



# LEADER ENERGY POWERING ASIA'S ENERGY TRANSITION







## COVER RATIONALE

### RE-ENERGISING TOMORROW, SUSTAINING GROWTH

This cover interprets the theme through an abstract circular motif inspired by renewal and closed-loop systems. The form symbolises a self-sustaining energy ecosystem — reflecting how solar, wind, hydropower, transmission infrastructure, and Battery Energy Storage Systems (BESS) operate as an integrated platform to generate, store, and deliver energy efficiently.

The circular movement conveys continuity, regeneration, and resilience, reinforcing Leader Energy’s commitment to sustainable, long-term growth. It brings to life our aspiration to RE-Energise a Tomorrow where renewable energy uplifts lives and economies — positioning energy not as a linear output, but as a continuous, integrated cycle that strengthens system stability and enables a more sustainable future.

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## 1 ABOUT THIS REPORT

# ABOUT THIS REPORT

**THIS SUSTAINABILITY REPORT 2025 (“SR2025”) PROVIDES A COMPREHENSIVE OVERVIEW OF LEADER ENERGY GROUP BERHAD’S (“LEADER ENERGY” OR “THE GROUP”) ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) PERFORMANCE FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (“FY2025” OR “2025”). IT AIMS TO COMMUNICATE HOW THE GROUP INTEGRATES SUSTAINABILITY INTO OUR STRATEGY, OPERATIONS, AND STAKEHOLDER ENGAGEMENT, AND HOW ESG CONSIDERATIONS CONTRIBUTE TO LONG-TERM ECONOMIC VALUE CREATION.**

Leader Energy continues to strengthen sustainability reporting in line with internationally recognised frameworks and best practices, including the National Sustainability Reporting Framework (NSRF), Bursa Malaysia’s Sustainability Reporting Guide, International Financial Reporting Standards (IFRS) S1 and S2, GRI and SASB. This Sustainability Report 2025 (“SR2025”) reflects our continued commitment to providing transparent, reliable, and decision-useful disclosures on ESG matters.

To ensure accuracy and completeness, all business units, subsidiaries, and key internal divisions were actively engaged in the preparation of this report. SR2025 serves as a platform to communicate our sustainability journey, progress, and ongoing commitment to creating long-term value while contributing to Malaysia’s National Energy Transition Roadmap (NETR) agenda as well as advancing the transition to a low-carbon economy across the regional markets where we operate.

### 1.1 OVERVIEW

Leader Energy Group Berhad (“Leader Energy” or “the Group”) is pleased to update our key environmental, social, and governance (“ESG”) material matters and their linkage to economic value creation. As a testament to our performance, we are proud to present this Sustainability Report (“SR2025”) for the financial year ending on 31st December 2025 (“FY2025 or 2025”).

SR2025 provides comprehensive insights into how the Group integrates sustainability practices across our operations to create value for our stakeholders, aligned with our ESG ambitions. In preparing this report, we have adopted internationally recognised and locally relevant frameworks to ensure transparency, consistency, and credibility in our disclosures. These include:

- International Financial Reporting Standards (IFRS) S1 and S2
- Sustainability Accounting Standards Board (SASB)
- Global Reporting Initiative (GRI)
- United Nations Sustainable Development Goals (UN SDGs)
- EcoVadis Sustainability Rating
- National Sustainability Reporting Framework (NSRF)
- Bursa Malaysia Sustainability Reporting Guide (Third Edition)
- Malaysian Code on Corporate Governance (MCCG)



## 1.2 BASIS OF PREPARATION

### Reporting Period

This report covers information and data for the period between 1st January 2025 and 31st December 2025. However, where relevant to the overall sustainability narrative of the Group, Leader Energy has provided information right up to the publication of this Report. This includes new updates, development as well as highlights and achievements.

### Scope and Boundaries

The SR2025 document shall highlight key ESG disclosures of the Group's main business operations. This includes the development, construction, ownership, operations, and maintenance of utility-scale renewable power assets, battery energy storage system (BESS), transmission lines and EPC projects, as well as commercial and industrial solar projects.

### Restatement of Information

During FY2025, Leader Energy's operational scope encompassed the Taiwan market. The Group subsequently exited this market in 2026. Accordingly, the sustainability performance data presented for FY2025 includes contributions from Taiwan and reflects the operational boundary applicable during that reporting period.

Environmental data for FY2023 and FY2024 has been restated to include only the Group's renewable energy operations. This refinement enhances consistency and comparability across reporting years and ensures alignment with the Group's current strategic focus.

The "Our Business" section reflects the composition of the Group's portfolio as of May 2026.

### Limitations and Exclusions

All data and information presented within the SR2025 are based on the Group's ability to collect and disclose meaningful data from existing management control and official information systems.

## ABOUT THIS REPORT

For the details of the data accounting principles, measurement techniques, and assumptions used during the preparation of this SR2025, please refer to Reporting Principles and Data Assumptions section.

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

### Statement of Responsibility

The Board of Directors ("Board") and Senior Management of Leader Energy assure that all information presented in this SR2025 is accurate and reliable. Our internal teams have conducted rigorous verification and assessment processes to ensure data validity. This extends to data sourced from our supply chain or external sources.

As an added layer of validation, we have conducted external assurance for selected indicators of the SR2025.

### Forward-Looking Statements

Content within the SR2025 may include forward-looking statements, such as targets, plans, operations, and forecasts. These are based on reasonable assumptions from our current business trajectory. Readers are advised to exercise their own due diligence when evaluating these statements.



## 1 ABOUT THIS REPORT

### ABOUT THIS REPORT

#### 1.3 ENGAGING STAKEHOLDERS FOR MORE INCLUSIVE REPORTING

As part of being inclusive in our approach to sustainability reporting, stakeholder engagement remains an integral aspect in the development of this Report. In essence, sustainability topics, issues or concerns that are material to stakeholders form a key aspect of the basis of preparation. Regular stakeholder engagement activities undertaken by Leader Energy throughout the year have enabled fresh perspectives and new information to be gleaned, which have also been considered in determining the content and overall narrative for SR2025.

Stakeholder engagement in 2025 included soliciting the views and perspectives of internal stakeholders such as the Board of Directors, Key Senior Management and department heads. External stakeholders consisted of key customers, bankers, financiers and others, where applicable.

#### 1.4 ASSURANCE STATEMENT

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

As an additional level of credibility, selected data on the Group's greenhouse gas ("GHG") emissions in the SR2025 have been sent to a third-party external assurance provider for independent assurance.

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

A full assurance statement can be found in the appendices of this report.

#### 1.5 DISTRIBUTION AND FEEDBACK

This document can be downloaded from our corporate website at:

<https://www.leaderenergy.com/sustainability/> or

by scanning the following QR code:



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

**Sustainability Department**  
**Leader Energy Group Berhad**  
 Penthouse @ 26, The Pinnacle,  
 Persiaran Lagoon,  
 Bandar Sunway,  
 47500 Petaling Jaya,  
 Selangor, Malaysia  
 Email: [sustainability@leaderenergy.com](mailto:sustainability@leaderenergy.com)



# WHAT'S INSIDE THE REPORT

SR2025 is structured to provide clear, accessible, and comprehensive information on the Group's ESG performance and strategy. Key sections include:

1

## FY2025 ACHIEVEMENTS AT A GLANCE:

a summary of the Group's key sustainability milestones and accomplishments during the year.

2

## LEADERSHIP MESSAGES:

insights and perspectives from the Group Chairman, Executive Deputy Chairman and Group Chief Executive Officer, and Chief Sustainability and Strategy Officer on sustainability strategy, achievements, and outlook.

3

## SUSTAINABILITY-DRIVEN ENTERPRISE:

details on our business operations, aspiration and purpose, value creation story, and sustainability journey.

4

## SUSTAINABILITY MANAGEMENT:

overview of governance, material matters, sustainability strategy, performance metrics, and stakeholder engagement.

5

## SUSTAINABILITY RISK IDENTIFICATION AND MITIGATION:

summarises the key sustainability-related risks and opportunities identified with rating and mitigation measures.

6

## KEY STRATEGIC THEMES:

reflecting our commitment to creating long-term value while contributing positively to society and the environment:



### RESPECTING THE ENVIRONMENT:

initiatives in renewable energy, decarbonisation, biodiversity conservation, waste and water management.



### CARE FOR OUR PEOPLE:

programs focused on safety, well-being, talent development, community engagement, and human rights.



### STRONG BUSINESS GOVERNANCE:

emphasis on business ethics, risk management, compliance, cybersecurity, and sustainable supply chain practices.

7

## APPENDICES:

including ESG performance data, reporting principles and assumptions, applicable reporting standards and disclosures, and independent assurance statement.

SR2025 serves as a vital platform to showcase our sustainability commitments, performance, and ongoing improvements, demonstrating our dedication to creating value for stakeholders and making a positive impact on society and the environment.

## 1 ABOUT THIS REPORT

# FY2025 ACHIEVEMENTS AT A GLANCE

The year under review marked another important step in strengthening our commitment to sustainable growth and responsible business practices. The following highlights summarise some of the notable achievements that reflect our ongoing efforts to create long-term value for our stakeholders while supporting the transition towards a more sustainable future.



### ESG SELECT LIST 2025 BY UN GLOBAL COMPACT NETWORK MALAYSIA AND BRUNEI (UNGCMYB)

**3-Star Lister under  
the following categories:**

The North Star ESG Target  
Setting

Future-Fit and  
Responsible Workforce

ESG Breakthrough Innovation



### ECOVADIS Gold Medal 2024 and 2025



### ASIA SUSTAINABILITY REPORTING AWARDS (ASRA) 2025

**Asia's Best  
Sustainability Report  
(Private Company)  
(Platinum)**

**Asia's Best  
Sustainability Report  
(Human Rights)  
(Platinum)**



### HR EXCELLENCE AWARDS 2025

**Bronze Winner for  
Excellence in Diversity,  
Equity and Inclusion**



### NATIONAL ENERGY AWARDS 2025 (MALAYSIA)

**Winner –  
Special Submission:  
Renewable Energy  
Technology Enabler**



ABOUT THIS REPORT **1**

FY2025 ACHIEVEMENTS  
AT A GLANCE

TRADE ASSOCIATIONS AND MEMBERSHIPS



**ASEAN RISK AWARDS 2025**

Runner-Up  
Environmental  
and Social Risk  
Management  
category



**THE SOLAR WEEK MALAYSIA LEADERSHIP AWARDS 2025**

Solar Company of the  
Year – Developer



**INTEGRATED MANAGEMENT SYSTEM (IMS) CERTIFICATION**

ISO 9001  
(Quality)

ISO 14001  
(Environment)

ISO 45001  
(Occupational  
Health and Safety)



**UNITED NATIONS GLOBAL COMPACT**  
Member



CLIMATE GOVERNANCE MALAYSIA  
**CLIMATE GOVERNANCE MALAYSIA**  
Member



**SUSTAINABLE ENERGY ASSOCIATION OF SINGAPORE**  
Council member



**MALAYSIAN PHOTOVOLTAIC INDUSTRY ASSOCIATION**  
Member



**MALAYSIA CARBON MARKET ASSOCIATION (MCMA)**  
Member



**ASOSIASI ENERGI SURYA INDONESIA**  
Member

These awards, certifications, recognitions and membership reaffirm Leader Energy’s dedication to advancing sustainability, maintaining high operational standards, and creating long-term value for our stakeholders. Moving forward, we remain committed to building on these achievements as we continue supporting the clean energy transition and strengthening our sustainability performance.

## 2 LEADERSHIP STATEMENTS

# GROUP CHAIRMAN STATEMENT

**THE WORLD CONTINUES TO CHANGE RAPIDLY IN 2025. CLIMATE VOLATILITY, GEOPOLITICAL UNCERTAINTY, RISING ENERGY COSTS, AND FAST-MOVING TECHNOLOGICAL CHANGE ARE RESHAPING ENERGY SYSTEMS ACROSS ASIA. WHAT WAS ONCE VIEWED AS A LONG-TERM AMBITION, SECURE, AFFORDABLE, AND SUSTAINABLE POWER, HAS NOW BECOME AN IMMEDIATE PRIORITY FOR GOVERNMENTS, BUSINESSES, AND COMMUNITIES ALIKE.**

**A**gainst this backdrop, strong and disciplined leadership at the Board level has never been more important. In an industry facing cost pressures, climate risks, and evolving regulatory expectations, the Board remains focused on financial discipline, risk management, and performance. The latter includes sustainability performance, which is intrinsically linked with business and financial value creation.

At Leader Energy, the Board of Directors provides clear oversight of strategy, capital allocation, and risk, ensuring that sustainability is embedded into how the Group

plans, invests, and operates. This governance framework guides our decisions on portfolio development, market expansion, and long-term resilience, while maintaining accountability to both shareholders and stakeholders.

Since our first Independent Power Producer (“IPP”) project in 1994, Leader Energy has grown steadily into seven markets across Asia. Today, our portfolio spans solar, hydro, wind, battery energy storage system (BESS), and transmission. Each investment is assessed through the Board’s focus on long-term value creation, system reliability, and regulatory alignment.

As Malaysia and Southeast Asia continue to transition towards renewable energy (“RE”) to power their economies, the Board continues to monitor related developments, including policies established by countries in the region that would augur well for RE players such as Leader Energy.

In Malaysia alone, the National Energy Transition Roadmap (“NETR”), established by the government, will spur local infrastructure development. This includes accelerating installed RE generation capacity and BESS, enhancing grid resilience and enabling decarbonisation while achieving energy security. Similarly, Vietnam’s National Assembly Resolution for 2026-2030 sets out clear mechanisms to expand RE generation, while Cambodia targets a 70% RE share by 2030 under its Power Development Masterplan (2022-2040). All these national commitments create a favourable policy environment across the region, enabling us to leverage our expertise and help develop a secure and sustainable energy future.



## BOARD OVERSIGHT OF SUSTAINABILITY

The Board's focus on sustainability is driven by Leader Energy's interconnected priorities: Respecting the Environment, Care for Our People, and Strong Business Governance. These pillars provide a clear framework for Board oversight, guiding strategic planning, capital deployment, and enterprise risk management ("ERM").

The Board Sustainability Committee ("BSC") continues to provide active, high-level oversight on sustainability. Material matters presented by Management have been duly deliberated upon and then presented to the full Board for further review and endorsement. The close working relationship between the BSC, Board, and Management enables effective oversight and governance, and the continued progress we have achieved in realising our sustainability aspirations in 2025.

Under Respecting the Environment, the Board oversees our decarbonisation pathway, alignment with net-zero ambitions, and the integration of environmental and biodiversity considerations across project development and asset management. Climate exposure, regulatory developments, and environmental performance are reviewed as part of investment and risk assessments to ensure that our growth remains both financially resilient and environmentally responsible.



Through Care for Our People, the Board monitors workforce health and safety, talent development, human and labour rights, and community impact as core indicators of operational performance. We recognise that our people, our social licence to operate, and the continuity of our operations are fundamental to long-term success.

Strong Business Governance underpins everything we do, the Board sets expectations on ethical conduct, compliance, and supply chain standards, while maintaining oversight of capital discipline, return thresholds, and risk appetite. Sustainability considerations are reviewed alongside financial performance and strategic risk, ensuring consistent governance, accountability, and performance monitoring across all decisions.

## A FUTURE BUILT TOGETHER

Looking ahead, Asia will require more public-private collaboration, long-term investment, and continuous innovation to power its ongoing energy transition journey. As challenges intensify from climate risks to financing constraints, we remain guided by our aspiration: RE-Energising a Tomorrow where renewable energy uplifts lives and economies. For Leader Energy, this means investing in projects that strengthen national power systems while expanding access to clean, dependable energy. It is a reminder that our commercial decisions carry broader implications for communities, markets, and long-term resilience.

Our path forward is clear. We will continue to anchor Malaysia as the nucleus of our regional platform, expand renewable capacity in line with national and ASEAN ambitions, and uphold high standards of environmental stewardship and governance. At the same time, we remain committed to delivering sustained value to shareholders while ensuring that the communities connected to our operations benefit equitably from our progress.

## LEADERSHIP STATEMENTS 2

### GROUP CHAIRMAN STATEMENT



Advancing our ESG governance framework remains a key priority. With a strong foundation, deep regional insight, and a clear mandate, Leader Energy is well-positioned to contribute meaningfully to a cleaner and more resilient energy future for Malaysia and the wider region.

On behalf of the Board, I wish to take this opportunity to thank our employees, the management of the company, shareholders, financiers, government ministries and agencies, and other business partners and contributors, who have been part of our successes and progression in 2025. Together, let us continue to move forward with renewed vigour and inspiration for a cleaner, more sustainable future. Thank you for your trust and continued partnership.

Sincerely,

**DATO' N SADASIVAN A/L N.N.PILLAY**

Chairman,  
Leader Energy Group Berhad

## 2 LEADERSHIP STATEMENTS

# EXECUTIVE DEPUTY CHAIRMAN AND GROUP CHIEF EXECUTIVE OFFICER STATEMENT

## DRIVING LEADER ENERGY'S NEXT CHAPTER OF GROWTH, INNOVATION AND PURPOSE

**GUIDED BY OUR NEW PURPOSE TO DELIVER  
SUSTAINABLE ENERGY THAT BETTERS  
SOCIETY AND THE ENVIRONMENT, 2025 HAS  
SEEN LEADER ENERGY CONTINUE TO MAKE  
SIGNIFICANT STRIDES IN REALISING OUR  
VISION 2030.**

Our Aspiration to RE-energise a tomorrow where renewable energy uplifts lives and economies has sharpened our strategic focus. This forms the backbone of our transformation agenda and reaffirms our role as a RE leader rooted in Malaysia, with capabilities reaching across Asia. Our approach is simple: sustainability must be embedded into business decisions, not treated as a detached or optional agenda.

In 2025, we intensified efforts to achieve net-zero emissions across our portfolio by 2030 and progressed initiatives that will triple our installed renewable capacity within the next five years. We strengthened our commitment to a just transition by investing in our people, ensuring that the shift toward new and renewable energy benefits communities, not just economies.

Key operational milestones this year include the signing of three utility-scale Power Purchase Agreements (“PPA”) in wind and solar, one large-scale grid-connected Battery Energy Storage System (“BESS”) (under the MyBest Programme), and the successful renewal of two of our Leader Nam Tien Hydropower Joint Stock Company (“LNTH”) Plants’ Provisional Operating Licence (“POL”) for extended generation and distribution. These achievements underscore our readiness to lead the region’s progression toward cleaner, more reliable power systems.

The renewal of the POL for our LNTH SV and TH Plants allows continued operation of key generation assets, supported by our consistent operational discipline and regulatory compliance. This extension carries strategic importance. It keeps proven assets productive, allows us to



extract long-term value from existing investments, and strengthens our standing with regulators and off-takers who rely on stable and responsible operators.

This year's progress marks a decisive shift in the Group's technical maturity, commercial footing, and long-term strategic posture. The three newly inked PPAs signal strong market confidence in our capability to deliver large-scale renewable energy projects across multiple technologies. Each agreement enhances the visibility of future revenue streams, expands our technology portfolio, and positions Leader Energy as a preferred counterpart for national utilities seeking dependable renewable partners.

Collectively, these developments position the Group for the next chapter of growth. Guided by this momentum, we have set out our Vision 2030 strategic themes that shape our long-term trajectory and enhance our competitive edge across Asia's evolving energy markets. These themes are Strengthening Our Core, Synergistic Opportunities, and Sustainable Operations. They frame how we intend to scale up responsibly, deploy capital efficiently, and deliver sustainable value to shareholders while reinforcing our role as a regional clean-energy leader.

## VISION 2030

### 1 STRENGTHENING OUR CORE

Strengthening Our Core is focused on disciplined expansion into high-potential markets while deepening operational excellence across our existing portfolio. As we move into new frontiers of RE, we continue to deepen our roots in Malaysia. This is an intended strategy towards delivering long-term shareholder returns while creating societal value.

In Peninsular Malaysia, we expanded our RE footprint through the award of a 170 MWp solar project under the Large-Scale Solar 5+ programme in Kedah, with operations targeted for 2027. This builds on our earlier large-scale solar developments and reinforces our track record in delivering utility-scale renewable assets that support national clean energy objectives and the National Energy Transition Roadmap, while advancing our net-zero ambition by 2030.

In Sarawak, we secured a 30-year power purchase agreement for a 140 MWp solar photovoltaic project in Tanjung Manis, supporting the state's renewable energy expansion and broader low-carbon transition. Developed in partnership with local stakeholders, the project reflects our commitment to long-term value creation through capability building, and community development.

## EXECUTIVE DEPUTY CHAIRMAN AND GROUP CHIEF EXECUTIVE OFFICER STATEMENT

Finally, towards the end of 2025, we were also awarded Malaysia's very first grid-connected Battery Energy Storage Systems ("BESS") project, also known as the MyBest programme, with a capacity of 100 MW (400MWh) to be completed by 2027. This marks a significant milestone for Malaysia: the country's inaugural seamless integration of advanced storage technologies into the local grid.



## 2 LEADERSHIP STATEMENTS

### EXECUTIVE DEPUTY CHAIRMAN AND GROUP CHIEF EXECUTIVE OFFICER STATEMENT

In essence, we have advanced clean energy projects across solar and emerging storage solutions such as BESS, reinforced our transmission portfolio to enhance grid reliability, strengthened regional capabilities to raise operational standards, and built partnerships to accelerate Malaysia's renewable transition.

Our achievements reflect a clear, intentional strategy to remain relevant and influential. In a rapidly evolving energy landscape while steadily advancing towards our next phase of growth and development. By consolidating expertise, investing in local capability, and aligning our capital plans with national priorities, we are positioning Leader Energy for resilient and future-ready growth.

## 2 SYNERGISTIC OPPORTUNITIES

Synergistic Opportunities involves pursuing new, value-accretive opportunities while harnessing the combined expertise and capabilities of strategic partners. The approach expands the possibilities for value creation. Collaboration and capability-sharing create advantages that strengthen our competitive edge as opposed to going it alone.

Hence, our focus is on our value chain and technology providers. Our partners and suppliers play a critical role in upholding strong governance and sustainable practices across our value chain. Together, we work to ensure that every project reflects shared standards of responsibility and excellence.

Regionally, progress in Cambodia further demonstrated how strategic alliances translate into bankable outcomes. The green refinancing secured for CTL II 230kV, 125km transmission line signals confidence from a consortium of lenders that the asset is critical to Cambodia's grid stability and renewable energy uptake. These are not symbolic partnerships; they directly shape our ability to operate and scale in complex markets. The value comes from the practical exchange of capabilities, the opening of new regulatory pathways, and the strengthening of long-term relationships with utilities, state-linked entities, and financial institutions.

Another example of synergy in action is our successful BESS pilot installation at LSE II. This landmark project is a critical proof of concept that storage technology can be seamlessly integrated into Malaysia's national grid. Its ability to store excess capacity for deployment during peak demand underscored the role of BESS as a catalytic game-changer in accelerating the development of additional RE capacity and storage of generated capacity. For Leader Energy, this milestone represents a meaningful

progression of our ability to integrate storage into our solar operations. It also strengthens our readiness for a future in which storage will play a more prominent role in RE integration across the region. By gaining practical experience now, we are building the foundation needed to participate confidently in markets moving toward more flexible, responsive power systems.

This pioneering achievement was further recognised through the 2025 National Energy Award ("NEA") in Malaysia. Winning this award elevates the significance of the BESS pilot beyond technical validation, positioning Leader Energy as a trusted partner in Malaysia's energy transition agenda. It highlights our capacity to deliver scalable solutions that accelerate RE deployment and set the benchmark for future large-scale storage projects.

In 2025, Leader Energy was recognised at the Malaysian National Energy Award ("NEA") for Renewable Energy Enabler Technology for our pilot BESS grid-connected project, entitled "Towards Net-Zero GHG Emissions with Energy Storage."



### 3 SUSTAINABLE OPERATIONS

Sustainable Operations for us is not a collection of broad commitments; it is tied to the actual work our assets perform in the markets they serve. We embed sustainability principles into every facet of the business, guided by our Board-approved pillars of Respecting the Environment, Caring for Our People, and Strong Business Governance. These principles drive how we manage risks, develop communities, and uphold transparency. We also recognise that the energy transition must be equitable, and our approach to “Just Transition” focuses on enabling communities around our project sites to benefit from skills development, access to employment, and improved infrastructure. These actions shape how we will meet our Vision 2030 commitments in practice, not just in principle.

Complementing these strategic priorities are our commitments to climate action, which closely align with national decarbonisation pathways under Malaysia’s National Energy Transition Roadmap (NETR), and enhancing brand visibility and recognition through the Leader Energy Transformation initiative, reflecting our



evolving identity as a modern and ambitious renewable energy champion. Operational excellence was further strengthened through our three core priorities: developing centres of excellence across renewable segments, enhancing stakeholder collaboration through purposeful engagement, and elevating supply management with streamlined procurement, sustainability principles, and disciplined execution of our transformation programmes.

We maintained our EcoVadis Gold Rating for the second consecutive year and garnered two platinum awards at the 11th Asia Sustainability Reporting Awards (“ASRA”) 2025 in the categories of Asia’s Best Sustainability Report (Private Company) and Asia’s Best Sustainability Report (Human Rights). In addition, the Group was awarded the Bronze Award for Excellence in Diversity, Equity, and Inclusion (“DEI”) at the HR Excellence Award Malaysia 2025 and named Solar Company of the Year – Developer (Ground Mounted) at The Solar Week Malaysia Leadership Awards 2025. Leader Energy was also included in the ESG Select List 2025 by the UN Global Compact Network Malaysia & Brunei (“UNGCMYB”) as a 3-Star Lister, reflecting measurable progress across priority ESG dimensions. This includes an accelerated net-zero GHG target by 2030, targeted development of future-fit green-collar capabilities, and the deployment of Malaysia’s first pilot-scale NaS BESS integrated with a solar PV asset. The inclusion signals alignment between the Group’s sustainability strategy, operational execution, and internationally recognised ESG benchmarks linked to the UN Global Compact and the SDGs.

These recognitions stand as a testament to the dedication, innovation, and discipline of our teams and partners across the region. They reflect not only operational success but also our commitment to leadership, empowerment, accountability, diversity, ethics, and respect, the values that define L.E.A.D.E.R.

## EXECUTIVE DEPUTY CHAIRMAN AND GROUP CHIEF EXECUTIVE OFFICER STATEMENT



As we move forward, we remain guided by our purpose – to deliver sustainable energy that betters society and environment – and our aspiration to RE-energise a tomorrow where renewable energy uplifts lives and economies. These principles continue to shape a culture of accountability, resilience, and long-term thinking across our organisation. I would like to extend my sincere appreciation to our employees, partners, stakeholders and communities for your continued trust and support. Together, we invite you to join us in this journey – to collaborate, innovate, and take collective action in shaping a resilient, responsible, and future-ready energy landscape for generations to come.

Sincerely,

**DATO’ SEAN H’NG CHUN HSIANG**

Executive Deputy Chairman &  
Group Chief Executive Officer  
Leader Energy Group Berhad

## 2 LEADERSHIP STATEMENTS

# CHIEF SUSTAINABILITY STRATEGY OFFICER STATEMENT

**DEAR VALUED STAKEHOLDERS,  
FOR LEADER ENERGY, 2025 MARKS AN  
ACCELERATED YEAR OF PROGRESS IN  
EMBEDDING SUSTAINABILITY ACROSS EVERY  
DIMENSION OF OUR BUSINESS. BUILDING ON  
THE FOUNDATION ESTABLISHED IN PREVIOUS  
YEARS, WE ADVANCED OUR COMMITMENTS  
WITH GREATER AMBITION, DEEPER INTEGRATION,  
AND STRONGER ALIGNMENT WITH GLOBAL BEST  
PRACTICES. OUR ASPIRATION TO RE-ENERGISE  
A TOMORROW WHERE RENEWABLE ENERGY  
UPLIFTS LIVES AND ECONOMIES, GUIDE OUR  
ACTIONS, ENSURING THAT SUSTAINABILITY  
REMAINS CENTRAL TO OUR STRATEGY, CULTURE,  
AND OPERATIONS.**



**T**his year, we strengthened our global alignment by becoming a member of the United Nations Global Compact (“UNGC”), reaffirming our commitment to responsible business practices and the Ten Principles, which encompass human rights, labour, environment, and anti-corruption. We also made significant strides in decarbonising our operations, achieving a 50% reduction in Scope 2 emissions through targeted energy-efficiency measures, renewable energy use, and operational optimisation across our footprint. Our Scope 3 emissions underwent independent verification by

The British Standards Institution (BSI) for the first time, affirming the strength of our measurement processes, the reliability of our data quality, and the consistency of our reporting framework with global expectations.

We successfully commenced implementation of IFRS S1 – disclosure on sustainability risks and opportunities based on IFRS S1 and expanded the scope of IFRS S2 climate-related disclosures to encompass our expanded business segments. This enables more robust climate risk assessments and informed, future-ready decision-making information.

Our continued efforts in Environmental and Social Risk Assessment (“ESRA”) have strengthened our ability to identify, manage, and mitigate impacts across our project portfolio, while our longstanding commitment to the community remains a hallmark of our identity. These efforts were recognised with a Runners-Up Winner under the Environmental & Social Risk Management (“ESRM”) Pioneer Award category at the ASEAN Risk Awards 2025.

Equally important was strengthening sustainability across our procurement ecosystem. Since 2023, we have engaged over 70% of our supply chain partners on ESG expectations, building shared understanding and raising accountability to ensure responsible practices throughout our operations.

Gender equality emerged as a key focus this year as we deepened our efforts to create an inclusive, empowered workplace. We proudly launched our Leader Energy Women’s Network across all our countries of operation. It is an initiative designed to nurture mentorship, leadership and professional development, as well as cross-company collaboration. It provides women in Leader Energy with a platform to share their experiences, access opportunities, and receive support in their career aspirations.

In March 2025, we further advanced this commitment by joining the 2025 Target Gender Equality Accelerator, a six-month high-impact programme by the UN Global Compact in partnership with UN Women. Through this initiative, we are on a mission to translate our gender commitments into measurable actions aligned with international benchmarks such as the Women’s Empowerment Principles (“WEPs”). To ensure shared ownership of inclusion, we also introduced the Leader Energy Men’s Network in November 2025, in line with International Men’s Day. The network promotes men’s well-being, leadership development, mentorship, and open dialogue on health, work-life balance, and positive role modelling.

Our community investment impacts were evident through the progress of our signature CSR programmes, including the River Ocean Cleanup Programme in Cambodia and the Mangrove Conservation Project in Kedah, Malaysia. These programmes continue to deliver meaningful environmental and social outcomes. Additionally, we strengthened our operational discipline through enhanced Integrated Management System (“IMS”) certifications. In parallel, we have completed 100% Human Rights Due Diligence (“HRDD”) across all our own operations since 2023, covering all current operational assets. This milestone reinforces our commitment to responsible business conduct and the protection of human rights within our direct control.

Throughout 2025, we also recorded notable achievements that reflect our deepening culture of sustainability excellence. Leader Energy received Double Platinum Awards at the 11<sup>th</sup> Asia Sustainability Reporting Awards (“ASRA”) 2025 in the categories of Asia’s Best Sustainability Report (Private Company) and Asia’s Best Sustainability Report (Human Rights), demonstrating industry recognition of our strong performance and transparent disclosures of our ESG practices.

Our people-first culture was recognised at the HR Excellence Awards Malaysia 2025, where we received the Bronze Award for outstanding performance in Diversity, Equity, and Inclusion (“DEI”). In the same year, Leader Energy was included in the ESG Select List by the UN Global Compact Network Malaysia and Brunei (“UNGCMYB”) as a 3-Star Lister, recognised across The North Star ESG Target Setting, Future-Fit and Responsible Workforce, and ESG Breakthrough Innovation.

As we look ahead, our focus remains on driving sustainable growth that is resilient, inclusive, and aligned with our long-term climate and social commitments. We will continue to advance our decarbonisation pathway,

## CHIEF SUSTAINABILITY STRATEGY OFFICER STATEMENT

deepen our supply chain partnerships, strengthen ESG competencies across our teams, and expand our community impact programs. We will also continue to engage with our stakeholders to ensure that our sustainability strategy reflects their perspectives and the evolving expectations of the energy transition landscape.

We invite all stakeholders to explore our Sustainability Report and join us as we continue this transformative journey toward a future powered by renewable energy. Your support is invaluable.

Yours sincerely,

**EVELYN CHEE**

Chief Sustainability & Strategy Officer





# SUSTAINABILITY-DRIVEN ENTERPRISE

3



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EVERY MEGAWATT WE BUILD IS A STEP TOWARD A FUTURE  
POWERED BY RESILIENCE, RESPONSIBILITY, AND INNOVATION.

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Our business continues to evolve in response to the global shift towards cleaner, more resilient energy systems. As a Malaysian renewable energy developer with footprints across Asia, we are driven by a commitment to deliver reliable, affordable, and sustainable power for communities and industries. In 2025, we strengthened this commitment through decisive expansion, strategic project execution, and an elevated emphasis on operational excellence.

Leader Energy is a renewable energy developer focused on the development, construction, operation, and maintenance of renewable energy (“RE”) generation, transmission, energy storage and infrastructure projects across the Asia Pacific region. Our capabilities span a broad range of renewable energy technologies and services, including utility-scale solar, Commercial and Industrial (“C&I”) solar, hydropower, wind energy, energy storage, Engineering, Procurement and Construction (“EPC”) works and power transmission.

As such, we have now consolidated our efforts into 7 core business segments:

# OUR BUSINESS

**AT LEADER ENERGY,  
RENEWABLE ENERGY  
IS NOT MERELY A PORTFOLIO  
— IT IS OUR PURPOSE.**

**1**

**UTILITY-SCALE SOLAR/  
LARGE-SCALE SOLAR**

VIETNAM, MALAYSIA



**TOTAL GROSS CAPACITY:  
757 MWp**




Leader Energy’s utility-scale solar portfolio remains a cornerstone of its generation assets. We own 100% stake and operate solar plants with a combined total of 117.4 MWp at LSE and LSE II in Malaysia and Vinh Hao 6 in Vietnam. Holding 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. We solidified our position in Peninsular Malaysia by securing a 170 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. These assets contribute to the ongoing decarbonisation of regional grids and reflect sustained investment in solar capacity growth.


**2**

**WIND**

CAMBODIA



**TOTAL GROSS CAPACITY:  
150 MW**



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.

**3 SUSTAINABILITY-DRIVEN ENTERPRISE**

OUR BUSINESS



**3**

**HYDROPOWER**

VIETNAM



**TOTAL GROSS CAPACITY:  
52 MW**

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.

**4**

**COMMERCIAL AND INDUSTRIAL (“C&I”) SOLAR**

MALAYSIA, VIETNAM, SINGAPORE, INDONESIA, THAILAND, CAMBODIA



**TOTAL GROSS CAPACITY:  
86 MWp**



Leader Energy’s C&I Solar business segment is designed to meet a total of operational 66 MWp (and remaining 20 MWp under construction) of C&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&M”), solutions to our customers across Malaysia, Vietnam, Singapore, Indonesia, Cambodia, and Thailand.



**5**

**ENERGY STORAGE**

MALAYSIA



**TOTAL GROSS CAPACITY:  
100 MW/ 400 MWh**



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.

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.

OUR BUSINESS



6

**TRANSMISSION**

CAMBODIA



TOTAL GROSS CAPACITY:

**235 KM**  
(230KV TRANSMISSION TOWERS)

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.

7

**ENGINEERING, PROCUREMENT AND CONSTRUCTION (“EPC”) AND FINANCING (DOUBLE CIRCUIT TRANSMISSION LINE)**

CAMBODIA



TOTAL GROSS CAPACITY:

**300 KM**  
(500KV TRANSMISSION TOWERS)



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.

Every project we deliver moves us closer to a future shaped by resilience, responsibility, and innovation. As of 30 April 2026, the Group has established a presence in six countries with a total gross installed capacity of approximately 1,145 MW, of which 565 MW is operational. Our regional footprint allows us to participate in high-growth renewable markets while strengthening our role as a key player in the RE sector.

## 3 SUSTAINABILITY-DRIVEN ENTERPRISE

## OUR BUSINESS

# OUR FOOTPRINT ACROSS 6 MARKETS

TOTAL  
**1,145 MW**  
OF GROSS CAPACITY AND  
**535 KM**  
TRANSMISSION LINE

In Operation:

**565 MW** and **235 km**  
transmission line

Under Construction:

**580 MW** and **300 km**  
transmission line



## MALAYSIA

**TOTAL: 499 MW**

1. Solar: 377 MWp

- In operation: 67 MWp
- Under construction: 310 MWp

2. BESS: 100 MW

- Under construction: 100 MW/400 MWh

3. C&I Solar Projects: 22 MWp

- In operation: 17 MWp
- Under construction: 5 MWp



## THAILAND

**TOTAL: 6 MWp**

C&I Solar Projects: 6 MWp

- In operation: 2 MWp
- Under construction: 4 MWp



## SINGAPORE

**TOTAL: 41 MWp**

C&I Solar Projects: 41 MWp

- In operation: 32 MWp
- Under construction: 9 MWp



## INDONESIA

**TOTAL: 2 MWp**

C&I Solar Projects: 2 MWp

- In operation: 2 MWp



OUR BUSINESS



**VIETNAM**

**TOTAL: 447 MW**

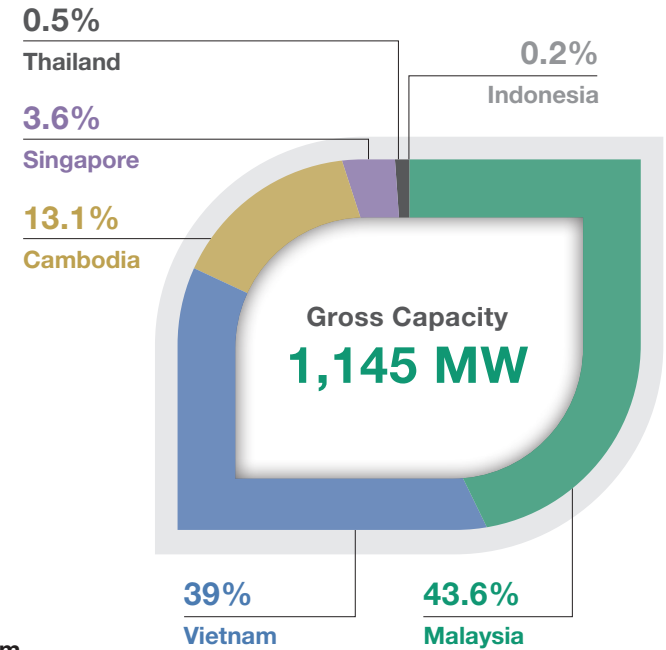
1. Hydro: 52 MW (5 mini hydropower plants)
  - In operation: 52 MWp
2. Solar: 380 MWp solar plant
  - In operation: 380 MWp
3. C&I Solar Projects: 15 MWp
  - In operation: 13 MWp
  - Under construction: 2 MWp



**CAMBODIA**

**TOTAL: 150 MW**

1. Transmission Line: 535 km
  - In operation:
    - 110 km 230 kV transmission line
    - 125 km 230 V transmission
2. EPC & F (Double Circuit Transmission Line): 300 km / 500 kV
  - Under construction: 300 km / 500 kV
3. Wind: 150 MW
  - Under construction: 150 MW



### 3 SUSTAINABILITY-DRIVEN ENTERPRISE

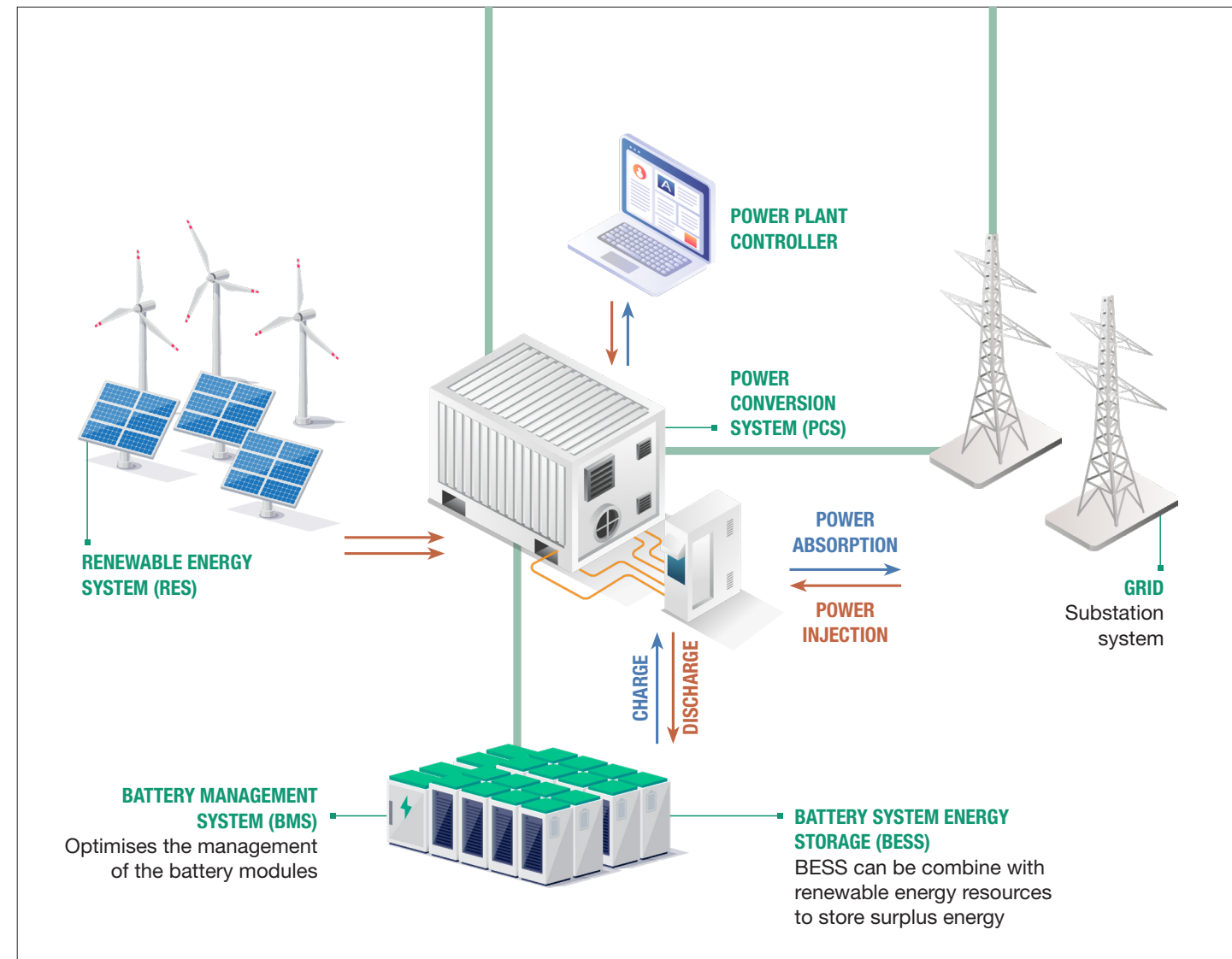
## OUR BUSINESS

### RENEWABLE ENERGY GENERATION AND TRANSMISSION OVERVIEW

Leader Energy's solar photovoltaic (PV) system begins with solar panels that capture and convert sunlight into direct current (DC) electricity. This DC power is channelled to an inverter, where it is converted into alternating current (AC) that meets the technical requirements of the national grid. Once converted, the electricity is exported to the grid through the power injection point, allowing clean energy to flow into the main grid for distribution to consumers.

For hydropower plants, flowing water rotates the turbine blades, which drive a generator to produce AC electricity directly. AC electricity is then fed into the grid through a power injection point. Lastly, water is safely returned to the environment.

Similarly, Leader Energy's wind farms harness the kinetic energy of wind to generate electricity. The rotor blades of a wind turbine spin when the wind blows, turning a shaft connected to a generator. The generator produces AC electricity, which is then exported to the grid through a power injection point.



The transition to a low-carbon future requires a holistic approach to energy generation, management, and sustainability. At Leader Energy, this vision is realised through a suite of renewable energy solutions, including solar, wind, and hydropower. These are complemented by battery energy storage system (BESS), EPC services, and O&M, enabling our clients to utilise renewable energy.

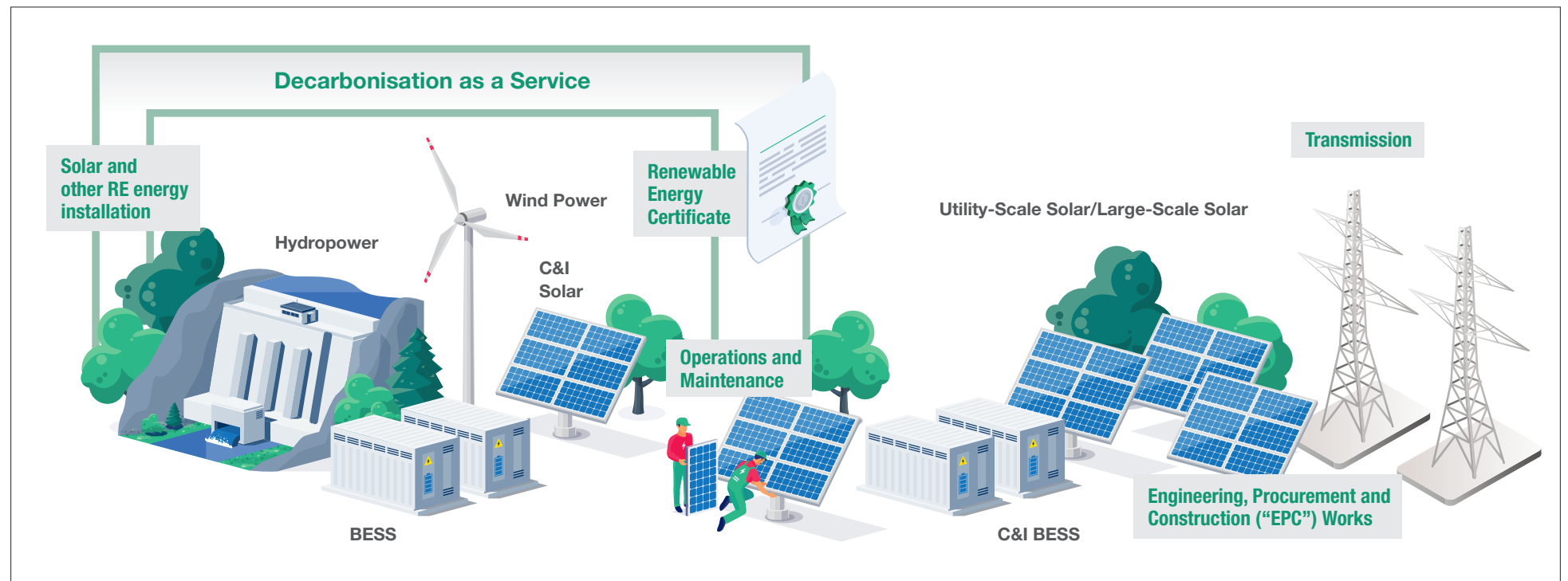
OUR BUSINESS

As illustrated in the diagram, renewable energy is generated at various sources such as large scale solar, wind turbines, and hydropower plants. The renewable energy is then transmitted through high-voltage lines to distribution networks, or reaching commercial and industrial users under Corporate Renewable Energy Supply Scheme (CRESS). For the Commercial & Industrial (C&I) segment solar panels are deployed directly at customers' premises. This enables businesses to generate electricity on-site for export to grid or for self-consumption, reduce dependence on grid-supplied power, lower carbon emissions, and manage long-term energy costs more effectively.

In December 2025, the Solar Accelerated Transition Action Programme, also known as Solar ATAP was launched to replace the Net Energy Metering (NEM) scheme, aiming to encourage broader solar adoption and support Malaysia in meeting its renewable energy targets. The ATAP programme allows up to 100% solar generation to meet demand and enables the export of excess solar generation to the grid, thereby removing previous quota limitations and accelerating solar adoption. Leader Energy is now ready to offer

end-to-end C&I solar and BESS solutions to support participation in the ATAP programme. By coupling rooftop solar with BESS solutions, our C&I customers can avoid costly maximum demand charges by strategically storing and releasing energy. Similar RE solutions are also deployed for C&I customers based on RE government policies in other countries.

In addition, Leader Energy offers Renewable Energy Certificates (REC) to assist C&I customers to claim the environmental benefits of clean energy, even if their actual electricity comes from the conventional grid.



### 3 SUSTAINABILITY-DRIVEN ENTERPRISE

# OUR ASPIRATION AND PURPOSE

Our aspiration and purpose form the foundation of our long-term strategy. They define not only what we aim to achieve, but also why we do it. Aspiration and purpose provide clarity, direction and conviction as we navigate a rapidly evolving energy landscape. Rooted in a deep understanding of our role within the regional energy transition, our aspiration reflects the future we are working toward, while our purpose defines the principles that shape how we operate today. Anchored in our aspiration:



**OUR ASPIRATION:**

**RE-ENERGISING A TOMORROW  
WHERE RENEWABLE ENERGY  
UPLIFTS LIVES AND ECONOMIES.**



We envision a future where clean power is central to national development, industrial competitiveness and community well-being. This aspiration reflects both our ambition and our responsibility as a regional renewable energy player. It reflects our belief that the energy transition is not only an environmental imperative, but also a powerful driver of opportunity, innovation and improved quality of life.

On the other hand, our purpose guides our decisions across every part of the organisation from how we develop projects and collaborate with partners, to how we uphold governance, safeguard communities and minimise our environmental footprint. It is a commitment that our growth must translate into real, enduring benefits for people and the planet.



**OUR PURPOSE:**

**TO DELIVER SUSTAINABLE ENERGY  
SOLUTIONS THAT BETTER SOCIETY  
AND THE ENVIRONMENT.**



By integrating this purpose into our decision-making, we strive to ensure that our growth contributes meaningfully to global climate goals, strengthens community resilience and supports a just transition. It is a commitment that every kilowatt we generate must translate into real, measurable and enduring benefits for people today and for the generations to come.

### OUR CORE VALUES

- 
- L EADERSHIP**
    - Setting the pace for innovation and sustainability
  - E MPOWERMENT**
    - Investing in people and communities
  - A CCOUNTABILITY**
    - Commitment to responsible energy solutions
  - D IVERSITY AND INCLUSION**
    - Creating an inclusive workplace and partnerships
  - E THICS AND INTEGRITY**
    - Transparency and trust in all operations
  - R ESPECT**
    - Valuing our stakeholders, employees, and the environment

Our Value Creation Story explains how we utilise and enhance our six capitals to deliver sustainable performance and long-term value. By integrating Financial, Business Portfolio, Intellectual, Human, Social, and Natural capitals into our strategy and daily operations, Leader Energy generates outputs and outcomes that strengthen our business model while contributing to the UN SDGs. This integrated approach ensures that our growth is supported by strong financial fundamentals, reliable renewable energy assets, continuous innovation, capable talent, trusted stakeholder relationships, and responsible resource management.

# OUR VALUE CREATION STORY



## FINANCIAL CAPITAL

All financial assets utilised by business operations or held in reserve, including cash and cash equivalents, bank balances, retained earnings, receivables, shareholders' funds and borrowings.

### Output and Outcomes:

- Continued robust revenues and earnings performance that enables repayments to financiers and dividends to shareholders
- Generation of payments to governments in the form of income tax and other statutory payments
- Continued expansion of assets and robust balance sheet including strengthened retained earnings position
- Allocation of CAPEX and OPEX for the business model including for asset acquisition and business development plans as well as decarbonisation aspirations
- **Over 90%** of revenues underpinned by long-term concession agreements with government-linked entities
- Steady stream of income from diversified renewable assets and transmission assets

### UN SDG Alignment:



## BUSINESS PORTFOLIO (MANUFACTURED) CAPITAL

All physical infrastructure primarily comprising wholly and majority owned power generation assets, leased office space and transmission lines as well as related assets, machinery and equipment including company vehicles.

- Total gross capacity of **1,145 MW**. Operational / installed capacity: **565 MW**; under development **580 MW**
- **235 km of 230 kV** and **300km of 300 kv** transmission line assets

### Output and Outcomes:

- **98.11%** equivalent availability factor ("EAF") achieved for wholly and majority-owned power plants in 2025
- **100%** system availability performance for all power transmission operations within the Group.
- **324,179 tCO<sub>2</sub>e** avoided emissions in 2025

### UN SDG Alignment:



### 3 SUSTAINABILITY-DRIVEN ENTERPRISE

## OUR VALUE CREATION STORY



### INTELLECTUAL CAPITAL

Primarily comprising the business model, business and operational strategies, SOPs, internal processes and controls, intellectual property, design, engineering and project development capabilities activities and more to sustain and enhance value creation, including the realisation of financial performance as well as the following goals:

- **Net-Zero emissions commitment** by 2030 roadmap and relevant decarbonisation strategies
- Expansion of RE gross installed capacity and market presence, **30 years** of power industry experience, and best in class in-house capabilities

#### Output and Outcomes:

- Continued progress on business and operational performance
- **Net-Zero emissions** target by 2030

#### UN SDG Alignment:



### HUMAN CAPITAL

The individual as well as collective skills, talents, experience, and capabilities of the Board of Directors, Management and employees of Leader Energy. Human capital comprises tangibles such as professional competences, qualifications and technical and management abilities as well as intangibles such as employee morale and satisfaction and organisational culture.

- **411** employees
- Active recruitment and retention programmes
- Continued provision of competitive remuneration comprising industry-comparative salaries, benefits and allowances
- Establishment of policies and procedures that promote the cultivation of diversity, equality, and inclusivity (“DEI”), and an equal opportunity workplace
- Robust employee appraisal mechanisms across all operational locations
- Establishment of employee feedback and grievance channels, and undertaken regular employee engagement mechanisms such as townhalls, employee satisfaction surveys and more
- Continued rigorous implementation of a Safety-First mindset and strategy across all operational sites. This includes using leading and lagging indicators, Safety Toolbox meetings, HSE Committees at site operations and more

#### Output and Outcomes:

- **88%** of talent retention rate achieved in 2025
- **92%** of employees received cybersecurity awareness training in 2025
- **92%** of employees completed ABC Awareness training in 2025
- **1:2.2** women to men workforce composition ratio in 2025
- **43%** women representation in key senior management positions.
- **33%** of Board members comprising women in 2025
- **Zero** fatalities, LTIs, LTIR, Recordable Occupational illness, and First Aid Cases in 2025
- A total of **17,001** training hours completed with an average of **43** training hours per employee

#### UN SDG Alignment:



## OUR VALUE CREATION STORY



## SOCIAL CAPITAL

Our diverse and varied relationships with multiple stakeholders including regulatory authorities, clients, business partners, suppliers, local communities and others across six countries in Asia. Social capital also includes the equity of the Leader Energy brand, developed progressively since the inception of business operations.

- Growing market presence in **six (6)** countries across Asia
- Partnerships with industry players, associations, and regulators
- **64** Community investment projects investments undertaken throughout 2025
- Continued and where relevant, increased stakeholder engagement activities with investors, financiers, governments and regulators
- Brand building and positioning activities based on investment in RE assets since 2018
- Reaffirming Leader Energy's stance towards achieving net-zero Greenhouse Gas (GHG) emissions by 2030
- Initiated a wide range of ESG engagements within the organisation and with supply chains. These comprised engagements and activities pertaining to anti-corruption, human and labour rights, ESG, DEI and more

## Output and Outcomes:

- **100%** of own operations assessed for human rights due diligence in between 2023-2025
- **92%** of employees trained on human rights in 2025
- **100%** of employees received anti-corruption training in 2025
- **79%** of critical suppliers attended the 2025 ESG briefing session with **>55%** of key suppliers completing the ESG Self-Assessment programme in 2025
- **Zero** safety and health incidents
- **2,748 hours** of employee volunteering hours or an average of **6.5 hours** per employee in 2025
- **92%** of employees completed Sustainability Awareness training, which included Diversity, Equity, and Inclusion (DEI) topics, exceeding the 90% target
- **USD 306,360** invested/spent on CSR programmes and activities. **4,338** direct beneficiaries and **82** jobs created from said programmes and activities in 2025
- Planted **7,000** mangrove trees in 2025, for a total cumulative of **11,000** since 2023
- **Zero** whistleblowing and corruption cases recorded in 2025
- **Zero** community grievances in 2025

## UN SDG Alignment:



## NATURAL CAPITAL

Consumption of natural resources such as wind, sunlight, and water to generate clean energy.

- **1,525 MWh** electricity purchased in 2025
- **0.003MWh PE/MWh GEN** Purchased Electricity Intensity
- **4,585 m<sup>3</sup>** water consumed
- In FY2025, there were **23,481 litres** diesel and **19,402 litres** petrol consumed

## Output and Outcomes:

- GHG intensity of **0.003 tCO<sub>2</sub>e/MWh** generated in 2025.
- Total GHG emissions in 2025: **9,897 tCO<sub>2</sub>e**
- **72 tonnes** waste were generated while **20 tonnes** of waste diverted from disposal in FY2025.
- **151** broken solar panels were recycled.
- **Zero** hazardous spill incidents

## UN SDG Alignment:



### 3 SUSTAINABILITY-DRIVEN ENTERPRISE

# OUR SUSTAINABILITY JOURNEY

Leader Energy's sustainability journey demonstrates a clear progression from foundational ESG practices to advanced climate, human rights, and DEI initiatives. By combining internal improvements, external verification, and public recognition, we are creating long-term value for communities, stakeholders, and the environment.

## YEAR 2022:

### LAYING THE FOUNDATION



- Developed Scopes 1 and 2 greenhouse gas (GHG) inventory, establishing the baseline for carbon emissions tracking.

## YEAR 2024:

### STRENGTHENING SYSTEMS AND OVERSIGHT



- Pledged Net-Zero GHG Emissions commitment by 2030.
- Developed a full Scope 3 GHG inventory, covering indirect emissions across our value chain.
- Established the Group Quality and Group Health, Safety, Security, and Environment Policy (HSSE) Policy.
- Set up the DEI Committee to oversee diversity, equity and inclusion initiatives.

## YEAR 2023:

### STRATEGY AND GOVERNANCE



- Developed Sustainability Strategy and initiated annual ESG targets.
- Conducted external GHG verification to ISO 14064-1.
- Introduced Human Rights Commitment, Diversity, Equity and Inclusion (DEI) Policy, and Biodiversity Commitment.
- Initiated annual sustainability awareness training.
- Initiated a Grievance Mechanism.
- Launched the Sustainable Supply Chain Programme to integrate ESG principles into procurement.
- Initiated climate risks and opportunities disclosure.

## YEAR 2025:

### RECOGNITION AND CERTIFICATION



- Initiated Sustainability Risks and Opportunities Disclosure.
- Achieved external verification of Scope 3 GHG emissions to ISO 14064-1.
- Achieved ISO 9001, 14001, and 45001 certifications for all utility scale operations and corporate functions.
- Completed 100% human rights due diligence across our operations.
- Launched the Women's and Men's Networks to promote inclusivity and equality.
- Sustainability and ESG Disclosures
  - Platinum Award – Asia's Best Sustainability Report (*Private Company category*)
  - Platinum Award – Asia's Best Sustainability Report (*Human Rights category*)
  - Gold Medal – 2024 and 2025 EcoVadis Sustainability Rating
  - Runner-Up – ASEAN Risk Awards 2025 (*Environmental and Social Risk Management category*)
- Renewable Energy Leadership
  - Winner – National Energy Awards 2025 (*Special Submission: Renewable Energy Technology Enabler*)
  - Solar Company of the Year (Developer) – The Solar Week Malaysia Leadership Awards 2025
- Social and Workplace Excellence
  - Bronze Winner – HR Excellence Awards 2025 (*Excellence in Diversity, Equity and Inclusion*)
- Became a member of the United Nations Global Compact (UNGC) and curated by the United Nations (UN) Global Compact Network Malaysia and Brunei (UNGCMYB) as a 3-Star Lister:
  - The North Star ESG Target Setting
  - Future-Fit and Responsible Workforce
  - ESG Breakthrough Innovation



### Our Footprint Across 7 Markets



The comparative data illustrated in the chart reflects our current operational volume across seven key territories.

By monitoring these performance fluctuations, we can effectively manage resource distribution and ensure that each region maintains peak efficiency levels. These metrics serve as a vital indicator of our growing presence and the steady scaling of our primary workstreams.



Our commitment to a green... integrated into every phase of our expansion. The correlation between... sustainable practices remains a core focus of our mission. Eco-efficient... that our growth contributes positively to the community and global... standards.



# 4

# SUSTAINABILITY MANAGEMENT

## 4 SUSTAINABILITY MANAGEMENT

# OUR SUSTAINABILITY GOVERNANCE

Leader Energy has established a multi-tier sustainability governance structure to ensure that ESG considerations are embedded within strategic decision-making and operational management. Oversight is anchored at the Board level, supported by the Board Sustainability Committee, which provides dedicated supervision of sustainability strategy and monitors progress on key initiatives. This structure ensures that sustainability priorities, including climate-related matters, remain aligned with the Group's long-term business direction.

At the management level, sustainability oversight is integrated into executive decision-making through the Executive Management Committee, which translates strategic direction into operational priorities across the organisation. Implementation is coordinated through the Sustainability Working Committee ("SWC") and supported by cross-functional teams and sustainability champions across business units. The Sustainability Department provides periodic reports to the Executive Management Committee ("EMC"), Board Sustainability Committee ("SC"), and the Board, responsible for policy development, performance monitoring, ESG risk management, and communication of ESG initiatives.

This governance model enables Leader Energy to integrate sustainability considerations into day-to-day operations while maintaining clear accountability, consistent performance monitoring, and alignment between strategy and execution.

## BOARD

Provides overall guidance, oversight, and strategic direction for the Group's sustainability including climate-related strategies.

## BOARD SUSTAINABILITY COMMITTEE ("SC")

Represents the Board in ensuring the effective implementation of sustainability strategies. The SC reviews sustainability initiatives quarterly, assesses progress, and provides actionable recommendations to the Board.

## EXECUTIVE MANAGEMENT COMMITTEE ("EMC")

### CHAIR

Executive Deputy Chairman and Group Chief Executive Officer ("GCEO")

### MEMBERS

- Group Chief Operations Officer
- Group Chief Financial Officer
- Chief Development Officer
- Chief Sustainability and Strategy Officer
- Human Resources Director

Drives the sustainability agenda through monthly reviews of sustainability and climate-related topics. The EMC ensures that directives from the Board and SC are operationalised into measurable targets that align with our goals.

## SUSTAINABILITY WORKING COMMITTEE ("SWC")

### CHAIR

Chief Sustainability and Strategy Officer

### MEMBERS

- Asset Management Department
- All appointed Sustainability Champions
- Human Resources Department
- Group Governance, Risk Management and Compliance Department
- Procurement Department
- Sustainability Department

Oversees the practical implementation of sustainability programmes and ensures continual improvement.

## SUSTAINABILITY CHAMPIONS

Selected from various business units and departments, these individuals play a key role in embedding sustainability within the organisation. They serve as a bridge between operations and the SWC, ensuring that ESG-related objectives are met effectively.

Determining material priorities is a fundamental element of Leader Energy’s sustainability strategy. This process ensures the Group’s initiatives remain aligned with the primary concerns of both the Group and our key stakeholders.

Given the dynamic nature of corporate priorities and global environmental shifts, Leader Energy maintains a proactive sustainability framework. By systematically identifying and periodically reviewing the Group’s most impactful issues, the Group ensures its strategic focus remains aligned with both internal priorities and evolving external conditions.

To formalise this commitment, Leader Energy conducted a Double Materiality Exercise in FY2024, integrating financial materiality with external impacts on the environment and society, allowed for a more comprehensive assessment of significant areas that are prioritised. By integrating these dual considerations, Leader Energy achieves a more holistic oversight of ESG matters, fostering transparency in managing both financial and non-financial outcomes. The following steps outline our structured assessment protocol:

# OUR MATERIAL MATTERS



4 SUSTAINABILITY MANAGEMENT

OUR MATERIAL MATTERS



1 Identification and Prioritisation of Stakeholders

To maximise the value of the double materiality approach, Leader Energy prioritises certain material topics to stratify internal and external parties by their strategic influence. This targeted mapping ensures that engagement efforts are concentrated on areas with the greatest impact on Leader Energy’s business model and value creation. By identifying these critical perspectives, the Group effectively streamlines the materiality process and aligns its focus with the most significant sustainability and operational drivers. This prioritisation exercise resulted in the grouping of identified stakeholders into the following categories, providing Leader Energy with greater ability to meet stakeholder needs:



The stakeholder categorisation acts as guidance for the Group’s materiality assessment, identifying high-priority groups for active engagement. This mapping allows the Group to develop tailored strategies and defined outcomes, ensuring that Leader Energy’s efforts are both targeted and mutually beneficial. By focusing on areas with the highest impact, Leader Energy fosters a systematic dialogue that strengthens long-term relationships and maintains an inclusive operating model.

This collaborative approach improves the Group’s understanding during the materiality determination process by acquiring a wider perspective on material ESG topics. Input from key stakeholders helps provide context on both the financial and impact dimensions of these matters, ensuring the Group’s sustainability priorities are aligned with broader expectations. This engagement directly enhances the Group’s capacity to address complex societal and environmental challenges.

Detailed information on Leader Energy’s specific stakeholder groups and engagement processes can be found in the Stakeholder Engagement section of this Report. This disclosure reinforces the Group’s commitment to transparency and demonstrates how stakeholder insights are integrated into our core value creation strategy.

<b>COLLABORATE</b> Stakeholders whom we need to engage closely and influence actively on our sustainability agenda	<b>COMMUNICATE</b> Stakeholders whom we need to keep well informed of our sustainability agenda	<b>PROMOTE</b> Stakeholders whom we need to keep satisfied on our sustainability agenda	<b>MONITOR</b> Stakeholders whom we need to keep abreast of to ensure alignment with our sustainability agenda
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## OUR MATERIAL MATTERS

## ② Identification of Material Issues



By integrating the insights provided by key stakeholders, Leader Energy improves the alignment of its operational needs and strategic initiatives with the needs of each impacted stakeholder. This process allowed the Group to re-identify and refine topics of relevance, ensuring a continued alignment with the Group's FY2025 Strategic Themes and that Leader Energy's materiality approach is not a standalone exercise but a functional driver that advances the Group's long-term objectives and business priorities.

While certain material topics are directly integrated into these core strategic themes, the Group has also identified several operational material topics. Although these are not tied to Leader Energy's primary FY2025 strategic pillars, they remain essential to the Group's long-term operations. These topics play a significant role in helping the Group refine internal processes, maintain compliance, and achieve broader sustainability targets.

This dual-layered approach ensures that Leader Energy maintains a comprehensive view of its impact, balancing high-level strategic transformation with the continuous improvement of foundational operational standards.

*Refer to Our Stakeholder Engagement Section for details of material matters by each stakeholder group.*



## ③ Risk and Impact Assessment



Following the identification of material topics, Leader Energy conducted a comprehensive risk and impact evaluation. Each ESG topic was assigned a risk rating based on a double materiality perspective, evaluating the extent of impact on the Group's financial performance alongside the impact on the environment and society. This dual-lens approach provides a clearer understanding of the specific risks associated with each topic and their relative magnitude.














To ensure a comprehensive assessment, the severity and likelihood of these risks were analysed across short, medium, and long-term horizons. All ratings were aligned with the Group's established Enterprise Risk Management ("ERM") financial impact matrix. To guide respondents in their evaluation, the material topics were assessed based on historical revenue impact, potential exposure to regulatory fines, and projected operating expenditure ("OPEX") arising from maintenance.

The scoring process was characterised by inclusivity, soliciting insights from a broad spectrum of internal and external stakeholders. Participants included customers, financial institutions, the Board of Directors, Key Senior Management ("KSM"), and various departmental and operational heads. This collaborative approach ensures that our risk ratings reflect a balanced perspective of the Group's operational realities and external expectations.











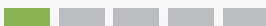
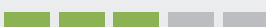
4 SUSTAINABILITY MANAGEMENT

OUR MATERIAL MATTERS

Recognising this, Leader Energy’s material matters’ risk assessment are as follows:







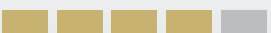

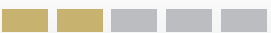


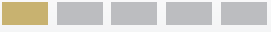

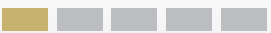
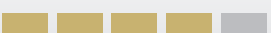
	RESPECTING THE ENVIRONMENT						
STRATEGIC FOCUS	MATERIAL TOPIC	MATERIALITY IMPACT	WHY IT IS MATERIAL FOR LEADER ENERGY				
STRATEGIC MATERIAL TOPICS:							
 <p>PROMOTE SUSTAINABLE ENERGY</p>	<p>Reliable and Sustainable Energy</p>	<p><b>Financial Materiality:</b>  </p> <p><b>Impact Materiality:</b>  </p>	<p>A significant share of Leader Energy’s business is supported by long-term Power Purchase Agreements (“PPA”), providing a secure income stream for the Group.</p> <p>Renewable energy generation contributes clean power to the national grid, necessary for the daily lives of residents and the operation of businesses and industries.</p>				
 <p>DECARBONISE TOWARDS NET-ZERO</p>	<p>Energy Management</p>	<p><b>Financial Materiality:</b>  </p> <p><b>Impact Materiality:</b>  </p>	<p>Internal energy optimisation leads to reduced operational expenditures, improved operational efficiency, and further alignment towards Leader Energy’s Net-Zero commitments.</p> <p>The electrification of Leader Energy’s assets, including electric vehicles, utilisation of renewable energy in operating sites, and improved energy efficiency programmes, leads to reduced energy consumption and emissions.</p>				
	<p>Climate Change</p>	<p><b>Financial Materiality:</b>  </p> <p><b>Impact Materiality:</b>  </p>	<p>Investing in climate resilience reduces Leader Energy’s risk exposure to climate risks, while opening new pathways for innovations and business opportunities.</p> <p>The expansion of renewable energy results in higher avoided emissions, reducing the energy sector’s contribution to climate change and improving climate resilience.</p>				

OUR MATERIAL MATTERS




STRATEGIC FOCUS		MATERIAL TOPIC	MATERIALITY IMPACT	WHY IT IS MATERIAL FOR LEADER ENERGY
 <b>RESPECTING THE ENVIRONMENT</b>				
			   	
 <b>BIODIVERSITY CONSERVATION</b>	<b>Land Use and Biodiversity</b>	<b>Financial Materiality:</b> 	Prioritising biodiversity considerations in project planning ensures the minimisation of site risks and asset value preservation, allowing for smooth long-term operations.	
		<b>Impact Materiality:</b> 	Leader Energy’s Biodiversity Mitigation Hierarchy Principle and comprehensive planning allow for the preservation of natural habitats and mitigation of land use change and biodiversity impacts from operations.	
	<b>OTHER MATERIAL ENVIRONMENTAL TOPICS:</b>			
	<b>Water Management</b>	<b>Financial Materiality:</b> 	Improving water efficiency mitigates scarcity risks and community impacts while shielding the Group from rising alternative sourcing costs and legal penalties.	
		<b>Impact Materiality:</b> 	While the majority of Leader Energy’s water passes through its hydropower plant, the Group minimises its water consumption in offices and other sites to further reduce its environmental impacts and water scarcity risks.	
	<b>Waste Management</b>	<b>Financial Materiality:</b> 	Implementing comprehensive waste management practices minimises disposal costs and contributes towards a circular economy through recycling.	
		<b>Impact Materiality:</b> 	Effective waste management principles allow the Group to minimise environmental impacts associated with the solar and construction waste.	

4 SUSTAINABILITY MANAGEMENT









OUR MATERIAL MATTERS

STRATEGIC FOCUS		MATERIAL TOPIC	MATERIALITY IMPACT	WHY IT IS MATERIAL FOR LEADER ENERGY
 <b>CARE FOR OUR PEOPLE</b>				  
<b>STRATEGIC MATERIAL TOPICS:</b>				
 <b>SAFETY AND WELL-BEING</b>	Health and Safety	<b>Financial Materiality:</b> 	Implementing strong health and safety controls reduces costs from workplace incidents and potential legal risks.	
		<b>Impact Materiality:</b> 	The stringent health and safety requirements set in the power and utility industry, in addition to the Group's adherence to health and safety standards, allow Leader Energy to mitigate most related risks that may impact employees and communities.	
 <b>NURTURING TALENT</b>	Human Capital	<b>Financial Materiality:</b> 	Human capital and talent investments lead to reduced turnover and re-training of new employees, leading to higher cost savings.	
	Diversity, Equity and Inclusion (DEI)	<b>Financial Materiality:</b> 	A diverse workforce leverages regional expertise, enabling Leader Energy to seamlessly enter new markets and adapt to Asia's varied regulatory and operating environments and accelerate business expansion.	
 <b>CARE FOR COMMUNITY</b>	Community Investment	<b>Financial Materiality:</b> 	Strategic community investments foster local partnerships, which expedite regulatory approvals, while securing the Group's social license to operate with minimal pushback and disruptions.	
		<b>Impact Materiality:</b> 	Communities are a significant part of Leader Energy's strategic direction as a provider of clean energy infrastructure. By investing in CSR initiatives, Leader Energy seeks to improve the quality of life for communities in the Group's operating areas.	
<b>OTHER MATERIAL SOCIAL TOPICS:</b>				
	Human Rights	<b>Financial Materiality:</b> 	Ensuring the protection of human rights minimises the Group's exposure to legal and reputational risks, alongside financial compensations from violations.	
		<b>Impact Materiality:</b> 	Upholding high standards on human and labour rights ensures employee morale remains high, fosters relationships with communities, and provides lasting social benefits.	

OUR MATERIAL MATTERS

 **STRONG BUSINESS GOVERNANCE**  

STRATEGIC FOCUS	MATERIAL TOPIC	MATERIALITY IMPACT	WHY IT IS MATERIAL FOR LEADER ENERGY
<b>STRATEGIC MATERIAL TOPICS:</b>			

 <p><b>STRONG BUSINESS ETHICS</b></p>	<p><b>Ethics and Integrity</b></p>	<p><b>Financial Materiality:</b></p>  <p>Upholding high ethical standards minimises risks related to legal proceedings and reputational damage.</p> <hr/> <p><b>Impact Materiality:</b></p>  <p>Maintaining integrity ensures continued collaborations with all stakeholders, ranging from government entities to communities and supply chain partners. Fostering transparency and accountability further enhances public trust and social responsibility.</p>	
	<p><b>Data Privacy and Cybersecurity</b></p>	<p><b>Financial Materiality:</b></p>  <p>Developing robust data privacy and cybersecurity measures minimises costs associated with data breaches, operational disruptions, and reputational damage.</p> <hr/> <p><b>Impact Materiality:</b></p>  <p>The protection of data and cybersecurity ensures stakeholder data integrity remains unharmed and unaffected by operational risks, protecting stakeholder interest and trust.</p>	
 <p><b>SUSTAINABLE SUPPLY CHAIN</b></p>	<p><b>Sustainable Supply Chain</b></p>	<p><b>Financial Materiality:</b></p>  <p>Sustainable supply chain management minimises risks of lower demand and revenue from reputational damage, financial loss from corruption, and fiscal penalties from non-compliance.</p> <hr/> <p><b>Impact Materiality:</b></p>  <p>Promoting sustainability throughout the supply chain ensures that Leader Energy’s goals and commitments to the environment and people are propagated beyond the Group’s direct operations, improving their well-being, and aligning with the UN SDGs’ objectives.</p>	

4 SUSTAINABILITY MANAGEMENT

OUR MATERIAL MATTERS

4 Mapping Materiality



In 2025, the selected material matters were reviewed and found to be still relevant.

Leader Energy’s materiality matrix for FY2025 is as follows:



OUR MATERIAL MATTERS

5 **Developing Strategies**



Vision 2030 is Leader Energy's business roadmap and consist of 3 main pillars:

**STRENGTHENING OUR CORE**

Leader Energy focuses on disciplined expansion into high-potential markets and deepening operational excellence across the existing portfolio.

**SYNERGISTIC OPPORTUNITIES**

Emphasis is placed on operational discipline, digitalisation, and the adoption of new technologies to maintain business resilience and alignment with national energy priorities.

**SUSTAINABLE OPERATIONS**

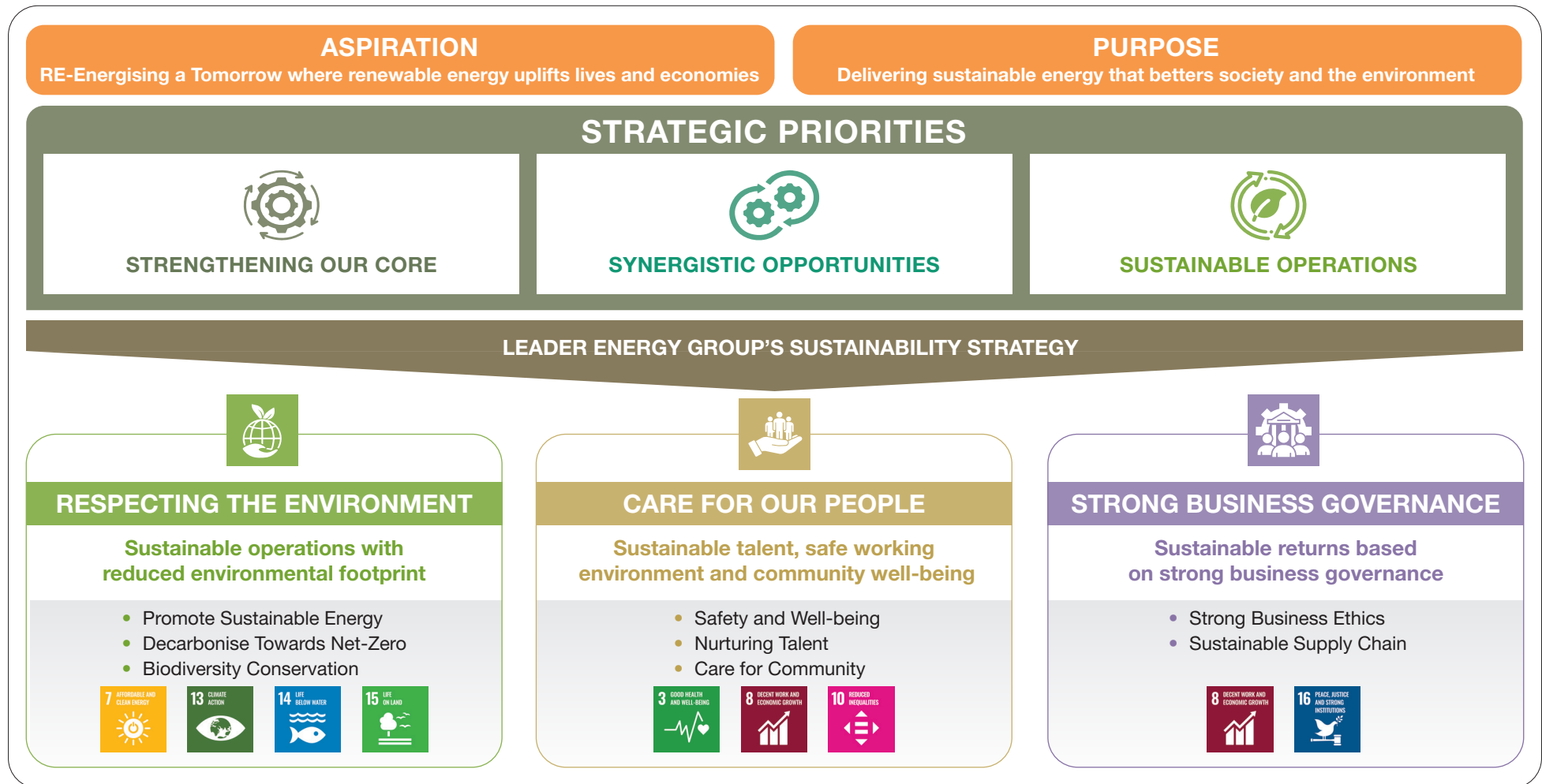
By embedding ESG principles into all business facets, including risk management, talent management, community investments, and ethical governance, the Group ensures that the energy transition remains equitable and delivers tangible benefits to local stakeholders.



4 SUSTAINABILITY MANAGEMENT

# OUR SUSTAINABILITY STRATEGY

To ensure these strategic pillars effectively address the Group’s most significant sustainability drivers, they are mapped against the identified material matters. The following table showcases the systematic alignment between specific ESG priorities and the overarching strategic themes, demonstrating the linkage between the management of material topics with its contributions to long-term value creation.






# OUR SUSTAINABILITY PERFORMANCE

Upon completing the risk and impact assessment, Leader Energy is strategically positioned to refine its sustainability strategies in alignment with these priorities. This alignment ensures that the Group’s approach remains responsive to emerging risks and opportunities while maintaining consistency with overarching ESG goals. A detailed view of this framework is available in the Sustainability Strategy section of this report.

In addition to the strategic refinement, Leader Energy has reassessed its ESG targets and Key Performance Indicators (“KPIs”) to ensure their continued relevance and ability to drive the Group’s ESG agenda. This continued revision ensures the Group maintains a clear and measurable pathway toward achieving its long-term sustainability commitments and operational excellence.

Legend: ■ Achieved ■ In Progress ■ Not Met

FY2025 KPIs AND TARGETS	FY2025 PERFORMANCE	FY2025 STATUS	FUTURE KPIs AND TARGETS (FY2026)
<b>ENVIRONMENT</b>			
<b>CLIMATE CHANGE</b> 			
Achieve Net-Zero emissions by 2030	GHG Intensity: 0.003 tCO <sub>2</sub> e/MWh	■	GHG Intensity target: ≤0.004 tCO <sub>2</sub> e/MWh ..... Achieve Net-Zero emissions target by 2030
<b>RELIABLE AND SUSTAINABLE ENERGY</b> 			
Attain a 94.7% equivalent availability factor (“EAF”) – performance for wholly and majority-owned power plants within the Group	98.11%	■	Maintain a 94.7% equivalent availability factor (EAF) – performance for wholly and majority-owned power plants within the Group
Attain a 99.7% system availability – performance for all power transmission operations within the Group	100% system availability	■	Maintain a 99.7% system availability – performance for all power transmission operations within the Group
<b>ENERGY MANAGEMENT</b> 			
Achieve a 3% reduction in purchased electricity intensity (baseline year 2022)	0.003MWh PE/MWh GEN of purchased electricity intensity in 2025	■	Achieve a 10% reduction in total purchased electricity intensity by 2026 (baseline year 2022).
Achieve a 0.001MWh PE/MWh GEN (baseline year 2022)			

## 4 SUSTAINABILITY MANAGEMENT





## OUR SUSTAINABILITY PERFORMANCE

## Legend:

■ Achieved

■ In Progress






■ Not Met

FY2025 KPIs AND TARGETS	FY2025 PERFORMANCE	FY2025 STATUS	FUTURE KPIs AND TARGETS (FY2026)
<b>LAND USE AND BIODIVERSITY</b>			
 			
Plant 7,000 additional mangrove trees at the Kuala Muda Mangrove Conservation Programme in 2025, with 80% survival rate, resulting in 5,600 surviving trees	Planted 7,000 additional trees with an 83% post-survival rate, resulting in 6,049 surviving trees	■	Plant 6,000 additional mangrove trees at the Kuala Muda Mangrove Conservation Programme in 2026, with 80% survival rate, resulting in 4,800 surviving trees
<b>SOCIAL</b>			
<b>HEALTH AND SAFETY</b>			
			
Maintain zero Lost Time Injury Rate (“LTIR”)	Zero LTIR	■	Maintain Zero LTIR
Maintain zero Recordable Occupational Illness	Zero Recordable Occupational Illness	■	Maintain Zero Recordable Occupational Illness
100% monthly safety inspection at Utility Scale operations and at the construction phase for C&I and EPC activities	Conducted 100% monthly safety inspection	■	Maintain 100% safety inspection at Utility Scale operations and at the construction phase for C&I and EPC activities
ISO 45001 certification for Utility Scale	Awarded ISO 45001 for Utility Scale	■	Maintain ISO 45001 certification
<b>HUMAN CAPITAL</b>			
			
Achieve > 88% of talent retention rate	88% talent retention rate	■	Achieve > 90% of talent retention rate
Achieve a critical position succession planning ratio of 1:2	1:1 critical position succession planning ratio	■	Achieve a critical position succession planning ratio of 1:2
Provide 20 hours of training manhours per employee per year	43 hours training hours per employee	■	Provide 20 hours of training manhours per employee per year

OUR SUSTAINABILITY PERFORMANCE

Legend:

■ Achieved    
 ■ In Progress    
 ■ Not Met




FY2025 KPIs AND TARGETS	FY2025 PERFORMANCE	FY2025 STATUS	FUTURE KPIs AND TARGETS (FY2026)
<b>HUMAN RIGHTS</b>			
Achieve 100% Human Rights Due Diligence (“HRDD”) at own operations (cumulatively) by 2025	100% HRDD conducted at own operations (cumulatively)	<span style="color: green;">■</span>	Maintain 100% HRDD at own operations
Train > 90% of employees on human rights in 2025	92% employees trained on human rights	<span style="color: green;">■</span>	Maintain > 90% of employees trained on human rights in 2026
<b>COMMUNITY INVESTMENT</b>			 
Attain 3,500 hours of employee volunteering hours or average 8 hours per employee in 2025	Achieved 2,748 employee volunteering hours	<span style="color: red;">■</span>	Create 100 job opportunities through CSR initiatives by 2026
<b>GOVERNANCE</b>			
<b>ETHICS AND INTEGRITY</b>			 
Maintain zero non-compliance with regulatory requirements	Zero incidents of non-compliance with regulatory requirements	<span style="color: green;">■</span>	Maintain zero non-compliance with regulatory requirements
Maintain 100% employee participation in Leader Energy Group’s Anti-Bribery and Anti-Corruption (“ABC”) awareness training in 2025	100% employees attended the ABC awareness training	<span style="color: green;">■</span>	Maintain 100% employee participation in Leader Energy Group’s ABC awareness training in 2026

4 SUSTAINABILITY MANAGEMENT

OUR SUSTAINABILITY PERFORMANCE

Legend:

■ Achieved    ■ In Progress    ■ Not Met

FY2025 KPIs AND TARGETS	FY2025 PERFORMANCE	FY2025 STATUS	FUTURE KPIs AND TARGETS (FY2026)
<b>DATA PRIVACY AND CYBERSECURITY</b>			
Maintain zero incidents of major cybersecurity breaches	Zero major cybersecurity breaches	■	Maintain zero incidents of major cybersecurity breaches
Provide cybersecurity awareness for > 90% of employees in 2025	92% employees attended cybersecurity awareness training	■	Provide cybersecurity awareness for > 90% of employees in 2025
<b>SUPPLY CHAIN MANAGEMENT</b>			 
Engage > 80% of critical suppliers (cumulative) on ESG by 2025	79% critical suppliers engaged on ESG	■	Maintain engagement of > 80% of critical suppliers (cumulative) on ESG by 2026
Include the participation of > 80% of critical suppliers (cumulative) on the ESG Self-Assessment programme by 2025	55% key suppliers completed the ESG Self-Assessment	■	Include the participation of > 80% of critical suppliers (cumulative) on the ESG Self-Assessment programme by 2026



Leader Energy engages with a diverse range of stakeholders who play an important role in shaping the Group’s sustainability journey. Through regular and structured engagement, the Group seeks to understand stakeholder expectations, address key concerns, and identify potential risks and opportunities related to its operations. Feedback gathered through various engagement channels helps inform decision-making and supports the identification and prioritisation of relevant material sustainability topics. For details of stakeholder engagement sessions, please refer to our Stakeholder Engagement in Strong Business Governance section.

# OUR STAKEHOLDER ENGAGEMENTS

**Legend:**

- AS As and when required
- A Annually
- Q Quarterly

## GOVERNMENT

Government agencies shape the regulatory and policy landscape within which Leader Energy operates.

<p><b>Risks</b> Regulatory changes and non-compliance</p>	<p><b>Opportunities</b> Influence policy developments and anticipate renewable energy incentive schemes that support favourable operating conditions</p>	
Engagement Channels and Frequency	Key Issues of Concern	Relevant Material Topics
<ul style="list-style-type: none"> <li>Conferences / seminars <span style="background-color: #8ebf42; color: white; padding: 2px 5px; font-weight: bold;">AS</span></li> <li>Meetings / forums <span style="background-color: #8ebf42; color: white; padding: 2px 5px; font-weight: bold;">AS</span></li> <li>Site visits <span style="background-color: #8ebf42; color: white; padding: 2px 5px; font-weight: bold;">AS</span></li> </ul>	<ul style="list-style-type: none"> <li>Increase in renewable energy mix and economic growth</li> <li>Provision of job opportunities and development of local talent</li> </ul>	<ul style="list-style-type: none"> <li>Reliable and Sustainable Energy</li> <li>Climate Change</li> <li>Water Management</li> <li>Waste Management</li> <li>Land Use and Biodiversity</li> <li>Human Capital</li> <li>Human Rights</li> <li>Ethics and Integrity</li> </ul>

## CUSTOMERS

Customers drive demand for clean and reliable energy solutions.

<p><b>Risks</b> Shifts in market demand and customer preferences</p>	<p><b>Opportunities</b> Influence policy developments and anticipate renewable energy incentive schemes that support favourable operating conditions</p>	
Engagement Channels and Frequency	Key Issues of Concern	Relevant Material Topics
<ul style="list-style-type: none"> <li>Site visits <span style="background-color: #8ebf42; color: white; padding: 2px 5px; font-weight: bold;">AS</span></li> <li>Meetings <span style="background-color: #8ebf42; color: white; padding: 2px 5px; font-weight: bold;">AS</span></li> <li>Satisfaction surveys <span style="background-color: #8ebf42; color: white; padding: 2px 5px; font-weight: bold;">AS</span></li> </ul>	<ul style="list-style-type: none"> <li>Reliable and sustainable energy supply</li> <li>Increase in renewable energy mix</li> </ul>	<ul style="list-style-type: none"> <li>Reliable and Sustainable Energy</li> <li>Climate Change</li> <li>Ethics and Integrity</li> <li>Data Privacy and Cybersecurity</li> </ul>

4 SUSTAINABILITY MANAGEMENT


OUR STAKEHOLDER ENGAGEMENTS


Legend:


AS As and when required

A Annually

Q Quarterly

 <b>INVESTORS</b> Investors support Leader Energy's growth and sustainability initiatives.		
<b>Risks</b> Pressure for short-term returns		<b>Opportunities</b> Securing long-term growth capital
Engagement Channels and Frequency	Key Issues of Concern	Relevant Material Topics
<ul style="list-style-type: none"> <li>Meetings AS</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening shareholder and investor confidence</li> </ul>	<ul style="list-style-type: none"> <li>Reliable and Sustainable Energy</li> <li>Climate Change</li> <li>Ethics and Integrity</li> </ul>

 <b>EMPLOYEES</b> Employees form the backbone of Leader Energy's operations.		
<b>Risks</b> Talent retention, turnover, and skill gaps		<b>Opportunities</b> Professional development and upskilling initiatives that drive operational improvement
Engagement Channels and Frequency	Key Issues of Concern	Relevant Material Topics
<ul style="list-style-type: none"> <li>Townhalls A</li> <li>Feedback surveys A</li> <li>Employee CSR / volunteer programmes Q</li> <li>Employee engagement activities Q</li> </ul>	<ul style="list-style-type: none"> <li>Career development and growth in a sustainable organisation</li> </ul>	<ul style="list-style-type: none"> <li>Human Capital</li> <li>Health and Safety</li> <li>Human Rights</li> <li>Diversity, Equity and Inclusion (DEI)</li> </ul>

 <b>VENDORS</b> Vendors are vital components of the Group's Sustainable Supply Chain Programme, responsible for adhering to human rights commitments and ESG standards to ensure operational integrity.		
<b>Risks</b> Supply chain disruptions and non-compliance		<b>Opportunities</b> Fostering a symbiotic relationship that drives sustainable innovations
Engagement Channels and Frequency	Key Issues of Concern	Relevant Material Topics
<ul style="list-style-type: none"> <li>Vendor briefings A</li> <li>Due diligence A</li> <li>Self-assessment survey A</li> <li>Site visits A</li> </ul>	<ul style="list-style-type: none"> <li>Increased business growth</li> </ul>	<ul style="list-style-type: none"> <li>Climate Change</li> <li>Ethics and Integrity</li> <li>Sustainable Supply Chain</li> <li>Human Rights</li> </ul>

OUR STAKEHOLDER ENGAGEMENTS

Legend:

- AS As and when required
- A Annually
- Q Quarterly

<b>COMMUNITIES</b> Communities serve as both beneficiaries of and partners in social responsibility and environmental stewardship.		
Risks	Opportunities	
Potential opposition and reputational risk	License to operate and support for Leader Energy's operations	
Engagement Channels and Frequency	Key Issues of Concern	Relevant Material Topics
<ul style="list-style-type: none"> <li>Community consultations <span style="background-color: #c4a33b; color: white; padding: 2px 5px;">A</span></li> <li>CSR programmes <span style="background-color: #6a5acd; color: white; padding: 2px 5px;">Q</span></li> </ul>	<ul style="list-style-type: none"> <li>Improved livelihood</li> <li>Local job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Land Use and Biodiversity</li> <li>Energy Management</li> <li>Water Management</li> <li>Waste Management</li> <li>Community Investment</li> <li>Human Rights</li> </ul>

<b>TRADE ASSOCIATIONS</b> Trade associations provide a platform for acquiring insights into emerging technologies.		
Risks	Opportunities	
Conflicting priorities of the trade association with Leader Energy's strategic direction	Early insights and discussion platform on emerging trends, policies, and innovations	
Engagement Channels and Frequency	Key Issues of Concern	Relevant Material Topics
<ul style="list-style-type: none"> <li>Conferences / seminars <span style="background-color: #8ebf42; color: white; padding: 2px 5px;">AS</span></li> <li>Meetings / forums <span style="background-color: #8ebf42; color: white; padding: 2px 5px;">AS</span></li> </ul>	<ul style="list-style-type: none"> <li>Technological advancements in renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>Reliable and Sustainable Energy</li> <li>Climate Change</li> </ul>

<b>NON-GOVERNMENTAL ORGANISATIONS (NGOS)</b> NGOs act as strategic partners for high-impact conservation, independent oversight, and social initiatives.		
Risks	Opportunities	
Potential conflict and negative publicity	Improved credibility and stakeholder trust	
Engagement Channels and Frequency	Key Issues of Concern	Relevant Material Topics
<ul style="list-style-type: none"> <li>Conferences / seminars / webinars / forums <span style="background-color: #8ebf42; color: white; padding: 2px 5px;">AS</span></li> </ul>	<ul style="list-style-type: none"> <li>Conservation of natural resources and climate action</li> </ul>	<ul style="list-style-type: none"> <li>Climate Change</li> <li>Land Use and Biodiversity</li> <li>Waste Management</li> <li>Community Investment</li> </ul>

## 4 SUSTAINABILITY MANAGEMENT

## OUR STAKEHOLDER ENGAGEMENTS

**Industry Collaboration and Responsible Advocacy**

Leader Energy's sustainability journey extends beyond regulatory compliance. The Group actively engages with regulators, industry bodies, and sustainability platforms to strengthen governance practices, contribute to sector development, and support the transition towards a low-carbon economy. These engagements enable Leader Energy to remain aligned with evolving regulatory expectations while contributing industry insights that help shape the renewable energy landscape across the region.

Through continuous dialogue with policy makers, industry associations, and sustainability networks, Leader Energy supports the development of frameworks that promote responsible business conduct, innovation in clean energy technologies, and long-term sector resilience.

**Industry Associations and Networks**

Leader Energy maintains active participation in key renewable energy and sustainability associations across the region. These memberships facilitate knowledge exchange, policy engagement, and industry collaboration that support the expansion of sustainable energy solutions.

ASSOCIATION	STRATEGIC ROLE
<b>Malaysian Photovoltaic Industry Association (MPIA)</b>	Contributes to industry collaboration and knowledge sharing within Malaysia's solar energy ecosystem, supporting the advancement of solar adoption and supply chain development.
<b>Sustainable Energy Association of Singapore (SEAS)</b>	Participation as a council member enables Leader Energy to contribute to industry discussions and collaborative initiatives aimed at accelerating sustainable energy development in the region.
<b>Asosiasi Energi Surya Indonesia (AESI)</b>	Supports the growth of Indonesia's solar energy sector by engaging with industry stakeholders and promoting greater integration of solar energy within the national energy mix.

**Global Sustainability Commitments**

Leader Energy further reinforces its sustainability commitment through participation in internationally recognised sustainability platforms and governance initiatives.

ASSOCIATION	LEADER ENERGY'S ROLE
<b>Climate Governance Malaysia (CGM)</b>	Membership supports Leader Energy's advocacy for responsible climate governance and strengthens its commitment to integrating climate considerations into corporate decision-making.
<b>United Nations Global Compact (UNGC)</b>	Participation reflects the Group's commitment to aligning operations with globally recognised principles on human rights, labour standards, environmental stewardship, and anti-corruption.
<b>Malaysia Carbon Market Association (MCMA)</b>	Supporting the development of the Malaysian carbon market allows the Group to propagate decarbonisation principles and advance national objectives towards achieving the country's 2050 Net-Zero Emissions target.



5



# ESG RISKS AND OPPORTUNITIES

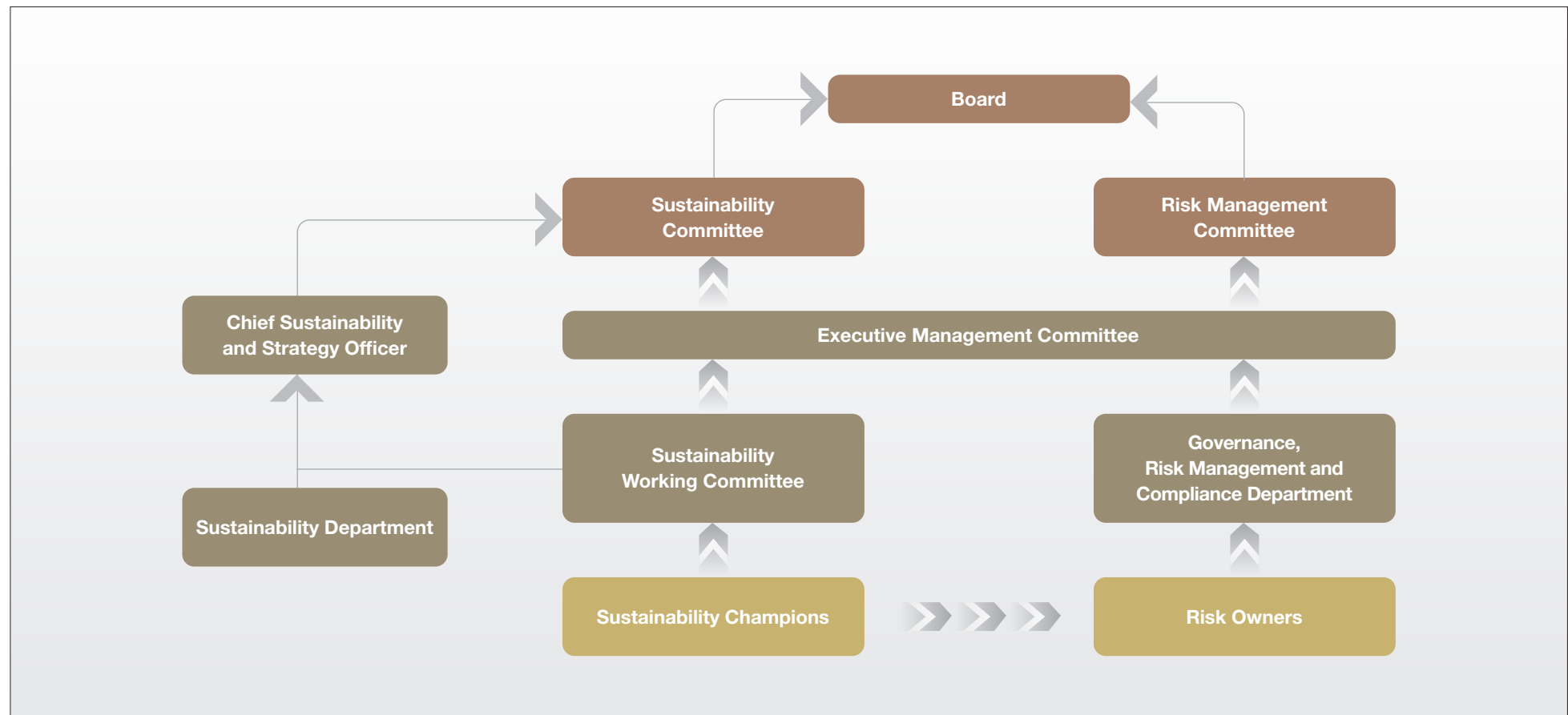
## 5 ESG RISKS AND OPPORTUNITIES

# SUSTAINABILITY RISKS AND OPPORTUNITIES

### Sustainability and Climate Governance

Effective climate action begins with a robust governance mechanism, and Leader Energy has embedded oversight of all climate-related matters at the highest levels of our organisation to demonstrate our commitment. Leader Energy established the Group Sustainability (including Climate) Risks and Opportunities Management Procedures (SROM and CROM), which outlines our systematic approach to identifying and managing significant climate-related risks. This Procedure enables a proactive, group-wide response to climate governance, ensuring resilience and alignment with our sustainability objectives.

The Procedure also outlines the following governance approach towards sustainability (including climate) within our operations.



## SUSTAINABILITY RISKS AND OPPORTUNITIES

Responsible Entity/ Body	Role in Climate Governance
<b>BOARD-LEVEL</b>	
<b>Board of Directors</b> (“Board”)	<ul style="list-style-type: none"> <li>• Oversee Leader Energy’s overall sustainability and climate risk management approach</li> <li>• Monitor the performance and effectiveness of the SROM and CROM Frameworks</li> <li>• Set internal direction on Leader Energy’s overall ESG risk appetite, organisational control environment, and risk culture</li> <li>• Ensure the ESG risks management process and control systems manage all related ESG risks</li> </ul>
<b>Sustainability Committee</b> (“SC”)	<ul style="list-style-type: none"> <li>• Oversee the implementation of sustainability and climate risk management.</li> <li>• Ensure consistent application of SROM and CROM principles</li> <li>• Provide an independent view of SROM and CROM effectiveness to the Board</li> </ul>
<b>Risk Management Committee</b> (“RMC”)	<ul style="list-style-type: none"> <li>• Review enterprise risk management concerning Leader Energy’s strategic direction</li> <li>• Periodically review the risk management framework and structure</li> </ul>
<b>MANAGEMENT-LEVEL</b>	
<b>Executive Management Committee</b> (“EMC”)	<ul style="list-style-type: none"> <li>• Monitor enforcement of SROM and CROM policies across the Group</li> <li>• Review and endorse sustainability and climate risks, opportunities, strategies, and metrics</li> </ul>
<b>Chief Sustainability &amp; Strategy Officer</b> (“CSSO”)	<ul style="list-style-type: none"> <li>• Manage and drive the implementation of our sustainability programs</li> <li>• Responsible in making informed recommendations to the EMC, SC, and/or Board on all matters that necessitate management, board decision-making and approval in relating to sustainability</li> </ul>
<b>Governance, Risk Management, and Compliance</b> (“GRC”)	<ul style="list-style-type: none"> <li>• Gather, review, and compile risk reports from Risk Owners</li> <li>• Submit risk reports to Group Management for review</li> <li>• Coordinate ERM activities within the Group</li> </ul>
<b>Sustainability Department</b>	<ul style="list-style-type: none"> <li>• Compile and review annual climate risks and opportunities</li> <li>• Conduct annual scenario analysis updates</li> <li>• Identify Group-level climate strategies, mitigation efforts, and transition plans</li> <li>• Prepare annual sustainability and climate risk and opportunity disclosure reports</li> </ul>
<b>Sustainability Working Committee</b> (“SWC”)	<ul style="list-style-type: none"> <li>• Implement sustainability and climate initiatives and projects throughout the Group</li> <li>• Ensure cross-functional collaboration on sustainability and climate efforts</li> <li>• Monitor progress and address any issues in SROM and CROM initiatives</li> <li>• Make key recommendations on the execution of ESG-related activities</li> </ul>
<b>OPERATIONAL-LEVEL</b>	
<b>Sustainability Champions</b>	<ul style="list-style-type: none"> <li>• Implement SROM and CROM initiatives at the entity level</li> <li>• Provide progress updates on the feasibility of operational ESG-related targets</li> </ul>
<b>Risk Owners</b>	<ul style="list-style-type: none"> <li>• Identify and assess sustainability and climate risks and opportunities</li> <li>• Implement and monitor sustainability and climate risks action plans and key indicators</li> <li>• Incorporate sustainability and climate risks into ERM Registers</li> </ul>

## 5 ESG RISKS AND OPPORTUNITIES

### SUSTAINABILITY RISKS AND OPPORTUNITIES

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

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

To ensure the effective execution of Group-wide climate targets, the Sustainability Department collaborates with multiple internal teams, including the SWC, GRC, and Sustainability Champions from each business entity under Leader Energy. This integrated approach ensures that high-level climate goals are translated into specific, actionable targets at the operational level. In FY2025, Leader Energy has also tied 20% of Key Senior Management (KSM) remuneration to ESG targets. By aligning efforts across the organisation, we can proactively address potential challenges and explore opportunities, which are then escalated to Management and the Board for further action and guidance as needed.

#### Sustainability Risk Identification and Mitigation

Leader Energy continues to enhance its sustainability disclosures by identifying, mitigating, and integrating sustainability and climate risks into the Group's Sustainability Risks and Opportunities Management ("SROM") and Climate Risks and Opportunities Management ("CROM") registers in FY2025. The Group's systematic approach to CROM and SROM identifies and prioritises material risks based on impact and likelihood, ensuring resources are strategically allocated toward effective mitigation. By aligning these risks with the material matters, we ensure that the concerns of both internal and external stakeholders are proactively addressed.

The Group's identification of sustainability and climate risks and opportunities is tied to the identified material matters from Leader Energy's Double Materiality Assessment exercise. Upon identification, the Group prioritises resources on areas deemed most significant by both internal and external stakeholders, investing in mitigation measures in accordance with their impacts on Leader Energy's operations. While the Group prioritises and allocates more resources to risks that have more significant impacts, Leader Energy remains vigilant in ensuring proper resilience against all sustainability and climate risks and continues to invest in mitigation measures for every identified material risk.




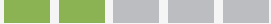
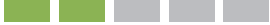
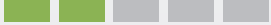


SUSTAINABILITY RISKS AND OPPORTUNITIES




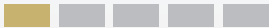

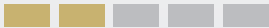
Material Matter	Risk Description and Mitigation	Overall Risk Rating	Opportunities
<b>ENVIRONMENT</b>			
<p><b>Reliable and Sustainable Energy</b></p>	<p>Unexpected solar or hydro asset downtimes impact financial performance and long-term Power Purchase Agreement (“PPA”) obligations. Major equipment maloperation or power trips during extreme weather disrupt regional grid reliability and regional supply.</p> <p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Robust Operations and Maintenance (“O&amp;M”) Programme, including predictive and preventative maintenance, centralised asset management, and exploration of AI and/or robotic applications</li> <li>• Following ISO 9001:2015 and rigorous operations and maintenance protocols for high uptime</li> <li>• Proposing BESS installation to manage grid limitations during peak demand</li> </ul>	<p></p> <p>Disruptions may pause core revenue streams and impact adherence to legally binding long-term concession agreements.</p>	<p></p> <p>National Net-Zero targets and rising RE demand from electric vehicles and data centres provide more demand for further renewable energy asset portfolio expansion.</p>
<p><b>Climate Change</b></p>	<p>Weather events, such as floods and strong winds, can damage solar mounting and equipment. Heatwaves decrease solar and transformer efficiency. Cloud cover reduces power generation, while chronic sea-level rise threatens coastal infrastructure.</p> <p><i>* For more details on Leader Energy’s climate risk and opportunities, readers are referred to the Climate Risks and Opportunities section.</i></p> <p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Designing heat- and weathering-resistant plant and equipment</li> <li>• Maintaining asset insurance and taking preventative measures in flood-prone zones</li> <li>• Implementing LED retrofits and utilising renewable energy certificates (“RECs”) to offset Scope 2 emissions</li> <li>• Tracking weather patterns while setting digitised greenhouse gas (“GHG”) intensity reduction targets</li> <li>• Integrating climate scenarios and risk assessments into long-term strategic planning</li> </ul>	<p></p> <p>While the majority of climate risks remain effectively manageable under the 2°C climate scenario, certain risks, such as heatwaves and extreme weather, begin to pose moderate risks to the Group’s facilities. Regardless, controls have already been implemented, allowing for effective mitigation of most scenarios.</p>	<p></p> <p>Surging demand for renewable energy, export to the grid during heatwaves, and reduced costs for low-carbon technologies due to increased demand.</p>

## 5 ESG RISKS AND OPPORTUNITIES

## SUSTAINABILITY RISKS AND OPPORTUNITIES






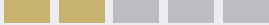
Material Matter	Risk Description and Mitigation	Overall Risk Rating	Opportunities
<b>Energy Management</b>	<p>High purchased electricity intensity in offices and transmission operations inflates operating costs, potentially eroding margins in competitive PPA tenders. Lagging in energy-efficient standards also risks losing ESG-conscious corporate energy buyers to leaner, more efficient competitors.</p> <p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Modernising facilities with efficient technology and optimising operational energy profiles</li> <li>• Supplementing power with on-site solar installations, especially for offices and operation sites</li> </ul>	 <p>Inefficient energy systems lead to costly energy leaks and higher operational expenditures. Tariff and energy-related developments compound to these risks.</p>	 <p>Improved energy performance increases brand reputation, allowing Leader Energy to capitalise on clean energy demand and expand its potential, driven by global climate regulations.</p>
<b>Waste Management</b>	<p>Rising disposal costs and the potential for environmental harm from construction waste or byproducts. Industrial waste, specifically broken or end-of-life solar panels, poses a risk due to toxic heavy metal components requiring specialised handling.</p> <p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Implementing waste segregation, recycling programs, and the 4R (Refuse, Reduce, Reuse, and Recycle) principle</li> <li>• Utilising licensed third-party contractors and secure waste facilities for industrial waste</li> <li>• Provide waste management training and awareness to streamline waste segregation and promote recycling</li> </ul>	 <p>Generation is relatively low due to the nature of Leader Energy's operations, but requires strict lifecycle management.</p>	 <p>Recovering value through material recirculation and setting high standards for the RE sector.</p>
<b>Land Use and Biodiversity</b>	<p>Scarcity of viable land for projects increases acquisition costs or pushes development into sensitive areas. The Group faces potential conflict with local communities and environmental NGOs.</p> <p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Applying the Group's Mitigation Hierarchy and conducting environmental impact assessments before development</li> <li>• Conducting daily site observations for bird and bat mortality and displacement</li> <li>• Implementing five-year mangrove programs to rehabilitate vital coastal habitats</li> </ul>	 <p>Manageable via site selection, though impacting project feasibility and planning costs.</p>	 <p>Community engagement initiatives to enhance local biodiversity and community socio-economic through long-term environmental conservation programmes.</p>

SUSTAINABILITY RISKS AND OPPORTUNITIES

Material Matter	Risk Description and Mitigation	Overall Risk Rating	Opportunities
<p><b>Water Management</b></p>	<p>Scarcity risks could disrupt domestic facility operations or lead to higher resource costs. While hydropower may seem to utilise a considerable amount of water, most of the consumed water is released back with minimal impact on water quality. Regardless, inefficient management of shared water sources can impact environmental longevity and community relationships.</p> <p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Prioritising municipal water and implementing rainwater harvesting systems for cleaning and maintenance</li> <li>• Returning nearly ~99% (~1% loss due to evaporation process) of water used in hydropower production to its original course to maintain the natural water cycle</li> <li>• Provide water management training and awareness to improve water conservation and consumption efficiency</li> </ul>	<p> Internal consumption is low, but stewardship remains a key ethical priority.</p>	<p> Enhanced environmental resilience and reduce operating costs.</p>
<b>SOCIAL</b>			
<p><b>Health and Safety</b></p>	<p>Workplace incidents, fatalities, or occupational diseases occur if HSSE standards fail at operational or construction sites. Inherent power hazards (e.g., fire, explosion) lead to shutdowns, fines, and potential license suspension.</p> <p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Implementing ISO 45001:2018 and implementing high standards of occupational safety and health procedures</li> <li>• Performing regular inspections and regular third-party performance audits</li> <li>• Provide health and safety training and awareness, regularly updating employee understanding of the latest health and safety codes and risks</li> <li>• Maintaining proactive safety communication and standardised Unsafe Condition and Unsafe Acts reporting to detect risks</li> </ul>	<p> Strong historical performance and robust control effectiveness across all operational sites.</p>	<p> Enhanced safety culture improves operational reliability, employee retention, and community trust.</p>
<p><b>Human Capital</b></p>	<p>High employee turnover causes skill gaps and increases recruitment and training costs. Rapid expansion risks an insufficient talent pool or a lack of leadership successors to assume critical roles.</p> <p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Providing continuous training and a targeted 1:2 succession planning ratio</li> <li>• Recruiting young talent through internship programmes, alongside talented graduates through university collaboration and education sponsorship</li> <li>• Conducting annual townhalls and feedback surveys to drive continuous organisational improvements</li> <li>• Regularly review employee wage and benefits to retain top talent and improve morale</li> </ul>	<p> Human capital management remains strong, supported by high existing retention rates and established internal development programs.</p>	<p> Branding as a green energy developer attracts top-tier talent in a competitive, climate-conscious market.</p>

## 5 ESG RISKS AND OPPORTUNITIES

## SUSTAINABILITY RISKS AND OPPORTUNITIES

Material Matter	Risk Description and Mitigation	Overall Risk Rating	Opportunities
<b>Diversity, Equity and Inclusion (DEI)</b>	<p>A lack of varied perspectives can lead to cognitive stagnation and an inability to meet the evolving needs of a global community. Rapid regional expansion increases the risk of being perceived as a laggard in equitable hiring practices.</p> <p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Maintaining oversight by a diversity, equity, and inclusivity (“DEI”) Committee and alignment with UNSDG 5 (Gender Equality) and 10 (Reduced Inequalities)</li> <li>• Conducting mandatory unconscious bias training for employees and establishing Men’s and Women’s Networks</li> <li>• Implement DEI engagement and communication initiatives to raise awareness and foster an inclusive culture</li> </ul>	 <p>Risks are proactively managed through dedicated committees and monitored through structured reporting</p>	 <p>Fostering a dynamic, innovative workplace can improve problem-solving and attract top talents.</p>
<b>Human Rights</b>	<p>Labour breaches, forced labour, or unfair compensation can lead to legal penalties and severe reputational damage. Such violations cause negative assessments by financiers, potentially restricting access to international capital.</p> <p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Aligning Group Commitment with ILO/UNGPs and Supplier Codes of Conduct</li> <li>• Conducting annual Human Rights Due Diligence (“HRDD”) for operations and suppliers, alongside providing human rights training and due diligence</li> <li>• Maintaining anonymous whistleblowing and grievance channels for unethical practice reports</li> </ul>	 <p>Issuance of compensation if breaches human rights violations occur.</p>	 <p>Demonstrating commitment boosts credibility with international financiers and opens access to premium projects, but is not expected to boost financing capabilities significantly.</p>
<b>Community Investment</b>	<p>Sharing natural resources like wind and waterways with local populations can lead to social unrest if community needs are ignored. Inadequate local engagement risks the Group’s social license to operate and can cause reputational damage.</p> <p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Channelling investments into education, environmental conservation, and health-focused corporate social responsibility themes</li> <li>• Sourcing materials from local suppliers and providing employment opportunities to community members</li> </ul>	 <p>Essential for mitigating social risks and building project-level trust.</p>	 <p>Building strategic partnerships and stronger local livelihoods to build a resilient business ecosystem and foster a harmonious relationship with surrounding communities.</p>

SUSTAINABILITY RISKS AND OPPORTUNITIES

Material Matter	Risk Description and Mitigation	Overall Risk Rating	Opportunities
<b>GOVERNANCE</b>			
<b>Ethics and Integrity</b>	<p>Bribery or corruption leads to legal fines, business license loss, and tender disqualification. Reputational harm directly undermines investor confidence and stakeholder trust.</p>		
	<p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Implementing mandatory annual anti-bribery and corruption awareness training for all employees</li> <li>• Conducting annual Bribery Corruption Risk Assessment (“BCRA”)</li> <li>• Enforcing zero-tolerance for fraud through robust, anonymous whistleblowing channels</li> </ul>	<p>While integrity risks are inherently present regardless of industry or operations, Leader Energy manages these risks through a strict zero-tolerance policy and a low-risk appetite for ethical breaches.</p>	<p>A strong governance framework markedly improves investor trust and brand credibility, allowing for more rapid business expansion.</p>
<b>Data Privacy and Cybersecurity</b>	<p>High digital dependence makes the Group vulnerable to potential data privacy breaches. Impacts include sensitive data theft for employees and customers, operational downtime, and legal exposure from contract breaches.</p>		
	<p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Implementing a robust Cybersecurity Framework</li> <li>• Conducting phishing simulations and mandatory training for employees</li> <li>• Performing annual penetration tests and third-party assessments of IT facilities</li> </ul>	<p>Cyber risks are expected due to digitised energy infrastructure.</p>	<p>Investment in cybersecurity enhances operational security and strengthens stakeholder trust but yields minimal financial returns.</p>
<b>Sustainable Supply Chain</b>	<p>Supplier misconduct or labour violations cause project delays, damages, or site shutdowns. Vendor failure to meet ESG standards misaligns the Group with customer sustainability expectations.</p>		
	<p><b>Mitigation Measures:</b></p> <ul style="list-style-type: none"> <li>• Conducting ESG Self-Assessments and registration screening for all critical vendors</li> <li>• Conducting annual ESG supplier sessions to communicate ethical and environmental requirements</li> <li>• Performing targeted HRDD assessments on high-risk regional vendors regarding labour conditions</li> </ul>	<p>Leader Energy relies on a diverse regional contractor network for infrastructure delivery, leading to higher exposure to supply chain risks. Regardless, mitigation measures remain mostly effective with minimal historical negative incidents and a high share of suppliers.</p>	<p>Partnering with ESG-aligned suppliers improves brand resilience and aligns with financing requirements.</p>

**Metrics and Targets**

For our sustainability related metrics and targets, refer to Our Sustainability Performance section.

## 5 ESG RISKS AND OPPORTUNITIES

# CLIMATE RISKS AND OPPORTUNITIES

## Climate-Related Risks and Opportunities Management

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

### Scenario Development and Selection

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

### Desktop/Literature Review

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

### Risk and Opportunity Identification and Assessment

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

### Risk and Opportunity Prioritisation

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

### Risk and Opportunity Management

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

## CLIMATE RISKS AND OPPORTUNITIES

***Enterprise Risk Management (ERM) Integration***

Significant and High/Very High climate-related risks and opportunities identified through scenario analysis will be integrated into the Group's strategic planning and Enterprise Risk Management ("ERM") framework. This alignment will enable us to develop more targeted strategies to mitigate risks and capitalise on emerging opportunities, reinforcing our long-term business resilience.

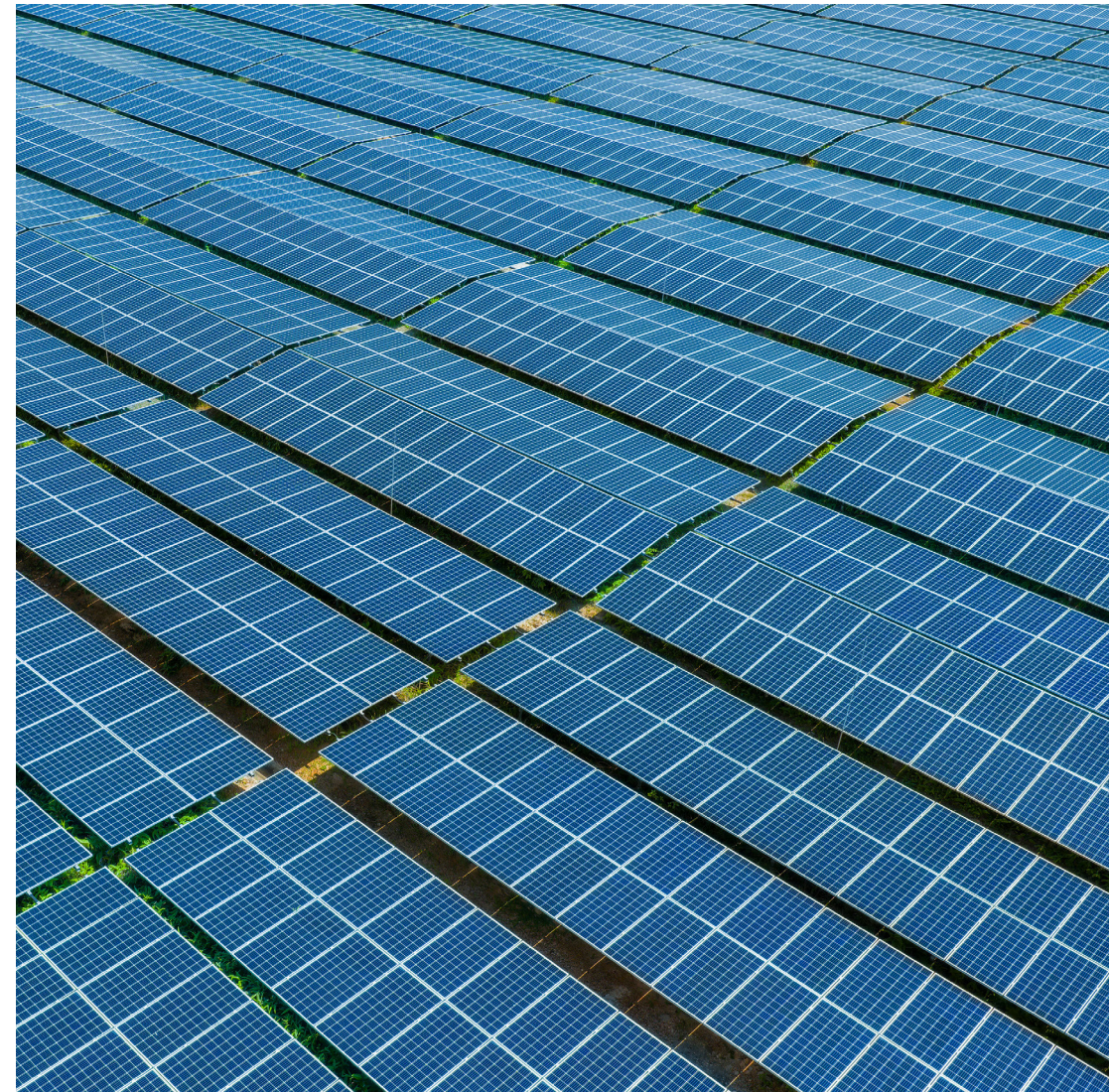
Each business entity within Leader Energy consolidates its climate risks and opportunities, updating its respective ERM registers every quarter. The Group's GRC team then reviews these registers and reports them to the Board and Board Risk Committee (RC). This process ensures that climate risks are actively managed and that actionable insights guide the Group's overarching strategies and targets.

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

***Climate-Related Financial Disclosure***

Leader Energy recognises that the transition to a low-carbon economy presents both financial opportunities and responsibilities for renewable energy developers. As part of our commitment to transparent sustainability reporting, the Group discloses key financial indicators that reflect the extent to which our operations contribute to climate change mitigation and the growth of clean energy markets.

These indicators include revenue generated from renewable energy ("RE") power plants and green technologies, the proportion of revenue derived from the sale of Renewable Energy Certificates ("RECs"), and expenditure allocated to climate-related mitigation measures. Together, these metrics provide stakeholders with greater visibility into how climate considerations are integrated into the Group's financial performance and investment priorities, while demonstrating our role in supporting the global energy transition and climate resilience.



## 5 ESG RISKS AND OPPORTUNITIES

## CLIMATE RISKS AND OPPORTUNITIES

*Climate Risks and Opportunities Assessment*

With this dual-scenario approach, Leader Energy could comprehensively evaluate potential physical and transition risks to our business and derive perspectives on how to adapt effectively. Based on the assessment, we have identified the most significant physical climate risks at the group level. At the same time, these same risk factors may also present additional opportunities. The risks and opportunities are mitigated and utilised through appropriate management strategies.

		Climate-Related Risks	Climate-Related Opportunities
PHYSICAL RISK	<b>ACUTE</b>	<p>This refers to the immediate, direct impacts of sudden climate change induced weather events that pose risks to our operations and assets. These include plant derations or shut down or malfunction of equipment and infrastructure damage due to:</p> <ul style="list-style-type: none"> <li>• Heat wave</li> <li>• Abnormal heavy rainfall/ High tidal waves/Strong winds</li> <li>• Excessive lightning strikes</li> </ul>	<p>Consumer response to acute climate risk events can drive innovation and investment for the Group. The opportunities include:</p> <ul style="list-style-type: none"> <li>• Increase in grid load demand due to increased consumption</li> </ul>
	<b>CHRONIC</b>	<p>This refers to long-term gradual changes in climate patterns that affect the physical environment such as sea level rise.</p>	<p>With gradual changes in climate, the assets are designed to be more resilient and adaptable, suitable for markets facing climate challenges but lacking sufficient technical expertise. This enhances the Group's reputation through the leadership in climate-resilient design.</p>
TRANSITION RISK	<b>POLICY AND LEGAL</b>	<p>Changes in government policies, regulations, or legal frameworks may increase compliance costs, delay project approvals, or reduce profitability.</p>	<p>Changes in government policies, regulations, and legal frameworks can create new avenues for growth and competitive advantage.</p>
	<b>TECHNOLOGY</b>	<p>This refers to the challenges in adapting to rapid advancements in renewable energy technologies while ensuring compatibility with existing systems and avoiding obsolescence.</p>	<p>Rapid technological advances offer a dynamic landscape which can solidify our competitive advantage, which includes opportunities to invest in low-carbon solutions and newer cost-effective technology.</p>
	<b>MARKET</b>	<p>This refers to the uncertainties stemming from fluctuations and transitions in energy markets that could affect revenue and operational strategies, which includes shift in customer expectations towards energy transition.</p>	<p>Economic and consumer trends during the transition to a low-carbon economy offer several market-driven opportunities, such as:</p> <ul style="list-style-type: none"> <li>• Increased customer demand that leads to more opportunities for business growth in developing countries</li> <li>• Decrease in cost of PV panels, wind turbines, inverters and other RE associated equipment</li> </ul>
	<b>REPUTATION</b>	<p>This refers to any reputational risks arising from the changes in climate patterns.</p>	<p>Being in the renewable energy industry and navigating climate-risks enriches Leader Energy's reputation, leading to opportunities such as:</p> <ul style="list-style-type: none"> <li>• Ability to attract more investors/ customers due to good reputation in the renewable energy sector</li> <li>• Ability to attract and retain talent by being in the green business</li> </ul>

## CLIMATE RISKS AND OPPORTUNITIES



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

FINANCIAL IMPACT					
<b>Score</b>	1	2	3	4	5
<b>Rating</b>	Insignificant	Minor	Moderate	Major	Significant
<b>Risk</b>	Decrease by <2.5%	Decrease by 2.5% - 5%	Decrease by 5.1% - 10%	Decrease by 10.1% - 15%	Decrease by >15%
<b>Opportunity</b>	Increase by <2.5%	Increase by 2.5% - 5%	Increase by 5.1% - 10%	Increase by 10.1% - 15%	Increase by >15%

LIKELIHOOD OF OCCURRENCE					
<b>Score</b>	1	2	3	4	5
<b>Rating</b>	Rare	Unlikely	Possible	Likely	Very Likely
<b>Description</b>	Extremely low probability, with almost no recorded occurrences	Low probability, but possible in exceptional cases	Moderate probability, could happen under certain conditions	High probability, expected to happen in normal circumstances	Very high probability, expected to occur frequently or already happening
<b>Likelihood</b>	<5%	5-24%	25-50%	51-75%	>75%

## 5 ESG RISKS AND OPPORTUNITIES

## CLIMATE RISKS AND OPPORTUNITIES

**Climate Scenario Planning**

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

The key business operations include Transmission, Hydropower, Large-Scale Solar, C&I Solar, and Battery Energy Storage Systems ("BESS") were assessed in the previous year. In FY2025, the assessment was expanded to include Engineering, Procurement and Construction ("EPC") and Wind, to determine climate risk ratings and potential opportunities under the Group's Climate Risks and Opportunities Management ("CROM") framework.

Setting	<2°C Scenario	>2°C Scenario
<b>PHYSICAL ENVIRONMENT</b>		
<b>Sea Level Rise</b>	Increase between 0.12 and 0.14 meters	Increase between 0.13 and 0.17 meters
<b>Heatwaves</b>	Up to 2.3 billion people worldwide will be exposed to lethal heat and humidity	Between 3.25 to 4.5 billion people worldwide will be exposed to lethal heat and humidity
<b>Tropical Cyclones</b>	13% increase in risk for severe tropical cyclones	20% increase in risk for severe tropical cyclones
<b>REGULATORY/OPERATING ENVIRONMENT</b>		
<b>National Policy</b>	All the current and prospective countries where we operate have established some form of national policies and targets to achieve net-zero or carbon neutrality around 2050 and beyond	
<b>Population</b>	Expected population growth of 13.4% in 2050 from 2024 in our prospective countries. This will contribute up to 8% of the projected global population	
<b>Gross Domestic Production ("GDP")</b>	Estimated GDP per capita of USD 34,148 and GDP loss at 4.2-5.5% for worldwide, Asia, and ASEAN	Estimated GDP per capita of USD 17,224 and GDP loss at 18.1-37.4% for worldwide, Asia, and ASEAN
<b>EV Charging</b>	High EV adoption rate for ASEAN and Malaysia	Low EV adoption rate for ASEAN and Malaysia
<b>Power Generation Capacity</b>	Needs to achieve at least 2.47 GW installed capacity with high dependence on solar energy	Needs to achieve at least 1.73 GW installed capacity with high dependence on solar energy
<b>Technology Cost of Capital</b>	Various technologies have been identified as abatement levers, along with the abatement cost, including renewable energy generation and battery storage. The financial outcomes of these levers, such as revenue from renewable energy and green technology solutions are disclosed under "Climate-Related Financial Disclosure"	

Our climate risk assessment exercise was based on two IPCC-aligned scenarios

1



The first scenario assumes a low greenhouse gas ("GHG") emissions pathway, which would limit global temperature rise to below 2°C.

2



The second scenario considers a high-emissions trajectory, projecting a temperature increase more than 2°C from pre-industrial levels.






























These scenarios are anchored to projections for 2050, providing us with a long-term reference point to assess how the Group's current decisions and strategies might evolve alongside future climate conditions.

CLIMATE RISKS AND OPPORTUNITIES

IMPACT OF RISK			IMPACT OF OPPORTUNITY		
Low 	Significant/Medium 	Very High 	Low 	Significant 	High/Very High 



















BUSINESS SEGMENTS						
 Transmission	 Hydropower	 Large Scale Solar	 C&I Solar	 BESS	 EPC	 Wind

Physical Risks and Opportunities Assessment










Physical Environment	Physical Risk - Acute	Scenario	Group Risk Rating	Risk Management Strategy	
CLIMATE CHANGE - EXTREME WEATHER (heat wave)	Shutdown due to raw water supply shortage	<2°C		NA	
		>2°C			
	<b>Business Segments</b> 				
	Power plant derations or shutdown due to overheating	<2°C		Leader Energy addresses physical climate risks primarily through resilient design as the power and transmission assets are equipped to withstand higher temperature tolerances, reducing the likelihood of climate-related malfunctions. In the unlikely event of equipment failure, insurance coverage is in place to mitigate potential financial impacts, with only a minor increase in insurance premiums.	
		>2°C			
	<b>Business Segments</b>      				
	Fire resulting from equipment overheating and surrounding wildfires	<2°C			
		>2°C			
	<b>Business Segments</b>     				
	Manpower shortage due to heat-associated health issues	<2°C		Leader Energy assets do not require high manpower to operate the plant. The RE assets can be remotely monitored in the event of a heat wave phenomena resulting in manpower shortage.	
>2°C					
<b>Business Segments</b>     					
Haze and pollutant deposits due to wildfire	<2°C		Leader Energy has initiated the use of cleaning robots to assist in solar panel cleaning as well as digitalised systems with predictive maintenance capabilities. The frequency of solar panel cleaning is planned based on analysis by predictive maintenance systems to ensure effective solar generation.		
	>2°C				
<b>Business Segments</b>  					










## 5 ESG RISKS AND OPPORTUNITIES

## CLIMATE RISKS AND OPPORTUNITIES

Physical Environment	Physical Risk - Acute	Scenario	Group Risk Rating	Risk Management Strategy	
<b>CLIMATE CHANGE - EXTREME WEATHER</b> (Abnormal heavy rainfall/ high tidal waves/ strong winds)	Plant derations or shutdown due to equipment / infrastructure damage	<2°C		Leader Energy addresses physical climate risks primarily through resilient design as the power and transmission assets which are equipped to withstand extreme weather conditions, reducing the likelihood of climate-related malfunctions. In the unlikely event of equipment failure, insurance coverage is in place to mitigate potential financial impacts, with only a minor increase in insurance premiums.	
		>2°C			
	<b>Business Segments</b> 				
	Manpower shortage due to stranded / inaccessible sites	<2°C		Leader Energy assets do not require high manpower to operate the plant. The RE assets can be remotely monitored in the event of any manpower shortage.	
		>2°C			
	<b>Business Segments</b> 				
	Health and safety concerns due to increased risk of accidents and disease	<2°C		Leader Energy implements ISO 45001 Health and Safety Management System and proactively identifies hazards including emergency events. We have a Emergency Response and Preparedness Plan which is regularly tested and has equipped the plant with necessary emergency response equipment.	
		>2°C			
	<b>Business Segments</b> 				
	Plant equipment damage due to soil erosion and land sinking	<2°C		Leader Energy has a robust preventive maintenance programme which includes regular inspection, soil and reinforcements and parts replacement to ensure minimal impact on operations.	
	>2°C				
<b>Business Segments</b> 					
Increased corrosion rate of equipment	<2°C		Leader Energy addresses physical climate risks primarily through resilient design and preventive maintenance to withstand extreme weather conditions including corrosion. In the unlikely event of equipment failure, insurance coverage is in place to mitigate potential financial impacts, with only a minor increase in insurance premiums.		
	>2°C				
<b>Business Segments</b> 					
Reduced power generation due to low irradiance	<2°C		Leader Energy addresses physical climate risks primarily through resilient design and the future use of BESS to store access energy generated and discharging during the low irradiance period.		
	>2°C				
<b>Business Segments</b> 					







CLIMATE RISKS AND OPPORTUNITIES

Physical Environment	Physical Risk - Acute	Scenario	Group Risk Rating	Risk Management Strategy	
<b>MEGA FLASHES- EXTREME LIGHTNING STRIKES</b>	Increased power trip and maloperation of plant equipment	<2°C		Leader Energy addresses physical climate risks primarily through resilient design and installation of lightning arrestors including regular preventive maintenance of these arrestors to reduce power trips. In the unlikely event of equipment failure, insurance coverage is in place to mitigate potential financial impacts, with only a minor increase in insurance premiums.	
		>2°C			
	<b>Business Segments</b> 				
	Damage to the plant equipment due to fire or explosion	<2°C			Leader Energy addresses physical climate risks primarily through resilient design as the power and transmission assets which are equipped to withstand extreme temperatures. In the unlikely event of equipment failure, insurance coverage is in place to mitigate potential financial impacts, with only a minor increase in insurance premiums.
		>2°C			
	<b>Business Segments</b> 				
Increased concern for personal safety incidents due to fire or explosion	<2°C		Leader Energy operations are not manpower intensive, and operations can continue to operate with minimal personnel at site.		
	>2°C				
<b>Business Segments</b> 					

Physical Environment	Physical Risk - Chronic	Scenario	Group Risk Rating	Risk Management Strategy	
<b>SEA LEVEL RISE</b>	Settlement or sinking of coastline	<2°C		Regular inspections are conducted to detect any soil movement and rectifications will be carried out as part of preventive maintenance. In the unlikely event of equipment failure, insurance coverage is in place to mitigate potential financial impacts, with only a minor increase in insurance premiums.	
		>2°C			
	<b>Business Segments</b> 				
	Reduced plant performance due to damage of panels or equipment	<2°C			
		>2°C			
	<b>Business Segments</b> 				
Increased corrosion for equipment	<2°C		Leader Energy addresses physical climate risks primarily through resilient design and preventive maintenance to withstand extreme weather conditions including corrosion. In the unlikely event of equipment failure, insurance coverage is in place to mitigate potential financial impacts, with only a minor increase in insurance premiums.		
	>2°C				
<b>Business Segments</b> 					

## 5 ESG RISKS AND OPPORTUNITIES

## CLIMATE RISKS AND OPPORTUNITIES

Transition Risks	Risks	Scenario	Group Risk Rating	Risk Management Strategy	Opportunities	Rating & Timeframe	Opportunity Management Strategy
<b>POLICY AND LEGAL</b> (Change in Climate-Related Laws)	<i>No Risks identified</i>	<2°C	NA	NA	More opportunities for RE power plants in developing countries		Under Leader Energy's "Strengthening the Core" strategy, the Group invests exclusively in 100% renewable energy assets and transmission infrastructures. This positions Leader Energy to benefit from evolving climate policies and regulatory, along with increasing demand for low-carbon energy.
		>2°C	NA				
<b>Business Segments</b> NA				<b>Business Segments</b> 			
<b>TECHNOLOGY</b> (Investments in low-carbon solutions)	Technology becomes obsolete before achieving return on investment	<2°C	NA	The majority of our power assets operate under long-term Power Purchase Agreements ("PPAs"), which provide stability and financial certainty across changing market conditions.	Increased investments in newer, cost-effective technology		Through Leader Energy's "Synergistic Opportunities" strategy, Leader Energy explores advanced renewable and low-carbon technologies to enhance generation. The deployment of a grid-connected BESS demonstrates the integration of innovative solutions into existing assets. The Group continues to pursue cost-effective technologies to expand the renewable energy mix.
		>2°C		We actively track industry trends and emerging technologies to integrate newer, more cost-effective solutions into Large Scale Solar ("LSS") and C&I Solar projects. By adopting advanced solar panels, more efficient inverters, and improved tracking systems, the Group aims to enhance energy efficiency and reduce operational costs.			As Leader Energy's power plants are designed to meet specific customer requirements and are secured under long-term Power Purchase Agreements ("PPAs"). The shift in customer expectations would not cause impacts on the company. Any future upgrades or improvements in technology can be leveraged as new business opportunities, creating additional value for both Leader Energy and its customers.
<b>Business Segments</b> NA				<b>Business Segments</b> 			

CLIMATE RISKS AND OPPORTUNITIES

Physical Environment	Scenario	Opportunities	Group Risk Rating	Risk Management Strategy	
<b>CLIMATE CHANGE - EXTREME WEATHER</b> (heat wave)	<2°C	Increase in grid load demand		NA	
	>2°C				
	<b>Business Segments</b>				
<b>CLIMATE CHANGE - EXTREME WEATHER</b> (Abnormal heavy rainfall/ high tidal waves / strong winds)	<2°C	Hydropower plant runs at maximum capacity with opportunities for new plants		NA	
	>2°C				
	<b>Business Segments</b>				
<b>MARKET</b> (Shift in Customer Expectation)	<2°C	More opportunities for rooftop solar and BESS in developing countries		Under Leader Energy’s strategy of “Strengthening the Core”, the Group is committed to only invests in 100% renewable energy assets and transmission infrastructure to meet growing market demand. Increasing demand is expected to reduce the cost of key equipment. This improves the viability of future projects.	
	>2°C				
	<b>Business Segments</b>				
<b>MARKET</b> (Decrease in Cost of Raw Materials)	<2°C	Cheaper solar panels and BESS due to higher demand and technological advancement		Lower equipment costs may enable the Group to reduce capital expenditure and improve project cost efficiency, strengthening overall margins and competitiveness.	
	>2°C				
	<b>Business Segments</b>				
<b>REPUTATION</b> (Being in the Green Business)	<2°C	Ability to attract and retain talent		Through “Sustainable Operations” strategy, Leader Energy embeds strong ESG practices across its operations, including a “Just Transition” approach to reskill and upskill talent for the green economy.	
	>2°C				
	<b>Business Segments</b>				
	<2°C	Ability to attract more investors/ customers		Under Leader Energy’s strategy of “Strengthening the Core”, the Group is committed to only invests in 100% renewable energy assets and transmission infrastructure which support customers in their decarbonisation journey.	
	>2°C				
<b>Business Segments</b>					

## 5 ESG RISKS AND OPPORTUNITIES

### CLIMATE RISKS AND OPPORTUNITIES



#### Metrics and Targets

For climate related metrics and targets, kindly refer to Promoting Sustainable Energy and Decarbonise towards Net-Zero sections of this report.

#### Internal Carbon Pricing Consideration

Leader Energy recognises that internal carbon pricing can be a useful tool for organisations with significant greenhouse gas emissions to support investment decisions and manage transition risks. As a renewable energy developer, Leader Energy's core business focuses on generating electricity from low-carbon and renewable sources, resulting in relatively limited direct operational carbon emissions compared to conventional fossil fuel-based energy producers. The implementation of an internal carbon price is currently not considered material to business decision-making. Nevertheless, Leader Energy continues to monitor developments in carbon pricing mechanisms, regulatory frameworks, and market practices to ensure that its climate strategy remains relevant with emerging standards and policy directions.

#### Way Forward

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

# 6



ENVIRONMENT

# RESPECTING THE ENVIRONMENT

## MATERIAL TOPIC

- Reliable and Sustainable Energy ★
- Climate Change ★
- Land Use Biodiversity
- Energy Management
- Waste Management
- Water Management

★ *Double materiality topic*

## RELATED VISION 2030 PILLAR



**STRENGTHENING  
OUR CORE**



**SYNERGISTIC  
OPPORTUNITIES**



**SUSTAINABLE  
OPERATIONS**

## UN SDG



**RENEWABLE ENERGY IS NO LONGER A FUTURE AMBITION  
BUT A CORE DRIVER OF HOW WE EXPAND RESPONSIBLY.**



6 RESPECTING THE ENVIRONMENT

# RESPECTING THE ENVIRONMENT

At Leader Energy, environmental stewardship is integral to how we generate value and deliver reliable energy solutions. Beyond operational performance and scale, we recognise our responsibility to minimise environmental impacts, support the transition to a low-carbon economy, and safeguard natural resources for future generations.

This chapter outlines our environmental management approach, highlighting how responsible energy production, resource efficiency, and climate-conscious practices are embedded across our operations to strengthen long-term resilience and sustainable growth

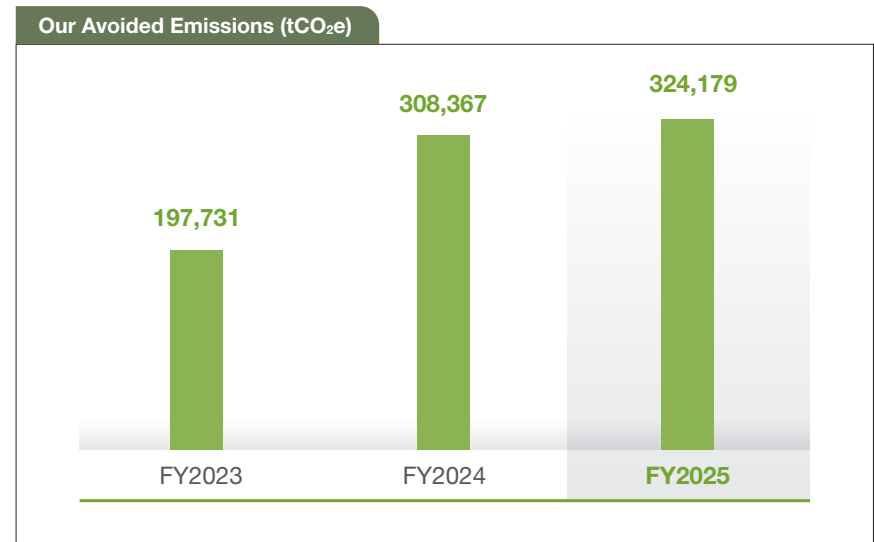


# PROMOTE SUSTAINABLE ENERGY

Promoting sustainable energy lies at the heart of our responsibility to accelerate a just and resilient energy transition. As demand for power grows across the region, we remain focused on strengthening our core by scaling clean, reliable, and affordable renewable energy solutions that reduce carbon emissions while supporting long-term socio-economic progress. This shift to clean energy also improves energy resilience by reducing the dependency on fossil fuels, giving power and autonomy on local municipalities and communities.



Much like the way a single seed contributes to an entire forest, each solar panel installed, each wind turbine commissioned, and each efficiency improvement implemented forms part of a broader, interconnected system. Through synergistic opportunities across our assets, technologies, and partnerships, we optimise performance, share operational insights, and amplify environmental benefits across the value chain.



## KEY HIGHLIGHTS

TOTAL AVOIDED  
EMISSIONS:324,179  
tCO<sub>2</sub>eGHG INTENSITY  
(tCO<sub>2</sub>e/MWh  
ELECTRICITY  
GENERATION):

0.003

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

Environmental stewardship is central to Leader Energy's identity. As a key player in the renewable energy sector, we understand the critical role we play in driving the sustainable energy transition and tackling the pressing challenges of climate change. To this end, the Group strives to go beyond meeting industry standards and set new benchmarks. Following the establishment of Leader Energy's Group Quality Policy in FY2024, we continue this commitment through the development of an Integrated Management System ("IMS") to maintain quality facilities in accordance with ISO 9001:2015, alongside providing additional awareness training and conduct audits for certification processes. Throughout FY2025, we have expanded the coverage of our facilities certified under ISO 9001:2015 to include all operational utility scale renewable energy plants.

NATIONAL LEADERSHIP  
IN BESS-GCPV INTEGRATION

In advancing Malaysia's renewable energy transition and grid resilience agenda, Leader Energy has demonstrated leadership through the deployment of a small-scale pilot Battery Energy Storage System (BESS) utilising Sodium Sulphur (NaS) technology, integrated with a 20 MWac Grid-Connected Photovoltaic (GCPV) system at our Leader Solar Energy II plant in Malaysia. The pilot project incorporates a 1.45 MWh energy storage capacity and represents a strategic effort to enhance renewable energy reliability and grid stability.

This initiative marks Malaysia's first BESS-GCPV integrated pilot project of its kind, serving as a proof of concept for the technical, operational and environmental viability of combining large-scale solar generation with advanced energy storage solutions. Excess solar energy generated during peak irradiance periods can be stored and discharged when required, mitigating intermittency challenges and strengthening overall grid performance.



Unlike conventional electric vehicle batteries, which typically operate within limited state-of-charge ranges, the deployed BESS is designed to safely operate across a full charge-discharge cycle, allowing it to be charged up to 100% and discharged down to 0%. This capability improves energy utilisation efficiency and supports more effective large-scale renewable energy integration. The project, while small in scale, has also demonstrated enhanced energy reliability, improved load management and a safer, more environmentally responsible energy solution. The use of NaS technology further enables long-duration storage, contributing to grid enhancement across both distribution and transmission networks.

In recognition of its innovation and contribution to the renewable energy ecosystem, the project was awarded the National Energy Award 2025 under the "Special Submission – Renewable Energy Enabler Technology" category. This recognition underscores its potential as a scalable model for future large-scale BESS-GCPV deployment across Malaysia, supporting national decarbonisation objectives and long-term energy security.

Through this pilot, Leader Energy reinforces its commitment to innovation, environmental stewardship and the delivery of sustainable energy solutions that create long-term value for stakeholders while supporting Malaysia's transition to a low-carbon economy.

## PROMOTE SUSTAINABLE ENERGY



(Second from left) Dato' Sri Haji Fadillah Haji Yusof, Deputy Prime Minister of Malaysia and Minister of Energy Transition and Water Transformation (PETRA), Mr Ronnie Koo, Group Chief Operating Officer, and Ms Ezraila Mohamad Isa, Chief Operating Officer (Renewable Energy), both of Leader Energy.

## 6 RESPECTING THE ENVIRONMENT

### PROMOTE SUSTAINABLE ENERGY

#### INTELLIGENT ASSET MANAGEMENT THROUGH AN AI-INTEGRATED DIGITAL MONITORING AND ANALYTICS SYSTEM

To promote sustainable energy generation and enhance operational efficiency, we have conducted a pilot implementation of an Asset Management Performance System (APMS) with integrated Artificial Intelligence (AI) capabilities at VH6 (Vietnam) solar power plants in FY2025.

The system provides real-time visibility across different layers, including plant, inverter and string levels. At the plant level, it offers a comprehensive overview of overall performance and asset health. At the inverter level, it monitors individual inverter output, temperature trends and operational behaviour, enabling early detection of anomalies and performance deviations.

#### Early Anomaly Detection and Preventive Maintenance

Integrated with artificial intelligence technology, the system analyses data continuously and flags abnormal patterns daily (if any). This has significantly reduced the time required to identify problematic strings or equipment issues from approximately 24 hours to 1–2 hours. As a result, maintenance teams can respond more quickly, minimising generation losses while reducing manpower requirements and operational costs.

Early anomaly detection has also strengthened predictive maintenance practices. Components typically exhibit warning signs prior to failure. The system identifies these early symptoms, allowing timely rectification, preventing costly equipment damage and unplanned downtime.

#### Centralised KPI Dashboard and Reporting Efficiency

All key performance indicators (KPIs) are consolidated into a centralised dashboard with easy access for operational teams and management. Daily performance reporting by the operational team which previously required up to 2 hours, can now be completed within 5 minutes. This results in significant time savings, data accuracy improvements, and increased decision-making efficiency.

Following the success of this pilot implementation, the Group plans to progressively evaluate the deployment of similar advanced digital monitoring and data analytics using AI across its all other renewable and energy-related assets. These include wind, hydropower, energy storage, transmission infrastructure and future new project developments. Leader Energy aims to implement a single centralised asset performance management system to enhance operational efficiency and to support Leader Energy's long-term sustainable energy generation and asset management.

#### WAY FORWARD

Leader Energy is committed to driving the transition to renewable energy, expanding its portfolio of clean and sustainable power solutions across the region. Leveraging its experience with BESS and AI-Integrated Digital Monitoring and Analytics System, Leader Energy aims to enhance energy reliability, efficiency, and environmental performance. This forward-looking strategy reinforces Leader Energy's role in the clean energy transition, supporting climate action, advancing sustainable development, and creating long-term value for communities, stakeholders, and the environment.





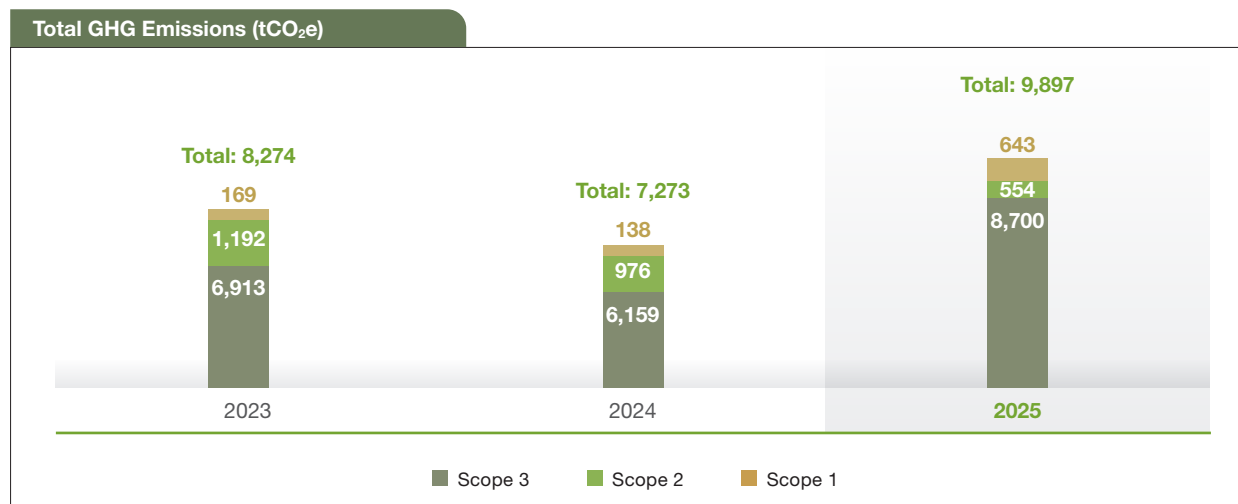
# DECARBONISE TOWARDS NET-ZERO

**Decarbonising towards Net-Zero** is a strategic imperative that strengthens Leader Energy’s core as a 100% renewable energy provider. By focusing on decarbonisation, we are not only assisting our customers in reducing reliance on fossil fuels but also reinforcing the resilience, competitiveness, and long-term relevance of our business. This approach ensures that every facet of our operations supports a fully sustainable, net-zero future, while aligning us with evolving global climate policies and rising stakeholder expectations.

## CLIMATE CHANGE

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

## GHG Emissions



Leader Energy conducted a comprehensive materiality assessment to ensure the inclusion of all relevant emission sources in its GHG inventory. Based on the assessment, all six ISO 14064-1 categories identified as material and relevant to Leader Energy GHG inventory. Leader Energy has adopted both ISO 14064-1 and the GHG protocol as the basis for emissions quantification and reporting.

The Group’s total greenhouse gas (GHG) emissions amounted to 9,897 tCO<sub>2</sub>e. Scope 1 emissions contributed 643 tCO<sub>2</sub>e, arising primarily from direct fuel combustion in owned and controlled operations. Scope 2 emissions totalled 554 tCO<sub>2</sub>e, associated with indirect emissions from purchased electricity consumption.

The Group’s Scope 3 inventory primarily consists of upstream transportation and distribution, business travel, employee commuting, purchased goods and services, capital goods, fuel- and energy-related activities, and waste generated in operations. These amounted to 7,920 tCO<sub>2</sub>e. Downstream emissions include emissions associated with the use of sold products, end-of-life treatment of sold products and downstream leased assets. These amounted to 8,700 tCO<sub>2</sub>e. The Group’s Scope 3 emissions summed up to 8,700 tCO<sub>2</sub>e.

Leader Energy’s total energy generation was 429,866 in FY2025. Following the utilisation of Renewable Energy Certificates (RECs), the market-based Scope 2 emissions were reduced from 1,086.80 tCO<sub>2</sub>e to 554 tCO<sub>2</sub>e. GHG emission intensity declined to 0.003 tCO<sub>2</sub>e/MWh which indicated a relatively moderate level of carbon emissions per unit of electricity generated.

## 6 RESPECTING THE ENVIRONMENT

### DECARBONISE TOWARDS NET-ZERO

#### Net-Zero Pathway and Decarbonisation Strategy

Leader Energy's strategy is closely aligned with our decarbonisation plan, reflecting our commitment to reducing GHG emissions and improving overall energy efficiency. In mapping our 2026-2030 total GHG projection trajectories, we have re-assessed our underlying assumptions and identified possible pathways that can bring us towards a net-zero state by 2030.

Key initiatives implemented to reduce operational emissions include energy efficiency improvements such as LED lighting upgrades, rooftop solar installations at operational sites (refer to "Our Approach" under Energy Management), the transition of company vehicles to electric vehicles, and the use of Renewable Energy Certificates (RECs) to support renewable electricity consumption.

#### FY 2025 Leader Energy Net-Zero decarbonisation journey:



Using  
**50% green energy**  
via purchasing of Renewable  
Energy Certificates (RECs)



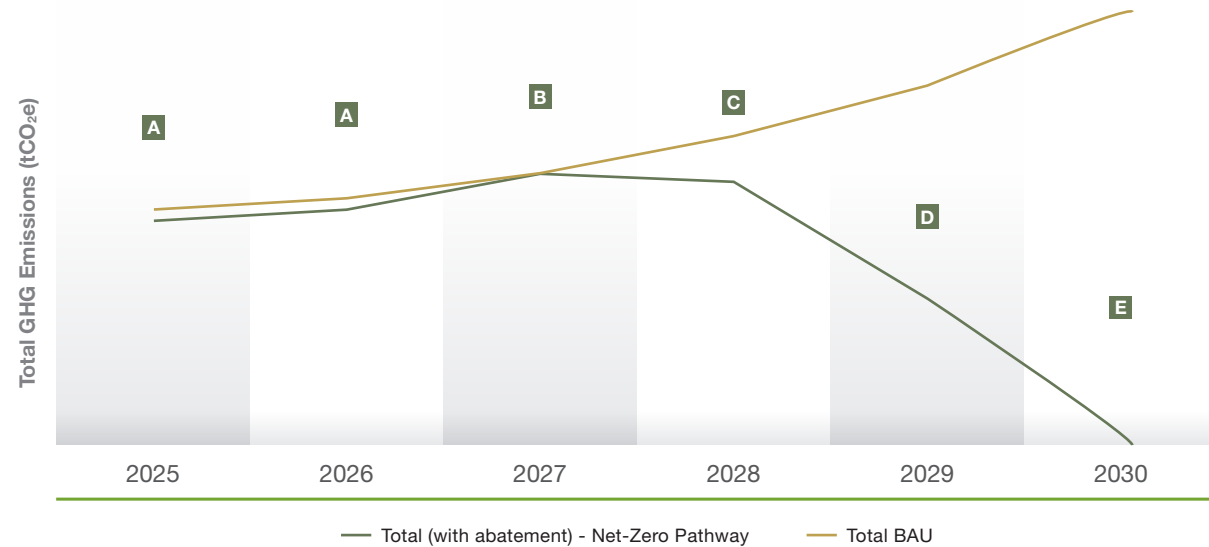
Deployed  
**67% rooftop solar** and  
**95% LED lamps** on our site  
owned facilities.



**12% of**  
our company vehicles  
converted to electric vehicles.

#### Leader Energy Projected GHG Emissions (2026-2030)

#### Scopes 1-3 GHG Emissions (tCO<sub>2</sub>e) (Total Business As Usual (BAU) vs Net-Zero Pathways)



#### Abatement Key:

- **A** = 50% REC + Energy Efficiency + solar rooftop + EV transport conversion
- **B** = 75% REC + Energy Efficiency + solar rooftop + EV transport conversion
- **C** = 100% REC + Energy Efficiency + solar rooftop + EV transport conversion
- **D** = 100% REC + 50% carbon credits + Energy Efficiency + solar rooftop + EV transport conversion
- **E** = 100% REC + 100% carbon credits + Energy Efficiency + solar rooftop + EV transport conversion

As a renewable energy developer, Leader Energy's business model inherently supports the transition to a low-carbon economy. The Group remains committed to expanding renewable energy capacity and does not plan to invest in non-renewable energy assets.

Looking ahead to 2026–2030, the Group aims to maintain a declining emissions trajectory while scaling renewable energy deployment. Its decarbonisation strategy addresses emissions across Scope 1, Scope 2, and Scope 3 (refer to "GHG Emissions"). Leader Energy tracks Scope 1, Scope 2, and Scope 3 GHG emissions to assess emissions performance over time.

DECARBONISE TOWARDS NET-ZERO

Leader Energy Decarbonisation Plan

SCOPE 1 EMISSION REDUCTIONS:

To reduce our Scope 1 direct emissions, we are progressively replacing our company vehicles with electric-powered vehicles in a progressive manner.

SCOPE 2 GHG EMISSIONS REDUCTIONS:

We will reduce our consumption of electricity purchased from the grid by improving the energy efficiency of our operations and completing the deployment of renewable energy facilities (such as rooftop solar PV systems) at our operation sites. We will also lower our Scope 2 GHG emissions through the use of Renewable Energy Certificates (RECs).

SCOPE 3 GHG EMISSIONS REDUCTION:

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

RESIDUAL EMISSIONS:



In addition, any of our residual GHG emissions in the future, will be further reduced through the use of high quality carbon credits.

Energy Management

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

Our Approach

Leader Energy’s energy management strategy is closely aligned with our decarbonisation plan, reflecting our commitment to reducing GHG emissions and improving overall energy efficiency. Since 2023, we have maintained consistent efforts to reduce operational GHG emissions through targeted energy efficiency initiatives. These include the rooftop installation on our office buildings, replacing fluorescent lamps with LED lighting, upgrading air conditioning systems to more energy-efficient models, installing solar-powered lighting systems, and converting plant lighting systems to energy-saving alternatives. As part of our ongoing operational reduction initiatives, we have achieved the following milestones by the end of FY2025:

<p><b>LONG-TERM CLIMATE GOAL: 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 Scope 3 (Indirect GHG Emissions) Reduction Strategy</li> <li>• Reduction in sources coming from the Group’s value chain</li> <li>• Usage of Renewable Energy Certificates (RECs) to offset Scope 2 emissions</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% LED lightings</b></p> <p>At operation sites</p>
		<p><b>93% Energy Efficiency Equipment</b></p> <p>Inverter air-conditioner are installed at our operational sites</p>
		<p><b>104 MWh Rooftop Solar</b></p> <p>(RE consumed)</p>
		<p><b>12% Company cars are electric vehicles</b></p>

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

**6 RESPECTING THE ENVIRONMENT**

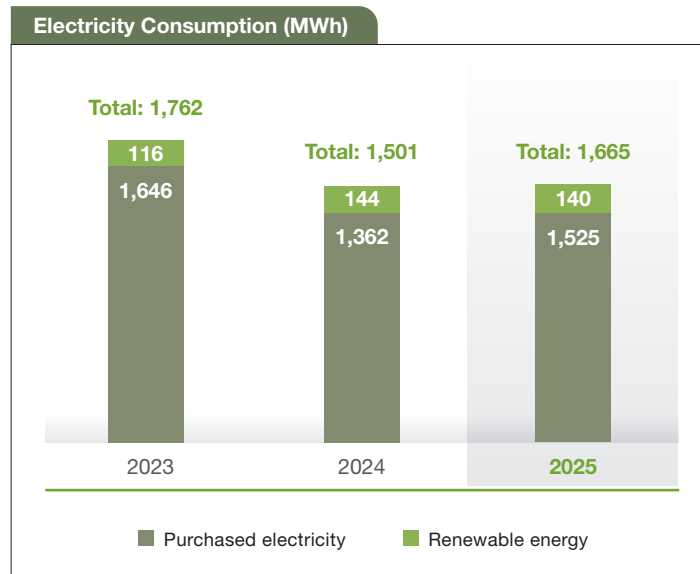
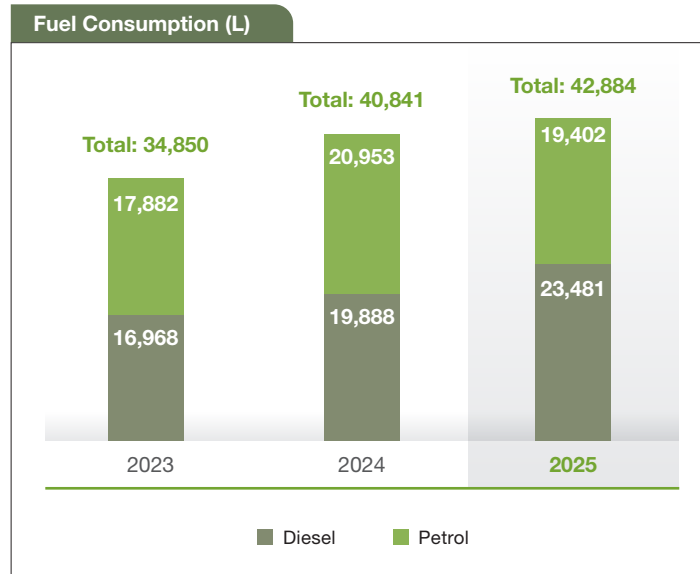
DECARBONISE TOWARDS NET-ZERO

**Energy Consumption**

In FY2025, total fuel consumption increased to 42,884 litres, compared to 40,841 litres in FY2024 and 34,850 litres in FY2023. This rise was primarily driven by higher diesel usage, indicating increased operational or transportation activities. Petrol consumption remained relatively stable at 19,402 litres, showing effective control over petrol-related usage despite overall activity growth.

Electricity consumption in FY2025 increased to 1,665 MWh from 1,501 MWh in FY2024 and lower than 1,762 MWh in FY2023. Purchased electricity accounted for 1,525 MWh, while renewable energy contributed 140 MWh, demonstrating the continued integration of renewable energy into operations. Transportation-related fuel consumption increased in FY2025 due to expanded project activities, including EPC and wind projects. To address this, the Group has begun integrating electric vehicles (EVs), supporting a gradual transition toward lower-carbon transportation. Total energy consumption increased to 7,473 GJ in FY2025, compared to 6,821 GJ in FY2024, but remained below FY2023 levels of 7,540 GJ.

Importantly, total energy intensity remained constant at 0.02 GJ/MWh generation across all three years, demonstrating that energy efficiency was maintained despite fluctuations in fuel and electricity consumption, and highlighting the low impact of operational expansion or increased activity in the Group's overall energy efficiency performance.





**SYNERGISTIC OPPORTUNITIES**



**LAND USE AND BIODIVERSITY ★**



Environmental stewardship is foundational to Leader Energy’s identity as a 100% renewable energy developer. We recognise that our regional growth is inherently linked to the health of the natural world, driving our commitment to support ecological balance and ensure ecosystem resilience across all our operational sites. To uphold this, Leader Energy has implemented biodiversity-focused initiatives that further advances our commitment towards the betterment of ecosystems and life. Our focus remains on advancing clean energy infrastructure while leaving a positive, lasting legacy for the biological diversity that sustains both our planet and the communities we serve.

**LAND USE AND BIODIVERSITY**

Land use and biodiversity are critical material topics for Leader Energy, as our renewable operations require thoughtful planning to minimise ecological impact.

**Leader Energy Biodiversity Commitment**



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

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

Leader Energy is committed to advancing renewable energy generation while maintaining the ecological balance and managing the environmental impacts of our operations. This commitment is formalised through the Group Biodiversity Commitment, aligning with the Mitigation Hierarchy Principle.

**Our Approach**

Leader Energy recognises that effective biodiversity management is essential to maintaining business continuity and supporting environmental sustainability. As a renewable energy provider, our reliance on ecosystem services underscores the importance of conserving biodiversity. The degradation of natural environments can directly impact our operations by disrupting essential ecosystem functions and affecting long-term business resilience. To manage biodiversity-related impacts, Leader Energy has established the Group’s Mitigation Hierarchy Principle, which is structured around four key actions: avoidance, minimisation, restoration, and offsetting.

# BIODIVERSITY CONSERVATION



## 6 RESPECTING THE ENVIRONMENT

### BIODIVERSITY CONSERVATION

The Group's commitment to biodiversity conservation is guided by the **Mitigation Hierarchy Principle**, which comprises the following strategies:



#### **Avoidance**

Our primary approach is to prevent harm to pristine ecosystems by avoiding activities that could lead to deforestation in forest reserves, protected areas, or sensitive biodiversity zones.



#### **Minimisation**

If avoidance is not possible, our focus shifts to minimising any negative biodiversity impacts, such as pollution reduction and creating wildlife corridors for the free movement of local fauna.



#### **Restoration**

Where avoidance and minimisation are insufficient, we engage in proactive efforts to restore degraded ecosystems.



#### **Offsetting**

To address residual environmental impacts, we collaborate with environmental and social non-governmental organisation (NGOs), contributing to conservation efforts beyond our immediate business scope.



#### **Bird and Bat Monitoring and Impact Assessment (CTL and CTL II)**

Leader Energy implements a comprehensive internal monitoring and impact assessment framework the CTL and CTL II facilities to ensure the protection of regional avian and bat populations. Internal personnel, including patrols and engineers, conduct daily site observations that evaluate five critical risk categories: displacement or disturbance, collision mortality, barrier effects to migration, direct habitat loss, and electrocution risks. These daily checks are recorded in monthly logs, which consistently report no significant issues across the transmission lines, towers, and substation gantries.

All monitoring and site observation reports were formally reviewed and acknowledged by at least two responsible personnel to ensure the reliability and accountability of the observations.



BIODIVERSITY CONSERVATION

For transmission line (T-line) monitoring, site observations were first checked by the patrolman or lineman, followed by verification by the T-line Engineer or Assistant Engineer, and subsequently noted by the General Manager.

These findings, supported by multi-level inspections and formal acknowledgements, safeguarding biodiversity, at the same time ensuring that energy infrastructure is developed and operated in a responsible and environmentally sound manner.



**For FY2025 our monitoring showed:**

<b>NO</b> displacement and disturbance to breeding and/or non-breeding birds and bats	<b>NO</b> collision-related mortality involving structures, overhead power lines or substations	<b>NO</b> barrier effects on dispersing and/or migrating birds and bats	<b>NO</b> direct habitat loss resulting from the transmission lines/towers, substation or associated access roads	<b>NO</b> incidents of electrocution resulting in injuries or mortality of birds and bats within the premises areas
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Collaboration is a vital component of our biodiversity conservation efforts. To manage residual environmental impacts, Leader Energy actively engages with key stakeholders, including non-governmental organisations (“NGOs”), indigenous communities, and government regulators. This ensures that our operations reflect diverse perspectives and adhere to best practices in biodiversity management. Through these collaborative efforts, we strengthen our ability to balance operational priorities with environmental stewardship.

**Mangrove Conservation and Climate Action with GEC**



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

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

Mangroves function as a critical coastal barrier that stabilises shorelines and reduces seawater intrusion through specialised root systems, while their organic litter helps decrease soil salinity. They provide essential ecosystem benefits, including environmental protection and the maintenance of genetic diversity. Furthermore, mangroves serve as a vital habitat and spawning ground for diverse aquatic species, offering nutrients and protection, while also supporting various birds, reptiles, and mammals. These ecological roles collectively support local livelihoods through high-value fisheries and sustainable ecotourism.

## 6 RESPECTING THE ENVIRONMENT

### BIODIVERSITY CONSERVATION

In 2025, the programme targeted the planting of 7,000 mangrove trees in the Kuala Muda district, which was planted by GEC and volunteers from Kg KEDA Tepi Sg, bringing the cumulative total to 11,000 trees since the programme's launch in 2024. To support long-term success, GEC also continues to conduct regular monitoring, with the latest data showing a healthy tree survival rate of 80–85%. Based on the 7,000 trees planted, of which 6,079 mangrove trees have survived, the carbon sequestration potential ranges from 2,431 to 3,343 t CO<sub>2</sub>e.

In 2025, Leader Energy co-organised a mangrove school carnival with GEC, involving ten primary schools with 258 participants in the Kuala Muda district, embedding conservation awareness in the youth and the trees' role in building climate resilience, while further strengthening community engagement and environmental stewardship.

On 26 July 2025, in conjunction with the International Day for the Conservation of the Mangrove Ecosystem, Leader Energy, together with the GEC, continued our Five-Year Mangrove Conservation and Climate Action for Sustainable Living Programme with a meaningful community planting event in Kuala Muda Forest Reserve. Together with the Kedah State Forestry Department, Sahabat Hutan Bakau Taman Nilam (SHBKTN), and Sekolah Kebangsaan Taman Intan, we planted 1,000 *Rhizophora apiculata* trees, sequestering an estimated total of 47 tCO<sub>2</sub>e, reaffirming our commitment to protecting wetlands for future generations. The event brought together 55 dedicated participants, including employees from Leader Energy, GEC, SHBKTN, and local government agencies, and featured conservation briefings and community engagement sessions focused on the importance of mangrove ecosystems in building climate resilience.



(From left) Puan Ramlah Binti Hassan, Chairperson, Sahabat Hutan Bakau Kampung Taman Nilam (SHBKTN); Ms Evelyn Chee, Chief Sustainability and Strategy Officer, Leader Energy; Mr Ismail bin Harun, Deputy District Education Officer, Student Development Sector, Kuala Muda District Education Office; Mr Azhar bin Yahya, Headmaster, SK Taman Intan; and Mr Md Nazeri bin Mohd Sidek, Senior Officer, Forest and Coastal Programme, Global Environment Centre (GEC).

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



#### Mangrove Planting Achievement

TREE PLANTING:

**7,000**

MANGROVE TREES planted in 2025

**11,000**

MANGROVE TREES planted since 2024



Out of 7,000 trees,

**6,079**

MANGROVE TREES survived in 2025

Carbon sequestration potential:

**2,431 to 3,343 tCO<sub>2</sub>e**



#### Way Forward

As we move forward, the Group remains committed to upholding responsible biodiversity practices across all parts of our operations. We plan to continue our efforts to further support biodiversity conservation and strengthen the resilience of the ecosystems where we operate. In line with this commitment, Leader Energy is also leveraging technology-driven solutions to better manage interactions between our facilities and local wildlife and in the coming years, will further identify risks and opportunities associated with nature.

Through continuous monitoring, responsible site management, and the adoption of innovative environmental technologies, we aim to conduct development and operational activities with minimal ecological impact, ensuring long-term environmental stewardship and ecosystem protection.

# OTHER IMPORTANT ENVIRONMENTAL TOPICS

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

Leader Energy's supplementary environmental topics are waste management and water management.



Waste management is an important environmental topic for Leader Energy. Our main waste generated is broken solar panels from our solar plants which we send to authorised vendors for recycling.



Water management is an important environmental topic for Leader Energy, due to internal consumption such as for domestic washings and sanitary use. At our mini-hydro plant, river water is channelled through the plant to generate electricity. After passing through the turbines, the water is safely returned to the river via a draft tube, ensuring minimal environmental impact.

## 6 RESPECTING THE ENVIRONMENT

# WASTE MANAGEMENT

Leader Energy understands that managing waste responsibly is essential to reducing our environmental impact and supporting a sustainable future. By enhancing the circularity of our waste processes, we aim to minimise environmental harm and contribute to global waste reduction efforts. Given the nature of operations as a 100% renewable energy provider, waste generation is relatively low. Since our energy production relies solely on natural resources, such as solar power and wind, we produce minimal waste compared to traditional energy producers. Leader Energy does not generate radioactive waste as part of its operations. Therefore, no tracking or reporting mechanisms are currently in place for this waste stream.

In FY2025, the Group generated a total of 72 tonnes of waste, comprising 47 tonnes of general waste, 5 tonnes of hazardous waste, and 20 tonnes of recycled waste. General waste remained the largest waste stream, accounting for approximately 66% of the Group's total waste generation, followed by hazardous waste at 29% and recycled waste at 4%. General waste remained largest contributor due to increased number of employees by 27% as compared to 2024.

Total Waste Generated (Tonnes)



	FY2023	FY2024	FY2025
Broken Solar Panels Generated	227	168	151
Broken Solar Panels Recycled	0	0	703

	FY2023	FY2024	FY2025
Number of Hazardous Spill Incidents	0	0	0
Volume of Hazardous Substances Released	0	0	0
Volume of Hazardous Substances Recovered	0	0	0

### Way Forward

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

### Synergising Opportunities in Waste and Water Management Through River Ocean Cleanup Partnerships

Leader Energy's River Ocean Cleanup Programme in Cambodia serves as a signature initiative that advances both circular economy practices and water resource management.

Since October 2023, Leader Energy strengthened its commitment to environmental stewardship by driving large-scale action against plastic pollution across Cambodia's major river systems. Cumulatively, Leader Energy contributed USD 214,950 to the programme between 2023 and 2025, and through partnerships with local authorities, communities and technical experts, we have helped remove 354.71 tons of plastic waste from the Mekong, Tonlé Sap, and Bassac Rivers, contributing directly to healthier waterways, improved aquatic biodiversity, and secure livelihoods for river-dependent communities.

### WASTE MANAGEMENT



For further details on our Human Rights Commitment Policy, please visit our website or scan the QR code.



## 6 RESPECTING THE ENVIRONMENT

### WASTE MANAGEMENT



#### Cleanliness Drive at Commune Near GSKTE

Employees from T-line and Grid Substation Kratie (GSKTE) came together to collect a total of 400 kilogram of garbage, creating a better environment for the local communities in Kratie Province in Cambodia.

This initiative demonstrated our employee's strong spirit of collaboration and teamwork, supporting the creation of a sustainable ecosystem.

This effort helps ensure long-term environmental and community well-being by safeguarding essential aspects of local livelihoods such as access to clean water and fertile soil.



#### Bin Donation to Support Waste Separation in Cambodian Schools

Leader Energy donated 119 sets to 100 public schools in Tboung Khmum Province and Kampong Thom Province, Cambodia.

Conducted in collaboration with the Ministry of Environment and the STEM Education Organisation for Cambodia, this initiative benefits over 27,000 students, teachers, and school employees and supports Cambodia's Circular Strategy on Environment by encouraging the school community to practise waste separation and adopt responsible environmental habits.



#### Cleaning Up the Red River for A Greener Tomorrow

To mark World Environment Day 2025, LNTH organised a CSR initiative to clean up a 1.2 km stretch of the Red River bank in Lao Cai City, Vietnam.

14 employee volunteers came together for 2 hours, collecting and sorting 92 kg of waste into recyclable and non-recyclable categories. The waste was then transported to the designated collection point for proper disposal.

This initiative not only restored cleanliness and protected local water sources but also raised environmental awareness and encouraged eco-friendly behaviours among participants and the local community.

# WATER MANAGEMENT

Leader Energy's operations have a limited direct water footprint, with water consumption primarily occurring in domestic and non-industrial applications such as office pantry usage, washrooms, routine maintenance and general cleaning activities across its facilities and project sites. As a renewable energy company, the Group does not engage in water-intensive production processes, thereby reducing pressure on local water resources.

Recognising that water is a shared and finite resource, Leader Energy adopts a responsible and precautionary approach to water use across its operations. The majority of water requirements are met through municipal supply.

## OUR APPROACH

Water is an essential resource, playing a critical role in sustainable development and the production of clean energy. Leader Energy is committed to managing water resources responsibly by using water efficiently, minimising impacts on water availability, protecting natural ecosystems and supporting the communities that depend on these shared resources.

### *River water intake for Mini Hydro Plants*

Water usage at Leader Energy is primarily associated with hydroelectric generation activities. Unlike conventional water consumption, hydroelectric power generation harnesses the natural flow of water to produce renewable energy without depleting the resource. Water utilised in this process is returned to its original course, ensuring continued availability for ecological functions and community use, and maintaining balance within the natural water cycle.

## RAINWATER HARVESTING

As part of its commitment to improving water efficiency, Leader Energy has adopted innovative water conservation solutions. A notable initiative is the implementation of rainwater harvesting systems at its Malaysian solar operations. These systems collect and store rainwater for use in cleaning and maintenance activities, significantly reducing reliance on municipal and other conventional water sources.

Leader Energy also utilises robotic cleaning equipment for solar panel maintenance, which minimises the need for manual washing and reduces water consumption compared to conventional cleaning methods.

These initiatives demonstrate Leader Energy's commitment to sustainable water stewardship, reinforcing the Group's broader environmental and social responsibility objectives.



**6 RESPECTING THE ENVIRONMENT**

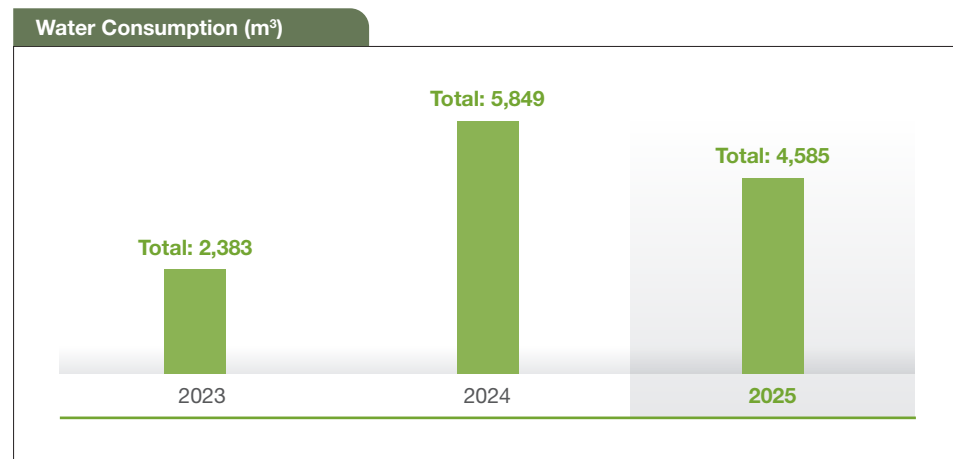
**WATER MANAGEMENT**

The only direct consumption of water within our operations occurs in domestic contexts, such as in our offices and facilities for pantry usage, washrooms, maintenance, and general cleaning activities. Understanding that water is a shared and finite resource, Leader Energy adopts a responsible approach to water sources for our purposes, which minimises stress on local water systems.

Water Withdrawal (m <sup>3</sup> )	Water Discharge		
	FY2023	FY2024	FY2025
Surface Water	363,214,584	177,559,937	192,574,205
<i>(Surface water is used by the Leader Nam Tien Hydropower, LNTH for generating electricity. The water utilised in this process is returned to its original course without depleting the water resources)</i>			
Groundwater	969	27	0
Municipal Water	1,424	5,822	4,585
<b>Total Water Withdrawn</b>	<b>363,216,967</b>	<b>177,749,786</b>	<b>192,578,790</b>

	FY2023	FY2024	FY2025
Water Consumption (m <sup>3</sup> )	2,383	5,849	4,585



In FY2025, Leader Energy’s total water withdrawal amounted to 192,578,790 m<sup>3</sup>, the majority was from surface water for the operation of Leader Nam Tien Hydropower (LNTH). This was closely aligned with total water discharge in FY2025 of 192,574,205 m<sup>3</sup>, reflecting the non-consumptive nature of hydropower generation. Most withdrawn water was returned to the source after use, with minor process losses due to water evaporation from LNTH operation.

In FY2025, water consumption amounted to 4,585 m<sup>3</sup>, mainly attributable to sanitary use. The Group maintained full compliance with all applicable water-related permits, standards, and regulations, with zero incidents of non-compliance recorded from FY2023 to FY2025. This demonstrates effective water governance, monitoring, and regulatory management across operations.

Regulatory Compliance	FY2023	FY2024	FY2025
Number of Incidents of Non-Compliance with Water-Related Permits, Standards, or Laws	0	0	0

**Way Forward**

Although our water consumption is relatively low due to the nature of our operations, Leader Energy remains committed to water conservation. We will continue exploring innovative measures to enhance water efficiency, ensuring that our practices reflect the responsible resource management.




Leader Energy remains committed to strengthening our operational excellence and environmental responsibility through the implementation of globally recognised management systems.



**ISO 14001 Environmental Management System (“EMS”)**

- ✓ Transmission
- ✓ Utility Scale Solar
- ✓ Hydropower
- ✓ Corporate Functions



**ISO 9001 Quality Management System (“QMS”)**

- ✓ Transmission
- ✓ Utility Scale Solar
- ✓ Hydropower
- ✓ Commercial and Industrial (“C&I”) Solar Singapore and Indonesia
- ✓ Corporate Functions



**ISO 45001 Occupational Health & Safety Management System (“OHSMS”)**

- ✓ Transmission
- ✓ Utility Scale Solar
- ✓ Hydropower
- ✓ Commercial and Industrial (“C&I”) Solar Indonesia and Singapore
- ✓ Corporate Functions



**bizSAFE Star Certification by Workplace Safety and Health (WSH) Council, Ministry of Manpower, Singapore**

- ✓ Commercial and Industrial (“C&I”) Solar Singapore

# ENVIRONMENTAL MANAGEMENT

Our Transmission, Utility Scale Solar, Hydropower operations and Corporate Functions are certified under ISO 14001 (EMS), ISO 9001 (QMS), and ISO 45001 (OHSMS). Our Commercial and Industrial (C&I) Solar divisions in Singapore and Indonesia have achieved both ISO 9001 and ISO 45001 certifications, with the Singapore division holding an additional workplace safety certification (bizSAFE Star) issued by the Workplace Safety and Health (WSH) Council, Ministry of Manpower.

Fines, Penalties & Audits	UNIT	FY2023	FY2024	FY2025
Environmental Fines/Penalties	Number	0	0	0
Environmental Audits	Number	7	7	18



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





SOCIAL

# CARE FOR OUR PEOPLE



WHAT WE BUILD TODAY POWERS MORE THAN GRIDS.  
IT POWERS PEOPLE AND SHAPES THE FUTURE

#### MATERIAL TOPIC

- Health and Safety ★
- Human capital
- Diversity, Equity and Inclusion (DEI)
- Community Investment
- Human rights

★ *Double materiality topic*

#### RELATED VISION 2030 PILLAR



SUSTAINABLE OPERATIONS

#### UN SDG



## POWERING PROGRESS THROUGH PEOPLE AND PURPOSE

Leader Energy embeds **CARE FOR OUR PEOPLE** as a fundamental pillar of its social sustainability performance. Across safety and well-being, nurturing talent, care for community, and human rights, the Group seeks to ensure that its operations uphold safe working conditions, responsible labour practices, and inclusive opportunities for employees and the communities connected to its activities.

This chapter outlines the policies, frameworks, and initiatives that shape the Group's approach to managing social priorities. Together, these structures guide how Leader Energy safeguards the well-being of its workforce, develops human capital, and upholds human rights across its operations and supply chain.



## SAFETY AND WELL-BEING

### OUR APPROACH

Leader Energy recognises that safe and healthy working conditions are essential to maintaining disciplined and reliable operations. Given the technical nature of energy infrastructure, the Group places strong emphasis on managing occupational health and safety risks across its activities. Safety considerations extend beyond employees to include contractors, customers, and the communities connected to our operations. Through structured safety management practices, regular training, and ongoing risk monitoring, Leader Energy works to ensure that its operations are conducted responsibly while maintaining operational continuity.



Safety and well-being are integral to sustainable operations at Leader Energy. By safeguarding our people, assets, and operating environments through robust health and safety practices, the Group strengthens operational stability, reduces disruptions, and supports the long-term reliability of its renewable energy assets and markets. A strong safety culture also reinforces workforce confidence and supports consistent operational performance.

As the Group continues to expand and diversify its portfolio, disciplined safety governance and proactive well-being measures remain essential to ensuring responsible growth. These practices help align our operations with evolving regulatory expectations while maintaining safe and reliable performance across our assets. Through this focus, safety and well-being contribute to resilient operations and reinforce Leader Energy's commitment to responsible and sustainable value creation.

### HEALTH AND SAFETY

Leader Energy integrates health and safety considerations into the planning and execution of its operations. Through structured risk management, clear safety procedures, and continuous workforce awareness, the Group works to prevent incidents and maintain safe conditions for employees, contractors, customers, and surrounding communities.

## 7 CARE FOR OUR PEOPLE

### SAFETY AND WELL-BEING



#### GOVERNANCE

Oversight of health, safety, security, and environment (“HSSE”) matters is exercised by the Board through the Sustainability Committee, which receives regular updates on HSSE performance on a quarterly basis. The Committee is responsible for monitoring HSSE performance, reviewing key safety matters, and ensuring that safety considerations are embedded within the Group’s operational oversight and decision-making processes. HSSE matters are discussed at the operational level through biweekly operational meetings and reviewed by the Executive Management Committee (“EMC”) on a monthly basis. Dedicated HSSE committees are also established across both office-based and plant-based operations to support implementation, ensure compliance, and drive continuous improvement, with key issues escalated through management to the Sustainability Committee for Board-level oversight.

#### RISK MANAGEMENT

At Leader Energy, health and safety risks are managed through structured processes that focus on identifying, assessing, and mitigating hazards across operations. Safety checks and inspections are conducted regularly to identify unsafe acts, unsafe conditions, and potential risks that could result in injuries, operational disruptions, or regulatory non-compliance. Identified risks are addressed through corrective actions and monitored through established internal tracking and review mechanisms. Safety risk management is applied consistently across operational activities, including electrical safety, fire prevention, and construction-related works, to minimise the likelihood and severity of incidents that could impact employees, contractors, customers, and communities.

At renewable energy generation sites and transmission line operations, designated Safety Officers are appointed to oversee the implementation of safety controls. Their responsibilities include conducting routine inspections, supporting safety training programmes, and coordinating emergency preparedness drills to ensure compliance with applicable occupational health and safety regulations.

These processes are supported by clearly defined Standard Operating Procedures (SOPs) and an ISO 45001-aligned Occupational Health and Safety Management System, which provides a structured framework for identifying, controlling, and continuously improving the management of key safety risks across operations. Key risks include electrical hazards, fire and explosion risks, working at heights, construction and maintenance activities at generation sites and along transmission corridors. The SOPs outline risk control measures, safe work practices, and escalation procedures, while the ISO systems embed continuous monitoring, audits, and improvement actions to strengthen safety performance and regulatory compliance across all operations.

#### SAFETY FRAMEWORKS AND METHODOLOGIES

Leader Energy manages health and safety risks through structured safety management practices embedded within its operational and risk management processes. These practices support hazard identification, risk assessment, and the implementation of preventive and corrective controls across operations.

The Group applies monitoring, measuring, analysis, and evaluation (“MMAE”) processes to test whether safety controls are functioning as intended in practice. Monitoring activities include routine site inspections, safety observations, and compliance checks by Safety Officers and line supervisors. Measurement is supported through the tracking of leading and lagging indicators such as training completion, inspection findings, unsafe act or unsafe condition reports, and incident data.

Analysis involves reviewing trends, recurring issues, and root causes arising from incidents, near misses, or audit outcomes, while evaluation focuses on the effectiveness and timeliness of corrective actions. Findings from MMAE reviews are reported through management and committee structures, informing operational adjustments, targeted training, and updates to SOPs to strengthen safety performance across operations.

### PERFORMANCE MONITORING

Leader Energy remains committed to fostering a safe and healthy working environment across its operations by continuously strengthening workplace safety and well-being practices. During the year, the Group conducted fire drills and safety training sessions, including electrical safety and first aid training, alongside health check-up programmes for employees. The Group conducts monthly safety inspections at its utility-scale operations and during the construction phase of C&I and EPC projects to ensure that workplace conditions remain safe and compliant with established safety standards. In 2025, all operations had successfully completed 100% of planned monthly safety inspections. Each operational site conducted at least one safety inspection per month, reinforcing the Group's commitment to proactive risk

identification, continuous monitoring, and the maintenance of safe working environments across its facilities.

In parallel, the Group continues to enhance its safety management practices through ongoing initiatives. These include the implementation of daily toolbox talks to reinforce safety awareness at operational sites, monthly safety inspections, and structured monitoring of unsafe acts, unsafe conditions, and near-miss incidents through regular reporting and analysis. Leader Energy has implemented an Occupational Health and Safety Management System (OHSMS), supported by continuous safety training programmes and the execution of emergency drill exercises to strengthen preparedness and response capabilities across its operations.

### SAFETY AND WELL-BEING

**ZERO**  
LTIIR & LTIFR  
(Employees & Contractors)

**ZERO**  
RECORDABLE  
OCCUPATIONAL  
ILLNESS

**100%**  
SAFETY INSPECTION  
at Utility Scale operations  
and at construction  
phase for C&I & EPC  
activities

**ZERO**  
WORKPLACE  
FATALITIES  
(Employees & Contractors)



During the reporting period, Leader Energy maintained a strong safety performance across its operations. The Group recorded zero Lost Time Injury Incidence Rate (LTIIR) and zero Lost Time Injury Frequency Rate (LTIFR), reflecting the effectiveness of its safety management practices. No lost time injuries involving employees or contractors were reported during the year, and there were no workplace fatalities. The Group also recorded zero cases of occupational illness among both employees and contractors.

A total of two near-miss incidents were recorded and investigated to strengthen preventive measures and improve safety awareness across operations. In addition, the Group conducted 18 internal and external safety audits to reinforce compliance with safety standards and identify opportunities for continuous improvement. One case of minor property damage incident was recorded during the year.

## 7 CARE FOR OUR PEOPLE

### SAFETY AND WELL-BEING

#### CONTRACTOR AND VALUE CHAIN SAFETY MANAGEMENT

Leader Energy has established a comprehensive Group Suppliers Health, Safety and Environment Management Procedure to ensure that all third-party partners operate under a consistent and rigorous safety framework. This procedure applies across all subsidiaries and covers every category of supplier, from high-risk site contractors to low-risk office consultants. The primary objective is to align external activities with the Group's Integrated Management System (IMS), ensuring that risks are proactively identified, communicated, and controlled.

#### Pre-Work and Induction Requirements

No contractor is permitted to commence work until a formal clearance process is completed by the respective entity's HSE Officer or operations team. This mandatory phase includes

- **HSE Induction**

All personnel must undergo a safety briefing covering emergency procedures, site rules, and Permit-to-Work (PTW) obligations.

- **Documentation Review**

For site-based activities, suppliers must submit critical safety documents such as the Safe Work Method Statement (SWMS) and Risk Assessments, including Hazard Identification, Risk Assessment and Risk Control (HIRARC).

- **Compliance Verification**

The company verifies that all personnel possess the necessary technical certifications, competency records, and appropriate Personal Protective Equipment (PPE) for their specific tasks.

#### Supervision and Operational Control

- During the execution of work, Leader Energy maintains strict oversight to ensure adherence to established safety standards.
- Assigned site supervisors monitor daily activities, ensuring all work remains within the authorised scope of the PTW.
- Any observed unsafe acts or conditions result in immediate corrective action, including the suspension of work if necessary.
- For major works such as plant shutdowns or outages, additional controls are implemented, including consolidated HSE plans and increased inspection frequencies due to the elevated risk levels.

#### Performance Evaluation and Accountability

- Leader Energy integrates HSE performance directly into its procurement and vendor management lifecycle.
- At the conclusion of a contract, the HSE Officer conducts a formal performance evaluation based on incident statistics, responsiveness to safety instructions, and overall behavioural compliance.
- These evaluations are shared with the Procurement department, where poor safety records can directly affect a supplier's eligibility for future engagements.
- This structured feedback loop ensures that the company prioritise partners with organisations that share its commitment to a safe and sustainable working environment.

#### SAFETY AND HEALTH FOR EMPLOYEES

Leader Energy implements safety and health initiatives to protect employees and promote a safe and healthy working environment. These initiatives include safety training, hazard awareness programmes, and health and wellness activities designed to reinforce safe behaviours and support employee well-being. Mental health awareness and workplace health engagements form part of the Group's broader approach to workforce well-being.

# 40

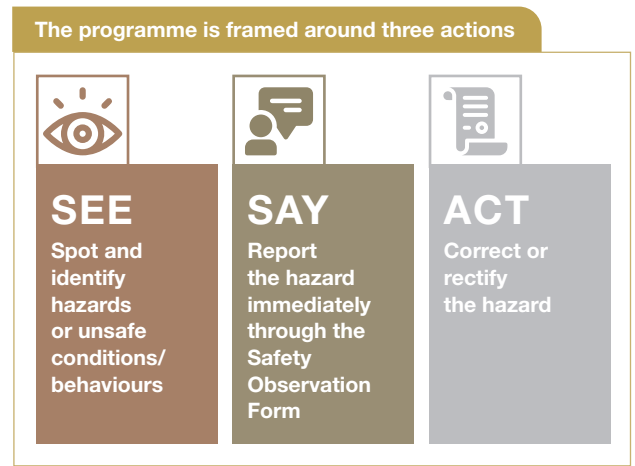
## SAFETY TRAINING

have been conducted across the Group



**SEE, SAY, ACT**

Leader Energy formalised its proactive approach to safety through the See, Say, Act! Programme 2025, an initiative designed to position employees as the primary line of defence against workplace hazards. The programme operated on the strategic principle that most industrial incidents were preventable if early warning signs were identified and reported before they escalated. By encouraging employees to spot unsafe conditions, report them immediately via a digital Safety Observation Form, and ensure timely rectification, the company fostered a culture of collective responsibility and heightened health and safety awareness across all operational levels.



Implementation of the programme relied on a streamlined digital system accessible via mobile devices and the company intranet, allowing for the real time capture of photographic evidence and suggestions for environmental improvement. Once submitted, the Integrated Management System team categorised each observation based on its criticality, ensuring that resources were prioritised to address the most significant risks to life and the environment.

This structured process ensured that every reported concern was overseen by a dedicated officer and tracked through to completion, providing a transparent and accountable safety framework. Employee engagement was further incentivised through a recognition scheme where participants received rewards for their contribution to a safer workplace. These accolades were awarded based on the volume of reports or the severity of the hazards identified, reinforcing the company’s commitment to rewarding vigilance.

**SAFETY AND HEALTH FOR COMMUNITIES**

Where applicable, Leader Energy participates in community-based health and safety initiatives as part of its engagement with local stakeholders. These activities are intended to support community well-being and foster positive relationships in areas where the Group operates.

**BLOOD DONATION DRIVE SUPPORTING COMMUNITY HEALTH**

In 2025, Leader Energy continued to encourage employee volunteerism through blood donation initiatives across its regional operations, supporting public healthcare systems while fostering a culture of compassion and social responsibility.

In August, employees from LYS TH in Thailand participated in a blood donation drive organised in collaboration with the National Blood Centre of the Thai Red Cross Society in Bangkok, contributing to efforts to maintain a stable blood supply for hospitals and patients requiring urgent medical care.

Also in August, employees from PT Alfa in Indonesia participated in a blood donation programme organised by the Indonesian Red Cross at PMI Kota Bekasi, followed by another participation in October. These initiatives strengthened employee engagement in humanitarian efforts while supporting community healthcare needs.

**SAFETY AND WELL-BEING**

In October, employees from Cambodian Transmission Limited (CTL) and Cambodian Transmission II Limited (CTL II) organised a blood donation campaign that mobilised employees to contribute to essential medical resources required by healthcare facilities. During the same month, employees from VH6 in Vietnam participated in a blood donation programme organised by the Lam Dong Province Red Cross Society, further supporting healthcare providers in meeting patient needs.

Through these initiatives, a total of 58 bags of blood were collected, contributing directly to sustaining hospital blood supplies and enabling life saving treatments. Beyond the immediate healthcare impact, the programmes also strengthened employee participation in community service while reinforcing Leader Energy’s commitment to delivering meaningful social value in the communities where it operates.



**LEADER ENERGY EMPLOYEES** contributed a total of **58 BAGS** OF BLOOD, SUPPORTING HOSPITALS in sustaining critical medical treatments and emergency care.

**7 CARE FOR OUR PEOPLE**

**SAFETY AND WELL-BEING**

**ISO 45001 CERTIFICATION COVERAGE**

Leader Energy applies occupational health and safety management systems across its operations to support structured risk management and regulatory compliance. Certification under recognised standards such as ISO 45001 is used to formalise safety controls and reinforce accountability where applicable. The Group reviews the certification status of its operational units periodically as part of its health and safety governance processes.

During the year, all utility-scale operations and Malaysian corporate activities successfully obtained ISO 45001:2018 certification for Occupational Health and Safety Management Systems. Previously, C&I operations in Singapore and Indonesia had already obtained the ISO 45001 certification.

**Key Operating Subsidiaries within Leader Energy Group**

Leader Solar Energy Sdn Bhd (LSE)	Leader Solar Energy II Sdn Bhd (LSE II)
Vinh Hao 6 Power Limited Liability Company (VH6)	Leader Nam Tien Hydropower Joint Stock Company (LNTH)
Cambodian Transmission Limited (CTL)	Cambodian Transmission II Co. Ltd (CTL II)
LYS Energy Solutions Pte Ltd (LYS SG)	PT Alfa Service Solusi

have successfully obtained ISO 45001:2018 certification for Occupational Health and Safety Management Systems.

This achievement demonstrates the Group’s commitment to international best practices in safeguarding the health and safety of employees and contractors, strengthening operational controls, and embedding robust risk management across its renewable energy assets. The certification further underscores Leader Energy’s focus on disciplined operations, regulatory compliance, and the creation of a resilient and responsible business platform.



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

**WAY FORWARD**

The Employee Engagement Survey 2025 results indicate that safety and health remain firmly embedded as a top organisational priority across the Group. This is reflected in an excellent score in the 2025 Employee Engagement Survey with a strong majority of employees agreeing that the company consistently prioritises their health and safety. The results suggest that safety practices are well

understood, effectively implemented and supported by visible leadership commitment, contributing to a stable and secure working environment.

Leader Energy will continue to strengthen its Health, Safety and Environment (HSE) practices through a structured and forward-looking approach aimed at embedding a strong safety culture across all operations. The Group will focus on enhancing safety governance through consistent safety oversight, regular site inspections, and strengthened emergency preparedness across operational and project sites. In parallel, Leader Energy will prioritise capability building and awareness initiatives to reinforce safe work practices among employees and contractors. The Group also plans to progressively digitalise its HSE monitoring and reporting processes to improve transparency, data management, and timely risk identification. These efforts will be complemented by stronger contractor safety management and employee wellness initiatives, reflecting the Group’s commitment to creating a safe, resilient, and responsible workplace as it continues to expand its operations.



### OUR APPROACH

In a rapidly evolving renewable energy landscape, our employees remain central to Leader Energy’s long-term competitiveness and sustainability. By continuously investing in talent development, we strengthen organisational capability, drive operational excellence, and foster innovation that supports our strategic objectives. As the industry faces accelerating technological change, digital transformation, rising expectations around mental well-being, and the need for more inclusive and equitable workplaces, our focus on upskilling, leadership development, and employee well-being has become increasingly critical. This commitment not only enhances day-to-day performance and adaptability to regulatory and market shifts but also positions Leader Energy as an employer of choice, reinforcing our reputation as a responsible and forward-looking organisation. Ultimately, building a future-ready workforce enables us to deliver resilient operations, sustainable growth, and long-term value while advancing both environmental stewardship and social responsibility.



Human capital and diversity are essential to sustainable operations at Leader Energy. A capable, engaged, and inclusive workforce strengthens operational discipline, supports responsible decision-making, and reinforces compliance across the Group’s activities. By investing in skills development, workplace safety, and equitable employment practices, we reduce operational risks and maintain the reliability of our assets and operations.

**THE GROUP** identified **13 CRITICAL SUCCESSORS** to strengthen leadership continuity and organisational resilience.

At the same time, fostering an inclusive workplace enables teams to adapt to evolving technologies and operational requirements within the renewable energy sector. By prioritising employee development, well-being, and fair employment practices, Leader Energy strengthens operational continuity while ensuring that its workforce remains resilient, adaptable, and aligned with the Group’s long-term sustainability objectives.

# NURTURING TALENT

### PROMOTING A JUST TRANSITION

As the energy sector undergoes rapid transformation through decarbonisation, digitalisation, and the adoption of new technologies, Leader Energy recognises that the workforce must transition alongside these changes. The Group is committed to supporting a just and inclusive transition by ensuring that employees and communities in its areas of operation are equipped with the skills and opportunities required to participate in the evolving green economy.

FOCUS AREA	LEADER ENERGY’S APPROACH	STRATEGIC IMPACT
<b>Reskilling and Upskilling</b>	Cross-training employees for emerging green roles in BESS, solar, wind and hydro while strengthening digital competencies.	Strengthens workforce readiness for the evolving low-carbon energy landscape.
<b>Future-Ready Talent Development</b>	Facilitating internal mobility and attracting talent from transitioning industries, including fossil-fuel sectors.	Retains industry expertise while supporting workforce transition into renewable energy roles.
<b>Fair Access to Opportunities</b>	Expanding opportunities for women, youth and vulnerable communities in areas where the Group operates.	Promotes inclusive participation in the green economy and reduces potential skills inequality.

## 7 CARE FOR OUR PEOPLE

### NURTURING TALENT

#### HUMAN CAPITAL

At Leader Energy, our workforce is built with intention. We focus on attracting capable people, developing their skills, and creating an environment where performance, accountability, and respect are the standard. This approach strengthens execution across the business and supports sustainable growth.

Our Human Resources Department drives this by continuously refining people practices to reflect both business priorities and workforce expectations. Guided by our Employee Value Proposition, we are committed to fair treatment, equal opportunity, and a workplace free from harassment and discrimination. These principles enable us to retain strong talent, build organisational capability, and deliver lasting value to our stakeholders.

<p><b>Personal Commitment to Excellence</b> </p> <p>Every individual aims for the highest standards in their work, driving the Group's success.</p>	<p><b>Integrity</b> </p> <p>We prioritise honesty and ethical practices in all our dealings.</p>	<p><b>Accountability</b> </p> <p>We hold ourselves responsible for our roles, contributing to our shared objectives.</p>	<p><b>Continuous Improvement</b> </p> <p>We commit to ongoing feedback and new ideas.</p>	<p><b>Teamwork</b> </p> <p>We value the strength of working together, leveraging our diverse talents for better outcomes.</p>	<p><b>Career Growth</b> </p> <p>We support our employees' growth, offering pathways for career advancement within the organisation.</p>
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#### HUMAN RESOURCE STRATEGY

Leader Energy's human resource strategy is designed to support long-term growth by placing people at the centre of how we operate and lead. Our approach goes beyond workforce management to focus on building a workplace where individuals are heard, developed, supported, and continuously engaged. The priorities below reflect how we translate this commitment into structured action, ensuring our people remain a strong foundation for performance, resilience, and responsible growth.

Our HR strategy is structured around four main priorities:

##### PRIORITY 1

#### UNDERSTANDING AND ADDRESSING EMPLOYEE NEEDS

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

**Focus Area:**

*Employee Engagement*

##### PRIORITY 2

#### CULTIVATING A CULTURE OF EMPOWERMENT AND POTENTIAL

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

**Focus Area:**

*Training and Development, Succession Planning and Competency Assessments*

##### PRIORITY 3

#### ENHANCING EMPLOYEE MORALE

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

**Focus Area:**

*Benefits and Remuneration, Employee Engagement Initiatives*

##### PRIORITY 4

#### MONITORING AND EVALUATION

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

**Focus Area:**

*Employee Engagement Surveys*

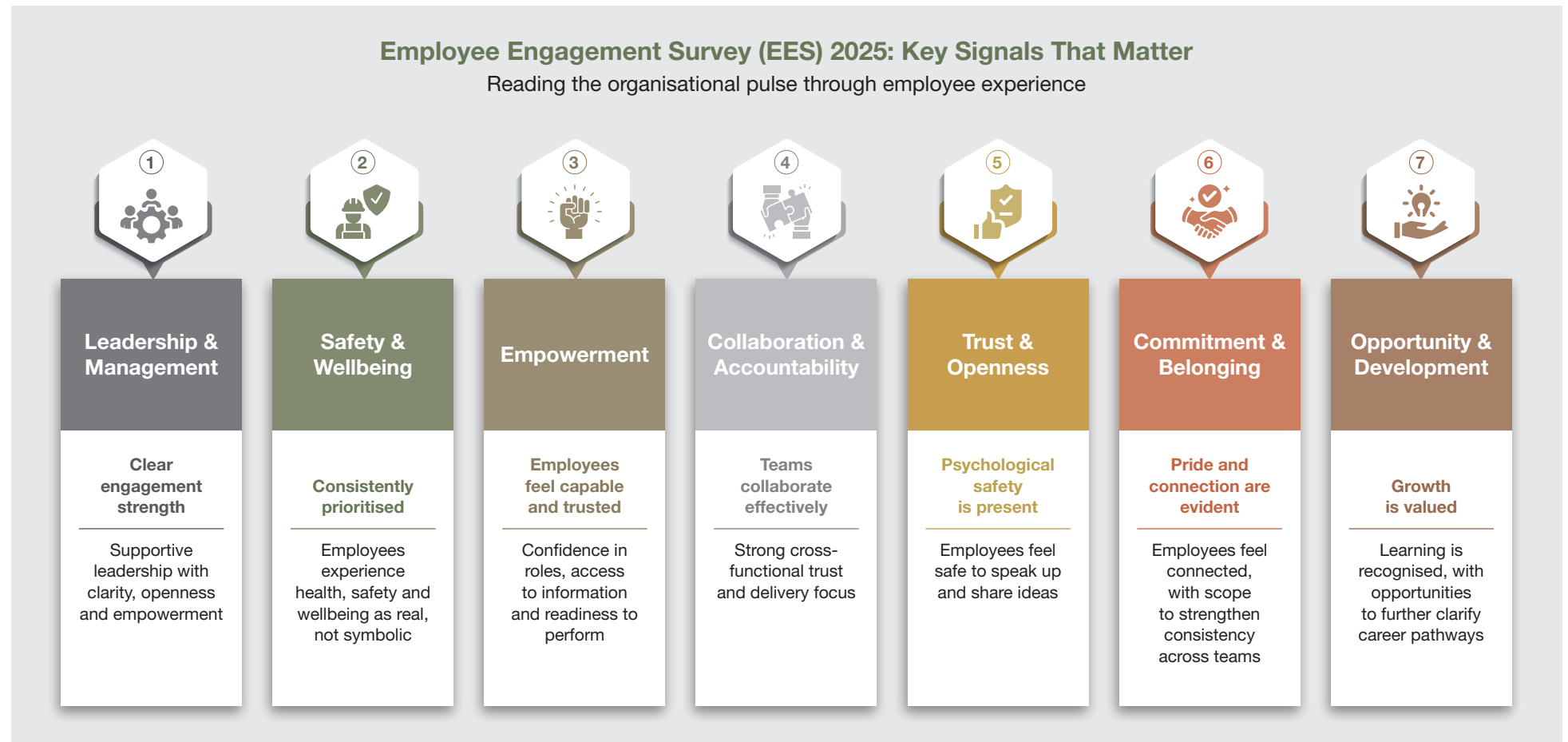
PRIORITY 1

NURTURING TALENT

**UNDERSTANDING AND ADDRESSING EMPLOYEE NEEDS**

Our approach to workforce management begins with understanding how organisational priorities intersect with employee expectations. We use structured engagement mechanisms to identify issues that affect performance, retention, and workplace effectiveness, and we integrate these insights into policy and operational decisions. This ensures our people strategy remains aligned with business requirements while responding to real workforce dynamics.

**EMPLOYEE ENGAGEMENT SURVEY 2025**



## 7 CARE FOR OUR PEOPLE

## NURTURING TALENT

CATEGORY	2025 SCORE	WHAT THIS TELLS US	STRATEGIC SIGNAL
Leadership & Management	86%	Employees trust managers to lead, communicate clearly and empower change	Leadership capability is a strength and a key engagement driver
Safety & Wellbeing	85%	Health, safety and wellbeing are consistently experienced as priorities	Strong foundation for productivity and workforce stability
Empowerment	85%	Employees feel equipped and informed to perform their roles	Systems and training are broadly fit-for-purpose
Collaboration & Accountability	84%	Cross-team trust and execution are strong	Supports operational efficiency and delivery
Trust & Openness	84%	Employees feel safe to speak up and are kept informed	Psychological safety is well established
Commitment & Belonging	82%	Employees feel proud and connected to the organisation	Engagement is stable, retention risks are moderate
Opportunity & Development	82%	Development opportunities are visible but unevenly felt	Clear opportunity to strengthen career pathways



NURTURING TALENT

PRIORITY 2

CULTIVATING A CULTURE OF EMPOWERMENT AND POTENTIAL

TRAINING AND DEVELOPMENT

We focus on building organisational capability by developing critical skills, strengthening leadership pipelines, and preparing talent for future roles. Training, succession planning, and competency assessments are deployed as strategic tools to support business continuity, operational readiness, and long-term growth. This ensures our workforce remains resilient in a rapidly evolving energy sector.

The EES 2025 analysis of employee motivation and engagement across countries shows clear differences in workforce priorities within Leader Energy’s regional operations, underscoring the need for people practices that are tailored to local contexts. Themes such as career progression, leadership effectiveness and wellbeing appear across the Group, and their influence differs by country, shaped by variations in labour market conditions, workforce profiles and local operating environments.

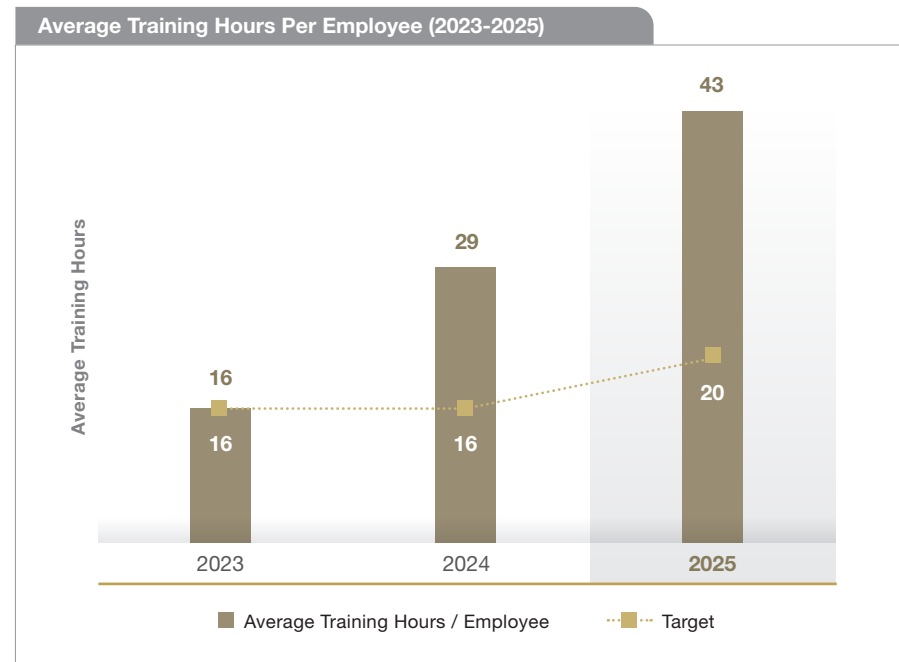
Leader Energy identifies the continuous professional development of its workforce as a core strategic lever for regional growth and operational excellence. Group-wide findings reveal that structured development pathways and targeted investments in leadership capability act as essential drivers of employee motivation and engagement across all operational territories. Regional data suggests a consistent employee preference for career growth and role clarity, highlighting the strategic importance of establishing clear expectations to support high performance and long-term retention.

Strategically, Leader Energy is responding by investing in leadership capability and reinforcing consistent management practices to sustain performance. To remain competitive, we continue to refine our fair rewards and remuneration structures, ensuring they align with regional expectations for security and recognition. By fostering inclusive workplace cultures and strengthening internal communication, we aim to provide the organisational stability and role clarity that underpin employee confidence and long-term retention.

TRAINING	UNIT	FY2025	FY2024	FY2023
Total Training Hours	Hours	17,001	10,416	5,475
Average Training Hours per Employee	Hours	43	29	16

Leader Energy recorded a significant increase in employee training investment, with average training hours per employee rising from 16 hours in 2023, to 29 hours in 2024 and 43 hours in 2025. This represents a substantial expansion in workforce capability development, with total training hours increasing from 5,475 hours in 2023 to 17,001 hours in 2025.

This upward trajectory reflects the Group’s focus on strengthening technical expertise, operational readiness, and leadership capacity to support a growing and geographically diverse workforce. As Leader Energy continues to scale its renewable energy portfolio, the increased investment in training supports workforce resilience, enhances execution capability across projects and operations, and helps ensure that employees are equipped with the skills required to meet evolving regulatory, technological, and market expectations within the energy sector.



## 7 CARE FOR OUR PEOPLE

### NURTURING TALENT

In 2025, The Group exceeded its target of 20 training hours per employee, reflecting a stronger organisational emphasis on continuous learning and professional development. The Group has refined its training strategies to focus on strengthening leadership capability and reinforcing consistent management practices. Investing in these competencies ensures that leaders provide the supportive environment necessary to drive motivation and sustain professional excellence as the company scales. This commitment to development remains critical, as it equips teams with the skills and confidence required to navigate an evolving energy landscape while maintaining organisational stability.

Modern professional development initiatives within the company increasingly integrate wellness and work-life balance, acknowledging that performance is intrinsically linked to holistic employee wellbeing. Expanding long-term career pathways and fostering a culture of continuous learning reinforces the commitment to inclusive workplace practices. These initiatives ensure that the workforce remains at the forefront of the green movement, empowered by the knowledge that individual growth is central to the Group's shared sustainable future.

### SUCCESSION PLANNING

Leader Energy recorded a succession planning ratio of 1:1 in FY2025, indicating that each identified critical role currently has one designated successor. While this provides a basic level of leadership continuity, it remains below the Group's target ratio of 1:2, which aims to establish a deeper pipeline of potential successors for key positions.

The Group continues to strengthen leadership continuity through a structured succession planning approach aligned with its long-term growth strategy. As part of this effort, 13 critical successors have been identified within

the leadership pipeline, reflecting a proactive approach to talent development and organisational resilience.

These successors are assessed based on leadership readiness, functional expertise and alignment with the Group's strategic priorities. Targeted development initiatives, including mentoring, cross-functional exposure and capability-building programmes, are implemented to prepare them for future leadership roles. This ensures that the Group maintains a strong internal bench strength, supports business continuity and reduces reliance on external hiring for key positions.

Strengthening succession depth remains a strategic priority, particularly as the Group expands its operations and project portfolio. Developing a broader pool of potential successors support organisational resilience by ensuring that leadership transitions can be managed without disrupting operational momentum. Ongoing leadership development and internal talent progression will therefore play an important role in strengthening succession readiness across critical roles. Moving forward, the Group intends to expand the depth of its succession pipeline to enhance leadership readiness and ensure greater organisational flexibility as the business continues to grow.

**INVESTING IN PEOPLE AND LOCAL EXPERTISE STRENGTHENS  
THE LONG-TERM SUSTAINABILITY OF OUR BUSINESS.**



NURTURING TALENT

**COMPETENCY ASSESSMENT**

Competency assessments form an integral component of Leader Energy’s workforce capability framework, providing a structured basis for evaluating the technical, operational, and professional competencies required across the organisation. These assessments allow the Group to map existing capabilities within the workforce, identify areas where skills depth may need strengthening, and ensure that employee development initiatives remain aligned with operational and strategic priorities. The process also contributes to broader talent management practices by highlighting individuals with the potential to assume expanded responsibilities within the organisation.

A comprehensive Training Needs Analysis (TNA) was undertaken to establish a clearer understanding of the competencies required across different functions and organisational levels. This analysis examines the technical expertise, professional capabilities, and role-specific knowledge necessary to support the Group’s operations and future growth. Insights from this exercise provide a more structured view of workforce capability requirements, allowing Leader Energy to prioritise development initiatives based on operational demands and emerging industry trends.

Findings from the TNA will serve as the foundation for a refined competency evaluation framework across the organisation. Defined capability benchmarks will enable Leader Energy to assess employee competencies against role requirements, identify capability gaps with greater precision, and implement targeted development initiatives where necessary. This structured approach strengthens workforce readiness, improves alignment between capability development and business strategy, and supports the Group’s ability to sustain operational performance in a dynamic energy sector.



**PRIORITY 3**

**ENHANCING EMPLOYEE MORALE**

**BENEFITS AND RETENTION**


Leader Energy has strategically evolved its employee value proposition to create a direct correlation between proactive support and enhanced organisational morale. Group wide EES findings indicate that employee wellbeing and high performance are intrinsically linked, prompting the company to shift from a corrective care model to one that prioritises prevention and long-term appreciation. By introducing milestone recognition programmes and flexible benefits that cater to diverse lifestyle needs, the Group fosters a sense of psychological ownership and belonging among the workforce. This approach not only validates the commitment of long-serving employees but also establishes a supportive culture where employees feel valued for their sustained contributions to the Group’s shared success.

The 2025 benefits enhancement and professional development strategies at Leader Energy represent a shift towards a holistic employee value proposition. By moving from corrective care to a preventative and appreciation-based model, the Group has strategically positioned itself to improve long-term morale and organisational resilience.

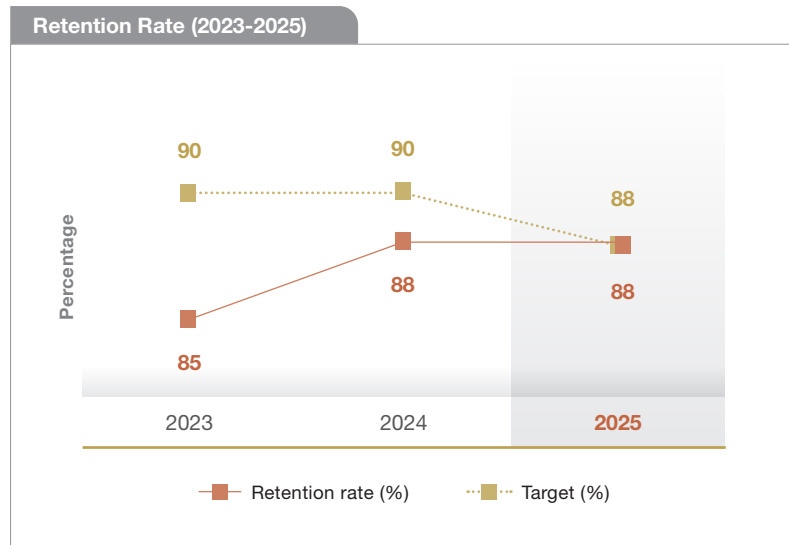

CATEGORY	2025 BENEFIT ENHANCEMENTS
 <p><b>LEAVE</b></p>	<p><b>Long Service Recognition</b> The Group introduced a formal recognition programme to celebrate work anniversary milestones and employee commitment.</p>
	<p><b>Comprehensive Leave Provisions</b> Employees continued to access a diverse range of leave types, including annual, sick, medical, and hospitalisation leave.</p>
	<p><b>Specialised Time-Off</b> The framework maintains provisions for marriage, maternity, paternity, and compassionate leave to support employees during significant life events.</p>
 <p><b>MEDICAL</b></p>	<p><b>Enhanced Inpatient Care</b> Hospitalisation room and board rates were adjusted across all levels to provide better support during medical emergencies.</p>
	<p><b>Digital Health Integration</b> The introduction of a dedicated digital platform has streamlined the process for outpatient clinic and specialist visit claims.</p>
	<p><b>Family Health Support</b> Medical claim extensions remained available for the dependents of eligible employee grades.</p> <p><b>Proactive Health Management</b> The Group prioritised preventative measures, including executive health screenings, dental, and optical benefits.</p>

7 CARE FOR OUR PEOPLE

NURTURING TALENT

CATEGORY	2025 BENEFIT ENHANCEMENTS
 <b>MONETARY</b>	<b>Milestone Rewards</b> Long-serving employees received appreciation awards in the form of cash or gold bars based on their years of service.
	<b>Competitive Financial Schemes</b> The Group maintained performance-based bonuses and retirement schemes that exceed standard government requirements.
	<b>Operational Allowances</b> Employees continued to receive support through overtime payments, meal allowances, and general reimbursement claims.

Ultimately, the integration of comprehensive health support, milestone awards, and continuous learning opportunities ensures a motivated workforce that is strategically aligned with Leader Energy’s commitment to operational excellence and inclusive growth.

Achieve and sustain

**88%**

**TALENT RETENTION RATE**

Leader Energy’s talent retention performance demonstrates a stable and resilient workforce foundation, an important indicator for investors assessing organisational continuity and capability to deliver long-term strategic projects. The Group recorded a retention rate of 88% in 2025, maintaining the improvement achieved in 2024 and successfully meeting its target threshold of above 88%. This sustained performance reflects the organisation’s ability to retain institutional knowledge, technical expertise, and leadership capabilities necessary for executing complex renewable energy developments and long-term infrastructure projects.

Maintaining a high retention rate signals organisational stability and reduces the operational risks typically associated with workforce turnover, including recruitment costs, productivity disruptions, and knowledge loss. In project-driven sectors such as energy infrastructure, the continuity of experienced personnel strengthens project delivery timelines, supports consistent stakeholder engagement, and enhances execution discipline across multiple jurisdictions.

Leader Energy recorded a talent retention rate of 88% during the reporting period, reflecting a stable workforce across its regional operations. Maintaining strong retention remains important for the Group as experienced employees play a critical role in sustaining operational continuity, supporting project execution, and preserving institutional knowledge. While the current retention level demonstrates a relatively stable workforce, the Group continues to strengthen its people management practices, leadership capability, and employee engagement initiatives to progress towards its long-term retention target of above 90%. These efforts are aimed at reinforcing workforce stability while supporting the Group’s continued growth in the renewable energy sector.

### STRENGTHENING WORKFORCE ENGAGEMENT

Leader Energy recognises that workforce engagement is an important driver of organisational performance and long-term capability. Alongside professional development initiatives, the Group places emphasis on fostering a supportive and inclusive workplace environment that promotes well-being, flexibility, and open communication. These practices contribute to a positive employee experience while strengthening collaboration across teams.

Opportunities for employees to participate in environmental and social initiatives further reinforce a sense of shared purpose within the organisation. Collectively, these efforts support workforce stability and engagement, enabling Leader Energy to maintain a motivated and resilient workforce as the Group continues to expand its renewable energy operations.

WORKFORCE PRIORITY	STRATEGIC FOCUS	BUSINESS IMPACT
<b>Professional Capability Development</b>	Structured learning opportunities, skills development initiatives, and defined career advancement pathways to strengthen workforce capability.	Supports capability building across technical and leadership roles while strengthening internal talent mobility and long-term workforce retention.
<b>Flexible Work Practices</b>	Flexible work arrangements and adaptable working structures that support employee productivity and work-life balance.	Enhances workforce engagement and productivity while supporting employee well-being and long-term workforce stability.
<b>Employee Well-being</b>	Health, wellness, and mental well-being initiatives designed to support employees' overall quality of work and life.	Contributes to a healthier workforce, reduced burnout risks, and improved organisational resilience.
<b>Open Communication Culture</b>	Structured feedback channels and open communication practices that allow employees to share perspectives and concerns.	Strengthens transparency, reinforces trust between leadership and employees, and improves organisational alignment.
<b>Environmental and Social Engagement</b>	Opportunities for employees to participate in community and environmental initiatives aligned with the Group's sustainability agenda.	Enhances employee engagement and organisational purpose while reinforcing the Group's broader sustainability commitments.
<b>Inclusive Workplace Environment</b>	Policies and practices that promote inclusivity, mutual respect, and fair treatment across the workforce.	Supports a collaborative workplace culture, improves employee engagement, and strengthens organisational cohesion.

### NURTURING TALENT

#### Growing Through 18 Years of Service

Sustaining long-term organisational capability requires more than recruitment; it depends on retaining experienced professionals who contribute to operational continuity and institutional knowledge. At Leader Energy, long-serving employees play an important role in strengthening technical expertise, mentoring younger talent and supporting the reliability of the Group's renewable energy assets.

Bun Boradech, a Senior Engineer in the Operations and Maintenance (O&M) Department, represents this continuity. Having served with Leader Energy for 18 years, his journey reflects how opportunities for growth, learning and responsibility can support long-term career development within the organisation.

Over the years, Bun has remained motivated by the opportunities to expand his technical capabilities while taking on greater responsibilities. As he explains, *"Growth opportunities, learning and taking on new challenges have kept me motivated. Being trusted with increasing responsibilities has helped me develop both technically and professionally."*

Leader Energy supports this development through structured training programmes and continuous learning opportunities. Internal and external training initiatives enable employees to strengthen their technical knowledge and remain up to date with evolving industry requirements.

Bun also emphasises the importance of teamwork in navigating operational challenges. During a major transformer project involving a 230kV, 200MVA auto transformer, the team encountered unexpected technical issues. Through close collaboration and leadership support, the team was able to identify solutions and maintain project timelines while ensuring high-quality outcomes.

For Bun, an inclusive workplace plays an important role in sustaining this collaborative culture. *"An inclusive and respectful means everyone feels valued, heard and treated fairly, regardless of their background or position. It allows people to share ideas openly and work together with mutual respect."*

With 18 years of service, Bun's journey represents the institutional knowledge and technical continuity that support Leader Energy's operations. Long-serving employees like him play an important role in maintaining operational expertise while mentoring the next generation of talent within the organisation.



Mr Bun Boradech, Senior Engineer, Operations and Maintenance Department (O&M), CTL

**7 CARE FOR OUR PEOPLE**

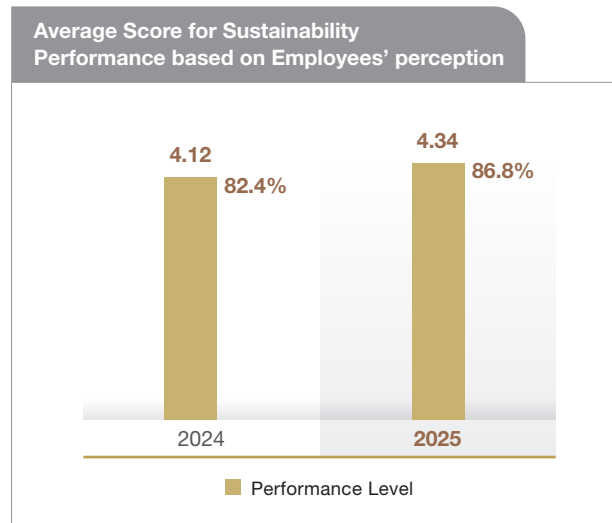
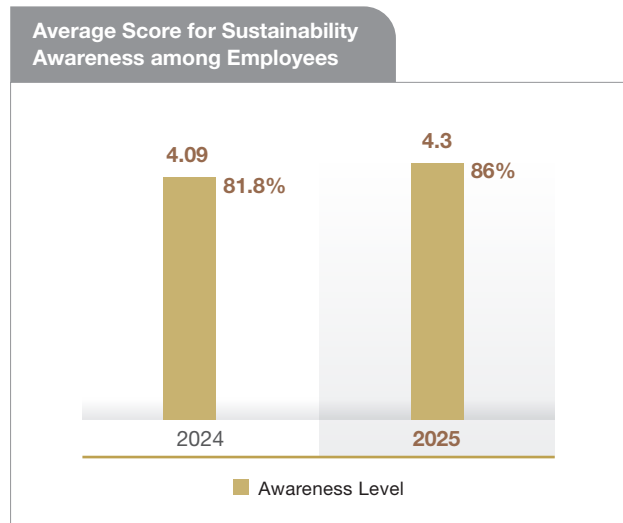
**NURTURING TALENT**

**PRIORITY 4**

**MONITORING AND EVALUATION**

Continuous monitoring and evaluation of employee performance and satisfaction remain central to our human capital strategy, providing insights that extend beyond productivity metrics. These assessments enable the Group to understand how effectively its people-focused initiatives are implemented and experienced across the organisation, creating a continuous feedback loop that supports improvement and relevance in our workplace practices.

Leader Energy’s performance management framework requires every employee to undergo two formal evaluations each year. In FY2025, this process was completed by all employees, reflecting a strong culture of accountability and engagement across the Group. The consistent application of this framework ensures that individual development objectives remain aligned with broader organisational priorities while supporting employees in achieving their professional goals.



Beyond performance assessments, the Employee Engagement Survey (EES) provides additional insight into how employees perceive the Group’s broader strategic priorities, including sustainability. The results indicate that sustainability is well recognised across Leader Energy’s workforce, with employees demonstrating a strong awareness of the Group’s initiatives and expressing confidence in its sustainability performance. This suggests that the Group’s sustainability agenda is not only communicated at the corporate level but is also understood and embraced within daily operations. Collectively, these insights reinforce the alignment between Leader Energy’s people strategy and its commitment to responsible and sustainable business practices.

**WAY FORWARD**

As the Group continues to expand within a more complex and technology-driven energy landscape, human capital will remain tightly integrated with business strategy and operational priorities. Emphasis will be placed on strengthening workforce planning discipline, deepening capability in critical technical and digital domains, and reinforcing leadership depth to support execution, risk management, and succession. Human capital data and workforce insights will be increasingly leveraged to inform management decisions, assess effectiveness, and recalibrate people practices, ensuring talent development continues to underpin organisational resilience, governance quality and sustained long-term performance.

**ENERGY INFRASTRUCTURE HAS THE POWER TO UPLIFT LIVES BY ENABLING INDUSTRIES, JOBS AND SUSTAINABLE GROWTH.**



### DIVERSITY, EQUITY AND INCLUSION (DEI)

Leader Energy’s approach to Diversity, Equity and Inclusion (DEI) is grounded in the belief that inclusion is not only a matter of fairness and representation, but a strategic enabler of stronger collaboration, better decision-making, and sustainable long-term growth. Recognising that its people are its greatest asset, the Group has embedded DEI into its organisational culture through a structured governance model, anchored by a cross-functional DEI Committee empowered to drive policy, programmes, and behavioural change across all business units and geographies.

Since its establishment in 2024, the DEI Committee has advanced inclusion through targeted policies, leadership engagement, awareness initiatives, training, and employee-led activities. These efforts have strengthened workforce engagement, deepened dialogue across teams, and reinforced a shared sense of purpose.

**“PROGRESS BEGINS WITH THE WILLINGNESS TO TRY. WHILE NOT EVERY INITIATIVE WILL BE PERFECT FROM THE START, EACH ATTEMPT WILL BRING INSIGHTS, COURAGE AND IMPROVEMENT. THE KEY IS TO START, BECAUSE TRANSFORMATION BEGINS THE MOMENT WE DECIDE TO TAKE THAT FIRST STEP.”**

### OUR DEI ANCHORS

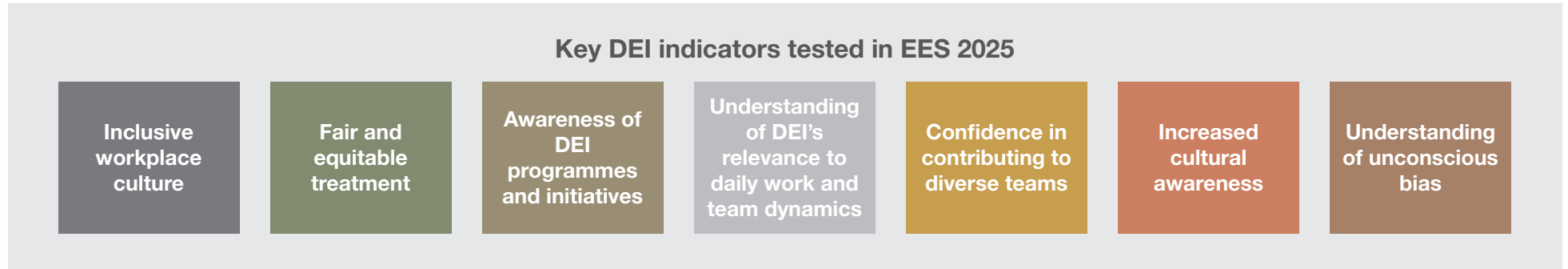


### NURTURING TALENT

7 CARE FOR OUR PEOPLE

NURTURING TALENT

The 2025 Group’s Employee Engagement Survey indicates that DEI is being consistently experienced in day-to-day work, not just understood in principle. Employees report strong agreement across key areas such as an inclusive culture, fair and equitable treatment, awareness of DEI programmes, and a clear understanding of how DEI relates to their roles and team dynamics. High confidence in contributing to diverse teams, improved cultural awareness, and understanding of unconscious bias further reflect a workplace where respect and inclusion are part of everyday interactions and leadership practices.

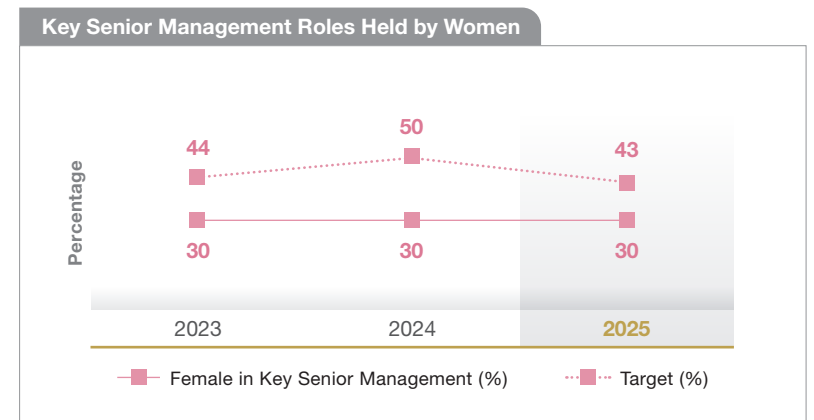


Strong agreement across all indicators suggests that DEI is embedded in everyday behaviours and decision-making, rather than existing solely at a policy level. Collectively, these outcomes reflect a maturing DEI culture that strengthens trust, psychological safety and collaboration across the organisation. Overall, the findings indicate a supportive DEI environment while also highlighting opportunities to further integrate DEI considerations into routine operational and decision-making processes.

**WOMEN IN SENIOR LEADERSHIP**

Women represented 43% of Key Senior Management roles in 2025, remaining above the Group’s target of more than 30% female representation in senior leadership. While the proportion declined from 50% in 2024, the change reflects an increase in the overall number of Key Senior Management positions during the year rather than a reduction in female participation.

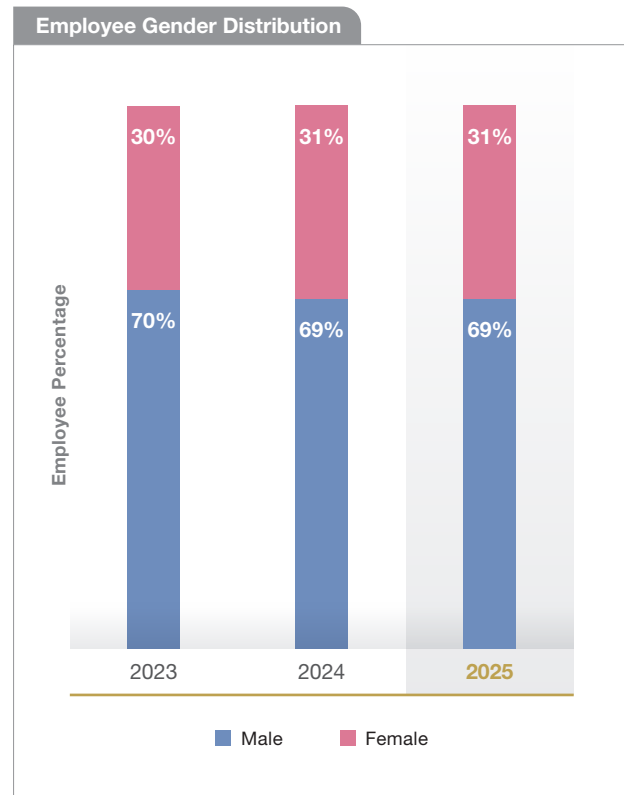
The continued presence of women across senior leadership roles indicates that gender diversity remains embedded within the Group’s leadership structure. As the organisation expands and new senior roles are introduced, maintaining balanced representation remains an important consideration in leadership development and succession planning. The overall trend reflects Leader Energy’s ongoing efforts to strengthen gender diversity within leadership positions by expanding opportunities for women to assume senior roles within the organisation.



### EMPLOYEE GENDER DISTRIBUTION

Leader Energy’s workforce composition shows a gradual shift toward a more balanced gender distribution over the three-year period. Female representation increased from 30% in 2023 to 31% in 2024 and 2025.

This change is reflected in the female-to-male employee ratio improving from 1:2.4 in 2023 to 1:2.2 in 2025, indicating a gradual narrowing of the gender gap within the organisation. The trend suggests that workforce expansion and hiring patterns over the period have contributed to a slightly higher participation of women across the Group’s operations.



### NURTURING TALENT

### GENDER DISTRIBUTION BY POSITIONS



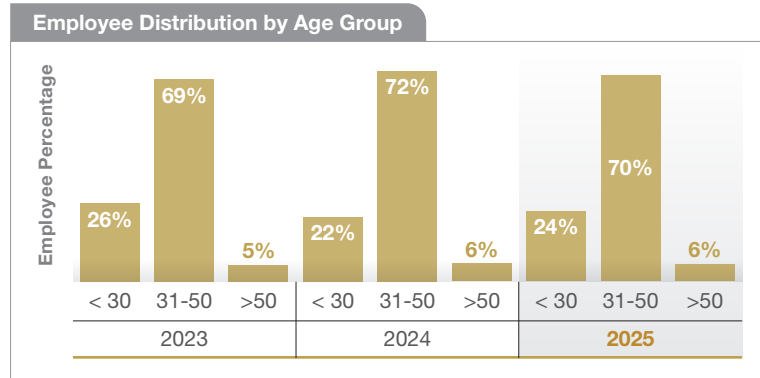
Within the organisational structure, female participation is most prominent at the middle management level (46%), followed by executive roles (49%), indicating a strong presence of women within the Group’s management pipeline. In contrast, non-executive roles remain predominantly male (13% female representation), largely reflecting the technical and operational nature of several roles within the energy sector.

Overall, the distribution suggests that while female participation is strong in certain managerial roles, representation varies across different levels of the organisation. The concentration of women in middle management positions indicates an internal pipeline for future leadership progression as employees advance through the organisational structure.

7 CARE FOR OUR PEOPLE

NURTURING TALENT

EMPLOYEE DISTRIBUTION BY AGE GROUP



In 2025, the majority of Leader Energy’s workforce falls within the 31–50 age group (70%), followed by employees aged 30 and below (24%) and those above 50 (6%). The overall distribution has remained largely stable since 2022.

This age structure reflects a workforce anchored by mid-career professionals who possess the technical expertise and operational experience required to support the Group’s project development and operational activities. A strong concentration within the 31–50 segment suggests that Leader Energy benefits from a mature talent base capable of managing complex energy assets, executing projects, and supporting organisational leadership functions. At the same time, the consistent presence of younger employees provides a developing pipeline of talent entering the organisation, allowing the Group to build capabilities for the future while maintaining operational continuity.

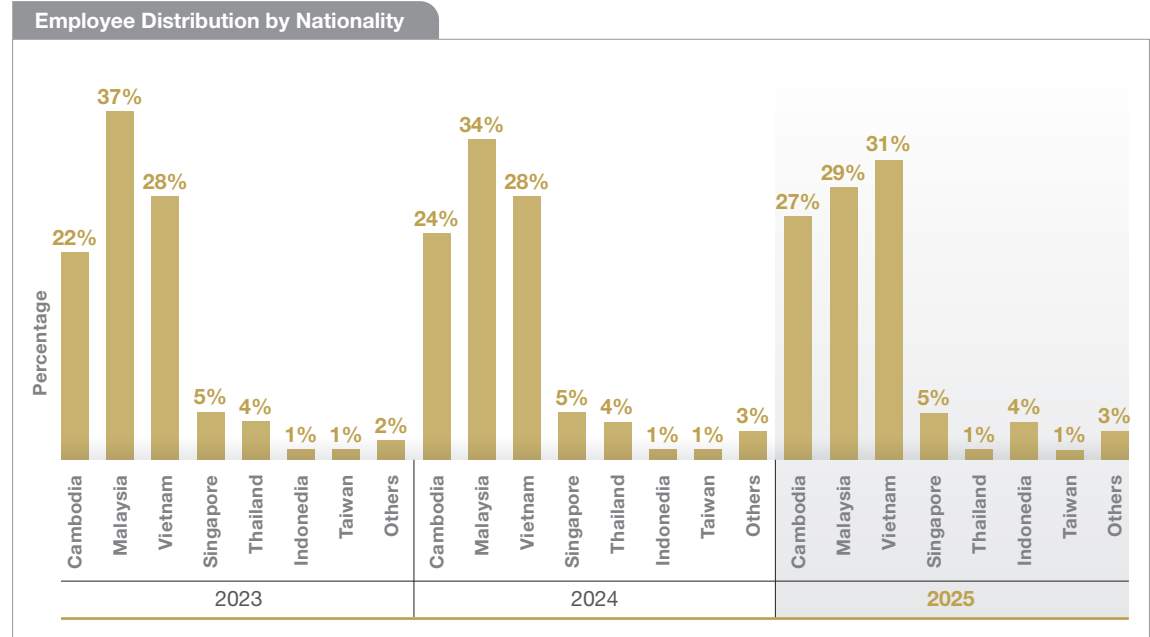
The current distribution also indicates a workforce profile that aligns with the technical and project-based nature of the renewable energy sector, where experience and specialised knowledge are critical for operational performance. Maintaining a stable core of experienced professionals enables Leader Energy to sustain project delivery capabilities while continuing to integrate new talent to support evolving operational and strategic requirements.

EMPLOYEE DISTRIBUTION BY NATIONALITY

In 2025, Leader Energy’s workforce was made up of a diverse nationalities, primarily from Vietnam (31%), Malaysia (29%), and Cambodia (27%), with smaller employee groups located in Singapore (5%), Indonesia (4%), Thailand (1%), Taiwan (1%), and other locations (3%). The distribution has shifted gradually since 2022 in line with changes in operational activity and workforce deployment across the Group’s regional markets.

The composition of the workforce broadly aligns with the Group’s operational footprint across Southeast Asia. Larger employee bases in Vietnam, Malaysia, and Cambodia correspond with locations where project development, asset management, and operational functions are more established. These markets host key technical, operational, and support roles that underpin the Group’s renewable energy portfolio.

The presence of employees from multiple nationalities across the organisation supports Leader Energy’s regional operating model. Local market familiarity and technical expertise remain important for navigating regulatory environments, managing project development cycles, and maintaining operational efficiency across jurisdictions. A geographically distributed workforce therefore enables stronger coordination between regional teams while supporting the Group’s ongoing expansion in its core markets.



### FEMALE TO MALE BASIC SALARY RATIO

The ratio of female to male basic salary showed notable variation across the reporting period. The ratio improved from 1:5.6 in 2023 to 1:1.9 in 2024, before widening to 1:3.7 in 2025. The increase in the gap during 2025 reflects changes in workforce composition across leadership levels.

YEAR	FEMALE : MALE BASIC SALARY RATIO	VARIANCE VS PREVIOUS YEAR
2023	1 : 5.6	-
2024	1 : 1.9	▼ 66%
<b>2025</b>	<b>1 : 3.7</b>	<b>▲ 95%</b>

The female-to-male basic salary ratio is influenced primarily by the distribution of employees across organisational levels and technical roles rather than differences in pay for equivalent roles. Changes observed in 2025 reflect shifts in workforce composition, particularly the reduced proportion of women in Senior Management positions, which carried higher remuneration levels.

As leadership positions represent a significant portion of the Group’s overall salary structure, variations in gender representation at these levels can affect the overall salary ratio at the organisational level. Leader Energy continues to review workforce composition and leadership development pathways to strengthen female representation in senior roles over time.

### RATIO OF LOCAL MINIMUM WAGE TO ENTRY-LEVEL WAGE

Across Leader Energy’s operating markets, entry-level wages continued to remain above local statutory minimum wage levels in 2025. The ratio increased in several countries, including Cambodia, Malaysia, Vietnam, Singapore and Indonesia, indicating that entry-level remuneration within the Group is positioned higher than minimum regulatory requirements in these jurisdictions.

COUNTRY	FY2023	FY2024	FY2025
Cambodia	1 : 1	1 : 1.14	<b>1 : 1.49 ▲</b>
Malaysia	1 : 2.53	1 : 2.60	<b>1 : 3.28 ▲</b>
Vietnam	1 : 1.43	1 : 1.83	<b>1 : 2.47 ▲</b>
Singapore	1 : 1.83	1 : 1.15	<b>1 : 1.57 ▲</b>
Thailand	1 : 6.10	1 : 7.53	<b>1 : 3.92 ▼</b>
Indonesia	1 : 2.91	1 : 1.20	<b>1 : 1.59 ▲</b>
Taiwan	1 : 1.67	1 : 1.75	<b>1 : 1.31 ▼</b>

The most pronounced ratios were observed in Malaysia (1:3.28), Vietnam (1:2.47), and Thailand (1:3.92), reflecting the relatively stronger gap between entry-level pay and statutory wage floors. Although Thailand recorded a decrease compared with 2024, entry-level wages remained significantly above the minimum wage benchmark.

Variations across markets are influenced by differences in national wage structures, labour market conditions, and the nature of roles within each country’s operations. Overall, the ratios demonstrate that the Group’s entry-level compensation structures are positioned above minimum wage thresholds across its operating jurisdictions.

### NURTURING TALENT

#### Progressive Wage Accreditation in Singapore

In 2025, LYS Energy Solutions Pte Ltd and LYS Energy Services Pte Ltd, both part of the Leader Energy Group, were accredited with Singapore’s Progressive Wage (PW) Mark, administered by the Singapore Business Federation (SBF). The accreditation recognises organisations that implement structured wage progression and fair employment practices aligned with national labour standards.

This milestone confirms the Group’s approach to responsible workforce management within its regional operations. By aligning remuneration structures with recognised benchmarks, Leader Energy strengthens compliance, supports workforce stability, and reinforces operational integrity across its Singapore entities.

The PW Mark accreditation reflects the Group’s broader commitment to embedding social responsibility into business practices, ensuring that growth in the renewable energy sector is underpinned by sound governance, equitable employment standards, and long-term sustainability.



## 7 CARE FOR OUR PEOPLE

### NURTURING TALENT

#### DIVERSITY, EQUITY AND INCLUSION (DEI) TRAINING

Leader Energy recorded a 92% completion rate for DEI training in 2025, exceeding the Group's target of training more than 90% of employees. The training was incorporated within the Sustainability Awareness programme, ensuring that diversity, equity and inclusion considerations are addressed as part of broader organisational learning.

**92%**  
**EMPLOYEES**  
completed  
DEI Training  
in 2025

Achieving this level of coverage indicates that DEI topics have been embedded across the workforce rather than limited to specific groups. The widespread participation supports a common understanding of workplace expectations related to fairness, inclusion, and respectful conduct across the organisation.

#### HR EXCELLENCE AWARDS 2025: A MILESTONE IN OUR DEI JOURNEY

At the HR Excellence Awards Malaysia 2025, Leader Energy was recognised with the Bronze Award for Excellence in Diversity, Equity, and Inclusion, affirming the Group's commitment to embedding inclusive practices across its workforce. The recognition reflects the tangible progress of its DEI journey, led by a cross-functional committee driving policy development, awareness initiatives, leadership engagement, and measurable cultural change. More than an accolade, the award underscores Leader Energy's belief that equity and inclusion are not symbolic gestures, but strategic enablers of stronger leadership, deeper collaboration, and sustainable organisational performance.

### DEVELOPING WOMEN LEADERS TO STRENGTHEN ORGANISATIONAL CAPABILITY

As part of its Diversity, Equity, and Inclusion ("DEI") strategy, Leader Energy introduced the Leader Energy Women's Network (LEWN) across its operating markets in conjunction with International Women's Day 2025. The Network has been established as a structured internal platform to strengthen women's participation in leadership, expand access to mentorship, and support professional development and cross-market collaboration. Aligned with the global theme "Accelerate Action," the initiative reflects the Group's focus on translating inclusion commitments into practical measures that build leadership pipelines and improve gender representation. By embedding targeted support for women into its people and governance frameworks, Leader Energy seeks to enhance workforce capability, strengthen talent retention, and cultivate a more diverse leadership base that supports sustainable operations and long-term value creation.

#### Learning, Leading and Powering the Future

Building a strong and capable workforce is essential in the rapidly evolving renewable energy sector. Leader Energy provides opportunities for young professionals to learn, grow and contribute meaningfully forms an important part of the Group's approach to diversity, equity and inclusion.

Aqilah Hani Binte Alfian's journey within the organisation reflects how early exposure and mentorship can shape professional development. She first joined Leader Energy as an intern with very limited knowledge of the solar energy industry. Entering a technically specialised field was initially challenging, but the guidance of experienced mentors and the support of colleagues helped her gradually understand the complexities of renewable energy projects.

Motivated by her passion for sustainability, Aqilah saw the renewable energy sector as an opportunity to contribute to a more sustainable future. As she explains, "I have always been interested in the green and sustainable movement. I believe it is very rewarding to be able to contribute efforts into making an impact to the future."

Through hands-on project exposure and collaboration with different departments, Aqilah steadily strengthened her technical knowledge and problem-solving skills. The opportunity to work closely with multidisciplinary teams allowed her to gain a deeper understanding of project execution while building resilience and confidence in navigating complex challenges.

Over time, she was able to leverage these experiences to progress into her current role as a Project Engineer within the Project Management Department. Today, she contributes to the coordination and delivery of renewable energy projects, working alongside colleagues from various technical and operational functions.

Reflecting on her experience, Aqilah encourages more women to explore opportunities within the energy sector. In her words, "Always stay curious and proactive in this constantly evolving industry. Do not underestimate the value that you hold to contribute, innovate and lead in this field."



*Ms Aqilah Hani Binte Alfian Project Engineer  
Project Management Department LYS Energy  
(Singapore)*

### MEN AS ALLIES IN BUILDING AN INCLUSIVE WORKFORCE

Leader Energy’s Diversity, Equity, and Inclusion (DEI) strategy is anchored in building an inclusive, resilient, and high-performing workforce that supports long-term value creation. As part of this commitment, the Group has established the Leader Energy Men’s Network in November 2025 as a structured internal platform to promote positive role models, mental well-being, leadership development, and mentorship. The Network facilitates open dialogue on men’s health, work–life balance, career progression, and community engagement, reinforcing a respectful and psychologically safe workplace. By addressing gender inclusion holistically and developing men as allies, mentors, and responsible leaders, this initiative strengthens organisational capability, supports talent retention, and contributes to sustainable operations and responsible growth across the Group.



### NURTURING TALENT

#### ACKNOWLEDGING FAMILY ROLES IN OUR DEI APPROACH

As part of Leader Energy’s approach to Diversity, Equity and Inclusion (DEI), the Group recognises both Mother’s Day and Father’s Day as opportunities to acknowledge caregiving responsibilities and the realities of family life across our workforce. These engagements reflect our understanding that employee well-being, inclusion, and sustained performance are closely linked to how organisations respect personal roles beyond the workplace. By creating space to recognise parents and caregivers across markets, we reinforce a culture of empathy, balance, and belonging that supports retention, engagement, and long-term organisational resilience.



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

#### WAY FORWARD

The Group will focus on maintaining discipline in how DEI initiatives are governed, measured, and embedded into people management processes. Priority will be given to sustaining leadership diversity gains, strengthening accountability for inclusive behaviours, and ensuring that internal networks remain relevant to workforce needs and business priorities. DEI will continue to be treated as a capability issue, supporting effective leadership, workforce stability, and sound decision-making as the organisation develops.

7 CARE FOR OUR PEOPLE

# CARE FOR OUR COMMUNITY

## OUR APPROACH

**CARE FOR OUR COMMUNITY** is a key strategic priority for Leader Energy as we recognise that the success of our renewable energy projects is closely linked to the well-being of the communities in which we operate. By supporting local initiatives and development programmes, we aim to create shared value that strengthens relationships, fosters trust and reinforce our social licence to operate. Through this commitment to care for our community, we seek to contribute to local progress while ensuring that our business activities are carried out responsibly and with consideration for broader societal needs. This approach also aligns with growing stakeholder expectations for responsible corporate conduct, transparency and meaningful community engagement, while supporting the long-term sustainability and resilience of our operations.



Community investment supports sustainable operations at Leader Energy by strengthening the relationship between our renewable energy projects and the communities in which they operate. As our assets are closely integrated with local environments, caring for our communities is essential to maintaining responsible operations and ensuring long-term operational stability. By supporting initiatives that respond to local needs, we foster trust, reinforce our social licence to operate and promote positive engagement with stakeholders surrounding our project sites.

Through our commitment to care for our community, Leader Energy also helps sustain stable operating conditions for our assets. Initiatives in education, environmental stewardship and social development translate our presence into meaningful local value while supporting community well-being. This approach enables our operations to remain resilient, responsible and aligned with our broader sustainability commitments as we continue to expand our renewable energy portfolio.

STRATEGIC THEME	FY2025	FY2024	FY2023
Environment Conservation & Climate Action	32	29	16
Promoting Community Health & Well-being	5	20	6
Improving Community Livelihoods	27	17	33










The teams from LSE and LSE II hosted their annual Hari Raya celebration with children and teachers from Pertubuhan Rumah Anak Yatim Kuala Muda and Pertubuhan Jariah Qaseh Malaysia, fostering community engagement and inclusivity.

The distribution of Corporate Social Responsibilities (CSR) programmes reflects Leader Energy's intention to align community engagement more closely with the Group's long-term sustainability priorities. By placing greater emphasis on environment conservation and climate action, the Group reinforces its role as a renewable energy developer that actively supports the ecological resilience of the environments in which its assets operate. At the same time, initiatives focused on community livelihoods demonstrate Leader Energy's commitment to ensuring that the presence of its projects contributes to local socio-economic development. Together, these efforts support the Group's broader approach to care for our community, strengthening stakeholder relationships and reinforcing the stability and sustainability of its operations in key markets.

CSR IMPACT HIGHLIGHTS

CARE FOR OUR COMMUNITY

<p><b>USD 306,360</b>  <b>INVESTED IN COMMUNITY INITIATIVES</b> across Leader Energy’s operating countries.</p> 	<p><b>2,748</b>  <b>EMPLOYEE VOLUNTEER HOURS</b> contributed towards community and environmental programmes.</p> 	<p><b>7,000</b>  <b>TREES PLANTED,</b> supporting ecosystem restoration and biodiversity conservation.</p> 	
<p><b>58</b>  <b>BAGS OF BLOOD DONATED,</b> contributing to critical healthcare support for local communities.</p> 	<p><b>181.9</b>  <b>TONNES OF WASTE COLLECTED</b> through environmental clean-up initiatives.</p> 	<p><b>4,338</b>  <b>DIRECT BENEFICIARIES</b> reached through Leader Energy’s CSR programmes.</p> 	<p><b>82%</b>  <b>OF EMPLOYEES REPORTED PARTICIPATING IN</b> at least one CSR programme in 2025.</p> 

KEY CSR INITIATIVES CONDUCTED IN FY2025

<p><b>1 ENVIRONMENT CONSERVATION AND CLIMATE ACTION</b> </p> <ul style="list-style-type: none"> <li>Cleanliness drives in communities and public spaces</li> <li>Beach and river clean-up initiatives</li> <li>Tree planting and biodiversity restoration activities</li> <li>Environmental outreach and education programmes at schools and learning institutions</li> <li>Climate awareness and sustainability engagement with local stakeholders</li> </ul>	<p><b>2 PROMOTING COMMUNITY HEALTH AND WELL-BEING</b> </p> <ul style="list-style-type: none"> <li>Food aid programmes for underprivileged families</li> <li>Health and safety awareness, including first aid and waste segregation training</li> <li>Volunteer support at community kitchens and social care organisations</li> <li>Blood donation drives in partnership with national and regional health bodies</li> <li>Medical equipment support and wellbeing initiatives for vulnerable groups</li> </ul>	<p><b>3 IMPROVING COMMUNITY LIVELIHOOD</b> </p> <ul style="list-style-type: none"> <li>Scholarship and educational support for students from disadvantaged backgrounds</li> <li>Infrastructure and learning space improvements at schools and kindergartens</li> <li>Skills development, volunteering, and community empowerment programmes</li> <li>Disaster relief and essential aid for affected communities</li> <li>Renewable energy and public infrastructure support, including solar lighting and clean energy access</li> </ul>
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## 7 CARE FOR OUR PEOPLE

### CARE FOR OUR COMMUNITY

#### STRATEGIC THEME 1:



## ENVIRONMENT CONSERVATION AND CLIMATE ACTION

Environmental responsibility is embedded in how Leader Energy plans, operates, and engages with communities. Our environmental CSR focuses on practical interventions that address real environmental challenges, from ecosystem protection to climate-related awareness and action. Rather than symbolic gestures, we prioritise initiatives that deliver measurable outcomes and strengthen long-term environmental resilience across the areas in which we operate.

### REVIVING MANGROVES AND STRENGTHENING COASTAL LIVELIHOODS

Leader Energy's Five-Year Mangrove Conservation and Climate Action for Sustainable Living Programme (2024–2028) combines 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, the programme integrates ecological rehabilitation with meaningful community participation, recognising that the health of coastal environments is directly linked to the well-being and livelihoods of the people who depend on them.

Mangroves serve as a critical line of defence for coastal communities. By restoring degraded areas, the programme reinforces natural protection against erosion and storm surges while supporting fisheries that sustain local food security and income generation. This approach ensures that environmental action translates into tangible socio-economic value, safeguarding both natural and human systems over the long term.

At the heart of the initiative is community inclusion. A total of 37 local jobs were created, supported by an investment of RM337,500 in community employment and wages. Local participation extended to 3,094 hours of work contributed by 87 community members, alongside 1,765 volunteer hours from 333 external participants. These efforts not only provided income opportunities but also strengthened a sense of ownership and stewardship over the mangrove ecosystem, embedding sustainability practices within the community itself.

Engagement and education further amplified the programme's social impact. A total of 35 stakeholder engagements were conducted to align efforts across local communities, partners, and institutions, while three targeted education and training sessions enhanced knowledge and capacity. Through the Mangrove Forest Rangers initiative, 258 students from 10 schools participated in awareness activities, fostering early environmental consciousness and cultivating future stewards of coastal ecosystems. These outcomes position the mangrove programme as more than an environmental initiative. It is a community-centred model that creates livelihoods, builds local capacity, and strengthens resilience by ensuring that sustainability is not only restored in the landscape, but embedded within the people who sustain it.



### 2025 PROGRAMME MILESTONES



**7,000** MANGROVE TREES PLANTED, achieving 100% of the annual planting target



**83%** MANGROVE SURVIVAL RATE recorded through ongoing monitoring and site maintenance.



**333** EXTERNAL VOLUNTEERS PARTICIPATED, contributing **1,765** VOLUNTEER HOURS to restoration activities.



**87** LOCAL COMMUNITY MEMBERS ENGAGED, contributing **3,094** HOURS to planting and maintenance works.



**87** LOCAL JOBS WERE CREATED, supported by an investment of **RM337,500** in community employment and wages

### 2025 PROGRAMME MILESTONES

**180.29 TONNES** OF WASTE COLLECTED from major waterways, including Mekong River (68 tonnes), Bassac River (57 tonnes), and Tonle Sap River (55 tonnes).

**316 TONNES** OF WASTE (80%) diverted to a Waste-to-Energy facility, supporting responsible waste management.

**22 TONNES** OF WASTE RECYCLED, representing 6% of total waste collected.

**37 JOBS CREATED**, including 6 employees recruited, 2 part-time employees hired, and 29 clean agents engaged.

**14 OUTREACH EVENTS CONDUCTED**, engaging 15,014 volunteers and 18 schools in environmental awareness activities.

**USD 214,969** INVESTED TO SUPPORT PROGRAMME IMPLEMENTATION, including operations, assets, human resources, events, and outreach activities.

### CARE FOR OUR COMMUNITY

### FUTURE PLAN FOR 2026

Conduct **AT LEAST TWO MANGROVE CONSERVATION AND EDUCATION PROGRAMMES** in collaboration with local education authorities, engaging up to **100 STUDENTS PER PROGRAMME**, building on the initiatives implemented in 2025.

Organise **MANGROVE PLANTING EVENTS** with the participation of **LEADER ENERGY EMPLOYEES, STUDENTS, AND STAKEHOLDERS**, with activities planned at Forest Compartment 10, Merbok Forest Reserve/ Sungai Muda area.

Continue the **REHABILITATION OF DEGRADED MANGROVE AREAS** with a target of planting approximately **6,000 MANGROVE TREES** in 2026, involving community groups and volunteers, including 4,000 trees by SHBKTN members, 1,000 trees by the Kedah community, and 1,000 trees through Leader Energy's mangrove planting event.

7 CARE FOR OUR PEOPLE

CARE FOR OUR COMMUNITY

RESTORING RIVERS, EMPOWERING COMMUNITIES

Leader Energy’s River Cleanup Mission in Cambodia demonstrates how environmental initiatives can generate meaningful social value for communities living along key waterways. Implemented in partnership with River Ocean Cleanup, the five year programme (2023-2028) integrates river restoration with community participation, ensuring that conservation efforts also contribute to local livelihoods and long-term socio-economic resilience.

A central component of the initiative is the creation of employment opportunities for local residents. Community members are engaged as clean agents and programme employees, supporting waste collection, sorting, and river restoration activities across the Mekong, Bassac, and Tonlé Sap rivers. In 2025, the programme created 37 job opportunities, including clean agents and operational employees, providing stable income opportunities while strengthening community ownership of environmental stewardship efforts.

Beyond direct employment, the initiative fosters wider community engagement through environmental education and volunteer participation. More than 15,000 volunteers, including students, teachers, and community members from 18 schools, participated in awareness activities that promote responsible waste management and environmental protection. These engagements help cultivate environmental responsibility among younger generations while strengthening collaboration between communities and local stakeholders.



(From left) Mr Ronnie Koo, Group Chief Operating Officer, Leader Energy, and Mr Heng Sopheana, Deputy Governor of Pursat Province, who represented His Excellency Khoy Rida, Governor of Pursat Province, at the Tonlé Sap clean-up event held in collaboration with River Ocean Cleanup (ROC).

From an environmental perspective, the programme contributes to improving the health of Cambodia’s freshwater ecosystems by removing plastic and solid waste from major waterways. In 2025 alone, over 180 tonnes of waste were collected, with the majority diverted to a waste-to-energy facility and a portion recycled, reducing the amount of plastic entering the Tonlé Sap basin and surrounding river systems.

By combining livelihood opportunities, community engagement, and environmental restoration, the River Cleanup Mission demonstrates a holistic approach to sustainability by supporting local economic participation while contributing to cleaner waterways and stronger environmental stewardship across Cambodia’s river communities.

PLACING RESPONSIBILITY IN SHARED SPACES



(From left) Members of Leader Energy’s CTL III team – Mr Chea Chourn, Mr Srun Piseth, and Mr Syed Nasaruddin bin Syed Isa – with Mr Ong Bunthouern, Head of the Kampong Thom Department of Environment, and his team.

In Kampong Thom, Cambodia, Cambodian Transmission III Co., Ltd. (CTL III), a Leader Energy company, supported community-led environmental care by donating 20 waste bins to the local Department of Environment. Placed at a pagoda and a public recreation area, the bins help improve waste management and keep shared spaces clean for residents and visitors alike.

What makes this effort meaningful is not the scale, but the intent: enabling everyday choices that shape how public spaces are treated. By placing simple tools where community life happens, Leader Energy contributes to habits that last beyond a single project, supporting cleaner surroundings through collective responsibility.

## NURTURING ENVIRONMENTAL RESPONSIBILITY IN CAMBODIAN SCHOOLS

Leader Energy partnered with Cambodia’s Ministry of Environment to support environmental awareness and responsible waste management practices among students through the provision of waste separation infrastructure to public schools.

Represented by Dato’ Sean H’ng, Executive Deputy Chairman and Group CEO, Leader Energy handed over 119 sets of Three-Compartment Steel Bin Stations to His Excellency EANG Sophalleth, Minister of Environment, for distribution to 100 public schools across Tboung Khmum and Kampong Thom Provinces. The initiative is expected to benefit more than 27,000 students, teachers and school employees, encouraging the practice of waste separation within school environments.

Conducted in collaboration with the Ministry of Environment and the STEM Education Organisation for Cambodia, the initiative supports the Government’s Circular Strategy on Environment by fostering environmental responsibility from an early age. By introducing structured waste segregation systems in schools, the programme aims to nurture environmental awareness and cultivate responsible waste management habits among younger generations. Through such initiatives, the Group continues to contribute to environmental stewardship and community development while advancing its vision of RE-Energising a Tomorrow where renewable energy uplifts lives and economies.



(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 Monyneath Vann, Under Secretary of State; and His Excellency Sabo Ojano, Secretary of State.

### STRATEGIC THEME 2:



## CARE FOR OUR COMMUNITY

### PROMOTING COMMUNITY HEALTH AND WELL BEING

Leader Energy’s approach to community health focuses on practical support that improves everyday safety, access, and wellbeing. Our CSR initiatives under this theme are designed to address real community needs, from health awareness and basic services to programmes that strengthen physical and mental resilience. By prioritising actions with direct social benefit, we aim to support healthier communities across the areas in which we operate.

#### WALKING ALONGSIDE, LEARNING TOGETHER



Leader Energy’s volunteers with NASOM students, their families, teachers, and caregivers at the NASOM Eco Walk.

Over the past year, Leader Energy employees stepped beyond their desks and into spaces where care, patience, and understanding matter most. Through a series of volunteer engagements with the National Autism Society of Malaysia (NASOM), our teams spent time with children and youth across five centres in Taman Supreme, Jalan Ipoh, Teluk Pulai, Bandar Puteri, and Gombak, as well as during the EcoWalk at Taman Eko Rimba, Kuala Lumpur. In support of these efforts, Leader Energy also provided monetary contributions to NASOM, to strengthen the organisation’s ongoing programmes for children with autism.

Each visit was shaped by simple, meaningful acts. Volunteers engaged students through hands-on activities such as baking, eco printing, telematch games, gardening, centre upkeep, and guided nature experiences, creating opportunities for learning, interaction, and connection in both indoor

## 7 CARE FOR OUR PEOPLE

### CARE FOR OUR COMMUNITY



(Right) Ms Evelyn Chee, Chief Sustainability and Strategy Officer of Leader Energy and Mr Julian Wong, Chairman of the Board of Management, NASOM.

and outdoor settings.

The impact was felt in powerful ways. Teachers and caregivers observed growing confidence, improved interaction, and moments of self-expression among the students. For our volunteers, listening to NASOM's educators and spending time with the children deepened their understanding of autism and reminded them that inclusion begins with presence, patience, and genuine care.

From one centre to another, from classrooms to forest paths, these experiences became more than volunteer sessions. They became shared moments of learning and belonging. Through the hands of its people, Leader Energy continues to build community impact not through grand gestures, but through simple acts that say to every child, in every space, you are seen, valued, and supported.

### FOR THOSE WHO HAD TO LEAVE HOME

In moments of crisis, what people need most is not only shelter or supplies, but the reassurance that they are not alone. Through Cambodian Transmission Limited (CTL), a Leader Energy company, a contribution of USD 50,000 was made to the Cambodian Red Cross to support humanitarian relief for refugees affected by recent border conflicts.

Presented at the Cambodian Red Cross Headquarters in Phnom Penh, this act of giving carried a simple message: that even in the face of displacement and uncertainty, dignity and care must never be out of reach. The support strengthens relief efforts that provide safety, medical aid, and hope to families who have been forced to leave behind what is familiar.

More than a donation, this gesture stands as a quiet promise to stand with communities in their most vulnerable moments, and to choose humanity when it matters most.



(Third from left) Mr Felimonito Lirasan, General Manager, CTL; Ms Sally Ng and Ms Ezraila Mohamad Isa of Leader Energy, presented a mock cheque to Her Excellency Pom Chantiny, Secretary General of the Cambodian Red Cross who represented Her Majesty The Queen of Cambodia, Chief Honorary President; and Her Excellency Dr Bun Rany Hun Sen, President of the Cambodian Red Cross at the Cambodian Red Cross Headquarters in Phnom Penh.

### CONNECTING GENERATIONS AT LENTOR HEALTH NURSING HOME

Through LYS SG, Leader Energy continues to foster meaningful community engagement by supporting elderly wellbeing and intergenerational connection at Lentor Health Nursing Home. Volunteers spent time with residents through cultural craft activities inspired by the Dragon Boat Festival and a lively karaoke session, creating moments of companionship, joy and social interaction.



Leader Energy's LYS Energy (Singapore) team visited Lentor Health Nursing Home to celebrate the Dragon Boat Festival with the residents of the nursing home.

Beyond the visit, Leader Energy strengthened its support by adopting the Community Edible Garden at Lentor Health Nursing Home, enabling volunteers to contribute to the maintenance of the garden while encouraging residents' participation in a shared green space. Essential care items were also donated to support the needs of approximately 250 residents. This initiative reflects Leader Energy's commitment to building inclusive communities, promoting volunteerism and creating positive social impact through meaningful engagement with vulnerable groups.

STRATEGIC THEME 3:



IMPROVING COMMUNITY LIVELIHOOD

Leader Energy’s community livelihood initiatives focus on strengthening the economic and educational foundations of the communities where we operate. Through targeted support for skills development, access to education, and local capacity building, our CSR programmes are designed to create practical opportunities that contribute to long-term self-reliance and social mobility.

WHERE A SCHOOL BECOMES A BEGINNING

In Reang Til Village, Pursat Province, the groundbreaking of a new primary school marked more than the start of construction; it signalled the start of possibility for a community’s children. Built in collaboration with our long-standing partner, Electricité du Cambodge (EDC), the Reang Til Primary School is designed to be a safe, inclusive, and future-ready space for learning.

Beyond classrooms and administration offices, the school will be equipped with a Leader Energy-sponsored rooftop solar system, providing clean and reliable electricity for daily learning. In a setting where power access can shape opportunity, renewable energy becomes part of the educational environment itself by supporting continuity, comfort, and resilience. Created to serve the next generation of students, the school stands as a commitment to education that is not only accessible, but sustainable. In Reang Til, a foundation has been laid not just in concrete, but in the promise of brighter futures.



(Fifth from left) Mr Nara Chamroeun, District Governor of Pursat, Cambodia; Mr Kong Puthy, Director of Transmission Department, Electricité du Cambodge (EDC) and Task Force Team Leader for Reang Til Commune; Mr Ronnie Koo, Group Chief Operating Officer, Leader Energy; Mr Felimonito Lirasan, General Manager, CTL; and Ms Evelyn Chee, Chief Sustainability and Strategy Officer, Leader Energy.

CARE FOR OUR COMMUNITY

BUILDING FOUNDATIONS AT PHIN NGAN KINDERGARTEN



LNTH’s team with students and teachers of Phin Ngan Kindergarten, where the team donated essential equipment to improve school facilities.

As part of its community investment in Vietnam, Leader Energy supported Phin Ngan Kindergarten with targeted improvements to basic infrastructure, including the installation of water heaters, repair of sinks, and hygiene education for students. These upgrades strengthened daily operations and created a safer, more functional learning environment for early childhood education.

The initiative also engaged children through simple cultural activities, reinforcing learning in a warm and supportive setting. By addressing both physical facilities and everyday practices, the project delivered immediate benefits to student wellbeing while contributing to longer-term educational quality.

Through practical interventions at the earliest stage of learning, Leader Energy continues to invest in community resilience, recognising that meaningful impact is built through care for the details that shape a child’s everyday experience.

## 8 STRONG BUSINESS GOVERNANCE

## CARE FOR OUR COMMUNITY

## POWERING KNOWLEDGE WITH SOLAR ENERGY

In Vietnam, Leader Energy, through its subsidiary LYS Energy (Vietnam) Co., Ltd., collaborated with Maersk, and other corporate entities to support the Container Library Project, an initiative that transforms repurposed shipping containers into accessible learning spaces for local communities.

To enhance the sustainability of the project, Leader Energy installed a solar energy system on the rooftop of the container library, enabling the facility to operate using clean and renewable power. This integration of solar technology not only supports the library's operations but also demonstrates the practical application of renewable energy in community infrastructure.

By combining education with renewable energy solutions, the initiative creates a meaningful community space while reflecting Leader Energy's commitment to supporting both local development and the transition towards sustainable energy.

*LYS Energy (Vietnam) collaborated with Maersk to deliver a container-based library powered by a rooftop solar system, ensuring a reliable supply of clean, renewable energy.*



## WAY FORWARD

Leader Energy views employee participation as an important indicator of how effectively its CSR agenda is embedded across the organisation. The Employee Engagement Survey results show that CSR recorded a 4.3 score, while 82% of employees reported participating in at least one CSR programme in 2025. For stakeholders, this signals that the Group's community initiatives are not limited to corporate-level commitments but are supported through active employee involvement across operating locations. This level of participation reflects a workforce that is engaged in delivering Leader Energy's community agenda, strengthening the credibility and continuity of the Group's "Care for Community" approach.

Going forward, the Group will continue to focus community investment on areas where its presence, expertise, and resources can make a practical difference to local conditions. Emphasis will remain on initiatives that are closely linked to operating locations, respond to clearly identified community needs, and support stable, long-term operating environments. By maintaining a targeted and outcomes-driven approach, community investment will continue to support asset continuity, stakeholder confidence, and responsible growth as the Group's portfolio evolves.



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

RELIABLE ENERGY ACCESS SUPPORTS  
EDUCATION, BUSINESS GROWTH AND IMPROVED  
QUALITY OF LIFE FOR COMMUNITIES.



### OUR APPROACH

Leader Energy embeds human rights considerations into the way the Group operates across its global footprint. Our approach is anchored in compliance with national labour regulations while drawing guidance from international standards such as the International Labour Organisation (ILO) Declaration and the United Nations Guiding Principles (UNGPs) on Business and Human Rights. The Group Human Rights Commitment, introduced in FY2023, establishes a clear and consistent position on labour rights, fair treatment and workplace dignity across all operating entities. It also sets expectations for contractors, suppliers and partners, ensuring that human rights considerations are reflected throughout our broader value chain.



Respect for human rights forms an important component of Leader Energy’s sustainable operations, particularly in managing workforce practices and supplier relationships across its project locations. The Group applies Human Rights Due Diligence (HRDD) processes to identify and address potential risks related to labour practices within its operations and supply chain. These assessments guide engagement with suppliers and contractors to ensure that business partners adhere to responsible labour standards and operate in alignment with the Group’s human rights expectations.

Leader Energy also maintains a grievance mechanism that allows employees, communities and other relevant stakeholders to raise concerns related to workplace conduct or labour practices through formal and confidential channels.

### OUR HUMAN RIGHTS COMMITMENT

Leader Energy sets clear principles on how people are treated across its operations and business relationships. Operating across multiple jurisdictions requires a consistent approach to labour practices, employee rights, and workplace conduct. Our Human Rights Commitment define these expectations and provide a common framework for decision-making across the Group.

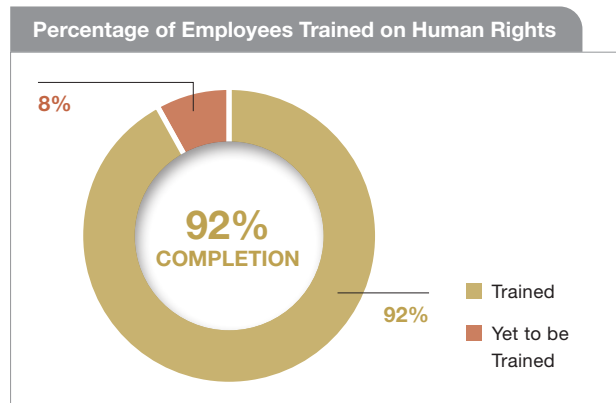
# HUMAN RIGHTS

Our human rights principles reflect recognised international norms and are embedded into our policies, management systems, and daily operations. They guide how we engage employees, contractors, and partners, supporting fair employment, responsible workforce management, and ethical business conduct. By applying these standards in practice, Leader Energy strengthens governance, manages social and reputational risk, and supports sustainable long-term growth.

HUMAN RIGHTS PRINCIPLE	LEADER ENERGY’S COMMITMENT
<b>Freedom of Association</b>	Leader Energy respects employees’ rights to establish and join organisations or trade unions of their choice without prior approval or fear of reprisal.
<b>Rejection of Forced Labour and Child Labour</b>	The Group strictly prohibits all forms of forced, bonded or compulsory labour, including child labour. No individual is required to work against their will and the exploitation of children is not tolerated.
<b>Minimum Age</b>	Leader Energy complies with the minimum working age requirements established by the laws and regulations of the countries in which it operates and only hires individuals of legal working age.
<b>Fair Wages and Equal Pay</b>	Through a “Fair Wage for Fair Work” approach, remuneration is aligned with the nature of work performed. The Group aims to ensure employees receive wages that meet basic needs and reflect job scope and capability without bias related to gender, ethnicity or other characteristics.
<b>Equal Employment</b>	Leader Energy provides equal employment opportunities based on qualifications, experience and technical expertise. All employees are given equal access to opportunities and fair treatment in the workplace.
<b>Non-Discrimination</b>	The Group maintains a zero-tolerance stance towards discrimination and takes reasonable measures to ensure employees and stakeholders are treated with dignity and respect.

## 7 CARE FOR OUR PEOPLE

### HUMAN RIGHTS



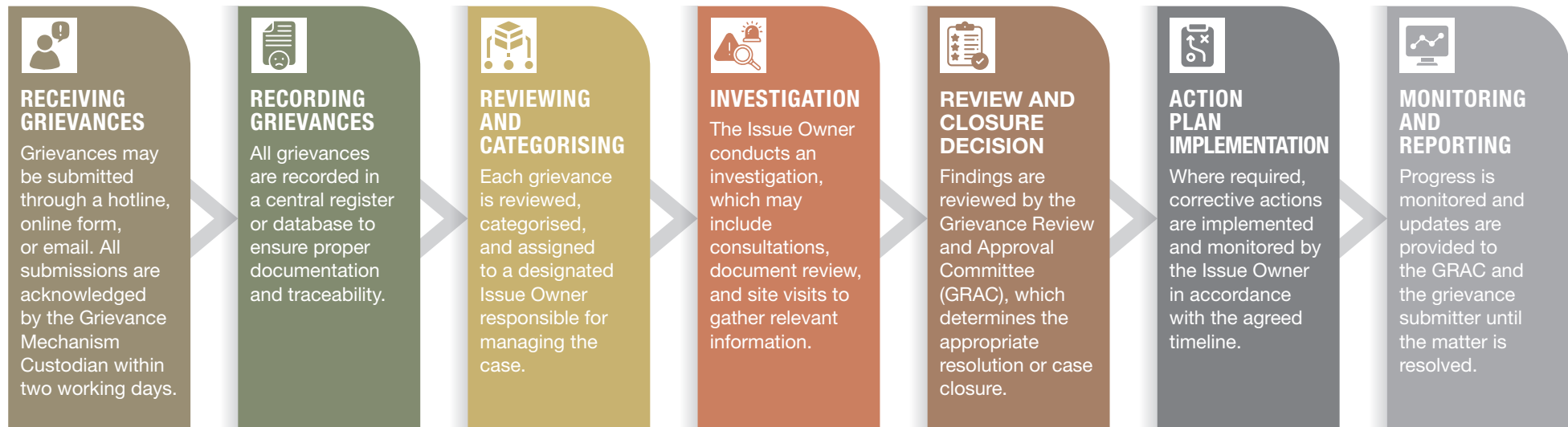
Leader Energy achieved a 92% completion rate for human rights training in FY2025, surpassing the Group's target of training more than 90% of employees. The training programme is part of the Group's broader effort to strengthen awareness and understanding of human rights responsibilities across its workforce.

The programme aims to ensure that employees are familiar with the Group's human rights commitments, including expectations related to labour practices, workplace conduct, and respect for communities affected by its operations. By embedding human rights awareness within employee training programmes, Leader Energy continues to reinforce responsible operational practices across its organisation.

### GRIEVANCE MECHANISM

Leader Energy maintains a formal grievance mechanism to ensure that concerns can be raised and addressed in a transparent, orderly, and accountable manner. The procedure is available to employees and external stakeholders, providing defined channels for reporting issues and seeking resolution.

Confidentiality is embedded in the design of the mechanism, particularly for matters relating to human rights, workplace conduct, and third-party engagements. Separate reporting pathways for internal and external stakeholders allow concerns to be handled appropriately, while ensuring consistency, due process, and protection for those who come forward.




This grievance mechanism applies across all of Leader Energy's operations and extends to our business partners, ensuring that concerns are received, reviewed, and addressed in a consistent and accountable manner. Issues raised through this process are not only investigated and resolved where appropriate, but also used to strengthen policies, controls, and operating practices.

Concerns relating to potential human rights matters, workplace conduct, or third-party engagements may be reported through the following channel. All submissions are handled with due care, confidentiality, and in accordance with established procedures to ensure fairness, protection for reporting parties, and timely follow-up.


HUMAN RIGHTS

Leader Energy also maintains grievance mechanisms to address potential human rights concerns. In FY2025, no human rights-related grievances were reported, indicating that no formal complaints requiring investigation or resolution were recorded during the reporting period.


<p><b>92%</b> <b>EMPLOYEES TRAINED</b> on human rights</p>	<p><b>100%</b> <b>OF THE GROUP'S OPERATIONAL ASSETS</b> were assessed on Human Rights Due Diligence between 2023 and 2025.</p>	<p><b>ZERO</b> <b>REPORTED GRIEVANCE CASES</b></p>
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**TELEPHONE**  
+603 7610 0800  
(General Line – Sustainability department)



**EMAIL**  
sustainability@leaderenergy.com



**ONLINE FORM**  
Stakeholders can access a grievance form on our website using the following QR code:



**HUMAN RIGHTS DUE DILIGENCE (HRDD)**

Leader Energy applies a structured approach to human rights due diligence to identify, assess, and manage potential human rights risks across its operations and business relationships. This includes evaluating workforce practices, contractor arrangements, and third-party engagements in jurisdictions where we operate. Findings are used to inform risk controls, contractual expectations, and management actions. Through this process, human rights considerations are integrated into decision-making, strengthening governance, reducing exposure to social and reputational risk, and supporting responsible business conduct across the Group.

Between 2023 and 2025, 100% of the Group's operational assets were assessed on Human Rights Due Diligence (HRDD). The HRDD process is designed to systematically identify material human rights risks arising from operational activities, workforce arrangements, and site-specific conditions within the Group's direct control. Key risk areas are assessed based on severity and likelihood, with findings translated into operational controls, management actions, and monitoring measures.

The assessments covered operations across multiple jurisdictions, including Cambodia, Malaysia, Vietnam, Singapore, Thailand and Indonesia. These reviews focused on key human rights considerations within operational contexts, including labour and working conditions, ensuring that potential risks are identified and assessed across the Group's operating entities.

Following the completion of the first cycle of assessments, the Group has initiated subsequent review cycles beginning in 2026 to maintain ongoing oversight of human rights practices across its operations. This approach reflects Leader Energy's effort to periodically review and strengthen its human rights management practices as its operations expand across different markets.



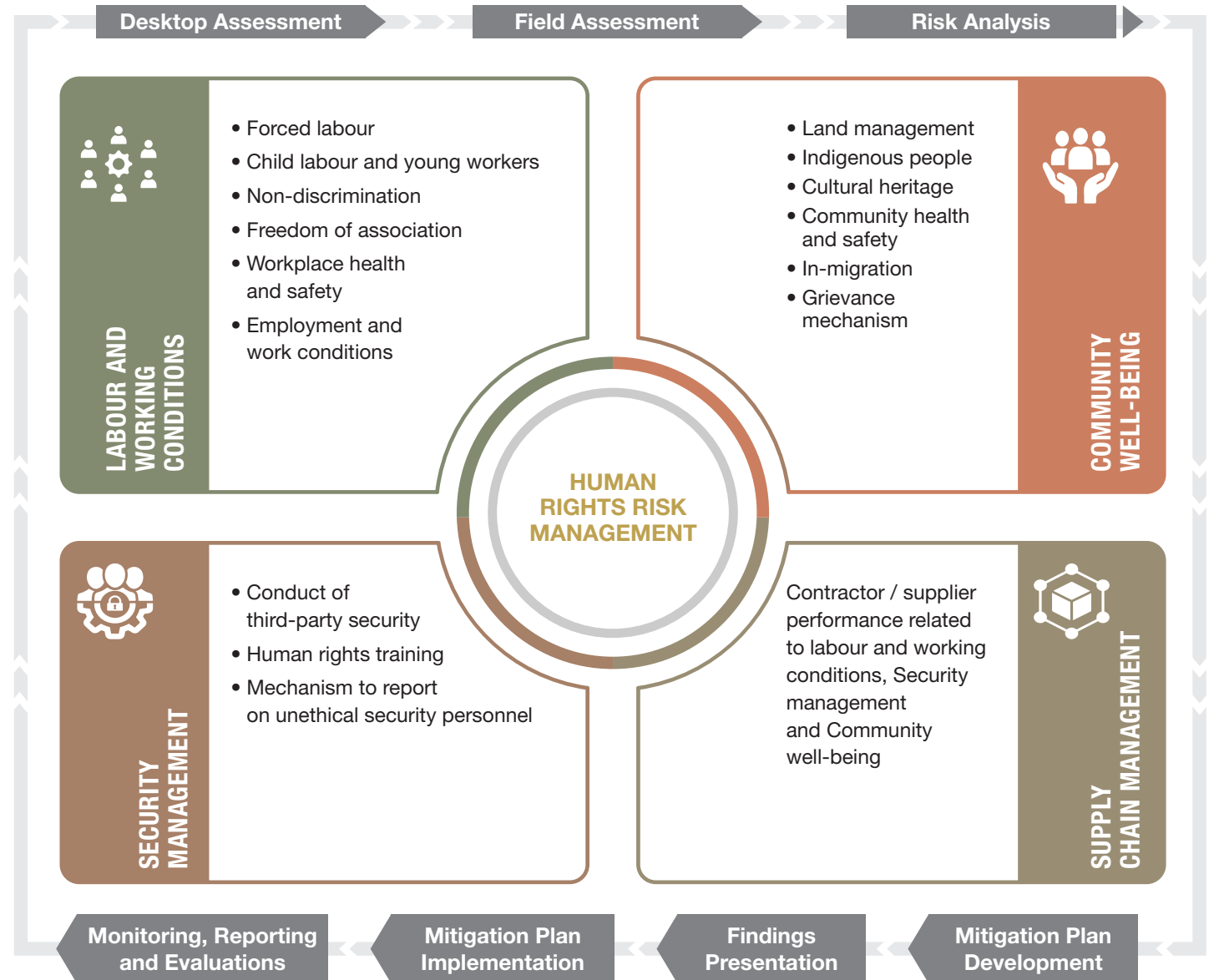
7 CARE FOR OUR PEOPLE

HUMAN RIGHTS

**HUMAN RIGHTS RISK MANAGEMENT**

Leader Energy implements a structured Human Rights Due Diligence (HRDD) programme to identify, assess, and manage potential human rights risks associated with its operations and supply chain. In 2025, the Group conducted assessments covering CTL III in Cambodia, LYS Group operations across Malaysia, Singapore, Thailand, Indonesia, Taiwan and Vietnam, as well as two critical suppliers located in Vietnam and Thailand. These assessments form part of the Group’s broader effort to embed human rights considerations into operational oversight and supplier engagement.

The HRDD programme is guided by the Leader Energy Group Human Rights Due Diligence Procedures, the Group’s Human Rights Commitment, and internationally recognised frameworks including International Labour Organization (ILO) standards and the United Nations Guiding Principles on Business and Human Rights (UNGPs). These frameworks provide the basis for evaluating operational practices and identifying areas where additional safeguards or improvements may be required.



## HUMAN RIGHTS

Assessments are conducted through a structured process that includes desktop reviews, field assessments and risk analysis. The programme evaluates key risk areas such as labour and working conditions, community well-being, security management, and supply chain management. Specific issues assessed include forced labour, non-discrimination, workplace health and safety, community health impacts, cultural heritage considerations, grievance mechanisms, and contractor practices related to labour and working conditions.

Following the assessment phase, findings are presented to relevant management teams, and mitigation plans are developed and implemented where necessary. The process concludes with ongoing monitoring, reporting, and evaluation, ensuring that identified risks are addressed and that human rights considerations remain integrated within the Group's operational and supply chain management practices.

### PROGRESS IN ADDRESSING HUMAN RIGHTS DUE DILIGENCE FINDINGS

Leader Energy continues to track the implementation of improvement actions arising from its Human Rights Due Diligence (HRDD) assessments across its operations. As of the latest review, 83% of the identified findings have been addressed, with the remaining 17% currently in progress, reflecting ongoing efforts to strengthen operational practices in line with the Group's human rights commitments.

The completed actions primarily relate to operational safety procedures, employee awareness, and contractor engagement. Improvements implemented include the enhancement of emergency aid equipment and clearly displayed evacuation procedures, the establishment of record-keeping processes, and communication of emergency response procedures at operational and construction sites. Human rights awareness training has also been conducted for security personnel, while contractors have been formally informed of requirements related to emergency preparedness and human rights expectations.

The remaining action under implementation relates to workforce planning and workload review, where management is assessing operational workload distribution to ensure appropriate staffing and planning practices. This process forms part of the Group's continuous effort to ensure that operational management practices remain aligned with responsible labour standards.

The progress achieved demonstrates Leader Energy's structured approach to addressing identified human rights considerations, with follow-up actions integrated into operational management and monitored until full closure is achieved.

### HUMAN RIGHTS DUE DILIGENCE IN THE SUPPLY CHAIN

Leader Energy's Human Rights Due Diligence (HRDD) assessments of critical suppliers identified that the majority of findings are concentrated in Labour and Working Conditions, which accounted for 70% of the total findings. These findings relate to specific areas including the lack of clear written policies on conditions of Employment and Work, Child Labour and Young Worker, Non-Discrimination, Workplace Health and Safety, and Forced Labour.

A further 20% of the findings were associated with Community Health and Wellbeing, highlighting the importance of ensuring that supplier operations consider potential impacts on surrounding communities and maintain appropriate mechanisms for community engagement. The remaining 10% of the findings fall under Supply Chain Management, indicating areas where supplier governance, procedures, and management practices require further strengthening.



## 7 CARE FOR OUR PEOPLE

## HUMAN RIGHTS

Assessment Period	Supplier Category	Operational Relevance	No. of Findings	Key Observations	Risk Rating
October 2025 – December 2025	Critical equipment supplier	Relay equipment supporting transmission operations	3	<ul style="list-style-type: none"> <li>Limited documentation available to verify practices related to withholding of travel documents and wage deductions.</li> <li>Absence of a formal grievance mechanism for surrounding communities to report health and safety concerns.</li> <li>Lack of documented grievance policies and procedures within supplier management practices.</li> </ul>	C4 (High)
October 2025 – December 2025	Original equipment manufacturer (OEM) supplier	Equipment supporting transmission operations	0	No major human rights violation findings were identified during the assessment.	–



In FY2025, HRDD reviews were conducted on selected suppliers supporting the Group's transmission operations. The assessment of our equipment supplier identified three findings related to documentation and grievance management practices. These included limited documentation to verify wage-related deductions, the absence of a grievance mechanism for communities to report health and safety concerns, and the lack of formalised grievance procedures within supplier management systems. These findings prompted further engagements with the suppliers to address the identified gaps.

An additional HRDD assessment conducted on an original equipment manufacturer (OEM) supplier did not identify any major human rights violations. Through these assessments, Leader Energy continues to strengthen oversight of potential human rights risks within its supply chain while engaging suppliers to align their practices with the Group's human rights expectations and internationally recognised standards.

## Institutionalising Freedom of Association at LNTH

On 7 December 2025, Leader Nam Tien Hydropower Joint Stock Company (LNTH) established its Grassroots Trade Union following formal approval by the Lao Cai Provincial Federation of Labour. This provides a structured mechanism for employee representation and formalises the exercise of freedom of association and collective bargaining within LNTH's operations.

Out of 101 employees, 85 joined the union, representing 84% workforce participation. No cases relating to the infringement of freedom of association were reported during the year. The formation of the union strengthens internal labour governance, supports transparent workforce engagement, and enhances management oversight of employee relations.

This development reflects Leader Energy Group's approach to embedding internationally recognised labour standards within its regional operations, supporting operational continuity and reinforcing its social governance framework.

## ASIA SUSTAINABILITY REPORTING AWARDS (ASRA) 2025

In 2025, Leader Energy received Double Platinum recognition at the 11<sup>th</sup> Asia Sustainability Reporting Awards (ASRA) in two categories: Asia's Best Sustainability Report (Private Company) and Asia's Best Sustainability Report (Human Rights). The awards are administered by CSRWorks International and assess reporting quality across governance, materiality, data integrity, and alignment with international sustainability standards.

The recognition acknowledges the Group's continued focus on disciplined ESG disclosure, including the integration of environmental, social, and governance considerations into corporate reporting. In particular, the Human Rights category highlights the strength of Leader Energy's policy framework, due diligence approach, and transparency in addressing workforce and stakeholder issues.

This achievement reinforces the Group's commitment to credible, decision-useful sustainability reporting as a tool for managing risk, measuring performance, and maintaining accountability to stakeholders. It also supports Leader Energy's broader objective of embedding responsible business practices into long-term strategy and value creation.

## HUMAN RIGHTS

### WAY FORWARD

The Group will maintain a disciplined approach to managing human rights by keeping due diligence, grievance handling, and oversight processes current and fit for purpose. As operations and partnerships evolve, management will focus on improving the consistency of implementation, strengthening follow-up on identified risks, and using insights from assessments and grievances to inform operational and governance decisions. This ensures human rights considerations remain embedded in routine management processes and risk controls, rather than treated as a standalone compliance activity.



(Right) Ms Evelyn Chee, Chief Sustainability and Strategy Officer, Leader Energy, and Mr Terence Quek, Chief Executive Officer of the Singapore Institute of Directors, Guest of Honour at the 11<sup>th</sup> Asia Sustainability Reporting Awards gala ceremony.



GOVERNANCE

# STRONG BUSINESS GOVERNANCE



**POWERING SYSTEMS REQUIRES ASSETS; SUSTAINING TRUST REQUIRES GOVERNANCE, OVERSIGHT, AND DISCIPLINE**

**MATERIAL TOPIC**

- Ethics and integrity ★
- Risk Management
- Compliance Management
- Data Privacy and Cybersecurity ★
- Supply Chain Management ★

★ *Double materiality topic*

**RELATED VISION 2030 PILLAR**



**SUSTAINABLE OPERATIONS**

**UN SDG**



## STRENGTHENING GOVERNANCE FOR TRUST, RESILIENCE, AND LONG-TERM VALUE

Leader Energy places strong business governance at the core of how the Group operates and grows. In a sector shaped by evolving regulations, rapid technological change, and rising stakeholder expectations, we continue to strengthen our governance structures to uphold transparency, accountability, and sound decision-making across the organisation.

This chapter provides an overview of the frameworks, policies, and oversight mechanisms that guide the Group's approach to strong business governance. Together, these structures support disciplined execution, reinforce resilience, and uphold the trust placed in us by our employees, partners, customers, and the communities we serve.



# BUSINESS GOVERNANCE

Leader Energy maintains strong governance standards to ensure ethical conduct, regulatory compliance, and operational integrity across all markets. These standards are reinforced through robust cybersecurity, data privacy, and risk management controls, and are extended across the value chain through clear expectations for partners. The Group's governance framework supports transparency, informed decision-making, and effective oversight through ongoing stakeholder engagement. Together, these foundations strengthen organisational resilience and enable the delivery of long-term value and sustainability outcomes.

### ALIGNMENT WITH MCCG REQUIREMENTS

Leader Energy aligns its governance practices with the principles and best practices set out in the Malaysian Code on Corporate Governance (MCCG) 2021. This alignment ensures clear accountability, effective leadership, and disciplined oversight at Board and management levels. By embedding MCCG requirements into governance structures and decision-making processes, the Group strengthens organisational resilience and reinforces stakeholder confidence.

### BOARD COMPOSITION

Leader Energy's Board composition is structured to support objective oversight, diversity of thought, and sound decision-making. Women represent 37.5% of the Board, exceeding the Group's diversity target of 30% and reflecting a sustained commitment to inclusive leadership. In line with MCCG 2021, Independent Directors comprise 62.5% of the Board, while 87.5% of Directors are Non-Executive, ensuring independence from management and mitigating conflicts of interest. This composition enhances Board objectivity, accountability, and governance integrity.

### BOARD PERFORMANCE AND REMUNERATION

Leader Energy integrates sustainability considerations into leadership accountability by linking Senior Management remuneration to ESG and climate-related performance. ESG-linked remuneration applies to selected members of Senior Management whose roles directly influence the Group's sustainability agenda, reinforcing alignment between leadership incentives and long-term value creation. This approach embeds sustainability outcomes into performance expectations at the senior leadership level.

### PERFORMANCE EVALUATION AND REMUNERATION GOVERNANCE

The Group's remuneration practices are governed by the Director and Senior Management Remuneration Policy, which aligns remuneration outcomes with strategic objectives, individual performance, and long-term stakeholder interests. Oversight of remuneration is exercised by the Remuneration Committee, which reviews and recommends remuneration packages annually based on performance against sustainability and climate-related targets, industry benchmarks, and overall Group performance.

8 STRONG BUSINESS GOVERNANCE

BUSINESS GOVERNANCE



Remuneration outcomes incorporate ESG performance through selected indicators across People Development and Sustainability priorities, with a 10% weighting assigned to each ESG category. Under People Development, performance is assessed based on Talent Retention Rate and Training Hours per Employee. Under Sustainability (HSSE & CSR), performance is measured through Zero LTI and Occupational Illness, Electricity Consumption Intensity, CSR Volunteer Hours, and Fines and Penalties (Number of Incidents). These indicators ensure that remuneration is aligned with the Group’s commitment to workforce development, operational safety, environmental performance and community engagement.

**BOARD COMMITTEES AND RESPONSIBILITIES**

Leader Energy has established specialised Board committees to support effective governance across the Group. Each committee operates under clearly defined mandates set out in the Board Charter and respective Terms of Reference, enabling focused oversight of key governance areas. This committee structure strengthens Board effectiveness, enhances risk management, and supports informed and timely decision-making.

BOARD COMMITTEE	TOR
<b>Audit Committee (“AC”)</b>	Oversees the integrity of financial statements, audits, compliance with legal requirements, and conflict-of-interest management.
<b>Nominating and Remuneration Committee (“NRC”)</b>	Oversees remuneration policies for the Board and Senior Management, ensuring alignment with performance and transparency. Identifies and selects Board members with the required skills and expertise. The NRC also reviews the Board’s performance, succession planning, and training needs.
<b>Risk Management Committee (“RMC”)</b>	Oversees the Group’s risk management framework and monitors the identification, evaluation, and mitigation of key risks.
<b>Sustainability Committee (“SC”)</b>	Oversees sustainability initiatives, ensuring alignment with our environmental and social objectives.
<b>Investment Committee (“IC”)</b>	Oversees the Group’s investment strategies to ensure alignment with financial and sustainability goals.



For further details on our **Board Charter and TORs**, please visit our website or scan the QR code.

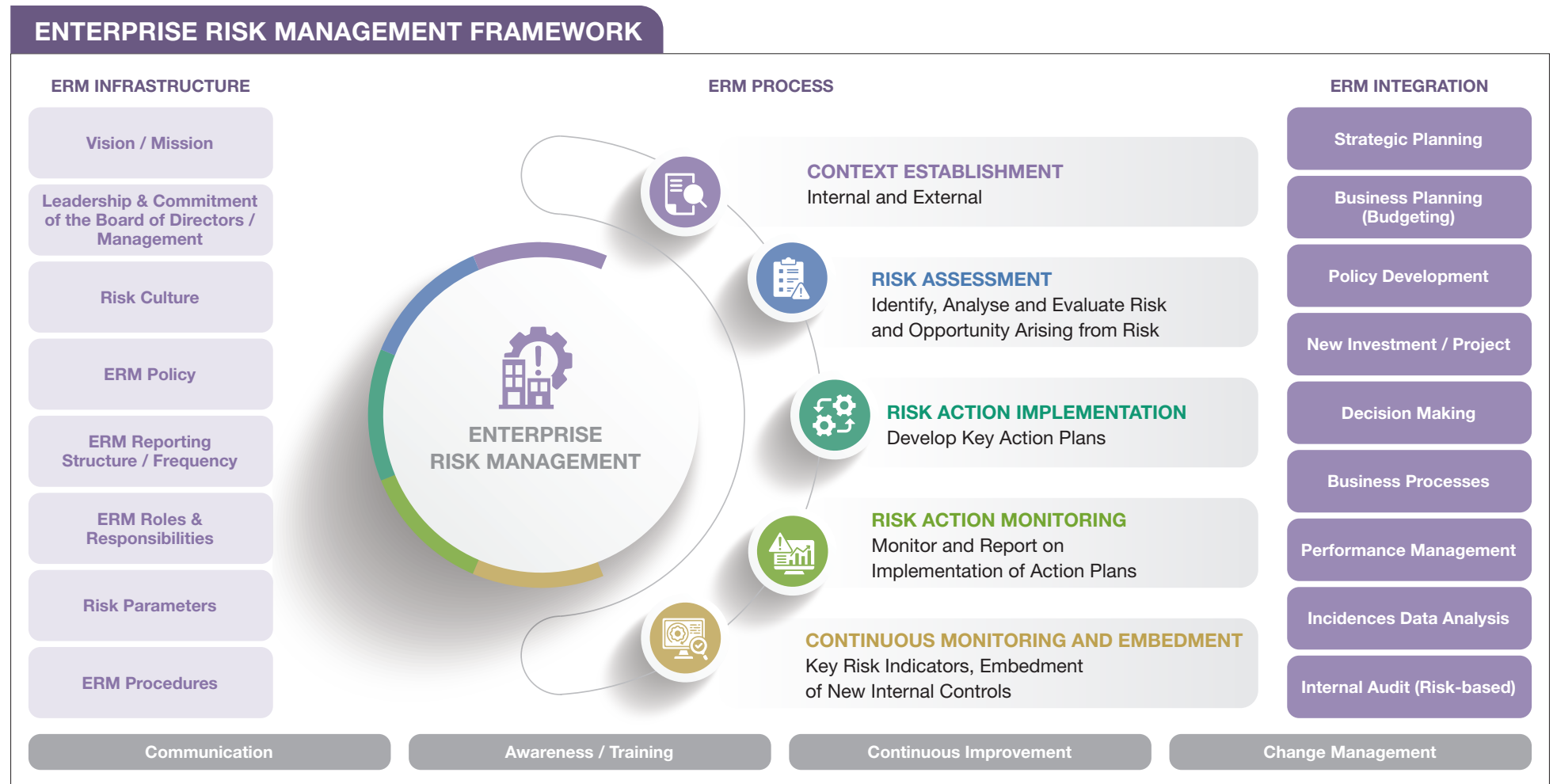
**STRATEGIC GROWTH REQUIRES ROBUST OVERSIGHT, CLEAR GOVERNANCE FRAMEWORKS AND PRUDENT FINANCIAL MANAGEMENT.**



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

# ENTERPRISE RISK MANAGEMENT

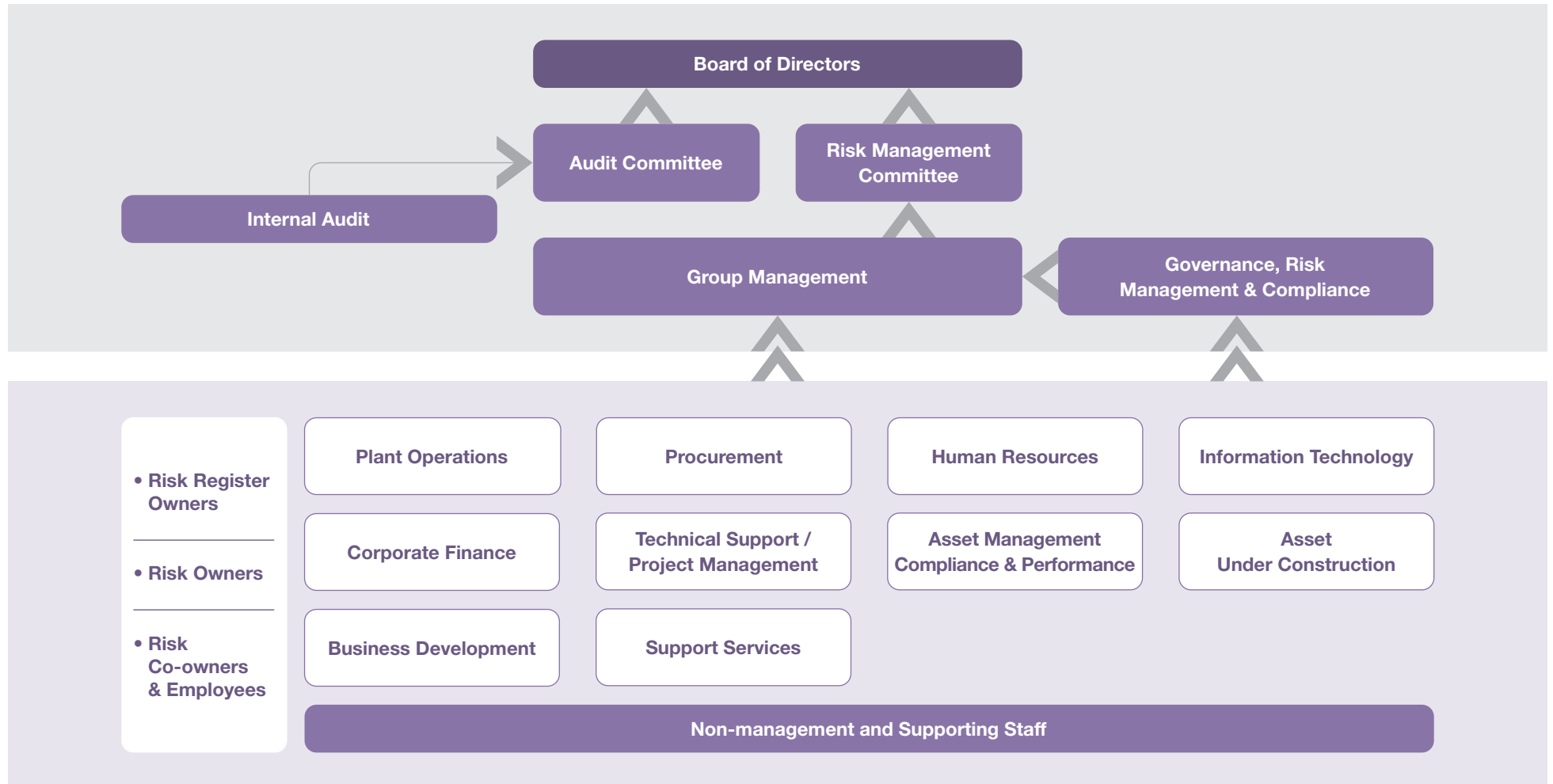
Our ERM Framework is outlined below:



**8** STRONG BUSINESS GOVERNANCE

**ENTERPRISE RISK MANAGEMENT**

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



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

ENTERPRISE RISK MANAGEMENT



FUNCTION / ROLE AND THEIR RESPONSIBILITIES ON ERM

**BOARD OF DIRECTORS**

Oversees risk management, approves ERM policies, sets the risk appetite, and ensures the effectiveness of the ERM framework.

**RISK MANAGEMENT COMMITTEE (RMC)**

Aligns risk management with strategic objectives, oversees ERM implementation and application, and review the ERM framework and supporting structure to manage the significant risks affecting the Group.

**AUDIT COMMITTEE (AC)**

Provides independent assessment of the effectiveness of ERM and collective internal controls to the Board.

**GROUP MANAGEMENT**

Recommends ERM policies, monitors their enforcement, reviews risk parameters, and ensures operations are within risk constraints. Also manages significant risks and ensures timely ERM reporting to the RMC.

**RISK REGISTER OWNER (RRO)**

Manages risk registers, reports to Group Management, and keeps an eye out for potential risk impacts.

**RISK OWNERS (ROs)**

Identify and assess risks, implement and monitor risk action plans, and new potential risks and existing risk changes.

**GOVERNANCE, RISK MANAGEMENT AND COMPLIANCE (GRC)**

Gathers, reviews and compiles risk reports i.e. risk registers, risk action plans, risk action plans status updates, etc from the respective Risk Register Owners, submits risk reports to Group Management for their deliberation, coordinates ERM activities carried out within the Group, and carries out awareness training and facilitation of risk management.

**RISK CO-OWNER AND EMPLOYEE**

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

**INTERNAL AUDIT (IA)**

Supports the Audit Committee by reviewing ERM effectiveness and providing independent insights on risks and controls.

8 STRONG BUSINESS GOVERNANCE

# BUSINESS ETHICS

## OUR APPROACH

Strong business ethics are fundamental to Leader Energy’s ability to operate responsibly, maintain stakeholder trust and support sustainable growth across its markets. The Group is committed to upholding high standards of integrity, transparency and accountability in all business dealings, supported by clear governance practices and a culture of ethical decision making. As operations become increasingly digital and interconnected, Ethics and Integrity together with Data Privacy and Cybersecurity have been identified as material matters for Leader Energy, reflecting their significance in safeguarding reputation, protecting sensitive information and ensuring regulatory compliance. By embedding ethical conduct and responsible data management into daily operations, the Group strengthens risk management, reinforces stakeholder confidence and supports long term value creation aligned with its strategic objectives.



Aligned with our Vision 2030 - Sustainable Operations, Leader Energy embeds ethics, integrity, and accountability into the way the Group manages its operations and risks across the value chain. Strong governance structures, anti-corruption safeguards, and a culture of compliance reinforce operational discipline and protect organisational reputation. At the same time, robust data privacy and cybersecurity frameworks safeguard critical systems and sensitive information, strengthening operational resilience and supporting reliable asset performance in an increasingly digital operating environment.

These principles are integrated into the Group’s broader risk management and business continuity strategies, ensuring that operational integrity, data protection, and cyber readiness remain central to long-term sustainability. By upholding responsible conduct, strengthening digital resilience, and maintaining strong regulatory alignment, Leader Energy fosters a stable and secure operating environment that supports innovation, stakeholder confidence, and sustainable growth.

## ETHICS AND INTEGRITY

Leader Energy’s governance framework is anchored by clearly defined corporate policies that establish consistent standards for conduct, oversight, and accountability across the Group. These policies guide decision-making and operational practices, ensuring alignment with regulatory requirements and sustainability objectives while reinforcing disciplined governance and organisational transparency. Clear governance structures, strong anti-bribery and anti-corruption measures, and a robust compliance culture safeguard the Group’s integrity and reputation. Whistleblowing channels and structured investigation processes enable the timely identification and resolution of potential misconduct, while transparent tax practices reflect Leader Energy’s commitment to regulatory compliance and responsible corporate citizenship.



### Governance Policies

Leader Energy’s governance framework is supported by clearly defined corporate policies that establish consistent standards for conduct, oversight, and responsibility across the Group. These policies guide decision-making and operational practices, ensuring alignment with regulatory obligations and sustainability objectives. The framework strengthens disciplined governance practices and reinforces transparency and accountability throughout the organisation.

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



#### ANTI-BRIBERY AND ANTI-CORRUPTION (“ABC”) POLICY AND PROCEDURES

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



#### CODE OF CONDUCT AND BUSINESS ETHICS

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



#### GIFTS AND HOSPITALITY POLICY

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



#### WHISTLEBLOWING POLICY AND PROCEDURES

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



#### DIRECTOR AND SENIOR MANAGEMENT REMUNERATION POLICY

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



#### DIRECTOR’S FIT AND PROPER POLICY

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



#### CONFLICT OF INTEREST POLICY

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



#### INVESTOR RELATIONS POLICY

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



#### CORPORATE PRIVACY POLICY AND PRIVACY NOTICE

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



#### ECONOMIC SANCTIONS POLICY

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





For further details on our **Corporate Policies**, please visit our website or scan the QR code.

## 8 STRONG BUSINESS GOVERNANCE

BUSINESS  
ETHICS


## Anti-Bribery and Anti-Corruption

Leader Energy enforces a strict prohibition against bribery and corruption across all jurisdictions in which the Group operates, in line with applicable laws and regulatory requirements. This stance is embedded within the Group's Anti-Bribery and Anti-Corruption (ABC) Policy and Procedures, which form a mandatory component of employee onboarding and apply uniformly across the organisation. Full acknowledgement of the Policy has been completed by all employees, reinforcing a consistent baseline for ethical conduct.

OPERATING COUNTRY	APPLICABLE LAWS
 <b>MALAYSIA</b>	<ul style="list-style-type: none"> <li>Malaysian Anti-Corruption Commission Act 2009 (Act 694)</li> <li>Penal Code (Act 574)</li> <li>Whistleblower Protection Act 2010</li> </ul>
 <b>SINGAPORE</b>	<ul style="list-style-type: none"> <li>Prevention of Corruption Act 1960, pursuant to which the following subsidiary legislation has been passed:             <ul style="list-style-type: none"> <li>Prevention of Corruption (Occupational Superannuation Scheme) Regulations 2003</li> </ul> </li> <li>Penal Code (1871)</li> <li>Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) Act 1992, pursuant to which the following subsidiary legislation has been passed:             <ul style="list-style-type: none"> <li>Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) (Composition of Offences) Regulations 2019.</li> <li>Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) (Prescribed International Organisations) Regulations 2019</li> <li>Corruption, Drug Trafficking and Other Serious Crimes (Cross Border Movement of Physical Currency and Bearer Negotiable Instruments) (Exemption) Order 2007</li> <li>Corruption, Drug Trafficking and Other Serious Crimes (Cross Border Movement of Physical Currency and Bearer Negotiable Instruments) (Exemption) Order 2010</li> <li>Corruption, Drug Trafficking and Other Serious Crimes (Cross Border Movement of Physical Currency and Bearer Negotiable Instruments) Regulations 2007</li> <li>Corruption, Drug Trafficking and Other Serious Crimes (Disclosure of Documents and Information) Regulations 2015</li> </ul> </li> </ul>

OPERATING COUNTRY	APPLICABLE LAWS
 <b>CAMBODIA</b>	<ul style="list-style-type: none"> <li>Criminal Code of Cambodia dated 30 November 2009</li> <li>Anti-Corruption Law dated 17 April 2010</li> <li>Law on Amendment to the Anti-Corruption Law, dated 3 August 2011</li> <li>Law on Anti-Money Laundering and Combating the Financing of Terrorism dated 27 June 2020</li> <li>Law on Public Procurement dated 14 January 2022.</li> <li>Prakas (an official proclamation) No. 987 on Code of Conduct for Procurement dated 31 August 2016 issued by Ministry of Economy and Finance</li> <li>Prakas on Financial Sanction against Reporting Entities who Fail to Comply with Laws/Regulations on Anti-Money Laundering and Combating Financing of Terrorism, dated 7 February 2020 issued by National Bank of Cambodia</li> <li>Prakas on Anti-money Laundering and Combating the Financing of Terrorism dated 30 May 2008 issued by National Bank of Cambodia</li> </ul>
 <b>VIETNAM</b>	<ul style="list-style-type: none"> <li>Law on Denunciation No. 25/2018/QH14</li> <li>Criminal Proceedings Code No. 19/2003/QH11</li> <li>Criminal Code No. 100/2015/QH13</li> <li>Anti-Corruption Law No. 36/2018/QH14</li> <li>Law on Anti-Money Laundering No. 14/2022/QH15</li> </ul>
 <b>THAILAND</b>	<ul style="list-style-type: none"> <li>The Thai Criminal Code</li> <li>Anti-Money Laundering Act B.E. 2542 (1999)</li> <li>Organic Act on Anti-Corruption B.E. 2561 (2018)</li> <li>Public Procurement and Supplies Administration Act, B.E. 2560 (2017)</li> <li>Act on Offenses Relating to the Submission of Bids to State Agencies B.E. 2542 (1999)</li> </ul>

BUSINESS ETHICS

OPERATING COUNTRY	APPLICABLE LAWS
 <p><b>INDONESIA</b></p>	<ul style="list-style-type: none"> <li>Indonesia Criminal Code</li> <li>Law No.11 of 1980 on the Criminal Act of Bribery</li> <li>Law No. 31 of 1999 on the Eradication of Crime of Corruption as amended by Law No. 20 of 2001</li> <li>Law No. 8 of 2010 on the Prevention and Eradication of Money Laundering Crime</li> </ul>

Oversight of anti-corruption controls is exercised through the Governance, Risk Management and Compliance Department, which monitors implementation, conducts risk assessments, and reports on a quarterly basis to both management and Board-level Risk Committees. The Group’s approach is guided by the principles of ISO 37001 Anti-Bribery Management System, ensuring a structured and internationally aligned framework for preventing, detecting and addressing bribery risks. Corruption Risk Assessments are carried out on a recurring basis and comprehensively reviewed across the Group at defined intervals to ensure emerging risks are identified and addressed in a timely manner. Together with audits conducted by the Internal Audit Department, the most recent assessments continue to highlight exposure areas including interactions with public officials, third-party relationships, recruitment processes, conflicts of interest, benefits and hospitality, donations and sponsorships, facilitation payments, political engagement; and mitigation measures have been implemented to further enhance the Group’s anti-corruption controls.

Capability building remains a core control measure. Targeted communications and structured training were conducted to reinforce expectations and strengthen awareness across the organisation, achieving full participation by both the Board and employees for the second consecutive year in 2025. Given the influence of third parties on compliance and reputation, Leader Energy has also extended its focus to critical suppliers through targeted ESG supply chain briefing sessions.



**TRAINING ON ANTI-BRIBERY AND ANTI-CORRUPTION (ABC)**

- Board and Senior Management Trained: **100%** (since 2023)
- Employees Trained: **100%** (since 2023)

Leader Energy has established a dedicated Governance, Risk Management and Compliance (GRC) Office to oversee anti-corruption compliance and related initiatives across the Group. The Office reports regularly to the Risk Management Committee (RMC) on anti-corruption programmes and the outcomes of Corruption Risk Assessments (CRA). CRA are conducted annually, or whenever significant operational changes occur, while a comprehensive review covering the Group’s entire operations is undertaken every three years to proactively identify internal and external corruption risks.

Based on the latest CRA, the following areas continue to present higher corruption risk exposure:

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

Periodic reminders and training sessions reinforce employees’ understanding of the Group’s anti-corruption stance. Since the introduction of anti-corruption training since 2023, 100% of Board members and employees have completed anti-corruption training for three consecutive years through FY2025. Compliance expectations are also extended to critical suppliers, recognising the influence of third-party entities on the Group’s integrity, reputation, and overall compliance standards.

No incidents of corruption or political contributions were recorded during the financial year.

8 STRONG BUSINESS GOVERNANCE

BUSINESS ETHICS

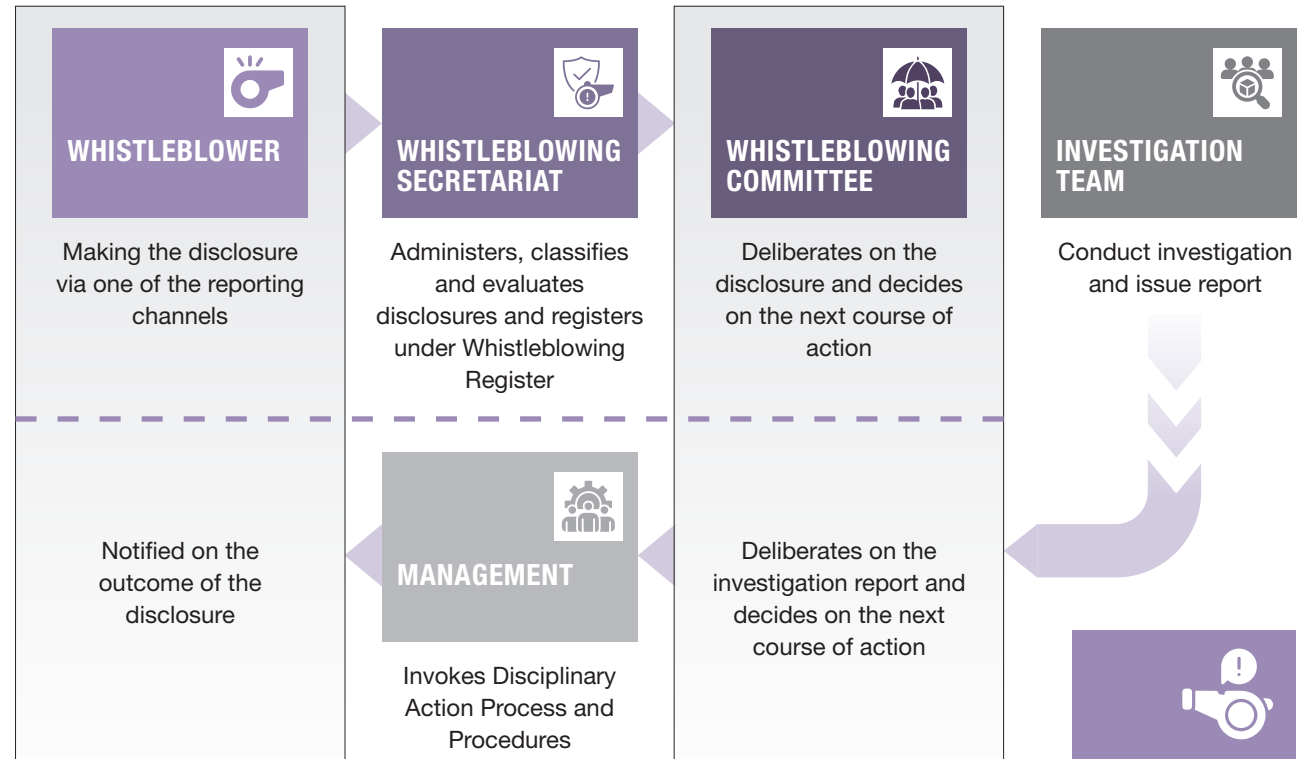
**Whistleblowing and Investigation Process**

Leader Energy has established a structured whistleblowing process to enable the confidential reporting of concerns and to ensure that all disclosures are assessed and addressed in a fair, transparent, and disciplined manner. The process is designed to protect whistleblowers, support timely decision-making, and uphold the integrity of the Group’s governance framework.

Disclosures may be submitted through designated reporting channels and are first received by the Whistleblowing Secretariat, which administers, classifies, and records each case in the Whistleblowing Register.

The Whistleblowing Committee then reviews the disclosure and determines the appropriate course of action, including whether a formal investigation is required.

Where warranted, an Investigation Team is appointed to conduct an independent investigation and prepare a report of findings. The investigation outcomes are reviewed by the Whistleblowing Committee, which deliberates on the results and recommends further actions. Management is responsible for implementing disciplinary actions in accordance with established policies and procedures, where applicable. The whistleblower is informed of the outcome, reinforcing transparency and accountability while maintaining confidentiality throughout the process.



**WHISTLEBLOWING CHANNEL**



**EMAIL:**

- 1) confidential@leaderenergy.com and
- 2) hia@leaderenergy.com



**WHISTLEBLOWING FORM**

Refer to Appendix 1 within our Group Whistleblowing Policy & Procedure



For further details on our **Group Whistleblowing Policy & Procedure**, please visit our website or scan the QR code.

**In FY2025:**

Number of whistleblowing case received: **1**

Number of whistleblowing case investigated: **1**

Number of confirmed whistle blowing case: **0**

### Tax Transparency

Leader Energy recognises that tax conduct has moved beyond technical compliance to become a visible indicator of corporate responsibility and governance. The Group manages its tax affairs within a clear governance structure that ensures compliance with applicable laws while maintaining consistency between commercial activities, value creation, and tax outcomes across jurisdictions.

As global expectations on tax transparency continue to rise, Leader Energy adopts a measured and forward-looking approach to tax disclosures. The Group seeks to meet regulatory and stakeholder expectations through clear, reliable information, while carefully safeguarding commercially sensitive data. This approach supports informed stakeholder assessment and reinforces confidence in the Group's integrity and long-term operating model.



# DATA PRIVACY AND CYBERSECURITY

Leader Energy recognises that digital trust and cyber resilience are essential to maintaining reliable operations and safeguarding stakeholder confidence in an increasingly digitalised energy landscape. As the Group expands its renewable energy portfolio across multiple markets, robust digital governance and cybersecurity capabilities play a critical role in ensuring operational stability, regulatory compliance, and the protection of sensitive operational and stakeholder data. The Digital Trust and Cyber Resilience Strategy provides a structured framework that guides Leader Energy's approach to managing digital risks while enabling secure and efficient business operations across all markets where the Group operates.

The framework is anchored by four strategic pillars that strengthen the Group's digital resilience. Risk Resilience focuses on safeguarding critical information assets through secure access controls, continuous system monitoring, and regular testing to detect, prevent, and respond to emerging cyber threats. Regulatory Readiness ensures that digital systems and data management practices remain aligned with applicable data protection and cybersecurity regulations across different jurisdictions, supporting consistent compliance in a rapidly evolving regulatory environment. Operational Efficiency emphasises the adoption of energy-efficient, cloud-based digital infrastructure that supports reliable operations while optimising energy use associated with data processing and storage. Meanwhile, People Readiness strengthens the human layer of cybersecurity by promoting continuous awareness and capability-building programmes that equip employees with the knowledge to recognise cyber risks and handle data responsibly.

Collectively, these pillars support Leader Energy's broader ESG value creation. Environmentally, energy-efficient digital infrastructure contributes to lower operational energy consumption. From a social perspective, the protection of personal and operational data helps safeguard employees, partners, and stakeholders while reinforcing trust in the Group's systems. From a governance standpoint, strong internal controls, policy oversight, and regulatory alignment ensure disciplined digital risk management. Through this integrated approach, Leader Energy continues to strengthen its digital resilience while supporting secure, responsible, and sustainable operations across its regional energy portfolio.

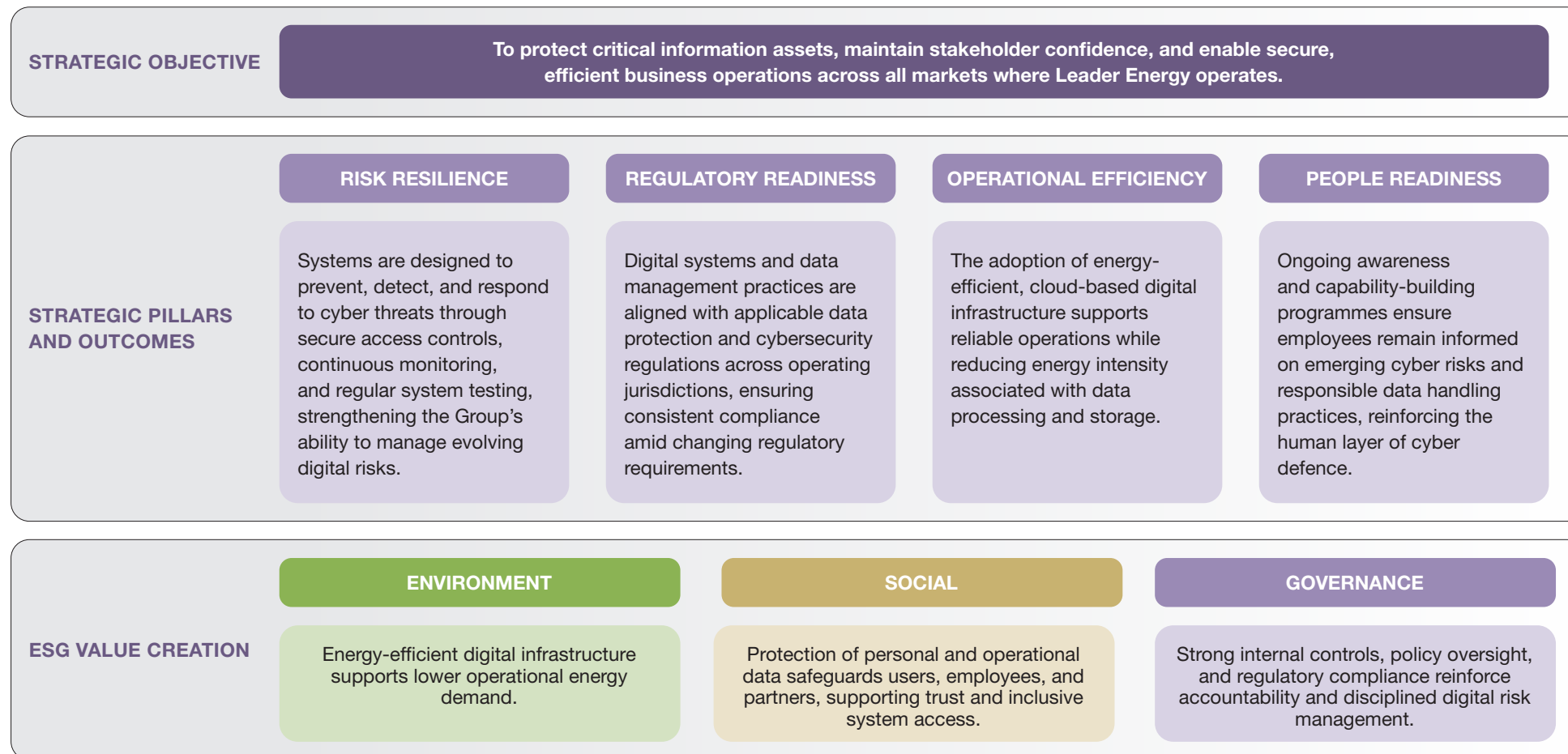
**ZERO**  
MAJOR  
CYBERSECURITY  
BREACHES

**92%**  
OF EMPLOYEES  
RECEIVED  
cybersecurity  
awareness  
in 2025

## 8 STRONG BUSINESS GOVERNANCE

DATA PRIVACY  
AND CYBERSECURITY

## AN OVERVIEW OF DIGITAL TRUST AND CYBER RESILIENCE STRATEGY

**Moving Forward**

Moving forward, Leader Energy will continue to strengthen its digital security and cyber resilience practices to safeguard critical systems and sensitive information. The Group remains committed to enhancing internal capabilities, maintaining robust security measures, and ensuring that employees remain aware of evolving cyber risks and responsible data handling practices. Through continuous improvement and awareness-building initiatives, Leader Energy aims to sustain a secure and resilient digital environment that supports reliable and responsible operations.

## OUR APPROACH

Leader Energy recognises that supply chain governance is integral to long-term operational resilience and risk management. The Group's Sustainable Supply Chain Programme embeds environmental and social considerations into sourcing and procurement processes, ensuring that ESG expectations are clearly communicated and consistently applied.



Supply chain management is closely aligned with Leader Energy's pillars of Sustainable Operations, reflecting the importance of responsible sourcing and strong supplier governance in supporting the Group's long-term growth. By embedding environmental, social and ethical expectations across procurement and contractor management, Leader Energy enhances operational discipline, manages third-party risks and safeguards the reliability of project delivery across its core markets. At the same time, integrating sustainability considerations into supplier selection and engagement supports more resilient and responsible operations, helping to reduce environmental impacts, promote fair business practices and strengthen the long-term performance of the Group's renewable energy portfolio.

In response to supply chain volatility, tightening regulation, and increased stakeholder scrutiny, responsible sourcing is applied as a core risk management mechanism. The Group prioritises areas where environmental and social impacts are most material, particularly across upstream and downstream activities, to strengthen accountability and reduce operational and reputational exposure.

Supplier engagement follows a progressive model, beginning with regulatory and contractual requirements and advancing towards higher standards of independent ESG risk management. Guided by the Sustainable Procurement Policy, Leader Energy uses its purchasing influence to promote responsible market practices, strengthen supply chain resilience, and support long-term efficiency and trust across its value chain.

# SUSTAINABLE SUPPLY CHAIN

## REGULATORY COMPLIANCE

Leader Energy operates within a disciplined compliance framework that requires adherence to all applicable laws and regulatory requirements across the jurisdictions in which the Group operates. Beyond meeting statutory obligations, the Group adopts recognised standards and certifications to strengthen regulatory alignment and reinforce sound operational practices. Ongoing engagement with regulators ensures that policies, systems, and initiatives remain responsive to evolving regulatory expectations.

Regulatory oversight is extended across the supply chain through clear and enforceable requirements. All suppliers are required to comply with the Group's Supplier Code of Conduct and Business Ethics as well as relevant environmental, social, and labour laws in their respective jurisdictions. Supplier engagement is being progressively strengthened through mandatory declarations on anti-corruption and human rights standards, alongside minimum performance thresholds under the Group's ESG Self-Assessment Framework, reinforcing consistent compliance and accountability across the value chain.



## 8 STRONG BUSINESS GOVERNANCE

### SUSTAINABLE SUPPLY CHAIN

#### ESG PERFORMANCE ACROSS THE SUPPLY CHAIN

##### Sustainable Procurement Policy

Leader Energy formalises its approach to responsible sourcing through its Sustainable Procurement Policy, which embeds ESG considerations across all procurement activities and supplier relationships. Approved by the Board and applicable across the Group and its external partners, the Policy establishes a structured framework to manage environmental, social and economic impacts arising from purchasing decisions.

At its core, the Policy adopts a continuous improvement approach, where procurement decisions are evaluated on a life cycle basis, prioritising actions based on impact, regulatory compliance and alignment with the Group's values. This reflects a shift from transactional sourcing to a more strategic model where procurement acts as a lever to support decarbonisation, social equity and responsible resource use.

The Policy is anchored on four key principles that guide supplier engagement and performance:



ESG considerations are integrated into supplier compliance and performance management processes to operationalise the Policy. Suppliers are assessed using defined ESG indicators, covering areas such as safety, hygiene, labour practices and environmental management. These assessments may be conducted internally or through independent third parties, ensuring a consistent and rigorous evaluation framework.

The Group adopts a structured monitoring approach that includes:

- ESG self-assessment checklists and questionnaires
- Documentation requirements to demonstrate commitment to sustainability principles
- On-site audits or third-party verification where necessary

Suppliers are expected to address identified gaps within agreed timelines and provide evidence of improvement. While recognising the complexity of ESG transitions, the Group emphasises ongoing engagement and collaboration to drive continuous improvement across the supply chain.

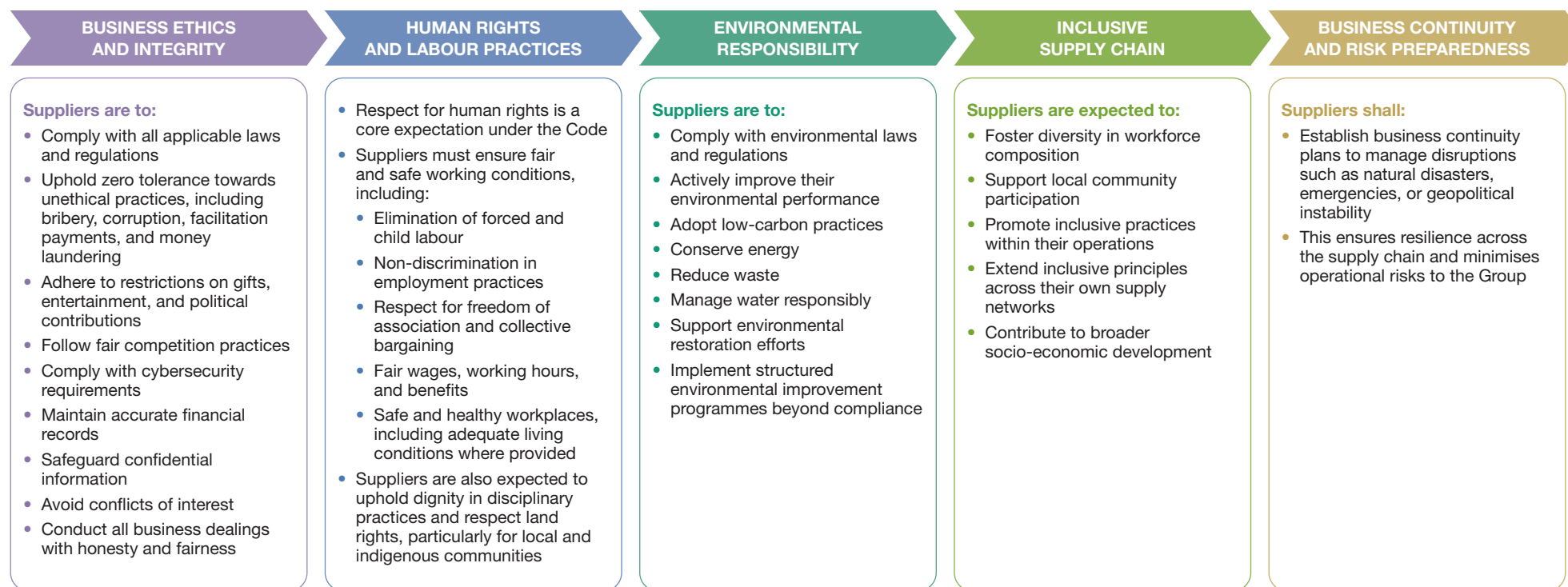
Through this Policy, Leader Energy reinforces its commitment to building a resilient, responsible and ESG-aligned supply chain, where sustainability considerations are embedded not only within its own operations, but across its broader ecosystem of partners.

SUSTAINABLE SUPPLY CHAIN

Supplier Code of Conduct and Business Ethics

Leader Energy reinforces responsible supply chain practices through its Supplier Code of Conduct and Business Ethics (SCOCBE), which sets out the minimum standards expected of all suppliers, contractors and business partners. SCOCBE reflects the Group’s commitment to conducting business with integrity, transparency and accountability, while extending these expectations across its entire supply chain ecosystem.

The SCOCBE is built on a foundation of ethical conduct and continuous improvement, recognising that suppliers operate across diverse regulatory and cultural environments. Rather than a static compliance requirement, the Code promotes ongoing dialogue, self-assessment and progressive alignment with the Group’s standards. Suppliers are also expected to cascade these principles within their own supply chains, strengthening ESG practices beyond direct operations.



Leader Energy’s Supplier Code of Conduct and Business Ethics (“SCOCBE”) is underpinned by robust transparency, reporting and data protection practices

- Suppliers are to:**
- Ensure transparency and accountability through accurate and timely reporting
  - Disclose relevant information to support regulatory compliance
  - Report any breaches through established whistleblowing channels
  - Safeguard confidential information
  - Comply with data protection and privacy requirements
  - Ensure all information is handled responsibly and securely

## 8 STRONG BUSINESS GOVERNANCE

### SUSTAINABLE SUPPLY CHAIN

The Group ensures effective implementation by integrating the Code into supplier agreements and monitoring compliance through self-assessments, audits and third-party verification. Suppliers are to address any identified gaps within agreed timelines and demonstrate continuous improvement.

This structured approach ensures that the supply chain operates in alignment with the Group's ESG commitments, reinforcing ethical conduct, responsible practices and long-term resilience across the value chain.

#### Strengthening ESG Integration Across the Supply Chain

The Group continues to advance its supply chain governance by embedding ESG considerations into supplier engagement and assessment processes. In 2025, a total of 29 key suppliers were identified, with 79% participating in ESG engagement and briefing sessions conducted over multiple phases. These sessions served as a structured platform to communicate expectations, build awareness, and introduce practical tools, including ESG self-assessment checklists, to support suppliers in aligning with the Group's standards.



#### ESG Engagement with Key Suppliers

The Group set a target to engage more than 80% of key suppliers on ESG in 2025. Out of 29 key suppliers identified, 23 suppliers participated in ESG briefing sessions, achieving an engagement rate of 79%.

These sessions were conducted over multiple phases to ensure meaningful participation and understanding. Suppliers were introduced to the Group's ESG expectations, key focus areas, and practical guidance on implementation. While the engagement rate is close to the target, it indicates that continued outreach is required to achieve full alignment across all key suppliers.

#### ESG Self-Assessment for Key Suppliers

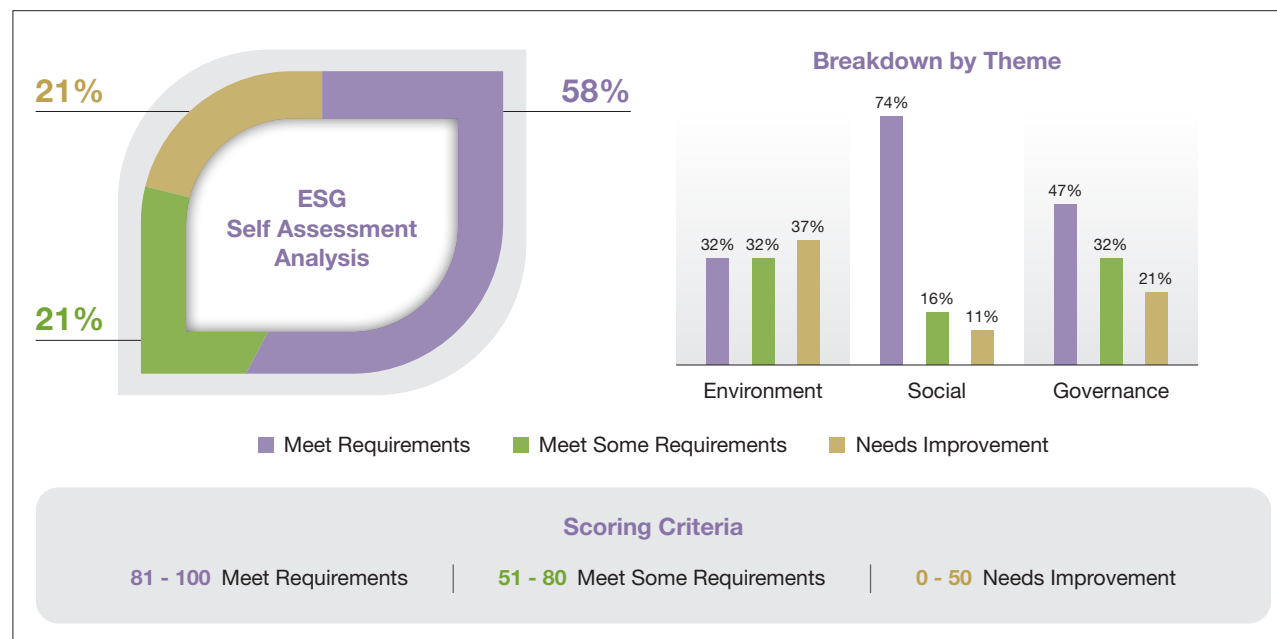
The Group also targeted more than 80% completion of the ESG self-assessment programme among key suppliers in 2025. In FY2025, 55% of suppliers had completed the assessment. The self-assessment serves as a critical tool to evaluate supplier performance and identify ESG-related risks and gaps. While initial participation reflects growing awareness, the completion rate highlights the need for stronger follow-up and support to drive full participation. Moving forward, the Group will focus on improving completion rates through closer engagement, clearer timelines, and enhanced guidance for suppliers.

#### Sustainable Supply Chain – ESG Self-Assessment Results 2025

The Group conducted an ESG self-assessment across its key suppliers to evaluate performance against defined sustainability criteria. Based on the scoring framework, suppliers were assessed across three bands: 81–100 (meet requirements), 51–80 (meet some requirements), and 0–50 (needs improvement). The assessment covered a comprehensive set of ESG areas, including management systems and policies/procedures, performance monitoring, GHG reduction plans, audit practices, and penalties or fines management. In addition, suppliers were evaluated on human rights practices, management systems, emergency response preparedness, and performance monitoring mechanisms.

Governance-related areas included anti-bribery and corruption (ABC) controls, training on ABC, and the presence of grievance mechanisms and whistleblowing channels. The assessment also considered sustainable supply chain practices and due diligence processes, providing a holistic view of supplier readiness across environmental, social and governance dimensions.

Overall, the results indicated that 58% of suppliers met ESG requirements, demonstrating a solid baseline of alignment with the Group's expectations. However, 21% of suppliers met only some requirements, while another 21% required improvement, highlighting areas where further support and oversight are needed to strengthen ESG practices across the supply chain. These results provide a clear indication of current supplier capabilities and highlight priority areas for engagement, capacity building and continuous improvement across the Group's supply chain.



A breakdown by theme reveals varying levels of maturity:

- **ENVIRONMENT:** 32% of suppliers meet requirements, 32% meet some requirements, and 37% require improvement. While some suppliers have established environmental practices, a significant portion still lacks structured approaches. Notably, although 32% of suppliers meet the criteria, only 23% have established a full GHG management process, and 3% are in the process of developing one.
- **SOCIAL:** Performance is comparatively stronger, with 74% of suppliers meeting requirements, 16% meeting some requirements, and 11% requiring improvement. Stronger scores are largely driven by practices related to labour and working conditions, as well as community health and well-being.
- **GOVERNANCE:** 47% of suppliers meet requirements, 32% meet some requirements, and 21% require improvement, indicating moderate adoption of governance-related practices with room for further strengthening.

Key findings from the assessment highlight that the highest risk areas are concentrated in labour and working conditions, followed by community health and well-being, and supply chain management. In addition, 30% of suppliers do not have, and are not planning to implement, a sustainable supply chain and due diligence process, signalling a gap in ESG integration beyond Tier 1 operations.

These findings provide the Group with a clearer view of supplier capabilities and gaps, enabling more targeted engagement, capacity building, and monitoring efforts to strengthen ESG performance across the supply chain.

## SUSTAINABLE SUPPLY CHAIN

### SUSTAINABLE LOCAL PROCUREMENT

Leader Energy promotes local sourcing across its operations as a strategic approach to strengthening community socio-economic outcomes and operational efficiency. Our local operating companies are encouraged to prioritise local suppliers where feasible, supporting local enterprises, creating employment opportunities, and reducing logistics-related environmental impacts. In 2025, 83.8% of suppliers were locally sourced.

Local procurement forms a significant share of the Group's purchasing activities, reflecting both economic contribution to host communities and disciplined supply chain management. This approach is governed by the Group's Procurement Policy and Procedures, which provide clear guidance to operating companies on sourcing practices for construction and operational requirements, ensuring consistency, accountability, and alignment with the Group's broader objectives.

- 84%**  
Spending on LOCAL SUPPLIERS
- 55%**  
Suppliers completed ESG SELF-ASSESSMENT
- 58%**  
Suppliers meet ESG REQUIREMENTS

**8 STRONG BUSINESS GOVERNANCE**

**SUSTAINABLE SUPPLY CHAIN**

**Moving Forward**

Leader Energy recognises that advancing sustainable procurement across a diverse and geographically dispersed supply chain is an ongoing journey. The varying size, capabilities, and nature of products and services provided by suppliers require a tailored engagement approach that considers different levels of ESG maturity. As the Group continues to strengthen its supply chain sustainability practices, emphasis will remain on awareness, education, and capacity building, alongside compliance and monitoring. Through continued engagement with suppliers, Leader Energy aims to support progressive improvements in ESG performance while fostering responsible business practices throughout its value chain.









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

**TRANSPARENT GOVERNANCE  
ALLOWS US TO PURSUE REGIONAL  
GROWTH WHILE MAINTAINING STRONG  
ETHICAL STANDARDS.**

**INDUSTRY ASSOCIATIONS AND MEMBERSHIPS**

Leader Energy actively participates in regional and international industry associations as part of its commitment to responsible business practices and the advancement of sustainable energy solutions. These memberships enable the Group to remain closely aligned with evolving sustainability standards, governance expectations, and policy developments shaping the renewable energy sector. Through active participation in these platforms, Leader Energy gains valuable insights into emerging regulatory frameworks, market dynamics, and technological advancements that influence the energy transition across the region.

 <b>UNITED NATIONS GLOBAL COMPACT</b> Member	 <b>CLIMATE GOVERNANCE MALAYSIA</b> Member	 <b>SUSTAINABLE ENERGY ASSOCIATION OF SINGAPORE</b> Council member
 <b>MALAYSIAN PHOTOVOLTAIC INDUSTRY ASSOCIATION</b> Member	 <b>MALAYSIA CARBON MARKET ASSOCIATION (MCMA)</b> Member	 <b>ASOSIASI ENERGI URYA INDONESIA</b> Member

Beyond knowledge exchange, these associations provide Leader Energy with a platform to contribute meaningfully to industry discourse and collaborative initiatives that strengthen the renewable energy ecosystem. Engagement with organisations such as the United Nations Global Compact reinforces the Group’s commitment to responsible corporate governance and sustainability principles. At the same time, participation in Climate Governance Malaysia (CGM) and the Malaysia Carbon Market Association (MCMA) strengthens its role in advancing climate action, particularly in supporting governance practices, carbon market development, and the transition to a low-carbon economy.

Participation in regional and industry-focused bodies including the Sustainable Energy Association of Singapore (SEAS), Malaysian Photovoltaic Industry Association (MPIA), and Asosiasi Energi Surya Indonesia (AESI) further enables cross-border collaboration in accelerating solar and renewable energy development. Through these partnerships, Leader Energy continues to support policy dialogue, promote best practices, and contribute to a more coordinated and resilient energy transition across Asia.

# STAKEHOLDER ENGAGEMENT



Leader Energy recognises that meaningful engagement with stakeholders is essential to advancing the energy transition and strengthening the broader renewable energy ecosystem. Throughout the year, the Group actively participated in industry dialogues, policy discussions, academic engagements, and regional forums across the Asia-Pacific region. These platforms enabled Leader Energy to share insights, exchange knowledge with industry peers, and contribute perspectives on emerging opportunities and challenges within the energy sector.

Through these engagements, the Group reinforced its commitment to supporting sustainable energy development, nurturing future talent, and fostering stronger collaboration among policymakers, industry leaders, and communities. Such initiatives reflect Leader Energy’s proactive role in shaping conversations that support a more resilient, low-carbon, and interconnected energy future.

## LEADER ENERGY’S KEY STAKEHOLDER ENGAGEMENTS DURING THE YEAR ARE LISTED BELOW.

### Cambodia–ASEAN Business Summit 2025

Leader Energy participated in the Cambodia–ASEAN Business Summit held on 6 March 2025, where the Group’s Executive Deputy Chairman and Group CEO, Dato’ Sean H’ng, joined regional leaders in discussions on infrastructure development and regional connectivity. The session explored opportunities to accelerate ASEAN’s energy transition, including the development of the ASEAN Power Grid and the role of green infrastructure financing. Through this engagement, Leader Energy reaffirmed its commitment to supporting a more sustainable and interconnected energy future across the Asia-Pacific region.



(Second from right) Dato’ Sean H’ng, Executive Deputy Chairman and Group CEO, Leader Energy.

### The Belt and Road Investment Cooperation Thematic Session

Leader Energy was represented at the Belt and Road Investment Cooperation Thematic Session held in Xiamen, China on 9 September 2025, by our Executive Deputy Chairman and Group CEO, Dato’ Sean H’ng. During the session, Dato’ Sean shared the Group’s transformation from a Malaysian homegrown developer into a renewable energy player operating across Asian markets. He highlighted Leader Energy’s growing portfolio spanning utility-scale solar, commercial and industrial solar, wind, hydro, battery storage, and transmission infrastructure, supported by a clear pathway towards achieving net-zero greenhouse gas emissions by 2030.

A key highlight of the address was the Group’s strategic equity partnership with the China-ASEAN Investment Cooperation Fund (CAF II). This momentum has opened new opportunities for solar and wind development in Malaysia and Cambodia, reinforcing the Group’s commitment to advancing a cleaner and more sustainable energy future.

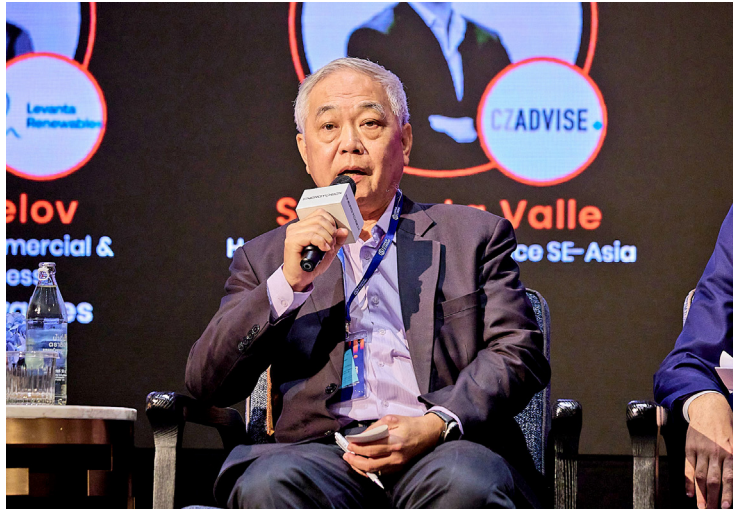


Dato’ Sean H’ng, Executive Deputy Chairman and Group CEO, Leader Energy

8 STRONG BUSINESS GOVERNANCE

STAKEHOLDER ENGAGEMENT

Solar Energy Storage Future Asia Conference

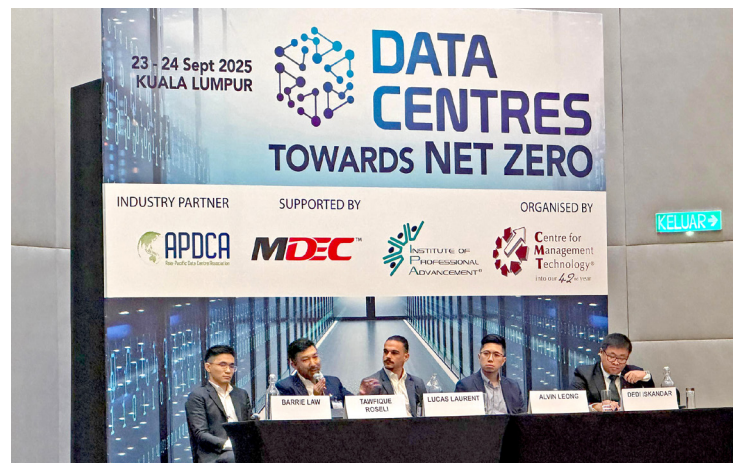


Leader Energy's former Technical Advisor, Mr Gan Boon Hean

Leader Energy was represented at the 4<sup>th</sup> Solar Energy Storage Future Asia Conference, where the Group's Technical Advisor, Mr Gan Boon Hean, participated in the panel discussion titled "Driving Solar Growth in Asia." During the session, Mr Gan shared insights on the opportunities unlocked by the ASEAN Power Grid, the challenges associated with scaling solar deployment across the region, and the growing importance of robust grid infrastructure and Battery Energy Storage Systems (BESS) in enabling a resilient, low-carbon energy future. The engagement underscored Leader Energy's active contribution to regional dialogue on renewable energy development and its commitment to supporting Southeast Asia's energy transition.

Solar Perspective at the Data Centres Towards Net-Zero

Leader Energy's Director of Business Development, Tawfique Roseli, participated in a panel discussion titled Solar Perspective at the Data Centres Towards Net-Zero conference in Kuala Lumpur in September, 2025. The session explored how renewable energy solutions can support the decarbonisation of data centres while addressing practical considerations faced by industry players. Discussions covered topics including energy storage requirements, grid integration, land and space constraints, financing considerations, and the role of solar in supporting the growing energy demand of the digital economy.



(Second from left) Mr Tawfique Roseli, Director of Business Development, Leader Energy.

Maybank (Cambodia) Sustainability Workshop

In September, Leader Energy shared its sustainability journey at the Maybank Sustainability Workshop held in Phnom Penh, Cambodia, organised by the United Nations Global Compact Malaysia and Brunei (UNGCMYB). Representing the Group, Ms Aing Soknang, QMS Supervisor and Sustainability Champion at Cambodian Transmission Limited (CTL and CTL II), presented how Leader Energy identifies ESG risks and integrates them into long-term value creation for both the business and the communities we serve. The engagement reflected Leader Energy's disciplined approach to risk management, operational resilience, and responsible business practices across its regional portfolio.



Ms Aing Soknang, Leader Energy's QMS Supervisor and Sustainability Champion.

STAKEHOLDER ENGAGEMENT

Solar Week Malaysia 2025

Leader Energy’s Technical Advisor, Mr. Gan Boon Hean, participated as a panelist at Solar Week Malaysia 2025. During the forum titled “Technology, Grid Integration and Energy Storage – Enabling Malaysia’s Solar Future,” Mr Gan shared insights on emerging challenges within the solar sector, potential approaches to address them, and the evolving role of energy storage technologies in supporting Malaysia’s renewable energy transition.



Leader Energy’s former Technical Advisor, Mr Gan Boon Hean.

Penang Green Summit 2025 and CRESS Industry Engagement

Leader Energy participated in the Penang Green Summit 2025 as a Platinum Sponsor, engaging with government representatives, industry leaders, and community stakeholders to advance discussions on renewable and clean energy solutions in line with Penang Vision 2030 and Malaysia’s national net-zero ambitions. The summit also provided a valuable platform for industry knowledge exchange, where the Group’s Director of Business Development, Tawfique Roseli shared perspectives on the Corporate Renewable Energy Supply Scheme (CRESS) and its potential to support energy-intensive industries in transitioning towards more sustainable power solutions.



(Fourth from left) YAB Tuan Chow Kon Yeow, Chief Minister of Penang, presenting a token of appreciation to Dato’ Sean H’ng, Executive Deputy Chairman and Group CEO, Leader Energy.

Panel Discussion: APAC’s Solar and BESS Potential – Technology, Project Delivery and Market Trends, Sustainable Energy Association of Singapore (SEAS)

(Far right) Mr Thiagu Visvalingam, Chief Operating Officer, LYS Energy Singapore, at the “APAC’s Solar and BESS Potential – Technology, Project Delivery and Market Trends”, organised by the Sustainable Energy Association of Singapore (SEAS).



Leader Energy was represented at the Sustainable Energy Association of Singapore (SEAS) sharing and networking session, where the Mr. Thiagu Visvalingam, Chief Operating Officer of LYS Energy, participated in the panel discussion titled “APAC’s Solar and BESS Potential: Technology, Project Delivery and Market Trends.” During the session, perspectives were shared on regional energy trends, innovative project delivery models, and the evolving market dynamics shaping the solar and battery energy storage systems (BESS) sector across the Asia-Pacific region.

## 8 STRONG BUSINESS GOVERNANCE

## STAKEHOLDER ENGAGEMENT

## ASEAN Power Grid – Regional Energy Dialogue



(Far left) Leader Energy's Director of Business Development, Mr Tawfique Roseli.

At the Asian Power Summit 2025, Leader Energy participated in a panel discussion focused on advancing a practical roadmap for the ASEAN Power Grid. Represented by the Group's Director of Business Development, Tawfique Roseli, the session emphasised the importance of stronger regional cooperation, policy alignment, and cross-border infrastructure investment to support Southeast Asia's energy transition and enhance regional energy connectivity.

### Renewable Energy Policy and Media Engagement – International Greentech and Eco Products Exhibition and Conference Malaysia (IGEM) 2025

At the International Greentech and Eco Products Exhibition and Conference Malaysia (IGEM) 2025, the Group's Business Development Director, Mr Tawfique engaged with BERNAMA Radio to share perspectives on how supportive policies and strategic initiatives can accelerate the adoption of renewable energy in Malaysia. The engagement reflects the Group's continued participation in national conversations on advancing sustainable energy development.



Leader Energy's Director of Business Development, Mr Tawfique Roseli

### Energy Storage and BESS Industry Dialogue

Leader Energy participated in the 4<sup>th</sup> Solar Energy Storage Malaysia Conference 2025, held in October 2025. During the conference, the Group contributed to discussions on the adoption of battery energy storage systems (BESS) in Malaysia, highlighting key challenges, green financing opportunities, and the need to develop resilient local ecosystems to support the country's expanding clean energy and data centre demand.



Leader Energy's Director of Business Development, Mr Tawfique Roseli

STAKEHOLDER ENGAGEMENT

**UNITEN Career Fair 2025**

Leader Energy reaffirmed its belief that education is fundamental to advancing the energy transition. In support of United Nations Sustainable Development Goal (SDG) 4: Quality Education, the Group’s Chief Sustainability and Strategy Officer, Ms Evelyn Chee, and Human Resource Director, Ms Sally Ng, participated in the University of Tenaga Nasional (UNITEN) Career Fair 2025. During the engagement, they shared perspectives on sustainability career pathways and the evolving talent needs of the energy sector. Their participation aimed to encourage and inspire the next generation of energy professionals while highlighting the importance of developing industry-ready capabilities. This initiative reflected Leader Energy’s continued commitment to strengthening the energy sector through education, knowledge sharing, and talent development.



(From left) Assoc. Prof. Ts. Dr. Meenaloshini A/P Satgunam, Director of University of Tenaga Nasional’s (UNITEN) Alumni Relations, Career and Industry Linkage department (ACL); Ms Evelyn Chee, Chief Sustainability and Strategy Officer, and Ms Sally Ng, HR Director, Leader Energy.

**Cambodia National Career and Productivity Fair 2025**



(Third from right) Leader Energy’s HR Director, Ms Sally Ng with the Leader Energy team at the Cambodia National Career and Productivity Fair 2025.

Leader Energy took part in the Cambodia National Career and Productivity Fair 2025, held in November 2025, led by the Group’s Human Resources team. The event provided an opportunity to engage with prospective talent, share career pathways within the Group, and showcase Leader Energy’s organisational culture, values, and aspiration to RE-energise a Tomorrow where renewable energy uplifts lives and economies.

**STRUCTURED PARTNERSHIPS AND DISCIPLINED EXECUTION UNDERPIN OUR ABILITY TO DELIVER COMPLEX INFRASTRUCTURE PROJECTS.**



## 9 APPENDICES

# ESG PERFORMANCE DATA TABLE

## RESPECTING THE ENVIRONMENT

GHG EMISSIONS	UNIT	FY2025	FY2024	FY2023
<b>GHG Emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>9,897</b>	<b>7,273</b>	<b>8,274</b>
Scope 1	tCO <sub>2</sub> e	643	138	169
Scope 2	tCO <sub>2</sub> e	554	976	1,192
<sup>1</sup> Scope 3	tCO <sub>2</sub> e	8,700	6,159	6,913
<b>Scope 1 GHG Emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>643</b>	<b>138</b>	<b>169</b>
RE Business	tCO <sub>2</sub> e	632	125	157
Offices	tCO <sub>2</sub> e	11	13	12
<b><sup>2</sup> Scope 2 GHG Emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>554</b>	<b>976</b>	<b>1,192</b>
RE Business	tCO <sub>2</sub> e	544	950	1,170
Offices	tCO <sub>2</sub> e	10	26	22
<b>Scope 3 GHG Emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>8,700</b>	<b>6,159</b>	<b>6,913</b>
RE Business	tCO <sub>2</sub> e	8,534	6,003	6,788
Office	tCO <sub>2</sub> e	166	156	125
<b>GHG Intensity</b>	<b>tCO<sub>2</sub>e/ MWh GEN</b>	<b>0.003</b>	<b>0.003</b>	<b>0.004</b>
<b><sup>3</sup> Avoided Emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>324,179</b>	<b>308,367</b>	<b>197,731</b>

### Notes:

- <sup>1</sup> Scope 3 inventory commenced in 2023, covering only business travel and employee commuting.
- <sup>2</sup> Scope 2 for 2025 reflected upon utilisation of Renewable Energy Certificates (RECs).
- <sup>3</sup> The increase in 2024 is due to inclusion of LSE and LSE II. They were previously excluded due to uncertainty over avoided emission ownership.

AIR EMISSIONS	UNIT	FY2025	FY2024	FY2023
Nitrogen Oxide (NO <sub>x</sub> )	mg/Nm <sup>3</sup>	0	0	0
Sulphur Oxide (SO <sub>x</sub> )	mg/Nm <sup>3</sup>	0	0	0
Particulate Matter (PM <sub>10</sub> )	mg/Nm <sup>3</sup>	0	0	0
Ozone Depleting Substance (R22)	kg	0	0	0
Lead (Pb)	tonnes	0	0	0
Mercury (Hg)	tonnes	0	0	0

ENERGY	UNIT	FY2025	FY2024	FY2023
<b>Energy Consumption</b>	<b>GJ</b>	<b>7,473</b>	<b>6,821</b>	<b>7,540</b>
Diesel	liter	23,481	19,888	16,968
Petrol	liter	19,402	20,953	17,882
Purchased Electricity	MWh	1,525	1,362	1,646
Renewable Energy	MWh	140	144	116
Compressed Natural Gas	m <sup>3</sup>	0	0	0
Liquified Petroleum Gas	liter	0	0	0

<b>Energy Intensity</b>	<b>GJ/ MWh GEN</b>	<b>0.002</b>	<b>0.016</b>	<b>0.016</b>
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WASTE	UNIT	FY2025	FY2024	FY2023
<b>Waste Generated</b>	<b>tonnes</b>	<b>72</b>	<b>73</b>	<b>12</b>
General Waste	tonnes	47	50	6
Recycled Waste	tonnes	20	19	0
<sup>4</sup> Hazardous Waste	tonnes	5	4	6

### Broken Solar Panels Management

Broken Solar Panels Generated	pcs	151	168	227
Broken Solar Panels Recycled	pcs	703	0	-

### Notes:

- <sup>4</sup> Data inclusive of e-waste.

SPILL	UNIT	FY2025	FY2024	FY2023
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	FY2025	FY2024	FY2023
<b>Water Withdrawal Volume of Water Withdrawn (From All Sources)</b>	<b>m<sup>3</sup></b>	<b>192,578,790</b>	<b>177,565,786</b>	<b>363,216,967</b>
Withdrawal From Surface Water Sources	m <sup>3</sup>	192,574,205	177,559,937	363,214,584
Withdrawal From Groundwater Sources	m <sup>3</sup>	0	27	969
Withdrawal From Municipal Sources (Purchased Water)	m <sup>3</sup>	4,585	5,822	1,414

### Water Discharge

Volume of Water Discharged to Receiving Bodies	m <sup>3</sup>	192,574,205	177,559,937	363,214,584
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### Water Consumption

Net Water Consumption	m <sup>3</sup>	4,585	5,849	2,383
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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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ESG PERFORMANCE DATA TABLE

FINES, PENALTIES AND AUDITS	UNIT	FY2025	FY2024	FY2023
Environmental Fines/ Penalties	Number	0	0	0
Environmental Audits	Number	18	7	7

ECOLOGICAL IMPACTS	UNIT	FY2025	FY2024	FY2023
Project Delays Due to Ecological Impacts	Number	0	0	0
Duration of Project Ecological Delays	Day	0	0	0

RENEWABLE ENERGY	UNIT	FY2025	FY2024	FY2023
RE Gross Installed Capacity	MW	565	568	556
Revenue from RE & Green Technology	MYR	75,611,573	250,623,225	219,542,000
Revenue from RECs	%	2.04%	2.84%	0.6%
Revenue from Carbon Credits	%	0%	0%	0%

CLIMATE-RELATED MEASURES	UNIT	FY2025	FY2024	FY2023
Climate Mitigation Expenditure	MYR	2,194,205	3,757,844	1,753,195

ACTIVIY METRICS	UNIT	FY2025	FY2024	FY2023
Length of Transmission lines (Operational)	km	235	235	235

Electricity Generated	MWh	436,979	414,140	375,658
Hydropower	%	59%	59%	54%
Solar	%	22%	24%	26%
Rooftop Solar	%	19%	17%	20%

Gross Installed Capacity of Completed Solar Systems	MWp	447	517	514
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CARE FOR OUR PEOPLE

HEALTH AND SAFETY	UNIT	FY2025	FY2024	FY2023
<b>Safe Manhours Worked</b>	<b>Hours</b>	<b>2,307,329</b>	<b>1,859,510</b>	<b>5 243,394</b>
Employee	Hours	878,899	865,479	160,510
Contractor	Hours	1,428,430	1,003,031	82,884

Notes:

<sup>5</sup> FY2023 data has been reset, as comprehensive tracking for all entities began in 2024

<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

Fatality Rate

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

Lost-Time Injury Frequency Rate

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

Recordable Injury Frequency Rate

Employee	Per 1 million manhours	0	0	0
Contractor	Per 1 million manhours	0	0	0

HEALTH AND SAFETY	UNIT	FY2025	FY2024	FY2023
<b>Near Miss</b>	<b>Number</b>	<b>3</b>	<b>3</b>	<b>10</b>
Employee	Number	3	0	8
Contractor	Number	0	3	2

Near Miss Frequency Rate

Employee	Per 1 million manhours	3.4	0	4.6
Contractor	Per 1 million manhours	0	4.7	1.1

<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

Recordable Occupational Disease Frequency Rate

Employee	Per 1 million manhours	0	0	0
Contractor	Per 1 million manhours	0	0	0

FINES, PENALTIES AND AUDITS	UNIT	FY2025	FY2024	FY2023
Health and Safety-Related Fines/Penalties	Number	0	0	0

<b>Health and Safety Audits</b>	<b>Number</b>	<b>18</b>	<b>7</b>	<b>-</b>
Internal Audits	Number	10	4	-
External Audits	Number	8	3	-

Notes:

(-) indicates that no data is available

## 9 APPENDICES

## ESG PERFORMANCE DATA TABLE

NURTURING TALENT	UNIT	FY2025		FY2024		FY2023	
		No.	%	No.	%	No.	%
<b>Board of Directors (BOD)</b>	<b>Number</b>	<b>8</b>		<b>9</b>		<b>9</b>	
<b>BOD Composition by Gender</b>							
Male	Number / % of total	5	62.5%	6	67%	6	67%
Female	Number / % of total	3	37.5%	3	33%	3	33%
<b>BOD Composition by Age Group</b>							
Under 30 years old	Number / % of total	0	0%	0	0%	0	0%
31-50 years old	Number / % of total	0	0%	1	11%	1	11%
Over 50 years old	Number / % of total	8	100%	8	89%	8	89%
<b>Employees</b>	<b>Number</b>	<b>411</b>		<b>431</b>		<b>572</b>	
<b>Employee Composition by Gender</b>							
Male	Number / % of total	283	69%	299	69%	442	77%
Female	Number / % of total	128	31%	132	31%	130	23%
<b>Female : Male Ratio</b>	<b>Ratio</b>	<b>1 : 2.2</b>		<b>1 : 2.4</b>		<b>1 : 3.5</b>	
<b>Employee Composition by Age Group</b>							
Under 30 years old	Number / % of total	97	24%	98	23%	140	25%
31-50 years old	Number / % of total	289	70%	306	71%	397	69%
Over 50 years old	Number / % of total	25	6%	27	6%	35	6%
<b>Employee Composition by Organisational Role</b>							
Key Senior Management	Number / % of total	7	2%	10	2%	9	2%
Senior Management	Number / % of total	5	1%	23	5%	54	9%
Middle Management	Number / % of total	128	31%	104	24%	75	13%
Executive	Number / % of total	84	20%	82	19%	227	40%
Non-Executive	Number / % of total	187	45%	212	49%	207	36%
<b>Employee Composition by Organisational Role and Gender</b>							
<b>Key Senior Management</b>							
Male	Number / % of KSM total	4	57%	5	50%	4	44%
Female	Number / % of KSM total	3	43%	5	50%	5	56%
<b>Senior Management</b>							
Male	Number / % of SM total	4	80%	18	78%	32	59%
Female	Number / % of SM total	1	20%	5	22%	22	41%

NURTURING TALENT	UNIT	FY2025		FY2024		FY2023	
		No.	%	No.	%	No.	%
<b>Middle Management</b>							
Male	Number / % of MM total	69	54%	59	57%	50	67%
Female	Number / % of MM total	59	46%	45	43%	25	33%
<b>Executive</b>							
Male	Number / % of EXE total	43	51%	45	55%	179	79%
Female	Number / % of EXE total	41	49%	37	45%	48	21%
<b>Non-Executive</b>							
Male	Number / % of N-EXE total	163	87%	172	81%	177	86%
Female	Number / % of N-EXE total	24	13%	40	19%	30	14%
<b>Employee Distribution by Operational Location</b>							
Cambodia	Number / % of total	127	31%	168	39%	314	55%
Malaysia	Number / % of total	110	27%	91	21%	87	15%
Vietnam	Number / % of total	124	30%	122	29%	124	22%
Singapore	Number / % of total	27	7%	28	6%	26	5%
Thailand	Number / % of total	5	1%	4	1%	4	1%
Indonesia	Number / % of total	15	4%	15	3%	14	2%
Taiwan	Number / % of total	3	1%	3	1%	3	1%
<b>Employee Distribution by Nationality</b>							
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	20	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, Sri Lanka and Burmese)	Number / % of total	12	3%	36	8%	58	10%
<b>Employee Distribution by Employment Category</b>							
Permanent	Number / % of total	344	84%	364	84%	365	64%
Contract	Number / % of total	67	16%	67	16%	207	36%

## ESG PERFORMANCE DATA TABLE

NURTURING TALENT	UNIT	FY2025		FY2024		FY2023	
		No.	%	No.	%	No.	%
<b>Employee Composition in Critical Business Function</b>							
<b>Revenue Generating-Related Function by Gender</b>							
<b>Total</b>	<b>Number / % of total</b>	<b>230</b>	<b>65%</b>	<b>266</b>	<b>59%</b>	<b>357</b>	<b>62%</b>
Male	Number / % (Revenue-Generating Total)	206	90%	238	89%	338	95%
Female	Number / % (Revenue-Generating Total)	24	10%	28	11%	19	5%
<b>STEM-Related Function by Gender</b>							
<b>Total</b>	<b>Number / % of total</b>	<b>124</b>	<b>35%</b>	<b>148</b>	<b>33%</b>	<b>311</b>	<b>54%</b>
Male	Number / % (STEM Total)	77	62%	103	70%	256	82%
Female	Number / % (STEM Total)	47	38%	45	30%	55	18%
<b>New Hires</b>	<b>Number / % of total</b>	<b>95</b>	<b>24%</b>	<b>68</b>	<b>16%</b>	<b>115</b>	<b>20%</b>
<b>New Hires Composition by Gender</b>							
Male	Number / % (New Hire Total)	57	60%	47	69%	71	62%
Female	Number / % (New Hire Total)	38	40%	21	31%	44	38%
<b>New Hires Composition by Age Group</b>							
Under 30 years old	Number / % (New Hire Total)	31	42%	32	47%	55	48%
31-50 years old	Number / % (New Hire Total)	55	54%	34	50%	58	50%
Over 50 years old	Number / % (New Hire Total)	4	4%	2	3%	2	2%
<b>New Hires Distribution by Operational Location</b>							
Cambodia	Number / % (New Hire Total)	28	29%	30	44%	41	36%
Malaysia	Number / % (New Hire Total)	51	54%	25	37%	39	34%
Vietnam	Number / % (New Hire Total)	8	8%	6	9%	18	16%
Singapore	Number / % (New Hire Total)	5	5%	4	6%	5	4%
Thailand	Number / % (New Hire Total)	2	2%	0	0%	4	3%
Indonesia	Number / % (New Hire Total)	1	1%	3	4%	8	7%
Taiwan	Number / % (New Hire Total)	0	0%	0	0%	0	0%
<b>Hiring Cost</b>	<b>USD</b>	<b>32,307</b>		<b>37,487</b>		<b>53,500</b>	

NURTURING TALENT	UNIT	FY2025		FY2024		FY2023	
		No.	%	No.	%	No.	%
<b>Internal Mobility (IM)</b>							
<b>Total</b>	<b>Number / % of total</b>	<b>67</b>	<b>16%</b>	<b>36</b>	<b>8%</b>	<b>16</b>	<b>3%</b>
Male	Number / % (IM Total)	42	63%	19	52%	11	69%
Female	Number / % (IM Total)	25	37%	17	48%	5	31%
<b>Turnover</b>	<b>Number / % of total</b>	<b>49</b>	<b>12%</b>	<b>41</b>	<b>9%</b>	<b>65</b>	<b>11%</b>
<b>Voluntary Turnover</b>	<b>Number / % of total</b>	<b>49</b>	<b>12%</b>	<b>43</b>	<b>9%</b>	<b>56</b>	<b>10%</b>
<b>Turnover Composition by Gender</b>							
Male	Number / % (Turnover Total)	27	55%	30	66%	45	69%
Female	Number / % (Turnover Total)	22	45%	13	34%	20	31%
<b>Turnover Composition by Age Group</b>							
Under 30 years old	Number / % (Turnover Total)	14	29%	18	42%	23	35%
31-50 years old	Number / % (Turnover Total)	35	71%	19	44%	37	57%
Over 50 years old	Number / % (Turnover Total)	0	0%	6	14%	5	8%
<b>Turnover Composition by Operational Location</b>							
Cambodia	Number / % (Turnover Total)	10	20%	9	21%	35	54%
Malaysia	Number / % (Turnover Total)	28	57%	22	51%	13	20%
Vietnam	Number / % (Turnover Total)	5	10%	9	21%	4	6%
Singapore	Number / % (Turnover Total)	3	6%	2	5%	3	5%
Thailand	Number / % (Turnover Total)	0	0%	0	0%	2	3%
Indonesia	Number / % (Turnover Total)	3	6%	1	2%	8	12%
Taiwan	Number / % (Turnover Total)	0	0%	0	0%	0	0%
<b>Absenteeism</b>	<b>Number / % of total</b>	<b>4</b>	<b>1.0%</b>	<b>3</b>	<b>0.7%</b>	<b>1</b>	<b>0.2%</b>
<b>Absenteeism Composition by Gender</b>							
Male	Number / % (Absenteeism Total)	3	75%	1	33%	1	100%
Female	Number / % (Absenteeism Total)	1	25%	2	67%	0	0%
<b>Absenteeism Composition by Age Group</b>							
Under 30 years old	Number / % (Absenteeism Total)	0	0%	1	33%	1	100%
31-50 years old	Number / % (Absenteeism Total)	4	100%	2	67%	0	0%
Over 50 years old	Number / % (Absenteeism Total)	0	0%	0	0%	0	0%

## 9 APPENDICES

## ESG PERFORMANCE DATA TABLE

NURTURING TALENT	UNIT	FY2025		FY2024		FY2023	
		No.	%	No.	%	No.	%
<b>Parental Leave Taken</b>	<b>Number / % of total</b>	<b>84</b>	<b>20%</b>	<b>38</b>	<b>8%</b>	<b>26</b>	<b>5%</b>
<b>Parental Leave Taken Composition by Gender</b>							
Male	Number / % (Parental Leave Total)	59	70%	22	58%	17	65%
Female	Number / % (Parental Leave Total)	25	30%	16	42%	9	35%
<b>Returned After Parental Leave</b>	<b>Number / % of total</b>	<b>84</b>	<b>100%</b>	<b>29</b>	<b>6%</b>	<b>24</b>	<b>4%</b>
<b>Returned After Parental Leave Composition by Gender</b>							
Male	Number / % (Returned Total)	59	70%	20	69%	16	67%
Female	Number / % (Returned Total)	25	30%	9	31%	8	33%
<b>Gender Pay Ratio</b>							
Basic Salary Ratio (Male : Female)	Ratio	1 : 3.7		1 : 1.9		1 : 5.6	
<b>Minimum Wage Compliance</b>							
<b>Local Minimum Wage : Entry-Level Wage by Operational Location</b>							
Cambodia	Ratio	1 : 1.49		1 : 1.14		1 : 1	
Malaysia	Ratio	1 : 3.28		1 : 2.60		1 : 2.53	
Vietnam	Ratio	1 : 2.47		1 : 1.83		1 : 1.43	
Singapore	Ratio	1 : 1.57		1 : 1.15		1 : 1.83	
Thailand	Ratio	1 : 3.92		1 : 7.53		1 : 6.10	
Indonesia	Ratio	1 : 1.59		1 : 1.20		1 : 2.91	
Taiwan	Ratio	1 : 1.31		1 : 1.75		1 : 1.67	
<b>Employees Engaged</b>	<b>Number / % of total</b>	<b>411</b>	<b>100%</b>	<b>449</b>	<b>100%</b>	<b>572</b>	<b>100%</b>
<b>Employees Appraised</b>	<b>Number / % of total</b>	<b>411</b>	<b>100%</b>	<b>449</b>	<b>100%</b>	<b>572</b>	<b>100%</b>
<b>Training</b>							
<b>Training Hours</b>	Hours	17,001		10,416		5,475	
Avg. Training Hrs. per Employee	Hours	43		29		16	
Training Investment	USD	132,627		110,014		53,575	
Avg. Training Investment per Employee	USD	323		255		94	

CARE FOR COMMUNITY	UNIT	FY2025	FY2024	FY2023
CSR Programs Carried Out	Number	64	66	*55
<b>CSR Programs Carried Out by CSR Strategic Theme</b>				
Environment Conservation and Climate Action	Number	32	29	16
Promoting Community Health and Wellbeing	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	FY2025	FY2024	FY2023
Employees Trained on Human Rights	%	92%	98%	99.5%
<sup>6</sup> HRDD on Own Operations	%	100%	56%	25%
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:**

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

## ESG PERFORMANCE DATA TABLE

## STRONG BUSINESS GOVERNANCE

COMPLIANCE AND BUSINESS ETHICS	UNIT	FY2025	FY2024	FY2023
<b>Training on Anti-Bribery and Anti-Corruption</b>				
Governance Body Trained	%	100%	100%	100%
Employees Trained	%	92%	100%	99.5%
Third Parties Trained	%	79%	56%	95%
<b>Incidents of Anti-Bribery and Corruption</b>				
Confirmed Incidents	Number	0	0	0
Monetary Loss from Legal Proceedings	USD	0	0	0
<b>Public Policy / Political Contributions</b>				
Political Contributions	Number	0	0	0
Lobbying Expenditure	USD	0	0	0
<b>Code of Conduct and Business Ethics Coverage</b>				
Employees Covered	%	100%	100%	100%
Third Parties Covered	%	100%	100%	100%
<b>Training Provided</b>				
Employees Trained	%	100%	100%	99.5%
Third Parties Trained	%	79%	56%	95%
<b>Third-Party Due Diligence</b>				
Due Diligence Completed	%	33%	55%	47%
<b>Whistleblowing Cases</b>				
Cases Received	Number	0	1	0
Cases Investigated	Number	0	1	0
Cases Closed (No Further Action)	Number	0	1	0
Confirmed Breaches	Number	0	0	0

CYBERSECURITY	UNIT	FY2025	FY2024	FY2023
<b>Cybersecurity</b>				
Major Cybersecurity Breaches	Number	0	0	0
Non-Compliance Incidents (Cyber/Physical)	Number	0	0	0
Employees Trained	%	92%	98%	99.5%
<b>Personal Data and Information</b>				
Customer Privacy Breaches	Number	0	0	0
Internal Complaints (Substantiated)	Number	0	0	0
External Complaints (Substantiated)	Number	0	0	0

SUSTAINABLE SUPPLY CHAIN	UNIT	FY2025	FY2024	FY2023
<b>Proportion of spending on local suppliers</b>				
Malaysia	Percentage	93%	-	-
Cambodia	Percentage	89%	-	-
Vietnam	Percentage	96%	-	-
Thailand	Percentage	90%	-	-
Singapore	Percentage	44%	-	-
Indonesia	Percentage	88%	-	-

**Notes:**

(-) indicates that no data is available

## 9 APPENDICES

# REPORTING PRINCIPLES AND DATA ASSUMPTIONS

## Sustainability Reporting Framework

Our Sustainability Report 2025 has been prepared in accordance with several local and international sustainability standards and frameworks:

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

## Reporting Approach

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

## Precautionary Principles

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

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

## Scope

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

## Consolidation

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

## Information on Exclusions

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

## Data Rounding and Summation Variance Disclaimer

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

## RESPECTING THE ENVIRONMENT

### Greenhouse Gas (GHG) Emissions Inventory Data

#### Organisational Boundary

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

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

#### Reporting Boundary

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

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

REPORTING PRINCIPLES AND DATA ASSUMPTIONS

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

Methodology

Emissions Calculation Methodology

Activity Data	Calculation Methodology	Data Estimation Assumptions
<b>Scope 1 (Direct Emissions)</b>		
Diesel and Petrol	$CO_2e (tCO_2e) = (\text{Fuel Consumption (L)} \times \text{Density (kg/L)} \times [(\text{CO}_2 \text{ EF}) + (\text{CH}_4 \text{ EF} \times \text{GWP of CH}_4) + (\text{N}_2\text{O EF} \times \text{GWP of N}_2\text{O})]) / 1000$	Fuel consumption is estimated based on recorded purchase invoices and fuel logs.
Refrigerant Release	$CO_2e (tCO_2e) = [\text{Refrigerant Charge (kg)} \times \text{GWP}_{100} \text{ of Respective Refrigerant (kgCO}_2\text{e/kgRefrigerant)}] / 1000$	Emissions are estimated based on the amount of refrigerant refilled during maintenance operations, assuming all refilled refrigerant represents leakage.
Methane (CH <sub>4</sub> ) Emissions from Domestic Wastewater	$CO_2e (tCO_2e) = \text{Number of Employees} \times \text{Number for Working Days per Year} \times \text{Methane Correction Factor (fraction)} \times \text{Biochemical Oxygen Demand (g/person/day)} \times \text{Maximum CH}_4 \text{ Producing Capacity (kgCH}_4\text{/kgBOD)} \times \text{GWP CH}_4 / 10^6$	Estimated based on: <ul style="list-style-type: none"> <li>Respective entity number of employees and working days.</li> <li>Methane correction factor depending on the type of sewerage tank</li> <li>Country- and region-based BOD<sub>5</sub> value (2006 IPCC Guidelines)</li> <li>Default maximum CH<sub>4</sub> producing capacity (2006 IPCC Guidelines)</li> </ul>
Switchgear SF <sub>6</sub> Release	$CO_2e (tCO_2e) = \text{SF}_6 \text{ Charge (kg)} \times \text{GWP of SF}_6 \text{ (kgCO}_2\text{e/kgSF}_6) / 1000$	Estimated based on the amount of SF <sub>6</sub> gas refilled during maintenance, assuming all refilled gas represents leakage due to system losses.

Activity Data	Calculation Methodology	Data Estimation Assumptions
Fire Extinguisher CO <sub>2</sub> Release	$CO_2e (tCO_2e) = \text{CO}_2 \text{ Refill (kg)} \times \text{GWP of CO}_2 \text{ (kgCO}_2\text{e/kg CO}_2) / 1000$	Estimated based on the amount of CO <sub>2</sub> discharged from CO <sub>2</sub> fire extinguishers during maintenance or actual usage.
<b>Scope 2 (Indirect Emissions from Purchased Energy)</b>		
Purchased Electricity	$CO_2e (tCO_2e) = \text{Purchased Electricity Consumption (kWh)} \times \text{Country Specific Grid Emission Factor (tCO}_2\text{e/MWh)} / 1000$	Estimated based on recorded electricity bill invoice for each entity.
<b>Scope 3 (Other Indirect Emissions)</b>		
Business Travel	Distance-Based Method <ul style="list-style-type: none"> <li>Air Travel: ICAO Carbon Emission Calculator</li> <li>Land Travel: <math>CO_2e (tCO_2e) = \text{Total Distance (km)} \times \text{DEFRA Emission Factor of respective transport mode}</math></li> </ul>	<p><b>Air Travel</b></p> <ul style="list-style-type: none"> <li>Employees travel in standard economy class for air travel unless otherwise specified in travel records</li> <li>Travel within the destination country after an international is excluded</li> </ul> <p><b>Land Travel</b></p> <ul style="list-style-type: none"> <li>Business travel by car, rail, or other local transport modes is only included if the round-trip distance exceeds 100 km from the employee's place of work</li> <li>Travel distance to the airport is included</li> <li>Google Map is used to estimate travel distances for land travel. It is acknowledged that this may not account for route variations or actual kilometers travelled</li> <li>Indirect activities such as hotel stays and incidental emissions during business travel are not considered</li> </ul>
Employee Commuting	Distance-Based Method $CO_2e (tCO_2e) = \text{Total Distance (km)} \times \text{DEFRA Emission Factor of respective transport mode}$ <b>Note:</b> Total distance data is obtained from the Employee Commuting Survey responses carried out annually.	Assumes the most direct route between home and workplace. The primary mode of transport used for the longest distance from home to the workplace (in cases where employees use more than one mode) is considered for emissions calculations.
Other Scope 3 Categories	Spend-Based Method $CO_2e (tCO_2e) = \text{Spending (USD)} \times \text{Country- and Activity-Based EXIOBASE Emission Factor}$ Solar-Specific Calculation: $CO_2e (tCO_2e) = \text{In Operation GIC OR Spending on Purchase and replacement of solar panels and related components} \times \text{Country- and Activity-Based EXIOBASE Emission Factor}$	Relevant financial expenditure data is used.

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## REPORTING PRINCIPLES AND DATA ASSUMPTIONS

**Consolidation**

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

**Third-Party Assurance**

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

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

**Other Environmental Data**

Indicators	Definition, Methodology and Assumptions
GHG Intensity	<p><b>Definition</b> GHG intensity quantifies GHG emissions relative to operational output (energy generation) as a key metric for evaluating operational emissions efficiency.</p> <p><b>Calculation Methodology</b> <math display="block">GHG\ Intensity = \frac{Total\ GHG\ Emissions}{Total\ Energy\ Generation}</math></p> <p><b>Assumptions</b> Only Scope 1 and Scope 2 emissions are included in the total GHG emissions as they are directly controlled and measured by Leader Energy.</p>
Avoided Emissions	<p><b>Definition</b> Refer to the reduction of GHG emissions achieved through renewable energy generation, which displaces the need for electricity from fossil fuel-based sources.</p> <p><b>Calculation Methodology</b> <math display="block">Avoided\ Emissions = Energy\ Generation \times Grid\ Emission\ Factor</math></p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>The grid emission factor is derived from the International Renewable Energy Agency (IRENA).</li> <li>Avoided emissions calculations do not include CEVD assets, as they are not within Leader Energy's operational control.</li> <li>Avoided emissions for commercial and industrial (C&amp;I) rooftop solar projects only account for energy generation sold to the grid, excluding energy sold directly to customers.</li> </ul>
Energy Consumption	<p><b>Definition</b> Energy consumption measures the total energy used across operations, including fuel combustion, purchased electricity, and renewable energy sources.</p> <p><b>Calculation Methodology</b> Total energy consumption includes diesel, petrol, purchased electricity, and renewable energy, which are converted to gigajoules (GJ) using relevant conversion factors.</p> <p><b>Assumptions</b> Fuel consumption is converted using fuel density and net calorific values, while electricity is converted using 1 MWh = 3.6 GJ.</p>

Indicators	Definition, Methodology and Assumptions
Energy Intensity	<p><b>Definition</b> Energy intensity measures the total energy consumed per unit of energy generated as an indicator of operational efficiency.</p> <p><b>Calculation Methodology</b> <math display="block">Energy\ Intensity = \frac{Total\ Energy\ Consumption}{Total\ Energy\ Generation}</math></p> <p><b>Assumptions</b> Total energy consumption includes diesel, petrol, purchased electricity, and renewable energy – converted to GJ.</p>
Waste Generation	<p><b>Definition</b> Waste generation measures the total amount of waste produced across operations, categorised into general waste, recycled waste, and hazardous waste.</p> <p><b>Calculation Methodology</b> Total waste generation is tracked in tonnes and categorised as:</p> <ul style="list-style-type: none"> <li>General Waste – Non-hazardous, non-recyclable waste sent to landfill or incineration</li> <li>Recycled Waste – Waste materials recovered and processed for reuse</li> <li>Hazardous Waste – Waste requiring special handling due to potential environmental or health risks</li> </ul> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Waste data is obtained from disposal records, third-party waste contractors, and internal tracking systems</li> <li>Insignificant or non-reportable waste streams may be excluded if deemed immaterial</li> </ul>
Utilisation of Renewable Energy Certificates	<p><b>Definition</b> A Renewable Energy Certificate (REC) represents the verified environmental attributes of one megawatt-hour (MWh) of electricity generated from a renewable energy source. "Utilisation" occurs when a REC is permanently claimed by an organisation to reduce its indirect greenhouse gas (GHG) emissions footprint. Once utilised in an official registry, the REC cannot be sold, transferred, or claimed by any other entity, thereby preventing double counting.</p> <p><b>Calculation Methodology</b> To comply with the dual-reporting requirements of ISO 14064-1:2018 (Annex E), Leader Energy accounts for these emissions using both the Location-Based and Market-Based approaches. The formula for calculating the baseline emissions from purchased electricity is:</p> $E_{Baseline} = Electricity\ Consumption\ (MWh) \times Grid\ Emission\ Factor\ tCO_2e$ <p>If the entity utilises RECs to neutralise a portion of its footprint, the Market-Based emissions shall be recalculated by applying a 0 tCO<sub>2</sub>e/MWh factor to the retired volume. The Location-Based figure remains unchanged.</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Data Source: Purchased electricity consumption (MWh or kWh) derived from monthly utility invoices</li> <li>Market Instruments: Validated Renewable Energy Certificates (RECs) retired in the entities' organisation name</li> </ul>

REPORTING PRINCIPLES AND DATA ASSUMPTIONS

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

CARE FOR OUR PEOPLE

Indicators	Data Assumptions
<b>Workplace Health and Safety</b>	
Safe Manhours Worked	<p><u>Definition</u> Safe hours worked refers to the total number of hours worked by Leader Energy’s employees, including both permanent and contract employees, within a 12-month period under Leader Energy’s operational control.</p> <p><u>Calculation Methodology</u></p> <ul style="list-style-type: none"> <li>The sum of all recorded working hours of employees under operational control, including permanent and contract employees</li> <li>Does not include third-party contractors not under direct operational control</li> </ul> <p><u>Assumptions</u></p> <ul style="list-style-type: none"> <li>Only includes hours worked in entities where Leader Energy has full operational control</li> </ul>
Fatality and Fatality Rate	<p><u>Definition</u> Fatality rate measures the number of fatalities occurring in the workplace per 1 million hours worked, serving as an indicator of workplace safety performance.</p> <p><u>Calculation Methodology</u></p> $Fatality Rate = \frac{Total\ Fatalities}{Total\ Hours\ Worked} \times 1,000,000$ <p><u>Assumptions</u> Includes recordable fatalities occurring within Leader Energy’s operationally controlled entities</p>
Lost-Time Injury (LTI) and LTI Frequency (LTIF) Rate	<p><u>Definition</u></p> <ul style="list-style-type: none"> <li>Lost-Time Injury (LTI): A work-related injury that results in an employee being unable to perform their regular work duties for at least one full day/shift after the day/shift of the injury</li> <li>Lost-Time Injury Frequency (LTIF): The total number of LTI cases per 1 million hours worked as a measure of workplace safety performance</li> </ul> <p><u>Calculation Methodology</u></p> $LTIF\ Rate = \frac{Total\ LTI\ Cases}{Total\ Hours\ Worked} \times 1,000,000$ <p><u>Assumptions</u> Includes recordable LTI occurring within Leader Energy’s operationally controlled entities.</p>
Near Miss and Near Miss Frequency Rate	<p><u>Definition</u></p> <ul style="list-style-type: none"> <li>Near Miss: A potential hazard or incident in which no property was damaged, and no personal injury was sustained, but where, given a slight shift in time or position, damage or injury easily could have occurred</li> <li>Near Miss Frequency Rate: The total number of near-miss cases per 1 million hours worked, serving as a proactive measure of workplace safety risk identification</li> </ul> <p><u>Calculation Methodology</u></p> $Near\ Miss\ Frequency\ Rate = \frac{Total\ Near\ Miss\ Cases}{Total\ Hours\ Worked} \times 1,000,000$ <p><u>Assumptions</u> Includes recordable near miss cases occurring within Leader Energy’s operationally controlled entities.</p>

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## REPORTING PRINCIPLES AND DATA ASSUMPTIONS

Indicators	Data Assumptions
Occupational Diseases Cases and Occupational Disease Frequency Rate	<p><b>Definition</b></p> <ul style="list-style-type: none"> <li>Occupational Diseases Cases: Total cases of health conditions or illnesses that arise as a result of exposure to factors in the work environment</li> <li>Occupational Disease Frequency Rate: The total number of occupational disease cases per 1 million hours worked, measuring workplace health risks</li> </ul> <p><b>Calculation Methodology</b></p> $\text{Occupational Disease Frequency Rate} = \frac{\text{Total Occupational Disease Cases}}{\text{Total Hours Worked}} \times 1,000,000$ <p><b>Assumptions</b></p> <p>Includes recordable occupational diseases cases occurring within Leader Energy's operationally controlled entities.</p>
Fines, Penalties, and Audits Related to Health and Safety	<p><b>Definition</b></p> <p>This indicator tracks regulatory compliance by measuring fines and penalties for health and safety non-compliance, as well as health and safety-related audits conducted.</p> <p><b>Calculation Methodology</b></p> <ul style="list-style-type: none"> <li>Fines/Penalties for Health and Safety Non-Compliance: The total number of recorded violations resulting in regulatory fines or penalties</li> <li>Environmental-Related Audits Conducted: The total number of internal or external health and safety audits performed to assess compliance with environmental regulations and policies</li> </ul> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Only officially recorded fines and penalties from regulatory bodies are included</li> <li>Audit coverage includes internal audits, third-party audits, and regulatory inspections</li> <li>Minor warnings or advisory notices without financial penalties are excluded</li> </ul>
<b>Nurturing Talent</b>	
Employees (Breakdown by gender, age group, nationality, and employment type)	<p><b>Definition</b></p> <p>Total number of employees, categorised by gender, age group, nationality, and employment type working under Leader Energy's operational control.</p> <p><b>Calculation Methodology</b></p> <p>The yearly employee number is calculated as the average of the monthly employee count at the end of each month, considering variation caused by new hires and turnover.</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Includes both permanent and contract employees under operational control</li> <li>Only employees within entities under Leader Energy's operational control are included</li> <li>Excludes temporary workers, interns, and third-party contractors</li> </ul>
Female to Male Ratio	<p><b>Definition</b></p> <p>The ratio of female employees to male employees within Leader Energy's operational control.</p> <p><b>Calculation Methodology</b></p> $\text{Female : Male} = \frac{\text{Total Male Employees}}{\text{Total Female Employees}}$ <p>Expressed as a ratio, representing the proportion of male employees for every female employee.</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Derived from the total employee count, considering only permanent and contract employees</li> <li>Only employees within entities under Leader Energy's operational control are included</li> <li>Excludes temporary workers, interns, and third-party contractors</li> </ul>

Indicators	Data Assumptions
Key Senior Management	<p><b>Definition</b></p> <p>Key senior management refers to employees in leadership roles responsible for strategic decision-making.</p> <p><b>Calculation Methodology</b></p> <p>The count of employees holding key senior management positions with gender breakdown.</p> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Does not include advisory roles, board members, or non-executive positions</li> </ul>
Employee Turnover and Voluntary Turnover Rate	<p><b>Definition</b></p> <p>Total Turnover: The total number of employees leave Leader Energy voluntarily or due to dismissal, retirement, or death in service.</p> <p>Voluntary Turnover: The total number of employees who leave Leader Energy voluntarily (e.g., resignation).</p> <p><b>Calculation Methodology</b></p> $\text{Voluntary Turnover Rate} = \frac{\text{Total Voluntary Turnover}}{\text{Total Employees}}$ <p><b>Assumptions</b></p> <p>Refer "Employee".</p>
Training Hours and Average Training Hours per Employee	<p><b>Definition</b></p> <ul style="list-style-type: none"> <li>Training Hours: The total hours that employees spend attending training, including physical instructor-led training (ILT) and virtual ILT</li> <li>Average Training Hours per Employee: The average number of training hours per employee within Leader Energy's operational control</li> </ul> <p><b>Calculation Methodology</b></p> $\text{Average Training Hours per Employee} = \frac{\text{Total Training Hours}}{\text{Total Employees}}$ <p><b>Assumptions</b></p> <p>Refer "Employee".</p>
<b>Care for Community</b>	
Corporate Social Responsibility-Related Indicators	<p><b>Definition</b></p> <p>These indicators track Leader Energy's corporate social responsibility (CSR) initiatives, including employee participation, social impact, and financial contributions.</p> <p><b>Calculation Methodology</b></p> <ul style="list-style-type: none"> <li>Number of CSR Activities Conducted: Total count of CSR initiatives organised during the reporting period</li> <li>Number of Employees Volunteering Hours: Sum of hours contributed by employees to CSR activities</li> <li>Number of Direct Beneficiaries: Total number of individuals positively impacted by CSR programs</li> <li>Total CSR Investment: Sum of financial resources allocated to CSR programs, reported in USD</li> </ul> <p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>Includes all CSR activities directly organised or funded by Leader Energy</li> <li>Does not include informal employee volunteering activities that are not tracked or funded by the company</li> </ul>

## REPORTING PRINCIPLES AND DATA ASSUMPTIONS

Indicators	Data Assumptions
<b>Upholding Human Rights</b>	
Human Rights-Related Indicators	<p><u>Definition</u></p> <p>These indicators track Leader Energy’s commitment to human rights, including employee training, due diligence efforts, and recorded grievances.</p> <p><u>Calculation Methodology</u></p> <ul style="list-style-type: none"> <li>• Employees Trained on Human Rights: Percentage of employees who have completed human rights training relative to the total workforce</li> <li>• Human Rights Due Diligence on Own Operations: Number of internal assessments conducted</li> <li>• Human Rights Due Diligence on Supplier: Number of assessments conducted on critical suppliers</li> <li>• Number of Grievances Recorded: Total recorded human rights-related grievances from employees, suppliers, or other stakeholders</li> </ul> <p><u>Assumptions</u></p> <ul style="list-style-type: none"> <li>• Derived from training records, due diligence assessments, and grievance mechanism reports</li> <li>• Covers all employees under operational control and key critical suppliers assessed for human rights compliance</li> </ul>

### STRONG BUSINESS GOVERNANCE

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

## 9 APPENDICES

# REPORTING STANDARDS AND DISCLOSURES

## GRI CONTENT INDEX

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

Disclosure	Location
<b>GRI 2: General Disclosures 2021</b>	
2-1 Organisational details	About Leader Energy
2-2 Entities included in the organisation's sustainability reporting	About This Report
2-3 Reporting period, frequency, and contact point	
2-4 Restatements of information	
2-5 External assurance	About This Report
2-6 Activities, value chain, and other business relationships	About Leader Energy; Our Value Creation Approach
2-7 Employees	Nurturing Talent (Diversity, Equity, and Inclusivity)
2-8 Workers who are not employees	
2-9 Governance structure and composition	Sustainability Governance in Leader Energy
2-10 Nomination and selection of the highest governance body	Alignment with MCCG Requirements
2-11 Chair of the highest governance body	Sustainability Governance in Leader Energy; Enterprise Risk Management
2-12 Role of the highest governance body in overseeing the management of impacts	
2-13 Delegation of responsibility for managing impacts	
2-14 Role of the highest governance body in sustainability reporting	
2-15 Conflicts of interest	Alignment with MCCG Requirements
2-16 Communication of critical concerns	
2-17 Collective knowledge of the highest governance body	
2-18 Evaluation of the performance of the highest governance body	

Disclosure	Location
2-19 Remuneration policies	Strong Business Ethics
2-20 Process to determine remuneration	Group Chairman Statement; Decarbonise Towards Net-Zero (Climate-Related Remuneration)
2-21 Annual total compensation ratio	
2-22 Statement on sustainable development strategy	
2-23 Policy commitments	Our Sustainability Approach
2-24 Embedding policy commitments	
2-25 Processes to remediate negative impacts	Strong Business Ethics
2-26 Mechanisms for seeking advice and raising concerns	Strong Business Ethics; Sustainable Supply Chain
2-27 Compliance with laws and regulations	
2-28 Membership associations	Stakeholder Engagement
2-29 Approach to stakeholder engagement	Human Rights
2-30 Collective bargaining agreements	
<b>GRI 3: Material Topics 2021</b>	
3-1 Processes to determine material topics	Mapping Materiality
3-2 List of material topics	
<b>GRI 101: Biodiversity 2024</b>	
3-3 Management of material topics	Biodiversity Conservation
101-1 Policies to halt and reverse biodiversity loss	
101-2 Management of biodiversity impacts	
101-4 Identification of biodiversity impacts	

Disclosure	Location
<b>GRI 201: Economic Performance 2016</b>	
201-1 Direct economic value generated and distributed	Our Value Creation Approach
201-2 Financial implications and other risks and opportunities due to climate change	Climate-Related Risks and Opportunities Management
201-3 Defined benefit plan obligations and other retirement plans	Nurturing Talent (Human Capital)
<b>GRI 203: Indirect Economic Impacts 2016</b>	
203-1 Infrastructure investments and services provided	Care for Community
203-2 Significant indirect economic impacts	Care for Community; Our Value Creation Approach
<b>GRI 204: Procurement Practices 2016</b>	
204-1 Proportion of spending on local suppliers	Sustainable Supply Chain
<b>GRI 205: Anti-Corruption 2016</b>	
205-1 Operations assessed for risks related to corruption	Strong Business Ethics
205-2 Communication and training about anti-corruption policies and procedures	
205-3 Confirmed incidents of corruption and action taken	
<b>GRI 207: Tax 2019</b>	
207-1 Approach to tax	Strong Business Ethics
207-2 Tax governance, control, and risk management	
207-3 Stakeholder engagement and management of concerns related to tax	

REPORTING STANDARDS AND DISCLOSURES

Disclosure	Location
<b>GRI 302: Energy 2016</b>	
302-1 Energy consumption within the organisation	Energy Management
302-2 Energy consumption outside of the organisation	
303-3 Energy intensity	
302-4 Reduction of energy consumption	
302-5 Reductions in energy requirements of products and services	
<b>GRI 303: Water and Effluents 2018</b>	
303-1 Interactions with water as a shared resource	Other Important Environmental Topics (Water Management)
303-3 Water withdrawal	
303-5 Water consumption	
<b>GRI 305: Emissions 2016</b>	
305-1 Direct (Scope 1) GHG emissions	Decarbonise Towards Net-Zero
305-2 Energy indirect (Scope 2) GHG emissions	
305-3 Other indirect (Scope 3) GHG emissions	
305-4 GHG emissions intensity	Leader Energy Decarbonisation Plan
305-5 Reduction of GHG emissions	
<b>GRI 306: Waste 2020</b>	
306-1 Waste generated and significant waste-related impacts	Other Important Environmental Topics (Waste Management)
306-2 Management of significant waste-related impacts	
306-3 Waste generated	
306-4 Waste diverted from disposal	
306-5 Waste directed from disposal	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	
308-1 New suppliers that were screened using environmental criteria	Sustainable Supply Chain
<b>GRI 401: Employment 2016</b>	
401-1 New employee hires and employee turnover	Nurturing Talent (Human Capital)
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	
401-3 Parental leave	

Disclosure	Location
<b>GRI 403: Occupational Health and Safety 2018</b>	
403-1 Occupational health and safety management system	Safety and Wellbeing (Health and Safety)
403-2 Hazard identification, risk assessment, and incident investigation	
403-3 Occupational health services	
403-4 Worker participation, consultation, and communication on occupational health and safety	
403-5 Worker training on occupational health and safety	Safety and Wellbeing (Health and Safety)
403-6 Promotion of worker health	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8 Workers covered by an occupational health and safety management system	Nurturing Talent (Human Capital)
403-9 Work-related injuries	
<b>GRI 404: Training and Education 2016</b>	
404-1 Average hours of training per year per employee	Nurturing Talent (Human Capital)
404-2 Programmes for upgrading employee skills and transition assistance programmes	
404-3 Percentage of employees receiving regular performance and career development reviews	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	
405-1 Diversity of governance bodies and employees	Nurturing Talent (Diversity, Equity, and Inclusivity); Strong Business Governance
<b>GRI 406: Non-Discrimination 2016</b>	
406-1 Incidents of discrimination and corrective actions taken	Nurturing Talent (Diversity, Equity, and Inclusivity)
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights; Sustainable Supply Chain

Disclosure	Location
<b>GRI 408: Child Labour 2016</b>	
408-1 Operations and suppliers at significant risk for incidents of child labour	Human Rights; Sustainable Supply Chain
<b>GRI 409: Forced or Compulsory Labour 2016</b>	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Human Rights; Sustainable Supply Chain
<b>GRI 410: Security Practices 2016</b>	
410-1 Security personnel trained in human rights policies or procedures	Human Rights
<b>GRI 411: Rights of Indigenous People 2016</b>	
411-1 Incidents of violations involving rights of indigenous peoples	Human Rights
<b>GRI 413: Local Communities 2016</b>	
413-1 Operations with local community engagement, impact assessments, and development programmes	Our Value Creation Approach, Care for Community
413-2 Operations with significant actual and potential negative impacts on local communities	Safety and Wellbeing (Human Rights)
<b>GRI 414: Supplier Social Assessment 2016</b>	
414-1 New suppliers that were screened using social criteria	Sustainable Supply Chain
414-2 Negative social impacts in the supply chain and actions taken	
<b>GRI 415: Public Policy 2016</b>	
415-1 Political contributions	Strong Business Ethics
<b>GRI 418: Customer Privacy 2016</b>	
418-1 Substantial complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Cybersecurity

## 9 APPENDICES

## REPORTING STANDARDS AND DISCLOSURES

## IFRS CONTENT INDEX

Disclosure	IFRS S1 Location/ Explanation	IFRS S2 Location/ Explanation
<b>Governance</b>		
a) Board Oversight	Sustainability Governance in Leader Energy	Sustainability & Climate Governance
b) Management's Role		
<b>Strategy</b>		
a) Risks and Opportunities	Mapping Materiality (Sustainability Risks and Opportunities)	Climate-Related Risks and Opportunities Management
b) Impact on Business Model and Value Chain		
c) Strategy and Decision-Making		
d) Financial Position	Leader Energy incorporates sustainability strategies into the management of specific ESG topics that have been identified as material to the Group. These have been outlined in their respective chapters, under "Respecting the Environment", "Care for Our People", and "Strong Business Governance". Where relevant, these also include implications on the Group's financial position	
e) Resilience of Strategy		
<b>Risk Management</b>		
a) Risk Identification and Assessment Process	Mapping Materiality	Climate-Related Risks and Opportunities Management
b) Risk Management Process		
c) Integration into Overall Risk Management	Strong Business Governance (Enterprise Risk Management)	
<b>Metrics and Targets</b>		
a) Metrics Used	Leader Energy tracks the performance of each material ESG topics based specific quantitative and qualitative metrics tied to globally recognised sustainability frameworks. These have been outlined in their respective chapters, under "Respecting the Environment", "Care for Our People", and "Strong Business Governance"	Energy Management (Metrics and Targets)
b) Performance Data		
c) Targets Set	Mapping Materiality (Developing Strategies and Steps Forward)	

## SASB CONTENT INDEX

## Renewable Resources and Alternative Energy: Solar Technology and Project Developers

Disclosure	Location/ Explanation
<b>Energy Management in Manufacturing</b>	
RR-ST-130a.1	(1) Total energy consumed, (2) Percentage grid electricity, and (3) Percentage renewable Energy Management
<b>Strategy</b>	
RR-ST-140a.1	(1) Total water withdrawn, (2) Total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress Other Important Environmental Topics (Water Management)
RR-ST-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks
<b>Hazardous Waste Management</b>	
RR-ST-150a.1	(1) Amount of hazardous waste generated, (2) Percentage recycled Other Important Environmental Topics (Waste Management)
<b>Ecological Impacts of Project Development</b>	
RR-ST-160a.1	(1) Number and (2) Duration of project delays related to economic impacts NA; there have been no project delays for FY2024
RR-ST-160a.2	Description of efforts in solar energy system project development to address community and ecological impacts Biodiversity Conservation
<b>Product End-of-Life Management</b>	
RR-ST-410b.2	(1) Weight of end-of-life material recovered, (2) Percentage recycled Other Important Environmental Topics (Waste Management)
<b>Activity Metrics</b>	
RR-ST-000.B	Total capacity of completed solar energy systems About Leader Energy; Our Value Creation Approach
RR-ST-000.C	Total project development assets

REPORTING STANDARDS AND DISCLOSURES

**Infrastructure:** Electric Utilities and Power Generators

Disclosure		Location/ Explanation
<b>Greenhouse Gas Emissions &amp; Energy Resource Planning</b>		
IF-EU-110a.1	(1) Gross global Scope 1 emissions, (2) Percentage covered under emissions-limiting regulations, and (3) Percentage covered under emissions-reporting regulations	GHG Emissions  Disclosure (2) and (3) are NA.
IF-EU-110a.3	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Leader Energy Decarbonisation Plan
<b>Water Management</b>		
IF-EU-140a.1	(1) Total water withdrawn, (2) Total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Other Important Environmental Topics (Water Management)
IF-EU-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	
<b>Grid Resiliency</b>		
IF-EU-550a.1	Number of incidents of non-compliance with physical or cybersecurity standards or regulations	Other Material Governance Topics (Data Privacy and Cybersecurity)
<b>Activity Metrics</b>		
IF-EU-000.B	Total electricity delivered to: (1) Residential, (2) Commercial, (3) Industrial, (4) All other retail customers, and (5) Wholesale customers	Key Highlights  Leader Energy does not produce electricity for residential, retail customers and wholesale customers
IF-EU-000.C	Length of transmission and distribution lines	About Leader Energy; Our Value Creation Approach
IF-EU-000.E	Total wholesale electricity purchased	Energy Management

**SCOPE OF ISO CERTIFICATIONS**

Entity	Business Segment	Certification	Scope
PT Alfa Service Solusi	Commercial and Industrial ("C&I") Solar *	<ul style="list-style-type: none"> <li>ISO 9001 Quality Management System ("QMS")</li> <li>ISO 45001 Occupational Health &amp; Safety Management System ("OHSMS")</li> </ul>	Engineering Procurement Construction (EPC) of Rooftop Solar PV System
LYS Energy Services Pte Ltd	Commercial and Industrial ("C&I") Solar *	<ul style="list-style-type: none"> <li>ISO 9001 Quality Management System ("QMS")</li> <li>ISO 45001 Occupational Health &amp; Safety Management System ("OHSMS")</li> </ul>	Installation and operations of solar PV system
LYS Energy Solutions Pte Ltd	Commercial and Industrial ("C&I") Solar *	<ul style="list-style-type: none"> <li>ISO 9001 Quality Management System ("QMS")</li> <li>ISO 45001 Occupational Health &amp; Safety Management System ("OHSMS")</li> </ul>	Asset Management for solar PV system
Cambodian Transmission II CO. Ltd	Transmission	<ul style="list-style-type: none"> <li>ISO 14001 Environmental Management System ("EMS")</li> <li>ISO 9001 Quality Management System ("QMS")</li> <li>ISO 45001 Occupational Health &amp; Safety Management System ("OHSMS")</li> </ul>	Built, Operate and Maintenance of Power Transmission Lines and Grid Substation Kampong Cham and Kratie
Cambodian Transmission Ltd	Transmission	<ul style="list-style-type: none"> <li>ISO 14001 Environmental Management System ("EMS")</li> <li>ISO 9001 Quality Management System ("QMS")</li> <li>ISO 45001 Occupational Health &amp; Safety Management System ("OHSMS")</li> </ul>	Built, Operate and Maintenance of Grid Substation No. 6 (NPPSS/GS6) and Grid Substation Kampong Cham (GSKC)

## 9 APPENDICES

## REPORTING STANDARDS AND DISCLOSURES

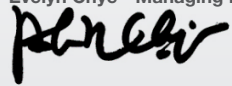
Entity	Business Segment	Certification	Scope
LEVSB	Corporate Functions	<ul style="list-style-type: none"> <li>ISO 9001 Quality Management System ("QMS")</li> <li>ISO 14001 Environmental Management System ("EMS")</li> <li>ISO 45001 Occupational Health &amp; Safety Management System ("OHSMS")</li> </ul>	<ul style="list-style-type: none"> <li>Provision of management services and oversight for renewable energy businesses, including the management, coordination and performance monitoring of renewable energy utility-scale assets. Is included as a location on Certificate FS 830505, BSI location reference 0047863995</li> <li>Provision of management services and oversight for renewable energy businesses, including the management, coordination, and performance monitoring of renewable energy utility-scale assets. Is included as a location on Certificate FS 830509, BSI location reference 0047863995</li> <li>Provision of management services and oversight for renewable energy businesses, including the management, coordination, and performance monitoring of renewable energy utility-scale assets. Is included as a location on Certificate FS 830510, BSI location reference 0047863995</li> </ul>
Leader Nam Tien Hydropower	Hydropower	<ul style="list-style-type: none"> <li>ISO 9001 Quality Management System ("QMS")</li> <li>ISO 14001 Environmental Management System ("EMS")</li> <li>ISO 45001 Occupational Health &amp; Safety Management System ("OHSMS")</li> </ul>	<ul style="list-style-type: none"> <li>Provision of Hydro Energy Generation Services, Management, Maintenance and Operation of Hydro Power Plant. Is included as a location on Certificate FS 830505, BSI location reference 0047863995</li> <li>Provision of Hydro Energy Generation Services, Management, Maintenance and Operation of Hydro Power Plant. Is included as a location on Certificate FS 830509, BSI location reference 0047863995</li> <li>Provision of Hydro Energy Generation Services, Management, Maintenance and Operation of Hydro Power Plant. Is included as a location on Certificate FS 830510, BSI location reference 0047863995</li> </ul>

Entity	Business Segment	Certification	Scope
LSE II	Utility-scale solar	<ul style="list-style-type: none"> <li>ISO 9001 Quality Management System ("QMS")</li> <li>ISO 14001 Environmental Management System ("EMS")</li> <li>ISO 45001 Occupational Health &amp; Safety Management System ("OHSMS")</li> </ul>	<ul style="list-style-type: none"> <li>Provision of Solar Energy Generation Services, Management, Maintenance and Operation of Solar Power Plant. Is included as a location on Certificate FS 830505, BSI location reference 0047863995</li> <li>Provision of Solar Energy Generation Services, Management, Maintenance and Operation of Solar Power Plant. Is included as a location on Certificate FS 830509, BSI location reference 0047863995</li> <li>Provision of Solar Energy Generation Services, Management, Maintenance and Operation of Solar Power Plant. Is included as a location on Certificate FS 830510, BSI location reference 0047863995</li> </ul>
VH6	Utility-scale solar	<ul style="list-style-type: none"> <li>ISO 9001 Quality Management System ("QMS")</li> <li>ISO 14001 Environmental Management System ("EMS")</li> <li>ISO 45001 Occupational Health &amp; Safety Management System ("OHSMS")</li> </ul>	<ul style="list-style-type: none"> <li>Provision of Solar Energy Generation Services, Management, Maintenance and Operation of Solar Power Plant. Is included as a location on Certificate FS 830505, BSI location reference 0047863995</li> <li>Provision of Solar Energy Generation Services, Management, Maintenance and Operation of Solar Power Plant. Is included as a location on Certificate FS 830509, BSI location reference 0047863995</li> <li>Provision of Solar Energy Generation Services, Management, Maintenance and Operation of Solar Power Plant. Is included as a location on Certificate FS 830510, BSI location reference 0047863995</li> </ul>
LYS Energy Services Pte Ltd	Commercial and Industrial ("C&I") Solar *	<ul style="list-style-type: none"> <li>Level Star bizSAFE Star Certification by Workplace Safety and Health (WSH) Council, Ministry of Manpower, Singapore</li> </ul>	<ul style="list-style-type: none"> <li>Installation and operation of solar PV system</li> </ul>
LYS Energy Solutions Pte Ltd	Commercial and Industrial ("C&I") Solar *	<ul style="list-style-type: none"> <li>Level Star bizSAFE Star Certification by Workplace Safety and Health (WSH) Council, Ministry of Manpower, Singapore</li> </ul>	<ul style="list-style-type: none"> <li>Asset management for solar PV system</li> </ul>

# INDEPENDENT ASSURANCE STATEMENT

## VERIFICATION REPORT

### VERIFICATION OPINION

Verified as Satisfactory	
Based on the process and procedures conducted, the GHG statement contained in the "Greenhouse Gas Inventory Report 2025" produced by Leader Energy Group Berhad:	<ul style="list-style-type: none"> <li>Is materially correct and is a fair representation of GHG data and information</li> <li>Has been prepared in accordance with ISO14064-1: 2018 and its principles</li> </ul>
Lead Verifier	Shaiful Rahman
Verifier Team Member	<ol style="list-style-type: none"> <li>Dana Grace Rutilla</li> <li>Noemel Macunat</li> </ol>
Independent Reviewer	Wan Muqtadir Wan Abdul Fatah
Signed on behalf of BSI	Evelyn Chye - Managing Director, Malaysia 
Issue Date	6 April 2026

BSI Malaysia Suite 29.01, Level 29, The Gardens North Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Malaysia.

#### Note:

BSI Malaysia is independent to and has no financial interest in Leader Energy Group Berhad. This third-party Verification Opinion has been prepared for Leader Energy Group Berhad only for the purposes of verifying its statement relating to its GHG emissions more particularly described in the scope above. It was not prepared for any other purpose. In making this Statement, BSI Malaysia has assumed that all information provided to it by Leader Energy Group Berhad is true, accurate and complete. BSI Malaysia accepts no liability to any third party who places reliance on this statement.

Verification Engagement		CFV 842203 06042026
Organisation	Leader Energy Group Berhad	
Responsible party	Leader Energy Group Berhad	
Verification Objectives	To express an opinion on whether the organisational GHG Statement which is historical in nature: <ul style="list-style-type: none"> <li>Is accurate, materially correct and is a fair representation of GHG data and information</li> <li>Has been prepared in accordance with ISO14064-1: 2018 and Leader Energy Group Berhad GHG Inventory Management Procedures the criteria used by BSI to verify the GHG Organisational Statement</li> </ul>	
Materiality Level	10%	
Level of Assurance	Reasonable	
Verification evidence gathering procedures	<ul style="list-style-type: none"> <li>Evaluation of the monitoring and controls systems through interviewing employees, observation &amp; inquiry</li> <li>Verification of the data through sampling recalculation, retracing, cross checking, and reconciliation</li> </ul>	
Verification Standards	The verification was carried out in accordance with ISO 14064-3: 2019 and ISO 14065: 2020	

#### Note:

Leader Energy Group Berhad is responsible for the preparation and fair presentation of the GHG statement and report in accordance with the agreed criteria. BSI is responsible for expressing an opinion on the GHG statement based on the verification.

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## INDEPENDENT ASSURANCE STATEMENT

Organisational GHG Statement		
Organisation	Leader Energy Group Berhad Penthouse @ 26, The Pinnacle, Persiaran Lagoon, Bandar Sunway, 46150 Petaling Jaya, Selangor, Malaysia.	
Organisations GHG Report containing GHG Statement	Leader Energy Group Berhad Greenhouse Gas Inventory Report 2025	
Locations included in the Organisational Boundary	See Appendix A	
Scope of activities:	Independent power producer focused on the development, ownership, operation and maintenance of renewable energy assets and power transmission infrastructure across Asia	
Reporting Boundary:	Category 1: Direct GHG Emissions	Direct GHG emissions occur from sources owned or controlled by Leader Energy
	Category 2: Indirect GHG emissions from imported energy	Indirect GHG emissions associated with the purchase of energy
	Category 3: Indirect GHG emissions from transportation	1) Upstream transportation and distribution 2) Business travel 3) Employee commuting
	Category 4: Indirect greenhouse gas emissions from products used by the organisation	1) Purchased goods and services. 2) Capital goods 3) Fuel and energy related activities 4) Waste generated in operation
	Category 5: Indirect greenhouse gas emissions associated with the use of products from the organisation	1) Use of sold products 2) End of life treatment of sold products 3) Downstream leased assets
	Category 6: Indirect greenhouse gas emissions from other sources	1) Investments
Criteria for developing the organisational GHG Inventory:	<ul style="list-style-type: none"> <li>ISO14064-1:2018</li> <li>Leader Energy Group Berhad Greenhouse Gas Inventory Quality Management Procedure LEGB-GPROSD-04, REV01, 25 February 2026</li> <li>The Greenhouse Gas Protocol; A Corporate Accounting and Reporting Standard; Revised Edition</li> </ul>	
Reporting Period	01/01/2025 – 31/12/2025	

## Summary table of GHG Emissions

Emission Sources (location based)	2025
Direct GHG emissions.	643
Indirect GHG emissions from imported energy (Location Based)	1,087
Indirect GHG emissions from imported energy (Market Based)	554
Indirect GHG emissions from transportation	560
Indirect GHG emissions from products used by Leader Energy	7,360
Indirect GHG emissions associated with the use of products from Leader Energy	0
Indirect GHG emissions from other sources	780
<b>Total in tCO<sub>2</sub>e (Location Based)</b>	<b>10,430</b>
<b>Total in tCO<sub>2</sub>e (Market Based)</b>	<b>9,897</b>

**Note:**

The GHG emissions in the table above are based on the energy mix used by Leader Energy Group Berhad to produce electricity. Leader Energy has demonstrated Avoidance Emission totalling 324,179 tCO<sub>2</sub>e from the export of electricity generated through renewable energy sources (Based on IRENA/location marketbased EF)

## APPENDIX A

## List of locations within the boundary of the GHG statement

Site address:	Activity conducted on site
CTL Transmission Line Asset	Transmission Line
CTL II Transmission Line Asset	Transmission Line
Leader Nam Tien Hydropower JSC, VietnamPhin Ngan Commune, Bat Xat District, Lao Cai Province, Vietnam	Hydroelectric Power Plant
Vinh Hao 6 Power LLC - VH6	Solar power generation
Leader Solar Energy Sdn Bhd, Malaysia Lot 2 Mukim Sg. Pasir Daerah Kuala Muda, 08000 Sungai Petani, Kedah	Solar power generation
Leader Solar Energy II Sdn Bhd, Malaysia Lot 5 Pekan Bukit Selambau 08010 Bukit Selambau Kedah Darul Aman	Solar power generation
LEGB Offices (Sunway and Penang)	Office activity
LYS Group, Across Singapore	Solar power generation
LYS Group, Across Vietnam	Solar power generation
LYS Group, Across Malaysia	Solar power generation
LYS Group, Across Indonesia	Solar power generation
LYS Group, Across Thailand	Solar power generation
SanDing Energy Co., Ltd. (Sanding)	Solar power generation

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