



LEADER ENERGY

**ESG  
QUARTER 1  
PERFORMANCE  
REPORT  
2026**



# ABOUT THIS REPORT

**THIS REPORT PROVIDES A SUMMARY OF OUR ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) PERFORMANCE FOR THE FIRST QUARTER OF 2026 (1 JANUARY – 31 MARCH), HIGHLIGHTING KEY INITIATIVES AND ACHIEVEMENTS TO DATE.**

For more details on our sustainability approach and commitments, please visit our website, where more comprehensive information on our ESG strategies, initiatives, and progress is available.

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## ACCOLADES & ACHIEVEMENTS


Building on our 2025 achievements, Leader Energy started the year by obtaining an upgraded **AA<sub>IS</sub> Rating** from **Malaysian Rating Corporation Berhad (MARC Ratings)** for our **ASEAN Green Sustainable and Responsible Investment (SRI) Sukuk Wakalah** in February. Subsequently in March, our internal capabilities were further recognised as Leader Energy was named a finalist at the **ALB Malaysia Law Awards 2026** for **Legal Team Excellence and Innovation**.

With this momentum, we enter the year with a renewed commitment to evolve and excel. We aspire to surpass our previous performance and achieve our regional expansion targets, remaining firmly grounded in our core values while driving sustainable growth.


# OUR SUSTAINABILITY STRATEGY

## OUR BUSINESS AT A GLANCE




**UTILITY-SCALE SOLAR/  
LARGE-SCALE SOLAR**  
VIETNAM, MALAYSIA  
  
**TOTAL GROSS CAPACITY:  
757 MWp**




**WIND**  
CAMBODIA  
  
**TOTAL GROSS CAPACITY:  
150 MW**




**HYDROPOWER**  
VIETNAM  
  
**TOTAL GROSS CAPACITY:  
52 MW**



**COMMERCIAL  
AND INDUSTRIAL  
("C&I") SOLAR**  
MALAYSIA, VIETNAM, SINGAPORE,  
INDONESIA, THAILAND, CAMBODIA  
  
**TOTAL GROSS CAPACITY:  
90 MWp**




**ENERGY STORAGE**  
MALAYSIA  
  
**TOTAL GROSS CAPACITY:  
100 MW/400 MWh**



**TRANSMISSION**  
CAMBODIA  
  
**TOTAL GROSS CAPACITY:  
235 KM  
(230KV TRANSMISSION TOWERS)**



**ENGINEERING, PROCUREMENT AND CONSTRUCTION  
("EPC") AND FINANCING (DOUBLE CIRCUIT  
TRANSMISSION LINE)**  
CAMBODIA  
  
**TOTAL GROSS CAPACITY:  
300 KM (500KV TRANSMISSION TOWERS)**

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

### ASPIRATION

RE-Energising a Tomorrow where renewable energy uplifts lives and economies

### PURPOSE

Delivering sustainable energy that better society and the environment

## STRATEGIC PRIORITIES



**STRENGTHENING  
OUR CORE**



**SYNERGISTIC  
OPPORTUNITIES**



**SUSTAINABLE  
OPERATIONS**

LEADER ENERGY GROUP'S SUSTAINABILITY STRATEGY



### 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



# ESG PERFORMANCE YEAR-TO-DATE QUARTER 1 2026

## ENVIRONMENTAL

**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

**2026 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

**2026 Targets**

- 0.001 MWhPE/ MWhGEN (10% reduction in total purchased electricity intensity by 2026 (base-year 2022))

**Related UNSDG**

**LAND USE AND BIODIVERSITY#**

**Sustainability Strategy**  
Respecting the Environment – Biodiversity Conservation

**2026 Targets**

- 6,000 mangrove trees planted at Kuala Muda Mangrove Conservation Programme in 2026

**Related UNSDG**

Note:

\* Double Materiality

# High Materiality

**Total GHG Emissions:**

<sup>2</sup> Scope 1 (tCO <sub>2</sub> e): <b>28</b>	<sup>1</sup> Scope 2 (tCO <sub>2</sub> e): <b>156</b>	<sup>1</sup> Scope 3 (tCO <sub>2</sub> e): <b>2,228</b>	<b>Total GHG Emissions (tCO<sub>2</sub>e):</b> <b>2,412</b>
 <b>0.0022</b> <sup>1</sup> GHG Intensity <sup>2</sup> (tCO <sub>2</sub> e/MWh Electricity Generation)	 <b>0.0061</b> <sup>1</sup> Purchase Electricity Intensity (MWh purchased electricity/MWh electricity generation)	 <b>511</b> <sup>1</sup> Total Purchased Electricity (MWh)	 <b>57,151</b> <sup>2</sup> Avoided emissions

Note:

<sup>1</sup> Excludes PT Alfa and LYS Vietnam

<sup>2</sup> Excludes LYS Vietnam

ESG PERFORMANCE YEAR-TO-DATE QUARTER 1 2026



## SOCIAL



**HEALTH AND SAFETY\***


**Sustainability Strategy**

Care for Our People – Safety and Well-being

**2026 Targets**

- Zero Lost Time Injury Frequency
- Zero Recordable Occupational illness
- 100% safety inspection at Utility Scale operations and at construction phase for C&I & EPC activities

**Related UNSDG**





**HUMAN CAPITAL#**

**Sustainability Strategy**

Care for Our People – Nurturing Talent

**2026 Targets**

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

**Related UNSDG**





**HUMAN RIGHTS#**

**Sustainability Strategy**


Care for Our People – Nurturing Talent


**Strong Business Governance – Sustainable Supply Chain**

**2026 Targets**

- >90% of employees trained on human rights in 2026.

**Related UNSDG**



**COMMUNITY INVESTMENT#**

**Sustainability Strategy**

Care for Our People – Care for Community

**2026 Targets**

- 100 jobs created through CSR by December 2026

**Related UNSDG**



*Note:*

\* Double Materiality      # High Materiality



**0**

Lost Time Injury, Recordable Occupational illness, Fatality Cases (Employees & Contractors)



**57**

Safety Inspections



**98%**

Talent Retention



**1 : 1**


Succession Planning Ratio

---



**3**

Average Training Hours




**1 : 2.2**

Female : Male



**33%**


Women in Senior Management




**USD 63,000**

CSR Investments

ESG PERFORMANCE YEAR-TO-DATE QUARTER 1 2026



**GOVERNANCE**





**ETHICS AND INTEGRITY\***


**Sustainability Strategy**  
**Strong Business Governance –**  
 Strong Business Ethics

**2026 Targets**

- Zero non-compliance on regulatory requirements.
- 100% of employees attended the Leader Energy Group’s ABC awareness training in 2026

**Related UNSDG**




**DATA PRIVACY AND CYBERSECURITY\***

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

**2026 Targets**

- Zero major cybersecurity breaches
- > 90% of employees received cybersecurity awareness in 2026

**Related UNSDG**







**SUPPLY CHAIN MANAGEMENT\***

**Sustainability Strategy**  
**Strong Business Governance –**  
 Sustainable Supply Chain


**2026 Targets**

- >80% of key suppliers cumulative engaged on ESG by 2026
- >80% of key suppliers cumulative completed ESG Self-Assessment programme by 2026


**Related UNSDG**

**Note:**  
 \* Double Materiality      # High Materiality



**100%**  
 Anti-Bribery and Corruption Acknowledgement




**63%** Male  
**37%** Female  
 Board of Directors




**0**  
 Whistleblowing confirmed cases


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**79%**  
 critical suppliers (cumulatively) attended our ESG briefing session since 2023



**0**  
 Major Data Security Breach



**0**  
 Fines/Penalties (Environmental and Social-related)

# RESPECTING THE ENVIRONMENT

## 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 1.1 GW with 565 MW and 235 km transmission line in operation and 584 MW and 300 km transmission line under development. Our diversified portfolio includes a range of renewable energy assets and complementary RE-related initiatives. As of 31 March 2026, our portfolios are structured as follows:





BUSINESS PORTFOLIO	OPERATIONAL FOCUS
 <p><b>HYDROPOWER</b> VIETNAM</p>  <p><b>IN OPERATION (SIZE/CAPACITY):</b> <b>52 MW</b></p>	<p>Leader Energy maintains its hydropower footprint in Vietnam through its majority stake in Leader Nam Tien Hydropower Joint Stock Company (“LNTH”), which operates 5 run-of-river mini-hydroelectric plants with a combined capacity of 52 MW. These environmentally responsible assets leverage natural river flows to generate clean energy while minimising ecological and community impact.</p>
 <p><b>UTILITY-SCALE SOLAR</b> VIETNAM, MALAYSIA</p>  <p><b>IN OPERATION (SIZE/CAPACITY):</b> <b>447 MWp</b></p> <p><b>UNDER DEVELOPMENT:</b> <b>310 MWp</b></p>	<p>Leader Energy’s utility-scale solar portfolio remains a cornerstone of its generation assets. We own a 100% stake in and operate solar plants with a combined capacity of 117.4 MWp across the LSE and LSE II projects in Malaysia and Vinh Hao 6 in Vietnam. Furthermore, through a 49% stake in Clean Energy Vision Development (CEVD), we operate three ground-mounted solar PV plants in Vietnam with a combined capacity of 330 MWp.</p> <p>We have continued to build on this foundation by securing a 170 MWp project under the LSS5 programme in Peninsular Malaysia. We also achieved a new milestone in East Malaysia by entering into a 30-year Power Purchase Agreement (PPA) with Sarawak Energy for a 140 MWp solar farm in Tanjung Manis. These assets are vital to the ongoing decarbonisation of regional grids and reflect our humble commitment to sustaining long-term solar capacity growth.</p>
 <p><b>COMMERCIAL AND INDUSTRIAL (“C&amp;I”) SOLAR</b> MALAYSIA, VIETNAM, SINGAPORE, INDONESIA, THAILAND, CAMBODIA</p>  <p><b>IN OPERATION (SIZE/CAPACITY):</b> <b>66 MWp</b></p> <p><b>UNDER DEVELOPMENT:</b> <b>24 MWp</b></p>	<p>Leader Energy’s C&amp;I Solar business segment is designed to meet a total of operational 68 MWp (and remaining 24 MWp under construction) of C&amp;I consumers by providing clean and affordable renewable energy solutions. Under this segment, we develop, own, and operate rooftop solar power generation assets. We offer both “zero-capex” and “outright purchase” solar energy assets through Power Purchase Agreements (“PPAs”), battery energy storage systems (BESS), Renewable Energy Certificates (“RECs”), turnkey Engineering, Procurement and Construction (“EPC”) services, Operations and Maintenance (“O&amp;M”), solutions for our customers across Malaysia, Vietnam, Singapore, Indonesia, Cambodia, and Thailand.</p>

RESPECTING THE ENVIRONMENT

BUSINESS PORTFOLIO	OPERATIONAL FOCUS
<div data-bbox="165 515 256 604"></div> <p data-bbox="165 618 395 656"><b>TRANSMISSION</b></p> <p data-bbox="165 660 274 683">CAMBODIA</p> <div data-bbox="165 694 213 739"></div> <p data-bbox="165 757 494 784"><b>IN OPERATION (SIZE/CAPACITY):</b></p> <p data-bbox="165 790 512 853"><b>235 KM</b> <b>(230KV TRANSMISSION TOWERS)</b></p> <p data-bbox="165 866 480 1010"><b>ENGINEERING, PROCUREMENT AND CONSTRUCTION (“EPC”) AND FINANCING (DOUBLE CIRCUIT TRANSMISSION LINE) UNDER DEVELOPMENT (SIZE/CAPACITY):</b></p> <p data-bbox="165 1016 512 1079"><b>300 KM</b> <b>(500KV TRANSMISSION TOWERS)</b></p>	<p data-bbox="564 510 1430 698">Leader Energy manages two transmission projects in Cambodia which are 230kV, 110 km Cambodia Transmission Limited (“CTL”) and 230kV, 125 km Cambodia Transmission Limited II Co. Ltd. (“CTL II”) under long-term concession agreements with the national utility company. These assets facilitate the transmission of 100% renewable hydropower from Northern Cambodia and Laos to Central Cambodia, positioning Leader Energy as a key enabler of the regional energy transition</p> <p data-bbox="564 732 1430 1144">Following the award of the contract in 2024, Leader Energy is executing the erection, construction, and commissioning of a 300 km, 500 kV transmission line project, comprising the construction of 685 transmission towers units, across the Cambodia-Laos border. Under a single turnkey contract, the work scope includes Leader Energy as the contractor, managing capital project schedules, costs, and overall progress of works on behalf of the project owner. Work is on track for completion and commercial operation by 2027. This project reinforces our capability to provide integrated energy infrastructure solutions under a single turnkey contract, from financing, design and procurement through construction and commissioning. Upon completion, the transmission line will enable additional electricity to be transmitted across the region, supporting long-term energy affordability and security. This contract further strengthens Leader Energy’s track record as a capable and reliable EPC provider of integrated energy infrastructure.</p>
<div data-bbox="165 1227 256 1317"></div> <p data-bbox="165 1330 248 1368"><b>WIND</b></p> <p data-bbox="165 1373 274 1395">CAMBODIA</p> <div data-bbox="165 1406 213 1451"></div> <p data-bbox="165 1469 402 1496"><b>UNDER DEVELOPMENT:</b></p> <p data-bbox="165 1503 277 1536"><b>150 MW</b></p>	<p data-bbox="564 1254 1430 1505">In 2025, Leader Energy’s first wind energy project in Cambodia, a 150 MW wind farm in Mondulkiri Province, continued to progress following the signing of an Implementation Agreement with the Cambodian Ministry of Mines and Energy. Scheduled for completion in 2028, the project marks our entry into wind power and represents a strategic expansion of its renewable energy portfolio. The project is intended to diversify Cambodia’s energy mix, support national energy security, and harness untapped wind resources as part of the country’s clean energy transition.</p>
<div data-bbox="165 1621 256 1711"></div> <p data-bbox="165 1724 434 1762"><b>ENERGY STORAGE</b></p> <p data-bbox="165 1767 264 1789">MALAYSIA</p> <div data-bbox="165 1800 213 1845"></div> <p data-bbox="165 1863 386 1890"><b>UNDER DEVELOPMENT:</b></p> <p data-bbox="165 1897 418 1930"><b>100 MW/400 MWh</b></p>	<p data-bbox="564 1617 1430 1805">Leader Energy has begun integrating energy storage systems to optimise renewable energy utilisation. We showcased our first small-scale 1.45 MWh / 250 kW-dc NaS® battery system integrated with a 20 MWac grid connected PV plant in Kedah. The Group pioneered the deployment of advanced energy storage solutions by installing battery energy storage system (BESS) at LSE II, with a capacity of 1.45 MWh.</p> <p data-bbox="564 1839 1430 1964">Leader Energy was announced on 19 December 2025, as one of the successful bidders for Malaysia’s 100 MW / 400 MWh MyBEST BESS project. By showcasing the energy storage optimisation capabilities, we aim to improve the stability and performance of solar energy generation by reducing intermittency issues.</p>

## RESPECTING THE ENVIRONMENT

### DECARBONISE TOWARDS NET-ZERO

<p><b>LONG-TERM CLIMATE GOAL:</b>  <b>NET-ZERO GHG EMISSIONS BY 2030</b></p> <p><b>Scope 1 (Direct GHG Emissions) Reduction Strategy</b></p> <ul style="list-style-type: none"> <li>• Energy efficiency improvements</li> <li>• Electrification of plant equipment and mobile vehicles</li> </ul> <p><b>Scope 2 (Indirect Purchased Electricity) Reduction Strategy</b></p> <ul style="list-style-type: none"> <li>• Installation of rooftop solar panels at operational sites</li> <li>• Usage of Renewable Energy Certificates (RECs) to offset Scope 2 emissions</li> </ul> <p><b>Scope 3 (Indirect GHG Emissions) Reduction Strategy</b></p> <ul style="list-style-type: none"> <li>• Reduction in sources coming from the Group’s value chain</li> </ul> <p><b>Residual Emissions Reduction Strategy</b></p> <ul style="list-style-type: none"> <li>• Explore and invest in nature based GHG sinks</li> <li>• Usage of high value carbon credits to offset residual Scope 1 and 3 emissions</li> </ul>	 <p><b>95%</b>  <b>LED lightings at operation sites</b></p>
	 <p><b>93%</b>  <b>Energy Efficiency Equipment</b></p>
	 <p><b>104 MWh</b>  <b>Rooftop Solar</b></p>
	 <p><b>50%</b>  <b>Green energy consumption via utilisation of Renewable Energy Certificates (RECs)</b></p>

The Group has installed LED lights for 95% of lightings and 93% energy efficiency equipment at our operational sites. Additionally, we consumed 104 MWh of renewable energy from our rooftop solar which had been installed at our operational sites. In this quarter, the Group utilised 292.16 RECs as green energy which constitutes 50% of our purchased electricity in Q1, 2026.

### BIODIVERSITY CONSERVATION

#### BIODIVERSITY CONSERVATION PROGRAMME WITH GLOBAL ENVIRONMENT CENTRE (GEC)

Leader Energy’s Five-Year Mangrove Conservation and Climate Action for Sustainable Living Programme (2024–2028) continues to combine ecosystem restoration with community engagement in the Kuala Muda River Basin and Merbok Forest Reserve, Kedah. Implemented in collaboration with the Global Environment Centre (GEC) and local stakeholders, Q1 2026 milestones included five stakeholder engagement sessions focusing on project plans and progress. Additionally, a site visit to Compartment 10 was conducted to monitor the condition of planted trees, alongside two progress meetings with the Director of PLSM and the District Forest Officer (Kedah Tengah).



Volunteers from Leader Energy and the Global Environment Centre (GEC) at the mangrove planting initiative in Kg KEDA Tepi Sg.

# CARE FOR OUR PEOPLE

## SAFETY AND WELL-BEING

**ZERO**  
LOST TIME INJURIES  
(LTI)

**57**  
SAFETY  
INSPECTIONS

In Q1 2026, the See, Say, Act programme recorded a total of 16 unsafe acts and two (2) unsafe conditions. On 28 April 2026, the inaugural celebration of World Day for Health and Safety at Work 2026 was held across the group. The celebration serves as a vital reminder of collective responsibility among employees in Leader Energy to ensure a secure, healthy and conducive working environment.



## 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.

In celebration of International Women’s Day 2026 and its “Give to Gain” theme, Leader Energy reaffirms that the energy transition is as much about people as it is about technology. We are committed to creating pathways for women to build meaningful careers in the energy sector—providing the resources to learn, grow, and contribute to the communities and economies we power. By fostering an inclusive workplace and investing in our workforce, we believe that when opportunities are given, stronger teams and fresh perspectives are gained.

## 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.

**CSR Investment:**  
**USD 63,708**  
(1,105 pax direct beneficiaries)

**Employee Volunteer Hours:**  
**428**

**45.32 tonnes**  
of waste collected

<b>Strategic Theme 1</b> Environment Conservation and Climate Action <b>5</b>	<b>Strategic Theme 2</b> Promoting Community Health and Well-being <b>0</b>	<b>Strategic Theme 3</b> Improving Community Livelihood <b>6</b>
<b>11 CSR Activities in Q1 2026</b>		

CARE FOR OUR PEOPLE

**RIVER OVER CLEAN-UP (ROC) PROGRAMME IN CAMBODIA**

Entering the fourth year of our collaboration under the 5-year Rivers Cleanup Mission with ROC, Q1 2026 saw two primary activities: outreach events in Phnom Penh and Kandal to raise awareness of plastic pollution, and cleanup operations led by Marine Plastics Management Officers (MPMP) across the Mekong, Tonle Sap, and Bassac river.

**Impact and Highlight**

**14.77 tons of plastic waste collected** that has accumulated up to 409.49 tons collected since 2023

Cleanup efforts spanned **Mekong** (137.01 tons), **Tonlé Sap** (154.40 tons), and **Bassac** (118.03 tons) Rivers since 2023

**447 participants** in the outreach events including governors, local authorities, students from public and private schools, youth leaders, and community members since 2023

The efforts led to the removal of **621 kg of plastic waste** from the Bassac River since 2023



*In conjunction with World Cleanup Day 2025, 1,936 volunteers across 25 cities and provinces in Cambodia removed approximately 2.5 tonnes of waste, supporting cleaner and more sustainable communities.*

**NATIONAL AUTISM SOCIETY (NASOM)**

In 2025, our employees volunteered across five NASOM (The National Autism Society of Malaysia) centres – Taman Supreme, Jalan Ipoh, Teluk Pulau, Bandar Puteri, and Gombak – engaging with students and educators in activities that strengthened our understanding of inclusive support and meaningful community engagement. We are proud to contribute our time and support towards initiatives that create positive social impact. Our continued support for NASOM reflects Leader Energy’s commitment to building a more inclusive society, in line with our ESG pillar, Care for Our People.

Building on last year’s efforts, we look forward to continuing our collaboration with NASOM in the year ahead, aligned with the 2026 theme, “Autism and Humanity – Every Life Has Value,” which reminds us that inclusion begins with understanding, acceptance, and opportunity.



*Photos from Leader Energy’s volunteer visits to The National Autism Society of Malaysia (NASOM) centres in Teluk Pulau and Bandar Puteri.*

## CARE FOR OUR PEOPLE

### CSR at SMK Bukit Selambau

LSE and LSE II conducted a CSR programme at SMK Bukit Selambau on 5 February 2026, featuring knowledge sharing on solar technology, interactive student sessions, and a live demonstration for practical learning. As part of the initiative, five Smart TVs were sponsored to support classroom learning and SPM preparation, along with 10 solar lighting units for hostel areas and a rostrum for school use. This effort reflects our commitment to supporting education and raising awareness of renewable energy among the younger generation.



Leader Energy's teams from LSE and LSE II with the teachers and students of SMK Bukit Selambau.



(From right) Mr Felimonito Cuevas Lirasan, General Manager of CTL, with Commander Seng Ramouy from the Royal Army Force Base in Oudong Mae Chey District, Kampong Speu Province.

### CTL CSR Contribution in Cambodia

On 23 January 2026, Cambodian Transmission Limited (CTL) provided essential food supplies to the Royal Army Force base in Oudong Mae Chey District, Kampong Speu Province, in support of community needs during this period. The contribution included rice, drinking water, and noodles to offer practical assistance and show solidarity with those serving on the frontlines. This initiative reflects Leader Energy's commitment to supporting the wellbeing and resilience of the communities where we operate.

### Singapore team "Paint of Love" programme

Leader Energy Singapore partnered with Active Community Network for the "Paint of Love" programme on 30 January 2026, marking our second year supporting home refurbishment for low-income households. Our volunteers helped repaint parts of an elderly beneficiary's 4-room HDB flat in Serangoon ahead of the Lunar New Year, creating a brighter living space while easing his preparations. The initiative also strengthened teamwork and volunteer spirit among our staff, reflecting our Care for Community commitment to making a meaningful impact where we serve.



Leader Energy Singapore team at the "Paint of Love" programme.

### VH6 Spreading Lunar New Year Cheer



Leader Energy's Vinh Hao 6 team at Vinh Hao Commune.

As part of our commitment to supporting local communities, Vinh Hao 6 organised a Tết outreach initiative in Vinh Hao Commune, distributing Tết gift packages to underprivileged households on 6 February 2026. Tết, the Lunar New Year, is Vietnam's most important celebration, centred on family, gratitude, and new beginnings. Through this initiative, we shared care and appreciation with the community while strengthening our relationship with residents. Leader Energy remains committed to CSR efforts that support local wellbeing and create a positive impact.

CARE FOR OUR PEOPLE

Three-Compartment Steel Bin Stations Handover Ceremony in Cambodia



(From left) Mr Lim Teow Hin, Country Head, Leader Energy (Cambodia); Mr Felimonito Cuevas Lirasan, General Manager, CTL; Ms Evelyn Chee, Chief Sustainability and Strategy Officer, Leader Energy; Ms Aing Soknang, QMS Supervisor and Sustainability Champion, Cambodian Transmission Limited (CTL & CTL II); Dato' Sean H'ng, Executive Deputy Chairman and Group CEO, Leader Energy; His Excellency Eang Sophalleth, Minister of Environment, Cambodia; and His Excellency Momyneath Vann, Under Secretary of State; and His Excellency Sabo Ojano, Secretary of State.

On 10 March 2026, Leader Energy, led by our Executive Deputy Chairman and Group Chief Executive Officer, Dato' Sean H'ng, handed over 119 Three-Compartment Steel Bin Stations to the Ministry of Environment, Cambodia. The bins will go to 100 schools in Tboung Khmum and Kampong Thom, helping over 27,000 students and staff learn to separate waste and adopt better environmental habits.

This initiative reflects our ESG commitment under the “Respecting the Environment” pillar, supporting cleaner schools and a sustainable future for Cambodia.

Cleanliness Drive Activities at Commune Near GS6

On 27 March 2026, staff from T-Line, GS6 and the PP Office came together for a Cleanliness Drive near Grid Substation No. 6 in Kampong Speu Province. Working as a team, they collected 152 kilograms of waste in just half a day, helping to restore the area and create a cleaner environment for the local community.



Leader Energy's teams from CTL and CTL II at the Cleanliness Drive near Grid Substation No. 6 in Kampong Speu Province.

CARE FOR OUR PEOPLE

**Support for Put Tong Festival of Phin Ngan, Bat Xan Commune**

On 3 March 2026, Leader Nam Tien Hydropower JSC (LNTH) supported the Put Tong Festival organised by the People’s Committee of Bat Xat Commune, an important cultural celebration of the Red Dao community. A total of 24 LNTH employees volunteered, contributing 96 hours to support event logistics, coordination and clean-up, helping to ensure the festival ran smoothly and safely. This initiative reflects LNTH’s continued commitment to community engagement and its support for preserving local cultural heritage.



Operations Manager Leader Nam Tien Hydropower JSC (LNTH), Mr. Sung Quoc Khanh, with representatives from the Put Tong Festival Organising Committee of Bat Xat Commune People’s Committee, joined by the Leader Energy team.

**Donation Basic Necessities for Orphans at Panti Asuhan Rahmansyah**



Front Row (Left): General Manager, Welly Anggelia, led the PT Alfa team during a CSR visit to Rahmansyah Orphanage to provide essential food supplies and daily necessities.

On 27 February 2026, PT Alfa carried out a CSR visit to Rahmansyah Orphanage, providing both moral and material support to the children. The initiative focused on supplying essential food and daily necessities, helping to support the children’s well-being and development. This meaningful effort reflects PT Alfa’s commitment to caring for the community, with the children’s warmth and smiles serving as a reminder of the positive impact of giving back.

**UPHOLDING HUMAN RIGHTS**

In line with our ongoing Human Rights Due Diligence (HRDD) initiatives, the Group completed a benchmark study in Q1 2026 against the National Action Plan on Business and Human Rights (2025–2030) to ensure continued regulatory alignment. Alongside this exercise, we updated our internal HRDD checklists and formalised the HRDD Procedure for Critical Suppliers.

Four (4) pilot sites have been identified for this year’s assessment, comprising internal operations and critical suppliers location. The rollout for these sites is scheduled to take place between Q2 and Q3 2026.



# STRONG BUSINESS GOVERNANCE

## STRONG BUSINESS ETHICS

Aligned with our Vision 2030 – Sustainable Operations, Leader Energy embeds ethics, integrity, and accountability into our operational management and risk oversight across the value chain. Our robust governance structures and anti-corruption safeguards are designed to reinforce operational discipline and protect our organisational reputation.

A comprehensive gap analysis of the Group's Anti-Bribery and Anti-Corruption (ABC) framework is currently underway to ensure alignment with evolving regulatory requirements and industry best practices. This assessment is expected to conclude in Q3 2026, providing a strategic roadmap for further policy enhancements.

In Q1 2026, we achieved a 100% ABC policy acknowledgement rate among employees. To further instil this culture of integrity, targeted training sessions on Anti-Bribery and Corruption are scheduled to be rolled out across the Group in Q2 and Q3 2026.



## SUSTAINABLE SUPPLY CHAIN

Our Sustainable Supply Chain Programme prioritises high environmental and social standards across all procurement activities. By integrating sustainability criteria into our evaluations, we aim to reduce our environmental impact and foster ethical business practices throughout the value chain.

Building on 2025's progress, where 79% of our 29 key suppliers participated in ESG briefings, Leader Energy is expanding its reach for 2026. This year, we are collaborating with a leading local sustainability organisation to provide our partners with enhanced guidance on strengthening ESG integration within their own operations.

# STAKEHOLDER ENGAGEMENT

## ASEAN POWER GRID – REGIONAL ENERGY DIALOGUE

23 January 2026, Penang

### Tech drives ESG impacts, ESG Positive Impact Awards (ESG PIA) 2025 Power Breakfast

Leader Energy participated in the ESG Positive Impact Awards Power Breakfast in Penang. Director of Business Development, Tawfique Roseli, contributed to panel discussions on leveraging energy sector technology to meet regional sustainability goals and Malaysia’s ESG requirements.



(Second from left) Mr Tawfique Roseli, Director of Business Development, Leader Energy at the ESG Positive Impact Awards (ESG PIA) 2025 Power Breakfast.

13 February 2026, Multimedia University

### Corporate Sustainability Careers: Driving Change from Within Organisations

Leveraging her extensive leadership experience, Chief Sustainability and Strategy Officer (CSSO) Evelyn Chee provided practical insights on implementing sustainability strategies that drive measurable change. These engagements offer the students real-world perspectives on bridging the gap between high-level strategy and impactful execution.

Event poster featuring Leader Energy Chief Sustainability and Strategy Officer (CSSO), Evelyn Chee, for a sustainability career sharing session at Multimedia University (MMU).



STAKEHOLDER ENGAGEMENT

LIST OF AWARDS AND MEMBERSHIP

 <p><b>ESG SELECT LIST 2025 BY UN GLOBAL COMPACT NETWORK MALAYSIA &amp; BRUNEI (UNGCMYB)</b></p> <p><b>3-Star Lister under the following categories:</b> The North Star ESG Target Setting</p> <hr/> <p>Future-Fit &amp; Responsible Workforce</p> <hr/> <p>ESG Breakthrough Innovation</p>	 <p><b>ECOVADIS</b> Sustainability Rating NOV 2025</p> <p><b>Gold Medal 2024 &amp; 2025</b></p>	 <p><b>ASIA SUSTAINABILITY REPORTING AWARDS (ASRA) 2025</b></p> <p><b>Asia's Best Sustainability Report (Private Company) (Platinum)</b></p> <hr/> <p><b>Asia's Best Sustainability Report (Human Rights) (Platinum)</b></p>	 <p><b>HR EXCELLENCE AWARDS 2025</b></p> <p><b>Bronze Winner for Excellence in Diversity, Equity &amp; Inclusion</b></p>		
 <p><b>NATIONAL ENERGY AWARDS 2025 (MALAYSIA)</b></p> <p><b>Winner – Special Submission: Renewable Energy Technology Enabler</b></p>	 <p><b>ASEAN RISK AWARDS 2025</b></p> <p><b>Runner-Up Winner for Environmental and Social Risk Management category</b></p>	 <p><b>THE SOLAR WEEK MALAYSIA LEADERSHIP AWARDS 2025</b></p> <p><b>Solar Company of the Year – Developer</b></p>	 <p><b>INTEGRATED MANAGEMENT SYSTEM (IMS) CERTIFICATION</b></p> <hr/> <p>ISO 9001 (Quality)</p> <hr/> <p>ISO 14001 (Environment)</p> <hr/> <p>ISO 45001 (Occupational Health and Safety)</p>		
 <p><b>UNITED NATIONS GLOBAL COMPACT</b> Member</p>	 <p><b>CLIMATE GOVERNANCE MALAYSIA</b> Member</p>	 <p><b>SUSTAINABLE ENERGY ASSOCIATION OF SINGAPORE</b> Council member</p>	 <p><b>MALAYSIAN PHOTOVOLTAIC INDUSTRY ASSOCIATION</b> Member</p>	 <p><b>MALAYSIA CARBON MARKET ASSOCIATION (MCMA)</b> Member</p>	 <p><b>ASOSIASI ENERGI URYA INDONESIA</b> Member</p>

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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## APPENDICES

PERFORMANCE DATA  
TABLE

## RESPECTING THE ENVIRONMENT

GHG EMISSIONS	UNIT	Q1 FY2026	FY2025	FY2024
<b>GHG Emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>2,412</b>	<b>9,897</b>	<b>7,273</b>
<sup>3</sup> Scope 1	tCO <sub>2</sub> e	28	643	138
<sup>1,2</sup> Scope 2	tCO <sub>2</sub> e	156	554	976
<sup>3</sup> Scope 3	tCO <sub>2</sub> e	2,228	8,700	6,159
<b>Scope 1 GHG Emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>28</b>	<b>643</b>	<b>138</b>
Operations	tCO <sub>2</sub> e	25	632	125
Offices	tCO <sub>2</sub> e	3	11	13
<b>Scope 2 GHG Emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>156</b>	<b>554</b>	<b>976</b>
Operations	tCO <sub>2</sub> e	154	544	950
Offices	tCO <sub>2</sub> e	2	10	26
<b>Scope 3 GHG Emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>2,228</b>	<b>8,700</b>	<b>6,159</b>
Operations	tCO <sub>2</sub> e	2,180	8,534	6,004
Offices	tCO <sub>2</sub> e	48	166	156
<sup>1,2</sup> GHG Intensity	tCO <sub>2</sub> e/ MWh GEN	0.002	0.004	0.003
<sup>3</sup> Avoided Emissions	tCO <sub>2</sub> e	57,151	324,179	308,367

## Notes:

- <sup>1</sup> Upon utilisation of Renewable Energy Certificates (RECs) for Q1 FY2026 and 2025
- <sup>2</sup> Q1 FY2026 excludes LYS Vietnam and PT Alfa. Data will be reported in Q2 once it is available.
- <sup>3</sup> Q1 FY2026 excludes LYS Vietnam. Data will be reported in Q2 once it is available.

ENERGY	UNIT	Q1 FY2026	FY2025	FY2024
<b>Energy Consumption</b>	<b>GJ</b>	<b>582</b>	<b>7,473</b>	<b>6,821</b>
Diesel	liter	4,910	23,481	19,888
Petrol	liter	5,149	19,402	20,953
Purchased Electricity	MWh	511	1,525	1,362
Renewable Energy	MWh	47	140	144
<b>Energy Intensity</b>	<b>GJ/MWh GEN</b>	<b>0.003</b>	<b>0.002</b>	<b>0.016</b>

## Notes:

- <sup>4</sup> Energy data Q1 FY2026 excludes LYS Vietnam. Data will be reported in Q2 once it is available.

WASTE	UNIT	Q1 FY2026	FY2025	FY2024
<b>Waste Generated</b>	<b>tonnes</b>	<b>18</b>	<b>70</b>	<b>73</b>
General Waste	tonnes	11	47	50
Recycled Waste	tonnes	6	20	19
Hazardous Waste	tonnes	1	5	4
Broken Solar Panels Generated	pcs	41	151	168
Broken Solar Panels Recycled	pcs	0	703	0

SPILL	UNIT	Q1 FY2026	FY2025	FY2024
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	Q1 FY2026	FY2025	FY2024
<b>Volume of Water Withdrawn (From All Sources)</b>	<b>m<sup>3</sup></b>	<b>16,151,014</b>	<b>192,578,790</b>	<b>177,565,786</b>
Withdrawal From Surface Water Sources	m <sup>3</sup>	16,149,568	192,574,205	177,559,937
Withdrawal From Groundwater Sources	m <sup>3</sup>	0	0	27
Withdrawal From Municipal Sources (Purchased Water)	m <sup>3</sup>	1,446	4,585	5,822

## Water Discharge

Volume of Water Discharged to Receiving Bodies	m <sup>3</sup>	16,149,568	192,574,205	177,559,937
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## Water Consumption

Net Water Consumption	m <sup>3</sup>	1,446	4,585	5,849
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## Regulatory Compliance

Number of Incidents of Non-Compliance with Water-Related Permits, Standards, or Laws	Number	0	0	0
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FINES, PENALTIES & AUDITS	UNIT	Q1 FY2026	FY2025	FY2024
Environmental Fines/Penalties	Number	0	0	0
Environmental Audits	Number	0	18	6

## PERFORMANCE DATA TABLE

## CARE FOR OUR PEOPLE

HEALTH & SAFETY	UNIT	Q1 FY2026	FY2025	FY2024
<b>Safe Manhours Worked</b>	<b>Hours</b>	<b>366,925</b>	<b>2,307,329</b>	<b>1,021,083</b>
Employee	Hours	212,430	878,899	712,346
Contractor	Hours	154,495	1,428,430	308,737
<b>Fatality</b>	<b>Number</b>	<b>0</b>	<b>0</b>	<b>0</b>
Employee	Number	0	0	0
Contractor	Number	0	0	0
<b>Fatality Rate</b>				
Employee	Per 1 million manhours	0	0	0
Contractor	Per 1 million manhours	0	0	0
<b>Lost-Time Injury</b>	<b>Number</b>	<b>0</b>	<b>0</b>	<b>0</b>
Employee	Number	0	0	0
Contractor	Number	0	0	0
<b>Lost-Time Injury Frequency Rate</b>				
Employee	Per 1 million manhours	0	0	0
Contractor	Per 1 million manhours	0	0	0
<b>Recordable Injury</b>	<b>Number</b>	<b>0</b>	<b>0</b>	<b>0</b>
Employee	Number	0	0	0
Contractor	Number	0	0	0
<b>Recordable Injury Frequency Rate</b>				
Employee	Per 1 million manhours	0	0	0
Contractor	Per 1 million manhours	0	0	0
<b>Near Miss</b>	<b>Number</b>	<b>2</b>	<b>3</b>	<b>0</b>
Employee	Number	2	0	0
Contractor	Number	0	3	0
<b>Near Miss Frequency Rate</b>				
Employee	Per 1 million manhours	0	4.5	0
Contractor	Per 1 million manhours	0	0	9.7
<b>Recordable Occupational Disease</b>	<b>Number</b>	<b>0</b>	<b>0</b>	<b>0</b>
Employee	Number	0	0	0
Contractor	Number	0	0	0
<b>Recordable Occupational Disease Frequency Rate</b>				
Employee	Per 1 million manhours	0	0	0
Contractor	Per 1 million manhours	0	0	0

FINES, PENALTIES & AUDITS	UNIT	Q1 FY2026	FY2025	FY2024			
Health and Safety-Related Fines/Penalties	Number	0	0	0			
<b>Health and Safety Audits</b>	<b>Number</b>	<b>59</b>	<b>18</b>	<b>15</b>			
Internal Audits	Number	59	10	-			
External Audits	Number	0	8	-			
NURTURING TALENT	UNIT	Q1 FY2026		FY2025		FY2024	
<b>Employees</b>	<b>Number</b>	<b>415</b>		<b>411</b>		<b>431</b>	
<b>Employee Composition by Gender</b>							
Male	Number / % of total	286	69%	282	69%	303	70%
Female	Number / % of total	129	31%	129	31%	128	30%
<b>Female : Male Ratio</b>	<b>Ratio</b>	<b>1 : 2.2</b>		<b>1 : 2.2</b>		<b>1 : 2.4</b>	
<b>Employee Composition by Age Group</b>							
Under 30 years old	Number / % of total	43	17%	97	24%	98	23%
31-50 years old	Number / % of total	220	75%	289	70%	306	71%
Over 50 years old	Number / % of total	23	8%	25	6%	27	6%
<b>Employee Composition by Organisational Role</b>							
<sup>5</sup> Senior Management (SM)	Number / % of total	12	3%	12	3%	33	8%
Middle Management (MM)	Number / % of total	128	31%	127	31%	104	24%
Executive (EXE)	Number / % of total	215	52%	217	53%	82	19%
Non-Executive (N-EXE)	Number / % of total	56	14%	55	13%	212	49%
<b>Employee Distribution by Nationality</b>							
Cambodia	Number / % of total	113	27%	109	27%	127	30%
Malaysia	Number / % of total	125	30%	120	29%	106	25%
Vietnam	Number / % of total	124	30%	127	31%	122	28%
Singapore	Number / % of total	20	5%	20	5%	18	4%
Thailand	Number / % of total	5	1%	5	1%	4	1%
Indonesia	Number / % of total	13	3%	15	4%	14	3%
Taiwan	Number / % of total	3	1%	3	1%	4	1%
Others (India, Philippines, Myanmar, China, France, Spain, Australia, Sri Lanka and Burmese)	Number / % of total	12	3%	12	3%	36	8%

**Notes:**

<sup>5</sup> The 'Senior Management' category within the Employee Composition by Organisational Role has been redefined to include Key Senior Management

## PERFORMANCE DATA TABLE

NURTURING TALENT	UNIT	Q1 FY2026		FY2025		FY2024	
		No.	%	No.	%	No.	%
<b>Employee Distribution by Employment Category</b>							
Permanent	Number / % of total	348	84%	344	84%	364	84%
Contract	Number / % of total	67	16%	67	16%	67	16%
<b>Turnover</b>	<b>Number / % of total</b>	<b>13</b>	<b>3%</b>	<b>49</b>	<b>12%</b>	<b>41</b>	<b>9%</b>
<b>Voluntary Turnover</b>	<b>Number / % of total</b>	<b>13</b>	<b>3%</b>	<b>49</b>	<b>12%</b>	<b>43</b>	<b>9%</b>

<b>Turnover Composition by Gender</b>							
Male	Number / % of total	7	54%	27	55%	30	66%
Female	Number / % of total	6	46%	22	45%	13	34%

<b>Training</b>							
Training Hours	Hours	1,208		17,001		10,416	
Avg. Training Hrs. per Employee	Hours	3		43		29	

CARE FOR COMMUNITY	UNIT	Q1 FY2026	FY2025	FY2024
<b>CSR Programmes Carried Out</b>	<b>Number</b>	<b>11</b>	<b>64</b>	<b>56</b>

<b>CSR Programs Carried Out by CSR Strategic Theme</b>				
Environment Conservation & Climate Action	Number	5	32	29
Promoting Community Health & Wellbeing	Number	0	5	20
Improving Community Livelihood	Number	6	27	17
Volunteer Hours	Hours	428	2,748	4,048
CSR Direct Beneficiaries	Number	1,105	4,338	7,705
CSR Investment	USD	63,708	306,360	175,981

UPHOLDING HUMAN RIGHTS	UNIT	Q1 FY2026	FY2025	FY2024
Employees Trained on Human Rights	%	0%	92%	98%
<sup>6</sup> HRDD on Own Operations	Number	0	6	5
HRDD on Critical Suppliers	Number	0	2	2
Human Rights-Related Grievances	Number	0	0	1
Closed Human Rights-Related Grievances	Number	0	0	1

**Notes:**

<sup>6</sup> HRDD is Human Rights Due Diligence assessment

## STRONG BUSINESS GOVERNANCE

STRONG BUSINESS ETHICS	UNIT	Q1 FY2026	FY2025	FY2024
<b>Training on Anti-Bribery and Anti-Corruption (ABC)</b>				
Governance Body Trained	%	0%	100%	100%
Employees Trained	%	0%	100%	100%
Third Parties Trained	%	0%	72%	56%

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

<b>Whistleblowing Cases</b>				
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	Q1 FY2026	FY2025	FY2024
<b>Cybersecurity</b>				
Major Cybersecurity Breaches	Number	0	0	0
Non-Compliance Incidents (Cyber/Physical)	Number	0	0	0
Employees Trained	%	0%	92%	98%
<b>Personal Data and Information</b>				
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 and Data Assumptions**

WWW.LEADERENERGY.COM



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