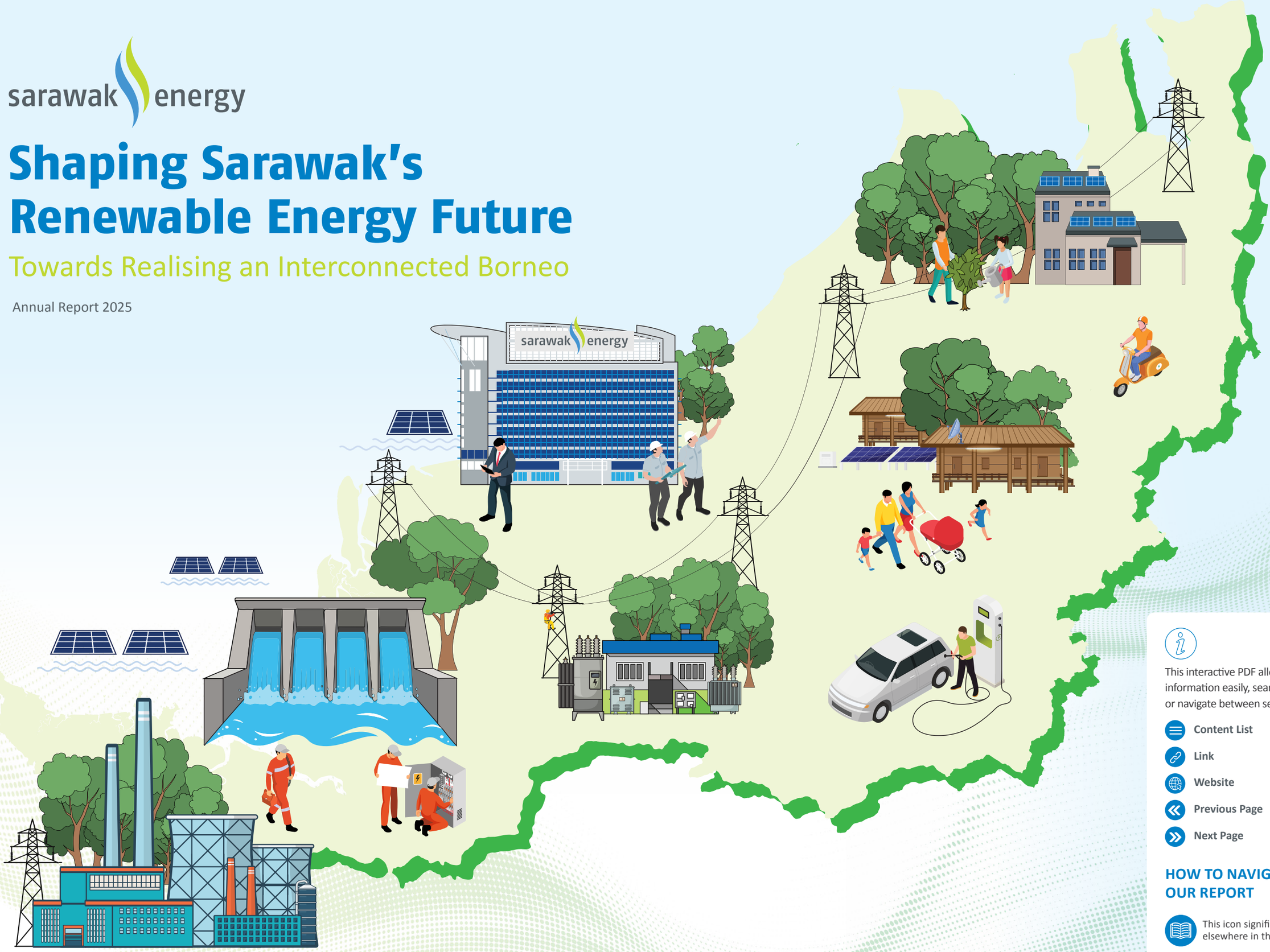
Shaping Sarawak's Renewable Energy Future

Towards Realising an Interconnected Borneo

Annual Report 2025



This interactive PDF allows you to access information easily, search for a specific item or navigate between sections and links.

- **Content List**
- **Link**
- **Website**
- **Previous Page**
- **Next Page**

HOW TO NAVIGATE OUR REPORT

This icon signifies related information elsewhere in this report

This icon signifies related information available online at: **www.sarawakenergy.com**

SHAPING SARAWAK'S RENEWABLE ENERGY FUTURE:

Towards Realising an Interconnected Borneo

Theme Rationale:

Energy systems today are undergoing a profound transformation – one that is reshaping how energy is produced, distributed and consumed across the globe. No longer confined within national boundaries, energy is increasingly shaped by global markets. As highlighted in the International Energy Agency's World Energy Outlook 2025, energy now sits at the centre of geopolitical tensions, with vulnerabilities extending beyond traditional fuels to include electricity systems, critical minerals and emerging technologies.

Alongside this, growing climate urgency is accelerating the shift towards cleaner energy. Global commitments to decarbonisation and net-zero emissions are driving unprecedented growth in renewable energy and electrification. The International Renewable Energy Agency emphasises that achieving climate targets will require a systemic transformation of energy systems, supported by stronger and enabling policies.

As the energy landscape continues to evolve, systems can no longer operate in isolation. Rapid electrification and increasing renewable integration are driving greater connectivity, with more interconnected grids, integrated markets and cross-border cooperation helping to improve flexibility and resilience.

Sarawak recognises its unique role in supporting the global and regional energy transition. Leveraging its rich renewable energy potential and strategic location within Southeast Asia, Sarawak is well-positioned to contribute to a more sustainable and interconnected energy future. The State is actively strengthening its renewable energy capacity, particularly in hydropower and solar, while expanding transmission infrastructure to support greater regional integration. These efforts are enabling Sarawak to contribute to the development of the Borneo Grid, supporting Malaysia's broader aspiration towards the ASEAN Power Grid.

The theme, 'Shaping Sarawak's Renewable Energy Future: Towards Realising an Interconnected Borneo', reflects this intersection of global transformation and regional opportunity. It highlights Sarawak Energy's commitment to scaling renewable energy, strengthening regional connectivity and supporting cross-border collaboration, positioning Sarawak as a regional renewable energy powerhouse and a 'Battery of ASEAN'.



INSIDE THIS REPORT

Section 1 ABOUT THIS REPORT

Reporting Standards 02
Reporting Scope and Boundary 02
Assurance 02
Feedback 02
Directors' Statement of Responsibility for the Annual Report 2025 02

Section 2 ABOUT SARAWAK ENERGY

Vision, Mission and Living Our Values 04

Section 3 2025 YEAR IN REVIEW

2025 Year in Review 06
Awards and Recognition 12
Key Events of 2025 16

Section 4 LEADERSHIP MESSAGES

Chairman's Statement 31
Group Chief Executive Officer's Statement 35
Management Discussion and Analysis 41
Chief Financial Officer's Statement 44

Section 5 A COMMITMENT TO GOVERNANCE

Our Corporate Structure 50
Group Organisation Structure 51
Board of Directors Profile 52
Our Management Team 59
Statement of Corporate Governance 67
Statement on Risk Management and Internal Control 74

Section 6 ENERGY FOR SARAWAK

Energy for Sarawak 80

Section 7 POWERING SARAWAK'S ENERGY TRANSITION AND BEYOND

Powering Sarawak's Energy Transition and Beyond 84

Section 8 OUR STRATEGIC ROADMAP

Our Strategic Roadmap and Report Card 100

Section 9 OUR PERFORMANCE

Our People 105
A Safe and Healthy Workplace 119
Delivering Sustainable Growth 126
Powering Our Communities 137



About This Report

This Annual Report (AR) 2025 provides a comprehensive overview of the Sarawak Energy Berhad's operational, financial and sustainability performance for the financial year ended 31 December 2025 (FY 2025). It presents how we create long-term value, highlighting our strategic priorities, key achievements, risks and opportunities, as well as our progress in strengthening governance, enhancing operational resilience and advancing the transition towards a more sustainable and interconnected energy future.

While non-publicly listed companies are not required to publish their corporate reports, our voluntary disclosure reflects our commitment to transparency and accountability as the foundation for disciplined operations and sustainable business practices that support Sarawak's economic growth and regional energy ambitions.

As Sarawak continues to expand its role as a regional renewable energy powerhouse, we remain committed to aligning our disclosures with recognised international standards and evolving stakeholder expectations. This ensures that the information presented in this report remains relevant, reliable and useful to our stakeholders.

Reporting Standards

Guided by local and global best practices in corporate statutory reporting, this AR is prepared with reference to the Bursa Malaysia Securities Berhad Main Market Listing Requirements and the Malaysian Code on Corporate Governance 2021, which serve as our primary governance and disclosure frameworks. In addition, the Group references the evaluation criteria of the Australasian Reporting Awards (ARA) as a benchmark to enhance the quality, transparency and comparability of our disclosures.

Sarawak Energy remains committed to continuously strengthening its reporting practices, expanding the scope and depth of its disclosures, and aligning with evolving international reporting standards and stakeholder expectations.

Reporting Scope and Boundary

The AR 2025 provides a comprehensive overview of the Sarawak Energy Berhad (Company) and its subsidiaries' (Group) activities and performance for the period from 1 January 2025 to 31 December 2025 (FY2025), covering the same entities as outlined in the corporate structure on page 50. Comparative historical data is provided wherever possible to observe performance trends.



This report includes information on the Group's leadership, corporate strategies, commitments, operational performance and governance practices, as well as our responsibilities and milestones. It also highlights key accomplishments, challenges, risks and opportunities encountered during the year, together with the Group's plans, priorities and objectives for the coming year, enabling stakeholders to better understand our strategic direction.

Assurance

The Sarawak Energy AR 2025 has been reviewed and approved by the Board of Directors on 11 August 2026.

Feedback

We welcome feedback, comments and enquiries via corpcomm@sarawakenergy.com.

Directors' Statement of Responsibility for the Annual Report 2025

As the ultimate governance body of Sarawak Energy Berhad, the Board of Directors acknowledges its responsibility for ensuring the integrity and completeness of the Sarawak Energy Annual Report 2025.

The Board affirms that reasonable steps have been taken to ensure the accuracy of the information contained in this report, and that the disclosures presented reflect a balanced and transparent account of the Group's performance for the reporting year.

This statement is made in good faith on behalf of the Board by:

Datuk Haji Ibrahim Bin Haji Baki
Chairman

Datuk Haji Sharbini Suhaili
Group Chief Executive Officer

About Sarawak Energy

Sarawak Energy is a vertically integrated power utility and energy development group of companies, wholly owned by the Sarawak Government.

Our core business activities span the entire electricity value chain, encompassing generation, transmission, distribution, retail and export.

Built on a century of operations, Sarawak Energy is Malaysia's largest renewable energy developer, serving a population of almost 3 million in Sarawak and more beyond its borders.

The Group powers Sarawak's sustainable growth with predominantly renewable hydropower, complemented by indigenous thermal resources to ensure energy security and supply diversity.

While our primary mission is to achieve full electrification across Sarawak, we are working towards Sarawak's ambition of becoming a regional renewable energy powerhouse and a 'Battery of ASEAN', leveraging our investments in hydropower and sharing our renewable resources with our Southeast Asian neighbours.

Global Memberships and Affiliations

Key Member of the
International Hydropower Association
Since 2010

Member of the
Global Reporting Initiative Community
Since 2016

Member of the
UN Global Compact Network Malaysia & Brunei
Since 2016

A Global Patron of the
World Energy Council
Since 2024 - The First from Southeast Asia

Our Operational Scale & Customer Reach:

5,898 MW
Generation Capacity

814,216
Customer Accounts

6,462
Total Employees









Vision, Mission and Living Our Values

VISION

Sustainable growth and prosperity for Sarawak by meeting the region's need for reliable, renewable energy

MISSION

1. Provide a reliable supply of clean, competitively priced energy to support the economic and social development of Sarawak and our partners in the region
2. Achieve full electrification of Sarawak by 2030
3. Pursue opportunities for growth by supporting the Post COVID-19 Development Strategy (PCDS) 2030
4. Harness and utilise natural resources in a sustainable and responsible way
5. Achieve operational excellence through a commitment to continuous improvement and adherence to best practices
6. Prioritise safety with a commitment to do 'no harm to anyone at any time'
7. Operate as a business based on principles that honour the trust placed in us by the people of Sarawak by maintaining high ethical and strong corporate governance practices
8. Our people are our greatest asset, enabling the development of an agile, customer-centric culture that adapts to change with innovation

OUR CORE VALUE

COURAGE
We dare to do what is right and in the best interests of our Company and the community, even when it is not easy to do so.

Attributes
- Dare to speak one's mind
- Dare to share different viewpoints
- Dare to intervene to right the wrong
- Dare to take risks in decision-making

UNITY
We collaborate and work together to deliver our business objectives.

Attributes
- Purposeful collaboration
- Enterprise-first mindset
- We before me
- Synergy and teamwork

RESPECT
We value differences, include and acknowledge different points of view and listen well in all situations.

Attributes
- Value differences
- Be inclusive
- Listen
- Be humble

INTEGRITY
We are honest and can be trusted by people to do what is right.

Attributes
- Professionalism
- Honesty
- Trustworthy
- Do the right thing

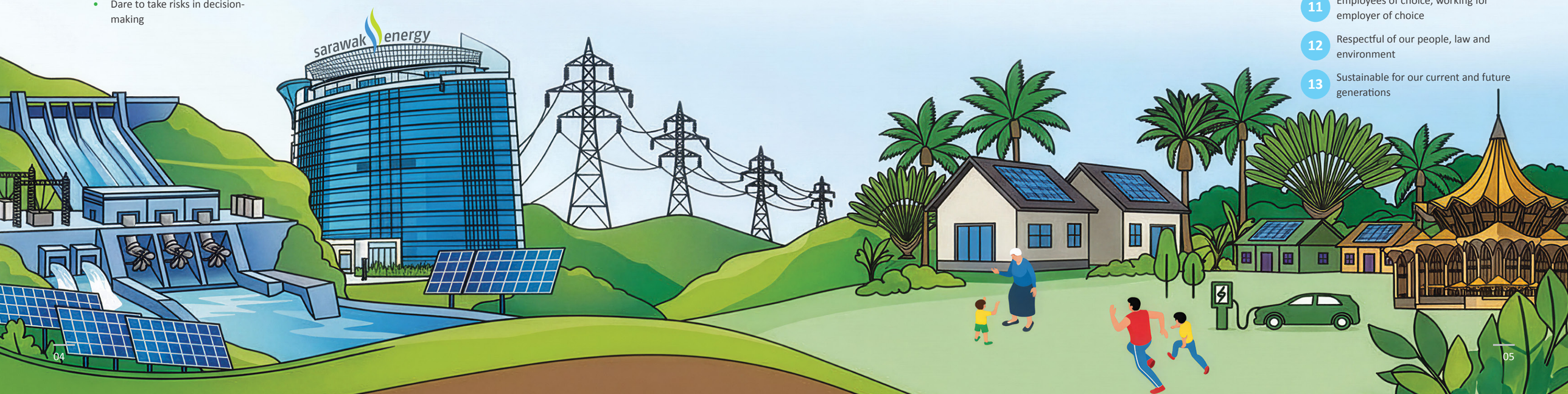
ACCOUNTABILITY
We work hard and are responsible for delivering our promises to the highest standards.

Attributes
- Ownership
- Commitment
- Delivery on promises
- Do things right with professionalism

WINNING BEHAVIOURS

We are:

1. Proactive on HSSE
2. Value and bottom line driven with strong cost discipline
3. Trusted to be able to deliver on our promises
4. Precise and speed conscious
5. Conducting our business with integrity
6. Focusing on teamwork and integration
7. Working across functional and organisational boundaries
8. Proud of Sarawak Energy and will do our best
9. Open and adaptable to leverage on technology for solutions
10. Learning from our experience and mistakes
11. Employees of choice, working for employer of choice
12. Respectful of our people, law and environment
13. Sustainable for our current and future generations



2025 Year in Review

1 Towards HSSE Excellence

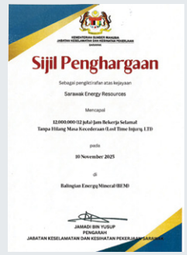
Launched Malaysia's first Occupational Safety and Health (OSH) Guidelines for Coal Mining Operations



- Maintained **ZERO** intrusions across all guarded substations
- Maintained **100% environmental** compliance across all operations
- Achieved the lowest-ever corporate Lost Time Injury Frequency Rate (LTIFR) at **0.168**
- Reduced work-related accidents by **79.6%** since 2016

Achieved **12 million safe** manhours without Lost Time Injury at Sarawak Energy Resources





2 Expanding Our Renewable Energy Footprint

- Signed Power Purchase Agreements totalling **700 MW** with several independent power producers

3 Advancing an Interconnected Borneo for the ASEAN Power Grid

- Received conditional approval for the Sarawak-Singapore Interconnection project
- Energised the Sarawak-Sabah link on 13 December, supplying up to **50 MW** of power to Sabah

4 Keeping the Lights On

- Rural Coverage in Sarawak: **99.37%**
- Overall State-Wide Coverage: **99.75%**

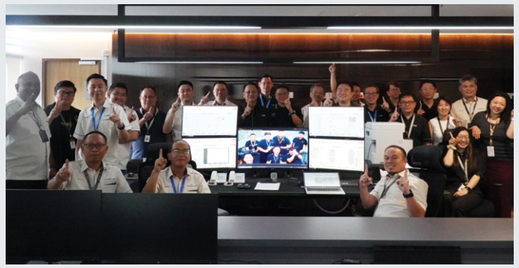
5 Strengthening Supply Reliability

- Commissioned **3 new** EHV substations
- Energised **6 new zone** (33/11 kV) substations
- Operationalised **8 new** transmission line projects



6 Becoming a Sustainable Digital Utility

Batang Ai Hydroelectric Plant (HEP) became the first plant in Sarawak Energy to enable remote operations via the Generation Control Centre in December



- Widespread deployment of smart meters with **196,289 units** installed across Sarawak
- Continued rollout of Distribution Automation (DA) with approximately **290 substations** installed and commissioned, expanding the network to over **700 automated distribution substations**
- Enhance customer experience through digitalisation of **89%** of customer service touch points and processes while delivering an estimated **RM39 million** in savings since 2019



Completed Project SERAPI, with successful transition to the SAP S/4HANA system on 20 January, enabling the Company to operate as one integrated enterprise

7 Affirmed Our Local and International Credit Ratings

- Sarawak Energy Berhad and Bakun Hydro Power Generation Sdn Bhd's credit ratings were affirmed by RAM Rating Services Berhad at AAA/Stable, underscoring the Group's financial strength and ability to meet its financial obligations
- Moody's and S&P Global also affirmed Sarawak Energy Berhad's investment-grade international credit ratings at A3/Stable and A-/Stable, respectively

8 Commercial Excellence

- Sarawak Energy Group recorded a **4.03%** improvement in revenue to **RM7.6 billion**, supported by a profit after tax of **RM1.3 billion**, underscoring resilient financial performance
- Gearing ratio is lower at **1.04 times**, compared with **1.11 times** in the preceding year, following borrowing repayments and sustained profit improvements
- Completed the Revision of Terms for Sarawak Energy Berhad's Sukuk Musyarakah Programme – doubling its limit to **RM30 billion**, extending its tenure to perpetual, and embedding sustainability features and successfully raised **RM1.5 billion** through the 10th Sukuk issuance to support the Group's growth strategy and capital expenditure requirements

9

Contract and Procurement Excellence

Achieved a total of **RM117.56 million** in approved financing via the Vendor Financing Programme since its inception in 2019 through successful collaboration with several financial institutions

10

Good Governance and Quality Assurance

Recognised as the **first organisation in Sarawak** to achieve full compliance with Subsection 9(7) of the Audit Act 1957 [Act 62], as officially declared by the Auditor General





Accredited with ISO 9001 certification for Project Delivery Central Engineering Management, covering the functions of Engineering, Quality, Commissioning and Technical Capability Management

11

Excelling in Talent & Capability Building

- Onboarded **64 Trainee Graduate Programme protégés** and facilitated **871 internship placements,** developing employment-ready technical and soft skills
- Invested **RM16 million** in scholarships and bursaries, supporting **138 scholars** and **89 bursary recipients** from local institutions, schools and neighbouring communities

- Appointed four Chief Engineers – Electrical, Mechanical, Civil (Hydro) and Civil (Non-Hydro) – to optimise skillpools and strengthen technical expertise
- Continued to develop non-executives through the Vocational Specialist Framework, providing them with clear professional growth pathways
- Strengthened succession readiness for Subject Matter Experts (SME), with **92%** 'Ready-Now' and **94%** 'Ready-Later' candidates to assume SME roles in the future



Pioneered Sarawak's first cohort of 500 kV-Certified Competent and Authorised Personnel, certifying 33 staff from SESCO and SEB Power

- Implemented succession plans for **530 critical positions**, with 'Ready-Now' and 'Ready-Later' candidates ensuring leadership, HSE, and specialised skills continuity

- Onboarded **10 staff** into the Chartered Institute of Procurement and Supply (CIPS) United Kingdom Applied Learning Programme, aimed at developing professional procurement practitioners within Sarawak Energy

12

Catalysing Sarawak's Growth and Development Strategy

- Achieved a record high of more than **7.4 million** Renewable Energy Certificates in 2025
- Introduced the **Net Energy Metering Subsidy Scheme** in September 2025

13

Sarawak Energy on the Global Stage

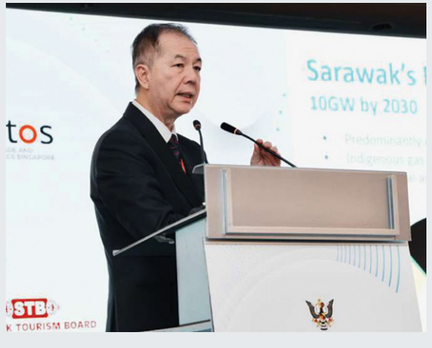
Datuk Haji Sharbini Suhaili, Group CEO, was invited to speak at the International Forum on Pumped Storage Hydropower 2025, Toronto Global Forum 2025, and the 28th ICOLD Congress and 93rd Annual Meeting





Participated in major industry events in 2025, including the Mobile World Congress, Sustainability Week Asia, ASEAN Energy Business Forum, International Energy Week, and Singapore International Energy Week (SIEW), among others







14

Leadership Honours and Industry Recognition

Datuk Haji Sharbini Suhaili, Group CEO, was appointed as Adjunct Professor of Mechanical and Manufacturing Engineering at Universiti Malaysia Sarawak (UNIMAS) for 2025/2026









The Honourable Datuk Haji Ibrahim Bin Haji Baki, Deputy Minister for Utility (Sarawak Energy and PETROS) and Chairman of Sarawak Energy, was conferred the *Darjah Utama Yang Amat Mulia Bintang Kenyalang Sarawak – Panglima Gemilang Bintang Kenyalang* (P.G.B.K.) award, while Dato Ir. James Ung, Group COO, was conferred the *Darjah Utama Yang Amat Mulia Bintang Sarawak – Panglima Setia Bintang Sarawak* (P.S.B.S.) award by His Excellency Tun Pehin Sri Dr. Haji Wan Junaidi bin Tuanku Jaafar, Governor of Sarawak, on the occasion of His Excellency's official 79th birthday on 11 October

Hajah Siti Aisah Adenan, Senior Vice President for Corporate Services, was featured in 'Sarawak Women Creating Legacies' book for her leadership and impact on the State's development



Dr Ng Sing Muk, General Manager for Research & Development, was honoured with the Young Chemist Award (Industry Category) at the Institut Kimia Malaysia's *'Malam Kimia 2025'*



Awards and recognition

Bakun HEP



Largest Hydropower Plant in Southeast Asia to achieve Silver Certification Under the Hydropower Sustainability Standard





Winner of the International Hydropower Association Blue Planet Prize 2025



Best Dam Operator Award, presented by the Malaysian National Committee on Large Dams Under the Dam Safety Programme at the 3rd International Conference on Dam Safety Management and Engineering 2025



Excellent Achievement Award at the Prime Minister's Hibiscus Award 2024/2025 Cycle

Murum HEP



Grand Award at the 43rd Malaysian Society for Occupational Safety and Health (MSOSH) Awards 2025



Exceptional Achievement Award at the Prime Minister's Hibiscus Award 2024/2025 Cycle

Batang Ai HEP



Malaysia Book of Records Achievement for 'Longest Non-Stop Batang Ai Drum Performance'



Community investment initiatives





Platinum Awards for Sarawak Energy's STEM Education Programme (Excellence in Literacy & Education) and Handicraft Training Programme (Empowerment of Women) at the 17th Annual Global CSR & ESG Summit and Awards 2025



Platinum Award in the 'Best in Malaysia' category for the Bakun Longhouse Adoption Programme at the 17th Annual Global CSR & ESG Summit and Awards 2025



Gold Award for Best Community Programme at the 17th Annual Global CSR & ESG Summit and Awards 2025

Other recognitions earned

Grand Award at the 43rd MSOSH Awards 2025, presented to SESCO's Kuching Regional Office



Gold Merit Award at the 43rd MSOSH Awards 2025, presented to Balingian Energy Minerals

Gold Award from the Royal Society for the Prevention of Accidents (RoSPA) Awards 2025, Presented to Balingan Energy Minerals



Exceptional Achievement Award and Notable Achievement Award at the Prime Minister's Hibiscus Award 2024/2025 Cycle, awarded to Sejingkat Power Corporation and Mukah Power Generation, respectively





Merit Award Winner at the National Energy Awards (NEA) 2025, in the Renewable Energy (Off Grid – Power) Category, for the SARES Phase 6 Projects in Miri and Song



Winner of the 'Analytics: Energy' and 'Digital: Energy' Categories at the Malaysia Technology Excellence Awards 2025

Silver Award for 'Sustainability – In-House' at the Malaysia Public Relations Awards 2025 for the Sustainability & Renewable Energy Forum (SAREF) 4.0

Institut Kimia Malaysia Laboratory Excellence Award 2025, presented to the Research & Development Laboratory Team during IKM's *Malam Kimia* 2025



Awarded '*Anugerah Khas Premier – Organisasi Responsif* D2EI' for Leadership in Women's Empowerment and Fostering a Diversity, Equality, Equity, and Inclusivity (D2EI) Workplace

NIOSH Outstanding Corporate Member Award at the 32nd Annual General Meeting of the National Institute of Occupational Safety and Health (NIOSH)

Key Events of 2025

SUSTAINABILITY & RENEWABLE ENERGY FORUM | SAREF 4.0

Partnerships for Our Goals | Sustainable Growth & Prosperity for the Region

Sarawak Energy successfully organised the fourth edition of its flagship event, the Sustainability & Renewable Energy Forum (SAREF) from 3 to 4 September 2025, continuing the region-wide conversation on renewable energy and actionable solutions for a sustainable energy future in Southeast Asia. SAREF 4.0 reaffirmed the Forum's role as a strategic platform for regional dialogue, partnerships and innovation in support of the energy transition.

Established in 2019, SAREF is a biennial, five-part, 10-year thought leadership campaign that brings together regional and international climate action leaders, policymakers, industry experts and key stakeholders. Anchored on the United Nations Sustainable Development Goals (UN SDGs), particularly Goal No. 7, 8, 6, 5, 11, 13, 17 and 15, the Forum continues to drive collaboration, innovation and progress towards a more sustainable and inclusive energy future for Southeast Asia.

Over the years, SAREF has grown significantly in scale, reinforcing Sarawak's position as a regional hub for renewable energy and sustainability collaboration. Each edition serves as a checkpoint against the five long-term aspirations established under SAREF 1.0 in 2019. We have made meaningful progress on these aspirations, including the recognition of large-scale hydropower as a renewable energy resource in Malaysia in 2021, and continue to advance the remaining agendas.

SAREF Aspirations

- Ensure large hydro is recognised as a renewable energy resource in Malaysia
- Work towards greater policy support from government to enable businesses to deliver on decarbonisation initiatives
- Promote a holistic ecosystem, involving the support of all stakeholders, including the provision of basic infrastructure and fiscal incentives on electric and fuel-cell vehicles
- Foster greater collaboration with key stakeholders, leveraging on SAREF as a platform to deliver the sustainable development goals
- Embed concepts on circular economy to advance our sustainability journey





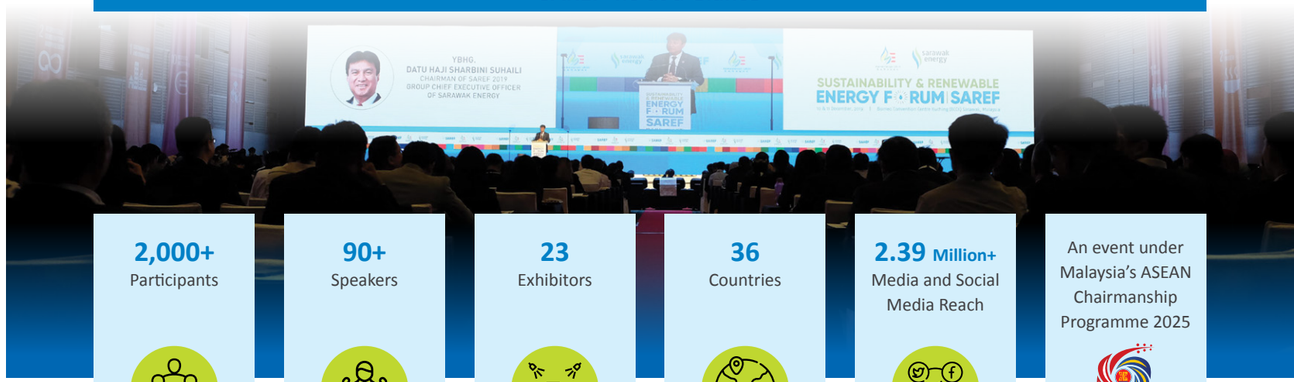








SAREF 4.0 at a Glance



2,000+ Participants	**90+** Speakers	**23** Exhibitors	**36** Countries	**2.39 Million+** Media and Social Media Reach	An event under Malaysia's ASEAN Chairmanship Programme 2025

SAREF 4.0 featured insightful discussions ranging from topics such as regional power connectivity, sustainable hydropower development, workforce development, financing and commercialisation of renewable energy, circular economy, the evolving roles of gas and nuclear energy, diversity, equity and inclusion (DEI) in the energy sector, and more.



















Key Highlights

Southeast Asia High-Level Roundtable

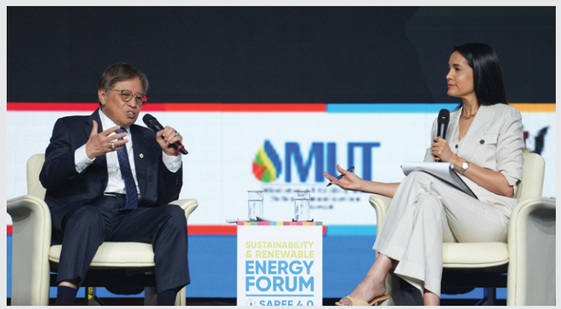
Energy leaders and ministerial representatives convened to accelerate cross-border energy collaboration across ASEAN, with discussions focusing on an interconnected Borneo as a key building block towards the ASEAN Power Grid.

Chaired by Datuk Haji Sharbini Suhaili, Group CEO, and moderated by Dato' Ir. Ts. Abdul Razib Dawood, Executive Director of the ASEAN Centre for Energy, the session brought together representatives from the Ministry of Energy Transition and Water Transformation, Ministry of Utility and Telecommunication Sarawak, ASEAN Secretariat, Asian Development Bank, International Energy Agency, Department of Energy Brunei Darussalam, Energy Market Authority Singapore and the Energy Commission of Sabah, among others.



Opening Plenary: Partnerships for the Goals

SAREF 4.0 was officiated by The Right Honourable Datuk Patinggi Tan Sri (Dr) Abang Haji Abdul Rahman Zohari Bin Tun Datuk Abang Haji Openg, Premier of Sarawak, who also participated in the Opening Plenary moderated by Kristie Lu Stout, award-winning CNN Anchor and Correspondent.



Closing Plenary by the Deputy Prime Minister

The Right Honourable Dato' Sri Haji Fadillah Bin Haji Yusof, Deputy Prime Minister of Malaysia and Minister of Energy Transition and Water Transformation, shared national priorities in diversifying the national energy mix, strengthening grid resilience and advancing digitalisation to support a secure and sustainable energy future.



Energy Leaders Forum: Power Beyond Borders

The high-level panel featured regional and international energy leaders who explored cross-border energy cooperation and regional integration of energy systems, with speakers from the Energy Market Authority of Singapore, the British High Commission to Malaysia and the ASEAN Secretariat, sharing perspectives on strengthening regional collaboration and advancing a more interconnected and resilient ASEAN energy future.





Circular Economy Pavilion

The Pavilion highlighted innovation and collaboration driving circularity, anchored by the Sarawak Energy Circularity Framework and Strategic Goals, which outlines a roadmap to embed circular practices across operations and unlock long-term value for the energy sector.





Bakun HEP Achieves Silver Rating Under the Hydropower Sustainability Standard

The Silver certification was presented by James Dalton, Global Director of Water and Wetlands, International Union for Conservation of Nature, to Datuk Haji Sharbini Suhaili, Group CEO.



Adopt a Tree Initiative

For every SAREF 4.0 registration, a tree was planted in Sarawak, supporting climate action and the event's goal of planting 1,000 trees.

Officially launched on 10 July at the Samunsam Wildlife Sanctuary, delegates received digital participation certificates via the SAREF mobile app.



SAREF Youth Pavilion

Held on the first day of the Forum, the Pavilion empowered youth voices through talks, cultural workshops and exhibitions focused on renewable energy, sustainability and circular economy. Highlights included a fireside chat with Olympic medallist Dato' Pandelela Rinong and the Youth Lunch Talk titled 'Powering the Future: Youth's Perspectives on Just and Inclusive Transitions'.







5th ASEAN Energy Youth Awards (AEYA)

Organised by the ASEAN Centre of Energy, AEYA is a regional competition that recognises and empowers young people across ASEAN in developing innovative ideas and solutions to advance the energy transition. Final presentations by shortlisted candidates were held at the Youth Pavilion, featuring pitches across video, poster and policy categories. SAREF 4.0 concluded with the awards ceremony, which recognised outstanding innovation and creativity by youth leaders across the region.





Community Market

Held throughout the Forum, the Community Market celebrated Sarawak's cultural heritage while supporting local entrepreneurs and artisans. The Market featured 38 vendors who showcased traditional crafts including *pua kumbu* weaving, rattan products, Melanau *terendak* headgear as well as contemporary cultural creations.





Batang Ai HEP Tour: Celebrating 40 Years of Powering Sarawak

As part of the Forum and in conjunction with Batang Ai HEP's 40th anniversary, delegates and members of the media from Malaysia, Japan, Kazakhstan and Bhutan joined a two-day tour covering Batang Ai HEP, the 50 MW Floating Solar Farm, and Rumah Jamit Longhouse.









Collaborations and Partnerships

True to its role as a catalyst for collaboration, SAREF 4.0 also provided a platform for the formalisation of strategic partnerships through the exchange of several Memoranda of Understanding and collaboration milestones. These partnerships reflect Sarawak Energy's commitment to collaborative leadership across the energy ecosystem, strengthening cross-border, cross-industry and multi-stakeholder cooperation to accelerate the energy transition, spur innovation and create shared, long-term value for the region.

» Memorandum of Understanding between The Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam and The Government of Sarawak on Energy Cooperation



» Memorandum of Understanding Between Sarawak Energy and the Asian Development Bank on Enhancing Regional Connectivity



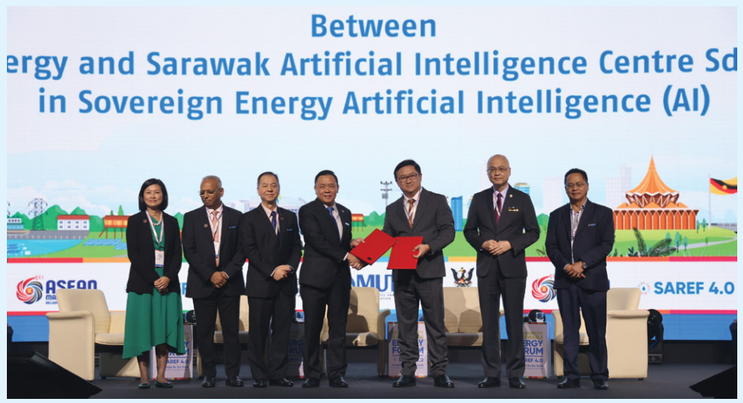
» Memorandum of Understanding Between Sarawak Energy and the International Union for Conservation of Nature



Handover of the Dataran Seping Carbon Study Permit (CSP) from Forest Department of Sarawak to Sarawak Energy – Enabling Nature-Based Solutions for Sarawak's Net-Zero Future



Memorandum of Understanding between Sarawak Energy and Sarawak AI Centre Sdn Bhd in Sovereign Energy Artificial Intelligence



Batang Ai HEP: Celebrating 40 Years of Powering Sarawak



2025 marked the 40th anniversary of the Batang Ai HEP, Sarawak's first large-scale hydropower project and a cornerstone of the State's renewable energy development journey. Commissioned in 1985, the 94 MW hydropower plant remains integral to Sarawak Energy's sustainability agenda, further strengthened by the 50 MW Batang Ai Floating Solar Farm, Malaysia's first major hydro-solar generation project, which supports Sarawak's ambition to achieve 10 GW of generation capacity by 2030.









Key Events of 2025

Held on 6 October 2025 at Batang Ai, the 40th anniversary celebration brought together key stakeholders, leaders and local communities who have been integral to the plant's development and legacy. The event was officiated by The Right Honourable Datuk Patinggi Tan Sri (Dr) Abang Haji Abdul Rahman Zohari Bin Tun Datuk Abang Haji Openg, Premier of Sarawak, alongside members of the Sarawak State leadership, Sarawak Energy's Board of Directors and senior management.

As part of the celebration, a newly launched e-Boat was showcased, reflecting Sarawak Energy's commitment to cleaner and more sustainable mobility solutions. Designed for reservoir and aquatic environments, the e-Boat delivers stable and quiet operations, minimising disturbance to local biodiversity while reducing fuel consumption and maintenance requirements.



A key highlight of the anniversary celebration was the presentation of a Malaysia Book of Records certificate for the 'Longest Non-Stop Batang Ai Drum Performance'. Achieved on 3 October 2025, the performance involved 129 participants from the local community playing traditional Iban *'gendang'* continuously for eight hours. The record-breaking achievement symbolised the strong partnership between Sarawak Energy and the Batang Ai community, reflecting the preservation of cultural heritage alongside development.









Key Events of 2025

Batang Ai HEP has catalysed rural development – improving infrastructure, connectivity and access to markets in Lubok Antu. Local communities have diversified livelihoods through aquaculture, while education has been supported through initiatives such as a RM300,000 revolving education fund and annual contributions to adopted schools.



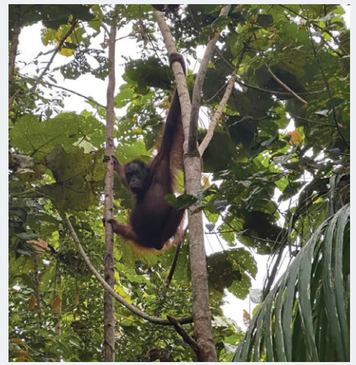




The 120,000-hectare reservoir catchment has become an important biodiversity habitat, including for orangutans, supported by ongoing conservation and habitat protection efforts.



(Photo Credit: Sarawak Forestry Corporation)



(Photo Credit: Sarawak Forestry Corporation)

Batang Ai HEP continues to integrate new technologies, expand community partnerships and support biodiversity conservation, ensuring its legacy continues to grow as a key contributor to Sarawak's development journey.



Sarawak Energy Tree Planting, Protection and Habitat Restoration Campaign 2021-2030: Reaching the Halfway Mark of Our Campaign





Sarawak Energy's Tree Planting, Protection and Habitat Restoration Campaign 2021-2030 is a 10-year environmental sustainability initiative, with the goal of planting and protecting 500,000 trees by 2030, in support of reforestation and biodiversity rehabilitation.

The campaign is implemented across Sarawak Energy's assets, facilities and operational locations, and delivered in close collaboration with local communities, relevant authorities such as Forest Department Sarawak and Sarawak Forestry Corporation, as well as other strategic partners.

















As the campaign reached its halfway mark in 2025, Sarawak Energy remained firmly on track towards achieving its 2030 target. Since its launch, steady progress has been made through coordinated tree planting, habitat restoration and biodiversity rehabilitation programmes across the State, demonstrating the effectiveness of long-term planning, partnerships and site-specific implementation.

Total Trees Planted

2021 **247,355** 2025 2030 **500,000**

In 2025 alone, a total of **58,687** trees were planted across various operational and rehabilitation sites.



The campaign supports Sarawak Energy's alignment with the UN SDGs, particularly Goal No. 13 (Climate Action) and Goal No. 15 (Life on Land). By prioritising native and indigenous species, the initiative contributes to carbon sequestration, ecosystem recovery and long-term ecological health, while supporting Sarawak's broader climate resilience efforts.

Sarawak Energy's efforts further contribute towards the State-wide Greening Sarawak Campaign, which successfully achieved and surpassed its target of planting 35 million trees ahead of schedule. The achievement underscores the collective impact of sustained collaboration between government agencies, corporate organisations and communities in advancing Sarawak's environmental sustainability agenda.



Success Story

Bringing Life Back to the Balingian Coal Mine

Before
(2023)





After
(2025)





One notable rehabilitation effort under the campaign is the ongoing restoration of a former mining site at the Balingian Coal Mine, demonstrating how long-term ecological rehabilitation can progressively restore degraded land and biodiversity.

In 2020, Sarawak Energy collaborated with Forest Department of Sarawak to rehabilitate a 5.69-hectare ex-mining site that was previously largely barren. The area was divided into test plots to better assess soil conditions, suitable species selection and effective planting methodologies.

Planting activities commenced in 2022 using a combination of indigenous and resilient species, including *Eucalyptus pellita, Eucalyptus deglupta, Rhu Bukit, Rhu Laut, Bintangor Putih and Geronggang*. The rehabilitation site continues to be maintained through regular watering, fertilisation and protective measures to improve tree survival and long-term growth outcomes.

Several years into the restoration effort, visible ecological improvements have emerged across the site. What was once exposed land now demonstrates steady vegetation growth, accompanied by increasing sightings of wildlife, including birds and insects, reflecting the gradual recovery of the local ecosystem.







Chairman's Statement



Navigating the Energy Transition Through Purposeful Partnerships for Shared Prosperity

Datuk Haji Ibrahim Bin Haji Baki
Chairman of Sarawak Energy

The year 2025 unfolded against a backdrop of continued geopolitical uncertainty, evolving trade dynamics and growing urgency around climate action. Across ASEAN and beyond, governments and industries faced the dual challenge of advancing decarbonisation while safeguarding energy security, affordability and economic resilience.

In this evolving landscape, resilient and interconnected energy systems are becoming increasingly important. As demand for low-carbon electricity continues to grow across the region, Sarawak is well-positioned to support Malaysia in contributing to ASEAN's sustainable energy future through its renewable resources, strategic location within Borneo and strong commitment to the development of renewable, reliable and sustainable energy.

Our progress reflects purposeful advancement by strengthening our renewable energy foundations, supporting Sarawak's development aspirations and deepening regional collaborations towards a more interconnected Borneo.

Advancing Sustainable Hydropower Excellence

Hydropower remains the backbone of Sarawak's renewable energy advantage and is central to our long-term sustainability strategy.

In 2025, the Bakun Hydroelectric Plant **achieved Silver rating under the Hydropower Sustainability Standard certification,** validating our approach to environmental stewardship, social responsibility and governance.



We received the International Hydropower Association Blue Planet Prize 2025 for Bakun HEP from Malcolm Turnbull, President of the International Hydropower Association and former Prime Minister of Australia at the International Forum on Pumped Storage Hydropower in Paris, France.

This achievement was further recognised internationally through the International Hydropower Association's Blue Planet Prize, reinforcing Sarawak Energy's standing among global leaders in sustainable hydropower development.

Looking ahead, we are committed to ensuring that all Sarawak Energy hydropower plants achieve certification under the Hydropower Sustainability Standard by 2030, reflecting our determination to uphold the highest standards of sustainability and operational excellence.



Honouring Our Legacy While Looking Ahead





The Batang Ai community made history by earning a Malaysia Book of Records recognition for the 'Longest Non-Stop Batang Ai Drum Performance', in conjunction with the Batang Ai HEP's 40th Anniversary Celebration.

We celebrated the **40th anniversary of Batang Ai HEP, Sarawak's first large-scale hydropower facility.**

Batang Ai marks the beginning of Sarawak's venture into renewable energy development and exemplified how sustainable hydropower and community development are deeply intertwined as drivers of socio-economic growth.

Sarawak Energy will continue to modernise our existing assets through digitalisation while honouring our legacy by working continuously with communities to contribute to their wellbeing. This includes preserving their culture and heritage, and promoting community development and entrepreneurship.

Supporting Sarawak's Development Aspirations

Sarawak Energy's strategy remains firmly aligned with the State's development agenda, particularly the Post COVID-19 Development Strategy (PCDS) 2030, which identifies renewable energy as the foundation of a high-income, digitally driven and environmentally sustainable economy. This is further strengthened by the Sarawak Energy Transition Policy (SET-P) and the State's Sustainability Blueprint, reinforcing confidence in Sarawak's clean energy ambitions and positioning the State competitively within the evolving regional economy.

The Sarawak Sustainability Blueprint 2030 outlines core decarbonisation strategies, including expanding renewable energy and developing carbon markets to drive emissions reduction. The Electricity (Amendment) Act 2023 complements these efforts by opening the energy market to Independent Power Producers (IPPs) under a Single Buyer framework, enabling broader participation and underscoring the shared responsibility needed to advance the energy transition.

Strengthening Regional Connectivity

Across ASEAN, greater interconnectivity will play an increasingly important role in meeting rising electricity demand, strengthening energy resilience and accelerating decarbonisation.

Building on our existing interconnection with West Kalimantan, **2025 marked a significant milestone with the successful synchronisation of the Sarawak and Sabah power grids in December,** strengthening energy cooperation and resilience in East Malaysia.

Sarawak Energy also signed a Memorandum of Understanding with Brunei Darussalam to explore cross-border electricity exports and broader energy collaboration opportunities. This initiative reflects growing regional interest in sustainable energy partnerships.

In the same year, we secured conditional approval for the Sarawak-Singapore interconnection project, an important step towards advancing cross-border renewable energy trading.



Sarawak–Singapore interconnection project received conditional approval from the Energy Market Authority of Singapore in a handover ceremony held on 17 October.

Collectively, these initiatives reflect Sarawak Energy's commitment towards strengthening regional interconnectivity and supporting a more secure, sustainable and interconnected ASEAN energy future.

Advocating for Partnerships and Collaborations

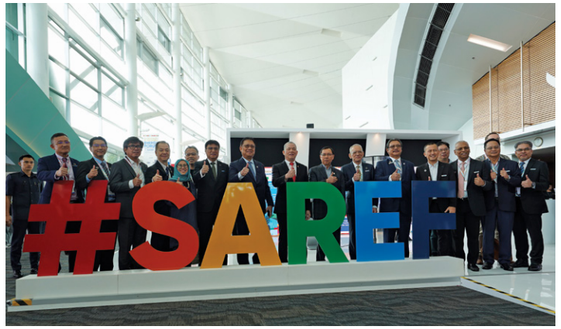
The future energy landscape will require a balanced portfolio of technologies, adaptive infrastructure and alignment among governments, industries and communities.

In 2025, Sarawak Energy continued to pursue new energy solutions, including floating solar, pumped storage hydro and cascading power sources with like-minded partners.

At the Sustainable & Renewable Energy Forum (SAREF) 4.0, policymakers, industry leaders, financiers and innovators made bold statements under the theme 'Partnerships for Our Goals – Sustainable Growth & Prosperity for the Region'.









SAREF 4.0 brought together regional leaders, industry experts and stakeholders to deepen collaboration and shape the future of sustainable energy in Southeast Asia.

The strong interest and engagement at the Forum led to continued dialogue, practical partnerships and shared responsibility in the regional energy transition.

Empowering Broader Participation in Renewable Energy Growth

The energy transition must be inclusive and supported by broad participation across society. Guided by a Board-endorsed solar strategy, Sarawak Energy has continued to encourage greater participation from IPPs, businesses and consumers in renewable energy development.

Chairman's Statement

Among the notable developments are the formalisation of a 300 MW floating solar project at the Bakun reservoir, demonstrating the potential of integrating complementary technologies to optimise existing renewable energy assets. The encouraging response from the industry and investors reflects growing confidence in Sarawak's renewable energy trajectory and long-term policy direction.



The project, developed with Bakun Floating Solar Sdn Bhd, is targeted for commissioning by 2030, supporting the State's aspiration to achieve 10 GW of generation capacity.

Initiatives such as Net Energy Metering (NEM) empower households and businesses to participate directly in Sarawak's clean energy transition, fostering greater collective ownership of a more sustainable future among the community.

As the energy transition progresses, Sarawak Energy will continue to strengthen collaboration across industry, communities and institutions to support a transition that is not only sustainable, but also inclusive and equitable for future generations.

Looking Forward

Sarawak Energy remains committed to expanding our renewable energy footprint, establishing regional interconnections, leveraging on technology and innovation, as well as upholding the highest standards of governance and sustainability.

We remain confident in Sarawak's strategic direction and its growing role within ASEAN's sustainable energy future.

Acknowledgement

On behalf of the Board, I extend my sincere appreciation to the Sarawak Government and the people of Sarawak for their continued trust and support.

Above all, Sarawak Energy remains guided by the responsibility to serve Sarawak — delivering reliable and renewable energy while building a future that is sustainable for generations to come.

The Honourable Datuk Haji Ibrahim Bin Haji Baki
Chairman

Group Chief Executive Officer's Statement



Closing Sarawak Energy Excellence 2025, Preparing to Scale Under Sarawak Energy Excellence 2030

Datuk Haji Sharbini Suhaili
Group Chief Executive Officer of Sarawak Energy

We concluded the Sarawak Energy Excellence 2025 (SEE2025) strategic roadmap, which went beyond a conventional framework to drive a deliberate organisational transformation. It strengthened our operational capabilities, modernised our systems and processes, embedded sustainability into decision-making and cultivated a stronger culture of performance, collaboration and accountability across the organisation.

Significant Growth & Value Creation

- Revenue increase: **3 times**
- Generation capacity increase **>3,000 MW**
- More than **2,500** manpower recruited
- Corporate restructuring
- Commenced the export of power to Indonesia in 2016
- Constructed 500 kV transmission backbone

2010-2016

Sustaining Value & Continuous Growth
Consolidate and Protect Value Created Over Past Years

- Annual revenue >RM5 bil & PBT >RM1.5 bil
- Capture growth: **779 MW** PPA signed **(~RM1.2 bil p.a.)**
- Acquired Bakun HEP & generation capacity **>5,000 MW**
- Secured upstream **fuel resources** (gas & coal)
- **Energised 500 kV transmission backbone**

2017-2019

Best Operator & Capture Growth Through Continuous Improvement

- **50% increase in revenue** from RM4 bil to RM6 bil in 6 years, with **>1,000 MW sold**
- **Renewable energy leader** in Malaysia, transitioning to 60% hydro in Sarawak generation capacity mix
- Achieved SAIDI **below 80 minutes** for the first time in 100 years
- Renewable energy certificates (REC) launched in 2019 and uptake **increased by 40 times** since then
- **99%** statewide electrification
- **Delivery in excellence** – transformed organisation towards High Performance Culture
- Consistently scored >80% in employee engagement, making Sarawak Energy a great place to work

2020-2022

Sustainable Digital Utility
Aligned with PCDS 2030 & ESG Principles

- Expand renewable energy footprint
- Borneo & ASEAN grid interconnection
- Emerging technology foresight and adoption
- Towards full coverage of electrification
- Digital utility powerhouse
- Excel in talent & capability building
- Catalyse Sarawak's growth & development strategy

2023-2025

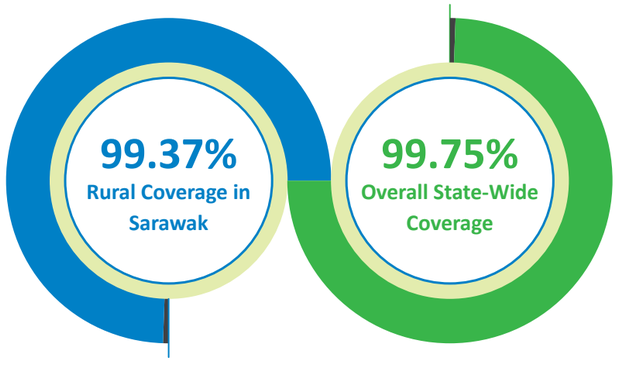
Group Chief Executive Officer's Statement

As we enter the next phase through Sarawak Energy Excellence 2030 (SEE2030), we are focused on strengthening resilience, scaling our capabilities, and positioning the organisation to support Sarawak's evolving development priorities and rising regional energy demand.

Energy security has come to the forefront of global priorities, making it the most pressing dimension of the energy trilemma today. At Sarawak Energy, our commitment to keeping the lights on with reliable, affordable and sustainable electricity remains resolute.

We continued our long-standing commitment to rural electrification. Despite the challenges posed by Sarawak's vast geography and diverse terrain, we remained focused on extending access to electricity and improving the quality of life in remote communities across Sarawak.

We also continue to strengthen our generation portfolio and reinforce our grid to ensure a stable supply, recognising that without this foundation, our broader ambitions to become a regional renewable energy powerhouse and support Sarawak's aspiration to be a 'Battery of ASEAN' cannot be realised. In doing so, we are guided by the principles of the World Energy Trilemma – balancing security, sustainability and affordability as we advance towards a more resilient and interconnected energy future.



Advancing Regional Connectivity and System Resilience

One of the key outcomes of SEE2025 has been the strengthening of Sarawak's power infrastructure in support of a more integrated Borneo Grid.

In 2025, we reinforced our transmission network through the delivery of key infrastructure, improving system resilience, enhancing grid stability in the Northern Region and strengthening overall supply reliability. These efforts lay a strong foundation for deeper regional integration and future cross-border power exchanges as the Borneo Grid continues to take shape.



The Lawas 275 kV Substation, which was commissioned on 21 November 2025, integrates the Lawas network into the Sarawak Grid and serves as the main interconnection point to the Sabah Grid.



We successfully synchronised our power system with Sabah on 13 December 2025, marking a significant milestone in realising an interconnected Borneo, which will enhance energy security in the region.

Group Chief Executive Officer's Statement

Digitalisation as a Strategic Enabler

Digitalisation continues to serve as a key enabler of this journey. Since embarking on our digital transformation programme in 2018, we have focused on modernising systems, streamlining processes and building a more agile and data-driven organisation.

A key milestone in 2025 was the successful implementation of SAP S/4HANA, which modernised our enterprise resource planning platform and strengthened our ability to operate as a single integrated enterprise.

We also continued to advance smart grid and smart retail initiatives, enhancing customer experience, improving operational efficiency and creating greater value through digital solutions.



SAP S/4HANA went live on 20 January 2025, realising Sarawak Energy's aspirations of becoming a productive and high performing organisation through digitalisation.







Sarawak Energy continues to engage local communities through ongoing outreach initiatives to enhance service accessibility and customer experience.

Our commitment to renewable energy remains a defining strength. Having reduced the carbon intensity of our power system by more than 70% since 2010 through hydropower development, we are now leveraging digital technologies to further enhance the performance and resilience of these assets.

Balingian Power Generation was an important step in Sarawak Energy's transition towards digitally enabled power plant operations. This momentum has continued in 2025 with the Batang Ai HEP becoming Sarawak Energy's first power station to be operated remotely on a 24/7 basis through the Generation Control Centre, representing another important step towards future-ready operations.

Positioning for Growth in an ESG-Focused Economy



Across Malaysia, there is increasing emphasis on Environmental, Social and Governance (ESG) principles as a driver of sustainable growth and value creation, with strong ESG performance becoming essential to securing capital and maintaining competitiveness.

For Sarawak Energy, this underscores the importance of aligning our strategies and operations with evolving expectations. Reliable and competitively priced renewable energy remains fundamental in supporting economic growth, strengthening investor confidence and positioning Sarawak as a responsible energy partner within the region.

At the same time, the global shift towards carbon pricing is gaining momentum. In Sarawak, the planned introduction of a carbon levy on the energy sectors from 2026 will shape industrial competitiveness, energy demand and investment flows, reinforcing the need to adapt in order to maintain our licence to operate.

In response, we continue to embed sustainability into our business by advancing decarbonisation efforts, strengthening governance and enhancing operational resilience. This includes partnering with Bursa Carbon Exchange to conduct Sarawak's inaugural hydropower Renewable Energy Certificates auction, supporting transparent carbon markets and enabling customers to meet their sustainability goals.

We have also initiated the development of a Corporate-Wide Decarbonisation Plan to translate our ambitions into actionable

emissions reduction measures across our operations and value chain, with rollout targeted in 2026.

Safety Leadership and Capability Development

The publication of Malaysia's first Occupational Safety and Health (OSH) Guidelines for Coal Mining Operations marks a significant advancement in raising safety standards across the sector. This milestone reflects the strength of a five-year collaborative effort with the Department of Occupational Safety and Health, coal mining operators and relevant government agencies, recognising Sarawak Energy's technical expertise and operational experience in co-developing these guidelines.

Through this contribution, we are helping to strengthen the national safety framework and reinforcing our role as a trusted partner to regulators, while advancing safety excellence across the energy and mineral sectors.

Developing a future-ready workforce also remained a key focus. We continued to strengthen organisational capability through talent development, succession planning and technical leadership initiatives. The appointment of additional Chief Engineers under our Matrix Organisation of Experts further enhanced enterprise-wide technical governance and capability development across critical engineering disciplines.

We produced the first batch of 500 kV-certified workforce in Sarawak, strengthening our readiness to support major infrastructure projects and the next phase of system expansion.



We celebrated 33 colleagues who were certified at the 500kV Competency Certification Achievements Ceremony on 30 April 2025.

Investing in People and Communities

Our responsibilities extend beyond delivering operational and financial performance.

As a responsible corporate citizen, we remain committed to advancing education, talent development and community empowerment. Through our graduate programmes, internships, scholarships and bursaries, we continue to strengthen the talent pipeline and build future-ready capabilities for Sarawak.





In 2025, we onboarded 64 graduates under our trainee programmes, provided 871 internship placements, and invested RM16 million in scholarships and bursaries – supporting 138 scholars and 89 bursary recipients, many of whom are from our neighbouring communities.

Advocating Regional Collaboration through SAREF

We recognise that leadership in the energy transition also requires the ability to convene, influence and shape collective action. The biennial Sustainability & Renewable Energy Forum (SAREF) continued to strengthen its role as a regional advocacy platform for dialogue and partnerships.





SAREF 4.0, held from 3 to 4 September, attracted over 2,000 participants, reflecting growing international interest in Sarawak's energy transition journey.

SAREF 4.0 was elevated into a more strategic and interactive platform, while remaining inclusive through the engagement of senior energy leaders, industry experts and youth representatives. The Forum also achieved an important milestone with its recognition under Malaysia's ASEAN Chairmanship Programme 2025, reinforcing SAREF's position as a credible regional convening platform.

Among the highlight of SAREF 4.0 was the inaugural Southeast Asia High-Level Energy Roundtable, which I had the pleasure of co-chairing with Dato' Ir. Ts. Abdul Razib Dawood, Executive Director of the ASEAN Centre for Energy. The Roundtable brought together heads of utilities, energy industry leaders and policymakers to exchange perspectives on regional power integration. Hosting this discussion in Sarawak reflected our intention to bring strategic conversations closer to where future opportunities are emerging. It also supported alignment on cross-border power trade, identification of policy and investment enablers to de-risk interconnection projects, and a deeper understanding of regulatory harmonisation and evolving market mechanisms.









By-invitation-only, the Southeast Asia High-level Roundtable was the first agenda of SAREF 4.0 with a specific focus on establishing an interconnected Borneo towards the bigger vision of the ASEAN Power Grid.

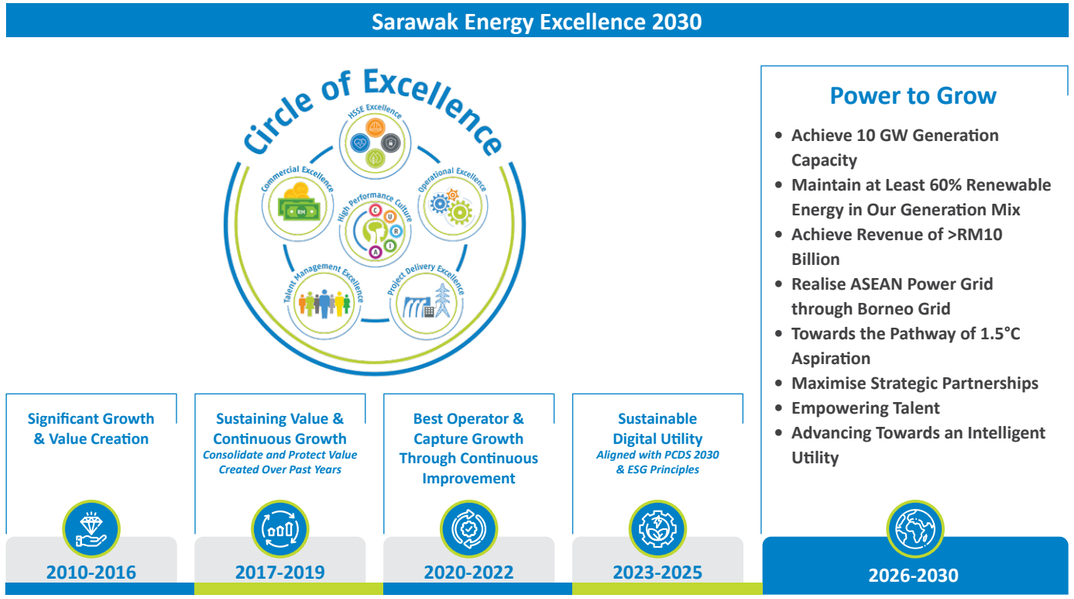




Datuk Haji Sharbini Suhaili was among the distinguished panellists at SAREF 4.0's 'Energy Leaders Forum: Power Beyond Borders', where regional leaders discussed key challenges and actions needed to realise the ASEAN Power Grid.

From SEE2025 to SEE2030

The completion of SEE2025 marks the end of one chapter and the beginning of another.



As we move forward under SEE2030, we do so with clarity of purpose, confidence in our people and a shared commitment to delivering reliable and renewable energy for Sarawak and beyond.

Acknowledgement

I would like to express my sincere appreciation to the Sarawak leadership and our Board of Directors for their guidance and oversight throughout this phase of our transformation journey. Their counsel has been instrumental in enabling the organisation to navigate complexity while maintaining a clear and consistent strategic focus.

To our wider stakeholders, thank you for joining us on this journey. Your trust reinforces our responsibility to deliver reliable, affordable and renewable energy – not just today, but for generations to come.

As we transition beyond SEE2025, the next stage will require even greater unity of purpose across the organisation. I call upon our Group Executive Committee, leadership teams and colleagues at every level – across operations, projects, customer interfaces and support functions – to continue working together as one Sarawak Energy. The foundations we have built place us in a strong position, but the ambitions under SEE2030 will require shared ownership, disciplined execution and a steadfast commitment to excellence. By acting collectively, guided by a common vision and shared values, we will be well-positioned to navigate future challenges and deliver sustainable, long-term value for Sarawak and the region.

Datuk Haji Sharbini Suhaili
Group Chief Executive Officer

Learning Where We Can Do Better

While SEE2025 delivered strong progress across many aspects of Sarawak Energy's operations, it also highlighted areas requiring sharper focus as we enter a more demanding growth agenda under SEE2030. Central to this is our High Performance Culture, a key enabler that drives continuous improvement across all key focus areas.

Anchored by a highly capable and unified workforce as well as supported by fit-for-purpose systems, we will continue to innovate our processes and benchmark them against best practices and international standards as we work towards achieving our targets, including realising our regional ambitions.

HSSE Performance

Safety remains Sarawak Energy's top priority. In 2025, we achieved our lowest-ever corporate Lost Time Injury Frequency Rate (LTIFR) at 0.168, reflecting a sustained downward trend from 0.815 in 2016 and a 79.6% reduction in work-related accidents over the past decade. These results demonstrate the effectiveness of long-term investments in HSSE systems, training and controls.

However, despite this overall improvement, the Company recorded one fatality and five Lost Time Injuries (LTIs) during the year, involving both employees and contractors. A single loss of life is unacceptable – one life lost is one too many. These incidents underscore that robust systems and policies must be matched by consistent execution on the ground, particularly at project sites with higher risk profiles.

Management recognises that further strengthening is required in preventive safety measures, contractor management, frontline supervision and leadership presence at worksites. Greater emphasis must be placed on proactive hazard identification, timely intervention, strict adherence to the Sarawak Energy Life-Saving Rules and consistent application of safety standards across all operations.





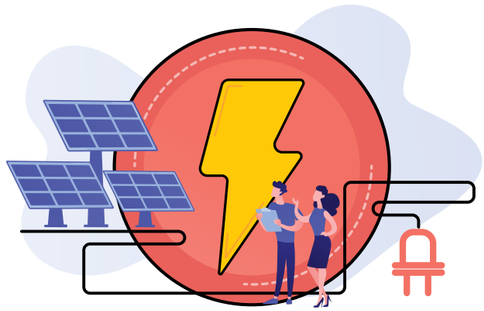




Generation Reliability and Forced Outages

Operational reliability remained a key challenge during 2025, particularly within the thermal generation fleet. Reliability issues at several plants, largely driven by defective equipment and maintenance-related constraints, resulted in an overall Forced Outage Rate (FOR) of 17.6%, with the majority attributable to thermal assets.

Addressing thermal assets remains a priority as demand continues to grow and operating conditions evolve. Focused efforts are underway to strengthen asset management discipline, enhance maintenance planning and accelerate corrective interventions to ensure more stable and dependable generation performance.



Network Disruptions, Vandalism and Excavation Damage

Vandalism and third-party excavation activities continue to be key contributors to supply interruptions, resulting in safety risks, revenue losses and reputational impact.

In 2025, excavation-related incidents increased significantly, particularly in the western region. In Kuching alone, 101 excavation cases were recorded, of which 48 were linked to third-party contractors.

Vandalism and theft cases also continued to rise despite ongoing mitigation measures. Frequently targeted assets included transformers, ring main units, distribution pillars, earthing wires, streetlights and other copper- and metal-based components. In response, Sarawak Energy has implemented additional protective measures such as concrete barriers, remote monitoring sensors and anti-theft hardware. Close collaboration with local authorities and communities remains essential to deter vandalism and enhance public awareness of the safety and economic impacts of such activities.

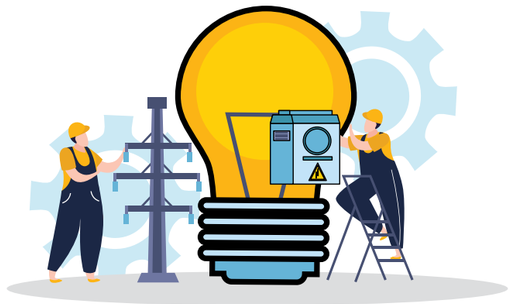
Customer Reliability Performance

From a system performance perspective, SAIDI and SAIFI indicators have plateaued in recent years.

As the network continues to expand, particularly in rural and remote areas, managing ageing assets, vegetation encroachment, third-party interference and response time will require sharper execution. Reliability remains especially critical in rural communities, where service disruptions can cause significant inconvenience and carry higher reputational risk.

While digital investments, smart grid deployments and improved monitoring have enhanced visibility and response capability, these improvements have yet to translate consistently into sustained reductions in outage frequency and duration.

To address this, management is placing greater emphasis on asset renewal prioritisation, condition-based maintenance, improved outage planning and closer integration between operational, digital and field response teams.



Project Delivery and Land-Related Constraints

Project delivery during the year was affected by ongoing land access and wayleave challenges, contributing to delays in the completion of critical infrastructure projects. These issues remain complex and are often influenced by several factors, including rightful land ownership disputes.

While teams continue to manage these challenges through structured engagement, coordinated mitigation measures and collaboration with relevant authorities, the experience reinforces the need for earlier risk identification, more proactive stakeholder engagement and strengthened internal project governance.

Early and thorough planning, structured project management, administration discipline and coordination across functions ensures that projects are delivered safely, on time and to standard.







Moving Forward

The challenges experienced in 2025 provide important opportunities for learning and improvement. They reinforce the need for reflection, accountability and continuous improvement as Sarawak Energy prepares to embark on SEE2030 – a phase that will demand greater resilience, sharper execution and an unwavering focus on fundamentals.

The Circle of Excellence will be the unifying framework for SEE2030, reflecting our commitment to an integrated approach across HSSE, Operational, Project Delivery, Commercial, and Talent Management Excellence – enabled by a strong High Performance Culture – as we break down silos and work cohesively as one organisation to ensure consistency in our deliverables.

Chief Financial Officer's Statement



In 2025, Sarawak Energy continued to build on its growth transformation journey amid an evolving global and regional landscape characterised by cautious optimism alongside persistent external headwinds. During the year, the Group delivered resilient operational and financial outcomes, supported by rising electricity demand and disciplined financial management as Sarawak Energy advances its ambition to become a regional renewable energy powerhouse and a 'Battery of ASEAN'.

Tan Kok Kiong
Chief Financial Officer

2025 Financial Performance

During the financial year under review, Sarawak Energy Group recorded a solid financial performance, achieving a record-high revenue of RM7.599 billion, representing a 4.03% year-on-year revenue growth. This improvement was primarily driven by higher electricity demand from both bulk and organic customers.

Profit before tax increased by 3.22% achieving RM1.819 billion, mainly driven by higher revenue and cost efficiencies resulting from lower finance costs following repayment of borrowings and proactive debt optimisation initiatives, coupled with lower fuel costs, partially offset by higher operating expenses and impairment following an assessment of asset performance. Notwithstanding the above, profit net of tax contracted marginally by 1.33% to RM1.320 billion, mainly attributable to tax adjustments.

Cash flow from operations strengthened to RM3.917 billion compared with RM3.783 billion in the preceding year, supporting the Group's capability to meet borrowing obligations on a timely basis and to fund capital expenditure.

Strong Credit Ratings

RAM Rating Services Berhad (RAM) affirmed the credit ratings of Sarawak Energy Berhad and Bakun Hydro Power Generation Sdn Bhd at AAA/Stable, reflecting the Group's continued robust financial resilience and ability to fulfil its financial commitments.

Moody's Investors Service and S&P Global Ratings also affirmed Sarawak Energy Berhad's investment-grade international credit ratings of A3/Stable and A-/Stable, respectively, attesting to the Group's financial strength and sound operational fundamentals. These ratings mirror Sarawak's ratings and are on par with Malaysia's.

Local Credit Ratings		International Credit Ratings	
RAM		**Moody's**	
Sarawak Energy Berhad	AAA/Stable	**Sarawak Energy Berhad**	A3/Stable
Bakun Hydro Power Generation Sdn Bhd	AAA/Stable	**S&P**	
		Sarawak Energy Berhad	A-/Stable

2025 FINANCING ACTIVITIES

Sarawak Energy Sukuk Musyarakah Programme Revision of Terms

To ensure continued access to competitive corporate funding to support Sarawak Energy's growth and expansion plans to meet energy targets, the Company undertook a Revision of Terms for Sarawak Energy Berhad's Sukuk Musyarakah programme, which was completed in August 2025. The revision doubled the programme limit from RM15 billion to RM30 billion, extended its tenure to perpetual, and embedded sustainability features.

Ahead of the Revision of Terms and subsequent Sukuk issuance, Sarawak Energy organised a Sukuk Investors Townhall in June 2025, which drew strong participation, with over 200 attendees from the financial community, including investors and financiers. The session provided the rationale for the Revision of Terms, as well as updates on Sarawak Energy's performance, growth plans and ESG practices.

Representing Sarawak Energy were Tan Sri Datuk Amar Haji Mohamad Morshidi Bin Haji Abdul Ghani, Non-Independent Non-Executive Director of Sarawak Energy Berhad and Datuk Haji Sharbini Suhaili, Group CEO, who opened the session with welcoming remarks and a presentation, followed by an interactive question and answer session with the Sarawak Energy management team.







A key milestone was achieved in July 2025 when Sukukholders approved the Revision of Terms at the Sukukholders' Extraordinary General Meeting, with the requisite majority and quorum duly attained.

10th Sukuk Issuance

Following the Revision of Terms exercise, Sarawak Energy successfully completed its 10th Sukuk issuance in October 2025 and raised RM1.5 billion through a book building exercise. The book building exercise garnered strong support from investors, underscoring continued investor confidence in Sarawak Energy. The issuance consisted of two tranches as follows:

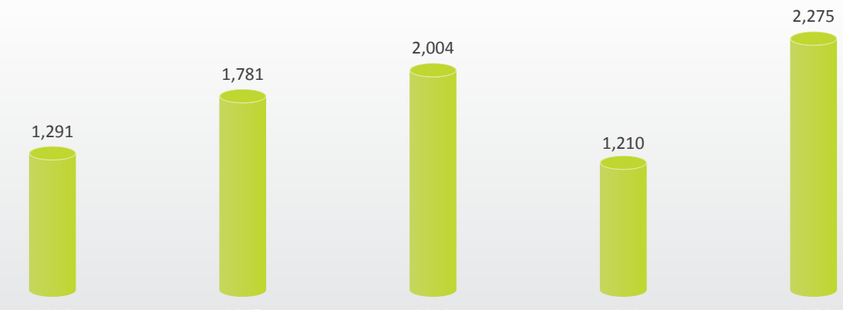
- 7-year tranche of RM0.5 billion
- 15-year tranche of RM1.0 billion

The issuance proceeds will be utilised to finance the Group's long-term capital expenditures.

Notwithstanding the issuance, the Group's gearing ratio has reduced to 1.04 times, compared with 1.11 times in the preceding year, attributable to reduced borrowings coupled with the Group's enlarged equity base arising from sustained profit improvements.

The RM1.5 billion Sukuk Issuance brings the total outstanding borrowings of the Sarawak Energy Group to approximately RM18.235 billion. The Group's borrowing commitments (principal portion only) over the next five years are illustrated below:

Sarawak Energy Group's Debt Maturity Profile
as at 31 December 2025 (RM'MIL)



Note: *Principal portion only, excluding interest, profit payment and lease liabilities.*

Dividends

Following the declaration of the 8.32 sen single-tier final dividend declared on 27 March 2025 and paid on 23 April 2025, the Board of Directors further approved a special dividend of 8.32 sen on 1,610,568,979 ordinary shares on 30 October 2025, amounting to RM134,000,000 for the financial year ended 31 December 2024, which was paid on 26 November 2025.

In respect to the financial year ended 31 December 2025, the Board is pleased to share that on 8 April 2026, the Board of Directors approved a final single-tier dividend of 8.26 sen on 1,610,568,979 ordinary shares, amounting to RM133,000,000. The dividend was paid on 24 April 2026. The financial statements for the current financial year do not reflect this dividend and will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2026.

Single-Tier Final Dividend of 8.32 sen per Ordinary Share for the Financial Year Ended 31 December 2024

Declaration Date	Distribution Date
27 March 2025	23 April 2025

Single-Tier Special Dividend of 8.32 sen per Ordinary Share for the Financial Year Ended 31 December 2024

Declaration Date	Distribution Date
30 October 2025	26 November 2025

Single-Tier Final Dividend of 8.26 sen per Ordinary Share for the Financial Year Ended 31 December 2025

Declaration Date	Distribution Date
8 April 2026	24 April 2026





Advancing Enterprise Transformation Through SAP S/4HANA

Sarawak Energy achieved a significant milestone in its enterprise transformation journey with the successful go-live of SAP S/4HANA on 20 January 2025. The system upgrade modernises the Group's core enterprise resource planning (ERP) platform into a unified digital backbone, enabling extensive integration with multiple critical business systems across the organisation. This enhances operational efficiency, strengthens data integration and supports the delivery of improved services to customers while meeting evolving business requirements.

This marks a key step in realising the organisation's aspiration to become a more productive, agile and high-performing organisation through digitalisation, while further strengthening Sarawak Energy's operational capabilities to support its growth and transformation agenda.

Looking Ahead

As Sarawak Energy continues its strategic growth journey, grounded on strong fundamentals while remaining vigilant to an evolving global landscape, the Group has taken meaningful steps towards realising the ambition of becoming a 'Battery of ASEAN'. These include the energisation of the Sarawak-Sabah interconnection in December 2025, as well as receiving the conditional approval from the Energy Market Authority of Singapore for the Sarawak-Singapore Interconnection project. The Group's transition from Sarawak Energy Excellence 2025 to Sarawak Energy Excellence 2030 reflects a continued focus on long-term value creation, supported by prudent financial discipline and strategic investments that strengthen operational resilience and regional connectivity, positioning it as a regional leader in clean energy, innovation and global competitiveness.

Sarawak Energy Five-Year Group Financial Highlights

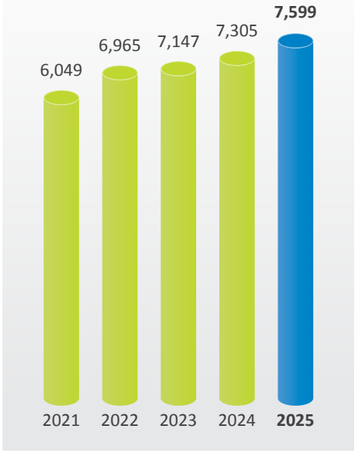
Financial Year Ended 31 December	2021	2022	2023	2024	2025
Performance (RM'000)					
Revenue	6,048,826	6,964,867	7,147,190	7,304,701	**7,599,185**
Profit Before Tax	1,211,521	2,220,233	1,787,846	1,762,319	**1,819,099**
Profit Net of Tax	820,555	2,733,709	1,339,210	1,338,232	**1,320,489**
Profit Net of Tax Attributable to Owners of the Company	818,527	2,717,477	1,316,867	1,329,859	**1,317,555**
Dividend Paid	-	-	158,000	134,000	**268,000**[1]
Key Financial Position Data (RM'000)					
Property, Plant and Equipment	30,036,333	30,496,813	31,615,240	32,514,405	**34,099,367**
Right-of-use Assets	209,166	222,403	214,962	219,544	**434,353**
Cash and Bank Balances	5,077,608	4,015,231	7,541,420	6,751,388	**7,091,161**
Total Assets	37,697,238	39,535,833	44,050,756	43,470,455	**46,004,162**
Loans and Borrowings	19,050,962	17,163,344	20,034,203	18,411,700	**18,235,068** [2]
Total Liabilities	25,818,807	25,194,803	28,499,733	26,878,257	**28,459,206**
Share Capital	1,833,341	1,833,341	1,833,341	1,833,341	**1,833,341**
Equity Attributable to Owners of the Company	11,851,585	14,297,952	15,481,101	16,515,359	**17,465,620**
Share Information					
Net Asset per Share Attributable to Owners of the Company (RM)	7.36	8.88	9.61	10.25	**10.84**
Net Earnings per Share (sen)	50.82	168.73	81.76	82.57	**81.81**
Gross Dividend per Share (sen)	-	-	9.81	8.32	**16.64**

Notes:

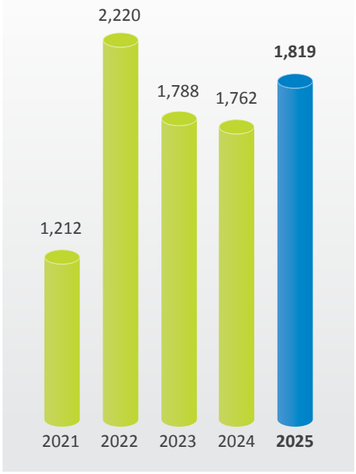
[1] For the financial year ended 31 December 2025, the Company had declared and accounted for the following dividends in respect of the financial year ended 31 December 2024.
- A single-tier final dividend of 8.32 sen on 1,610,568,979 ordinary shares, amounting to RM134,000,000; and
- A single-tier special dividend of 8.32 sen on 1,610,568,979 ordinary shares, amounting to RM134,000,000.
On 8 April 2026, the Board of Directors approved a final single-tier dividend of 8.26 sen on 1,610,568,979 ordinary shares, amounting to RM133,000,000 in respect of the financial year ended 31 December 2025. The dividend was paid on 24 April 2026. The financial statements for the current financial year do not reflect this dividend and will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2026.

[2] The loans and borrowings presented above excludes lease liabilities.

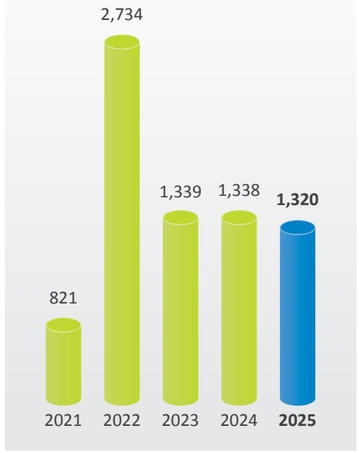
Revenue (RM'Mil)



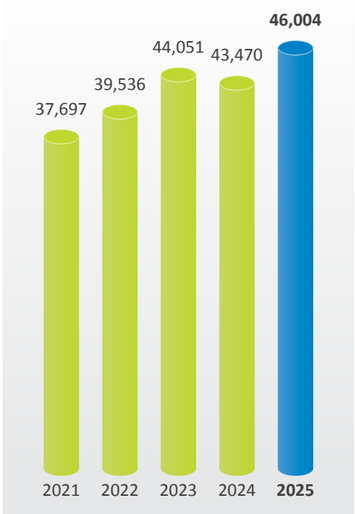
Profit Before Tax (RM'Mil)



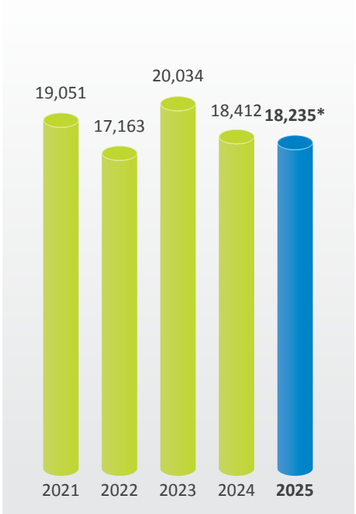
Profit Net of Tax (RM'Mil)



Total Assets (RM'Mil)

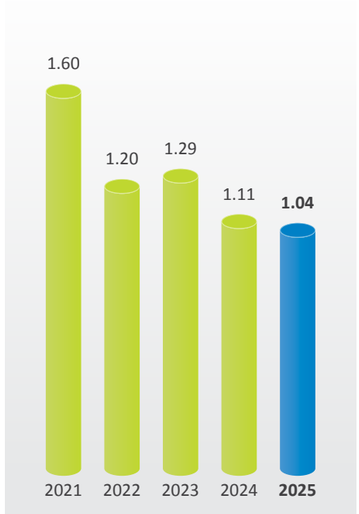


Loans and Borrowings (RM'Mil)



**The loans and borrowings above exclude lease liabilities.*

Gearing Ratio (times)



Our Corporate Structure

Sarawak Energy Berhad
196701000221 (7199-D)

Resources

- 100% **Sarawak Energy Resources Sdn Bhd** 200101022995 (558753-P)
  - 60% **Balingian Energy Minerals Sdn Bhd** 201501042848 (1168169-W)
  - 100% **Mukah Energy Minerals Sdn Bhd** 201501037695 (1163016-H)
- 30% **Sarawak Coal Resources Sdn Bhd** 200501026659 (708793-D)

Power Generation

100% **SEB Power Sdn Bhd** 201501029294 (1154615-U)

HYDRO

- 100% **Batang Ai Power Generation Sdn Bhd** 201501029320 (1154641-H)
- 100% **Baleh Hydro Power Generation Sdn Bhd** 201601039279 (1210220-A)
- 100% **Murum Hydro Power Generation Sdn Bhd** 200701013863 (771869-W)
- 100% **Bakun Hydro Power Generation Sdn Bhd** 199401002358 (288036-M)
  - 100% **SarawakHidro Power Sdn Bhd** 201101027004 (955139-T)

COAL

- 100% **Sejingkat Power Corporation Sdn Bhd** 199301022484 (277222-W)
  - 20% **Gobel Industry Sdn Bhd** 199701004047 (419543-D)
- 100% **PPLS Power Generation Sdn Bhd** 200201024010 (591673-M)
- 100% **Mukah Power Generation Sdn Bhd** 199801011916 (468044-U)
- 100% **Balingian Power Generation Sdn Bhd** 201401047345 (1123534-M)

NATURAL GAS

- 100% **Sarawak Power Generation Sdn Bhd** 199401019427 (305106-D)
- 100% **Kidurong Power Generation Sdn Bhd** 201501029293 (1154614-K)
- 100% **Samalaju Power Generation Sdn Bhd** 201601037691 (1208632-P)

OTHER

- 30% **Base Floating Solar Sdn Bhd** 202301012550 (1506472-H)

Transmission, Distribution & Retail

100% **Syarikat SESCO Berhad** 200401034422 (672931-A)

Others

- 100% **Dunlop Estates Holdings Sdn Bhd** 198901006072 (183377-D)
- 100% **Sarawak Energy (RES) Sdn Bhd** 201601039186 (1210127-X)
- 100% **SEB SERES Sdn Bhd** 202301050385 (1544299-X)
- 100% **Sarawak Energy Services Sdn Bhd** 199601022284 (394636-X)
  - 50% **PT Transmisi Energi Antarbangsa** 4023080731101921
  - 50% **PT Kayan Energi Internasional** 2010220049085
    - 50% **PT Kayan Hydropower Nusantara** 8120116191652
- 13.13% **Sarawak Cable Berhad** 199801000274 (456400-V)
- 100% **SEBtron Sdn Bhd** 202501000027 (1601442-W)

Group Organisation Structure

BOARD OF DIRECTORS

Kho Chai Huat
Vice President, Internal Audit

GROUP EXECUTIVE COMMITTEE

Lee Pei Fung
Group Company Secretary

Datuk Haji Sharbini Bin Suhaili
Group Chief Executive Officer

Dato James Ung Sing Kwong
Group Chief Operating Officer

Bunyak Anak Lunyong Chief Executive Officer, SEB Power	**Lau Kim Swee** Chief Executive Officer, SESCO	**Tan Kok Kiong** Chief Financial Officer	**Pramod Kumar Karunakaran** Executive Vice President, Project Delivery	**Dr Chen Shiun** Senior Vice President, Strategy & Corporate Development
George Albert William Chapman Senior Vice President, Legal & Compliance	**Dr Mak Anak Met** Senior Vice President, Human Resource	**Hajah Siti Aisah Binti Adenan** Senior Vice President, Corporate Services	**Sim Ko Sin** Chief Digital Officer, Information & Communication Technology	**Marconi Madai** Senior Vice President, Health, Safety, Security & Environment
Nick James Arnett Wright Senior Vice President, Business Development	**Yusri Bin Safri** Senior Vice President, Contract & Procurement	**Alvin Lim Khiok Leong** Chief Operating Officer, Sarawak Energy Resources		

Board of Directors Profile



YB DATUK HAJI IBRAHIM BIN HAJI BAKI

Chairman of Sarawak Energy
Non-Independent, Non-Executive Director

Age : **65**

Gender : **Male**

Nationality : **Malaysian**

Date of Appointment

1 September 2024

Meeting Attendance

8/8

Yang Berhormat Datuk Haji Ibrahim Bin Haji Baki was appointed to the Board of Sarawak Energy on 1 September 2024 and assumed the role of Chairman on 1 October 2024. A legal professional by training, he is a Barrister-at-Law from Lincoln's Inn and holds an LLB (Hons) from the University of Wolverhampton, United Kingdom.

His distinguished career spans over 30 years of strategic leadership across multiple sectors, including engineering services, property development, manufacturing, shipping, and media. He began his career as a Legal Officer with PETRONAS in 1984, before co-founding the Sarawak-based law firm, Messrs Idris Buang, Ibrahim Baki & Co.

Datuk Haji Ibrahim has held several high-profile board and regulatory positions, including serving as a Commission Member of the Companies Commission of Malaysia (SSM) and as a board member of the Furniture Industry Technology Center under Majlis Amanah Rakyat. His commercial acumen is further evidenced by his tenure as Chairman of Supreme Consolidated Resources Berhad until March 2024 and as Executive Chairman of Hubline Bhd until October 2020. He also served as a Non-Independent Non-Executive Director of PETRONAS from August 2020 to October 2024.

In addition to his corporate achievements, he was elected as a State Legislative Assemblyman for Satok in 2021. On 17 March 2025, he was appointed Deputy Minister for Utility (Sarawak Energy & PETROS). In recognition of his contributions to the State, he was conferred the *Darjah Yang Amat Mulia Bintang Sarawak - Panglima Setia Bintang Sarawak* (P.S.B.S.), which carries the title 'Dato', in 2019. He was subsequently awarded the *Darjah Utama Yang Amat Mulia Bintang Kenyalang Sarawak - Panglima Gemilang Bintang Kenyalang* (P.G.B.K.), which carries the title 'Datuk', by the Governor of Sarawak on 11 October 2025.



YBHG TAN SRI DATUK AMAR HAJI MOHAMAD MORSHIDI BIN HAJI ABDUL GHANI

Non-Independent, Non-Executive Director

Age : **69**

Gender : **Male**

Nationality : **Malaysian**

Date of Appointment

26 May 2010

Meeting Attendance

6/8

Yang Berbahagia Tan Sri Datuk Amar Haji Mohamad Morshidi Bin Haji Abdul Ghani joined the Board of Sarawak Energy Berhad on 26 May 2010. He was the Chairman of the Group Nomination and Remuneration Committee and Board Sustainability Committee until November 2024, and is now Chairman of the Board Risk Committee and a member of the Board Audit Committee and Board Sustainability Committee.

Tan Sri Datuk Amar Haji Mohamad Morshidi graduated with a Bachelor of Economics from Universiti Kebangsaan Malaysia and holds a Master of Science in Human Resource Administration from the University of Scranton, Pennsylvania, USA.

He was a Management Executive with PETRONAS from 1980 to 1988, and Director of Kuching North City Hall from 1989 to 1998. He held several senior positions in the Chief Minister's Department before being appointed Permanent Secretary in the Ministry of Social Development and Urbanisation in 2001. He was Director of the State Planning Unit in the Chief Minister's Department prior to his appointment as the Deputy State Secretary of Sarawak in 2006 and later, the State Secretary of Sarawak from August 2009 to August 2019.

Tan Sri Datuk Amar Haji Mohamad Morshidi sits on the Boards of Syarikat SESCO Berhad, Development Bank of Sarawak Berhad, Sarawak Digital Economy Corporation Berhad and several other government-linked companies.



YBHG DATO SRI FONG JOO CHUNG

Non-Independent, Non-Executive Director

Age : **76**

Gender : **Male**

Nationality : **Malaysian**

Date of Appointment

31 January 1996

Meeting Attendance

8/8

Yang Berbahagia Dato Sri Fong Joo Chung joined the Board of Sarawak Energy Berhad on 31 January 1996. He was appointed as the Chairman of the Board Sustainability Committee and a member of the Group Nomination and Remuneration Committee and Board Audit Committee in November 2024.

Dato Sri Fong received his LLB (Hons) from the University of Bristol, UK, in June 1971. He was subsequently called to the Bar at Lincoln's Inn, London, in November of the same year. In 1972, he began his professional career at Reddi & Co. Advocates in Kuching. He was appointed the State Attorney-General of Sarawak in August 1992. He officially retired on 31 December 2007 but was retained by the Sarawak Government as the State Legal Counsel. He also served as a Councillor with the Kuching Municipal Council and Council of Kuching City South. He is a founding member and past President of the Advocates' Association of Sarawak.

Dato Sri Fong was conferred the award of Panglima Jasa Negara (PJN) by Yang di-Pertuan Agong, Malaysia, in 1999 and Panglima Gemilang Bintang Kenyalang (PGBK) by Yang di-Pertua Negeri, Sarawak in 1994.

He was also conferred the Panglima Negara Bintang Sarawak (PNBS) in 2017.

Dato Sri Fong sits on the boards of several other subsidiaries of the Sarawak Energy Group besides holding directorship in Bintulu Port Holdings Berhad.



YB DATO' HAJI IDRIS BIN HAJI BUANG

Non-Independent, Non-Executive Director

Age : **71**

Gender : **Male**

Nationality : **Malaysian**

Date of Appointment

24 June 2000

Meeting Attendance

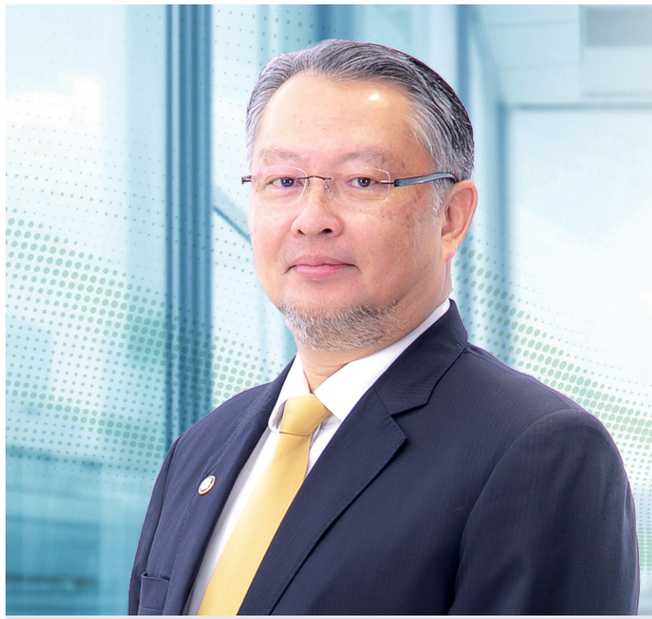
7/8

Yang Berhormat Dato' Haji Idris Bin Haji Buang joined the Board of Sarawak Energy Berhad on 24 June 2000. He is the Chairman of the Bumiputera Participation Board Committee and in November 2024, was also appointed as a member of the Board Risk Committee and Group Nomination and Remuneration Committee.

Dato' Haji Idris graduated with LLB (Hons) from the University of Buckingham, and was subsequently called to the Bar and qualified as a Barrister at Lincoln's Inn, London, UK He is the proprietor of Idris-Buang & Associates (since 1985), a legal firm located in Kuching, Sarawak.

He was formerly the Chief Political Secretary to the YAB Chief Minister of Sarawak, a position he held from August 2000 to August 2006. Additionally, he was appointed Senator of the Dewan Negara on 28 November 2005 and was reappointed to another three-year term on 29 November 2008. Dato' Haji Idris was elected as a State Legislative Assemblyman in 2016 also in 2021 for another five-year term. He was appointed as the Deputy Speaker of the State Legislative Assembly in 2022 and reappointed in 2024 for a two-year term.

Dato' Haji Idris presently also sits on the boards of several other subsidiaries of the Sarawak Energy Group as well as a private limited company. He has had many years of experience as a director of several private companies, a public-listed company and a unit trust company.



YBHG DATO SRI DR HAJI WAN LIZOZMAN BIN WAN OMAR

Non-Independent, Non-Executive Director

Age : **61**

Gender : **Male**

Nationality : **Malaysian**

Date of Appointment

1 October 2021

Meeting Attendance

7/8

Yang Berbahagia Dato Sri Dr Haji Wan Lizozman Bin Wan Omar joined the Board of Sarawak Energy Berhad on 1 October 2021. He has been a member of the Board Audit Committee, Board Risk Committee and Bumiputera Participation Board Committee since November 2024.

Dato Sri Dr Haji Wan Lizozman graduated with a Bachelor of Science in Economic & Political Science from Northern Illinois University, Dekalb, USA, in 1985. He graduated with a Master of International Affairs (Economic Development) from the School of International & Public Affairs, Columbia University, New York City, USA in 1987 and received a PhD in Business Studies from Universiti Malaysia Sarawak in 2014.

He formerly served at the Sarawak Economic Development Corporation. During his tenure there from 2003 to 2012, he took on several roles, including the Director of Entrepreneur Development Division, Director for the Tourism & Leisure Division, Deputy General Manager, as well as Managing Director for Sara Resorts Sdn Bhd. In 2012, he was appointed as the Permanent Secretary for the Ministry of Housing, Sarawak, before taking on the role of Permanent Secretary for the Ministry of Urban Development and Natural Resources in 2017. He was appointed as the Deputy State Financial Secretary in 2019, and in 2021, he became the State Financial Secretary.

Dato Sri Dr Haji Wan Lizozman is the chairman of eight state government-linked companies and serves as a director to various State-owned Companies. He is a board member of the Sarawak Economic Development Corporation, Sarawak Timber Industry Development Corporation and Petroleum Sarawak Berhad.



YB DATUK AMAR HAJI MOHAMAD ABU BAKAR BIN MARZUKI

Non-Independent, Non-Executive Director

Age : **61**

Gender : **Male**

Nationality : **Malaysian**

Date of Appointment

2 October 2023

Meeting Attendance

4/8

Yang Berhormat Datuk Amar Haji Mohamad Abu Bakar Bin Marzuki joined the Board of Sarawak Energy Berhad on 2 October 2023. He was appointed as the Chairman of the Group Nomination and Remuneration Committee in November 2024.

He graduated from the University Kebangsaan Malaysia (UKM) with a Bachelor of Arts and subsequently obtained a Master of Science from Universiti Putra Malaysia in 1999. He has also completed the Senior Executive Fellows Program at John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts, USA.

Serving the Sarawak Foundation for more than two decades, Datuk Amar Haji Mohamad Abu Bakar started as an Assistant Director of Higher Education and progressed through multiple roles within the Foundation. In his final years of service with the Sarawak Foundation, he was the Director, Secretary of the Board of Trustees and Treasurer of the Bakun Charitable Trust Fund. He also serves as chairman of several boards, including Bintulu Port Holdings Berhad and Samalaju Port Authority, and was recently appointed chairman of AirBorneo Holdings Sdn Bhd and Sarawak Water Sdn Bhd.

In 2016, he was appointed as the Director of the State Planning Unit at the Chief Minister's Department for two years, before taking the position of Deputy State Secretary for Socio-Economic Transformation under the same department. He now serves as the Sarawak State Secretary under the Department of the Premier of Sarawak.

Datuk Amar Haji Mohamad Abu Bakar has been honoured with multiple awards for his service to the State including Datuk Amar Bintang Kenyalang (DA), Panglima Negara Bintang Kenyalang (PNBS), Darjah Jasa Bakti Sarawak (DJBS), and many more.



AINUL AZHAR BIN AINUL JAMAL

Independent, Non-Executive Director

Age : **66**

Gender : **Male**

Nationality : **Malaysian**

Date of Appointment

16 November 2024

Meeting Attendance

7/8

Ainul Azhar Bin Ainul Jamal joined the Board of Sarawak Energy Berhad on 16 November 2024. He has been appointed as the Chairman of Board Audit Committee, member of Board Risk Committee and Board Sustainability Committee in November 2024.

Ainul Azhar began his career with the Public Works Department, serving as the lead engineer responsible for radar installations at Malaysian Armed Forces military camps. This was shortly after completing his education in the United Kingdom in 1983, complemented by executive education programmes at the University of Denver and IMD Business School in Switzerland. In 1984, he joined Schlumberger (SLB) as a field engineer. Over the next 32 years, he held various technical, managerial, and executive roles across several countries, including Australia, New Zealand, Indonesia, Malaysia, France, Canada and the United Kingdom.

Throughout his tenure with Schlumberger, Ainul Azhar held numerous senior positions, including Managing Director for Schlumberger South East Asia, Corporate Communications Director of Schlumberger Ltd in London, and Director of Human Resources for Schlumberger WesternGeco and the Reservoir Management Group. From 2010 to 2013, he served as Executive Chairman for Schlumberger Asia Pacific, and later took on the role of Non-Executive Chairman and Director of Schlumberger Malaysia before retiring in April 2018.

Ainul Azhar previously sat on the board of Petroliam Nasional Berhad (PETRONAS) between May 2018 and April 2023, where he served as an Independent Non-Executive Director, Chairman of the Audit Committee, and member of the Nomination and Remuneration Committee. He was also a founding board member of Gentari, a wholly owned subsidiary of PETRONAS. He is a Director at Cetco Energy Services Sdn Bhd and is currently a Board Member of Yinson Holdings Berhad and Velesto Energy Berhad.

Our Management Team

YBHG DATUK HAJI SHARBINI SUHAILI | *Group Chief Executive Officer*



Yang Berbahagia Datuk Haji Sharbini Suhaili is the Group CEO of Sarawak Energy. Under his stewardship, Sarawak Energy has accelerated the development of hydropower as the backbone of Sarawak's generation capacity in powering the State's residential, commercial and industrial activities while advancing its mission to achieve full electrification of Sarawak by 2030 together with the Ministry of Utility & Telecommunication.

Strongly committed to responsible business practices, Datuk Haji Sharbini advocates for Sarawak Energy to operate as a socially responsible corporate citizen, ensuring the organisation maximises positive outcomes for local communities and the broader environment. He is also a strong advocate for safety, positioning it as a key organisational priority. His global leadership in the energy sector is evidenced by his service as an elected Board Member of the International Hydropower Association (IHA) since 2017, where Sarawak Energy has been a member since 2010. He is also a director of Petroleum Sarawak Berhad (PETROS), a wholly government-owned petroleum company.

Datuk Haji Sharbini holds a Bachelor of Engineering (Hons) from the University of Leeds, UK, and a Master's in Business Administration (MBA) from Henley Management College, UK. In recognition of his service, he was conferred the *Darjah Jasa Bakti Sarawak* (D.J.B.S.) in 2018, and the *Darjah Utama Yang Amat Mulia Bintang Kenyalang Sarawak - Panglima Gemilang Bintang Kenyalang* (P.G.B.K.) in 2023.

YBHG DATO JAMES UNG SING KWONG | *Group Chief Operating Officer*



Yang Berbahagia Dato James Ung was appointed Group Chief Operating Officer in January 2022, overseeing the execution of critical and transformative operational strategic initiatives while maintaining engineering and operational excellence. He chairs the Group Operations Management Committee.

A registered Professional Engineer (PE) with the Board of Engineers Malaysia, Dato James has dedicated over 30 years to Sarawak Energy's growth. A mechanical engineer by profession, his extensive technical and leadership experience spans coal, gas and hydropower plants in the power generation business as well as new plant development. Prior to his current role, he served as the Chief Executive Officer of SEB Power Sdn Bhd, the generation arm of the Group.

Dato James holds a Bachelor's Degree in Mechanical Engineering from the University of South Alabama, USA, and is a Fellow of the International Hydropower Association (IHA). On 11 October 2025, he was conferred the *Darjah Panglima Setia Bintang Sarawak* (P.S.B.S.), which carries the title 'Dato'.

Our Management Team

LAU KIM SWEE | *Chief Executive Officer, SESCO*



Lau Kim Swee is the Chief Executive Officer of Syarikat SESCO Berhad (SESCO), a wholly-owned subsidiary of Sarawak Energy responsible for power system reliability, security and end-user customer care. A native of Kuching, he holds a Bachelor's Degree in Electrical and Computer Systems Engineering from Monash University, Melbourne, Australia.

With over 30 years of service at Sarawak Energy, Kim Swee has held numerous pivotal leadership roles. He transformed the Group's retail portfolio and was responsible for the Company's significant success in combating power theft, saving the Company RM40 million and winning Sarawak Energy the first prize in the 2012 Key Focus Award from the Sarawak Government. Furthermore, he spearheaded the modernisation of the Group's customer service approach, including the launch of the 24/7 Customer Care Centre in 2013 and other customer-oriented digital initiatives.

BUNYAK ANAK LUNYONG | *Chief Executive Officer, SEB Power*



Bunyak Anak Lunyong was appointed Chief Executive Officer of SEB Power Sdn Bhd in January 2022, where he steers the entirety of Sarawak Energy's power generation portfolio, including hydro, coal, and gas. He is a member of the Institution of Engineers, Malaysia and the Board of Engineers Malaysia, holding a Bachelor of Science in Electrical Engineering from the University of Houston, Texas, USA.

Bunyak began his career as an electrical engineer with SESCO in 1987, rejoining Sarawak Energy in 2020 to lead Project Controls and Performance Management within Project Delivery, following a distinguished 35-year international career. His extensive background includes roles in electrical engineering, project management and asset integrity with organisations such as Royal Dutch Shell, Siemens Power Generation Sdn Bhd, Bakun Management Sdn Bhd, and Proven Transmission Sdn Bhd. His experience includes a six-year international assignment in Nigeria with Shell and serving as the Operation Excellence Lead for Shell Malaysia's upstream operations.

TAN KOK KIONG | *Chief Financial Officer*



Tan Kok Kiong was appointed Chief Financial Officer of Sarawak Energy on 1 July 2022, where he is responsible for the Group's financial risk management. He oversees the continuous development of robust financial control systems designed to preserve the Group's assets and ensure the accurate, timely reporting of financial results in compliance with all international and domestic regulations.

Armed with over 30 years of broad and deep financial and commercial experience at both national and international levels, Kok Kiong provides strong leadership continuity for the Group's fiscal operations. He has been instrumental in providing tangible commercial steers for Sarawak Energy's new business ventures and leads the Commercial Acumen workstream under the Company's Commercial Excellence Key Focus Area.

PRAMOD KUMAR KARUNAKARAN | *Executive Vice President, Project Delivery*



Pramod Kumar Karunakaran joined Sarawak Energy as the Executive Vice President for Project Delivery in July 2018.

He has extensive leadership experience in business, operations, and project delivery, with demonstrated successes in oil, gas, petrochemicals, and power industries. Pramod has successfully led operations and project delivery excellence efforts that culminated in record-setting operating and project delivery performances. He is accomplished in leading transformation, capability building, and negotiations in the areas of oil, gas, petrochemicals, and power.

Pramod also has extensive Board experience in both public-listed and private limited companies. He holds a Bachelor of Science (B.Sc. Hons) in Communications (Electronics) Engineering from Leeds Beckett University, a Certificate in International Management from INSEAD and a Professional Engineer Certification in Instrumentation & Control from the Board of Engineers Malaysia.

Our Management Team

DR MAK MET | *Senior Vice President, Human Resources*



Dr Mak Met joined Sarawak Energy from Shell Malaysia Exploration and Production where he was heading Human Resources (HR) for Shell's upstream businesses in Malaysia. Dr Mak has a Mechanical Engineering background, and served in SESCO for five years before moving to Shell in the 1990s.

With over 30 years of experience and a Doctorate in Human Resources, he brings to Sarawak Energy a strong understanding of people and leadership development, in-depth knowledge of the HR function, framework and processes of a company that serves as a global benchmark for talent development and a passion for building Sarawakian talent.

Mak works with the GEC and HR team to build and develop the talent pipeline, ensuring we attract and retain the best talents as well as resource and develop people – our greatest asset – so that our organisation is ready to face Sarawak Energy's current and future challenges.

HAJAH SITI AISAH BINTI ADENAN | *Senior Vice President, Corporate Services*



Hajah Siti joined Sarawak Energy as an electrical engineer in 1990 under the operating arm of Sarawak Electricity Supply Corporation (SESCO). In her 30 years of service, she has undertaken diverse roles in technical and non-technical fields including tenures as Regional Manager for Sibu and Bintulu; Vice President of People & Leadership Development; and Vice President for Distribution – the first woman to hold this key technical position.

Her diverse career experience has allowed her to grow her knowledge as a technical specialist and broaden her management and leadership skills.

In Hajah Siti's current role, she leads the support functions of Sarawak Energy – overseeing Corporate Shared Services, Corporate Communication and Sustainability.

As the former Executive Champion for the Sarawak Energy Leading Women Network (SELWN), Hajah Siti has played an active role in the network's activities including as a pioneer in the Women Mentoring Women programme.

Hajah Siti graduated from George Washington University, Washington DC, with a degree in Electrical Engineering.

NICK JAMES ARNETT WRIGHT | *Senior Vice President, Business Development*



Nick Wright has contributed to Sarawak Energy's regional expansion since joining the Group in June 2010. As the Senior Vice President of Business Development, Nick's primary responsibility is the origination, negotiation and management of the Group's bulk Power Purchase Agreements with power intensive industrial customers.

He also led the successful negotiation of the Power Exchange Agreement with Indonesia's national utility, Perusahaan Listrik Negara (PLN), which governs the interconnection between Sarawak and West Kalimantan, in operation since early 2016. Similar negotiations for power exchange agreements with Brunei and Singapore are now well advanced.

The Business Development Department also includes Sarawak Energy's Commercial, New Ventures and Electric Mobility Teams.

Prior to his tenure at Sarawak Energy, he served as the Senior Advisor for Energy, Water, and Mining to the Minister for Energy and Resources in Tasmania, Australia. Nick holds a Bachelor of Laws and a Bachelor of Arts (with First Class Honours) from the University of Tasmania, and an MBA from the Graduate School of Business, University of New England. He is also a Graduate of the Australian Institute of Company Directors.

MARCONI MADAI | *Senior Vice President, Health, Safety, Security & Environment*



Marconi Madai is a Malaysian corporate leader and currently serves as Senior Vice President of Health, Safety, Security & Environment (HSSE) at Sarawak Energy Berhad. He is recognised for his leadership in strengthening workplace safety, environmental stewardship, risk management, and operational excellence within the energy sector.

With extensive experience in industrial operations, safety management, and high-risk environments, Marconi has led key initiatives to enhance HSSE performance across the organisation. His contributions include implementing the Sarawak Energy Life-Saving Rules, Sarawak Energy Security Golden Rules, contractor transformation programmes, and accountability frameworks that promote safer work practices and stronger compliance standards.

Marconi also champions sustainability by integrating biodiversity conservation and circular economy principles into corporate strategies. As Chair of the Biodiversity Conservation Committee, he supports environmental initiatives that contribute to ecosystem resilience and responsible resource management. He graduated with a Bachelor of Science in Chemical Engineering from the University of Utah, Salt Lake City, USA, in 1997.

SIM KO SIN | *Chief Digital Officer, Information & Communication Technology*



Sim Ko Sin joined Sarawak Energy in 2018 and was appointed Chief Digital Officer in January 2021, where she leads the Group's ICT functions, including Digital Strategy & Planning, Enterprise Applications, Telecommunications & Digital Infrastructure, Data Analytics & AI, as well as Cyber Security & Risk Management.

With over 30 years in the energy industry, Ko Sin brings extensive international experience from roles across the Asia-Pacific, the UK, and China. She holds a Bachelor's Degree in Computer and Mathematical Sciences from the University of Western Australia and an MBA from Imperial College London. She is also a certified Project Management Professional (PMP).

Beyond her technical mandate, she serves as the Executive Champion for the Sarawak Energy Leading Women Network (SELWN), spearheading initiatives to empower women through talent management and professional development.

ALVIN LIM KHIOK LEONG | *Chief Operating Officer, Sarawak Energy Resources*



Alvin Lim is the Chief Operating Officer of Sarawak Energy Resources, where he is responsible for the consolidation and management of the Group's upstream resource activities. A native of Kuching, he has dedicated over 30 years to Sarawak Energy, beginning his career as an electrical engineer with Syarikat SESCO Berhad.

Alvin has held various technical and corporate management positions during his tenure. Most notably, as the former General Manager for Planning and Strategy, he led the Group's development strategies during a period of transformative growth, overseeing system planning, key accounts and corporate development.

He holds a Bachelor's Degree in Electrical and Electronics Engineering (Hons) from the University of Tasmania, Australia.

YUSRI BIN SAFRI | *Senior Vice President, Contract & Procurement*

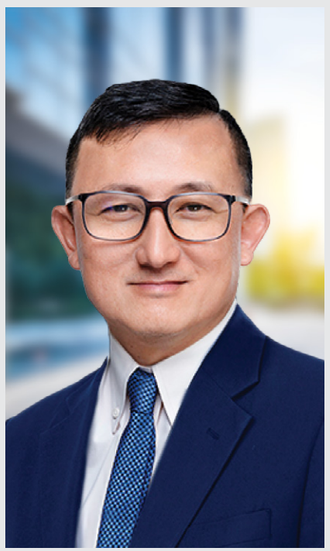


Yusri Bin Safri was appointed Senior Vice President for Contract & Procurement on 1 February 2023, where he oversees the Group's supply chain and vendor management processes. He is responsible for the effective execution of and compliance with procurement strategies, managing three critical divisions: Contract and Procurement Governance, Vendor Participation, and Capital Works Procurement.

A career professional with Sarawak Energy since 1996, Yusri began his journey as an electrical engineer before progressing through various technical and leadership roles across Sarawak. His extensive background includes serving as the Vice President of Distribution and heading the Group's Retail portfolio.

Yusri holds a Bachelor of Electrical Engineering from Universiti Teknologi Malaysia, Johor Bahru.

DR CHEN SHIUN | *Senior Vice President, Strategy & Corporate Development*



Dr Chen Shiun leads the Group's Strategy & Corporate Development, having previously served as Vice President for Rural Electrification where he was instrumental in advancing the State's 2030 full electrification goal. Upon joining Sarawak Energy in 2008, he established the Research and Development department, focusing on system performance and exploring innovative new energy solutions.

An esteemed academic and engineer, Dr Chen holds a Bachelor's Degree in Engineering and a PhD in Power Systems from the University of Canterbury, New Zealand. Prior to returning to Sarawak, he spent over a decade as an associate professor at Nanyang Technological University, Singapore.

Our Management Team

GEORGE ALBERT WILLIAM CHAPMAN | *Senior Vice President, Legal & Compliance*



George Chapman assumed the role of Senior Vice President for the Legal & Compliance Department on 1 December 2023. Following his tenure in several senior positions (including as General Manager for Legal) since joining Sarawak Energy in 2012, George currently leads the Group's legal, corporate secretarial, land and wayleave, and integrity and compliance functions – ensuring operational transparency and regulatory adherence across all facets of the organisation.

Having obtained the Certificate in Legal Practice from the Legal Profession Qualifying Board and been enrolled as an Advocate in April 1995, George is a seasoned legal professional with private practice experience spanning from 1995 to 2012. He holds a Bachelor of Law, LLB (Hons) from the University of London, and is a certified adjudicator empanelled with the Asian International Arbitration Centre, Malaysia.

Statement of Corporate Governance

The Board of Directors (Board) of Sarawak Energy Berhad (the 'Group') is committed to ensuring that the highest standard of Corporate Governance is upheld throughout the Group. This commitment is rooted in our objective to strengthen the Group's corporate accountability and safeguard the interests of all stakeholders.

The Board is pleased to present a statement to the Shareholders, detailing how the Group has applied the principles of good governance, with due consideration of the best practices set out in the Malaysian Code of Corporate Governance (MCCG) 2021.

The Board of Directors

The Board's principal responsibilities are to set the Group's strategic direction and establish core objectives, while guiding Management towards the achievement of these goals.

The Board comprises seven (7) members: six (6) Non-Independent Non-Executive Directors and one (1) Independent Non-Executive Director. The Directors collectively have a diverse range of experience and expertise drawn from various industries, including business, accounting, economics, law and public administration. Their multi-disciplinary background, expertise and experience are vital for the strategic direction of the Group.

The profiles of the Directors can be viewed from pages 52 to 58 of the Annual Report 2025.

The Chairman is responsible for ensuring the effectiveness and efficiency of Board meetings and the proper conduct of Board deliberations, while the Independent Non-Executive Directors provide objective and independent judgement to ensure that Board decisions are made in the best interests of the Group and its stakeholders.

The Group has established the Sarawak Energy Berhad Group Manual of Authority, which provides a consistent and formal framework for approval of matters. It sets out clear lines of accountability and responsibility, delineating matters reserved for the Sarawak Energy Berhad Board of Directors and those delegated to Management.

The Board meets at least four (4) times in a year, with additional meetings held as and when required. There were eight (8) Board meetings held during the financial year ending 31 December 2025. A summary of each Director's attendance at Board meetings in 2025 is as follows:

	Meetings Attended	% of Attendance
YB Datuk Haji Ibrahim Bin Haji Baki Non-Independent, Non-Executive Chairman	8/8	**100%**
YBhg Dato Sri Dr Haji Wan Lizozman Bin Wan Omar Non-Independent, Non-Executive Director	7/8	**88%**
YBhg Tan Sri Datuk Amar Haji Mohamad Morshidi Bin Haji Abdul Ghani Non-Independent, Non-Executive Director	6/8	**75%**
YB Dato' Haji Idris Bin Haji Buang Non-Independent, Non-Executive Director	7/8	**88%**
YB Datuk Amar Haji Mohamad Abu Bakar Bin Marzuki Non-Independent, Non-Executive Director	4/8	**50%**
YBrs En Ainul Azhar Bin Ainul Jamal Independent, Non-Executive Director	7/8	**88%**
YBhg Dato Sri Fong Joo Chung Non-Independent, Non-Executive Director	8/8	**100%**

Supply of Information

The Board and its Committees have full and unrestricted access to all information pertaining to the Group's business and affairs.

Directors are provided with notice of Board meetings within a stipulated timeframe prior to each meeting. The agenda and relevant Board papers are circulated in advance to enable the Directors to be adequately informed and properly briefed prior to each Board meeting.

In most instances, Senior Management of the Group are invited to attend the Board meetings to provide operational context, and external advisors are invited as necessary to clarify issues that may be raised by the Board.

Board members have direct access to the Company Secretary for any additional information or clarification required in the discharge of their duties. Directors may also, whether collectively as a Board or individually in their capacity as Directors, seek independent professional advice at the Company's expense, on any matter connected with the discharge of their responsibilities, where considered necessary and appropriate.

Re-Election of Directors

In accordance with the Company's Constitution, all Directors appointed by the Board are subject to election by Shareholders at the first Annual General Meeting following their appointment. One-third (1/3) of the remaining Directors are required to submit themselves for re-election by rotation at each Annual General Meeting, ensuring that each Director stands for re-election at least once every three (3) years.

Directors' Training

Directors are encouraged to attend professional development programmes to enhance the knowledge and competencies required for the effective discharge of their duties. The Company proactively identifies relevant courses for Board members and facilitates the necessary arrangements to support their participation.

In 2025, the Company Secretary continued to ensure the Board's participation in the Directors' Refresher Series introduced in 2021, to keep the Directors updated on evolving regulatory changes and developments in corporate governance.

Additionally, a comprehensive induction programme was developed and implemented in 2022 to brief newly appointed Directors on the Group's operations, governance requirements, and their specific fiduciary roles and responsibilities.

Board Committees

The following Committees have been established to assist the Board in the execution of its responsibilities. These Committees operate under written terms of reference approved by the Board, which define their respective roles, responsibilities and authority. These terms are reviewed periodically to ensure they remain relevant and up to date.

(i) Board Audit Committee
(ii) Board Risk Committee
(iii) Group Nomination & Remuneration Committee
(iv) Board Sustainability Committee
(v) Bumiputera Participation Board Committee

1. Board Audit Committee (BAC)

The BAC assists the Board in fulfilling its oversight responsibilities in relation to the integrity of the Group's financial reporting, the effectiveness of the internal control systems, the internal audit function and the external audit process.

The BAC plays a key role in promoting transparency, accountability and sound financial governance across the Group. In performing its duties, the BAC maintains direct communication with both internal and external auditors to ensure independent and objective reporting to the Board.

Members of the BAC are appointed by the Board from among its Non-Executive Directors.

The BAC held five (5) meetings during the financial year ended 31 December 2025. The attendance record of the members at these meetings is as follows:

	Meetings Attended	% of Attendance
YBrs En Ainul Azhar Bin Ainul Jamal (Chairman) Independent, Non-Executive Director	5/5	100%
YBhg Dato Sri Fong Joo Chung Non-Independent, Non-Executive Director	5/5	100%
YBhg Tan Sri Datuk Amar Haji Mohamad Morshidi Bin Haji Abdul Ghani Non-Independent, Non-Executive Director	5/5	100%
YBhg Dato Sri Dr Haji Wan Lizozman Bin Wan Omar Non-Independent, Non-Executive Director	5/5	100%

The Group Company Secretary serves as the Secretary to the BAC. The Group Chief Executive Officer and the Vice President/Head of Internal Audit attended all meetings as requested by the BAC members. Representatives from the External Auditors, the Chief Financial Officer, and other members of senior management also attended the meetings by invitation where appropriate.

Summary of Activities of the BAC

During the financial year under review, the BAC carried out the following main activities:

- Reviewed and recommended the Quarterly Group Management Reports and Audited Financial Statements of the Company to the Board for approval;
- Reviewed and endorsed the External Auditor's Audit Plan, Scope of Work, and Fees for the Company, and recommended the same for approval by the Board;
- Reviewed the Quarterly Enterprise Risk Management Report, including Updates on Sarawak Energy Berhad's Risk Profiles, Key Strategic and High Risks, and Key Mitigation Actions taken by Management to address the risks;
- Reviewed and noted the strategic risk for SCORE and export customers' demand;
- Reviewed and approved the enhancement to Sarawak Energy Berhad's Risk Management Frameworks regarding risk appetite and risk organisation;
- Reviewed and endorsed the BAC Reports, Statement on Risk Management and Internal Controls, and Corporate Governance Statement for inclusion in Annual Report;
- Reviewed and endorsed the Group's quarterly Integrity and Fraud Control Report;
- Reviewed and discussed Sarawak Energy Group Annual Revenue and Capital Budget and Year End Estimates, and recommended the same for submission to the Board;
- Reviewed and endorsed the Report of Sarawak Energy Forex Hedging Committee on the hedging activities transacted during the year;
- Reviewed and noted the status updates on Sarawak Energy's insurance coverage and initiatives;
- Reviewed, noted and approved the Group Internal Audit Plans, KPIs Achievement, and Quarterly Internal Audit Update Reports;
- Reviewed and deliberated on reports issued by the External Auditors and Group Internal Audit regarding significant findings and remedial actions taken by Management to address the issues raised; and
- Reported to the Board on its activities, as well as any significant issues identified and the remedial actions undertaken by Management arising from audits conducted by the External and Internal Auditors on specific areas, and from reports and papers presented by Management at each BAC meeting.

2. Board Risk Committee (BRC)

The BRC assists the Board in overseeing the Group's risk management framework, ensuring that significant financial and non-financial risks are appropriately identified, assessed, monitored and mitigated across the Group.

The BRC plays an important role in supporting the Board in promoting sound risk governance and ensuring that risk management practices remain responsive to changes in the Group's internal and external operating environment.

The members of the BRC are appointed by the Board from among its Non-Executive Directors.

The BRC held five (5) meetings during the financial year ended 31 December 2025. The attendance record of the members is as follows:

	Meetings Attended	% of Attendance
YBhg Tan Sri Datuk Amar Haji Mohamad Morshidi Bin Haji Abdul Ghani (Chairman) Non-Independent, Non-Executive Director	5/5	100%
YB Dato' Haji Idris Bin Haji Buang Non-Independent, Non-Executive Director	4/5	80%
YBhg Dato Sri Dr Haji Wan Lizozman Bin Wan Omar Non-Independent, Non-Executive Director	4/5	80%
YBrs En Ainul Azhar Bin Ainul Jamal Independent, Non-Executive Director	5/5	100%

The Group Company Secretary serves as the Secretary to the BRC. The Group Chief Executive Officer, the Chief Financial Officer, and the General Manager of Group Risk & Insurance attended all meetings as requested by the BRC members. Other members of senior management attended the meetings by invitation where appropriate.

Summary of Activities of the BRC

During the financial year under review, the BRC carried out the following key activities in discharging its responsibilities:

- Oversaw the establishment, implementation and consistent adoption and communication of the Group's risk management framework, which includes policies, processes and procedures to identify, analyse, evaluate, monitor and report on significant financial, non-financial risks including emerging risks;
- Reviewed and approved changes to the Group's risk management framework to ensure it remains responsive to changes in the Group's internal and external environment;
- Reviewed for Board approval the risk appetite within which the Board expects Management to operate, and ensured that actions are taken in a timely manner when risks are outside acceptable tolerance ranges;
- Deliberated and provided direction, where applicable, on the Group's risk profile, risk appetite metrics, and tolerance ranges, as well as risk issues highlighted to the BRC;
- Reviewed and endorsed the foreign currency risk management objectives and policies for managing foreign currency risk;

- Reviewed the report of the Foreign Currency Hedging Committee activities;
- Considered other matters relating to risk management as referred by the Board or the Board Audit Committee, as well as feedback from Management and the External or Internal Auditors on the effectiveness of the risk management system; and
- Reviewed reporting concerning risk management to be included in the Annual Report to ensure it is timely, comprehensive and relevant, before recommending it for Board approval.

3. Board Sustainability Committee (BSC)

The Board Sustainability Committee (BSC) was established in 2025 as a sub-committee of the Sarawak Energy Board to assist the Board in overseeing the Group's sustainability strategy and initiatives. The BSC supports the Board in ensuring that sustainability considerations are effectively integrated into the Group's strategy, operations and decision-making process.

The BSC also oversees the monitoring of sustainability-related risks and opportunities, as well as the Group's sustainability performance and disclosures, to support the Group's long-term value creation and resilience while maintaining stakeholder confidence.

The members of the BSC are appointed by the Board from among its Non-Executive Directors.

The BSC held two (2) meetings during the financial year ended 31 December 2025. The attendance record of the members is as follows:

	Meetings Attended	
YBhg Dato Sri Fong Joo Chung (Chairman) Non-Independent, Non-Executive Director	2/2	% of Attendance: **100%**
YBrs En Ainul Azhar Bin Ainul Jamal Independent, Non-Executive Director	2/2	% of Attendance: **100%**
YBhg Tan Sri Datuk Amar Haji Mohamad Morshidi Bin Haji Abdul Ghani Non-Independent, Non-Executive Director	2/2	% of Attendance: **100%**

The Group Company Secretary serves as the Secretary to the BSC. The Group Chief Executive Officer, the Senior Vice President of Corporate Services, and the General Manager of Sustainability attended all meetings as requested by the BSC members. Other members of senior management attended the meetings by invitation, where appropriate.

Summary of Activities of the BSC

During the financial year under review, the BSC carried out the following key activities in discharging its responsibilities:

- Oversaw the sustainability strategy and plan of the Company to ensure alignment with long-term value creation, supported by a robust implementation action plan;
- Ensured that sustainability considerations and requirements were properly embedded into the Group's business and decision-making processes;
- Monitored the development and implementation of end-to-end measurement frameworks, from strategies to implementation;
- Deliberated on sustainability issues, risks and opportunities relevant to the Group to ensure they are well understood and managed; and
- Reviewed the Group's resilience and its ability to sustain stakeholder confidence through transparent sustainability performance and disclosures.

4. Governance, Nomination and Remuneration Committee (GNRC)

The GNRC assists the Board in identifying potential candidates for directorships and provides recommendations for all new appointments or re-appointments to the Board. Furthermore, the GNRC makes recommendations on the Company's framework for remuneration and associated costs and determines specific remuneration packages and terms of employment for employees on behalf of the Board.

The GNRC's additional duties include providing input on the employment contracts of Executive Directors and senior management, determining compensation terms in the event of early termination of employment contracts, and recommending human resource policies. The Committee also deliberates on and approves revisions to the Group's organisational structure, where required.

The GNRC also serves as a disciplinary committee to deliberate on and recommend disciplinary actions relating to senior staff misconduct for the Board's approval.

The GNRC held four (4) meetings during the financial year ended 31 December 2025. The attendance record of the members is as follows:

	Meetings Attended	
YB Datuk Amar Haji Mohamad Abu Bakar Bin Marzuki (Chairman) Non-Independent, Non-Executive Director	4/4	% of Attendance: **100%**
YBhg Dato Sri Fong Joo Chung Non-Independent, Non-Executive Director	3/4	% of Attendance: **75%**
YB Dato' Haji Idris Bin Haji Buang Non-Independent, Non-Executive Director	3/4	% of Attendance: **75%**

The Group Company Secretary serves as the Secretary to the GNRC. The Group Chief Executive Officer, the Senior Vice President of Human Resources, and the General Manager of Human Resources attended all meetings as requested by the GNRC members. Other members of senior management attended the meetings by invitation, where appropriate.

5. Bumiputera Participation Board Committee (BPBC)

The BPBC is responsible for ensuring the participation of local and Bumiputera service providers and contractors in Sarawak Energy's procurement activities. This is in line with the Sarawak government's vision to maximise local procurement and Bumiputera participation in the state's contractual awards.

The BPBC formulates and implements initiatives to ensure that Sarawak Energy's current and prospective contractors are fully informed of the available opportunities and incentives. These initiatives are aimed at expanding the pool of qualified local Bumiputera contractors eligible to participate in Sarawak Energy's projects.

The BPBC comprises representatives from the Sarawak Energy Board, the public sector, Bumiputera Business Chambers, and professional and entrepreneurial groups. The composition and attendance record of BPBC members for the four (4) meetings held during the financial year ended 31 December 2025 are as follows:

Representatives from Sarawak Energy Berhad Board Member

	Meetings Attended	
YB Dato' Haji Idris Bin Haji Buang Chairman	4/4	% of Attendance: **100%**
YBhg Dato Sri Dr Hj. Wan Lizozman Bin Wan Omar Member	2/4	% of Attendance: **50%**

Representatives from Public Sector

	Meetings Attended	
YBrs Tuan Dzulkornain Bin Masron Member	2/4	% of Attendance: **50%**

Representatives from Bumiputera Business Chambers

	Meetings Attended	
YBrs Datu Haji Abang Helmi Bin Tan Sri Ikhwan Member	3/4	% of Attendance: **75%**
YBhg Dato Allan Keripin Nangkai Member	2/4	% of Attendance: **50%**
YBrs En Peru Balan Ding Member	3/4	% of Attendance: **75%**

Representatives from Professional and Entrepreneurial Groups

YBhg Datu Haji Wan Kassim Bin Tuanku Zubir
Member
Meetings Attended 4/4
% of Attendance: **100%**

YB Dr Simon Sinang Bada
Member
Meetings Attended 3/4
% of Attendance: **75%**

YBrs Tuan Stell Sindau
Member
Meetings Attended 4/4
% of Attendance: **100%**

YBrs Tuan Haji Sulaiman Bin Abdul Hamid
Member
Meetings Attended 4/4
% of Attendance: **100%**

YBrs Ir. Haji Talhah @ Talha Affendi
Member
Meetings Attended 4/4
% of Attendance: **100%**

Management Committee

The Group Executive Committee ('GEC') serves as the principal senior management forum for deliberation and decision-making on key operational, strategic and organisational matters of the Sarawak Energy Group. The GEC facilitates reporting, information sharing, coordination and collaboration across the Group's divisions and functions.

The GEC shall also function as the Executive Risk Committee ('ERC') for the Group, promoting risk discussion at the senior management level and overseeing the implementation of the Group's risk management framework.

The GEC operates under written terms of reference approved by the Board. Its key responsibilities include:

(a) Reviewing and deliberating on strategic directions, policies and key initiatives of the Sarawak Energy Group;

(b) Monitoring political, economic and business developments that may impact the Group;

(c) Reviewing operational and financial performance of the Group;

(d) Deliberating on key organisational matters including human capital and performance management;

(e) Overseeing the Group's risk management framework and monitoring key risk exposures against the Board-approved risk appetite; and

(f) Endorsing matters requiring submission to the Board, Board Committees or subsidiary boards.

As of 31 December 2025, the GEC comprises the following members:

i) **Datuk Haji Sharbini Bin Suhaili**
(Group Chief Executive Officer) – Chairman

ii) **Dato James Ung Sing Kwong**
(Group Chief Operating Officer)

iii) **Lau Kim Swee**
(Chief Executive Officer, Syarikat SESCO Berhad)

iv) **Bunyak Anak Lunyong**
(Chief Executive Officer, SEB Power Sdn. Bhd.)

v) **Pramod Kumar Karunakaran**
(Executive Vice President, Project Delivery)

vi) **Tan Kok Kiong**
(Chief Financial Officer)

vii) **Dr Mak Anak Met**
(Senior Vice President, Human Resources)

viii) **Hajah Siti Aisah Binti Adenan**
(Senior Vice President, Corporate Services)

ix) **Nick Wright**
(Senior Vice President, Business Development)

x) **Sim Ko Sin**
(Chief Digital Officer, Information & Communication Technology)

xi) **Marconi Madai**
(Senior Vice President, Health, Safety, Security & Environment)

xii) **Alvin Lim Khiok Leong**
(Chief Operating Officer, Sarawak Energy Resources)

xiii) **Yusri Bin Safri**
(Senior Vice President, Contract & Procurement)

xiv) **Dr Chen Shiun**
(Senior Vice President, Strategy & Corporate Development)

xv) **George Albert William Chapman**
(Senior Vice President, Legal & Compliance)

Confidentiality of Information

Under the Company's Enterprise Information Management guidelines, documents are classified based on the confidentiality and sensitivity of their contents. Specific guidelines are strictly adhered to for documents classified as 'Confidential', 'Secret', or 'High Secret'.

Staff and external parties privy to information or documents classified as 'Confidential' or higher are required to sign a Secrecy Oath or Confidentiality Agreement.

Accountability and Audit

Financial Reporting

The Directors are responsible for ensuring that the annual financial statements of the Group are drawn up in accordance with applicable approved accounting standards in Malaysia and the provisions of the Companies Act 2016.

The Board is also responsible for providing a balanced and meaningful assessment of the Group's financial performance and prospects, primarily through the annual financial statements and quarterly financial results, as well as the Chairman's Statement and Review of Operations in the Annual Report. The Board is assisted by the BAC in overseeing the Group's financial reporting processes and the quality of its financial reporting.

Relationship with Auditors

Through the BAC, the Board has established a formal, transparent and appropriate relationship with the Group's External and Internal Auditors. The BAC meets regularly with the External and Internal Auditors to discuss the annual audit plan, quarterly financial results, annual financial statements, and internal audit reports. Following each BAC meeting, the Chairman of the BAC briefs the Board on significant matters discussed and deliberated and provides recommendations for the Board's approval and endorsement.

Internal Controls

Information on the Group's internal controls system is presented in the Statement of Risk Management and Internal Control, as set out on pages 74 to 79 of this Annual Report.

Directors' Responsibility Statement

The Board is responsible for ensuring that the financial statements are prepared in accordance with the Companies Act 2016 and the applicable approved accounting standards set by the Malaysian Accounting Standards Board to present a true and fair, balanced and understandable assessment of the Group's financial position and results. In this Annual Report, an assessment is provided in the Directors' Report of the Audited Accounts.

The BAC reviews the statutory compliance and scrutinises the financial aspects of the Audited Accounts prior to deliberation and approval at the Board level.

Additional Compliance Information

To the best of the Directors' knowledge:

- **Material Contracts**
  Neither the Company nor its subsidiaries entered into any material contracts outside the ordinary course of business during the financial year ended 31 December 2025.

- **Sanctions/Penalties**
  There were no material sanctions and/or penalties imposed on the Company, its subsidiaries, Directors, or Management by any relevant regulatory authorities during the financial year ended 31 December 2025.

- **Revaluation Policy on Landed Properties**
  The Group did not adopt any revaluation policy on landed properties during the financial year ended 31 December 2025.

Statement on Risk Management and Internal Control

Introduction

As part of its commitment to uphold good corporate governance, Sarawak Energy Berhad (Sarawak Energy) has voluntarily adopted best practices for its Board of Directors (Board) to provide a statement in the Annual Report on the state of risk management and internal control at a Group level. For this purpose, the 'Group' refers to Sarawak Energy and its subsidiaries.

The Group's risk management framework and system of internal control apply to Sarawak Energy and its subsidiaries, while associated companies and joint ventures are excluded, as the Group does not have full management control over these entities. Nonetheless, through Board representation, the Group exercises the power to participate in policy deliberations and decision-making processes of its associated companies and joint ventures.

Sarawak Energy's Board is pleased to present the following statement, prepared in accordance with the Statement on Risk Management and Internal Control (SORMIC): Guidelines for Directors of Listed Companies (2025). This statement outlines the nature and scope of the risk management and internal control systems during the year under review.

The Statement on Risk Management and Internal Control outlines the structure and processes implemented to ensure the adequacy, effectiveness and integrity of the Group's risk management framework and system of internal control for the financial year ended 31 December 2025.

Risk Governance

Board

The Board has an overall responsibility for the Group's risk management framework and system of internal control, which is designed to provide reasonable assurance of efficient operations, effective internal checks, and compliance with applicable laws and regulations.

The ongoing process of identifying, evaluating, monitoring and managing the significant risks faced by the Group is subject to periodic review by the Board throughout the financial year under review. However, the Board recognises that the Group's system of internal control is designed to manage rather than eliminate the risk of failure to achieve business objectives, and therefore can only provide reasonable, rather than absolute, assurance against material misstatement, fraud or loss.

The Board Risk Committee (BRC) assists the Board in overseeing and reviewing the adequacy of all risk management functions in the Group and provides independent assurance to the Board as to their effectiveness, supporting the achievement of the Group's objectives, while safeguarding stakeholders' interest and the Group's assets.

Management

The Group Executive Committee (GEC) led by the Group Chief Executive Officer (GCEO) is responsible for overseeing the establishment, implementation, consistent adoption and communication of the Group's risk management framework. This includes policies, processes and procedures used to identify, analyse, evaluate, monitor and report significant financial and non-financial risks, as well as to respond to changes in the Group's internal and external environments.

The GEC also serves as the Executive Risk Committee (ERC) for the Group, facilitating risk discussions at the senior management level.

Business Units, Corporate Support Functions and Individuals

The following are led by the respective GEC members and supported by Risk Controllers. They are responsible for:

- Identifying and assessing risks, implementing appropriate control measures and action plans to mitigate and control these risks whilst balancing risks and opportunities.
- Ensuring timely reporting and communicating of risks under their purview.
- Reviewing and updating of the Risk Appetite Statement (RAS) metrics and ensuring risk-taking activities remain within the Group's tolerance range.
- Embedding a risk-informed decision-making approach and strengthening risk culture across the organisation.

Enterprise Risk Management (ERM)

ERM is responsible for:

- Establishing the overall risk management standards and providing a comprehensive risk management framework, including policies, procedures, processes and guidelines.
- Providing risk advisory and support to business units and corporate support functions to effectively manage risks.
- Managing risk aggregation across business units and corporate support functions, and providing the ERC, BRC and the Board with a consolidated, enterprise-level view (reporting) of key risks.
- Driving risk performance management through Key Risk Indicators, via RAS metrics, as well as reporting on breaches and mitigation actions.

In response to evolving risk landscapes, business aspirations and changes in the way the business (including risks) is being managed, risk governance, operating model and organisation structure are subject to periodic review and enhancement. This is to ensure clear articulation of risk-related roles and responsibilities across the Three Lines Model, thereby strengthening the effectiveness of risk management and minimising potential blind spots and duplication of efforts.

Risk Management Framework

In discharging its duties and responsibilities to maintain a robust and sound system of internal control, the Board has approved the Group's Risk Management Framework to provide guidance on the implementation of enterprise risk oversight and management processes. Aligned with the ISO 31000: 2018 guidelines, the framework supports the execution of enterprise risk management activities across the organisation and outlines the processes for identifying, assessing, mitigating, controlling, monitoring and reviewing risks.

The framework ensures that significant risks are continuously identified and appropriately managed through the implementation of instituted controls applied by Management, with risk exposures maintained within levels that are acceptable to the Group and aligned with its risk appetite and risk management practices.

Risk Management Process

The Group implements the ERM process to identify potential adverse events that may negatively affect the Group's business objectives and strategies, as well as to manage risks within the Group's defined risk appetite.

The following summarises the tools and processes in place that support effective risk management across the Group:

- The Group's RAS articulates the strategic and business risks that the Group is willing to accept in pursuit of its strategic ambitions. The Board determines the Group's risk appetite and tolerance levels, which serves as an early warning mechanism of increasing risk exposures and potential risk events. The Group RAS metrics are monitored and reported on a quarterly basis to the ERC, BRC and the Board.
- The Group's Strategic Risk Profile includes emerging and sustainability-related risks with corresponding mitigation measures. This allows sufficient management oversight, facilitates intervention where required, and supports the integration of risk considerations into business decision-making. The profile is presented to BRC and the Board.
- The Group Risk Impact and Likelihood Parameters and Matrix, which are aligned with the Group's risk appetite, are used to guide the assessment and prioritisation of risks identified during planning initiatives, projects and operations, thereby supporting the development of appropriate mitigation measures.
- To enable comprehensive identification and prioritisation of risks throughout the Group, a top-down and bottom-up risk review process has been implemented.
- Sarawak Energy Enterprise Risk (SEERisk) serves as the single source of truth for enterprise risk information and facilitates the identification, assessment, monitoring and mitigation of enterprise risk. This streamlines the risk review process across the Group with timely review and updates of risks and mitigation actions, enhances the visibility of risks and progress of mitigation plans, speeds up work processes through online approvals, monitoring and reporting, among others.
- In supporting the above enhancements and implementation of enterprise risk system and as part of inculcating a risk-conscious culture within the Group, risk awareness and education programmes were conducted for appointed Risk Controllers and other employees through internal engagement sessions and risk sharing sessions with leading risk practitioners.

Key Risks of the Group

The Group's strategic risk profile identifies critical risks that could potentially hinder the achievement of the Group's strategic objectives. The following are the main categories of risks outlined in the Group's Strategic Risk Profile.

Risk Category	Risk Description
1 Operational	• Grid system reliability, stability, and security
2 Project Delivery	• Changes in project completion schedule and cost
3 Major and Strategic Investments	• Quality of investment decisions in delivering value targets
4 Sustainability	• Stakeholders' expectations on Environmental, Social and Governance (ESG) management standards
5 Cyber Security	• Cyber security resilience to safeguard operations, data and information

Statement on Risk Management and Internal Control

System of Internal Controls

Internal control is an integral component of risk management. The Sarawak Energy Control Framework, aligned with the Committee of Sponsoring Organisation of the Treadway Commission (COSO) Internal Control – Integrated Framework, serves as an overarching framework that captures the various components of controls and how they are implemented across the Group. It provides reasonable assurance that Sarawak Energy will achieve its goals and fulfil external obligations and commitments.

The key elements of the Group's system of internal control are as follows:

Corporate Structure

- The Group's Organisational and Management Structure, supported by governance documents to formally define the line of responsibility for all aspects of the Group's affairs, in alignment with its strategic and operational requirements. The structure and governance documents are reviewed and updated as necessary to reflect the changing business environment and operational activities within the Group.

Limits of Authority

- The Sarawak Energy Berhad Group Manual of Authority (MOA) governs and safeguards the Group in relation to key approval, including strategic and critical financial and non-financial matters. It establishes a clear framework of authority and accountability to facilitate timely, effective and quality decision-making. The MOA was last reviewed and updated in 2025 to ensure its continued relevance and appropriateness.

Policies, Procedures and Guidelines (PPG)

- Under the custody of the Governance and Regulatory Unit within the Legal Division, the Group's Policy Central serves as a centralised repository for all Policies, Procedures and Guidelines (PPG). These documents are subject to periodic review and enhancement, where necessary, to ensure continued relevance, alignment with regulatory requirements and operational effectiveness.
- The Group strives to implement and maintain best practices, with selected entities recognised and certified under various International Organisation for Standardisation (ISO) Management System standards. These certifications reflect the Group's commitment to strong governance, effective risk management, and continual improvement across its operations. The Integrated Management System and Assurance (IMSA) Division adopts an Integrated Management System (IMS) approach in conducting Conformance & Compliance Audits (CCA), formerly known as ISO Internal Audits, across all subscribed management systems within the Group, providing a structured and harmonised audit methodology applied consistently throughout the organisation. Corporate-wide IMS CCA are conducted at planned intervals by the IMSA Division to verify compliance with applicable ISO standards requirements, PPG and relevant statutory and regulatory obligations, as well as to assess the adequacy and effectiveness of implemented management systems. The scope covers, among others, the Quality Management System (QMS), Environmental Management System (EMS), Occupational Safety and Health Management System (OHSMS), Information Security Management System (IMS), Asset Management System (AMS), Anti-Bribery Management System (ABMS), 5S practices, and other subscribed standards adopted by the Group. In addition, IMSA coordinates engagement with accredited certification bodies for the certification and surveillance of ISO management systems implemented across the Group.

Strategy, Planning and Appraisal

- Sarawak Energy has established strategy, planning and appraisal processes aligned with its purpose and vision. These processes translate the Group's strategic intent into actionable plans, guide execution and enable the evaluation of performance against defined objectives.
- Senior Management prepares and presents annual business plans and budgets for the Board's approval, with quarterly updates provided on implementation progress.
- Group performance is regularly monitored through comprehensive reports presented by the GCEO to the Board, incorporating key project updates, financial and operational key performance indicators, as well as progress on departmental initiatives.

Financial Management

- Finance Policies and Procedures are in place and updated as necessary to ensure alignment with business requirements and applicable regulatory obligations.
- The Board Audit Committee (BAC) reviews the statutory annual financial statements and quarterly group management reports and recommends them to the Board for approval.
- The adequacy of insurance coverage for employees and assets is assessed annually to safeguard the Group against contingent events that may result in material losses.

Human Resources Management

- The suite of Human Resources Policies, Procedures and Guidelines encompass key areas of human resources management such as recruitment, onboarding, employee development, benefits and remuneration among others. These are supported by initiatives that promote a high-performance culture to enable the achievement of the Group's strategic goals and objectives.

Procurement Management

- Procurement Policies and Procedures are established and periodically updated to govern the procurement activities within the Group.

Customer Management

- Sarawak Energy has implemented control measures to oversee and enhance the efficiency, reliability and security of customer interactions across various platforms. The SEB cares mobile app, and the integrated 24/7 Customer Care Centre are subject to stringent controls, ensuring the integrity of services, billing and payment processes, outage reporting and customer service matters. These are supported by standard operating procedures (SOPs), procedures and guidelines that primarily govern billing and payment processes, outage reporting and customer service operations, with oversight by a designated committee.

Health, Safety, Security and Environment (HSSE) Management

- Sarawak Energy's dedication to achieving HSSE Excellence is guided by key focus areas in Health, Safety, Security, and Environment. Our commitment revolves around:

1. Cultivating a healthy and productive workforce
2. Ensuring zero harm to people by achieving zero fatalities and zero Loss Time Injury (LTI)
3. Preventing intrusion at all guarded power stations, substations, and offices, and
4. Achieving zero harm to the environment by maintaining 100% compliance with internal and external environmental regulatory frameworks and laws

- At Sarawak Energy, we are committed to fostering a robust Generative HSSE culture built on the foundation of core behaviours – Assess, Comply and Empower – which we actively demonstrate to embed in the hearts and minds of our team members. We demonstrate genuine care by prioritising the health, safety and environmental needs of our workforce, striving to create a healthier, safer, and greener workplace. Through education, coaching, encouragement and leadership, we continuously work towards increasing levels of HSSE compliance, ensuring adherence to existing standards, guidelines and legislations. We aim to achieve zero harm, reflecting our ongoing commitment to employee well-being and workplace safety.
- The foundational drivers of HSSE at Sarawak Energy include strong leadership, demonstrated through the consistent adoption of appropriate HSSE behaviours. The Group seeks to foster a culture where individuals take ownership of safety and are actively committed to maintaining a safe working environment. This is supported by a structured HSSE Management System with clear governance mechanisms that promote effectiveness and ensure a shared understanding among employees, enabling consistent implementation across all levels. In addition, critical activities are undertaken by competent personnel with the requisite skills and qualifications.

Cyber Security and Data Privacy

- The Group acknowledges the benefits of Information Technologies (IT) in enhancing operational efficiency while remaining cognisant of evolving cyber security threats. Mitigation measures include well-defined IT policies, employee cyber security training, secure remote access, role-based data access, anti-malware protection, proactive vulnerability management, ISO 27001 certification, deployment of firewalls and secure email gateways, as well as a cyber security operations centre. The Cyber Security Steering Committee provides oversight and direction for cyber security initiatives and risk assessments. Collectively, these measures support the Group's efforts to maintain a resilient cyber security posture.
- Sarawak Energy is committed to upholding customer privacy rights and safeguarding personal data. A notable contribution includes active involvement in the formulation of Personal Data Protection Code of Practice for the Utilities Sector (Electricity), which provides guidance on the processing and handling of customers' personal data. An Enterprise Information Management Procedure is also in place to guide the handling, use and management of the Group's information assets.

Project Management

- The Sarawak Energy Project Model (SEPM) is a business process that facilitates prudent management of investments more than RM50 million. As a stage-gated process, SEPM ensures the assessment of commercial viability, effective front-end planning and design, contracting and final investment decisions. All capital works projects of more than RM50 million undertaken by the Group shall comply with the requirements as defined in the SEPM.

Business Continuity Management (BCM)

- The Board recognises the importance of instituting a holistic Business Continuity Framework and Group Crisis Management Plan to build and strengthen organisational resilience, enhancing the Group's capability and capacity to respond and recover from disruptions, while safeguarding stakeholder interests, reputation and value-creating activities.
- The Group has implemented the BCM Framework and Crisis Management Plan. It is also progressing the rollout of its BCM implementation roadmap and related programmes.
- In addition, various initiatives have been undertaken to strengthen business resilience, including crisis simulation exercises (full and partial), BCM awareness and refresher training through BCM roadshows, the BCM Help Centre, Managing Emergencies (ME) training programmes, as well as Business Impact Analysis (BIA) and Business Continuity Plan (BCP) documentation review and challenge workshops. These efforts are aimed at enhancing organisational capability and capacity for effective emergency response and structured recovery to support business continuity.

Legal

- All contracts and legally enforceable instruments are reviewed by the Legal Division prior to finalisation and execution, to ensure compliance with applicable legal and regulatory requirements.

- A Claim Recovery System for Retail has been established on the SAP platform to facilitate and enhance workflow coordination between the Retail and Legal divisions in managing retail recovery cases.

- The stamping process has been digitalised through the implementation of Phase 1 of the Contract Management Stamping System (CMSS) to enhance process efficiency, traceability and control.

Integrity and Compliance

- The Integrity and Compliance Division, led by the Chief Integrity and Compliance Officer (CICO) was established to provide independent oversight of integrity, fraud, bribery and corruption control, and compliance within Sarawak Energy Group.

- Demonstrating the Group's strong commitment to integrity and zero tolerance to fraud, bribery, and corruption, as well as compliance with laws, regulations, and internal PPG, the Group has established and implemented a comprehensive integrity and compliance framework supported by governance, assurance and monitoring mechanisms.

  This commitment is supported by a comprehensive integrity and compliance framework, anchored on an Integrated Risk Assurance approach involving Internal Audit, Enterprise Risk Management, Integrity and Compliance Division and other assurance partners, as well as the annual signing of the Sarawak Energy Integrity Pledge by the GEC, existing employees and new recruits, and the Governance and Compliance Programme, which enables coordinated oversight, effective monitoring and reporting.

- All regulatory non-compliance, breaches of laws and regulations, non-compliance with internal policies, and integrity, fraud, bribery and corruption matters are reported to the BAC on a quarterly basis, with mitigation actions implemented and monitored. The Group continues to strengthen its control environment through its Anti Bribery Management System (ISO 370001:2025 certified for its corporate functions), compliance management framework inclusive of compliance governance structure, compliance assurance reviews, ongoing engagement with relevant authorities, and sustained awareness and training for the Group's employees, Management, Board, and third parties on Zero Tolerance to Fraud, Corruption and Bribery, as well as compliance requirements and culture-building initiatives, thereby reinforcing ethical behaviour driven by an integrity and compliance culture and accountability across the Group.

Sustainability Strategy and Governance

- The Group recognises that Environmental, Social and Governance (ESG) risks which includes climate-related risks are integral to its long-term sustainability and value creation.

- Sustainability risks are integrated into the Group's risk management processes including the risk identification, assessment, monitoring and reporting processes, and are aligned with the Group's Risk Appetite Statement.

- The Group's sustainability risk management and disclosures are progressively aligned with the International Sustainability Standards Board (ISSB) standards, namely IFRS 1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures) as well as the National Sustainability Reporting Framework (NSRF).

- To support the disclosure, a Sustainability Strategy and Roadmap provides the Group with strategic direction and delineates various action plans integrated across all business functions and drives the improved sustainability performance of the Group.

- Sarawak Energy strengthens its governance and oversight of sustainability through the establishment of the Board Sustainability Committee (BSC) and Group Sustainability Committee (GSC).

Internal Audit Function

The Board Audit Committee (BAC), assisted by the Group Internal Audit (GIA), provides the Board with the assurance it requires on the adequacy and effectiveness of the Group's system of internal controls. The BAC has an oversight role over all activities carried out by GIA and supports the independence and objectivity of the internal audit function.

The internal audit function is independent of the activities it audits, and internal audit personnel are free from any relationships or conflicts of interest that could impair their objectivity. To safeguard independence, GIA reports functionally to the BAC and administratively to the Group CEO. Internal auditors are required to comply with the Group's Code of Conduct and to declare any potential conflicts of interest prior to undertaking any audit or advisory engagements.

GIA is led by Steven Kho Chai Huat, who holds Association of Certified Chartered Accountants (ACCA), Malaysian Institute of Accountants (MIA), and The Institute of Internal Auditors (IIA) professional memberships, and has extensive experience in internal audit, risk management and governance. In addition, he serves as Vice President of the Board of Governors at The IIA Malaysia and is also the Chairman of the Professional Services Committee of The IIA Malaysia. These appointments reflect his active involvement in the development of the internal audit profession and contribute to the adoption of recognised best practices within the Group. The Head of GIA is responsible for leading and managing the internal audit function, including oversight of audit planning, execution and reporting, and provides assurance to the Board, BAC and senior management on the effectiveness of the Group's internal control systems.

As part of its mandate, the GIA conducts regular and systematic audits of the Group's operations, including financial, operational, information technology, project and compliance audits. Internal audit activities are performed in accordance with the standards issued by recognised professional bodies, namely the IIA International Professional Practices Framework (IPPF), and are governed by the approved Internal Audit Charter and Internal Audit Framework, which are reviewed annually and updated when required.

In the past year, GIA conducted a comprehensive risk assessment and developed a risk-based annual audit plan covers key business processes, high-risk areas, emerging risks and regulatory requirements. GIA continues to strengthen its engagement and communication with the BAC, Board, senior management and key stakeholders to ensure that audit observations and recommendations are clearly articulated, appropriately escalated and effectively addressed.

GIA maintains an ongoing Quality Assurance & Improvement Program (QAIP). During the year, peer reviews on selected audit engagements and a comprehensive self-assessment exercise aligned with the Global Internal Audit Standards (effective 9 January 2025) were conducted to assess conformance, effectiveness and opportunities for improvement. These initiatives support the continuous enhancement of audit quality and the value delivered to the Group.

In 2024, the BAC approved the Internal Audit Advisory Framework, enabling GIA to provide advisory services while preserving its independence and objectivity. In 2025, the BAC further approved the Internal Audit Investigation Framework, formalising GIA's role and methodology in conducting investigations in accordance with approved governance arrangements. Together, these frameworks enhance GIA's ability to provide timely assurance, insights and support to management while maintaining robust controls and governance standards.

The internal audit function is supported by a team of 31 staff, with competencies covering financial, operational, IT and specialised audit areas. Collectively, the team plays a vital role in evaluating and enhancing the effectiveness of the Group's risk management, internal control and governance processes. GIA will continue to strengthen its capabilities to ensure a robust and effective internal control environment that safeguards stakeholders' interests.

Conclusion

The Board has obtained assurances from the GEC through a statement of assurance that to the best of their knowledge and belief, the Group's risk management and internal control system is operating adequately and effectively, in all material aspects. Where weaknesses were identified, rectification steps have been put in place.

To the best of their knowledge and belief, the Board is of the view that the risk management and internal control system in place for the year under review and up to the date of approval of this statement for inclusion into the Annual Report, is adequate and effective to safeguard shareholders' investment, the interests of customers, regulators and employees, and the Group's assets.

Review of the Statement by External Auditor

The external auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in Audit and Assurance Practice Guide 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report (AAPG3) issued by the Malaysian Institute of Accountants (MIA) for inclusion in the Sarawak Energy's Annual Report for the year ended 31 December 2025, and reported to the Board that nothing has come to their attention that caused them to believe that the statement intended to be included in the Annual Report is not prepared, in all material respects, in accordance with the principle disclosures required by Section 7 of the Statement on Risk Management and Internal Control (SORMIC): Guidelines for Directors of Listed Companies (2025) nor is the Statement factually inaccurate.

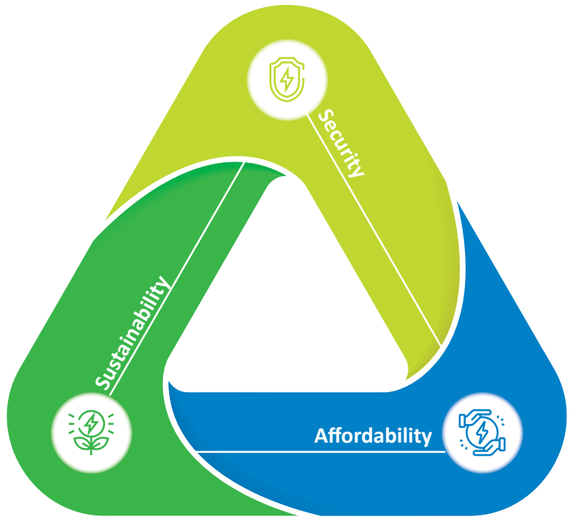
AAPG3 does not require the external auditors to consider whether the Directors' Statement on Risk Management and Internal Control covers all risks and controls or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Directors and management thereon.

The report from the external auditors was made solely for and directed solely to the Board in connection with its voluntary adoption of the best practices recommended by the Statement on Risk Management and Internal Control (SORMIC): Guidelines for Directors of Listed Companies (2025) which is for the Board to make a statement in its Annual Report on the state of risk management and internal control at Group and for no other purpose or parties. The external auditors do not assume responsibility to any person other than the Board in respect of any aspect of this report.

This statement is made in accordance with the resolution of the Board dated 11 June 2026.

Energy for Sarawak

The Energy Trilemma





Sarawak Energy adopts a balanced and integrated approach to energy development, addressing the energy trilemma by balancing energy security, sustainability and affordability to support Sarawak's sustainable socio-economic development. Our efforts are aligned with the Post COVID-19 Development Strategy (PCDS) 2030, which positions renewable energy as a key enabler of economic growth and the transition towards high-income status.

In support of Sarawak's ambition to achieve 10 GW of generation capacity by 2030 and 15 GW by 2035, Sarawak Energy continues to play a key role in advancing the State's energy agenda. Hydropower remains the backbone of this journey, not only powering Sarawak but also enabling the State to serve as a 'Battery of ASEAN'. By strengthening interconnections through an integrated Borneo grid, we are enhancing energy security regionally while supporting Malaysia's contribution to the ASEAN Power Grid.

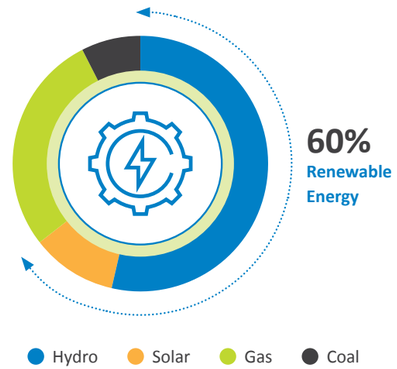
In pursuing this, we remain committed to sustainable development principles, aligning our business with the UN SDGs, with focus placed on eight priority goals that create long-term value for the people of Sarawak.



A Holistic Generation Mix

Sarawak's generation mix remains predominantly anchored on renewable hydropower, complemented by thermal resources including gas and indigenous coal to ensure reliability, flexibility and security of supply.

Balanced Capacity Mix



Our Long-Term Target

Sarawak Energy remains committed to maintaining at least 60% renewable energy within its overall generation mix over the long term. To strengthen energy security and diversify its generation portfolio, the Group is actively increasing the allocation of alternative renewable energy sources. This strategy is driven by the parallel expansion of large-scale solar (LSS) and cascading power sources (CPS).

Sarawak Energy achieved a key milestone with the first power injection from the 50 MW Batang Ai Floating Solar Project in December 2024, followed by its full commissioning in March 2025.

Building on this operational success, Sarawak Energy significantly accelerated its commercial pipeline in 2025 by securing 700 MW of solar capacity under fully executed Power Purchase Agreements (PPAs).

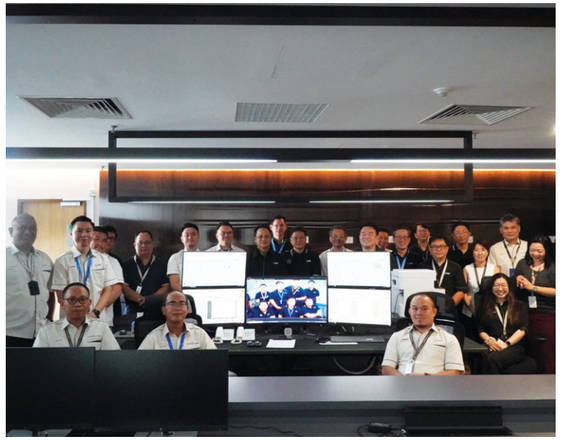




50 MW Batang Ai Floating Solar Farm.



As part of its long-term infrastructure strategy, Sarawak Energy is expanding and modernising its grid to reinforce the transmission backbone, enabling renewable integration, full electrification and regional interconnectivity. Investments are focused on smart and digital technologies to strengthen reliability, efficiency and operational flexibility.



Generation Control Centre at Menara Sarawak Energy.



Remote Monitoring and Diagnostics Centre at Menara Sarawak Energy.



Affordable Energy as an Enabler of Sustainable Growth

Sarawak Energy offers one of the most competitively priced unsubsidised electricity tariffs in Southeast Asia, based on currently published tariffs, averaging approximately RM0.28 per kWh for residential, commercial and industrial customers.

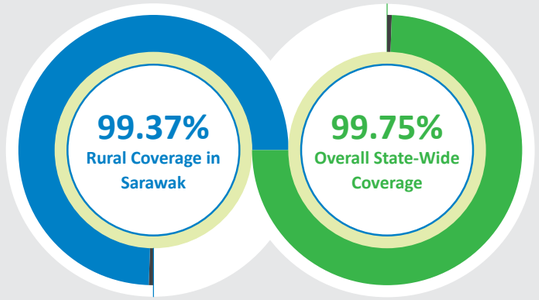
This competitive tariff structure is underpinned by Sarawak's strong renewable hydropower foundation, which has been a key enabler in attracting energy-intensive industries to the State. In turn, this has contributed towards job creation, industrial growth and broader socio-economic development while supporting efforts to expand reliable and affordable access to electricity. This not only strengthens energy security but also reinforces Sarawak's position as a strategic investment destination.

Lighting Up Our Communities

Working under the purview of the Ministry of Utility and Telecommunication Sarawak, Sarawak Energy is actively driving rural electrification through Projek Rakyat initiatives such as the Rural Electrification (RES) Last Miles, Rural Power Supply Scheme (RPSS) and Sarawak Alternative Rural Electrification Scheme (SARES).

These programmes support Sarawak's goal of achieving full electrification under the PCDS 2030 agenda while contributing directly towards UN SDG Goal No. 7 — ensuring access to affordable, reliable and sustainable energy for all.

As of December 2025, Sarawak has achieved near full electrification, significantly narrowing the socio-economic divide between urban and rural communities.



RES Last Miles

- Powered **126,317** households since implementation in 2009
- Powered **1,367** households in 2025

Sarawak Alternative Rural Electrification Scheme (SARES)

- Powered **15,372** households in 564 villages since implementation in 2016
- Powered **15** households in **1** village in 2025

Additional Late Applicant Fund (ALAF)

- Electrified **21,669** households since introduction in 2018
- Electrified **3,330** households in 2025

Beyond simply connecting households, Sarawak Energy's rural electrification programmes focus on improving quality of life, enabling economic opportunities and supporting local development in remote communities.

Initiatives include deploying renewable and off-grid solutions for hard-to-reach areas, integrating smart technologies for efficient energy management, and continued engagement with local communities to ensure sustainability and resilience of energy supply.





SARES empowers local communities by creating income opportunities during construction and building lasting skills through solar operations and maintenance training.

Powering Sarawak's Energy Transition and Beyond

As Sarawak's primary energy provider, Sarawak Energy is dedicated to utilising natural resources responsibly, driving Sarawak's development while enabling lasting socio-economic transformation.

Since the 1980s, Sarawak has pursued a deliberate and forward-looking energy transition, progressively transitioning from fossil fuels towards a system anchored on renewable hydropower. This early and bold decision — undertaken well ahead of global transition trends — has fundamentally shaped Sarawak's energy landscape and established hydropower as the backbone of the State's generation mix.

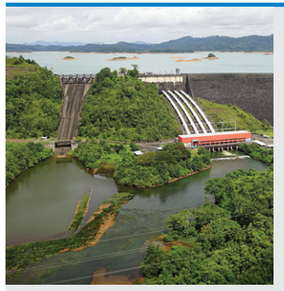
Building Sarawak's Renewable Energy Foundation

The Batang Ai HEP, commissioned in 1985, marked Sarawak's first venture into large-scale hydropower. Its success laid the foundation Sarawak's renewable energy journey, paving the way for subsequent developments such as the Bakun and Murum HEPs, and the upcoming Baleh HEP, which is targeted for completion by Q4 2030.



The Batang Ai HEP is the first hydropower plant in Borneo.

Hydropower Plants



Batang Ai HEP

Available Capacity: 94 MW
Date of Full Commissioning: 1985



Bakun HEP

Available Capacity: 2,520 MW
Date of Full Commissioning: 2014



Murum HEP

Available Capacity: 944 MW
Date of Full Commissioning: 2015



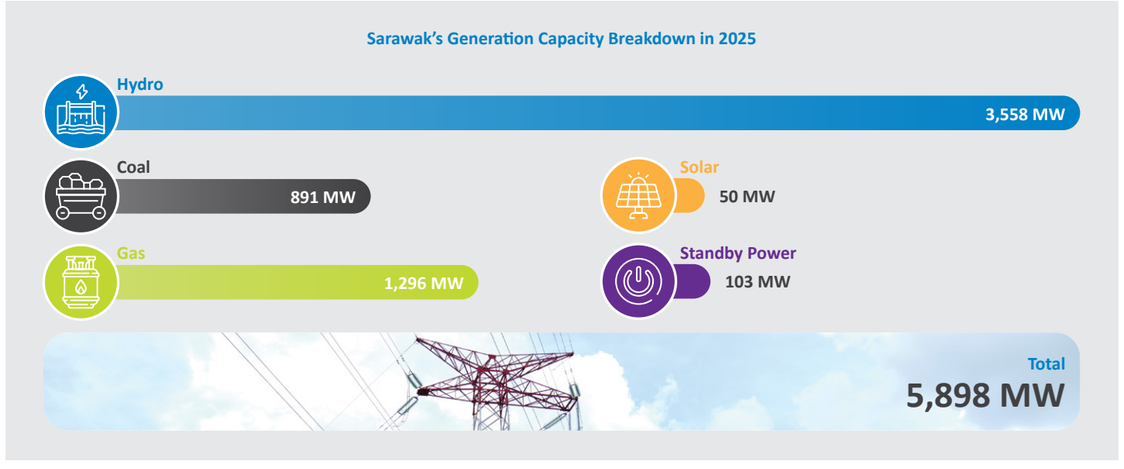
Kota 2 Mini Hydro

Available Capacity: 10.5 MW
Date of Full Commissioning: 2020

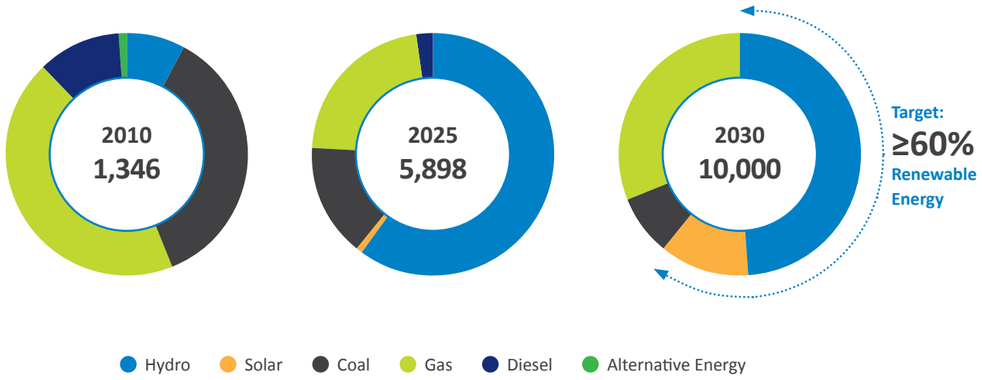
Sarawak Energy's fourth large-scale hydroelectric project, the Baleh HEP in Kapit, Sarawak, is currently under construction and is scheduled for completion by 2030. Once operational, it will contribute 1,285 MW of renewable energy generation capacity to the grid, further strengthening Sarawak's clean energy foundation.



Since 2025, solar energy generated by the 50 MW Batang Ai Floating Solar Project has been contributing to Sarawak's generation mix. As part of the ongoing energy transition, large-scale solar is expected to account for at least 15% of the generation capacity mix by 2030, further diversifying and strengthening Sarawak's renewable energy portfolio.

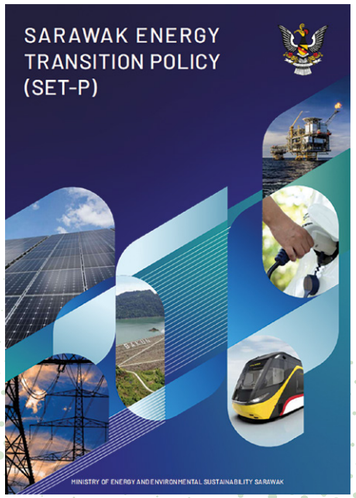


Generation Capacity (MW)



Our generation capacity has expanded significantly, from 1,346 MW in 2010 to 5,898 MW in 2025, incorporating both large-scale and small-scale renewable installations. Large-scale hydropower plants alone contribute 3,558 MW, providing a strong and sustainable foundation for Sarawak's power system. Today, renewable sources account for around 60% of our capacity mix – a clear outcome of decades of deliberate planning and early investment in clean energy.

Under the Sarawak Energy Transition Policy (SET-P), we are working towards achieving the State's target of 10 GW of generation capacity with at least 60% renewable energy by 2030 and 15 GW by 2035.



Renewable and Sustainable Hydropower Development

As Malaysia's largest hydropower developer, Sarawak Energy continues strengthening its capabilities across the development, operation and management of large-scale hydroelectric assets to support domestic energy needs and emerging regional opportunities.

We adopt a structured and disciplined approach across planning, construction, and operations, ensuring that our hydroelectric projects contribute meaningfully to energy security, system reliability, and cost stability, while carefully managing environmental and social considerations.

All hydroelectric plants and projects are developed and operated in accordance with the Hydropower Sustainability Standard and the guidelines of the International Commission on Large Dams (ICOLD). These internationally recognised frameworks guide practices across the full project lifecycle — from project planning and design to operations and decommissioning — reinforcing Sarawak Energy's commitment towards sustainable hydropower development, transparency and accountability.

CIGB ICOLD

Hydropower Sustainability Standard









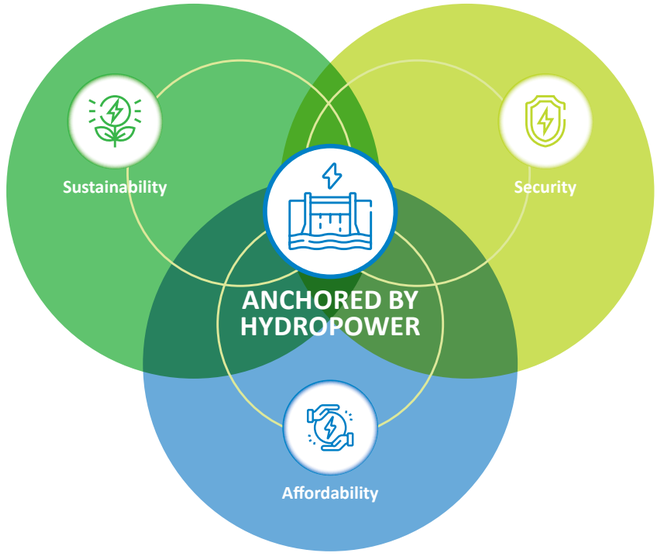
Strengthening Energy Security Through Diversification

In today's increasingly volatile, uncertain, complex and ambiguous (VUCA) global energy landscape due to geopolitical tensions, climate risks, supply chain disruptions and the rising costs associated with the energy transition, energy security can no longer depend on a single source or static solution.

Over decades of operation, hydropower has consistently delivered stable generation through changing demand patterns and volatile market cycles, providing a secure and low-carbon foundation for the State's growing energy needs.

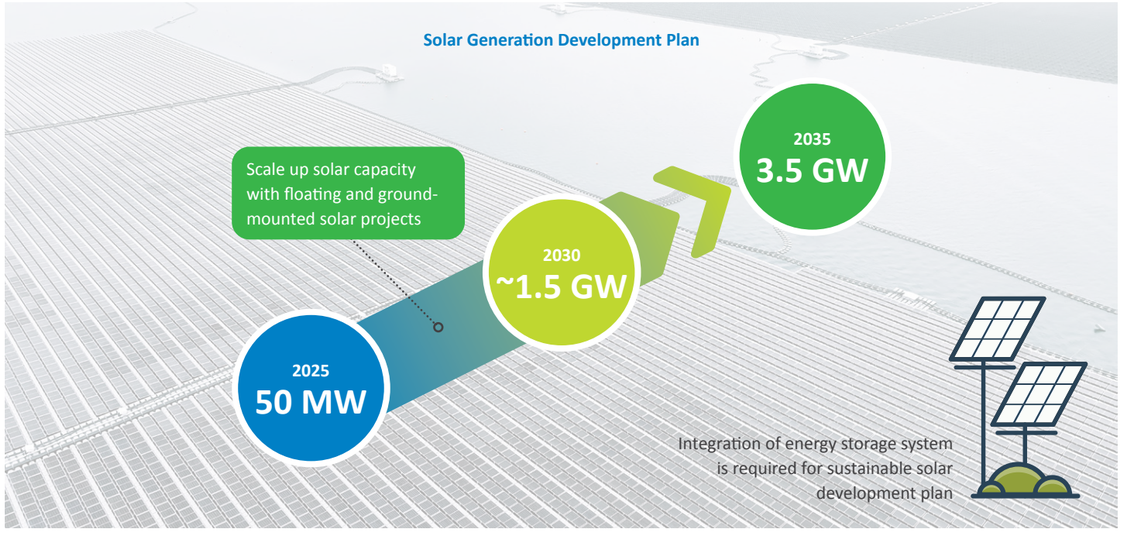
Sarawak Energy is expanding into solar and cascading power sources to optimise resource use, enhance system flexibility and progressively reduce carbon intensity.

By strengthening energy security while advancing sustainability, we are positioning Sarawak to navigate future energy challenges with confidence.



Expanding Into Solar Frontiers

Sarawak Energy is targeting 1.5 GW of large-scale solar capacity by 2030 through a strategic mix of floating and ground-mounted solar projects. This expansion is a critical driver in accelerating Sarawak's transition towards a cleaner and more resilient energy mix.







50 MW Batang Ai Floating Solar Project

- Malaysia's first major hydro-solar project
- Achieved first power in December 2024 and full commissioning in March 2025
- Developed through an international joint venture
- Serves as a proof-of-concept for hybrid energy systems by leveraging synergies between hydropower and floating solar, while utilising existing reservoir and grid infrastructure for direct energy injection
- Spans over 190 hectares of reservoir surface
- Expected to offset around 52 kilotonnes of carbon emissions annually
- Eliminates land-use conflicts and reduces deforestation risks, while also helping to minimise water evaporation





Batang Ai's dam reservoir has been utilised for cage-culture tilapia farming, expanding local market opportunities and supporting sustainable livelihoods through aquaculture.

Following the amendment of the Electricity Ordinance in 2023, Sarawak has attracted strong interest from Independent Power Producers (IPPs), accelerating the development of large-scale solar projects across the State. To date, Sarawak Energy has secured 750 MW of solar capacity through signed Power Purchase Agreements (PPAs), representing 50% of the 1.5 GW solar target by 2030.



PPA for 100 MW Large-Scale Solar at Tanjung Manis.



PPA for 100 MW Large-Scale Solar at Bintulu.



PPA for 100 MW Large-Scale Solar at Mukah.



PPA for 100 MW Large-Scale Solar at Kota Petra.



PPA for 300 MW Large-Scale Solar at Bakun Reservoir.

Looking ahead, we are exploring floating solar opportunities across broader reservoir through strategic regional and international collaborations.

The Sarawak Government has formalised a Memorandum of Understanding (MoU) with China Three Gorges International Ltd and Shanghai Electric Power T&D Group to explore floating solar opportunities at Bakun HEP, while Sarawak Energy partnered with Abu Dhabi Future Energy Company PJSC (Masdar) and Gentari Renewable Sdn Bhd to assess floating solar feasibility at Murum reservoir.





(Photo Credit: Unit Komunikasi Awam Sarawak)

Harnessing Cascading Hydropower Opportunities

Sarawak Energy is also exploring cascading power sources, designed to minimise potential environmental and social impacts.

Early studies across 12 key river basins indicate a combined potential of up to 3 GW, with pre-feasibility studies currently being conducted at Gaat, Tutoh, Trusan and Belaga.

In August 2025, during Sarawak Week at World Expo Osaka, Sarawak Energy signed a MoU with Sumitomo, Shimizu and Nippon Koei to jointly explore cascading hydropower opportunities in Sarawak, strengthening access to international expertise in engineering, planning and sustainable hydropower development.

Thermal Resources

In the long-term, Sarawak will retain 40% thermal generation in the overall generation mix to ensure energy security and diversity.

Sarawak Energy's current thermal power plants are:

Gas Power Plants



Miri Power Station

Available Capacity: 50 MW
Date of Commissioning: 1972



Bintulu Power Station (Combined Cycle)

Available Capacity: 280 MW
Date of Commissioning: 2010



Tanjung Kidurong Combined Cycle Power Plant

Available Capacity: 826 MW
Date of Commissioning: 2021

Coal Power Plants



Sejingkat Coal-Fired Power Plant

Available Capacity: 120 MW
Date of Commissioning: 2004



Mukah Coal-Fired Power Plant

Available Capacity: 193 MW
Date of Commissioning: 2009



Balingian Coal-Fired Power Plant

Available Capacity: 578 MW
Date of Commissioning: 2019

Powering Sustainable Growth in Sarawak with Gas

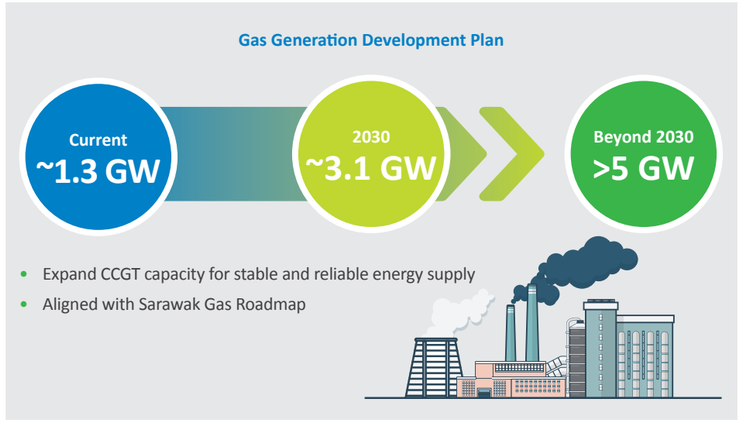
Gas remains a key component of Sarawak's energy generation mix.

As part of Sarawak's broader energy and gas development strategy, new Combined Cycle Gas Turbine (CCGT) capacity is being developed to enhance long-term supply reliability. This includes the 500 MW Miri CCGT, which is being developed by PETROS and the 1,500 MW Samalaju CCGT, which are targeted to commence operations by end-2028 and 2029, respectively.

With these additions, gas-fired generation capacity in Sarawak is expected to reach approximately 3 GW by 2030.

Sarawak Energy plays a critical role as the electricity system planner and operator, integrating these assets into the power system to ensure grid readiness and operational flexibility.

In line with the Sarawak Gas Roadmap, a central element will be the integration of Carbon Capture, Utilisation, and Storage (CCUS) technologies.



Our Sejingkat Power Plant houses Sarawak's first Industrial Microalgae Production Facility, CHITOSE Carbon Capture Central (C4) Sarawak. A collaboration between Sarawak Energy, the Sarawak Biodiversity Centre and Japan's CHITOSE Group, the facility uses flue gas from the power plant to cultivate microalgae, enabling the capture of carbon emissions while simultaneously valorising them. The captured carbon is converted into microalgae-based feedstock that can be used for sustainable aviation fuel, animal feed and bioplastics, supporting the production of circular economy products such as biofuels and dry biomass.



Strengthening Grid Resilience and System Reliability

Energy storage is playing an increasingly critical role as Sarawak integrates more renewable energy into its grid. Recognising this, Sarawak Energy commissioned Malaysia's first utility-scale Battery Energy Storage System (BESS) at Sejingkat Power Plant in Kuching.





60 MW/82 MWh Sejingkat BESS

- Energised on 23 December 2024 and fully commissioned in February 2025
- Provides critical grid support services, including spinning reserve, frequency regulation, voltage support, and peak demand management, ensuring a stable and resilient power system as increasing variable renewable energy sources, such as solar, are integrated
- Serves as a pioneering platform for Sarawak Energy to evaluate energy storage capabilities, optimise power dispatch, and manage renewable intermittency

Since commissioning, the 60 MW/82 MWh Sejingkat BESS has supported system stability and operational efficiency, resulting in operating cost savings. Beyond these operational benefits, the Sejingkat BESS demonstrates Sarawak Energy's commitment to adopting innovative energy solutions.

Future Prospects of Pumped Storage Hydropower in Sarawak

To expand its energy storage portfolio, Sarawak Energy is exploring Pumped Hydro Storage, including feasibility studies at Bakun, Murum and Padawan. Pumped Hydro Storage will complement floating solar installations, providing long-duration storage that allows excess renewable energy to be stored and dispatched during periods of high demand or low solar output.

In addition, Sarawak Energy has partnered with Partnerships for Infrastructure (P4I) and the Australian High Commission in Malaysia to conduct a comprehensive assessment of energy storage technologies. This collaboration strengthens our ability to evaluate system benefits, identify viable solutions, and stimulate investment in renewable energy and storage infrastructure.



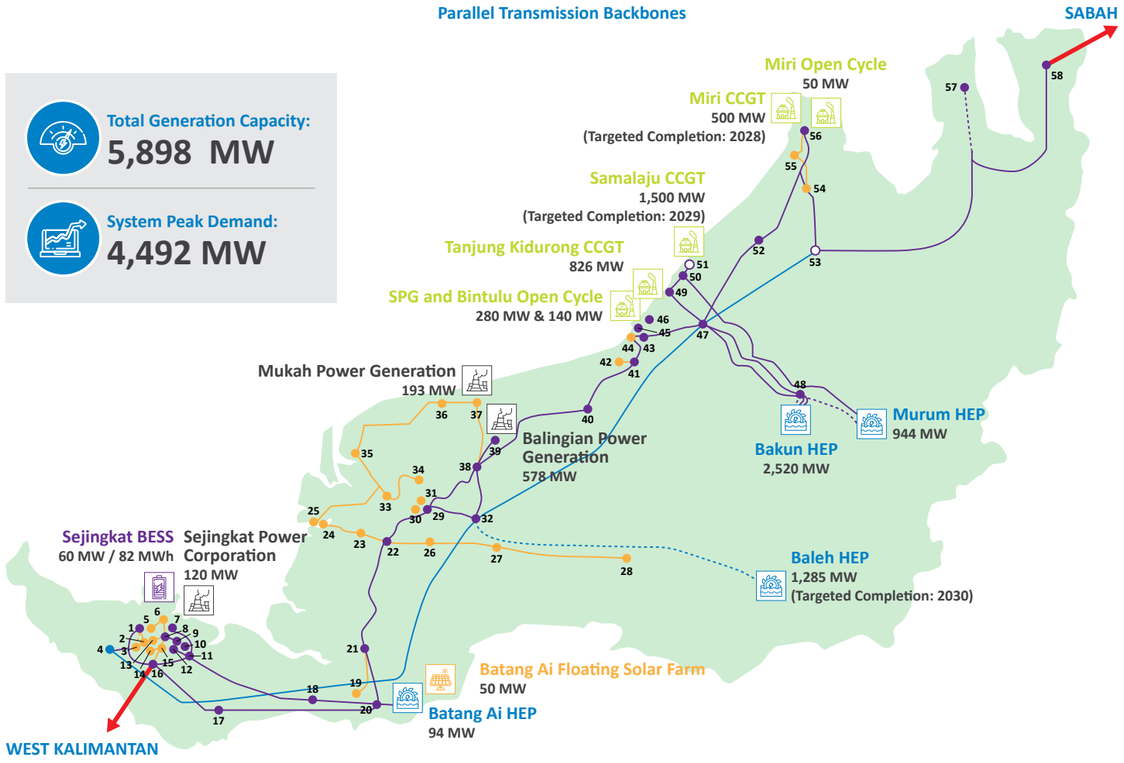
A Strong and Reliable Transmission System

Sarawak Energy remains committed to investing in a resilient and future-ready transmission network that delivers reliable electricity across Sarawak and unlocks opportunities for inter-regional power trade. Continuous enhancements are made to the transmission and distribution system to support stable supply, efficient operations, and long-term growth.

The 500 kV Backbone Transmission Grid serves as a critical second backbone running from Similajau (Bintulu) to Tondong (Kuching), operating in parallel with the existing 275 kV grid.

Total Generation Capacity:
5,898 MW

System Peak Demand:
4,492 MW



Legend

Gas Power Plant	500 kV Substation	275 kV Transmission Line
Coal Power Plant	275 kV Substation	132 kV Transmission Line
Hydroelectric Plant	132 kV Substation	Future 500 kV Transmission Line
Solar Farm	Future 275 kV Substation	Future 275 kV Transmission Line
Battery Energy Storage System (BESS)	500 kV Transmission Line Energised at 275 kV	

Northern Grid Agenda

Grid expansion in Northern Sarawak has entered a decisive execution phase for the period 2024–2026, marked by the connection of Lawas to the Sarawak State Grid in 2025 and the scheduled connection of Limbang in 2026. This development serves as a key enabler of the Northern Agenda, supporting infrastructure development, industrialisation, cross-border connectivity, and long-term demand growth across Miri and the Limbang divisions, which were once dependent on diesel-based systems.

A key milestone in this transition was the commissioning of the Lawas 275/33 kV Main Intake Substation on 21 November 2025. With its completion, Lawas is now fully connected to Sarawak's main grid, enabling electricity supply to be supported by a larger, more resilient network. The substation serves as the primary grid injection point for Lawas Town and also functions as the main interface with the Sabah Grid.





Switchyard of the Lawas 275/33 kV Substation.



Further strengthening Northern Sarawak's grid infrastructure is the Bunut-Medamit-Lawas 275 kV transmission line. Together, these assets enhance network reliability, improve system resilience and provide the capacity needed to support load growth in Lawas. The completion of these transmission and substation projects has significantly reduced reliance on standalone diesel generation, enabling more coordinated, reliable and sustainable power system operations across northern Sarawak.



On 21 August, we also successfully energised the Similajau-Bunut 500 kV Transmission Line at 275 kV, marking another key achievement in strengthening Sarawak's transmission network. Spanning 106 km and supported by 249 towers, the Similajau-Bunut line is a key component of Sarawak's 500 kV backbone transmission system. It enhances grid reliability and supports the State's growing electricity demand, enabling efficient power transfer from generation sources in Bintulu to Northern Sarawak.

In 2025, we commissioned:

3
EHV transmission substations

6
new zone (33/11 kV) substations

8
new transmission line projects spanning a total **497.82 km** and **1,327 towers/monopoles**

2
new transmission underground cable section with total circuit length of **4.3 km**

Substations



12th Mile 33/11 kV Substation



Taman Lucky 33/11 kV Substation



Jee Foh 33/11 kV Substation



Batu Kitang 33/11 kV Substation



Long Lama 33/11 kV Substation



Sungai Merah 132/33 kV Substation



Transmitting 132/33 kV Substation



Lawas 275/33 kV Substation

- Bakong Waterwork 33/11 kV Substation (Turnkey)

Transmission Lines



Serudit-Sri Aman 132 kV Transmission Line (Energised at 33 kV)



132 kV Transmission Line Diversion for Kuching Network Reinforcement Project Phase 1



Sg Maaw-Sg Merah 132 kV Transmission Line



Bintulu B-Shell 132 kV Hybrid Transmission Line

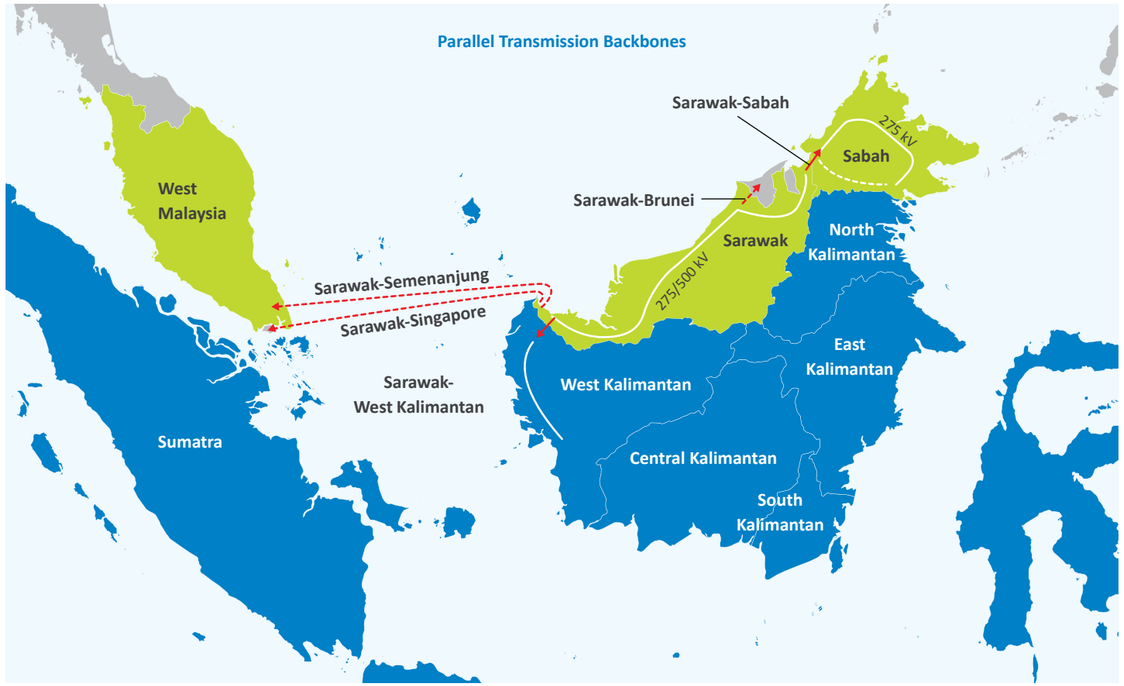


Lawas-Sabah 275 kV Transmission Line

- Similajau-Bunut 500 kV Transmission line
- Bunut-Medamit 275 kV Transmission Line
- Medamit-Lawas 275 kV Transmission Line



Advancing an Interconnected Borneo for the ASEAN Power Grid



West Kalimantan Interconnection
Exporting **100-200 MW** since 2016

Sabah Interconnection
Supplying up to **50 MW** since end of 2025

Brunei Interconnection
Up to **50 MW** by 2030

Semenanjung & Singapore Interconnections
1,000 MW by 2030s

In an era where energy security and cross-border collaboration are increasingly intertwined, grid interconnection has emerged as a critical enabler of a more resilient and sustainable regional energy system.

Sarawak is well-positioned to support the development of the Borneo Grid, supporting the foundations for seamless cross-border electricity exchange. Interconnection allows reliable and competitively priced low-carbon electricity to flow across borders, creating shared benefits for the region.

Since 2016, Sarawak Energy has been exporting electricity to West Kalimantan through the Sarawak-West Kalimantan interconnection, our first cross-border power interconnection. Electricity exports have averaged approximately 120 MW on a monthly basis, laying the foundation for broader regional grid integration.

1

Sabah Power Link Now Fully Operational

The Sarawak-Sabah Interconnection is now fully operational, with Sarawak supplying up to 50 MW to Sabah. As Sarawak's second major interconnection, this project enhances energy security and reliability for East Malaysia.



2

Sarawak Set to Power Singapore by Mid-2030s

Conditional approval has been secured for the Sarawak-Singapore interconnection project on 17 October, which will enable the export of around 1 GW of renewable energy to Singapore, with operations expected by the mid-2030s.



3

Sharing Expertise to Power Regional Partnerships

The Mentarang Induk Hydroelectric Project is a significant extension of Sarawak Energy's role as a regional partner in renewable energy development. Through this project, we are sharing our technical expertise, operational experience and institutional capabilities acquired from decades of hydropower development in Sarawak to support Indonesia's energy transition.

4

Advancing Partnerships to Support Regional Energy Cooperation

We signed a MoU with the Japan Bank for International Cooperation to collaborate on renewable energy development, enhancement of cross-border energy infrastructure and technical knowledge exchange.



Each milestone achieved brings us closer to a fully interconnected Borneo and strengthens Sarawak's role within the broader ASEAN Power Grid.

Our Strategic Roadmap and Report Card

Sarawak Energy Excellence 2025

2010-2016 — Significant Growth & Value Creation

- Revenue increase: 3 times
- Generation capacity increase >3,000 MW
- More than 2,500 manpower recruited
- Corporate restructuring
- Commenced the export of power to Indonesia in 2016
- Constructed 500 kV transmission backbone

2017-2019 — Sustaining Value & Continuous Growth

Consolidate and Protect Value Created Over Past Years

- Annual revenue >RM5 bil & PBT >RM1.5 bil
- Capture growth: 779 MW PPA signed (~RM1.2 bil p.a.)
- Acquired Bakun HEP & generation capacity >5,000 MW
- Secured upstream fuel resources (gas & coal)
- Energised 500 kV transmission backbone

2020-2022 — Best Operator & Capture Growth Through Continuous Improvement

- 50% increase in revenue from RM4 bil to RM6 bil in 6 years, with >1,000 MW sold
- Renewable energy leader in Malaysia, transitioning to 60% hydro in Sarawak generation capacity mix
- Achieved SAIDI below 80 minutes for the first time in 100 years
- Renewable energy certificates (REC) launched in 2019 and uptake increase by 40 times since then
- 99% statewide electrification
- Delivery in excellence – transformed organisation towards high-performance culture
- Consistently scored >80% in employee engagement, making Sarawak Energy a great place to work

2023-2025 — Sustainable Digital Utility

Aligned with PCDS 2030 & ESG Principles

- Expand renewable energy footprint
- Borneo & ASEAN grid interconnection
- Emerging technology foresight and adoption
- Towards full coverage of electrification
- Digital utility powerhouse
- Excel in talent & capability building
- Catalyse Sarawak's growth & development strategy

Introduced in 2017, the Sarawak Energy Excellence (SEE) Strategic Roadmap has served as our compass for aligning people, strategy, and performance with our aspiration of operational and business excellence. Guided by our CURIA core values — Courage, Unity, Respect, Integrity and Accountability — SEE has supported our evolution into a high-performing organisation that champions sustainability, innovation, and long-term value creation.

Over the past decade, this roadmap has strengthened Sarawak Energy's governance, financial stewardship, digital capabilities, HSSE culture and sustainability leadership. Building on this momentum, the fourth phase of the roadmap — Sarawak Energy Excellence 2025 (SEE2025) started in 2023 to provide sharper strategic direction and prepare us for the next phase of growth as a sustainable digital utility.

Entering the Next Phase with the Circle of Excellence (CoE)

In 2025, Sarawak Energy refreshed and rebranded its Key Focus Areas into the Circle of Excellence (CoE), marking the next stage of our transformation as we move towards Sarawak Energy Excellence 2030 (SEE2030).

The Circle of Excellence brings together five interconnected domains of excellence:

- HSSE Excellence
- Operational Excellence
- Project Delivery Excellence
- Commercial Excellence
- Talent Management Excellence

These pillars are enabled by a High Performance Culture anchored in Sarawak Energy's CURIA values.

The Circle of Excellence will serve as a key operating framework under SEE2030, supporting Sarawak Energy's long-term aspirations, including the achievement of 10 GW generation capacity by 2030 and 15 GW by 2035.



SEE2025 – Becoming a Sustainable Digital Utility

SEE2025 continued to guide Sarawak Energy's performance and progress. Anchored in strong ESG principles, the roadmap ensures that sustainability, ethical conduct and responsible business practices are embedded across all functions. SEE2025 also reinforces our contribution to the Sarawak PCDS 2030 by supporting economic resilience and inclusive development.

SEE2025 is underpinned by the Circle of Excellence, which continues to drive improvements across:

HSSE Excellence
Fostering a best-in-class HSSE culture that protects our people and operations

Operational Excellence
Enhancing efficiency through remote monitoring, automation, AI, electrification and energy storage to advance our ambition as a sustainable digital utility

Project Delivery Excellence
Delivering projects safely, on time and within budget while targeting first-quintile global performance

Commercial Excellence
Strengthening value-driven decision-making across the business

Talent Management Excellence
Investing in future-ready talent, leadership development as well as diversity, equity and inclusion to support a high-performing organisation

Together, these pillars ensure Sarawak Energy remains a resilient, future-ready organisation prepared to lead in the global energy transition.

As we enter the next phase under SEE2030, the Circle of Excellence will guide how we work as an integrated enterprise: focused, accountable, collaborative and united in purpose.

Our Strategic Roadmap and Report Card



Report Card 2025

HSSE Excellence

Health
Waist-to-Height Ratio <0.5

Target
2% yearly improvement

Q4 2025
12.88%

Safety
Zero Fatality

Target
0

Q4 2025
1

Zero LTI

Target
0

Q4 2025
5

Security
Zero Intrusion

Target	Q4 2025
0	0

Environment
Environmental Compliance

Target	Q4 2025
100%	100%

Operational Excellence

A) Generation Operational Excellence

Plant		Target	2020	2021	2022	2023	2024	2025
Coal	WEAF	>87	82.07%	78.8%	78.18%	69.27%	61.36%	**47.10%**
	FOR	<2	2.94%	5.05%	5.11%	11.26%	6.92%	**36.35%**
Gas	WEAF	>89	79.23%	79.4%	79.11%	79.87%	64.16%	**77.23%**
	FOR	<2	1.14%	5.99%	11.91%	3.05%	5.21%	**11.10%**
Hydro	WEAF	>93	94.74%	95.2%	94.91%	94.30%	95.90%	**95.61%**
	FOR	<1	0.49%	0.42%	0.45%	0.88%	0.32%	**0.93%**

Notes:
- WEAF = Weighted Equivalent Available Factor
- FOR = Forced Outage Rate
- 2025 performance reflects 12-month rolling average up to December 2025.

B) Mining Operational Excellence

Supply Performance	Target	Q4 2025
Annual Coal Delivered vs CSA Nominal Demand	≥90%	78%
Annual Compliance for Main Coal Quality Parameters	≥90%	97%

Our Strategic Roadmap and Report Card

C) Network and Customer Service Excellence

Reliability
SAIDI
88.07 minutes
(Target: <60 minutes)

SAIFI
1.19 times
(Target: <1 time)

Note:
[a]SAIDI & SAIFI include generation, transmission and distribution levels.

Customer Satisfaction Index
97.84%
(Target: >90%)

Non-Technical Losses
1.57%
↓ from 12.27% in 2010
(Target: <2%)

Street Lighting Repair
96.44%
(Target: >90% <24 hours)

Release of Connection Charges
95.41%
(Target: 90% ≤14 days)

Service Call Attendance
93.17%
(Target: 90% <45 minutes)

Service Line Installation
97.41%
(Target: 90% <7 days)

Service Cable Installation
98.30%
(Target: 90% 7 days)

Age of Debtors >42 days:
24.70%
(Target: <20%)

Project Delivery Excellence

71.4%
Timely Project Completion
(Target: 70%)

Cost Discipline:
Within 2nd Quintile Benchmarking
(Target: 1st Quintile)

99%
Conformance to Quality Audit Criteria
(Target: 80%)

Zero
Malfunction/Major Equipment Failure during Defect Liability Period

CAPEX Execution Rate
112%
(Target: ≥90% & ≤105%)

100%
Audit Non-Conformance Closeout
(Target: 90%)

Our Strategic Roadmap and Report Card

Commercial Excellence

Value Optimisation
3.1%
Return on Assets (ROA)
(Target: ≥3.0%)



Talent Management Excellence

Leadership Succession Pipeline:
95%
2 "Ready Now" Successors
(Target: 95%)

96%
2 "Ready Later" Successors
(Target: 95%)

99.5%
Individual Development Plan (IDP) Completion
(Target: 98%)

Competent Assurance Framework (CAF) Completion:
98%
Self-Assessment
(Target: 95%)

95%
Complete Assessment
(Target: 95%)

High Performance Culture

Sarawak Energy Employee Survey (SEES)	Target	2020	2021	2022	2023	2024	2025
Overall	≥80%	83%	84%	87%	87%	87%	**89%**
Employee Engagement	≥80%	88%	88%	90%	90%	91%	**93%**
Continuous Improvement	≥80%	85%	86%	84%	84%	84%	**86%**
Diversity, Equity & Inclusiveness	≥80%	79%	83%	83%	83%	84%	**86%**

** Number of respondents: 6,218*

Our People



Sarawak Energy's Talent Management Excellence & People Strategy

With a workforce of approximately 6,400 employees representing Sarawak's diverse communities, our organisation is strengthened by the breadth of knowledge, skills and experience our people bring.

Our commitment to developing and growing our people is anchored in Talent Management Excellence (TME), a key enabler of the Sarawak Energy Excellence (SEE) strategic roadmap. Guided by our 2023-2028 Game Plan, themed 'Making TME Contagious', we are strengthening and optimising our talent ecosystem through an integrated approach designed to build a high-performing, future-ready workforce. The Game Plan is built around four core components:

- Our People Strategy
- The 5 Game Changers
- TME Ecosystem
- TME Aspiration

Headcount (Workforce)						
2019	2020	2021	2022	2023	2024	2025
5,200	5,400	5,400	5,500	5,800	6,152	**6,462**

Where We Are in 2025

Making Sarawak Energy a Greater Place to Work

Sarawak Energy continues to strengthen its position as a 'greater place to work'. In 2025, our Sarawak Energy Employee Survey (SEES) results improved across all dimensions, with performance exceeding national, global and utility benchmarks in multiple areas, including employee engagement, senior leadership, collaboration, compensation and benefits, strategic alignment, communication, job satisfaction, organisational excellence, flexible work arrangements and change management.

Overall Score: 89%

Employee Engagement: 93%

Continuous Improvement: 86%

Diversity, Equity & Inclusiveness: 86%

Sarawak Energy Hall of Fame (SEHoF)

Launched in 2017, SEHoF is our annual employee recognition platform to acknowledge employees who go above and beyond in advancing the organisation's strategic priorities. In 2025, SEHoF recognised 2,029 employees across group and individual categories, reflecting the strength of our high performance culture.









Our TME Ecosystem

Our TME Ecosystem brings together the products, services and initiatives that support our nine people priorities and advance our TME aspiration:

"In a TME contagious world, we see our talents at all levels displaying agility, creativity and innovativeness in a winning and sustainable culture centred on integrity, respect and pride."

Our 5 Game Changers

Our 5 Game Changers are the mindsets that employees are encouraged to adopt, activate and amplify in their daily roles:

- Competence and Expertise Building
- Inspiring and Sustainable Leadership
- Employee Wellbeing
- Recognition and Reward
- Learning Mindset

Our People Strategy

Our People Strategy is guided by the 'Let's Acquire, Develop & Deploy (ADD) Our Talent' and is structured around nine people priorities.

Acquire
- Robust workforce planning
- Fit-for-purpose resource plan
- Positive onboarding and integration

Develop
- Accelerated capability building
- Deepen our competitive and differentiating competencies
- Reward, coach, and mentor our people

Deploy
- Right person, right place, right time
- Open access to opportunities
- Robust organisational effectiveness and succession plan

Acquire

Talent acquisition is central to building a workforce that can meet both current and future organisational needs. We support this through a fit-for-purpose resourcing plan and a structured onboarding and integration experience.

Scholarship Programme

Total Applications Received:
1,756

Total Budget Allocation:
RM16 Million

Total Shortlisted:
138 Candidates

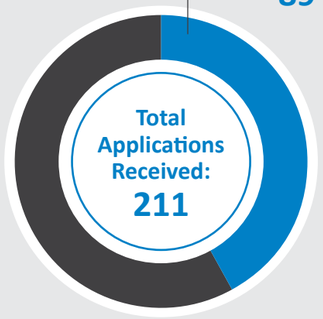
External Candidates:
110

Internal Candidates:
28





Bursary Programme



Neighbouring Communities: **69**

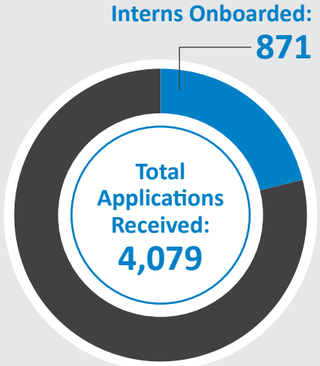
Non-Affected Areas: **20**

Bursaries were offered to 16 schools, including Maktab Rendah Sains MARA Bintulu as a new recipient.

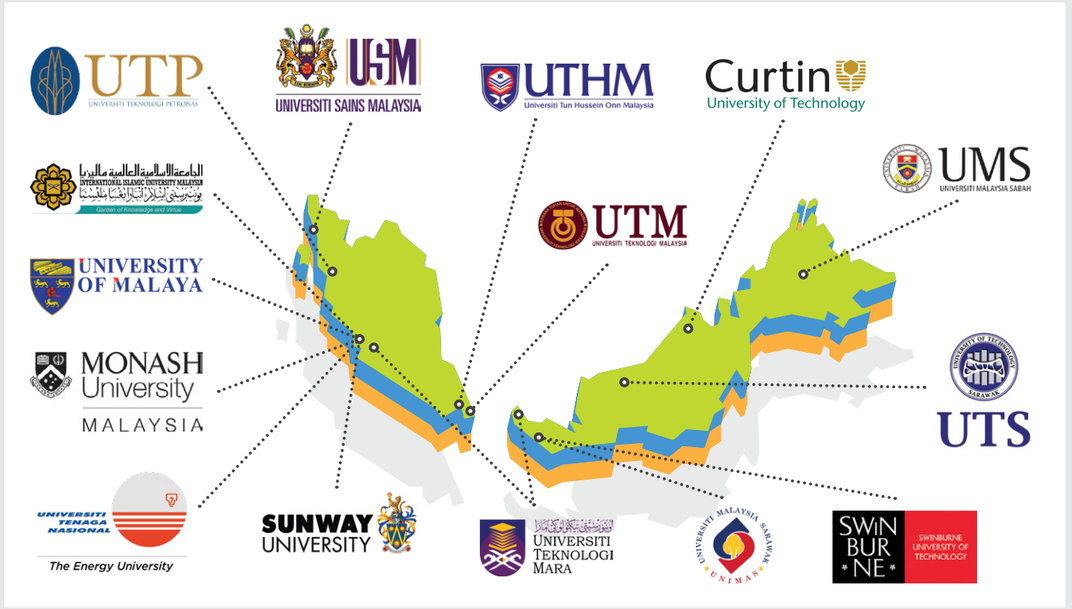
Internship Programme







Campus Ambassador Programme



Launched in 2018, the Campus Ambassador Programme creates mutually beneficial partnerships between Sarawak Energy and universities. Through this platform, our top management serves as Campus Ambassadors to deepen engagement and collaboration with higher learning institutions. The programme currently covers 15 public and private universities across Malaysia.



The MoU between Sarawak Energy and Swinburne University of Technology Sarawak, which was first established in 2019 and renewed in 2023, was renewed for a second time on 15 August. This renewal underscores the continued commitment of both parties to collaborate across various areas, including student consultancy, placements, and internships.

Develop

To sustain our position as a 'greater place to work' and ensure our people grow in step with the organisation, we continue to tailor development programmes to employee needs. This begins with the Individual Development Plan, which helps employees track career development and communicate their aspirations.

A Strong Learning Culture

We have continued to support Malaysia's learning ecosystem, with around 90% of our learning programmes conducted within the country.

60% are delivered in Sarawak and
30% in Peninsular Malaysia

The programmes are centred around Commercial, Functional Learning, Leadership, Statutory Learning and Technical categories.

Sarawak Energy Learning Centre (SELC) Accreditation and Technical Competency Development

Electrical Inspectorate Unit (EIU)

472 Certifications Recorded

66% Increase from 2024

Competency & Authorisation Certification (CAC)

455 Individuals Certified, Including Employees and Non-Employees

Steam Boiler Certification

30 Certifications Awarded in 2025

254 Total Certifications Company-Wide (As of December 2025)









Capability Management

The third Subject Matter Expert (SME) Technical Conference (SMETEC) 2025, themed 'Empowering Innovation: Driving the Future of Sustainable Energy', brought together SMEs to exchange ideas and best practices, strengthening technical capabilities across the Group.

Throughout the year, a series of engagements with SMEs and SME-ready candidates were conducted to operationalise the **Matrix Organisation of Experts (MOE) framework.** These sessions focused on refining the framework, clarifying roles and responsibilities, and advancing both the MOE and Vocational Specialist Frameworks.

The MOE serves as a strategic framework to identify, develop and recognise SMEs, supporting a future-ready workforce and sustained business growth. Meanwhile, the Vocational Specialist Framework structures and develops skilled rank-and-file professionals who are critical to maintaining efficient operations.





Leadership Development

As part of our commitment to developing leaders at every level, we continued to deliver leadership development programmes in 2025, with around **350 employees participating.**

Mentoring Programme

The Sarawak Energy Mentoring Programme (SEMP) remains a cornerstone of our talent development strategy. Since its launch in 2017, it has supported more than **1,309 mentees and engaged 218 mentors**, helping to strengthen a culture of growth, collaboration and leadership.

In 2025, we refreshed the mentoring programme by moving away from rigid batch pairings to an opt-in model that gives mentors and mentees greater flexibility to form their own pairings. The programme is now available year-round.



Deploy

Deploying talent to the right role at the right time begins with strengthening the capability and readiness of our talent pipeline.

SME Progression

Our SMEs build the technical and functional capabilities needed to support our ambition of becoming a regional renewable energy powerhouse. To date, we have appointed **four Chief Engineers** across Electrical, Mechanical, Civil Hydro and Civil Non-Hydro disciplines under the MOE, alongside **335 SMEs.** Together, they help ensure Sarawak Energy maintains strong compliance with technical standards and best practices.



Diversity, Equity and Inclusion (DEI)

DEI remains a key enabler of our high performance culture and our ambition to make Sarawak Energy a greater place to work. We continue to value diverse perspectives, promote equitable opportunities and cultivate an inclusive workplace where employees feel respected, empowered and a strong sense of belonging.

In 2025, we met our Accelerated Development Program (ADP) and DEI targets for GEC-1, GEC-2, and GEC-3, as outlined in the table below:

2025 ADP DEI Results for GEC-1, GEC-2 and GEC-3: Targeted vs Actual

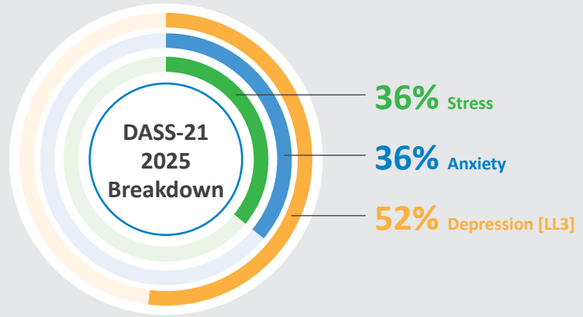
ADP GEC-1	ADP GEC-2	ADP GEC-3
Targeted:	**Targeted:**	**Targeted:**
50% (+/- 5%) Female/Male;	**50%** (+/- 10%) Female/Male;	**50%** (+/- 10%) Female/Male;
50% (+/- 5%) Bumi/Non-Bumi;	**50%** (+/- 10%) Bumi/Non-Bumi;	**50%** (+/- 10%) Bumi/Non-Bumi;
Achieved:	**Achieved:**	**Achieved:**
55% Male; **45%** Female;	**55%** Male; **45%** Female;	**57%** Male; **43%** Female;
51% Bumi; **49%** Non-Bumi;	**53%** Bumi; **47%** Non-Bumi;	**57%** Bumi; **43%** Non-Bumi;

Employee Wellbeing

At Sarawak Energy, we are committed to fostering a culture of healthy living. Through the Sarawak Energy Employee Wellbeing Programme, we support physical, mental and emotional wellbeing while encouraging employees to adopt healthier lifestyles at work and beyond.

Key Insights from the 2025 Wellbeing Assessments

In 2025, DASS-21 (Depression, Anxiety and Stress Scale) results showed that 44% of employees were classified as at risk, compared with an industry average of 39%. Encouragingly, the latest survey recorded a one-percentage-point improvement from 2024 in both depression and anxiety scores, signalling early progress in mental wellbeing.



Strengthening Our Employee Wellbeing Initiatives in 2025

To encourage an active lifestyle, Sarawak Energy organised workshops and programmes to strengthen the wellbeing of employees:

Digital Health and Wellness Coaching

The Employee Wellbeing Programme (EWP) continues its collaboration with Naluri, a digital health and wellness coaching app that gives employees 24/7 access to personalised professional coaching, mental health resources and lifestyle guidance.

Sarawak Energy Support Group (SESG) and Employee Assistance Programme (EAP)

SESG comprises **30 certified** Mental Health First Aiders (MHFA) who provide peer support to employees. Alongside this, EAP and MHFA teams continue to offer confidential support, guidance and a safe space for employees facing personal or work-related challenges.

Mental Wellbeing and Resilience Initiatives

In 2025, EWP strengthened its commitment to employee wellbeing through a series of mental health and resilience initiatives. Mental health talks were organised throughout the year, providing employees with valuable insights and practical guidance on emotional resilience and psychological wellbeing. Complementing these efforts, 12 resilience training modules were delivered in collaboration with the Learning & Development team, equipping employees with practical tools to navigate workplace challenges, build resilience, and sustain long-term mental wellbeing.

Our People

Empathetic Leadership Workshop

Following the SEES 2024 results and insights from employee focus group discussions, Empathetic Leadership Workshops were conducted to strengthen leadership capability and foster a more supportive workplace culture.

The initiative reflects our continued commitment to building a workplace where employees feel valued, respected, and supported.

Sarawak Energy Isthmus Run 2025

The Sarawak Energy Isthmus Run returned for its 10th edition on 10 August, recording its largest participation to date with more than 5,800 runners. The event reflected the Run's continued growth as a premier regional sporting event, with participation across four categories:

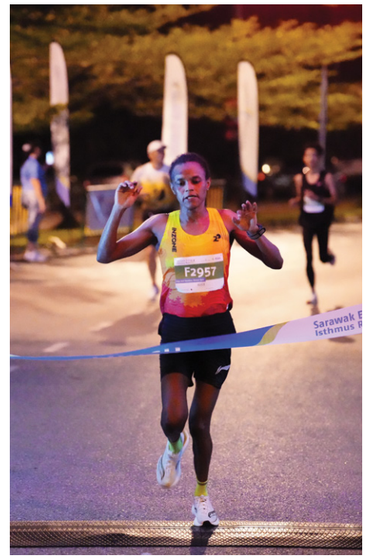
More Than **2,900** runners in the **5 km Fun Run**	More than **1,200** runners in the **21 km Half Run**
Over **1,300** participants in the **10 km Competitive Run**	Over **400** athletes in the debut **42 km Full Marathon**



First introduced in 2023, the Half Marathon continued to gain momentum, while the addition of the Full Marathon further elevated the event's profile, attracting runners from across Malaysia and 14 other countries, including the Netherlands, Australia, Bangladesh, Brunei, China, Ethiopia, the Philippines, India, Indonesia, Japan, Kenya, Singapore, Thailand and South Korea.

Both the 42 km Full Marathon and 21 km Half Marathon routes were certified by Association of International Marathons and Distance Races (AIMS), meeting internationally recognised standards for road race courses. The Sarawak Energy Isthmus Run 2025 raised **RM360,000** for 12 charitable organisations across Sarawak. In addition to promoting healthy lifestyles, the Run provided meaningful support to community organisations across the state.





















Employee Networks

Sapphire Young Professional Network

The Sapphire Young Professional Network is a structured platform for Executive I employees with less than two years of service at Sarawak Energy. It is designed to promote networking, innovation, capability development and employee engagement.

In 2025, the network focused on three strategic areas:

- individual development
- business and corporate exposure
- societal, environmental and wellbeing initiatives

The network comprises **219 employees** and delivers a holistic programme of soft-skills workshops, internal knowledge-sharing sessions, outbound learning, cross-regional engagements and community outreach initiatives in collaboration with non-governmental organisations.







Sarawak Energy Leading Women Network (SELWN)

In 2025, leadership changes in SELWN took place with Sim Ko Sin appointed as Executive Champion in December 2024, succeeding Hajah Siti Aisah Adenan, who had led SELWN since 2018. To strengthen leadership representation, Peing Tajang and Ahadiah Binti Zamhari were appointed as Co-Chairs, bringing broader perspectives to champion women's development across the organisation.

To further advance leadership development, SELWN partnered with external organisations such as the Women Leadership Foundation (WLF) to provide learning and exposure opportunities to emerging women leaders across Sarawak, including a study visit to Batang Ai HEP. SELWN also strengthened its mentoring ecosystem through initiatives such as the SELWN Catch-Up Session and Successful Leaders and You (SLAY) Mentoring Programme, where participants engaged with accomplished external leaders to gain insights, share experiences and build professional networks.

Recognising that inclusion extends beyond the workplace, SELWN also organised support sessions for parents and caregivers of children with special needs. These sessions created a safe and supportive environment for sharing experiences – guided by specialists and therapists – as part of Sarawak Energy's commitment to holistic employee wellbeing.















Sarawak Energy celebrated the International Day of Women and Girls in Science by sponsoring the Swinburne Sarawak Women in STEM Day 2025.

Sim Ko Sin, Chief Digital Officer and SELWN Executive Champion, also joined a panel discussion, titled 'Challenges and Opportunities for Women in STEM'.







SELWN welcomed WLF for an industry visit to Batang Ai HEP, as part of our commitment to foster greater awareness of sustainability among women leaders.









As part of the Circle of Excellence roadshow, a series of employee engagement sessions were held across our operation areas where SELWN introduced its programmes through interactive activities and sharing sessions while providing a platform for women employees to discuss challenges and exchange ideas for improvement.





Sarawak Energy was awarded the 'Anugerah Khas Premier – Organisasi Responsif D2EI' at Hari Wanita Sarawak, in recognition of our leadership and dedication in championing women's empowerment and building a more diverse, equal, equitable and inclusive (D2EI) and supportive workplace.

SELWN organised a leadership sharing session under its SLAY Mentoring Series, featuring Shanthi Nair – a leader, certified International Coaching Federation coach, and an advocate for women's empowerment.









SELWN and the Human Resources department jointly organised the 'Love Without Boundaries' workshop, bringing together parents and caregivers for a meaningful session on caregiving strategies.

A Safe and Healthy Workplace

Sarawak Energy is committed to maintaining the highest standards of Health, Safety, Security and Environment (HSSE) as a core enabler of operational resilience, workforce wellbeing and long-term value creation. Our focus is to provide a safe, healthy and productive workplace where 'everybody goes home safely', while advancing our Zero Harm aspiration across all operations. This commitment drives our efforts to protect our people, partners, assets, the environment and the public.

Guided by the principles of 'Saving Lives, Raising Standards and Nurturing Culture', we aim to move beyond compliance by building a generative HSSE culture in which safe behaviours, accountability and risk ownership are embedded in day-to-day operations. This safety-first mindset is reinforced through visible leadership, structured capability-building and active employee and contractor engagement.

Through continuous improvement, Sarawak Energy continues to strengthen HSSE standards and embed them into daily practices, leadership behaviours and organisational values.

To build a best-in-class HSSE culture that supports business delivery, sustainable growth, value protection and our social licence to operate, we are guided by five value drivers:



In pursuit of HSSE excellence, we strive to achieve our Zero Harm vision while promoting a healthy and active workforce.

HSSE Excellence Targets

Safety	Health	Security	Environment
No Harm to People Zero Loss Time Injury (LTI) and Zero Fatality	**Waist to Height Ratio (WtHR) <0.5** 2% improvement from baseline	**Zero Intrusion** Zero intrusion at all guarded power stations, substations and offices.	**No Harm to Environment** 100% compliance with regulatory laws

HSSE Policy

Safety remains our top priority, and we are firmly committed to preventing work-related accidents, injuries and illnesses among our employees, contractors and stakeholders. To support this commitment, Occupational Safety and Health (EOSH) Committees have been established across our operations, including regional offices, power stations, mining sites and project delivery teams, in accordance with Section 30 of the Occupational Safety and Health Act 1994.

Our HSSE policies are designed to align with, and in selected areas, exceed recognised international standards and leading practices, including ISO 45001 for occupational health and safety management systems. This disciplined approach supports regulatory compliance, strengthens operational controls and helps foster a proactive culture of safety excellence across the organisation.

Building a Healthy and Resilient Workforce

Sarawak Energy remains committed to protecting workforce health and wellbeing through a comprehensive and proactive occupational health framework. Guided by our HSSE principles, we continue to strengthen emergency preparedness, promote healthier lifestyles and enhance governance to support a safe, resilient and productive workforce.

Driving Measurable Improvements in Workforce Health

12.88%

of employees improved their waist-to-height ratio (WtHR) compared to Q4 2024 baseline, continuing a positive trend for the third consecutive year.

Strengthening Health Governance and Risk Management

Our Fitness-to-Work (FTW) framework was enhanced to ensure that employees, particularly those in safety-critical roles, are medically fit to perform their duties, supporting both individual wellbeing and operational safety.

The implementation of the Approved Medical Examiner (AME) Programme further strengthened governance by standardising medical assessments, improving reporting consistency and enabling more timely management of health-related risks.





Driving Strategic Health Transformation

As part of its long-term vision, Sarawak Energy is adopting a more data-driven and integrated approach to workforce health. Through the Health360 framework, the Employee Health Profile Baseline Establishment project is progressing, with **632 staff** screened to support targeted interventions and risk reduction initiatives.

This is complemented by the development of the Sarawak Energy Health Applications Tool (SEHAT), a digital platform that centralises health records and streamlines occupational health processes, improving efficiency and accessibility while enabling a more connected health ecosystem.

Cultivating a Safety-First Culture

Sarawak Energy continues to strengthen its process safety capabilities to protect its people, the environment, its critical assets and the Company's reputation. In 2025, efforts focused on enhancing governance, standardisation and risk management to support safe and reliable operations.

Oversight is led by the Process Safety Management (PSM) Steering Committee, comprising senior management and representatives from HSSE and business units. The Committee drives continuous improvement, accountability and alignment across the organisation.

To support this, key Process Safety Policies, Procedures and Guidelines (PPG) were introduced to standardise practices, strengthen risk management and ensure consistent control over process safety information, hazard identification, engineering changes and safety-critical systems.





Lost Time Injury Frequency Rate (LTIFR)

Our corporate LTIFR was **0.168,** while work-related accidents have declined by **79.6%** since 2016, reflecting sustained effort to strengthen controls and manage operational risk.

At the same time, the occurrence of one fatality, five Lost Time Injuries (LTIs) and an increase in commuting accidents to eight cases highlights the need for continued vigilance, stronger safety practices and targeted interventions to better protect our people both at and beyond the workplace. These outcomes reinforce the importance of sustained culture-building and disciplined risk management.

Sustaining Goal Zero Performance

Guided by our Goal Zero Performance aspiration, we remain committed to achieving zero fatalities, zero LTIs, zero environmental incidents, zero intrusions and zero regulatory penalties across all our operations.

We aim to safeguard our people, protect the environment, secure our assets and maintain full compliance with regulatory requirements, with the aim of creating a safer and more resilient organisation for all.

Sarawak Energy Resources achieved 12 million safe manhours without LTIs.


KEMENTERIAN SUMBER MANUSIA
JABATAN KESELAMATAN DAN KESIHATAN PEKERJAAN
Sarawak

Sijil Penghargaan

Sebagai pengiktirafan atas kejayaan

Sarawak Energy Resources

Mencapai

12,000,000 (12 juta) Jam Bekerja Selamat
Tanpa Hilang Masa Kecederaan (Lost Time Injury, LTI)

pada

10 November 2025

di

Balingian Energy Mineral (BEM)

JAMADI BIN YUSUP
PENGARAH
JABATAN KESELAMATAN DAN KESIHATAN PEKERJAAN SARAWAK

Strengthening Occupational Safety and Health (OSH) in Coal Mining Operations

The launch of the Occupational Safety and Health (OSH) Guidelines for Coal Mining Operations, developed in collaboration with the Department of Occupational Safety and Health (DOSH) Malaysia and key industry stakeholders in Sarawak marked another important milestone for Sarawak Energy.

A Safe and Healthy Workplace

Initiated in 2021, the guidelines were shaped through extensive engagement with government agencies and industry stakeholders, with Sarawak Energy Resources playing a leading role in the development process.

As the first comprehensive OSH guideline for coal mining in Malaysia, this initiative establishes a structured framework to strengthen risk management, improve safety performance and support the development of safer, more sustainable mining operations.





Enhancing Process Safety Risk Management

Through the Process Safety Management (PSM) framework, the Group promotes effective risk management across our operations by conducting qualitative risk studies, including Hazard and Operability (HAZOP), Human Error Review (HER), and 'What-If' analyses, to identify potential deviations and reinforce operational safeguards across facilities.

This is complemented by Hazard Effect Register initiatives, which provide a comprehensive view of major accident hazards and controls. Together, these efforts enable informed decision-making, reinforce the importance of Safety Critical Elements (SCEs) availability and effectiveness; and ensure risks are managed to As Low As Reasonably Practicable (ALARP) levels.







Strengthening Workplace Safety Governance

Sarawak Energy maintains Environmental, Occupational, Safety and Health (EOSH) Committees across its operations to promote safe work practices, review performance and drive continuous improvement in line with regulatory requirements.

At the corporate level, the Corporate EOSH (CEOSH) Committee provides strategic oversight of HSSE matters, ensuring alignment, consistency and accountability across all business units.

In 2025, Occupational Safety and Health Coordinators (OSH-C) were appointed to strengthen on-the-ground implementation, enhance compliance monitoring and foster greater ownership of workplace safety.

Strengthening a Resilient and Future-Ready Security Ecosystem

Sarawak Energy continues to strengthen its security posture to safeguard critical infrastructure, support operational continuity and enable the reliable delivery of electricity across the region. Through a risk-based and integrated approach, we enhanced governance, digital capabilities and cross-agency collaboration in response to an evolving threat landscape.

Sustaining Security Performance and Outcomes

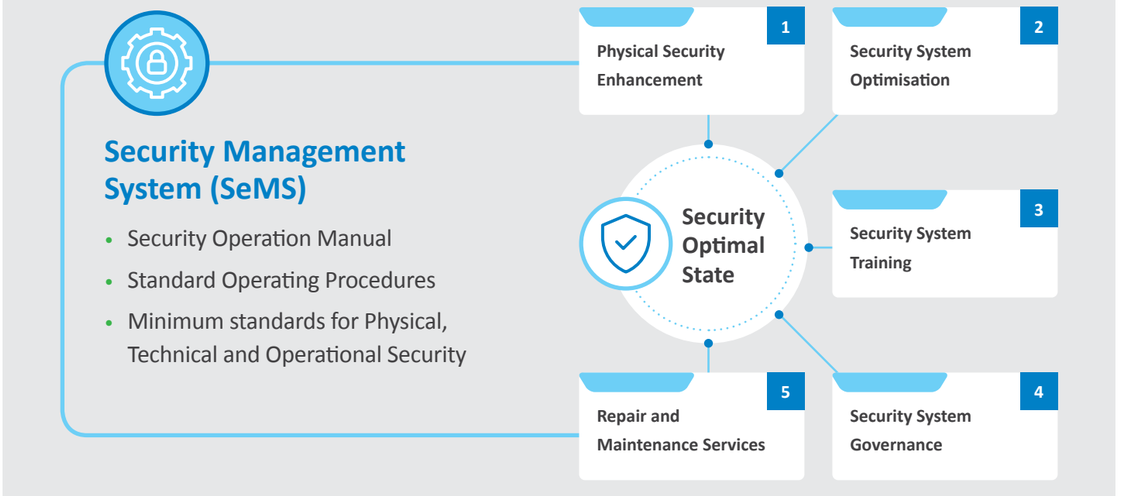
Sarawak Energy maintained zero intrusion incidents at all guarded substations throughout 2025, supported by the strengthened access controls, enhanced surveillance capabilities and disciplined guard operations. This helped safeguard critical assets and maintain operational reliability.

Enforcement efforts also remained robust, with multiple arrests recorded across key hotspots, contributing to a reduction in security incidents and demonstrating the value of coordinated, intelligence-led operations.

A Safe and Healthy Workplace

Robust Governance for Critical Infrastructure Protection

The Security Management System (SeMS) was fully implemented across the organisation in 2025. This provides a structured and auditable framework covering governance, intelligence, technology and operations, enabling more consistent and informed risk-based decision-making across our assets.



Strengthening Security Risk Management Across Operations

Sarawak Energy implements a structured three-phase Security Risk Assessment (SeRA) process to manage security risks to ALARP levels, aligned with ISO 31000 Risk Management and BS 16000 Security Risk Management standards.

Security risks are continuously monitored and periodically reassessed to ensure they remain relevant to changing operating environments and emerging threats. Review frequencies are determined by facility criticality, with class A facilities audited annually, class B facilities every two years, and class C facilities every three years. Security risk assessments are also integrated throughout project lifecycle, from planning and designing through to commissioning and operations, to ensure risks are proactively managed at every stage.



A Safe and Healthy Workplace

Between 2018 and 2023, SeRA were completed across 60 Sarawak Energy assets. In 2024, assessments were conducted at Mukah Power Generation, Baleh HEP, Samalaju Substation, Murum Junction Substation and Similaju Substation.

In parallel, Sarawak Energy strengthened protection of Critical National Infrastructure (CNI) through targeted hardening initiatives at priority sites. These measures, aligned with national security expectations, included stronger perimeter controls, expanded surveillance and improved access management to mitigate risks of intrusion, sabotage and theft.

The organisation also progressed its Company-wide Security Enhancement Plan, establishing a common baseline for physical and technical security measures across substations and regional facilities. This was supported by updated inspection and investigation guidelines that further strengthened consistency, accountability and audit readiness.

Advancing Security Through Technology and Digitalisation

Technology remains a key enabler of security effectiveness and operational efficiency. In 2025, Sarawak Energy Visitor Access System (SEVAS), a digital platform that replaces manual visitor registration with pre-clearance and e-vetting processes, was implemented. This enhances access control, improves traceability and supports compliance with national security expectations while streamlining visitor management.

The organisation also advanced its digitalisation journey through robotics and drone proof-of-concepts, extending surveillance coverage across expansive and remote sites. These technologies improve situational awareness, strengthen detection capability and support safer, more efficient operations, particularly in challenging terrain.



Building Security Culture and Capability

Sarawak Energy continued to embed a strong security culture by positioning HSSE as a shared responsibility across the organisation.

The Sarawak Energy Security Golden Rules reinforces key behaviours, including protecting assets, eliminating threats and adhering to security protocols, helping ensure that security remains a priority for employees and contractors.



Significant investment also went into workforce capability development, including specialised training in investigation, surveillance and advanced operational skills. These efforts enhance professionalism, strengthen frontline response and support more consistent standards across the organisation.

Upholding Environmental Compliance and Assurance

In 2025, all Sarawak Energy projects subject to Environmental Impact Assessment (EIA) requirements recorded zero penalties or fines from Federal or State environmental authorities.

To support our HSSE objective of 100% environmental compliance, Sarawak Energy implemented the Internal Environmental Compliance Audit (IECA) programme across all 12 major projects with approved EIA and/or Environmental Management Plan (EMP) requirements in 2025. The programme strengthens self-regulation by identifying potential non-compliances early and enabling timely corrective and preventive action ahead of regulatory inspections.

The programme was conducted bi-annually for substations, transmission lines and the Samalaju Combined Cycle Power Plant. Environmental audits are also required under the Natural Resources and Environment (Audit) Rules 2008 and EIA approval conditions to assess environmental risks and management effectiveness for the Baleh, Balingian and A-North projects.

In line with the Natural Resources and Environment Board self-regulatory framework, Sarawak Energy also established an Environmental Compliance Audit Team.

IECA 2025

Sarawak Energy currently maintains a pool of 15 qualified internal environment auditors, certified by Natural Resources and Environment Board Sarawak to undertake IECA activities.

		IECA No. 1 (2025)	IECA No. 2 (2025)
Project 1	Baleh Hydroelectric Project	14-16 April 2025	13-15 October 2025
Project 2	Balingian Coal Mining	18-19 June 2025	19-20 November 2025
Project 3	A-North Coal Mining	24-25 April 2025	6-7 November 2025

Auditor Capability

- 15 Qualified Internal Environmental Auditors
- Certified by Natural Resources and Environment Board Sarawak (NREB)
- Competent to conduct IECA
- Supporting environmental governance and regulatory compliance across Sarawak Energy projects

IECA 2025 At a Glance

- 3 Projects Audited
- 6 IECA Sessions Conducted
- 15 NREB-Certified Internal Auditors
- Strengthening Environmental Compliance & Continuous Improvement Across Operations

Advancing Biodiversity Conservation

In 2025, Sarawak Energy partnered with the Sarawak Forestry Corporation (SFC) to train **23 employees** as Honorary Wildlife Rangers, equipping them with skills in wildlife identification, regulatory compliance and monitoring.

This initiative strengthens biodiversity protection while embedding greater environmental awareness across the workforce, supporting the organisation's commitment to responsible and sustainable energy development.









Delivering Sustainable Growth

Pillars of Sustainable Growth

Sarawak Energy's sustainability strategy is anchored on three interconnected pillars: economic growth, environmental stewardship and social impact.



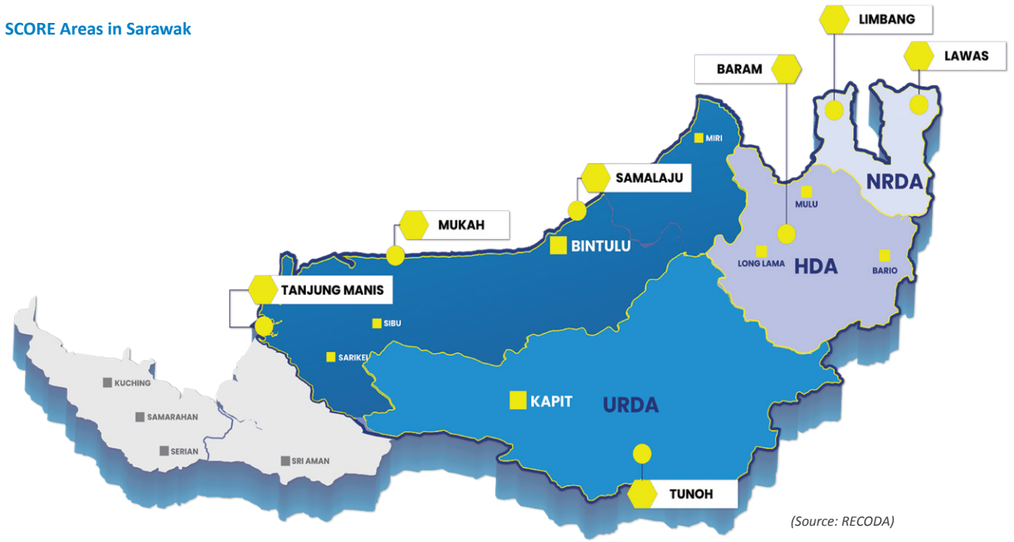
Together, these pillars guide the Company's efforts to create long-term stakeholder value by addressing both global and local challenges through an integrated and forward-looking approach.

Sustainable Growth Through Hydro-Industrialisation and Unlocking Premium Energy Market

Hydropower remains a cornerstone of Sarawak Corridor of Renewable Energy (SCORE), enabling the State to translate its renewable energy advantage into tangible socio-economic outcomes. The availability of reliable, competitively priced and low-carbon electricity has been instrumental in attracting investment, supporting industrial growth and enabling value-added downstream activities.

Together, these have supported Sarawak's renewable energy agenda and reinforced the State's competitiveness as an investment destination.

SCORE Areas in Sarawak



(Source: RECODA)

Between 2008 and 2025, Sarawak Energy entered into 14 Power Purchase Agreements (PPAs) with industrial customers within SCORE, alongside two Power Exchange Agreements (PEAs) covering interconnections with Perusahaan Listrik Negara (PLN) in West Kalimantan and Sabah Electricity Sdn Bhd. Collectively, these agreements represent a committed capacity of approximately 3,065 MW.

In 2025, Sarawak Energy achieved several key commercial milestones. On 10 July 2025, the Company signed a new PPA with OCI TRS Sdn Bhd for a nominated capacity of 80 MW to support the Company's Phase 3 plant. The agreement was subsequently novated to OCI Tokuyama Semiconductor Materials Sdn Bhd on 21 October 2025.

In addition, Amendment No. 9 to the Power Exchange Agreement with PLN was executed on 30 October 2025. Following the execution of this amendment, the first phase of the PLN PEA was extended from 1 January 2025 to 31 December 2027. Under this extension, the nominated capacity was maintained at 80 MW across all operating periods, comprising Peak Hours (17:00–23:00), Off Peak Hours 1 (23:00–08:30), and Off Peak Hours 2 (08:30–17:00).

Advancing Sustainable Hydropower

Bakun HEP was awarded the Hydropower Sustainability Standard (HSS) Silver Certification in September 2025 following a rigorous independent assessment of its operational performance against international sustainability benchmarks. The certification was formally presented to Datuk Haji Sharbini Suhaili, Group CEO of Sarawak Energy at the Sustainability and Renewable Energy Forum (SAREF) 4.0 by James Dalton, Global Director for Water and Wetlands at the International Union for Conservation of Nature.

The assessment evaluated Bakun HEP's performance across key environmental, social, technical and governance dimensions, including community engagement, biodiversity management, climate resilience, dam safety and transparent governance. The plant met all minimum HSS requirements and achieved at least 30 per cent of advanced performance criteria across relevant sustainability topics.



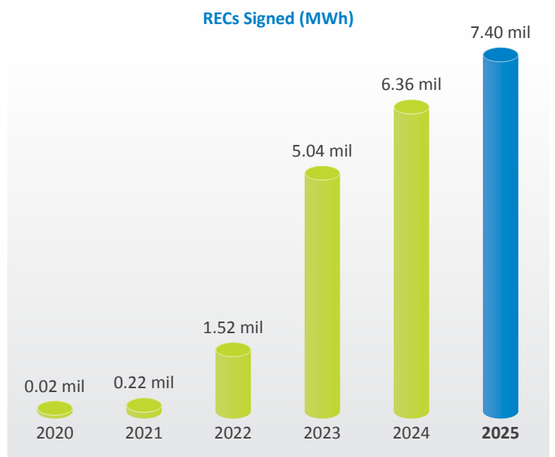
On-site assessments were conducted by the Hydropower Sustainability Alliance Assessors from the United Kingdom, Australia and Bhutan.

The milestone marked further progress towards Sarawak Energy's target of achieving HSS certification across all hydropower assets by 2030, as set out in its Sustainability Strategy and Roadmap, while reinforcing the Company's commitment to sustainable hydropower development.

Advancing Corporate Decarbonisation Through Renewable Energy Certificates (RECs)

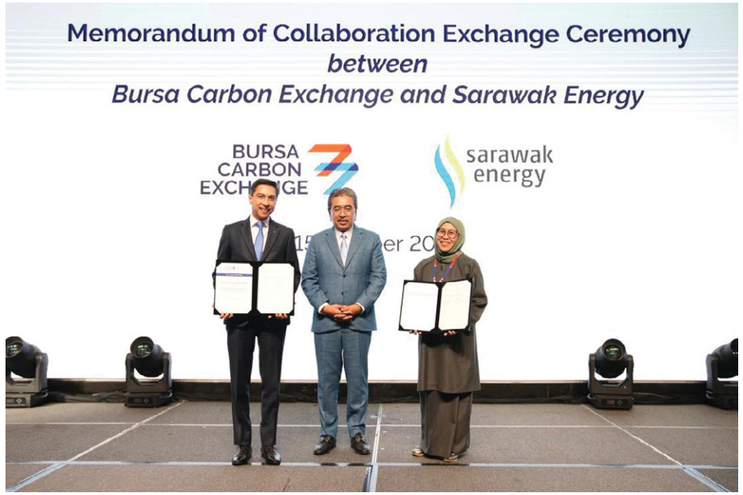
Since 2019, Sarawak Energy has committed more than 20 million RECs, supporting the development of a credible and transparent renewable energy market. In 2025, Sarawak Energy achieved a record high sales volume with more than 7.4 million committed RECs, reflecting growing demand for traceable and independently verified renewable energy attributes.

RECs play a critical role in helping organisations address Scope 2 emissions arising from purchased electricity consumption. By procuring RECs, companies can reduce their reported market-based Scope 2 emissions, support renewable energy generation and demonstrate measurable progress towards their sustainability and climate commitments.



Our efforts are further strengthened through a two-year Memorandum of Collaboration (MoC) with Bursa Malaysia, signed at the Malaysia Carbon Market Forum 2025. The partnership supports the promotion and trading of HSS-certified RECs generated from Sarawak's large-scale hydropower assets through the Bursa Carbon Exchange (BCX) while advancing knowledge sharing and capacity building on sustainability certification and renewable energy attribute tracking.

This milestone builds on the earlier collaboration with BCX under the first MoC, signed at COP28 in Dubai in 2023 in partnership with the Hydropower Sustainability Alliance and the I-REC Standard Foundation. Together, these collaborations help facilitate the uptake of Sarawak Energy's renewable energy offerings and strengthens its presence in emerging low-carbon markets.



Empowering Citizens to Contribute to Sarawak's Energy Transition

Introduced in September 2025, the Net Energy Metering (NEM) Subsidy Scheme promotes and encourages domestic customers to adopt roof-top solar Photovoltaic (PV) installations by providing incentives of up to RM12,000. The scheme helps reduce upfront installation costs and shorten payback periods while supporting the use of renewable energy and the conservation of non-renewable energy at the consumer level.



Public roadshows were conducted during the year to engage domestic consumers and connect them with verified technical partners, as well as strengthen awareness of the NEM Subsidy Scheme.

Under the scheme, domestic customers with solar PV systems can channel generated electricity into the grid through the NEM mechanism. The electricity supplied to the grid is offset against electricity consumed, helping reduce monthly electricity costs. Rooftop solar can also help reduce demand during peak daytime hours, easing pressure on the electricity system and supporting greater integration of renewable energy into the grid.

The initiative is aligned with the Sarawak Energy Policy (SET-P), which aims to accelerate renewable energy adoption and decarbonisation to drive sustainable economic growth.

Target Category

Landed residential properties under the Domestic Tariff category (excluding existing solar PV owners)

Subsidy Tiers

2 to 3.5 kWac: **RM8,000**

Above 3.5 to 6 kWac: **RM10,000**

Above 6 to 50 kWac: **RM12,000**

Regulatory Oversight

Installations must comply with Sarawak Energy's technical requirements and be designed by Solar PV Designers certified by the Electrical Inspectorate Unit (EIU)

Greening the Fleet

Sarawak Energy continued to advance sustainable mobility and low-carbon transport solutions as part of its broader decarbonisation strategy. The integration of electric and hydrogen fuel cell vehicles into the corporate fleet marked a first for an organisation in Sarawak.





To support EV adoption among employees, EV roadshows were held throughout the year at Menara Sarawak Energy.





Sarawak Energy received Borneo's first MAXUS T90 EV pick-ups from WestStar.

Sarawak Energy also supported the rollout of four electric city buses under the Kuching Metro initiative, contributing to the decarbonisation of urban transportation. We also collaborated with Malaysia Green Technology Corporation to install universal EV charging facilities at key locations, including major shopping malls in Kuching and our corporate headquarters, to encourage broader EV adoption.

In 2019, Sarawak Energy embarked on a pilot study to support the development of a hydrogen-based economy. This led to the establishment and commissioning of Southeast Asia's first Integrated Hydrogen Production Plant and Refuelling Station, which now serves hydrogen-powered buses under Sarawak Economic Development Corporation, as well as eight cars and three additional buses.





To strengthen EV infrastructure across the state, Sarawak Energy is partnering with Gentari to roll out a continuous EV charging network that supports reliable long-distance travel. Charging stations are already operational in major cities and towns along the Pan Borneo Highway, including Kuching, Sri Aman, Sibu, Bintulu and Miri.



Together with Gentari, Sarawak Energy launched Sarawak's first EV charging station powered by 180 KW DC fast chargers at ICOM Square, Kuching, in 2023.

High Power EV-DC Fast Charging Station Plan 2023-2025
In Collaboration with Gentari

Phase 1 (2023-2024)

1 Kuching
First Flagship
High Power DC Fast Charging Station, ICOM Square, Pending (180 kW + 50 kW)

2 Sri Aman
EV-DC Fast Charging Station, Le PaPa, Sri Aman (120 kW)

3 Sibu
EV-DC Fast Charging Station, Sanyan Square, Sibu (120 kW)

4 Bintulu
EV-DC Fast Charging Station, Town Square, Bintulu (180 kW)

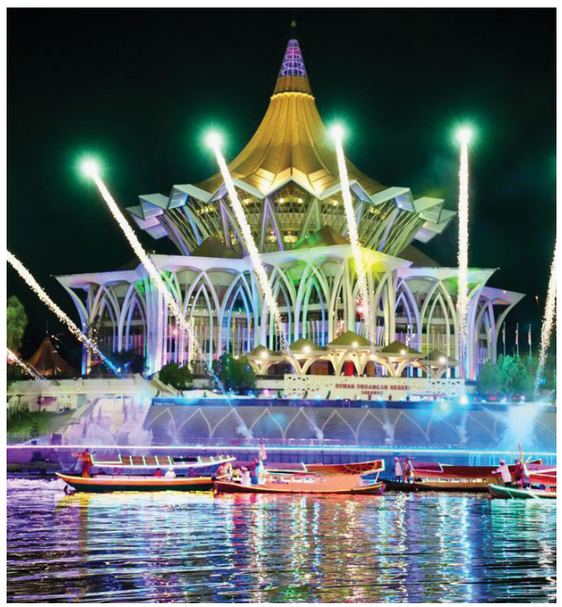
5 Miri
EV-DC Fast Charging Station, Islamic Centre, Miri (180 kW + 60 kW)

Phase 2 (2024-25)
At Sri Aman, Sibu, Bintulu and Miri
Interval of 200 km along the Pan Borneo Highway to mitigate EV range anxiety

Complementing land transport initiatives, the e-Penambang programme, launched in 2023, converts petrol powered boats operating along the Sarawak River into electric vessels. Implemented in collaboration with Kuching North City Hall and other State agencies, the initiative is supported by a dedicated solar powered charging station designed specifically for e-Penambang operations. This creates a fully integrated renewable energy ecosystem spanning both application and supporting infrastructure, while preserving local heritage and advancing sustainable water transport.







Building on this progress, the e-Boat Project was launched for operations at the Batang Ai Reservoir to support dam inspections, guest visits, logistics and the broader adoption of water-based e-mobility.





Governance and Metrics

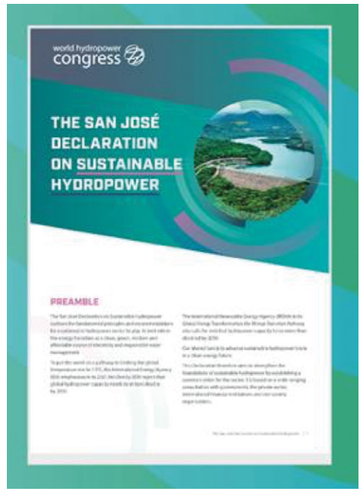
Sustainability Governance

Sarawak Energy integrates sustainability considerations into its business planning, decision-making and operations to support long-term value creation, effective risk management and strengthen stakeholder trust.

The Group's sustainability efforts are guided by the Sustainability Strategy and Roadmap, which provides strategic direction and outlines actionable plans to enhance the sustainability performance across all business functions. The overall sustainability performance oversight is led by the Board Sustainability Committee (BSC) and the Group Sustainability Committee (GSC). The BSC sets the overarching sustainability agenda, establishes governance priorities and monitors long-term goals, while the GSC supports implementation by setting targets, tracking progress and advising the Group Executive Committee on sustainability matters.

These committees help ensure that Sarawak Energy's sustainability priorities remain aligned with broader business objectives and continue to deliver value for stakeholders.

San José Declaration on Sustainable Hydropower's Principles



As a strong advocate of responsible and sustainable hydropower development, we are fully aligned with the principles set out in the San José Declaration on Sustainable Hydropower which are:

- Sustainable hydropower is a clean, green, modern and affordable solution to climate change risk mitigation and adaptation.
- The only acceptable hydropower is sustainable hydropower.
- Sustainable hydropower requires stakeholders to work together.

Building on these principles, the Bali Statement on Powering Sustainable Growth calls on policymakers to proactively plan for future energy needs, incentivise sustainable hydropower through financial and market-based mechanisms, accelerate renewable energy deployment via efficient and transparent processes, and embed sustainability practices within regulatory and financial frameworks.

Sarawak Energy supports these global commitments and continues to align its practices with internationally recognised principles to advance sustainable hydropower development.

Growing Internal Capability

Sarawak Energy continued to strengthen internal capability through a structured certification framework, with 221 trained personnel comprising six Accredited Assessors, 30 Provisionally Accredited Assessors and 185 Certified Users. This supports more consistent and effective implementation of sustainability practices across the organisation.



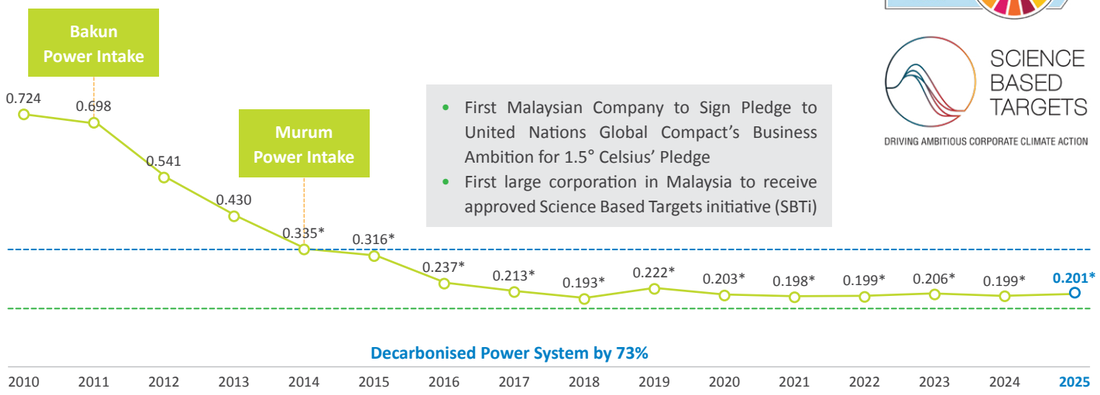


The focus on sustainable hydropower excellence is reinforced by internationally trained, in-house Hydropower Sustainability Standard (HSS) assessors and certified users, who support the assessment of projects against globally recognised environmental, social and governance (ESG) requirements. This enhanced capability strengthens hydropower sustainability performance and supports Sarawak Energy's aspiration to be a specialist in renewable hydropower development.

Reaping the Benefits of Renewable Hydropower

The continued expansion of Sarawak Energy's renewable hydropower has contributed to the decarbonisation of more than 70% of the State's power system since 2010. As a result, Sarawak's main grid emission intensity met the 2.0°C pathway under the Paris Agreement as early as 2014, well ahead of the 2030 milestone.

Main Grid CO_2 Emissions Intensity within the 2°C and 1.5°C Targets in Accordance with the Paris Climate Agreement (tCO_2 eq/MWh)



- First Malaysian Company to Sign Pledge to United Nations Global Compact's Business Ambition for 1.5° Celsius' Pledge
- First large corporation in Malaysia to receive approved Science Based Targets initiative (SBTi)

UNITED NATIONS PARIS CLIMATE AGREEMENT SIGNING CEREMONY 22 APRIL 2016

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

These main Grid Emissions Intensity figures have been assured by a third party. Refer to Sarawak Energy's Sustainability Report 2025 for more details.

Building on this progress, Sarawak Energy is now advancing towards the more ambitious 1.5°C target by 2030, in line with its pledge to the Business Ambition for 1.5°C. In 2023, the Company received validation of its near-term science-based emissions reduction target from the global Science Based Targets initiative (SBTi).

Becoming a Sustainable Digital Utility

Sarawak Energy is adopting new technologies to stay ahead of the curve, leveraging digital capabilities to respond to rapid change in the evolving utility landscape.

Following the establishment of Balingian Power Generation as Sarawak Energy's first Digital Power Plant and the launch of the Remote Monitoring & Diagnostic (RMAD) Centre, the Company's digital transformation journey continues to gain momentum.

1

Widespread deployment of smart meters, with **196,289 units** installed across Sarawak.







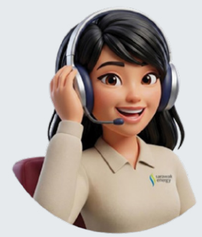
Engaging with the community through outreach programmes, assisting customers with service applications, general enquiries, and information on its services and initiatives, including e-billing, the SEB cares mobile app, and smart meter.

2

Continued rollout of Distribution Automation (DA) under the Smart Grid Roadmap, with approximately **290 substations** successfully installed and commissioned in 2025, bringing the total to more than **700 distribution substations.**

As of 2025, **196,289 smart meters** have been installed across Sarawak.

3



Carina, Sarawak Energy's virtual customer service assistant, provides customers with a convenient platform for lodging reports, sharing feedback and making enquiries.

Sarawak Energy successfully digitalised **89%** of its **customer experience processes** in 2025.

The Change of Tariff and Supply Upgrade/Downgrade services were made available via the SEB Cares mobile app and web portal from end-October 2025, providing customers with a seamless digital application experience. Complementing these enhancements, the e-Customer Experience (eCX) Street Lighting Application was launched in Kuching at the end of September 2025, further strengthening digital service offerings.

Digitalising Our Businesses



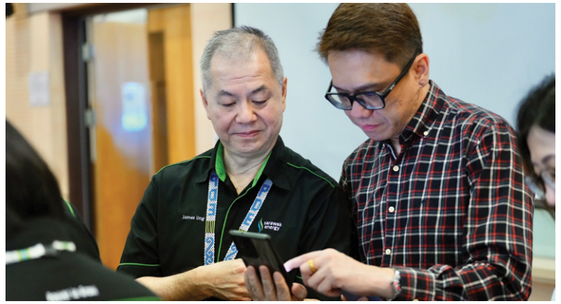
Through the continued deployment of Smart Grid technologies, Sarawak Energy is building a more intelligent, resilient and efficient power network. Integrating advanced metering, automated distribution systems, real-time monitoring and digital asset management capabilities, the Smart Grid enables improved operational performance, enhances supply reliability and delivers greater value to customers.



Sarawak Energy's Smart Retail transformation is modernising the customer journey through digital technologies, automation and data-driven solutions. From online applications and mobile services to smart metering and intelligent customer support, these innovations enhance service accessibility, efficiency and customer satisfaction across multiple touchpoints. By delivering more seamless interactions, faster service response and greater convenience, Smart Retail supports Sarawak Energy's commitment to customer-centric service excellence and continuous digital innovation.

SAP S/4HANA Goes Live

Launched in 2023, Project SERAPI is a key pillar of Sarawak Energy's business transformation agenda, introducing an integrated system to improve operational efficiency, data transparency and enterprise-wide collaboration. Through this initiative, Sarawak Energy is progressing towards becoming a more productive, agile and high-performing organisation, enabled by digitalisation and a more unified way of working.









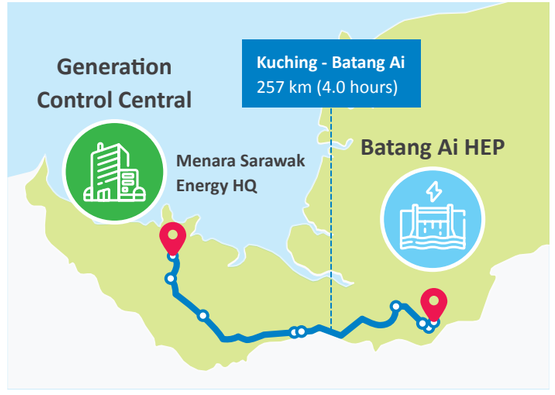
Batang Ai HEP Goes Fully Remote

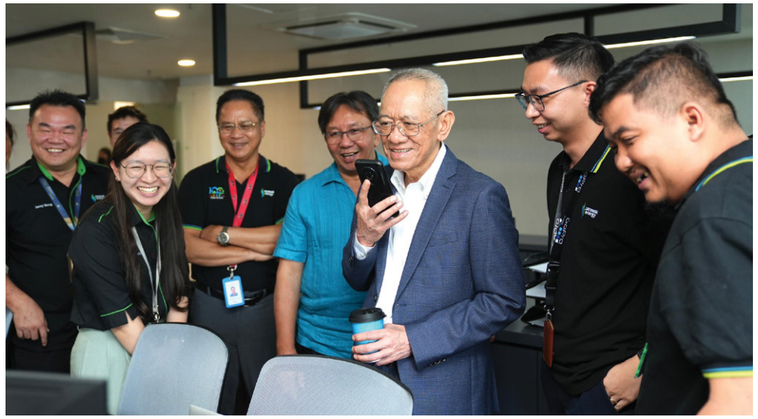
On 5 December 2025, Batang Ai Hydroelectric Plant became the first Sarawak Energy facility to operate remotely 24/7 via the Generation Control Centre (GCC).

Following five years of preparation, the plant now serves as a pilot site, with insights supporting the future rollout of remote operations to other hydro facilities across Sarawak.

The GCC enhances the monitoring, controlling and management of generation assets, improving reliability, security and efficiency, while advancing Sarawak Energy's goal of a fully operational GCC by 2026.

Under the Sarawak Energy Digital Strategy 2030, the Company will continue to deploy digital technologies to enhance decision-making and improve productivity, supporting safe and reliable operations.









The Honourable Datuk Haji Ibrahim Baki, Chairman of Sarawak Energy, communicating with our Batang Ai HEP team through the Generation Control Centre in Menara Sarawak Energy.



Breaking New Ground with Research & Development

Research & Development (R&D) remains an important part of Sarawak Energy's approach to innovation. By investing in new technologies, improving operational practices and exploring emerging energy solutions, the Company continues to build the capabilities needed to support its long-term growth and the evolving needs of the energy sector.

On 3 October 2025, Sarawak Energy signed co-ownership and commercial agreements with Pestech for the Solar Hydrogen project. The agreements established the Company's first utility innovation initiative of this kind and the first co-owned intellectual property between two organisations.

The collaboration focuses on the joint development of solar hydrogen solutions and the advancement of renewable energy and hydrogen technologies for electrification.



Powering Our Communities



Sarawak Energy and the Community

Sarawak Energy is committed to maximising the positive impacts of what we can do for our communities and the planet, recognising that long-term resilience is linked to the wellbeing of communities and ecosystems.

In 2025, corporate social responsibility (CSR) efforts focused on achieving meaningful, measurable and sustainable outcomes that enhance community wellbeing, promote inclusion and support socio-economic development across the State.

Through a structured, outcomes-driven approach, initiatives were implemented to improve livelihoods, create opportunities for youth, preserve cultural heritage and strengthen environmental resilience – reinforcing the Company's role as a responsible corporate citizen and helping maintain our social licence to operate.

To ensure our efforts remain impactful and sustainable, our yearly social investment programmes are guided by four key CSR pillars:

- Education and Young People
- Environmental Management and Conservation
- Culture and Heritage Preservation
- Community Development and Entrepreneurship



Education and Young People

Sarawak Energy prioritises education and youth development as key drivers of socio-economic mobility and long-term growth, recognising the importance of building a skilled, future-ready generation. Through programmes such as Science, Technology, Engineering and Mathematics (STEM) education initiatives and school infrastructure support, the Company aims to equip young Sarawakians with the knowledge, skills, confidence and opportunities needed to participate meaningfully in society and the economy.

Programmes

Sarawak Energy Education Funds (Batang Ai, Bakun, Murum, Baleh)

We established dedicated education funds to support students from neighbouring communities in accessing tertiary education, easing financial challenges and encouraging academic aspirations.

These include:

- Belaga Penan Education Fund: RM300,000
- Batang Ai Education Fund: RM500,000
- Bakun Education Fund: RM500,000

This targeted support reflects the Company's commitment to improving educational outcomes.



Distribution of Education Funds to Students from Neighbouring Communities.



Bakun and Murum Education Fund Committee.

Youth Skills Trainings

In 2025, the Belaga Penan Education Fund supported youth development through targeted skills training for Penan youth in the Belaga area, focusing on practical, industry-relevant competencies. Delivered in collaboration with CENTEXS, the programmes aim to enhance participants' employability, confidence and readiness for the workforce, contributing to improved livelihoods and socio-economic resilience.

Youth Participation in 2024-2025 Programmes:

- Basic Scaffolding: 16
- Oil & Gas Construction Crew: 18
- Oil Palm Harvesting Skills: 6
- Certificate in Endorsement Hospitality: 4



Basic Scaffolding Course.



Construction Crew Course.





Oil Palm Harvesting Skills and Certificate in Endorsement Hospitality.

Sarawak Community Innovation and Engineering Convention (SCIENCE) Powered by Sarawak Energy

Our flagship STEM education initiative, SCIENCE marked its seventh edition in 2025, engaging 162 students from 20 primary and 12 secondary schools across Kuching, Kota Samarahan and Serian.

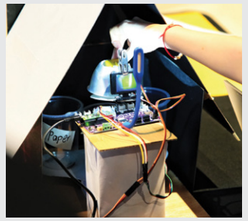
Notably, more than half of this year's participants were girls, reflecting the programme's strong commitment to inclusive and equitable participation in STEM fields.











Establishment of STEM Hubs across Sarawak in Collaboration with Lighthouse of Hope (Sarawak) Berhad

Building on the successful collaboration initiated in 2024 at SMK Long Lama, Sarawak Energy and Lighthouse of Hope (Sarawak) expanded the STEM Hub initiative in 2025 to three additional schools, SMK Lubok Antu, SMK Bakun and SMK Baleh, bringing the total to four active STEM Hubs across rural Sarawak.

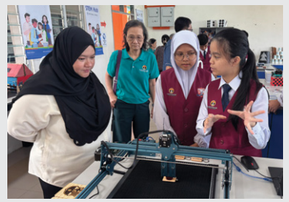
Through the establishment of four STEM Hubs and seven mini STEM Hubs, the initiative provides hands-on learning experiences, digital exposure and practical problem-solving opportunities that strengthen both student engagement and teacher capacity.

Throughout 2025:

- **160 STEM Ambassadors** were developed
- **38 STEM workshops** conducted
- **7 innovative teaching aids** developed by teachers were commercialised
- More than **3,800 students** benefitted from STEM-related activities

These efforts are equipping students with essential future-ready skills while fostering greater interest in STEM pathways that support Sarawak's long-term development.

Early indicators suggest encouraging progress in strengthening the STEM talent pipeline, with growing student participation and enthusiasm for Science stream education across participating schools, positioning the programme for measurable outcomes in the years ahead.







Powering Our Communities

Sunshine Hub Sheltered Workshop Programme

Sarawak Energy employees joined the Kuching Autistic Association for a community '*gotong-royong',* carrying out cleaning, landscaping and nursery work to enhance the Sunshine Hub. This complements ongoing sheltered workshop programmes that provide young adults with autism with vocational training in areas such as gardening, housekeeping and baking, enabling them to build skills, gain income and achieve greater independence and socio-economic inclusion.





Sarawak Energy Scholarship and Bursary Programme

We also offer scholarships and bursaries to support our neighbouring communities. Through our annual Bursary Programme, local secondary school students are supported in pursuing further studies. Between 2019 and 2025, a total of **112 students** from SMK Bakun and SMK Belaga benefited from this programme.



Academic Excellence Incentives Ceremony

Sarawak Energy recognised the academic achievements of students from SMK Bakun and SMK Belaga at the Academic Excellence Incentives Ceremony held on 9 September 2025 in Bintulu. A total of **51 students,** including 33 SPM students from SMK Bakun and 18 from SMK Belaga, were awarded for their 2024 examination results. Since 2017, the programme has recognised **350 students** from Belaga, reflecting the Company's ongoing commitment to educational excellence in neighbouring communities.



Baleh Early Literacy and Numeracy Programme

The Early Literacy and Numeracy Learning Programme, launched on 8 February 2025, is a 27-month initiative implemented in collaboration with i-CATS University College and Tun Jugah Foundation. The programme is currently in module 6 of a 9-module curriculum and supports **22 active students.** Delivery is conducted through twice-weekly half-day sessions facilitated by trained local facilitators, ensuring continuous engagement, learning reinforcement, and effective knowledge transfer throughout the programme period.











Communication, Education and Public Awareness for Baleh HEP Wildlife Monitoring and Rescue

The CEPA Pre-Engagement Session for the Baleh HEP WiMoR Programme, held from 12 to 13 November 2025, introduced the programme and its objectives to SK Temengong Koh and SMK Balleh while promoting biodiversity awareness. The sessions encouraged active participation among teachers and reflected a shared commitment to environmental stewardship and student learning in biodiversity conservation.





Environmental Management and Conservation
Sarawak Energy continues to invest in programmes that conserve biodiversity, safeguard ecosystems and promote sustainable practices - strengthening the Company's commitment to responsible stewardship of natural capital within areas of operation. Through strategic partnerships with environmental NGOs, community-led awareness initiatives, and support for sustainable resource management, Sarawak Energy contributes meaningfully to the protection and restoration of biodiversity. Aligned with UN SDG Goal No. 15 – Life on Land, these efforts place particular emphasis on safeguarding native flora and fauna while strengthening environmental stewardship, building local capacity, and enhancing long-term resilience of ecosystems and the communities that depend on them.

Programmes

'Gotong-Royong' on Log Jam Clearing

Community *'gotong-royong'* efforts were undertaken at Uma Bato Bagi, Long Kebuho (Belaga), Upper Danum along the Murum River, and Ulu Engkari (Batang Ai) to remove accumulated floating logs from the Kebuho River and adjacent reservoir area. These activities helped improve river accessibility and navigation safety, particularly in the vicinity of the village's boat landing point.

The initiative delivered broader social and environmental benefits by improving access to essential services, supporting safer transportation routes, strengthening community resilience, and ultimately fostering environmental stewardship through collective action to sustainably manage local waterways that are integral to community livelihoods.















Upper Danum, Murum River (Murum).



Ulu Engkari (Batang Ai).

'Gotong-Royong' on Log Jam Clearing (continued)







Uma Bato Bagi, Long Kebuho (Belaga).

Environmental Awareness Programmes

Sarawak Energy, in collaboration with government agencies, education partners and project stakeholders conducted Environmental Awareness Programmes across the Subis and Kapit districts to cultivate environmental stewardship among young leaders.

Engaging **over 200 pupils** and teachers from multiple schools, the programmes featured activities – such as electrical safety briefings, eco-brick making, recycling-based competitions and creative environmental projects where participants gained greater awareness of sustainable practices while developing creativity, teamwork and a stronger sense of environmental responsibility.







Culture and Heritage Preservation
Recognising our role in sustaining community identity, continuity and social cohesion, Sarawak Energy remains committed to preserving the culture and heritage of communities we serve. Through ongoing support of initiatives that celebrate and sustain cultural heritage, we help strengthen community resilience while safeguarding the rich and diverse cultural legacy across our areas of operation.

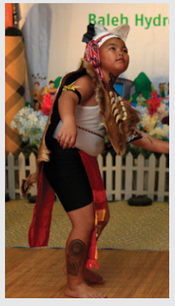
Programmes

Annual Support for Cultural Festivities

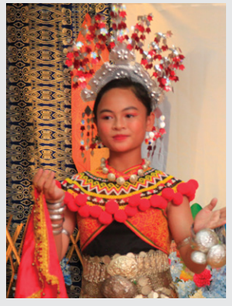
Sarawak Energy continues to provide annual support for cultural festivities across its project areas, recognising their importance in preserving cultural heritage, strengthening community identity and fostering social cohesion.

In 2025, Sarawak Energy extended support to a range of significant cultural celebrations and traditional ceremonies, including the Belaga Regatta, Gawai Festival, *'Batu Tungun'* Ritual Ceremony, *'Ladong Bio'*, *'Lepa Ajau'*, *'Pesta Adet Saviek Kajang'*, Christmas celebrations, as well as other community-led cultural events. These initiatives brought together communities across Baleh, Murum and Belaga, including the Iban, Penan, Kenyah, Kajang and Kayan ethnic groups, providing opportunities to honour and sustain their unique traditions, customs and cultural practices.

Through continued support for these cultural events, Sarawak Energy reinforces its commitment to safeguarding indigenous heritage, strengthening community engagement and ensuring that the diverse cultural traditions that enrich the social fabric of communities it serves are preserved for future generations.









Pesta Main Adat Asal 2025.

Annual Support for Cultural Festivities (continued)







Ladong Bio 2025.







Batu Tungun Ritual Ceremony 2025.

Annual Support for Cultural Festivities (continued)





Pesta Adet Saviek Kajang 2025.

Artisans Empowerment and Entrepreneurship Programme

Sarawak Energy partnered with DHL express on the Artisans Empowerment and Entrepreneurship Programme to support indigenous artisans in Sarawak in bringing their crafts to global markets.

Through e-commerce training, digital skills development and international logistics support, the programme harnesses technology to expand market access through digital platforms such as TikTok shop. By strengthening entrepreneurial capabilities and creating new income opportunities, the initiative contributes to sustainable livelihoods while supporting preservation of indigenous cultural arts.











Baleh HEP Artisan Skills Training

The dedicated Artisan Training Programme powered by Sarawak Energy aims to enhance the technical capabilities, product quality and income-generating potential of artisans in Baleh while preserving traditional craftsmanship, including *'Pua Kumbu'* weaving.

Delivered in collaboration with Kolej Komuniti Mas Gading, the programme engaged nine artisans through structured training and mentoring. Participants developed skills in garment construction, pattern making and home décor production, enabling them to transform traditional designs into contemporary, market-ready products.

The initiatives, comprising progressive capability building modules, have strengthened participants' craftsmanship while diversifying their product offerings and enhancing their readiness for sustainable income generation – underlining community empowerment and inclusive development.













Community Development and Entrepreneurship

Sarawak Energy supports socio-economic development in communities near its project areas through targeted initiatives that improve living standards and create sustainable opportunities. By focusing on skills development, vocational training, micro-enterprise support, infrastructure improvements and assistance for vulnerable groups, these efforts aim to strengthen local capabilities, expand income opportunities and build long-term community resilience.

Programmes

Ramadan Charity Bazaar 2025

We successfully raised **RM75,219.81** from Sarawak Energy's inaugural Ramadan Charity Bazaar, held throughout March 2025 at Menara Sarawak Energy with strong participation from Team Sarawak Energy through 12 departmental booths. The proceeds were channelled to 15 benefitting charitable organisations through a formal presentation on 13 April 2025 by The Honourable Datuk Amar Douglas Uggah Embas, Deputy Premier of Sarawak, during the *'Majlis Rumah Terbuka Hari Raya Aidilfitri'* organised by the Ministry of Utility and Telecommunication Sarawak and its agencies.









Flood Relief Efforts

As a responsible and caring corporate citizen, Sarawak Energy supported the Sarawak Disaster Management Committee in delivering flood relief assistance to communities affected by widespread flooding across Sarawak in late January. The floods, caused by prolonged heavy rainfall during the Lunar New Year period, displaced thousands of families statewide.

The contribution was symbolically handed over to The Honourable Datuk Amar Douglas Uggah Embas, Deputy Premier of Sarawak and Chairman of SDMC, during a ceremony held at Wisma Bapa Malaysia.

In addition, Sarawak Energy partnered with local authorities in Miri and Bintulu from 5 to 6 February to deliver essential supplies to flood-affected households, helping to address the immediate needs of victims impacted by the disaster.

As part of its ongoing flood relief efforts, Sarawak Energy also assisted 209 affected families in Sebuyau. The contribution was presented to Sebuyau District Officer, Ayuradiman Bujang, at a handover ceremony held at the Ministry of Utility and Telecommunications Sarawak office on 10 February.







Empower HER Programme

Sarawak Energy, in collaboration with Roche Malaysia, launched the 'Empower HER' programme to improve access to treatment for underserved communities in Sarawak through an innovative co-funding model for early HER2-positive breast cancer patients. Formalised through an MoU signed on 17 March 2025, the pilot initiative supports treatment for 10 eligible lower-income patients receiving care at public hospitals, with Sarawak Energy and Roche each contributing 50% of the treatment funding.

The programme builds on Sarawak Energy's ongoing commitment to community health, which includes cervical cancer screening through the ROSE Foundation, benefiting over 100 women in Baleh in 2024 and cataract screening initiatives that have supported approximately 229 individuals since 2017.





Health-Related Programmes

In 2025, Sarawak Energy supported community wellbeing through targeted health initiatives focused on improving access to healthcare, early detection and health awareness in rural and underserved areas. Key efforts included cataract screening and treatment in Balingian, health screening and education programmes in Belaga and Bakun, cervical cancer screening for women, and a community health screening and blood donation drive in Batang Ai as part of the Company's continued commitment to providing accessible, meaningful healthcare support to local communities.







Cervical Cancer Awareness and Screening for Women From Sg Asap and Surrounding Areas in Conjunction with Sg Asap Women Day 2025.

Donation of Haemodialysis Machines

We collaborated with Sarawak Badan Amal Tenaga Isteri-Isteri to procure haemodialysis machines amounting to **RM225,000** for hospitals across Sarawak, including Lundu, Sarikei, Bintulu, Miri, and Mukah. In December 2025, one machine was successfully handed over to Lundu Hospital, with the remaining units scheduled for delivery in 2026, further enabling access to critical renal care services across Sarawak.





Handicraft Development Programmes (Murum, Bakun, Baleh, Batang Ai, Mukah, Balingian, Baram, Tutoh)

In 2025, Sarawak Energy expanded its Handicraft Development Programme across multiple regions, supporting rural artisans in enhancing traditional craftsmanship, improving product quality and generating income. Through skills development and market access initiatives, including participation in major craft events such as the Rainforest World Craft Bazaar, SAREF Community Market, and Festival Kraf Borneo, our artisans gained greater exposure, increased sales opportunities and strengthened livelihoods while preserving cultural heritage.









Baleh Sustainable Community Development Initiatives

In collaboration with partners such as GIATMARA, National Institute of Occupational Safety and Health and CENTEXS, over 80 participants received technical and safety training to enhance employability, including specialised fibreglass boat construction training.

Agricultural programmes with Department of Agriculture and Kolej Komuniti Mas Gading promoted sustainable farming practices, generating over 1,200 kg of produce and strengthening income opportunities and resilience in rural communities.



This page has been purposefully left blank.



Menara Sarawak Energy
No. 1, The Isthmus, 93050 Kuching, Sarawak, Malaysia.

General Line: +6 082-388 388 | **Fax**: +6 082-341 063

Corporate Enquiries: corpcomm@sarawakenergy.com
Sustainability Enquiries: sustainability@sarawakenergy.com

Follow us on:

Sarawak Energy Berhad | 1SarawakEnergy | Sarawak Energy | sarawakenergyofficial

www.sarawakenergy.com