



Bridging the **Future.**
Connecting the **World.**

Bridge Data Centres
2025 Sustainability Report

About the Report

This report presents the sustainability strategy, governance approach, management practices and performance of Bridge Data Centres (with BDC Assetco PTE. LTD. as the reporting entity, hereinafter referred to as “BDC”), for the reporting period from 1 January 2025 to 31 December 2025, unless otherwise stated.

Scope

The report covers operations wholly owned and directly managed by BDC, including headquarters, offices and data centre operations in Singapore, Thailand, Malaysia and India, unless otherwise noted.

Data and Boundaries

Information is drawn from internal systems, operational records, BDC publications, third-party assessments, stakeholder engagement, government sources, industry organisations and public datasets. Indicator specific boundaries are stated where applicable.

Reporting Frameworks

The report has been prepared with reference to the GRI Standards, IFRS S2 Climate-related Disclosures and the UN Sustainable Development Goals.

Review and Assurance

The report has been reviewed by BDC’s management and relevant functional departments. Selected disclosures have been subject to independent third-party assurance in accordance with AA1000.

Availability and Feedback

The report is available in English at www.bridgedatacentres.com. For feedback or enquiries, please contact ESG@bridgedatacentres.com.

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Letter from the CEO

Bridge Data Centres was built with a clear purpose: to provide the digital infrastructure that would support Asia’s future growth. From our earliest days, we have believed that data centres are not only facilities that deliver capacity. They are essential infrastructure that enables economies to connect, businesses to innovate, and communities to participate in a more digital future.

That future is now arriving with greater speed and complexity. Cloud computing, artificial intelligence and high-density digital workloads are changing how the region grows and competes. As this transformation accelerates, the responsibility of infrastructure providers also becomes greater. The next generation of data centres must deliver scale and reliability, but it must also be more efficient in energy use, more thoughtful in water management, more resilient to climate and operational risks, more secure in information protection, and more trusted by the regions it serves.

Building infrastructure for the future we see

BDC’s role is to provide the infrastructure capabilities that make this digital growth possible. Across our markets, we advanced AI-ready infrastructure solutions, strengthened high-density cooling capabilities and enhanced digital operations across our portfolio. Building on our reported best operating Power Usage Effectiveness (PUE) below 1.2 in suitable tropical environments, we continued to improve efficiency through engineering design, intelligent operations and practical innovation.

We also continued to strengthen the foundations for long-term operating readiness. Our participation in SBTi and RE100 reflects our commitment to science-aligned decarbonisation and the transition to renewable electricity. We are working with partners on cleaner energy access, water stewardship, resource efficiency

and responsible construction. These actions are part of how BDC manages resource constraints, customer expectations and market requirements while improving long-term competitiveness.

Growing through disciplined execution and partnership

Sustainable infrastructure requires more than technology. It also requires strong governance, disciplined execution and shared commitment. In the past year, BDC continued to strengthen safety management, information security, responsible procurement, business controls and talent development. We also deepened the way we connect regional growth with local execution, recognising that scalable infrastructure must be supported by local capability, community understanding and responsible partnerships.

We cannot achieve this ambition alone. Our progress depends on collaboration with customers, employees, investors, suppliers, governments, industry partners and local communities. Their expectations differ, but they point to a common direction: digital infrastructure must create value beyond capacity. It must support innovation, use resources responsibly, protect critical systems and contribute to the long-term development of the markets where it operates.

This year, we have further refined our sustainability direction through BRIDGE. BRIDGE gives BDC a clearer strategic language for connecting our business priorities with our long-term responsibilities. It brings together the themes that matter most to the future of digital infrastructure, including clean energy resilience, lifecycle carbon reduction, AI-ready efficiency, water and nature stewardship, trust and transparency, and shared value for customers, people and communities.

This report reflects that direction. It shares our progress and sets out how we intend to keep raising our standards. Sustainability is not separate from our growth strategy. It is how we improve efficiency, manage resource and climate exposure, strengthen transparency, support regional development and operate a business prepared for long-term change.

Looking ahead, BDC will continue to build with purpose and discipline. We will invest in technologies that improve reliability and efficiency, strengthen our climate and resource management, enhance transparency and work with partners to scale practical solutions. Our ambition is not only to meet the growing demand for digital infrastructure, but to help define what responsible digital infrastructure should become.

We build today for the future we believe in. Through long-term commitment and practical action, BDC will continue bridging tomorrow.

Thank you for your continued partnership.



Eric Fan

Chief Executive Officer
Chair, Sustainability Development Committee

Bridge Data Centres

Sustainability Performance Highlights

Climate & Energy



SBTi

Near-term target validated by SBTi



RE100

100% renewable electricity ambition by 2040



1,245 MWh

Annual electricity savings



1.24

Portfolio average PUE



10.68%

Renewable electricity of total electricity consumption



100%

Operational data centres with smart monitoring and energy management

Operational Efficiency & Innovation



40%

Reduction in modular delivery lead time



12 kW – 200 kW+

Natively integrated power & cooling for mixed general and AI rack loads



100%

Core customer satisfaction



100%

Customer service ticket / complaint closure rate

Water & Environmental Management



0.27

Best-in-Class WUE



1,340 m³

Rainwater harvesting (expected annual saving)



100%

Malaysia operating sites certified under ISO 14001



201,939.9 m³

Recycled water and harvested rainwater used to reduce reliance on tap water

Governance & Information Security



100%

Self-built data centres with valid ISO 27001 certification



0

Major information security incidents



100%

Information security awareness training completion



100%

Key suppliers signed Supplier Integrity Commitment

People & Workplace



33.33%

Women in C-Suite



31.8%

Women in Senior Management



138%

increase in employee training hours



350+

Employees receiving external training



100%

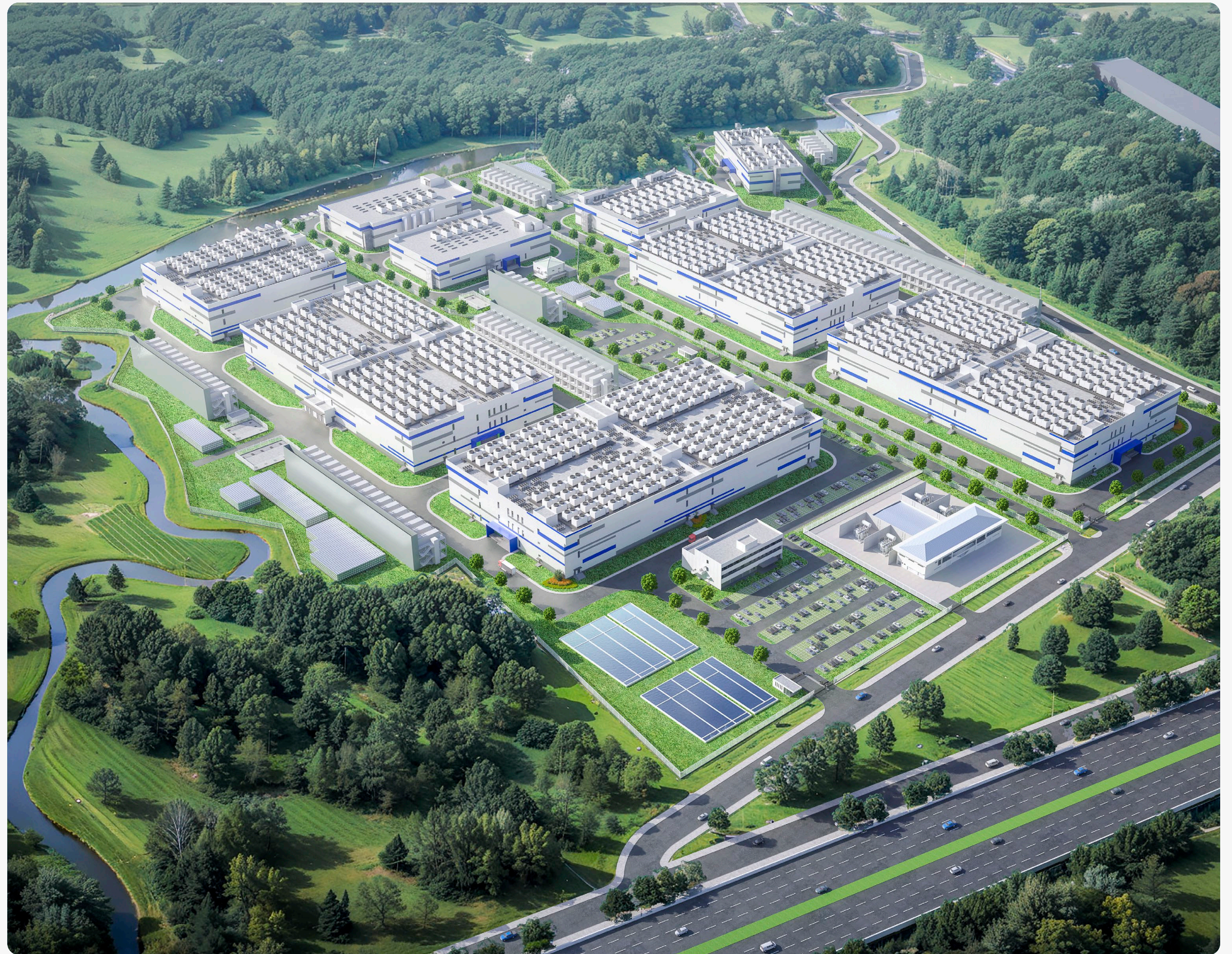
Coverage for eligible employees



0

Fatalities

About Bridge Data Centres



Building Hyperscale Infrastructure for the Digital Future

Bridge Data Centres (BDC) is a Singapore-headquartered hyperscale data centre provider delivering high-performance, next-generation digital infrastructure across Asia Pacific.

Backed by Bain Capital, BDC operates in Malaysia, Thailand, India, and other high-growth markets, with the capability to deliver more than 2 gigawatts (GW) of capacity across Asia Pacific and beyond by 2030.

BDC at a Glance

1.24 PUE¹

Optimised energy efficiency in tropical climates

< 9 Months

Fastest delivery for hyperscale campuses using prefabricated prefinished volumetric construction

US\$ 3B+

Powering expansion and green innovation

> 2 GW

Total planned regional capacity growth by 2030

1. PUE figures represent average PUE calculated based on operating periods where the site load exceeded a defined minimum load threshold.

Our Digital Infrastructure Solutions

Modular Architecture for Rapid Deployment



Flexible, scalable modules for faster builds and seamless expansion.

Prefabricated Precision and Quality



Factory-built components supporting consistent standards, streamlined installation and operational efficiency.

Industry Leading Innovation



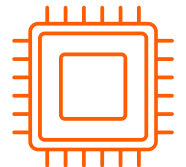
Advanced cooling, AI-driven monitoring and high-efficiency designs for performance and reliability.

Global Expertise with Local Insight



Strategic presence across Asia Pacific supporting compliance, local understanding and customised solutions.

AI-ready Total Solutions



Infrastructure built at scale, delivered with speed and optimised for efficiency.

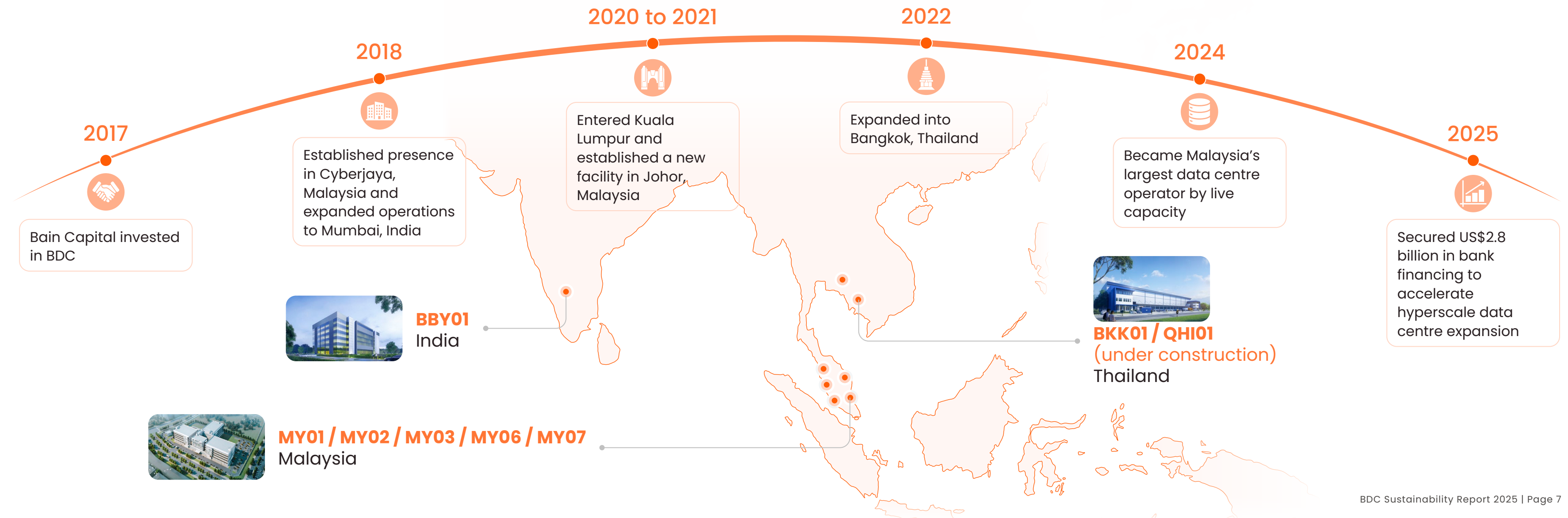


Footprint and Growth Journey

Expanding across Asia Pacific to support regional digital growth

BDC's growth journey reflects the expansion of digital infrastructure demand across Asia Pacific. From Cyberjaya and Mumbai to Kuala Lumpur, Johor and Bangkok, BDC has expanded through market entry, greenfield development, acquisition and campus growth.

Today, BDC's footprint spans key digital infrastructure markets, combining regional development experience with local execution capabilities. This footprint enables BDC to support cloud, AI and high-density workloads while strengthening market understanding, resource coordination and operational resilience.



Our 2025 Milestones



March

Secured a US\$2.8 billion senior secured bank financing facility to support the development of hyperscale data centre campuses across high-growth Asia-Pacific markets.



April

Announced a US\$1.2 billion investment in Chonburi, Thailand, to develop a hyperscale data centre campus designed to support up to 200 MW of IT load.



July

Held the groundbreaking ceremony for QHI01 in Chonburi, marking a key step in BDC's regional expansion and delivery of AI-ready digital infrastructure in Thailand.



August

Launched a data-centre-driven water reclamation plant at MY07, advancing the use of treated effluent as an alternative water source for data centre cooling operations.

Advanced public-private collaboration in Johor to promote treated wastewater reuse for data centre operations, reducing reliance on potable water and strengthening site-level water resilience.



September

Signed a Memorandum of Understanding with BCA International to support Green Mark certification across BDC campuses in Malaysia, India and Thailand.

Received BCA Green Mark Platinum (Provisional) recognition for MY06 under the Green Mark for Data Centres: 2024 framework, reinforcing BDC's sustainable design and operational efficiency practices.



November

Secured a 10-year sustainable water supply arrangement with Eastwater Stecon Utilities for BDC's Chonburi campus, supporting long-term resource readiness in Thailand.



December

Launched BDC's refreshed brand identity, reflecting the Company's continued focus on building trusted, scalable and AI-ready digital infrastructure for regional growth.

Awards and Recognition



Industry Leadership

**Asia Pacific Data Centre Project
of the Year Award**

DCD Awards

Hyperscale Infrastructure Leaders

W.Media

**Strategic Network
Infrastructure Leader**

W.Media

Technological Innovation

**ASHRAE Technology Award—New
Industrial Facilities**

ASHRAE Malaysia Chapter

**Innovation Pioneer Award—Best Practice
for Immersion Liquid Cooling Delivery
Quality Control**

2025 China Computing Power Conference

**Innovation Pioneer Award—Best Practice
for Overseas Delivery of Hyperscale Fully
Prefabricated Data Centres**

2025 China Computing Power Conference

Technology Award

International Symposium on Computility /
ISCT 2025

ESG Performance

Sustainable Water Management Award

ESG Business Awards

**Future Enterprise Awards—Sustainable
Development Leader (ESG30)**

International Data Corporation

**Ram Charan Management Practice
Award—ESG Management Practice**

Ram Charan Awards

**Science and Technology Innovation
Pioneer Award—Best ESG Practice**

The Observer / Guancha.cn

**BCA Green Mark Platinum (Provisional)—
GMDC Framework (2024)**

BCA & IMDA

External Commitments



**Science Based
Targets initiative**

SBTi



RE100

Climate Group / CDP



**Women's Empowerment
Principles**

UN Women /
UN Global Compact



UN CEO Water Mandate

UN Global Compact /
Pacific Institute



**Green Mark Certification
Collaboration**

BCA International

Our Sustainability Approach

Building resilient digital infrastructure for long-term value

As digital infrastructure becomes essential to economic growth, BDC is embedding sustainability into the way we build, operate and grow. Our approach connects technology, resources, governance and people to support resilient infrastructure for Asia’s digital future.

Building Digital Infrastructure for Sustainable Growth

At BDC, sustainability is a core strategy driving long-term high-quality growth. It covers the full lifecycle of data centre investment, construction and operation, and underpins the scaled deployment and stable delivery of computing infrastructure. Leveraging integrated capabilities, we embed sustainability into site assessment, energy and water security, high-density AI-ready design, construction management, energy efficiency, responsible procurement and local talent development.

Energy governance supports reliable operations, water resilience strengthens project delivery, and advanced cooling and intelligent operations enable stable AI infrastructure. Strong governance reinforces stakeholder trust, while local talent and ecosystem cooperation support scalable growth.

As our footprint and industry expectations evolve, BDC continues to strengthen its sustainability governance framework through project practice, operational reviews, stakeholder engagement and cross-functional collaboration. This enables the continued refinement of material topics identification, management and disclosure.

BDC has fully upgraded its sustainability strategy into a structured and implementable framework. The nine focus areas below translate this strategy into operational priorities, aligning sustainability with industry developments, customer expectations and business execution. This approach moves beyond compliance-focused disclosure to strengthen operational performance, risk management, and long-term commercial, environmental and social value creation.

Our Key Management Focus Areas



Resource Efficiency

PUE, water use and design efficiency directly affect how BDC expands capacity while managing pressure on local resources.



Clean Energy Access

Reliable access to cleaner electricity supports BDC’s climate commitments, operating resilience and long-term power strategy.



Environmental Resilience

Water availability, discharge management, waste control and site-level environmental impacts are increasingly important to responsible data centre development and operations.



Continuous Innovation

Continuous engineering innovation enables BDC to address evolving workload density, resource constraints and deployment requirements through practical, scalable solutions.



AI-ready Efficiency

High-density workloads require advanced cooling, intelligent monitoring and engineering solutions that balance performance and resource consumption.



Life-cycle Carbon

Managing carbon across design, construction, operations and suppliers helps BDC look beyond operational emissions alone.



Trusted Operations

Safety, information security, compliance and business controls are essential to the reliability expected of critical digital infrastructure.



Local Capability

Local teams, suppliers and market insights enable BDC to deliver projects effectively and operate with deep regional understanding.



Shared Partnerships

Working with customers, employees, investors, suppliers, governments and communities helps BDC scale practical solutions and create broader shared value.

BRIDGE Framework

BRIDGE helps translate our long-term vision into clearer priorities, stronger management focus and more consistent action across markets, functions and projects. Through this framework, BDC is better able to align growth with responsibility, connect operational decisions with long-term value, and strengthen the way we build infrastructure for the future.

B

Build Clean Energy Resilience

For BDC, clean energy resilience is about securing the energy foundation for digital growth. It reflects our need to grow in markets where power availability, climate expectations and long-term reliability are increasingly connected.

R

Reduce Lifecycle Carbon

Reducing carbon requires BDC to look beyond daily operations and consider how decisions made in site planning, design, construction, procurement and operations shape the full carbon profile of our infrastructure.

I

Innovate AI-ready Efficiency

Innovation is how BDC responds to the next era of digital workloads. As AI and high-density computing reshape infrastructure requirements, we use engineering and digital capabilities to improve efficiency, reliability and adaptability.

D

Deepen Water and Nature Stewardship

Water and environmental stewardship are central to responsible data centre development. This pillar reflects BDC's focus on managing site-level environmental impacts in ways that support project readiness, operational continuity and local resilience.

G

Govern for Trust and Transparency

As data centres become critical infrastructure, trust becomes part of infrastructure quality. BDC strengthens governance, security and accountability so that growth is supported by discipline, transparency and responsible business conduct.

E

Empower Customers, People and Communities

BDC's infrastructure creates value when it supports customers, develops people and contributes to the regions where we operate. This pillar reflects our belief that digital growth should also strengthen local capability and shared progress.



ESG Governance

Strengthening accountability for sustainable growth

Strong governance enables BDC to translate sustainability ambition into accountable action. Through oversight, responsibility assignment, stakeholder input, data management and transparent reporting, we strengthen the way sustainability priorities are executed, reviewed and improved across our business.



Sustainability Governance Structure and Accountability

Sustainability Governance and Accountability

Embedding sustainability into oversight, ownership and execution

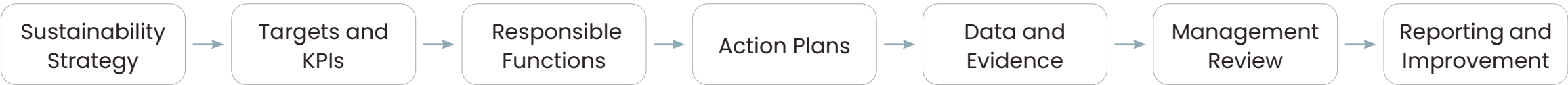
BDC has established a three-tier sustainability governance structure to ensure that sustainability priorities are translated into clear oversight, accountable ownership and disciplined execution. The governance mechanism supports the formulation of sustainability strategy, the setting of targets and department-level KPIs, the confirmation of responsible functions, and the regular review of progress and performance data.

At BDC, sustainability governance is closely linked to the realities of developing and operating hyperscale digital infrastructure. As the company grows across markets, the governance structure helps ensure that sustainability considerations are embedded into site planning, resource coordination, project delivery, operations, risk management and functional decision-making. It also provides the foundation for BRIDGE by connecting strategic priorities with responsible departments, action plans, data evidence and continuous improvement.

Governance structure



Governance operating flow



Key topics under governance oversight

BRIDGE pillar		Topics under governance oversight			
B	Build Clean Energy Resilience	Climate governance	GHG management	Climate resilience	
R	Reduce Lifecycle Carbon	Energy management	Renewable electricity	Green design	Low-carbon operations
I	Innovate AI-ready Efficiency	AI-ready solutions	Advanced cooling	Digital operations	Innovation and IP
D	Deepen Water and Nature Stewardship	Water management	Alternative water	Waste	Discharge
G	Govern for Trust and Transparency	Business ethics	Compliance	Risk control	Information security
E	Empower Customers, People and Communities	Customer partnership	Labour management	Local talent	Health and safety

Strengthening the Governance Foundation

Building the management systems that support BRIDGE execution

As BDC advances its sustainability agenda under BRIDGE, the Company continues to strengthen the governance foundation that enables priorities to move from strategy into execution. This foundation is not limited to one department or workstream. It is built through clearer processes, stronger controls, reliable data, risk-based decision-making and coordinated execution across markets, sites and functions.

In 2025, BDC further enhanced the systems that support responsible growth. These enhancements improve how sustainability-related decisions are reviewed, how responsibilities are assigned, how evidence is collected, how risks are escalated and how progress is tracked. Together, they help BDC manage sustainability as part of business execution and provide a stronger basis for transparent reporting, rating readiness and continuous improvement.



Process Discipline

BDC strengthened process control across business workflows, including ERP-enabled workflow enhancement, procurement process review, project VO change management and clearer control points for approval and documentation. These improvements support more consistent execution and stronger traceability of decisions and evidence.



Risk and Compliance Integration

BDC continued to integrate legal, compliance and risk considerations into business decision-making across investment, asset acquisition, construction, operations, financing, customer contracts, employment, intellectual property, licensing and approvals. This supports more disciplined governance across jurisdictions and project stages.



Data Governance and Evidence Readiness

BDC improved the systems that protect and validate data, including overseas data residency arrangements, secure cloud deployment, certification and audit processes, data security classification, external sharing controls and clearer evidence collection for sustainability disclosure. This strengthens the reliability of performance data and supports assurance readiness.



Site and Operational Assurance

BDC reinforced site-level implementation through EHS governance, regulatory updates, project-level EHS management, contractor guidance, environmental controls, incident prevention and certified management systems. This helps sustainability expectations move into construction and operational practice.



Cross-market Coordination

BDC operates across markets with different regulatory requirements, infrastructure maturity and resource constraints. Strengthened cross-market coordination helps align project requirements, resource planning, regulatory communication and sustainability priorities as BDC expands across Asia.

How these systems support BRIDGE execution

Controls strengthen accountability

Compliance supports responsible decision-making

Data enables measurable progress

Site assurance embeds sustainability into delivery and operations

Cross-market coordination improves resilience as BDC scales

Stakeholder Engagement and Input Sources

Listening across our ecosystem to inform materiality

BDC engages with stakeholders to understand how sustainability expectations are evolving across the digital infrastructure ecosystem. As a hyperscale data centre provider, our decisions on site planning, energy and water resources, technology deployment, construction,

operations, security and local engagement are closely connected with the needs and expectations of our stakeholders.

For this report, BDC gathered inputs from business engagement, regulatory observation, internal interviews, functional data collection, supplier and contractor processes, employee feedback, community

interaction, and peer and client benchmarking. These inputs were reviewed to identify recurring concerns, business relevance, data availability and management ownership, providing the basis for the double materiality assessment on the following page.

How We Engage Our Stakeholders



- Customers and strategic partners**
- We seek to understand how hyperscale customers define reliable, secure, low-carbon and AI-ready digital infrastructure.
- Sustainability information requests and customer sustainability questionnaires
 - Technical solution discussions on energy efficiency, cooling readiness and service continuity
 - Customer meetings, project collaboration and service feedback



- Investors, shareholders and financing partners**
- We seek to understand how capital providers assess governance maturity, climate progress, risk control, data quality and long-term value creation.
- Sustainability data requests and investor communication
 - Financing-related engagement and sustainable finance expectations
 - Rating, assurance and disclosure readiness feedback



- Governments and regulators**
- We seek to understand how market access, approvals, infrastructure planning and resource allocation expectations are evolving across operating markets.
- Approval processes and regulatory communication
 - Policy tracking on energy, water, land use, environment and data centre development
 - Market entry discussions and local resource planning



- Industry associations and ecosystem partners**
- We seek to understand how industry associations, technical partners and market ecosystem participants are shaping expectations for sustainable, efficient and resilient data centre development.
- Industry forums, association engagement and standard-setting discussions
 - Technical collaboration with partners on efficiency, cooling, energy and digital operations
 - Market practice review informed by peer operators, customers and sustainability frameworks



- Employees and local teams**
- We seek to understand how our people experience safety, development, inclusion, engagement and cross-market execution.
- Internal interviews and functional input sessions
 - HR, training and EHS records
 - Employee feedback channels and engagement activities



- Suppliers, contractors and business partners**
- We seek to understand how value chain partners affect delivery quality, integrity, EHS performance, procurement resilience and resource efficiency.
- Supplier onboarding and performance assessment
 - Contractor EHS requirements, audits and project coordination
 - Integrity commitments and technical collaboration discussions



- Communities and site neighbours**
- We seek to understand how data centre development affects local employment, environmental quality, infrastructure pressure and community trust.
- Site-level communication and local engagement
 - Community volunteering and environmental awareness activities
 - Project-level feedback on construction and operational impacts

Double Materiality Assessment

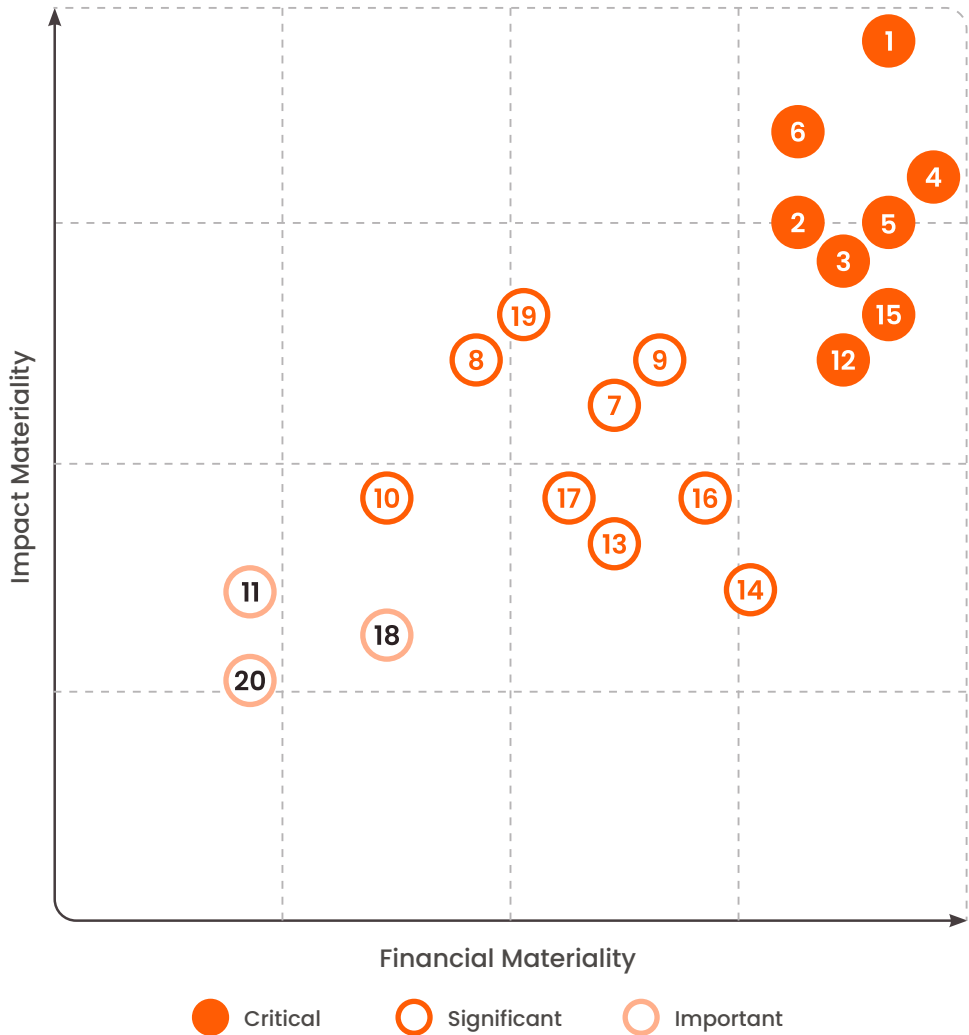
BDC conducts materiality assessment as an important annual process and is progressively strengthening its approach through a double materiality lens. As part of the preparation of this report, BDC consolidated inputs from business engagement, regulatory observation, internal interviews, functional data collection, supplier and contractor processes, employee feedback, community interaction, and peer and client benchmarking into a sustainability topic pool.

The topics were reviewed through a double materiality lens, considering both BDC’s actual or potential impacts on the environment, people, communities and value chain, and the sustainability matters that may affect BDC’s operational resilience, market access, cost structure, customer trust, regulatory readiness and long-term growth. The resulting materiality matrix identifies priority topics for management attention, data collection and disclosure.

Our Materiality Assessment Process



Materiality Matrix



Code	Material topic	Priority level	Code	Material topic	Priority level
1	GHG Emissions	Critical	11	Biodiversity and Land Use	Important
2	Climate Resilience	Critical	12	AI-ready Infrastructure	Critical
3	Energy Management	Critical	13	Digital Operations	Significant
4	Renewable Electricity	Critical	14	Customer Experience	Significant
5	Energy Efficiency and PUE Performance	Critical	15	Information Security and Data Privacy	Critical
6	Water Stewardship and WUE Performance	Critical	16	Business Conduct and Risk Management	Significant
7	Sustainable Design	Significant	17	Responsible Procurement	Significant
8	Construction Environmental Management	Significant	18	Human Capital Management	Important
9	Low-carbon Operations	Significant	19	Occupational Health and Safety	Significant
10	Resource Circularity	Significant	20	Community Impact	Important

Management of Material Topics

Translating materiality results into BRIDGE-based management response

The materiality assessment helps BDC identify the sustainability topics that require focused management attention. These topics are managed through BRIDGE, BDC’s sustainability strategy, which provides a consistent structure for translating materiality results into responsibilities, action priorities, data collection and chapter-level disclosure.



Build Clean Energy Resilience

Relevant material topics

GHG Emissions Climate Resilience

Management interpretation

GHG emissions management and climate resilience are central to BDC’s ability to develop and operate reliable, scalable and low-carbon digital infrastructure across markets. For a hyperscale data centre provider, these topics are not only environmental priorities, but also important considerations for long-term asset resilience, regulatory readiness and customer confidence.

Risk and opportunity lens

Physical climate exposure, evolving climate-related regulations, carbon disclosure expectations and increasing customer scrutiny of emissions performance may affect BDC’s development planning, operational continuity and market positioning. At the same time, a more complete Scope 1, 2 and 3 GHG inventory, science-aligned decarbonisation planning and climate risk assessment can strengthen BDC’s climate governance and support customers’ low-carbon transition.



Reduce Lifecycle Carbon

Relevant material topics

Energy Management Renewable Electricity Sustainable Design
Low-carbon Operations Energy Efficiency and PUE Performance

Management interpretation

BDC’s carbon profile is shaped across the data centre lifecycle, from design and construction to energy sourcing and daily operations. Managing lifecycle carbon requires BDC to improve design efficiency, strengthen energy performance, increase renewable electricity use and embed low-carbon considerations into the way infrastructure is planned, built and operated.

Risk and opportunity lens

Electricity demand growth, energy price volatility, grid availability, design inefficiency and operational carbon intensity may affect project economics, customer expectations and long-term competitiveness. Green design, PUE optimisation, renewable electricity procurement, low-carbon operations and disciplined energy management can reduce emissions exposure while improving operating quality, delivery confidence and lifecycle value.



Innovate AI-ready Efficiency

Relevant material topics

AI-ready Infrastructure Digital Operations Customer Experience

Management interpretation

AI-driven demand is increasing power density, cooling requirements and reliability expectations across the data centre industry. BDC’s ability to provide AI-ready infrastructure, technology-enabled operations and responsive customer solutions is central to how it delivers value in a more demanding digital infrastructure market.

Risk and opportunity lens

Higher rack density, cooling intensity, service continuity requirements, technology deployment complexity and customer sustainability expectations may increase operational pressure. Advanced cooling, X-Power, X-Cooling, X-Monitor and digital operations can improve deployment efficiency, enhance reliability, support customer requirements and differentiate BDC in the hyperscale market.

Management of Material Topics



Deepen Water and Nature Stewardship

Relevant material topics

- Water Stewardship and WUE Performance
- Resource Circularity
- Construction Environmental Management
- Biodiversity and Land Use

Management interpretation

Water stewardship, construction environmental management, resource circularity and site-level ecological considerations are increasingly important to responsible data centre development and operations. For BDC, these topics affect project readiness, permitting, operational continuity, local environmental performance and community confidence.

Risk and opportunity lens

Water scarcity, wastewater discharge requirements, WUE expectations, construction-related environmental impacts, waste management challenges and biodiversity concerns may affect regulatory approvals, operating resilience and stakeholder confidence. Alternative water sources, water recycling, smart metering, responsible construction controls, circular resource practices and site-level environmental management can reduce local environmental pressure and support more sustainable campus development.



Govern for Trust and Transparency

Relevant material topics

- Information Security and Data Privacy
- Business Conduct and Risk Management
- Responsible Procurement

Management interpretation

Trust is foundational to hyperscale digital infrastructure. Customers, regulators, investors and business partners expect BDC to operate with secure systems, ethical conduct, robust risk controls, responsible procurement and reliable disclosure. These topics form the governance foundation that enables BDC to scale across markets with discipline and accountability.

Risk and opportunity lens

Cybersecurity threats, privacy concerns, compliance gaps, supplier integrity risks, procurement control weaknesses and sustainability data quality issues may affect business continuity, customer confidence and rating readiness. Stronger information security controls, business ethics governance, risk management processes, supplier lifecycle management and transparent disclosure can reinforce stakeholder trust and strengthen BDC's governance maturity.



Empower Customers, People and Communities

Relevant material topics

- Human Capital Management
- Occupational Health and Safety
- Community Impact

Management interpretation

BDC's growth depends on skilled people, safe delivery and constructive engagement with the communities around its campuses. These topics connect business execution with workforce capability, health and safety performance, local understanding and the broader value BDC creates in the markets where it operates.

Risk and opportunity lens

Talent shortages, capability gaps, contractor safety risks, employee engagement challenges and community concerns around local infrastructure impacts may affect project delivery, workforce stability and social licence to operate. Talent development, inclusive employment practices, health and safety systems, local hiring and community engagement can strengthen operational execution, employee commitment and shared value creation.

Build Clean Energy Resilience

BDC relies on reliable, efficient and increasingly lower-carbon energy systems to support the growth of its data centre platform. As demand for cloud, AI and data-intensive workloads increases, energy availability, energy efficiency and climate resilience have become critical to BDC's ability to secure capacity, maintain operational reliability, manage resource intensity and respond to customer expectations for sustainable digital infrastructure.

BDC strengthens clean energy resilience by integrating energy and climate considerations into site planning, facility design, energy sourcing and operational management. Through climate risk governance, scenario-informed assessment, energy efficiency improvement, renewable electricity solutions and lower-carbon energy initiatives, BDC works to build a more resilient operating platform and support reliable, efficient and lower-carbon digital infrastructure growth across Asia Pacific.



Climate Resilience

As climate change increasingly reshapes the operating environment for digital infrastructure, BDC recognises the importance of identifying, assessing and managing climate-related risks and opportunities in a structured and forward-looking manner. Data centres are exposed to both physical risks, such as extreme weather, rising temperatures, flooding and water stress, and transition risks arising from evolving regulations, energy market shifts, customer decarbonisation expectations and technological change.

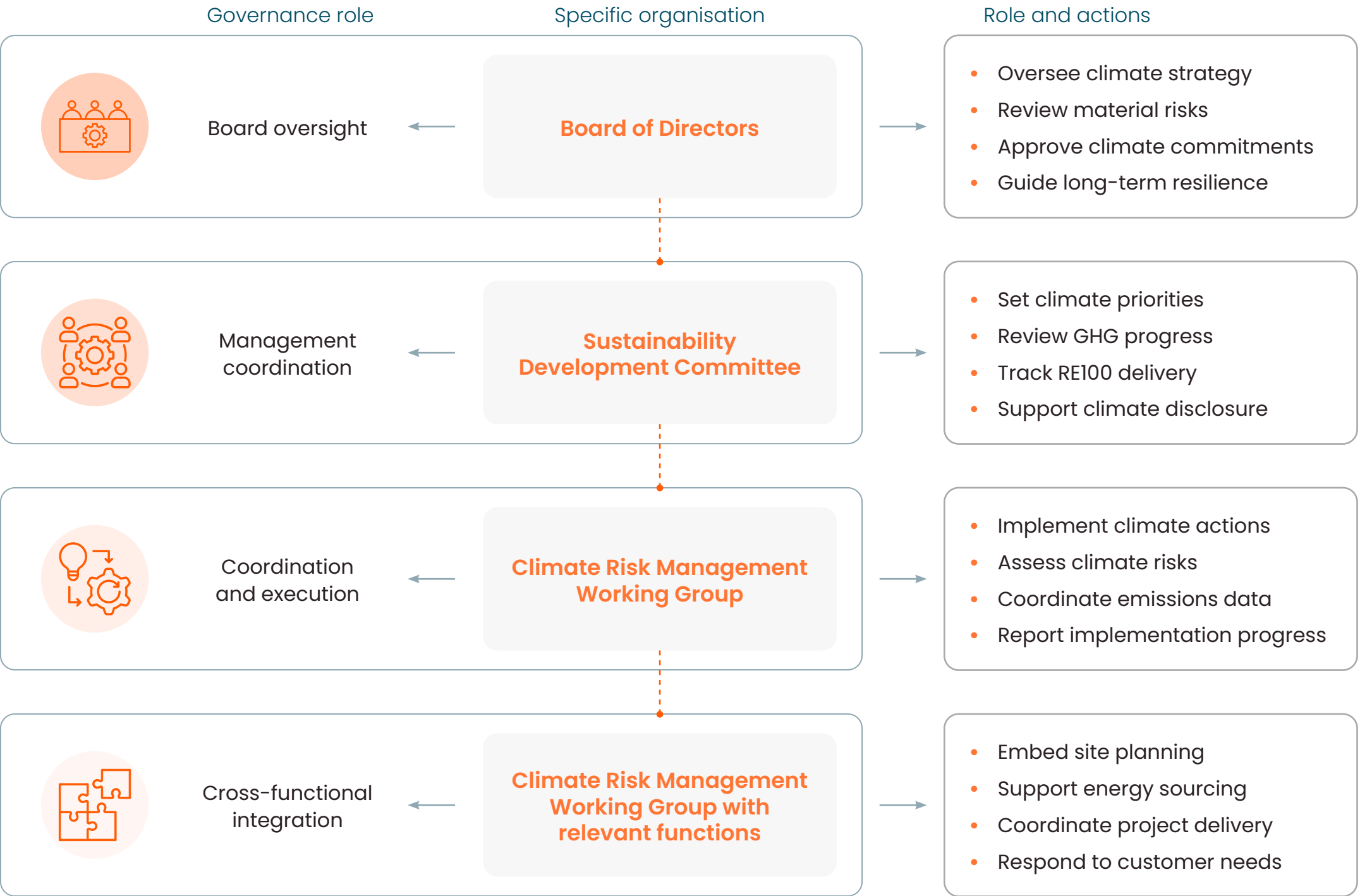
BDC integrates climate considerations into its ESG governance, strategic planning and enterprise risk management processes, with reference to IFRS S2 Climate-related Disclosures. The Company assesses climate-related risks and opportunities across key operating geographies and considers their potential implications for site selection, design resilience, energy sourcing, cooling efficiency, operational continuity and long-term capital planning.

Climate-related Governance

BDC applies climate-related governance as an accountability mechanism for resilient growth. Climate matters are addressed through the Company's established sustainability governance structure, with a focus on connecting oversight, target delivery and operational execution. This links climate-related priorities to the decisions that shape BDC's long-term infrastructure platform, including capacity planning, energy sourcing, site resilience and customer requirements.

The Board of Directors oversees material climate-related risks, decarbonisation commitments and long-term resilience implications. The ESG Development Committee coordinates climate priorities and reviews progress on GHG management, renewable electricity transition, climate risk management and disclosure readiness. The Climate Risk Management Working Group works with relevant functions to translate climate priorities into practical actions across site planning, utility engagement, project delivery, operations, procurement and sustainability reporting.

Climate-related Governance Model



Climate Risk and Opportunity Identification and Management

BDC identifies and manages climate-related risks and opportunities through a structured review process, with reference to IFRS S2 Climate-related Disclosures. The review covers both physical climate risks that may affect data centre assets and operations, and transition risks and opportunities arising from policy changes, energy markets, customer expectations, technology development and the low-carbon transition.

BDC’s climate risk management process focuses on four steps: identifying relevant risks and opportunities, assessing their business relevance, defining management responses, and integrating climate considerations into governance, risk management and business planning.

Climate risk identification and management process

Step	Management focus	BDC application
Identify	Identify climate-related risks and opportunities across assets, operations, markets and value chains.	Operating locations, energy systems, customers and suppliers
Assess	Assess relevance to resilience, cost, reliability and growth.	Site exposure, utility readiness and asset performance
Respond	Define mitigation, adaptation and management actions.	Planning, design, operations and stakeholder engagement
Monitor and integrate	Review climate-related developments through governance and management processes.	Risk review, reporting and business planning

Scenario Lens and Time Horizons

- Updated assessment in 2025:
BDC refreshed its climate scenario analysis to reflect its evolving operating footprint, growth plans and exposure to energy, water, physical climate and transition-related risks.
- Three time horizons:
Climate-related risks and opportunities are assessed across short-term (0–3 years), medium-term (3–10 years) and long-term (more than 10 years) horizons, covering current operations, project development, capital planning and long-term asset resilience.
- Scenario-based risk review:
BDC applies the NGFS scenario framework to examine both physical climate risks and transition risks arising from changes in policy, energy markets, technology and customer expectations, supported by site-level knowledge and engineering judgement.

Scenario lens and time horizon framework

Assessment dimension	Reference input	Main report focus	Management use
Disclosure lens	IFRS S2-related principles	Climate-related risks, opportunities and management processes	Governance, strategy and reporting alignment
Physical climate lens	IPCC climate science	Acute and chronic risks relevant to BDC assets	Site planning and asset resilience
Transition lens	NGFS scenario framing	Policy, energy, technology and market expectations	Energy strategy and business readiness
Water-risk lens	WRI Aqueduct where relevant	Water stress, drought and flood exposure	Utility planning and water resilience
Short-term horizon	0–3 years	Current assets, operations and near-term compliance	Operating controls and response planning
Medium-term horizon	3–10 years	Project pipeline, energy sourcing and infrastructure adaptation	Capacity planning and capital allocation
Long-term horizon	More than 10 years	Asset resilience, market transition and customer decarbonisation expectations	Strategic planning and portfolio resilience

Physical Climate Risk Priorities

BDC assesses physical climate risks based on the location, design and operating profile of its data centre assets. The review considers acute events that may disrupt site access, construction activity or operational continuity, as well as chronic climate shifts that may affect cooling demand, water availability and long-term asset resilience.

BDC connects physical risk identification with practical infrastructure and operational responses. The focus is on how climate hazards may affect utility connections, equipment reliability, construction readiness, emergency preparedness and long-term site resilience.

Operating footprint physical climate risk lens

Operating footprint	Physical climate screening focus	Infrastructure relevance	Management focus
Malaysia	Extreme precipitation, flooding, water stress and rising temperatures	Site readiness, utility resilience, cooling demand and water availability	Drainage review, flood protection, water resilience and operating controls
Thailand	Heat exposure, water conditions, rainfall variability and utility readiness	Project planning, site feasibility, utility access and operational preparedness	Site screening, utility engagement, contingency planning and resilience review
India	Rising temperatures, storm conditions, water stress and humidity changes	Cooling demand, equipment reliability, operating continuity and site-level resilience	Cooling readiness, equipment protection, environmental monitoring and emergency planning
Singapore	Urban heat, intense rainfall and selected physical exposure considerations	Office operations, regional coordination and climate-related reporting support	Climate governance, reporting coordination and stakeholder engagement

Physical climate risk priorities and management response

Risk category	Climate risk priority	Time horizon	Potential relevance to BDC	Management response
Acute physical risks	Extreme precipitation and flooding	Short / Medium / Long	May affect site access, drainage capacity, utility corridors and operational continuity.	Climate-informed site planning, drainage review, flood protection and emergency preparedness.
Acute physical risks	Strong wind conditions	Short / Medium	May affect external equipment, construction safety and facility continuity.	Structural resilience review, equipment protection and emergency planning.
Chronic physical risks	Rising temperatures	Medium / Long	May increase cooling demand, energy use and stress on operating equipment.	Cooling readiness, operating controls and preventive maintenance.
Chronic physical risks	Water stress and drought trend	Medium / Long	May affect cooling strategy, site feasibility and resource planning.	Water resilience review, utility engagement and efficiency measures.
Chronic physical risks	Humidity changes	Medium / Long	May affect cooling performance, equipment reliability and indoor environmental control.	Environmental monitoring, equipment management and operating controls.
Chronic physical risks	Sea-level rise where applicable	Long	May increase long-term exposure for low-lying or coastal areas.	Long-term site screening, flood resilience and adaptation planning.

Transition Risks and Opportunity Pathways

BDC reviews transition risks alongside physical climate exposure because data centre growth is increasingly shaped by climate policy, energy market conditions, customer decarbonisation requirements and investor expectations. These dynamics may influence project feasibility, operating cost, customer confidence, financing access and long-term competitiveness.

BDC also reviews the opportunity pathways created by the low-carbon transition. Stronger climate governance, credible emissions targets, renewable electricity readiness and transparent climate data can support customer trust, investor confidence and more resilient infrastructure planning.

Transition risk and opportunity pathways

Transition driver	Time horizon	Risk relevance to BDC	Opportunity pathway	BDC management focus
Policy and regulatory expectations	Short/ Medium	Data centre approvals, compliance requirements and climate-related reporting may become more demanding.	Stronger permitting readiness and compliance confidence	Regulatory tracking, climate governance and disclosure preparation
Energy market transition	Short / Medium / Long	Renewable electricity availability, grid capacity and energy cost may affect Scope 2 emissions and customer expectations.	More resilient energy planning and lower-carbon growth	RE100 pathway, energy sourcing review and GHG management
Technology transition	Medium / Long	Low-carbon infrastructure and emerging backup power solutions may influence design requirements and capital planning.	Future-ready infrastructure design	Technology assessment, design review and phased adoption
Customer expectations	Short / Medium	Hyperscale customers increasingly request emissions data, renewable electricity pathways and resilient infrastructure.	Stronger customer confidence and solution alignment	Customer sustainability response and emissions transparency
Investor and financing expectations	Medium / Long	Climate targets and risk management may affect capital confidence and sustainability-linked financing readiness.	Improved investor trust and financing readiness	SBTi-aligned targets and climate-related performance disclosure

Energy Efficiency Improvement

Energy efficiency improvement is central to how BDC builds clean energy resilience across its data centre platform. As cloud, AI and data-intensive workloads continue to grow, BDC focuses on converting electricity into computing power more efficiently while maintaining the reliability, availability and performance required by hyperscale customers. This reflects BDC’s commitment to using energy more productively and reducing resource intensity as digital infrastructure demand expands.

BDC manages energy efficiency through energy monitoring, operating discipline, cooling optimisation, equipment efficiency and site-level energy-saving actions. Energy efficiency improvement also supports BDC’s broader clean energy transition by reducing unnecessary electricity consumption, improving operating performance and complementing renewable electricity and lower-carbon energy solutions.

Energy Management

Energy management is a key component of BDC’s low-carbon operations strategy. BDC focuses on improving energy efficiency, reducing energy waste and supporting the transition to lower-carbon energy sources while maintaining reliable services for customers.

BDC’s energy consumption mainly consists of electricity and diesel. Electricity is the primary source of energy used to power IT equipment, cooling systems, power distribution infrastructure and other supporting facilities across its data centres. Diesel is primarily consumed by backup generators for emergency preparedness, testing and business continuity purposes. Through energy monitoring, efficiency improvement initiatives and renewable energy adoption, BDC seeks to optimise energy use and reduce the carbon intensity of its operations.

Energy consumption by source

Category	Unit	2025	2024
Direct energy consumption ²		3,334.84	2,332.45
Diesel ³		3,185.46	2,289.17
Gasoline		149.38	43.28
Indirect energy consumption		494,524.92	236,883.18
Purchased electricity (non-renewable)	MWh	435,586.11	236,372.18
Purchased green electricity ⁴		58,365.42	/
Distributed Solar Photovoltaic		573.39	511.00
Total renewable consumption		58,938.81	511.00
Total energy consumption		497,859.76	239,215.63

In 2025, BDC’s total energy consumption increased compared with 2024, mainly due to the commissioning and ramp-up of new data centre capacity during the reporting year. As additional facilities entered operation and customer IT load increased, electricity demand rose accordingly to support IT equipment, cooling systems, power distribution and other critical infrastructure.

Despite the increase in absolute energy consumption, BDC continued to improve the efficiency of energy use across its operating portfolio. Key operational efficiency indicators, including energy consumption intensity and PUE performance, showed positive progress, reflecting the Company’s focus on energy monitoring, cooling optimisation, equipment efficiency and operational control.

Operational Energy Efficiency Improvement

BDC improves energy intensity through a structured and continuous energy-saving process. The Company identifies energy-saving opportunities across both critical systems, such as cooling and power infrastructure, and non-critical areas where electricity use can be reduced without affecting operational reliability. BDC also applies digital monitoring and AI-enabled energy optimisation to strengthen visibility over energy use, cooling performance and

equipment operating conditions, helping site teams identify efficiency opportunities across both critical and non-critical systems.

BDC’s energy-saving process generally follows five steps: assessment, scheduling, communication, monitoring and feedback. During the assessment stage, site teams identify critical and non-critical areas and equipment where lighting, fan coil units or air-conditioning systems can be adjusted or switched off without affecting essential operations. Based on this assessment, teams develop operating schedules for non-peak hours or unoccupied areas, communicate requirements to employees and site users, monitor electricity consumption after implementation, and collect feedback to identify further improvement opportunities. Through this closed-loop process, BDC embeds energy efficiency into daily facility management and supports the continued reduction of energy intensity across operating data centres.

MY06 Energy Saving Plan

At MY06, BDC reduced unnecessary electricity use in unoccupied or low-usage areas, including corridors, storage rooms, meeting rooms and break rooms. The operations team optimised lighting and cooling equipment schedules, reduced external lighting where appropriate, and switched off selected corridor cooling units when not required.

These measures achieved an actual monthly electricity saving of 174,127 kWh, including 163,013 kWh from cooling-related equipment and 11,114 kWh from lighting. Compared with the December 2024 baseline, the measures contributed to an improvement in PUE from 1.20 to 1.19.

2. To ensure compatibility with 2025 energy consumption data, 2024 direct energy consumption figures have been restated using a consistent conversion methodology. Energy consumption was converted using the reference coefficients set out in the General Rules for Calculation of the Comprehensive Energy Consumption.

3. Diesel consumption includes data from IT operations and self-operated data centres.

4. Renewable electricity is allocated between customer-used sites and self-operated sites based on their respective electricity consumption proportions.

Renewable Electricity and Lower-carbon Energy Solutions

BDC continued to advance renewable energy use across its operations in 2025 as part of its broader transition towards a lower-carbon energy mix. As electricity consumption increased with the commissioning and ramp-up of new data centre capacity, renewable electricity became an important lever for reducing the carbon intensity of BDC’s operations and supporting its long-term climate commitments.

Green Electricity

In 2025, BDC’s renewable energy use reached 58,938.81 MWh, accounting for 10.68% of total electricity consumption. BDC advances renewable electricity adoption through market-specific pathways tailored to the availability and maturity of renewable energy mechanisms across its operating markets. Depending on local conditions, the Company explores and applies suitable channels such as green electricity procurement, on-site solar generation, renewable electricity agreements, power purchase arrangements and renewable energy certificates. BDC’s renewable energy transition is driven by three complementary approaches: renewable electricity procurement, on-site distributed solar generation and long-term collaboration with energy partners to expand access to cleaner and more resilient energy sources.

Solar Panel Installation

BDC is expanding on-site renewable energy use as part of its broader energy transition strategy. At its Thailand data centre, BDC has implemented a distributed photovoltaic pilot to reduce reliance on grid electricity and lower the carbon intensity of site operations.

In 2025, the distributed PV pilot supplied 32.39% of the Thailand data centre’s annual power demand, marking an important milestone in BDC’s energy mix transformation. This initiative supports BDC’s long-term ambition to increase renewable electricity use across its operating markets and contributes to its RE100 commitment to achieve 100% renewable electricity by 2040.

Expanding Renewable Electricity in Malaysia

In 2025, BDC worked with customers at a large-scale hyperscale campus in Malaysia to expand renewable electricity use, directly linking renewable electricity procurement with the campus’s core computing demand. During the reporting period, renewable electricity accounted for 20% at the campus, demonstrating its potential to support energy-intensive computing at scale.

The initiative established a replicable and scalable model for renewable electricity adoption across BDC’s portfolio. Building on this experience, BDC plans to progressively extend renewable electricity procurement across all future operating sites, expanding clean energy use across its infrastructure portfolio and supporting the industry’s transition towards greener computing infrastructure.

Securing Long-term Renewable Electricity for MY07

BDC’s MY07 campus signed a 400 MW long-term power supply agreement with Malaysia’s national utility, Tenaga Nasional Berhad. The agreement represents Malaysia’s first implemented bilateral corporate renewable electricity arrangement under the Corporate Renewable Energy Supply Scheme, providing MY07 with a structured pathway to secure renewable electricity for its medium- and long-term operations.

On-site Solar Power Generation

Category	Unit	2025	2024
On-site solar power generation	MWh	573.39	511.00

Biomass-based Renewable Fuel

BDC is exploring biomass-based renewable fuels as part of its efforts to reduce emissions from backup power systems. In 2025, BDC successfully completed the Asia-Pacific region’s first hydrotreated vegetable oil (HVO) backup fuel pilot at one of its data centre campuses. HVO is a next-generation renewable fuel made from 100% waste-based feedstock and can be used as a direct substitute for conventional fossil diesel without modification to existing backup generators.

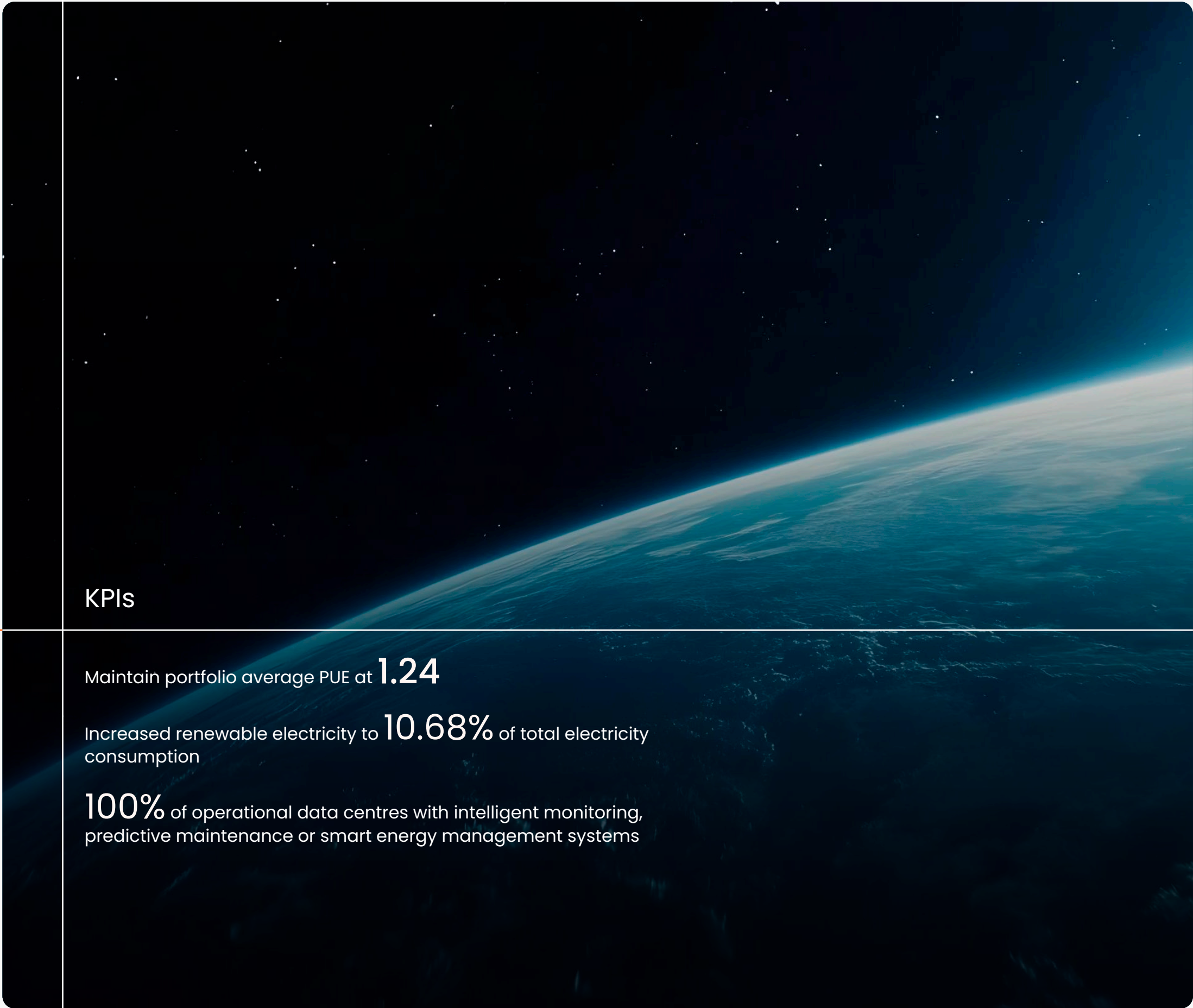
The pilot covered key emergency backup power scenarios, including generator start-up, load transfer and continuous operation under data centre conditions. Performance and emissions indicators met expected requirements, demonstrating that HVO can provide a technically feasible lower-carbon alternative for backup power while maintaining the reliability required by hyperscale data centre operations. BDC has also completed large-scale HVO testing across multiple sites and plans to further deploy HVO solutions across its data centre campuses in Asia Pacific and globally.

Looking ahead⁵, BDC plans to use no less than 10,000 litres of biomass-based diesel annually. Based on an indicative fossil diesel emission factor of approximately 2.6 kg CO₂ per litre and HVO’s potential to reduce GHG emissions by up to 90%, this annual use could avoid approximately 23–24 tCO₂e of emissions compared with conventional fossil diesel.

5. This statement reflects BDC’s current planning assumption and an indicative emissions-reduction estimate only. It does not constitute a binding commitment, guarantee or assurance that the stated annual biomass-based diesel use or the estimated emissions reduction will be achieved, as actual implementation and outcomes may vary depending on operational needs, fuel availability, technical feasibility and other relevant factors.

Reduce Lifecycle Carbon

Reduce Lifecycle Carbon reflects BDC’s approach to embedding decarbonisation across the full lifecycle of digital infrastructure: from site selection, design and construction to low-carbon operations, renewable electricity procurement and value chain collaboration. By integrating low-carbon principles into infrastructure development, green construction, operational efficiency, energy transition and supplier engagement, BDC aims to reduce the carbon intensity and environmental impact of hyperscale growth while enabling customers to expand cloud, AI and data-intensive workloads on a more sustainable digital infrastructure platform across Asia Pacific.



SBTi GHG Reduction Roadmap

BDC recognises that the decarbonisation of digital infrastructure is essential to supporting the global transition toward a 1.5°C pathway under the Paris Agreement. As demand for cloud, AI and data-intensive services continues to grow, data centre operators have a responsibility to expand capacity while reducing the carbon intensity of infrastructure development and operations.

GHG Emissions Performance

GHG Emissions Accounting

BDC has established a greenhouse gas (GHG) emissions management and monitoring mechanism in accordance with the GHG Protocol to systematically identify, quantify and track emissions across its operations. The inventory covers Scope 1 emissions from sources such as backup power generation, refrigerant leakage and fuel consumption, Scope 2 emissions from purchased electricity, and relevant Scope 3 emissions across the value chain. Given the energy-intensive nature of data centre operations, electricity consumption represents the most significant source of BDC’s carbon footprint and remains a key focus of emissions management.

To ensure transparency and accountability, BDC accounts for and discloses GHG emissions based on clearly defined operational and value-chain boundaries in line with the GHG Protocol. The Company conducts annual GHG emissions accounting and continues to enhance data collection processes, reporting boundaries and emissions coverage to improve the accuracy and completeness of its carbon inventory, avoid double counting across customer and supplier activities, and track progress against its SBTi-validated targets. This emissions management framework supports consistent performance assessment and informs decisions on energy efficiency, renewable electricity procurement, low-carbon technologies and broader decarbonisation initiatives.

GHG Emissions Inventory

BDC conducts an annual GHG emissions inventory and verification with reference to the ISO 14064 Greenhouse Gases – Specification with Guidance at the Organization Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals, covering organisational and operational boundary setting, emission source identification, activity data collection, emissions calculation, documentation review and evidence management.

GHG Emissions by Scope

Category	Unit	2025	2024
Scope 1	tCO ₂ e	5,265.91	1,295.08
Scope 2 Location-based		321,756.19	181,743.07
Scope 2 Market-based		246,491.46	181,743.07
Scope 3		1,318,387.02	550,348.18

In 2025, BDC’s Scope 1 emissions increased from 1,295.08 tCO₂e in 2024 to 5,265.91 tCO₂e, mainly due to higher direct fuel use associated with business expansion, including backup power generation, commissioning activities and broader operational demand across its growing data centre portfolio. Scope 2 emissions changed from 181,743.07 tCO₂e in 2024 to 246,491.46 (market-based) tCO₂e in 2025, reflecting the combined effect of increased electricity consumption driven by capacity growth and the continued adoption of renewable electricity. As data centre operations are highly electricity-intensive, BDC continues to manage Scope 2 emissions through energy efficiency improvements, high-efficiency cooling systems, intelligent operations, renewable electricity procurement and energy structure optimisation. Overall, the year-on-year changes in Scope 1 and Scope 2 emissions reflect BDC’s rapid business growth.

GHG Emissions of Scope 3

Category	Unit	2025	2024
Category 1: Purchased goods and services	tCO ₂ e	160,422.82	2,443.40
Category 2: Capital goods		29,397.01	13,948.19
Category 3: Fuel and energy-related activities		21,924.73	11,933.32
Category 5: Waste generated in operations		179.84	71.73
Category 6: Business travel		499.42	50.38
Category 7: Employee commuting		1,767.39	802.19
Category 13: Downstream leased assets		1,104,195.81	521,098.97
Total Scope 3		1,318,387.02	550,348.18

In 2025, BDC’s total Scope 3 emissions increased from 550,348.18 tCO₂e in 2024 to 1,318,387.02 tCO₂e, primarily reflecting the continued expansion of BDC’s data centre portfolio and the broader value-chain emissions associated with infrastructure development and customer operations. Category 13, Downstream Leased Assets, remained the largest Scope 3 source, increasing from 521,098.97 tCO₂e to 1,104,195.81 tCO₂e, mainly driven by higher electricity consumption from customer-occupied data centre capacity as utilisation levels increased. Category 1, Purchased Goods and Services, also rose significantly from 2,443.40 tCO₂e to 160,422.82 tCO₂e, primarily due to emissions associated with data centre construction activities and the procurement of materials and services required to support BDC’s expanding infrastructure footprint. Increases were also recorded in Capital Goods, Fuel- and Energy-related Activities, Waste Generated in Operations, Business Travel and Employee Commuting, consistent with BDC’s business growth and enhanced value-chain data collection.

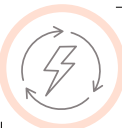
SBTi Target

BDC has voluntarily aligned its climate action with science-based decarbonisation principles and successfully obtained validation from the Science Based Targets initiative (SBTi) for its near-term targets.

BDC commits to reduce absolute Scope 1 and Scope 2 GHG emissions by **42.0%** by 2030 from a 2024 base year, and to reduce absolute Scope 3 GHG emissions by **25.0%** over the same period.

These targets provide a measurable framework for BDC to manage emissions across its own operations and broader value chain, while supporting long-term business growth with greater climate accountability.

To deliver against these targets, BDC integrates carbon reduction across the full lifecycle of its data centre assets.



During Site Selection

BDC considers access to resilient and lower-carbon energy systems, alongside climate resilience factors.



During Design and Construction

BDC applies modular design, resource-efficient construction methods, low-carbon material considerations and pollution control measures to reduce embodied and construction-related impacts.



During Operations

BDC focuses on high-efficiency cooling, intelligent monitoring, energy-efficient power systems, renewable electricity procurement and water-efficient solutions to reduce operational emissions and resource consumption.

Net-zero Pathway

BDC's decarbonisation pathway connects its SBTi-aligned near-term emissions reduction targets with its longer-term renewable electricity ambition. The pathway prioritises operational efficiency and renewable energy deployment in the near term, expands low-carbon infrastructure and construction solutions toward 2030, and supports a differentiated transition to 100% renewable electricity across BDC's operating markets by 2040.



Net-Zero Lifecycle

Reduce Lifecycle Carbon reflects BDC’s belief that decarbonisation should be embedded into the way digital infrastructure is conceived, built and operated, rather than treated as a standalone environmental initiative. As a developer and operator of hyperscale data centres, BDC recognises that the carbon footprint of digital infrastructure extends far beyond operational electricity consumption. It is shaped by decisions made throughout the asset lifecycle, from site selection and facility design to construction methods, operational efficiency, energy sourcing and supply chain practices.



Green Design and Construction

BDC integrates low-carbon considerations into the way data centres are planned, designed and built.

This includes:

- Selecting sites with long-term energy, climate and infrastructure resilience
- Applying modular and prefabricated design principles
- Improving land and space efficiency
- Prioritising advanced and energy-efficient cooling technologies to support future high-density computing requirements
- Reducing construction-related impacts through responsible material use, pollution control and waste management

By designing carbon reduction into infrastructure from the beginning, BDC aims to avoid unnecessary resource consumption, enhance long-term energy performance and enable facilities to remain adaptable to future technology and customer requirements.



Low-Carbon Operations

Operational efficiency is one of the most direct and measurable pathways for reducing data centre carbon intensity.

BDC focuses on:

- Improving Power Usage Effectiveness (PUE)
- Enhancing cooling efficiency
- Optimising equipment performance
- Applying intelligent monitoring to reduce energy waste across operating facilities

Through continuous performance tracking, operational tuning and targeted retrofit measures, BDC works to ensure that facilities operate reliably while using energy more efficiently.



Renewable Energy Use

While energy efficiency reduces the amount of electricity required, renewable energy reduces the carbon intensity of the electricity consumed.

BDC is advancing:

- renewable energy adoption through on-site generation
- renewable electricity procurement
- long-term collaboration with energy partners

This supports our broader decarbonisation pathway and helps build a cleaner energy foundation for hyperscale data infrastructure growth.

Green Design and Construction

For BDC, lifecycle carbon reduction starts long before a data centre enters operation. The choices made during design and construction shape how a facility will perform throughout its lifetime. They influence the amount of carbon embedded in the asset, the efficiency of future operations and the ability of the infrastructure to accommodate changing technology requirements. BDC incorporates sustainability considerations into the development process from the outset. Its approach focuses on modular construction methods, recognised green building standards and technical designs tailored to local conditions.



MY06 Prefabricated Modular Construction

The MY06 project demonstrates the environmental benefits of prefabricated prefinished volumetric construction. Developed using Prefabricated Prefinished Volumetric Construction (PPVC), the facility comprised 326 modules manufactured, assembled and tested off-site before installation.

By shifting much of the construction process to factory environments, the project improved material efficiency, reduced on-site waste and minimised construction-related impacts. Installation in Malaysia was completed within six months, reducing delivery time by 40% compared with conventional construction methods.

Fully Prefabricated Modular Data Centre

BDC adopts modular and prefabricated prefinished volumetric construction as a core development approach. Traditional construction relies heavily on sequential on-site activities, which can extend project timelines and increase resource consumption. Under BDC’s model, major building, power and cooling components are manufactured, integrated and tested in factory environments before being transported to site for assembly. This allows greater control over quality and reduces the complexity of on-site construction.

BDC has developed a range of modular data centre models, including sprawling single-storey, two-storey and multiple-storey configurations, as well as half-prefabricated and fully prefabricated solutions. In the fully prefabricated model, the data centre modules are separated from the building structure itself. This creates greater flexibility for deployment and future adjustment. Cabinet modules, auxiliary modules, return-air modules, air-supply modules, corridor modules and surveillance modules can be assembled through a standardised approach that simplifies construction and improves consistency across projects.

Scenario-based Technical Design

BDC develops data centre designs based on the conditions of each location. A standardised solution may not deliver the best environmental or operational outcome across different markets. Climate conditions, water availability, grid characteristics, land constraints and customer requirements vary significantly across the Asia-Pacific region.

During the planning stage, BDC assesses climate conditions, water availability, grid characteristics, land constraints and customer demand profiles, then selects cooling and infrastructure solutions that optimise long-term energy and water performance. Its cooling platform covers air-cooled, air-liquid compatible and liquid cooling configurations, allowing facilities to adopt solutions such as dry coolers, cooling towers, prefabricated cooling stations, magnetic levitation two-phase cooling technologies and liquid cooling systems based on site-specific conditions.

This design flexibility enables BDC to accommodate power densities from conventional air-cooled racks to high-density liquid-cooled cabinets. The broader infrastructure design supports CPU- and GPU-based deployments, flexible power distribution, room zoning and multiple cooling configurations. By aligning technical design with local environmental conditions and workload requirements, BDC establishes the foundation for low-carbon operations, enabling data centres to achieve leading Power Usage Effectiveness (PUE) and Water Usage Effectiveness (WUE) performance throughout their operational lifecycle.

Green Building Standards

BDC proactively incorporates sustainability considerations into the design of its data centres by adopting environmentally responsible building solutions and referencing internationally recognised green building frameworks, such as LEED, as well as local standards including Singapore’s BCA Green Mark Platinum. From the early planning stage, BDC evaluates opportunities to improve energy efficiency, optimise water use, enhance material efficiency and reduce environmental impacts throughout the building lifecycle. By embedding these considerations into project design and development, BDC seeks to deliver data centres that are more resource-efficient, lower in environmental impact and better positioned for long-term sustainable operation.

Green building frameworks / certifications



LEED Certification



BCA Green Mark Platinum

Recognition related to sustainable design and delivery



Sustainability in Design and Build
W.Media Awards



Project teams use green building requirements to inform decisions on energy systems, water management, material selection and environmental controls. This approach strengthens the connection between design-stage planning and long-term operational performance. Measures introduced during development can continue to deliver environmental benefits throughout the life of the facility.

BDC develops data centre designs based on the conditions of each location. A standardised solution may not deliver the best environmental or operational outcome across different markets. Climate conditions, water availability, grid characteristics, land constraints and customer requirements vary significantly across the Asia-Pacific region. BDC evaluates these factors during the planning stage and selects infrastructure solutions that are appropriate for the local environment.

Low-Carbon Operations

BDC integrates energy efficiency, resource management and digital optimisation into data centre operations. Key priorities include improving PUE, optimising cooling for high-density workloads, applying AI-enabled operations and balancing energy and water efficiency.

Continuous PUE Improvement

BDC has maintained strong and stable energy efficiency performance, with portfolio average PUE improving from 1.25 in 2024 to 1.24 in 2025. This reflects the Company's ability to sustain efficient operations while supporting the continued growth of hyperscale and AI-ready workloads. BDC continuously improves PUE by optimising the performance of cooling infrastructure, including liquid cooling systems, chiller plants and precision air-conditioning units. Through regular review of operating parameters and control strategies, the Company reduces non-IT energy consumption while maintaining reliable operating conditions for customer equipment.

For liquid cooling systems:

BDC optimises terminal differential pressure setpoints to control pump operating frequency and reduce pump electricity consumption. The Company also adjusts cooling tower outlet water temperature setpoints to optimise cooling tower fan operation and minimise fan energy use.

For chiller systems:

BDC optimises differential pressure, water temperature and flow setpoints to reduce pump

and cooling tower fan energy use. Regular water quality management also helps maintain heat exchange efficiency and minimise chiller energy consumption.

At the precision air-conditioning level:

BDC adjusts supply air temperature setpoints to optimise compressor operating frequency and reduce cooling energy consumption. Return air temperature setpoints are also refined to optimise fan operation and lower fan electricity use while maintaining required environmental conditions within data halls.

Cooling System Optimisation and High-Density Workload Adaptation

Cooling is one of the largest sources of non-IT energy consumption in data centre operations. BDC therefore optimises cooling systems based on actual operating conditions, cabinet power density and customer workload requirements. Its cooling solutions cover air-cooled, air-liquid compatible and liquid cooling configurations, allowing different sites and data halls to adopt suitable cooling approaches according to heat load, local climate and water availability. For high-density AI and GPU workloads, BDC's cooling architecture supports flexible deployment from conventional air-cooled racks to high-density liquid-cooled cabinets, helping maintain energy efficiency as computing density increases.

Integrated Energy and Water Optimisation

BDC therefore evaluates energy and water performance together when selecting cooling strategies, adjusting operating parameters and managing site-level resource consumption. This approach is particularly relevant in Southeast Asia, where sites may face different combinations of high ambient temperatures, grid constraints and local water availability.

In practice, BDC manages this balance through site-specific cooling strategies, PUE and WUE monitoring, water recycling and alternative water source exploration. By assessing both energy and water impacts, BDC seeks to avoid shifting environmental pressure from one resource category to another. This integrated approach enables the Company to improve operating efficiency while supporting long-term resource resilience for hyperscale data centre growth.

Building a Greener Workplace

Beyond data centre operations, BDC extends low-carbon principles to its office environment and daily workplace practices. In 2025, BDC continued to promote a more resource-efficient and digitally enabled office model by improving office energy management, encouraging lower-carbon commuting, and reducing paper and material consumption in daily administration.

BDC supports office energy efficiency through the use of power-saving equipment, smart lighting and air-conditioning control where applicable, helping to reduce unnecessary electricity use in shared workspaces. To lower commuting-related emissions, BDC encourages employees to use public transportation, carpooling, cycling

or walking where practical. The Company also promotes digital workflows, online collaboration and paperless document management to reduce printing, storage and administrative resource consumption.

Air-conditioning Optimisation at MY06

At MY06, BDC's infrastructure operations team optimised the air-conditioning control strategy within the E-house operating environment to reduce cooling energy consumption while maintaining the required indoor conditions for electrical equipment.

The team adjusted AC1-AC3 by reducing the internal fan speed setting from 80% to 60% and increasing the temperature setpoint from 25°C to 26°C. This helped reduce unnecessary fan power use and avoid overcooling while keeping the system within operational requirements.

After the optimisation, average hourly air-conditioning power consumption decreased from 517.16 kWh to **394.69 kWh**, saving approximately **122.47 kWh** per hour, about **2,939 kWh** per day. Air-conditioning energy consumption was reduced by approximately **23.7%**, while the Cooling Load Factor decreased from 0.047 to **0.035**.

Innovate AI-ready Efficiency

For BDC, Innovate AI-ready Efficiency means preparing digital infrastructure for the next generation of computing demand through engineering innovation. As cloud, AI and high-density workloads reshape data centre design and operations, BDC is strengthening its capabilities in high-density power, adaptive cooling, rapid deployment and intelligent operations.

BDC’s AI-ready Total Solution 2.0 integrates i-Building X, i-Power X, i-Cooling X and i-Operation X into a coordinated infrastructure framework. Together, these capabilities help customers deploy future-ready capacity with greater efficiency, reliability and flexibility.

BDC also strengthens innovation quality through technical standards and lifecycle controls. Its Cold Plate Liquid Cooling Full Lifecycle Quality Control Standard supports consistency and traceability from design and delivery to testing, operations and maintenance, enabling more reliable deployment for high-density computing environments.



AI-ready Infrastructure

Building infrastructure for the next era of computing

BDC sees AI-ready infrastructure as a core requirement for future digital growth. As customer workloads become denser and more technically demanding, data centres need to support higher rack densities, more flexible power distribution, more adaptive cooling and faster deployment.

Building on BDC’s AI-ready Total Solution approach, BDC integrates i-Building X, i-Power X, i-Cooling X and i-Operation X into an end-to-end infrastructure platform. Through this platform, BDC aims to help customers deploy high-density digital capacity with greater efficiency, flexibility and confidence.

Integrated AI-ready Infrastructure System

BDC develops AI-ready infrastructure through an integrated technical architecture that brings together building configuration, power supply, cooling systems and intelligent operations. With this architecture, BDC configures data centres around customer workload density, equipment profile, site conditions and delivery requirements.

The system is structured around four core technical capabilities: i-Building X, i-Power X, i-Cooling X and i-Operation X. Together, the four systems form the physical, electrical, thermal and operational foundation for future-ready data centres. Their value lies in how they work together to support higher IT output, rapid deployment, resource efficiency and operational control.

BDC AI-ready Infrastructure System

System	Technical focus	Key configuration	Performance and innovation highlights	Why it matters for future-ready data centres
i-Building X	Scalable building model	Sprawling single-storey, two- to multiple-storey, half-prefabricated and fully prefabricated modular data centres	Supports CPU and GPU compatibility; fixed functional zoning; decoupled building and mechanical, electrical and plumbing systems; flexible power and room zones; air/liquid cooling compatibility	Provides the physical flexibility needed to adapt to different sites, customer requirements and future workload densities
i-Power X	Simplified modular power supply system	High-voltage substation, power line-up, battery line-up, standby generator, E-House, medium-voltage and low-voltage power modules, lithium battery modules and IT modules	Supports 12 kW to 200 kW+ rack power density; compatible with 2N, distributed redundancy and N+2C architectures; supports AC-UPS and DC-800V options; modularised for factory prefabrication and containerised delivery; footprint reduction of more than 50% where applicable	Builds the electrical foundation for high-density deployment, phased delivery and future power expansion
i-Cooling X	Highly efficient cooling system	Air cooling, air-liquid cooling compatibility and liquid cooling; dry coolers, cooling towers, prefabricated cooling stations, cooling distribution units, hydraulic modules and maglev cooling technologies	Cooling plant covers 12 kW to 200 kW+ per rack; supports waterless cooling pathways where appropriate; primary-side prefabrication above 90%; secondary-side prefabrication at 100%	Enables BDC to match cooling design with rack density, water availability, customer equipment and site conditions
i-Operation X	Intelligent operations management system	DCIM platform, power monitoring system, environmental monitoring system, intelligent inspection, alarm management, maintenance support and predictive maintenance	Supports adaptive cooling, fault alarm and detection, data prediction, operational records and intelligent O&M workflows	Connects infrastructure design with operational visibility, helping maintain reliability and efficiency after commissioning

Designing for High-density Readiness

Engineering flexibility into the infrastructure system

BDC’s AI-ready infrastructure system is designed to support a broad range of workload densities and deployment pathways. As customer equipment evolves, data centres must be able to accommodate changing rack power, cooling technology and resilience requirements without compromising reliability or delivery certainty.

BDC addresses this through a system-level design approach. i-Building X provides flexible building formats and room zoning. i-Power X provides the modular electrical backbone required for higher-density racks and phased deployment. i-Cooling X provides cooling pathways that can be selected according to workload density and local resource conditions. i-Operation X provides the monitoring and analytics layer required to operate high-density environments with greater control.

By planning building, power, cooling and operations together from the design stage, BDC embeds high-density readiness into the infrastructure system. It reduces the need for late-stage redesign, strengthens compatibility with air and liquid cooling pathways, and improves the ability to align deployment sequencing with customer requirements.

High-density readiness across the infrastructure system

Design dimension	BDC approach
Power density	12 kW to 200 kW+ rack power design range
Power reliability	Multiple resilience architecture options
Deployment flexibility	Modular power and cooling components
Cooling flexibility	Air cooling, air-liquid cooling compatibility and liquid cooling
Space efficiency	Simplified modular power design
Operational control	Digital monitoring and predictive maintenance

Technical Spotlight

Designing High-density AI-ready Infrastructure with Resource Efficiency

BDC designs its high-density data centre infrastructure to support increasingly demanding AI and high-performance computing workloads while improving resource efficiency and reliability. Its design approach integrates cold-plate liquid cooling, hybrid thermal management, intelligent airflow, buffer tank systems and scalable power distribution to optimise energy and water efficiency across demanding operating environments. For extreme-scale deployment, BDC’s campus design is built to support rack densities exceeding 130 kW, addressing structural, electrical and thermal requirements while embedding sustainability considerations from site selection to modular construction.

Digital twin technology further strengthens this design approach by improving visibility over resilience, energy efficiency and thermal management. By connecting advanced cooling, scalable power architecture, digital simulation and modular delivery, BDC prepares its infrastructure for high-density deployment without treating performance, reliability and sustainability as separate design priorities. This integrated approach supports resilient, scalable and sustainable data infrastructure for future AI-driven demand.

MY06: Prefabricated delivery for scalable hyperscale capacity

At DCD>Connect Live APAC, BDC’s Vice President, Design Delivery, Lye Yit Tho, shared how the company translates its low-carbon ambition into technical innovation and design excellence. He highlighted BDC’s approach to integrating building configuration, high-density power architecture and thermal management from the outset to support reliable, scalable deployment as AI workloads become more demanding. Resource efficiency is embedded in this integrated design model, aligning cooling, power and operational performance to support efficient, lower-carbon and AI-ready data centre operations.



Scenario-based Efficiency

BDC applies AI-ready infrastructure through scenario-based configuration. This means that power, cooling, building layout and operational control are selected as an integrated solution based on customer workload requirements, local resource conditions and delivery priorities.

For some deployments, the priority may be rapid delivery and scalable capacity. For others, the priority may be higher rack density, liquid cooling readiness, water resource constraints or long-term expansion. BDC's four-system architecture gives the company the flexibility to configure the right combination of building model, power system, cooling pathway and monitoring capability for each scenario.

Scenario-based configuration links efficiency with future readiness by matching infrastructure design to workload density, resource conditions and deployment priorities. Modular and prefabricated components improve construction coordination and quality control. Flexible power and cooling pathways reduce the risk of redesign as customer requirements evolve. Intelligent operations systems then provide the data visibility needed to manage performance after commissioning.

Building AI-ready Cooling and Power Partnerships

BDC strengthens AI-ready infrastructure readiness by working with technology partners across cooling, power and thermal management. In 2025, BDC advanced collaborations with SK Innovation, Vertiv, Ecolab and Climaveneta to expand solution pathways for high-density data centre deployment. These partnerships support BDC's scenario-based approach, helping align cooling architecture, power scalability, coolant performance and local resource conditions with different customer and site requirements.



Concord New Energy Group Limited

Signed an MoU to develop Singapore's first barge-based hydrogen power solution for next-generation AI digital infrastructure.



SK Innovation

Signed an MoU to explore advanced cooling technologies and robust power systems for hyperscale data centres.



Vertiv

Signed an MoU to advance liquid cooling and scalable power solutions for high-density AI workloads.



Ecolab

Signed an MoU to strengthen liquid cooling treatment, coolant quality management and water testing capabilities.

MY06: Prefabricated delivery for scalable hyperscale capacity

At MY06 in Johor, BDC applied prefabricated prefinished volumetric construction methods to support faster and more controlled delivery of hyperscale capacity. Free-standing three-dimensional modules were fabricated off-site, containerised, transported to the data centre campus and installed on-site. This model enabled construction workflows to move in parallel and reduced dependence on sequential on-site work.

BDC also works with suppliers on prefabricated equipment and modular products, including generator modules, power container units and prefabricated cooling stations. By moving more integration into factory-controlled environments and transporting modularised equipment to project sites, BDC enables equipment production and civil works to progress in parallel.

This reduces on-site installation complexity, limits activities such as welding, improves quality control and helps reduce construction-related noise, pollution and site disruption. BDC's modular delivery approach supports BDC's rapid deployment capability, with company materials citing 6–8 months as BDC's fastest delivery timeframe for hyperscale deployment.

Digital Operations

For BDC, digital operations extend innovation from infrastructure design into the full operating lifecycle of data centres. By connecting facilities, equipment, operating teams and performance data, BDC strengthens the visibility and control required to operate high-density digital infrastructure with greater reliability, efficiency and responsiveness.

BDC’s digital operations model supports AI-ready infrastructure by turning operational data into disciplined monitoring, timely escalation, closed-loop management and continuous optimisation. After commissioning, this model provides the operating foundation needed to monitor performance, manage risks and continuously improve facility operations. It also supports BDC’s shift from reactive issue handling to more proactive prevention, enabling operating teams to identify risks earlier and manage performance with greater discipline.

Intelligent Monitoring and Operational Visibility

BDC strengthens digital operations by connecting facilities, equipment, operating teams and performance data into a more visible and responsive management system. Operating teams can monitor, interpret and act on facility conditions with greater precision, supporting earlier risk detection, faster coordination and more efficient resource consumption.

In 2025, BDC further advanced this model through multi-campus 24/7 full-stack monitoring, intelligent alarms, alarm noise reduction, online collaboration and operations BI visualisation. The full-stack monitoring system enhanced visibility across network devices, business services and middleware, while the BI platform integrated work orders, changes, maintenance tasks and incidents into structured management information. AI coding tools also reduced time spent on repetitive development tasks by an average of 65%, supporting faster iteration of digital operations platforms.

BDC Digital Operations Value Map

Full-stack monitoring

Provides real-time visibility across facilities, network devices, business services and middleware, supporting earlier risk detection in complex operating environments.



Preventive maintenance

Uses equipment status, load conditions and operating data to support proactive maintenance, improve asset utilisation and reduce avoidable resource consumption.



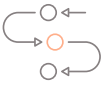
Operations BI visualisation

Strengthens accountability by turning incidents, work orders and corrective actions into traceable, closed-loop workflows.



DCIM-enabled workflows

Converts work orders, changes, maintenance and incidents into visual management information and quantified performance scores, enabling cross-campus and building-level performance comparison.



Intelligent alarm management

Improves signal quality through alarm management, noise reduction and online collaboration, helping teams focus on material operational risks.



AI-assisted platform development

Accelerates digital operations platform iteration by reducing repetitive development work and allowing teams to focus on higher-value operational needs.

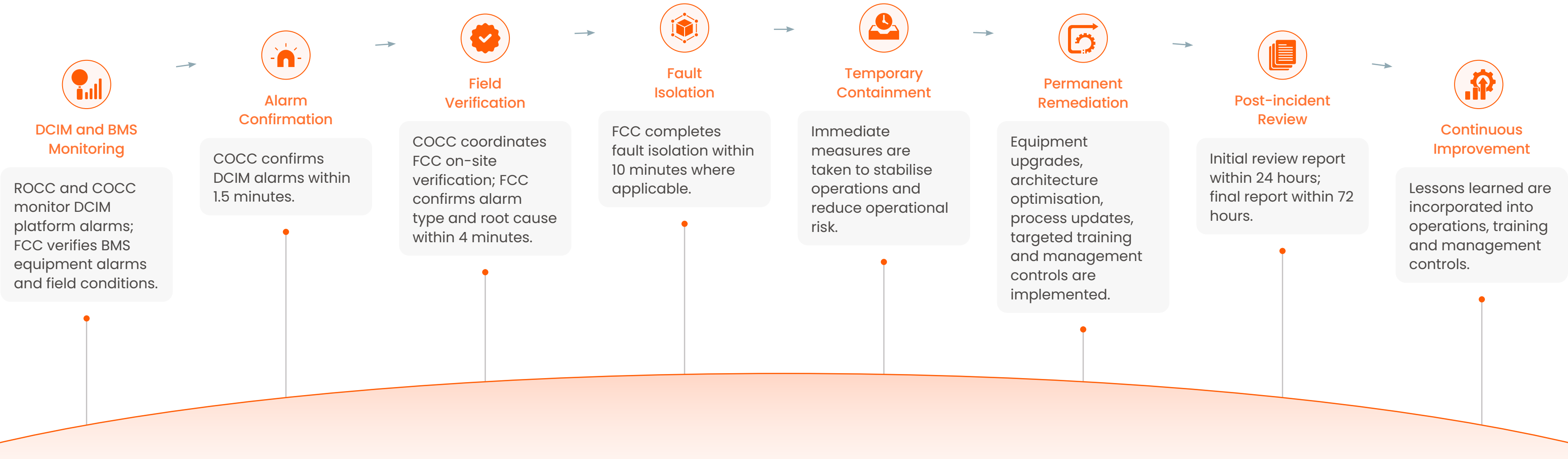


Risk-based Operational Control

BDC’s risk-based control model connects digital visibility with operating discipline, linking inspection, work-order tracking, graded response and post-incident review. Operational risks are classified into technical risks, such as equipment aging and system architecture issues, and management risks, such as inconsistent implementation of operating procedures. Through routine site checks, building-level self-checks, campus-wide reviews and special inspections, BDC maintains layered visibility over potential risks across operating environments.

In 2025, BDC strengthened incident management through digital work order tracking, tiered response and post-incident review. The response structure connects the Regional Operations Control Centre (ROCC), Campus Operations Control Centre (COCC) and Facility Control Centre (FCC), enabling DCIM⁶ and BMS⁷ alarms to be monitored, verified and escalated with defined response timelines. Identified risks are first contained to stabilise operations, then addressed through permanent remediation such as equipment upgrades, architecture optimisation, process updates, targeted training and management controls.

Digital Incident Response Flow



6. DCIM: Data Centre Infrastructure Management, a digital platform used to monitor, manage and analyse critical data centre infrastructure, including power, cooling, environmental conditions and operational alarms.
 7. BMS: Building Management System, a system used to monitor and control building and facility equipment, including mechanical, electrical and environmental systems.

Operational Efficiency and Resilience Outcomes

BDC uses digital operations to convert operating data into practical efficiency and resilience outcomes. Site-level teams use system visibility and engineering experience to identify optimisation opportunities, adjust operating parameters and coordinate emergency response while maintaining reliability for customer workloads.

In 2025, BDC's digital operations supported both efficiency optimisation and resilience management. Site-level teams used operating data to improve energy performance, refine maintenance practices and respond to external disruptions through coordinated emergency procedures.

Operational Tuning for Energy Efficiency

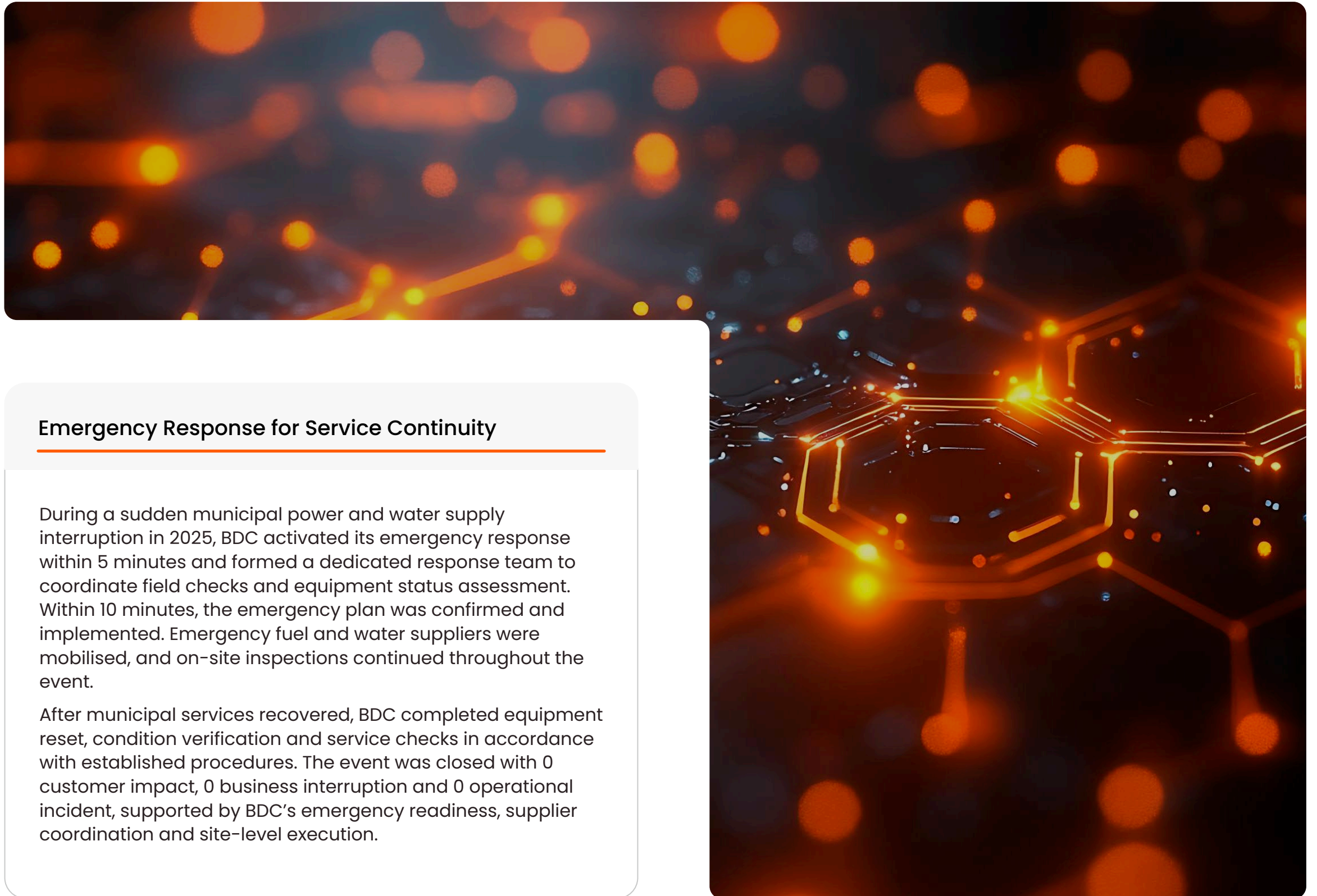
BDC's operational tuning approach is applied through practical adjustments to cooling and electrical support systems. Operating teams review parameters such as terminal pressure differential, chilled water and cooling water settings, cooling tower outlet temperature, pump and fan frequency, water quality and precision air-conditioning supply and return air temperature. These adjustments help reduce avoidable energy use while maintaining the reliability requirements of live data centre operations.

At MY06, BDC improved energy performance through site-level operating parameter adjustment. The operations team adjusted the supply air temperature of E-House precision air-conditioning while maintaining business stability and core equipment reliability.

Emergency Response for Service Continuity

During a sudden municipal power and water supply interruption in 2025, BDC activated its emergency response within 5 minutes and formed a dedicated response team to coordinate field checks and equipment status assessment. Within 10 minutes, the emergency plan was confirmed and implemented. Emergency fuel and water suppliers were mobilised, and on-site inspections continued throughout the event.

After municipal services recovered, BDC completed equipment reset, condition verification and service checks in accordance with established procedures. The event was closed with 0 customer impact, 0 business interruption and 0 operational incident, supported by BDC's emergency readiness, supplier coordination and site-level execution.



Customer Experience

Customer First is central to how BDC applies innovation across data centre development and operations. For BDC, customer experience is not limited to service responsiveness. BDC builds customer experience through its ability to understand customers’ cloud-first and AI-driven strategies, translate complex workload requirements into infrastructure solutions and support reliable performance across the solution lifecycle.

As customers place greater emphasis on high-density readiness, power and cooling performance, delivery certainty, operational continuity and sustainability transparency, BDC combines engineering innovation, digital operations and cross-functional execution to support customer value. In 2025, BDC maintained a 100% core customer satisfaction rate, 100% core customer recognition rate and 100% customer service ticket / complaint closure rate. These results show continued customer trust in BDC’s responsiveness, service quality and operational delivery.

Customer value focus



Customer First



Co-design



High-density readiness



Delivery confidence



Operational assurance



Sustainability transparency

Customer-led Solution Co-design

BDC engages customers early to understand deployment requirements across IT capacity, rack density, power availability, cooling compatibility, PUE expectations, WUE considerations, security requirements, delivery schedule and future expansion needs. These requirements are translated into solution architecture and implementation planning through coordination across customer-facing, technology, delivery and operations teams.

Through co-design, customer priorities are embedded into technical decisions before deployment. For high-density and AI-related workloads, power architecture, cooling pathway, room configuration, monitoring readiness and operational procedures need to be considered together. Customer insight is carried into engineering design and delivery planning, improving solution reliability, adaptability and long-term value.

BDC’s customer engagement model is built around three priorities: accurate demand assessment, cross-functional technical review and lifecycle value co-creation. Together, these priorities guide customer engagement from pre-sales and design through service delivery and after-sales support.

Customer Assurance and Transparent Engagement

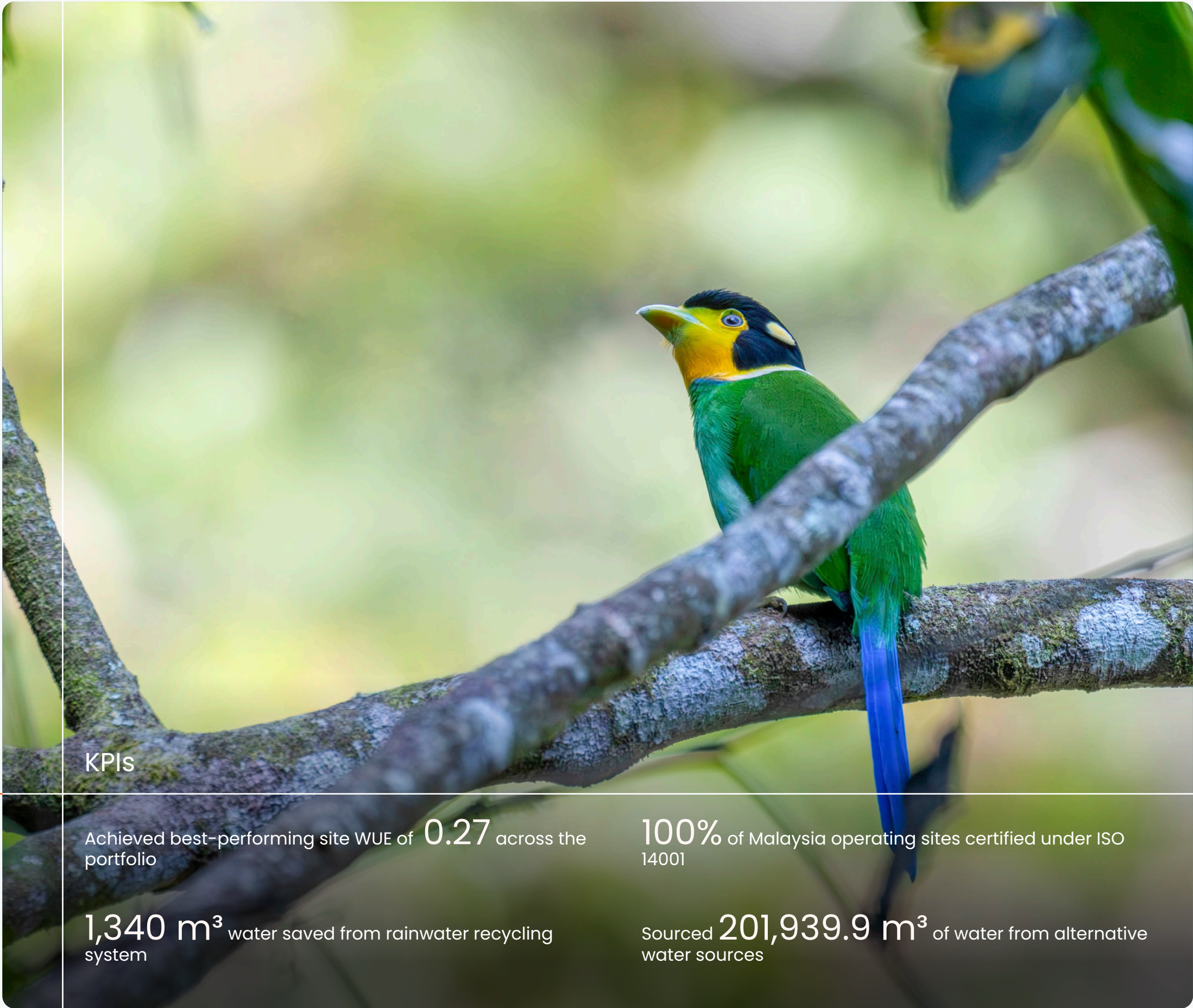
BDC strengthens customer assurance by providing clear, evidence-based responses to customers’ technical, operational and sustainability-related information needs. As hyperscale customers increasingly integrate infrastructure performance into their own sustainability, procurement and risk management processes, BDC’s customer engagement extends beyond service delivery to include transparent communication on site capabilities and operating practices.

In 2025, customer enquiries covered topics such as PUE, WUE, cooling solutions, renewable electricity, operational continuity, physical security, information security and annual sustainability disclosure. BDC coordinated commercial, technical, operations, EHS and sustainability teams to align customer responses with actual site capabilities, available performance data and confirmed management practices. BDC uses its innovation capabilities to continuously translate customer expectations into product and solution capabilities, supporting more responsive infrastructure design, operational improvement and future-ready service delivery.

Deepen Water and Nature Stewardship

Deepen Water and Nature Stewardship reflects BDC’s commitment to embedding environmental resilience into the growth of its hyperscale data centre platform. The Company adopts a holistic stewardship approach that extends beyond regulatory compliance to address water resources, wastewater, waste management, construction impacts, community interactions and biodiversity considerations throughout the data centre lifecycle.

By strengthening end-to-end environmental governance, advancing water risk assessment and accounting capabilities, enhancing wastewater and waste management practices, and integrating nature and community considerations into operational decision-making, BDC seeks to minimise environmental impacts while supporting long-term resource resilience.



KPIs

Achieved best-performing site WUE of 0.27 across the portfolio	100% of Malaysia operating sites certified under ISO 14001
1,340 m³ water saved from rainwater recycling system	Sourced 201,939.9 m³ of water from alternative water sources

Integrated EHS Management from Construction to Operations

BDC manages environmental risks through a systematic Environmental Management System (EMS) that covers both data centre construction and site operations. During the construction stage, BDC focuses on environmental impact assessment, pollution prevention, chemical management, waste control, spill response, contractor oversight and regulatory compliance. During the operation stage, BDC manages environmental performance through energy and water efficiency, hazardous waste handling, wastewater and stormwater controls, chemical safety, environmental monitoring and incident response.

Environmental Governance

BDC has established an integrated environmental governance structure to manage environmental, health and safety (EHS) risks across the lifecycle of its data centre developments and operations. The framework is overseen by the Senior Manager, EHS APAC / Management Representative, who is responsible for EHS management system implementation, policy control and strategic oversight. EHS Committees support implementation and performance review, while the Vice President, Resources Delivery oversees construction delivery and contractor compliance.

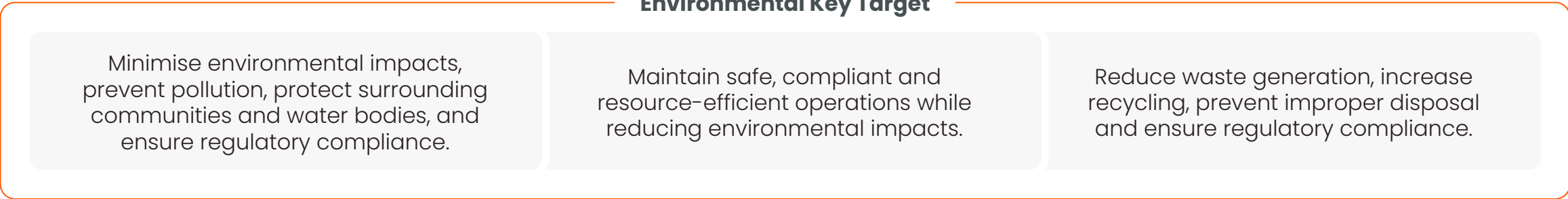
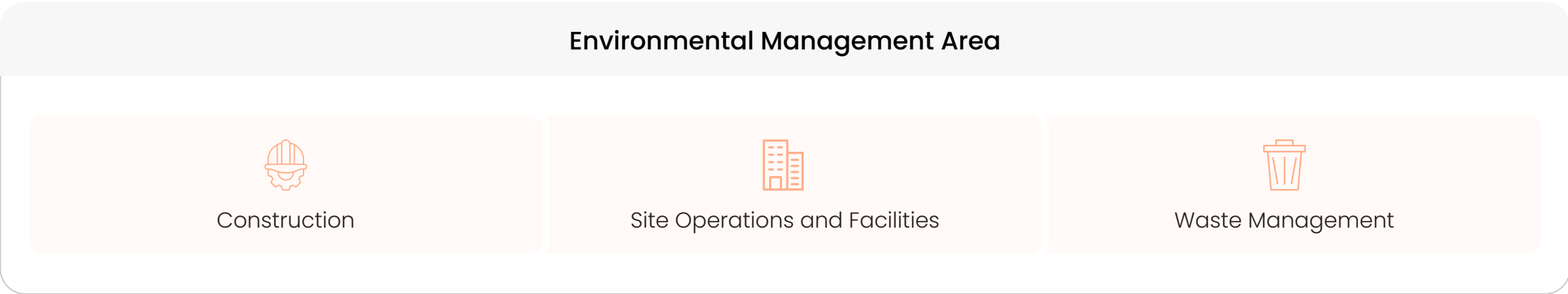
In 2025, BDC further enhanced its full-process EHS management system, supported by 19 routine management procedures and 11 emergency response plans, strengthening day-to-day environmental control, emergency preparedness and lifecycle risk governance.

Environmental responsibilities are defined across each project stage:

- During design and planning, an EHS Project Execution Plan is required to integrate EHS requirements before construction begins.
- During construction, the main contractor is responsible for EHS management until facility handover, supported by dedicated EHS personnel based on project risk and workforce size.
- After handover, the Operations team manages environmental compliance, chemical and waste management, maintenance safety and occupational health.
- Procurement further supports environmental governance by incorporating EHS criteria into contractor prequalification and bid evaluations.

Full-Chain Coverage of Environmental Management

BDC’s environmental management covers the full lifecycle of its data centre assets, from site selection, design and construction to operations, maintenance, supplier management and emergency response. Given the environmental characteristics of data centre development and operations, BDC focuses on key areas including energy and water use, air emissions, noise, stormwater and wastewater, chemical and fuel storage, waste and scheduled waste management, biodiversity and community interface, and contractor environmental performance.



Operational EHS Management

Environmental Health and Safety Policy

BDC issued *Environmental Health and Safety Policy*, setting out its commitment to promoting high standards of environmental, social, health and safety performance across operations and achieving a zero-harm, incident-free workplace.

The policy requires compliance with:

- Applicable laws, regulations and industry EHS standards
- Safe design, construction and operations
- Responsible use of renewable energy
- Waste minimisation and recycling
- Continuous EHS training and hazard prevention
- Regular review of EHS resources and procedures

Environmental Risk Control

During the operational phase, BDC manages environmental risks through site-specific controls covering stormwater discharge, sewage and sillage, standby diesel generators, diesel fuel and oil storage, air and noise emissions, domestic waste, scheduled waste and emergency environmental incidents.

BDC manages operational environmental risks through preventive controls, routine monitoring, inspections and emergency preparedness. Depending on site-specific requirements, monitoring activities may include noise monitoring, air quality and emissions assessments, water quality monitoring, drainage inspections and environmental compliance audits. Environmental protection systems, fuel and chemical storage areas, and pollution prevention measures are regularly inspected and maintained to verify compliance with applicable regulations and permit conditions. Environmental awareness programmes, contractor oversight and emergency response procedures further support timely risk control and help minimise potential impacts on people, property and the environment.

Wastewater Management

BDC's main wastewater stream is cooling water discharge generated from data centre cooling system operations. This water is not associated with industrial manufacturing processes and is managed in accordance with applicable site operating procedures and regulatory requirements. Under normal operating conditions, cooling water discharge is not expected to create material environmental impact.

Domestic wastewater generated by on-site personnel is managed in accordance with applicable site operating procedures and regulatory requirements. Cooling wastewater is directly discharged into the stormwater drainage system in accordance with local infrastructure arrangements.

Main Action:



Solid Waste Management

BDC manages waste across both construction and operational phases through source identification, segregation, proper storage, authorised disposal and compliance record keeping.

During the construction phase, waste streams mainly include construction waste, domestic waste, recyclable materials, biomass from site clearing and scheduled waste such as spent lubricating

oil, spent hydraulic oil, contaminated soil or debris, used containers and contaminated rags. Construction waste is segregated from domestic waste and disposed of at legal dumpsites by licenced waste management contractors, while reusable materials such as concrete, metal, wood, glass, aluminium and plastics are separated for recycling or reuse where feasible.

During the operational phase, waste generation is expected to mainly comprise domestic waste from on-site personnel and small quantities of scheduled waste associated with facility operations and maintenance.

BDC provides sufficient waste collection bins, arranges regular collection and ensures that collected solid waste is disposed of only at approved disposal facilities in coordination with relevant local authorities. Scheduled waste is managed separately through proper identification, labelling, compatible packaging, designated storage, inventory records and disposal by licenced scheduled waste contractors. Waste quantities, storage duration and consignment records are maintained in accordance with regulatory requirements, including the use of applicable scheduled waste documentation systems where required.

Solid Waste Treatment Amount

Metrics	Unit	2025	2024
Hazardous waste	tonne	20.84	37.51
Reuse/Recycling		9.89	27.76
Incineration		9.87	8.95
Landfill		1.08	0.80
Non-hazardous waste		363.40	88.79
Reuse/Recycling		2.85	88.00
Incineration		9.46	0.54
Landfill		351.09	0.25

Waste Management Training for Zero Waste to Landfill Readiness

BDC conducted waste management training for employees and vendors on waste segregation, tracking and disposal requirements. The training covered the UL 2799 Zero Waste to Landfill framework, including waste diversion methods such as reuse, recycling, composting and energy recovery, as well as the Silver, Gold and Platinum certification levels.

The training focused on site implementation. Participants were instructed on waste categories, the use of recycling and general waste bins, and segregation requirements for paper, beverage containers and general waste. BDC also introduced a waste tracking process requiring waste to be weighed, recorded through QR code submission and supported by vendor documentation. Waste records are reviewed by the property operations team to maintain traceability and compliance.

Noise Management

BDC manages occupational noise risks through source control, exposure monitoring, personal protection, health surveillance and training. Loud-noise equipment is contained within designated equipment rooms, while noise measurements, hearing protection, annual audiometry checks and hearing conservation training are provided in line with operational needs and local regulatory requirements.

Management Step	Control Objective	BDC Practice
Noise source control	Reduce exposure at source	Equipment with loud noise emissions, such as generators, chillers and pumps, is contained within designated equipment rooms.
Exposure monitoring	Assess workplace noise levels	Noise measurements and surveillance are conducted in accordance with local regulatory requirements.
Personal protection	Protect employees exposed to excessive noise	Hearing protection is provided to employees exposed to excessive noise levels.
Health surveillance	Monitor potential hearing health impacts	Annual audiometry checks are conducted for employees potentially exposed to loud noise environments.
Training and awareness	Strengthen safe work practices	Hearing conservation training is provided to improve awareness of noise-related risks and proper use of hearing protection.

Hearing Conservation Training

BDC provides hearing conservation training for employees, the training helps employees understand noise-related health risks, proper use of hearing protection equipment and safe work practices to reduce the risk of occupational hearing impact.



Operational EHS Review and Continuous Improvement

Across operational EHS management, BDC applies a structured review and continuous improvement mechanism to strengthen environmental compliance, risk follow-up and procedure updates.

Monthly / quarterly EHS risk inspections
Environmental risk identification and follow-up

Quarterly EHS process audits and reviews
Environmental compliance and control effectiveness

Continuous tracking of open risks
Closure of unresolved environmental risks

Full review and update of EHS management procedures
Procedure updates based on operating conditions

Water and Effluent Management

BDC integrates water management into the planning, design and operation of its data centre campuses, recognising water resilience as an important component of reliable and sustainable digital infrastructure.

At the design stage, BDC seeks to reduce water demand through efficient cooling technologies and flexible cooling architectures, including air cooling, liquid cooling and lower-water-consumption cooling solutions, deployed where site conditions permit. This enables the Company to optimise water use while meeting customer and operational requirements.

For day-to-day site operations, BDC improves water efficiency through WUE management, cooling tower optimisation, rainwater harvesting and the use of non-potable water. In water-stressed locations, the Company also explores alternative water sources, including reclaimed water and treated wastewater, to reduce reliance on freshwater supplies.

Water Stress Assessment

BDC manages water as a strategic resource for resilient data centre operations. The Company assesses water stress across its operating locations and applies risk-based water management measures according to local water availability, climate conditions and operational requirements.

BDC identifies water-related risks by assessing water stress across its key operating locations, including Johor and Kuala Lumpur in Malaysia, Chonburi in Thailand, and Maharashtra and Navi Mumbai in India. The assessment considers local water availability, demand pressure, climate conditions, urban and industrial water competition, and the operational importance of water for cooling and facility management. Based on this screening, BDC applies tailored water risk management measures according to the level of exposure at each location.

BDC adopts a location-specific approach to water management, aligning cooling technologies and operational practices with local climate conditions, water availability and risk profiles. In high-water-stress locations, the Company prioritises reducing water consumption through efficient cooling system design, continuous WUE improvement and enhanced operational controls. BDC also promotes reclaimed water use, cooling tower blowdown optimisation, rainwater harvesting and the use of treated non-potable water where feasible, helping strengthen water resilience and support sustainable data centre operations.

Operating Location	Water Stress Level	Key Risk Considerations	BDC’s Risk Management
Johor, Malaysia	Medium to High	Growing industrial and data centre water demand.	Deploy highly efficient cooling technologies, optimise WUE, increase reclaimed water and rainwater utilisation, and strengthen water monitoring and resilience planning.
Kuala Lumpur / Selangor, Malaysia	Medium	Urban demand and periodic supply constraints.	Maintain water-efficient operations through optimised cooling systems, consumption monitoring, and contingency planning for supply disruptions
Chonburi, Thailand	Medium to High	Industrial growth and seasonal water variability.	Enhance cooling efficiency, improve water reuse opportunities, and strengthen site-level water balance and monitoring practices
Navi Mumbai (Maharashtra state), India	High	High regional water stress and competing demand	Prioritise low-water-consumption cooling solutions, reduce freshwater dependence, closely monitor WUE, and evaluate alternative water sources
		High urban demand and water resource pressure	Implement advanced water conservation measures, optimise cooling water management, and strengthen wastewater, stormwater and supply resilience controls

Water Accounting and Audit

BDC tracks Water Usage Effectiveness (WUE) across its data centre portfolio to monitor water performance and support continuous improvement in operational efficiency. Water accounting enables BDC to understand how water is withdrawn, consumed, reused and discharged across its facilities, with particular attention to cooling systems, facility operations, rainwater harvesting and reclaimed water use.

BDC applies a site-level water accounting approach that considers local water availability, operational water demand and the specific cooling configuration of each data centre. BDC monitors key water-related indicators such as total water withdrawal, water consumption, recycled or reclaimed water use, cooling tower discharge and WUE.

Water data is reviewed through internal checks, operational records and site-level monitoring to identify abnormal consumption patterns, leakage risks or opportunities for efficiency improvement. Corrective actions are implemented where issues are identified, helping establish a closed-loop process from measurement and review to improvement.

Enhancing Water Efficiency

BDC adopts a strategic approach to water stewardship that integrates water efficiency considerations across the asset lifecycle, from design and construction to daily operations. By combining water-efficient infrastructure design, continuous operational optimisation and the development of alternative water sources, BDC seeks to reduce dependence on freshwater resources, enhance operational resilience in water-stressed regions and support the long-term sustainability of its business growth.

Design-stage Water Efficiency Measures



Cooling system design



Air cooling



Liquid cooling



Air-liquid compatible cooling



Cold plate cooling



Immersion cooling

Prioritise low-water or waterless cooling options in water-stressed locations



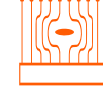
Utilise cooling towers and prefabricated cooling stations



Water reuse and alternative water sources



Dry coolers



Air-cooled magnetic levitation chillers



Rainwater harvesting systems



Reclaimed water treatment systems



Increase water reuse applications



Cooling Tower Drainage Optimisation at MY06

In 2025, BDC implemented cooling tower drainage control logic across the MY06C2 campus. Through enhanced monitoring and optimisation of cooling tower discharge, the campus reduced cooling tower water consumption by approximately 16,000 m³ during the year.

Rainwater Harvesting to Enhance Water Efficiency

BDC promotes rainwater harvesting as a practical measure to reduce freshwater consumption and strengthen water resource efficiency across its operations.

In 2025, At the MY06-C1 campus, the office rainwater harvesting system is expected to save approximately 700 m³ of water per year, while the dormitory rainwater harvesting system is expected to save approximately 240 m³ per year. At the MY06-C2 campus, the office rainwater harvesting system is expected to save approximately 400 m³ of water per year. Together, these systems are expected to reduce freshwater consumption by 1,340 m³ annually.

Strengthening Water Resilience

BDC’s water resilience strategy begins with site-specific assessments of water availability, supply conditions and operational demand. Based on local conditions, the Company adopts appropriate cooling strategies, water reuse measures and contingency plans to strengthen long-term water security.

BDC further supports water resilience through collaboration with local stakeholders to increase the use of recycled water where feasible, helping to promote more circular water use and strengthen the resilience of both its operations and surrounding communities.

Metrics	Unit	2025	2024
Total water withdrawals		2,709,302.7	1,414,248.8
Volume of municipal water	cubic meters	2,507,362.8	1,413,431.5
Volume of alternative water		201,939.9	817.3

Water Reclamation Plant for Hyperscale Cooling in Johor

BDC is advancing large-scale reclaimed water use to strengthen water resilience in Malaysia’s fast-growing data centre market. At its Johor campus, BDC developed Southeast Asia’s first data centre-driven Water Reclamation Plant (WRP), demonstrating how hyperscale digital infrastructure can reduce dependence on potable water while supporting regional cloud and AI growth.

The WRP uses advanced membrane bioreactor and reverse osmosis technologies to further treat reclaimed water before it is supplied to cooling systems. The system reduces reliance on potable water by up to 40%.

The project demonstrates BDC’s circular water management approach by using reclaimed water for cooling instead of relying on freshwater sources. This helps reduce pressure on local water resources while enhancing the resilience of data centre operations.



Eco-friendly Development

BDC recognises that responsible data centre development requires careful management of potential impacts on land, water, ecosystems and surrounding communities. The Company integrates ecological and environmental considerations into site planning, design, construction and operations, with the aim of minimising habitat disturbance, preventing pollution and supporting resilient local environments.

Through lifecycle environmental management, BDC aims to reduce its ecological footprint, maintain compliance with applicable requirements and support the long-term sustainability of the communities and environments in which its data centres operate.

During site selection and project planning

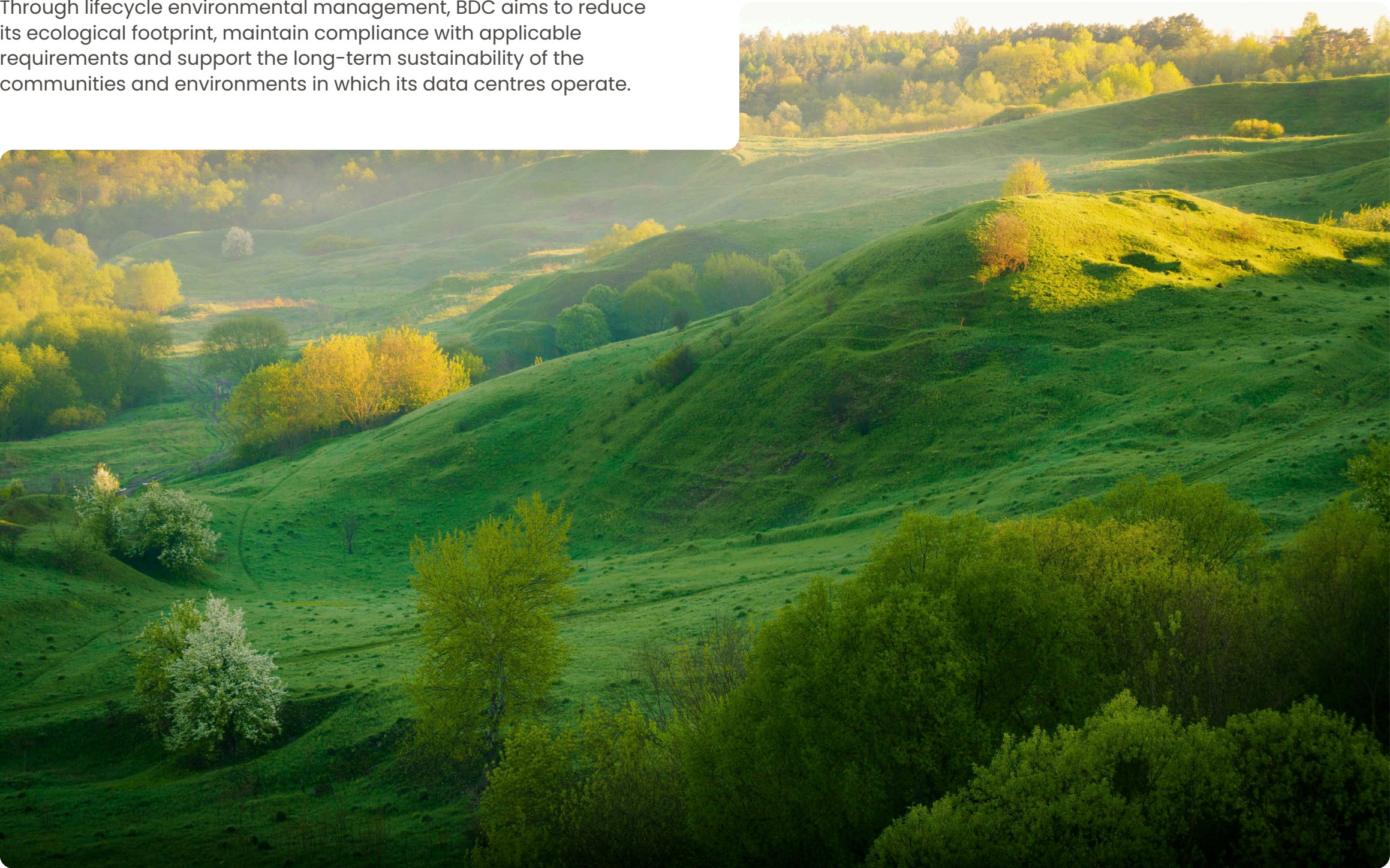
BDC considers local environmental sensitivities, regulatory requirements, land-use conditions and potential impacts on nearby communities and natural resources. Environmental impact assessments and site-specific environmental management plans are developed to identify key environmental risks and define mitigation measures before construction begins.

During construction

BDC manages potential environmental impacts through controls on erosion and sediment, dust, noise, wastewater, stormwater, fuel and chemical storage, waste handling and emergency response. Contractors are required to implement environmental management requirements and maintain good site practices to reduce disturbance to surrounding areas.

During operations

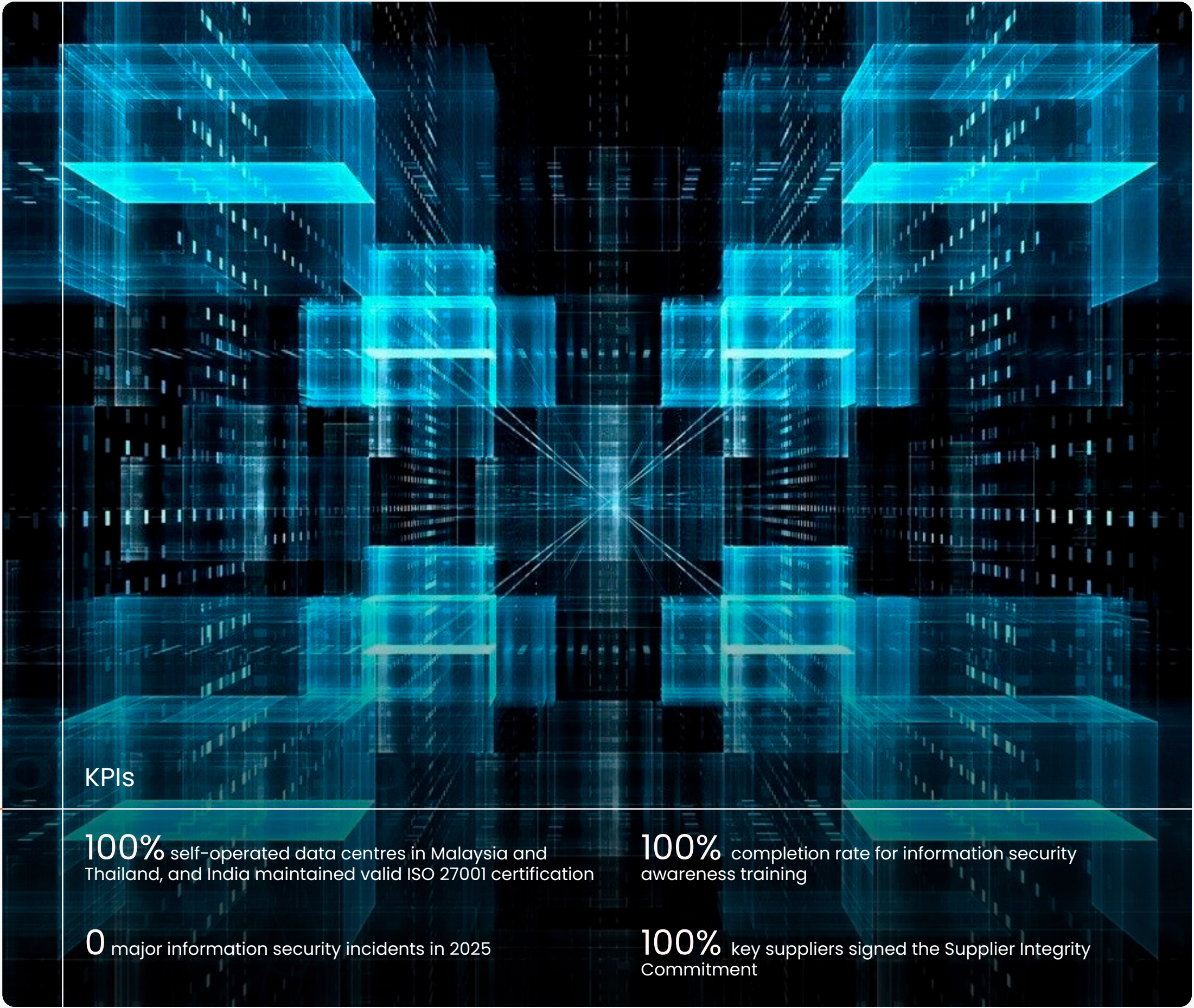
BDC continues to manage environmental risks through wastewater and stormwater controls, noise monitoring, waste and scheduled waste management, energy and water efficiency measures, and routine inspection and maintenance.



Govern for Trust and Transparency

For BDC, Govern for Trust and Transparency means building the management discipline required to operate critical digital infrastructure with confidence. As our campuses support hyperscale customers across fast-growing Asian markets, trust is shaped by how we protect information, uphold ethical conduct, manage risks, engage suppliers and maintain reliable disclosure.

This pillar guides BDC in embedding security, integrity, procurement discipline and transparent data practices into daily operations. By strengthening these foundations, BDC aims to meet the expectations of customers, regulators, investors, suppliers and communities while supporting resilient, accountable and future-ready digital infrastructure.



Business Ethics

BDC regards business ethics as a foundation for trusted and accountable growth. As a hyperscale data centre provider operating across multiple Asian markets, BDC works with customers, regulators, suppliers, contractors, investors and local partners in business environments where integrity, compliance and sound judgement are essential to long-term collaboration. Business ethics therefore goes beyond policy compliance. It guides how decisions are made, how concerns are raised, how risks are reviewed and how responsible conduct is embedded into daily operations.

Ethical Standards

BDC maintains a policy-based approach to business ethics, covering anti-bribery, anti-corruption, anti-fraud, fair competition, whistleblowing and responsible business conduct. The Anti-Bribery and Anti-Corruption Policy, Code of Business Conduct and Ethics, Whistleblower Policy and relevant employee handbook requirements provide common expectations for employees, management teams and relevant business partners.

BDC’s ethical standards help define how integrity, compliance, fair competition, reporting responsibilities, audit oversight and stakeholder trust are managed in daily business activities.

Business ethics governance foundation

Governance foundation	Coverage and purpose
 Integrity and anti-corruption practices	Covers anti-bribery, anti-corruption, anti-fraud and fair competition requirements, supporting ethical market conduct and compliance discipline.
 Code of conduct and responsible behaviour	Sets expected behaviours for employees, management teams and relevant business partners, supporting accountability and consistent decision-making.
 Whistleblowing and reporting mechanism	Provides channels to report suspected misconduct and supports confidentiality, non-retaliation protection and accountable follow-up.
 Risk-based ethics review	Supports reviews of processes with higher ethical risk exposure to ascertain compliance with integrity requirements, identify early warning signs of misconduct, and initiate remediation where necessary.

These policies and mechanisms support BDC’s zero-tolerance approach to bribery, corruption, fraud and unfair competition.

They also help employees and relevant parties identify, avoid and report unethical or non-compliant behaviour in a consistent and responsible manner.

Training and Awareness

BDC reinforces ethical conduct through business ethics and compliance training. Training helps employees understand expected conduct, recognise misconduct risks and apply company requirements in practical business scenarios. It also supports a shared understanding of BDC’s standards on anti-bribery, anti-corruption, fair competition, responsible conduct and reporting obligations.



788 hours

In 2025, BDC recorded 788 hours of business ethics training, supporting employee awareness of ethical conduct, compliance requirements and responsible decision-making.



0 incidents

BDC also recorded zero incidents of bribery, corruption, unfair competition, unlawful business practices or fraudulent activities.

Speak-up Mechanism

BDC maintains multiple channels for employees and external stakeholders to raise concerns or report suspected misconduct, including company website channels, formal reporting documents and dedicated internal communication channels. These channels are available to full-time and part-time employees, interns, contractors, suppliers, business partners and other stakeholders.

Reported matters are handled in accordance with the Whistleblower Policy through a confidential process designed to support fair review, investigation and resolution. BDC protects individuals who raise concerns in good faith and prohibits retaliation against whistleblowers or individuals who support investigations.

Where a reported matter is substantiated, BDC takes disciplinary or corrective actions in accordance with company policies and applicable requirements. This approach supports timely escalation, responsible investigation and accountable follow-up of potential ethical concerns.

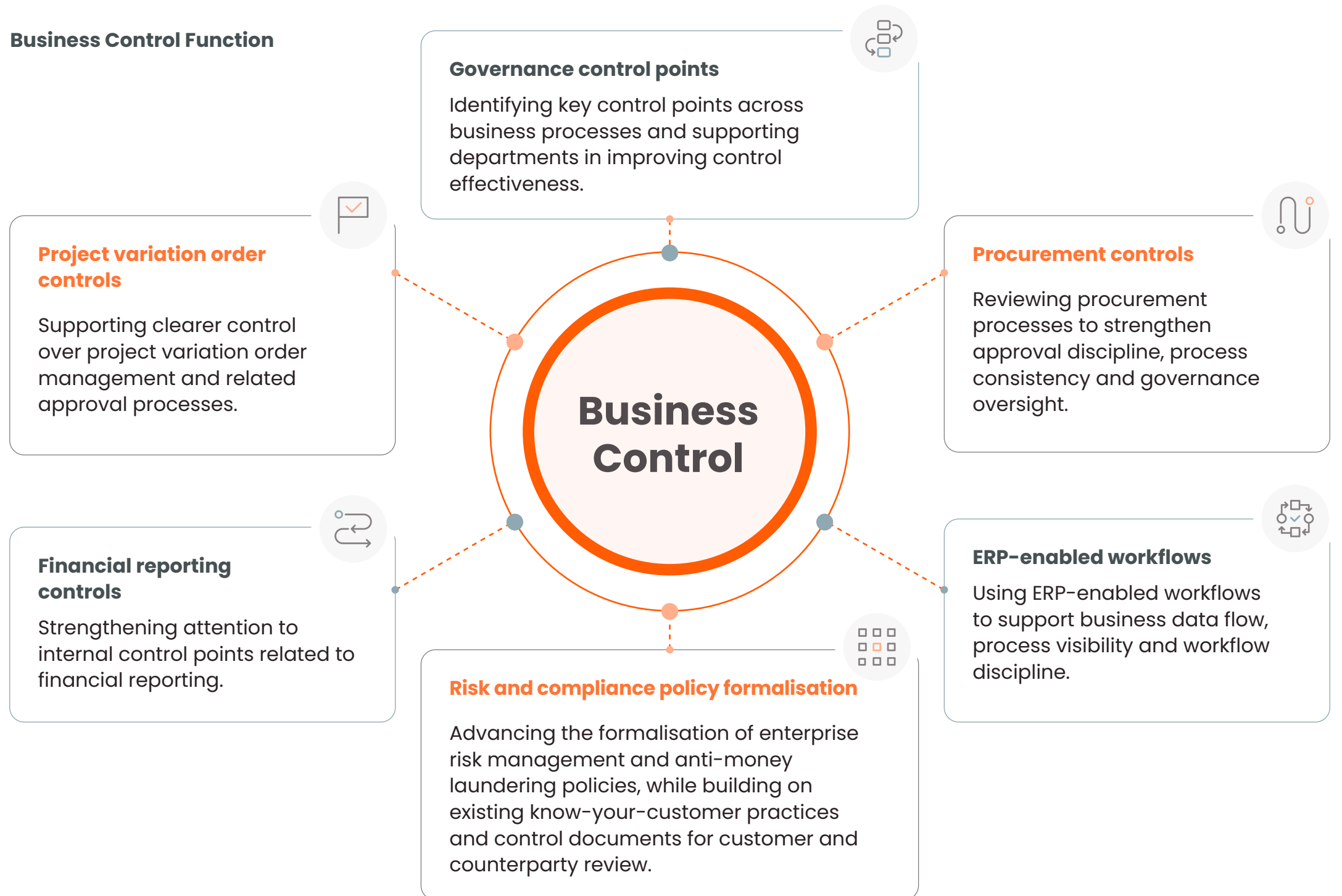
Risk and Controls

BDC's risk management approach is built on the COSO Framework and the Three Lines of Defense model. Operational departments identify and manage risks in daily business activities, relevant support functions provide guidance and oversight, and internal control functions review control effectiveness and support continuous improvement. This structure helps BDC embed risk awareness into business operations while maintaining accountability across functions.

BDC maintains a Business Control function to support governance, compliance and internal control throughout business execution. The function helps identify key control points, strengthen process discipline, enhance risk governance and improve the traceability of business decisions across relevant workflows.

Legal and compliance support is also embedded into business processes, including contract review, major negotiations, licensing, project approvals and policy development. This helps BDC identify regulatory and compliance considerations earlier in business decision-making.

Business Control Function



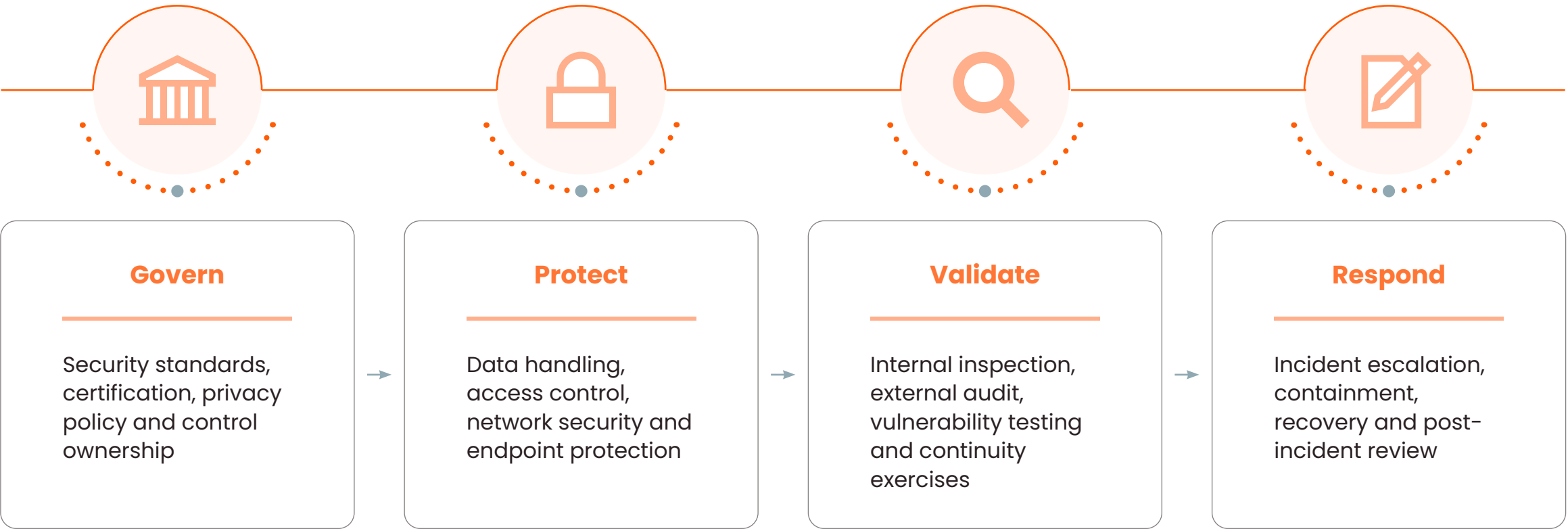
BDC is strengthening enterprise risk and compliance governance by making risk review a more consistent part of business decision-making. Building on existing know-your-customer practices and control documents, BDC is improving how potential risks are identified, reviewed and escalated across relevant business activities, supporting more disciplined and accountable growth.

Information Security

For BDC, information security and data privacy are core requirements for trusted digital infrastructure. Hyperscale customers rely on secure facilities, stable systems and disciplined data handling to support mission-critical operations. Information security underpins customer confidence, operational continuity, regulatory compliance and responsible growth across markets.

BDC manages information security through recognised management systems, privacy governance, controlled data handling, layered protection, security testing, incident response and employee awareness. This section outlines how BDC governs information security and protects data, systems and operations in daily business activities.

Information Security Assurance Model



2025 KPIs

0	major network interruption incidents; maintain 24/7 uninterrupted network operations across the entire network	100%	operated data centres in Malaysia and Thailand, and India maintain valid ISO 27001, while selected data centres in Malaysia maintain SOC ⁸ , PCI ⁹ and TVRA certification	0	major information security incidents	100%	completion rate for information security awareness training
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8. SOC: Service Organization Control, an independent assurance report on a service provider’s internal controls, including security, availability and confidentiality.
 9. PCI: Payment Card Industry certification, referring to compliance with security requirements designed to protect payment card data and related information systems.

Information Security Management

BDC manages information security through certification, governance and control review. During the reporting year, all applicable information security certifications remained valid, and 100% of self-built and operated data centres maintained valid ISO 27001 certification. BDC also maintained applicable SOC, PCI and Threat, Vulnerability and Risk Assessment coverage to strengthen customer assurance and audit readiness.

The Group’s Privacy and Personal Data Protection Policy outlines BDC’s approach to personal data protection across its operating markets. It supports compliance with applicable data protection requirements in Malaysia, Singapore, India, Thailand, China, and other countries and regions, and provides Data Protection Officer contact points across local jurisdictions (where applicable).

Information Security Management Architecture

Certification and Assurance

ISO 27001 certification covers 100% of BDC’s operating sites across Malaysia, Thailand and India, while selected data centres also maintain SOC and PCI certifications.

Privacy Governance

Privacy and Personal Data Protection Policy, Data Protection Officer arrangements and data subject rights

BDC strengthens data protection through controlled data residency, cross-region access management and permission governance. Employee, business and operational data is subject to local or designated data residency arrangements where appropriate. These arrangements apply to selected systems, while cross-region data access is managed through relevant approval, security and access controls to support controlled data handling.

BDC also uses data residency functionality in collaboration platforms to support designated data storage and processing boundaries, reducing unnecessary cross-region data exposure and strengthening internal data protection discipline.

BDC maintains a regular assurance process for information security controls. Quarterly internal inspections cover accounts, permissions, system configuration, logs and change management, while annual third-party audits and certification reviews provide external assurance. Findings are tracked for remediation and continuous improvement.

Data Control

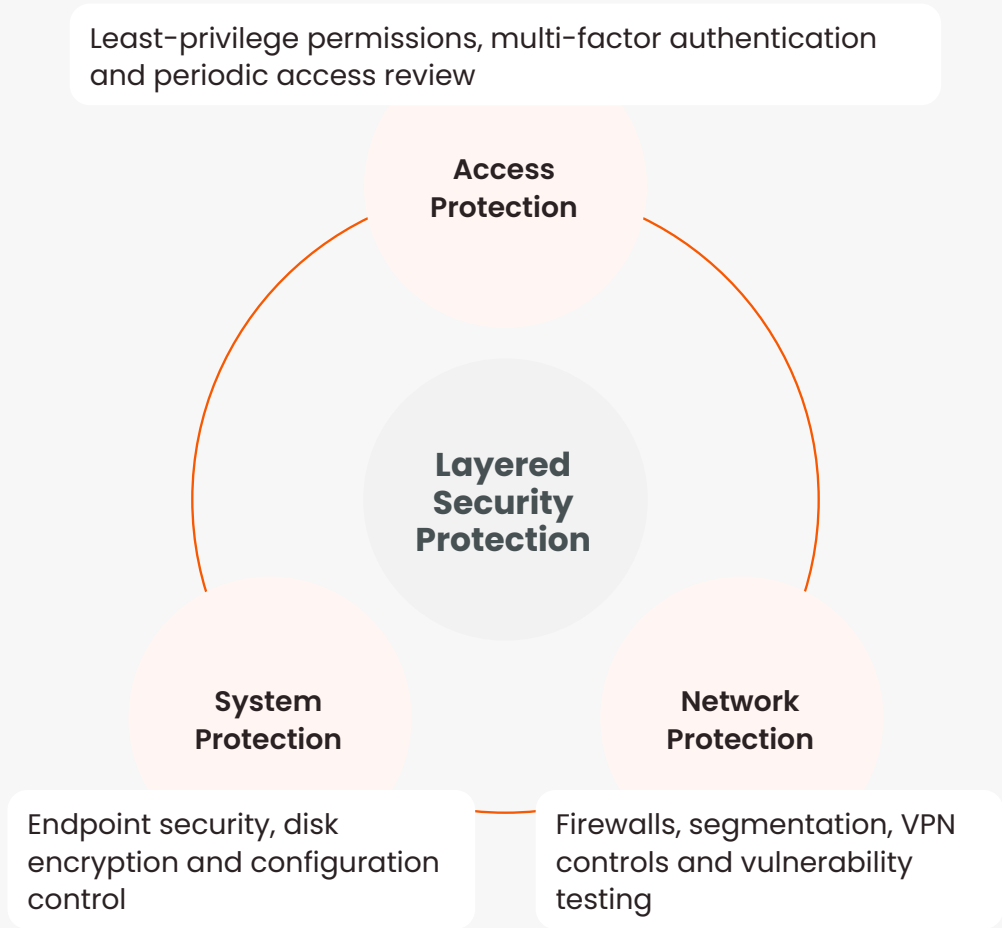
Data residency, cross-region access control and permission governance

Review and Improvement

Quarterly internal inspection, annual external audit and remediation tracking

Information Security Protection

BDC protects information systems through layered controls across email, networks, endpoints, access and core systems. These controls help reduce phishing, intrusion, malware, data loss and unauthorised access risks while supporting stable operations.



BDC conducts the Company’s digital operations through four routine management pillars: business system enablement, infrastructure reliability, information security and compliance support, and day-to-day IT service delivery. These measures help standardise internal processes, maintain stable multi-site operations, reduce technology and security risks, and improve employee support experience.

Management Area	Key Measures	Management Value
Business System Enablement	Supports the development and integration of core business systems; promotes online and standardised workflows; reduces reliance on fragmented and non-standardised tools	Improves cross-regional collaboration and lays the foundation for scalable management
Infrastructure and Network Stability	Maintains and optimises multi-site IT infrastructure, including networks, servers, endpoints and security infrastructure; supports network architecture restructuring and infrastructure migration	Ensures continued availability and operational stability across offices and campuses
Information Security and Compliance Support	Supports information security audits and compliance reviews; manages system configurations, access permissions and technical safeguards; conducts vulnerability assessments and penetration testing, followed by remediation and retesting	Reduces potential information security risks and strengthens audit readiness
IT Service and Office Support	Provides endpoint, meeting system and technical support for offices and campuses; supports employee onboarding, workplace changes and campus expansion; improves service desk and knowledge base management	Enhances support standardisation, traceability and user experience

BDC maintains an incident response process covering detection, escalation, containment, recovery and post-incident review. In 2025, BDC recorded zero major information security incidents and zero major network interruptions, while general security events were resolved within controllable scope.

Strengthening Information Security Awareness through ISMS Training

BDC organised ISO/IEC 27001:2022 Information Security Management System awareness training in 2025. The training was designed to help employees understand how information security requirements apply to day-to-day work, system use and cross-functional collaboration.

The training covered key topics including information security governance, risk management principles, employee roles and responsibilities, access control, data handling, incident reporting and compliant use of internal systems. Participants included representatives from IT, property management, operations, security, human resources, procurement and other relevant functions, helping extend information security awareness beyond the IT function to wider business teams.

By combining policy requirements with practical workplace scenarios, the training supported a more consistent understanding of information security controls across functions.



AI-enabled Digital Operations

BDC leverages digital and intelligent tools to improve operational visibility, response efficiency and resource utilisation across its Enterprise IT Operations. Through full-stack monitoring and the Integrated Operations Platform, BDC integrates enterprise system status, alerts, work orders, maintenance activities and operational risk information to support earlier issue identification and preventive management.

In 2025, BDC further strengthened digital operations capabilities by expanding 24/7 monitoring across campuses and consolidating operational data from monitoring, maintenance activities and incidents through Enterprise Intelligent IT Operations Center. These capabilities support data-driven decision-making, operational performance review and continuous improvement.

Integrated Operations Platform

BDC further enhanced our AI-enabled operations platform by connecting key operational modules across the IT lifecycle, enabling more integrated data flow and workflow coordination.



Capability	Operational Value
Asset Intelligence	- Improve asset data accuracy - Enable automated validation and device information management
Smart Monitoring	- Reduce repeated alerts through clustering and noise reduction - Improve issue identification efficiency
Risk & Fault Analysis	- Support root cause analysis - Identify potential risks earlier for proactive intervention

Building on this integrated operational foundation, BDC applies AI-assisted analytics and intelligent workflows to strengthen proactive issue identification, response coordination and operational optimisation.

Following monitoring system optimisation and backbone network optimisation, BDC achieved measurable improvements in operational efficiency:

KPI & Improvement

Alert volume reduction

Alert volume decreased by **77%** after monitoring optimisation and network optimisation initiatives

Fault response efficiency

Average fault recovery time improved to **12.5 minutes**, compared with 30 minutes before optimisation, representing a **58% improvement**

Operational stability

Alert frequency showed a noticeable decline after August 2025, reflecting improved monitoring accuracy and system stability

Capability	Operational Value
Predictive Maintenance	- Identify equipment risks and maintenance needs earlier - Support proactive operations
Work Order Intelligence	- Optimise work prioritisation and assignment - Improve service-level tracking and issue resolution
Knowledge & Insights	- Provide recommended troubleshooting steps - Support automated reporting and management reviews

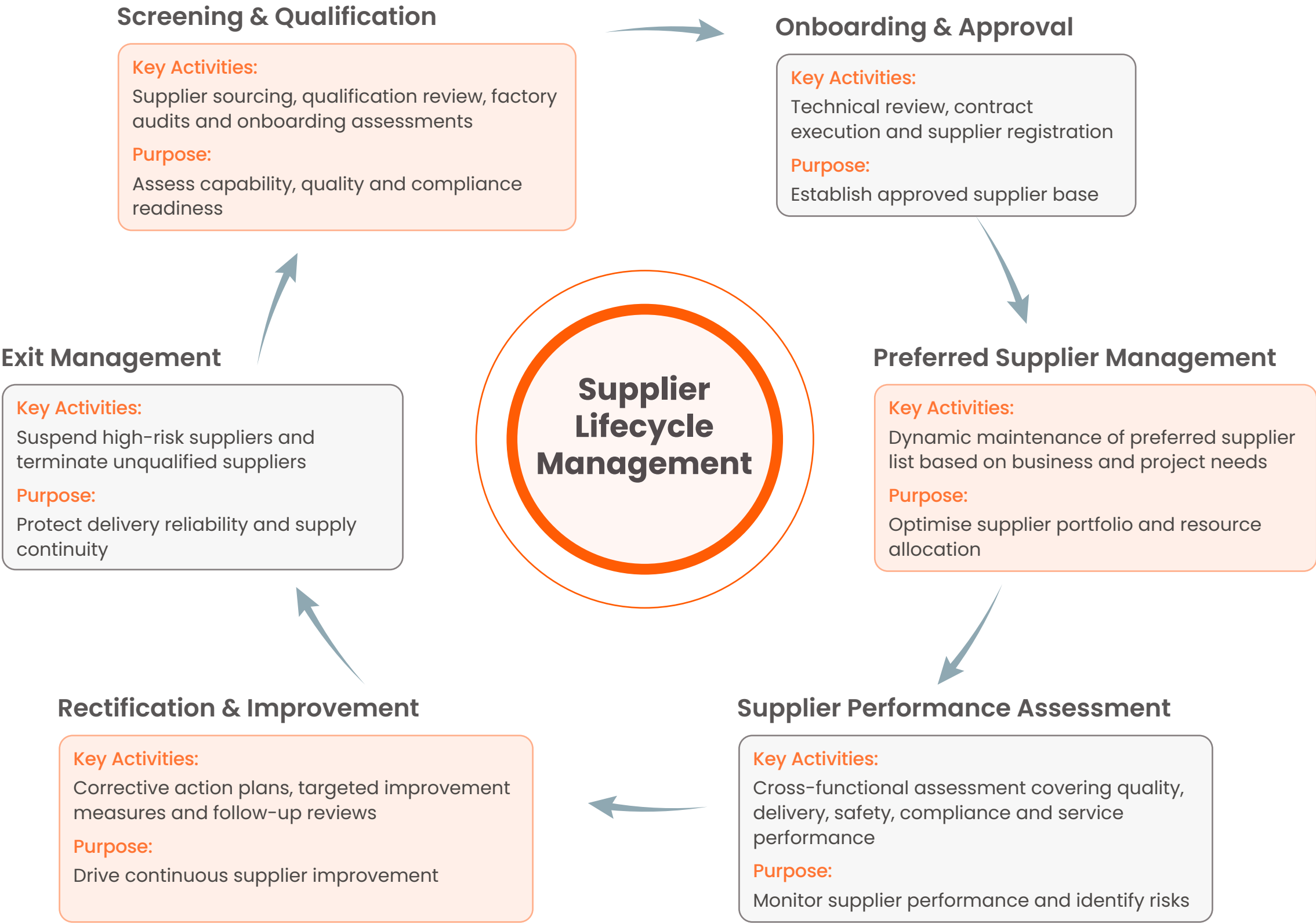
Responsible Procurement

BDC relies on suppliers and contractors to support project delivery, operational continuity, product quality, safety and compliance across markets. Strong procurement governance helps BDC manage supplier-related risks, uphold responsible business conduct, strengthen supply chain resilience and build stakeholder confidence.

BDC’s responsible procurement approach is supported by procedures covering supplier sourcing, evaluation, enrolment, shortlisting, approval, performance evaluation and exit management. Suppliers are expected to meet BDC’s requirements on quality, environmental management, occupational health and safety, compliance and integrity. During the reporting year, BDC maintained 100% Supplier Integrity Commitment coverage among applicable suppliers, reinforcing clear expectations on ethical conduct, anti-corruption, conflict prevention and responsible cooperation. Through supplier qualification reviews, including checks on ISO certifications and chemical handling permits where applicable, together with performance-based supplier management, localised sourcing and low-carbon innovation collaboration, BDC continues to build a supplier ecosystem that supports reliable delivery, responsible operations and long-term value creation.

Closed-loop Supplier Lifecycle Management

To enhance supply chain governance and improve reporting readability, BDC further refined its supplier lifecycle management approach during the year. The framework provides end-to-end oversight of supplier performance, compliance and sustainability risks, supporting reliable project delivery and operational continuity.



Supplier Onboarding and ESG Integration

BDC integrates sustainability considerations into supplier onboarding to ensure that suppliers meet the Company’s requirements on quality, environmental management, occupational health and safety, compliance and integrity before entering the supplier pool. Through a structured qualification process, BDC seeks to identify and mitigate potential operational and sustainability risks at an early stage while promoting responsible supply chain practices.

Two-level Supplier Qualification Process

Qualification Stage	Key Focus Areas
Document & Certification Review	Verification of management systems, licences, permits and compliance records, including environmental management, occupational health and safety, business compliance and integrity performance
On-site Factory Audit	Assessment of operational capability and management effectiveness, covering quality management, project execution, subcontractor management, process control, equipment management, environmental practices and continuous improvement

Building a Sustainable Supply Chain

BDC builds a sustainable supply chain by embedding ESG requirements into supplier selection, project delivery and ongoing performance management. The Company focuses on four management priorities: ESG-based supplier onboarding, contractor EHS management, ethics and compliance control, and continuous supplier performance improvement.

Key ESG Review Areas

Environmental Management



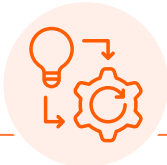
BDC reviews suppliers’ ISO 14001 certification, environmental permits, pollutant discharge permits and environmental monitoring records through document review and on-site checks. For relevant products and materials, BDC also assesses compliance with applicable environmental and chemical substance requirements, including RoHS¹⁰ and REACH¹¹.

Occupational Health & Safety



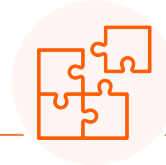
BDC reviews suppliers’ ISO 45001 occupational health and safety management system certification, safety production licences, special operation certificates and safety training records to assess whether suppliers have the required safety governance, workforce qualifications and training controls.

Compliance & Integrity



BDC reviews business licence information, business scope consistency, selected employee insurance records on a sample basis, administrative penalties and litigation records to assess suppliers’ legal standing, operating legitimacy and integrity risk exposure.

Operational Excellence



BDC conducts multi-dimensional on-site factory audits covering quality system implementation, project development management, subcontractor control, process control, equipment management, testing and measurement, continuous improvement, environmental practices and 5S management.

By combining compliance verification with on-site operational assessment, BDC strengthens supply chain transparency, enhances supplier accountability and promotes the integration of sustainability considerations throughout the supplier qualification process.

10. RoHS: Restriction of Hazardous Substances, an EU directive that restricts the use of certain hazardous substances in electrical and electronic equipment to reduce environmental and health risks.
11. REACH: Registration, Evaluation, Authorisation and Restriction of Chemicals, an EU regulation governing the production, import and use of chemical substances to improve chemical safety and protect human health and the environment.

Supplier Performance Evaluation and Exit Management

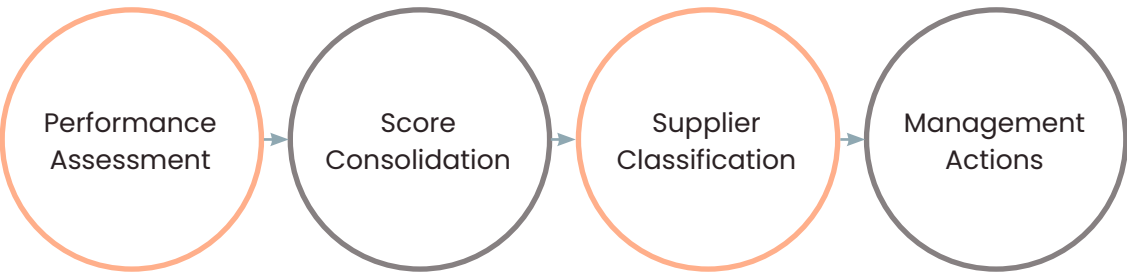
BDC applies a quantitative supplier performance evaluation system to monitor supplier delivery quality and support continuous improvement throughout the project lifecycle. In 2025, the evaluation process was enhanced through a cross-functional assessment model involving Supply Chain, Technology, Project Management, Operations and Cost Management teams. Assessment criteria and weightings are assigned according to project stage and supplier responsibilities, ensuring that performance is evaluated against actual delivery outcomes.

The evaluation framework covers the entire supplier engagement process, from design and manufacturing to delivery, installation, testing and operational support.

Project Stage	Responsible Function	Key Evaluation Areas
Design Development	Technology	Technical capability, design quality, responsiveness
Factory Acceptance Testing	Technology / Operations	Product quality, testing performance, compliance
Production & Delivery	Supply Chain	Production progress, logistics, customs clearance, on-time delivery
Installation & Commissioning	Project Management	Site management, installation support, coordination effectiveness
Joint Testing & Operations Support	Operations	Testing performance, maintenance support, issue resolution

Supplier Performance Management Process

Performance is assessed using a scoring mechanism that consolidates results from each functional team. Scores are aggregated to generate an overall supplier rating, providing a transparent basis for supplier classification and management decisions.



For performance evaluation, the Supply Chain function coordinates Technology, Operations, Project Management and Cost Management teams to assess suppliers involved in ongoing delivery and operational projects.

Supplier Rectification and Exit

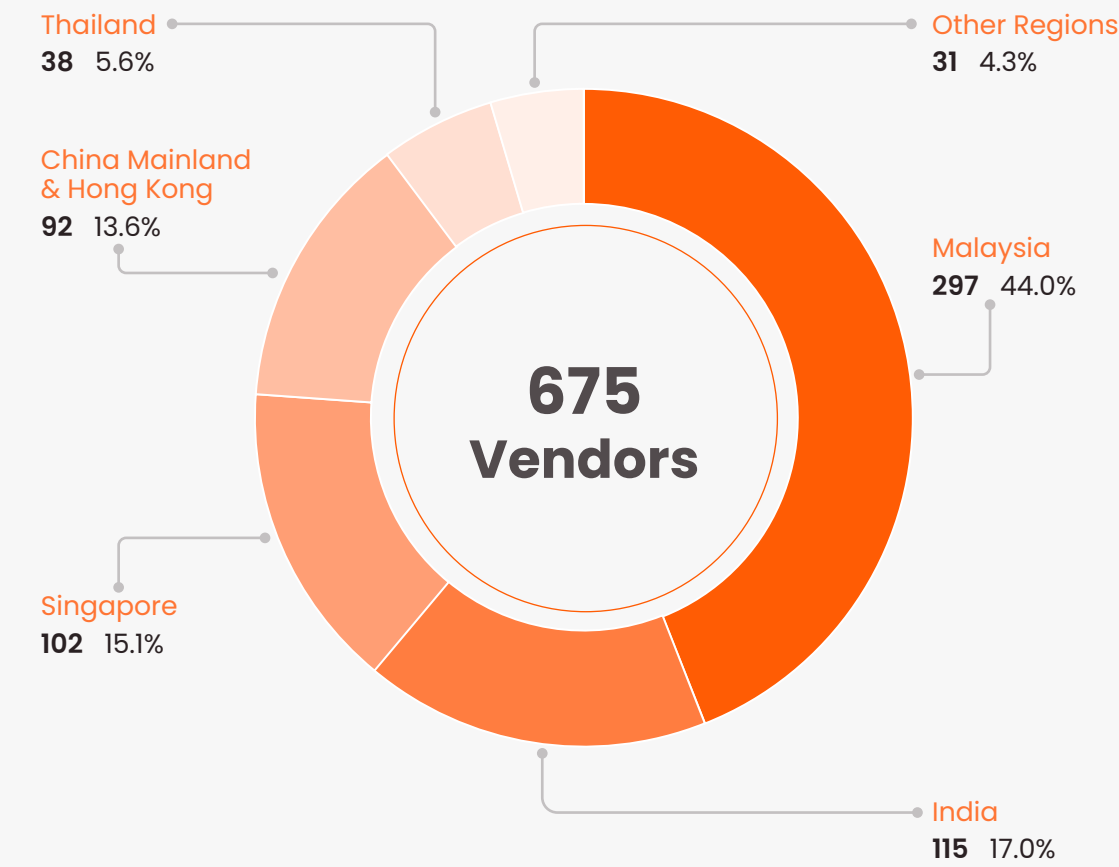
BDC applies a risk-based supplier rectification and exit mechanism to address underperformance in a timely and accountable manner. Suppliers rated as high-risk or unqualified may be subject to cooperation suspension and targeted rectification. Depending on issue severity, BDC may require corrective action plans, management review and follow-up assessment before suppliers are considered for future cooperation.

2025 Supplier Management Status	Number
High-risk suppliers identified	7
Suppliers completed rectification	2
Suppliers terminated	5
Newly added suppliers	35

For suppliers identified as high-risk or underperforming, BDC implements targeted improvement measures, including corrective action plans, management reviews and follow-up assessments. Suppliers that successfully complete rectification requirements may be re-evaluated and reinstated through formal review procedures.

Localised Procurement

BDC works with a geographically diverse supplier base to support project delivery, operational continuity and supply chain resilience across Asia. In 2025, BDC engaged 675 vendors across multiple markets. This geographically diversified vendor network supports procurement flexibility, delivery continuity and supply chain resilience across BDC’s regional data centre portfolio.



Reliable Disclosure and Data Governance

Reliable disclosure is a core part of BDC’s Govern for Trust and Transparency pillar. As sustainability reporting becomes increasingly data-driven, BDC is strengthening the accountability, consistency and traceability of sustainability information before disclosure. This supports more transparent communication with customers, investors, rating agencies and other stakeholders.

BDC is continuing to improve its sustainability data management by progressively clarifying data ownership, functional responsibilities and supporting evidence requirements for material sustainability indicators. For key disclosures, BDC is also strengthening documented indicator definitions, calculation boundaries, methodologies and evidence sources to improve consistency across markets and reporting cycles.

Disclosure Reliability Stack		
	Accountability	Material sustainability indicators assigned with data owners and responsible functions
	Consistency	Documented indicator definitions, calculation boundaries and methodologies
	Traceability	Supporting evidence, source records and calculation files maintained for key disclosures
	Assurance Readiness	Internal management review and expanded independent assurance coverage for selected sustainability disclosures

BDC will continue to enhance sustainability data governance by improving evidence trails, strengthening internal review and expanding independent assurance coverage for selected disclosures. These efforts support more reliable reporting, stronger rating readiness and more informed decision-making across the business.



Empower Customers, People and Communities

For BDC, empowering customers, people and communities means building the human capability, safety discipline and local partnerships required to deliver responsible hyperscale infrastructure across Asia. As digital infrastructure expands into resource-constrained and fast-growing markets, BDC’s ability to attract and develop local talent, protect people across construction and operations, and engage communities around our sites becomes part of how we build trust, continuity and long-term value.



Employee Rights & Benefits

Our people are central to how BDC delivers and operates hyperscale data centres across Asia. As we expand across multiple markets, we need teams with advanced technical knowledge, operational discipline, safety awareness and customer-facing capability to support reliable execution.

BDC approaches human capital management as part of our delivery capability. By protecting employee rights, maintaining fair employment practices, strengthening local hiring and building early-career talent pipelines, we aim to support our employees’ long-term development while reinforcing the workforce foundation required for sustainable growth.

Employee Rights and Fair Employment

BDC is committed to providing a fair, respectful and legally compliant workplace across our operating markets. Our employment practices are managed in accordance with applicable labour laws and local requirements, covering recruitment, employment arrangements, working hours, leave, overtime management and statutory protections.

Fair employment forms the foundation of our workforce management. Recruitment and employment decisions are guided by role requirements, capability, experience and business needs, helping employees contribute effectively while supporting BDC’s long-term operating needs.

Focus Area	BDC Approach
 Fair recruitment	Hiring decisions are based on role requirements, capability, experience and business needs.
 Non-discrimination	Strictly prohibits discrimination based on age, gender, nationality, ethnicity, religion, marital or parental status, disability or other personal characteristics, ensuring fair opportunity for all candidates.
 Prohibition of child and forced labour	BDC prohibits child labour, forced labour and all forms of involuntary labour across our operations.
 Legal compliance	Employment practices are managed in accordance with applicable labour laws and local requirements.
 Working hours	Working-hour arrangements are managed in line with local labour requirements and operational needs.
 Overtime protection	Overtime requires prior approval or formal company arrangement, with compensation through overtime pay or time off in lieu, where applicable.
 Employee protection	Statutory protections, employment safeguards and welfare support are provided across operating markets.

Employee Well-being

BDC provides a wide range of employee activities and commuting support to help employees better manage daily work demands and personal needs. We also organise mental health talks, wellness awareness sessions and team engagement activities to promote stress management, emotional well-being, cross-functional collaboration and a more supportive workplace culture.



Mental Health Awareness Talk



Resources Delivery Team Building



Design Team Building



India Team Building



Badminton Tournament



Durian Party



Annual Dinner



Birthday Celebration

Our employee value proposition is built around sustainable career growth, a regional development platform, employee protection and the long-term prospects of the data centre industry. As digital infrastructure, cloud computing and AI-driven demand continue to grow, we aim to provide employees with opportunities to build their careers alongside the expansion of BDC and the wider industry.

Local Talent Pipeline and Talent Attraction

Local talent is essential to BDC’s execution capability. Data centre delivery and operations require employees with specialised knowledge in engineering, critical operations, safety management and customer delivery. We view local hiring as a priority to strengthen long-term capability in the markets where we operate.

In 2025, BDC participated in six campus fairs in Malaysia to strengthen early-career talent development and local recruitment. Through campus engagement and recruitment initiatives, BDC introduced students to the data centre industry, regional opportunities and career pathways within hyperscale digital infrastructure.

Through expanded university engagement, increased participation in campus career fairs and structured talent cooperation, including selected sponsorships for hackathons, competitions, conferences and specialised data centre industry training programmes, BDC aims to build a sustainable talent pipeline and strengthen the workforce foundation required for reliable execution across our operating markets.

Building University Partnerships for Future Data Centre Talent

BDC strengthened collaboration with local institutions in Malaysia by partnering with Universiti Teknologi Malaysia, Universiti Tunku Abdul Rahman, Multimedia University Melaka Campus and Universiti Putra Malaysia.



Through campus career fairs and targeted student engagement initiatives, BDC introduced students to the dynamic growth of the data centre industry, our regional business footprint and career opportunities within the company.

Data Centre Management Trainee Programme

To strengthen our local talent pipeline, BDC promoted our flagship Management Trainee Programme to Year 3 and Year 4 undergraduates in Malaysia. The programme is designed to attract young professionals who are interested in building their careers in the data centre industry and prepare them for future roles in critical operations.

The programme targets candidates with Electrical or Mechanical Engineering backgrounds and focuses on developing the capabilities required for data centre operations. In Malaysia, BDC plans to support 35 Management Trainee positions in Critical Operations through a full-time, on-site development model.



Multimedia University (MMU) Melaka Campus Career Fair



Universiti Putra Malaysia (UPM) Career Fair



Universiti Teknologi Malaysia (UTM) Campus



Deepening Career Readiness through Institutional Collaboration

Beyond campus recruitment, BDC further deepened institutional partnerships by supporting Universiti Teknologi Malaysia through structured mock interview sessions and sponsoring Universiti Tunku Abdul Rahman’s VeroXpo2026 event.

Inclusion as Operating Strength

BDC operates across markets with different cultures, regulations, working practices and stakeholder expectations. Inclusion helps our teams collaborate across countries, understand local operating contexts and respond effectively to customer, employee and community needs.

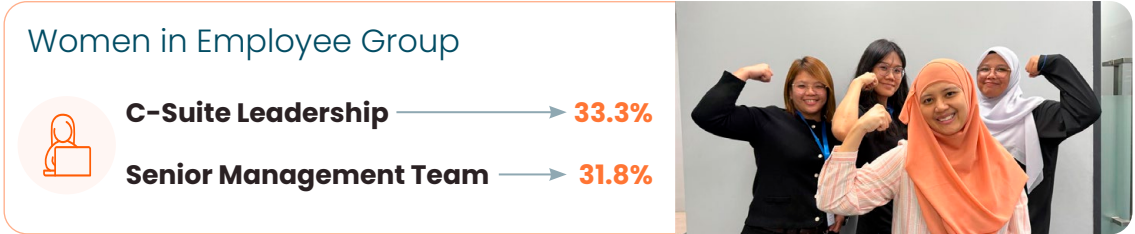
We are committed to building a workplace where employees can contribute, grow and be respected. Through equal opportunity, women employee support, multicultural engagement and employee listening, we aim to strengthen the organisational cohesion required for regional execution.

Diversity, Equity and Inclusion

BDC fosters an inclusive and equitable workplace across our operating markets. We aim to provide employees with equal opportunity and a respectful working environment, while recognising the different needs of employees across gender, culture, life stage and local context.

Nationalities Represented: 8

We see diverse leadership as a driver of balanced decision-making, stronger stakeholder understanding and long-term organisational resilience. BDC protects the rights and well-being of women employees through a combination of statutory benefits, workplace facilities, cultural care and career development opportunities.



BDC supports women employees’ rights, well-being and career development across our operating markets through benefit protection, workplace facilities, cultural care and equal access to development opportunities. During the reporting period, women represented 33.3% of C-Suite leadership and 31.8% of the Senior Management Team.

Women’s Leadership in the Data Centre Industry

Beyond workplace support, BDC recognises the importance of enabling women to take on visible and influential roles in the data centre industry to support balanced decision-making, stakeholder trust and long-term business resilience.

At BDC, women contribute across senior leadership, management and business decision-making. This reflects our focus on creating meaningful opportunities for women to grow, lead and shape strategy,

operations, finance, customer engagement and organisational development.

Women Leadership Principle	BDC Approach
Visible pathways	Promote fair and equitable career advancement opportunities across technical, operational and leadership roles.
Equal opportunity	Provide fair access to career development, leadership participation and decision-making opportunities regardless of gender.
Practical development	Support women’s growth through training, role exposure, mentorship, sponsorship and cross-functional experience.
Diverse decision-making	Encourage balanced leadership perspectives to strengthen business judgement, fairness and stakeholder responsiveness.
Industry participation	Support women’s participation in shaping the future of digital infrastructure and contributing to a more inclusive data centre sector.

By supporting women’s leadership, BDC aims to strengthen both workplace inclusion and business capability. Diverse leadership helps our teams ask broader questions, consider different stakeholder needs and build a more adaptive organisation for the next phase of hyperscale data centre growth.



Benefits protection

BDC provides maternity leave, childcare leave and related benefits in accordance with applicable local laws and regulations, supporting women employees during important life stages.



Festive care and recognition

BDC recognises women employees through culturally relevant care initiatives. In China, BDC celebrates International Women’s Day by providing gifts to female employees and granting a half-day leave.



Career development and participation

BDC provides equal career development opportunities regardless of gender. Women employees contribute across senior leadership, middle management and operational roles, and participate in decision-making and strategic initiatives across the organisation.

Employee Voice, Recognition and Belonging

Inclusion is strengthened through daily workplace experience. BDC supports employee engagement by creating channels for employees to share feedback, recognising contributions across functions, and organising activities that help employees build stronger connections across teams and markets.

Employee Voice and Engagement

BDC undertook preparatory work for its inaugural Employee Engagement Survey to establish a more structured employee listening mechanism. The survey is designed to create a baseline for understanding employee experience, engagement, workplace needs and organisational health, while providing input for HR priorities and business planning.

The Employee Engagement Survey supports BDC in understanding organisational health, amplifying employee voice, informing people-related decisions and driving continuous improvement. It also provides a more systematic channel for employees to share feedback on workplace experience, engagement and development needs.



Employee Recognition

BDC recognises employee contribution through internal awards that highlight performance, innovation, operational excellence, knowledge sharing and service mindset. These recognition mechanisms reinforce the behaviours and capabilities that support BDC's operating culture.

The Company GEM Award is designed to acknowledge outstanding employee contribution and motivate employees to achieve greater impact for BDC. Operations Awards recognise team and individual achievements that support critical operations, technical excellence and service delivery.

Company GEM Award

Diamond	Ruby	Sapphire
Transformational business impact, major innovation, exceptional problem-solving or customer impact	Quantifiable business performance, operational excellence, sustained high performance and cross-functional collaboration	Client retention, organisational values, practical problem-solving and measurable improvement in efficiency, customer experience or quality

Operation Award

Group Award

- Operations Special Award
- Excellence in DC Operations Award
- Technology Pioneer Award
- Outstanding Innovation Award

Individual Award

- Proactive Performance Excellence Award
- Inspire & Educate Award
- Core Contributor Excellence Award
- Technical Skill Award
- Best Newcomer Award
- Service Star Award

Belonging

BDC promotes a diverse and inclusive workplace culture by designing cultural, festive and team-building activities that cater to employees from different countries, ethnic backgrounds and cultural communities. By celebrating distinctive local and international festivals, alongside team events and recognition ceremonies, we create opportunities for employees to connect, share experiences and develop mutual understanding, respect and collaboration.

These inclusive initiatives strengthen employees' sense of belonging across the organisation. Employees from diverse cultures, regions and life stages feel recognised and valued, which reinforces engagement, team cohesion and workplace collaboration while supporting an inclusive and high-performing organisational culture.

Eid al-Fitr



Chinese New Year



Diwali



Training as Business Readiness

Employee training plays a critical role in strengthening the technical readiness, operational discipline and leadership capability required for hyperscale data centre delivery. Our training approach is designed to equip employees with the skills needed to operate safely, respond effectively to customer and operational requirements, and adapt to the evolving demands of digital infrastructure.

BDC continued to invest in employee capability building across APAC through leadership development, essential skills training, EHS-related programmes, technical certifications, professional seminars and education sponsorships. These initiatives help employees build both functional expertise and broader business capabilities, supporting reliable operations and long-term career development.

Employee Training and Capability Building

BDC invests in employee training to strengthen the capabilities required for reliable data centre delivery and operations. Our training approach is designed to support employees across different functions, job levels and markets, covering leadership capability, core business skills, EHS readiness, technical certification and department-specific learning.

Leadership Training

Develop leadership communication, strategic thinking, coaching capability and team management skills

Essential Skills Training

Strengthen workplace communication, stakeholder influence, presentation capability and business effectiveness

EHS-related Training

Build safety awareness, emergency response capability and technical readiness for high-risk work environments

Technical Certification and Professional Seminars

Support professional qualifications, technical certifications and exposure to industry developments

Department-specific Training Examples

Address function-specific capability needs across operations, HR, IMS, management trainee development and other teams

Annual Leadership Meeting

BDC’s Annual Leadership Meeting brings together leaders from different countries and functions to align on strategic priorities, business performance and organisational challenges. The multi-day programme combines business updates with leadership development and team-building activities, helping strengthen strategic alignment, collaboration and leadership cohesion across the organisation.

- **Leadership development:** Keynotes, workshops and breakout sessions support strategic thinking on topics such as operational excellence, people leadership, innovation and business priorities.
- **Team connection:** Experiential activities create shared experiences that build trust, strengthen interpersonal relationships and improve cross-functional collaboration.



BDC supports employees in pursuing degree programmes to strengthen professional capability, strategic thinking and long-term organisational development. Through education sponsorship and learning support, BDC helps employees expand their technical, business and leadership capabilities while building a stronger internal talent pipeline.

“At BDC, you grow with purpose. You build the future of digital infrastructure, develop your career on a global stage, and belong to a team where collaboration, recognition, and balance drive success.”

IMS Awareness Training



Management Trainee Training



Operations Leadership Program



Employee Valuation Proposition & Influencing Stakeholders with Credibility



Training KPI

6,154
Total training hours

350+
Employees receiving external training

46
Education sponsorships provided

USD 110,400
Total training and development spend

100%
Training coverage

Career Advancement

BDC supports career advancement through structured performance management, regular goal-setting and development conversations. By linking performance evaluation with learning pathways, we aim to help employees understand role expectations, track progress and identify development opportunities that support both individual growth and business needs.

Year-end Performance Evaluation Enablement

BDC conducted year-end performance evaluation training to help employees and managers understand the appraisal process, system usage and key expectations, supporting a more consistent, transparent and timely year-end review process across teams.

	Performance appraisal process	- Overall year-end appraisal process - Appraisal scope and required actions - Submission timelines - Exemption of resigned employees from the appraisal process
	System usage	- Access to the Feishu-based performance system across different teams - Guidance on resolving login issues - Goal adjustments when job scopes change
	Key expectations	- Managers’ responsibility to monitor team appraisal status - Timely completion of appraisal requirements - Detailed employee self-assessments within the stipulated timeline

The mechanism supports more structured performance conversations, clearer documentation and better alignment between individual performance, team expectations and business needs.

Performance Management and Development Pathways

BDC conducted performance management training to strengthen employees’ understanding of the full performance cycle, covering goal setting, appraisal and learning pathways. The training helped employees connect individual goals with team priorities, performance expectations and development opportunities.



Occupational Health and Safety

Safety is fundamental to how BDC designs, builds and operates critical digital infrastructure. As our data centres involve complex construction activities, high-voltage electrical systems, critical cooling equipment and 24/7 operations, we manage occupational health and safety as a core operating discipline.

BDC applies safety considerations across the data centre lifecycle, from design and construction to daily operations and emergency preparedness. Through risk assessment, contractor management, site inspections, training, emergency drills and incident response procedures, we aim to protect employees, contractors, customers and surrounding communities while supporting reliable service delivery.

ISO 45001 certification coverage in Malaysia site: **100%**

Construction Safety Across the Delivery Lifecycle

BDC manages construction safety under our EHS policy and project EHS requirements, with the goal of achieving Zero Harm and an incident-free workplace. Our approach focuses on legal compliance, risk prevention, safe design, competence building and continuous improvement across construction activities.

Lifecycle Construction Safety Management

BDC applies safety controls across the project lifecycle, from planning and design to construction execution and handover. Safety considerations are incorporated into constructability and maintainability reviews, project EHS planning, contractor mobilisation and daily site execution.

Planning and design	- Embed safety into design, constructability and maintainability reviews - Consider safe access, emergency routes, equipment layout, electrical safety, noise and maintenance needs
Pre-construction readiness	- Require project EHS plans, risk assessments, method statements and emergency response plans before work begins - Review contractor readiness, EHS staffing and site-specific requirements
Site mobilisation	- Implement site induction, access control and worker verification - Conduct PPE checks and confirm site entry requirements
Construction execution	- Manage high-risk activities through approved method statements, risk assessments and permits to work - Conduct daily briefings, site inspections and corrective action tracking
Continuous improvement	- Use inspections, audits, incident reporting, lessons learned and refresher training - Strengthen project safety performance through safety campaigns and follow-up actions

Daily Activity Briefings and High-Risk Activity Management

BDC uses Daily Activity Briefings and High-Risk Activity planning to strengthen communication, coordination and risk control during construction. This helps project teams understand upcoming high-risk work, verify control measures and reduce conflicts between simultaneous construction activities.

- Daily Activity Briefings: Support daily coordination, review of work activities, communication of key risks and alignment between project teams, contractors and EHS personnel.
- High-Risk Activity planning: Identifies upcoming high-risk activities in advance, enabling teams to plan controls, review readiness and coordinate work safely before execution.

Fitness-for-work Control at Construction Sites

BDC applies site entry and fitness-for-work controls to reduce safety risks before workers enter project premises. For construction projects, alcohol monitoring is conducted for workers before site entry, helping prevent unsafe work caused by impairment and reinforcing BDC’s expectation that all personnel must be fit for work before performing construction activities.



Occupational Health and Safety KPI

	Employees
Fatalities	0
Work-related injuries	0
Lost-time injuries	0

Contractors are required to comply with BDC’s project EHS requirements, implement approved safety plans and participate in briefings, inspections, audits and corrective action follow-up to ensure construction risks are actively managed on site. During the reporting period, contractors supporting BDC projects in Malaysia received external EHS awards and safety ratings from recognised organisations, reflecting strong contractor safety performance, site safety practices and construction safety management.

Contractor	Project	Awarding Organisation	Award / Rating
CCIE Engineering (M) Sdn Bhd	MY02 Phase 2	MOSHPA	Platinum Award
	MY07 Phase 1A	MSOSH	Gold Class 2 Award
	MY07 Phase 1A	CIDB Malaysia	5-Star SHASSIC Rating, Score: 95.62%
CBH Engineering Sdn Bhd	MY03 Phase 3 & 4 – 132KV CLS	CIDB Malaysia	5-Star SHASSIC Rating, Score: 98.28%



Operational Safety

BDC manages operational safety through emergency preparedness, fire safety management, occupational health controls and continuous safety training. In daily operations, these measures help employees and contractors understand workplace risks, respond effectively to emergencies and maintain a safe operating environment.

Emergency Preparedness

Our emergency response requirements cover incident-specific procedures, emergency contacts, internal response roles, site layouts, assembly points, evacuation routes, emergency equipment locations and post-incident inspection requirements.

Emergency Response Area	Key Coverage	BDC Practice
Emergency response plan	Fire, evacuation, rescue and first aid	Maintain scenario-based response procedures
Roles and contacts	Internal roles and external emergency contacts	Define escalation channels and response responsibilities
Evacuation readiness	Assembly points and evacuation routes	Display emergency information in key areas
Emergency equipment	First aid and firefighting equipment	Maintain equipment locations for timely access
Training and updates	Initial training and retraining	Train new entrants and refresh training when plans change
Post-incident checks	Testing, inspections and review	Review incidents and drills to identify improvement actions

BDC places strong emphasis on emergency drills as a practical way to test preparedness, strengthen response capability and identify improvement areas. Evacuation drills are conducted at least twice a year, while joint exercises with regulators are conducted at least once a year to enhance coordination with external emergency response stakeholders.

Fire Evacuation Drill at MY03

BDC conducted a fire evacuation drill at MY03 to test the effectiveness of its Emergency Response Plan under a simulated fire and first aid scenario. The drill covered evacuation, Emergency Response Team activation, search and rescue, first aid response, external emergency coordination and safe re-entry confirmation.

The drill also identified follow-up actions, including strengthening ERT training, reviewing floor warden allocation, improving search and rescue competency and assessing the emergency command centre location.



Contractors and relevant site personnel are required to prepare and update emergency response training materials, provide initial training for new employees, visitors, subcontractors and clients entering work areas for the first time, and conduct retraining when emergency response plans are updated.

Digitalised Work Safety Control

BDC enhanced its end-to-end work safety control mechanism by digitalising key steps including work application, risk assessment, approval, execution and completion review. This enables risks to be identified before work starts, controlled during execution and reviewed after completion, creating a more traceable and accountable process from work initiation to close-out.

- Online work application — standardises work initiation and captures key work information before execution.
- Online risk assessment — supports pre-work identification and review of potential safety risks.
- Online approval workflow — ensures required reviews and approvals are completed before work begins.
- Traceable work execution — enables work status, control measures and execution records to be tracked.
- Closed-loop completion review — verifies work completion and supports risk control through close-out.

Safety Training and Awareness

BDC strengthens operational safety through continuous EHS training, safety communication and awareness-building activities. Training is provided to employees, contractors, suppliers and other third parties to ensure that relevant personnel understand their roles, workplace hazards, emergency procedures and BDC’s safety expectations before performing work.

In 2025, BDC conducted 10 EHS training and drill sessions to strengthen practical safety awareness and emergency response readiness across employees, contractors and site personnel.

Training Area	Target Participants	Key Focus
Employee EHS training	BDC employees and new hires	New hire induction; EHS fundamentals; roles and responsibilities; emergency and evacuation response; incident reporting; hazard reporting; fire safety; hearing conservation
Emergency response training	Selected employees and emergency response personnel	Occupational first aid; fire response; spill response
Contractor and supplier induction	Contractors, suppliers and third parties entering BDC premises or project sites	Site safety induction; EHS fundamentals; roles and responsibilities; emergency response; incident reporting; hazard reporting; site-specific safety requirements
Contractor EHS workshops	Selected contractors and project stakeholders	EHS kick-off sessions; BDC EHS requirement workshops; contractor leadership meetings; toolbox talks
Safety culture activities	Employees, contractors and site teams	Leadership site walks; joint inspections; safety committee participation; safety observations; safety quizzes; safety campaigns; safety recognition

Employee Training

BDC provides EHS training to build employee safety awareness and role-specific response capability. Training covers emergency response, evacuation, fire safety, incident and hazard reporting, hearing conservation and occupational first aid, with selected employees trained in fire and spill response.

Contractor and Supplier Training

BDC requires contractors, suppliers and third parties to complete safety induction before entering operational premises or project sites. EHS kick-off sessions and requirement workshops further align contractors with BDC’s minimum requirements, qualification criteria, risk management expectations and zero-incident targets.

	EHS Team	Operations and Others
Total estimated training hours	504	639

Safety Culture and Continuous Improvement

BDC reinforces safety culture through leadership site walks, EHS joint inspections and awareness activities. Contractors are also expected to support safety promotion through quizzes, campaigns, recognition activities and Safety Month or Safety Day initiatives, helping translate EHS requirements into daily behaviours.

BDC applies a structured safety review and continuous improvement mechanism to strengthen work safety risk identification, follow-up and management updates.

Safety Review Mechanism	Key Focus
Monthly / quarterly EHS risk inspections	Identify safety risks across daily operations and site activities
Quarterly EHS process audits and reviews	Assess whether safety requirements are effectively implemented
Continuous tracking of open safety risks	Ensure outstanding risks are followed up until closure
Update of safety management requirements	Keep safety requirements practical and aligned with actual site needs

Community Care and Local Contribution

BDC aims to create positive local impact in the communities where we operate. Through employee volunteering, community care activities, local stakeholder engagement and donation initiatives, we seek to support community well-being while strengthening employees’ sense of care and social responsibility.

Community Engagement and Volunteering

BDC encourages employees to contribute to the communities through volunteering and community care activities. These initiatives provide opportunities for employees to engage with local community members, support vulnerable groups and extend BDC’s culture of care beyond the workplace.

Elderly Home Visit

BDC employees participated in visits to elderly care homes and orphanages, engaging directly with community members and providing care and companionship. These activities provide employees with opportunities to contribute beyond the workplace, while reinforcing BDC’s culture of care, empathy and social responsibility.



Orphanage Visit

BDC employees visited a local orphanage to support children and young people in the community. Through interaction and care activities, employees helped create moments of connection and encouragement, reflecting BDC’s broader commitment to community well-being.



Thailand Community Engagement Activities

BDC carried out community engagement activities in Thailand to better understand and respond to local needs. Through visits, donations, stakeholder communication and engagement with municipal authorities, BDC sought to support vulnerable groups, build community trust and address concerns related to its operations and project activities.

Visit to Disabled Residents



Donation of Daily Necessities



Chinese New Year Community Support



Community Care Visit in Khlong Tamru



Community Leadership Engagement



Neighbouring Company Visits and Feedback Collection



Appendix

GRI Index

Disclosure Indicator	Location
GRI 2: General Disclosures 2021	
2-1 Organizational details	About the Report 1.1 Building hyperscale infrastructure for the digital future 1.2 Footprint and Growth Journey
2-2 Entities included in the organization’s sustainability reporting	About the Report
2-3 Reporting period, frequency and contact point	About the Report
2-5 External assurance	Appendices 4 Independent Assurance Statement
2-6 Activities, value chain and other business relationships	1.1 Building hyperscale infrastructure for the digital future 1.2 Footprint and Growth Journey
2-7 Employees	8.1 Employee Rights & Benefits 8.2 Inclusion as Operating Strength
2-9 Governance structure and composition	2.1 Sustainability Governance Structure and Accountability
2-11 Chair of the highest governance body	2.1 Sustainability Governance Structure and Accountability
2-12 Role of the highest governance body in overseeing the management of impacts	2.1 Sustainability Governance Structure and Accountability
2-16 Communication of critical concerns	7.1 Business Ethics 2.3 Stakeholder Engagement and Input Sources

Disclosure Indicator	Location
2-22 Statement on sustainable development strategy	1.5 Our Sustainability Approach 1.6 BRIDGE Framework
2-23 Policy commitments	7.1 Business Ethics 7.3 Responsible Procurement 8.1 Employee Rights & Benefits
2-24 Embedding policy commitments	2.2 Strengthening the Governance Foundation 7.1 Business Ethics 7.3 Responsible Procurement 8.1 Employee Rights & Benefits
2-25 Processes to remediate negative impacts	7.1 Business Ethics
2-26 Mechanisms for seeking advice and raising concerns	7.1 Business Ethics 8.2 Inclusion as Operating Strength
2-27 Compliance with laws and regulations	7.1 Business Ethics
2-29 Approach to stakeholder engagement	2.3 Stakeholder Engagement and Input Sources
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	2.4 Double Materiality Assessment
3-2 List of material topics	2.4 Double Materiality Assessment

Disclosure Indicator	Location
3-3 Management of material topics	2.5 Management of Material Topics
GRI 201: Economic Performance 2016	
201-2 Financial implications and other risks and opportunities due to climate change	3.1 Climate Resilience
GRI 203: Indirect Economic Impacts 2016	
203-1 Infrastructure investments and services supported	1.1 Building hyperscale infrastructure for the digital future 1.3 Our 2025 Milestones 8.5 Community Care and Local Contribution
203-2 Significant indirect economic impacts	1.5 Our Sustainability Approach 8.5 Community Care and Local Contribution
GRI 204: Procurement Practices 2016	
204-1 Proportion of spending on local suppliers	7.3 Responsible Procurement
GRI 205: Anti-corruption 2016	
205-2 Communication and training about anti-corruption policies and procedures	7.1 Business Ethics
205-3 Confirmed incidents of corruption and actions taken	7.1 Business Ethics
GRI 206: Anti-competitive Behavior 2016	
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	7.1 Business Ethics

Disclosure Indicator	Location
GRI 302: Energy 2016	
302-1 Energy consumption within the organization	3.2 Energy Efficiency Improvement
302-4 Reduction of energy consumption	Chapter 3 – Build Clean Energy Resilience-KPIs
302-5 Reductions in energy requirements of products and services	4.4 Low-Carbon Operations 5.1 AI-ready Infrastructure
GRI 303: Water and Effluents 2018	
303-1 Interactions with water as a shared resource	6.2 Water and Effluent Management
303-2 Management of water discharge-related impacts	6.1 Integrated EHS Management from Construction to Operations 6.2 Water and Effluent Management
303-3 Water withdrawal	6.2 Water and Effluent Management
GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	4.1 SBTi GHG Reduction Roadmap
305-2 Energy indirect (Scope 2) GHG emissions	4.1 SBTi GHG Reduction Roadmap
305-3 Other indirect (Scope 3) GHG emissions	4.1 SBTi GHG Reduction Roadmap
305-5 Reduction of GHG emissions	4.1 SBTi GHG Reduction Roadmap 4.4 Low-Carbon Operations

Disclosure Indicator	Location
GRI 306: Waste 2020	
306-4 Waste diverted from disposal	6.1 Integrated EHS Management from Construction to Operations
306-5 Waste directed to disposal	6.1 Integrated EHS Management from Construction to Operations
GRI 308: Supplier Environmental Assessment 2016	
308-1 New suppliers that were screened using environmental criteria	7.3 Responsible Procurement
308-2 Negative environmental impacts in the supply chain and actions	7.3 Responsible Procurement
GRI 401: Employment 2016	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	8.1 Employee Rights & Benefits
GRI 403: Occupational Health and Safety 2018	
403-1 Occupational health and safety management system	8.4 Occupational Health and Safety
403-2 Hazard identification, risk assessment, and incident investigation	8.4 Occupational Health and Safety
403-3 Occupational health services	8.4 Occupational Health and Safety
403-4 Worker participation, consultation, and communication on occupational health and safety	8.4 Occupational Health and Safety

Disclosure Indicator	Location
403-5 Worker training on occupational health and safety	8.4 Occupational Health and Safety
403-6 Promotion of worker health	8.1 Employee Rights & Benefits 8.4 Occupational Health and Safety
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	8.4 Occupational Health and Safety
403-8 Workers covered by an occupational health and safety management system	8.4 Occupational Health and Safety
403-9 Work-related injuries	8.4 Occupational Health and Safety
403-10 Work-related ill health	8.4 Occupational Health and Safety
GRI 404: Training and Education 2016	
404-1 Average hours of training per year per employee	8.3 Training as Business Readiness
404-2 Programs for upgrading employee skills and transition assistance programs	8.3 Training as Business Readiness
GRI 405: Diversity and Equal Opportunity 2016	
405-1 Diversity of governance bodies and employees	8.2 Inclusion as Operating Strength
GRI 406: Non-discrimination 2016	
406-1 Incidents of discrimination and corrective actions taken	8.1 Employee Rights & Benefits 8.2 Inclusion as Operating Strength

Disclosure Indicator	Location
GRI 408: Child Labor 2016	
408-1 Operations and suppliers at significant risks from incidents of child labor	7.3 Responsible Procurement 8.1 Employee Rights & Benefits
GRI 409: Forced or Compulsory Labor 2016	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	7.3 Responsible Procurement 8.1 Employee Rights & Benefits
GRI 413: Local Communities 2016	
413-1 Operations with local community engagement, impact assessments, and development programs	8.5 Community Care and Local Contribution
GRI 414: Supplier Social Assessment 2016	
414-1 New suppliers that were screened using social criteria	7.3 Responsible Procurement
GRI 418: Customer Privacy 2016	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	7.2 Information Security

IFRS S2 Recommended Disclosure Index

Core Content Area	Recommended Disclosure Indicator	Location
Governance	Disclose the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities.	2.1 Sustainability Governance Structure and Accountability 3.1 Climate Resilience
	Disclose management’s role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	2.1 Sustainability Governance Structure and Accountability 3.1 Climate Resilience
Strategy	Disclose the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	2.4 Double Materiality Assessment 2.5 Management of Material Topics 3.1 Climate Resilience
	Disclose the current and anticipated effects of those climate-related risks and opportunities on the entity’s business model and value chain.	1.5 Our Sustainability Approach 2.5 Management of Material Topics 3.1 Climate Resilience 4.2 Net-Zero Lifecycle
	Disclose the effects of those climate-related risks and opportunities on the entity’s strategy and decision-making, including information about its climate-related transition plan.	1.6 BRIDGE Framework 3.1 Climate Resilience 4.1 SBTi GHG Reduction Roadmap 4.4 Low-Carbon Operations
	Disclose the effects of those climate-related risks and opportunities on the entity’s financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity’s financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity’s financial planning.	2.5 Management of Material Topics 3.1 Climate Resilience 3.2 Energy Efficiency Improvement 4.1 SBTi GHG Reduction Roadmap 4.4 Low-Carbon Operations
	Disclose the climate resilience of the entity’s strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity’s identified climate-related risks and opportunities.	3.1 Climate Resilience

Core Content Area	Recommended Disclosure Indicator	Location
Risk Management	Disclose the processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks.	2.2 Strengthening the Governance Foundation 3.1 Climate Resilience
	Disclose the processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities.	3.1 Climate Resilience 4.1 SBTi GHG Reduction Roadmap 4.4 Low-Carbon Operations 5.1 AI-ready Infrastructure
	Disclose the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	2.1 Sustainability Governance Structure and Accountability 2.2 Strengthening the Governance Foundation 3.1 Climate Resilience
Metrics and Targets	Disclose information relevant to the cross-industry metric categories.	3.2 Energy Efficiency Improvement 4.1 SBTi GHG Reduction Roadmap 4.4 Low-Carbon Operations 6.2 Water and Effluent Management
	Disclose industry-based metrics that are associated with particular business models, activities or other common features that characterise participation in an industry.	3.2 Energy Efficiency Improvement 4.3 Green Design and Construction 4.4 Low-Carbon Operations 5.1 AI-ready Infrastructure 5.2 Digital Operations 6.2 Water and Effluent Management
	Disclose targets set by the entity, and any targets it is required to meet by law or regulation, to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the governance body or management to measure progress towards these targets.	1.4 Awards and Recognition 3.1 Climate Resilience 3.2 Energy Efficiency Improvement 4.1 SBTi GHG Reduction Roadmap 6.2 Water and Effluent Management

Sustainability Data

Environmental Performance Data

Topic	Metrics	Units	2025	2024
Energy	Liquefied Petroleum Gas – stationary combustion	kg	0	1,960.00
	Gasoline – mobile combustion	Liter	16,929.84	4,905.30
	Diesel – stationary combustion	Liter	321,772.15	229,522.91
	Direct energy consumption	MWh	3,334.84	2,332.45
	Diesel energy consumption	MWh	3,185.46	2,289.17
	Gasoline energy consumption	MWh	149.38	43.28
	Indirect energy consumption	MWh	494,524.92	236,883.18
	Purchased electricity	MWh	435,586.11	236,372.18
	Total energy consumption	MWh	497,859.76	239,215.63
	Self-generated renewable electricity / distributed solar photovoltaic	MWh	573.39	511.00
GHG Emissions	Purchased Green Electricity Certificate	MWh	58,365.42	0
	Total renewable energy consumption	MWh	58,938.81	511.00
	Scope 1	tCO ₂ e	5,265.91	1,295.08
	Scope 2 – market based	tCO ₂ e	246,491.46	181,743.07

Topic	Metrics	Units	2025	2024
GHG Emissions	Scope 2 - location based	tCO ₂ e	321,756.19	181,743.07
	Scope 3	tCO ₂ e	1,318,387.02	550,348.18
	Category 1: Purchased goods and services	tCO ₂ e	160,422.82	2,443.40
	Category 2: Capital goods	tCO ₂ e	29,397.01	13,948.19
	Category 3: Fuel- and energy-related activities	tCO ₂ e	21,924.73	11,933.32
	Category 5: Waste generated in operations	tCO ₂ e	179.84	71.73
	Category 6: Business travel	tCO ₂ e	499.42	50.38
	Category 7: Employee commuting	tCO ₂ e	1,767.39	802.19
	Category 13: Downstream leased assets	tCO ₂ e	1,104,195.81	521,098.97
Water	Water withdrawals	cubic meters	2,709,302.7	1,414,248.80
	Volume of alternative water	cubic meters	201,939.9	817.3
Waste	Hazardous waste	tonne	20.84	37.51
	Hazardous waste - reuse/recycling	tonne	9.89	27.76
	Hazardous waste - incineration	tonne	9.87	8.95
	Hazardous waste - landfill	tonne	1.08	0.80
	Non-hazardous waste	tonne	363.40	88.79

Social Performance Data				
Topic	Metrics	Units	2025	2024
Customer	Core customer satisfaction	%	100	100
	Customer service ticket / complaint closure rate	%	100	99.47
	Customer confidentiality complaints	case	0	0
Employment	Employees across operating markets	number	934	/
	New job opportunities increase	%	62.2	24.1
Diversity	Employees with disabilities	%	0	0
Training and Development	Total training hours for all employees	hour	6,154	2,581
	Training hours on energy conservation and climate actions	hour	35	13
	Training hours on business ethics	hour	788	184
	Training hours on health and safety	hour	1,143	1,095
	Average training hours per employee	hour	6.59	5.46
	Average training cost per person	MYR	482.85	67.68
	Employee training number	person	934	155

Topic	Metrics	Units	2025	2024
Occupational Health and Safety	Fatalities – employees	number	0	0
	Number of work-related fatalities	person	0	0
	Lost working hours	day	0	0
	Rate of occurrence	%	0	0
	Recordable work-related injuries	case	0	0
	Work-related injuries – employees	number	0	
	Lost-time injuries – employees	number	0	
	Recordable work-related injuries frequency rate	case/ million work hours	0	0

Governance Performance Data				
Topic	Metrics	Units	2025	2024
Business Ethics	Incidents of bribery, corruption and unfair competition	case	0	0
	Unlawful business practices and fraudulent activities	case	0	0
	Business ethics training hours	hour	788	184
	Major information security incidents	case	0	0
Information Security	Major network interruption incidents	case	0	0
Responsible Procurement	Suppliers signing Supplier Integrity Commitment	%	100	100

Independent Assurance Statement



ASSURANCE STATEMENT

REPORT ON SUSTAINABILITY ACTIVITIES IN THE BDC ASSETCO PTE. LTD.'S 2025 SUSTAINABILITY REPORT

NATURE OF THE ASSURANCE/VERIFICATION
SGS-CSTC Standards Technical Services Co., Ltd. (hereinafter referred to as SGS-CSTC) was commissioned by BDC Assetco PTE. LTD. (hereinafter referred to as BDC) to conduct an independent assurance of the 2025 Sustainability Report (English version) for the period of January 1, 2025 to December 31, 2025.

INTENDED USERS OF THIS ASSURANCE STATEMENT
This Assurance Statement is provided with the intention of informing all BDC's Stakeholders.

RESPONSIBILITIES
The sustainability information in the 2025 Sustainability Report and its presentation are the responsibility of BDC's ESG governing body and the management. SGS-CSTC has not been involved in the preparation of any of the material included in the 2025 Sustainability Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of assurance based upon sufficient and appropriate objective evidence.

SGS-CSTC hereby states that it shall not be held responsible or liable for any direct, indirect, incidental, or consequential damages or losses arising from or in connection with the use of information provided in this report.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE
The assurance of this report has been conducted according to the AA1000 Assurance Standard (AA1000AS v3), a standard used globally to provide assurance on sustainability-related information across organizations of all types, including the evaluation of the nature and extent to which an organization adheres to the AccountAbility Principles (AA1000AP, 2018).

The assurance of this report has been conducted according to the following Assurance Standards:	
Assurance Standard	Level of Assurance
AA1000AS v3 Type 2	Moderate

SCOPE OF ASSURANCE AND REPORTING CRITERIA
The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information in the 2025 Sustainability Report and evaluation of adherence to the following reporting criteria:

Reporting Criteria
AA1000 AccountAbility Principles (2018)
GRI Standards 2021 (With Reference to)

ASSURANCE METHODOLOGY
The assurance comprised a combination of pre-assurance research, interviews with relevant employees on-site at No.47 Laiguangying East Road, Chaoyang District, Beijing, P.R. China, including documentation and record review and validation where relevant. This assurance engagement was restricted to the group level of BDC and did not include traceability of all original data from subordinate institutions.



LIMITATIONS
Data drawn directly from independently audited financial accounts and intensity data calculated based on financial data has not been checked back to source as part of this assurance process.

The greenhouse gas emission related data in the 2025 Sustainability Report has been directly adopted from the independent third party verification data and has not been double verified in this audit.

This assurance engagement was limited to conducting interviews with departmental managers and selected employees of BDC, in addition to reviewing relevant documents and records.

INDEPENDENCE AND COMPETENCE
The SGS Group of companies is the world leader in inspection, testing and certification, operating in multiple countries and providing services. As an affiliate of SGS Group, SGS-CSTC affirm our independence from BDC, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment.

FINDINGS AND CONCLUSIONS

ASSURANCE OPINION
On the basis of the methodology described and the assurance work performed, we believe that the specified performance information included in the scope of assurance is accurate, reliable, has been fairly stated. The BDC's 2025 Sustainability Report has been prepared in accordance with the Four Principles of AA1000.

We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

ADHERENCE TO AA1000 ACCOUNTABILITY PRINCIPLES (2018)

INCLUSIVITY
BDC's 2025 Sustainability Report has demonstrated that the organization identified its stakeholders, collected their expectations and concerns, established methods for stakeholder communication and engagement, and undertaken various forms of dialogue and interaction with them.

MATERIALITY
BDC's 2025 Sustainability Report has reasonably disclosed significant issues and indicators that materially affect stakeholder evaluations and decisions, reflecting the organization's most significant impacts on economic, environmental, and social matters based on the concerns raised by relevant stakeholders.

RESPONSIVENESS
BDC's 2025 Sustainability Report has demonstrated the established channels for stakeholder interaction and has fully addressed stakeholder concerns and expectations. Additionally, it has provided transparent responses on material issues to an appropriate extent.

IMPACT
BDC's 2025 Sustainability Report has provided an account of the monitoring and measurement of the principal activities' impacts concerning environmental, social, and governance (ESG) issues.

QUALITY AND RELIABILITY OF SPECIFIED PERFORMANCE INFORMATION
On the basis of the methodology described and the verification work performed, we checked management documents, ISO certifications, etc. We have confidence that the specified performance information included in the scope of assurance is reliable at a moderate level of scrutiny for BDC.



ADHERENCE TO GRI STANDARDS 2021
The assurance team concludes that the BDC's 2025 Sustainability Report has been prepared with reference to the requirements of GRI Standards 2021.

RECOMMENDATIONS
All observations pertaining to commendable practices, sustainable development activities, and managerial recommendations identified throughout the assurance process have been thoroughly communicated with relevant management divisions of BDC to serve as a reference for their ongoing efforts towards continuous improvement.

Signed:

For and on behalf of SGS-CSTC

David Xin
Sr. Director – Business Assurance
16/F Century Yuhui Mansion, No. 73, Fucheng Road, Beijing, P.R. China

Jul. 24th, 2026
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Disclaimer

This report may contain forward-looking statements regarding BDC's strategies, targets, commitments, plans, expectations and future performance. Such statements are based on current expectations, assumptions and market and operating conditions, and are subject to known and unknown risks, uncertainties and other factors that may cause actual results or outcomes to differ materially.

Forward-looking statements are not guarantees of future performance. BDC undertakes no obligation to update or revise any forward-looking statements as a result of new information, future events or otherwise, except as required by applicable laws or regulations.



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