



Tara Climate Foundation
Annual Report 2025

Sustaining Progress in Asia's Energy Transition



Our Vision is a
more prosperous
and sustainable
future for Asia.



Salt fields wind farm in Guimaras, Philippines

Our reach in 2025

381

active partners

12

geographies

60+

team members

\$69.4

million in grants

Table of Contents

Board Chair's Message	4
Chief Executive Officer's Message	5
Authors of Asia's Clean Energy Story	6
Who We Are	8
Our Journey So Far	9
Our Focus Areas	10
2025 in Numbers	11
Sustaining Progress in Asia's Energy Transition	12
CLEAN ENERGY SOLUTIONS: ACCELERATING PROGRESS ACROSS ASIA	15
Turning rising ambition into buildable plans	17
From blueprints to functioning markets	18
Scaling solar momentum across the region	19
Unlocking breakthroughs in offshore wind	20
Laying the groundwork for grids, storage, and flexibility	20
JUST ENERGY TRANSITION: SUPPORTING PEOPLE AND PROGRESS	25
Strengthening local voices and community participation	27
Expanding community benefits to the people directly involved	28
Supporting managed coal transitions through technical expertise	29
Progress in people-centred transport electrification	30
Investing in the people behind a just transition	30
CLEAN INDUSTRIALISATION: CATALYSING THE SHIFT TO LOW-CARBON INDUSTRY	35
Steel: from cleaner production to greener demand	37
Nickel: supporting clearer industrial roadmaps	37
SUSTAINABLE FINANCE: UNLOCKING CAPITAL FOR THE CLEAN ENERGY TRANSITION	41
Advancing climate disclosure, taxonomies, and central banking	43
CLIMATE GOALS: SUPPORTING ASIA'S CLIMATE COMMITMENTS	47
Supporting climate ambition with updated NDCs	49
Advancing carbon pricing and emissions trading	50
Strengthening sectoral ambition in transport	50
CORPORATE ENGAGEMENT: DRIVING BUSINESS ACTION ON CLEAN ENERGY	51
Scaling corporate commitments and raising integrity	53
Unlocking greater corporate access to clean power	53
Engaging business on transport electrification	53
Corporate Information	55
Financial Information Overview	55
Governance	56
Policies	57

Board Chair's Message



Over the past year, I have seen a clear shift taking hold across Asia. Conversations about energy carry a different weight now. They sit at the center of discussions about economic resilience, security, and the very lives of communities facing a changing climate.

In 2025, the strength of the region's climate ecosystem truly showed. The patient work of supporting people, partnerships, and institutions over time is bearing fruit. There is a growing sense of ownership and confidence, grounded in strong fundamentals that are helping countries stay on track, even as the external environment remains unsettled. The field is increasingly defined by delivery, sustained by those who have chosen to stay the course through uncertainty.

This is why I believe we are entering Asia's decade for climate and energy.

Asia is no longer waiting for the rest of the world to lead. Governments are treating the transition as a strategic imperative, companies are aligning supply chains and investment plans around clean power, and financial institutions are responding to policy signals with a seriousness that would have been difficult to imagine just a few years ago.

The conversation has moved into the hard work of building: rules that investors can trust, grids that can carry new power, storage and flexibility that make systems reliable, procurement that can deliver at speed, and transition plans that can withstand cycles. This is where the future is shaped, and where Asia is increasingly setting the direction.

Having worked in climate for many years, I know we must never take progress for granted. What has been achieved across the region will need to be protected with care and intention. While some markets are racing ahead, others are still working through questions of bankability, permitting, and delivery. External shocks have not disappeared; in many cases, they have intensified.

Even so, the broader trajectory across Asia has held, and in several places it has strengthened. Clean energy is now embedded in strategies for energy security, economic competitiveness, and industrial transformation.

The climate ecosystem has been central to this momentum. Across Asia, Tara partners have supported policy frameworks, strengthened procurement design, protected the integrity of standards, expanded space for participation, and deepened collaboration.

Tara has grown alongside this work. This reflects the increasing depth, capability, and reach of the ecosystem at a time when delivery is becoming more complex and more consequential.

Across Asia, Tara partners are supporting the systems that will carry the transition forward. The steady support of those who believe in long-term change remains essential in enabling this work to deepen over time.

This green decade of Asia is emerging because the social soil for its vitality has been tilled and nourished with discipline and commitment. The opportunity is significant. The responsibility is equally significant. I am proud of what Tara and its partners across Asia are building together — ecosystems that will shape the region's future, and the world's. With patience and resolve, our collective cultivation will define the next chapter of Asia's leadership in the global climate transition.

A handwritten signature in black ink, appearing to read 'Sze Ping Lo'.

SZE PING LO
BOARD CHAIR,
TARA CLIMATE FOUNDATION



Chief Executive Officer's Message



The past year has asked a great deal of everyone working on climate. At times, it has been difficult to see how things would move forward, amid a shifting global backdrop and uncertain economic conditions.

Yet today, I want to bring you a message of hope from our region. Across Asia, the work continues — steadily, with an almost stubborn resolve — supporting policy, strengthening communities, and informing the decisions that move the transition forward. Progress is unfolding step by step: through long-term planning, market transformations, and the steps communities are taking on the ground.

I remember when Tara was officially established in 2021. We were supporting a much smaller ecosystem of partners with less than \$24.7 million in committed funding. What we had then was belief — in the region's importance and potential, and in the role that local organisations could play. The early years were about listening, building trust, and backing the foundational work that often went unseen.

Today, we are working with close to 400 partners across 12 geographies, with a team of more than 60 colleagues across the region. In 2025, we granted \$69.4 million through 424 contracts and welcomed 95 new partners into this community. This growth reflects something deeper than scale. Starting almost from scratch, we have helped nurture an ecosystem capable of driving its own progress.

What gives me hope is how the long-term effort of our ecosystem is showing up in impactful ways. One place where this became especially visible this year was South Korea. After years of groundwork by climate researchers, experts, industry, investors and policymakers, the country moved with striking speed in 2025 — advancing its clean energy agenda, institutions, and transmission infrastructure. This breakthrough did not appear overnight; it reflects years of locally built expertise that made progress possible when the right moment arrived.

For me, this story resonates personally. Being South Korean, I have watched these efforts unfold over many years — often marked by challenges but sustained by dedication. Seeing them culminate in such positive shifts was a meaningful reminder of what staying committed can achieve.

Similar signals are emerging across our region. In Indonesia, a national commitment to deploy 100 gigawatts of solar by 2035 has reframed renewable energy as central to economic policy and national development. And in Pakistan, the rooftop solar expansion continues to reach extraordinary levels, with around 33 gigawatts now installed, much of it driven by households and businesses responding to economic realities.

These developments are unfolding in different contexts and at different speeds. What they share is a growing capacity within the region to translate long-term effort into real decisions and lasting change.

In a time that often calls for resolve, Asia offers hope and leadership. I look ahead with confidence, and with gratitude for the trust and partnerships that will continue to shape what comes next — for the region we call home.

A handwritten signature in grey ink, appearing to read 'J/COO'.

JAMIE CHOI

CEO, TARA CLIMATE FOUNDATION





Image courtesy of Peace and Equity Foundation

Authors of Asia's Clean Energy Story

Asia's clean energy transition is advancing steadily — gigawatts of new capacity unlocked, underpinned by a growing recognition that climate and prosperity move together. But look closer, and another story is also unfolding — one written by the people building the transition from the ground up.

From an engineer who learned to set up solar installations and turned it into a business in Davao, to communities in Mindanao who are determined to leverage solar for better coffee harvesting — these are the authors of Asia's clean energy story, and just some of the feature stories we're spotlighting in this year's Annual Report.

Asia is home to half the world's population and will shape the future of the global energy transition. There is no single blueprint — progress here is being written through policy, finance, systems and local ownership, each moving at its own pace, in its own place.

At Tara, we believe philanthropy's role is to help these stories take shape through our partners — backing homegrown solutions and strengthening the ecosystems around them. These are their stories, and we invite you to walk through them with us.



Image courtesy of New Energy Nexus and Budget Solar Solutions



ENERGY TRANSITION FORUM

Shared fields, shared prosperity in South Korea

P13



PEACE AND EQUITY FOUNDATION

Renewable energy for the coffee growers of Mindanao

P23



RENEWABLES FIRST

The solar boom
Pakistan built for itself

P33



SABAH RE2 CONSORTIUM (FACILITATED BY FOREVER SABAH)

Community-led blueprint for clean, reliable power in Sabah

P39



NEW ENERGY NEXUS

Building Southeast Asia's clean energy entrepreneurs

P45

Who We Are

OUR VISION

A more prosperous and sustainable future for Asia.

OUR MISSION

We work with a broad group of partners to help foster a thriving and sustainable future for Asia, beginning with a just energy transition as the cornerstone for lasting progress.

Tara Climate Foundation is a philanthropic organisation based in Asia, focused on accelerating progress on the region's most urgent climate challenges. We're headquartered in Singapore, with a presence in 12 geographies across Asia.

From providing grants, to convening regional stakeholders, to sharing local on-the-ground knowledge, we work alongside local communities, donors, corporates, and governments to advance a people-centred energy transition.

WHAT WE DO

We grant and deploy capital through strategic collaboration, drawing on our local knowledge, expertise, and data-driven insights to maximise benefits for people, communities, and economies within the region.

OUR VALUES

We go big or we go home. We know our mission requires courage and ambition. We constantly stretch our comfort zones while holding ourselves accountable to high standards.

We find joy in collaboration. Advancing our mission can only be achieved when more of us work together. We are passionate about building highly collaborative relationships amongst our team, our partners, and the greater climate movement.

We celebrate the diversity of our region. We take pride in empowering and amplifying the multitude of voices from across the region to achieve a more prosperous and sustainable future for Asia.

We're nimble and resilient. We anticipate and act on signals of change, moving quickly and strategically to adapt to the complexities of our work. When we confront challenges, we dust ourselves off and keep going.

We live the change we seek in the world. We bring doses of integrity, honesty, and humility to everything we do. We find time to smile.

Funding diverse levers of change

Our philanthropic and grant-making efforts support partners across a broad range of activities – from undertaking new research and developing clean energy strategies to strengthening community resilience and engaging with corporations, governments, and the public.

Championing collaboration

Our team of regional experts convene meetings and play a proactive role in building and strengthening networks to encourage and drive collaboration between partners. Moreover, we work closely with purpose-driven foundations and other stakeholders to align strategies and pool resources, always with a distinct focus on Asia.

Our Journey So Far

From our founding years to 5 years since our official establishment, Tara's journey has been one of growing together — deepening partnerships and advancing climate progress across Asia.

2014

The spark

Asia's energy transition needed dedicated support — and from that need, an idea was sparked. It began as an initiative under the European Climate Foundation, searching for where philanthropic capital could make an impact. In time, that idea found its name: **Tara**, meaning star in Sanskrit and across Asian traditions.

2021



Our founding year

That early work grew into something of its own. In 2021, Tara officially established in Singapore with Jamie Choi at the helm as CEO.

Grantmaking reached US\$24.7M

With grants concentrated in Japan, South Korea and Indonesia — three markets nearing scale and maturity in their transition.

2022



Building our foundations

To guide our mission and reflect the region we serve, Tara convened a multidisciplinary board of global funders and Asian thought leaders.

Expanding across Asia

Grantmaking expanded to 10 geographies, with 255 grants provided to strengthen domestic capacity and regional ecosystems, reaching more than 200 partners for the first time.

2023



Growing our roots

Our team grew to over 40 across 16 geographies — almost all based in Asia, with grantmaking reaching US\$50 million across more markets.

Expanding philanthropic collaboration and presence

We officially joined the Philanthropy Asia Alliance, and partnered with ReNew2030, a global philanthropic coalition backed by The Audacious Project at TED. Tara also represented the region's priorities at COP28 in Dubai for the first time.

2024



Reaching further

We established the Tara leadership team and welcomed four new Asian thought leaders to our Board, positioning to further scale our impact.

Convening regionally

Grantmaking grew to US\$58.7 million, with over 80 convenings and dialogues organised to drive progress on the ground.

2025



Mobilising funders

We co-founded the Just Energy Transition Community with Philanthropy Asia Alliance, and incubated the Asia Climate Philanthropy Advisory.

Scaling our impact

We grew to over 60 colleagues, nearly 400 partners, and 12 geographies — granting US\$69.4M through 424 contracts, with 95 new partners on board.

Our Focus Areas

Together with our partners, we focus our efforts on areas where our collective efforts can create the most meaningful impact for Asia’s just energy transition.

We concentrate on three interconnected areas: scaling **clean energy solutions** that power inclusive growth, supporting **just energy transition** strategies that centre people and communities, and advancing **clean industrialisation** as an engine of sustainable development.

These focus areas are underpinned by how we work – with an emphasis on fostering the conditions for lasting change. We enable and advance **sustainable finance**, working with partners and financial institutions to unlock investments in clean energy. We support the development and implementation of ambitious **climate goals** that keep Asia on track for a just and people-centred energy transition. And we focus on **corporate engagement** to raise ambition, mobilise resources, and align business action with regional and global climate pathways.

Together, these focus areas define Tara’s approach: grounded in collaboration, focused on local impact, and designed to catalyse positive change for a more prosperous and sustainable future in Asia.

 Clean Energy Solutions We believe in harnessing the power of clean energy to drive economic growth, uplift livelihoods, and accelerate the transition to a more sustainable future.	 Just Energy Transition We believe in an energy transition in Asia that protects workers and vulnerable communities, expands energy access, and drives long-term growth.	 Clean Industrialisation We foster collaboration between government, industry, academia, and civil society in Asia to drive clean industrialisation and economic growth.
 Sustainable Finance We partner with financial institutions to develop mechanisms and solutions that drive the clean energy transition.	 Climate Goals We support the advancement of ambitious climate goals that accelerate Asia’s just energy transition.	 Corporate Engagement We encourage and collaborate with businesses to take the bold steps necessary towards their net-zero goals.

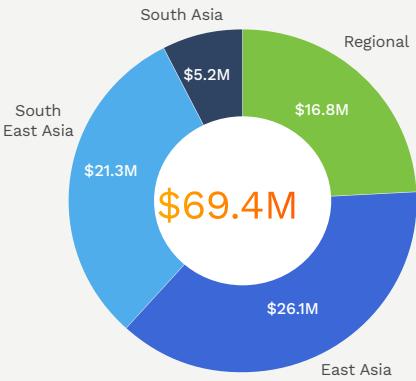
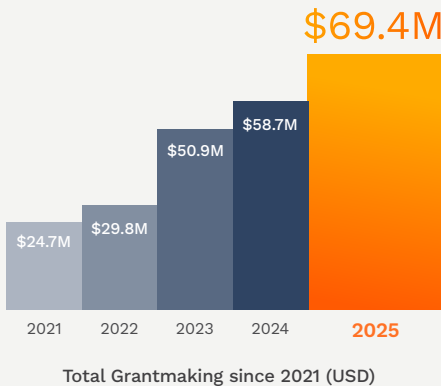
2025 in Numbers

Our work is focused on supporting Asia’s climate and energy ecosystem — from funding diverse levers of change to growing local expertise and mobilising climate philanthropy. This snapshot highlights our grantmaking, ecosystem-building and impact in 2025.

381
active partners

\$69.4M

total grantmaking in 2025 (USD)



60+

Organisations strengthened through capacity-building and organisational support

~100

Climate leaders supported to lead and influence change across Asia

800+

Practitioners supported with the skills and knowledge to advance the energy transition

Sustaining Progress in Asia's Energy Transition

Despite a challenging global backdrop for climate, 2025 marked a year of resilience for the energy transition across Asia. Sustained by enabling policies, markets responded and gigawatts of renewable energy moved closer to deployment. Tara partners continued their regional efforts to support governments, businesses and communities to maintain momentum and create lasting progress.



Clean Energy Solutions

- 35 GW renewable energy capacity added across Tara's focus geographies in 2025
- Solar capacity grew by 16% and wind capacity grew by 11%
- 4 national power development plans updated, raising renewable ambitions across Japan, Malaysia, Pakistan and Indonesia



Just Energy Transition

- New multi-stakeholder platforms supporting community voices formed in South Korea, Japan, the Philippines (offshore wind), and Indonesia (nickel regions)
- Clean energy initiatives supported access for communities in Malaysia and the Philippines
- Just Energy Transition Community co-founded by Tara; a philanthropic community working towards funding people-centered clean energy initiatives



Climate Goals

- 7 markets included net-zero targets by 2050 in updated NDCs for 2025
- Mandatory emissions trading schemes (ETS) expanded in parts of the region, including Japan and South Korea



Clean Industrialisation

- Progress on steel and nickel:
 - South Korea passed the K-Steel Act
 - Malaysia set its goal for fully green steel sector by 2050
 - Indonesia set an 81% emissions reduction target by 2045 through a nickel industry roadmap



Sustainable Finance

- 6 ASEAN markets adopted Version 4 of the ASEAN Taxonomy as a common regional reference
- Japan, South Korea and Indonesia advanced national sustainable finance and transition finance frameworks



Corporate Engagement

- 2.1 GW of new Direct Power Purchase Agreements across the region
- 43 new RE100 signatories in Asia, accounting for half of 2025's new corporates globally



ENERGY TRANSITION FORUM

Shared fields, shared prosperity in South Korea

For years, farming had become increasingly uncertain for the farmers of Wolpyeong Village. An ageing population meant fewer hands in the fields, while water shortages made every growing season more difficult. So when agrivoltaics – the practice of growing crops beneath solar panels, generating power without giving up farmland – was proposed, many were unconvinced. Wary of yet another promise for a community that had already weathered its share of setbacks, several farmers decided they needed to see it for themselves.

Image courtesy of the Energy Transition Forum.



Working rice fields under panels of solar — South Korea's first resident-led agrivoltaics project in growing season. Image courtesy of the Energy Transition Forum.

"We wanted a way for people who had left the village to come back after retirement. We thought agrivoltaics could give them a stable source of income, so they could come home and stay."

Jong Oh, Kang,
Farmer & Director,
Wolpyeong Solar Energy Cooperative

Together, they travelled to Boseong and other farming communities where solar panels stood with working fields. They noticed the rice first – still growing, the land still producing. Renewable energy could support farming, they realised, without displacing it.

Returning home, they saw new possibilities for their own community. Led by the village head and 27 residents, they formed a cooperative and committed to building South Korea's first 1 MW resident-led agrivoltaics project.

In support of this, Energy Transition Forum (ETF) worked closely alongside the community, creating opportunities for farmers to experience agrivoltaics first-hand. ETF facilitated visits to working projects where farmers could speak with their peers, ask questions and judge its potential for themselves. ETF has also worked to strengthen the evidence, awareness and enabling environment needed for agrivoltaics to take root across South Korea.

The country's agrivoltaics potential is estimated at 682 GW of power generation – enough to support homes, businesses and industry at scale. This potential positions agrivoltaics to make a significant contribution to the country's 2030 renewable energy ambitions.

Stories like those of the farmers in Wolpyeong Village show that clean energy solutions can be sustained through both local innovation and ownership. After two years of planning and approvals, the project has become a reality. Last year, the first harvest was brought in beneath the solar

panels, and the farmers are now into their second growing season — a new rhythm taking root in the village, tended by the same people who once travelled in search of answers and returned home determined to build a different future together. At the same time, the community is once again joining forces with ETF to find new pathways forward on grid connection and the longer-term sustainability of the village.



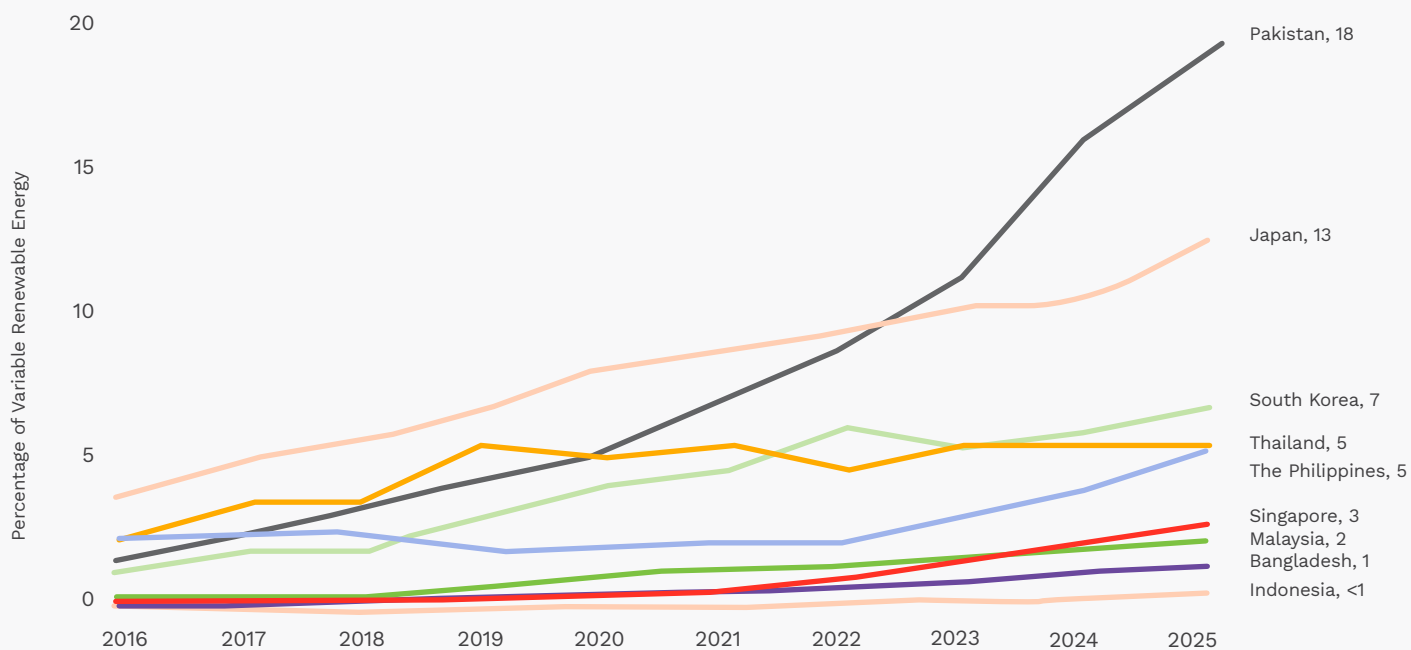
One cooperative in one valley — demonstrating a national potential for agrivoltaics. Image courtesy of the Energy Transition Forum.

A man in a white thobe and ghutra stands on a dirt path, looking at a large array of solar panels. The panels are mounted on a blue metal frame and are tilted towards the sun. The background features lush green vegetation and a clear sky. The text "Clean Energy Solutions: Accelerating Progress Across Asia" is overlaid on the right side of the image.

Clean Energy Solutions: Accelerating Progress Across Asia

In 2025, clean energy across Asia entered a defining and dynamic new phase. Governments increasingly placed it at the heart of economic competitiveness and growth, and the conversation shifted from whether renewable energy (RE) should lead the region’s transition to how fast — and how well — that transition could be built. Progress accelerated at different paces, with standout results wherever sound policy design, infrastructure readiness, and credible demand came together. Across this landscape, Tara’s partners played an important role: turning ambition into buildable plans, supporting the market mechanisms and procurement systems that make projects bankable, safeguarding public standards and trust, and laying the grid, storage, and finance foundations to scale solar, wind, and the systems that connect them.

SHARE OF SOLAR AND WIND IN TOTAL ELECTRICITY GENERATION, 2015 – 2025 (%):
SELECT ASIAN GEOGRAPHIES



Source: Ember, Yearly Electricity Data – Generation

Key highlights:

- Across the region, solar capacity grew by an estimated 32 GW from 2024 to 2025, while wind power grew by an estimated 3 GW.
- Power development plans in **Indonesia, Japan, Malaysia, and Pakistan** signalled increased ambition for renewables. Indonesia committed to deploying 100 GW of solar by 2035, while **the Philippines** auctioned 16.9 GW of new renewables capacity.
- Offshore wind advanced in **South Korea, Japan, and the Philippines**, with faster, clearer pathways for new projects and the launch of the Philippines' first offshore wind auction.
- In **South Korea**, the new Ministry for Climate, Energy and Environment advanced smart-grid planning, introduced measures to promote agrivoltaics, mandated solar installations in public car parks, and promoted RE100 industrial zones.
- In **Pakistan**, the solar boom continued at extraordinary scale, reaching a total installed capacity of around 38 GW — much of it driven by ground-up, distributed adoption — with battery imports doubling.
- **Regionally**, Tara developed a new grids, storage, and flexibility strategy and deployed US\$4.1 million in early grants to 36 organisations.

Turning rising ambition into buildable plans

Across the region, governments continued to strengthen national RE ambitions. What distinguished 2025 from earlier cycles was that rising ambition was increasingly accompanied by clearer planning signals — particularly on generation mix, infrastructure needs, and the role of RE in supporting industrial growth and electrification. Tara partners supported this shift through scenario modelling, evidence-based analysis, and stakeholder engagement that helped translate ambition into clearer, more investable plans.

Some key 2025 developments from the region include:

In **Indonesia**, the updated Electricity Supply Business Plan (2025–2034) targeted 24 GW of solar and wind by 2034 — roughly five times the scale envisioned in the previous plan — alongside more than 10 GW of energy storage. The plan gave developers, utilities, and financiers greater clarity on sequencing, grid requirements, and investment priorities

beyond 2030. Tara partners, including the Institute for Essential Services Reform (IESR), developed a progressive scenario analysis and modelling study that informed discussion of the generation mix, grid strengthening, and power system flexibility required to support the plan.

Governments in **Malaysia and Pakistan** reinforced this direction. The 13th Malaysia Plan paired higher renewable ambitions with electricity market reforms and support for corporate and community-based procurement. Pakistan's updated Integrated Generation and Capacity Expansion Plan aims for wind and solar to reach over 27% of the generation mix by 2035. Tara partners, including LUMS Energy Institute and Renewables First (RF), provided technical analysis and input that supported these planning processes, in addition to providing guidance for achieving a zero-emissions energy transition by 2040.

From blueprints to functioning markets

If ambition sets direction, market design determines speed. In 2025, several countries made meaningful progress in translating policy commitments into functioning procurement systems and electricity market reforms, with bankability increasingly recognised as the key to turning ambition into delivery. Tara partners supported this work through technical analysis, evidence-based research, and engagement that helped make new markets workable and projects more investable.

In **South Korea**, the new government moved swiftly to establish a dedicated Ministry for Climate, Energy and Environment, advance smart-grid planning, promote RE100 industrial zones, and accelerate offshore wind reform. South Korea also committed to a 2040 coal phase-out and joined the Powering Past Coal Alliance (PPCA). Tara partners across Korea's energy ecosystem supported with analysis and technical input as local ambition moved from announcement to implementation.

In **Bangladesh**, the interim government approved a new Renewable Energy Policy 2025 which set a 20% RE target by 2030, initiated the National Rooftop Solar Programme for public sector establishments, repealed the Speedy Act (2010) that had allowed power projects to be awarded without competitive bidding, reintroduced a competitive bidding process for utility scale solar power plants, expanded net metering, and strengthened quality assurance through enhanced standards, testing and certification for renewable energy equipment. These changes were informed by sustained research, policy dialogue and collective engagement by civil society organisations, including the Centre for Policy Dialogue (CPD), Oxfam and others, helping to strengthen transparency and the enabling environment for renewable energy development. Together, they have gradually grown interest in clean energy from the local private sector as well as overseas investors and development partners



Solar sharing in Takarazuka City, Hyogo Prefecture of Japan.

In **the Philippines**, competitive procurement design delivered one of Southeast Asia's most visible market impacts. The government launched three rounds of Green Energy Auctions (GEAs) in 2025, targeting an additional RE capacity of 18.5GW, of which about 16.9GW were already awarded to several developers. Tara partners, including the Global Wind Energy Council (GWEC) and Institute for Climate and Sustainable Cities (ICSC), contributed technical input on auction and market design to improve bankability, helping ensure that auction volumes translate into deliverable projects.

In **Indonesia**, the government further strengthened bankability by extending power purchase agreements (PPAs) to 30 years, improving the investment case for new RE projects.

Scaling solar momentum across the region

Solar energy continued to expand rapidly across the region in 2025, with the year underscoring that deployment now depends as much on retail market design and fiscal policy as on technology costs. Tara partners supported this work through evidence-based analysis, technical input, and engagement that helped sustain uptake as policies evolved.

In **Pakistan**, the rooftop solar boom continued at extraordinary scale, with total solar capacity of around 38 GW, much of it ground-up and distributed and solar meeting 27% of generation in 2025. The sector also proved resilient as headwinds emerged. Tara partners, including RF, Sustainable Development Policy Institute (SDPI) and others, drew on evidence and analysis to help inform public discussion and support a more balanced response to proposed fiscal and policy adjustments that could otherwise have slowed adoption — helping sustain momentum amid broader fiscal pressures.

In **Japan**, the government updated its Net-Zero Energy House programme, raising energy efficiency standards and requiring solar and battery storage on new high standard homes, while providing financial incentives, tax measures, and other support for construction and retrofits.

In **Malaysia**, a key policy update transformed the rooftop solar market. At mid-year, the government replaced its Net Energy Metering programme with the Solar Accelerated Transition Action Programme, removing long-standing installation limits and opening the market to far broader participation. The new programme also revised how solar is priced, which could extend payback periods for households. Tara partners moved quickly to assess the potential outcomes and proposed practical refinements to sustain strong uptake.

In **Bangladesh**, solar tariffs came in 37% below prior averages, showing how transparent, competitive procurement, combined with falling global prices, can drive down costs. But low prices were only part of the picture: some tenders still attracted only a few bidders, a reminder that investment also needs predictable frameworks and reliable contracts. Even so, the government kept building momentum. It approved three solar parks totalling 481 MW, launched a 3,000 MW National Rooftop Solar Programme for public buildings, and announced tax incentives for electric-vehicle manufacturing alongside plans to deploy renewables on unused tea-estate land — signs of a steadily broadening clean energy agenda.

In **Indonesia**, the solar story was marked by a national commitment made in 2025 to deploy 100 GW of solar by 2035. Tara partners, including the IESR, contributed analysis that anchored solar expansion within a broader development narrative — highlighting the country's vast, financially viable RE potential of 333 GW. This analysis informed subsequent research into the pathway of the national 100 GW solar initiative, which highlighted that scaling up community-led, decentralised solar power could contribute up to IDR 112.4 trillion to regional GDP and create approximately 118,000 green jobs within the programme's first five years.

In **South Korea**, solar policy increasingly focused on co-benefits. Reforms to support agrivoltaics extended project permits, simplified zoning, and enabled community-ownership models, while the government introduced mandatory solar installations in public car parks — building on evidence that deployment across 8,000 car parks could deliver around 3 GW of capacity. These changes drew on research and engagement from Tara partners creating replicable models with relevance beyond Korea.

Unlocking breakthroughs in offshore wind

Offshore wind made important progress in 2025, even as economic headwinds risked constraining deployment across the region.

In **South Korea**, after four years of effort, the Offshore Wind Special Act was enacted — introducing a government-led planned siting process, providing a more structured foundation for offshore wind development through streamlined permitting and reduced fragmentation. Tara partners, including Solutions for Our Climate (SFOC), NEXT group, the Energy Transition Forum (ETF) and others, contributed policy analysis, supported public understanding, and helped build engagement

with key constituencies, including fishing communities.

In **Japan**, the government advanced policy to support floating offshore wind in its exclusive economic zone and articulated an industry vision targeting more than 15 GW of floating capacity by 2040. However, the withdrawal of major developers from earlier offshore wind projects weighed on confidence and led to the postponement of planned auctions, underscoring the importance of stable pricing and risk-sharing frameworks. Elsewhere, **the Philippines** launched its first offshore wind auction.

Laying the groundwork for grids, storage, and flexibility

As RE deployment accelerates, the ceiling on progress is increasingly defined by grids, storage, and flexibility. In 2025, recognition of this reality deepened across the region. To unlock the next phase of growth, Tara developed a regional grids, storage, and flexibility strategy and deployed US\$4.1 million in early grants to 36 organisations — building capacity where it is most needed.

In **South Korea**, the government advanced a Special Act for Grid Expansion, making transmission development a national priority and streamlining permitting to reduce RE curtailment. Building on this progress, opportunities remain to strengthen public participation and procedures in the development process. Tara partners, including ETF, contributed analysis on grid bottlenecks and continue to follow the Act's implementation, with attention to ensuring meaningful and timely public participation, as well as exploring measures to enhance grid stability and citizen engagement mechanisms.

In **Pakistan**, several national measures were advanced to improve system flexibility, allowing RE generators to participate in competitive markets and to provide ancillary services such as frequency regulation and voltage control. Network operators were also encouraged to pursue forward-looking transmission expansion plans.

In **Malaysia**, sustained engagement by the Sabah Renewable Energy Rural Electrification (Sabah RE2) Consortium (a civil society consortium facilitated by partner Forever Sabah) supported a commitment to fully fund village mini-grids through public grants, creating a state-endorsed roadmap to expand clean power access in a state where 72% of unelectrified Malaysians live.



Bangui Wind Farm in Ilocos Norte, Philippines

Supporting the Philippines' shift to competitive clean energy auctions

In 2025, the Philippines demonstrated how well-designed competitive procurement can move renewable energy (RE) from ambition to awarded capacity at scale. Through its national Green Energy Auction (GEA) programme, the country held two auctions that targeted 15.1 GW of additional RE capacity, and ended up awarding 16.9 GW of new clean capacity — spanning solar, onshore wind, and other energy sources. It was one of the region's most visible examples of a national procurement programme translating directly into clean energy volume.

The auctions stood out not only for their size but for their breadth. By awarding a diverse mix of technologies, including firm and storage-paired capacity, the programme reflected the government's grounded approach to building a reliable, renewables-based power system rather than scaling a single technology in isolation. In November, the Department of Energy further launched GEA-5, targeting 3.3 GW of offshore wind, with awards expected in 2027 — extending the model to a sector still in its early stages across the region.

The credibility of any auction rests on its design: tariffs that attract serious developers, terms that lenders will finance, and rules that give projects a realistic path to construction. As the government refined successive rounds, Tara partners — including the Global Wind Energy Council (GWEC) and Institute for Climate and Sustainable Cities (ICSC) — contributed technical input on auction and tariff design, drawing on international and local experience to support the programme's bankability.

Looking ahead — while the auction awards are an important milestone, translating them into operating projects will depend on grid and port readiness (for offshore wind), financing, and stable implementation. The Philippines' experience in 2025 points to a practical lesson for the region: clear, locally-led competitive procurement can unlock significant clean energy volume — and a supportive ecosystem of technical, financial and industry expertise can help strengthen the conditions for that capacity to be built.



Skyline at Incheon, South Korea.

Nurturing homegrown clean energy expertise in South Korea

South Korea's clean energy progress in 2025 reflected something built over many years: a committed, locally rooted ecosystem of clean energy expertise. Across the country, civil society, industry, researchers, and investors had developed a substantial foundation of evidence and ideas on the energy transition — framed around energy security, industrial competitiveness, and shared community benefit, and shaped through the country's own priorities and public debate.

That foundation meant that when national momentum on climate and energy grew, the country could draw on a ready base of analysis and proposals rather than starting from scratch. The transition agenda spanned institutional frameworks, renewable energy (RE) acceleration pathways, community benefit-sharing, grid expansion, rooftop solar, and RE100 industrial zones — each already supported by policy analysis, technical pathways, and evidence for policymakers and the public. Tara partners, including Solutions for Our Climate (SFOC), NEXT group, Institute for Green Transformation (IGT), Energy Transition Forum (ETF) and others, were part of this wider ecosystem, contributing technical analysis, evidence, and engagement alongside many others.

National leadership drew on this readiness to move at pace in 2025. The government established a unified Ministry of Climate, Energy and Environment, strengthening coordination across the transition. It advanced a nationwide “energy highway” — a high-voltage transmission backbone designed to carry renewable power from coastal generation hubs to industrial and population centres, and to support RE100 industrial zones. It moved to extend land-use rights for agrivoltaics from 8 to 30 years, materially improving the investment case for farmer-inclusive solar. And in a clear signal of direction, South Korea committed to phasing out coal by 2040 and joined the Powering Past Coal Alliance.

What stands out is how this progress came about: durable transitions are built locally and over years, by institutions with the credibility and evidence to inform their own country's choices. South Korea in 2025 is a reminder that where local expertise meets national leadership, the energy transition is well placed to move quickly — on its own terms.

PEACE AND EQUITY FOUNDATION

Renewable energy for the coffee growers of Mindanao

Coffee is an impatient business. Once the cherries are picked, there is only a narrow window to pulp, dry, sort and mill them before quality begins to decline. Every delay carries a cost, and few are more disruptive than losing power at the height of the harvest.

Image courtesy of the Peace and Equity Foundation.



Processing that once stalled with the power now runs without interruption — with consistency improving quality. Image courtesy of the Peace and Equity Foundation.

Leonila Secadron knows that rhythm well. As manager of a coffee cooperative in Bukidnon, one of the Philippines' leading coffee-producing provinces, she has spent years helping farmers bring their harvest to market. What she could never control was the electricity.

Power outages became an increasingly familiar part of the job. Machines fell silent in the middle of processing, freshly harvested coffee sat waiting, and days of work could quickly unravel. During one particularly difficult harvest, a week-long outage meant the cooperative fulfilled only half of a major order, losing significant revenue and coming close to losing the customer altogether.

The problem was never the coffee. Mindanao has long been the country's agricultural heartland, producing some of its finest beans. But for cooperatives like Leonila's — many of them led and staffed by women — the value of every harvest depended on something far less predictable. Every stage after picking relied on electricity that was never guaranteed.

Seeking a more reliable way to process their harvests, the cooperative adopted solar energy with support from the Peace and Equity Foundation's Productive Use of Renewable Energy (PURE) initiative.

Today, Leonila's cooperative runs on solar energy, allowing processing to continue regardless of interruptions to the grid. Work that once stretched across six or seven

"Since our energy is sourced from the sun and powered by batteries, our farming communities can freely operate in full, including all equipment running, without any disruption and worries about cost of energy."

Leonila Secadron,
Cooperative Manager

months can now be completed in one, while more consistent processing has improved the quality of the beans and strengthened the cooperative's position in the market.

For Leonila, the biggest change is harder to measure than kilowatts or processing times. Reliable energy has given her cooperative something it had long been missing: the confidence to plan, fulfil larger orders and capture more of the value created by the farmers it represents.

Across Asia, stories like Leonila's suggest that the future of clean energy will be written not only in power plants and policy rooms, but in the communities where people are finally able to realise the full value of what they already know how to grow.



Solar and batteries on the cooperative's own roof, installed with support from the Peace and Equity Foundation's PURE initiative. Image courtesy of the Peace and Equity Foundation.

A person wearing a blue and white plaid bucket hat, a blue long-sleeved shirt, and white gloves is planting small green strawberry seedlings into holes in a blue plastic mulch. The background shows a landscape with rolling hills, several white wind turbines, and a clear blue sky. A semi-transparent white box is overlaid on the right side of the image, containing the text.

Just Energy Transition: Supporting People and Progress

The energy transition will not be just or durable without the meaningful participation of those most affected. In 2025, Tara partners focused on strengthening community perspectives at the local level, helping people, workers, and communities participate in how clean energy is planned, built, and managed. Beyond mitigating harm, this work sought to maximise the benefits of the transition for local communities — channelling clean energy into jobs, incomes, and improved livelihoods. Partners also supported managed transitions away from coal, and invested in the people, organisations, and ecosystems that will carry this work forward.

Key highlights:

- New multi-stakeholder platforms gave communities a stronger role in RE development, deepening dialogue among developers, communities, and local governments.
 - In **the Philippines**, Tara partners set up multi-stakeholder platforms in two provinces to strengthen benefit-sharing and environmental safeguards in offshore wind development.
 - In **Japan**, Tara partners developed a proposal for the coexistence of offshore wind and fisheries by first gathering the opinions of fishing communities, and then informing how developers and policymakers should engage with them.
 - In **Thailand**, Tara partner the Just Transitions Incubator (JUTI) launched the inaugural Bangkok Climate Action Week (BKKCAW) — one of the region's largest climate convenings centering local and regional voices — engaging more than 77,000 participants across 270+ events and catalysing over 20 new partnerships.
- In **Malaysia**, delivering community benefits: Tara partner Sabah RE2 formed a consortium to support implementation of Sabah's Renewable Energy Roadmap, helping the state work towards 80% renewables by 2050 while expanding clean power access to underserved communities.
- In **the Philippines**, supporting local livelihoods: Tara partner the Peace and Equity Foundation (PEF) helped integrate renewables into Bukidnon's coffee industry roadmap, using solar to cut diesel costs and improve post-harvest and processing for smallholder farmers.
- In **Pakistan**, advancing inclusive transport: the National Electric Vehicle Policy 2025–30 launched with over US\$30 million in its first year to support over 116,000 electric motorcycles and e-rickshaws — including a dedicated quota for women — as more than 76,000 electric motorcycles, 5,000 electric cars, and 400 electric buses became operational nationwide.
- At COP30 **Brazil's** Regional Climate Foundations Pavilion, Tara supported the launch of IEA's new Southeast Asia Indicators Handbook, joining regional partners to discuss how a people-centred transition can track equitable outcomes like jobs, energy access and resilience alongside emissions.
- Across **Southeast Asia**, mobilising funders: Tara co-founded the Just Energy Transition Community (JETC) with the Philanthropy Asia Alliance (PAA), convening global and regionally based funders to support clean energy initiatives that centre people and livelihoods.
- **Regionally**, building skills and capacity: more than 200 participants from 75 climate organisations took part in dedicated development trainings organised by Tara partners.

Strengthening local voices and community participation

For RE infrastructure to endure, community needs have to be reflected and met. Projects that move ahead without local trust risk delays, disputes, and resistance, while those grounded in genuine consultation are more likely to deliver shared benefits and stay on track. Across Tara's geographies, partners worked to strengthen dialogue and build trust — establishing platforms for negotiation, documenting community concerns, and helping align RE development with local priorities.

In **Pakistan**, when environmental and community concerns were raised about 2,400 MW of large-scale solar parks in Punjab — where land acquisition intersected with forest protections and needed clearer compensation and resettlement provisions

— partners helped to document the issues and bring stakeholders into dialogue. Implementation of the projects was adjusted to address these concerns, supporting a more socially responsible approach to renewables development.

In **Japan**, Tara partners developed a vision for the coexistence of offshore wind development and the fisheries sector. This framework guides future engagement with policymakers and developers, alongside a new local platform to facilitate dialogue among communities, local governments, and RE developers.



Fishing community, Pakistan.

Expanding community benefits to the people directly involved

Over the past year, Tara supported partners working alongside farmers, communities, and workers to expand access to clean power, and help ensure that the benefits of the energy transition — from lower costs to new income — reach more communities that host it.

In **South Korea**, Tara partner ETF is supporting a community-led 3 MW agrivoltaics project in Yeonggwang County, South Jeolla Province, with 1 MW installed to date. ETF is working to scale models in which residents are central stakeholders and benefits flow directly back to local communities — adapting this approach to the specific context of different regions across the country. In Gyeonggi and Chungnam Provinces, ETF is coordinating agrivoltaics projects developed in collaboration between local government, companies, and farming communities to supply clean electricity to business facilities. ETF is also actively tracking local energy supply and PPA frameworks as a means of addressing the need for new transmission infrastructure and the community concerns that may accompany it.



Sabah RE2 Convergence facilitated a visit to Kampung Buayan's community-based mini-grid with actors from government, civil society, communities, and the private sector. Image courtesy of Sabah RE2 Consortium.

In **Malaysia**, partner Forever Sabah and four other civil society organisations — PACOS Trust, Tonibung, Energy Action Partners (ENACT), and Green Empowerment — formed a consortium to develop and support implementation of the SabahRE2 Roadmap, helping the state expand electricity access through solar mini-grids. Despite Sabah's challenging terrain and lower electrification rates, stakeholder engagement helped secure a renewables-first approach to energy planning.

Supporting managed coal transitions through technical expertise

A managed coal transition is, at its heart, about people — the workers, communities, and economies whose futures are tied to how thoughtfully the shift away from coal is planned. Done well, it can protect livelihoods, strengthen energy security, and open the way to cleaner, higher-value industries. Across the region in 2025, Tara partners supported a just and evidence-based transition, helping ensure that as coal transitions according to national plans, the workers and communities who depend on it are not left behind. Encouragingly, the regional picture continued to shift — only 1.4 GW of new coal capacity entered construction in 2025, the lowest level since tracking began.

In **Indonesia**, a new Roadmap for the Energy Transition in the Electricity Sector set criteria for early retirement of an initial 13 plants, emphasising just transition principles. A planned coal export tax for 2026 aims to support a shift toward cleaner industries.

In **Malaysia**, the government reaffirmed its commitment to phase out all coal-fired power by 2044, including a 50% capacity reduction by 2035 and a sustained moratorium on new coal.

In **the Philippines**, coal generation fell by over 9% in 2025, its first decline since 2008 amid rapid RE growth. The moratorium on new coal held while the Department of Energy announced plans to study a phase-out timeline.

In **South Korea**, the government committed to phasing out coal power by 2040 and joined the PPCA — the first Asian country with a large coal fleet to do so. Cleaner pathways also gained ground over coal-ammonia co-firing, informed by technical research and engagement from partners.

In **Japan**, electric utility J-POWER announced the retirement of a 500 MW power station by 2028, part of a commitment to retire five coal plants by 2030.

Progress in people-centred transport electrification

In **Pakistan**, vehicle electrification moved from pilots to early-scale deployment in 2025, with more than 76,000 electric motorcycles, 5,000 electric cars, and 400 electric buses becoming operational. The National Electric Vehicle Policy 2025–30 allocated over \$30 million in its first year to support more than 116,000 electric motorcycles and e-rickshaws, including a dedicated quota for women. The country's National Clean Air Policy also embedded transport electrification within air

quality and public health goals. More than 60 EV manufacturing and assembly licences were issued, alongside commitments from international firms to local production, linking EV deployment to industrial development, job creation, and projected fuel import savings of over \$1 billion annually.

Investing in the people behind a just transition

A just energy transition depends on skilled, connected talent — from the workers and communities navigating change on the ground, to the leaders and organisations supporting it. In 2025, Tara invested in the people and institutions a fair transition relies on, through capacity-building with workers and partner organisations, alongside trainings, fellowships, and leadership programmes.

In **South Korea**, sustained capacity-building with labour unions — covering climate education, energy transition training, and research-based analysis — helped shift how worker representatives viewed the transition: more came to see it as a source of new employment and industrial opportunity, rather than a risk to jobs. This supported growing industry interest in new business models and job pathways.

Regionally, more than 200 participants from 75 organisations took part in sessions organised by Tara partners, spanning organisational culture, financial sustainability, monitoring and evaluation, strategic planning, and the practical use of artificial intelligence,

alongside focused work on holistic and digital security. A Tara-supported five-day Asia Climate Lab Facilitation Immersive in Sabah, **Malaysia** brought together 28 facilitators, funders, and climate leaders to strengthen the regional facilitation community.

Tara also supported the Climate Communications Fellowship, which placed experienced communicators in full-time roles with climate organisations across Asia, and a second cohort of Climate Finance Fellowships, which brought 20 finance professionals into host organisations across **Africa, South Asia, and East Asia**. Leadership programmes supported both senior and emerging leaders: a nine-month Climate Leaders Program reached 12 senior leaders from five countries, and a second programme supported 11 emerging leaders. In **Pakistan**, further support reached 41 participants through the Emerging Leaders Program and 23 women through a Women's Leadership Development programme, while in **South Korea**, coaches worked with seven senior civil society executives.



Students at the Margalla School on Energy and Climate, Pakistan.

Finding their way: young talent in Pakistan's energy transition

Pakistan's energy transition is often treated as a technology problem, but delivering a transition that holds also requires people who can move between engineering, policy, and public life, and who understand how institutions, markets, and communities intersect.

Tara partner Renewables First established the Margalla School on Energy and Climate, an immersive fellowship programme, to build that pipeline. Rather than a conventional training course, Margalla runs as a residential fellowship that brings engineers, policymakers, journalists, researchers, and entrepreneurs into the same room to work through the energy transition together.

When Bisma Tahir, a young engineer living in Pakistan, applied to school, she already had an engineering degree and a stable job, but like many young professionals, she had technical knowledge but few opportunities to understand the bigger system. For two weeks, she had the opportunity to learn from the people shaping the energy transition, through negotiations, simulations, and conversations, realising that the transition was not simply an engineering challenge, but a question of institutions, markets, and communities working together.

The experience changed the direction of her career: when Margalla later offered a four-month fellowship for a small group of fellows, Bisma left the security of her job to join and contribute to research, stakeholder engagement, and policy work on Pakistan's fast-growing solar market.

Her experience reflects a wider pattern. Over five cohorts, thousands of professionals across Pakistan have applied to Margalla asking the same question Bisma once asked. The fellowship is only the starting point. Fellows continue through mentorship, incubation, and an alumni network that generates opportunities well after the residential programme ends. Alumni microgrants have funded new leadership initiatives, including Pakistan's first youth-led web series on the energy transition, as told through stories of people's everyday experience.

More than 100 Margalla alumni are now working across government, industry, academia, think tanks, and civil society to advance Pakistan's energy transition from within. What began as a fellowship has grown into a system for identifying talent, building pathways, and equipping people to lead the transition themselves.



Mural Wall at the Bang Sue Education and Environmental Conservation Center. © Bangkok Climate Action Week.

Empowering communities to shape the agenda at one of the region's largest climate convenings

Major climate gatherings can shape regional agendas and draw attention and funding to where it is needed most. They are also at their strongest when the communities, workers, and young people closest to the energy transition help shape the conversation — grounding climate action in local realities and building the shared trust that helps it endure. Creating space for those voices, and giving them a platform of real visibility, is central to a transition that is both just and durable.

Tara partner Just Transitions Incubator (JUTI), a Bangkok-based organisation, set out to do exactly that. Working in partnership with the Bangkok Metropolitan Administration, JUTI launched the inaugural Bangkok Climate Action Week (BKKCAW) — Southeast Asia's first Climate Action Week, and the largest climate gathering held to date in the region. Rather than a conventional conference, it was designed to open as many entry points into climate action as possible.

Held at the end of September 2025, BKKCAW featured more than 270 events across the city and engaged over 77,000 participants on site, spanning public art, community workshops, youth-led initiatives, conferences, and policy dialogues. By centring local voices — residents, workers, young people, and community groups not always present in climate and energy debates — the programme grounded the week in the region's own social, cultural, and economic realities, ensuring it reflected the priorities of the communities it served.

The approach also showed how visibility can translate into lasting collaboration. BKKCAW catalysed more than 20 new partnerships and initiatives, many continuing well beyond the event — positioning JUTI not only as a convenor, but as a catalyst for sustained, community-led action.

By working closely with city government while keeping community leadership at the center, JUTI helped establish a new model for city-led climate engagement in Southeast Asia — one that gives communities a stake in the regional climate conversation, and builds enduring networks and momentum for a just, people-centred transition.

RENEWABLES FIRST

The solar boom Pakistan built for itself



For many communities across rural Pakistan, daily life has always been shaped by access to electricity. Meals are prepared before sunset, work slows when daylight fades, and simple activities such as charging a phone or running a fan depend on whether electricity is available.



On the Indus at Taunsa, households stopped waiting for the grid and bought their own panels instead.

At Taunsa, a district along the Indus River in southern Punjab, that reality persisted for years. Reliable electricity remained out of reach and, where the grid existed, it was often unreliable or unaffordable. Rather than waiting for the system to improve, many families began investing in small solar systems of their own.

Often carrying individual panels home themselves and sharing electricity with neighbours, they became part of a much broader shift: communities that had long been underserved were beginning to build their own energy future.

Rubina Bibi is one of them. She remembers relying on oil lamps that offered little light and worrying about her children after sunset. Today, a single solar panel provides lighting, powers a fan during extreme summer temperatures, and allows her family to charge a mobile phone.

What makes Pakistan's solar transition remarkable is both its scale and the way it has unfolded. Conventional thinking suggested that renewable energy adoption in developing countries would be driven by government programmes, multilateral finance, or utility-led investments. Pakistan has demonstrated another pathway. Millions of households, businesses and communities have invested in solar themselves, creating one of the world's fastest-growing distributed solar markets.

According to Zeeshan Ashfaq, CEO of Renewables First, Pakistan has set a rare precedent. Distributed solar is sweeping across Asia, and Pakistan shows what a bottom-up energy transition can achieve for people, power, environment and economy.

"If it's dark where we cook or eat, how can we see around us? It's like being blind. With solar, it feels as if God has brought the sun into our lives."

Rubina Bibi,
Fisherwoman, Taunsa, Pakistan

For Renewables First, documenting this transformation has become an important part of its work. Through research, storytelling, and policy engagement, the organisation is helping to better understand how communities are driving the energy transition from the ground up, and what lessons Pakistan's experience can offer other countries across the Global South.

Across Asia, stories like Rubina's remind us that some of the most transformative energy transitions begin with people. Though Pakistan's solar story is still unfolding, it already offers an important reminder that energy transition is not always driven from the top down. Sometimes, it begins with people who decide they cannot wait any longer.



Distributed solar has spread across Pakistan household by household, creating one of the world's fastest-growing markets for small-scale systems.

A photograph of an industrial facility, likely a power plant or data center, with complex machinery and piping. In the foreground, two workers wearing white hard hats and safety vests are looking at a clipboard. One worker is pointing at a piece of equipment. The background shows more industrial structures and a large white container.

Clean Industrialisation: Catalysing the Shift to Low- carbon Industry

Asia is home to some of the world's most significant industrial supply chains and manufacturing hubs, spanning sectors central to electronics, textiles, and construction. As these sectors are among the hardest to decarbonise, the region's industrial transition is central to meeting global climate goals — and continued, collaborative effort will be key to bringing the sector into closer alignment with 1.5°C pathways. In 2025, Tara partners supported industrial decarbonisation across steel, nickel, and low-temperature heat.

Key highlights:

- In **Japan**, steelmakers Nippon Steel and JFE are increasingly redirecting investment away from blast furnaces and toward electric arc furnace (EAF) technology, investing US\$5.69 billion and US\$2.26 billion, respectively.
- In **South Korea**, steelmaker POSCO scaled back blast furnace relining plans, and the National Assembly passed the K-Steel Act to support low-carbon steel through subsidies, designated steel zones, certification, and priority public procurement.
- In **Malaysia**, the government released a Steel Industry Roadmap 2035, charting a path to low-carbon production by 2035 and a fully green steel sector by 2050.
- In **Indonesia**, the National Development Planning Agency (BAPPENAS) launched a Nickel Industry Decarbonisation Roadmap targeting an 81% emissions cut by 2045, alongside a broader, interim Industrial Decarbonisation Roadmap guiding nine energy-intensive sub-sectors toward net zero by 2050.

Steel: From cleaner production to greener demand

Japan hosts the world's third-largest steel sector, and 2025 marked a turning point as major producers scaled back blast furnace capacity. Nippon Steel committed US\$5.69 billion to shift production to EAFs across three sites — supported under the GX Promotion Act and expected to add 2.9 million tonnes of annual EAF capacity by 2029.

In **South Korea**, the sector also advanced: steelmaker POSCO scaled back blast furnace relining plans and pledged to prioritise decarbonisation. At the policy level, the K-Steel Act passed the National Assembly and took effect in May 2026, supporting low-carbon steel through subsidies, designated steel zones, certification, and priority public procurement — with the Korea Green Steel Network (including Tara partners SFOC and others) educating on the importance of greening the steel sector.

In **Malaysia**, the government released a Steel Industry Roadmap 2035 as part of its chairmanship of the Association of Southeast Asian Nations (ASEAN), charting a path to low-carbon production by 2035 and a fully green steel sector by 2050. Tara partners contributed technical expertise through the Malaysian Special Committee on Steel.



Skyline of Tokyo, Japan © Nathan Tran.

Demand for green steel also began to strengthen across the value chain. In **Japan**, Toyota and Nissan announced plans to procure low-carbon steel to cut Scope 3 emissions. In South Korea, Hyundai Motors committed to begin using lower-carbon steel from 2026 and set its first steel emissions reduction target, aiming to reduce steel-related emissions by 30% by 2035, reflecting sustained engagement by the Korea Auto-Steel Network which includes Tara partners such as SFOC and others.

Nickel: Supporting clearer industrial roadmaps

In **Indonesia**, BAPPENAS launched its first Nickel Industry Decarbonisation Roadmap, targeting an 81% emissions cut by 2045, followed by a broader, interim Industrial Decarbonisation Roadmap spanning nine energy-intensive sub-sectors toward net zero by 2050. This was supported by Tara partners World Resources Institute (WRI) Indonesia and IESR who contributed analysis, modelling, technical support, and sector-specific insights for the work within the nine sub-sectors roadmap development.

The Ministry of Industry, with support from Tara partner Monash University's Climateworks Centre, also identified four Net-Zero Industrial Precinct pilot sites, clustering heavy industry around shared RE and infrastructure. Climateworks Centre assessed hundreds of industrial estates and thousands of industrial actors to shortlist potential precincts and developed a framework for place-based decarbonisation planning, stakeholder engagement, and integration of precinct strategies into national policy and industrial practice.



Highway in Indonesia connecting mountains with industrial zones.

Charting a road to cleaner industry in Indonesia

As one of Southeast Asia's fastest-growing industrial economies, Indonesia's path to net zero depends heavily on how its energy-intensive sectors evolve. In 2025, the government took a significant step by setting out clearer plans for industrial decarbonisation — beginning with two complementary roadmaps that give industry, investors, and communities a shared sense of direction.

The National Development Planning Agency (BAPPENAS) launched the country's first Nickel Industry Decarbonisation Roadmap, aiming to cut sector emissions by 81% by 2045 through energy efficiency, fuel switching, and greater use of renewable power. Nickel is central to Indonesia's industrial strategy and to global clean-energy supply chains, making a credible decarbonisation pathway for the sector especially important. Alongside it, the Ministry of Industry launched a broader, interim Industrial Decarbonisation Roadmap spanning nine energy-intensive sub-sectors — from cement and steel to textiles and food and beverages — to guide industry toward net zero by 2050, ahead of the national 2060 target.

Government leadership was matched by a focus on implementation. With technical support from Tara partners, the Ministry of Industry identified four Net-Zero Industrial Precinct pilot sites — priority zones where heavy industry can be clustered around shared renewable power, clean heat, and low-carbon technologies, improving both emissions performance and long-term competitiveness.

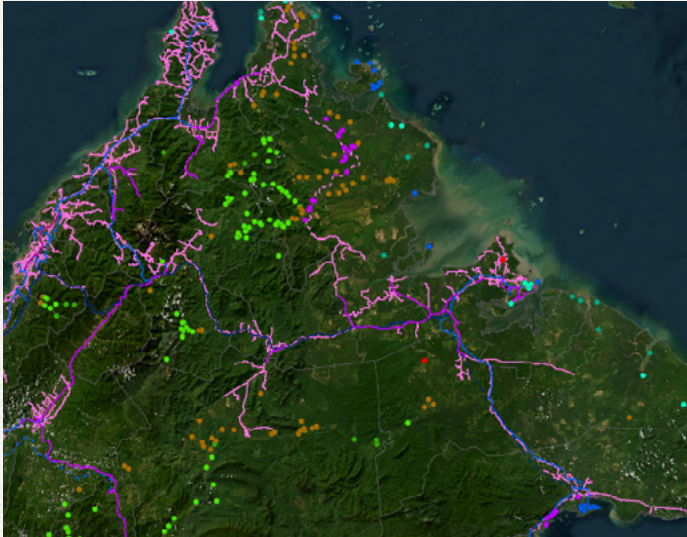
Throughout, Tara partners — including World Resources Institute (WRI) Indonesia and Climateworks Centre — supported the process with technical analysis, modelling, and sector-specific insights, helping ensure the roadmaps align with Indonesia's national climate goals. Together, these steps mark an encouraging foundation for a managed, locally led industrial transition — one that can grow stronger as the plans move from design into delivery.

SABAH RE2 CONSORTIUM (FACILIATED BY FOREVER SABAH)

A Community-Led blueprint for clean, reliable power in Sabah

In Malaysian Borneo lies Pitas Laut, home to 117 Indigenous Suluk people in the Lower Kinabatangan-Segama Wetlands, a 78,000-hectare mangrove ecosystem recognised for its extraordinary biodiversity. The community has long been a steward of this landscape, advocating for sustainable fisheries management while a women-led group runs a turtle conservation program. For decades, they protected these ecosystems without reliable power or quality rural infrastructure. Pitas Laut is among the 400 unelectrified villages that the Sabah Renewable Energy Rural Electrification (Sabah RE2) Roadmap aims to reach.

Image courtesy of Sabah RE 2 Consortium.



Sabah RE2 developed a first-of-its-kind Energy Demand Map of unelectrified communities in Sabah, in collaboration with state government and community partners. Image courtesy of Sabah RE 2 Consortium

The Sabah RE2 Roadmap is a public-civic partnership working toward 100% rural electrification in Sabah, Malaysia through more than 200 community-based renewable energy mini-grids. Developed by Forever Sabah, TONIBUNG, PACOS Trust, Energy Action Partners, and Green Empowerment with the Sabah government, the Roadmap shed new light on the realities of energy access in rural Sabah, offering a fuller picture beyond the assumption that Malaysia is fully electrified. Rather than viewing access as simply with or without electricity, the Roadmap introduced a more nuanced understanding based on the quality and reliability of power. Supported by the first-of-its-kind Energy Demand Map, it created a clear, community-led pathway to advance equitable rural electrification.

Today, Pitas Laut presents compelling evidence of the strength and impact of community-led energy access. After approaching the Sabah RE2 consortium with a proposal for a solar project in 2024, the community successfully installed a 30 kWp solar PV mini-grid with support from members of the consortium and funding partners EKOenergy and Seacology. Today, all 20 households and community buildings enjoy reliable, 24/7 electricity, managed by their own Community Energy Committee. Diesel generators have been replaced, local businesses are thriving, and the community continues its turtle conservation efforts.

The goal of Sabah RE2 is to replicate the success of Pitas Laut 400 times over across the state. With support from Tara, the Sabah RE2 consortium facilitated meaningful engagement across 17 government agencies, contributing

"Our original purpose is to restore marine life on this beach - to change our own village. And it turns out, with clean and reliable power, we can finally achieve what we want."

Fauziah,
Pitas Laut Women's Group

to Sabah's commitment to 100% rural electrification and the formal integration of the Sabah RE2 Roadmap into the Sabah Energy RAMP 2040. These efforts also contributed to the establishment of Jawatankuasa Elektrifikasi Luar Bandar Sabah (JELaS) in 2025, a dedicated inter-agency committee coordinating resources towards universal energy access by 2030. Across Asia, stories like SabahRE2 and the Pitas Laut community demonstrate how trust-based partnerships can help turn local, community-led solutions into lasting and positive change.



"Now, we enjoy 24/7 electricity." - Pitas Laut Community Facebook Page. Image courtesy of Sabah RE 2 Consortium.

Sustainable
Finance:
Unlocking Capital
for the Clean
Energy Transition

In 2025, central banks and financial regulators in parts of Asia moved steadily forward with new climate disclosure requirements and sustainable finance taxonomies, strengthening the basis for integrating climate risk into decisions by companies, investors, and regulators. Tara partners, working at both regional and local levels, supported the credibility and effectiveness of these efforts through technical analysis and engagement.

Key highlights:

- Version 4 of the **ASEAN** Taxonomy was published and is now referenced in country taxonomies in **Cambodia, Indonesia, Malaysia, the Philippines, Singapore, and Thailand**, establishing a common foundation for taxonomy development.
- Mandatory climate-related and sustainability disclosures commenced for listed companies in **Singapore**, while **South Korea** launched a proposed implementation roadmap for the Korea Sustainable Development Standards.
- In **Bangladesh**, the central bank issued a Sustainable Finance Policy for Banks and Financial Institutions, including requirements to allocate a share of lending to green finance, while **Pakistan** introduced a national green taxonomy.

Advancing climate disclosure, taxonomies, and central banking

At the regional level, Version 4 of the ASEAN Taxonomy — with technical support by partner the Sustainable Finance Institute of Asia (SIFA) — established a common reference now reflected in national taxonomies across **Cambodia, Indonesia, Malaysia, the Philippines, Singapore, and Thailand.**

Several countries advanced their own frameworks. **Japan** released revised Basic Guidelines on Transition Finance for hard-to-abate sectors; **South Korea** launched a roadmap for the Korea Sustainable Development Standards, updated its Green Taxonomy, and saw the Bank of Korea begin a broader approach to climate policy; and Indonesia updated its Taxonomy for Sustainable Finance, with partners continuing to engage on strengthening the criteria.

Market-facing tools also developed. **The Philippines** introduced Green Equity Guidelines, awarding a ‘green equity’ label to companies with more than 50% of revenue and investment in green activities, while **Singapore** began mandatory climate disclosures for listed companies and aligned its sovereign green bond framework with the national taxonomy.

Elsewhere, central banks took a leading role. In **Malaysia**, Bank Negara Malaysia will require financial institutions to manage and disclose climate-related risks from 2026; **Bangladesh’s** central bank issued a Sustainable Finance Policy requiring banks to allocate a share of lending to green finance; and **Pakistan** introduced a national green taxonomy alongside a circular aligning banks’ green banking policies.



Solar energy infrastructure in Asia.



High-rise skyline, Kuala Lumpur, Malaysia.

Advancing a shared foundation for sustainable finance across ASEAN

For more capital to flow toward the clean energy transition, investors, businesses, and regulators need a common language for what counts as “sustainable.” Across a region as diverse as the Association of Southeast Asian Nations (ASEAN), this is as much a collaborative and diplomatic undertaking as a technical one. The ASEAN Taxonomy for Sustainable Finance exists to provide it: a common reference to align how member states classify green, transition, and non-aligned activities, so capital can move across borders with greater clarity and confidence.

In 2025, the publication of Version 4 marked an important step in that collaborative effort. Rather than imposing a single standard from above, the taxonomy is designed to work alongside national frameworks — offering a regional anchor that countries can reference and adapt. By year-end, it was reflected in national taxonomies across Cambodia, Indonesia, Malaysia, the Philippines, Singapore, and Thailand, helping establish common ground while leaving room for each market to develop at its own pace towards a common goal. Reaching this point required sustained coordination among governments and financial-sector stakeholders — part of the patient, consensus-building work that underpins durable progress. Tara partner, the Sustainable Finance Institute of Asia (SFIA), acts as the host and provides administrative and technical expertise for the ASEAN Taxonomy Board, supporting the complex process through technical analysis and facilitation to assist key stakeholders to translate shared principles into a workable common reference.

As the taxonomy is put into use, its value will grow. Common definitions reduce fragmentation, lower greenwashing risk, and make it easier for cross-border capital to identify credible green and transition investments. Much remains to be done — particularly in strengthening criteria for transition activities and supporting national implementation — but ASEAN’s progress shows how shared, regionally owned standards, can lay durable foundations for the finance the energy transition depends on. Despite being voluntary, the ASEAN Taxonomy has already been used by capital users, included as part of ASEAN official efforts, and incorporated into the sustainable finance frameworks of financial institutions.

NEW ENERGY NEXUS

Building Southeast Asia's clean energy entrepreneurs

Solar energy was never part of Jose Hermis G. Magallanes Jr.'s plan. Living and working in Australia, he found himself trying to solve a problem unfolding thousands of kilometres away, where frequent power interruptions had become a familiar reality for his family in Davao, the Philippines.

Image courtesy of New Energy Nexus and Budget Solar Solutions



The shortage in the region's energy transition is no longer panels. It's people who can install and maintain them. Image courtesy of New Energy Nexus.

A portable solar power station offered some relief, but not enough. So Jose began buying components one piece at a time, teaching himself how to assemble a solar system that could keep the lights on. When it was finally switched on, his family's monthly electricity bill fell by more than half.

For Jose, the experience revealed an unexpected opportunity. If he could build a renewable energy system for his own family, perhaps he could do the same for others. But like many aspiring entrepreneurs across Southeast Asia, turning practical know-how into a business required a different set of skills.

That challenge sits at the heart of the region's clean energy transition. As demand for renewable energy grows, the shortage is no longer just one of technology, but of the skilled people who can install it, maintain it and build businesses around it. Many do not come from the renewable energy sector. They arrive from engineering, electrical trades and entirely different professions, discovering solar while solving practical problems much closer to home.

Recognising this gap, New Energy Nexus created its flagship New Energy Skills programme, combining hands-on technical training with business and market readiness to help participants move into employment and entrepreneurship.

For Jose, the programme became the bridge between a personal project and a profession. He went on to launch Budget Solar Solutions, securing projects across Davao

"It started as a way to solve a problem at home. When the power kept going out and the bills kept rising, I just wanted something more reliable for my family. Now it's something I love doing, and it's just the beginning."

Jose Hermis G. Magallanes Jr., Solar Installation and Business Training 2025 Graduate and Founder of Budget Solar Solutions

and Samal Island and installing more than 12 kilowatts of off-grid solar capacity within months.

For Jose, the biggest change was not simply learning how to install solar systems, but recognising that the skills he had patiently built could become the foundation of a business.

Across Asia, stories like Jose's suggest that the clean energy transition will depend as much on developing people as deploying technology or advocating policy. Every entrepreneur trained, every installer certified and every business launched strengthens the workforce that will ultimately power the region's clean energy future.



For Jose, the skills he learned became the foundation for his business, Budget Solar Solutions. Image courtesy of New Energy Nexus and Budget Solar Solutions.

A person wearing a wide-brimmed hat and a patterned vest is walking away from the camera on a grassy hill. In the background, several wind turbines are visible against a hazy sky. The scene is bathed in warm, golden light, suggesting late afternoon or early morning. A white rectangular box is overlaid on the right side of the image, containing the title text.

Climate Goals: Supporting Asia's Climate Commitments

Marking the tenth anniversary of the Paris Agreement, 2025 was an important year for the global climate agenda, as countries submitted updated Nationally Determined Contributions (NDCs). In Asia, climate ambition strengthened across two fronts: in national commitments, and in the practical tools — from sectoral targets such as transport to carbon pricing — needed to turn those commitments into delivery. By the end of the year, many Asian geographies had submitted updated NDCs, several now including net-zero targets by 2050. And while ambition is still some way from a 1.5°C pathway, the direction of travel is encouraging, with several moving toward absolute targets, peak-and-decline trajectories, and stronger implementation frameworks. Tara partners supported this progress through technical analysis, scenario modelling, and engagement, helping strengthen both the credibility of national commitments and the tools to deliver them.

Key highlights:

- Across the region, national commitments strengthened:
 - Many Asian geographies submitted updated NDCs during the year, with seven now including net-zero targets by 2050.
 - In **Japan**, the updated NDC proposed a 60% emissions reduction by 2035 and 73% by 2040 relative to 2013 levels, while in South Korea, a 53–61% reduction below 2018 levels was announced at COP30 — a significant increase in ambition.
 - In **Indonesia, Malaysia, and Thailand**, new NDCs shifted to absolute targets and adopted peak-and-decline scenarios, with strengthening RE targets and the inclusion of just transition principles.
- In **South Korea**, a transport emissions reduction target of 60.2–62.8% by 2035 was set — among the most ambitious in the region.
- In **Japan** and **South Korea**, carbon pricing tools advanced. **Japan's** framework for its mandatory emissions trading system (ETS) was completed for 2026, while **South Korea** strengthened its existing Korea Emissions Trading Scheme ahead of planned reforms.
- In Busan, **South Korea**, Tara supported and joined a high-level roundtable discussion at the 16th Clean Energy Ministerial (CEM16), advancing collaboration across government, industry and philanthropy to align international energy transition goals with domestic priorities.

Supporting climate ambition with updated NDCs

The 2025 NDC cycle marked meaningful movement across the region. Having already peaked, **Japan** and **South Korea** set relatively strong 2035 targets, though with room to go further. **Indonesia**, **Malaysia**, and **Thailand** shifted to absolute emissions targets and peak-and-decline scenarios — a notable step forward.

New NDCs also generally strengthened RE targets and incorporated just transition principles, with room to develop managed phase-out further. Tara partners supported these processes through scenario modelling, technical analysis, and stakeholder engagement.

OVERVIEW OF NATIONALLY DETERMINED CONTRIBUTIONS: SELECT ASIAN GEOGRAPHIES

	Latest NDC	Unconditional	Conditional	Absolute/Relative	Peak	Net Zero
Bangladesh	2025	6.39%	13.92%	Relative to business as usual (BAU)	None	None
Indonesia	2025	—	1.42-1.69 Gt	Relative to 2019 with 2 scenarios for quantified absolute	Expected 2030	2060 or earlier
Japan	2025	60% by 2035, 73% by 2040	—	Relative to 2013 and quantified absolute	Peaked ~2013	2050
Malaysia	2025	15-20 Mt reduction	Additional 10Mt reduction	Absolute from peak level (peak not quantified)	2029-2034, strive for 2030	2050
Pakistan	2025	17%	33%	Relative to BAU	None	None
Philippines	Pending 2026	2.71% by 2030	72.29% by 2030	Relative to BAU	None	None
Singapore	2025	45-50 MtCO2e	—	Absolute	Earlier than 2030	2050
South Korea	2025	53-61%	—	Relative to 2018 and quantified absolute	Peaked in 2018	2050
Thailand	2025	—	~152Mt=47% reduction	Relative to 2019 and quantified absolute	Aim to peak by 2030	2050

South Korea’s new NDC, submitted in December 2025, set a 53–61% reduction below 2018 levels — a significant increase in ambition. **Japan’s** NDC proposed a 60% emissions reduction by 2035 and 73% by 2040 (from 2013 levels), with the accompanying 7th Strategic Energy Plan targeting 40–50% RE by 2040.

Among the absolute-target movers, **Malaysia** committed to a 15–30 metrics tonnes of

carbon dioxide equivalent (MtCO₂e) reduction by 2035 with a 40% RE capacity target, alongside a net-zero aspiration by 2050; **Thailand** brought its net-zero target forward to 2050 with a 47% reduction from 2019 levels by 2035; and **Indonesia’s** NDC included an emissions peak by 2030, with partners continuing to engage on raising RE ambition. **Singapore** set higher absolute targets (45–50 Mt by 2035) and a commitment to peak before 2030.

Advancing carbon pricing and emissions trading

Carbon pricing and emissions trading systems are increasingly used across Asia to support competitiveness, generate revenue for decarbonisation initiatives, and help deliver on NDCs. In 2025, Tara partners held regional workshops to build knowledge and capacity on carbon-pricing effectiveness.

In **Japan**, the legal groundwork was completed for a mandatory emissions trading system — the GX Emissions Trading System (GX-ETS) — which became a compliance scheme in April 2026, covering around 400 companies representing 60% of national CO₂ emissions. In **South Korea**, the Korea

Emissions Trading Scheme (K-ETS), in place since 2015, was strengthened through its 2026–2030 reforms: tightening the overall emissions cap, allocating allowances based on clear efficiency benchmarks, and raising the power-sector auction share to 50% by 2030. In **Indonesia**, the first emissions trading system covering coal power plants was launched — an early step that partners continue to engage on.

Strengthening sectoral ambition in transport

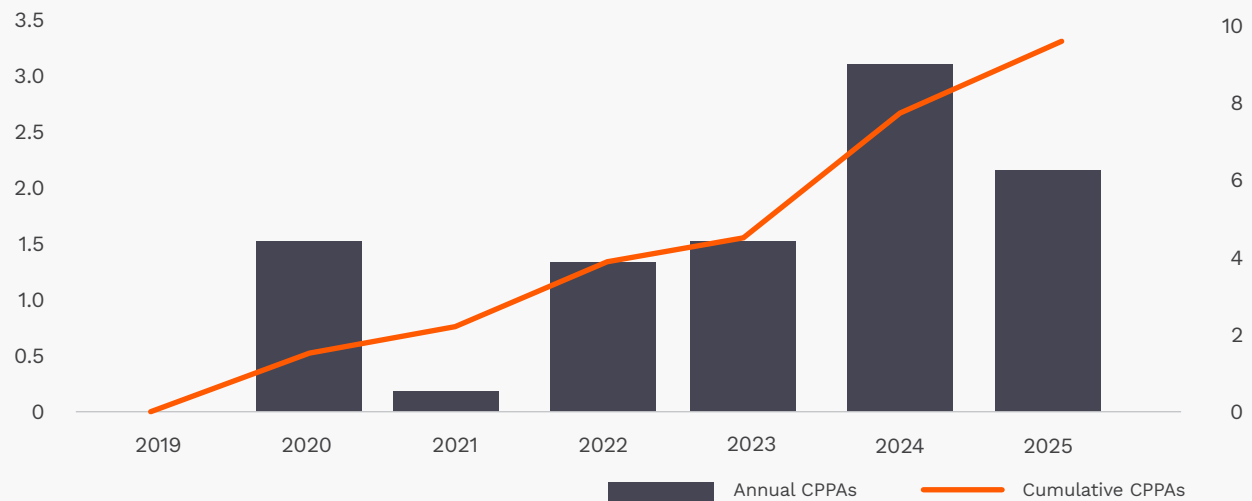
In **South Korea**, a transport-sector emissions reduction target of 60.2–62.8% by 2035 was set — a substantial increase over the previous 37.8% target for 2030. While no date was set for ending new internal combustion engine (ICE) vehicle sales, the scale of the target points toward such a shift over time. This progress was supported in part by sustained policy engagement from Tara

partners. However, some steps also moved more gradually: the updated 2030 passenger-car emissions standard, originally due in 2025, was rescheduled to 2026 — pointing to the need for ongoing engagement to match implementation to ambition.

Corporate
Engagement:
Driving Business
Action on Clean
Energy

In 2025, corporate procurement emerged as an important driver of demand for Asia’s energy transition. The region accounted for half of all new RE100 signatories globally, with corporate procurement of renewables reaching 2.1 GW. Tara partners worked to support and sustain this momentum — helping align global buyer demand with workable local procurement mechanisms, addressing technical barriers, and raising the integrity of corporate clean energy claims so that commitments translate into real emissions reductions.

CORPORATE PPA VOLUME (GW): ASIAN MARKETS WITH TARA PARTNER SUPPORT



Source: BNEF, 2025

Key highlights:

- Across the **region**, corporates accounted for half of all new RE100 signatories globally in 2025, with 43 new corporate actors making RE commitments. Corporate procurement of renewables reached 2.1 GW.
- **Pakistan** launched its Competitive Trading Bilateral Contracts Market and adopted new regulations enabling direct power purchase agreements (DPPAs).
- In **Malaysia**, the 0.8 GW Corporate Green Power Programme reached financial close and sold out, reflecting strong corporate appetite for renewables.
- In **Japan** and **South Korea**, electric vehicle (EV) markets gained ground. New models from Toyota and Honda lifted Japanese EV sales. **South Korea's** EV registrations passed 200,000 for the first time, and Hyundai committed to RE100 across all overseas facilities by 2027.

Scaling corporate commitments and raising integrity

In 2025, 43 new corporate actors made RE commitments, and the region accounted for half of all new RE100 signatories globally. Tara partners supported this momentum from two directions. Industry associations such as the Asia Clean Energy Coalition (ACEC) helped align growing global buyer demand with

workable local procurement mechanisms and address technical barriers, while others raised the integrity of standards — helping ensure that corporate claims translate into genuine emissions reductions rather than paper offsets.

Unlocking greater corporate access to clean power

Access to clean power continued to widen as new market structures took shape. In Pakistan, the launch of the Competitive Trading Bilateral Contracts Market marked a shift away from a single-buyer model toward a competitive wholesale market that enables DPPAs and corporate procurement. Central to

this shift was alignment on a wheeling charge that balanced utility interests with market viability. In Malaysia, the 0.8 GW Corporate Green Power Programme reached financial close and sold out – a sign of growing corporate demand meeting clearer routes to supply.

Engaging business on transport electrification

In **Japan**, the EV market improved toward the end of 2025, though adoption remains modest relative to global peers. Toyota's updated bZ4X model became Japan's best-selling EV for the first time, while Honda broadened choice with new kei EVs (small electric vehicles), and higher subsidies for 2026 are expected to support further growth. Tara partners convened cross-sector dialogues among automakers and policymakers, supporting greater engagement and the expansion of charging infrastructure.

In **South Korea**, EV registrations passed 200,000 for the first time, driven largely by more affordable models, while Hyundai committed to achieving RE100 across all overseas facilities by 2027.



Solar panels and city skyline.

Making the economic case for corporate clean energy in Asia

Across Asia, corporate demand for renewable energy (RE) is growing faster than the supply available to meet it — companies in the RE100 initiative alone are expected to need an additional 99 GW of renewable capacity by 2030. Yet in many markets, the procurement mechanisms and supply that would let businesses act on that demand remain limited.

In 2025, Tara partner the Asia Clean Energy Coalition (ACEC) set out to reframe how that gap is understood: as both a climate challenge and a significant economic opportunity. ACEC's report, *Asia's Clean Energy Breakthrough: Unlocking Corporate Procurement for Sustainable Growth*, brought economic modelling to a question often framed in purely environmental terms. Examining five priority markets — Indonesia, Japan, Singapore, South Korea, and Vietnam — it found that meeting national RE targets through stronger procurement could deliver around US\$27 billion in additional economic output, 435,000 new jobs, and 176 million tonnes of avoided carbon emissions across the five countries.

By quantifying the gains in jobs, wages, and growth, the analysis offered policymakers a tool to position clean energy as a driver of competitiveness. It showed how expanding access to renewables could lower and stabilise electricity prices, strengthen trade access as carbon border measures take effect, and attract investment from global companies seeking low-carbon supply chains — benefits that accrue to economies and communities.

As a private-sector coalition whose members include many of the world's largest RE buyers and partners, ACEC has drawn on the report as an evidence base for its constructive and collaborative engagement with governments and industry stakeholders. The report's findings will help inform the design of clearer procurement frameworks — a reminder that, alongside new capacity and new policy, a compelling economic case can be one of the most effective tools for accelerating the corporate shift to clean power.

Corporate Information

Tara Climate Foundation Ltd (“Tara”) was incorporated in Singapore as a public company limited by guarantee on 16 September 2021.

Company registration number (UEN): 202132368G

Registered Address: 65 Chulia Street, Singapore 049513

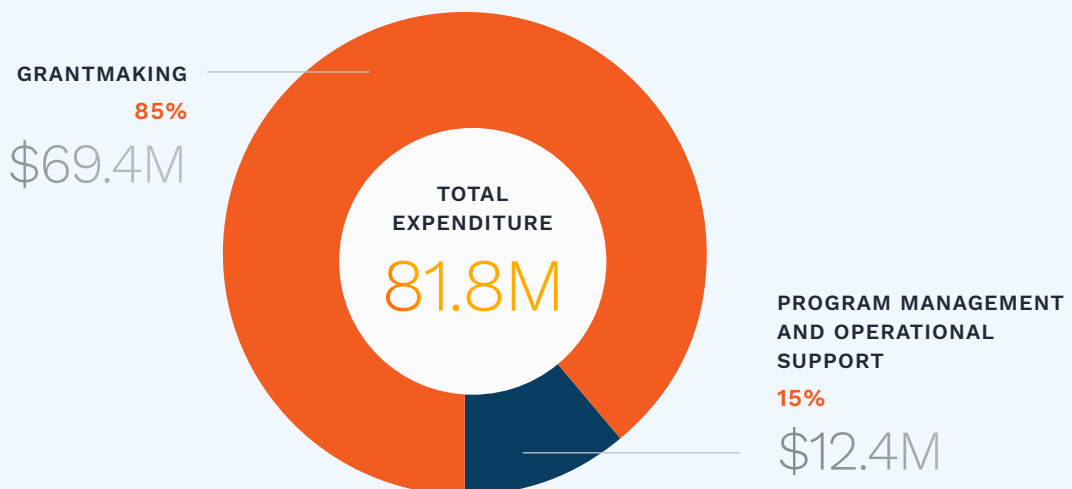
Auditor: RSM SG Assurance LLP

Financial Management Overview

In 2025, Tara maintained a disciplined financial position, concluding the year with total assets of approximately US\$103.8 million. We successfully reached our targeted operating reserve level of \$7 million, underscoring our commitment to building long-term financial resilience to support organisational sustainability and flexibility.

Consistent with our mission-driven focus, the majority of our 2025 expenditures were directed toward grantmaking. In total, \$69.4 million or 85% of our annual spending was allocated to grantmaking, enabling direct impact through our partners across the region. The remaining \$12.4 million (or 15%) supported programme management and operational functions, encompassing general and administrative costs, as well as all programmatic and operational personnel-related expenses.

2025 EXPENDITURE ALLOCATION



Figures are presented in US dollars. The Foundation's financial statements have been prepared in accordance with applicable accounting standards and audited by RSM SG Assurance LLP.

Governance

Tara is governed by an independent Board of Directors (the “Board”), which provides strategic oversight and ensures that the Foundation operates in line with its mission and values.

The Board oversees Tara’s strategic direction, safeguards its independence, and provides oversight of organisational performance, risk management and financial stewardship. Day-to-day operations are led by the executive team under the Board’s oversight.

As at 31 December 2025, the Board comprised 11 Directors with expertise spanning philanthropy, climate, finance, policy and civil society. Directors serve in a voluntary capacity and do not receive remuneration for their Board service.

Name and Designation	Date of Appointment	Key Directorships and Appointments (As of 31 December 2025)
Sze Ping Lo Board Chair	18 Mar 2022	Program Director, Sequoia Climate Foundation
Kavita Prakash-Mani Director	18 Mar 2022	Founder, Dragonfly Advisory
Dino Patti Djalal Director	15 Aug 2024	Founder and Chairman, Foreign Policy Community of Indonesia
Hiroko Kuniya Director	1 Feb 2024	Independent Journalist
John Chambers Director	1 Jan 2025	CEO, Private Philanthropic Trust
Sonia Medina Director	18 Mar 2022	Chief Ecosystem Development Officer, Children’s Investment Fund Foundation
Nereus “Neric” Acosta Director	1 Feb 2024	Chairperson, Philippine Center for Environmental Protection and Sustainable Development
Rachel Teo Director	15 May 2024	Head of Asia Climate Change, Single Family Office
Matt Philips Director	18 Mar 2022	CEO, Pooled Fund on International Energy
Yoo-Kyung Park Director	18 Mar 2022	Former MD, EME Fundamental Strategy, APG Asset Management
Nathan Argent Director	18 Mar 2022	Director, Global Climate Initiatives, Oak Foundation

Policies

Code of conduct

Tara Climate Foundation sets clear expectations for behaviour across all individuals working with or representing Tara. This includes upholding standards of integrity, respect, and professionalism, and maintaining a safe, inclusive, and respectful working environment. Discrimination, harassment, and other forms of unacceptable conduct are not tolerated, and all individuals are expected to act in line with Tara's values in all professional interactions.

Conflict of interest

Tara Climate Foundation has policies and procedures in place to identify, disclose, and manage conflicts of interest. Board members, staff, and other relevant individuals are required to disclose conflicts when they join Tara, on an ongoing basis, and whenever circumstances change. Disclosures are recorded and managed in accordance with Tara's governance procedures. Recusal and other conflict-management actions are used and documented to preserve independence, objectivity, accountability, and integrity.

Funding sources

Tara Climate Foundation is supported by philanthropic funding from over a dozen global and Asian philanthropic foundations. Our work is independent and guided by our mission to support a prosperous, sustainable future for Asia, focusing on a people-centred clean energy transition. We do not accept funding from corporations, governments, or non-independent corporate foundations. All contributions are subject to due diligence and risk review. Funding that raises ethical, reputational, independence, or conflict-of-interest concerns is not accepted.

Grantmaking

Tara Climate Foundation's grantmaking is guided by a comprehensive framework and rigorous processes for the monitoring, evaluation, approval, disbursement and management of grants. Our grantmaking works through an invitation-based process. Partnerships are developed through strategic engagement aligned with Tara's mission and priorities. Prospective partners are assessed for strategic alignment, organisational suitability, and risk before grants are approved. Approved grants are managed through agreed objectives, compliance and reporting requirements, and ongoing engagement to support accountability, learning, and effective delivery.

Reserves management

Tara Climate Foundation maintains reserves to support organisational resilience and ensure continuity of operations during periods of funding uncertainty. Tara Climate Foundation meets its reserves requirement, and the adequacy of reserves is reviewed as part of Tara's financial planning and governance processes to ensure the Foundation can continue meeting its obligations and delivering its mission.

Whistleblowing

Tara Climate Foundation provides mechanisms for concerns about suspected misconduct, policy breaches, or other serious concerns to be raised through appropriate reporting channels confidentially. Reports may be made by staff, partners, or external stakeholders and will be assessed and investigated in line with established procedures. Safeguards are in place to protect whistleblowers from retaliation, and appropriate action is taken where concerns are substantiated. Individuals who become aware of a conflict of interest that has not been appropriately disclosed or managed can report it to whistleblowing@taracclimate.org.

