



LEADING THE FUTURE WITH RENEWABLE ENERGY

ESG QUARTER 4 PERFORMANCE REPORT 2024

IN THIS **REPORT**

This report summarises Leader Energy Group Berhad (formerly known as Leader Energy Holding Berhad) ESG Performance Year-to-Date (YTD) Quarter 4, 2024 renewable energy business performance across our environmental, social and governance (ESG) focus areas. Where relevant, we will aim to provide trending and period comparisons including our performance analysis and forward-looking statements.

Please also refer to our sustainability approach as posted on our website:

Material Sustainability Matters

Sustainability Strategy Sustainability Governance

Our ESG-related commitments on a range of our material matters are hosted on our website:

- Climate Commitments
- Biodiversity Commitment
- Group Health, Safety, Security and Environment Policy
- Diversity, Equity and Inclusion Policy
- Human Rights Commitment
- Grievance Mechanism
- Corporate Social Responsibility Strategic Themes
- Anti-Bribery and Corruption Policy and Procedures
- Supplier Code of Conduct and Business Ethics
- Sustainable Procurement Policy



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

ACCOLADES

Leader Energy is proud to announce that we have received the EcoVadis Gold medal rating, placing us in the top 5% of global companies assessed in the past year. EcoVadis, a leading sustainability ratings platform, evaluates organisations based on their performance in four key areas: environment, ethics, labour and human rights, and sustainable procurement.



Leader Energy, as part of HNG Capital has been honored with the prestigious Malaysia Best Managed Companies 2024 award under the First-time Category, hosted by Deloitte. This accolade celebrates exceptional organisational excellence, success, and entrepreneurial spirit within privately held companies.

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OUR SUSTAINABILITY STRATEGY

As we focus our efforts on upholding the agenda of sustainability, we are leveraging a robust Sustainability Strategy that reinforces the Leader Energy Group's Vision, Mission, and strategic themes. In developing this strategy, we took into consideration the Group's positioning, business direction and activities, our offerings, our value creation and ESG impacts, as well as our material sustainability matters.

LEADER ENERGY SUSTAINABILITY STRATEGY

LEADING THE FUTURE WITH RENEWABLE ENERGY



To be a leading provider of renewable, reliable and affordable electrical energy to power the economic growth of Asia Pacific in a sustainable, innovative and socially responsible manner.



Leader Energy is driven by the commitment to create stakeholder value while being recognised as a responsible corporate citizen, contributing to society, in the markets and communities we serve; to grow our business in an environmentally sustainable way; and to maintain a workplace that prioritises the health and safety of our employees and promotes a corporate culture that emphasises respect and empowerment for our staff at all levels.

STRATEGIC THEMES

RESPECTING THE ENVIRONMENT

Sustainable operations with reduced environmental footprint

recognise the importance of protecting the environment and are actively seeking ways to:

- Promote Sustainable Energy
- Promote Circular Economy











CARE FOR OUR PEOPLE

Sustainable talent, safe working environment and community well-being

We prioritise the well-being and safety of our employees, customers, and the communities in which we operate by promoting:

- Workplace Health and Safety
- **Nurturing Talent**
- Care for Community









STRONG BUSINESS GOVERNANCE

Sustainable returns based on strong business governance

We uphold the highest standards of ethical conduct, transparency, and accountability in all aspects of our operations by promoting:

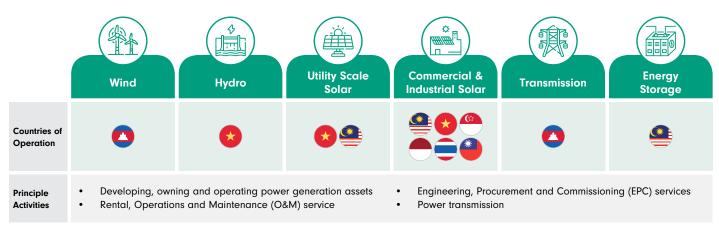
- Compliance and Business Ethics Sustainable Supply Chain







OUR OPERATIONS AT A GLANCE



Legend:















ESG PERFORMANCE YEAR-TO-DATE QUARTER 4, 2024

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



Environment









MATERIAL MATTERS



Climate Change



Energy Management



Asset Integrity

Strategic Focus

• Decarbonise Towards Net Zero

Why it is Material for Leader Energy

Leader Energy's business activities emit greenhouse gas (GHG) and positively contribute to avoided emissions.

Targets/Indicators

 Net zero GHG emissions target by 2030.

Strategic Focus

• Decarbonise Towards Net Zero

Why it is Material for Leader Energy

Leader Energy's operations consume energy mainly in the form of purchased electricity and other fuel types.

Targets/Indicators

 Implement energy savings initiatives planned for 2024.

Strategic Focus

• Promote Sustainable Energy

Why it is Material for Leader Energy

Asset integrity of our power assets will ensure efficient output whilst ensuring compliance with health, safety and environmental legislation.

Targets/Indicators

- 90.4% equivalent availability factor (EAF) for power assets.
- 99.7% system availability performance for power transmission operations.

Total GHG (tCO₂e)

Scope 1 (tCO₂e)

Scope 2 (tCO₂e)

Scope 3 (tCO₂e)¹

4,112

=

132

+

978

+

3.002

308,164 tco,e

avoided emissions



GHG Intensity² (tCO₂e/MWh Electricity Generation)

0.003



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

0.003



Total Purchased Electricity (MWh)

1,364



Note

- ¹ Scope 3 inventory limited to categories material to Leader Energy.
- ² GHG Intensity data only covers Scope 1 and 2



ESG PERFORMANCE YEAR-TO-DATE QUARTER 4, 2024



Social









MATERIAL MATTERS



Health and Safety



Human Capital

Human Rights

Strategic Focus

• Workplace Health and Safety

Why it is Material for Leader Energy

The health and safety of our employees and contractors remains a priority throughout our operations.

Targets/Indicators

- Zero LTIR.
- Monthly safety inspections at our operations.

Strategic Focus

Nurturing Talent

Why it is Material for Leader Energy

Our operations require skilled workers with specialised competencies including business growth.

Targets/Indicators

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

Strategic Focus

- Nurturing Talent
- Sustainable Supply Chain

Why it is Material for Leader Energy

Our operations are mostly in developing countries making it vital that we respect the human rights of our employees and our vendors/contractors.

Targets/Indicators

- 50% of human rights due diligence completed by 2024.
- > 80% of employees trained on human rights in 2024.

Female : Male

1:2.3



Talent Retention

88.7%



Employee Volunteer Hours

4,048



Work-related Fatalities
Lost-time Injury

Rate (LTIR)
Fatalities Case

(Employees)

Fatalities Case (Contractors)

Women in Senior Management Roles



5U% Male



50% Female

CSR Investments

USD 175,981 (5,693 beneficiaries)



employees trained on unconscious biasness in 2024

29 hours of average training

hours per employee



63%

Human Rights Due Diligence completed for own operations



98%

employees trained on Human Rights in 2024



ESG PERFORMANCE YEAR-TO-DATE QUARTER 4, 2024



Governance





MATERIAL MATTERS



Board Leadership and Effectiveness

Strategic Focus

• Compliance and Business Ethics

Why it is Material for Leader Energy

Our Board is responsible for the longterm success of our Company and the delivery of sustainable value to its stakeholders.

Targets/Indicators

- 30% of Board members are women.
- ESG as part of the Key Senior Management key performance indicator (KPI) and Board commitment.



Ethics and Integrity

Strategic Focus

• Compliance and Business Ethics

Why it is Material for Leader Energy

Key priority to achieve excellent financial and operating results.

Targets/Indicators

- Zero non-compliance on regulatory requirements.
- 100% of employees attend the Leader Energy Group's Anti-bribery and Anticorruption (ABC) awareness training in 2024.

Business Knowledge and Financial Performance

Strategic Focus

• Compliance and Business Ethics

Why it is Material for Leader Energy

Providing sustainable financial returns for our shareholders.

Targets/Indicators

• Financial KPIs.



Data Privacy and Cybersecurity

Strategic Focus

• Compliance and Business Ethics

Why it is Material for Leader Energy

Safeguarding the digital information is critical to ensure the integrity of our businesses.

Targets/Indicators

- Zero major cybersecurity breaches.
- > 80% of employees undergo cybersecurity awareness education in 2024.

ABC Acknowledgement

100%



Whistleblowing confirmed cases

0



93%

critical suppliers attended our 2023/2024 ESG Briefing sessions



Major Data Security Breach

0



Fines/Penalties

0



Board of Directors



67%



339 Female

98%

employees trained on cybersecurity awareness in 2024



100%

employees trained on ABC awareness in 2024



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



Performance Data Table



Sustainability Reporting Principles & Data Assumptions

RESPECTING THE ENVIRONMENT



PROMOTE SUSTAINABLE ENERGY

Leader Energy embarked on its renewable energy (RE) journey in 2016. Our current renewable energy power generation capacity is 562.8 MW. The composition of our RE assets and adjacent RE-related portfolios are as follows:

| Business Portfolio | Size/Capacity | Total Avoided Emissions (YTD Q4 2024) | Countries of Operations |
|-------------------------------|----------------------|---|-------------------------|
| Hydro | 51.7 MW | 148,186 tCO ₂ e | ★ |
| Utility Scale Solar | 447.4 MWp | 146,777 ¹ tCO ₂ e | * |
| Commercial & Industrial Solar | 63.7 MWp | 13,200 ² tCO ₂ e | |
| Transmission | 235 km | | • |
| Energy Storage | 1 unit showcase | | <u>•</u> |
| Malaysia Vietnam Singapore | (:) Indonesia Camboo | dia 🔼 Thailand 🛑 Ta | uiwan |















Note:

- Total avoided emissions excludes CEVD asset as it is not within our operational control boundary.
- ² The avoided emissions for C&I solar only covers the RE sold to the Grid.

Hydro

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

Utility Scale Solar

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

Commercial & Industrial Solar

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

Transmission

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

Energy Storage

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

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

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

Wind

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

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

RESPECTING THE ENVIRONMENT

DECARBONISE TOWARDS NET ZERO

Renewable energy significantly contributes to avoided emissions by replacing the need for electricity generation from fossil fuels, which are major sources of greenhouse gases. Renewable energy plants produce electricity without burning fossil fuels, thus emitting little to no greenhouse gases.

Long-Term Climate Goal:

Net Zero GHG Emissions by 2030



Scope 1 (Direct GHG Emissions) Reduction Strategy

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



Scope 2 (Indirect Purchased Electricity) Reduction Strategy

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



Scope 3 (Indirect GHG Emissions) Reduction Strategy

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



Residual Emissions Reduction Strategy

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

As of YTD Q4 2024, our operational sites have installed:

92% LED lightings



76% energy efficiency equipment



144_{MWh} Rooftop Solar (RE consumed)



PROMOTE CIRCULAR ECONOMY

Leader Energy supports the circular economy by providing sustainable power solutions, creating a closed-loop system for energy production, consumption, and reuse.

BIODIVERSITY CONSERVATION

Biodiversity conservation is essential for maintaining ecological balance, supporting sustainable development, and ensuring the resilience of ecosystems that humanity depends on for survival and well-being. Following the launch of the Five-Year Mangrove Conservation and Climate Action for Sustainable Living Programme in July 2024, during which 1,000 trees were planted, Global Environment Centre (GEC) and Sahabat Hutan Bakau Kampung Taman Nilam (SHBKTN) have successfully added 3,000 Rhizophora Apiculata mangroves to the Merbok Forest Reserve, Kedah, Malaysia. This collaborative effort involved approximately 40-50 hours of community and GEC engagement, bringing the total number of trees planted in the 2-hectare degraded mangrove area in Forest Compartment 10 of the Merbok Forest Reserve to 4,000 for the year 2024, in line with the programme's plan.





CARE FOR OUR PEOPLE



WORKPLACE HEALTH AND SAFETY

Workplace health and safety are paramount to ensuring the well-being of employees, enhancing productivity, and fostering a culture of trust and responsibility within the Group. As of Q4 2024, our safety and health performance remains exemplary, with zero Lost Time Injury (LTI) cases recorded. We conducted 20 training programmes and rigorously enforced safety protocols to maintain this standard. Regular safety inspections and proactive identification of unsafe acts and conditions were instrumental in promptly mitigating potential hazards. In conjunction with World Mental Health Day, we organised an internal mental health talk themed "Workplace Mental Health", led by an experienced mental health coach. To deepen our understanding of workplace mental health, we also conducted a Depression, Anxiety, and Stress Survey (DASS). Meanwhile, under the "Let's Get Fit" programme launched in Q2 2024, we collectively achieved 65 million steps across the Group, reinforcing our commitment to employee wellness and an active lifestyle.

NURTURING TALENT

Nurturing talent involves creating an environment that empowers individuals to grow, innovate, and reach their full potential through continuous learning, mentorship, and opportunities. In Q4, we have roll-out our annual Employee Engagement Survey with the theme of "Let's Build a Great Workplace Together". This year, we achieved a participation rate of 94% in the survey, which encompassed a broad range of topics, including Safety and Wellbeing, Empowerment, Engagement, Opportunities for Growth, Trust and Openness, Accountability, Management and Leadership, Diversity, Equity, and Inclusion, Corporate Social Responsibility, and Sustainability Awareness.

As part of employee engagement activities, our DEI committee has organised various events such as the celebration of Deepavali, International Men's Day, bowling competition and Christmas Day to foster better collaboration and strengthen teamwork. In 2024, 98% of our employees participated in Diversity, Equity, and Inclusion (DEI) training, demonstrating our dedication to fostering an inclusive workplace. Additionally, the year-end performance evaluation was launched in December, providing all employees with an opportunity to reflect on their achievements and contributions throughout the year.

CARE FOR COMMUNITY

Leader Energy continued to advance its Corporate Social Responsibility (CSR) initiatives across the group. Our efforts have focused on environmental stewardship, community well-being and livelihood improvement. These initiatives reflect our ongoing commitment to making a positive impact on the communities where we operate.

Beach and Community Clean-up Programmes:

900 KG of waste collected



Tree Planting:

4,078 trees planted



Power Walk for Autism Awareness, Malaysia

On 26 October 2024, Leader Energy, in partnership with the National Autism Society of Malaysia (NASOM), successfully organised the Power Walk for Autism Awareness at Taman Tasik Cyberjaya. The event brought together nearly 180 participants, including Leader Energy employees, their families and friends, as well as NASOM children, teachers, and volunteers, united in raising awareness for autism. Demonstrating its commitment to community engagement and education, Leader Energy contributed RM32,000 to support NASOM's mission and address critical needs outlined in its wish list, enhancing the resources available at NASOM's centres.

River Clean-Up Programme, Cambodia

Our partnership with River Ocean Cleanup (ROC), Leader Energy continue river clean-up efforts as part of our River Clean up Programme at Mekong, Tonle Sap, and Basaac Rivers.

YTD Q4 2024:





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



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

outreach events



organised with participation of 2,763 volunteer from 27 schools and 12 communities

In addition, to make a meaningful difference in the markets we operate in, we implemented a total of 55 CSR initiatives and invested 3,373 volunteer hours, of which 1,257 and 2,116 hours were devoted to environmental and social activities respectively.

| CSR Strategic Theme | No. of CSR Activities in 2024 |
|--|----------------------------------|
| Strategic Theme 1 - Environment Conservation and Climate Action | 24 |
| Strategic Theme 2 - Promoting Community Health and Well-Being | 17 |
| Strategic Theme 3 - Improving Community Livelihood | 14 |
| Total | 55 |



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

UPHOLDING HUMAN RIGHTS

Leader Energy remains steadfast in upholding human rights across all aspects of our business operations and supply chain. In 2024, we successfully conducted Human Rights Due Diligence (HRDD) assessments across our large-scale solar farms in Malaysia, hydropower plants, and rooftop solar business offices in Vietnam. These four assessments cover 63% of our overall operations, exceeding our targeted goal for the year. Furthermore, we completed HRDD exercises on two critical suppliers in Vietnam and China, further embedding human rights principles into our supply chain management.

In 2024, 98% of our employees participated in human rights training as part of the annual Sustainability Awareness training. To mark International Human Rights Day on 10 December 2024, we engaged employees through a human rights quiz, fostering awareness and reinforcing our shared responsibility to protect and promote human rights across our operations.

STRONG BUSINESS GOVERNANCE



COMPLIANCE AND BUSINESS ETHICS

At Leader Energy, compliance and business ethics form the foundation of our operational philosophy. Quarterly compliance management reports are carefully reviewed and presented to the Board, ensuring consistent oversight and accountability. Our comprehensive whistleblower policy provides employees with a secure platform to report unethical conduct without fear of reprisal, fostering a culture of ethical decision-making. During the year under review, 100% of our employees completed the annual training on anti-corruption, bribery, and cybersecurity, reinforcing our dedication to integrity and security throughout the organisation. On 9 December 2024, we celebrated the International Anti-Corruption Day by sharing articles that revisited key lessons on the importance of anti-corruption, ensuring our employees remain informed and aligned with our core values.

Additionally, in Q4 2024, Leader Energy developed our Corporate Economic Sanctions Policy to ensure full compliance with all applicable international sanctions and trade restrictions in the countries where it operates. By strictly adhering to this policy, we uphold our commitment to ethical business practices, mitigate legal and financial risks, and support international efforts to promote peace and security. These initiatives reinforce our dedication to responsible business practices and help maintain the trust of our stakeholders.

SUSTAINABLE SUPPLY CHAIN

Our Sustainable Supply Chain Programme is committed to upholding the highest standards of environmental and social responsibility in our sourcing and procurement processes. By embedding sustainability criteria into supplier evaluations, we strive to minimise our environmental footprint and foster ethical practices across our supply chain. In Q4 2024, we further strengthened these efforts by establishing and rolling out our Procurement Policy and Procedures, providing a structured framework to align our procurement activities across the Group. During the year under review, we conducted three ESG awareness sessions and seven one-on-one engagement sessions with our critical suppliers, achieving an impressive 93% attendance rate. Additionally, over 60% of our critical suppliers have completed our ESG Self-Assessment exercise since its initiation in 2023. These initiatives reflect our unwavering commitment to fostering a supply chain that aligns with our business objectives while contributing meaningfully to environmental sustainability and social responsibility.

VALUED PARTNERSHIPS

In October 2024, our Chief Operating Officer (Renewable Energy), Puan Ezraila Mohamad Isa, represented Leader Energy as a panellist at the esteemed Enlit Asia 2024 (formerly PowerGen Asia). The panel discussion focused on "Managing the Energy Trilemma: Overcoming Challenges in Utility-Scale Solar and Renewable Energy Deployment," addressing critical issues in advancing large-scale renewable energy projects. Guided by the vision of Malaysia's National Energy Transition Roadmap (NETR), Enlit Asia

served as a strategic platform to foster dialogue and collaboration, driving the energy transition agenda from Malaysia to the broader region.

During the 3rd Solar Energy Storage Future Malaysia 2024 held on 8 October 2024, our Head of Business Development, Mr. Tawfique Roseli, was honoured to serve as a panellist, contributing to an insightful discussion on "The Solar & ESS Investment Landscape in Asia: How are Investors, Corporates, and Policymakers Collaborating to Drive Change?" Engaging with industry leaders and visionaries in such forums is vital as we collectively explore innovative pathways to advance solar and energy storage systems, accelerating the transition toward a sustainable and renewable energy future.

Leader Energy had the privilege of participating in the Industrial Talk at UNITEN, a leading private university in Selangor, where our Group CEO, Mr. Gan Boon Hean shared valuable insights on the evolving power generation industry and its transition towards renewable energy. His presentation highlighted emerging trends, job opportunities, and the exciting future of the sector, while showcasing Leader Energy's innovative projects in various renewable energy pipelines. Emphasising the importance of sustainable energy solutions, Mr. Gan inspired the next generation to pursue careers in renewable energy and contribute to global sustainability initiatives.

List of awards and membership

| Trade Associations/Memberships | |
|---|----------------|
| Sustainable Energy Association of Singapore | Council member |
| Climate Governance Malaysia | Member |
| Malaysian Photovoltaic Industry Association | Member |
| Asosiasi Energi Surya Indonesia | Member |

| Name of Award/Recognition Received in 2024 | Description of Award |
|--|--|
| Solar Assets Excellence South East Asia Awards 2024 | LYS Energy honoured as "Best Solar O&M Contractor of the Year" |
| Sin Chew Business Excellence Awards 2023 | Leader Energy awarded with: Business Sustainability Excellence Award International Business Excellence Award Top 10 PAT Award |
| Deloitte Best Managed Companies 2024 | Leader Energy, as part of HNG Capital won the First-time Winners category for the Best Managed Companies |

We Welcome Your Feedback

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



Sustainability Department Leader Energy Group Berhad

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