

# ABOUT THIS **REPORT**

This report provides a summary of our environmental, social and governance (ESG) performance for the second quarter of 2025 (1 April – 30 June 2025), highlighting key environmental, social, and governance initiatives and achievements to date.

For more details on our sustainability approach and commitments, please visit our website. More comprehensive information on our ESG strategies, initiatives, and progress as we continue driving sustainable growth and creating long-term value for our stakeholders.



Scan this QR Code to refer our sustainability approach and commitments as posted on our website

#### **ACCOLADES**

Leader Energy is proud to be recognised at the 10th Asia Sustainability Reporting Awards (ASRA), earning three distinguished accolades: Silver for Asia's Best Sustainability Report (Human Rights), and Bronze for both Asia's Best Stakeholder Reporting and Asia's Best Sustainability Report (First Time). These awards underscore our unwavering commitment to transparency, meaningful stakeholder engagement, and the protection of human rights throughout our sustainability journey.

We are also honoured to be named runner-up in the Environmental & Social Risk Management category at the ASEAN Risk Awards 2025. This recognition reaffirms our dedication to responsible risk management and sustainable business practices that create long-term value for our stakeholders and the communities in which we operate.









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## **OUR SUSTAINABILITY STRATEGY**

#### **MATERIAL MATTERS AND** SUSTAINABILITY STRATEGY

We have identified our key material matters and incorporated them into the development of our sustainability strategies and ESG targets for the year. For a detailed overview, please visit our website to view the full list of material matters.



#### LEADER ENERGY SUSTAINABILITY STRATEGY



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 BUSINESS AT A GLANCE**







Hydro



**Utility Scale** Solar







**Transmission** 



**Energy** Storage



Engineering, **Procurement** and Construction ("EPC") Works

Markets

















Principle Activities

- Developing, owning and operating power generation assets
- Rental, Operations and Maintenance (O&M) service
- Engineering, Procurement and Commissioning (EPC) services
- Power transmission

Legend:

Malaysia







Indonesia



Cambodia







## **ESG PERFORMANCE YEAR-TO-DATE QUARTER 2, 2025**

Leader Energy is committed to be Net Zero GHG emissions by 2030.



#### **Environment**

#### **MATERIAL MATTERS**



Climate Change\*

Reliable and Sustainable Energy\*



**Energy Management\*\*** 

#### **Sustainability Strategy**

Respecting the Environment -Decarbonise Towards Net Zero

#### 2025 Targets

• Net Zero emissions target by 2030

### Sustainability Strategy

Respecting the Environment -Promote Sustainable Energy

#### 2025 Targets

- 94.7% equivalent availability factor (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

#### **Sustainability Strategy**

Respecting the Environment -Decarbonise Towards Net Zero

#### 2025 / 2026 Targets

- 10% reduction in total purchased electricity intensity by 2026 (base-year 2022)
- Target for 2025: 3% reduction in purchase electricity intensity

#### **Related UNSDG**







#### **Related UNSDG**





Land Use and **Biodiversity\*\*** 

#### **Sustainability Strategy**

Respecting the Environment -**Biodiversity Conservation** 

#### 2025 Targets

• 7,000 mangrove trees planted at Kuala Muda Mangrove Conservation

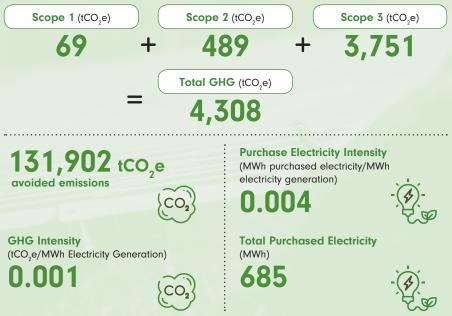
Programme in 2025

#### **Related UNSDG**









#### Note:

- Double Materiality
- \*\* High Materiality



## **ESG PERFORMANCE YEAR-TO-DATE QUARTER 2, 2025**



#### Social

#### **MATERIAL MATTERS**



#### **Health and Safety\***

#### **Sustainability Strategy**

Care for Our People -Safety and Well-being

#### 2025 Targets

- Zero Lost Time Injury Frequency
- Zero Recordable Occupational Illness
- Monthly safety inspection at Utility Scale operations and construction phase for C&I & EPC activities
- ISO 45001 certification for Utility Scale operations

#### **Related UNSDG**







### Community Investment\*\*

#### **Sustainability Strategy**

Care for Our People -Care for Community

#### 2025 Targets

• 3,500 hours of employee volunteering hours or average 8 hours per employee in 2025

#### **Related UNSDG**



#### **Human Capital\*\***

#### **Sustainability Strategy**

Care for Our People -**Nurturing Talent** 

#### 2025 Targets

- > 90% of talent retention rate
- · Critical position succession planning ratio of 1:2
- 20 hours of training manhours per employee per year

#### **Related UNSDG**

Female: Male





#### **Human Rights\*\***

#### **Sustainability Strategy**

Care for Our People -**Nurturing Talent** Strong Business Governance -

Sustainable Supply Chain

#### 2025 Targets

- 100% human rights due diligence (own operations) cumulative completed by
- > 90% employees trained on human rights in 2025

#### **Related UNSDG**











**Employee Volunteer Hours** 



#### **Women in Senior Management Roles**





USD66,646

**CSR Investments** 



Human Rights Due Diligence completed for own operations



**Talent Retention** 

of average training hours per employee



Work-related **Fatalities** 

**Lost-time Injury** Rate (LTIR)

**Fatalities Case** (Employees)

**Fatalities Case** (Contractors)

- Double Materiality
- \*\* High Materiality

# ESG PERFORMANCE YEAR-TO-DATE QUARTER 2, 2025



#### Governance

#### **MATERIAL MATTERS**



#### **Ethics and Integrity\***

#### **Sustainability Strategy**

**Strong Business Governance –** Strong Business Ethics

#### 2025 Targets

- Zero non-compliance on regulatory requirements
- 100% of employees attended the Leader Energy Group's ABC awareness training in 2025

#### **Related UNSDG**







## Data Privacy and Cybersecurity\*

#### **Sustainability Strategy**

**Strong Business Governance –**Strong Business Ethics (Cybersecurity)

#### 2025 Targets

- Zero major cybersecurity breaches
- > 90% of employees received cybersecurity awareness in 2025

#### **Related UNSDG**





#### Supply Chain Management\*

#### **Sustainability Strategy**

**Strong Business Governance –**Sustainable Supply Chain

#### 2025 Targets

- > 80% of key suppliers cumulative engaged on ESG by 2025
- > 80% of key suppliers cumulative completed ESG Self-Assessment programme by 2025

#### **Related UNSDG**



**ABC Acknowledgement** 

100%



Whistleblowing confirmed cases

N



45%

critical suppliers
(cumulatively) attended our ESG
briefing session since 2023

**Major Data Security Breach** 

U



**Fines/Penalties** 



**Board of Directors** 



**67**%



33% Female

#### Note

\* Double Materiality

## RESPECTING THE ENVIRONMENT



#### PROMOTE SUSTAINABLE ENERGY

Leader Energy began its renewable energy (RE) journey in 2016 and has since grown its RE power generation capacity to 570.2 MW. Our diversified portfolio includes a range of renewable energy assets and complementary RE-related initiatives, structured as follows:



#### Hydro



Size/Capacity

**51.7** MW

Avoided Emissions, tonnes CO<sub>2</sub>e

51,990



#### **Utility Scale Solar**



Size/Capacity

447.4 MWp

Avoided Emissions, tonnes CO<sub>2</sub>e

73,800



## Commercial & Industrial Solar



Size/Capacity

**71.1** MWp

▶ Avoided Emissions, tonnes CO₂e

**6,112** 



#### **Transmission**



Size/Capacity

235 км



#### **Energy storage**



Size/Capacity

1 unit showcase of

1.45 MWhr / 240 kWdc



\* As of 30 June 2025

#### Hydro

Situated in Vietnam's Lao Cai Province, our majority stake in Leader Nam Tien Hydropower Joint Stock Company (LNTH) Plants in Vietnam collectively boast a gross installed capacity (GIC) of 51.7 MW. These facilities utilise runof-river technology, characterised by dams and water conveyance systems that harness the natural flow of the river. This innovative approach ensures that water levels mimic natural conditions, facilitating seamless downstream flow.

#### **Utility Scale Solar**

Leader Energy owns and operates three large-scale solar plants, namely Vinh Hao 6 Plant located in Tuy Phong district, Vietnam, and LSE Plant and LSE II Plant in Malaysia. In addition, Leader Energy owns 49% stake in Clean Energy Vision Development Joint Stock Company (CEVD), the owning entity in South-Central Vietnam's Phu My district which has three ground-mounted solar PV power plants with a total GIC of 330 (MWp). By harnessing the abundant and renewable energy of the sun, our large-scale solar farms play a crucial role in reducing greenhouse gas emissions, decreasing reliance on fossil fuels, and advancing the global transition to sustainable energy.

#### Commercial & Industrial Solar

Leader Energy's commercial & industrial (C&I) rooftop solar business focuses on the installation of on-site solar PV systems for C&I sector clients to generate electricity. This decentralised approach to energy production allows property owners to harness the sun's energy directly, reducing their reliance on traditional power sources and contribute to the reduction of greenhouse gas emissions.

#### Transmission

Our Cambodian Transmission Line Assets (CTL and CTL II), spanning 235 kilometers, are crucial for transmitting electricity from remote hydropower plants to Phnom Penh and surrounding areas. These lines ensure a reliable and continuous power supply, supporting efficient long-distance electricity delivery as part of our renewable energy support services in Cambodia.

#### **Energy Storage**

In Q4, 2024, we initiated our first showcase of a 1.45MWhr/250kW-dc NaS® battery energy storage system which is to be integrated with our 20MWac Grid Connected PV System (GCPV) solar plant located in Kedah, demonstrates our commitment to renewable energy, with plans for further expansion.

Leader Energy recognises the importance of energy storage system in addressing national grid limitations, particularly during surplus production and peak demand.

Energy storage systems enhance the efficiency and reliability of intermittent solar and wind energy, support grid stability, reduce reliance on fossil fuels, and promote a sustainable energy infrastructure.

#### Wind

Leader Energy has taken a groundbreaking step in advancing Cambodia's renewable energy landscape with the signing of an Implementation Agreement (IA) for a 150 MW wind farm with the Ministry of Mines and Energy of Cambodia on 27 November 2024. This marks Leader Energy's first venture into wind energy.

The 150 MW wind farm, set to be located in Mondulkiri province, will harness the region's untapped wind resources. Scheduled for completion in 2027, the project represents a pivotal milestone in Cambodia's clean energy journey.

## RESPECTING THE ENVIRONMENT

#### **DECARBONISE TOWARDS NET ZERO**

We have proactively taken steps to reduce our carbon emissions by utilising renewable energy, which significantly avoids emissions by replacing fossil fuel-based electricity generation.

### **Long-Term Climate Goal:**

## Net Zero GHG Emissions by 2030



Scope 1 (Direct GHG Emissions) Reduction Strategy

- Energy efficiency improvements
- Electrification of plant equipment and mobile vehicles



Scope 2 (Indirect Purchased Electricity)
Reduction Strategy

- Installation of rooftop solar panels at operational sites
- Usage of Renewable Energy Certificates (RECs) to offset Scope 2 emissions



Scope 3 (Indirect GHG Emissions)
Reduction Strategy

• Reduction in sources coming from the Group's value chain



**Residual Emissions Reduction Strategy** 

- Explore and invest in nature-based GHG sinks
- Usage of high value carbon credits to offset residual Scope 1 & 3 emissions

As of YTD Q2 2025, our operational sites have installed:

**92%** LED lightings



75% energy efficiency equipment



**70** MWh Rooftop Solar (RE consumed\*)



#### **BIODIVERSITY CONSERVATION**

Biodiversity conservation remains a key priority in supporting ecological balance, sustainable development, and ecosystem resilience. In 2025, we enter the second year of the Five-Year Mangrove Conservation and Climate Action for Sustainable Living Programme in partnership with the Global Environment Centre (GEC).

This year, the programme targets the planting of 7,000 mangrove trees in the Kuala Muda district. As of June, 650 trees have already been planted by GEC and volunteers from Kg KEDA Tepi Sg, bringing the cumulative total to 4,650 trees since the programme's launch in 2023. To support long-term success, GEC also continues to conduct regular monitoring, with the latest data showing a healthy tree survival rate of 80–83%.

Looking ahead to Q3, we plan to organise a mangrove school carnival involving schools in the Kuala Muda district, alongside tree planting activities with our employees, further strengthening community engagement and environmental stewardship.







## **CARE FOR OUR PEOPLE**



#### **SAFETY AND WELL-BEING**

We are proud to report zero Lost Time Injuries (LTI) across our operations, demonstrating our unwavering commitment to workplace safety. Over the year, we carried out 32 safety inspections to proactively identify and mitigate potential hazards. In addition, 44 safety and health training sessions were conducted to enhance awareness and build capabilities among our employees. We are also progressing towards the implementation of ISO 45001, underscoring our commitment to a strong, internationally recognised Occupational Health and Safety Management System.

As part of our continuous commitment to workplace safety, we will be launching a Group-wide Health, Safety and Environment (HSE) Awareness Campaign in Q3 2025. The campaign aims to enhance HSE awareness at all levels of the organisation and promote a proactive approach to incident prevention. Through targeted communication and engagement initiatives, we expect to improve overall HSE understanding among employees and strengthen our safety culture across the Group.

#### **NURTURING TALENT**

Nurturing talent involves creating an environment that empowers individuals to grow, innovate, and reach their full potential through continuous learning, mentorship, and opportunities.

As part of our DEI activities, we also celebrated Mother's Day and Father's Day to recognise and appreciate the important roles of parents in our workplace. In addition, a special sharing session was organised with our Group Chief Financial Officer (CFO), where employees had the opportunity to learn practical financial tips allowing everyone to take away valuable insights from the Group CFO's personal and professional experiences.



#### **CARE FOR COMMUNITY**

Leader Energy continued to drive its Corporate Social Responsibility (CSR) efforts across the Group, with initiatives anchored around three key themes; Environment Conservation and Climate Action, Promoting Community Health and Well-being and Improving Community Livelihood. These focus areas reflect our continued commitment to creating a meaningful and positive impact in the communities where we operate. Some of the key highlights of our CSR programmes conducted in Q2 2025 include:

Beach and Community Clean-up Programmes:

# **69** TONNES



of waste collected

Tree Planting:

250

trees planted





EcoWalk at Taman Rimba Kuala Lumpur

Leader Energy collaborated with the National Autism Society of Malaysia (NASOM) for the second consecutive year to host the LE x NASOM EcoWalk at Taman Eko Rimba Kuala Lumpur in celebration of World Environment Day 2025. The event provided a day of meaningful connection and environmental learning for children and youth with autism through activities such as a Nature Appreciation Walk, Plant-in-a-Pot, Forest Bathing, and inclusive group sessions. A total of 28 employees with 112 volunteering hours recorded for this initiative which supports our Sustainability Strategy; Respecting the Environment and Care for Our People by nurturing environmental awareness and fostering inclusive experiences among employees.

## CARE FOR OUR PEOPLE

#### River Clean-Up Programme in Cambodia

As part of our 5-Year Cambodia Rivers Cleanup Mission with River Ocean Cleanup (ROC), Leader Energy conducted a river cleanup in April at Tonlé Sap, Pursat Province — a vital ecosystem supporting food security, biodiversity, and local livelihoods. The event saw 957 participants collecting 9 tonnes of waste. The initiative underscores our commitment to conserving natural resources, empowering local communities, and advancing a circular economy in line with our broader sustainability strategy.

As of Q2 2025:

**99** tonnes

waste collected from rivers since January 2025



313 tonnes

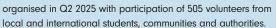
of waste collected since 2023 (exceeding the target of 120 tonnes of waste)



**282** tonnes

of non-recyclable waste were sorted at ROC's Zero Waste Centre and treated at co-processing facility (waste-to-energy)

## 2 outreach events





In addition, to make a meaningful difference in the markets we operate in, we implemented a total of 25 CSR initiatives and invested 1,430 volunteer hours, of which 1,042 and 388 hours were devoted to environmental and social activities respectively.

CSR Strategic Theme	No. of CSR Activities in 2025
Strategic Theme 1 - Environment Conservation and Climate Action	17
Strategic Theme 2 - Promoting Community Health and Well-being	0
Strategic Theme 3 - Improving Community Livelihood	8
Total	25



For a full list of our CSR initiatives, please visit the 'Sustainability' section on Leader Energy's website.







#### **UPHOLDING HUMAN RIGHTS**

In May, we conducted human rights due diligence (HRDD) for our engineering, procurement, and construction activities related to transmission lines in Cambodia. In Q3, we will extend HRDD to our commercial and industrial (C&I) solar rooftop operations in Malaysia, Singapore, Thailand, Indonesia, and Taiwan, as part of our goal to achieve 100% HRDD coverage of our own operations by year-end. As of now, 97% of the findings from completed HRDD assessments have been closed by the respective operations, with the remaining findings expected to be addressed within the year.

To further strengthen our responsible business practices, we also plan to conduct HRDD on two critical suppliers, reinforcing our commitment to ethical conduct and the integration of human rights considerations throughout our value chain.

## STRONG BUSINESS GOVERNANCE



#### STRONG BUSINESS ETHICS

As part of our ongoing commitment to sustainability and responsible business practices, we are proud to be a member of the United Nations Global Compact, embracing its Ten Principles which encompass anticorruption, human rights, labour standards, and environmental stewardship. This affiliation underscores our dedication to upholding globally recognised values across all aspects of our operations.

In Q2 2025, we completed the compliance management reports and quarterly reporting on non-compliance incidents, reinforcing transparency, accountability, and our commitment to robust governance and continuous improvement. In line with our annual refresher training programme, anti-bribery and anti-corruption training sessions will be organised starting from Q3 2025 to further embed these principles across the organisation.

#### SUSTAINABLE SUPPLY CHAIN

Our Sustainable Supply Chain Programme is dedicated to maintaining the highest standards of environmental and social responsibility throughout our sourcing and procurement processes. By integrating sustainability criteria into supplier evaluations, we aim to minimise our environmental impact and promote ethical business practices across our supply chain.

We remain committed to engaging our key suppliers through initiatives such as the ESG Supply Chain Briefing and the rollout of an ESG Self-Assessment Questionnaire both designed to enhance transparency, promote sustainable practices, and strengthen ESG performance across our supply network. As of Q2 2025, we have conducted one ESG briefing with our critical suppliers, with a cumulative total of 45% critical suppliers having participated. In addition, we plan to conduct Human Rights Due Diligence (HRDD) on two more critical suppliers by end of the year.

#### STAKEHOLDER ENGAGEMENT

We believe that empowering people is key to driving the energy transition. In line with our commitment to UNSDG 4: Quality Education, our Chief Sustainability and Strategy Officer, Ms Evelyn Chee, and Human Resource Director, Ms Sally Ng engaged with students at Universiti Tenaga Nasional (UNITEN) in April 2025. Through their insightful sessions on sustainability careers and evolving talent needs in the energy sector, they inspired the next generation of energy professionals. This initiative reflects our ongoing commitment to nurturing industry-ready talent and building a more sustainable future through education and engagement.

Mr Gan Boon Hean, Technical Advisor at Leader Energy, represented the Group at the 4th Solar Energy Storage Future Asia conference held in July 2025, where he participated in a distinguished panel discussion on "Driving Solar Growth in Asia." During the session, Mr Gan shared expert insights on the opportunities unlocked by the ASEAN Power Grid, the key challenges in scaling

up solar deployment across the region, and the critical importance of robust grid infrastructure and Battery Energy Storage Systems (BESS) in supporting a resilient, low-carbon energy future. His participation reinforces Leader Energy's active role in shaping the regional renewable energy landscape.



#### List of awards and membership

Trade Associations/Memberships	
United Nations Global Compact	Member
Climate Governance Malaysia	Member
Sustainable Energy Association of Singapore	Council member
Malaysian Photovoltaic Industry Association	Member
Asosiasi Energi Surya Indonesia	Member

Name of Award/Recognition Received in 2025	Description of Award
Asia Sustainability Reporting Awards (ASRA) 2024	Leader Energy is honoured to be recognised at the 10th ASRA, winning:  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)
ASEAN Risk Awards 2025	Leader Energy is honoured to be recognised as the runner up for Environmental & Social Risk Management category.

#### **We Welcome Your Feedback**

In keeping with the spirit of being open, transparent and accountable, we welcome all queries and feedback on our sustainability disclosures. You may send your comments to:



Sustainability Department Leader Energy Group Berhad

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## **PERFORMANCE DATA TABLE Q2 2025**

#### RESPECTING THE ENVIRONMENT

GHG EMISSIONS	UNIT	YTD Q2 2025	FY 2024 <sup>4</sup>	FY 2023	FY 2022
GHG Emissions	tCO <sub>2</sub> e	4,308	7,273	8,274	863
Scope 1	tCO <sub>2</sub> e	68	138	169	151
Scope 2	tCO <sub>2</sub> e	489	976	1,192	712
Scope 3 <sup>1</sup>	tCO <sub>2</sub> e	3,751	6,159	6,913	-
Scope 1 GHG Emissions <sup>2</sup>	tCO <sub>2</sub> e	68	138	169	151
Operations	tCO <sub>2</sub> e	63	125	157	151
Offices	tCO <sub>2</sub> e	5	13	12	0
Scope 2 GHG Emissions <sup>2</sup>	tCO <sub>2</sub> e	489	976	1,192	712
Operations	tCO <sub>2</sub> e	479	950	1,170	695
Offices	tCO <sub>2</sub> e	10	26	22	17
Scope 3 GHG Emissions	tCO <sub>2</sub> e	3,751	6,159	6,913	-
Operations	tCO <sub>2</sub> e	3,713	6,003	6,788	-
Offices	tCO <sub>2</sub> e	38	156	125	-
GHG Intensity <sup>3</sup>	tCO <sub>2</sub> e / MWh GEN	0.001	0.003	0.004	0.001
Avoided Emissions	tCO,e	131,902	308,367	197,731	211,329

#### Notes:

- A full material Scope 3 assessment and inventory was conducted in 2024 using 2023 activity data.
- <sup>2</sup> Q2 2025 data excludes C&I Singapore and Indonesia GHG emissions in June. Data will be reported in Q3 once it is available.
- <sup>3</sup> FY2022 GHG Intensity restated following recalculation.
- FY2024 data restated following third-party verification.
- (-) indicates that no data is available

ENERGY	UNIT	YTD Q2 2025	FY 2024 <sup>1</sup>	FY 2023	FY 2022
Energy Consumption	GJ	3,434	6,821	7,540	4,435
Diesel <sup>2</sup>	liter	11,029	19,888	16,968	12,520
Petrol	liter	9,777	20,953	17,882	11,706
Purchased Electricity	MWh	685	1,362	1,646	960
Renewable Energy	MWh	70	144	116	41
Energy Intensity	GJ/ MWh	0.02	0.02	0.02	0.01
	GEN				

#### Notes:

- <sup>1</sup> FY2024 data restated following third-party verification.
- <sup>2</sup> FY2022 and FY2023 diesel consumption restated following recalculation.

WASTE	UNIT	YTD Q2 2025	FY 2024	FY 2023	FY 2022
Waste Generated	tonnes	34	73	12	10
General Waste	tonnes	22	50	6	5
Recycled Waste	tonnes	9	19	0	0
Hazardous Waste	tonnes	3	4	6	5
Broken Solar Panels Ma	nagement				
Broken Solar Panels	pcs	138	124	186	88
Generated					
Broken Solar Panels	pcs	0	0	0	0
Recycled					
Broken Solar Panels	pcs	0	0	0	0

SPILL	UNIT	YTD Q2 2025	FY 2024	FY 2023	FY 2022
Number of Hazardous Spill Incidents	Number	0	0	0	0
Volume of Hazardous Substances Released	Liters	0	0	0	0
Volume of Hazardous Substances Recovered	Liters	0	0	0	0

WATER AND EFFLUENTS	UNIT	YTD Q2 2025	FY 2024	FY 2023	FY 2022
Water Withdrawal Volume of Water Withdrawn <sup>1</sup> (From All Sources)	m <sup>3</sup>	55,962,699	177,565,786	363,218,949	513,943,124
Withdrawal From Surface Water Sources	m³	55,960,469	177,559,937	363,214,584	513,940,055
Withdrawal From Groundwater Sources	m <sup>3</sup>	0	27	969	1,007
Withdrawal From Municipal Sources (Purchased Water)	m³	2,230	5,822	3,096	2,062
Water Discharge					
Volume of Water Discharged to Receiving Bodies	m³	55,960,469	177,559,937	363,214,584	513,940,000
Water Consumption					
Net Water Consumption	m <sup>3</sup>	2,230	5,849	4,065	3,124
Regulatory Compliance	,			,	
Number of Incidents of Non-Compliance with	Number	0	0	0	0

#### Notes:

FY2024 total volume of water withdrawn figure was restated following a calculation error.

FINES, PENALTIES & AUDITS	UNIT	YTD Q2 2025	FY 2024	FY 2023	FY 2022
Environmental Fines/ Penalties	Number	0	0	0	0
Environmental Audits	Number	7	6	7	6

#### **CARE FOR OUR PEOPLE**

Water-Related Permits, Standards, or Laws

SAFETY & WELL-BEING	UNIT	YTD Q2 2025	FY 2024	FY 2023	FY 2022
Safe Manhours Worked	Hours	1,013,849	1,021,083	861,490	531,986
Employee	Hours	434,077	712,346	-	-
Contractor	Hours	579,772	308,737	-	-
Fatality	Number	0	0	0	0
Employee	Number	0	0	0	0
Contractor	Number	0	0	0	0
Fatality Rate					
Employee	Per 1 million manhours	0	0	0	0
Contractor	Per 1 million manhours	0	0	0	0



## **PERFORMANCE DATA TABLE Q2 2025**

SAFETY & WELL-BEING	UNIT	YTD Q2 2025	FY 2024	FY 2023	FY 2022
Lost-Time Injury	Number	0	0	0	0
Employee	Number	0	0	0	0
Contractor	Number	0	0	0	0
Lost-Time Injury Freque					
Employee	Per 1	0	0	0	0
	million manhours				
Contractor	Per 1	0	0	0	0
	million	-	-	-	-
	manhours				
Recordable Injury	Number	0	0	0	0
Employee	Number	0	0	0	0
Contractor	Number	0	0	0	0
		<u> </u>			
Recordable Injury Free	quency Rate	1			
Employee	Per 1	0	0	0	0
	million				
Contractor	manhours Per 1	0	0	0	0
Contractor	million	U	U	U	U
	manhours				
Near Miss	Number	3	3	0	0
Employee	Number	3	0	0	0
Contractor	Number	0	3	0	0
Now Miss Everyone I	)				
Near Miss Frequency I Employee	Per 1	6.9	0	0	0
Employee	million	0.7	U	U	U
	manhours				
Contractor	Per 1	0	9.7	0	0
	million				
	manhours				
Recordable	Number	0	0	0	0
Occupational Disease					
Employee	Number	0	0	0	0
Contractor	Number	0	0	0	0
Recordable Occupation	nal Disser-	Fraguenes D-	ıto.		
Employee	Per 1	0	0	0	0
Linployee	million	J	5	J	3
	manhours				
Contractor	Per 1	0	0	0	0
	million				
	manhours				

#### Notes:

(-) indicates that no data is available

FINES, PENALTIES & AUDITS	UNIT	YTD Q2 2025	FY 2024	FY 2023	FY 2022
Health And Safety- Related Fines/Penalties	Number	0	0	0	0
Health and Safety Audits	Number	8	15	2	0
Internal Audits	Number	7	-	-	-
External Audits	Number	1	-	-	-

#### Notes:

(-) indicates that no data is available

NURTURING TALENT <sup>1</sup>	UNIT	YTD Q	2 2025	FY	2024	FY 2	2023	FY 2	2022
		No.	%	No.	%	No.	%	No.	%
Employees	Number	38			54		36		53
Employees Employee Composition		30	91	3	34	3.	30		99
Male	Number	261	69%	246	69%	236	70%	190	729
	/ % of								
	total								
Female	Number / % of	120	31%	108	31%	100	30%	73	289
	total								
Female : Male Ratio	Ratio	1:	2.2	1:	2.3	1:	2.4	1:	2.6
Employee Composition I	y Age Gro	up							
Under 30 years old	Number	81	21%	79	22%	86	26%	60	239
	/ % of								
	total								
31-50 years old	Number / % of	279	73%	256	72%	233	69%	189	729
	total								
Over 50 years old	Number	21	6%	19	6%	17	5%	14	5%
	/ % of								
	total								
Employee Composition	by Organis	ationa	l Role						
Key Senior Management		11	3%	10	3%	7	2%	4	2%
(KSM)	/ % of								
	total								
Senior Management	Number	20	5%	20	5%	-	-	-	-
(SM)	/ % of total								
Middle Management	Number	92	24%	84	24%	_	-	_	-
(MM)	/ % of								
	total								
Executive (EXE)	Number	87	23%	71	20%	-	-	-	-
	/ % of total								
Non-Executive (N-EXE)	Number	171	45%	169	48%	_	_		_
THOM EXCEDITE (IT EXE)	/ % of	., .	4070	107	10/0				
	total								
Employee Distribution b	v National	itv							
Cambodia	Number	96	25%	83	24%	73	22%	50	199
	/ % of								
	total								
Malaysia	Number	111	29%	98	28%	93	28%	62	249
	/ % of total								
V: -1	Number	123	32%	122	34%	123	37%	106	409
ietnam		.20	02/0		0 170	.20	0,70	.00	,
vietnam	/ % of								
vietnam	/ % of total								
	total Number	19	5%	18	5%	17	5%	15	6%
Singapore	Number / % of	19	5%	18	5%	17	5%	15	6%
Singapore	Number / % of total								
	Number / % of	19	5%	18	5%	17	5% 1%	15	
Singapore	total  Number / % of total  Number								1%
Singapore	total  Number / % of total  Number / % of								
Singapore Thailand	total  Number / % of	5	1%	4	1%	4	1%	2	1%
Singapore Thailand Indonesia	total  Number / % of total  Number / % of total  Number / % of total	5	1%	14	1%	13	1%	2	1%
Singapore Thailand	Number / % of total  Number	5	1%	4	1%	4	1%	2	1%
Singapore Thailand Indonesia	total  Number / % of total  Number / % of total  Number / % of total	5	1%	14	1%	13	1%	2	1%
Singapore Thailand Indonesia Taiwan	Number / % of total  Number / % of	5	1%	14	1%	13	1%	2	1% 5% 2%
Singapore Thailand Indonesia	Number / % of total  Number / % of total	5 15 3	1%	14	1% 4% 1%	13	1% 4% 1%	13	1%

## **PERFORMANCE DATA TABLE Q2 2025**

NURTURING TALENT <sup>1</sup>	UNIT	YTD Q	2 2025	FY :	FY 2024		FY 2023		FY 2022	
		No.	%	No.	%	No.	%	No.	%	
<b>Employee Distribution</b>	by Employm	ent Ca	tegory							
Permanent	Number / % of total	331	87%	317	89%	308	92%	241	92%	
Contract	Number / % of total	50	13%	38	11%	28	8%	22	8%	
Turnover	Number / % of total	25	7%	40	11%	50	15%	48	18%	
Voluntary Turnover	Number / % of total	23	6%	40	11%	50	15%	48	18%	
Turnover Composition	by Gender									
Male	Number / % (Turnover Total)	15	60%	29	72%	31	62%	36	75%	
Female	Number / % (Turnover Total)	10	40%	11	28%	19	38%	12	25%	
Training					-					
Training Hours	Hours	5,8	343	10,	408	5,4	475		397	
Avg. Training Hrs. per Employee	Hours	1	5	2	.9	1	16		7	

#### Notes:

<sup>1</sup> FY2024 data restated following recalculation.

CARE FOR COMMUNITY UNIT YTD Q2 2025

(-) indicates that no data is available

CSR Programmes Carried Out <sup>1</sup>	Number	25	56	39	16
CSR Programmes Carrie	ed Out by CS	SR Strategic	Theme		
Environment Conservation & Climate Action	Number	17	25	-	-
Promoting Community Health & Wellbeing	Number	0	17	-	-
Improving Community Livelihood	Number	8	14	-	-
Volunteer Hours	Hours	1,430	3,373	2,818	-
CSR Direct Beneficiaries	Number	699	6,752	14,206	1,188
CSP Investment	LISD	44 414	173 013	100 434	40.00

FY 2024

FY 2023

#### Notes:

<sup>1</sup> Restated the number of CSR programmes carried out in FY2024 following recalculation. (-) indicates that no data is available

UPHOLDING HUMAN RIGHTS	UNIT	YTD Q2 2025	FY 2024	FY 2023	FY 2022
Employees Trained on Human Rights <sup>1</sup>	%	0	98%	99.5%	-
HRDD on Own Operations <sup>2</sup>	Number	1	5	4	-

UPHOLDING HUMAN RIGHTS	UNIT	YTD Q2 2025	FY 2024	FY 2023	FY 2022
HRDD on Critical Suppliers	Number	0	2	1	-
Human Rights-Related Grievances	Number	0	1	0	-
Closed Human Rights- Related Grievances	Number	0	1	0	-

#### Notes:

- Training for 2025 is scheduled to commence in July 2025.
- <sup>2</sup> HRDD is Human Rights Due Diligence assessment.
- (-) indicates that HRDD assessment were initiated in 2023.

#### STRONG BUSINESS GOVERNANCE

STRONG BUSINESS ETHICS	UNIT	YTD Q2 2025	FY 2024	FY 2023	FY 2022
Training on Anti-Bribery	and Anti-C	Corruption (AB	C) <sup>1</sup>		
Governance Body Trained	%	0%	100%	100%	-
Employees Trained	%	0%	100%	100%	-
Third Parties Trained <sup>2</sup>	%	0%	56%	95%	-
Incidents of Anti-Briber	and Corre	uption			
Confirmed Incidents	Number	0	0	0	0
Monetary Loss from Legal Proceedings	USD	0	0	0	0
Whistleblowing Cases					
Cases Received	Number	1	1	0	0
Cases Investigated	Number	1	1	0	0
Cases Closed (No Further Action)	Number	1	1	0	0
Confirmed Breaches	Number	0	0	0	0

#### Notes:

- Training for 2025 is scheduled to commence in July 2025.
- <sup>2</sup> Third parties trained on ABC in FY2024 restated following data verification by GRC Department.
- (-) indicates that no data is available

CYBERSECURITY	UNIT	YTD Q2 2025	FY 2024	FY 2023	FY 2022
Cybersecurity					
Major Cybersecurity Breaches	Number	0	0 0		0
Non-Compliance Incidents (Cyber/ Physical)	Number	0	0	0 0	
Employees Trained <sup>1</sup>	%	0%	98%	99.5%	-
Personal Data and Inf	formation				
Customer Privacy Breaches	Number	0	0	0	0

#### Notes:

- <sup>1</sup> Training for 2025 is scheduled to commence in July 2025.
- (-) indicates that no data is available

For a comprehensive details of our Sustainability Reporting Principle and Data Assumption, please visit our website or scan the QR code below:



Sustainability Reporting Principles & Data Assumptions