LEADER ENERGY

ESG QUARTER 3 PERFORMANCE REPORT 2026



ABOUT THIS REPORT

THIS REPORT PROVIDES A SUMMARY OF OUR ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) PERFORMANCE YEAR-TO-DATE QUARTER 3 OF 2026 (1 JANUARY - 30 SEPTEMBER), HIGHLIGHTING KEY INITIATIVES AND ACHIEVEMENTS TO DATE.

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

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ECOVADIS
- Gold rating 2024, 2025 & 2026

MULTILATERAL INVESTMENT GUARANTEE AGENCY (MIGA)
- support for Cambodian Transmission Limited Project

MARC RATINGS
- ASEAN Green Sri Sukuk Wakala (AA$_{IS}$ Rating)
- Green Sukuk Framework (Gold Rating)

HUMAN RESOURCES EXCELLENCE AWARDS
- Bronze - Excellence in Diversity, Equity, and Inclusion 2025 & 2026

NATIONAL ENERGY AWARDS (NEA) 2026
- NEA 2025 Special Submission: Renewable Energy Enabler Technology (Winner)
- NEA 2026: Renewable Energy – On-Grid (National) Category (Merit)

SEEK PEOPLE & PURPOSE AWARDS 2026
- Best Diversity, Equity, Inclusion (DEI) Awards (Silver)

MALAYSIA CLEAN ENERGY WEEK AWARDS 2026
- Excellence in ESG & Sustainability Leadership Malaysia Sustainability Leadership Awards 2026 – Company Category
- Solar Company of the Year – Developer (Commercial/Industrial) Clean Energy Leadership Awards 2026 – Business Excellence

ASEAN POWER AWARD 2026
- Gold Award for Transmission and Distribution of the Year
- Innovative Power Technology of the Year - Malaysia

5TH SOLAR ENERGY STORAGE FUTURE MALAYSIA 2026
- Energy Transition Forerunner Enterprises

ALB MALAYSIA LAW AWARDS 2026
- Finalist - Legal Team Excellence and Innovation

POWER & ENERGY AWARDS 2026
- Enlit Asia 2026 (Finalist)

OUR SUSTAINABILITY STRATEGY

OUR BUSINESS AT A GLANCE



UTILITY-SCALE SOLAR/ LARGE-SCALE SOLAR

VIETNAM, MALAYSIA

TOTAL GROSS CAPACITY:

757 MWp



WIND

CAMBODIA

TOTAL GROSS CAPACITY:

300 MW



HYDROPOWER

VIETNAM

TOTAL GROSS CAPACITY:

52 MW



COMMERCIAL AND INDUSTRIAL ("C&I") SOLAR

MALAYSIA, VIETNAM, SINGAPORE, INDONESIA, THAILAND, CAMBODIA

TOTAL GROSS CAPACITY:

73 MWp



ENERGY STORAGE

MALAYSIA

TOTAL GROSS CAPACITY:

100 MW



TRANSMISSION

CAMBODIA

TOTAL GROSS CAPACITY:

235 KM
(230KV TRANSMISSION TOWERS)



ENGINEERING, PROCUREMENT AND CONSTRUCTION ("EPC") AND FINANCING (DOUBLE CIRCUIT TRANSMISSION LINE)

CAMBODIA

TOTAL GROSS CAPACITY:

300 KM (500KV TRANSMISSION TOWERS)

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

OUR SUSTAINABILITY STRATEGY

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

PURPOSE
Delivering sustainable energy that betters society and the environment

STRATEGIC PRIORITIES

- STRENGTHENING OUR CORE
- SYNERGISTIC OPPORTUNITIES
- SUSTAINABLE OPERATIONS

LEADER ENERGY GROUP'S SUSTAINABILITY STRATEGY

RESPECTING THE ENVIRONMENT

Sustainable operations with reduced environmental footprint

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

CARE FOR OUR PEOPLE

Sustainable talent, safe working environment and community well-being

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

STRONG BUSINESS GOVERNANCE

Sustainable returns based on strong business governance

- Strong Business Ethics
- Sustainable Supply Chain



ESG PERFORMANCE YEAR-TO-DATE QUARTER 3 2026

ENVIRONMENTAL

CLIMATE CHANGE*

Sustainability Strategy

Respecting the Environment – Decarbonise Towards Net Zero

2030 Targets

- Net Zero emissions target by 2030

Related UNSDG



RELIABLE AND SUSTAINABLE ENERGY*

Sustainability Strategy

Respecting the Environment – Promote Sustainable Energy

2026 Targets

- 94.7% equivalent availability factor (EAF) – performance for wholly and majority owned power plants within the Group
- 99.7% system availability – performance for all power transmission operations within the Group

Related UNSDG



ENERGY MANAGEMENT#

Sustainability Strategy

Respecting the Environment – Decarbonise Towards Net Zero

2026 Targets

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

Related UNSDG



LAND USE AND BIODIVERSITY#

Sustainability Strategy

Respecting the Environment – Biodiversity Conservation

2026 Targets

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

Related UNSDG



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

0.0022
GHG Intensity
(tCO_2e/MWh Electricity Generation)

98.93%
equivalent availability factor (EAF)

100%
system availability

0.0042
Purchase Electricity Intensity
(MWh purchased electricity/MWh electricity generation)

2,000
Mangrove trees planted

Total GHG Emissions:

Scope 1 (tCO_2e)[1]:	Scope 2 (tCO_2e):	Scope 3 (tCO_2e)[1]:	Total GHG Emissions (tCO_2e)[1]:
2,261	554	14,874	17,869

[1] *Including Project Under Constructions*

ESG PERFORMANCE YEAR-TO-DATE QUARTER 3 2026

SOCIAL

HEALTH AND SAFETY*

Sustainability Strategy

Care for Our People – Safety and Well-being

2026 Targets

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

Related UNSDG

HUMAN CAPITAL#

Sustainability Strategy

Care for Our People – Nurturing Talent

2026 Targets

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

Related UNSDG

HUMAN RIGHTS#

Sustainability Strategy

Care for Our People – Nurturing Talent

Strong Business Governance – Sustainable Supply Chain

2026 Targets

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

Related UNSDG

COMMUNITY INVESTMENT#

Sustainability Strategy

Care for Our People – Care for Community

2026 Targets

- 100 jobs created through CSR by December 2026

Related UNSDG

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

0
Lost Time Injury

0
Recordable Occupational illness, Fatality Cases (Employees & Contractors)

124
Safety Inspections

90%
Talent Retention

1 : 1
Succession Planning Ratio

33
Average Training Hours/Employee

81%
Employees trained on human rights

68
Job Opportunities created

ESG PERFORMANCE YEAR-TO-DATE QUARTER 3 2026

GOVERNANCE

ETHICS AND INTEGRITY*

Sustainability Strategy

Strong Business Governance –
Strong Business Ethics

2026 Targets

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

Related UNSDG



DATA PRIVACY AND CYBERSECURITY*

Sustainability Strategy

Strong Business Governance –
Strong Business Ethics (Cybersecurity)

2026 Targets

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

Related UNSDG



SUPPLY CHAIN MANAGEMENT*

Sustainability Strategy

Strong Business Governance –
Sustainable Supply Chain

2026 Targets

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

Related UNSDG



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

0
Fines/Penalties (Environmental and Social-related)

81%
employees attended the Group's ABC awareness

0
Major Data Security Breach

81%
employees received cybersecurity awareness

43%
key suppliers engaged on ESG

43%
key suppliers completed ESG Self-Assessment programme

RESPECTING THE ENVIRONMENT

PROMOTE SUSTAINABLE ENERGY

Leader Energy began its renewable energy (RE) journey in 2016 and has since grown its RE under operation power generation capacity to 1.2 GW with 572 MW and 235 km transmission line in operation and 717 MW and 300 km transmission line under development. Our diversified portfolio includes a range of renewable energy assets and complementary RE-related initiatives. As of 1 November 2026, our portfolios are structured as follows:

BUSINESS PORTFOLIO	OPERATIONAL FOCUS
HYDROPOWER VIETNAM **IN OPERATION (SIZE/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.
UTILITY-SCALE SOLAR VIETNAM, MALAYSIA **IN OPERATION (SIZE/CAPACITY):** **757 MWp** **UNDER DEVELOPMENT:** **310 MWp**	Leader Energy's utility-scale solar portfolio remains a cornerstone of its generation assets. We own a 100% stake in and operate solar plants with a combined capacity of 67 MWp across the LSE and LSE II projects in Malaysia and Vinh Hao 6 in Vietnam. Furthermore, through a 49% stake in Clean Energy Vision Development (CEVD), we operate three ground-mounted solar PV plants in Vietnam with a combined capacity of 380 MWp. We continued to build on this foundation by securing a 170 MWp project under the LSS5+ programme in Peninsular Malaysia. We also achieved a new milestone in East Malaysia by entering into a 30-year Power Purchase Agreement (PPA) with Sarawak Energy for a 140 MWp solar farm in Tanjung Manis. These assets are vital to the ongoing decarbonisation of regional grids and reflect our humble commitment to sustaining long-term solar capacity growth.
COMMERCIAL AND INDUSTRIAL ("C&I") SOLAR MALAYSIA, VIETNAM, SINGAPORE, INDONESIA, THAILAND, CAMBODIA **IN OPERATION (SIZE/CAPACITY):** **73 MWp** **UNDER DEVELOPMENT:** **7 MWp**	Leader Energy's C&I Solar business develops, owns, and operates rooftop solar power assets, currently serving corporate clients with 73 MWp of operational capacity. Across Malaysia, Vietnam, Singapore, Indonesia, Cambodia, and Thailand, we provide both zero-CAPEX and outright purchase models for solar assets and Battery Energy Storage Systems (BESS). Our end-to-end offerings include Power Purchase Agreements (PPAs), turnkey Engineering, Procurement and Construction (EPC) services, ongoing Operations and Maintenance (O&M) support, and Renewable Energy Certificates (RECs).

RESPECTING THE ENVIRONMENT

BUSINESS PORTFOLIO	OPERATIONAL FOCUS
TRANSMISSION CAMBODIA **IN OPERATION (SIZE/CAPACITY):** **235 KM** **(230KV TRANSMISSION TOWERS)** **ENGINEERING, PROCUREMENT AND CONSTRUCTION ("EPC") AND FINANCING (DOUBLE CIRCUIT TRANSMISSION LINE) UNDER DEVELOPMENT (SIZE/CAPACITY):** **300 KM** **(500KV TRANSMISSION TOWERS)**	Leader Energy manages two transmission projects in Cambodia which are 230kV, 110 km Cambodia Transmission Limited ("CTL") and 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 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.
WIND CAMBODIA **UNDER DEVELOPMENT:** **300 MW**	Leader Energy strengthened its presence in Cambodia's renewable energy sector in 2026 by expanding its wind energy portfolio to 300 MW in Mondulkiri Province. The portfolio comprises the original 150 MW wind farm under an Implementation Agreement with the Ministry of Mines and Energy and an additional 150 MW greenfield project backed by a 25-year PPA. Scheduled for completion by end-2027 and 2029 respectively, these projects reinforce Leader Energy's commitment to supporting Cambodia's clean energy transition and long-term energy security.
ENERGY STORAGE MALAYSIA **UNDER DEVELOPMENT:** **100 MW**	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. By showcasing the energy storage optimisation capabilities, we aim to improve the stability and performance of solar energy generation by reducing intermittency issues. Leader Energy was awarded with Malaysia's 100MW / 400 MWh MyBEST BESS project. The project will be commissioned in 2027.

RESPECTING THE ENVIRONMENT

DECARBONISE TOWARDS NET-ZERO

LONG-TERM CLIMATE GOAL:

NET-ZERO GHG EMISSIONS BY 2030

Scope 1 (Direct GHG Emissions) Reduction Strategy

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

Scope 2 (Indirect Purchased Electricity) Reduction Strategy

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

Scope 3 (Indirect GHG Emissions) Reduction Strategy

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

Residual Emissions Reduction Strategy

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

95%
LED lightings at operation sites

93%
Energy Efficiency Equipment

107.64 MWh
Rooftop Solar

21%
Green energy consumption via utilisation of Renewable Energy Certificates (RECs)

The Group has installed LED lights for 95% of lightings and 93% energy efficiency equipment at our operational sites. Additionally, we consumed 107.64 MWh of renewable energy from our rooftop solar which had been installed at our operational sites. In this quarter, the Group utilised 20.16 RECs as green energy which constituted 21% of our purchased electricity in Q3 2026.

BIODIVERSITY CONSERVATION

GEC MANGROVE TREE PLANTING 2026



Center: EDC & GCEO, Dato' Sean, joined the team for the Mangrove Tree Planting 2026 initiative





On 4 July, Leader Energy held its third annual mangrove planting activity under the five-year Leader Energy Mangrove Conservation and Climate Action for Sustainable Living Programme with the Global Environment Centre (GEC). Together with 115 participants from local partners, communities and schools, we planted 1,000 mangrove trees at Kuala Sungai Muda, Kedah, bringing the programme's total to 12,000 trees planted to date. The initiative supports ecosystem restoration, climate resilience and sustainable communities, contributing to Malaysia's mangrove restoration and Kedah's reforestation efforts.

CARE FOR OUR PEOPLE

SAFETY AND WELL-BEING

ZERO
LOST TIME INJURIES (LTI)

177
SAFETY INSPECTIONS



Grounded in its commitment to providing a secure, healthy, and conducive working environment, Leader Energy commemorated the inaugural World Day for Safety and Health at Work across the Group on 28 April. The event served as a vital reminder of the collective responsibility shared by all employees to uphold robust safety standards. Through the Group's active See, Say, Act programme, proactive hazard monitoring continued across operations, recording zero unsafe acts and 16 unsafe conditions in Q3 2026.

NURTURING TALENT

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

As of YTD Q3 2026, Leader Energy continued to foster an inclusive workplace culture by celebrating Mother's Day and Father's Day to recognise our working parents and carers across the organisation. In conjunction with Father's Day observances, the Men's Network hosted a dedicated leadership panel discussion titled "Fatherhood Story" on 26 June, moderated by Chung Shi Huan, our Head of Engineering, alongside featured speaker Mohd Tawfique Hidayat Bin Roseli, Director of Business Development. The session unpacked the strategic interplay between parental responsibilities and corporate executive governance, addressing personal milestones, turning points, and work-life integration, highlighted how core managerial competencies honed through caregiving, including adaptability, resilience, empathetic communication directly enhance executive decision-making within complex operating environments.

CARE FOR COMMUNITY

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

CSR Investment:
USD 215,692
(3,912 direct beneficiaries)

Employee Volunteer Hours:
2,988

80 tonnes
of waste collected

Strategic Theme 1	Strategic Theme 2	Strategic Theme 3
Environment Conservation and Climate Action	Promoting Community Health and Well-being	Improving Community Livelihood
20	4	17

41 CSR Activities in Q3 2026

CARE FOR OUR PEOPLE

RIVER OCEAN CLEAN-UP (ROC) PROGRAMME IN CAMBODIA

In Q3 2026, Leader Energy's signature CSR programme, the River Ocean Cleanup (ROC) achieved significant operational milestones across Cambodia's major river systems. The initiative expanded both its waste recovery efforts and community engagement, driving a notable surge in plastic collection and active multi-stakeholder participation across local riverbanks.

Impact and Highlight

RIVER CLEANUP OPERATIONS:

- **110.3 tonnes** of plastic waste collected between January till September 2026.
- Spanned the Mekong (26.04 tonnes), Tonlé Sap (19.73 tonnes), and Bassac (34 tonnes) rivers.
- Brings the cumulative collection total to **474.42 tonnes** removed since October 2023.

CO-PROCESSING & RECYCLING:

- Treated **112 tonnes** of non-recyclable plastic waste as of YTD Q3 2026 via partners K-Cement and Chip Mong Insee.
- Reached a cumulative total of **450.58 tonnes** managed through co-processing and recycling since October 2023, with remaining volumes stored pending final treatment.

OUTREACH & COMMUNITY ENGAGEMENT:

- Executed **15** outreach programmes across Phnom Penh, Kandal, Stung Treng, Kratie, Pursat, Siem Reap, Tbong Khmum, and Kampong Cham.
- Engaged **5,169** participants, including local authorities, students, youth leaders, and community members.
- Removed an additional **5,277 kilograms** of plastic waste through community outreach activities.



Local authorities, students, youth leaders and community members collecting plastic waste along the riverbank under Leader Energy's five-year Cambodia Rivers Cleanup Mission.

NATIONAL AUTISM SOCIETY (NASOM)

As part of Leader Energy's CSR Strategic Theme 3: Improving Community Livelihood, we continued our engagement with NASOM Jalan Ipoh to support individuals living with autism and the dedicated educators who work closely with them. This volunteering initiative provided our employees with a meaningful opportunity to experience and better understand the day-to-day lives of individuals with autism, while contributing positively to the NASOM community.



Leader Energy volunteers engaging children with autism at NASOM Titiwangsa.

On 7 October, employees from the Sunway Office participated in a volunteering programme at NASOM Jalan Ipoh. Despite the small group of volunteers, the visit was filled with joy, excitement, and meaningful interactions. Employees took part in baking and wall-painting activities, where buns and pastries were prepared together and the second-floor premises were enhanced through creative painting efforts. These activities not only created a more vibrant environment for the NASOM community but also fostered stronger connections between our employees, the educators, and individuals living with autism.

The programme was both fulfilling and memorable, allowing our employees to develop a deeper appreciation for different communities and the importance of inclusion. It also offered valuable insight into the dedication and passion of special needs educators, while encouraging empathy, gratitude, and a greater commitment towards helping those in need. Overall, the volunteering programme left a lasting positive impact on both our employees and the NASOM community.

CARE FOR OUR PEOPLE

Strengthening Community Safety and Well-being

As part of its commitment to supporting the well-being of communities where it operates, CTL III invests in initiatives that enhance safety and improve everyday living conditions. On 27 July, CTL III donated steel fences and gates to the Chaeng Daeng Police Station in rural Cambodia, helping to strengthen security around its warehouse while supporting the police station's role in maintaining safety within the community.



From Right: Warehouse / T-line Manager, Mr. Syed Nasaruddin Bin Syed Isa receiving a token of appreciation from Head of Police at Pon Reay Village, Chaeng Daeng Commune, Baray District, Kampong Thom Province.



Center Right: General Manager, Mr. Felimonito Cuevas Lirasan receiving a token of appreciation from Commune Deputy, Mr. LY Chhailen

In support of safer and more accessible public spaces, CTL installed solar-powered streetlights along village roads near the Kampong Cham Grid Substation on 25 September. The initiative improved nighttime visibility and road safety for residents of the Ampil community, while the use of renewable energy helps reduce carbon emissions. By making roads safer for daily travel and community activities after dark, the project contributes to the well-being of local residents and promotes a safer environment for all.

On the same day, CTL and CTL II organised a blood donation campaign to encourage employees to give back to the community. Through this meaningful initiative, employees contributed to local healthcare needs and supported those requiring lifesaving blood transfusions. The campaign reflected Leader Energy's values of compassion, generosity, and shared responsibility, while fostering a culture of community care and volunteerism among its workforce.



Center: General Manager, Mr. Felimonito Cuevas Lirasan, and Dr. Kun Tyna, Head of the Blood Donation Department at Kampong Cham Hospital, showed their support for the Blood Donation Campaign

CARE FOR OUR PEOPLE

Supporting 20 Students in Need at Vinh Hao Primary School



From Front Left: Switching station Operator, Mr. Tran Van Tri; and HR & Admin Officer, Ms. Nguyen Thi Toan with students from Vinh Hao Primary School

On 5 September, VH6 supported students at Vinh Hao Primary School by providing school uniforms, notebooks and health insurance, helping children from disadvantaged backgrounds access essential educational resources and healthcare.

This initiative reflects Leader Energy's commitment to supporting education and nurturing the next generation.

Outing with Lentor Health (MacPherson) Senior Residents @ Gardens by the Bay

On 25 September, the Leader Energy Singapore team spent a meaningful day celebrating the Mid-Autumn Festival with eight seniors from Lentor Health (Macpherson) . The outing to Gardens by the Bay included a visit to the Flower Dome and Supertree Grove, along with donations of adult care supplies and mooncakes. It was a joyful day of connection, kindness and shared moments.



Last Row Far Right: Chief Operating Officer, C&I Business, Mr. Thiagu Visvalingam joined the team in celebrating MidAutumn Festival with seniors from Lentor Health (Macpherson)



UPHOLDING HUMAN RIGHTS

Following the preparation undertaken in the first half of 2026, including benchmarking against the National Action Plan on Business and Human Rights (NHBRP), checklist updates, and the formalisation of supplier Human Rights Due Diligence (HRDD) procedures, the 2026 HRDD assessment was successfully executed in Q3 2026. On-site evaluations were conducted at supplier facilities, and the assessment phase has since been completed. The preparation of the final HRDD assessment report is currently underway, with findings and recommendations being consolidated to support continuous improvement in supplier human rights and labour practices.



STRONG BUSINESS GOVERNANCE

STRONG BUSINESS ETHICS

Our strong business governance pillar remains strong as we continue to embed uncompromising standards of ethics, integrity, and accountability into our operational management and value chain risk oversight. Our robust governance frameworks and anti-corruption safeguards reinforce operational discipline while safeguarding our corporate reputation.

Building on the 100% Anti-Bribery and Corruption (ABC) Policy acknowledgement rate achieved in Q1 2026, we made steady progress in Q2 2026 on our Group ABC gap analysis, benchmarking our framework against evolving regulatory standards and global best practices. On track for completion in Q3 2026, this review will establish a roadmap for policy enhancements. In parallel, the ABC Policy review is progressing and is expected to be finalised by Q4 2026. Targeted employee training will continue throughout this period to reinforce compliance and ethical behaviour across the organisation.



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. As of YTD Q3 2026, we are glad to report zero in major cybersecurity breaches, non-compliance incidents and customer privacy breaches.



SUSTAINABLE SUPPLY CHAIN

Our Sustainable Supply Chain Programme prioritises stringent environmental and social standards across all procurement activities. By embedding comprehensive sustainability criteria into our vendor evaluations, we actively mitigate supply chain impacts while fostering ethical business practices throughout our value chain.

Continuing our supplier engagement efforts from last year, we rolled out an ESG briefing programme for our critical suppliers to strengthen ESG awareness and integration across our supply chain. As of YTD Q3 2026, 43% of our critical suppliers have participated in ESG engagement and capacity-building initiatives, reflecting our ongoing commitment to fostering a more sustainable and responsible value chain. These sessions provide our supply chain partners with actionable guidance and practical insights to enhance ESG management within their own operations, while supporting alignment with our sustainability expectations and standards.

STAKEHOLDER ENGAGEMENT

July 2026, Vietnam

Solar & Storage Live Vietnam 2026

On 8 July, at Solar & Storage Live Vietnam 2026, Chris Ng, Head of Business Development (C&I), shared his perspectives on “Scaling C&I Solar: Why Partnerships Will Define the Next Phase”. His presentation highlighted the importance of collaboration among solar developers, EPC and EPCC contractors, financial institutions, energy consultants and local partners in addressing regulatory, financing and project execution challenges. As Vietnam’s industrial sector continues to grow, strong partnerships will play an important role in accelerating renewable energy adoption and supporting Leader Energy’s commitment to Powering Asia’s Energy Transition.



Head of Business Development (C&I), Mr Chris Ng

July 2026, Cambodia

Implementing Sustainability - Journey, Challenges, and Success Measures

On 14 July, Evelyn Chee, Chief Sustainability & Strategy Officer, represented Leader Energy at the Maybank Sustainability Workshop 2026, sharing our sustainability journey with fellow sustainability practitioners. In her session, “Implementing Sustainability: Journey, Challenges, and “Implementing Sustainability: Journey, Challenges, and Success Measures”, Evelyn highlighted how sustainability is embedded across our business strategy, from climate action and biodiversity conservation to human rights, responsible governance and community development.





Speaking: Chief of Sustainability & Strategy Officer, Ms Evelyn Chee

July 2026, Malaysia

Total Rewards Asia Summit Malaysia 2026

On 22 July, Jaime Liew, Regional Total Rewards Lead, moderated a panel at the Total Rewards Asia Summit Malaysia 2026, exploring how total rewards can go beyond compensation and benefits to strengthen culture and support organisational change. Jaime also shared her insights in Human Resources Online’s Faces of HR feature, discussing how data, human psychology and business strategy shape total rewards programmes that support employee engagement and performance.

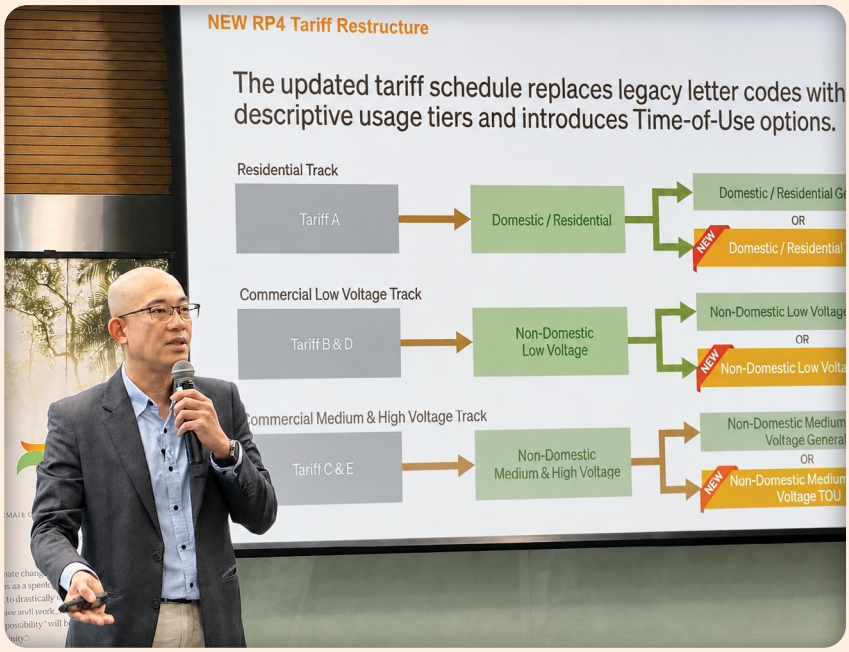


Far Left: Regional Total Rewards Lead, Ms Jaime Liew

STAKEHOLDER ENGAGEMENT

August 2026, Malaysia

National Climate Governance Summit 2026



Business Development Manager (C&I), Leong Jit Ping (JP.Leong)

On 6 August, JP Leong, Business Development Manager at Leader Energy, delivered a workshop at the National Climate Governance Summit 2026, exploring how Malaysia's changing electricity landscape is affecting businesses. The session covered electricity tariffs, Time-of-Use mechanisms and emerging clean energy solutions, including Solar ATAP, CRESS, SELCO, GET and BESS, highlighting opportunities for businesses to manage energy costs and accelerate their renewable energy adoption.

August 2026, Malaysia

Malaysia Clean Energy Week 2026

On 20 August, Wilson Zhang, CEO, C&I Business, joined industry leaders at Malaysia Clean Energy Week 2026 for a panel discussion on accelerating corporate renewable energy adoption, energy security and industrial competitiveness. Wilson shared insights on the investment priorities needed to support Malaysia's energy transition, including renewable energy generation, battery energy storage, grid infrastructure and demand flexibility.





CEO, C&I Business, Mr Wilson Zhang

STAKEHOLDER ENGAGEMENT

August 2026, Malaysia

IndoSolar 2026

At IndoSolar 2026 on 2 September, hosted by the Indonesian Solar Energy Association (AESI), Leader Energy discussed pathways to accelerate the clean energy transition within Indonesia's mining sector. Our session explored how combining solar, Battery Energy Storage Systems (BESS), and hybrid technologies helps mining operations cut diesel reliance, strengthen power reliability, and achieve decarbonisation goals. Looking ahead, Leader Energy remains dedicated to partnering with businesses through integrated renewable solutions to build a cleaner, more resilient energy future for Indonesia.



Head of Business Development (C&I), Mr Chris Ng

September 2026, Malaysia

5th Solar Energy Storage Future Malaysia 2026



On 22 September 2026, our C&I Business – Head of Business Development, Chris Ng, joined the panel "Greening Vietnam's Industrial Parks with Solar + Storage" at Future Vietnam 2026 by Energy-Box. The discussion highlighted Vietnam's growing energy demand, the potential of solar and BESS, and the need for clearer policies to support the country's industrial growth, particularly in Northern Vietnam.



(Middle) Chris Ng, at the "Greening Vietnam's Industrial Parks with Solar + Storage" of Future Vietnam 2026 by Energy-Box

STAKEHOLDER ENGAGEMENT

LIST OF AWARDS AND MEMBERSHIP

ECOVADIS
- Gold rating 2024, 2025 & 2026

MULTILATERAL INVESTMENT GUARANTEE AGENCY (MIGA)
- support for Cambodian Transmission Limited Project

MARC RATINGS
- ASEAN Green Sri Sukuk Wakala (AA$_{IS}$ Rating)
- Green Sukuk Framework (Gold Rating)

HUMAN RESOURCES EXCELLENCE AWARDS
- Bronze - Excellence in Diversity, Equity, and Inclusion 2025 & 2026

NATIONAL ENERGY AWARDS (NEA) 2026
- NEA 2025 Special Submission: Renewable Energy Enabler Technology (Winner)
- NEA 2026: Renewable Energy – On-Grid (National) Category (Merit)

SEEK PEOPLE & PURPOSE AWARDS 2026
- Best Diversity, Equity, Inclusion (DEI) Awards (Silver)

MALAYSIA CLEAN ENERGY WEEK AWARDS 2026
- Excellence in ESG & Sustainability Leadership Malaysia Sustainability Leadership Awards 2026 – Company Category
- Solar Company of the Year – Developer (Commercial/Industrial) Clean Energy Leadership Awards 2026 – Business Excellence

ASEAN POWER AWARD 2026
- Gold Award for Transmission and Distribution of the Year
- Innovative Power Technology of the Year - Malaysia

5TH SOLAR ENERGY STORAGE FUTURE MALAYSIA 2026
- Energy Transition Forerunner Enterprises

ALB MALAYSIA LAW AWARDS 2026
- Finalist - Legal Team Excellence and Innovation

POWER & ENERGY AWARDS 2026
- Enlit Asia 2026 (Finalist)

UNITED NATIONS GLOBAL COMPACT
Member

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

WE WELCOME YOUR FEEDBACK

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

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APPENDICES

PERFORMANCE DATA TABLE

RESPECTING THE ENVIRONMENT

GHG EMISSIONS	UNIT	YTD Q3 FY2026	FY2025	FY2024
GHG Emissions [2]	***tCO_2e***	**17,689**	**9,897**	**7,273**
[2] Scope 1	tCO_2e	2,261	643	138
[1] Scope 2	tCO_2e	554	554	976
[2] Scope 3	tCO_2e	14,874	8,700	6,159
Scope 1 GHG Emissions [2]	***tCO_2e***	**2,261**	**643**	**138**
Operations	tCO_2e	2,254	632	125
Offices	tCO_2e	7	11	13
Scope 2 GHG Emissions	***tCO_2e***	**554**	**554**	**976**
Operations	tCO_2e	539	544	950
Offices	tCO_2e	15	10	26
Scope 3 GHG Emissions [2]	***tCO_2e***	**14,874**	**8,700**	**6,159**
Operations	tCO_2e	14,715	8,534	6,004
Offices	tCO_2e	159	166	156
[1,3] **GHG Intensity**	tCO_2e/ MWh GEN	0.0022	0.004	0.003
Avoided Emissions	tCO_2e	218,979	324,179	308,367

Notes:

[1] *Upon utilisation of Renewable Energy Certificates (RECs) in 2026 and 2025*
[2] *Including Project under Construction*
[3] *Excluding Project under Construction due to no generation output*

ENERGY	UNIT	YTD Q3 FY2026	FY2025	FY2024
Energy Consumption	***GJ***	**6,283**	**7,473**	**6,821**
Diesel	*liter*	14,947	23,481	19,888
Petrol	*liter*	13,117	19,402	20,953
Purchased Electricity	*MWh*	1,309	1,525	1,362
Renewable Energy	*MWh*	168	140	144
Energy Intensity	*GJ/MWh GEN*	0.002	0.002	0.016

WASTE	UNIT	YTD Q3 FY2026	FY2025	FY2024
Waste Generated	***tonnes***	**62**	**70**	**73**
General Waste	*tonnes*	39	47	50
Recycled Waste	*tonnes*	21	20	19
Hazardous Waste	*tonnes*	2	5	4
Broken Solar Panels Generated	*pcs*	41	151	168
Broken Solar Panels Recycled	*pcs*	0	703	0

SPILL	UNIT	YTD Q3 FY2026	FY2025	FY2024
Number of Hazardous Spill Incidents	*Number*	0	0	0
Volume of Hazardous Substances Released	*Liters*	0	0	0
Volume of Hazardous Substances Recovered	*Liters*	0	0	0

WATER AND EFFLUENTS	UNIT	YTD Q3 FY2026	FY2025	FY2024
Volume of Water Withdrawn (From All Sources)	m^3	109,579,158	192,578,790	177,565,786
Withdrawal From Surface Water Sources	m^3	109,574,783	192,574,205	177,559,937
Withdrawal From Groundwater Sources	m^3	0	0	27
Withdrawal From Municipal Sources (Purchased Water)	m^3	4,375	4,585	5,822
Water Discharge				
Volume of Water Discharged to Receiving Bodies	m^3	109,574,783	192,574,205	177,559,937
Water Consumption				
Net Water Consumption	m^3	4,375	4,585	5,849
Regulatory Compliance				
Number of Incidents of Non-Compliance with Water-Related Permits, Standards, or Laws	*Number*	0	0	0

FINES, PENALTIES & AUDITS	UNIT	YTD Q3 2026	FY2025	FY2024
Environmental Fines/Penalties	*Number*	0	0	0
Environmental Audits	*Number*	0	18	6

PERFORMANCE DATA TABLE

CARE FOR OUR PEOPLE

SAFETY & WELL-BEING	UNIT	YTD Q3 FY2026	FY2025	FY2024
Safe Manhours Worked	***Hours***	**2,116,186**	**2,307,329**	**1,021,083**
Employee	*Hours*	685,832	878,899	712,346
Contractor	*Hours*	1,430,354	1,428,430	308,737
Fatality	***Number***	**0**	**0**	**0**
Employee	*Number*	0	0	0
Contractor	*Number*	0	0	0
Fatality Rate				
Employee	*Per 1 million manhours*	0	0	0
Contractor	*Per 1 million manhours*	0	0	0
Lost-Time Injury	***Number***	**0**	**0**	**0**
Employee	*Number*	0	0	0
Contractor	*Number*	0	0	0
Lost-Time Injury Frequency Rate				
Employee	*Per 1 million manhours*	0	0	0
Contractor	*Per 1 million manhours*	0	0	0
Recordable Injury	***Number***	**0**	**0**	**0**
Employee	*Number*	0	0	0
Contractor	*Number*	0	0	0
Recordable Injury Frequency Rate				
Employee	*Per 1 million manhours*	0	0	0
Contractor	*Per 1 million manhours*	0	0	0
Near Miss	***Number***	**0**	**3**	**0**
Employee	*Number*	0	0	0
Contractor	*Number*	2	3	0
Near Miss Frequency Rate				
Employee	*Per 1 million manhours*	0	4.5	0
Contractor	*Per 1 million manhours*	0	0	9.7
Recordable Occupational Disease	***Number***	**0**	**0**	**0**
Employee	*Number*	0	0	0
Contractor	*Number*	0	0	0
Recordable Occupational Disease Frequency Rate				
Employee	*Per 1 million manhours*	0	0	0
Contractor	*Per 1 million manhours*	0	0	0

FINES, PENALTIES & AUDITS	UNIT	YTD Q3 FY2026	FY2025	FY2024
Health and Safety-Related Fines/Penalties	*Number*	0	0	0
Health and Safety Audits	***Number***	**25**	**18**	**15**
Internal Audits	*Number*	13	10	-
External Audits	*Number*	12	8	-

NURTURING TALENT	UNIT	YTD Q3 FY2026		FY2025		FY2024	
		No.	%	No.	%	No.	%
Employees	*Number*	**449**		**411**		**431**	
Employee Composition by Gender							
Male	*Number / % of total*	306	68%	282	69%	303	70%
Female	*Number / % of total*	143	32%	129	31%	128	30%
Female : Male Ratio	*Ratio*	**1 : 2.1**		**1 : 2.2**		**1 : 2.4**	
Employee Composition by Age Group							
Under 30 years old	*Number / % of total*	90	20%	97	24%	98	23%
31-50 years old	*Number / % of total*	326	73%	289	70%	306	71%
Over 50 years old	*Number / % of total*	33	7%	25	6%	27	6%
Employee Composition by Organisational Role							
[4] Senior Management (SM)	*Number / % of total*	11	2%	12	3%	33	8%
Middle Management (MM)	*Number / % of total*	140	31%	127	31%	104	24%
Executive (EXE)	*Number / % of total*	115	26%	217	53%	82	19%
Non-Executive (N-EXE)	*Number / % of total*	183	41%	55	13%	212	49%
Employee Distribution by Nationality							
Cambodia	*Number / % of total*	115	27%	109	27%	127	30%
Malaysia	*Number / % of total*	147	34%	120	29%	106	25%
Vietnam	*Number / % of total*	123	29%	127	31%	122	29%
Singapore	*Number / % of total*	21	5%	20	5%	18	4%
Thailand	*Number / % of total*	8	2%	5	1%	4	1%
Indonesia	*Number / % of total*	11	3%	15	4%	14	3%
Others (India, Philippines, Myanmar, China, France, Spain, Australia, Sri Lanka and Burmese)	*Number / % of total*	3	1%	12	3%	36	8%

PERFORMANCE DATA TABLE

NURTURING TALENT	UNIT	YTD Q3 FY2026 No.	YTD Q3 FY2026 %	FY2025 No.	FY2025 %	FY2024 No.	FY2024 %
Employee Distribution by Employment Category							
Permanent	*Number / % of total*	373	83%	344	84%	364	84%
Contract	*Number / % of total*	76	17%	67	16%	67	16%
Turnover	***Number / % of total***	**41**	**9%**	**49**	**12%**	**41**	**9%**
Voluntary Turnover	***Number / % of total***	**41**	**9%**	**49**	**12%**	**43**	**9%**
Turnover Composition by Gender							
Male	*Number / % (Turnover Total)*	25	61%	27	55%	30	66%
Female	*Number / % (Turnover Total)*	16	39%	22	45%	13	34%
Training							
Training Hours	*Hours*	14,182		17,001		10,416	
Avg. Training Hrs. per Employee	*Hours*	10		43		29	

Notes:

[4] *Employee Composition by Organizational Role for Senior Management has been redefined to include Key Senior Management*

CARE FOR COMMUNITY	UNIT	YTD Q3 FY2026	FY2025	FY2024
CSR Programmes Carried Out	***Number***	**41**	**64**	**56**
CSR Programmes Carried Out by CSR Strategic Theme				
Environment Conservation & Climate Action	*Number*	20	32	29
Promoting Community Health & Wellbeing	*Number*	4	5	20
Improving Community Livelihood	*Number*	17	27	17
Volunteer Hours	*Hours*	2,988	2,748	4,048
CSR Direct Beneficiaries	*Number*	3,912	4,338	7,705
CSR Investment	*USD*	215,692	306,360	175,981

UPHOLDING HUMAN RIGHTS	UNIT	YTD Q3 FY2026	FY2025	FY2024
Employees Trained on Human Rights	%	81%	92%	98%
[5] HRDD on Own Operations	*Number*	3	6	5
HRDD on Critical Suppliers	*Number*	2	2	2
Human Rights-Related Grievances	*Number*	0	0	1
Closed Human Rights-Related Grievances	*Number*	0	0	1

Notes:

[5] *HRDD is Human Rights Due Diligence assessment.*

STRONG BUSINESS GOVERNANCE

STRONG BUSINESS ETHICS	UNIT	YTD Q3 FY2026	FY2025	FY2024
Training on Anti-Bribery and Anti-Corruption (ABC)				
Governance Body Trained	%	0%	100%	100%
Employees Trained	%	81%	100%	100%
Third Parties Trained	%	0%	72%	56%
Incidents of Anti-Bribery and Corruption				
Confirmed Incidents	*Number*	0	0	0
Monetary Loss from Legal Proceedings	*USD*	0	0	0
Whistleblowing Cases				
Cases Received	*Number*	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	YTD Q3 FY2026	FY2025	FY2024
Cybersecurity				
Major Cybersecurity Breaches	*Number*	0	0	0
Non-Compliance Incidents (Cyber/ Physical)	*Number*	0	0	0
Employees Trained	%	81%	92%	98%
Personal Data and Information				
Customer Privacy Breaches	*Number*	0	0	0

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

Sustainability Reporting Principles and Data Assumptions

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