STRENGTHENING ETHICAL AND TRANSPARENT LEADERSHIP

Material Matters

Key Highlights

ZERO (0)
confirmed case of incidents relating to anti-corruption

ZERO (0)
non-conformity reports recorded during the ISO 37001:2016 Anti-Bribery Management Systems surveillance audit

MYR63.09 million
economic value distributed

ZERO (0)
substantiated complaints concerning breaches of customer privacy and losses of customer data reported

CORPORATE GOVERNANCE AND ANTI-CORRUPTION

[GRI 2-23, 2-24, 2-26, 2-27, 3-3, 205-1, 205-2, Bursa C1(a), C1(b), C1(c)]

Why it Matters

Strong corporate governance and a zero-tolerance approach to bribery, corruption and any unethical business practices are fundamental to Kinergy's long-term success. They ensure that business decisions are made ethically, transparently, and in the best interests of all stakeholders.

Our Approach and Performance

We conduct our business ethically and in compliance with all applicable laws, including the Malaysian Anti-Corruption Commission Act 2009, the Malaysian Anti-Corruption Commission (Amendment) Act 2018. Our anti-corruption framework is further strengthened through compliance with ISO 37001 Anti-Bribery Management System ("ABMS"), which provides a structured and risk-based approach in identifying, preventing and addressing bribery and corruption risks across the Group.

The Group's Codes, Policies and Procedures

Our approach to corporate governance and anti-corruption is anchored in several key policies and guidelines, each serving a purpose to uphold ethical conduct, strengthen accountability, and ensure compliance with applicable laws and regulatory requirements. The following refers to some of our Group's codes, policies and procedures:-

Anti-Bribery and Corruption ("AB&C") Policy

Establishes a zero-tolerance approach towards bribery and corruption, outlining preventive measures, reporting obligations, and consequences for non-compliance

Board Charter

Defines the roles, responsibilities, authority and governance framework of the Board to ensure effective oversight, accountability and decision-making

Directors' and Key Senior Management Remuneration Policy

Provides a structured and transparent framework for remuneration aligned with performance, responsibilities, and long-term sustainability objectives

Directors' Code of Conduct and Ethics Policy

Sets out expected standards of ethical behaviour, integrity, and professionalism for the Board in the discharge of their duties

Ethics, Compliance and Whistleblowing Policy

Enables employees and stakeholders to report concerns on unethical or improper conduct confidentially, with safeguards against retaliation

Fit and Proper Policy

Establishes criteria to assess the suitability, competence, integrity, and financial soundness of the Board and Key Senior Management

Insider Trading Policy

Regulates the handling of price-sensitive information and prohibits trading in securities based on unpublished material information

For more information, the full list of our codes and policies are available on our website at https://www.kinergyadvancement.com/investor-relations/corporate-governance and https://www.kinergyadvancement.com/esg-insights-hub

Board-Led Governance and Corruption Risk Assessment

In accordance with Bursa Malaysia's Listing Requirements and the MCCG, the Board maintains ultimate oversight of the Group's AB&C framework. Corruption risk is formally integrated into the Group's Enterprise Risk Management ("ERM") framework, utilising a Risk Control Self-Assessment ("RCSA") process conducted quarterly. This process evaluates inherent and residual corruption risks across key business activities, including procurement, project execution, third-party engagements, and regulatory interactions.

The outcomes of the RCSA are reviewed by senior management and escalated to the Risk Management Committee, enabling oversight of risk exposure, adequacy of internal controls, and effectiveness of mitigation measures. Where heightened risks are identified, targeted actions are implemented, such as enhanced controls, strengthened due diligence, or focused awareness initiatives.

The Board, supported by the Executive Risk Management Committee, monitors trends in corruption risk, whistleblowing cases, and control effectiveness to ensure continuous improvement of the AB&C framework. This governance approach reinforces accountability, supports informed decision-making, and ensures ongoing alignment with regulatory expectations and leading corporate governance practices.

Anti-Bribery Management System (ISO 37001)

The Group maintains an ABMS certified to ISO 37001:2016. During the financial year, surveillance audits were conducted by an independent certification body to assess the continued effectiveness of our anti-bribery controls, governance framework and risk management processes.

The audit concluded with zero (0) non-conformities reported, reflecting the robustness of our anti-bribery controls and ongoing compliance with the ISO 37001 standard.

Anti-Corruption Awareness, Training and Communication

To embed a strong culture of integrity, employees receive regular anti-corruption and ethics training, ensuring awareness of legal obligations, internal policies and expected standards of conduct. In addition, ongoing anti-corruption communications, including during onboarding and bi-annual refresher sessions, internal notices, policy updates and awareness initiatives, are used to reinforce zero-tolerance principles and promote ethical behaviour across all levels of the Group.

Employee Category	FY2023	FY2024	FY2025
Top Management and Key Senior Management	100.00%	100.00%	**62.50%**
Senior Management			**92.30%**
Management	100.00%	66.00%	**50.00%**
Executive	100.00%	66.00%	**26.20%**
Non-Executive	71.00%	45.00%	**0.00%**

**The FY2025 anti-corruption training figures represent specialised external programmes attended by key personnel. In addition to these figures, 100% of our internal workforce received mandatory internal refresher training to ensure ongoing alignment with our ABMS.*

Through these measures, the Group continues to strengthen governance, enhance risk management and uphold transparency and accountability in line with Bursa Malaysia Sustainability Reporting requirements and recognised international best practices.

Assessing Corruption and Due Diligence

The Group undertakes periodic corruption risk assessments to identify, assess and mitigate potential exposure to bribery and corruption within our operations and business relationships. These assessments inform the design of controls, policies, and procedures to ensure continued effectiveness and compliance.

We have in place our internal Due Diligence Procedures which provide a structured process for evaluating the scope, scale, and nature of more-than-low bribery risks associated with potential business partners, third parties, contractors, and projects, ensuring compliance with the Group's AB&C Policy and relevant laws. In this reporting period, 100% of our operations have been assessed for corruption-related risks.

Indicator	FY2023	FY2024	FY2025
Percentage of operations assessed for corruption-related risks	100%	100%	**100%**

Whistleblowing and Grievance Mechanism

The Group's whistleblowing mechanism enables employees and other stakeholders to report concerns about unethical or improper conduct without fear of retaliation. Reports are submitted to the Whistleblowing Committee via confidential and secure reporting mechanisms in accordance with the Ethics, Compliance and Whistleblowing framework.

Multiple reporting avenues are made available to ensure accessibility and confidentiality, including direct discussions, dedicated email and hotline channels, an e-whistleblowing form as well as written correspondence. These mechanisms are designed to promote early detection of misconduct, safeguard whistleblowers against retaliation, and support timely investigation and appropriate action.

whistleblowing@kinergyadvancement.com | Ethics hotline: +603–2709 2380

All reports are handled confidentially and assessed independently to ensure fairness, objectivity, and compliance with applicable laws and regulations. Significant cases, trends, and outcomes are reported to Senior Management and the Board, providing oversight and enabling the Board to monitor the effectiveness of the Group's anti-bribery and corruption controls.

In FY2025, we have zero (0) number of confirmed incidents relating to anti-corruption and actions taken. We also did not incur any cost, fines, penalties or settlements in relation to corruption.

In FY2025, there were

ZERO (0)

confirmed case of incidents relating to anti-corruption

Indicator	FY2023	FY2024	FY2025
Number of confirmed incidents of corruption	0	0	**0**

ECONOMIC PERFORMANCE AND DEVELOPMENT

[GRI 3-3, 201-1]

Why it Matters

Strong economic performance underpins the Group's ability to deliver projects, invest in growth opportunities and create long-term value for shareholders and stakeholders. Sustainable financial performance supports capital allocation, business resilience and operational continuity, while enabling the Group to contribute to economic development through employment, local procurement and infrastructure development.

Our Approach and Performance

Our robust financial trajectory serves as the primary catalyst for multi-stakeholder value creation. By maintaining consistent profitability, we translate corporate growth into systemic economic advancement—optimising shareholder returns while scaling our contributions to national revenue and local ecosystems. This financial resilience ensures the continuity of our social investments in non-governmental organisations ("NGOs") and social enterprises, while fortifying the local supply chain against market volatility. Ultimately, our fiscal strength is the foundation upon which we fulfil our financial obligations and expand our capacity for job creation and entrepreneurial support.

We disclose our economic footprint not merely through statutory profit, but through the distribution of wealth to our stakeholders. This includes payments to employees (*wages and benefits*), payments to providers of capital (*dividends and interest*), and significant contributions to the national economy through taxes and community investments. By maintaining a robust balance sheet, the Group ensures the long-term viability of its anti-corruption programmes and ESG initiatives, linking financial resilience directly to ethical stability.

Indicators	FY2023	FY2024	FY2025
Economic Value Generated *(in MYR million)*	203.01	221.68	**480.80**
Economic Value Distributed *(in MYR million)*	180.93	227.87	**63.09**
Operating Costs *(in MYR million)*	157.95	199.69	**23.68**
Employee Wages and Benefits *(in MYR million)*	13.61	15.39	**19.46**
Payments made to Providers of Capital *(in MYR million)*	5.87	9.51	**12.08**
Payments to Government (Taxes) *(in MYR million)*	3.26	3.21	**7.57**
Community Investments *(in MYR million)*	0.24	0.08	**0.30**
Economic Value Retained *(in MYR million)*	22.08	-6.19	**417.71**

DATA PRIVACY AND CYBERSECURITY

[GRI 3-3, 418-1, Bursa C8(a)]

Why it Matters

Data privacy and cybersecurity are critical to protecting the Group's operational integrity, business information and personal data, including employee, customer and stakeholder information managed across office and project-based environments. As the Group increasingly relies on digital tools for workforce management, project execution and corporate functions, robust data protection and cybersecurity practices help safeguard sensitive information, prevent unauthorised access and ensure compliance with applicable data protection and regulatory requirements.

Our Approach and Performance

Kinergy adopts a risk-based approach to data privacy and cybersecurity across its office and project-based operations. The Group manages personal data in accordance with the Personal Data Protection Act 2010 ("PDPA") and has established internal policies, procedures and access controls to safeguard sensitive business and personal data, including employee information, against unauthorised access, misuse or loss. Data protection considerations are integrated into day-to-day operations, particularly in relation to human resources, finance, project management systems and electronic communications.

During the reporting year, 100% of employees acknowledged the Employee Personal Data Protection Policy, reinforcing awareness of individual responsibilities in handling personal data. To further strengthen cybersecurity awareness, the Group also provided internal memo communications on scam and fraud avoidance, focusing on phishing risks, suspicious communications and safe digital practices.

The Group monitors cybersecurity risks and system vulnerabilities on an ongoing basis and takes corrective actions where necessary to minimise the risk of data breaches and operational disruptions. During the reporting period, there were no substantiated complaints concerning breaches of customer privacy and losses of customer data reported. The Group remains committed to continuously enhancing its data protection and cybersecurity practices in line with regulatory requirements and evolving cyber threats and target to continuously achieve zero (0) substantiated complaints concerning breaches of customer privacy and losses of customer data reported.

In FY2025, there were

ZERO (0)

substantiated complaints concerning breaches of customer privacy and losses of customer data reported

More information of our Personal Data Protection Policy can be found here *https://cdn.kinergyadvancement.com/xfTzR3178.pdf*

ACCELERATING DECARBONISATION AND ENERGY TRANSITION

Material Matters

Relevant UN SDGs

7 AFFORDABLE AND CLEAN ENERGY; 8 DECENT WORK AND ECONOMIC GROWTH; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION

Key Highlights

66,614 tCO_2e

emissions avoided through our SES projects in FY2025

146

trees planted

CLIMATE ACTION

[GRI 3-3, 302-1, 305-1, 305-2, 305-3, 305-4, 305-7, Bursa C4(a), C11(a), C11(b), C11(c)]

Why it Matters

The Group recognises climate change is the defining challenge of our era and a core determinant of our long-term value creation. In January 2025, our strategic evolution culminated in a landmark sector reclassification to Renewable Energy on Bursa Malaysia, reflecting our successful transformation into a full-cycle IPP.

In response, climate-related considerations are progressively integrated into the Group's sustainability and risk management approach, in line with regulatory expectations and evolving best practices. We progressively incorporate climate metrics into our decision-making processes, ensuring our long-term value creation is predicated on rigorous scenario analysis and the proactive mitigation of transition and physical risks, keeping the Group at the forefront of global best practices in corporate sustainability.

Our Approach and Performance

Governance in Climate-Related Risk Management

Board of Directors

Strategic Direction and Oversight	Risk Appetite and Governance Framework	Performance and Target Oversight	Disclosure and Stakeholder Oversight	Capability and Governance Effectiveness
Oversight of the Group's climate-related strategy, including approval of strategic priorities, transition pathways, and key climate-related targets. Climate considerations are incorporated into discussions on long-term business strategy, capital allocation and portfolio resilience.	Oversee the integration of climate-related risks into the Group's ERM framework and sets the Group's risk appetite in relation to climate transition and physical risks.	Monitor progress against climate-related targets including GHG emissions performance and transition milestones, and reviews Management updates on performance and outcomes.	Oversee the integrity and transparency of climate-related disclosures to stakeholders.	Ensure the Board has access to appropriate climate-related knowledge and expertise to support effective oversight.

SusComm

Delegated Oversight and Risk Review

Acts under delegated authority from the Board to oversee climate-related risks and opportunities, including physical and transition risks, and evaluate their potential impacts on business strategy and performance.

Risk Assessment and Escalation

Reviews climate-related risk assessments, mitigation measures and emerging issues, and escalates material matters to the Board for deliberation and direction.

Performance Review

Reviews climate-related performance indicators and progress against targets on a bi-annual basis during SusComm meetings and provides recommendations to the Board where corrective actions are required.

Disclosure Oversight and Compliance

Oversees climate-related disclosures to ensure alignment with applicable frameworks and requirements, including IFRS S2 and Bursa Malaysia Sustainability Reporting requirements.

Continuous Improvement

Reviews governance effectiveness and recommends enhancements to climate-related processes, controls and competencies.

SusTeam

Execution and Implementation

Acts as the executive arm supporting the SusComm, responsible for implementing Board and SusComm approved climate-related strategies, initiatives and action plans across the Group.

Risk Identification and Monitoring

Identifies, assesses and monitors climate-related risks and opportunities at operational and project levels, and supports data collection and analysis for risk management and reporting purposes.

Data Management and Reporting Support

Coordinates climate-related data collection, performance tracking and internal reporting to support informed decision-making by the SusComm and the Board.

Preparation of Disclosures

Supports the preparation of climate-related disclosure and documentation, ensuring accuracy, consistency and completeness of information.

Technical and Operational Support

Provides technical input, supports internal awareness initiatives and facilitates coordination across climate-related matters.

Further information about our Sustainability Governance Structure is detailed on pages 18 to 19 of this Report.

Climate Strategy: Transition Resilience through Ownership

As a "One-Stop Energy and Engineering Solutions Provider," our business is uniquely positioned to capture climate opportunities while being exposed to transition risks. We recognise that evolving climate policies, market expectations, technology developments and physical climate impacts may influence energy demand patterns, asset performance and long-term value creation.

Kinergy's IPP model serves as our primary strategy for climate resilience. Our natural gas IPP assets, including our strategic partnership in the 72.0 MW power plant awarded in 2023, and our latest project awared to re-power a 650.0 MW power plant are critical components of supporting a progressive and 'Orderly Transition' strategy. While our solar and hydropower assets provide zero-emissions, our gas IPP provides the essential baseload stability required to manage the intermittency of renewables. This dual-track approach aligns Kinergy with the NETR, which identifies natural gas as a key enabler for Malaysia's shift from coal-dependence towards a 70% renewable energy capacity mix by 2050.

To ensure a structured evaluation, we define time horizons as follows:-

Short Term	Medium Term	Long Term
one (1) to two (2) years	three (3) to five (5) years	more than five (5) years

Kinergy's Climate-Related Risk Management Process

At this stage of the Group's climate reporting maturity, the Group has not conducted a quantitative climate scenario analysis as contemplated under IFRS S2. Climate-related risks and opportunities are currently assessed on a qualitative basis, informed by:-

- Recognised external climate reference (including Intergovernmental Panel on Climate Change (IPCC) Shared Socioeconomic Pathways (SSP)
- Sector-specific transition trends relevant to the energy industry
- Regulatory developments, market expectations, and financing considerations
- The contractual and operational characteristics of the Group's asset portfolio

The Group's assessment of climate-related transition risk is further supported by the long-term contractual nature of its power generation assets, with PPAs ranging from 11 to 25 years, providing revenue certainty and demand visibility over the economic life of the assets. This structure mitigates exposure to short-term transition volatility and reduces the likelihood of stranded assets during the transition to a lower-carbon energy system.

The Group intends to progressively enhance its climate risk assessment approach, including consideration of more structured scenario-based analysis over time, as internal data availability, capabilities and regulatory expectations continue to evolve.

The Group integrates climate-related risks into its enterprise risk management framework through a structured process encompassing risk identification, assessment, mitigation, monitoring and continuous improvement, in line with IFRS S2 and Bursa Malaysia Sustainability Reporting requirements.

RISK IDENTIFICATION

Identification of climate-related transition and physical risks across the short, medium and long term, informed by regulatory developments, industry trends and operational context

RISK ASSESSMENT AND PRIORITISATION

Qualitative assessment of the likelihood and potential operational, financial and regulatory impacts of identified climate-related risks to determine their relative significance

RISK INTEGRATION INTO ERM

Integration of material climate-related risks into the Group's ERM framework, with defined risk ownership and escalation to Management and the Board

RISK MITIGATION AND MANAGEMENT

Development and implementation of mitigation measures aligned with business strategy, asset lifecycle management and long-term investment planning

MONITORING, REPORTING AND REVIEW

Ongoing monitoring of climate-related risks and mitigation effectiveness, with periodic reporting to the SusComm

CONTINUOUS IMPROVEMENT

Progressive enhancement of climate-related risk management practices, data quality and governance processes in line with evolving regulatory and market expectations

Climate-Related Risks and Opportunities

The Group identifies and assesses climate-related risks and opportunities across its operations and investment activities, with a focus on both physical risks and transition risks relevant to our operations. Physical risks may arise from acute or chronic climate-related events that could affect operational continuity, asset performance or supply chain reliability. Transition risks include changes in energy policies and regulations, shifts in market demand towards lower-emissions energy sources, technological advancements, and evolving stakeholder and investor expectations. These risks are assessed and managed through the Group's ERM framework, with oversight by the Board and SusComm.

The table below present the Group's identified climate-related risks:-

Type of Risks		Description of Risk Impacts	Risk Horizon
Physical Risks	**Acute**	Potential damages and liabilities on ongoing projects and business operations	Short Term
		Supply chain disruptions due to climate change impacts	
		Workforce travel disruptions due to climate-related extreme weather events such as flash floods and heatwaves	
		Damage of materials, items or equipment during transportation due to sudden climate-related disaster	
	Chronic	Rise in vector-borne diseases which may lead to potential health crisis and disruptions in workforce productivity and operations	Long Term
		Changes in availability and accessibility of natural resources due to climate-impacted scarcity issues potentially affecting project and business performance	
Transition Risks	**Policy and Legal Risk:** Government and Industry Regulations	Increased compliance costs and capital expenditure to meet evolving environmental and energy regulations, potentially affecting project economics and returns	Short Term
		Delays in regulatory approvals may extend project timelines, impact commissioning schedules and defer revenue recognition	Medium Term
		Non-compliance or delayed adaptation could expose the Group to penalties, restrictions on operations or reputational risks, affecting long-term asset viability	Long Term
	Technology Risk: Adoption of New Energy-Efficient Solutions	Higher upfront capital investment and integration costs associated with adoption lower-emissions or energy-efficient technologies	Short Term
		Transitional operational inefficiencies or disruptions during technology upgrades may affect productivity and short-term operating margins	Medium Term
		Failure to adopt appropriate technologies in a timely manner may reduce asset competitiveness and long-term operating efficiency	Long Term
	Market Risk: Access to Financing	High cost of capital or more restrictive financing terms as lenders and investors incorporate climate-related considerations into credit and investment decisions	Medium Term
		Increased disclosure, reporting and compliance costs to meet sustainability-linked financing requirements	Medium Term
		Potential constraints on funding availability for projects that do not meet evolving ESG or climate-related financing criteria	Long Term

The Group continues to expand its SES business segment in response to growing demand for cleaner and renewable energy. In addition, anticipated developments such as the introduction of carbon pricing mechanisms are expected to increase market demand for lower-carbon and energy-efficient solutions, creating new commercial opportunities for the Group. Climate-related opportunities are prioritised based on their expected time horizon, market readiness, regulatory visibility and capital requirements. This approach supports informed decision-making and enables the Group to balance near-term operational improvements with medium- and long-term strategic growth opportunities.

The table below present the Group's identified climate-related opportunities:-

Type of Opportunities		Business Value	Time Horizon
Efficiency, readiness and immediate market demand	Resource and energy efficiency improvements	Resource and energy efficiency improvements reduce fuel, electricity and material consumption, resulting in direct operating cost savings	Short Term
	Increased investor and financier interest in lower-carbon activities	Enhances access to capital and supports more favourable financing terms, contributing to improved liquidity and financial flexibility	
	Regulatory and market readiness for carbon-related policies	Enhances preparedness for emerging carbon pricing and regulatory requirements, reducing compliance risk and transition costs	
Portfolio diversification and revenue growth	Expansion of SES business segment	Enables entry into new renewable energy segments and supports diversification of revenue streams	Medium Term
	Growing demand for cleaner energy solutions	Supports revenue growth as customers and counterparties priorities lower-carbon energy options	
	Partnerships and strategic collaborations	Strengthens technical capabilities and project pipeline through collaboration with technology providers and strategic partners	
Strategic resilience and competitive positioning	Participation in a lower-carbon energy system	Positions the Group to remain relevant and competitive as the energy system transitions towards lower emissions	Long Term
	Enhanced business resilience to climate and policy changes	Strengthens long-term operational stability by aligning the business model with evolving regulatory and climate expectations	
	Innovation and emerging energy technologies	Provides options to participate in future energy solutions as technologies mature and market adoption increases	

These opportunities are considered as part of the Group's strategic planning and capital allocation processes to support sustainable growth and long-term value creation.

Energy Consumption and Emissions Management Performance

The Group monitors energy consumption and GHG emissions across its operations in line with the GHG Protocol. Our three (3)-year performance data are as follows:-

Indicators	FY2023	FY2024	FY2025
Scope 1 Emissions (tCO_2e)[1]	70.39	62.73	**92.24**
Scope 2 Emissions (tCO_2e)[2]	541.67	519.00	**1,007.46**
Scope 3 Emissions (tCO_2e)	151.12	228.93	**294.22**
(i) Category 6: Business Travel[3]	19.12	60.35	**77.07**
(ii) Category 7: Employee Commuting[4]	132.00	168.58	**217.15**

[1]Scope 1 emissions data comprise emissions from the use of Group-owned vehicles and assumptions of assumed annual refrigerant leakage rates.
[2]Scope 2 emissions covers electricity consumption from our HQ as well as our project sites for both Engineering and SES segment.
[3]Business travel data covers land and air travel emissions, where information provided utilised data assumptions and emission factors from UK Government GHG Conversion Factors for Company Reporting.
[4]FY2023 and FY2024 employee commuting data have been restated to ensure consistency and comparability with the current reporting methodology.

GHG EMISSION INTENSITY
(tCO_2e/MWh)

GHG EMISSION INTENSITY
(tCO_2e/MYR million revenue)

Indicator	FY2023	FY2024	FY2025
Total Electricity Generated Across Our Active Projects (kWh)	86,083,760	94,287,827	**86,826,699**
(i) Solar PV System	8,824,701	11,569,480	**11,183,862**
(ii) Hydropower	55,864,066	60,436,761	**51,263,907**
(iii) Biogas	6,720,346	7,854,375	**9,321,880**
(iv) Waste Heat Recovery	14,674,647	14,472,211	**15,057,050**

Indicator	FY2023	FY2024	FY2025
Total Energy Consumption[1] (kWh)	709,895	678,851	**1,315,704**
(i) HQ	102,912	111,816	**113,935**
(ii) Projects[2]	606,983	567,035	**1,201,769**

[1]Energy consumption data from projects comprises of a combination of project site offices data, actual project site data and estimation of energy consumption from auxiliary usage. Auxiliary electricity consumption at the Group's solar PV assets relates primarily to plant monitoring, control systems, and ancillary equipment. Where separate metering is unavailable, auxiliary load is estimated based on engineering benchmarks as a percentage of gross electricity generation. The Group has applied a conservative assumption of 1% in line with industry practice. Electricity consumed is predominantly supplied by on-site solar generation.
[2]Increase in energy consumption for data is due to increase data coverage across our project sites as well as increased project site offices established.

The Group recognises that energy and emissions management is an evolving journey. Improvements to data accuracy, coverage and target-setting will be progressively implemented in line with business growth, regulatory developments and stakeholder expectations.

Internal Energy Efficiency and Awareness Initiatives

In parallel with formal metrics tracking, the Group promotes responsible energy use through internal initiatives aimed at reducing avoidable consumption and fostering employee awareness. These include:-

(i) Encouraging the switching off of electrical appliances and equipment during non-use hours

(ii) Implementing "lights-off" practices during breaks and outside normal office hours

(iii) Air-conditioning temperature at 23-24°C for optimal comfort

(iv) Ongoing internal reminders and awareness efforts to reinforce energy-efficient workplace behaviours

These initiatives support incremental energy savings and contribute to a culture of shared responsibility for emissions reduction.

MATERIALS AND WASTE MANAGEMENT

[GRI 3-3, 301-1, 306-1, 306-2, 306-3, 306-4, 306-5]

Why it Matters

Effective materials and waste management is essential to operational efficiency, cost control and environmental stewardship. For the Group, responsible use of materials and proper waste handling help minimise environmental impacts, reduce disposal costs and ensure compliance with applicable environmental regulations across project sites and office operations.

Our Approach and Performance

As the Group continues to undertake energy-related projects, managing project use materials, operational waste and general office waste responsibly also contributes to broader sustainability goals, including emissions reduction, resource conservation and alignment with stakeholder expectations.

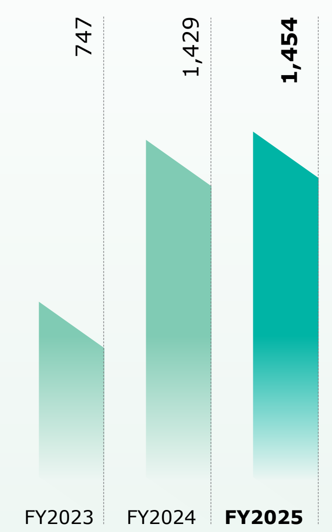
Materials

For corporate and office operations, paper consumption represents the primary material used by the Group. Paper usage is managed through administrative controls and supported by the gradual adoption of digital processes to minimise unnecessary consumption.

Material disclosure currently focuses on key materials that are consistently used, centrally managed, and relevant to the Group's operational footprint. Project-specific construction and engineering materials, which are largely driven by customer specifications and contractual requirements, are excluded at this stage as their quantities vary significantly by project and do not reflect ongoing operational consumption.

The Group will continue to review and enhance its materials data coverage and tracking methodologies as part of its continuous improvement efforts. The following table refers to the Group's three (3)-year data on our key materials used across our operations.

PAPER CONSUMPTION
(kg)



**FY2023 and FY2024 data have been restated.*

Waste Management

The Group manages waste generated from its operations in accordance with applicable environmental regulations and its ISO 14001 Environmental Management System ("EMS"). Waste is classified into hazardous and non-hazardous categories to ensure appropriate handling, storage and disposal.

3Rs (Reduce, Reuse, Recycle) Strategy

- Adoption of a 3R approach to minimise waste generation and improve resource efficiency in our office and across our projects
- Where practicable, materials and equipment are reused to extend their lifecycle, particularly for project and maintenance activities, provided safety and quality requirements are met

General Waste Management

- General waste is collected and disposed of by appointed service providers in a safe and responsible manner
- Covers non-hazardous office-related waste, food and pantry waste and other domestic-type waste generated from corporate and support operations

Scheduled Waste Management

- Scheduled waste is managed in accordance with applicable environmental regulations
- Such waste is properly identified, labelled, stored and disposed of through licensed waste contractors to ensure safe handling and regulatory compliance

Project-Related Waste Management

- Project-related waste arising from engineering and site activities, including construction and installation works, is managed through site-specific controls
- Waste is segregated at source where practicable and disposed of in accordance with project requirements and regulatory standards
- Designated waste disposal containers are prepared by the main contractor

Recycled Waste Management

- The Group encourages recycling of suitable non-hazardous materials, such as paper and packaging, particularly within office operations
- Recycling initiatives are implemented where facilities and infrastructure are available before they are sent to the recycling centre on a bi-weekly basis

Chemical Waste Management

- Chemical waste, including regulated substances used for operational or maintenance purposes, is handled with appropriate safety controls
- Storage, handling and disposal are conducted in accordance with safety data sheets, regulatory requirements and approved waste management procedures

Waste Tracking and Monitoring

- In this reporting year, we have improved general waste tracking by weighing data from previous year estimation methods
- Review of waste handling and disposal practices as part of the ISO 14001 EMS requirements

As a Group, Kinergy generated 10.30 metric tonnes of waste in FY2025, of which 6.73 metric tonnes have been directed to disposal. Non-hazardous waste generation and management are currently monitored and tracked at the Group's HQ, serving as a baseline for the progressive expansion of waste data collection and management practices across our project sites, where applicable. Recycling rate at our HQ improved from approximately 10% in FY2024 to 21% in FY2025, demonstrating progress despite higher total waste volumes.

Indicators	FY2023	FY2024	FY2025
Waste Generated (metric tonnes)[1]	1.14	4.26	**10.30**
Waste Directed to Disposal (metric tonnes)[2]	0.26	3.82	**6.73**
Waste Diverted from Disposal (metric tonnes)[3]	0.68	0.43	**2.14**

[1] *Total waste generated covers both hazardous waste and non-hazardous office-related waste, food and pantry waste and other domestic-type waste generated from corporate and support operations.*
[2] *Waste directed to disposal refers to waste disposed to landfill and registered licensed disposal contractors identified by the DOE.*
[3] *Refers to total recyclable waste generated from Kinergy's HQ, including paper, plastics and aluminium cans, steel/mix.*

21%
recycling rate at HQ in FY2025

In FY2025, the Group generated a total of 6.77 metric tonnes of hazardous waste, primarily arising from Engineering projects and SES projects, while hazardous waste generation at HQ remained minimal. At project sites, scheduled waste is generated primarily from engineering, installation and maintenance activities. Common scheduled waste streams include used oil, rags, contaminated containers and other regulated materials arising from site operations. Where waste disposal is managed under the main contractor's eSWIS registration, the Group maintains oversight through contractual requirements, site supervision and verification of relevant waste transfer documentation. This ensures that all scheduled waste generated from the Group's project activities is treated and disposed of at authorised facilities.

At the Group's HQ, scheduled waste primarily comprises electronic waste (e-waste) such as obsolete IT equipment, as well as discarded printer ink cartridges and toner. These waste streams arise from routine office operations, including IT equipment upgrades, maintenance activities and administrative functions. Scheduled waste generated at the HQ is segregated at source and temporarily stored in designated areas prior to collection. Disposal is carried out exclusively by DOE-licensed scheduled waste contractors in accordance with the Environmental Quality (Scheduled Wastes) Regulations 2005. E-waste and used ink cartridges and toner are channelled to authorised recovery or treatment facilities to minimise environmental impact and ensure regulatory compliance.

	FY2023			FY2024			FY2025		
	HQ	Engineering Projects	SES Projects	HQ	Engineering Projects	SES Projects	HQ	Engineering Projects	SES Projects
Total Hazardous Waste Generated (metric tonnes)		0.462			2.259			**6.773**	
(i) SW110 E-waste	0.020	N/A	N/A	0.007	N/A	N/A	**0.084**	**N/A**	**0.300**
(ii) SW418 Discarded Inks	0.005	N/A	N/A	0.004	N/A	N/A	**0.007**	**N/A**	**N/A**
(iii) Electronic Recyclable Items	N/A	N/A	N/A	N/A	N/A	N/A	**0.245**	**N/A**	**N/A**
(iv) SW409 Contaminated Container/ Contaminated Cartridge and Toner*	0.010	0.017	N/A	N/A	0.060	0.261	**0.003**	**0.056**	**0.384**
(v) SW410 Contaminated Rags	N/A	N/A	N/A	N/A	N/A	0.006	**N/A**	**0.001**	**0.010**
(vi) SW305 Spent Lubricating Oil	N/A	N/A	N/A	N/A	N/A	1.705	**N/A**	**N/A**	**4.562**
(vii) SW408 Contaminated Soil	N/A	N/A	N/A	N/A	N/A	0.002	**N/A**	**N/A**	**0.100**
(viii) SW429 Discarded Chemicals	N/A	N/A	0.410	N/A	N/A	0.214	**N/A**	**N/A**	**N/A**
(ix) SW311 Waste Gas Oil	N/A	N/A	N/A	N/A	N/A	N/A	**N/A**	**N/A**	**0.593**
(x) SW327 Waste Thermal Oil	N/A	N/A	N/A	N/A	N/A	N/A	**N/A**	**N/A**	**0.431**

Note: N/A refers to no hazardous waste generated.
** FY2025 HQ SW409 waste refers to Contaminated Cartridge and Toner, while other location data reported refers to Contaminated Container.*

In FY2025, the Group generated a total of 3.53 metric tonnes of non-hazardous waste, representing an increase compared to FY2024 and FY2023. This increase corresponds with higher office occupancy, increased corporate activities, and improved waste identification and tracking at the Group's HQ, where non-hazardous waste monitoring is currently focused. The Group's non-hazardous waste performance demonstrates steady progress in waste segregation and recycling, supported by employee engagement initiatives and structured waste monitoring at HQ. These efforts have contributed to higher waste diversion rates and provide a foundation for further strengthening waste reduction and recycling practices across the Group's operations.

Indicator	FY2023	FY2024	FY2025
Total Non-Hazardous Waste Generated (metric tonnes)	0.67	2.00	**3.53**
(i) General waste[1]	N/A	1.57	**1.63**
(ii) Paper[2]	0.62	0.36	**1.68**
(iii) Plastic and Aluminium[2]	0.05	0.05	**0.07**
(iv) Steel/Mix[2]	0.00	0.02	**0.15**

[1]Tracking and monitoring of actual general waste generated data only begun in FY2025. FY2024 data is based on estimates only.
[2]Recyclable waste covers waste generated from Kinergy's HQ only.

Looking ahead, Kinergy will focus on developing comprehensive waste management strategies across all business units to ensure a consistent and unified approach to waste reduction. The Group also aims to collaborate with specialised recycling and waste recovery vendors to enhance landfill diversion rates and improve overall recycling efficiency.

Environmental-Related Fines and Penalties

In FY2025, the Group maintained its track record of zero (0) environmental-related fines and penalties. This performance reflects the effectiveness of our environmental management practices, which are guided by our ISO 14001 EMS and support ongoing compliance with applicable environmental regulations.

Indicators	FY2023	FY2024	FY2025
Number of Environmental-Related Fines or Penalties	0	0	**0**
Total Cost of Environmental-Related Fines (MYR)	0	0	**0**

Moving forward, we continue to maintain our target to achieve zero (0) fines or penalties from relevant regulatory authorities and zero (0) major non-conformance report cases annually through robust compliance and monitoring controls.

RESPONSIBLE WATER MANAGEMENT

[GRI 3-3, 303-3, 303-4, 303-5, Bursa C9(a)]

Why it Matters

Responsible water management helps conserve finite water resources, minimise operational risks, and ensure compliance with environmental regulations. The Group recognises water as a critical natural resource and manages water use responsibly to support long-term water security.

Our Approach and Performance

The Group recognises water as a shared and finite resource essential to both the environment and our operations. In line with our commitment to sustainable environmental management as stipulated under our Group's Environmental Policy, we are dedicated to:-

- **Optimising Water Use** – We implement measures to reduce water consumption through reuse, recycling, and the adoption of efficient technologies across our operations.
- **Preventing Water Contamination** – We maintain stringent wastewater management practices and discharge controls to minimise environmental impact and protect local ecosystems.
- **Ensuring Water Quality Compliance** – We continuously monitor and manage water quality to meet or exceed regulatory and environmental standards, ensuring responsible stewardship of this vital resource.

Through these commitments, the Group seeks to integrate sustainable water management into our operational practices, demonstrate accountability to stakeholders, and support global environmental sustainability objectives.

The Group's water withdrawal is primarily sourced from municipal water supply for office-based operations. No water is withdrawn directly from surface water, groundwater, seawater, or third-party water reuse systems. Water withdrawal data is derived from utility billing records at the Group's HQ and serves as the baseline for monitoring consumption trends.

The following refers to municipal water in which we have consumed across our operations from FY2023 to FY2025.

Indicator	FY2023	FY2024	FY2025
Water Consumption (megalitres)	0.74	0.78	**2.50**

**The increase in water consumption in FY2025 is due to expansion of data coverage for four (4) project site offices and projects.*

Water discharge from the Group's operations consists mainly of domestic wastewater generated from office facilities. All wastewater is discharged to the municipal sewage system and treated by licensed service providers in accordance with local regulatory requirements. The Group does not directly discharge wastewater into surface water bodies or groundwater.

While water efficiency and monitoring remain a priority, current operations are not exposed to significant regional water scarcity risks. The Group continues to track water use to support long-term sustainability and resilience planning. During the reporting period, the Group focused on maintaining efficient water use through good housekeeping practices, employee awareness, and the prompt rectification of leaks and inefficiencies.

BIODIVERSITY

[GRI 3-3, 101-1, 101-2]

Why it Matters

While the Group's operations are not considered high-risk for biodiversity impacts, responsible biodiversity management remains important to safeguard local ecosystems, protect land and water resources, and maintain stakeholder trust. Proactive assessment and mitigation of potential impacts demonstrate our commitment to environmental stewardship and sustainable operations.

Our Approach and Performance

At present, none of the Group's active projects fall under the scope of the Environmental Quality (Prescribed Activities) (Environmental Impact Assessment ("EIA")) Order 2015 and, therefore, are not required to undergo a formal EIA. Nevertheless, the Group continues to apply environmental monitoring and management practices across all operations to ensure responsible and sustainable project execution.

PTIME Project – On-Site Vegetation Initiative

As part of the PTIME Project, the Group has implemented a vegetation programme in collaboration with local stakeholders in this reporting year, where approximately **146 trees** have been planted within our site area with the following objectives:-

1. **Enhance site aesthetics and environmental value:** Creating a greener environment to improve landscape quality and overall environmental benefits.
2. **Strengthen soil stability:** Reducing the risk of landslides and erosion in areas prone to soil instability.
3. **Support long-term soil resilience:** Establishing deeper root systems that improve soil structure and stability over time.

This initiative demonstrates the Group's commitment to integrating sustainable environmental practices into operational site management, even in areas not classified as high-risk for biodiversity.

We will continue to uphold our Group's Environmental Policy and ongoing environmental monitoring initiatives, while fostering strong partnerships with local communities through outreach programmes. At the same time, we will continue to promote the importance of biodiversity preservation, encouraging individuals to actively contribute to a sustainable and resilient future.

More information of our Environmental Policy can be accessible on our website or here
https://cdn.kinergyadvancement.com/c1GCf2992.pdf

FOSTERING WORKFORCE AND COMMUNITY ENGAGEMENT

Relevant UN SDGs

3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES

Material Matters

Key Highlights

ZERO (0)
case of fatalities and LTIR

Average
9.79 HOURS
of training per employee

99.19%
local procurement spend

37.50%
women representation on Board

MYR296,131.66
contributed towards community development and welfare initiatives, impacting more than **2,500** individuals across the communities in which we operate

OCCUPATIONAL HEALTH AND SAFETY STANDARDS AND PRACTICES

[GRI 2-27, 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-8, 403-9, Bursa C5(a), 5(b), 5(c)]

Why it Matters

Occupational Safety and Health ("OSH") is fundamental to Kinergy's operations, given the nature of our engineering and project-based activities. Ensuring a safe and healthy workplace protects our employees, contractors and business partners, while minimising incidents that could disrupt operations or impact project delivery.

Effective OSH management supports regulatory compliance, reduces operational and legal risks, and reinforces stakeholder confidence in our safety performance. Kinergy regards OSH as a core element of good governance and sustainable value creation, underpinning workforce wellbeing, productivity and long-term business resilience.

Our Approach and Performance

Policy to Practice: Kinergy's OSH Governance Framework

Safety and health considerations are embedded into Kinergy's leadership and decision-making processes. The Board sets the tone at the top by endorsing the Group's Workplace Environment, Occupational Safety and Health ("WOSH") Policy and expects Management to uphold high safety standards across all operations and project sites.

Kinergy's approach to OSH is guided by our WOSH Policy, which sets out the principles, roles and responsibilities for managing occupational safety and health across the Group. This policy applies to all contractors, subcontractors, consultants and other external stakeholders engaged in activities at Kinergy's workplaces or project sites, who are required to comply with the relevant workplace environment, occupational safety and health requirements.

More information of our WOSH policy can be found on our website or here at https://cdn.kinergyadvancement.com/VFLwb2999.pdf, which is also available in Bahasa Malaysia to ensure accessibility and understanding for the workforce.

Kinergy maintains safety and health management systems across its operations that are aligned with ISO 45001 principles, recognised international, national and industry-specific standards and guidelines. These systems are implemented in accordance with applicable legal requirements and recognised risk management practices. The OSH management system applies to all employees, activities and workplaces within the Group's operations and is designed to drive continual improvement in overall OSH performance.

1 POLICY

- Management-approved WOSH Policy
- Commitment to legal compliance, risk prevention and continual improvement
- Clear expectations for employees, contractors and external parties

2 MANAGEMENT SYSTEM/ MANUAL

- Roles, responsibilities and accountability (Management, OSH Coordinator, Site Safety Supervisor, ESH Committee)
- Hazard Identification, Risk Assessment and Risk Control ("HIRARC") framework
- Compliance with Department of Occupational Safety and Health ("DOSH") guidelines and applicable OSH legislation
- Minimum mandatory requirements applicable across all operations and project sites

3 PROCEDURES AND WORK INSTRUCTIONS

- Safe work procedures and method statements
- Site-specific risk assessments and control measures
- Permit-to-Work systems and emergency response procedures
- Contractor safety requirements and site induction processes

4 SUPPORTING DOCUMENTS

- Forms, checklists and inspection templates
- Training records, toolbox meeting materials and incident reporting forms
- Monitoring, audit and corrective action tracking tools
- Documentation supporting regulatory compliance and reporting

We comply fully with all applicable OSH regulations across our operations, which require employers, employees and stakeholders to uphold safe working conditions and share responsibility for workplace wellbeing. The following outlines the key OSH-related standards and frameworks which the Group complies with, including but are not limited to:-

- Occupational Safety and Health Act 1994
- Environmental Quality Act 1974
- Malaysian Construction Industry Development Board Act 1994
- Fire Services Act 1988
- Electrical Supply Act 1990
- Industry Code of Practice for Safe Working in a Confined Space 2010
- Occupational Health and Safety Management Systems - Requirements with Guidance for Use (ISO 45001:2018)
- Environmental Management Systems - Requirements with Guidance for Use (ISO 14001:2015)
- Industry Code of Practice on Indoor Air Quality 2010
- Uniform Building By–Laws 1984
- Guidelines on Ergonomics Risk Assessment at Workplace 2017
- Guidelines for Hazard Identification, Risk Assessment and Risk Control 2008

We continually strengthen our processes in line with recognised global standards and best practices to enable a safe, responsible and resilient operating environment. By embedding health and safety considerations into how we plan, execute and review our work, we support high-quality service delivery while safeguarding the physical and psychological well-being of our employees and business partners.

Environmental, Safety and Health Committee and Meetings

Kinergy has established an Environmental, Safety and Health ("ESH") Committee to support effective governance, oversight and implementation of environmental, safety and occupational health matters across the Group. The ESH Committee provides a structured platform for Management and employee representatives to engage in OSH-related risks, performance and continuous improvement initiatives.

The ESH Committee's key responsibilities include, but are not limited to the following:-

- Monitor compliance with applicable environmental, safety and health laws, regulations and standards, including requirements issued by DOSH
- Review occupational safety and health performance, including incidents, near misses, corrective actions and preventive measures
- Oversee the implementation and effectiveness of the Group's safety and health management system, policies and procedures
- Facilitate communication and consultation between management and employees on ESH matters
- Recommend improvements to enhance workplace safety, health and environmental performance

ESH Committee meetings are conducted on a quarterly basis, chaired by Kinergy's Technical Audit and Engineering Compliance Director and attended by nominated Committee Management and site staff representatives as members, in accordance with internal governance requirements and regulatory expectations. During these meetings, key ESH matters such as hazard identification and risk assessments, incident investigations, training programmes and regulatory updates are reviewed and documented. Outcomes and action items from the meetings are tracked to ensure timely implementation.

Our Safety Champions

In line with local regulatory requirements, Kinergy appoints OSH Coordinators, Site Safety Supervisors and Safety and Health Officers to support effective OSH oversight and implementation.

OSH coordinators and safety personnel play a vital role in implementing our OSH governance framework and ensuring alignment with regulatory obligations and ISO 45001 safety management principles. Their work includes site-level hazard identification, risk assessments, incident investigation, contractor management, emergency response planning, and communication of safety procedures across operational teams.

Hazard Identification, Risk Identification and Risk Control

We systematically identify work-related hazards, assess occupational health and safety risks, and implement appropriate controls to eliminate hazards or mitigate risks through our HIRARC procedure. The HIRARC procedure is developed in accordance with guidelines issued by DOSH and forms the foundation of our safety management framework.

HIRARC assessments are conducted prior to the commencement of all projects and maintenance works. Regular HIRARC training is provided to ensure consistent understanding and effective implementation of the procedure across our operations.

1 PRE-COMMENCEMENT ASSESSMENT

This assessment is conducted prior to the commencement of any work or task and covers the following:-

i. Preparation of Work Hazard Assessment/Safe Operation Procedure for activities to be involved
ii. Preparation of safety method statements of specific job/task
iii. Application for Permit to Work
iv. Others relevant non-scheduled checklist

2 ONGOING ASSESSMENT

This assessment shall be conducted while the work is being carried out.

i. Safety walk inspection/ safety and health inspection checklist
ii. Reviews of Work Hazard Assessment/Safe Operation Procedure for the work being carried out
iii. Feedback from regular toolbox talk/safety briefing
iv. Others relevant non-scheduled checklist

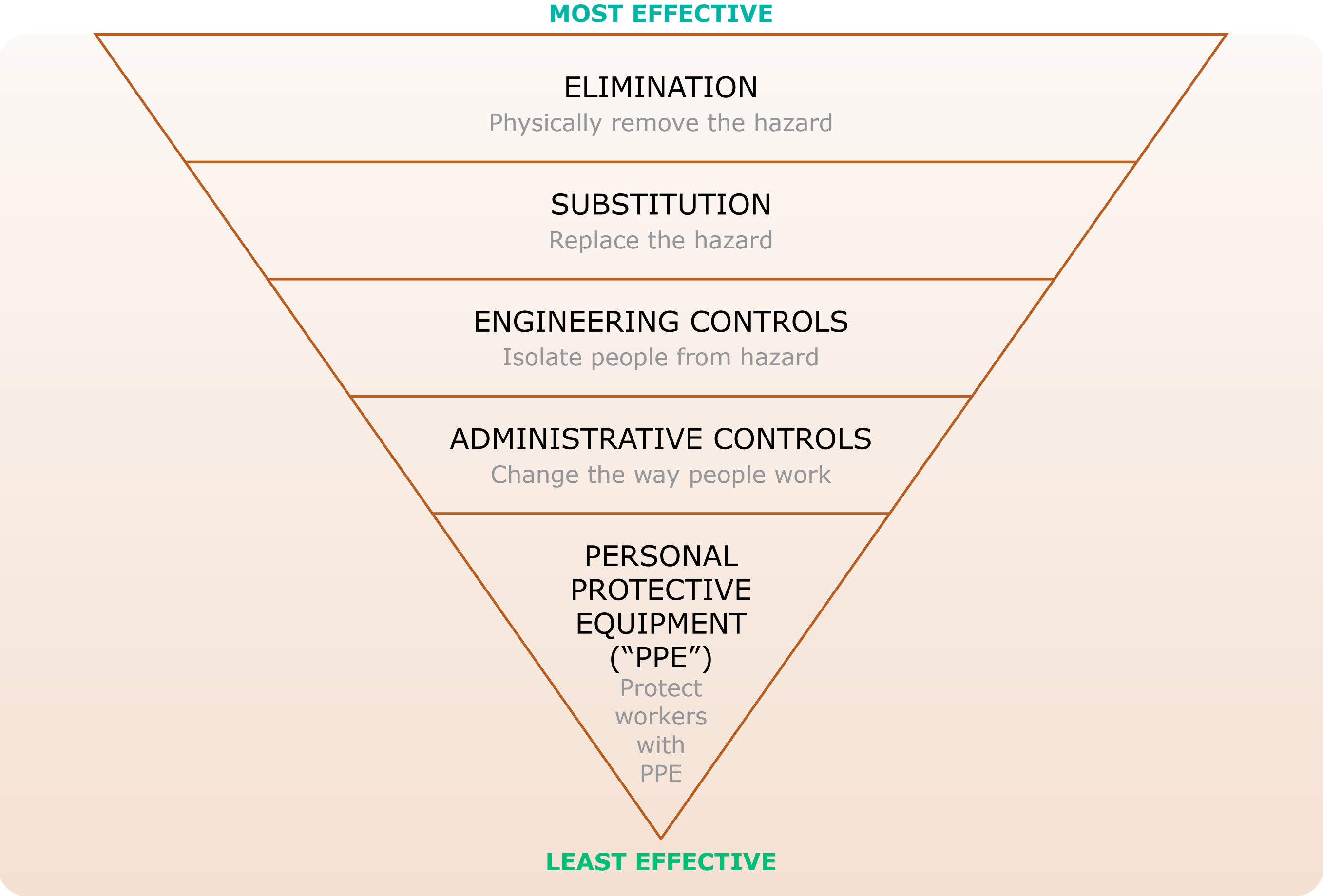
3 POST-JOB ASSESSMENT

This assessment is conducted upon completion or cessation of the job or task. It serves as a preventive measure to identify and address any potential risks that may arise after the work has been completed or stopped.

All findings from the Work Hazard Assessment are followed up with appropriate corrective action plans and, where applicable, enforcement measures. Relevant information is communicated to workers through the Occupational Safety and Health Plan and training programmes to promote awareness and continuous improvement in workplace safety.

Hierarchy of Controls

In addition, specific risk assessments are carried out in FY2025 to evaluate exposure to workplace hazards and work conditions, including:-



Risk Assessment	Description
Chemical Health Risk Assessment	The assessment involves identifying chemical hazards associated with the use, handling, storage, or transportation of chemicals in the workplace, in compliance with the Occupational Safety and Health (Use and Standard of Exposure to Chemicals Hazardous to Health) Regulations 2000. It also recommends appropriate controls to reduce exposure and minimise harm to our workers on site.
Noise Risk Assessment	Audiometric testing is conducted to assess the hearing ability of employees across specified frequencies enabling the evaluation of the effectiveness of existing noise control measures in preventing occupational hearing loss in line with Occupational Safety and Health (Noise Exposure) Regulation 2019 and Audiometric Testing Programme.
Ergonomic Risk Assessment	We conduct Employee Ergonomic and Manual Handling surveys on an annual basis to identify and recognise the ergonomic risks involving manual handling tasks as well as to provide information on how to choose the effective options to reduce the risks as part of the Guidelines on Ergonomics Risk Assessment at Workplace 2017.

To further support a healthy and resilient workforce, we aim to include a psychosocial risk assessment to identify factors that may impact on our employees' mental wellbeing and workplace experience. The assessment will potentially cover key risk drivers such as workload, job control, interpersonal relationships, emotional demands and organisational support.

Emergency Response Procedure

The Group maintains a structured emergency response procedure to safeguard employees, assets, and the environment in the event of emergencies such as fatalities, injuries, evacuation, fires, chemical spills, or theft. Clear roles and responsibilities are defined, emergency communication channels are established, and employees receive regular training and emergency drills. Post-emergency reviews are conducted to evaluate response effectiveness and enhance preparedness.

These plans specify immediate actions, such as the issuance of Stop Work Orders (SWO) for serious incidents involving fatalities, structural collapses, or transmission line accidents, to prevent escalation, avoid additional injuries, and safeguard overall safety.

Emergency responses are carried out in coordination with relevant authorities, including the Royal Malaysian Police (PDRM), Fire and Rescue Department of Malaysia (BOMBA), and ambulance services, as well as DOE and DOSH where required. Clear and effective communication is facilitated through an Emergency Action Flowchart, which begins with the individual reporting the incident and extends to all relevant internal and external stakeholders to ensure timely and coordinated action.

In FY2025, we achieved

ZERO (0)

non-compliance related to environmental and social laws and/or regulations in the area of OSH

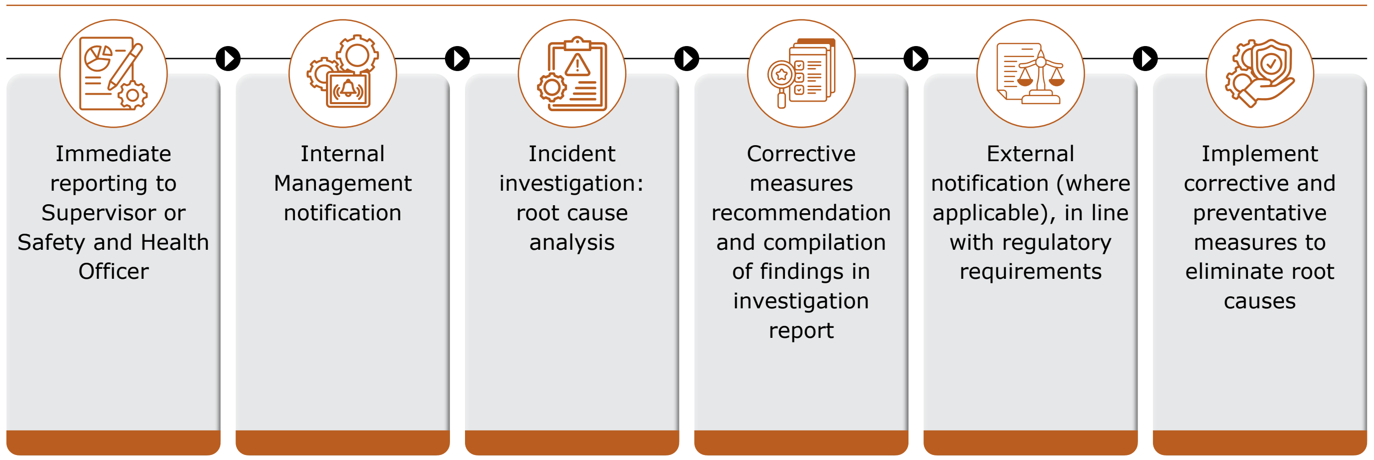
fatalities and LTIR

Incident/Accident Reporting and Investigation Process

The Group has established a structured accident/incident reporting and investigation process as part of our Emergency Response and Occupational Safety and Health management framework. The process applies to all employees, contractors and worksite personnel and covers accidents, near misses, dangerous occurrences and unsafe conditions. Reporting and notification are carried out in accordance with the Occupational Safety and Health Act 1994 (Act 514) and the Guidelines on Safety and Health Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease (NADOPOD). All incidents are documented using the Group's internal accident and incident reporting system.

The following refers to the Group's incident reporting and investigation flow:-

INCIDENT REPORTING AND INVESTIGATION FLOW



Insights from incident investigations are used to strengthen safety controls, improve work practices and enhance safety awareness across the Group.

Indicators		FY2023[1]	FY2024[1]	FY2025	
				Employee	Contractor
In FY2025, **Number of Hours Worked** **2,058,680** hours	Total Number of Hours Worked	2,186,650	1,711,840	**641,060**	**1,417,620**
	Fatalities	0	0	**0**	**0**
	Fatality Rate	0	0	**0**	**0**
	Recordable Work-Related Injury	0	0	**0**	**0**
	Lost-time Injury Rate[2]	0	0.12	**0**	**0**

[1]FY2023 and FY2024 data cover both employees and contractors.
[2]LTIR is based on 200,000 hours worked.

In FY2025, there was zero (0) non-compliance related to environmental and social laws and/or regulations in the area of OSH. Building on this performance, we remain committed to continuous improvements in workplace safety and maintain our targets of zero (0) fatalities and zero (0) LTIR.

Continuous achievement of our targets of

ZERO (0)

fatalities and LTIR

ISO Audits

Through an internal audit process, the Group ensures OSH conformance is aligned with ISO 14001 and ISO 45001 standards. This is complemented by annual external audits conducted by third party accredited certification bodies for the Group.

OSH Training and Communication

The Group places emphasis on effective OSH training and communication to ensure that employees and contractors at our HQ and project sites are equipped with the knowledge, awareness and competencies needed to perform their work safely. We utilise multiple communication channels to disseminate safety-related information, including briefings, posters, digital platforms and feedback mechanisms. This ensures visibility of key messages and fosters a workplace environment where employees feel informed and empowered to raise concerns. Our approach focuses on building a safety culture grounded in continuous learning, clear communication and proactive risk prevention.

To support this, we deliver OSH-related training during onboarding to new employees as well as refresher training for all employees to strengthen safety competencies and reinforce compliance with OSH policies and standard operating procedures ("SOPs"). In addition, training and briefing sessions are delivered across operational sites prior to the commencement of work and refreshed at regular intervals throughout the year. Site supervisors and OSH personnel facilitate practical, scenario-based learning supported by toolbox talks and on-the-ground communication.

Internal Trainings Conducted Across Project Sites: -

Sub-contractor workers training covers a broad spectrum of safety-critical topics, including hot work permits and controls, PPE compliance, aluminium ladder safety and SOP refresher training, and safe chemical handling practices. Periodic emergency fire drills and evacuation simulations are conducted to build readiness and strengthen response capabilities in the event of an incident. These sessions reinforce good safety behaviours, hazard recognition and safe work procedures at high-risk work areas.

Worker training on the use of safety harness for working at height

Indicator	FY2023	FY2024	FY2025
Number of Employees Trained in Health and Safety Standards*	N/A	59	**61**

**Figures are reported based on unique individuals trained to avoid double counting across multiple OSH training sessions.*

Through these training and communication efforts, we strengthen OSH awareness, reduce incident risks and promote a culture of shared responsibility for safety and health across the organisation.

More information on our OSH-related training courses attended by our workforce in FY2025 can be found on page 79 of this Report.

SERVICE QUALITY AND CUSTOMER RELATIONSHIP

[GRI 3-3]

Why it Matters

Service quality and strong customer relationships are essential to maintaining trust, ensuring project delivery excellence, and supporting long-term business sustainability. Consistent service standards enhance customer satisfaction, reduce operational and reputational risks, and contribute to repeat business and stable revenue streams.

Open communication and responsive engagement with customers also enable the Group to better understand expectations, address concerns promptly, and continuously improve performance, reinforcing long-term value creation for both customers and the Group.

Our Approach and Performance

During the year, the Group successfully delivered SES and Engineering projects with a strong focus on service quality, safety, and technical excellence. Our project execution framework is guided by structured management systems, including our Integrated Management System (IMS), which encompasses quality, environmental, and safety standards to ensure consistent and reliable delivery.

We maintain close engagement with clients throughout the project lifecycle, from planning to commissioning and defect liability periods, to ensure expectations are clearly understood and met. Timely communication and responsiveness remain central to strengthening long-term client relationships and trust.

All projects were completed in accordance with agreed timelines, with no major quality or safety non-conformance recorded during the financial year. Post-completion monitoring and after-sales support are provided to address any operational issues promptly, reinforcing our commitment to service reliability and customer satisfaction.

Customer Satisfaction Survey

Customer satisfaction is evaluated across the following key service quality categories:-

- Paperwork and Submissions
- Work Efficiency
- Manpower Arrangement
- Workmanship and Quality Control
- Effectiveness of Supervision
- Technical Knowledge
- Material Handling
- Safety and Housekeeping
- Cooperation and Support

Achieved

76.75%

in our Customer Satisfaction Survey score

LABOUR PRACTICES AND STANDARDS

[GRI 2-7, 3-3, 401-1, 401-2, 404-1, 404-2, 404-3, 406-1, Bursa C6(a), 6(b), 6(c)]

Why it Matters

Upholding strong labour practices is essential to ensuring fair treatment, protecting human rights, and creating a safe and inclusive workplace. It fosters a skilled, motivated, and engaged workforce, which in turn drives operational excellence, innovation, and long-term business sustainability. By promoting ethical labour standards, the Group reinforces trust with employees, partners, and stakeholders while contributing to broader social and economic development.

Our Approach and Performance

Workplace Ethics and Code of Conduct

The Group recognises employees as its most valuable asset. Our workforce spans diverse functions and expertise, contributing to operational excellence, innovation, and long-term business sustainability.

Our approach to human capital includes promoting a culture of integrity, professionalism, and accountability through our Employee Code of Conduct and Ethics Policy ("Code"), which sets clear expectations for behaviour, compliance with laws and regulations, and adherence to the Group's ethical standards. This Code complements other internal policies, procedures, rules and regulations of the Group, including the Employee Handbook, AB&C Policy, Ethics, Compliance and Whistleblowing Policy, and any other policy implemented by the Management from time to time.

Communication of Employee's Responsibilities

Regular communication and training are conducted to ensure all employees understand their responsibilities under the Employee Code of Conduct. This includes:-

- Mandatory onboarding sessions for new employees that introduce the Code and key ethical practices
- Annual refresher trainings for all employees to reinforce compliance, anti-bribery, and workplace ethics
- Internal communications, such as newsletters, intranet updates, and visual reminders, to highlight ethical practices and real-life examples
- Workshops and briefings led by Management to discuss practical scenarios and encourage employee engagement with the Code

These initiatives ensure that ethical standards are embedded in day-to-day operations and that employees are consistently supported in upholding the Group's values.

More information of our Code can be found here at: https://cdn.kinergyadvancement.com/D0Fg32990.pdf

Nurturing Talent Continuity

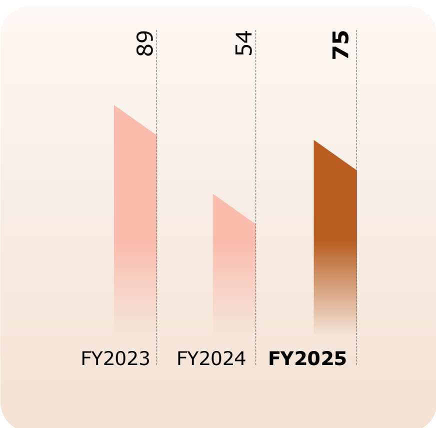
We aim to attract, develop, and retain talent by implementing fair and transparent recruitment practices and monitoring workforce stability through turnover trends.

New Hires and Turnover

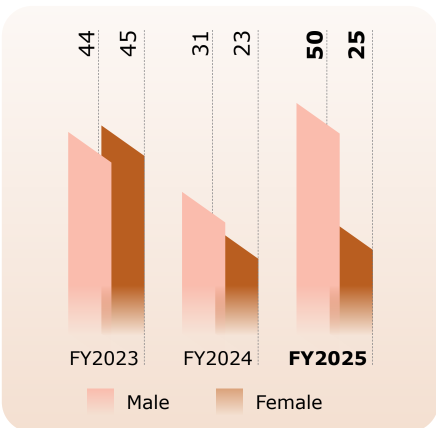
In FY2025, Kinergy welcomed 75 new employees across various functions to support operational growth and strengthen our sustainability agenda. Our recruitment approach focuses on attracting individuals with the right competencies, values and commitment to responsible business practices.

New employees undergo structured onboarding to familiarise them with the Group's governance framework, Code of Conduct, management systems and sustainability priorities. This ensures alignment with our corporate values and reinforces awareness of ESG-related responsibilities from the outset of employment. As an equal opportunity employer, our recruitment practices are based on merit, skills and suitability for the role, regardless of gender, race, ethnicity or background. Our commitment to diversity and fair employment practices supports a respectful and inclusive working environment where all employees are given equal opportunities to contribute and grow within the organisation.

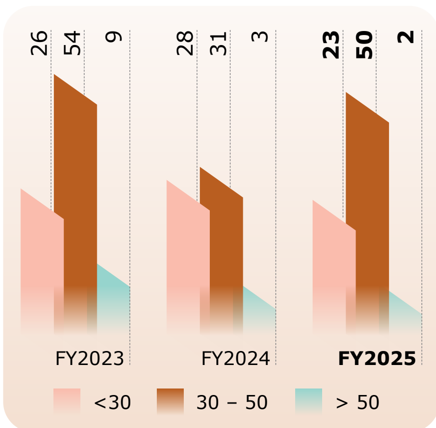
NEW EMPLOYEE HIRES
(Number)



NEW EMPLOYEE HIRES BY GENDER
(Number)



NEW EMPLOYEE HIRES BY AGE
(Number)



Employee Turnover by Category

Employee Category	FY2023	FY2024	FY2025
Top Management and Key Senior Management	3	1	**2**
Senior Management	2	1	**2**
Management	59	4	**11**
Executive	72	12	**37**
Non-Executive	56	4	**20**

More information of our Group's employee diversity data can be found on pages 73 to 75 of this Report.

Advancing Workforce Quality of Life

The Group provides comprehensive benefits and welfare programmes designed to safeguard employees' health, safety, and overall wellbeing, reflecting our commitment to a supportive work environment. Beyond statutory requirements, we invest in initiatives that enhance quality of life throughout the employee journey – from onboarding and career development to wellness and workplace experience.

Leave Entitlement

- Annual
- Medical
- Paternity
- Maternity
- Compassionate
- Marriage
- Study
- Exam

Employee Engagement

- Annual dinner
- Festival celebration
- Team building activities
- Corporate social responsibility initiatives
- Internal gamified employee challenges and rewards

Allowance, Subsidy and Reimbursements

- Work-related travel *(i.e., mileage claims, accommodation, flight and/or food expenses)*
- Petrol allowance
- Mobile allowance
- Housing allowance
- Relocation allowance
- Competency allowance *(i.e., to recognise technical qualifications and regulatory competencies required for the role)*

Healthcare Plans and Insurance Coverage

- Medical
- Dental
- Group term life insurance
- Personal accident insurance

We continuously assess emerging workforce expectations and benchmark against industry practices to ensure our welfare offerings remain relevant and competitive. By doing so, we aim not only to retain talent and boost productivity, but also to uphold our social responsibility as an employer that supports people in achieving both personal and professional fulfilment.

Employee Engagement and Participation

The Group has a longstanding commitment to employee wellbeing and engagement, previously coordinated under the Recreational Welfare Club ("RWC"). In June 2025, this focus was further formalised and expanded through the establishment of Kinergy WellnessLink, a dedicated platform for wellness, learning, and interaction. While continuing the initiatives previously led by the RWC Committee, Kinergy WellnessLink provides a more structured approach, offering inclusive programmes in physical and mental wellbeing, professional development, teamwork, and employee volunteerism.

Through this platform, employees participate in activities that promote physical and mental wellbeing, encourage teamwork, enhance professional skills, and foster a sense of belonging across the workforce. Activities under Kinergy WellnessLink span health and wellbeing programmes, professional development workshops, team-building initiatives, and employee volunteerism, providing employees multiple avenues to grow personally and professionally while contributing to the community.

Programmes are designed to be inclusive, ensuring employees across all levels, roles, and backgrounds can participate and benefit, reinforcing a culture of equity, collaboration, and belonging. Moving forward, the Group plans to expand Kinergy WellnessLink with additional wellness initiatives, leadership programmes, and community engagement opportunities to further strengthen workforce engagement and wellbeing.

Story Highlight: Kinergy's Inaugural Blood Donation Drive

The event was organised through a strategic collaboration with Hospital Sultan Abdul Aziz Shah (HSAAS), Universiti Putra Malaysia (UPM), and Pusat Darah Negara (PDN). The inaugural blood donation drive successfully engaged the community and helped strengthen the national blood supply, highlighting the Group's active role in supporting public health and social welfare.

Future-Proofing Our Workforce

The Group invests in continuous learning and skill development programmes to enhance employee competencies, promote career growth, and support future-ready workforce capabilities. Our learning and development programmes span across six (6) competency areas in FY2025.

During the financial year, the Group recorded a total of 1,948 training hours, with average training hours of 9.79 hours per employee. Training hours disclosed are based on Bursa Malaysia Securities' definition and include external training programmes, paid education leaves and topic-specific training.

In FY2025, we achieved an average of **9.79 HOURS** of training per employees

Total Hours of Training by Employee	FY2023	FY2024	FY2025
Top Management and Key Senior Management	162	76	**84**
Senior Management	162	76	**180**
Management	1,754	739	**268**
Executive	1,290	454	**928**
Non-Executive	174	272	**488**

Categories	Description*
Technical and Operational	Focused on job-specific and technical capabilities, ensuring employees have the expertise to perform their roles efficiently and effectively, this includes but is not limited to:- • 11kV switching procedure and operation • Project construction management • Risk management assessment • Introduction and Use of Microsoft Project in Construction Project Scheduling
Environmental, Safety and Health	Workplace safety, compliance and risk prevention, this includes but is not limited to:- • Working at height • Fire watcher safety • Oil and gas safety passport • Scissor lift safety • Basic rigging and sligging • Defensive driving training • Authorised entrant and standby person for confined space • Certified Environmental Professional In Scheduled Waste Management (CePSWaM) • Basic occupational first aid, CPR and Automated External Defibrillator (AED) training • Authorised gas tester and entry supervisor for confined space • OSH Coordinator training • Electrical Supply Act 1990 and Electricity Regulations 1994 • Scheduled Waste Management Workshop: Electronic Scheduled Waste Information System (eSWIS) Version 2.0
Corporate Governance	Strengthening understanding of governance frameworks, policies and standards, including:- • ISO 37001: 2016 ABMS awareness training • Decoding transaction and related-persons transaction rules • Internal ABMS awareness
ESG and Climate Change	Sustainability awareness, disclosures and climate-related risks such as:- • Introduction to sustainability and ESG • GHG protocol and climate change • Introducing risks and opportunities under the IFRS • Sustainable engineering design and Scope 3 emissions • Fundamentals of grid scale battery energy storage system (BESS) • SEDA Malaysia Grid-Connected PV Systems Design Course
Digital and Technology	Proficiency in digital tools, systems, and data management to drive innovation and operational efficiency, including but not limited to Microsoft Office
Soft Skills	Developing interpersonal skills, business communication, and English for work to enhance collaboration, professionalism, and effectiveness in a global workplace

**Note: This list is non-exhaustive.*

Performance Appraisals

Our performance appraisal processes ensure employees receive regular feedback, recognition, and guidance, supporting personal growth and aligning individual goals with the Group's objectives. The Group implements an annual performance appraisal process for all employees, measuring individual performance against pre-defined KPIs, established at the beginning of each financial year.

In this reporting year, performance evaluations were completed for 100% of our employees. Progress is monitored on a quarterly basis to ensure consistent performance management and continuous improvement.

100%

of employees received performance appraisals in FY2025

Upholding Human Rights and Labour Standards

We promote equal opportunity, prohibit discrimination, forced labour, child labour, and harassment, and respect employees' rights to fair wages, safe working conditions, and freedom of association. These commitments are embedded within our Employee Code of Conduct, Discrimination and Harassment in the Workplace Policy, Human Rights and Labour Standards Policy and Sexual Harassment Policy, which are communicated to employees through onboarding programmes, training sessions, and internal communications.

By upholding strong human rights and labour standards, the Group fosters a safe, respectful, and inclusive workplace that supports employee wellbeing, engagement, and long-term organisational sustainability. The Group's human rights and labour commitments are guided by the following national and international frameworks:-

- Malaysian Employment Act 1955 and other relevant national labour laws in the countries in which we operate
- United Nations Guiding Principles on Business and Human Rights ("UNGPs")
- International Labour Organisation ("ILO") Core Conventions
- International Bill of Human Rights

HUMAN RIGHTS AND LABOUR STANDARDS POLICY

Kinergy's Human Rights and Labour Standard Policy outline our human rights commitment, its implementation and the procedure for reporting grievances. The policy obligates the Group and all its employees to uphold the following:-

- Equity, diversity and inclusion
- Freedom of association and collective bargaining
- Health and safety
- Workplace security
- Forced labour and human trafficking
- Child labour
- Work hours and benefits
- Minimum wages

More information on our Human Rights and Labour Standards Policy can be found on our website or here at https://cdn.kinergyadvancement.com/vRDLJ3008.pdf

The Group's employees have not established any collective bargaining agreements during the reporting period. Nevertheless, the Group respects employees' rights to freedom of association and does not restrict or limit current or future opportunities for collective bargaining, in compliance with applicable labour laws and regulations.

Whistleblowing Mechanism

The Group has established a formal grievance mechanism to provide employees with a safe, accessible, and confidential channel to raise concerns related to workplace conduct, human rights, labour practices, or working conditions. Grievances may be reported through designated reporting channels and are handled in a fair, timely, and impartial manner.

The Whistleblowing Committee shall review any reports on a monthly basis and maintain proper records of all actions taken in respect of each report, where applicable, escalate matters to the Board or the Audit Committee when necessary. The Group prohibits retaliation against individuals who raise concerns in good faith, reinforcing a culture of trust, transparency, and accountability.

Step 1 (01)
Employees are encouraged to raise concerns to the HR department, Whistleblowing Committee, email, hotline or anonymous reporting box detailing the issue clearly.

Step 2 (02)
Grievances will be acknowledged within three (3) working days, and initial efforts will be made to resolve them informally.

Step 3 (03)
If unresolved, a formal investigation will be conducted, with relevant parties interviewed and evidence reviewed, ensuring confidentiality throughout.

Step 4 (04)
Decisions will be communicated within eight (8) working days of the investigation's completion.

whistleblowing@kinergyadvancement.com

Ethics hotline: +603–2709 2380

e-form:
Please scan the QR Code.

In FY2025, we received

ZERO (0)

substantiated complaints concerning human rights violations

incidents of discrimination and corrective actions taken

RESPONSIBLE SUPPLY CHAIN

[GRI 3-3, 204-1, 308-1, 414-1, Bursa C7(a)]

Why it Matters

A responsible supply chain helps manage environmental, social, and ethical risks while ensuring business continuity and quality delivery. By promoting fair labour practices, safe working conditions, and ethical conduct among suppliers, the Group strengthens stakeholder trust, reduces reputational and operational risks, and supports long-term sustainable value creation.

Our Approach and Performance

Cultivating A Responsible Supply Chain

To qualify for tender participation, suppliers are required to undergo a vendor pre-qualification and sustainability due diligence process. This process assesses suppliers' compliance with key requirements, including but not limited to adherence to anti-corruption practices in line with MACC guidelines, alignment with the Group's Sustainability Policy, and compliance with our WOSH requirements. Through this process, the Group ensures that its suppliers meet minimum ethical, environmental, and safety standards prior to engagement. In FY2025, 100% of the Group's new suppliers were screened for ESG-related compliance via the Group's vendor pre-qualification process.

Identification

Pre-Qualification

Tender

Evaluation

Contract Award

Continuous Performance Monitoring

In FY2025,
100% of new suppliers screened for ESG-related compliance via the Group's vendor pre-qualification process

More information on our Vendor Code of Conduct can be found on our website or here at https://cdn.kinergyadvancement.com/bpzmX3170.pdf

Supporting Local Procurement

Throughout our operations, we prioritise engagement with local suppliers and provide opportunities for small and medium-sized enterprises ("SMEs") to supply their products and services to the Group. Our commitment to supporting local suppliers is reflected in the supplier data presented below.

Indicator	FY2023	FY2024	FY2025
Proportion spent on local procurement	92.90%	81.71%	**99.19%**

**Note: FY2023 and FY2024 data only reflect our procurement spending for our top 50 vendors. In FY2025, we enhanced data coverage to include total Group procurement spend excluding non-purchase order ("non-PO") transactions.*

In FY2025,
we have achieved
99.19%
of our procurement spend* on local suppliers for Kinergy

**Excludes non-PO transaction.*

Recognising the importance of supply chain capacity in climate-related reporting, the Group facilitated supplier upskilling by inviting the Group's top 50 suppliers across our business segments to a virtual session hosted by Bursa Malaysia Securities on Scope 1 and Scope 2 emissions, supporting broader readiness for emerging disclosure requirements.

PROMOTING DIVERSITY AND INCLUSION

[GRI 3-3, 405-1, Bursa C3(a), 3(b)]

Why it Matters

A diverse and inclusive workplace reinforces fairness, equal opportunity and merit-based recognition. Employees are more motivated when they know they are treated equitably and assessed based on performance and capability.

Our Approach and Performance

We are committed to cultivating a diverse talent pipeline through fair and transparent recruitment and selection processes, and striving for balanced representation across all organisational levels, including the Board and Key Senior Management. Employees are provided fair and consistent access to opportunities, training and career advancement, supported by merit-based performance evaluations and equitable remuneration practices. We prohibit discrimination, harassment and bullying in any form, in line with the Group's Employee Code of Conduct, Discrimination and Workplace Harassment Policy and relevant laws in the jurisdictions in which we operate.

More information on our Diversity Policy can be found on our website or here at https://cdn.kinergyadvancement.com/WrXnM2989.pdf

Our Workforce Diversity

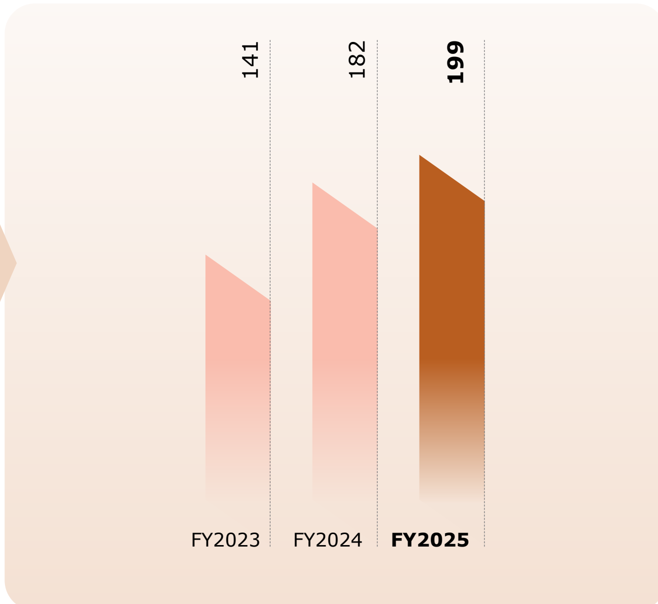
Diversity, equity and inclusion practices are crucial to ensure a diverse range of perspectives, enhancing employee engagement and fostering innovation. The Group's employment policies and practices extend to supporting local employment, reflecting our commitment to strengthening the communities in which we operate. In this reporting year, the Group achieved 100% local hiring for its HQ operations, demonstrating our focus on providing opportunities and contributing to local workforce development. The Group also has a diversified workforce across all age groups, employee category and ethnicity, as follows:-

Group Employee Data

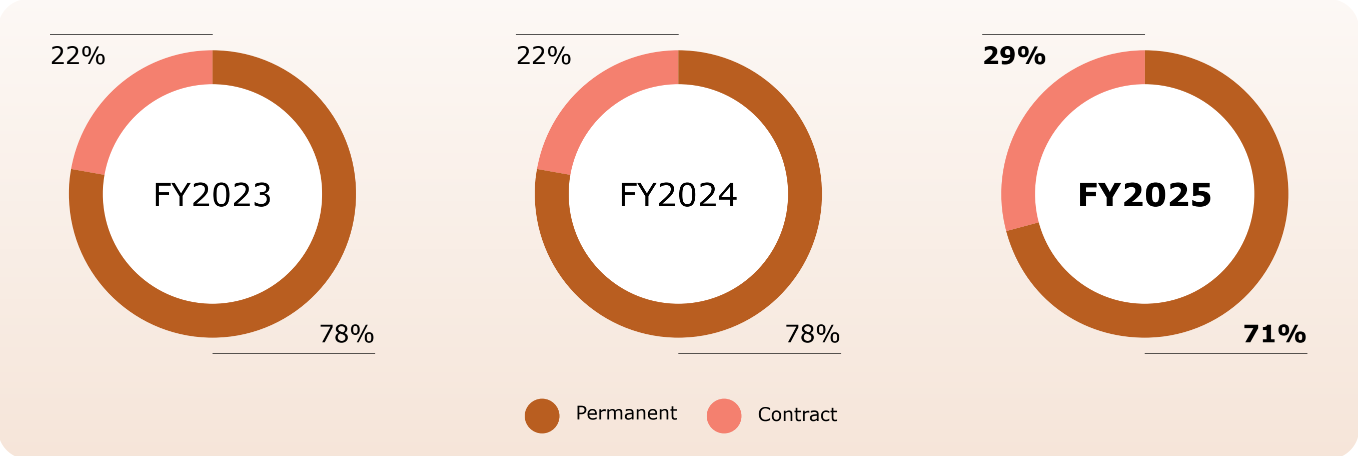
As of FY2025, the Group employs a total of 199 employees across its operations. Our workforce comprises a diverse mix of talent, with women representing 26.60% of the total employee population. We are committed to improving gender diversity and **aim to achieve a target of 30% female representation across the organisation, and 33.30% representation on the Board**, respectively.

We continue to monitor workforce composition across employment type, gender, age group, and employee category to support diversity, succession planning, and long-term organisational sustainability.

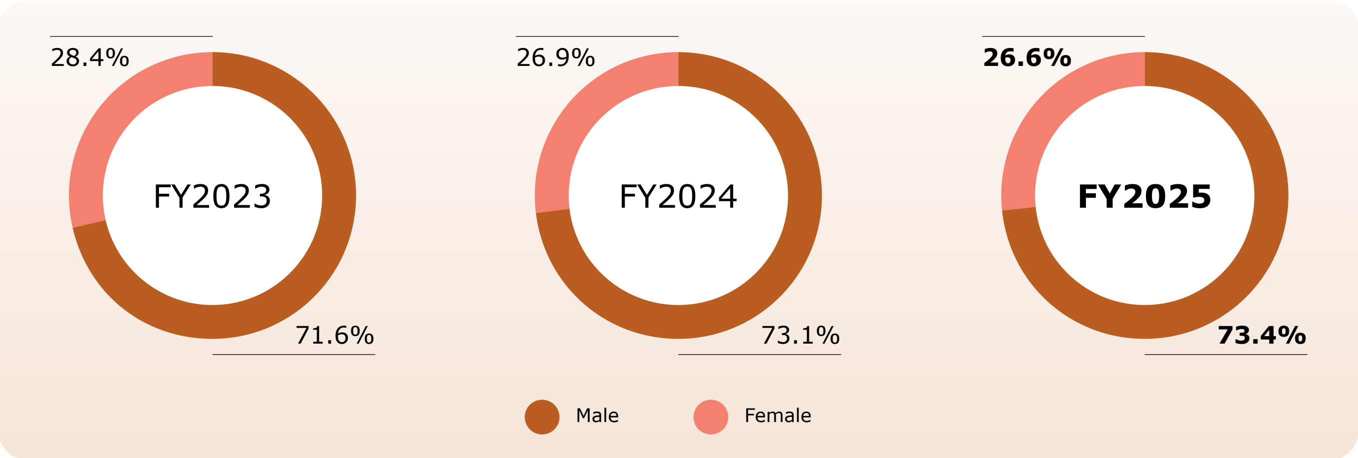
TOTAL EMPLOYEES
(Number)



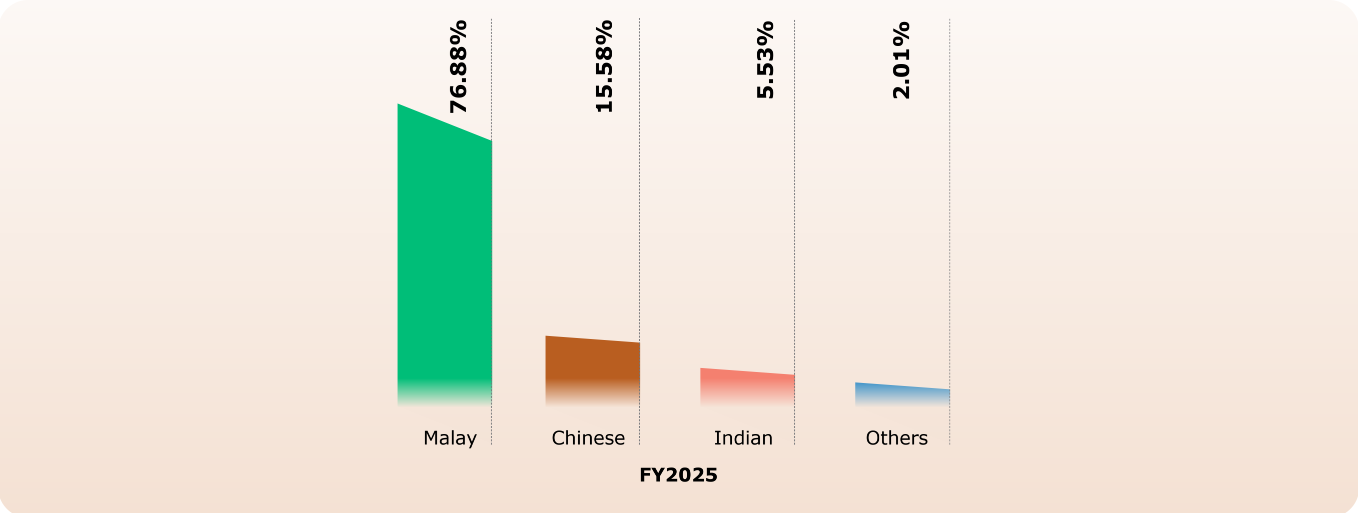
PERMANENT OR CONTRACT EMPLOYEES
(Percentage)



GENDER DIVERSITY
(Percentage)

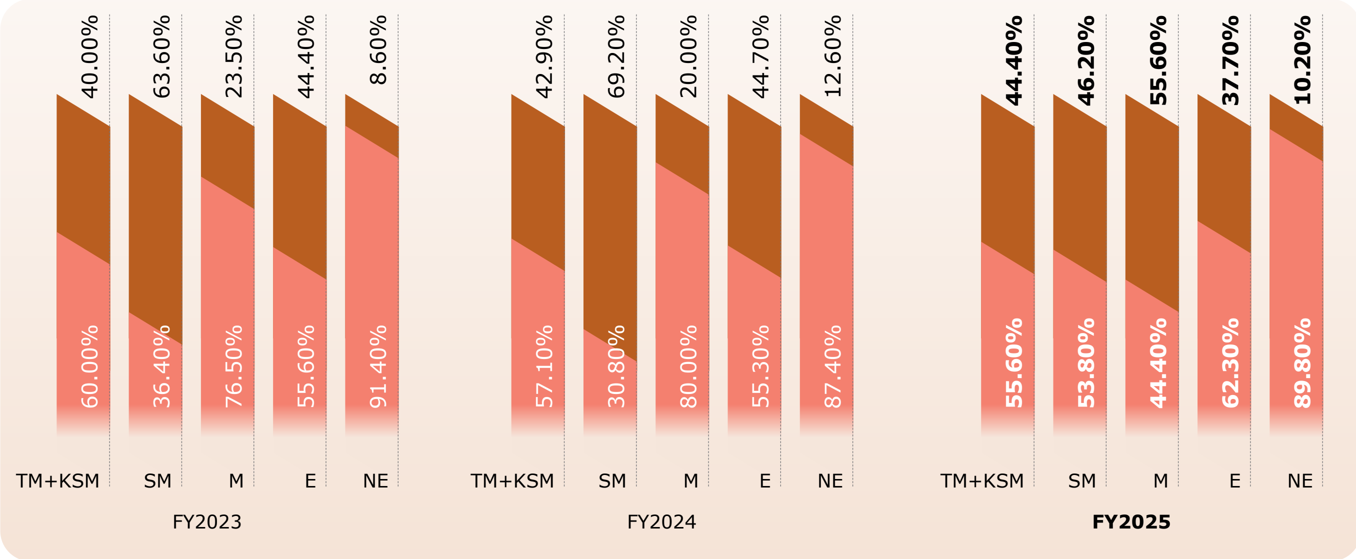


TOTAL EMPLOYEES BY ETHNICITY
(Percentage)



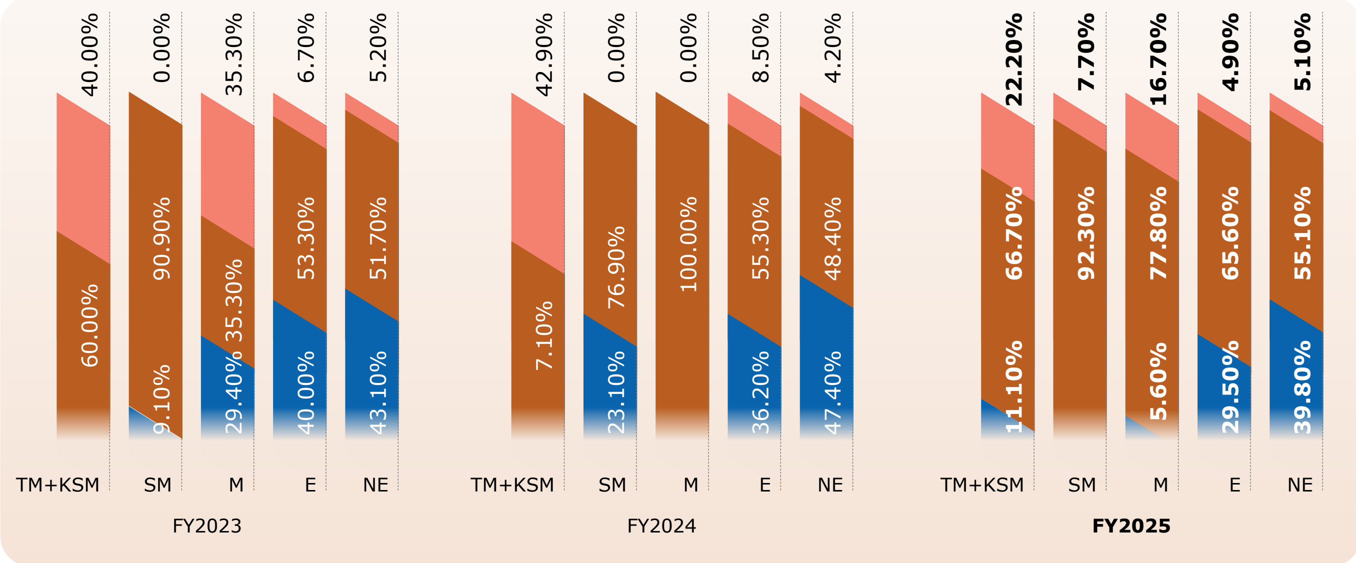
GENDER DIVERSITY BY EMPLOYEE CATEGORY
(Percentage)

Male Female



AGE DIVERSITY BY EMPLOYEE CATEGORY
(Percentage)

<30 30 – 50 > 50



TM + KSM	Top Management and Key Senior Management	SM	Senior Management
M	Management	E	Executive
NE	Non-Executive		

Board Women Representation

At the Board level, the Group values diversity across skills, experience, and gender representation. The current Board composition within Kinergy at 37.50% women and reflects this commitment, supporting balanced oversight and effective governance.

Further information on Kinergy's Board diversity and composition can be found in the Corporate Governance Overview Statement in pages 108 to 133 of our Annual Report.

37.50%
women representation on Kinergy's Board

LOCAL COMMUNITIES

[GRI 3-3, 413-1, Bursa C2(a), 2(b)]

Why it Matters

For Kinergy, positive community relations are essential to maintaining the social conditions that enable operational continuity. By understanding and addressing community needs, expectations and development priorities, we create shared value, reduce potential social risks and enhance stakeholder confidence in the Group.

Our Approach and Performance

In FY2025, the Group contributed a total of MYR296,131.66 towards community development and social welfare initiatives, benefitting more than 2,500 individuals and families across the communities in which we operate.

Our contributions were channelled through a combination of direct donations, sponsorships and in-kind support, focusing on vulnerable groups, community wellbeing and inclusive social development. All contributions are approved in accordance with the Group's internal authority and governance framework, with records maintained to ensure transparency and accountability. In FY2026, we **target to make a minimum contribution of MYR300,000** towards charitable donations, supporting organisations and initiatives that address community needs and social wellbeing.

We have made a total of

MYR296,131.66

contribution towards community development on social welfare initiatives in FY2025

Supporting Communities Where We Operate

Food Donation Drive

We have conducted a series of food donation drives to support underprivileged individuals and families within our communities. These initiatives provided essential food supplies and daily necessities to beneficiaries, helping to ease immediate needs while reinforcing food security for vulnerable groups.

In addition to ad-hoc food donation drives, the Group sustained a monthly egg donation programme throughout the year, supporting various welfare homes and community centres. Eggs were provided as a nutritious and reliable food source, contributing to the daily dietary needs of beneficiaries.

Monetary Donations and Charity Packs

Our contributions included donations to the Dignity Foundation, the National Council for the Blind Malaysia, the United Nations Children's Fund (UNICEF), and Kelab Kegiatan Tautan Kasih Lenggong. These donations help empower vulnerable communities, promote inclusiveness, and support programmes that enhance the wellbeing and development of children and individuals with disabilities.

In this reporting year, we have distributed over 200 charity packs containing essential items, which were aimed at improving the wellbeing of underprivileged families and individuals.

Local Community Engagement

Over 100 individuals from the local community joined us for a *buka puasa* event in FY2025. The gathering provided an opportunity to connect, share, and strengthen relationships with the community, fostering inclusivity and a spirit of togetherness.

Office Furniture Donation for Refugees Community Kepong

We donated office furniture from our previous office to the Refugees Community in Kepong. This extended the life of our resources while providing practical support to a community in need, combining environmental care with social impact.

GRI CONTENT INDEX

The GRI is a widely recognised multi-stakeholder standard for sustainability reporting that provides guidance on report content, disclosures and performance indicators. Developed to improve the global comparability and quality of environmental, social and governance information, the GRI Standards promote transparency and accountability in organisational reporting.

Statement of Use	Kinergy is reporting from the period 1 January 2025 to 31 December 2025, in reference with the GRI Standard.
GRI 1 Used	GRI 1: Foundation 2021

GRI Standard		Disclosure	Page
GRI 2: General Disclosures 2021	2-1	Organisational details	1
	2-2	Entities included in the organisation's sustainability reporting	2
	2-3	Reporting period, frequency and contact point	
	2-4	Restatements of information	FY2023 and FY2024 employees commuting data and paper consumption data have been restated to ensure consistency and comparability with the current reporting methodology.
	2-6	Activities, value chain and other business relationships	14-17
	2-7	Employees	73-75
	2-9	Governance structure and composition	18-19
	2-10	Nomination and selection of the highest governance body	
	2-11	Chair of the highest governance body	
	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	35-37
	2-16	Communication of critical concerns	18-19
	2-17	Collective knowledge of the highest governance body	Kinergy's Annual Report 2025: Corporate Governance Overview Statement
	2-18	Evaluation of the performance of the highest governance body	
	2-19	Remuneration policies	
	2-20	Process to determine remuneration	
	2-22	Statement on sustainable development strategy	4-6
	2-23	Policy commitments	35
	2-24	Embedding policy commitments	35-37, 39, 55, 70-71
	2-26	Mechanisms for seeking advice and raising concerns	37,70-71
	2-27	Compliance with laws and regulations	35, 53, 58
	2-28	Membership associations	3
	2-29	Approach to stakeholder engagement	21-24
GRI 3: Material Topics 2021	3-1	Process to determine material topics	25-26
	3-2	List of material topics	
	3-3	Management of material topics	Throughout the Sustainability Report
GRI 101: Biodiversity 2024	101-1	Policies to halt and reverse biodiversity loss	55
	101-2	Management of biodiversity impacts	
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	38
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	72
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	35-37
	205-2	Communication and training about anti-corruption policies and procedures	
	205-3	Confirmed incidents of corruption and action taken	
GRI 301: Materials 2016	301-1	Materials used by weight or volume	49
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	48
GRI 303: Water and Effluents 2018	303-3	Water withdrawal	54
	303-4	Water discharge	
	303-5	Water consumption	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	47
	305-2	Energy indirect (Scope 2) GHG emissions	
	305-3	Other indirect (Scope 3) GHG emissions	
	305-4	GHG emissions intensity	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	50-53
	306-2	Management of significant waste-related impacts	
	306-3	Waste generated	51-53
	306-4	Waste diverted from disposal	51
	306-5	Waste directed to disposal	
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	72

GRI Content Index

GRI Standard		Disclosure	Page
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	66
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	67
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	57-63
	403-2	Hazard identification, risk assessment, and incident investigation	59-60
	403-3	Occupational health services	57-63
	403-4	Worker participation, consultation, and communication on occupational health and safety	
	403-5	Worker training on occupational health and safety	
	403-8	Workers covered by an occupational health and safety management system	
	403-9	Work-related injuries	62
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	68
	404-2	Programmes for upgrading employee skills and transition assistance programs	68-69
	404-3	Percentage of employees receiving regular performance and career development reviews	69
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	73-75
GRI 406: Non-Discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	71
GRI 413: Local Communities"	413-1	Operations with local community engagement, impact assessments, and development programmes	76-77
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	72
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	39

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