



Forging a Greener Path Forward with Renewables



About This Report

This report provides a summary of our environmental, social and governance (ESG) performance for the fourth quarter of 2025 (1 October – 31 December 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.

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Accolades Obtained in Q4 2025

Leader Energy concluded Q4 2025 on a strong note with notable recognitions that reflect our continued progress in sustainability and responsible business practices.

During the quarter, Leader Energy was included in the **ESG Select List 2025** by the **UN Global Compact Network Malaysia & Brunei (UNGCMYB)**, achieving **3-Star Lister** status under **The North Star ESG Target Setting, Future-Fit & Responsible Workforce, and ESG Breakthrough Innovation**. This recognition underscores our advancement in embedding sustainability across our operations and delivering positive impact for both people and the planet.

In a significant step towards standardising operational excellence, Leader Energy successfully secured **Integrated Management System (IMS) certification—comprising ISO 9001 (Quality), ISO 14001 (Environment), and ISO 45001 (Occupational Health and Safety) across our entities**. This certification validates our systems across the following scope:

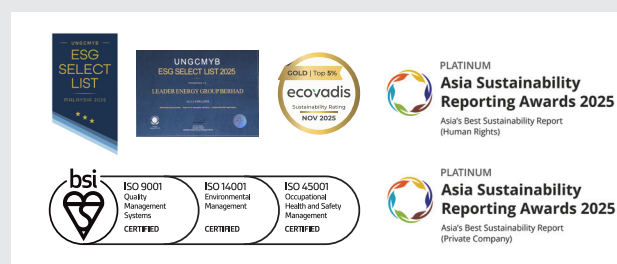
- Development, operation and maintenance of renewable power generation assets
- Provision of management services and oversight for renewable energy businesses, including the management, coordination, and performance monitoring of utility-scale renewable energy assets
- Provision of solar energy generation services, including the management, operation, and maintenance of the solar power plant
- Provision of hydropower generation services, including the management, operation, and maintenance of the hydropower plant

By unifying these standards, Leader Energy reinforces its capacity to deliver safe, reliable, and environmentally responsible energy solutions while maintaining rigorous operational control.

In addition, for the second consecutive year, Leader Energy was awarded the **EcoVadis Gold Medal** for the **2025/2026** assessment term, maintaining our position among the **top 5%** of companies globally. This achievement reflects our strong performance across the themes of Environment, Labour & Human Rights, Ethics, and Sustainable Procurement, and affirms the robustness of our sustainability management systems. It further strengthens our credibility with stakeholders, partners, and the communities we serve.

Leader Energy was also honoured with **Double Platinum at the 11th Asia Sustainability Reporting Awards (ASRA) 2025**, receiving top recognition in the categories of **Asia's Best Sustainability Report (Private Company)** and **Asia's Best Sustainability Report (Human Rights)**. These accolades reflect our steadfast commitment to transparent, high-quality sustainability reporting, responsible growth, and the effective management of environmental, social, and governance (ESG) priorities.





















Guided by our aspiration to RE-Energise a Tomorrow where renewable energy uplifts lives and economies, Leader Energy remains committed to advancing sustainability excellence and creating long-term value through responsible and future-focused business practices.



Our Sustainability Strategy



OUR BUSINESS AT A GLANCE

Wind Cambodia  	Hydro Vietnam  	Utility Scale Solar Vietnam, Malaysia   
Commercial & Industrial Solar Malaysia, Vietnam, Singapore, Indonesia, Thailand, Taiwan       	Transmission Cambodia  	Energy Storage Malaysia  
Engineering, Procurement & Construction ("EPC") Works Cambodia  	Principle Activities <ul style="list-style-type: none"> • Developing, owning and operating power generation and battery energy storage assets • Rental, Operations and Maintenance (O&M) service • Engineering, Procurement and Commissioning (EPC) services • Power transmission 	

Guided by our aspiration to RE-Energise a Tomorrow where renewable energy uplifts lives and economies, Leader Energy remains committed to advancing sustainability excellence and creating long-term value through responsible and future-focused business practices.

ASPIRATION RE-Energising a Tomorrow where renewable energy uplifts lives and economies	PURPOSE Delivering sustainable energy that betters society and the environment
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STRATEGIC THEMES

 RESPECTING THE ENVIRONMENT Sustainable operations with reduced environmental footprint <ul style="list-style-type: none"> • Promote Sustainable Energy • Decarbonise Towards Net Zero • Biodiversity Conservation    	 CARE FOR OUR PEOPLE Sustainable talent, safe working environment and community well-being <ul style="list-style-type: none"> • Safety and Well-being • Nurturing Talent • Care for Community   	 STRONG BUSINESS GOVERNANCE Sustainable returns based on strong business governance <ul style="list-style-type: none"> • Strong Business Ethics • Sustainable Supply Chain  
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ESG Performance Year-to-Date Quarter 4, 2025

Leader Energy Group's Renewable Energy Business is committed to be **Net Zero GHG emissions by 2030**.

ENVIRONMENT



Material Matters

Climate Change*

Sustainability Strategy
Respecting the Environment – Decarbonise Towards Net Zero

2030 Targets

- Net Zero emissions target by 2030

Related UNSDG

Reliable and Sustainable Energy*

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

Related UNSDG

Energy Management#

Sustainability Strategy
Respecting the Environment – Decarbonise Towards Net Zero

2025 Targets

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

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

Scope 1 (tCO ₂ e)	643
+	
Scope 2 (tCO ₂ e)	985
+	
Scope 3 (tCO ₂ e)	8,687
=	
Total GHG (tCO ₂ e)	10,315

317,387 tCO₂e

avoided emissions

0.003

Purchase Electricity Intensity
(MWh purchased electricity/MWh electricity generation)

0.004

GHG Intensity²
(tCO₂e/MWh Electricity Generation)

1,370

Total Purchased Electricity
(MWh)

Note:
* Double Materiality # High Materiality

ESG Performance Year-to-Date Quarter 4, 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
- 100% monthly safety inspection at utility scale operations and construction phase for C&I & EPC activities
- ISO 45001 certification for utility scale operations

Related UNSDG



Human Capital#

Sustainability Strategy

Care for Our People –
Nurturing Talent

2025 Targets

- > 88% 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

1 : 2.1



Talent Retention

88%



Employee Volunteer Hours

2,748

Women in Senior Management



33%
Female



67%
Male



CSR Investments

USD 306,360

(4,338 beneficiaries)



100%

Human Rights Due Diligence
completed for own operations



43 hours

of average training hours per
employee

ZERO

Work-related Fatalities

Lost-time Injury Rate
(LTIR)

Fatalities Case
(Employees)

Fatalities Case
(Contractors)



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 2025
- > 90% employees trained on human rights in 2025

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



Note:

* Double Materiality

High Materiality

ESG Performance Year-to-Date Quarter 4, 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

0



79%

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



Major Data Security Breach

0



Fines/Penalties

0



Board of Directors

67%
Male



33%
Female



Note:

* Double Materiality

* High Materiality

Respecting The Environment



Our Strategic Theme:

Sustainable operations with reduced environmental footprint



PROMOTE SUSTAINABLE ENERGY

Leader Energy began its renewable energy (RE) journey in 2016 and has since grown its RE under operation power generation capacity to 1 GW with **570.9 MW** in operation and **563.4 MW** under development. Our diversified portfolio includes a range of renewable energy assets and complementary RE-related initiatives, structured as follows:

Hydro



Vietnam



In Operation (Size/Capacity)

51.7 MW

Under Development

-

Utility Scale Solar



Vietnam, Malaysia



In Operation (Size/Capacity)

447.4 MWp

Under Development

276 MWp

Commercial & Industrial Solar



Malaysia, Vietnam, Singapore, Indonesia, Thailand, Taiwan



In Operation (Size/Capacity)

71.8 MWp

Under Development

37.4 MWp

Wind



Cambodia



In Operation (Size/Capacity)

-

Under Development

150 MW

Transmission



Cambodia



In Operation

235 KM

Battery Energy Storage System (BESS)



Malaysia



In Operation (Size/Capacity)

1 unit showcase of **250 kWdc / 1.45 MWh**

Under Development

100 MW / 400 MWh

Respecting The Environment

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 run-of-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

Leveraging its established operational footprint across Vietnam and Malaysia, Leader Energy significantly expanded its development pipeline in 2025 with two landmark contract awards. We solidified our position in Peninsular Malaysia by securing a 99 MWac (136 MWp) project under the LSS5+ programme. Simultaneously, we unlocked a new strategic frontier in East Malaysia by entering a 30-year Power Purchase Agreement (PPA) with Sarawak Energy to develop a 140 MWp solar farm in Tanjung Manis. As Sarawak Energy's first private PPA, this project developed in collaboration with Pusaka Capital and Smartgen Energy is scheduled for completion in December 2027, reinforcing our commitment to long-term value creation and national energy security.

Commercial & Industrial Solar

Leader Energy's Commercial & Industrial (C&I) rooftop solar segment provides on-site energy solutions that support businesses in reducing grid reliance, improving cost efficiency, and achieving decarbonisation goals. The segment continues to grow, with a cumulative 106.5 MWp deployed and secured across the region. In November 2025, LYS Energy (TH) Co., Ltd. signed a 20-year PPA with Nedec (Thailand) Co., Ltd. for a 2.2 MWp rooftop solar project in Nakhon Ratchasima, the largest C&I project secured in Thailand to date expected to generate 52 GWh of clean energy and reduce 24,700 tonnes of CO₂, supporting industrial decarbonisation and Thailand's renewable energy ambitions.

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

We successfully completed our first showcase of a 250 kWdc/1.45 MWh-dc NaS[®] battery energy storage system which is integrated with our 20 MWac Grid Connected PV System (GCPV) solar plant located in Kedah, demonstrates our commitment to renewable energy. 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. This pilot project won the Malaysian National Energy Awards 2025 under the Special Submission Renewable Energy Technology Enabler category.

Closing Q4 on a high note, Leader Energy was awarded 100 MW (400 MWh) large-scale battery energy storage system project under the Malaysian inaugural MyBest Programme. This achievement signals our successful transition from pilot execution to large-scale commercial deployment, solidifying our position as a front runner in Malaysia's energy storage market and a critical partner in enhancing national grid stability.

Wind

Leader Energy secured a 150 MW wind farm in Mondulkiri province, Cambodia, marking the Group's first venture into wind energy. Scheduled for completion in 2028, the project will harness the region's untapped wind resources and represents a key milestone in Cambodia's clean energy transition.



250 kWdc/1.45 MWh-dc NaS[®] battery energy storage system which is integrated with Leader Energy's 20 MWac Grid Connected PV System (GCPV) solar plant located in LSE II, Sungai Petani, Kedah



LYS Energy (TH) Co., Ltd. signed a 20-year PPA with Nedec (Thailand) Co., Ltd. for a 2.2 MWp rooftop solar project in Nakhon Ratchasima

Respecting The Environment



DECARBONISE TOWARDS NET ZERO



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 Q4 2025, our operational sites have installed:



95% LED lightings¹



93% energy efficiency equipment²



104 MWh Rooftop Solar (RE consumed)



Note:

¹ LED installation includes operation sites: CTL (GS6, GSKC), CTL II (GSKC, GSKTE), LNTH (NX1, NX2, SV, TH, SS), VH6

² Inverter Air-conditioners includes operation sites: CTL, CTL II, LNTH

Respecting The Environment



BIODIVERSITY CONSERVATION

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

Throughout the year, a total of 7,000 mangrove trees were planted with the participation of Sahabat Hutan Bakau Kampung Taman Nilam (SHBKTN), village volunteers, and Leader Energy employees, achieving the programme's 2025 target:

- 4,000 trees by SHBKTN in Compartment 10, Merbok Forest Reserve (MFR)
- 2,000 trees by the Kg KEDA community in the Kuala Sungai Muda riverine area
- 1,000 trees from the community planting event on 26 July 2025 in Compartment 10, MFR

In Q4 2025, 3,100 trees were planted by GEC and volunteers from Kg KEDA Tepi Sungai, contributing to the annual target and bringing the cumulative total since 2024 to 11,000 trees. Monitoring continues, with survival rates of 80–85%, ensuring the long-term success of the programme.



Tree Planting:

7,000

mangrove trees planted in 2025

CARE FOR OUR PEOPLE



SAFETY AND WELL-BEING

We are proud to report zero Lost Time Injuries (LTI) across our operations, reflecting our unwavering commitment to maintaining a safe and healthy workplace. Throughout the year, 109 safety inspections were conducted to proactively identify, assess, and mitigate potential hazards. In addition, 41 safety and health-related training sessions were delivered to strengthen awareness and enhance occupational health and safety capabilities among employees.

In Q4 2025, we achieved a significant milestone with the certification of our Occupational Health and Safety Management System (OHSMS) in accordance with ISO 45001:2018.

NURTURING TALENT

Nurturing talent at Leader Energy means creating an environment where individuals can grow, innovate, and reach their full potential through continuous learning, mentorship, and meaningful opportunities.

As part of our Diversity, Equity and Inclusion (DEI) and Women’s Network activities, we conducted women’s health and career development talks and trained 92% of our employees on DEI and unconscious bias. In addition, we celebrated cultural events including Phum Ben and national festivals in Vietnam, Indonesia, Singapore, and Malaysia, engaging employees through fun quizzes and interactive activities.

Since the formation of our DEI Committee in 2024, we have strengthened a culture of inclusion and belonging. Earlier this year, the Leader Energy Women’s Network hosted a series of engaging initiatives, supported by active participation across the Group.

In recognition of the contributions of our male employees, we are proud to launch the Leader Energy Men’s Network in conjunction with International Men’s Day in November 2025. Aligned with this year’s international theme, “Men’s Health Champions & Positive Male Role Models”, the Network will focus on three key areas:

- Mentorship and Sponsorship – empowering men to mentor others, foster empathy, and challenge bias
- Well-being and Work-Life Balance – promoting open dialogue on men’s health, mental well-being, and life-work balance
- Collaboration and Community Engagement – partnering with the Women’s Network on joint initiatives that drive inclusion and shared growth

The Men’s Network will host learning circles, expert talks, and mentoring sessions on health, leadership, and allyship. At Leader Energy, our aspiration to RE-Energise a Tomorrow where renewable energy uplifts lives and economies begins with our people – by fostering a workplace where everyone can thrive, learn, and lead with integrity.

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.

To make a meaningful difference in the markets we operate in, we implemented a total of 64 CSR initiatives and invested 2,748 volunteer hours, of which 282 and 999 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	32
Strategic Theme 2 - Promoting Community Health and Well-being	5
Strategic Theme 3 - Improving Community Livelihood	27
Total	64

National Autism Society of Malaysia (NASOM)

Leader Energy continues its collaboration with the National Autism Society of Malaysia (NASOM) through the Employee Volunteering Program 2025. In November, our employees visited two NASOM centres to support children and youth with autism in developmental and vocational activities. This initiative aligns with our CSR pillars of Caring for Our People and promoting autism awareness and inclusive education.



Leader Energy employees volunteering at the NASOM Jalan Ipoh Centre, supporting children and youth with autism through inclusive learning and engagement activities



“The Leader Energy Men’s Network is about looking out for one another and leading with empathy, respect, and care.”

Dato’ Sean H’ng
Executive Deputy Chairman & Group CEO



Care for Our People

River Clean-Up Programme in Cambodia

Through its continued 5-Year Cambodia Rivers Cleanup Mission in collaboration with River Ocean Cleanup (ROC), Leader Energy reinforced its long-term commitment to protecting the Mekong, Tonlé Sap, and Bassac Rivers from October to December 2025. During this phase, 39.96 tonnes of plastic waste were successfully removed, meeting 100% of the cleanup target. Eight outreach activities mobilised 1,764 volunteers, who collectively collected 39,963 kilograms of waste.

Over the course of 2025, the mission achieved significant scale and community engagement, involving 15,014 volunteers, 18 schools, and 2,952 students. 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 Q4 2025,



180.29 TONNES

waste collected from rivers since January 2025



395 TONNES

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



316 TONNES

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



8

outreach events organised in Q4 2025 with participation of 1,764 volunteers from local and international students, communities and authorities.



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



Upholding Human Rights

By Q4 2025, we have completed 100% human rights due diligence (HRDD) for all our business segment activities. In Q4 2025, we completed two HRDD for our Engineering, Procurement, and Construction (EPC) suppliers from Thailand, further reinforcing our commitment to ethical conduct and the integration of human rights considerations across 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 anti-corruption, human rights, labour standards, and environmental stewardship. This affiliation underscores our dedication to upholding globally recognised values across all aspects of our operations.

In Q4 2025, we have completed the compliance verification across the Group, with focus on adherence to key governance and integrity-related policies. A gap analysis on the Anti-Bribery & Anti-Corruption (ABC) framework is currently in progress, aimed at assessing alignment with applicable regulatory requirements and industry best practices, and identifying potential areas for enhancement. Quarterly reporting on non-compliance incidents continues to be in place, reinforcing transparency, accountability, and ongoing compliance oversight.

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 Q4 2025, we have conducted four ESG briefings with our critical suppliers, cumulatively to-date, a total of 79% critical suppliers participated in the session.

STAKEHOLDER ENGAGEMENT

Penang Green Summit 2025 & CRESS Industry Engagement

Leader Energy participated in the **Penang Green Summit 2025** as a **Platinum Sponsor**, engaging with government, industry, and community stakeholders on advancing renewable and clean energy solutions aligned with **Penang Vision 2030 and national net-zero ambitions**. The Summit also served as a platform for industry knowledge sharing, with Leader Energy contributing insights on the Corporate Renewable Energy Supply Scheme (CRESS) and its role in enabling high-energy industries to transition towards more sustainable power solutions.

ASEAN Power Grid – Regional Energy Dialogue

At the Asian Power Summit 2025, Leader Energy took part in a panel discussion on advancing a practical roadmap for the **ASEAN Power Grid**, represented by the Group's Director of Business Development, Tawfique Roseli, the discussion highlighted the importance of **regional cooperation, policy alignment, and cross-border infrastructure investment** in supporting Southeast Asia's energy transition and strengthening regional energy connectivity.

Cambodia National Career and Productivity Fair 2025

Leader Energy participated in the **Cambodia National Career and Productivity Fair 2025**, held from 1-2 November 2025, led by the Group's Human Resources team. The engagement provided an opportunity to connect with prospective talent, share career opportunities, and highlight Leader Energy's organisational culture, values, and aspiration to RE-Energise a Tomorrow where renewable energy uplifts lives and economies.

Energy Storage and BESS Industry Dialogue

Leader Energy participated in the **4th Solar Energy Storage Malaysia Conference 2025**, held on 23 October at the Connexion Conference & Event Centre (CCEC). The Group contributed to panel discussions on scaling battery energy storage systems (BESS) in Malaysia, addressing adoption challenges, green financing opportunities, and the development of a resilient local ecosystem to support the country's growing clean energy and data centre demand.

Renewable Energy Policy and Media Engagement – IGEN 2025

At the International Greentech & Eco Products Exhibition & Conference Malaysia (IGEM) 2025, Leader Energy engaged with BERNAMA Radio to share perspectives on how supportive policies and strategic initiatives can accelerate renewable energy adoption in Malaysia. This engagement reflects the Group's continued contribution to national discourse on advancing a cleaner and more resilient energy future.

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
ESG Select List 2025 by UN Global Compact Network Malaysia & Brunei (UNGCMYB)	3-Star Lister under the following categories: <ul style="list-style-type: none"> The North Star ESG Target Setting Future-Fit & Responsible Workforce ESG Breakthrough Innovation
EcoVadis	Gold Medal for 2025/2026
Asia Sustainability Reporting Awards (ASRA) 2025	Leader Energy celebrates Double Platinum at the 11 th ASRA Awards for the following categories: <ul style="list-style-type: none"> Asia's Best Sustainability Report (Private Company) Asia's Best Sustainability Report (Human Rights)
HR Excellence Awards 2025	Bronze Winner for Excellence in Diversity, Equity & Inclusion
National Energy Awards 2025	Winner – Special Submission: Renewable Energy Technology Enabler
ASEAN Risk Awards 2025	Runner-Up Winner for Environmental and Social Risk Management category
The Solar Week Malaysia Leadership Awards 2025	Solar Company of the Year – Developer
Asia Sustainability Reporting Awards (ASRA) 2024	Leader Energy is honoured to be recognised at the 10 th ASRA, winning: <ul style="list-style-type: none"> 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)

Performance Data Table Q4 2025

RESPECTING THE ENVIRONMENT

GHG EMISSIONS	UNIT	FY 2025	FY 2024	FY 2023
GHG Emissions	tCO₂e	10,315	7,273	8,274
Scope 1	tCO ₂ e	643	138	169
Scope 2	tCO ₂ e	985	976	1,192
Scope 3 ¹	tCO ₂ e	8,687	6,159	6,913
Scope 1 GHG Emissions	tCO₂e	643	138	169
Operations	tCO ₂ e	632	125	157
Offices	tCO ₂ e	11	13	12
Scope 2 GHG Emissions	tCO₂e	985	976	1,192
Operations	tCO ₂ e	965	950	1,170
Offices	tCO ₂ e	20	26	22
Scope 3 GHG Emissions	tCO₂e	8,687	6,159	6,913
Operations	tCO ₂ e	8,525	6,003	6,788
Offices	tCO ₂ e	162	156	125
GHG Intensity	tCO₂e / MWh GEN	0.004	0.003	0.004
Avoided Emissions	tCO₂e	317,387	308,367	197,731

Notes:

¹ A full material Scope 3 assessment and inventory was conducted in 2024 using 2023 activity data.

ENERGY	UNIT	FY 2025	FY 2024	FY 2023
Energy Consumption	GJ	6,911	6,821	7,540
Diesel	liter	23,222	19,888	16,968
Petrol	liter	19,593	20,953	17,882
Purchased Electricity	MWh	1,370	1,362	1,646
Renewable Energy	MWh	140	144	116
Energy Intensity	GJ /MWh GEN¹	0.02	0.02	0.02

Notes:

¹ GEN of Sanding in December is not finalised. Data will be updated in Q1 2026 once it is available.

WASTE	UNIT	FY 2025	FY 2024	FY 2023
Waste Generated	tonnes	72	73	12
General Waste	tonnes	47	53	11
Recycled Waste	tonnes	20	40	46
Hazardous Waste	tonnes	5	24	20

Broken Solar Panels Management

Broken Solar Panels Generated	pcs	151	124	186
Broken Solar Panels Recycled	pcs	703	0	0

SPILL	UNIT	FY 2025	FY 2024	FY 2023
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	FY 2025	FY 2024	FY 2023
Water Withdrawal				
Volume of Water Withdrawn (From All Sources)	m³	192,578,790	177,749,786	363,216,967
Withdrawal From Surface Water Sources	m ³	192,574,205	177,559,937	363,214,584
Withdrawal From Groundwater Sources	m ³	0	27	969
Withdrawal From Municipal Sources (Purchased Water)	m ³	4,585	189,822	1,414

Water Discharge				
Volume of Water Discharged to Receiving Bodies	m ³	192,574,205	177,559,937	363,214,584

Water Consumption				
Net Water Consumption	m ³	4,585	189,849	2,383

Regulatory Compliance				
Number of Incidents of Non-Compliance with Water-Related Permits, Standards, or Laws	Number	0	0	0

FINES, PENALTIES & AUDITS	UNIT	FY 2025	FY 2024	FY 2023
Environmental Fines / Penalties	Number	0	0	0
Environmental Audits	Number	18	7	7

CARE FOR OUR PEOPLE

SAFETY & WELL-BEING	UNIT	FY 2025	FY 2024	FY 2023
Safe Manhours Worked	Hours	2,307,329	1,429,041	1,756,613
Employee	Hours	878,899	789,249	-
Contractor	Hours	1,428,430	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

Performance Data Table Q4 2025



SAFETY & WELL-BEING		UNIT	FY 2025	FY 2024	FY 2023
Recordable Injury Frequency Rate					
Employee	Per 1 million manhours		0	0	0
Contractor	Per 1 million manhours		0	0	0
Near Miss					
	Number		2	3	10
Employee	Number		2	0	8
Contractor	Number		0	3	2
Near Miss Frequency Rate					
Employee	Per 1 million manhours		4.5	0	4.6
Contractor	Per 1 million manhours		0	4.7	1.1
Recordable Occupational Disease					
	Number		0	0	0
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

FINES, PENALTIES & AUDITS		UNIT	FY 2025	FY 2024	FY 2023
Health And Safety-Related Fines / Penalties	Number		0	0	0
Health and Safety Audits	Number		18	7	9
Internal Audits	Number		10	4	5
External Audits	Number		8	3	4

Notes:
(-) indicates that no data is available

NURTURING TALENT		UNIT	FY 2025		FY 2024		FY 2023	
			No.	%	No.	%	No.	%
Employees	Number		409		431		572	
Employee Composition by Gender								
Male	Number / % of total		281	69%	303	70%	444	78%
Female	Number / % of total		128	31%	128	30%	128	22%
Female : Male Ratio	Ratio		1 : 2.1		1 : 2.4		1 : 3.5	
Employee Composition by Age Group								
Under 30 years old	Number / % of total		92	22%	98	23%	140	25%
31-50 years old	Number / % of total		286	70%	306	71%	397	69%
Over 50 years old	Number / % of total		31	8%	27	6%	35	6%

NURTURING TALENT		UNIT	FY 2025		FY 2024		FY 2023	
			No.	%	No.	%	No.	%

Employee Composition by Organisational Role								
Senior Management	Number / % of total		37	9%	33	8%	63	11%
Middle Management	Number / % of total		101	25%	104	24%	75	13%
Executive	Number / % of total		95	23%	82	19%	227	40%
Non-Executive	Number / % of total		176	43%	212	49%	207	36%

Employee Distribution by Nationality								
Cambodia	Number / % of total		109	27%	127	30%	248	43%
Malaysia	Number / % of total		120	29%	106	25%	104	18%
Vietnam	Number / % of total		127	31%	122	28%	123	22%
Singapore	Number / % of total		19	5%	18	4%	17	3%
Thailand	Number / % of total		5	1%	4	1%	4	1%
Indonesia	Number / % of total		15	4%	14	3%	14	2%
Taiwan	Number / % of total		3	1%	4	1%	4	1%
Others (India, Philippines, Myanmar, China, France, Spain, Australia)	Number / % of total		11	3%	36	8%	58	10%

Employee Distribution by Employment Category								
Permanent	Number / % of total		348	85%	364	84%	365	64%
Contract	Number / % of total		61	15%	67	16%	207	36%
Turnover	Number / % of total		40	10%	43	9%	65	11%
Voluntary Turnover	Number / % of total		38	9.9%	43	9%	56	10%

Turnover Composition by Gender								
Male	Number / % (Turnover Total)		31	53%	30	70%	45	69%
Female	Number / % (Turnover Total)		28	47%	13	30%	20	31%

Training					
Training Hours	Hours		17,001	11,555	8,514
Avg. Training Hrs. per Employee	Hours		43	26	15

Notes:
(-) indicates that no data is available

Performance Data Table Q4 2025

CARE FOR COMMUNITY	UNIT	FY 2025	FY 2024	FY 2023
CSR Programmes Carried Out	Number	64	66	55
CSR Programmes Carried Out by CSR Strategic Theme				
Environment Conservation & Climate Action	Number	32	29	16
Promoting Community Health & Well-being	Number	5	20	6
Improving Community Livelihood	Number	27	17	33
Volunteer Hours	Hours	2,748	4,048	4,143
CSR Direct Beneficiaries	Number	4,338	7,705	16,880
CSR Investment	USD	306,360	175,981	143,185

UPHOLDING HUMAN RIGHTS	UNIT	FY 2025	FY 2024	FY 2023
Employees Trained on Human Rights	%	92%	98%	99.5%
HRDD on Own Operations ¹	Number	6	5	4
HRDD on Critical Suppliers	Number	2	2	1
Human Rights-Related Grievances	Number	0	1	0
Closed Human Rights-Related Grievances	Number	0	1	0

Notes:

¹ HRDD is Human Rights Due Diligence assessment.

STRONG BUSINESS GOVERNANCE

STRONG BUSINESS ETHICS	UNIT	FY 2025	FY 2024	FY 2023
Training on Anti-Bribery and Anti-Corruption (ABC)				
Board and Senior Management Trained	%	100%	100%	100%
Employees Trained	%	100%	100%	100%
Third Parties Trained (Cumulative since FY2023)	%	79%	56%	95%

Incidents of Anti-Bribery and Corruption				
Confirmed Incidents	Number	0	0	0
Monetary Loss from Legal Proceedings	USD	0	0	0

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

CYBERSECURITY	UNIT	FY 2025	FY 2024	FY 2023
Cybersecurity				
Major Cybersecurity Breaches	Number	0	0	0
Non-Compliance Incidents (Cyber / Physical)	Number	0	0	0
Employees Trained	%	92%	98%	99.5%

Personal Data and Information				
Customer Privacy Breaches	Number	0	0	0



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

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:



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