
		Impact Materiality 	The need to safeguard the digital information of our internal and external stakeholders is mitigated by a robust cybersecurity measure which assists in safeguarding sensitive information, thereby protecting stakeholder interests and promoting trust in our digital infrastructure.
Sustainable Supply Chain 	Sustainable Supply Chain 	Financial Materiality 	Implementing sustainable supply chain practices minimises risks and provides opportunities for cost-savings.
		Impact Materiality 	Our regional presence influences our diverse supply chain network. By promoting sustainable supply chain, we can ensure we practice responsible sourcing that can lower environmental impacts and contribute to the overall well-being of communities and the environment.

Our Material Matters

Sustainability Risks and Opportunities

Based on the double materiality assessment and aligning to IFRS S1 Sustainability Risks and Opportunities framework, the following sustainability risks and opportunities were identified, tied to the Group's financials:

Material Matters	Risks	Opportunities
Environment		
 Reliable and Sustainable Energy	 Downtimes may impact Group financials	 Potential for new renewable energy projects due to proven track record
 Climate Change	 Climate-related factors could lead to low water, increased maintenance costs, and extreme weather that can impact revenue	 Potential for new renewable energy projects due to climate action policies
 Energy Management	 No impact on the Group's financials	 Any savings from energy management will have an insignificant impact on Group financials
 Waste Management	 No impact on the Group's financials	 No impact on the Group's financials
 Land Use and Biodiversity	 No impact on the Group's financials	 No impact on the Group's financials
 Water Management	 No impact on the Group's financials	 No impact on the Group's financials
Social		
 Health and Safety	 Maximum fines for violation can be substantial and there is the risk of license suspension for repeat offenses	 No impact on the Group's financials
 Human Capital	 High turnover of employees will affect the productivity of the Group and result in higher cost of hiring	 Hiring the right talent with the skills we need could increase our credibility and boost productivity
 Diversity and Inclusion	 No impact on the Group's financials	 No impact on the Group's financials
 Human Rights	 No impact on the Group's financials	 No impact on the Group's financials
 Community Investment	 No impact on the Group's financials	 No impact on the Group's financials
Governance		
 Ethics and Integrity	 Cases of corruption carry heavy fines and can result in loss of opportunities due to direct reputational damage	 No impact on the Group's financials
 Data Privacy and Cybersecurity	 As the Group operations heavily depend on digital systems, any breach may result in loss of revenue due to business disruption	 No impact on the Group's financials
 Sustainable Supply Chain	 Construction delays or site shutdowns for non-compliance can lead to high liquidated damage	 Better competitive advantage if the Group adapts sustainable supply chain and procures ESG compliant products and services

Our Material Matters

Developing Strategies and Steps Forward

With the reprioritisation of material topics completed, Leader Energy is now better positioned to refine our existing sustainability strategies in line with the updated materiality matters. This alignment ensures our strategies are responsive to emerging risks and opportunities while remaining consistent with our overarching ESG goals. Refer to our revised Sustainability Strategy as shown on **Sustainability Approach** section of this Sustainability Report.

At the same time, we reassessed our comprehensive targets and Key Performance Indicators ("KPIs") to measure our sustainability performance. This review validates their continued relevance and ensure they remain a key component driving the Group’s ESG agenda.

2024 KPIs / Targets	2024 Performance*	2024 Status	2025 KPIs / Targets
ENVIRONMENT			
Climate Change			
Net Zero carbon emissions by 2030.	1,522,670 tCO ₂ e total GHG emissions (Scope 1, 2 and 3)		Net Zero emissions target by 2030.
Reliable and Sustainable Energy			
90.4% equivalent availability factor ("EAF") – performance for wholly and majority-owned power plants within the Group.	96.19% EAF		94.7% EAF – performance for wholly and majority-owned power plants within the Group.
99.7% system availability – performance for all power transmission operations within the Group.	99.79% system availability		99.7% system availability – performance for all power transmission operations within the Group.
Energy Management			
10% reduction in total purchased electricity by 2026 (base-year 2022).	61% reduction in purchased electricity (base-year 2022)		10% reduction in total purchased electricity intensity by 2026 (base-year 2022).
3% reduction in purchase of electricity by 2024.	62% reduction in purchased electricity		3% reduction in purchase electricity intensity.
Land Use and Biodiversity			
Planting 3,000 mangrove trees at Kuala Muda Mangrove Conservation Programme in 2024.	4,000 mangrove trees planted at Kuala Muda Mangrove Conservation Programme		To plant 7,000 mangrove trees at Kuala Muda Mangrove Conservation Programme.
SOCIAL			
Health and Safety			
Zero Lost Time Injury Rate ("LTIR").	Zero LTIR		Zero LTIR.
Monthly safety inspection at utility scale operations and at the construction phase for C&I.	100% planned safety inspection conducted		Zero Recordable Occupational illness. Monthly safety inspection at utility scale operations and at construction phase for C&I and EPC activities. Obtain ISO 45001 certification for utility scale operations.

Achieved In Progress Not Met

Note:
* The data presented herein covers both the renewable and non-renewable energy operations of the Group.

Our Material Matters

2024 KPIs / Targets	2024 Performance*	2024 Status	2025 KPIs / Targets
SOCIAL			
Human Capital			
> 90% of talent retention rate.	88% talent retention		> 90% of talent retention rate.
Critical position succession planning ratio of 1:2.	1:1 critical position succession planning ratio		Critical position succession planning ratio of 1:2.
16 hours of training hours per employee per year.	26 hours training hours per employee		20 hours of training hours per employee per year.
Human Rights			
56% human rights due diligence ("HRDD") (own operations) cumulatively completed by 2024.	63% HRDD conducted at own operations (cumulatively) since 2023		100% human rights due diligence (own operations) cumulatively completed by 2025.
> 80% of employees trained on human rights in 2024.	98% employees trained on human rights		> 90% of employees trained on human rights in 2025.
Community Investment			
1,000 hours of employee volunteering hours or average 8 hours per employee in 2024.	Achieved 4,048 employee volunteering hours		3,500 hours of employee volunteering hours or average 8 hours per employee in 2025.
GOVERNANCE			
Ethics and Integrity			
Zero non-compliance on regulatory requirements.	Zero non-compliance on regulatory requirements		Zero non-compliance on regulatory requirements.
100% of employees attended the Leader Energy Group’s Anti-Bribery and Anti-Corruption ("ABC") awareness training in 2024.	100% employees attended ABC awareness training		100% of employees attended the Leader Energy Group’s ABC awareness training in 2025.
Supply Chain Management			
> 80% of critical suppliers cumulative engaged on ESG by 2024.	93% critical suppliers engaged on ESG		> 80% of critical suppliers cumulative engaged on ESG by 2025.
> 50% of critical suppliers cumulative completed the ESG Self-Assessment programme by 2024.	50% key suppliers completed ESG Self-Assessment		> 80% of critical suppliers cumulative engaged on ESG by 2025.
Data Privacy and Cybersecurity			
Zero major cybersecurity breaches.	Zero major cybersecurity breaches		Zero major cybersecurity breaches.
> 80% of employees received cybersecurity awareness in 2024.	98% employees attended cybersecurity awareness training		> 90% of employees received cybersecurity awareness in 2025.


Achieved In Progress Not Met

Note:
* The data presented herein covers both the renewable and non-renewable energy operations of the Group.

Our Stakeholder Engagements

Engaging with stakeholders is fundamental to Leader Energy’s commitment to sustainability. While only key stakeholder groups were directly involved in the materiality assessment process, we firmly believe in the value of inclusive engagement. Every stakeholder group brings unique perspectives that can contribute to enhancing our operational performance and sustainability approach. As such, we continuously engage with a diverse range of stakeholders through various channels as shown below:

STAKEHOLDERS TO COLLABORATE WITH



GOVERNMENT

These officials play a crucial role in shaping the regulatory and policy landscape in which we operate. Continuous collaboration with government agencies ensures that our renewable energy services benefit from supportive policies and compliance frameworks, which in turn drive industry standards and facilitate smoother operational execution.

RISKS:
Regulatory changes and non-compliance

OPPORTUNITIES:
Influence policy developments and be aware of upcoming RE incentive schemes favourable operating conditions

Engagement Channel & Frequency	Issues of Concern	Relevant Material Topics
As and when required: <ul style="list-style-type: none"> Conferences / seminars Meetings / forums Site visits 	<ul style="list-style-type: none"> Increase in renewable energy mix and economic growth Provision of job opportunities and development of local talent 	<ul style="list-style-type: none"> Reliable and Sustainable Energy Climate Change Water Management Waste Management Land Use and Biodiversity Human Capital Human Rights Ethics and Integrity


CUSTOMERS


Our customers are at the heart of our business, driving demand for clean, renewable energy solutions. Engaging closely with them allows us to better understand market needs, enhance service delivery, and build long-term loyalty, all of which are fundamental to sustaining growth and advancing environmental goals.

RISKS:
Shift in market demand and customer preferences

OPPORTUNITIES:
Building strong brand loyalty and reputation

Engagement Channel & Frequency	Issues of Concern	Relevant Material Topics
As and when required: <ul style="list-style-type: none"> Site visits Meetings Satisfaction surveys 	<ul style="list-style-type: none"> Reliable, sustainable energy Increase in renewable energy mix 	<ul style="list-style-type: none"> Reliable and Sustainable Energy Climate Change Ethics and Integrity Data Privacy and Cybersecurity

Our Stakeholder Engagements



FINANCIAL INSTITUTIONS

Financial institutions provide the capital and financial services needed to support our expansion and operational excellence. Continued collaboration with these partners ensures that Leader Energy secures funding on favourable terms, effectively manages financial risk, and sustains a robust liquidity base.

RISKS:
Volatility in funding, interest rate fluctuations, and reduced lending appetite

OPPORTUNITIES:
Access to diversified and innovative financing solutions

Engagement Channel & Frequency	Issues of Concern	Relevant Material Topics
As and when required: <ul style="list-style-type: none"> Meetings Briefing sessions 	<ul style="list-style-type: none"> Increasing financial portfolio confidence 	<ul style="list-style-type: none"> Reliable and Sustainable Energy Climate Change Ethics and Integrity



INVESTORS

Investors are critical in fuelling our growth and sustainability initiatives. Open, transparent engagement with our investor community builds confidence in our strategic direction, enables efficient capital allocation, and supports our long-term market valuation.

RISKS:
Pressure for short-term returns

OPPORTUNITIES:
Securing long-term growth capital

Engagement Channel & Frequency	Issues of Concern	Relevant Material Topics
As and when required: <ul style="list-style-type: none"> Meetings 	<ul style="list-style-type: none"> Increased shareholder / investor confidence 	<ul style="list-style-type: none"> Reliable and Sustainable Energy Climate Change Ethics and Integrity


EMPLOYEES

Our employees are the backbone of Leader Energy. Engaging and nurturing talent is essential for operational excellence, innovation, and maintaining a strong internal culture. Continuous collaboration with our workforce drives productivity and ensures that our sustainable ambitions are supported by a motivated and skilled team.

RISKS:
Talent retention, turnover, and skill gaps

OPPORTUNITIES:
Professional development and upskilling initiatives that drive operational improvement

Engagement Channel & Frequency	Issues of Concern	Relevant Material Topics
Annually: <ul style="list-style-type: none"> Townhalls Feedback surveys Quarterly: <ul style="list-style-type: none"> Employee CSR / volunteer programmes Employee Engagement Activities 	<ul style="list-style-type: none"> Career development and growth in a sustainable organisation 	<ul style="list-style-type: none"> Human Capital Health and Safety Human Rights Diversity and Inclusion

Our Stakeholder Engagements

STAKEHOLDERS TO COMMUNICATE WITH

MEDIA

The media plays an important role in shaping public perception and communicating our sustainability and corporate achievements. By engaging proactively with media outlets, Leader Energy can ensure accurate, transparent reporting that reinforces our reputation as a leader in renewable energy.

RISKS:
Misrepresentation / misinterpretation of our initiatives and negative coverage

OPPORTUNITIES:
Amplify positive achievements and highlights, enhance brand awareness, and build public trust

Engagement Channel & Frequency	Issues of Concern	Relevant Material Topics
As and when required: <ul style="list-style-type: none"> Press releases Media briefings Company website Social media platforms 	<ul style="list-style-type: none"> Accurate and timely information on business activities 	<ul style="list-style-type: none"> Reliable and Sustainable Energy Climate Change Land Use and Biodiversity Ethics and Integrity Human Rights Community Investment

VENDORS

Vendors are essential partners in ensuring the quality and sustainability of our supply chain. Communicating closely with vendors strengthens our operational efficiency and ensures that all materials and services align with our high environmental and ethical standards.

RISKS:
Supply chain disruptions and non-compliance

OPPORTUNITIES:
Value-driven partnerships and leveraging vendor innovation to drive sustainable solutions

Engagement Channel & Frequency	Issues of Concern	Relevant Material Topics
Annually: <ul style="list-style-type: none"> Vendor briefings Due diligence Self-assessment survey Site visits 	<ul style="list-style-type: none"> Increased business growth 	<ul style="list-style-type: none"> Climate Change Ethics and Integrity Sustainable Supply Chain Human Rights

Our Stakeholder Engagements

STAKEHOLDERS TO PROMOTE

COMMUNITIES

Engaging with local communities helps ensure that our company activities contribute positively to local development, environmental preservation, and quality of life.

RISKS:
Potential opposition and reputational risk

OPPORTUNITIES:
License to operate and support for our operations

Engagement Channel & Frequency	Issues of Concern	Relevant Material Topics
Annually: <ul style="list-style-type: none"> Community consultations Quarterly: <ul style="list-style-type: none"> CSR programmes 	<ul style="list-style-type: none"> Improved livelihood Local job opportunities 	<ul style="list-style-type: none"> Land Use and Biodiversity Energy Management Water Management Waste Management Community Investment Human Rights

NON-GOVERNMENTAL ORGANISATIONS ("NGOs")

NGOs play a critical role in advocating for environmental and social issues, providing independent oversight, and partnering on sustainability initiatives. Collaborating with NGOs helps Leader Energy strengthen our reputation and demonstrate commitment to social responsibility.

RISKS:
Potential conflict and negative publicity

OPPORTUNITIES:
Enhanced credibility and stakeholder trust

Engagement Channel & Frequency	Issues of Concern	Relevant Material Topics
As and when required: <ul style="list-style-type: none"> Conferences / seminars / webinars / forums 	<ul style="list-style-type: none"> Climate action and conserve natural resources 	<ul style="list-style-type: none"> Climate Change Land Use and Biodiversity Waste Management Community Investment

STAKEHOLDER TO MONITOR

TRADE ASSOCIATIONS

Engaging with trade associations allows Leader Energy to stay abreast of industry standards, regulatory trends, and technological innovations. These associations serve as a valuable platform for benchmarking best practices and fostering collaborative initiatives that drive sustainable growth within the renewable energy sector.

RISKS:
External pressure from associations that may conflict with our strategic priorities

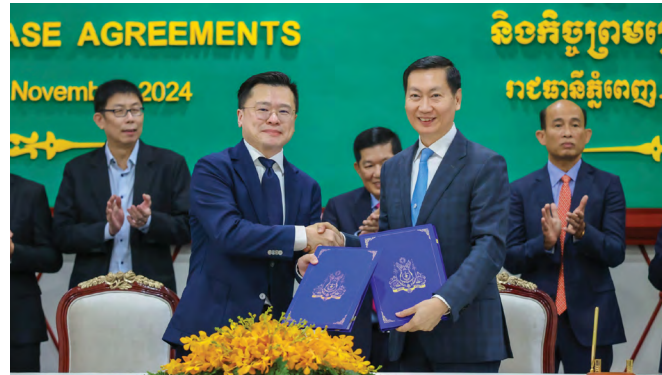
OPPORTUNITIES:
Early insights into emerging trends and policies, as well as collaborative discussions that drive innovation

Engagement Channel & Frequency	Issues of Concern	Relevant Material Topics
As and when required: <ul style="list-style-type: none"> Conferences / seminars Meetings / forums 	<ul style="list-style-type: none"> Technological advancements in renewable energy 	<ul style="list-style-type: none"> Climate Change Reliable and Sustainable Energy

Our Stakeholder Engagements

VALUED PARTNERSHIPS

At Leader Energy, we welcome the development of meaningful partnerships with stakeholders and industry peers as part of our broader engagement strategy. Seeking to sharpen our expertise with like-minded organisations, these collaborations are mutually beneficial, with the providence of diverse perspectives and opportunities that continue to further reinforce our position as a leading renewable energy solutions provider.



Signing and exchange of the Implementation Agreement for Cambodia's 150 MW Wind Farm by Dato' Sean, Executive Deputy Chairman and Co-Group CEO of Leader Energy (left) and H.E. Keo Rottanak, Minister of Mines and Energy (right)

Implementation Agreement ("IA") with the Cambodian Government

On 27 November 2024, in a significant step forward, Leader Energy entered into a Public-Private Partnership ("PPP") with the Ministry of Mines and Energy of Cambodia through the signing of an IA. This partnership is for the development of a 150-MW wind farm. Aimed to be completed in 2027, this project represents a significant joint effort to harness Cambodia's untapped wind resources. In turn, it shall allow the nation to meet its growing energy demand while diversifying its energy mix. Through this partnership, we look forward to working together with the Cambodian government to create a greener and more sustainable for Cambodia.



(From Left) Mr Rong Jian, Deputy General Manager of Export-Import Bank of China; Mr John Marsh, Executive Chair of Infrastructure, ESR Group; Mr Chai Chee Tak, Director, Funds (CAF), Dato' Sean H'ng, Executive Deputy Chairman & Co-Group CEO of Leader Energy; and Datin Seri Jessica H'ng, Group Chief Financial Officer of HNG Capital

Securing Over USD 100 Million Investment from China-Asean Investment Cooperation Fund II ("CAFII")

In October 2024, we celebrated the successful establishment of a strategic partnership by securing an investment exceeding USD 100 million from the CAFII. This alliance with a prominent China-backed equity fund underscores mutual confidence in Leader Energy's ambitious growth plans. Together, we are dedicated to increasing the Group's installed capacity for our operating assets over the next five years, significantly enhancing our presence across Southeast Asia. This long-term partnership highlights our shared vision and collaborative efforts to drive sustainable energy initiatives.



Leader Energy's Head of Business Development, Tawfique Roseli

Panelist at 3rd Solar Energy Storage Future Malaysia 2024

In the same month of October 2024 saw the invitation of our Head of Business Development, Tawfique Roseli, to join Energy Box in a panel on the topic of "The Solar & Energy Storage System Investment Landscape in Asia: How are Investors, Corporates, and Policymakers Collaborating to Drive Change?" at the 3rd Solar Energy Storage Future Malaysia 2024. Sharing these sessions with fellow industry leaders allows us to build upon each other's knowledge banks in the formation of more efficient systems for both Solar and Energy Storage.

Our Stakeholder Engagements



From left: Secretary-General of the Ministry of Natural Resources and Environmental Sustainability (NRES), Dr. Ching Thoo A/L Kim; Leader Energy's Head of Business Development, Tawfique Roseli, Minister of NRES Nik Nazmi bin Nik Ahmad, Deputy Secretary-General of NRES Datuk Nor Yahati Binti Awang

International Greentech & Eco Products Exhibition and Conference Malaysia ("IGEM") Best Interactive Booth

To top off the excitement we had in October 2024, our booth at the renowned IGEM 2024 event was honoured to welcome the patronage of our Deputy Prime Minister YAB Dato' Sri Haji Fadillah Yusof. The crowd also seemed to highly appreciate our redeemable goodies and informative presentations (as well as ice cream), allowing Leader Energy to win "Best Interactive Booth" for the second year in a row.



Leader Energy's Country Manager, Ts. Izwan Rasul

SolarQuarter Southeast Asia - The Solar Week Malaysia 2024

Inspired by the National Energy Policy's 4% solar target by 2040, we were honoured to support SolarQuarter Southeast Asia for The Solar Week Malaysia 2024 2nd Edition in a meaningful manner. Our Country Manager, Ts. Izwan Rasul specifically for our Malaysian solar business segment, played a core role as a moderator for the valued session on the latest solar and energy trends, sustainable practices, and the future of rooftop and C&I solar in the Malaysian context.



Leader Energy's Chief Operating Officer (Renewable Energy), Puan Ezraila Mohamad Isa

Panellist at Enlit Asia 2024

Our Chief Operating Officer (Renewable Energy), Puan Ezraila Mohamad Isa, represented Leader Energy as a panellist at the esteemed Enlit Asia 2024 (formerly PowerGen Asia). The panel discussion focused on "Managing the Energy Trilemma: Overcoming Challenges in Utility Scale Solar and Renewable Energy Deployment," addressing critical issues in advancing large-scale renewable energy projects. Guided by the vision of Malaysia's National Energy Transition Roadmap ("NETR"), Enlit Asia served as a strategic platform to foster dialogue and collaboration, driving the energy transition agenda from Malaysia to the broader region.

Our Stakeholder Engagements

Our commitment goes beyond mere compliance – we strive to uphold best practices across all aspects of our operations. This dedication is reflected in the standards and certifications we have attained, underscoring our strong collaboration with regulatory bodies. We remain actively engaged with these authorities and relevant parties to ensure our initiatives evolve in line with the latest regulatory developments.

Organisation	Description
Workplace Safety and Health ("WSH") Council, Singapore	Participate in seminars including mental health, safety procedures, and general well-being for workers at risk of heat stress.
Council for the Development of Cambodia	Open discussion panels with several ministry bodies to align our environmental initiatives with the country's larger sustainability framework and national targets.
Ministry of Mines and Energy Cambodia	

MEMBERSHIPS IN ASSOCIATIONS

Leader Energy maintains active memberships in several industry associations that position as an active player within the renewable energy sector while fostering collaboration and mutual knowledge sharing among industry peers.

Our memberships in FY2024 include:

Associations	Our Role
Malaysian Photovoltaic Industry Association	<p>The Malaysian Photovoltaic Industry Association ("MPIA") retains a unique perspective as a solar photovoltaic ("PV") industry trade association in Malaysia established in 2006. This non-profit organisation is supported by members from the local supply chain, synergising to promote the implementation of solar energy.</p> <p>As this goes hand in hand with Leader Energy's vision of a sustainable future, Leader Energy is honoured to support MPIA in its efforts to streamline stakeholder communication, including government collaboration for growth in the solar industry.</p>
Sustainable Energy Association of Singapore	<p>Participation in the Sustainable Energy Association of Singapore ("SEAS") as a council member allows Leader Energy to contribute to the Sustainable Energy sector via various discussions and even project collaboration opportunities with fellow members.</p> <p>Supported by the Ministry of Sustainability and the Environment, SEAS allows Leader Energy to participate in unique projects and experiences, to further our sustainable energy portfolio.</p>
Asosiasi Energi Surya Indonesia	<p>A pivotal solar energy association in Indonesia, the Asosiasi Energi Surya Indonesia ("AESI") was formed in 2016 as a joint forum connecting policy makers, business players, industry experts and those in the solar energy industry in the Indonesian market.</p> <p>Leader Energy supports AESI's mission to increase the inclusion of solar energy in the National Energy Mix, both with the skillsets and expertise that Leader Energy possesses.</p>

Our Stakeholder Engagements

We also demonstrate our commitment to ESG principles and mitigating climate change through active participation in ESG-focused memberships and associations. These affiliations enable us to contribute to and support responsible business practices, public policy development, and regulatory initiatives that advance climate action. Where relevant, we also endorse and align with key principles and charters that promote sustainability. In addition, we strive to ensure that our actions and advocacy are in line with the global objective of limiting temperature rise to 1.5°C, in support of a more resilient and low-carbon future.

Associations	Our Role
Climate Governance Malaysia ("CGM")	<p>As a prominent player in renewable energy, Leader Energy's membership with CGM amplifies its impact in advocating for sustainable business practices and strong climate governance. We strive to set a benchmark for other member companies by demonstrating best practices and inspiring collective action.</p> <p>Leader Energy supports CGM's local climate action chapter and drive meaningful changes in climate governance and actions.</p>
United Nations Global Compact ("UNGC")	<p>UNGC stands as a pivotal pact for organisations to adopt socially responsible and sustainable practices and to report on their implementation progress. We at Leader Energy are proud to be an official member of the UNGC, a testament to our advocacy of the Ten Principles. Our participation alongside fellow UNGC members allows for a quicker realisation of a sustainable future, particularly in the areas of Human Rights, Labour, Environmental, and Anti-Corruption.</p>



RESPECTING THE ENVIRONMENT

OUR STRATEGIC THEME:
Sustainable operations with reduced environmental footprint

STRATEGIC FOCUS

- | | | |
|---|--|--|
| Promote Sustainable Energy <ul style="list-style-type: none">• Reliable and Sustainable Energy• Energy Management | Decarbonise Towards Net Zero <ul style="list-style-type: none">• Climate Change | Biodiversity Conservation <ul style="list-style-type: none">• Land Use and Biodiversity |
|---|--|--|

OTHER ENVIRONMENTAL TOPICS

- Water Management
- Waste Management

OUR HIGHLIGHTS IN FY2024:

 **71%**
reduction in purchased electricity intensity

 **4,000**
mangrove trees planted, a 133% increase

 **308,367 tCO₂e**
of avoided emissions

 **40 tonnes**
of general waste recycled



Respecting the Environment



Environmental stewardship is central to Leader Energy’s identity. As a key player in the renewable energy sector, we understand the critical role we play in driving the sustainable energy transition and tackling the pressing challenges of climate change. To this end, the Group strives to go beyond meeting industry standards and set new benchmarks.

The Group has fully transitioned away from fossil fuel-based power generation, becoming a 100% renewable energy company. This milestone reflects our dedication to environmental accountability and positions us as a benchmark for positive change in the industry. We know that progress is about building a future where economic growth and environmental preservation go hand in hand. As we continue this journey, we remain focused on leaving a cleaner, greener legacy for future generations.

UNSDG LINKAGE:



SDG 7: Affordable and Clean Energy

With renewable energy as our main business operation, Leader Energy is committed to driving the transition towards affordable and sustainable energy sources for all.



SDG 13: Climate Action

Leader Energy takes a proactive approach to support urgent climate action. By integrating robust climate goals throughout our operations, we aim to mitigate the impacts of climate change and contribute to a lower carbon planet.



SDG 14: Life Below Water

We are committed to a conscious and responsible approach towards our energy generation practices, ensuring that our operations do not harm aquatic ecosystems, either directly or indirectly.



SDG 15: Life on Land

The Group prioritises the conservation of the natural environments in which we operate and strives to promote the sustainable use of our natural ecosystems.

Promote Sustainable Energy

As a fully renewable power producer, the Group recognises the growing urgency to address energy challenges and climate change simultaneously by promoting sustainable energy. Leader Energy is committed to playing a leading role in this transition by not only generating renewable energy but also ensuring that the benefits of clean energy reach the communities we serve. This includes supporting a just transition by providing equitable and affordable power to marginalised and underrepresented communities, helping them access new development opportunities. This strategic commitment strengthens Leader Energy’s competitive position while driving positive change in the regions we operate.

Leader Energy’s material topics under this strategic focus area are:



RELIABLE AND SUSTAINABLE ENERGY

By harnessing the full potential of renewable power sources like solar, wind, and hydro, Leader Energy strives to deliver energy that is both dependable and environmentally responsible. As a fully renewable energy provider, this material topic is directly linked to our business model and long-term success.



ENERGY MANAGEMENT

Efficient energy management is crucial to maximising the value of our renewable energy portfolio. Through data-driven analytics and innovative solutions, we aim not only to generate green energy but also to minimise energy waste within our operations, ensuring that every unit of energy consumed is used effectively.



RELIABLE AND SUSTAINABLE ENERGY

Strategic Tie-in:

Reliable and Sustainable Energy is a vital material topic that underpins Leader Energy's strategic focus on Promoting Sustainable Energy. By ensuring that our 100% renewable portfolio delivers consistent and dependable power, we lay the groundwork for operational resilience and long-term environmental stewardship. This reliability strengthens our ability to meet market demands, builds community and stakeholder trust, and reinforces our reputation as a leader in renewable energy generation.

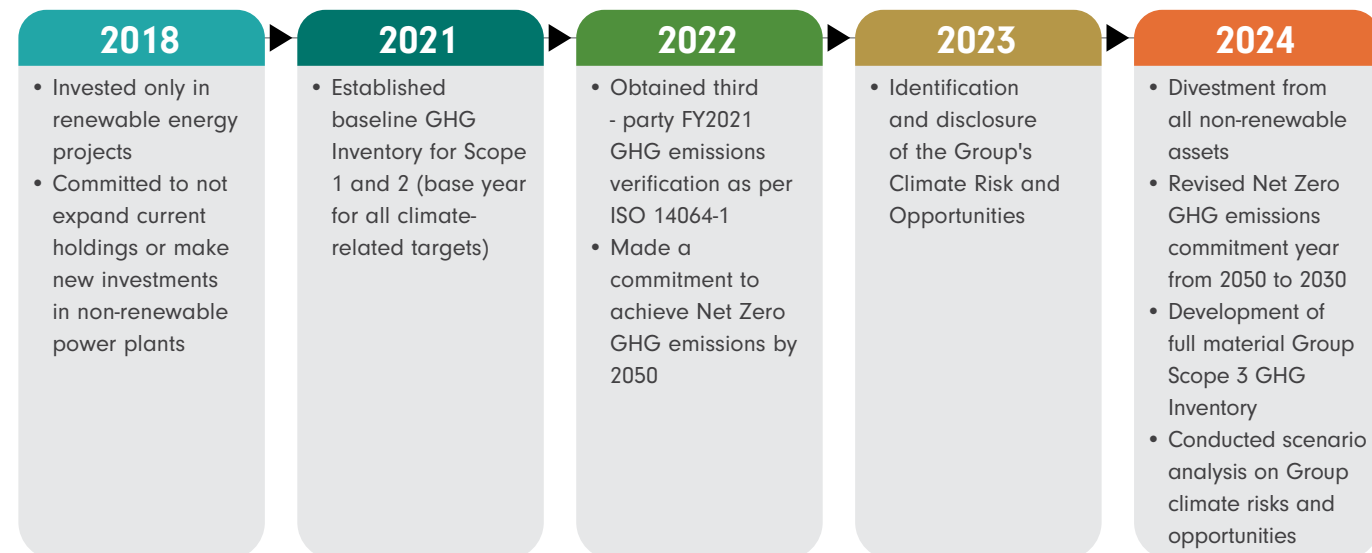
In a rapidly evolving energy landscape marked by climate uncertainties and technological challenges, a focus on reliability aligns our operational excellence with our strategic vision. Through this, the Group enhances energy security, reduces risks, and creates a competitive advantage that drives sustainable growth.

Leader Energy is unwavering in our mission to drive the renewable energy industry forward and show that clean energy generation can be a transformative force for good. Our overall ambition is to use renewable energy to not just reduce our carbon footprint and foster environmental stewardship but also spark positive societal changes and set an example for others within the industry.

One of the most significant milestones in our sustainability journey in FY2024 was when we divested from all non-renewable operations. This decision is a clear demonstration of the Group’s dedication to renewable energy and global climate goals. Building on this momentum, we have accelerated our sustainability ambitions by revising our target to achieve net zero emissions by 2030.

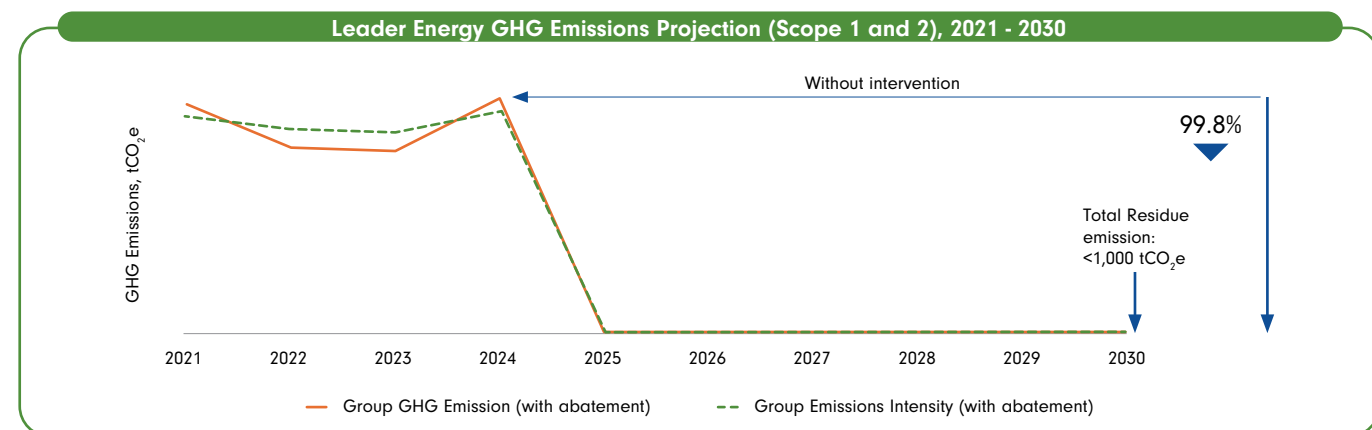
Promote Sustainable Energy

Leader Energy's Greenhouse Gas ("GHG") Commitment and Inventory Development Milestones



To better visualise our impact and assess the effectiveness of our strategies and initiatives, we have conducted a comprehensive GHG projection exercise. This analysis, which shall be explained further in the **Climate Change** section, explored the carbon footprint associated with our business growth up to FY2030. By comparing these projections against growth trends in the renewable energy sector across our operating regions, we ensure that our decarbonisation strategy remains both robust and adaptable to market changes.

The divestment of our non-renewable assets, which was responsible for over 98% of Leader Energy's GHG emissions, marked a transformative net zero milestone. This decisive action has significantly improved our emissions outlook and positions us to achieve net zero sooner than originally anticipated.



Beyond the divestment of non-renewable operations, we remain steadfast in our pledge to grow our portfolio exclusively with renewable assets. By focusing solely on renewable energy, we aim to strengthen our position as a fully renewable power producer.

Through our approach to providing clean, renewable energy sources, Leader Energy has managed to prevent the emission of 308,367 tCO₂e.

Moving Forward

In 2025, the Group plans to pursue ISO 9001 certification for our utility scale and headquarters operations. This expansion will ensure that our key business areas meet globally recognised quality standards. Over the coming years, we also intend to progressively broaden the certification scope to include other parts of our operations. This strategic initiative will further align our quality management practices with industry best practices, reinforcing our commitment to delivering excellence across the board.

Promote Sustainable Energy



In FY2024, we developed a new Group Quality Policy to ensure that all services provided by Leader Energy meet our stringent quality standards. This Policy was established in accordance with the requirements of ISO 9001:2015 and will allow us to foster more positive business relationships by meeting and striving to exceed the needs of our customers. We also foresee that this Policy will help drive continuous improvements and innovation through efficient processes and feedback.



ENERGY MANAGEMENT

Strategic Tie-in:

Energy Management is a critical pillar within our strategic framework of Promoting Sustainable Energy, with a strong emphasis on optimising our internal energy consumption. By diligently monitoring and refining the energy used across our operations, we aim to minimise inefficiencies and lower operational costs. This focused approach not only bolsters our environmental commitments but also enhances operational resilience and supports our long-term investment in renewable innovation.

Our Approach

Leader Energy's energy management strategy is closely aligned with our decarbonisation plan, reflecting our commitment to reducing GHG emissions and improving overall energy efficiency.

Since 2023, we have maintained consistent efforts to reduce operational GHG emissions through targeted energy efficiency initiatives. These include the rooftop installation on our office buildings, replacing fluorescent lamps with LED lighting, upgrading air conditioning systems to more energy-efficient models, installing solar-powered lighting systems, and converting plant lighting systems to energy-saving alternatives. As part of our ongoing operational reduction initiatives, we have achieved the following milestones by the end of FY2024:

As of 2024, our operational sites have installed:

92%
LED lightings

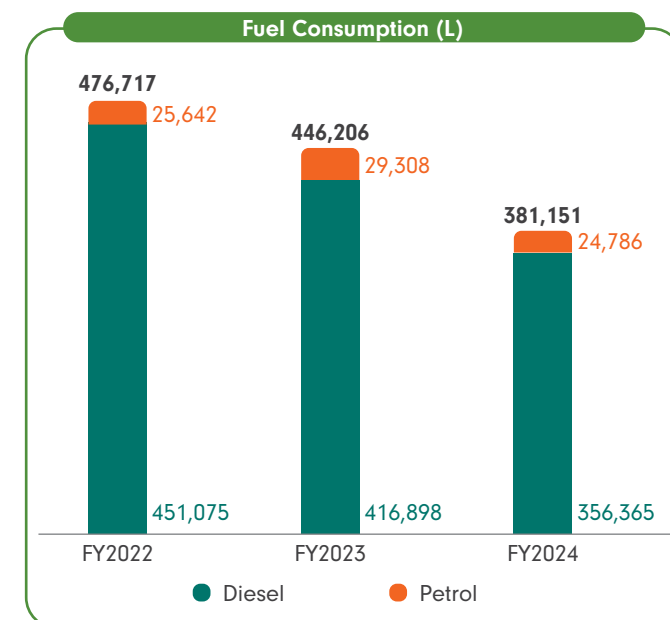
76%
energy efficiency equipment

147 MWh
consumed from our own solar rooftop installation

In addition, we have initiated the replacement of company vehicles to electric-driven vehicles.

Although Leader Energy's core business is fully centred around renewable energy, certain operational activities, particularly those involving our vehicle fleet, still rely on conventional energy sources. Our objective is to progressively transition a larger portion of our fleet to electric vehicles, thereby reducing our dependency on fossil fuels and lowering our overall carbon footprint.

In FY2024, we recorded a 15% reduction in fuel consumption, primarily driven by the divestment of our non-renewable energy operations in the second half of the year. This strategic move aligns with our continued transition toward a cleaner energy portfolio and has significantly contributed to lowering our overall fuel usage.

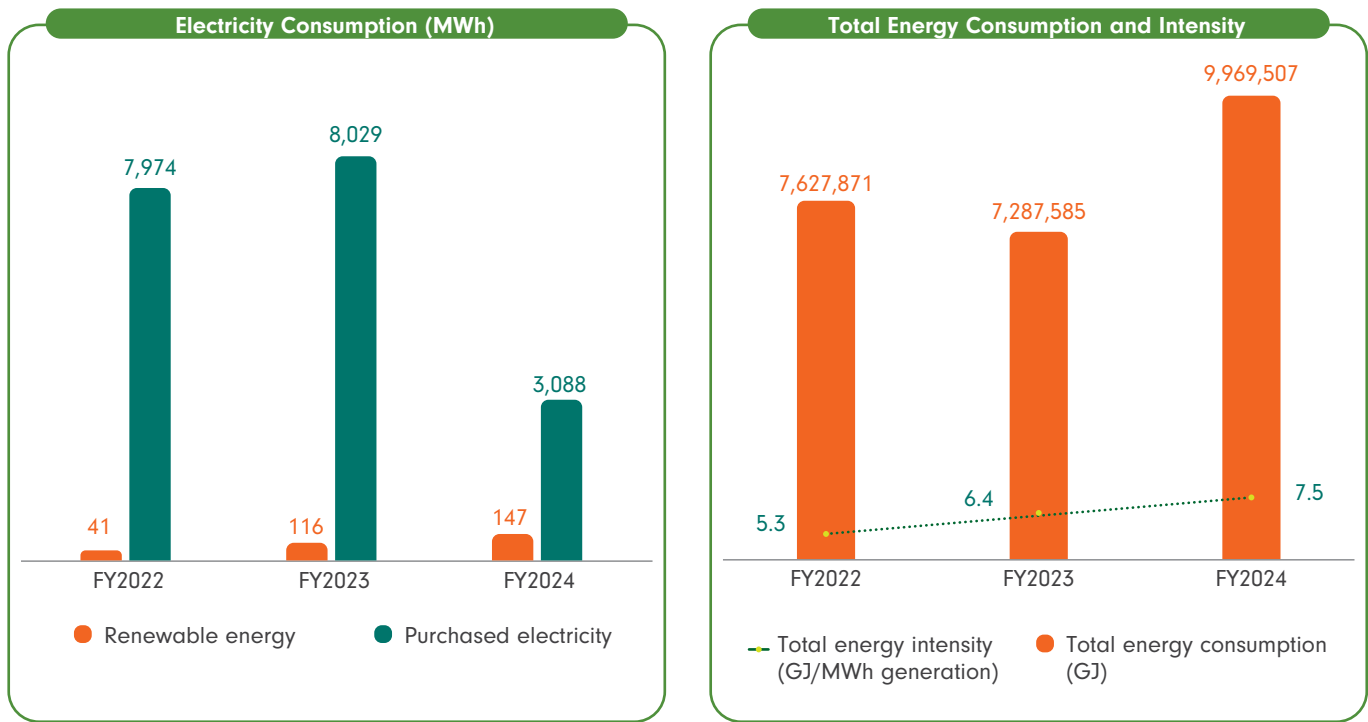


Note:
The data presented herein covers both the renewable and non-renewable energy operations of the Group.

Promote Sustainable Energy

The same applies to electricity consumption, which powers our offices and facilities primarily through the national grid for essential functions such as lighting and air conditioning. We have begun integrating more renewable energy sources to supplement this consumption and have seen a 27% increase in RE consumption in FY2024 compared to FY2023.

In FY2024, our overall energy consumption increased compared to FY2023. The increased output and demand during the year contributed to higher energy usage, reflecting the operational scale of our non-RE assets prior to the divestment.



Note:
The data presented herein covers both the renewable and non-renewable energy operations of the Group.

Moving Forward

Leader Energy remains committed to strengthening our energy management framework to support our decarbonisation goals. In 2025, we plan to complete all energy efficiency and continue to replace our company vehicles with electric vehicles to further reduce our diesel and petrol consumption. In 2026, we also aim to purchase or retire some of our renewable energy certificates generated from our renewable energy assets to reduce reliance on purchased electricity.

At the same time, we plan to engage with key suppliers to gather primary data on Scope 3 material categories and review our emissions inventory in greater detail. This will involve working closely with suppliers to improve the accuracy of emissions reporting, identify key emission sources across the supply chain, and explore opportunities for joint decarbonisation initiatives. This collaborative approach will enhance the transparency and integrity of our Scope 3 emissions data and strengthen our ability to meet our overall decarbonisation goals.

Decarbonise Towards Net Zero

Decarbonising Towards Net Zero is a strategic imperative that builds on Leader Energy’s commitment as a 100% renewable energy provider. By focusing on decarbonisation, we are not only reducing reliance on fossil fuels but also ensuring that every facet of our operations contributes to a fully sustainable, net zero future. This strategy is essential as it aligns our business with evolving global climate policies and rising stakeholder expectations, positioning Leader Energy ahead of regulatory trends and market disruptions.

In today’s context, where climate change and decarbonisation are at the forefront of policy debates and investor scrutiny, aggressively pursuing net zero targets enhances our operational performance. It drives efficiencies across our operations, reduces long-term risks associated with carbon exposure, and reinforces community trust. Moreover, by integrating decarbonisation into our strategic framework, we demonstrate a proactive approach to mitigating both operational and market risks, solidifying our reputation as an industry leader in the renewable sector.

Ultimately, decarbonising towards net zero not only supports our environmental vision but also delivers measurable business benefits—delivering enhanced operational resilience, financial performance, and long-term market relevance in a rapidly transforming global energy landscape.

Leader Energy’s material topic under this strategic focus area is:

CLIMATE CHANGE

Climate Change is a pivotal material topic that directly underpins our Decarbonise Towards Net Zero strategy. As a fully renewable energy provider, Leader Energy is not only insulated from the risks associated with fossil fuel dependencies but is also uniquely positioned to lead in proactive climate action.

CLIMATE CHANGE

Strategic Tie-in:

Climate Change is a pivotal material topic that underlines our strategic focus on Decarbonising Towards Net Zero. Although Leader Energy has successfully divested from non-renewable operations which largely met our decarbonisation goals, the residual emissions from our operations remain a focal point. This topic is material because even minimal emissions can contribute to broader climate risks, influencing regulatory landscapes, stakeholder expectations, and the overall resilience of our energy infrastructure. By continually addressing and reducing these emissions, we not only mitigate potential risks but also drive innovation and operational excellence. In this way, our commitment to tackling climate change reinforces our journey toward a net zero future, ensuring that every aspect of our operation aligns with the highest standards of environmental stewardship and long-term sustainability.

Climate Governance

Effective climate action begins with a robust governance mechanism, and Leader Energy has embedded oversight of all climate-related matters at the highest levels of our organisation to demonstrate our commitment.

In FY2023, Leader Energy established the Group Climate Risks and Opportunity Management ("CROM") Policy and Procedures, which outlines our systematic approach to identifying and managing significant climate-related risks. This Policy enables a proactive, Group-wide response to climate governance, ensuring resilience and alignment with our sustainability objectives.

Decarbonise Towards Net Zero

The CROM Policy also outlines the following governance approach towards climate change within our operations.



Responsible Entity / Body	Role in Climate Governance
Board-Level	
Board of Directors ("Board")	<ul style="list-style-type: none">Oversee Leader Energy's overall climate risk management approachApprove and adopt the Climate Risks and Opportunities Management ("CROM") Policies and FrameworkMonitor the performance and effectiveness of the CROM FrameworkSet internal direction on Leader Energy's overall risk appetite, organisational control environment, and risk cultureEnsure the risk management process and control systems is effective in managing climate risks and opportunities
Sustainability Committee ("SC")	<ul style="list-style-type: none">Oversee the implementation of climate risk managementEnsure consistent application of CROM principlesProvide an independent view of CROM effectiveness to the Board
Risk Management Committee ("RMC")	<ul style="list-style-type: none">Review Enterprise Risk Management ("ERM") register including climate risks concerning Leader Energy's strategic directionPeriodically review the risk management framework and structure
Management-Level	
Executive Management Committee ("EMC")	<ul style="list-style-type: none">Monitor enforcement of CROM policies across the GroupReview and endorse climate risks, opportunities, strategies, and metrics
Governance, Risk Management, and Compliance ("GRC") Department	<ul style="list-style-type: none">Gather, review, and compile risk reports from Risk OwnersSubmit risk reports to Group Management for reviewCoordinate Enterprise Risk Management ("ERM") activities within the Group
Sustainability Department	<ul style="list-style-type: none">Compile and review annual climate risks and opportunitiesConduct annual scenario analysis updatesIdentify Group-level climate strategies, mitigation efforts, and transition plansPrepare annual climate risk and opportunity disclosure reports
Sustainability Working Committee ("SWC")	<ul style="list-style-type: none">Implement climate initiatives and projects throughout the GroupEnsure cross-functional collaboration on climate effortsMonitor progress and address any issues in CROM initiativesMake key recommendations on the execution of climate-related activities
Operational-Level	
Sustainability Champions	<ul style="list-style-type: none">Implement CROM initiatives at the entity levelProvide progress updates on the feasibility of operational climate-related targets
Risk Owners	<ul style="list-style-type: none">Identify and assess climate risks and opportunitiesImplement and monitor climate risk action plans and key indicatorsIncorporate climate risks into ERM Registers

Decarbonise Towards Net Zero

Climate governance within Leader Energy is led by the Board-level SC, which provides critical strategic guidance and oversees all of our climate actions. The SC conducts quarterly reviews of our ESG and climate-related initiatives, ensuring rapid decision-making and alignment with the Group's long-term sustainability strategies. This oversight ensures that all climate actions remain aligned with our broader organisational goals.

At the management level, the EMC translates the Board's vision into actionable targets. The EMC works closely with the Chief Sustainability and Strategy Officer ("CSSO") and the Sustainability Department to prioritise climate-related risks and ensure that all mitigation strategies and targets are both relevant and achievable.

To ensure the effective execution of Group-wide climate targets, the Sustainability Department collaborates with multiple internal teams, including the SWC, GRC, and Sustainability Champions from each business entity under Leader Energy. This integrated approach ensures that high-level climate goals are translated into specific, actionable targets at the operational level. By aligning efforts across the organisation, we can proactively address potential challenges and explore opportunities, which are then escalated to Management and the Board for further action and guidance as needed.

To further strengthen accountability and ensure we reach our climate-related outcomes, Leader Energy links the remuneration of selected key Senior Management to the achievement of climate goals. This approach makes sure that those directly involved in the Group's climate agenda are incentivised to meet our internal decarbonisation targets.

Ultimately this aligns leadership performance with Leader Energy's climate ambitions. More information on the remuneration process can be found in the **Performance Evaluation and Remuneration** section.

Climate Risk and Opportunity Management

Leader Energy recognises the importance of effective risk and opportunity management in addressing climate change risks. Our climate risk and opportunity assessment process followed five structured steps:

Step 1

Scenario Development and Selection

Using literature and research aligned with the Intergovernmental Panel on Climate Change ("IPCC"), we developed scenarios that set the operational context for predicting potential climate-related impacts and opportunities. These scenarios were also made to match the future direction in which Leader Energy is striving towards in regard to climate change, more specifically our expected outcome in the year 2050 and goal of Net Zero by 2030. Altogether, these scenarios help reflect the most probable outcomes given the current trends in our regulatory and operational environment.

Step 2

Desktop / Literature Review

This step involved comprehensive desktop and literature reviews to update the relevant physical and transitional risks, as well as potential opportunities, that affect our various operations. At the same time, we also conducted Group-wide workshops with the risk owner of each respective entity under Leader Energy to gauge the actual day-to-day impact of these potential risks and opportunities.

Step 3

Risk and Opportunity Identification and Assessment

Based on the data and feedback gathered, we can then perform qualitative assessments across the Group's operations to highlight potential impacts and opportunities, while evaluating their likelihood of occurrence.

Step 4

Risk and Opportunity Prioritisation

During this step, identified risks and opportunities were assessed for their magnitude of impact on Leader Energy's financials / operations as well as the urgency of their occurrence. This prioritisation allows us to focus resources on the most pressing issues, enhancing overall climate resilience.

Step 5

Risk and Opportunity Management

Following prioritisation, the Group can then allocate resources to implement proper risk management and mitigation strategies. These approaches aim to control risk within acceptable levels while maximising potential opportunities.

Decarbonise Towards Net Zero

Integration of Climate Risks into Enterprise Risk Management (ERM)

All climate-related insights are integrated into our ERM framework, allowing us to embed climate risks into our corporate risk management process and cover both strategic and operational risks. Each business entity within Leader Energy consolidates its climate risks and opportunities, updating its respective ERM registers every quarter. The Group’s GRC team then reviews these registers and reports them to the RMC and Board. This process ensures that climate risks are actively managed and that actionable insights guide the Group’s overarching strategies and targets.

By integrating climate risk management into our ERM framework, we strengthen our operational resilience, align with global and regional decarbonisation goals, and contribute to reducing carbon emissions. This proactive approach also allows Leader Energy to identify and leverage opportunities that arise from climate change, positioning us for strategic advantages in the industry.

Climate Scenario Planning

In FY2024, our climate risk assessment exercise was based on two Intergovernmental Panel on Climate Change ("IPCC")-aligned scenarios, each designed to give us a clearer understanding of how climate change could shape the future of our business. The first scenario assumes a low greenhouse gas ("GHG") emissions pathway, which would limit global temperature rise to below 2°C. The second scenario considers a high-emissions trajectory, projecting a temperature increase of 3°C to 4°C from pre-industrial levels. These scenarios are anchored to projections for 2050, providing us with a long-term reference point to assess how the Group’s current decisions and strategies might evolve alongside future climate conditions.

To develop these scenarios, we modelled the potential impact of various pathways and assumptions on the Group’s business, using Representative Concentration Pathways ("RCP") 2.6 and RCP 4.5. RCP 2.6 represents a low GHG emissions scenario aligned with limiting global warming to less than 2°C, while RCP 4.5 reflects a higher emissions pathway, where temperatures rise between 3°C and 4°C. Our modelling also incorporated key assumptions from reputable sources such as the International Energy Agency ("IEA") and the International Renewable Energy Agency ("IRENA"), ensuring that our analysis reflects the most credible and up-to-date global energy and climate projections.

The key summary of the scenarios we used is as follows:

Setting	<2°C Scenario	3°C – 4°C Scenario
Physical Environment		
Sea Level Rise	Increase between 0.12 and 0.14 meters	Increase between 0.13 and 0.17 meters
Heat waves	Up to 2.3 billion people worldwide will be exposed to lethal heat and humidity	Between 3.25 to 4.5 billion people worldwide will be exposed to lethal heat and humidity
Tropical Cyclones	13% increase in risk for severe tropical cyclones	20% increase in risk for severe tropical cyclones
Regulatory / Operating Environment		
National Policy	All the current and prospective countries where we operate have established some form of national policies and targets to achieve net zero or carbon neutrality around 2050 and beyond	
Population	Expected population growth of 13.4% in 2050 from 2024 in our prospective countries. This will contribute up to 8% of the projected global population	
Gross Domestic Production ("GDP")	Estimated GDP per capita of USD 34,148 and GDP loss at 4.2 – 5.5% for worldwide, Asia, and ASEAN	Estimated GDP per capita of USD 17,224 and GDP loss at 18.1 – 37.4% for worldwide, Asia, and ASEAN
Power Generation Capacity	Needs to achieve at least 2.47 GW installed capacity with high dependence on solar energy	Needs to achieve at least 1.73 GW installed capacity with high dependence on solar energy
Technology Cost of Capital	Various technologies have been identified as abatement levers, along with the abatement cost	

Decarbonise Towards Net Zero

Climate Risks / Opportunities Assessment

With this dual-scenario approach, Leader Energy could comprehensively evaluate potential physical and transitional risks to our business and derive perspectives on how to adapt effectively. These include:

Climate-Related Risks	
Physical Risk	
Acute	This refers to the immediate, direct impacts of sudden climate change-induced weather events that pose risks to our operations and assets. These include: <ul style="list-style-type: none">Heat waveAbnormal heavy rainfall / High tidal waves / Strong windsExcessive lightning strikes
Chronic	This refers to long-term gradual changes in climate patterns that affect the physical environment in which we operate such as sea level rise
Transitional Risk	
Technology	This refers to the challenges in adapting to rapid advancements in renewable energy technologies while ensuring compatibility with existing systems and avoiding obsolescence. This includes technological advancements making our assets obsolete before achieving a return on investments
Market	This refers to the uncertainties stemming from fluctuations and transitions in energy markets that could affect revenue and operational strategies, which include shift in customer expectations towards energy transition
Reputation	This refers to any reputational risks arising from the changes in climate patterns. As Leader Energy has divested its non-RE power plant, this risk no longer applies for a fully RE power business

However, at the same time, these same risk factors may also provide additional opportunities, such as:

Climate-Related Opportunities	
Physical Risk	
Acute	Consumer response to acute climate risk events can drive innovation and investment for the Group. The opportunities include: <ul style="list-style-type: none">Increase in grid load demand due to increased consumptionIncreased energy demand due to heat wave, resulting in more opportunities for renewable energy projects
Transitional Risk	
Policy and Legal	Changes in government policies, regulations, and legal frameworks can create new avenues for growth and competitive advantage, such as through more opportunities for new renewable energy plants in developing countries
Technology	Rapid technological advances offer a dynamic landscape which can solidify our competitive advantage. The opportunities here are investment in low-carbon solutions and newer cost-effective technology
Market	Economic and consumer trends during the transition to a low-carbon economy offer several market-driven opportunities, such as: <ul style="list-style-type: none">Increased customer demand that leads to more opportunities for business growth in developing countriesDecrease in cost of raw materials
Reputational	Being in the renewable energy industry and navigating climate-risks enriches Leader Energy’s reputation, leading to opportunities such as: <ul style="list-style-type: none">Ability to attract and retain talent by being in the green businessAbility to attract more investors / customers due to good reputation in the renewable energy sector










































































































































Decarbonise Towards Net Zero

Based on these scenarios and potential risks / opportunities, we assessed the financial impacts and likelihood of climate risks and opportunities across our defined climate time horizons. These then allowed us to rate each risk and opportunity based on the following metrics:














































































Time Factor	Short-Term	Short to Medium-Term	Medium-Term	Medium to Long-Term	Long-Term
Description	Impact expected to occur in less than 3 years	Impact expected to occur in 3 to 5 years	Impact expected to occur in 5 to 7 years	Impact expected to occur in 7 to 10 years	Impact expected to occur in more than 10 years

Financial Impact of Risk / Opportunity				
Insignificant	Minor	Moderate	Major	Significant
Decrease / Increase by less than 2.5%	Decrease / Increase by 2.5% – 5%	Decrease / Increase by 5.1% – 10%	Decrease / Increase by 10.1% – 15%	Decrease / Increase by more than 15%

Physical Risks Assessment

Threats	Scenario	Affected Business Segments					Overall Risk to Leader Energy
							
Acute Risk – Heat Wave							
Shutdown due to raw water supply shortage	<2°C						
	3°C-4°C						
Power plant derations or shutdown due to overheating	<2°C						
	3°C-4°C						
Fire resulting from equipment overheating and surrounding wildfires	<2°C						
	3°C-4°C						
Manpower shortage due to heat-associated health issues	<2°C						
	3°C-4°C						
Haze and pollutant deposits due to wildfire	<2°C						
	3°C-4°C						
Acute Risk – Abnormal Heavy Rain / High Tidal Waves / Strong Winds							
Plant derations or shutdown due to equipment / infrastructure damage	<2°C						
	3°C-4°C						
Manpower shortage due to stranded / inaccessible sites	<2°C						
	3°C-4°C						
Health and safety concerns due to increased risk of accidents and disease	<2°C						
	3°C-4°C						
Plant equipment damage due to soil erosion and land sinking	<2°C						
	3°C-4°C						
Increased corrosion rate of equipment	<2°C						
	3°C-4°C						
Reduced power generation due to low irradiance	<2°C						
	3°C-4°C						

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Threats	Scenario	Affected Business Segments					Overall Risk to Leader Energy
							
Acute Risk – Excessive Lightning Strikes							
Plant derations or shutdown due to power trip and maloperation of equipment	<2°C						
	3°C-4°C						
Fire or explosion leading to plant damage	<2°C						
	3°C-4°C						
Fire or explosion leading to safety concerns	<2°C						
	3°C-4°C						
Chronic Risk – Sea Level Rise							
Settlement / Sinking of coastline	<2°C						
	3°C-4°C						
Reduced plant performance due to structural damage	<2°C						
	3°C-4°C						
Increased corrosion from restricted water flow	<2°C						
	3°C-4°C						

Legend:

Risk Rating

- No impact on Group objectives
- Insignificant / minor impact to Group objectives
- Moderate impact on Group objectives
- Major or significant impact on Group objectives

Business Segments

-  Transmission
-  Hydropower
-  Utility Scale Solar
-  Commercial and Industrial Solar
-  Energy Storage






Based on the assessment, the most significant physical climate risks at the Group-level include:

Physical Risk		Management Strategy	
		<2°C	3°C-4°C
Major Impact			
Extreme Weather (Abnormal heavy rain / High tidal waves / Strong winds)	Plant derations or shut down due to malfunction of equipment and infrastructure damage	The Group's assets, especially our Solar and C&I business segments, are insured against such risk, however, this may increase our insurance premiums	

Similar to the major risk above, Leader Energy addresses physical climate risks primarily through insurance as a key mitigation measure. For risks that could lead to structural or physical damage, the company will evaluate design-level solutions where necessary. This may include raising the storage level of Battery Energy Storage System ("BESS") containers in flood-prone areas to minimise the risk of flood damage.

Decarbonise Towards Net Zero

Transitional Risks Assessment

Transitional Risks	Scenario	Affected Business Segments					Overall Risk to Leader Energy
							
Technology – Technology Advancement							
Technology becomes obsolete before achieving return on investment	<2°C	●	●	●	●	●	●
	3°C-4°C	●	●	●	●	●	●
Market – Shift in Customer Expectations							
Consumer preferences change	<2°C	●	●	●	●	●	●
	3°C-4°C	●	●	●	●	●	●

Legend:

Risk Rating

- No impact on Group objectives
- Insignificant / minor impact to Group objectives
- Moderate impact on Group objectives
- Major or significant impact on Group objectives

Business Segments

-  Transmission
-  Hydropower
-  Utility Scale Solar
-  Commercial and Industrial Solar
-  Energy Storage






























Management Measures:

- Our existing assets are developed to meet customer specifications, limiting direct mitigation options against transitional risks. Even so, Leader Energy is strategically positioning itself to adapt and benefit from future market shifts. This forward-looking approach ensures continued competitiveness and resilience.














































































The majority of our power assets operate under long-term Power Purchase Agreements ("PPAs"), which provide stability and financial certainty across changing market conditions. These extended contract durations offer a buffer against transitional risks, allowing Leader Energy to maintain steady operations while adapting to future industry developments.

- We actively track industry trends and emerging technologies to integrate newer, more cost-effective solutions into utility scale and C&I Solar projects. By adopting advanced solar panels, more efficient inverters, and improved tracking systems, the Group aims to enhance energy efficiency and reduce operational costs.

Opportunities Assessment

Opportunities	Scenario	Affected Business Segments					Overall Opportunities to Leader Energy
							
Physical – Heat Wave							
Higher demand for renewable energy due to increased energy consumption	<2°C						
	3°C-4°C						
Physical – Heavy Rainfall							
Hydropower plant runs at maximum capacity with opportunities for new plants	<2°C						
	3°C-4°C						

Decarbonise Towards Net Zero


Opportunities	Scenario	Affected Business Segments					Overall Opportunities to Leader Energy
							
Transitional (Policy and Legal) – Change in Climate-Related Laws							
More opportunities for RE power plants in developing countries	<2°C						
	3°C-4°C						
Transitional (Technology) – Investment in Low-Carbon Solutions							
Increased investments in newer, cost-effective technology	<2°C						
	3°C-4°C						
Transitional (Market) – Shift in Customer Expectation							
More opportunities for rooftop solar and BESS in developing countries	<2°C						
	3°C-4°C						
Transitional (Market) – Decrease in Cost of Raw Materials							
Cheaper solar panels and BESS due to higher demand and technological advancement	<2°C						
	3°C-4°C						
Transitional (Reputation) – Being in the Green Business							
Ability to attract and retain talent	<2°C						
	3°C-4°C						
Ability to attract more investors / customers	<2°C						
	3°C-4°C						

Legend:

Opportunities Rating

- No impact on Group objectives
- Insignificant / minor impact to Group objectives
- Moderate impact on Group objectives
- Major or significant impact on Group objectives

Business Segments

-  Transmission
-  Hydropower
-  Utility Scale Solar
-  Commercial and Industrial Solar
-  Energy Storage

Based on the assessment, the most significant physical climate opportunities at the Group-level include:

Opportunities		Management Strategy	
		<2°C	3°C-4°C
Major Impact	Extreme Weather (Heat Wave)	Higher demand for renewable energy due to increased energy consumption	The growing energy need will allow our plants to operate at full capacity, with reduced curtailment. The surge in grid demand could also open opportunities for the Group to develop privately-owned and operated transmission lines in the opportunities for more RE plants due to increased energy demand
	Policy and Legal (Change in Climate-Related Law)	More opportunities for new solar and hydro plants in developing countries	The general management strategy is to look towards pursuing new solar and hydro developments within the region

Decarbonise Towards Net Zero

Opportunities		Management Strategy	
		<2°C	3°C-4°C
Major Impact			
Market (Shift in Customer Expectation)	More opportunities for rooftop solar and BESS in developing countries	The potential shift in customer preference towards newer RE technologies can be capitalised on by the Group by remaining cost-effective to maintain competitiveness while increasing our market share in the RE sector by keeping abreast of regulatory incentives	
Reputation (Being in the Green Business)	Ability to attract more investors / customers	Across all our business segments, the Group's overarching management strategy is to leverage our good reputation to attract more investors and customers, who in turn can help Leader Energy grow	

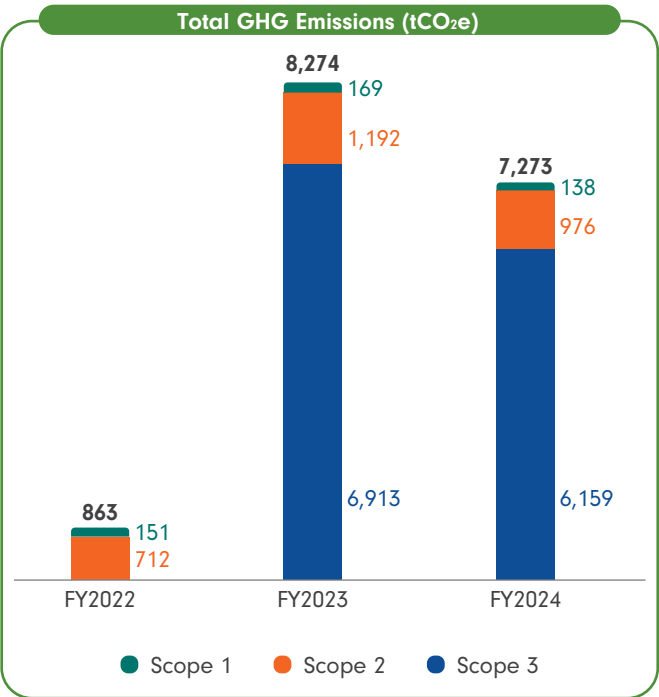
Targets and Performance

Given the Group's recent divestment of non-RE assets and our efforts in decarbonising our operations, Leader Energy has met most of the initial targets we had set. As such, we have been able to revise our long-term target Net Zero GHG Emissions by 2050 to Net Zero GHG Emissions by 2030. This revision shows the significant work we have done in decarbonising our operations as a fully renewable energy provider.

Consequently, our overall GHG emissions have also dropped significantly following this significant step. The Group's total emissions in 2024 have dropped 12% since 2023. The only portion of our GHG emissions mix that remains notable is Scope 3 emissions, although this has also shown a 12% reduction.

Moving Forward

Leader Energy remains steadfast in advancing our decarbonisation goals by strengthening our approach to climate-related risks and opportunities. Our commitment to proactive climate risk management is aligned with industry best practices and evolving regulatory frameworks, ensuring that our business remains resilient and adaptable in a changing global landscape.



Note:
The data presented herein pertains solely to the renewable energy operations of the Group. It excludes any data related to non-renewable energy operations.

Decarbonise Towards Net Zero

Our initiatives moving forward include:

Leader Energy Decarbonisation Plan

As part of our Decarbonisation Plan, we will review the underlying assumptions and update our 2021–2030 total GHG projection trajectories, including Scope 3 emissions. This update will incorporate improved data accuracy from our supply chain, better reflect the evolving regulatory landscape, and account for changes in market conditions and technological advancements.

SCOPE 1 EMISSION REDUCTIONS:
To reduce our Scope 1 direct emissions, we are progressively replacing our company vehicles with electric-powered vehicles which will be powered by renewable energy in a progressive manner.

SCOPE 2 GHG EMISSIONS REDUCTIONS:
We will reduce our consumption of electricity purchased from the grid by improving the energy efficiency of our operations and completing the deployment of renewable energy facilities (such as rooftop solar PV systems) at our operation sites. We will also lower our Scope 2 GHG emissions through the use of renewable energy Certificates that we generate from our own renewable energy power generation assets.

SCOPE 3 GHG EMISSIONS REDUCTION:
We will aim to reduce GHG emissions that come from our value chain. This will encompass areas such as purchased goods and services, transportation of raw materials and equipment by third parties, as well as employee commuting and business travel. We also aim to reduce value chain emissions through efforts such as ensuring sustainable procurement by carefully selecting suppliers.

RESIDUAL EMISSIONS:
In addition, any of our residual GHG emissions in the future, whether under Scope 1, 2, or 3, will be further reduced through the use of high quality carbon offset credits. These credits will be created from natural carbon sinks that will help to remove GHGs from the atmosphere.

Strengthening Climate Risk and Opportunity Management

To support this commitment, we will undertake a comprehensive review of Leader Energy's physical and transitional climate-related risks and opportunities, guided by the International Sustainability Standards Board's ("ISSB") IFRS S2 recommended drivers. This review will be extended to cover our entire value chain, providing a holistic understanding of how climate-related risks and opportunities may impact our operations, suppliers, and stakeholders.

To formalise this process, we will develop a Sustainability Risks and Opportunities Management ("SROM") Procedure. This framework will establish a structured approach for identifying, assessing, and managing sustainability risks and opportunities. A key component of this initiative will be the creation of a qualitative SROM register to document and monitor identified risks and opportunities consistently.

Scenario Analysis and Risk Integration

Leader Energy will continue to enhance our scenario analysis capabilities by reviewing and refining our climate scenarios based on pathways outlined by the IEA and the IPCC. This will include updating our climate risks and opportunities heat map to reflect the latest data and projections, ensuring that our risk assessment remains accurate and relevant.

High-priority climate risks and opportunities identified through this process will continue to be integrated into the Group's strategic planning and ERM framework. This alignment will enable us to develop more targeted strategies to mitigate risks and capitalise on emerging opportunities, reinforcing our long-term business resilience.

Enhancing Climate-Related Disclosures

To maintain transparency and accountability, Leader Energy will develop an IFRS S2-aligned disclosure report for Management and Board approval. This report will detail our assessment of climate-related risks and opportunities, including the methodologies, data sources, and assumptions used in our analysis. The enhanced disclosure will strengthen stakeholder confidence and demonstrate our commitment to best-in-class climate governance.

In 2025, we plan to expand our climate risk and opportunity assessment to our value chain, ensuring that we capture the full spectrum of climate-related impacts. This assessment will cover short-, medium-, and long-term time horizons, providing a nuanced understanding of how physical and transitional risks and opportunities may evolve.

Please refer to the **Performance Data Table** section for the Group's 2024 climate related metrics, data and the past three-year trend.

Biodiversity Conservation

Biodiversity Conservation is a strategic focus that reinforces Leader Energy's commitment to environmental stewardship while enhancing our operational resilience. As a 100% renewable energy provider, our operations inherently rely on healthy ecosystems and natural resources; therefore, conserving biodiversity is not only an environmental responsibility but also a business imperative. In today's world, where the loss of biodiversity is increasingly recognised as a critical global challenge, companies are expected to mitigate adverse impacts and promote the restoration of natural habitats.

Leader Energy's material topic under this strategic focus area is:



LAND USE AND BIODIVERSITY

Land Use and Biodiversity are critical material topics for Leader Energy, as our renewable operations require thoughtful planning to minimise ecological impact. Managing land use effectively not only protects vital local ecosystems but also enhances our operational resilience, supports regulatory compliance, and strengthens stakeholder trust. This focus is essential in ensuring that our renewable energy and transmission line projects contribute positively to society while conserving the ecosystem to support sustainable livelihood.



LAND USE AND BIODIVERSITY

Strategic Tie-in:

As Leader Energy expands its renewable energy infrastructure, the way we optimise land may directly impact local ecosystems and biodiversity. By prioritising strategic land planning and habitat conservation in our project development, we ensure that our operational footprint not only meets energy demands but also safeguards natural habitats and biological diversity.

This approach is critical for several reasons. First, responsible land use minimises disruption to existing ecosystems, which supports long-term environmental resilience and helps maintain the natural services on which we and our communities depend. Second, aligning land use practices with biodiversity conservation strengthens regulatory compliance and stakeholder trust, essential in an era where environmental performance is closely scrutinised by investors, communities, and policy makers. Finally, by adopting innovative project designs that integrate conservation principles, Leader Energy can transform potential land use challenges into opportunities for ecological enhancement and community engagement.

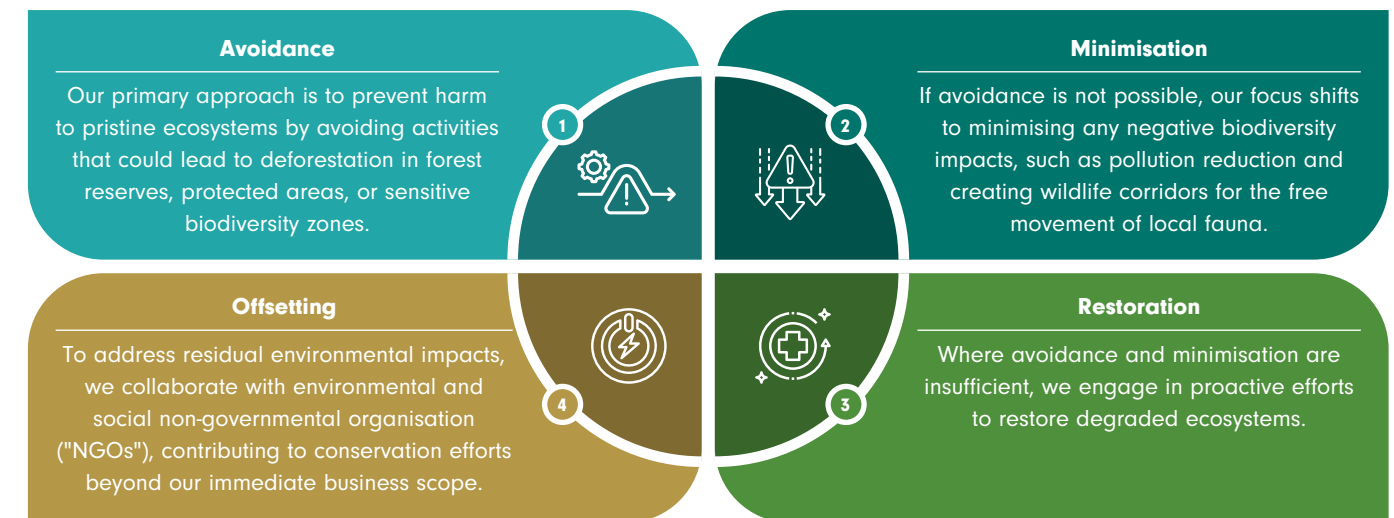
Our Approach

Leader Energy recognises that effective biodiversity management is essential to maintaining business continuity and supporting environmental sustainability. As a renewable energy provider, our reliance on ecosystem services underscores the importance of protecting and conserving biodiversity. The degradation of natural environments can directly impact our operations by disrupting essential ecosystem functions and affecting long-term business resilience.



Biodiversity Conservation

Our approach to biodiversity management consists of two key strategies. The first strategy is embedded within the project development phase and follows the Group's Mitigation Hierarchy Principle, which is structured around four key actions.



For further details on our **Biodiversity Conservation Policy**, please visit our website or scan the QR code.

Before initiating any new project, we conduct comprehensive Environmental and Social Impact Assessments ("ESIAs") that include detailed biodiversity studies. These assessments allow us to identify and evaluate potential ecological risks, providing a clear understanding of the environmental and social sensitivities of our operations. By incorporating biodiversity assessments into the earliest stages of our planning process, we can design and implement tailored strategies to minimise disruptions and mitigate risks effectively. This proactive approach ensures that every project aligns with environmental sustainability objectives while contributing to broader conservation goals.

Collaboration is a vital component of our biodiversity conservation efforts. We actively engage with key stakeholders, including NGOs, indigenous communities, and government regulators. This ensures that our operations reflect diverse perspectives and adhere to best practices in biodiversity management. Through these collaborative efforts, we strengthen our ability to balance operational priorities with environmental stewardship.

The second strategy focuses on strategic Corporate Social Responsibility ("CSR") initiatives aimed at environmental conservation and climate action. In FY2024, Leader Energy conducted two key initiatives under this theme: a mangrove restoration programme in Malaysia and a River Cleanup Mission in Cambodia.

Through these efforts, the Group successfully collected 214 tonnes of waste from rivers in Cambodia since 2023 to rehabilitate the river ecosystems and planted over 4,000 mangrove trees to restore the Kuala Muda Mangrove Forest Reserve in Kedah, Malaysia.

Further details of these programmes can be found in the **Community Investment** section.

Moving Forward

As we move forward, the Group remains committed to upholding responsible biodiversity practices across all parts of our operations. We will continue conducting ESIAs whenever developing new projects, particularly those near sensitive ecological areas. Additionally, we plan to expand our CSR activities to further support biodiversity conservation and strengthen the resilience of the ecosystems where we operate.

In 2025, we aim to implement more Biodiversity Awareness sessions with local communities, school children and amongst our employees.

Leader Energy is also exploring the adoption of Net Positive Impact ("NPI") metrics for selected sites and the development of biodiversity performance indicators aligned with the International Union for Conservation of Nature ("IUCN") Biodiversity Guidelines for Business: Planning and Monitoring for Corporate Biodiversity Performance. These indicators will provide a clear framework for measuring the success of our conservation efforts and guiding future biodiversity strategies.

As part of our alignment with the Taskforce on Nature-related Financial Disclosures ("TNFD") framework, we are working to identify biodiversity-related risks and opportunities based on TNFD-recommended drivers.

Other Environmental Topics

As a responsible organisation, Leader Energy recognises the importance of addressing supplementary environmental topics such as water and waste management, even if the direct impact on our business and surrounding communities is relatively minimal. As a fully renewable energy provider, our operations consume limited resources, such as water, resulting in minimal waste generation. However, our commitment to high standards of environmental stewardship ensures that any resources we do use and any waste we generate are managed responsibly, avoiding unnecessary environmental harm.

Leader Energy’s other environmental topics are:



WATER MANAGEMENT

Despite minimal internal water consumption, Water Management has still been maintained as a crucial topic as it reinforces our holistic approach to sustainable resource stewardship and ethical operations. Ensuring every drop is used efficiently and responsibly strengthens Leader Energy’s long-term environmental resilience and safeguards this shared resource for the benefit of all.



WASTE MANAGEMENT

Waste Management is an important topic for Leader Energy, even with our minimal waste generation. By adopting efficient and responsible waste management practices, we showcase our dedication to sustainability and environmental stewardship, reinforcing our holistic approach to resource efficiency and long-term ecological preservation.



WATER MANAGEMENT

Our Approach

Water is an essential part of life, playing a role in almost every aspect of sustainable development, including the production of clean energy. As such, we are deeply committed to managing water resources responsibly. This means using water carefully, reducing the effects of our operations on water availability, protecting natural ecosystems, and helping the communities that depend on these resources.

Following the divestment of our non-renewable operations, water usage at Leader Energy is primarily associated with our hydropower plant activities. Unlike conventional consumption, this method of power production leverages the natural flow of water to produce renewable energy without depleting the resource. The water used in this process is returned to its original course, ensuring it remains available for ecological and community use, thereby maintaining a sustainable balance within the water cycle.

In our pursuit of sustainable water management, we have embraced innovative solutions to optimise resource efficiency. A notable example is the implementation of a rainwater harvesting system at our Malaysian solar operations. These systems collect and store rainwater, which is subsequently used for cleaning and maintenance activities.

By tapping into this alternative water source, we have reduced our reliance on conventional water supplies, conserving potable water for more critical uses. This initiative not only demonstrates our commitment to sustainability but also exemplifies how circular resource practices can be effectively integrated into operational processes.

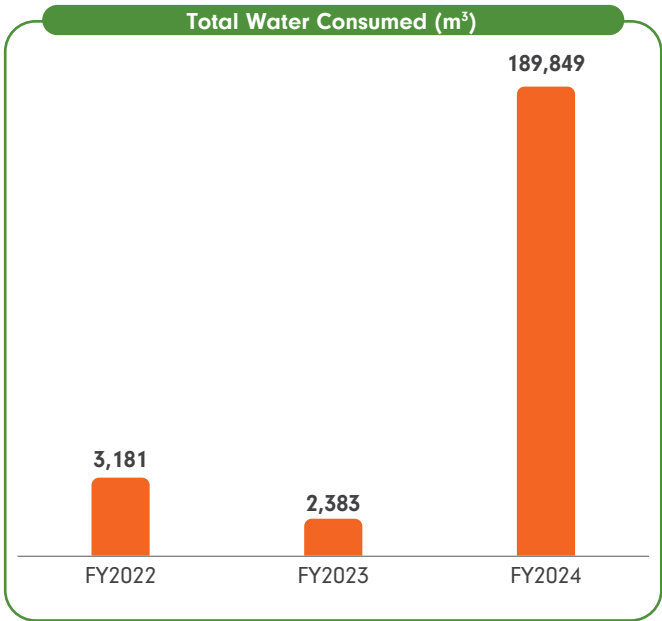
Performance and Targets

The only direct consumption of water within our operations occurs in domestic contexts, such as in our offices and facilities for pantry usage, washrooms, maintenance, and general cleaning activities. Understanding that water is a shared and finite resource, Leader Energy adopts a responsible approach to water sources for our purposes which minimises stress on local water systems. The majority of our water requirements are met through municipal sources, supplemented by underground water surface and municipal as needed. In FY2024, no underground water was tapped and only source of water is from municipal water.

Other Environmental Topics



Water Withdrawal (m³)	FY2022	FY2023	FY2024
Surface Water	513,940,055	363,214,584	177,559,937
Groundwater	1,007	969	27
Municipal Water	2,119	1,414	189,822
Total Water Withdrawn	513,943,181	363,216,967	177,749,786



Moving Forward

Although our water consumption is relatively low due to the nature of our operations, Leader Energy remains deeply committed to conserving this critical resource. We will continue exploring innovative measures to enhance water efficiency, ensuring that our practices reflect our unwavering dedication to sustainability and responsible resource management.

Note:
The data presented herein covers both the renewable and non-renewable energy operations of the Group.

Other Environmental Topics



WASTE MANAGEMENT

Strategic Tie-in:

While our operations generate relatively modest waste volumes, embracing circular economy principles allows us to treat every material byproduct as a resource rather than waste. By rigorously implementing recycling, reuse, and waste minimisation practices, we not only reduce disposal impacts and costs but also close the loop on our resource consumption. This proactive approach underscores our commitment to ethical practices and sustainability, bolstering our reputation as a responsible, forward-thinking renewable energy provider in an increasingly resource-conscious world.

The Group understands that managing waste responsibly is essential to reducing our environmental impact and supporting a sustainable future. By enhancing the circularity of our waste processes, we aim to minimise environmental harm and contribute to global waste reduction efforts.

Given the nature of operations as a 100% renewable energy provider, waste generation is relatively low. Since our energy production relies solely on natural resources, such as solar power and wind, we produce minimal waste compared to traditional energy producers. However, the waste we do generate falls into the following categories:

Domestic Waste

Domestic waste includes the routine waste generated through the daily operations in Leader Energy's offices and facilities. This type of waste includes office waste, food scraps, and general refuse. Although the total amount of general waste produced in FY2024 was relatively small at around 50 tonnes, we remain committed to reducing this footprint.

In FY2024, we introduced waste segregation and recycling programmes across our offices and power plants, successfully diverting approximately 40 tonnes of waste from disposal through these initiatives. This demonstrates our ongoing commitment to improving waste management practices at all levels of our operations.

Hazardous Waste

Managing hazardous waste is a critical priority for Leader Energy due to the potential environmental and health risks involved. While the Group generates significantly less hazardous waste than traditional energy producers, certain materials like spent oil, lubricants, oily rags, and electronic waste still require careful handling. We follow strict safety protocols and comply with all relevant local and international regulations to manage hazardous waste effectively.

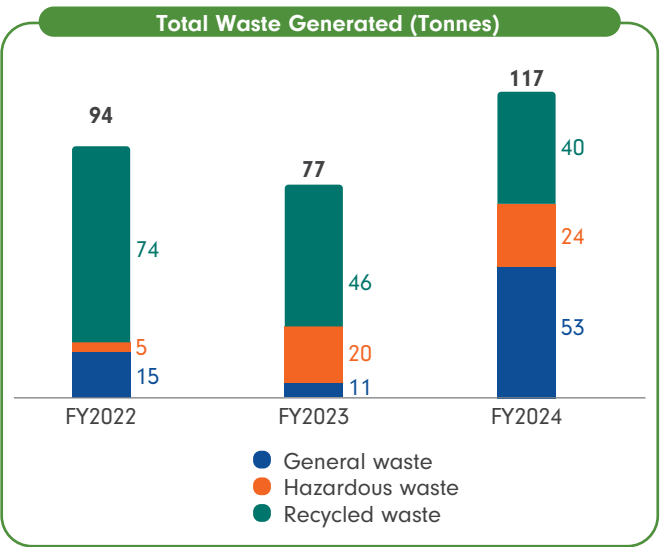
These materials are stored in secure, specially designed facilities equipped with clear labelling and containment measures to prevent leakage, cross-contamination, or accidental exposure. All hazardous waste is managed by licensed and certified waste disposal companies to ensure proper handling and disposal in line with best practices and regulatory standards.

Industrial Waste

In the context of our operations, industrial waste refers to the broken or end-of-life solar panels, which have the potential to become a significant issue in the near future as more panels reach the end of their lifespan. While not all countries where Leader Energy operates classify broken solar panels as hazardous waste, we recognise the importance of disposing of them responsibly due to the presence of toxic and heavy metal components. Currently, broken solar panels are monitored and stored safely in covered storage areas similar to how hazardous waste is managed.

Other Environmental Topics

Overall, our total waste production over the past three years is:



Note:
The data presented herein covers both the renewable and non-renewable energy operations of the Group.



ENVIRONMENTAL MANAGEMENT

Leader Energy remains committed to strengthening our operational excellence and environmental responsibility through the implementation of globally recognised management systems. Our transmission line operations in Cambodia is certified with the ISO 14001 Environmental Management System ("EMS"), underscoring our commitment to environmental stewardship and sustainable business practices.

This has allowed us to establish a Group-wide EMS that covers all headquarters and subsidiary operations. This consolidated framework allows us to standardise environmental practices across the Group, enhance compliance with environmental regulations, and drive more effective resource management and pollution control measures. The Group EMS also strengthens our ability to monitor environmental performance and implement corrective actions consistently across our diverse business units.



For further details on our **Health, Safety, Security, and Environment Policy**, please visit our website or scan the QR code.

Moving Forward

Leader Energy remains committed to enhancing waste management practices to minimise environmental impact. We are actively working to secure certified waste disposal partners for industrial waste, including broken solar panels, in all operating regions. At the same time, we will continue to strengthen our recycling and waste reduction programmes to further minimise waste generation from our offices and facilities. Through these efforts, we aim to set higher standards for waste management in the RE sector and drive positive environmental change.



Building on this foundation, Leader Energy plans to pursue ISO 14001 certification for our utility scale renewable energy operations and headquarters in FY2025. This strategic initiative will align our environmental management practices with international standards, reinforcing our ability to manage environmental risks and drive more efficient resource use across the Group. Beyond 2025, we intend to progressively expand the scope of ISO 14001 certification to cover other areas of our business, ensuring a consistent and integrated environmental management approach across all operational segments.



CARE FOR OUR PEOPLE

OUR STRATEGIC THEME

Sustainable talent, safe working environment, and community well-being

STRATEGIC FOCUS

Safety and Well-being

- Health and Safety

Nurturing Talent

- Human Capital
- Diversity and Inclusion

Care for Community

- Community Investment

OTHER SOCIAL TOPIC

- Human Rights

OUR HIGHLIGHTS IN FY2024:



1: 2.4
ratio of female to male



98%
of employees trained in Human Rights and Unconscious Biasness



Zero
LTI case in 2024



88%
talent retention rate achieved



50%
women in key leadership roles



Conducted human rights assessments for
63%
of our own operations



Care for Our People



We are committed to creating a positive social impact, both within our workforce and in the communities where we operate. The Group respects human and labour rights, ensuring that nobody is left behind or adversely impacted by our operations. Given this commitment, community welfare is at the heart of everything we do, and we continuously seek opportunities to engage with and empower local communities through our initiatives.

Internally, we believe that prioritising the well-being of our employees is essential to achieving sustainable success. Our workforce forms the backbone of our business, and we invest by equipping them with the skills and knowledge needed to become industry leaders. This commitment ensures that Leader Energy remains at the forefront of our industry.

Our dedication to social responsibility extends to our supply chain. We actively promote ethical practices and strive to uplift stakeholders directly or indirectly affected by our operations. This positive change goes beyond Leader Energy's immediate operations as we ensure that all our supply chain partners align with our social values. The Group strives to work exclusively with entities that share our common ideals to foster a responsible and inclusive business ecosystem.

UNSDG LINKAGE:



SDG 3: Good Health and Well-being

Ensuring healthy lives and promoting well-being for all employees enhances productivity, reduces absenteeism, and fosters a positive work environment.



SDG 8: Decent Work and Economic Growth

Providing decent work opportunities and promoting sustained, inclusive economic growth contributes to employee satisfaction, retention, and overall social stability.



SDG 10: Reduced Inequalities

Reducing inequalities within and among communities supports social justice and equal opportunities while enhancing our reputation as a fair and responsible employer.

Safety and Well-being

In today's dynamic regulatory and societal landscape, ensuring a safe and healthy work environment is not just a legal or ethical mandate but a strategic investment in our people, productivity, and corporate reputation. By prioritising both the physical safety and mental well-being of our workforce, customers, contractors, and community, we reduce risks, minimise disruptions, and create an environment where employees and community can thrive. This, in turn, drives operational excellence and improves overall performance while positioning us as a responsible leader in the renewable energy industry.

Leader Energy's material topics under this strategic focus area are:



HEALTH AND SAFETY

Ensuring robust occupational health and safety practices is fundamental to safeguarding our workforce and maintaining operational excellence. In conducting our business, we also prioritise the safety and health of our customers, contractors and community. By implementing rigorous safety protocols and continuous training, we not only protect our people but also enhance productivity and mitigate risks – reaffirming our commitment to a secure and resilient working environment.



HEALTH AND SAFETY

Strategic Tie-in:

By embedding robust health and safety protocols into every aspect of our operations, we directly support a work environment where employees not only feel physically protected but also valued and empowered. We also recognise the need to protect customers by ensuring electrical safety, fire prevention, and safe construction practices at customer sites. This commitment aims to prevent accidents and operational disruptions, fosters higher morale and productivity, and minimises long-term risks that could affect our employees, customers, contractors, the community, and consequently, our business outcomes.

In today's dynamic environment, where regulatory expectations and stakeholder scrutiny have heightened, prioritising Health and Safety is essential to building trust and safeguarding our reputation as an ethical, resilient renewable energy leader. By continually refining our safety measures and ensuring compliance with best practices, we reinforce our strategic commitment, creating a foundation upon which all other aspects of our operations can thrive.

Our Approach

Improving safety in our operations and ensuring the safety and well-being of our workers is a core priority at Leader Energy. Our focus on these areas allows us to proactively manage risks while laying the foundation for a safe and healthy workplace. We firmly believe that rigorous safety practices are indispensable, and with

this strong commitment, we view every incident, particularly those that could result in injuries or fatalities, as preventable.

Leader Energy has cultivated a strong health, safety, security, and environmental ("HSSE") culture that benefits from direct oversight by the Board through the Sustainability Committee. This culture not only boosts employee morale but also minimises disruptions that could negatively impact our operations, both financially and operationally. It is essential to us that every employee feels secure in the workplace and can perform their duties without fear for their safety or health.

As part of our commitment to safety and well-being, the Group has established dedicated HSSE committees across both office-based and plant-based operations. These committees are instrumental in driving adherence to HSSE standards and ensuring continuous improvements and the highest levels of safety and health practices throughout our organisation.

The key responsibilities of our HSSE committees include:

Conducting regular safety checks to maintain compliance and identify potential hazards

Implementing risk mitigation strategies to address safety concerns

Promoting and fostering a safe and healthy working environment for all employees

Safety and Well-being

Our internal HSSE committees also serve as a vital platform for educating and reminding employees about proper safety and health practices within the workplace. Regular toolbox meetings and updates ensure that every member of our workforce remains well-informed and equipped to contribute to a safe and productive work environment. Through these initiatives, we continuously reinforce the importance of safety and provide employees with the tools and knowledge they need to uphold our high HSSE standards.

At our renewable energy power plants and transmission line operations, dedicated Safety Officers are appointed to oversee the implementation of the Group's stringent safety measures. Their responsibilities include conducting regular inspections, safety trainings and emergency preparedness drills to ensure compliance with safety and health regulations.

Contractor Safety

Additionally, Leader Energy has established comprehensive protocols to ensure that contractors adhere to the highest safety standards. These include hazard identification processes, work permit systems, contractor toolbox talks, safety briefings, unsafe observation programmes, and routine inspections. The Group also facilitates sharing of lessons learned to drive continuous safety improvements among contractors at our renewable energy power plants and Engineering, Procurement, and Construction ("EPC") projects. Contractor safety performance is incorporated into vendor assessments and plays a key role in the vendor selection process, reinforcing our commitment to responsible and safe operations.

Beyond our internal workforce and contractors, we also engage proactively with local communities to enhance safety awareness. Our transmission line operations conduct annual briefings for nearby communities. For example, we educate them on the hazards of kite flying near transmission lines and outline our emergency response plans for potential flood and fire incidents at RE power plants. While these risks remain low, such proactive engagement fosters stronger community relations and ensures preparedness in the event of an emergency.

ISO 45001 Health and Safety Management System

Our transmission line operations in Cambodia are certified under the ISO 45001 Safety and Health Management System, while our C&I Business is certified under the Singapore Government Health and Safety Management System.

Furthermore, in FY2024, Leader Energy established the Group Health and Safety Management System, standardising safety governance across our headquarters and subsidiary operations.



Mental Well-being

Beyond physical safety, Leader Energy also organised a "Workplace Mental Health" talk for our employees, which was led by an experienced mental health coach. A Depression, Anxiety, and Stress Survey ("DASS") was also conducted in FY2024 to gain further insights into the state of our workplace mental health. Additionally, the Group also launched a "Let's Get Fit" programme to encourage an active lifestyle among our workforce, which collectively registered 65 million steps, reinforcing our commitment to holistic wellness.

Performance and Targets

In FY2024, Leader Energy conducted a total of 20 safety training programmes. By rigorously enforcing our safety protocols, including proactive identification of unsafe acts and conditions and completing 100% of the planned safety inspections across utility scale operations and C&I construction sites, the Group successfully achieved our target of zero Lost Time Injury ("LTI") cases.

Moving Forward

The Group plans to pursue ISO 45001 Health and Safety Management system certification in FY2025 for our utility scale operations and headquarters. Over the coming years, we aim to progressively expand the certification scope to encompass other areas of our operations, ensuring that health and safety excellence is upheld across the Group's diverse operational landscapes. In addition to our existing Zero LTIR target, we will also be including a target of Zero Recordable Occupational Illness in FY2025.

Nurturing Talent

In an industry as dynamic as renewable energy, investing in our people ensures that we maintain our competitive edge and continue driving sustainability through creative solutions and operational excellence. By cultivating a culture of continuous learning and professional growth, we empower our workforce with the skills and confidence needed to tackle complex challenges and seize new opportunities. This focus not only improves day-to-day performance by fostering proactive problem-solving and innovation but also enhances our ability to adapt to rapid technological and regulatory changes in the global energy landscape.

In response to current events—such as the rapid advancements in RE technology, acceleration of digital transformation, increasing importance of workplace mental health, and a global demand for more inclusive and equitable work environments—our commitment to nurturing talent is now more important than ever. By prioritising investments in upskilling, leadership development, and employee well-being, Leader Energy is well positioned to attract and retain top talent. This approach not only fortifies our internal capabilities but also reinforces our external reputation as a responsible and forward-thinking employer in the renewable energy sector.

Ultimately, nurturing talent is fundamental to our strategic vision. It enables us to build a future-ready workforce that drives innovation, operational resilience, and sustainable performance, ensuring that Leader Energy remains a leader in promoting both environmental sustainability and social responsibility.

Leader Energy's material topics under this strategic focus areas are:



HUMAN CAPITAL

At Leader Energy, human capital development is vital to driving innovation and ensuring long-term resilience. By investing in continuous learning, skill enhancement, and career growth, we empower our employees to contribute their best in fuelling our renewable energy initiatives and maintaining a competitive edge.



DIVERSITY AND INCLUSION

Diversity and inclusivity are key to fostering a dynamic and innovative workplace at Leader Energy. Embracing varied perspectives not only enriches our problem-solving capabilities but also builds a more equitable and engaging environment, which is essential to meeting the evolving needs of our global community.



HUMAN CAPITAL

Strategic Tie-in:

By investing in continuous development, training, and career growth, we ensure our workforce is well-equipped with the skills and knowledge needed to drive innovation and operational excellence. This material topic is crucial because our people are the foundation of our transition to a fully sustainable, renewable future. Focusing on human capital not only enhances individual performance but also fosters an agile, high-performing organisation capable of adapting to industry advancements and emerging market challenges. In essence, by prioritising our talent and fully developing our human capital, Leader Energy reinforces its commitment to nurture a resilient and competitive workforce, thereby ensuring sustainable long-term success.

Our Approach

Our employees are at the heart of our operations, forming the backbone of Leader Energy's success. By hiring top talent and continuously investing in their growth and development, we have nurtured industry leaders who uphold our position as a market leader. The Group's belief in effective communication and management, coupled with a supportive and empowering workplace, has been instrumental in creating long-term value for Leader Energy. This approach fosters a workforce that is not only productive but also highly motivated and deeply engaged with our vision.

Leader Energy's Human Resources ("HR") department plays a pivotal role in leading all employee management efforts. By integrating evolving HR practices, we ensure our strategies remain aligned with the dynamic needs of today's workforce. This proactive stance reinforces our commitment to employee satisfaction, organisational excellence, and industry leadership.

Nurturing Talent

Our Group Employee Value Proposition ("EVP") guides our dedication to cultivating an environment where employee welfare is given top priority. This commitment is showcased in our approaches towards fair treatment, equal opportunities for career progression, and respect for cultural diversity. At the same time, our strict zero-tolerance approach against any form of abuse, harassment, or discrimination further strengthens Leader Energy as a safe, inclusive, and welcoming place of employment for all employees.

Our Group EVP is at the heart of Leader Energy’s HR strategy. By integrating our core values into the HR strategies, we are better equipped to attract, retain, and develop a diverse and highly skilled workforce. This allows us to continue delivering both financial and non-financial value to our stakeholders.



Personal Commitment to Excellence

Every individual aims for the highest standards in their work, driving the Group’s success.



Integrity

We prioritise honesty and ethical practices in all our dealings.



Accountability

We hold ourselves responsible for our roles, contributing to our shared objectives.



Continuous Improvement

We commit to ongoing development, embracing feedback and new ideas.



Teamwork

We value the strength of working together, leveraging our diverse talents for better outcomes.



Career Growth

We support our employees’ growth, offering pathways for career advancement within the organisation.

Our HR strategy is structured around four main priorities:

Priority 1

Understanding and Addressing Employee Needs

We actively seek to understand and address the needs of our employees.

Focus Area:
Employee Engagement

Priority 2

Cultivating a Culture of Empowerment and Potential

We provide opportunities for professional development and foster an inclusive and respectful environment.

Focus Area:
Training and Development, Succession Planning and Competency Assessments

Priority 3

Enhancing Employee Morale

We focus closely on providing benefits and initiatives that ensure our employees feel appreciated and supported.

Focus Area:
Benefits and Remuneration, Employee Engagement Initiatives

Priority 4

Monitoring and Evaluation

Continuous monitoring of our employee’s performance allows us to accurately evaluate our HR initiatives and strategies.

Focus Area:
Employee Engagement Surveys

Nurturing Talent

Priority 1 - Understanding and Addressing Employee Needs

The first step of any employee management initiative is understanding what our employees require to facilitate a productive workflow. At Leader Energy, we approach this by conducting regular dialogues and engagement sessions with our employees, treating them as highly valued stakeholders. These sessions provide a platform for open communication, enabling employees to voice concerns, share ideas, and feel connected to the Group’s goals.

We also practice an open-door culture across all our operations, where employees are encouraged to provide constructive feedback and seek guidance from their immediate superiors without fear of reprisal. This practice not only fosters trust but also strengthens the employee-management relationship, creating a supportive environment where everyone feels empowered to contribute.

Since FY2022, we have routinely conducted employee engagement surveys in our Malaysian operations to better understand how we can improve certain workplace aspects, such as compensation,

work-life balance, career development, and overall culture. In FY2023, we expanded these surveys to cover all our operations across different countries, ensuring a comprehensive understanding of employee experiences across different regions.

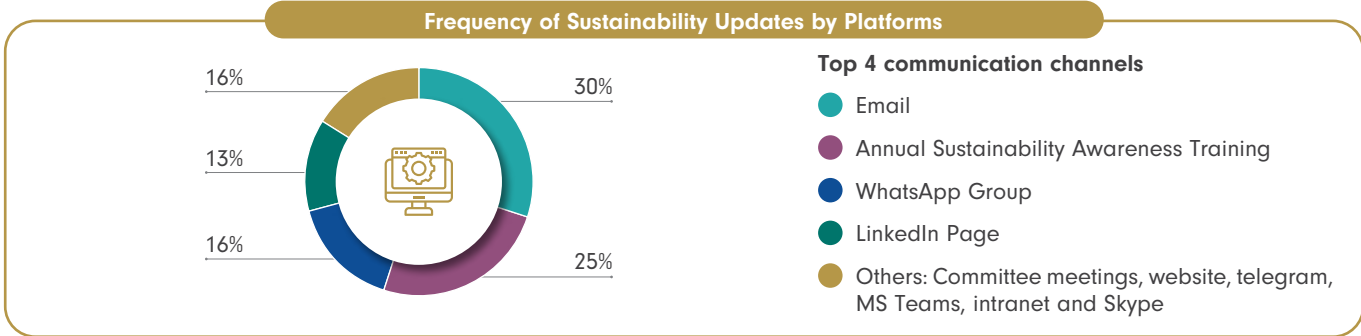
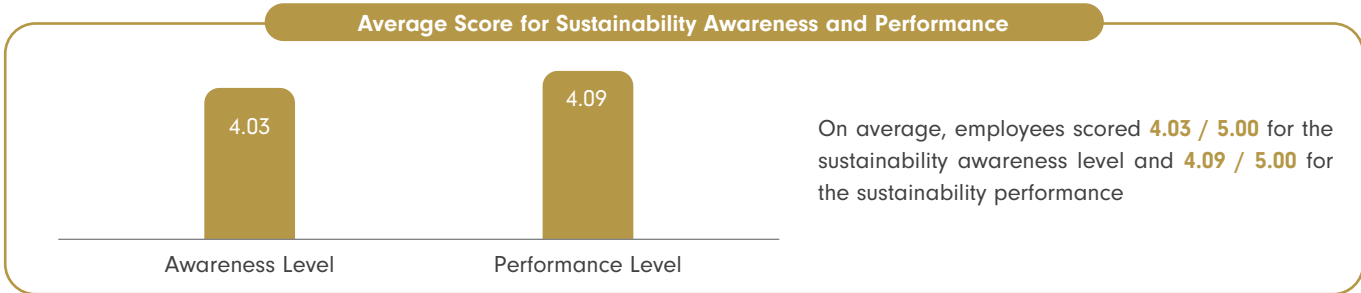
To deepen engagement, we rolled out our annual Employee Engagement Survey in November 2024 under the theme "Let’s Build a Great Workplace Together".

The survey covered critical workplace topics such as Safety and Well-being, Empowerment, Career Growth, Trust and Openness, Accountability, Management and Leadership, Diversity, Equity and Inclusion ("DEI"), and Corporate Social Responsibility ("CSR"). Five sustainability-related questions were also incorporated to assess employees’ awareness and perception of the Group’s sustainability efforts and performance.

The FY2024 survey achieved an impressive 94% participation rate and recorded overall high scores across the seven categories covered, reflecting our ongoing efforts to enhance workplace engagement and address employee needs.

Employee Engagement Category	Overall Score (%)
Accountability	90% of employees agree or strongly agree
Engagement	80% of employees agree or strongly agree
Trust and Openness	77% of employees agree or strongly agree
Empowerment	76% of employees agree or strongly agree
Opportunity	74% of employees agree or strongly agree
Management and Leadership	74% of employees agree or strongly agree
Safety and Well-being	73% of employees agree or strongly agree

In addition to assessing overall employee satisfaction, the Group also conducted a focused analysis on sustainability-related responses within the employee satisfaction survey. The following results present a deeper dive into our employees' awareness, understanding, and engagement with sustainability matters.



Nurturing Talent

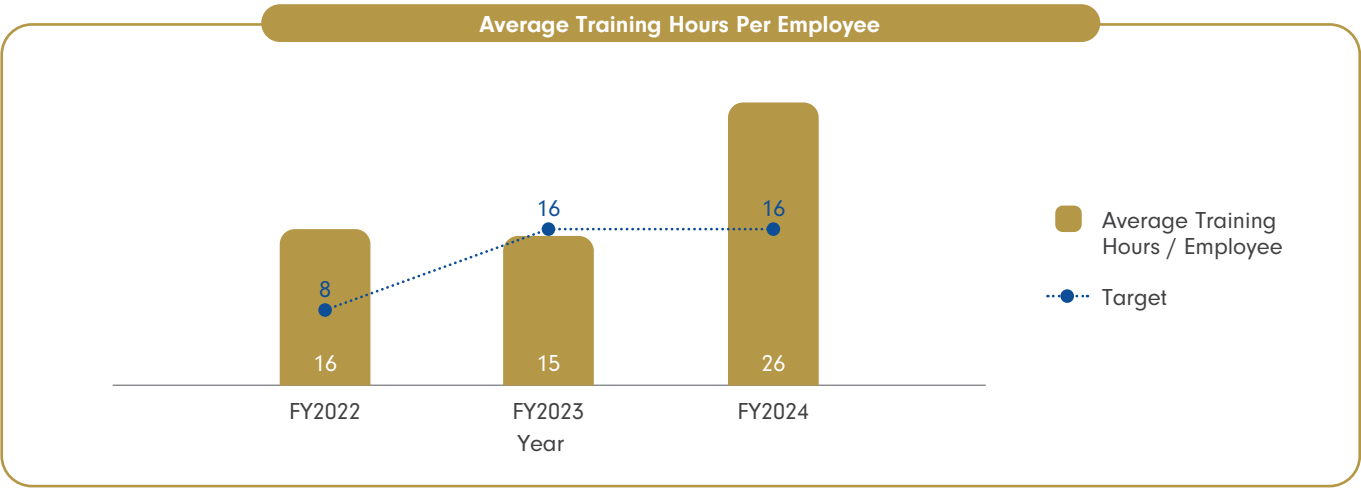
Survey results indicate strong sustainability awareness among employees, with an average score of 4.03 out of 5.00 on awareness levels and 4.09 out of 5.00 on sustainability performance. These positive scores highlight the effectiveness of Leader Energy’s ongoing communication and engagement efforts in embedding sustainability as a core part of our organisational culture. To further enhance sustainability knowledge, the survey also examined employees’ preferred communication channels for receiving sustainability-related updates. Findings show that email, annual sustainability awareness training, WhatsApp groups and LinkedIn are the top four platforms employees rely on for sustainability communications.

Insights gathered from this survey inform our continuous improvement efforts, ensuring employee concerns and aspirations are actively addressed. To ensure alignment between employee contributions and organisational goals, we also conducted our annual year-end performance evaluation. This provided all employees with an opportunity to reflect on their achievements and growth, further enhancing engagement and motivation.

Priority 2 - Cultivating a Culture of Empowerment and Potential

Training and Development

To create lasting value, it is essential not only to attract and retain highly skilled individuals but also to invest in their long-term growth and development. Leader Energy’s talent development initiatives are designed to achieve this by providing numerous opportunities for skill enhancement and training that align with organisational goals and current industry trends.



In FY2024, the Group provided a total of 11,555 hours of training to all employees, averaging 26 training hours per employee and far exceeding our target of 16 training hours per employee. This marks a significant increase compared to the 8,514 total training hours and average of 15 training hours per employee recorded in 2023, demonstrating Leader Energy’s commitment to training and development.

Our training programmes encompass both functional and leadership development, equipping employees with the specific expertise they need for their roles while nurturing visionary leadership skills that prepare them to grow beyond their immediate positions. These initiatives are rooted in comprehensive competency assessments, which act as a key tool for evaluating the existing knowledge, skills, and capabilities of our workforce. Insights from these assessments allow us to design targeted training programmes that effectively address skill gaps, ensuring a tailored and impactful approach.

In FY2024, we had enhanced our Training Needs Analysis ("TNA") and Performance Management processes, ensuring a more targeted approach to employee development. Additionally, we successfully rolled out our 2024 Training Plan, along with Smart Goals Training and KPI setting, further strengthening our performance management framework.

Competency assessments also play a crucial role in recruitment and performance management, helping us ensure that both new hires and current employees possess the competencies required for their roles. This integrated approach saves valuable time and resources while maximising the effectiveness of our training programmes.

Beyond functional training, we offer specialised programmes that address emerging topics in the ESG landscape, such as human rights, anti-corruption, unconscious bias, and cybersecurity among others. These initiatives aim to enhance employees’ understanding of critical issues while promoting ethical and socially responsible behaviour.

Succession Planning

Recognising the importance of succession planning for long-term business sustainability, Leader Energy prioritises internal talent development to ensure seamless leadership transitions. Our tailored leadership development programmes identify and nurture high-potential employees across departments. These individuals are equipped for senior leadership roles through a holistic approach that combines targeted training sessions, mentoring opportunities, and hands-on experience.

As part of our structured succession planning, Leader Energy aims to achieve a 1:2 succession planning ratio for the critical positions. Currently, the Group’s succession planning ratio for these remains at 1:1. While this ensures immediate succession coverage, the Group intends to put in place a more robust pipeline of successors for key company positions to safeguard long-term leadership continuity.

To date, over **100%** of the Group's top management participated in our leadership development programmes.

Competency Assessment

Leader Energy utilises competency assessments to evaluate employee skills, identify development needs, and align training and mentorship programmes with organisational goals. These assessments ensure that employees receive targeted training to bridge skill gaps while also supporting succession planning by identifying and preparing high-potential talents for leadership roles.

To strengthen the capabilities of our workforce, the Group is looking to conduct a comprehensive TNA to identify the specific skill sets required at each level of the organisation. This analysis will provide valuable insights into the technical and professional competencies needed across different functions and roles, ensuring that training initiatives are aligned with the Group’s strategic goals.

The insights gained from the TNA will serve as a benchmark for conducting a detailed competency assessment. By establishing a clear performance standard, Leader Energy will be able to measure employees’ capabilities more effectively, identify gaps, and implement targeted development programmes to address them. This structured approach will enable the Group to build a more skilled and adaptable workforce, enhancing overall operational efficiency and supporting the Group’s long-term growth objectives.

Nurturing Talent

Priority 3 - Enhancing Employee Morale

Benefits and Retention

Through our employee engagement sessions, we gain valuable insights into what our employees need for a fulfilling and rewarding career at Leader Energy. These insights enable us to design and implement a range of benefits and opportunities that promote employee retention while ensuring their welfare is well cared for. By listening to our employees, we can proactively address their concerns and create a supportive environment that fosters loyalty and satisfaction.

Employees at Leader Energy are entitled to the following benefits:

Leave
<ul style="list-style-type: none">Annual LeaveSick LeaveMedical LeaveHospitalisation / Prolonged Illness LeaveMarriage LeaveMaternity / Paternity LeaveCompassionate Leave
Medical
<ul style="list-style-type: none">Group Personal AccidentGroup Term Life InsuranceGroup Hospitalisation & SurgicalChildren and Spouse Treatment
Monetary
<ul style="list-style-type: none">Overtime PaymentMeal AllowancePerformance BonusCondolence MoneyAllowance & Reimbursement ClaimDental & OpticalHigher than mandated government retirement schemes

In line with these benefits, the Group complies with all local laws and regulations on mandatory contributions to employee retirement schemes and medical insurance. Notably, Leader Energy contributes a higher percentage to retirement schemes than the legally mandated employer contribution amount, with the exact percentage varying by country. These efforts demonstrate our commitment to ensuring the financial security and health of our employees.

Nurturing Talent

Additionally, to enhance the workplace experience further, Leader Energy implements several other initiatives aligned with industry norms. These include:

Professional Development

By offering opportunities for professional growth and development, such as training programmes and career advancement pathways, we empower employees to improve their skills and knowledge. This investment in their future fosters loyalty and a sense of belonging, resulting in higher job satisfaction and retention.

Employee Wellness

We prioritise employee wellness through health and wellness initiatives, mental health support, and a culture that promotes a healthy work-life balance. This support creates a positive work environment that reflects our genuine care for our employee's well-being.

Environmental and Social Responsibility

Leader Energy offers our employees opportunities to participate in CSR initiatives, allowing them to contribute to their communities and the environment. This fosters a sense of pride in working for an organisation that positively impacts society and the planet.



Flexible Work Arrangements

Leader Energy recognises the importance of work-life balance and offers flexible options such as adaptable hours. These arrangements reduce stress and burnout, contributing to higher morale and a stronger commitment to the Group.

Feedback and Open Communication

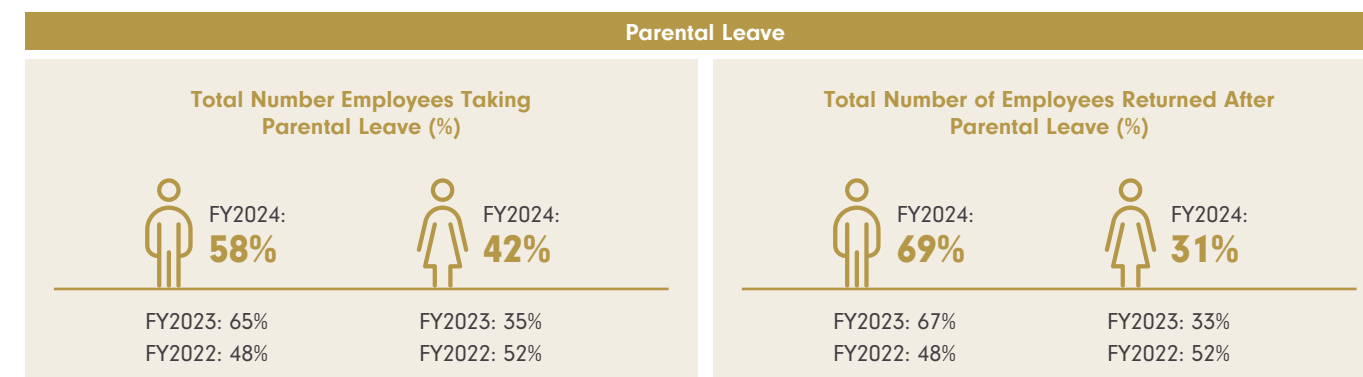
By establishing a culture of open and honest feedback, we ensure employees feel heard and valued. Our open-door policy and regular engagement sessions foster trust and transparency, creating a workplace where everyone feels connected and appreciated.

Inclusivity and Respect

Promoting inclusivity and respect ensures that all employees feel valued and accepted regardless of their background or identity. This commitment to inclusivity reduces biases and discrimination, creating a harmonious and productive work environment.

Nurturing Talent

Our flexible and inclusive approach extends to supporting working parents, particularly new parents returning from parental leave. We provide parental leave benefits and are proud to report that nearly all employees who take advantage of this benefit return to continue their careers with the Group.



Note:

The data presented herein covers both the renewable and non-renewable energy operations of the Group.

Employee Initiatives

Beyond regular engagement sessions, we implement various programmes and initiatives aimed at fostering a fun and enjoyable work environment. These initiatives often coincide with national celebrations or festivities, providing employees with opportunities to connect, celebrate, and relax outside their usual responsibilities.

By creating an enjoyable work environment, these programmes not only boost morale but also demonstrate the value Leader Energy places on employee well-being. This strategic focus on employee satisfaction contributes to higher retention rates and enhanced productivity.

In FY2024, we organised several such programmes, including quarterly birthday celebrations, annual company dinners and year-end events, festive celebrations and other sports and team-building activities.

One such employee engagement programme we conducted in FY2024 was the Group-wide Environment Day celebration. Leader Energy recognises that even small actions can contribute to a cleaner and more sustainable future. In line with this belief, Leader Energy and its subsidiaries across seven markets in Asia came together to celebrate World Environment Day under the inspiring theme: "Leader Oasis: Where Green Dreams Grow." This collective effort aimed to raise environmental awareness and encourage sustainable living among our employees, reinforcing the Group's commitment to environmental stewardship.

The celebration featured a range of interactive and educational activities designed to inspire action and promote sustainable habits. Employees participated in tree planting sessions, recycling competitions, and trivia games focused on environmental topics. A key highlight was a sustainable living sharing session that introduced practical food composting techniques, encouraging employees to reduce food waste in their daily lives.

As part of our commitment to reducing single-use plastics, all employees received an eco-friendly lunch box made from wheat

straw, a recycled material. This thoughtful initiative aimed to promote sustainable practices and reduce plastic consumption among our workforce.

Through these activities, Leader Energy not only strengthened environmental awareness but also fostered a sense of collective responsibility toward sustainability

Priority 4 - Monitoring and Evaluation

A cornerstone of our HR strategy is the continuous monitoring and evaluation of employee performance and satisfaction. These efforts go beyond assessing productivity, they also provide critical insights into the effectiveness of our employee-centric initiatives and practices. This feedback loop enables us to refine our strategies, ensuring they remain relevant and impactful.

All Group employees participate in two annual performance evaluations as part of our performance management strategy. In FY2024, 100% of employees across all categories successfully completed these reviews. These evaluations underscore our commitment to maintaining high standards of performance and aligning employee goals with organisational objectives.

Moving Forward

Leader Energy remains committed to strengthening its human capital development by focusing on succession planning, employee training, and performance monitoring. In 2025, the Group will continue enhancing its succession planning framework, working towards achieving a 1:2 succession planning ratio for critical positions to ensure long-term leadership continuity.

To further invest in employee growth, Leader Energy is targeting 20 training hours per employee annually, with an emphasis on enhancing training plans and effectiveness to better equip employees with the skills needed for evolving industry demands. Additionally, the Group will continue to monitor key talent performance indicators, ensuring that employees remain engaged, supported, and aligned with organisational goals.

Nurturing Talent



DIVERSITY AND INCLUSION

Strategic Tie-in:

By fostering a workplace where diverse perspectives are not only welcomed but celebrated, we stimulate creativity, improve problem-solving, and drive innovation. These are all critical factors in maintaining our competitive edge in the renewable energy sector. Embracing Diversity, Equity and Inclusion ("DEI") ensures that every employee has equal access to opportunities for growth and development, ultimately enhancing performance and contributing to a dynamic, and agile organisation.

This commitment directly supports our strategic focus on nurturing talent by attracting a broad range of skills and experiences that enrich our collective abilities. In today's global and rapidly evolving market, cultivating an inclusive culture is more than a social responsibility; it is a strategic asset that builds stronger internal collaborations, boosts employee morale, and fosters long-term organisational resilience. By continuously promoting these values, Leader Energy not only meets ethical standards and stakeholder expectations but also lays the foundation for sustainable success.



For more details on Leader Energy's commitment to DEI, please refer to our **DEI Commitment** on Leader Energy's website, or scan the QR code.

DEI Management

At Leader Energy, we believe that diversity and inclusion are key drivers of innovation, creativity, and collaboration. Our workplace culture emphasises the value and respect of all employees, regardless of their gender, age, or cultural background. By championing these principles, we cultivate a workforce that is empowered to excel and contribute to the Group's success.

In FY2024, Leader Energy strengthened its commitment on this front with the establishment of the DEI Committee. Comprising DEI champions from each subsidiary and group function, the committee plays a pivotal role in driving DEI initiatives across the organisation in alignment with Leader Energy's DEI Policy, UNSDG 5 (Gender Equality), and UNSDG 10 (Reduced Inequalities).

The DEI Committee's core responsibilities include:

- Reviewing DEI sustainability indicators, performance, and trends to track progress.
- Developing annual DEI initiatives to foster an inclusive culture across all operations.
- Advocating workplace integration and harmony, ensuring employees from diverse backgrounds feel valued and supported.

Led by the Chief Sustainability and Strategy Officer ("CSSO") as the Chairperson, the committee also includes HR representatives responsible for implementing workplace policies, Sustainability Department representatives who provide advisory support, and Site Champions who oversee the execution of DEI initiatives at the country level. The committee convenes quarterly, with additional meetings as needed, ensuring structured and ongoing oversight of DEI efforts.

Through these efforts, Leader Energy has cultivated a positive workplace culture where the majority of employees feel they are treated fairly, and that inclusivity and diversity of thought are valued. However, through our employee engagement survey, only around half of the workforce is aware of the Group's DEI initiatives and available resources. This presents an opportunity to enhance communication and engagement to ensure all employees get the most out of Leader Energy's DEI-related programmes.

In FY2024, 98% of employees participated in DEI training, reinforcing our commitment to building an inclusive and equitable workplace. Additionally, the DEI Committee spearheaded various initiatives to celebrate diversity and promote employee engagement, including festive celebrations, the appointment of DEI champions, DEI surveys, and employee appreciation events such as Mother's Day, Father's Day, International Women's Day and International Men's Day.

Nurturing Talent

International Women's Day 2024



Leader Energy Group, together with all our subsidiaries across all the regions where we operate, proudly celebrated International Women's Day 2024 on 8 March under the global theme #Inspireinclusion. This meaningful event recognised the achievements and contribution of women within the Group and beyond, reinforcing our commitment to fostering a diverse and inclusive workplace.

In conjunction with this celebration, Leader Energy marked a major milestone by launching our DEI Committee, further solidifying our pledge to create an equitable environment where every voice is heard and valued, and support career growth for women in the power sector.

International Men's Day 2024



At Leader Energy, inclusivity means recognising and celebrating the contributions of all employees. On 19 November 2024, we commemorated International Men's Day by honouring the resilience, dedication, and positive impact of the men in our organisation.

The event began with an inspirational address by our Executive Deputy Chairman and Co-Group CEO, Dato' Sean H'ng, setting the tone for a celebration of appreciation and camaraderie. A heartwarming video presentation followed, featuring our male employees sharing their passions and hobbies, alongside messages from female colleagues expressing gratitude for the men who inspire them.

To foster team spirit and workplace engagement, employees participated in interactive games and activities, strengthening bonds and encouraging meaningful conversations. More than just a celebration, this event underscored the importance of well-being, inclusivity, and mutual respect – all key pillars of Leader Energy's diverse and supportive workplace culture.

Awareness Training on DEI and Unconscious Bias



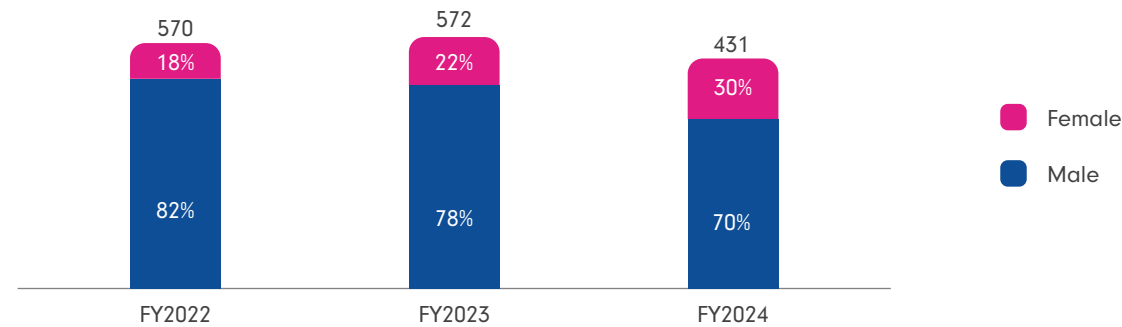
In FY2024, Leader Energy continued to conduct awareness training on DEI and unconscious bias as part of its Sustainability Awareness Training programme. This initiative aimed to help employees recognise unconscious biases, which refers to the automatic, often unintentional assumptions that can affect workplace interactions and decision-making, particularly in areas such as recruitment, leadership development, and teamwork.

A total of 98% of employees completed the training, surpassing the 80% target set for the year. By fostering awareness and equipping employees with the tools to mitigate bias, the programme reinforces Leader Energy's commitment to building a fairer, more inclusive workplace culture.

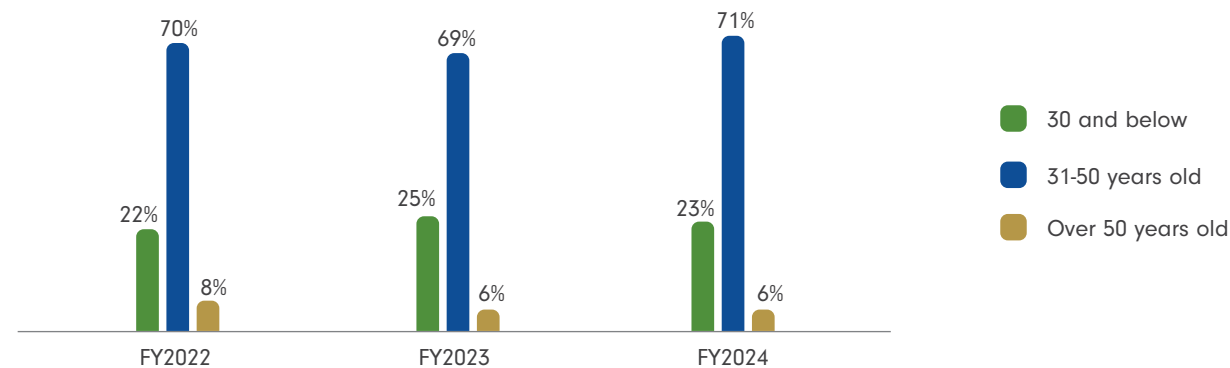
Nurturing Talent

Beyond these initiatives, Leader Energy continuously tracks DEI performance indicators to measure progress in fostering a diverse, equitable, and inclusive workplace. The following data highlights our workforce composition, gender representation, and ongoing efforts to build an inclusive organisational culture.

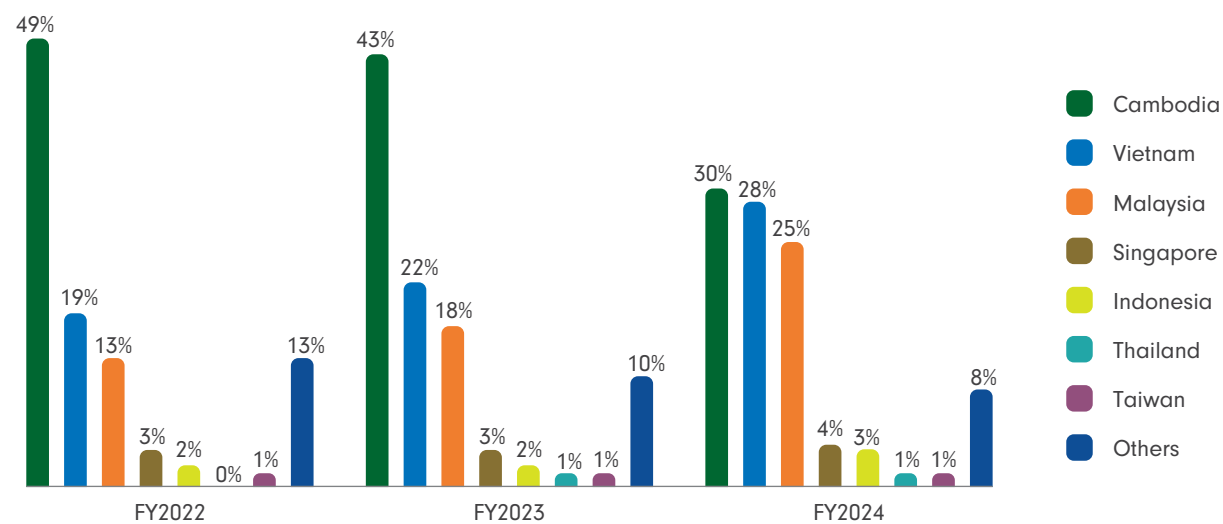
Employee Distribution by Gender (Number and %)



Employee Distribution by Age Group



Employee Distribution by Nationality



Note:
The data presented herein covers both the renewable and non-renewable energy operations of the Group.

Nurturing Talent

Talent Attraction

Leader Energy's EVP framework serves as the foundation of our hiring strategy, attracting a diverse and highly skilled workforce that aligns with our operational goals and corporate values. By prioritising skills and potential, we leverage our strong industry presence and inclusive hiring practices to identify top talent across various regions.



Muhammad Shaufi bin Abdul Rahman, Manager, Alumni Relations and Career Department, UNITEN, presented the token of appreciation to Leader Energy Group CEO, Mr. Gan Boon Hean



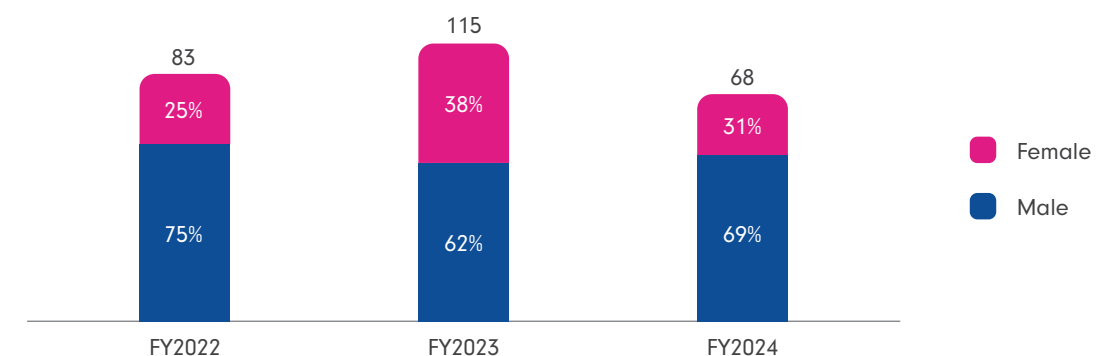
From left to right: Muhammad Shaufi bin Abdul Rahman, Manager, Alumni Relations and Career Department, UNITEN with the team from Leader Energy: Hazlina Binti Mohamed Haniff, Regional TA Manager; Amanda Chin, CEO, Gan Boon Hean, Group CEO; Ms Evelyn Chee, Chief Sustainability and Strategy Officer; Alysa Geoffrey, Senior HR Executive and Dr. Chua Kok Hua, Principal Lecturer, College of Engineering (COE), UNITEN

To nurture young talent and develop the next generation of energy professionals, we actively collaborate with local universities, technical schools, and colleges. As part of this commitment, Leader Energy was honoured to be invited to speak at the Industrial Talk at Universiti Tenaga Nasional ("UNITEN"), a leading private university in Malaysia. Our Group CEO, Mr. Gan Boon Hean, delivered an insightful presentation on the trends and transformation of the power generation industry, highlighting job opportunities and the future of renewable energy. He also shared Leader Energy's advancements in solar, wind, hydropower, and transmission lines, inspiring young leaders to pursue careers in sustainable energy solutions.

Beyond institutional partnerships, we recognise the value of internal networks in attracting like-minded professionals. Our employee referral programme incentivises existing employees to recommend qualified candidates who share Leader Energy's corporate values, reinforcing a culture of collaboration and talent development.

In FY2024, we welcomed a total of 68 new hires, broken down as follows:

New Hires (Number and %)



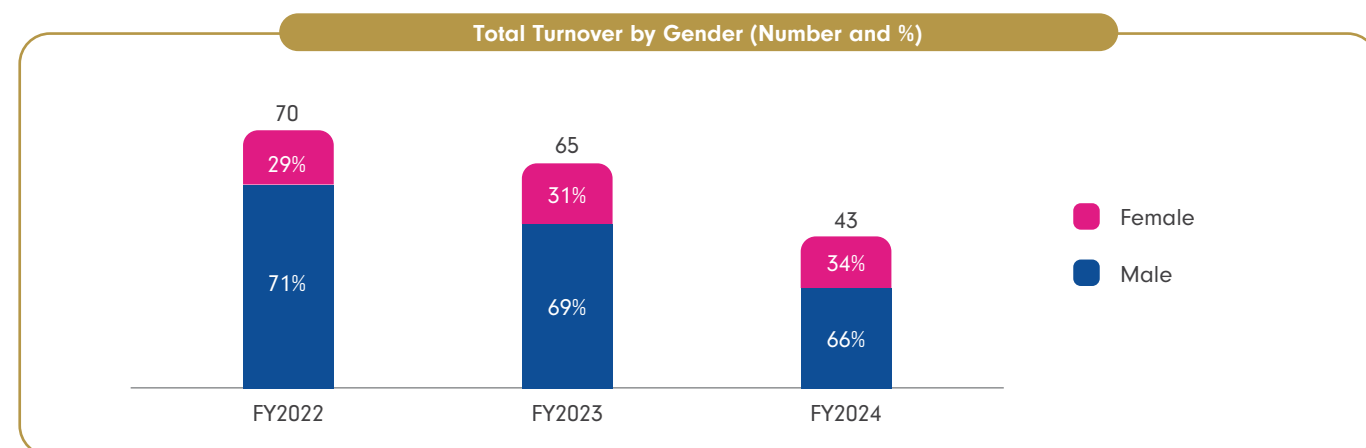
Note:
The data presented herein covers both the renewable and non-renewable energy operations of the Group.

Nurturing Talent

Talent Attrition

While retaining talent remains a top priority, employee attrition is an inevitable aspect of any organisation. People leave for various reasons – whether it's due to personal circumstances or for career progression or external opportunities, understanding these trends allows us to assess workforce dynamics and refine our employee experience to strengthen retention.

In FY2024, our employee attrition was 43 employees in total, as broken down below:



Note:

The data presented herein covers both the renewable and non-renewable energy operations of the Group.

Moving Forward

Our focus for FY2025 is to enhance the Group's recruitment strategies to ensure the right talent is placed in the right roles while continuing to advance DEI initiatives. Key among these is the launch of the Women's Network across all our countries of operation, providing a platform for mentorship, professional development, and networking opportunities to create a supportive space where women can share experiences, support each other, and grow together.

Further strengthening our gender equality efforts, Leader Energy has also joined the 2025 Target Gender Equality Accelerator, a six-month programme under the United Nations Global Compact ("UNGC"). In collaboration with United Nations Women, this initiative will help translate gender equality commitments into actionable strategies, aligning with global best practices and the Women's Empowerment Principles ("WEPs").

Through these efforts, Leader Energy will continue to embed inclusivity into its corporate culture, ensuring that all employees, regardless of gender or background, have the support and opportunities needed to succeed.

Care for Community

In today's interconnected and socially conscious landscape, our success as a renewable energy provider is not solely measured by operational excellence or environmental impact, but also by the positive contributions we make to the communities where we operate.

By investing in community programs, local partnerships, and social development initiatives, we create shared value that benefits both society and our business. Strengthening community ties builds our social license to operate—enhancing trust among stakeholders, regulators, and investors, and positioning us as a leader in sustainable and ethical practices. This, in turn, helps mitigate risks associated with social unrest or reputational damage while driving long-term business performance.

Current events have amplified expectations for corporate responsibility and transmission line. From heightened calls for environmental justice and social equity to demands for greater transparency and local engagement, our commitment to Care for Community aligns with global trends and stakeholder priorities. By ensuring that our renewable energy projects generate meaningful benefits—whether through job creation, educational initiatives, or environmental stewardship—we not only improve community well-being but also solidify our market position as a forward-thinking, responsible organisation.

Leader Energy's material topics under this strategic focus area are:



COMMUNITY INVESTMENT

Community Investment is a critical material topic for Leader Energy because it strengthens our connection with the communities we serve and creates shared value. By strategically allocating resources to local development programmes and social initiatives, we build trust, enhance our social license to operate, and drive long-term sustainable growth. This commitment not only addresses community needs but also reinforces our reputation as a responsible and ethical renewable energy provider, contributing to a resilient and thriving business ecosystem.



COMMUNITY INVESTMENT

Strategic Tie-in:

By channelling resources into local initiatives and development projects, we actively foster stronger, more resilient communities where we operate. This material topic underpins our commitment to social responsibility by ensuring that our business growth not only benefits our operational success but also contributes to the broader societal good.

Allocating investments to community projects helps mitigate social risks and builds trust, reinforcing our social license to operate. It enhances local well-being through job creation, improved infrastructure, education, and environmental projects, thereby creating a positive feedback loop that benefits both the community and our business. Moreover, as stakeholders increasingly prioritise corporate social responsibility and ethical practices, our focused commitment to community investment elevates Leader Energy's reputation in the renewable energy sector.

Corporate Social Responsibility

CSR is a fundamental part of Leader Energy's strategy to drive long-term social and environmental benefits while building business value. Our interactions with the communities around us are aligned with the Group's licence to operate. This positions us as a responsible and ethical company that prioritises the welfare of our stakeholders in all business decisions.

We adopt a holistic CSR approach through three strategic themes namely Environmental Conservation & Climate Action, Promoting Community Health and Well-being and Improving Community Livelihood that emphasise community engagement and environmental stewardship. Our overarching goal is to create a sustainable future where the environment and society coexist harmoniously.

Care for Community

CSR in Leader Energy

At Leader Energy, we believe that engaging employees in our CSR programmes is essential for fostering a sense of shared purpose and reinforces positive value creation throughout the Group. Aside from that, employee involvement also encourages ownership and amplifies the impacts of our community-focused efforts.

Supporting this belief, 80% of our workforce across all the regions where we operate, actively participated in Leader Energy’s CSR initiatives throughout FY2024. Feedback from our employee engagement survey indicated a high level of employee satisfaction (%) with the types of activities conducted by the Group and the tangible outcomes achieved through these initiatives.


In FY2024, we conducted 66 programmes under our three strategic themes, benefitting close to 7,000 direct beneficiaries:

Our Strategic CSR Themes	Number of Initiatives	
	FY2023	FY2024
<div></div> Strategic Theme 1: Environmental Conservation and Climate Action We are committed to protecting the natural environment beyond the scope of our operations and take proactive measures to combat climate change.	16	29
<div></div> Strategic Theme 2: Promoting Community Health and Well-being As a compassionate corporate entity, we strive to promote the health and well-being of the communities in which we operate.	6	20
<div></div> Strategic Theme 3: Improving Community Livelihood Leader Energy is dedicated to improving the livelihoods of local communities by fostering economic development and providing access to educational opportunities.	33	17
Total	55	66

Total Invested in CSR Initiatives

USD 175,981


FY2023: USD 143,185
FY2022: USD 66,384



Number of Beneficiaries

7,705


FY2023: 16,880
FY2022: 1,722



Employee Volunteering Hours

4,048 hours

FY2023: 4,143 hours
FY2022: 57 hours



Note:
The data presented herein covers both the renewable and non-renewable energy operations of the Group.

Care for Community



STRATEGIC THEME 1

Environmental Conservation and Climate Action

CSR Signature Programme: Restoring Mangroves, Empowering Communities



From left: Mr. Faizal Parish, Director of GEC, Mr Gan Boon Hean, Group CEO of Leader Energy and Mr. Mohd Asri bin Yussaf, Deputy Director (Operational) of Kedah State Forestry Department at the Five-Year Mangrove Conservation and Climate Action for Sustainable Living Programme launch in the Merbok Forest Reserve, Kedah

Partnering with the Global Environment Centre ("GEC") and local community groups, Leader Energy embarked on a five-year Mangrove Conservation and Climate Action for Sustainable Living Programme in Kuala Muda, Kedah (2024-2029). This long-term initiative is dedicated to restoring approximately 18,000 trees across 7.5-10 hectares of degraded mangrove forests, strengthening coastal ecosystems, and creating lasting benefits for both people and nature.

In FY2024, Leader Energy planted 4,000 mangrove trees in the Merbok Forest Reserve, with an encouraging 85% survival rate. Two community-led nurseries, capable of nurturing 10,000 seedlings, were also established, thus providing a sustainable source of new plantings and source of income to local communities.

Our impacts also include:

RM 162,903

investment made in local community employment and wages



A total of 41 jobs

were created for the local community



4,000 mangrove trees planted with 85% survival rate in FY2024



More than 100 locals

participated in the programme



The next phase of the programme will focus on the following:

- **Expanding reforestation efforts** by planting additional mangroves to cover more degraded areas while maintaining and monitoring existing sites.
- **Strengthening community nurseries**, ensuring they operate efficiently to support ongoing restoration.
- **Enhancing conservation education** by formalising partnerships with local schools and the State Education Department to integrate environmental awareness into the curriculum.
- **Improving site monitoring and adaptive management** with regular assessments and replacement planting in areas where survival rates are lower.
- **Creating additional livelihood opportunities** through eco-tourism, skills training, and sustainable nursery operations.

By restoring mangroves, we are not only protecting vital ecosystems but also investing in a future where nature and communities thrive together.

Care for Community

CSR Signature Programme: Restoring Cambodia's Rivers



Our five-year signature CSR programme in partnership with River Ocean Cleanup ("ROC") focusing on river clean-ups in Cambodia. Cambodia's rivers, the Mekong, Tonlé Sap, and Bassac, are integral to the livelihood of many communities. Yet, these vital waterways face mounting pollution challenges that threaten ecosystems and, consequently the way of life of the millions dependent on them.

In FY2024, we removed 214 tonnes of waste from 233 km of riverbanks. Going further, this programme enabled 196 tonnes of non-recyclable refuse to be converted into a usable energy source, achieved through co-processing. The repurposed waste was used as an alternative energy source, reducing the dependencies on coal and fossil fuels in cement production. The repurposing thus prevents waste from being sent to landfills and eliminates associated carbon emissions from being released into the atmosphere.

We were also able to achieve the following:

A total of **USD 133,647** was spent on this river restoration initiative

14 jobs were created for the local community members

92% of waste collected sent to waste-to-energy facility and **8%** were recycled

A total of **2,763** volunteers participated, including **650** students and teachers

Looking ahead to FY2025, Leader Energy intends to expand its environmental cleanup efforts. This includes programmes for enhanced waste treatment, educational, and community outreach initiatives, scaling up of existing volunteer programmes and other strategies. Sustainability is a shared mission, and through continued collaboration, we are committed to protecting Cambodia's rivers for future generations.

Making Waves on World Environment Day



Leader Energy reaffirmed our commitment to environmental stewardship by organising a beach cleaning initiative at Pantai Kelanang, Morib, Malaysia in collaboration with MY Clean Beach. Held on 28 June 2024, this event coincided with World Environment Day (5 June 2024), highlighting our dedication to the CSR theme of "Environmental Conservation & Climate Action."

A total of 42 Leader Energy employees volunteered for this initiative, collectively collecting 98.7 kg of waste from the beach. The waste was then sorted and sent to recycling and waste-to-energy facilities, ensuring it did not end up in landfills. This effort aligns with the UNSDG 14, "Life Below Water," reinforcing our commitment to preserving marine ecosystems.

Together with the participants and partners involved in this beach cleaning initiative, Leader Energy can continuously contribute to a cleaner and greener planet.



STRATEGIC THEME 2

Promoting Community Health and Well-being

Power walk for Autism Awareness



From left to right: NASOM Chairman, Mr. Julian Wong; Leader Energy's Group CEO, Mr. Gan Boon Hean

On 26 October 2024, Leader Energy, in collaboration with the National Autism Society of Malaysia ("NASOM"), proudly hosted the *Power Walk for Autism Awareness* at Taman Tasik Cyberjaya. This meaningful initiative brought together nearly 180 participants, including Leader Energy employees, families, friends, NASOM children, teachers, and volunteers, all walking in solidarity to support autism awareness and inclusion.

To further strengthen its commitment to NASOM's mission, Leader Energy contributed RM 32,000 towards fulfilling the organisation's wish list, enhancing educational opportunities for children on the autism spectrum. The event was a vibrant celebration of inclusion, beginning with welcoming speeches from Leader Energy's Group CEO, Mr. Gan Boon Hean, and NASOM Chairman, Mr. Julian Wong, followed by an energetic Zumba session led by NASOM children.

The walk featured engaging activities, including autism quiz stations, a visit to a cat sanctuary, and interactive games, creating an enriching and enjoyable experience for all. The event concluded with moments of laughter and joy, thanks to the lively entertainment of the Funny Clown, who delighted the children with his playful antics.

At Leader Energy, we believe in fostering an inclusive society where individuals of all abilities are empowered and valued. Through initiatives like *Power Walk for Autism Awareness*, we continue to champion diversity, equity, and inclusion, ensuring that every step forward contributes to a more compassionate and understanding community.

A Heart for Humanity Through Blood Donation Drive in Indonesia, Singapore and Cambodia



Leader Energy remains ever committed to the well-being of the communities in which we operate. In FY2024, this dedication was reinforced through a blood donation campaign in Indonesia, Singapore and Cambodia. This initiative reflects the Group's commitment to humanitarian causes and the power of collective action.

Our Commercial and Industrial solar operations based in Indonesia organised a blood donation event on 5 July 2024 in collaboration with PMI Kota Bekasi. The event commenced with a welcome address by the Assistant Manager of Administration, Ms. Wieke Harjiela (also referred to as Bu Wieke), setting a positive tone for the afternoon. Employees donated a total of six blood bags during the programme and similarly, through annual blood donation drives in Singapore and Cambodia, the Group collected 47 blood bags, bolstering the local blood bank and supporting community healthcare efforts.

By facilitating and encouraging employee participation in such life-saving activities, we not only contribute to local healthcare systems but also foster a culture of empathy and collective responsibility among our workforce.

Care for Community

A Day of Clean Waters and Healthy Hearts at Marina Reservoir, Singapore



On 1 March 2024, our Singapore commercial and industrial solar team participated in the Kayak 'N' Klean programme by PassionWave, aligning with our Healthy Heart at Work initiative. This unique CSR activity successfully combined physical wellness with environmental action, offering participants a meaningful way to stay active while contributing to the preservation of the iconic Marina Reservoir.

Before setting off, participants were briefed by environmental trainers on the pressing issue of marine pollution and the importance of protecting aquatic ecosystems. This educational component reinforced the significance of our individual and collective responsibility in conserving the natural world.

Over the course of three hours, the Leader Energy team kayaked through the Marina Reservoir, collecting 9.3 kg of litter from the water and shoreline. The experience not only supported cardiovascular health through paddling but also fostered a deeper appreciation for nature and the impact of pollution on marine life.

Through this initiative, we reinforced our commitment to employee well-being and environmental stewardship. Activities like these reflect our belief that building a healthier planet starts with engaging and empowering our people to take action, both for their own health and for the communities and ecosystems around them.

STRATEGIC THEME 3
Improving Community Livelihood

Securing a Safe Learning Environment for Children



Leader Energy is proud to support Lao Sang Kindergarten in Phin Ngan commune, Vietnam, by enhancing safety through the construction of an anti-subsidence gabion embankment. This initiative, carried out in collaboration with the Phin Ngan People's Committee, ensures a safer learning environment for over 50 children, teachers, and the surrounding community.

In September 2024, Typhoon Yagi triggered severe landslides, making the schoolyard unsafe and disrupting daily activities. Understanding the urgent need for a solution, Leader Energy took swift action to stabilise the area, preventing further erosion and restoring a secure space for learning and play.

By November 2024, the Leader Energy Vietnam hydropower plant team successfully completed the project and officially handed it over during a visit to the school. Volunteers also engaged in meaningful activities, spending time with the children and assisting with lunch preparations, reinforcing our commitment to community support. We remain dedicated to building resilient communities by investing in infrastructure that safeguards lives and ensures a brighter future for the next generation.

Care for Community

Supporting Healthcare and Education Infrastructure in Vietnam



On 4 October 2024, our Vietnam hydropower plant operations extended its support to the Phin Ngan Clinic in Bat Xat District, demonstrating the Group's commitment to enhancing healthcare infrastructure and improving the lives of residents. By improving local healthcare infrastructure, we help reduce barriers to healthcare access, offering timely medical treatment and preventive care that can enhance overall community well-being. Through various initiatives, we strengthened the clinic's services and created a healthier, more comfortable environment for the community.

Key improvements included the renovation of the local clinic's roof, ensuring secure and proper coverage for the storage of essential medicines and effective waste management. We also worked to enhance the medicinal garden, removing overgrowth, planted trees, and conducted a thorough cleanup to create a more conducive space for healing. To further improve patient care, roller blinds were installed in examination and medication areas, promoting privacy and comfort during medical visits.

In addition to our work at the clinic, we also contributed to the well-being of the surrounding community by offering essential repair services for household appliances, including fans and water purifiers, which directly improved the quality of life for residents. We also carried out repairs to local educational facilities, ensuring safer and more comfortable learning environments through roof and electrical repairs, as well as the installation of ceiling fans.

Through these initiatives, we reaffirmed our dedication to both healthcare improvement and community development, cultivating positive relationships with the locals. Having access to well-maintained facilities can improve the physical health of individuals and create a foundation for long-term community prosperity and resilience.

Leader Energy and Maersk Partner to Enhance Education with Solar-Powered Library



For the second consecutive year, Leader Energy, in partnership with Maersk, unveiled a solar-powered Container Library in Ba Tri District, Ben Tre Province, Vietnam. This innovative project aims to provide the local community with enhanced access to education while promoting sustainable energy solutions. Powered entirely by clean solar energy, the library offers a wide range of educational resources, including books, digital learning tools, and internet access, helping bridge the educational gap in this rural area.


The library addresses immediate educational needs while empowering the community by providing lifelong learning opportunities for all ages. It equips the locals, especially younger generations, with the knowledge and necessary skills to pursue higher education and explore opportunities. Access to digital learning tools and resources further enhances the community's ability to engage with global knowledge and technology.

In addition to its educational benefits, the solar-powered library promotes environmental sustainability by reducing reliance on external energy sources. The use of renewable energy demonstrates a practical solution to energy challenges in rural communities, helping to lower carbon emissions and support long-term energy independence. This project showcases the positive impact that corporate social responsibility initiatives can have on both education and environmental stewardship.

We are also contributing to the community's long-term growth and development with around 700 locals impacted positively through this initiative. By combining sustainable energy with accessible learning, the Container Library is set to empower locals, foster social cohesion, and drive positive change for generations to come.


Care for Community

In summary, in FY2024, other CSR programmes conducted by Leader Energy are as follows:




STRATEGIC THEME 1:
Environmental Conservation
and Climate Action

- Cleanliness drive
- Beach cleaning
- Volunteering activity at World Cleanup Day
- Tree planting initiatives
- Environmental education and outreach programme at learning institutions



STRATEGIC THEME 2:
Promoting Community Health
and Well-being

- Bakul Makanan* for underprivileged families
- Training awareness on first aid and waste segregation awareness in the commune
- Volunteering Day at Willing Hearts Soup Kitchen (Food aid)
- Supporting underprivileged families for the Tet celebrations in Vietnam
- Motorbike safety helmet donation and engagement activities with school children
- Blood donation drive



STRATEGIC THEME 3:
Improving
Community Livelihood

- Scholarships and support for students from underprivileged families
- Support for educational institutions
- Hosting educational site visits from schools
- Volunteering activity at flood relief donations event in Thailand
- Solar Street Light Donation at Communes nearby our operations

Moving Forward

Leader Energy remains steadfast in our commitment to driving positive change through meaningful CSR initiatives. We have championed education, environmental conservation, and social inclusion, ensuring that our growth creates a lasting and positive impact. By uplifting communities, advancing education, and promoting environmental stewardship, we strive to build a more sustainable and equitable future.

Moving forward, we will continue embedding social responsibility into our business by fostering inclusive communities, enhancing educational opportunities, and strengthening environmental conservation efforts. Through strategic partnerships and active engagement, we aim to create long-term value for society while reinforcing our dedication to a more sustainable and resilient world.

Other Social Topics



HUMAN RIGHTS

Upholding human and labour rights is integral to our corporate culture at Leader Energy. We are dedicated to fostering equitable working conditions, promoting diversity, and ensuring respect for individual rights, which in turn drives employee morale, fortifies stakeholder trust, and reinforces our reputation as a socially responsible leader in the renewable energy sector.



HUMAN RIGHTS

Strategic Tie-in:

By upholding robust human rights standards, we foster an environment where every employee is treated with dignity, fairness, and respect—enhancing both individual well-being and collective workplace harmony. Ensuring equitable treatment not only reduces the risk of conflicts and operational disruptions but also cultivates trust and engagement across our organisation. In today’s socially conscious environment, prioritising human rights aligns with evolving regulatory expectations and stakeholder demands, fortifying our reputation as a responsible leader in renewable energy. This commitment not only supports the Safety and Well-being of our people but also shapes our approach to Nurturing Talent through equitable and inclusive workplace practices while guiding our Community Investment efforts to uplift and protect vulnerable communities. By integrating human rights into these key focus areas, we reinforce our overall operational resilience and long-term strategic success.

Human Rights Commitment

Respecting human and labour rights across our value chain is integral to Leader Energy’s operations, with responsibilities shared across all levels of our workforce. In line with our commitment, all our operations in the diverse countries where we operate adhere to the human and labour rights outlined in local laws and regulations.

Additionally, all of Leader Energy’s actions are guided by international principles such as the International Labour Organisation ("ILO") Declaration and the United Nations Guiding Principles ("UNGPs") on Business and Human Rights. These principles form the foundation of our internal policies and procedures that protect the rights and welfare of our employees and stakeholders.

To reinforce our commitment to human and labour rights, Leader Energy developed and published our Group Human Rights Commitment in FY2023. This document serves as the foundation for ensuring that human rights and welfare are prioritised throughout all levels of our operations.

The Group Human Rights Commitment not only establishes a uniform approach across global operations but also guides our supply chain partners on Leader Energy’s stance on the matter. It ensures that human rights are respected in all business activities, partnerships, and relationships with our supply chain, public and private security forces, and the diverse communities we engage with.

This commitment underpins our adherence to the ILO Declaration of fundamental principles promoting social justice and decent work for all based on the following:

Our Human Rights Principles



Freedom of Association

All employees of Leader Energy have the right to establish and join organisations or trade unions of their choosing without pre-authorisation or fear of reprisal from the Group.



Rejection of Forced Labour and Child Labour

We are committed to eradicating all forms of forced or compulsory labour, including the effective abolition of child labour. We do not tolerate individuals being forced to work against their will, nor do we permit the exploitation of children in our workforce.



Minimum Age

Leader Energy fully complies with the minimum working age requirements stipulated by the respective laws and regulations of the countries where we operate. We only hire individuals of legal working age for any role within the Group.



Fair Wages and Equal Pay

Through our "Fair Wage for Fair Work" approach, the Group ensures that remuneration is commensurate with the work performed. We strive to ensure that all workers receive wages that meet their basic needs and reflect their job scope and capability, without bias related to gender, ethnicity, or other physical traits.



Equal Employment

Leader Energy offers equal employment opportunities to all individuals based on their experience and technical expertise. Every employee is provided equal access to opportunities and treatment in the workplace, irrespective of physical characteristics.



Non-Discrimination

The Group maintains a zero-tolerance approach to all forms of discrimination, taking every reasonable measure to ensure that employees and stakeholders feel valued and respected.

Other Social Topics



For in-depth details on our Human Rights Commitment, please visit the **Sustainability** section on Leader Energy's website or scan the QR code.

Grievance Mechanism

At Leader Energy, we recognise that a strong grievance mechanism is essential not just as a legal obligation but as a foundation for responsible and ethical business conduct. Our Grievance Mechanism Procedure provides all stakeholders, including external stakeholders, with a safe and structured platform to raise concerns and seek resolutions.

Confidentiality is a core principle, particularly in addressing human rights-related issues linked to our business, workforce, and third-party engagements. Hence, we have established dedicated grievance channels tailored for both employees and external stakeholders.

Ensuring Open Lines of Communication

This grievance mechanism applies across all operations and business partners, ensuring that concerns are heard, addressed, and used as a catalyst for continuous progress. Any complaints involving potential human rights grievances can be made through the following channel:

Telephone
+603 7610 0800
(General Line – Sustainability department)

Email:
sustainability@leaderenergy.com

Online Form:
Stakeholders can access a grievance form on our website using the following QR code:



To address this efficiently, our seven-step structured Grievance Mechanism Process is as follows:

- 1 Receiving Grievances**
Grievances are accepted through a hotline, online form, or email. All are recorded, and the Grievance Mechanism Custodian acknowledges each within two working days.
- 2 Recording Grievances**
Grievances are logged in a register / database. Anonymous entries are noted as such, while employee grievances are directed to the Human Resources Department.
- 3 Reviewing and Categorising**
Grievances are reviewed, categorised, and assigned to an Issue Owner who acknowledges the issue within two working days.
- 4 Investigation**
The Issue Owner conducts a thorough investigation, which may include site visits and consultations, to gather information and develop an action plan.
- 5 Review and Closure**
Once the investigation is complete, the Grievance Review and Approval Committee ("GRAC") reviews the findings and decides on the next steps or case closure.
- 6 Action Plan Implementation**
The Issue Owner monitors and implements the GRAC's recommended actions within the given timeline.
- 7 Monitoring and Reporting**
The Grievance Mechanism Custodian updates the GRAC and Grievance Requestor on the progress of the actions.

Other Social Topics

If the person who made the complaint is dissatisfied with the outcome, an appeal can be made to the HR Director or the Chief Sustainability and Strategy Officer. The appeal will then be reviewed by the GRAC for a final decision, ensuring that all cases are handled fairly and impartially.

Human Rights Risk Management

In tandem with the development of the Group Human Rights Commitment, we also implemented our Human Rights Due Diligence ("HRDD") procedures aligned with the UNGPs. This framework serves as a risk management tool to prevent potential human rights impacts arising from our operations. The primary risk areas we have identified and are committed to safeguarding include:



Labour and Working Conditions

- Forced labour
- Child labour and young workers
- Non-discrimination
- Freedom of association
- Workplace health and safety
- Employment and work conditions



Community Well-being

- Land management (right of way, compensation and access to natural resources)
- Indigenous people
- Cultural heritage
- Community health and safety
- In-migration
- Grievance mechanism



Security Management

- Conduct of third-party security
- Human rights training
- Mechanism to report on unethical security personnel



Supply Chain Management

- Contractor / supplier performance related to labour and working conditions
- Security management
- Community well-being

Leader Energy's HRDD process follows a structured approach to ensure the ethical treatment of individuals and the safeguarding of human rights across all operations. This process involves seven key steps:






Other Social Topics


Performance and Targets

In FY2024, we have successfully extended our HRDD assessments across our Malaysian and Vietnam utility scale solar farms, hydropower plants, and commercial and industrial solar business offices in Vietnam. These efforts covered 63% of our overall operations, exceeding our initial goal of completing HRDD assessments on at least 56% of our operations cumulatively by FY2025. Leader Energy is pleased to report that we have also expanded our HRDD scope to include two critical suppliers in Vietnam and China, strengthening our commitment to ethical and responsible business practices across our supply chain. These assessments have also brought to our attention critical suppliers that have robust human rights and labour management structures in place, which not only safeguard the Group from non-compliance but also provide a benchmark for us to gauge the performance of other suppliers.

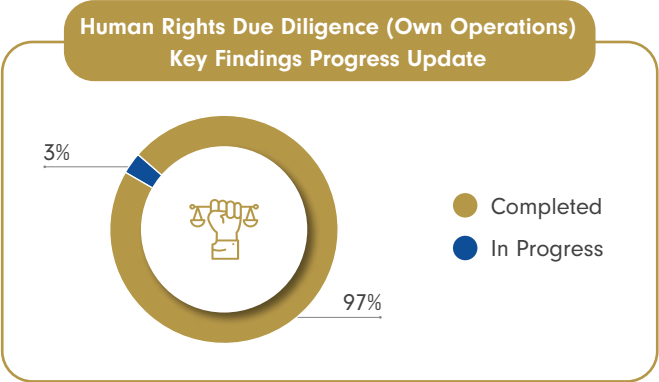
Through the Group’s structured HRDD process, we have been able to assess the risk areas of our operations and identify findings where there are opportunities for the Group to improve our human rights due diligence. These can be broadly categorised as follows:

Risk Elements		Relevant operations	
 Labour and Working Conditions	<ul style="list-style-type: none">• Communication on employment and labour policies• Communication on Personal Data Protection policies• On-site safety and emergency measures• Safety and emergency training• Segregation of accommodation and facilities by gender for privacy	<p>Opportunities for Improvement:</p> <ul style="list-style-type: none">• Continue to engage with critical suppliers to ensure human rights elements are incorporated in relevant policies and procedures	Critical Supplier
		<p>Opportunities for Improvement:</p> <ul style="list-style-type: none">• Enhance human rights elements in Human Resource policies and procedures as well as building facilities	Own Operations
 Community Well-being	<ul style="list-style-type: none">• Communication of emergency response plans ("ERPs") to the nearby communities• Impact of Group activities on the nearby communities	<p>Opportunities for Improvement:</p> <ul style="list-style-type: none">• Inform surrounding communities on emergency response protocols during community outreach programmes• Promote availability of grievance mechanism channel across our operations to enable stakeholders to raise potential concerns	Own Operations
 Security Management	<ul style="list-style-type: none">• Human rights clause and training	<p>Opportunities for Improvement:</p> <ul style="list-style-type: none">• Incorporate human rights into due diligence assessment prior to engaging third-party security contractor• Ensure all third-party security personnel undergo human rights training	Own Operations

Other Social Topics

Risk Elements		Relevant operations
 Supply Chain Management	<p>Opportunities for Improvement:</p> <ul style="list-style-type: none">Incorporate Human Rights elements in supplier screening or due diligence processesConduct HRDD assessments on remaining critical suppliersContractors / Supplier performance related to labour and working conditions, security management, and community well-being	Critical Supplier

Building on the key findings of the HRDD assessments, we have consistently implemented targeted action plans to address the areas identified for improvement. We have successfully completed 97% of these planned initiatives, with the remaining 3% currently underway. Notably, five of our operations – transmission, hydropower, and Malaysian and Vietnam based utility scale solar and Vietnam based commercial and industrial solar have fully executed their action plans, effectively closing potential human rights gaps. The Group will remain vigilant and continuously monitor our operations to identify and close potential gaps through the HRDD assessment process.



To foster a culture of awareness and accountability, 98% of our employees participated in human rights training as part of our annual Sustainability Awareness programme in 2024, surpassing our set goal of >80% employees trained on human rights by 2025. In conjunction with International Human Rights Day on 10 December 2024, we further engaged employees through a human rights awareness quiz, reinforcing our shared responsibility in upholding human rights principles.



Moving Forward

Building on this momentum, Leader Energy is planning to conduct seven HRDD assessments in FY2025 which will enable us to achieve 100% completion of HRDD across all own operations and ensuring that over 90% of employees receive human rights training. In addition, we will continue to expand our HRDD initiatives to additional critical suppliers within the Group. These commitments underscore our proactive approach to respecting and protecting human rights, aligning with international best practices and stakeholder expectations.



STRONG BUSINESS GOVERNANCE

OUR STRATEGIC THEME

Sustainable returns based on strong business governance

STRATEGIC FOCUS

Strong Business Ethics

- Ethics and Integrity
- Data Privacy and Cybersecurity

Sustainable Supply Chain

- Sustainable Supply Chain

OUR HIGHLIGHTS IN FY2024:



Zero

cases of corruption or political contributions



Zero

cases of major data security breach



Maintained

33%

female Board of Directors



100%

employees trained on ABC awareness in FY2024



98%

employees trained on cybersecurity awareness in FY2024



Strong Business Ethics



Leader Energy is dedicated to upholding the highest governance standards in promoting ethical business practices across our entire value chain. Our commitment is tied to the Group's strict adherence to local laws and regulations in all countries where we operate. This dedication is further strengthened by the implementation of robust cybersecurity and digital privacy protocols as well as well-defined risk management strategies that safeguard the Group's operations and enhance stakeholder trust. We also expect our partners to maintain these high standards throughout our value chain to ensure alignment and integrity throughout all levels of the Group's operations.

To maintain transparency and accountability, we engage consistently with internal and external stakeholders, fostering a culture of integrity, responsibility, and ethical decision-making throughout the Group. This collaborative approach is guided by a comprehensive governance framework that ensures strategic oversight, drives informed decision-making and enables effective risk management.

By embedding these principles into our operations, we not only fortify our governance foundation but also create a robust platform to advance the Group's sustainability priorities, achieve long-term business objectives, and deliver enduring value to all our stakeholders.

UNSDG LINKAGE:



SDG 8: Decent Work and Economic Growth

Foster a trustworthy business environment that promotes equitable and inclusive economic growth.



SDG 16: Peace, Justice, and Strong Institutions

Contribute to the rule of law and protection of fundamental freedoms by ensuring accountability and transparency.

Strong Business Ethics

ALIGNMENT WITH MCCG REQUIREMENTS

At Leader Energy, we are committed to upholding the highest standards of corporate governance in alignment with the Malaysian Code on Corporate Governance ("MCCG") 2021. By adhering to the principles and best practices outlined in the MCCG 2021, we ensure effective and transparent leadership from the very top. This commitment not only enhances our corporate resilience but also reinforces the trust and confidence of our stakeholders.

Board Composition

Diversity and inclusivity are integral components of effective governance. We enrich decision-making and foster innovation by bringing together individuals from varied backgrounds and perspectives. With this in mind, we maintained 33% representation of women on the Board, exceeding our target of 30% female Board representation. This showcases our commitment to further advancing the diversity of our governance.

Aligned with the requirements of MCCG 2021, half of our Board members are Independent Directors, while 75% comprise Non-Executive Directors. This composition ensures unbiased oversight and reinforces the integrity of Leader Energy's governance framework. Independent and Non-Executive Directors bring external perspectives that are free from operational conflicts of interest, enhancing the Board's objectivity and accountability.

BOARD PERFORMANCE AND REMUNERATION

Performance Evaluation and Remuneration

Effective leadership is essential for achieving our sustainability goals, and to better incentivise progress, we have linked the remuneration of our Senior Management to the performance of ESG and climate-related targets. This performance-based approach not only rewards leadership but also reinforces our commitment to sustainable value creation. Specifically, ESG-linked remuneration is provided to 10% of key selected Senior Management whose roles are relevant to driving Leader Energy's sustainability agenda.

Leader Energy's remuneration framework is governed by our Director and Senior Management Remuneration Policy, which aligns the Group's interests with those of our stakeholders. This ensures all leadership decisions contribute to long-term, sustainable value creation that supports our growth. The Policy outlines the types of remuneration provided and its linkage to strategic objectives and individual performance outcomes.

Central to the governance of the Policy and overall remuneration practices within Leader Energy is the Remuneration Committee ("RC"), which plays an important role in ensuring fairness, transparency, and accountability. The RC is responsible for reviewing and recommending remuneration packages annually by evaluating individual contributions of our Senior Management towards sustainability and climate-related targets, as well as industry benchmarks, and the Group's overall performance.

Board Committees and Responsibilities

We have established specialised Board committees to ensure effective governance across the entire Group. Each committee operates under clearly defined roles and responsibilities outlined in the Group's Board Charter and respective Terms of Reference ("TOR"). These are as follows:

Board Committee	TOR
Audit Committee ("AC")	Oversees the integrity of financial statements, audits, compliance with legal requirements, and conflict-of-interest management.
Remuneration Committee ("RC")	Oversees remuneration policies for the Board and Senior Management, ensuring alignment with performance and transparency.
Nominating Committee ("NC")	Identifies and selects Board members with the required skills and expertise. The NC also reviews the Board's performance, succession planning, and training needs.
Risk Management Committee ("RMC")	Oversees monitors risk management policies to identify, evaluate, and mitigate potential risks.
Sustainability Committee ("SC")	Oversees sustainability initiatives, ensuring alignment with our environmental and social objectives.
Investment Committee ("IC")	Oversees the Group's investment strategies to ensure alignment with financial and sustainability goals.



The full Board Charter and TORs can be referred on our corporate website at: <https://www.leaderenergy.com/corporate-governance/#the-committee>

Stakeholder Communication

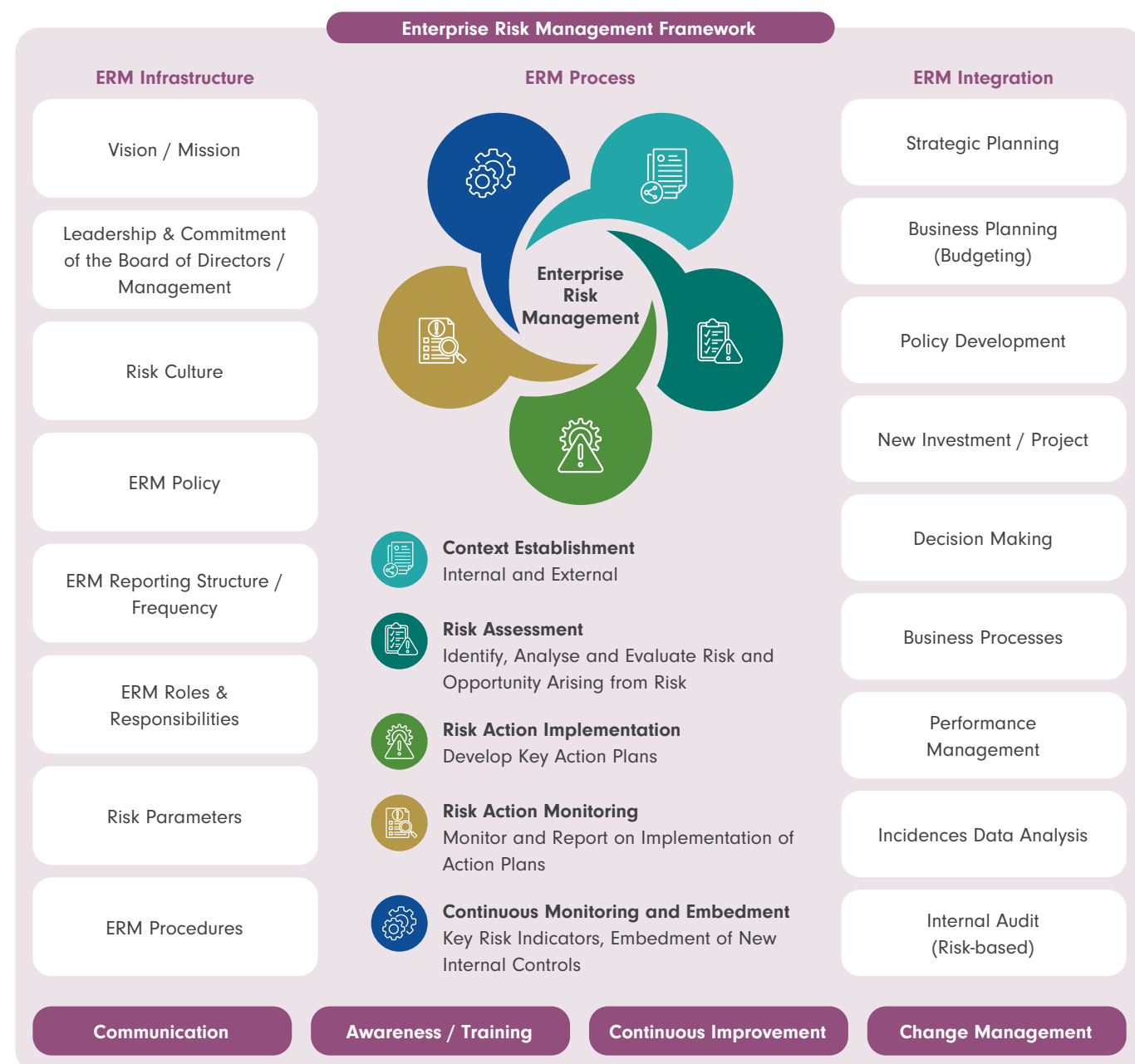
We understand the importance of transparent communication in fostering trust-based relationships with our key stakeholders. As such, the Group is committed to keeping our stakeholders well-informed about decisions made by the Board in regard to our progress, challenges, and achievements. To this end, all relevant financial results, strategic updates, and action plans are shared on Leader Energy's corporate website. This serves as a central platform for accessible and timely information where stakeholders can easily access the latest updates and reports regarding Leader Energy.

Strong Business Ethics

ENTERPRISE RISK MANAGEMENT

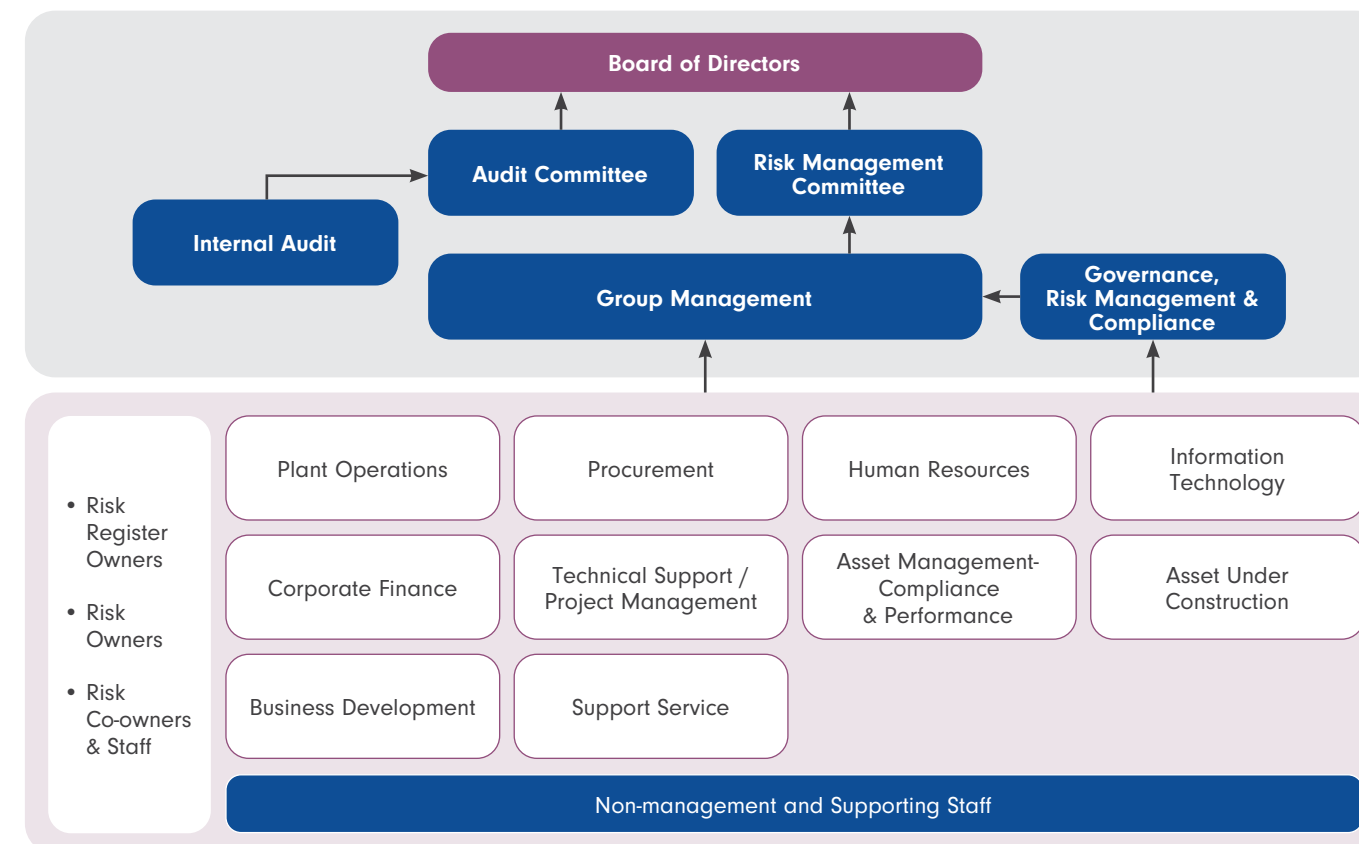
Risk is an unavoidable aspect of any business. However, taking uninformed risks is neither prudent nor sustainable. As such, Leader Energy employs a robust Enterprise Risk Management ("ERM") methodology designed to identify, monitor, manage, and communicate significant risks and opportunities. This proactive approach ensures that we are able to meet our business objectives while effectively managing and strategically mitigating inherent risks.

Our ERM Framework is outlined below:



Strong Business Ethics

To further enhance our internal risk management processes, we have also established a comprehensive Group ERM Policy. This Policy sets the standard conditions and minimum requirements for ERM across the Group, defining a structured and cohesive approach to risk management. It also delineates the reporting structure and responsibilities of various stakeholders within the Group, ensuring there is clear communication and accountability. This is as follows:



Board of Directors:

The Board oversees risk management, approves ERM policies, sets the risk appetite, and ensures the effectiveness of the ERM Framework.

Risk Management Committee ("RMC"):

The RMC aligns risk management with strategic objectives, oversees ERM implementation, and reviews the ERM Framework.

Audit Committee ("AC"):

The AC offers an independent assessment of ERM and the effectiveness of the Board's internal control measures.

Group Management:

This team recommends ERM policies, monitors their enforcement, reviews risk parameters, and ensures operations are within risk constraints. They also manage significant risks and ensure timely ERM reporting to the RMC.

Risk Register Owner ("RRO"):

The RRO manages Leader Energy's risk registers, reports to Group Management and keeps an eye out for potential risk impacts.

Risk Owners ("ROs"):

ROs identify and assess risks, implement and monitor risk action plans, and communicate with the RRO about potential risks.

Governance, Risk Management, and Compliance:

This team compiles risk reports, coordinates ERM activities, and conducts risk management training.

Risk Co-owner and Staff:

This group includes Control Owners who maintain control effectiveness, Management Action Plan Owners who oversee the progress and relevance of action plans, and Key Risk Indicator Owners who monitor risk indicators.

Internal Audit ("IA"):

The IA team supports the AC by reviewing ERM effectiveness and providing independent insights on risks and controls.

Apart from the main parties outlined above, we also actively encourage all our employees to participate in identifying, reporting, and escalating risks. This collective involvement fosters a vigilant and proactive risk management culture throughout Leader Energy.

Strong Business Ethics

Focusing on ethical and responsible governance practices help us streamline performance across all facets of our operations. Robust governance practices ensure that critical decisions are made with clear accountability and in line with our mission to drive sustainable progress, while safeguarding data privacy, protects our digital infrastructure and ensures compliance with evolving stakeholder expectations and best practices. This approach leads to greater operational efficiency, minimises reputational risk, and catalyses innovation by empowering teams to act with confidence and clarity.

In the context of current events, where corporate missteps can rapidly erode public trust and invite regulatory scrutiny, our commitment to ethical conduct sets us apart. Whether navigating evolving ESG frameworks or responding to heightened societal expectations for corporate responsibility, our strong ethical foundation not only supports compliance and performance excellence but also positions Leader Energy as a trusted partner in the global transition to cleaner energy.

Leader Energy’s material topics under this strategic focus area are:



ETHICS AND INTEGRITY

Ethics and Integrity is a cornerstone material topic for Leader Energy under our Strong Business Ethics focus. This commitment is crucial as it builds trust with stakeholders, ensures transparent decision-making, and upholds our reputation as a responsible, forward-thinking renewable energy provider. By embedding these values in every action and decision, we safeguard our long-term success and reinforce our pledge to lead with accountability and social responsibility.



DATA PRIVACY AND CYBERSECURITY

Data Privacy and Cybersecurity is a critical material topic for Leader Energy as it safeguards sensitive information, protects our digital infrastructure, and underpins stakeholder trust in an increasingly interconnected world.



ETHICS AND INTEGRITY

Strategic Tie-in:

By embedding principles of ethics and integrity across all aspects of our operations, we ensure that our decision-making processes are transparent, accountable, and consistently aligned with our core values. This commitment not only solidifies stakeholder trust but also minimises risks, fosters innovation, and enhances operational efficiency. In today’s rapidly evolving business environment, where ethical lapses can have far-reaching consequences, upholding high standards in ethics and integrity is essential for sustainable growth and resilience. Ultimately, this material topic drives our ability to navigate complex challenges while contributing to a culture that inspires confidence and sets a benchmark for responsible corporate conduct in the renewable energy sector.

Governance Policies

Robust corporate policies are integral to upholding Leader Energy’s corporate governance practices and ESG principles. Our comprehensive policies provide clear guidelines and frameworks to ensure that all our operations are conducted with the utmost integrity, responsibility, and commitment to ethical behaviour.

An overview of the key governance policies that reinforce our commitment to ethical and transparent operations is as below:



Anti-Bribery and Anti-Corruption ("ABC") Policy and Procedures

Highlights our zero-tolerance stance on bribery and corruption. It clearly defines corruption risks, outlines procedures for ethical business practices, and specifies actions against violators.



Code of Conduct and Business Ethics

Establishes principles for employee and management behaviour, mandating integrity, avoidance of conflicts of interest, adherence to the local laws and regulations of the countries we operate in, and ethical business practices.



Gifts and Hospitality Policy and Procedures

Governs business gifts and hospitality to promote goodwill while maintaining our integrity and accountability. It applies to all employees and their immediate families, reinforcing our commitment to transparency.



Whistleblowing Policy and Procedures

Provides a secure, confidential channel for anonymous reporting of misconduct or unethical behaviour.



Director and Senior Management Remuneration Policy

Establishes principles and criteria for the fair and standardised remuneration of Directors and Senior Management.



Director’s Fit and Proper Policy

Outlines the criteria and standards for evaluating candidates for directorial roles, ensuring directors have the skills, experience, and competencies to oversee the Group effectively.



Conflict of Interest Policy

Explicitly outlines conditions which are considered to be conflicts of interest for all employees and the expectations by the Group to prevent such cases to occur.



Investor Relations Policy

Outlines the Group’s commitment to maintaining transparent, timely, and effective communication with investors.



Corporate Privacy Policy and Privacy Notice

Governs the handling and protection of personal data, ensuring compliance with applicable data protection regulations.



Economic Sanctions Policy

Establishes alignment with the United Nations ("UN") as well as comply with the relevant economic sanction laws and regulations.



The full list of our **Corporate Policies** can be found on our corporate website at: <https://www.leaderenergy.com/corporate-governance/#codes-frameworks-policies>

Strong Business Ethics

Anti-Bribery and Anti-Corruption

Leader Energy upholds the highest standards of integrity with a zero-tolerance approach to all forms of bribery and corruption. This is consistent with the following laws and regulations of the different countries in which we operate:

Operating Country / Republic	Law / Regulation
 Malaysia	<ul style="list-style-type: none">• Malaysian Anti-Corruption Commission ("MACC") Act• Penal Code• Companies Act• Whistleblower Act
 Singapore	<ul style="list-style-type: none">• Prevention of Corruption Act• Corruption, Drug Trafficking and Other Serious Crimes Act• Penal Code• Companies Act
 Cambodia	<ul style="list-style-type: none">• Prakas on Anti-Money Laundering and Combating the Financing of Terrorism• Companies Act
 Vietnam	<ul style="list-style-type: none">• Law on Denunciation• Anti-Corruption Law• Companies Act
 Thailand	<ul style="list-style-type: none">• Thai Criminal Code• Organic Act on Anti-Corruption• Companies Act
 Indonesia	<ul style="list-style-type: none">• Indonesia Criminal Code• Companies Act
 Taiwan	<ul style="list-style-type: none">• Anti-Corruption Act• Money Laundering Control Act• Companies Act

Our commitment to anti-corruption is clearly articulated in the Group ABC Policy and Procedures, which must be read, signed, and acknowledged by all employees upon joining the Group as part of our onboarding protocol. To date, all employees have signed and acknowledged this Policy.

To further strengthen our anti-corruption measures, the Group established the Governance, Risk Management, and Compliance Office ("the Office") to oversee anti-corruption compliance and related activities. The Office provides regular updates to the RMC on these anti-corruption initiatives and the findings of Corruption Risk Assessments ("CRA").

Strong Business Ethics

CRA are conducted annually or whenever significant changes occur in our operations. Additionally, a comprehensive CRA is performed every three years to evaluate the entirety of the Group's operations, enabling the proactive identification of internal and external corruption risks. In FY2024, the following areas of high corruption risk exposure are still relevant based on the latest CRA. They include:

- Dealings with public officials
- Dealings with business associates (third parties)
- Recruitment of employees
- Conflict of interest
- Gifts, entertainment, hospitality, or travel
- Corporate social responsibility ("CSR"), donations, and sponsorships
- Facilitation payments and kickbacks
- Political contributions

In FY2024, periodic reminders and training sessions were provided to employees to reinforce their understanding of the Group's anti-corruption stance. To date, all Board members and employees have undergone anti-corruption training. This is the second year in a row we have trained 100% of our Board and employees since we began conducting anti-corruption training in FY2023.

Recognising the potential impact of third-party entities on our brand image and compliance training to our critical suppliers.



Notably, there were zero cases of corruption or political contributions made throughout FY2024.

Moving forward, Leader Energy has plans to re-conduct its Anti-Bribery and Anti-Corruption survey in FY2025 to gauge the understanding of our employees on this crucial matter. This survey will allow the Group to indirectly assess corruption risk within our operations by identifying potential weak spots, while also allowing us to better tailor our upcoming training programmes.

Ethical Business Conduct

Our commitment to ethical business practices is outlined in the Group Code of Conduct and Business Ethics ("Code") which applies to all employees, including Board members, Senior Management, and any other affiliated party that could influence the Group's reputation.

Under this Code, employees are expected to conduct business operations with integrity and comply with all relevant laws and regulations. Group employees are also expected to avoid conflicts of interest and refrain from exploiting positions of authority. These actions and other unethical behaviours, such as undermining individuals or Leader Energy for personal gain, are not tolerated.

All employees are required to sign and acknowledge the Group's Code upon joining, with a 100% acknowledgement rate achieved to date.

Whistleblowing

Leader Energy is committed to upholding the highest standards of transparency and accountability across the Group. To reinforce this commitment, we have implemented a structured Whistleblowing Policy and Procedures to provide a secure and confidential platform for internal and external stakeholders to report cases of misconduct or unethical behaviour. This includes violations such as discrimination, abuse, harassment, bullying, and any infringement of personal rights. The whistleblowing framework reflects Leader Energy's dedication to fostering a culture of integrity and trust within the Group.

Under the Group's Whistleblowing Policy, all whistleblowers are guaranteed full anonymity and confidentiality to a reasonable extent. Whistleblowers are also protected from any form of retaliation or adverse action, provided that the reports are made in good faith. This protection remains in place even if an investigation determines that the whistleblower was mistaken about the facts of the case.

Reports can be submitted through a designated Whistleblowing Form via secure channels accessible only to the Audit Committee Chairman and the Head of Internal Audit. This ensures that the identity of the whistleblower remains fully protected throughout the process. These channels are:

Whistleblowing channel

Email:
confidential@leaderenergy.com and
hia@leaderenergy.com

Whistleblowing Form:
Refer to **Appendix 1** within the following link:
<https://www.leaderenergy.com/wp-content/uploads/2023/12/Whistleblowing-Policy-and-Procedures-1.pdf>

Strong Business Ethics

Once a report is received, Leader Energy follows a structured investigation process to assess the validity of the claim and take appropriate action where necessary.

In FY2024, one case was reported through the whistleblowing channel. However, following a thorough investigation, the case was resolved and closed without further action.

The process is as follows:



Tax Transparency

Leader Energy complies with our tax obligations in every country where we operate. Taxes are an important contribution that supports local infrastructure and social development.

In FY2024, the Cambodian government recognised Leader Energy's responsible approach to tax obligations by once again awarding our Cambodian operations the prestigious Gold Certificate of Tax Compliance. This honour signifies an official acknowledgement of our high level of compliance and transparency in tax reporting. It also highlights the Group's consistent adherence to local tax regulations that reinforces our reputation as a credible organisation dedicated to ethical business practices, which will be further implemented in the future management of Leader Energy's governance processes.

Leader Energy will continue to fulfil its tax obligations in all operating jurisdictions and will continue to engage the local tax authorities as and when such matters arise would require additional dialogue and interaction.

Strong Business Ethics



DATA PRIVACY AND CYBERSECURITY

Our approach to data protection is outlined in our Corporate Privacy Policy and Privacy Notice alongside our cybersecurity strategic framework. The framework entails frequent communication and updates on our cybersecurity system with our IT partners, enhancement of multifactor authentication ("MFA") systems, assessment of system by carrying out penetration tests every year, and provision of cybersecurity training sessions for our employees (of which 98% attendance recorded) throughout FY2024.

In addition to data protection, our cybersecurity strategic framework also provides positive ESG impacts through the adoption of the following initiatives:

E Reduced Environmental Footprint:

By transitioning our cybersecurity infrastructure to Cloud systems, equipped with renewable energy powered energy-efficient data centre, significantly reducing our energy consumption.

S Upholding Social Considerations:

Our cybersecurity measures include secured Virtual private Network ("VPN") safeguard the data of all users, in accordance with data protection laws. These cybersecurity solutions are also designed to ease its use for all users of diverse backgrounds. We also ensure that our staff are trained and updated on any new cybersecurity developments through our periodic training sessions.

G Regulatory Compliance and Best Practices:

Our systems are designed to comply with all environmental and data privacy laws in every region where Leader Energy operates. We engage with a variety of organisations and regulatory bodies, ensuring our systems are relevant to the evolving cybersecurity trends and laws.

Moving Forward

Moving forward, Leader Energy shall continue conducting penetration tests to ensure the robustness of our internal data security systems. This will be accompanied and supplemented by training for all employees to make sure they remain up-to-date with the Group's latest initiatives in safeguarding our data security.

Sustainable Supply Chain

By carefully selecting and collaborating with suppliers who adhere to high ESG standards, we ensure that every aspect of our operations is aligned to sustainable operations and contributes to the realisation of our Vision and Mission.

In the current global landscape, where supply chain disruptions, heightened regulatory demands, and increasing stakeholder scrutiny are shaping business practices, a sustainable supply chain mitigates risks and positions us competitively. It reduces operational vulnerabilities by promoting transparency, traceability, and accountability in procurement practices. It supports ownership for environmental and social footprint across the value chain, creating a larger more impactful positive change. Moreover, it is evident that the supply chains of businesses tend to have larger negative environmental and social impacts as compared to the business itself. A good case in point is upstream and downstream emissions arising from a company's supply chain, which is typically much higher as opposed to its own operational carbon emissions.

Hence, our focus on cascading sustainability to our vendors, suppliers and business partners across all markets and progressively expanding their adoption of responsible ESG practices and strategies. While the initial focus is on ensuring ESG compliance based on regulatory requirements, and Leader Energy's supply chain, ultimately, our goal is for our supply chains to be self-driven in relation to sustainability practices, notably as they derive the various benefits of operating as a force for good.

Ultimately, embedding sustainability across our supply chains leads to more robust operations and readiness while promoting cost efficiencies. It also safeguards corporate reputation due to improved conduct and higher ESG compliance by vendors, suppliers and business partners.

Leader Energy's material topic under this strategic focus area is:



SUSTAINABLE SUPPLY CHAIN

Sustainable Supply Chain Management is crucial for Leader Energy because it ensures that every link in our operational chain adheres to the same high environmental and ethical standards that define our brand as a 100% RE provider. By implementing sustainable practices in our supply chain, we mitigate risks, enhance operational efficiencies, and strengthen stakeholder trust—all of which are essential for maintaining our competitive edge and long-term success in today's environmentally conscious market.



The Group's management approach to sustainable sourcing is well defined in its **Sustainable Procurement Policy**. The policy can be viewed at this QR.

In essence, the policy is centred on Leader Energy committing to responsible procurement as an approach for mitigating, reducing and managing ESG economic impacts of its purchasing practices. This includes considering impacts from a life-cycle basis and prioritising actions in alignment with the Group's values, magnitude of impact, and compliance with applicable regulations.

In doing so, Leader Energy mitigates associated risks and can leverage opportunities accordingly as mentioned on the previous page, ultimately benefiting all our stakeholders. This policy is adopted to align the Group's purchasing with its climate, social equity, risk reduction, resource use reduction, etc. values and goals. In doing so, the Group seeks to harness the influence of its purchasing to support markets for and increase accessibility to, more sustainable goods and services.

Sustainable Supply Chain



SUSTAINABLE SUPPLY CHAIN

Strategic Tie-in:

By integrating sustainable practices throughout our supply chain, we strive to ensure that our suppliers and processes uphold the high environmental and ethical standards that define our business as a 100% renewable energy provider. This material topic is essential because it not only helps us mitigate risks associated with resource scarcity and regulatory changes but also drives operational efficiencies and innovation. By emphasising sustainable supply chain management, we enhance traceability and transparency, align our procurement processes with our renewable vision, and foster long-term partnerships that reflect our commitment to environmental stewardship. Ultimately, this disciplined focus enables Leader Energy to deliver reliable, sustainable energy while reinforcing stakeholder trust and strengthening our competitive position in the global market.

Regulatory Compliance

As outlined in our Code, the Group must operate and comply with the stipulated laws of every country we operate in.

Our dedication extends beyond compliance, achieving best practices in all facets of our operations. This is evidenced by the following standards and certifications that showcase our strengthened cooperation with each regulatory body we engage with. We continue to engage with regulatory bodies to ensure our initiatives are always kept updated with the evolving nature of regulations.

Leader Energy also exercises vigilance in enforcing regulatory compliance throughout the entire supply chain.

Firstly, all suppliers are required to comply with the Group's Supplier Code of Conduct and Business Ethics ("SCOCBE") and all environmental, social, and other relevant laws of the respective jurisdictions.

Additionally, moving forward all suppliers and vendors are required to acknowledge our firm stance on anti-corruption and ethical human rights treatment by signing declaration forms, with the implementation of this policy adapted in phases throughout our supply chain. Going further, suppliers are required to meet the minimum threshold set for the company's ESG Self-Assessment Framework.



Sustainable Supply Chain

Assessing the Supply Chain

Critical suppliers are suppliers, vendors or business partners whose goods, services, or components are indispensable to our operations. Our definition of a supplier as 'critical' underscores the Group's substantial reliance on these businesses to sustain operational continuity and fulfil customer obligations.

Since the inception of the programme in 2023, 67% of our critical suppliers have been assessed through our ESG Self-Assessment Checklist.

Concurrently, we are of the understanding that not all suppliers may reflect the level adherence and familiarity with ESG principles and requirements. To bridge this knowledge gap and to further support our suppliers in meeting the Group's expectations, Leader Energy conducts regular ESG briefings tailored specifically for critical suppliers.

These ESG briefing sessions are designed to educate critical suppliers on the importance of sustainability and ethical practices while clearly explaining the standards we require them to uphold, based on the following:

Environmental expectations

Emphasising the need for an environmental management system, compliance with local regulations, performance monitoring for key environmental indicators (i.e., Scope 1, Scope 2, GHG inventory, energy consumption, waste management, water consumption and air emissions), a greenhouse gas GHG emissions reduction plan, and regular audits and assessments.

Social expectations

Emphasising human rights and health and safety. Suppliers must respect all human rights, comply with our Human Rights Commitments, and ensure their operations are free from forced and child labour, while also supporting freedom of association and providing for a grievance mechanism. By way of health and safety, suppliers are required to maintain up-to-date systems and policies, have emergency response plans, offer regular training on human rights and safety, and conduct frequent audits and performance monitoring to ensure a safe and healthy working environment.

Governance expectations

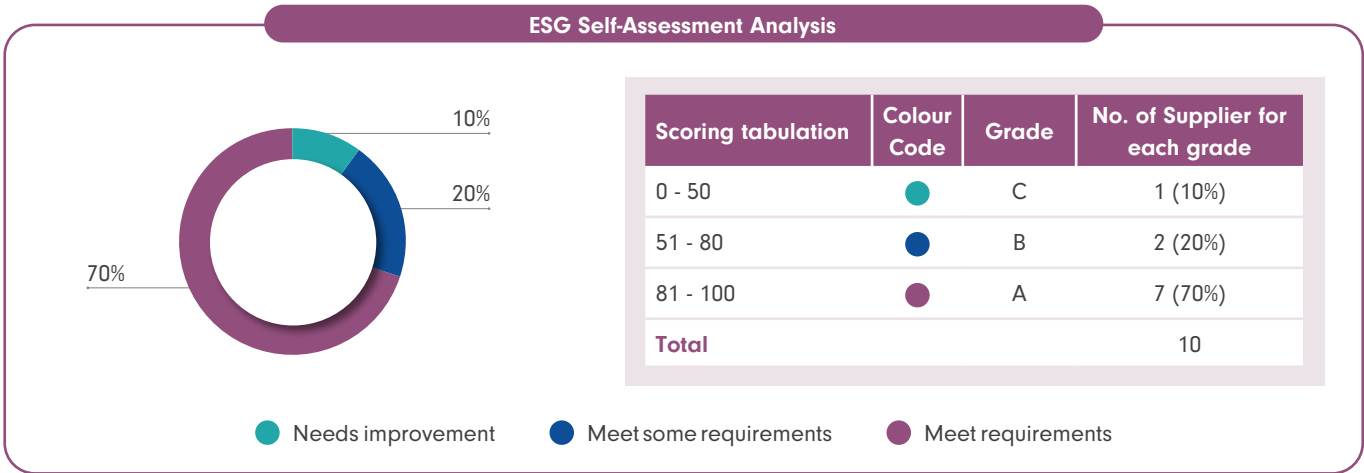
Emphasising the need for anti-bribery and anti-corruption measures, codes of conduct, training effectiveness, and overall supply chain sustainability.

After each briefing session, critical suppliers are requested to complete an ESG Self-Assessment Checklist that evaluates their sustainability approach based on the key areas of environmental management, social responsibility, and ethical governance practices. This self-assessment allows us to gauge their understanding of ESG principles, especially post briefings, while also providing valuable insights into their sustainability practices. It also allows the Group to identify high-performing suppliers as well those who may require additional support.

Sustainable Supply Chain

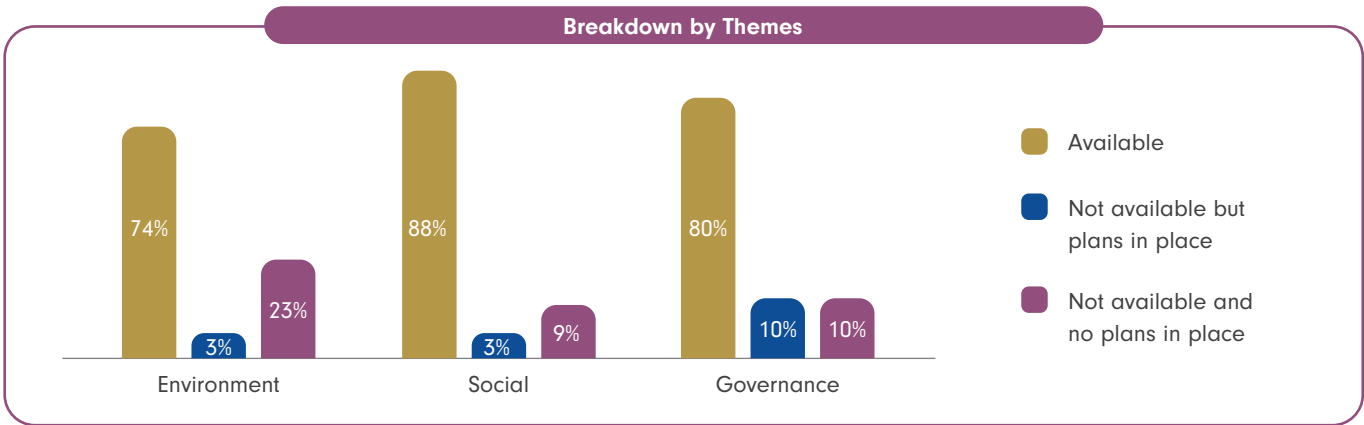
In FY2024, we engaged with 93% of our critical suppliers through the ESG briefing sessions. To further support critical supplier development, Leader Energy conducted one-on-one follow-up sessions on the findings of the ESG Self-Assessment with 50% of the suppliers who participated in the assessment. These sessions provided a platform for deeper engagement, enabling the Group to clarify expectations, offer targeted guidance, and explore tailored improvement strategies. This proactive approach fostered stronger collaboration and helped suppliers identify actionable steps to enhance their ESG performance.

The overall results of the self-assessment exercise indicated that 70% of critical suppliers assessed have met Leader Energy’s ESG performance requirements satisfactorily. Meanwhile, 20% or critical suppliers were identified as meet some requirement and another 10% were identified as needing additional support to address gaps and strengthen their ESG practices.

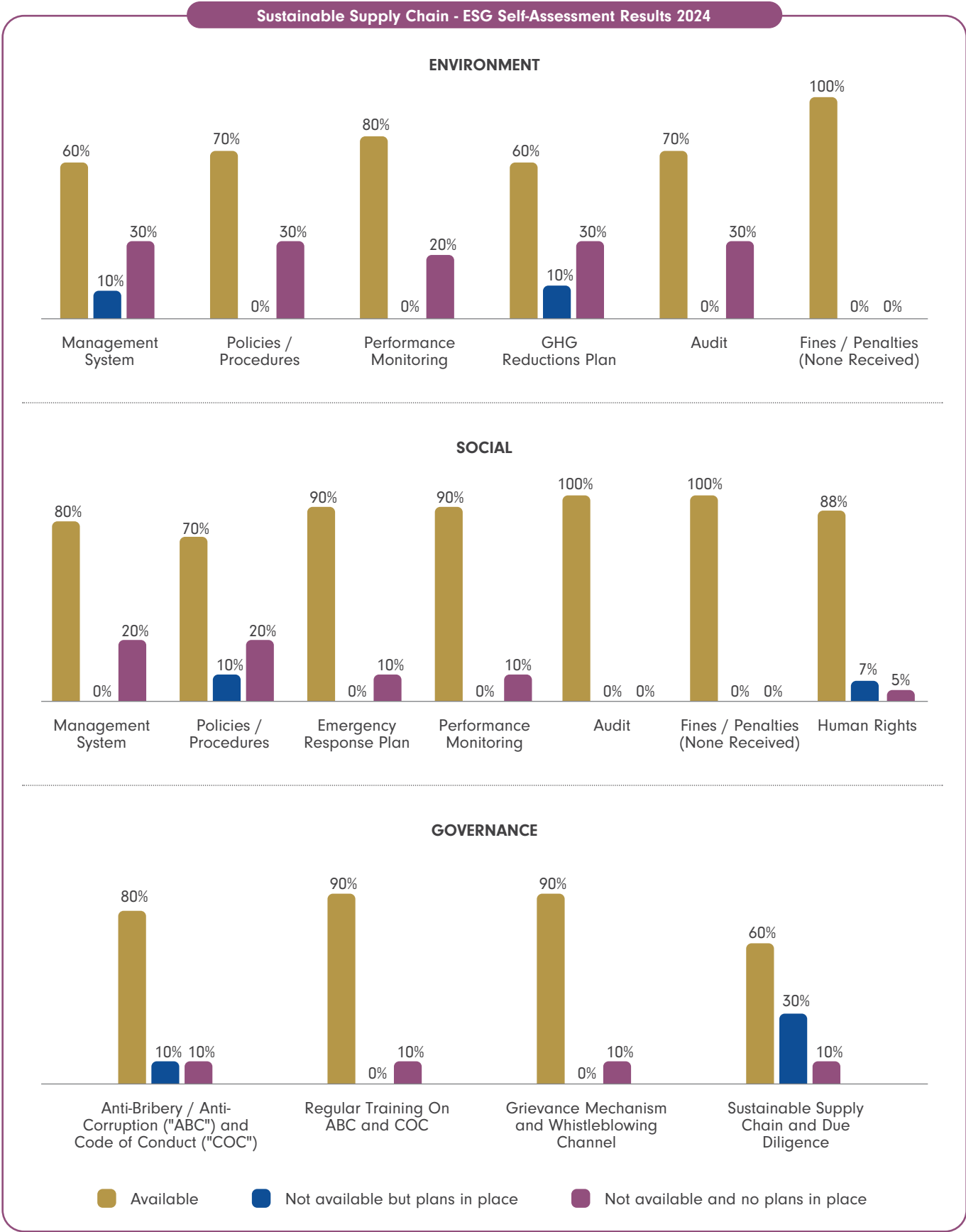


Among the three ESG pillars, the environmental pillar emerged as the most challenging area for critical suppliers. While many suppliers had established general management systems and policies, comprehensive environmental governance frameworks were often lacking. Additionally, not all suppliers conducted regular environmental audits, highlighting the need for greater focus on environmental compliance and performance monitoring.

Apart from this, the overall findings of Leader Energy’s ESG Self-Assessment survey are as follows:



Sustainable Supply Chain



Sustainable Supply Chain

Sustainable Local Procurement

In line with the Group’s commitment towards improving the well-being of the communities, Leader Energy encourages our subsidiaries to source materials locally where they operate. This initiative aims to provide communities with employment opportunities, support local businesses, and reduce our subsidiary’s environmental footprint as less transportation is needed in the execution of their operations. Currently, 87% of the operations throughout the entire Group sources materials from local suppliers, worth 78% of the Group’s total procurement spending.

This commitment is showcased in our Procurement Policy and Procedures, which details the scope and recommendations that each subsidiary adheres to when sourcing materials for infrastructure projects and other initiatives.

Moving Forward

Given the extensive nature and complexity of our supply chains spread across multiple geographic locations, we are cognisant that the journey of realising sustainable procurement is long and progressive. The variety of our supplies in terms of size, capabilities and provided products and services necessitates that we continue to find the best approach to work with suppliers based on their ESG maturity levels. However, we shall continue to adopt an engagement position centred on awareness, education, and empowerment in addition to compliance and enforcement.



Performance Data Table

RESPECTING THE ENVIRONMENT

GHG EMISSIONS	UNIT	FY2024	FY2023	FY2022
GHG Emissions	tCO ₂ e	1,522,670	696,520	714,417
Scope 1	tCO ₂ e	903,651	690,445	709,018
Scope 2	tCO ₂ e	2,129	5,457	5,400
Scope 3 ¹	tCO ₂ e	616,890 ²	618 ³	-

Scope 1 GHG Emissions	tCO ₂ e	903,651	690,443	709,018
RE Business	tCO ₂ e	125	690,391	708,907
Non-RE Business	tCO ₂ e	903,513	40	111
Offices	tCO ₂ e	13	12	0

Scope 2 GHG Emissions	tCO ₂ e	2,129	5,457	5,400
RE Business	tCO ₂ e	950	4,678	5,034
Non-RE Business	tCO ₂ e	1,153	757	348
Offices	tCO ₂ e	26	22	17

Scope 3 GHG Emissions	tCO ₂ e	616,890	575	-
RE Business	tCO ₂ e	6,004	274	-
Non-RE Business	tCO ₂ e	610,730	195	-
Office	tCO ₂ e	156	106	-

GHG Intensity	tCO ₂ e/ MWh GEN	0.70	0.61	0.50
Avoided Emissions ⁴	tCO ₂ e	308,367	197,731	211,329

Notes:
¹ Scope 3 inventory commenced in 2023, covering only business travel and employee commuting.
² A full material Scope 3 assessment and inventory was conducted in 2024. Refer to the *Reporting Principles and Data Assumptions* for details on material categories included.
³ Scope 3 data for 2023 includes only business travel and employee commuting.
⁴ The increase in 2024 is due to the inclusion of LSE and LSE II. They were previously excluded due to uncertainty over avoided emission ownership.
(-) indicates that no data is available

AIR EMISSIONS	UNIT	FY2024	FY2023	FY2022
Nitrogen Oxide (NO _x)	mg/Nm ³	99	303	80
Sulphur Oxide (SO _x)	mg/Nm ³	402	781	209
Particulate Matter (PM ₁₀)	mg/Nm ³	32	41	8
Ozone Depleting Substance (R22)	kg	4	0	0
Lead (Pb)	tonnes	0	0	0
Mercury (Hg)	tonnes	0	0	0

ENERGY	UNIT	FY2024	FY2023	FY2022
Energy Consumption	GJ	9,969,507	7,287,585	7,627,871
Coal	tonnes	514,158	386,302	413,982
Diesel	liter	356,365	416,898	451,075
Petrol	liter	24,786	29,308	25,642
Purchased Electricity	MWh	3,088	8,029	7,974
Renewable Energy	MWh	147	116	41
Compressed Natural Gas	m ³	0	0	0
Liquified Petroleum Gas	liter	0	0	0
Energy Intensity	GJ/MWh GEN	7.5	6.4	5.3

WASTE	UNIT	FY2024	FY2023	FY2022
Waste Generated	tonnes	117	77	94 ⁵
General Waste	tonnes	53	11 ⁶	15
Recycled Waste	tonnes	40	46	74
Hazardous Waste	tonnes	24	20	5

Coal Ash Management				
Coal Ash Generated	tonnes	53,544	72,282	31,538
Coal Ash Recycled ⁷	tonnes	61,994	72,282	64,238
	%	116%	100%	204%

Broken Solar Panels Management				
Broken Solar Panels Generated	pcs	124	186	88
Broken Solar Panels Recycled	pcs	0	0	0

Notes:
⁵ FY2023 total waste figure was corrected from 93 to 94 tonnes due to a calculation error.
⁶ Recycled wastes in FY2023 were revised to exclude recycled coal ash.
⁷ Higher quantities of ash recycled (>100%) due to ash removal from our non-RE and ash pond accumulated from previous years.

SPILL	UNIT	FY2024	FY2023	FY2022
Number of Hazardous Spill Incidents	number	0	0	0
Volume of Hazardous Substances Released	liters	0	0	0
Volume of Hazardous Substances Recovered	liters	0	0	0

WATER AND EFFLUENTS	UNIT	FY2024	FY2023	FY2022
Water Withdrawal				
Volume of Water Withdrawn (From All Sources)	m ³	177,749,786	363,216,967 ⁸	513,943,181 ⁸
Withdrawal From Surface Water Sources	m ³	177,559,937	363,214,584 ⁸	513,940,055 ⁸
Withdrawal From Groundwater Sources	m ³	27	969	1,007
Withdrawal From Municipal Sources (Purchased Water)	m ³	189,822	1,414 ⁸	2,119 ⁸

Water Discharge				
Volume of Water Discharged to Receiving Bodies	m ³	177,559,937	363,214,584	513,940,000

Water Consumption				
Net Water Consumption	m ³	189,849	2,383 ⁸	3,181 ⁸

Note:
⁸ FY2022-FY2023 total volume of water withdrawn figure was corrected due to a calculation error.

WATER AND EFFLUENTS	UNIT	FY2024	FY2023	FY2022
Regulatory Compliance				
Number of Incidents of Non-Compliance with Water-Related Permits, Standards, or Laws	Number	0	0	0

FINES, PENALTIES & AUDITS	UNIT	FY2024	FY2023	FY2022
Environmental Fines / Penalties	Number	0	0	0
Environmental Audits	Number	7	7	6

ECOLOGICAL IMPACTS	UNIT	FY2024	FY2023	FY2022
Project Delays Due to Ecological Impacts	Number	0	0	0
Duration of Project Ecological Delays	Day	0	0	0

RENEWABLE ENERGY	UNIT	FY2024	FY2023	FY2022
RE Gross Installed Capacity	MW	568	556	499
Revenue from RE & Green Technology	MYR	250,623,225	219,542,000	172,709,000
Revenue from RECs	%	2.84%	0.6%	0.4%
Revenue from Carbon Credits	%	0%	0%	0%

CLIMATE-RELATED MEASURES	UNIT	FY2024	FY2023	FY2022
Climate Mitigation Expenditure	MYR	3,757,844	1,753,195	761,742

ACTIVITY METRICS	UNIT	FY2024	FY2023	FY2022
Length of transmission lines	km	235	235	-

Electricity Generated	MWh	1,298,158	1,141,802	-
Coal	%	70%	67%	-
Hydropower	%	13%	15%	-
Solar	%	14%	12%	-
Rooftop Solar	%	3%	6%	-

ACTIVITY METRICS	UNIT	FY2024	FY2023	FY2022
Gross Installed Capacity of Completed Solar Systems	MWp	511.1	-	-

(-) indicates that no data is available

CARE FOR OUR PEOPLE

SAFETY & WELL-BEING	UNIT	FY2024	FY2023	FY2022
Safe Manhours Worked	Hours	1,429,041	1,756,613	1,601,888
Employee	Hours	789,249	-	-
Contractor	Hours	639,792	-	-

Fatality	Number	0	0	0
Employee	Number	0	0	0
Contractor	Number	0	0	0

Fatality Rate				
Employee	Per 1 million manhours	0	0	0
Contractor	Per 1 million manhours	0	0	0

Lost-Time Injury	Number	0	0	0
Employee	Number	0	0	0
Contractor	Number	0	0	0

Lost-Time Injury Frequency Rate				
Employee	Per 1 million manhours	0	0	0
Contractor	Per 1 million manhours	0	0	0

Recordable Injury	Number	0	0	0
Employee	Number	0	0	0
Contractor	Number	0	0	0

Recordable Injury Frequency Rate				
Employee	Per 1 million manhours	0	0	0
Contractor	Per 1 million manhours	0	0	0

Performance Data Table

SAFETY & WELL-BEING	UNIT	FY2024	FY2023	FY2022			
Near Miss	Number	3	10	9			
Employee	Number	0	8	8			
Contractor	Number	3	2	1			
Near Miss Frequency Rate							
Employee	Per 1 million manhours	0	4.6	5.0			
Contractor	Per 1 million manhours	4.7	1.1	0.6			
Recordable Occupational Disease							
Employee	Number	0	0	0			
Contractor	Number	0	0	0			
Recordable Occupational Disease Frequency Rate							
Employee	Per 1 million manhours	0	0	0			
Contractor	Per 1 million manhours	0	0	0			
Note: (-) indicates that no data is available							
FINES, PENALTIES & AUDITS	UNIT	FY2024	FY2023	FY2022			
Health and Safety-Related Fines/Penalties	Number	0	0	0			
Health and Safety Audits ⁹							
Internal Audits	Number	4	-	-			
External Audits	Number	3	-	-			
Notes: ⁹ Data for FY2021 to FY2023 has been reset to no data available as the figures previously reported included safety inspections rather than actual health and safety audits. (-) indicates that no data is available							
NURTURING TALENT	UNIT	FY2024	FY2023	FY2022			
		No.	%	No.	%	No.	%
Employees	Number	431		572		570	
Employee Composition by Gender							
Male	Number / % of total	303	70%	444	78%	465	82%
Female	Number / % of total	128	30%	128	22%	105	18%

NURTURING TALENT	UNIT	FY2024		FY2023		FY2022	
		No.	%	No.	%	No.	%
Female : Male Ratio	Ratio	1 : 2.4		1 : 3.5		1 : 4.3	
Employee Composition by Age Group							
Under 30 years old	Number / % of total	98	23%	140	25%	127	22%
31-50 years old	Number / % of total	306	71%	397	69%	401	70%
Over 50 years old	Number / % of total	27	6%	35	6%	42	8%
Employee Composition by Organisational Role							
Key Senior Management	Number / % of total	10	2%	9	2%	7	1%
Senior Management	Number / % of total	23	6%	54	9%	41	7%
Middle Management	Number / % of total	104	24%	75	13%	70	12%
Executive	Number / % of total	82	19%	227	40%	239	42%
Non-Executive	Number / % of total	212	49%	207	36%	213	38%
Employee Composition by Organisational Role and Gender							
Key Senior Management ("KSM")							
Male	Number / % of KSM total	5	50%	5	56%	6	86%
Female	Number / % of KSM total	5	50%	4	44%	1	14%
Senior Management ("SM")							
Male	Number / % of SM total	18	78%	32	59%	27	66%
Female	Number / % of SM total	5	22%	22	41%	14	34%
Middle Management ("MM")							
Male	Number / % of MM total	59	57%	50	67%	48	69%
Female	Number / % of MM total	45	43%	25	33%	22	31%

NURTURING TALENT	UNIT	FY2024		FY2023		FY2022	
		No.	%	No.	%	No.	%
Executive ("EXE")							
Male	Number / % of EXE total	45	49%	179	79%	201	84%
Female	Number / % of EXE total	37	51%	48	21%	38	16%
Non-Executive ("N-EXE")							
Male	Number / % of N-EXE total	172	81%	177	86%	184	86%
Female	Number / % of N-EXE total	40	19%	30	14%	29	14%
Employee Distribution by Operational Location							
Cambodia	Number / % of total	168	39%	314	55%	365	64%
Malaysia	Number / % of total	91	21%	87	15%	53	9%
Vietnam	Number / % of total	122	29%	124	22%	107	19%
Singapore	Number / % of total	28	6%	26	5%	26	5%
Thailand	Number / % of total	4	1%	4	1%	2	0.5%
Indonesia	Number / % of total	15	3%	14	2%	14	2%
Taiwan	Number / % of total	3	1%	3	1%	3	0.5%
Employee Distribution by Nationality							
Cambodia	Number / % of total	127	30%	248	43%	280	49%
Malaysia	Number / % of total	106	25%	104	18%	74	13%
Vietnam	Number / % of total	122	28%	123	22%	106	19%
Singapore	Number / % of total	18	4%	17	3%	15	3%
Thailand	Number / % of total	4	1%	4	1%	2	0%
Indonesia	Number / % of total	14	3%	14	2%	14	2%
Taiwan	Number / % of total	4	1%	4	1%	4	1%
Others (India, Philippines, Myanmar, China, France, Spain, Australia)	Number / % of total	36	8%	58	10%	75	13%

NURTURING TALENT	UNIT	FY2024		FY2023		FY2022	
		No.	%	No.	%	No.	%
Employee Distribution by Employment Category							
Permanent	Number / % of total	364	84%	365	64%	475	83%
Contract	Number / % of total	67	16%	207	36%	95	17%
Employee Composition in Critical Business Function							
Revenue Generating-Related Function by Gender							
Total	Number / % of total	266	59%	357	62%	380	67%
Male	Number / % (Revenue- Generating Total)	238	89%	338	95%	362	95%
Female	Number / % (Revenue- Generating Total)	28	11%	19	5%	18	5%
STEM-Related Function by Gender							
Total	Number / % of total	148	33%	311	54%	352	62%
Male	Number / % (STEM Total)	103	70%	256	82%	305	87%
Female	Number / % (STEM Total)	45	30%	55	18%	47	13%
New Hires	Number / % of total	68	16%	115	20%	83	15%
New Hires Composition by Gender							
Male	Number / % (New Hire Total)	47	69%	71	62%	62	75%
Female	Number / % (New Hire Total)	21	31%	44	38%	21	25%
New Hires Composition by Age Group							
Under 30 years old	Number / % (New Hire Total)	32	47%	55	48%	39	47%
31-50 years old	Number / % (New Hire Total)	34	50%	58	50%	41	49%
Over 50 years old	Number / % (New Hire Total)	2	3%	2	2%	3	4%

Performance Data Table

NURTURING TALENT	UNIT	FY2024		FY2023		FY2022	
		No.	%	No.	%	No.	%
New Hires Distribution by Operational Location							
Cambodia	Number / % (New Hire Total)	30	44%	41	36%	40	48%
Malaysia	Number / % (New Hire Total)	25	37%	39	34%	17	21%
Vietnam	Number / % (New Hire Total)	6	9%	18	16%	5	6%
Singapore	Number / % (New Hire Total)	4	6%	5	4%	14	17%
Thailand	Number / % (New Hire Total)	0	0%	4	3%	1	1%
Indonesia	Number / % (New Hire Total)	3	4%	8	7%	5	6%
Taiwan	Number / % (New Hire Total)	0	0%	0	0%	1	1%
Hiring Cost ¹⁰	USD	37,487		53,500		62,009	
Note: ¹⁰ FY2023 Hiring cost includes job advertisement platforms, recruitment agency, and LinkedIn).							
NURTURING TALENT	UNIT	FY2024		FY2023		FY2022	
		No.	%	No.	%	No.	%
Internal Mobility (IM)							
Total	Number / % of total	36	8%	16	3%	8	1%
Male	Number / % (IM Total)	19	52%	11	69%	7	88%
Female	Number / % (IM Total)	17	48%	5	31%	1	12%
Turnover	Number / % of total	43	9%	65	11%	70	12%
Voluntary Turnover	Number / % of total	43	9%	56	10%	66	11%
Turnover Composition by Gender							
Male	Number / % (Turnover Total)	30	70%	45	69%	50	71%
Female	Number / % (Turnover Total)	13	30%	20	31%	20	29%

NURTURING TALENT	UNIT	FY2024		FY2023		FY2022	
		No.	%	No.	%	No.	%
Turnover Composition by Age Group							
Under 30 years old	Number / % (Turnover Total)	18	42%	23	35%	32	46%
31-50 years old	Number / % (Turnover Total)	19	44%	37	57%	36	51%
Over 50 years old	Number / % (Turnover Total)	6	14%	5	8%	2	3%
Turnover Composition by Operational Location							
Cambodia	Number / % (Turnover Total)	9	21%	35	54%	30	43%
Malaysia	Number / % (Turnover Total)	22	51%	13	20%	9	13%
Vietnam	Number / % (Turnover Total)	9	21%	4	6%	4	6%
Singapore	Number / % (Turnover Total)	2	5%	3	5%	16	23%
Thailand	Number / % (Turnover Total)	0	0%	2	3%	3	4%
Indonesia	Number / % (Turnover Total)	1	2%	8	12%	8	11%
Taiwan	Number / % (Turnover Total)	0	0%	0	0%	0	0%
Absenteeism							
Absenteeism	Number / % of total	3	0.7%	1	0.2%	5	0.9%
Absenteeism Composition by Gender							
Male	Number / % (Absenteeism Total)	1	33%	1	100%	5	100%
Female	Number / % (Absenteeism Total)	2	67%	0	0%	0	0%

Performance Data Table

NURTURING TALENT	UNIT	FY2024		FY2023		FY2022	
		No.	%	No.	%	No.	%
Absenteeism Composition by Age Group							
Under 30 years old	Number / % (Absenteeism Total)	1	33%	1	100%	2	40%
31-50 years old	Number / % (Absenteeism Total)	2	67%	0	0%	3	60%
Over 50 years old	Number / % (Absenteeism Total)	0	0%	0	0%	0	0%
Parental Leave Taken	Number / % of total	38	8%	26	5%	21	4%
Parental Leave Taken Composition by Gender							
Male	Number / % (Parental Leave Total)	22	58%	17	65%	10	48%
Female	Number / % (Parental Leave Total)	16	42%	9	35%	11	52%
Returned After Paternal Leave	Number / % of total	29	6%	24	4%	21	4%
Returned After Parental Leave Composition by Gender							
Male	Number / % (Returned Total)	20	69%	16	67%	10	48%
Female	Number / % (Returned Total)	9	31%	8	33%	11	52%
Gender Pay Ratio							
Basic Salary Ratio (Male : Female) ¹¹	Ratio	1 : 1.9		1 : 5.6		1 : 5.5	
Minimum Wage Compliance							
Local Minimum Wage : Entry-Level Wage by Operational Location							
Cambodia	Ratio	1 : 1.14		1 : 1		1 : 1.02	
Malaysia	Ratio	1 : 2.60		1 : 2.53		1 : 2.87	
Vietnam ¹²	Ratio	1 : 1:83		1 : 1.43		1 : 1.39	
Singapore	Ratio	1 : 1.15		1 : 1.83		1 : 1.79	
Thailand	Ratio	1 : 7.53		1 : 6.10		1 : 5.48	
Indonesia	Ratio	1 : 1.20		1 : 2.91		1 : 3.02	
Taiwan	Ratio	1 : 1.75		1 : 1.67		1 : 1.58	

NURTURING TALENT	UNIT	FY2024		FY2023		FY2022	
		No.	%	No.	%	No.	%
Employees Engaged	Number / % of total	431	100%	572	100%	570	100%
Employees Appraised	Number / % of total	431	100%	572	100%	570	100%
Training							
Training Hours	Hours	11,555		8,514		9,306	
Avg. Training Hrs. per Employee	Hours	26		15		16	
Training Investment	USD	110,014		53,575		60,050	
Avg. Training Investment per Employee	USD	255		94		105	
CARE FOR COMMUNITY							
CSR Programmes Carried Out	UNIT	FY2024		FY2023		FY2022	
	Number	66		55 ¹³		25	
CSR Programmes Carried Out by CSR Strategic Theme							
Environment Conservation & Climate Action	Number	29		16		-	
Promoting Community Health and Well-being	Number	20		6		-	
Improving Community Livelihood	Number	17		33		-	
Volunteer Hours	Hours	4,048		4,143		57	
CSR Direct Beneficiaries	Number	7,705		16,880		1,722	
CSR Investment	USD	175,981		143,185		66,384	
Notes:							
¹³ The total number of CSR programmes conducted has been corrected from 54 to 55 to reflect updated reporting data.							
(-) indicates that no data is available							
UPHOLDING HUMAN RIGHTS							
Employees Trained on Human Rights	UNIT	FY2024		FY2023		FY2022	
	%	98%		99.5%		-	
HRDD on Own Operations ¹⁴	%	63%		25%		-	
HRDD on Critical Suppliers	Number	2		1		-	
Human Rights-Related Grievances	Number	1		0		-	
Closed Human Rights-Related Grievances	Number	1		0		-	
Notes:							
¹⁴ HRDD is Human Rights Due Diligence assessment.							
(-) indicates that HRDD assessment were initiated in 2023							

Performance Data Table

STRONG BUSINESS GOVERNANCE

BOARD OF DIRECTORS	UNIT	FY2024		FY2023		FY2022	
		No.	%	No.	%	No.	%
Board of Directors ("BOD")	Number	9		9		9	

BOD Composition by Gender

Male	Number / % of total	6	67%	6	67%	6	67%
Female	Number / % of total	3	33%	3	33%	3	33%

BOD Composition by Age Group

Under 30 years old	Number / % of total	0	0%	0	0%	0	0%
31-50 years old	Number / % of total	1	11%	1	11%	1	11%
Over 50 years old	Number / % of total	8	89%	8	89%	8	89%

COMPLIANCE & BUSINESS ETHICS	UNIT	FY2024	FY2023	FY2022
Training on Anti-Bribery and Anti-Corruption				
Governance Body Trained	%	100%	100%	-
Employees Trained	%	100%	99.5%	-
Third Parties Trained ¹⁵	%	93%	95%	-

Incidents of Anti-Bribery and Anti-Corruption

Confirmed Incidents	Number	0	0	0
Monetary Loss from Legal Proceedings	USD	0	0	0

Public Policy / Political Contributions

Political Contributions	Number	0	0	0
Lobbying Expenditure	USD	0	0	0

Code of Conduct and Business Ethics

Coverage				
Employees Covered	%	100%	100%	100%
Third Parties Covered ¹⁵	%	100%	100%	100%

Training Provided

Employees Trained	%	100%	99.5%	-
Third Parties Trained ¹⁵	%	93%	95%	-

COMPLIANCE & BUSINESS ETHICS	UNIT	FY2024	FY2023	FY2022
Third-Party Due Diligence ¹⁵				
Due Diligence Completed	%	50%	50%	-

Whistleblowing Cases

Cases Received	Number	1	0	0
Cases Investigated	Number	1	0	0
Cases Closed (No Further Action)	Number	1	0	0
Confirmed Breaches	Number	0	0	0

Notes:

¹⁵ Third parties refers to critical suppliers.

(-) indicates that no data is available

CYBERSECURITY	UNIT	FY2024	FY2023	FY2022
Cybersecurity				
Major Cybersecurity Breaches	Number	0	0	0
Non-Compliance Incidents (Cyber/Physical)	Number	0	0	0
Employees Trained	%	98%	99.5%	-

Personal Data and Information

Customer Privacy Breaches	Number	0	0	0
Internal Complaints (Substantiated)	Number	0	0	0
External Complaints (Substantiated)	Number	0	0	0

Note:

(-) indicates that no data is available

Reporting Principles and Data Assumptions

Sustainability Reporting Framework

Our Sustainability Report 2024 has been prepared in accordance with several local and international sustainability standards and frameworks:

- Global Reporting Initiative ("GRI") Standards
- Sustainability Accounting Standards Board ("SASB")
- International Financial Reporting Standards ("IFRS") - General Requirements for Disclosure of Sustainability-related Financial Information (S1) and Climate-related Disclosure (S2)
- Bursa Malaysia Sustainability Reporting Guide (3rd edition)
- National Sustainability Reporting Framework
- Malaysian Code on Corporate Governance ("MCCG")
- United Nations Sustainable Development Goals ("UNSDG")
- EcoVadis Sustainability Rating

Reporting Approach

The sustainability reporting principles of stakeholder inclusiveness, sustainability context, materiality and completeness have been applied when defining the content. Accuracy, balance, clarity, comparability, reliability, and timeliness have also been considered.

Precautionary Principles

We support a precautionary approach to social and environmental challenges. We have also collaborated with industry partners and both professional and technical organisations.

RESPECTING THE ENVIRONMENT

Greenhouse Gas (GHG) Emissions Inventory Data

Organisational Boundary

Leader Energy adopts the operational control approach to define its organisational boundary for GHG emissions reporting. This means that all entities under operational control are included in the inventory.

- This inventory includes all entities within Leader Energy where it holds operational control.
- If structural changes (e.g., acquisitions, divestment) occur, the inventory is adjusted using a Pro-Rata / Same-Year Adjustment approach.

Reporting Boundary

The GHG emissions reporting boundary follows the GHG Protocol framework, covering Scope 1, Scope 2, and Scope 3 emissions.

- **Scope 1:** Direct GHG emissions occur from sources owned or controlled by Leader Energy.
- **Scope 2:** Indirect GHG emissions from purchased energy.
- **Scope 3:** Other indirect GHG emissions that are a consequence of the activities of Leader Energy but not owned or controlled by the company.

We have established a group-wide risk management system that identifies and assesses risks systematically. This system ensures that Leader Energy's focus and stakeholders' expectations are balanced when combined with a thorough materiality assessment.

Scope

All sustainability performance data are reported based on the operational control scope. Data reflects assets or facilities directly controlled by Leader Energy, with the authority to introduce and implement our policies and procedures.

Consolidation

In the consolidation of our operational data, we report 100% of the data where Leader Energy has operational control, irrespective of the percentage of ownership. Conversely, data from assets and operations outside our operational control are excluded in this report.

Information on Exclusions

Our approach to exclusion is based on our Group-wide sustainable business risk framework. Additionally, information that cannot be verified is omitted from the report.

Data Rounding and Summation Variance Disclaimer

Data figures are rounded to the nearest whole number. As a result, total values may vary by ±1 due to the cumulative effect of rounding adjustments applied to decimal values in the data working sheets.

Reporting Principles and Data Assumptions

GHG Protocol Scope	Description	Reporting Status
Scope 1	Direct GHG emissions	Included
Scope 2	Indirect GHG emissions from purchased electricity from the national grid	Included
Scope 3	Category 1: Purchased goods and services	Included
	Category 2: Capital goods	Included
	Category 3: Fuel- and energy-related activities	Included
	Category 4: Upstream transportation and distribution	Included
	Category 5: Waste generated in operation	Included
	Category 6: Business travel	Included
	Category 7: Employee commuting	Included
	Category 8: Upstream leased assets	Excluded
	Category 9: Downstream transportation and distribution	Excluded
	Category 10: Processing of sold products	Excluded
	Category 11: Use of sold products	Included
	Category 12: End of life treatment of sold products	Included
	Category 13: Downstream leased assets	Included
	Category 14: Franchises	Excluded
	Category 15: Investments	Included

Methodology

Emissions Calculation Methodology

Activity Data	Calculation Methodology	Data Estimation Assumptions
Scope 1 (Direct Emissions)		
Diesel and Petrol	$CO_2e\ (tCO_2e) = (Fuel\ Consumption\ (L) \times Density\ (kg/L) \times [(CO_2\ EF) + (CH_4\ EF \times GWP\ of\ CH_4) + (N_2O\ EF \times GWP\ of\ N_2O)]) / 1000$	Fuel consumption is estimated based on recorded purchase invoices and fuel logs.
Refrigerant Release	$CO_2e\ (tCO_2e) = [Refrigerant\ Charge\ (kg) \times GWP100\ of\ Respective\ Refrigerant\ (kgCO_2e/kgRefrigerant)] / 1000$	Emissions are estimated based on the amount of refrigerant refilled during maintenance operations, assuming all refilled refrigerant represents leakage.
Methane (CH ₄) Emissions from Domestic Wastewater	$CO_2e\ (tCO_2e) = Number\ of\ Employees \times Number\ for\ Working\ Days\ per\ Year \times Methane\ Correction\ Factor\ (fraction) \times Biochemical\ Oxygen\ Demand\ (g/person/day) \times Maximum\ CH_4\ Producing\ Capacity\ (kgCH_4/kgBOD) \times GWP\ CH_4 / 10^6$	Estimated based on: <ul style="list-style-type: none">Respective entity number of employees and working days.Methane correction factor depending on the type of sewerage tank.Country- and region-based BOD₅ value (2006 IPCC Guidelines).Default maximum CH₄ producing capacity (2006 IPCC Guidelines).
Switchgear SF ₆ Release	$CO_2e\ (tCO_2e) = SF_6\ Charge\ (kg) \times GWP\ of\ SF_6\ (kgCO_2e/kgSF_6) / 1000$	Estimated based on the amount of SF ₆ gas refilled during maintenance, assuming all refilled gas represents leakage due to system losses.
Fire Extinguisher CO ₂ Release	$CO_2e\ (tCO_2e) = CO_2\ Refill\ (kg) \times GWP\ of\ CO_2\ (kgCO_2e/kg\ CO_2) / 1000$	Estimated based on the amount of CO ₂ discharged from CO ₂ fire extinguishers during maintenance or actual usage.
Scope 2 (Indirect Emissions from Purchased Energy)		
Purchased Electricity	$CO_2e\ (tCO_2e) = Purchased\ Electricity\ Consumption\ (kWh) \times Country\ Specific\ Grid\ Emission\ Factor\ (tCO_2e/MWh) / 1000$	Estimated based on recorded electricity bill invoice for each entity.

Reporting Principles and Data Assumptions

Activity Data	Calculation Methodology	Data Estimation Assumptions
Scope 3 (Other Indirect Emissions)		
Business Travel	Distance-Based Method <ul style="list-style-type: none">Air Travel: ICAO Carbon Emission Calculator.Land Travel: $CO_2e\ (tCO_2e) = Total\ Distance\ (km) \times DEFRA\ Emission\ Factor\ of\ respective\ transport\ mode.$	Air Travel <ul style="list-style-type: none">Employees travel in standard economy class for air travel unless otherwise specified in travel records.Travel within the destination country after an international is excluded. Land Travel <ul style="list-style-type: none">Business travel by car, rail, or other local transport modes is only included if the round-trip distance exceeds 100 km from the employee's place of work.Travel distance to the airport is included.Google Map is used to estimate travel distances for land travel. It is acknowledged that this may not account for route variations or actual kilometers travelled.Indirect activities such as hotel stays and incidental emissions during business travel are not considered.
Employee Commuting	Distance-Based Method $CO_2e\ (tCO_2e) = Total\ Distance\ (km) \times DEFRA\ Emission\ Factor\ of\ respective\ transport\ mode.$ <i>Note:</i> <i>Total distance data is obtained from the Employee Commuting Survey responses carried out annually.</i>	Assumes the most direct route between home and workplace. The primary mode of transport used for the longest distance from home to the workplace (in cases where employees use more than one mode) is considered for emissions calculations.
Other Scope 3 Categories	Spend-Based Method $CO_2e\ (tCO_2e) = Spending\ (USD) \times Country- and Activity-Based\ EXIOBASE\ Emission\ Factor$ Solar-Specific Calculation: $CO_2e\ (tCO_2e) = In\ Operation\ GIC\ OR\ Spending\ on\ Purchase\ and\ replacement\ of\ solar\ panels\ and\ related\ components \times Country- and Activity-Based\ EXIOBASE\ Emission\ Factor$	Relevant financial expenditure data is used.

- Note:**
- EF: Emission Factor.
 - GIC: Gross Installed Capacity.

Consolidation

Our GHG emissions reporting is based on the operational control approach as per the GHG Protocol Corporate Standard, verified in line with ISO 14064-1:2018. All assets and facilities under operational control are fully accounted for in our GHG emissions data.

Third-Party Assurance

All activity data used for Leader Energy's emission accounting have been verified by BSI – an independent third-party assurer. The verification process was conducted in accordance with ISO 14064-1:2018 Standard.

BSI's verification process included an assessment of our data collection, calculation, and reporting procedures, with a focus on the transparency of the methods used and the quality of the data reported.

Reporting Principles and Data Assumptions

Other Environmental Data

Indicators	Definition, Methodology and Assumptions
GHG Intensity	<p><u>Definition</u></p> <p>GHG intensity quantifies GHG emissions relative to operational output (energy generation) as a key metric for evaluating operational emissions efficiency.</p> <p><u>Calculation Methodology</u></p> <p><i>GHG Intensity = Total GHG Emissions / Total Energy Generation</i></p> <p><u>Assumptions</u></p> <p>Only Scope 1 and Scope 2 emissions are included in the total GHG emissions as they are directly controlled and measured by Leader Energy.</p>
Avoided Emissions	<p><u>Definition</u></p> <p>Refer to the reduction of GHG emissions achieved through renewable energy generation, which displaces the need for electricity from fossil fuel-based sources.</p> <p><u>Calculation Methodology</u></p> <p><i>Avoided Emissions = Energy Generation × Grid Emission Factor</i></p> <p><u>Assumptions</u></p> <ul style="list-style-type: none">The grid emission factor is derived from the International Renewable Energy Agency (IRENA).Avoided emissions calculations do not include CEVD assets, as they are not within Leader Energy's operational control.Avoided emissions for commercial and industrial (C&I) rooftop solar projects only account for energy generation sold to the grid, excluding energy sold directly to customers.
Energy Consumption	<p><u>Definition</u></p> <p>Energy consumption measures the total energy used across operations, including fuel combustion, purchased electricity, and renewable energy sources.</p> <p><u>Calculation Methodology</u></p> <p>Total energy consumption includes diesel, petrol, purchased electricity, and renewable energy, which are converted to gigajoules (GJ) using relevant conversion factors.</p> <p><u>Assumptions</u></p> <p>Fuel consumption is converted using fuel density and net calorific values, while electricity is converted using 1 MWh = 3.6 GJ.</p>
Energy Intensity	<p><u>Definition</u></p> <p>Energy intensity measures the total energy consumed per unit of energy generated as an indicator of operational efficiency.</p> <p><u>Calculation Methodology</u></p> <p><i>Energy Intensity = Total Energy Consumption / Total Energy Generation</i></p> <p><u>Assumptions</u></p> <p>Total energy consumption includes diesel, petrol, purchased electricity, and renewable energy – converted to GJ.</p>
Waste Generation	<p><u>Definition</u></p> <p>Waste generation measures the total amount of waste produced across operations, categorized into general waste, recycled waste, and hazardous waste.</p> <p><u>Calculation Methodology</u></p> <p>Total waste generation is tracked in tonnes and categorized as:</p> <ul style="list-style-type: none">General Waste – Non-hazardous, non-recyclable waste sent to landfill or incineration.Recycled Waste – Waste materials recovered and processed for reuse.Hazardous Waste – Waste requiring special handling due to potential environmental or health risks. <p><u>Assumptions</u></p> <ul style="list-style-type: none">Waste data is obtained from disposal records, third-party waste contractors, and internal tracking systems.Insignificant or non-reportable waste streams may be excluded if deemed immaterial.

Reporting Principles and Data Assumptions

Indicators	Definition, Methodology and Assumptions
Spills	<p><u>Definition</u></p> <p>Spills refer to unintentional releases of hazardous substances into the environment, which may pose risks to ecosystems and human health. This includes spills of oil, chemicals, or other materials that require containment and remediation.</p> <p><u>Calculation Methodology</u></p> <ul style="list-style-type: none">Number of Spills – The total recorded spill events.Average Volume of Spills – The estimated volume (liters) of substances released into the environment.Quantity of Spills Recovered – The volume (liters) successfully contained and removed. <p><u>Assumptions</u></p> <ul style="list-style-type: none">Spill volumes are recorded based on direct measurements where available or estimated based on loss from the container.
Water and Effluents	<p><u>Definition</u></p> <p>Water and effluents refer to the total volume of water withdrawn, discharged, and consumed in operations. This includes surface water, groundwater, and municipal water use, as well as wastewater discharge.</p> <p><u>Calculation Methodology</u></p> <ul style="list-style-type: none">Water Withdrawal: Total volume of water withdrawn from surface water, groundwater, and municipal sources.Water Discharge: Total volume of water released back into natural water bodies.Water Consumption: The difference between water withdrawal and water discharge. <p><u>Assumptions</u></p> <ul style="list-style-type: none">Water withdrawal from surface water and discharge volumes are associated with hydropower plant operations.Data is derived from water meters, operational records, and third-party water providers.
Environmental Fines, Penalties, and Audits	<p><u>Definition</u></p> <p>This indicator tracks regulatory compliance by measuring fines and penalties for environmental non-compliance, as well as environmental-related audits conducted.</p> <p><u>Calculation Methodology</u></p> <ul style="list-style-type: none">Fines/Penalties for Environmental Non-Compliance: The total number of recorded violations resulting in regulatory fines or penalties.Environmental-Related Audits Conducted: The total number of internal or external environmental audits performed to assess compliance with environmental regulations and policies. <p><u>Assumptions</u></p> <ul style="list-style-type: none">Only officially recorded fines and penalties from regulatory bodies are included.Audit coverage includes internal audits, third-party audits, and regulatory inspections.Minor warnings or advisory notices without financial penalties are excluded.

CARE FOR OUR PEOPLE

Indicators	Definition, Methodology and Assumptions
Safety and Well-being	
Safe Manhours Worked	<p><u>Definition</u></p> <p>Safe hours worked refers to the total number of hours worked by Leader Energy's employees, including both permanent and contract employees, within a 12-month period under Leader Energy's operational control.</p> <p><u>Calculation Methodology</u></p> <ul style="list-style-type: none">The sum of all recorded working hours of employees under operational control, including permanent and contract employees.Does not include third-party contractors not under direct operational control. <p><u>Assumptions</u></p> <ul style="list-style-type: none">Only includes hours worked in entities where Leader Energy has full operational control.

Reporting Principles and Data Assumptions

Indicators	Definition, Methodology and Assumptions
Fatality and Fatality Rate	<p><u>Definition</u></p> <p>Fatality rate measures the number of fatalities occurring in the workplace per 1 million hours worked, serving as an indicator of workplace safety performance.</p> <p><u>Calculation Methodology</u></p> $\text{Fatality Rate} = \frac{\text{Total Fatalities}}{\text{Total Hours Worked}} \times 1,000,000$ <p><u>Assumptions</u></p> <ul style="list-style-type: none">Includes recordable fatalities occurring within Leader Energy's operationally controlled entities.
Lost-Time Injury (LTI) and LTI Frequency (LTIF) Rate	<p><u>Definition</u></p> <ul style="list-style-type: none">Lost-Time Injury (LTI): A work-related injury that results in an employee being unable to perform their regular work duties for at least one full day/shift after the day/shift of the injury.Lost-Time Injury Frequency (LTIF): The total number of LTI cases per 1 million hours worked as a measure of workplace safety performance. <p><u>Calculation Methodology</u></p> $\text{LTIF Rate} = \frac{\text{Total LTI Cases}}{\text{Total Hours Worked}} \times 1,000,000$ <p><u>Assumptions</u></p> <ul style="list-style-type: none">Includes recordable LTI occurring within Leader Energy's operationally controlled entities.
Near Miss and Near Miss Frequency Rate	<p><u>Definition</u></p> <ul style="list-style-type: none">Near Miss: A potential hazard or incident in which no property was damaged, and no personal injury was sustained, but where, given a slight shift in time or position, damage or injury easily could have occurred.Near Miss Frequency Rate: The total number of near-miss cases per 1 million hours worked, serving as a proactive measure of workplace safety risk identification. <p><u>Calculation Methodology</u></p> $\text{Near Miss Frequency Rate} = \frac{\text{Total Near Miss Cases}}{\text{Total Hours Worked}} \times 1,000,000$ <p><u>Assumptions</u></p> <ul style="list-style-type: none">Includes recordable near miss cases occurring within Leader Energy's operationally controlled entities.
Occupational Diseases Cases and Occupational Disease Frequency Rate	<p><u>Definition</u></p> <ul style="list-style-type: none">Occupational Diseases Cases: Total cases of health conditions or illnesses that arise as a result of exposure to factors in the work environment.Occupational Disease Frequency Rate: The total number of occupational disease cases per 1 million hours worked, measuring workplace health risks. <p><u>Calculation Methodology</u></p> $\text{Occupational Disease Frequency Rate} = \frac{\text{Total Occupational Disease Cases}}{\text{Total Hours Worked}} \times 1,000,000$ <p><u>Assumptions</u></p> <ul style="list-style-type: none">Includes recordable occupational diseases cases occurring within Leader Energy's operationally controlled entities.

Reporting Principles and Data Assumptions

Indicators	Definition, Methodology and Assumptions
Fines, Penalties, and Audits Related to Health and Safety	<p><u>Definition</u></p> <p>This indicator tracks regulatory compliance by measuring fines and penalties for health and safety non-compliance, as well as health and safety-related audits conducted.</p> <p><u>Calculation Methodology</u></p> <ul style="list-style-type: none">Fines / Penalties for Health and Safety Non-Compliance: The total number of recorded violations resulting in regulatory fines or penalties.Environmental-Related Audits Conducted: The total number of internal or external health and safety audits performed to assess compliance with environmental regulations and policies. <p><u>Assumptions</u></p> <ul style="list-style-type: none">Only officially recorded fines and penalties from regulatory bodies are included.Audit coverage includes internal audits, third-party audits, and regulatory inspections.Minor warnings or advisory notices without financial penalties are excluded.
Nurturing Talent	
Employees (Breakdown by Gender, Age Group, Nationality, and Employment Type)	<p><u>Definition</u></p> <p>Total number of employees, categorized by gender, age group, nationality, and employment type working under Leader Energy's operational control.</p> <p><u>Calculation Methodology</u></p> <p>The yearly employee number is calculated as the average of the monthly employee count at the end of each month, considering variation caused by new hires and turnover.</p> <p><u>Assumptions</u></p> <ul style="list-style-type: none">Includes both permanent and contract employees under operational control.Only employees within entities under Leader Energy's operational control are included.Excludes temporary workers, interns, and third-party contractors.
Female to Male Ratio	<p><u>Definition</u></p> <p>The ratio of female employees to male employees within Leader Energy's operational control.</p> <p><u>Calculation Methodology</u></p> $\text{Female:Male} = \frac{\text{Total Male Employees}}{\text{Total Female Employees}}$ <p>Expressed as a ratio, representing the proportion of male employees for every female employee.</p> <p><u>Assumptions</u></p> <ul style="list-style-type: none">Derived from the total employee count, considering only permanent and contract employees.Only employees within entities under Leader Energy's operational control are included.Excludes temporary workers, interns, and third-party contractors.
Key Senior Management	<p><u>Definition</u></p> <p>Key senior management refers to employees in leadership roles responsible for strategic decision-making.</p> <p><u>Calculation Methodology</u></p> <p>The count of employees holding key senior management positions with gender breakdown.</p> <p><u>Assumptions</u></p> <ul style="list-style-type: none">Does not include advisory roles, board members, or non-executive positions.

Reporting Principles and Data Assumptions

Indicators	Definition, Methodology and Assumptions
Employee Turnover and Voluntary Turnover Rate	<u>Definition</u> Total Turnover: The total number of employees leave Leader Energy voluntarily or due to dismissal, retirement, or death in service.
	Voluntary Turnover: The total number of employees who leave Leader Energy voluntarily (e.g., resignation).
	<u>Calculation Methodology</u> $\text{Voluntary Turnover Rate} = \frac{\text{Total Voluntary Turnover}}{\text{Total Employees}}$
	<u>Assumptions</u> Refer "Employee".
Training Hours and Average Training Hours per Employee	<u>Definition</u> <ul style="list-style-type: none">Training Hours: The total hours that employees spend attending training, including physical instructor-led training (ILT) and virtual ILT.Average Training Hours per Employee: The average number of training hours per employee within Leader Energy's operational control.
	<u>Calculation Methodology</u> $\text{Average Training Hours per Employee} = \frac{\text{Total Training Hours}}{\text{Total Employees}}$
	<u>Assumptions</u> Refer "Employee".
Care for Community	
Corporate Social Responsibility-Related Indicators	<u>Definition</u> These indicators track Leader Energy's corporate social responsibility (CSR) initiatives, including employee participation, social impact, and financial contributions.
	<u>Calculation Methodology</u> <ul style="list-style-type: none">Number of CSR Activities Conducted: Total count of CSR initiatives organised during the reporting period.Number of Employees Volunteering Hours: Sum of hours contributed by employees to CSR activities.Number of Direct Beneficiaries: Total number of individuals positively impacted by CSR programmes.Total CSR Investment: Sum of financial resources allocated to CSR programmes, reported in USD.
	<u>Assumptions</u> <ul style="list-style-type: none">Includes all CSR activities directly organised or funded by Leader Energy.Does not include informal employee volunteering activities that are not tracked or funded by the company.
Upholding Human Rights	
Human Rights-Related Indicators	<u>Definition</u> These indicators track Leader Energy's commitment to human rights, including employee training, due diligence efforts, and recorded grievances.
	<u>Calculation Methodology</u> <ul style="list-style-type: none">Employees Trained on Human Rights: Percentage of employees who have completed human rights training relative to the total workforce.Human Rights Due Diligence on Own Operations: Number of internal assessments conducted.Human Rights Due Diligence on Supplier: Number of assessments conducted on critical suppliers.Number of Grievances Recorded: Total recorded human rights-related grievances from employees, suppliers, or other stakeholders.
	<u>Assumptions</u> <ul style="list-style-type: none">Derived from training records, due diligence assessments, and grievance mechanism reports.Covers all employees under operational control and key critical suppliers assessed for human rights compliance.

Reporting Principles and Data Assumptions

STRONG BUSINESS GOVERNANCE

Indicators	Definition, Methodology and Assumptions
Anti-Bribery and Anti-Corruption	<u>Definition</u> These indicators track confirmed incidents of bribery and corruption and the financial impact of legal proceedings.
	<u>Calculation Methodology</u> <ul style="list-style-type: none">Total Confirmed Incidents: The number of verified cases of bribery or corruption involving employees, suppliers, or other stakeholders.Monetary Losses from Legal Proceedings: The total financial impact of fines, settlements, or other penalties resulting from bribery and corruption-related legal actions.
	<u>Assumptions</u> <ul style="list-style-type: none">Derived from internal investigations, legal proceedings, and compliance reports.
Whistleblowing	<u>Definition</u> These indicators track reported whistleblowing cases and their outcomes to assess ethical compliance and corporate integrity.
	<u>Calculation Methodology</u> <ul style="list-style-type: none">Total Cases Received: The total number of whistleblowing cases reported through official channels.Ongoing Investigations: The number of cases currently under investigation at the end of the reporting period.Closed Without Further Action: The number of cases reviewed and closed due to insufficient evidence or lack of policy breaches.Confirmed Breaches: The number of cases where investigations confirmed a policy violation or misconduct.
	<u>Assumptions</u> <ul style="list-style-type: none">Derived from internal compliance reports, whistleblowing mechanisms, and case resolution records.
Cybersecurity and Personal Data Protection	<u>Definition</u> These indicators track cybersecurity incidents, regulatory compliance, and employee training, along with breaches of customer privacy and data protection.
	<u>Calculation Methodology</u> <ul style="list-style-type: none">Major Cybersecurity Breaches: Total number of cybersecurity breaches that have a major impact on Leader Energy's assets, data, environment, functionality, personnel, or reputation.Incidents of Non-Compliance: Number of recorded incidents where physical or cybersecurity regulations and standards were not met.Employees Trained on Cybersecurity: Percentage of employees who have completed cybersecurity training relative to the total workforce.Breaches of Customer Privacy: Total number of confirmed incidents where customer personal data was compromised.
	<u>Assumptions</u> <ul style="list-style-type: none">Covers cybersecurity incidents and compliance breaches affecting Leader Energy's internal operations and customer data.

Reporting Standards and Disclosures

Global Reporting Index ("GRI") Content Index

Statement of use	Leader Energy Group Berhad has reported the information cited in this GRI content index for the period between 1 January and 31 December 2024 with reference to the GRI Standards
GRI 1 used	GRI 1: Foundation 2021

Disclosure		Location
GRI 2: General Disclosures 2021		
2-1	Organisational details	About Leader Energy
2-2	Entities included in the organisation's sustainability reporting	About This Report
2-3	Reporting period, frequency, and contact point	
2-4	Restatements of information	NA; no restatements were made
2-5	External assurance	About This Report
2-6	Activities, value chain, and other business relationships	<ul style="list-style-type: none">About Leader EnergyOur Value Creation Approach
2-7	Employees	Nurturing Talent (Diversity, Equity, and Inclusivity)
2-8	Workers who are not employees	Our Sustainability Governance
2-9	Governance structure and composition	
2-10	Nomination and selection of the highest governance body	Strong Business Ethics (Alignment with MCCG Requirements)
2-11	Chair of the highest governance body	<ul style="list-style-type: none">Our Sustainability GovernanceEnterprise Risk Management
2-12	Role of the highest governance body in overseeing the management of impacts	
2-13	Delegation of responsibility for managing impacts	Our Sustainability Governance
2-14	Role of the highest governance body in sustainability reporting	
2-15	Conflicts of interest	Strong Business Ethics (Alignment with MCCG Requirements)
2-16	Communication of critical concerns	
2-17	Collective knowledge of the highest governance body	
2-18	Evaluation of the performance of the highest governance body	Strong Business Ethics
2-19	Remuneration policies	
2-20	Process to determine remuneration	<ul style="list-style-type: none">Group Chairman StatementDecarbonise Towards Net Zero (Climate-Related Remuneration)
2-21	Annual total compensation ratio	Nurturing Talent (Diversity, Equity, and Inclusivity)
2-22	Statement on sustainable development strategy	Our Sustainability Approach
2-23	Policy commitments	Strong Business Ethics
2-24	Embedding policy commitments	
2-25	Processes to remediate negative impacts	
2-26	Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none">Strong Business EthicsSustainable Supply Chain
2-27	Compliance with laws and regulations	
2-28	Membership associations	Stakeholder Engagement
2-29	Approach to stakeholder engagement	
2-30	Collective bargaining agreements	Other Social Topic (Human Rights)

Reporting Standards and Disclosures

Disclosure		Location
GRI 3: Material Topics 2021		
3-1	Processes to determine material topics	Mapping Materiality
3-2	List of material topics	
3-3	Management of material topics	
GRI 101: Biodiversity 2024		
101-1	Policies to halt and reverse biodiversity loss	Biodiversity Conservation
101-2	Management of biodiversity impacts	
101-4	Identification of biodiversity impacts	
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	Our Value Creation Approach
201-2	Financial implications and other risks and opportunities due to climate change	Decarbonise Towards Net Zero (Climate Risks/ Opportunities Assessment)
201-3	Defined benefit plan obligations and other retirement plans	Nurturing Talent (Human Capital)
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services provided	Care for Community
203-2	Significant indirect economic impacts	<ul style="list-style-type: none">Our Value Creation ApproachCare for Community
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	Sustainable Supply Chain
GRI 205: Anti-Corruption 2016		
205-1	Operations assessed for risks related to corruption	Strong Business Ethics
205-2	Communication and training about anti-corruption policies and procedures	
205-3	Confirmed incidents of corruption and action taken	
GRI 207: Tax 2019		
207-1	Approach to tax	Strong Business Ethics
207-2	Tax governance, control, and risk management	
207-3	Stakeholder engagement and management of concerns related to tax	
GRI 302: Energy 2016		
302-1	Energy consumption within the organisation	Promote Sustainable Energy (Energy Management)
302-2	Energy consumption outside of the organisation	
302-3	Energy intensity	
302-4	Reduction of energy consumption	
302-5	Reductions in energy requirements of products and services	
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	Other Environmental Topics (Water Management)
303-3	Water withdrawal	
303-5	Water consumption	

Reporting Standards and Disclosures

Disclosure		Location
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Decarbonise Towards Net Zero
305-2	Energy indirect (Scope 2) GHG emissions	
305-3	Other indirect (Scope 3) GHG emissions	
305-4	GHG emissions intensity	
305-5	Reduction of GHG emissions	<ul style="list-style-type: none">• Promote Sustainable Energy (Reliable and Sustainable Energy)• Decarbonise Towards Net Zero
GRI 306: Waste 2020		
306-1	Waste generated and significant waste-related impacts	Other Environmental Topics (Waste Management)
306-2	Management of significant waste-related impacts	
306-3	Waste generated	
306-4	Waste diverted from disposal	
306-5	Waste directed from disposal	
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	Sustainable Supply Chain
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	Nurturing Talent (Human Capital)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
401-3	Parental leave	
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Safety and Well-being (Health and Safety)
403-2	Hazard identification, risk assessment, and incident investigation	
403-3	Occupational health services	
403-4	Worker participation, consultation, and communication on occupational health and safety	
403-5	Worker training on occupational health and safety	
403-6	Promotion of worker health	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	Nurturing Talent (Human Capital)
404-2	Programmes for upgrading employee skills and transition assistance programmes	
404-3	Percentage of employees receiving regular performance and career development reviews	

Reporting Standards and Disclosures

Disclosure		Location
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none">Nurturing Talent (Diversity, Equity, and Inclusivity)Strong Business Ethics (Alignment with MCCG Requirements)
GRI 406: Non-Discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Nurturing Talent (Diversity, Equity, and Inclusion)
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<ul style="list-style-type: none">Other Social Topic (Human Rights)Sustainable Supply Chain
GRI 408: Child Labour 2016		
408-1	Operations and suppliers at significant risk for incidents of child labour	<ul style="list-style-type: none">Other Social Topic (Human Rights)Sustainable Supply Chain
GRI 409: Forced or Compulsory Labour 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	<ul style="list-style-type: none">Other Social Topic (Human Rights)Sustainable Supply Chain
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	Other Social Topic (Human Rights)
GRI 411: Rights of Indigenous People 2016		
411-1	Incidents of violations involving rights of indigenous peoples	Other Social Topic (Human Rights)
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programmes	<ul style="list-style-type: none">Our Value Creation ApproachCare for Community
413-2	Operations with significant actual and potential negative impacts on local communities	Other Social Topic (Human Rights)
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	Sustainable Supply Chain
414-2	Negative social impacts in the supply chain and actions taken	
GRI 415: Public Policy 2016		
415-1	Political contributions	Strong Business Ethics
GRI 418: Customer Privacy 2016		
418-1	Substantial complaints concerning breaches of customer privacy and losses of customer data	Strong Business Ethics (Data Privacy and Cybersecurity)

Reporting Standards and Disclosures

International Financial Reporting Standards ("IFRS") S1 and S2 Content Index

Disclosure	IFRS S1 Location / Explanation	IFRS S2 & TCFD Location / Explanation
Governance		
a) Board Oversight	Sustainability Governance in Leader Energy	Decarbonise Towards Net Zero (Climate Change – <i>Climate Change Governance</i>)
b) Management’s Role		
Strategy		
a) Risks and Opportunities	Mapping Materiality (Sustainability Risks and Opportunities)	Decarbonise Towards Net Zero (Climate Change – <i>Climate Risks / Opportunities Assessment</i>)
b) Impact on Business Model and Value Chain		
c) Strategy and Decision-Making	Leader Energy incorporates sustainability strategies into the management of specific ESG topics that have been identified as material to the Group. These have been outlined in their respective chapters, under "Respecting the Environment", "Care for Our People", and "Strong Business Governance". Where relevant, these also include implications on the Group’s financial position.	
d) Financial Position		
e) Resilience of Strategy		
Risk Management		
a) Risk Identification and Assessment Process	Mapping Materiality	Decarbonise Towards Net Zero (Climate Change – <i>Climate Scenario Planning</i>)
b) Risk Management Process		
c) Integration into Overall Risk Management	Strong Business Governance (Enterprise Risk Management)	
Metrics and Targets		
a) Metrics Used	Leader Energy tracks the performance of each material ESG topics based specific quantitative and qualitative metrics tied to globally recognised sustainability frameworks. These have been outlined in their respective chapters, under "Respecting the Environment", "Care for Our People", and "Strong Business Governance".	Decarbonise Towards Net Zero (Climate Change – <i>Targets and Performance</i>)
b) Performance Data		
c) Targets Set	Mapping Materiality (Developing Strategies and Steps Forward)	

Reporting Standards and Disclosures

Sustainability Accounting Standards Board ("SASB") Content Index

Renewable Resources & Alternative Energy :		Solar Technology & Project Developers
Disclosure		Location / Explanation
Energy Management in Manufacturing		
RR-ST-130a.1	(1) Total energy consumed, (2) Percentage grid electricity, and (3) Percentage renewable	Promote Sustainable Energy (Energy Management)
Water Management in Manufacturing		
RR-ST-140a.1	(1) Total water withdrawn, (2) Total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Other Environmental Topics (Water Management)
RR-ST-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	
Hazardous Waste Management		
RR-ST-150a.1	(1) Amount of hazardous waste generated, (2) Percentage recycled	Other Environmental Topics (Waste Management)
Ecological Impacts of Project Development		
RR-ST-160a.1	(1) Number and (2) Duration of project delays related to economic impacts	NA; there have been no project delays for FY2024
RR-ST-160a.2	Description of efforts in solar energy system project development to address community and ecological impacts	Biodiversity Conservation
Product End-of-Life Management		
RR-ST-410b.2	(1) Weight of end-of-life material recovered, (2) Percentage recycled	Other Environmental Topics (Waste Management)
Product End-of-Life Management		
RR-ST-000.B	Total capacity of completed solar energy systems	• About Leader Energy • Our Value Creation Approach
RR-ST-000.C	Total project development assets	

Infrastructure :	Electric Utilities and Power Generators
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Disclosure		Location / Explanation
Greenhouse Gas Emissions and Energy Resource Planning		
IF-EU-110a.1	(1) Gross global Scope 1 emissions, (2) Percentage covered under emissions-limiting regulations, and (3) Percentage covered under emissions-reporting regulations	Decarbonise Towards Net Zero (Climate Risks and Opportunities) Disclosure (2) is not applicable
IF-EU-110a.3	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Decarbonise Towards Net Zero (Climate risks and opportunities)

Reporting Standards and Disclosures

Disclosure		Location / Explanation
Water Management		
IF-EU-140a.1	(1) Total water withdrawn, (2) Total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Other Environmental Topics (Water Management)
IF-EU-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	
Grid Resiliency		
IF-EU-550a.1	Number of incidents of non-compliance with physical or cybersecurity standards or regulations	Strong Business Ethics (Data Privacy and Cybersecurity)
Activity Metrics		
IF-EU-000.B	Total electricity delivered to: (1) Residential, (2) Commercial, (3) Industrial, (4) All other retail customers, and (5) Wholesale customers	<ul style="list-style-type: none">• Our Value Creation Approach• Promote Sustainable Energy (Reliable and Sustainable Energy) As Leader Energy provides electricity to the national grid of the respective countries where we operate, breakdown by customer type is not available
IF-EU-000.C	Length of transmission and distribution lines	<ul style="list-style-type: none">• About Leader Energy• Our Value Creation Approach
IF-EU-000.E	Total wholesale electricity purchased	Promote Sustainable Energy (Energy Management)

Independent Assurance Statement

VERIFICATION REPORT

Verification Opinion

Verified as Satisfactory	
Based on the process and procedures conducted, the GHG statement contained in the "Greenhouse Gas Inventory Report 2024" produced by Leader Energy Group Berhad:	<ul style="list-style-type: none">• Is materially correct and is a fair representation of GHG data and information.• Has been prepared in accordance with ISO 14064-1: 2018 and its principles.
Lead Verifier	Shaiful Rahman
Verifier Team Member	1. Wan Muqtadir Wan Abdul Fatah 2. Mimi Hasbullah
Independent Reviewer	Noemel Macunat
Signed on behalf of BSI	Evelyn Chye - Managing Director, Malaysia 
Issue Date	9 th May 2025

BSI Malaysia Suite 29.01, Level 29, The Gardens North Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Malaysia.

Note:
BSI Malaysia is independent to and has no financial interest in Leader Energy Group Berhad. This third-party Verification Opinion has been prepared for Leader Energy Group Berhad only for the purposes of verifying its statement relating to its GHG emissions more particularly described in the scope above. It was not prepared for any other purpose. In making this Statement, BSI Malaysia has assumed that all information provided to it by Leader Energy Group Berhad is true, accurate and complete. BSI Malaysia accepts no liability to any third party who places reliance on this statement.

Verification Engagement		CFV 820471 09052025
Organisation	Leader Energy Group Berhad	
Responsible party	Leader Energy Group Berhad	
Verification Objectives	To express an opinion on whether the organisational GHG Statement which is historical in nature: <ul style="list-style-type: none">• Is accurate, materially correct and is a fair representation of GHG data and information• Has been prepared in accordance with ISO 14064-1: 2018 and Leader Energy Group Berhad GHG Inventory Management Procedures the criteria used by BSI to verify the GHG Organisational Statement	
Materiality Level	10%	
Level of Assurance	Reasonable	
Verification evidence gathering procedures	<ul style="list-style-type: none">• Evaluation of the monitoring and controls systems through interviewing employees, observation & inquiry• Verification of the data through sampling recalculation, retracing, cross checking, and reconciliation	
Verification Standards	The verification was carried out in accordance with ISO 14064-3: 2019 and ISO 14065: 2020	

Note:
Leader Energy Group Berhad is responsible for the preparation and fair presentation of the GHG statement and report in accordance with the agreed criteria. BSI is responsible for expressing an opinion on the GHG statement based on the verification.

Independent Assurance Statement

Organisational GHG Statement		
Organisation	Leader Energy Group Berhad Penthouse @ 26, The Pinnacle, Persiaran Lagoon, Bandar Sunway, 46150 Petaling Jaya, Selangor, Malaysia	
Organisations GHG Report containing GHG Statement	Leader Energy Group Berhad Greenhouse Gas Inventory Report 2024	
Locations included in the Organisational Boundary	See Appendix A	
Scope of activities:	Independent power producer focused on the development, ownership, operation and maintenance of renewable energy assets and power transmission infrastructure across Asia	
Reporting Boundary:	Category 1: Direct GHG Emissions	1) Direct GHG emissions occur from sources owned or controlled by Leader Energy
	Category 2: Indirect GHG emissions from imported energy	1) Indirect GHG emissions associated with the purchase of energy
	Category 3: Indirect GHG emissions from transportation	1) Upstream transportation and distribution 2) Business travel 3) Employee commuting
	Category 4: Indirect greenhouse gas emissions from products used by the organisation	1) Purchased goods and services 2) Capital goods 3) Fuel and energy related activities 4) Waste generated in operation
	Category 5: Indirect greenhouse gas emissions associated with the use of products from the organisation	1) Use of sold products 2) End of life treatment of sold products 3) Downstream leased assets
	Category 6: Indirect greenhouse gas emissions from other sources	1) Investments
Criteria for developing the organisational GHG Inventory:	<ul style="list-style-type: none">ISO14064-1:2018Leader Energy Group Berhad Greenhouse Gas Inventory Quality Management Procedure LEGB-GPRO-SD-03, REV01, 28 March 2025The Greenhouse Gas Protocol; A Corporate Accounting and Reporting Standard; Revised Edition	
Reporting Period	01/01/2024 – 31/12/2024	

Independent Assurance Statement

Summary table of GHG Emissions

Emission Sources (location based)	2024
Direct GHG emissions	903,651.33
Indirect GHG emissions from imported energy	2,129.12
Indirect GHG emissions from transportation	509.30
Indirect GHG emissions from products used by Leader Energy	615,375.73
Indirect GHG emissions associated with the use of products from Leader Energy	40.77
Indirect GHG emissions from other sources	964.69
Total in tCO ₂ e	1,522,670.93
Note: The GHG emissions in the table above are based on the energy mix used by Leader Energy Group Berhad to produce electricity. Leader Energy has demonstrated Avoidance Emission totalling 308,367.12 tCO ₂ e from the export of electricity generated through renewable energy sources (Based on IRENA/location market-based EF).	

Appendix A

List of locations within the boundary of the GHG statement

Site address:	Activity conducted on site
Cambodian Energy Limited, Cambodia Village 2, Kampenh Commune, Steung Hav District, Preah Sihanouk Province, Kingdom of Cambodia	Coal-fired power generation
Cambodian Energy II Co., Limited, Cambodia Village 2, Kampenh Commune, Steung Hav District, Preah Sihanouk Province, Kingdom of Cambodia	Coal-fired power generation
CTL Transmission Line Asset	Transmission Line
CTLII Transmission Line Asset	Transmission Line
Leader Nam Tien Hydropower JSC, VietnamPhin Ngan Commune, Bat Xat District, Lao Cai Province, Vietnam	Hydroelectric Power Plant
Vinh Hao 6 Power LLC - VH6	Solar power generation
Leader Solar Energy Sdn Bhd, Malaysia Lot 2 Mukim Sg. Pasir Daerah Kuala Muda, 08000 Sungai Petani, Kedah	Solar power generation
Leader Solar Energy II Sdn Bhd, Malaysia Lot 5 Pekan Bukit Selambau 08010 Bukit Selambau Kedah Darul Aman	Solar power generation
B Offices (Sunway and Penang)	Office activity
LYS Group, Across Singapore	Solar power generation
LYS Group, Across Vietnam	Solar power generation
LYS Group, Across Malaysia	Solar power generation
LYS Group, Across Indonesia	Solar power generation
LYS Group, Across Thailand	Solar power generation
SanDing Energy Co., Ltd. (Sanding)	Solar power generation



Leader Energy Group Berhad

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