Eneco ENERGY

SUSTAINABILITY REPORT **2026**

SYNERGY IN MOTION
VALUE CREATION ACROSS SECTORS

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PREFACE

BALANCED REPORTING APPROACH

ENECO ENERGY LIMITED (the "**Company**", and together with its subsidiaries, the "**Group**" or "**EEL**") is a Singapore-based investment holding company listed on the Mainboard of the Singapore Exchange Securities Trading Limited ("**SGX-ST**"). The Group provides management services and primarily delivers reliable, high-quality logistics solutions across domestic and international markets.

The Group remains committed to creating long-term value for its stakeholders through responsible business practices and operational excellence. This Sustainability Report presents a balanced and transparent disclosure of the Group's economic, environmental, social, and governance ("**EESG**") performance, key initiatives, and progress towards sustainable development.

KEY FRAMEWORKS APPLIED AND SCOPE OF THE REPORT

This Sustainability Report is prepared in accordance with the requirements of SGX-ST Listing Rules 711A and 711B and the applicable SGX-ST sustainability reporting guidance, and with reference to the Global Reporting Initiative ("**GRI**") Standards 2021.

The report outlines the Group's sustainability framework, key initiatives, and performance across its logistics operations for the period from 1 July 2025 to 30 June 2026 ("**FY2026**"), unless otherwise stated. The report provides stakeholders with an overview of the Group's commitment to responsible business conduct and its EESG performance.

ASSURANCE

The Group maintains internal controls and verification processes to ensure the reliability, completeness, and consistency of information. The information in this report is compiled by the Group's operating subsidiaries and reviewed internally by management before the report is approved by the Board. The Group has not commissioned external assurance on this report.

The Group is committed to continuously strengthening its sustainability reporting practices. It will work towards enhancing its assurance framework, including the potential engagement of an independent assurance provider in future reporting periods, to further improve the transparency and credibility of its disclosures.

FEEDBACK

The report is available on SGXNet and the Group's website at www.enecoenergy.com. The SGX's Core ESG Metrics Index section references the SGX Core Environmental, Social and Governance ("**ESG**") Metrics. As part of its ongoing commitment to enhancing sustainability disclosure and practices, the Group welcomes stakeholder feedback. Any enquiries or comments regarding this report may be directed to info@enecoenergy.com.

MATERIALITY

The report presents the Group's material sustainability matters, reflecting the issues most relevant to both the business and its stakeholders. The Group applies a structured four-step materiality assessment to assess and determine the significance of these matters. It also describes the Group's management approach to ten (10) material topics with notable impacts on operations and stakeholder value. The Group continues to enhance its reporting practices and values stakeholder feedback to drive ongoing improvement.



PREFACE

DISCLAIMER

This report contains forward-looking statements that are based on current expectations, assumptions, and projections, and are subject to inherent risks and uncertainties. Actual results may differ materially from those expressed or implied due to various known and unknown factors. These statements reflect management's present views on future developments and are not guarantees of future performance. The Group undertakes no obligation to update or revise any forward-looking statements in light of new information or subsequent events.

BOARD RESPONSIBILITY STATEMENT

We are pleased to present the Group's FY2026 Sustainability Report, which reflects our ongoing commitment to sustainable growth within the logistics sector. Sustainability remains integral to the Group's long-term strategy and stakeholder value creation.

During the reporting period, the Board determined the material EESG factors, and the Group reviewed them and monitored internal data to support accuracy and reliability. The Board maintains oversight of sustainability matters, ensuring they are embedded within the Group's strategic direction and decision-making framework.

Looking ahead, the Group is considering engaging external assurance to further strengthen the credibility of its sustainability disclosures. The report also outlines the Group's alignment with selected goals from the seventeen (17) United Nations Sustainable Development Goals ("**UN SDGs**"), integrating these principles into its sustainability initiatives to support long-term stakeholder value and positive environmental impact.

The Board has reviewed and approved the contents of this EESG report. The Group welcomes feedback from stakeholders, including customers, business partners, and the wider community, to continuously enhance its sustainability approach and reporting practices.

Mr. Ang Jun Long
Executive Director



WHO WE ARE

The Company is listed on the SGX-ST and serves as the holding company of RichLand Logistics Services Pte. Ltd., a Singapore-incorporated subsidiary. With operations in the logistics sector since 1992 under the RichLand Logistics brand, the Group continues to strengthen its core business while exploring opportunities to expand and strategically diversify into new markets.

RichLand Logistics provides integrated logistics solutions, delivering end-to-end services tailored to customer requirements. With established industry experience and a strong presence in Singapore, the Group offers a comprehensive suite of supply chain services, including inbound and outbound transportation, distribution management, and cargo handling across seaports and airports.

Proprietary in-house applications further improve operational efficiency, support innovation, and transform traditional logistics processes. The Group currently employs 216 employees and manages over 30,000 deliveries per month. Its operations are supported by a fleet of more than 165 trucks and trailers, as well as warehousing facilities exceeding 250,000 square feet.

The Group has been recognised for its commitment to trade facilitation, security, and sustainability, including certification under the Secure Trade Partnership, aligned with the World Customs Organization SAFE Framework of Standards. Additionally, RichLand Logistics was recognised as the “best transporter in Chinese New Year 2026” by FairPrice Group’s Grocery Logistics of Singapore, in recognition of its transportation and logistics performance during the Chinese New Year period, reflecting its commitment to reliable and efficient transportation and logistics services.

Building on these achievements, the Group remains focused on delivering sustainable, high-quality performance for stakeholders. With continued emphasis on the logistics segment, it seeks to drive innovation, operational excellence, and long-term sustainable growth, reinforcing its position as a trusted industry partner.

VISION, MISSION AND CORE VALUES

Vision

To be recognised as one of the most progressive organisations by our customers, industry peers and shareholders. Differentiated by our willingness to own and operate assets, utilise technology and provide customised solutions that improve our customers’ business.

Mission

We will become a great place to work, recognised for our resilience, integrity, teamwork and fun, with a professional culture that focuses on safety, environment, continual improvement, innovation and cost efficiency.

Core Values

EEL is guided by six (6) core values that underpin its operations and define its corporate culture:

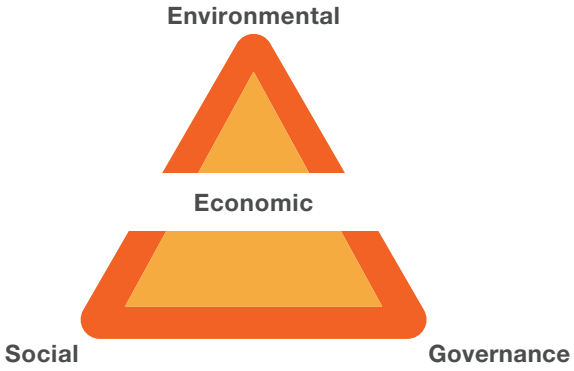
- Safety
  We put safety and our environment first.
- Professionalism
  We are professional at all times.
- Innovation
  We strive for continual improvement.
- Resilience
  We never give up.
- Integrity
  We always do the right thing.
- Teamwork
  We work together for everyone’s benefit.

SUSTAINABILITY

SUSTAINABILITY STRATEGY

A firm commitment to sustainability and long-term value creation for stakeholders and the environment underpins the Group's business management and operations. A core priority is supporting the global transition to a low-carbon economy, in alignment with the International Energy Agency's ("**IEA**") Net Zero by 2050 Roadmap.

Sustainability is integrated into the Group's overall business strategy and operational approach, supported by a structured framework built around four (4) EESG pillars. The framework covers key focus areas and aligns with ten (10) selected UN SDGs, reflecting a comprehensive approach across the EESG dimensions.



ECONOMIC

EEL recognises the importance of conducting its business responsibly and sustainably within the logistics sector. Strong economic performance remains central to the Group's long-term resilience and value creation for stakeholders, underpinned by financial discipline and sound corporate governance practices.

The Group adopts a stakeholder-inclusive approach, driving sustainable profitability and shareholder value by balancing the interests of shareholders, employees, customers, business partners, and the wider community. EEL focuses on innovation, service quality, and operational excellence, while upholding ethical business conduct and promoting environmental responsibility through efficient fleet management and sustainable logistics solutions.

The Group remains committed to sustainable growth, effective risk management, and the consistent delivery of stakeholder value. By continuously strengthening its economic performance and ESG practices, EEL also aims to build a resilient, future-ready logistics business with sustainability embedded as a core business priority, aligned with two (2) selected UN SDGs.



ENVIRONMENTAL

EEL has implemented energy management practices to strengthen its Sustainability Strategy. In response to rising stakeholder expectations, the Group focuses on reducing Scope 1 and Scope 2 emissions in support of its net zero by 2050 ambition. This initiative is aligned with three (3) selected UN SDGs.



SUSTAINABILITY

SOCIAL

EEL is committed to cultivating an inclusive workplace grounded in respect, fairness, and equality. The Group recognises employees as a key driver of organisational success and continues to invest in training and development to strengthen capabilities and support career growth.

Through these efforts, EEL seeks to empower employees to develop their full potential, in alignment with four (4) selected UN SDGs.



GOVERNANCE

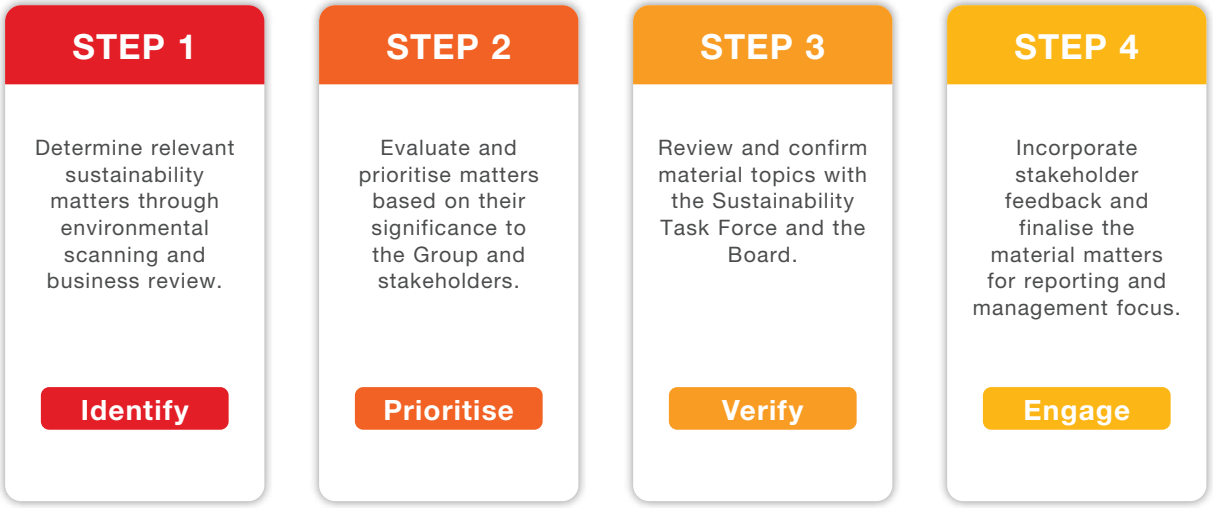
EEL maintains compliance with applicable laws and regulations, including the Code of Corporate Governance 2018, SGX-ST Listing Rules, and the Securities and Futures Act. Management regularly reviews regulatory developments, communicates relevant updates to employees, and monitors operational activities and performance through established internal procedures.

The Board is kept informed of key legal, accounting, and regulatory matters, while the Company Secretary facilitates the dissemination of relevant updates, articles, and reports via SGXNet. This reflects the Group's commitment to best practices and proactive sustainability, aligned with two (2) selected UN SDGs.



METHODOLOGY

For FY2026, the Group undertook a structured four-step materiality assessment to identify, evaluate, validate, and prioritise sustainability matters most relevant to the business and stakeholders. The outcomes of this assessment support integrating sustainability considerations into strategic planning and decision-making.



SUSTAINABILITY

IDENTIFICATION: MATERIALITY ASSESSMENT

EEL conducts regular materiality assessments to ensure its sustainability priorities remain aligned with business objectives, operational resilience, and stakeholder expectations. Through the FY2026 assessment, the Group identified ten (10) material matters as key areas of focus for its sustainability strategy and reporting.

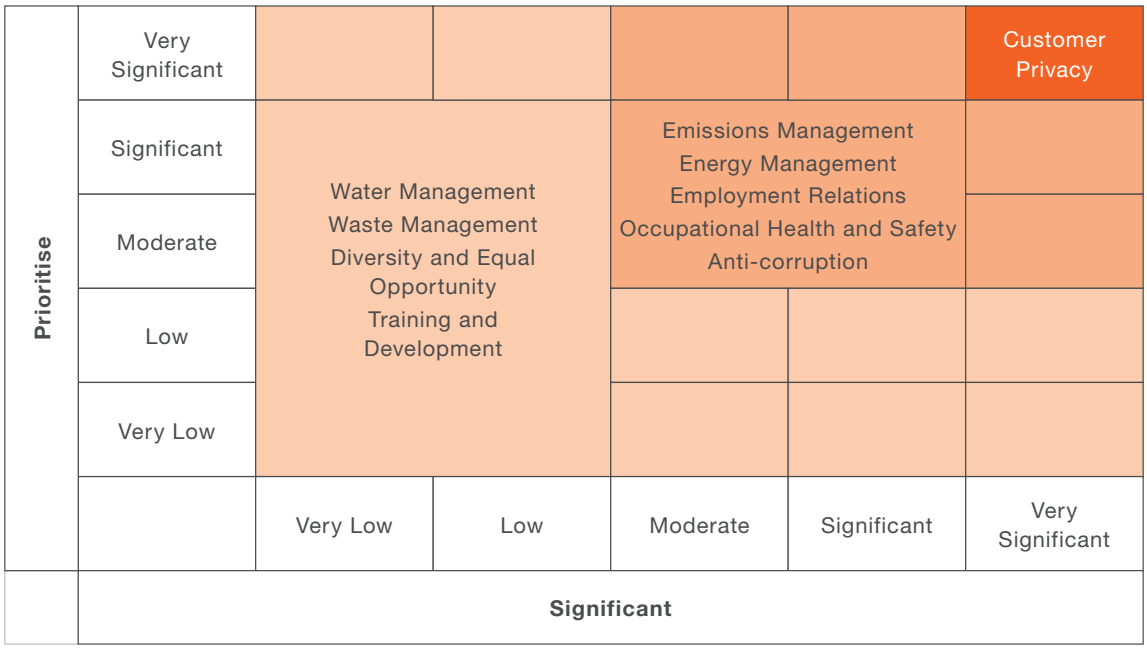
The materiality matrix on page 08 illustrates the significance of these matters to both EEL and its stakeholders.

Pillars	Material matters
Environmental	**Greenhouse gas ("GHG") emissions management** GRI 305: Emissions
Environmental	**Energy management** GRI 302: Energy
Environmental	**Water management** GRI 303: Water and effluents
Environmental	**Waste management** GRI 306: Waste
Social	**Customer privacy** GRI 418: Customer privacy
Social	**Employment relations** GRI 401: Employment ✓ Employee retention ✓ Fair employment practices ✓ Non-discrimination
Social	GRI 405: **Diversity and equal opportunity** ✓ Employee diversity
Social	**Training and development** GRI 404: Training and education
Social	**Occupational health and safety** GRI 403: Occupational health and safety ✓ Occupational health and safety GRI 416: Customer health and safety ✓ Customer health and safety ✓ Product safety and quality GRI 417: Marketing and labelling ✓ Marketing and labelling
Governance	**Anti-corruption** GRI 205: Anti-corruption

SUSTAINABILITY

PRIORITISATION: MAPPING OF MATERIAL MATTERS

Material sustainability matters across the EESG pillars are important to our business and stakeholders, helping us identify industry trends and assess related risks and opportunities. In FY2026, EEL reviewed ten (10) material matters to ensure alignment with industry standards, stakeholder expectations, and strategic priorities. The review informed the development of four (4) sustainability pillars and the integration of relevant UN SDGs. The materiality matrix below highlights the one (1) prioritised material matter, with further details provided in the accompanying table.



VERIFICATION: MATERIAL MATTERS

Following a comprehensive assessment and validation process, EEL identified one (1) key prioritised material matter alongside nine (9) material matters. These topics represent the most significant sustainability issues for both the Company and its stakeholders, reflecting their respective impacts and importance. Each material matter is further discussed in terms of its actual and potential risks, management approach, and related opportunities.

Prioritised Material Matters (P)

Social	Customer privacy

Non-Prioritised Material Matters (NP)

Environmental	Energy management
Environmental	Emissions management
Social	Employment relations
Social	Occupational health and safety
Governance	Anti-corruption

Other Material Matters

Environmental	Water management
Environmental	Waste management
Social	Diversity and equal opportunity
Social	Training and development

Pillars	Material Matters	Risks	Opportunities and responses	Policy	Stakeholders	UN SDGs
Environmental	1: Energy management (NP)	**Actual Risk:** Inefficient fleet operations may increase energy consumption, operating costs, and compliance risks. **Potential Risk:** Dependence on fossil fuels and stricter emissions regulations may raise costs and reduce competitiveness.	**Opportunity:** Energy-efficient vehicles, route optimisation, and renewable energy adoption can reduce costs, improve efficiency, and lower emissions. **Response/Strategy:** Improve fleet efficiency and optimise energy use through technology and renewable energy initiatives.	Climate Change Policy	Employees, Vendors, Customers, Regulators, and Shareholders and Investors	
	2: Emissions management (NP)	**Actual Risk:** High GHG emissions may result in regulatory costs, reputational impacts, and increased stakeholder scrutiny. **Potential Risk:** Future carbon regulations and rising demand for low-carbon operations may increase obligations and operational costs.	**Opportunity:** Emissions reduction can lower costs, improve efficiency, and strengthen access to sustainable financing. **Response/Strategy:** Strengthen GHG emissions management through regular emissions monitoring, energy efficiency measures, and initiatives to reduce carbon footprint.			

Pillars	Material Matters	Risks	Opportunities and responses	Policy	Stakeholders	UN SDGs
Social	3: Employment relations (NP)	**Actual Risk:** Workplace grievances and poor communication may affect employee morale, productivity, and employee retention. **Potential Risk:** Labour market changes, evolving workforce expectations, and demographic shifts may create challenges in attracting, retaining, and engaging talent.	**Opportunity:** Strong employee engagement supports productivity, retention, and workforce stability, which support a positive working environment. **Response/Strategy:** Implement effective grievance mechanisms, regular employee communication, and engagement initiatives to strengthen employee relations, address workplace concerns, and support employee retention.	Human Resource Policy	Employees, Vendors, Communities, Customers, Regulators, and Shareholders and Investors	
	4: Occupational health and safety (NP)	**Actual Risk:** Workplace accidents and injuries may disrupt operations and affect employee well-being. **Potential Risk:** Fatigue, changing work conditions, and new technologies may introduce additional safety challenges.	**Opportunity:** Strong safety performance enhances employee well-being, operational continuity, and stakeholder confidence. **Response/Strategy:** Implement health and safety policies, regular training programmes, risk assessments, and process monitoring to promote a safe workplace.	Quality, Health, Safety, Security and Environment ("**QHSSE**") General Rules and Guidelines		

Pillars	Material Matters	Risks	Opportunities and responses	Policy	Stakeholders	UN SDGs
Social	5: Customer privacy (P)	**Actual Risk:** Cybersecurity incidents, data breaches, or inadequate handling of personal information may result in regulatory penalties, reputational damage, and loss of customer trust. **Potential Risk:** Increasing digitalisation, evolving cyber threats, and changing data protection regulations may create additional compliance and information security challenges.	**Opportunity:** Strong data governance and privacy protection practices can enhance customer trust, strengthen business relationships, and provide a competitive advantage in an increasingly data-driven environment. **Response/Strategy:** Maintain data protection measures and privacy controls to safeguard customer information, support regulatory compliance, and continuously strengthen cybersecurity resilience.	Personal Data Protection Policy		
Governance	6: Anti-corruption (NP)	**Actual Risk:** Corruption or unethical conduct may result in legal penalties, reputational damage, and loss of stakeholder trust. **Potential Risk:** Increasing regulatory requirements and evolving compliance expectations may expose the organisation to legal and operational risks if not effectively managed.	**Opportunity:** Strong Anti-Bribery and Corruption Policy practices enhance transparency, strengthen stakeholder confidence, and support sustainable business growth. **Response/Strategy:** Implement a zero-tolerance Anti-Bribery and Corruption Policy supported by policy communication, reporting channels, and regular compliance reviews to promote ethical business conduct.	Anti-Bribery and Corruption Policy	Employees, Vendors, Customers, Regulators, and Shareholders and Investors	

ENGAGEMENT: STAKEHOLDERS

EEL recognises that sustainable growth depends on strong stakeholder relationships. The Group engages with stakeholders through regular dialogue and participation in relevant industry and governmental forums to understand and address their key concerns. The key stakeholder groups, engagement channels, and areas of concern are outlined below.

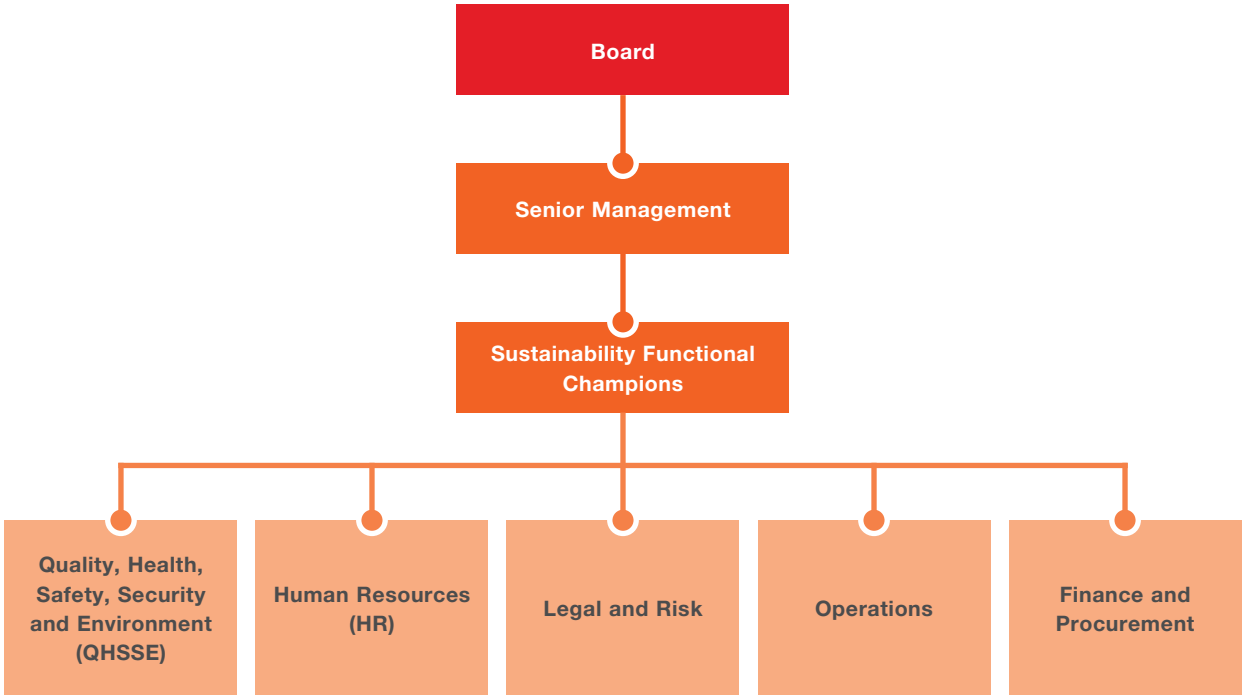
Who	Why	When	How	What issues
Employees	EEL values its employees and engages with them to understand their needs, support professional development, and foster a safe and inclusive workplace.	Yearly	Performance appraisals, training and development programmes, workshops, and industry conferences.	Occupational health and safety, fair remuneration and benefits, employee development, ethical conduct, and labour law compliance.
Vendors	EEL collaborates with suppliers and service providers to strengthen supply chain resilience while promoting responsible business practices.	Ad-hoc	Supplier evaluations, performance assessments, regular communication, and business meetings.	Product and service quality, health and safety standards, environmental compliance, and responsible procurement.
Communities	EEL engages with local communities to minimise the environmental and social impacts of its operations while creating shared value.	Ad-hoc	Community engagement initiatives, environmental monitoring, Corporate Social Responsibility ("**CSR**") programmes, and stakeholder consultations.	Environmental protection, community well-being, and social responsibility.
Customers	EEL works closely with customers to understand their requirements and deliver reliable, high-quality products and services.	Yearly	Customer surveys, feedback channels, business meetings, and ongoing communication.	Product and service quality, timely delivery, customer satisfaction, and responsiveness.
Regulators	EEL maintains proactive engagement with regulatory authorities to ensure compliance with industry standards.	Yearly	Regulatory submissions, annual reports, sustainability disclosures, meetings, and industry engagements.	Regulatory compliance, environmental legislation, governance, and industry standards.
Shareholders and investors	EEL maintains transparent and timely communication with shareholders and investors to build trust and support long-term value creation.	Ad-hoc	Annual General Meetings, annual and half-yearly reports, investor relations activities, and corporate announcements.	Financial performance, corporate governance, regulatory compliance, risk management, and business strategy.

SUSTAINABILITY FRAMEWORK

GOVERNANCE STRUCTURE

EEL is committed to embedding sustainability into its corporate governance framework by upholding the highest standards of integrity, accountability, and responsible business practices. To strengthen sustainability governance, the Group has established a dedicated Sustainability Functional Champion ("**SFC**") structure comprising representatives from key business functions responsible for driving sustainability initiatives across ESG matters.

The Board of Directors, supported by Senior Management and the SFC, oversees the effective implementation of the Group's sustainability strategy, ensuring that ESG considerations are integrated into business planning, operational activities, and decision-making processes. This governance structure clearly defines the roles and responsibilities of each level of management to facilitate effective oversight, risk management, stakeholder engagement, and continuous improvement in sustainability performance, supporting EEL's long-term value creation and sustainable growth.



The Board provides overall oversight and strategic direction for EEL's sustainability agenda. It approves the Group's sustainability strategy, policies, objectives, and targets, and ensures that material ESG matters are effectively incorporated into the Group's long-term business strategy.

The Board regularly reviews the Group's sustainability performance, monitors progress against established targets, and evaluates emerging ESG risks and opportunities. It also ensures that appropriate governance structures, internal controls, and risk management frameworks are in place to support responsible business practices, ethical conduct, regulatory compliance, and long-term sustainable value creation.

SUSTAINABILITY FRAMEWORK

Senior Management is responsible for implementing the sustainability strategy approved by the Board and integrating ESG considerations into the Group's day-to-day operations. This includes identifying, assessing, and managing sustainability-related risks and opportunities, ensuring compliance with applicable regulatory requirements, and embedding sustainability initiatives across business functions.

In addition, Senior Management facilitates cross-functional collaboration, allocates appropriate resources, monitors sustainability performance, and reports progress to the Board. Through active leadership and accountability, Senior Management promotes a culture of continuous improvement and ensures sustainability objectives translate into operational outcomes.

The SFC serves as a key coordinator in advancing EEL's sustainability agenda across its respective business functions. Acting as the primary liaison between operational departments and Senior Management, the SFC supports the implementation of ESG initiatives and ensures alignment with the Group's sustainability strategy and business objectives. The SFC identifies material sustainability issues, collects and validates ESG-related data, monitors performance indicators, and supports compliance with internal policies, reporting requirements, and relevant regulations. It also raises sustainability awareness and facilitate cross-department collaboration to support the Group's sustainability goals.

RISK MANAGEMENT

EEL adopts an integrated approach to identifying, assessing, and managing risks that may affect its business operations and long-term sustainability. Sustainability-related risks and opportunities are embedded within the Group's enterprise risk management framework to strengthen resilience, support informed decision-making, and safeguard stakeholder value.

Material ESG risks and opportunities are assessed against the Group's sustainability priorities and relevant UN SDGs, enabling the Group to respond effectively to evolving environmental, social, regulatory, and economic challenges.

SUSTAINABILITY POLICY

EEL's Sustainability Policy outlines the Group's commitment to responsible environmental, social, and governance practices. The policy guides business operations and decision-making, promotes regulatory compliance, minimises adverse impacts, and supports the creation of sustainable long-term value for stakeholders.

SUSTAINABILITY SCOREBOARD

The Sustainability Scoreboard presents EEL's material sustainability matters under three categories: Prioritised Material Matters, Non-Prioritised Material Matters, and Other Material Matters. This classification helps stakeholders understand EEL's sustainability priorities while ensuring all relevant ESG topics are appropriately managed.

Prioritised Material Matters represent the most significant sustainability issues that support EEL's strategic objectives and long-term value creation. Non-prioritised Material Matters remain important and are continuously monitored to address evolving risks and opportunities. Other Material Matters cover topics relevant to regulatory compliance, transparency, and alignment with SGX's ESG reporting requirements, which may not require urgent action.

This structured approach enables investors, customers, employees, business partners, regulators, and other stakeholders to clearly understand EEL's sustainability priorities while demonstrating the Group's commitment to balanced, transparent, and effective ESG governance.

To provide a comprehensive view of its sustainability performance, EEL maps all material matters against its four (4) core sustainability pillars: Economic, Environmental, Social, and Governance. This framework ensures that sustainability initiatives are integrated across the organisation and aligned with internationally recognised sustainability reporting practices, supporting long-term resilience and sustainable value creation.

The Sustainability Scoreboard also incorporates a dedicated Climate Change section, outlining EEL's approach to identifying, assessing, and managing climate-related risks and opportunities. It highlights the Group's mitigation and adaptation strategies, reinforcing EEL's commitment to climate resilience, regulatory compliance, and global climate objectives.

ECONOMIC SCOREBOARD

ECONOMIC PERFORMANCE

EEL is committed to delivering sustainable long-term value by integrating financial performance with responsible business practices. Strong governance oversight by the Board of Directors and the Audit Committee ensures transparency, accountability, and effective risk management, strengthening stakeholder confidence and supporting sustainable business growth.

Recognising the importance of environmental stewardship, EEL continues to incorporate sustainable practices across its logistics operations to improve operational efficiency and minimise environmental impacts. Key initiatives include optimising transportation routes, improving fuel efficiency, promoting reusable packaging materials, and maintaining compliance with applicable environmental laws and regulations throughout the logistics value chain.

Beyond regulatory compliance, EEL adopts a proactive approach to sustainability by investing in greener transportation solutions and energy-efficient technologies. These initiatives support the Group's efforts to reduce greenhouse gas emissions, enhance resource efficiency, and contribute to broader climate change mitigation objectives.

EEL also remains committed to delivering high-quality logistics solutions that meet customer expectations. The Group's logistics business in Singapore is certified to the ISO 9001:2015 Quality Management System, reflecting its commitment to consistent service quality, operational excellence, and continuous improvement. This certification reinforces customer confidence while supporting the Group's objective of maintaining high standards across its operations.

In FY2026, EEL continued to achieve positive sustainability outcomes through responsible operational practices and ongoing environmental initiatives. As stated in the Annual Report 2026, the reported revenue reflects a 12-month financial year ended 30 June 2026, compared with an 18-month financial period for FY2025. EEL remained focused on strengthening business resilience, creating long-term stakeholder value, and advancing its sustainability objectives through responsible logistics operations.

SGD ('000)	FY2026 (12 months)	FY2025 (18 months)
Total Revenue	34,027	47,467

Note: FY2026 covers 12 months, while FY2025 covers 18 months due to a change in the financial year-end. Hence, they may not be directly comparable.

For further details of financial results, please refer to the Annual Report 2026.

ENVIRONMENTAL SCOREBOARD

EEL recognises the environmental impacts associated with its operations, particularly from fuel and electricity consumption, and remains committed to minimising its environmental footprint through responsible resource management and continuous improvement. The Group integrates environmental considerations into its operations to improve efficiency, reduce emissions, and support long-term sustainable development.

As part of its environmental management framework, RichLand Logistics, a subsidiary of EEL, has successfully renewed its ISO 14001:2015 Environmental Management System certification. This internationally recognised certification demonstrates the Group's commitment to implementing effective environmental management practices, supporting reductions in GHG emissions, energy consumption, and resource utilisation while ensuring continual improvement in environmental performance.

RichLand Logistics continues to enhance fuel efficiency and reduce transport-related emissions through initiatives such as route optimisation and the adoption of electric vehicles. These efforts show the commitment to sustainable freight practices and improving the environmental performance of its logistics operations.

Through these initiatives, EEL continues to strengthen its environmental management practices, reduce the environmental impacts of its operations, and remain committed to improving resource efficiency, lowering emissions, and supporting the transition to a low-carbon and more sustainable future.

MATERIAL MATTER: ENERGY AND EMISSIONS

GHG emissions are a key indicator used to assess the environmental impact of EEL's operations and support the management of climate-related risks and opportunities. In accordance with the GHG Protocol, emissions are categorised as Scope 1 (direct emissions from sources owned or controlled by EEL) and Scope 2 (indirect emissions from purchased electricity). This classification enables the Group to monitor its emissions profile, identify improvement opportunities, and implement targeted emissions reduction initiatives. All GHG emissions are reported in metric tonnes of carbon dioxide equivalent ("**tonnes CO_2e**"), which includes carbon dioxide and other greenhouse gases, providing a standardised basis for measuring and comparing the climate impact of different greenhouse gases.

SCOPE 1

EEL recognises that Scope 1 GHG emissions primarily arise from fuel consumption in its logistics operations. The Group remains committed to improving fuel efficiency, optimising fleet performance, and reducing direct emissions to minimise its environmental footprint and support sustainable logistics.

Scope 1 emissions are mainly generated from the use of diesel, petrol, and biodiesel in company-owned and controlled vehicles and operational equipment. Given the logistics industry's energy-intensive nature, EEL continues to improve fuel efficiency through effective fleet management and operational optimisation to reduce fuel consumption and associated emissions. Emissions are calculated using recognised emission factors published by the UK Government 2025 and the National Environment Agency (Singapore) 2024, in accordance with ISO 14064-1.

The tables below present EEL's Scope 1 GHG emissions and fuel consumption for FY2026.

Scope 1 emissions (tonnes CO_2e)	FY2026 (12 months)	FY2025 (18 months)
Petrol	0.402	1.089
Diesel	2,360.540	4,051.832
Biodiesel	27.834	67.994
Total Scope 1 emissions	**2,388.776**	**4,120.914**
Scope 1 emission intensity/revenue (tonnes CO_2e/SGD'000)	**0.070**	**0.087**

ENVIRONMENTAL SCOREBOARD

Fuel Consumption (litres)	FY2026 (12 months)	FY2025 (18 months)
Petrol	172	463
Diesel	886,904	1,522,358
Biodiesel	10,827	27,059

Note: FY2026 covers 12 months, while FY2025 covers 18 months due to a change in the financial year-end. Hence, they may not be directly comparable. Also, the petrol and diesel data in FY2025 have been restated.

SCOPE 2

Scope 2 GHG emissions arise from the purchase of electricity used across EEL's logistics facilities, including corporate offices and worker dormitories. While these emissions are generated externally, EEL recognises their contribution to its overall carbon footprint and remains committed to improving energy efficiency.

The Group continues to manage its electricity usage by implementing energy-efficient technologies, promoting energy conservation among employees, and exploring opportunities to adopt renewable energy where feasible. These initiatives support EEL's efforts to reduce indirect emissions, improve operational efficiency, and strengthen its environmental performance.

Scope 2 emissions are calculated using grid emission factors published by the Energy Market Authority ("**EMA**"), which are location-based. Electricity usage is monitored in kilowatt-hours ("**kWh**"), while GHG emissions are reported in tonnes of CO_2e.

In FY2026, Scope 2 GHG emission intensity slightly increased by 0.001. The Group will remain committed to improving energy efficiency, optimising electricity consumption, and exploring opportunities to adopt renewable energy where feasible. Electricity energy usage has reduced from 487,763 kWh to 388,147 kWh in FY2026.

The tables below present EEL's Scope 2 GHG emissions and electricity usage for FY2026.

Scope 2 emissions (tonnes CO_2e)	FY2026 (12 months)	FY2025 (18 months)
Electricity	156.035	200.958
Total Scope 2 emissions	**156.035**	**200.958**
Scope 2 emission intensity/revenue (tonnes CO_2e/SGD'000)	**0.005**	**0.004**

Electricity Usage and Sources (kWh)	FY2026 (12 months)	FY2025 (18 months)
Purchased electricity	388,147	487,763
Intensity: electricity usage/revenue (kWh/SGD'000)	**11.407**	**10.276**

Note: FY2026 covers 12 months, while FY2025 covers 18 months due to a change in the financial year-end. Hence, they may not be directly comparable.

ENVIRONMENTAL SCOREBOARD

SCOPE 3

Scope 3 emissions have not been quantified for FY2026. The Group is currently assessing the availability and reliability of relevant value chain data and intends to evaluate and quantify material Scope 3 emissions in future reporting periods, where appropriate.

GHG INTENSITY

GHG emissions intensity measures GHG emissions relative to EEL's revenue and serves as a key indicator of the Group's carbon efficiency. EEL monitors this metric to evaluate environmental performance, identify improvement opportunities, and support initiatives to reduce emissions and enhance operational efficiency. The table below presents the Group's GHG emissions intensity, measured as tonnes of CO_2e per SGD'000 of revenue.

Total emissions (tonnes CO_2e)	FY2026 (12 months)	FY2025 (18 months)
Scope 1 emissions	2,388.776	4,120.914
Scope 2 emissions	156.035	200.958
Total emissions	2,544.811	4,321.872
Total emission intensity/revenue (tonnes CO_2e/SGD'000)	**0.075**	**0.091**

Note: FY2026 covers 12 months, while FY2025 covers 18 months due to a change in the financial year-end. Hence, they may not be directly comparable.

EEL's total emission intensity improved from 0.091 to 0.075 tonnes CO_2e per SGD'000 of revenue, representing a 17.58% reduction. This indicates that EEL generated revenue with lower emissions intensity during FY2026, reflecting continued efforts to improve operational efficiency and resource utilisation. The reduction in emission intensity demonstrates progress in managing the Group's environmental footprint while supporting sustainable business growth.

MATERIAL MATTER: WATER MANAGEMENT

EEL recognises the importance of responsible water management and strives to use water resources efficiently across its operations. Water for the Group's corporate office and warehouse in Singapore is supplied through the Public Utilities Board ("**PUB**") network and is primarily used to support daily operational activities.

The Group monitors its water consumption and water intensity to improve resource efficiency and identify conservation opportunities. Water consumption is measured in cubic metres ("**m^3**"), and one cubic metre equals 1,000 litres. The table below presents EEL's water consumption and water intensity per SGD'000 of revenue.

Water Usage and Sources (m^3)	FY2026 (12 months)	FY2025 (18 months)
Purchased water	749	1,639
Intensity: Water consumption/revenue (m^3/SGD'000)	**0.022**	**0.035**

Note: FY2026 covers 12 months, while FY2025 covers 18 months due to a change in the financial year-end. Hence, they may not be directly comparable.

ENVIRONMENTAL SCOREBOARD

MATERIAL MATTER: WASTE MANAGEMENT

EEL is committed to responsible waste management by minimising waste generation and ensuring that waste from the Group's operations is appropriately managed and disposed of. Waste generated primarily comprises wood waste, fibre scrap, and copper scrap, which third-party waste management vendors collect and remove in accordance with applicable environmental regulations and internal waste management practices.

The Group continues to improve resource efficiency through responsible waste management and ongoing operational improvements. Waste generation is measured in kilograms ("**kg**"), and the corresponding waste intensity per SGD'000 of revenue is presented in the table below.

Waste Generation (kg)	FY2026 (12 months)	FY2025 (18 months)
Generation	833,990	1,316,177
Intensity: Waste generation/revenue (kg/SGD'000)	**24.510**	**27.728**

Note: FY2026 covers 12 months, while FY2025 covers 18 months due to a change in the financial year-end. Hence, they may not be directly comparable. Also, the FY2025 waste data has been restated from 911,027 kg and intensity 19.193.

SOCIAL SCOREBOARD

SOCIAL DATA AND ANALYSIS

EEL is committed to fostering a diverse, inclusive, and respectful workplace where all employees are treated fairly and provided with equal opportunities. The Group upholds fair employment practices and does not tolerate discrimination based on gender, age, ethnicity, religion, or other protected characteristics. By promoting an inclusive work environment, EEL aims to attract, develop, and retain a skilled workforce that supports innovation, collaboration, and sustainable business growth.

MATERIAL MATTER: EMPLOYMENT RELATIONS

EEL is committed to fostering a positive, inclusive, and respectful workplace that supports employee well-being, engagement, and professional development. The Group upholds fair employment practices, provides competitive remuneration and benefits, and promotes equal opportunities for all employees. The Group encourages open communication between employees and management to build trust, strengthen collaboration, and maintain a positive working environment.

The Group values employee feedback and maintains appropriate channels for employees to raise concerns or share suggestions. EEL is committed to addressing workplace matters promptly and transparently while fostering a culture of mutual respect, accountability, and continuous improvement.

As at 30 June 2026, EEL employed two hundred and sixteen (216) employees (FY2025: 228), comprising twenty-five per cent (25% or 54) female (FY2025: 24% or 55) and seventy-five per cent (75% or 162) male (FY2025: 76% or 173). The increase in female workforce representation reflects EEL's continued efforts to promote workforce diversity and an inclusive working environment, supporting the Group's long-term sustainable growth, even though the headcount shifted from 228 in FY2025 to 216 in FY2026.

	Social Data	FY2026	FY2025
Diversity	Number of employees	216	228
	Number of employees with disabilities	1	1
	Percentage of employees with tertiary education (%)	81	75
	Number of foreign employees	93	104
	Number of female managers	7	6
	Female managers as a percentage of total employees (%)	3	3
	Percentage of female C-suite members (%)	0	0
Safety and Health	Total work days per week	6	6
	Total overtime hours	62,473	45,560
	Total lateness hours	0	0
	Total medical leave taken (days)	1,137	1,416
	Average paid leave taken (days)	13	23
	Total Recordable Incident Rate ("**TRIR**")	1.62	1.53
	Number of fatalities	0	0
Performance	Total training hours	3,312	1,792
	Annual training cost (SGD)	84,846	34,000

Note: FY2026 covers 12 months, while FY2025 covers 18 months due to a change in the financial year-end. Hence, they may not be directly comparable. The formula to derive TRIR is (Number of recordable injuries × 200,000)/Hours worked.

SOCIAL SCOREBOARD

MATERIAL MATTER: DIVERSITY AND EQUAL OPPORTUNITY

EEL believes that workforce diversity is fundamental to building a resilient and high-performing organisation. The Group values employees with diverse backgrounds, perspectives, skills, and experiences, recognising that an inclusive workforce enhances collaboration, innovation, and effective decision-making.

The Group is committed to providing equal opportunities throughout the employee lifecycle, including recruitment, training, career development, promotion, and succession planning. Employment decisions are based solely on merit, qualifications, experience, and performance, ensuring a fair and transparent process for all employees.

The Group assesses employee performance through a structured performance management process, including regular performance appraisals and key performance indicators ("**KPIs**"), to support employee development and align individual contributions with the Group's strategic objectives.

As at 30 June 2026, EEL employed 216 employees (FY2025: 228) from diverse nationalities and backgrounds. The Group remains committed to providing competitive remuneration and benefits, safeguarding employee health and safety, and promoting equal opportunities across all levels of the organisation.

Looking ahead, EEL will continue to strengthen its diversity and inclusion practices, foster employee well-being, and maintain a fair, safe, and inclusive workplace that supports sustainable business growth.

Diversity Data		**FY2026**			**FY2025**		
Gender		Female	Male		Female	Male	
Current employee	%	25	75		24	76	
New hires	%	22	12		35	39	
New hires	no.	12	19		19	68	
Net Separation	no.	13	30		21	83	
Employees at the start of the period	no.	55	173		57	188	
Employees at the end of the period	no.	54	162		55	173	
Net Turnover	%	24	18		38	46	
Age-based Diversity		**< 30**	**30 – 50**	**> 50**	**< 30**	**30 – 50**	**> 50**
Current employee	%	15	53	32	14	54	32
New hires	%	47	10	7	84	39	17
New hires	no.	15	11	5	27	48	12
Net Separation	no.	15	20	8	23	56	25
Employees at the start of the period	no.	32	124	72	28	132	85
Employees at the end of the period	no.	32	115	69	32	124	72
Net Turnover	%	47	17	11	77	44	32

SOCIAL SCOREBOARD

Employment		FY2026	FY2025
Net Separation	no.	43	104
Net Turnover	%	19	44
Total employees	no.	216	228

Training & Development		FY2026			FY2025		
Training hours	Hrs	344	2,968		192	1,600	
Average training hours/employee	Hrs/no.	6.4	18.3		3.4	9.3	
Overall training hours/employee	Hrs/no.	15.3			7.9		

Note: FY2026 covers 12 months, while FY2025 covers 18 months due to a change in the financial year-end. Hence, they may not be directly comparable.

MATERIAL MATTER: TRAINING AND DEVELOPMENT

The Group is committed to developing a skilled and competent workforce through continuous learning and development initiatives. During FY2026, the Group recorded 3,312 training hours, averaging 15.3 hours per employee, compared to 7.9 hours per employee in FY2025.

Training programmes covered a wide range of areas, including Health and Safety (1,752 hours), Technical Skills Development (1,304 hours), and Information Systems (160 hours). The strong emphasis on health and safety and technical competencies reflects the Group's commitment to maintaining a safe workplace and enhancing operational excellence.

Training opportunities were provided across all employee levels, including management, executives, non-executive/technical employees and general workers. The Group also promotes equal access to learning opportunities, with both male and female employees participating in training programmes throughout the year.

Through continued investment in training and development, the Group seeks to equip its employees with the skills and knowledge required to perform their roles effectively, respond to evolving business needs and contribute to the Group's sustainable growth. The Group will continue to enhance its learning and development practices in line with its workforce needs and business priorities.

Training & Development		FY2026	FY2025
Management	Hrs	656	No Data
Executive	Hrs	496	No Data
Non-Executive/Technical Employees	Hrs	64	No Data
General Workers	Hrs	2,096	No Data
Total	Hrs	3,312	No Data

Training hours by gender		Female	Male	Female	Male
Training hours	Hrs	344	2,968	192	1,600
Average training hours/employee	Hrs/no.	6.4	18.3	3.4	9.3
Overall training hours/employee	Hrs/no.	15.3		7.9	

Note: FY2026 covers 12 months, while FY2025 covers 18 months due to a change in the financial year-end. Hence, they may not be directly comparable.

SOCIAL SCOREBOARD

Below are various training programmes conducted in FY2026.

Training Category	Training Hours
	FY2026
Compliance and Regulatory	64
Financial Management	16
Health and Safety	1,752
Information Systems	160
Orientation	16
Technical Skills Development	1,304
Total	3,312

MATERIAL MATTER: OCCUPATIONAL HEALTH AND SAFETY

EEL is committed to providing a safe, healthy, and supportive workplace for all employees, recognising that occupational health and safety ("**OHS**") is fundamental to operational excellence and long-term business sustainability. The Group continuously strengthens its safety management practices to minimise workplace risks, prevent work-related injuries, and promote a strong safety culture across its operations.

EEL has established OHS policies and procedures that guide employees and contractors in maintaining a safe working environment. EEL conducts regular risk assessments, workplace inspections, and safety briefings to identify potential hazards and ensure compliance with applicable health and safety regulations.

RichLand Logistics has renewed its ISO 45001:2018 certification in OHS Management Systems, and EEL has also attained bizSAFE STAR (Level 5), demonstrating the Group's commitment to effective workplace safety management.

The Group recorded four (4) work-related injuries in FY2026, compared with four (4) injuries recorded over the previous 18-month period in FY2025. All were classified as minor incidents, with zero fatalities. EEL investigated each incident, identified the root causes, and implemented appropriate corrective and preventive measures to minimise the likelihood of recurrence.

To reinforce workplace safety, employees receive mandatory safety induction and job-specific training, including the proper use of personal protective equipment and adherence to safe work procedures. Toolbox meetings and regular safety communications further promote hazard awareness, encourage employee participation, and support continuous improvement in safety performance.

EEL remains committed to strengthening its occupational health and safety practices by fostering a proactive safety culture, reducing workplace risks, and safeguarding employee well-being. The Group continues to work to maintain a safe workplace and achieve zero workplace fatalities.

SOCIAL SCOREBOARD

Workplace Safety and Health Risk	Number	
	FY2026 (12 months)	FY2025 (18 months)
Fatalities as a result of work-related injury	0	0
High-consequence work-related injuries (Excluding fatalities)	0	0
Recordable work-related injuries	4	4
Fatalities as a result of work-related ill health	0	0
Recordable work-related ill health	0	0
Number of employees trained on health and safety standards	31	218
Lost time incident rate	0	0

PRIORITISED MATERIAL MATTER: CUSTOMER PRIVACY

EEL is committed to protecting the privacy and confidentiality of personal data entrusted by stakeholders, including employees, customers, suppliers, business partners, and trainees. EEL maintains a comprehensive data privacy framework to ensure that personal information is collected, processed, stored, and managed responsibly in accordance with applicable data protection requirements and industry best practices.

Data privacy and cybersecurity are embedded in its governance framework and communicated to all employees through the Group's Code of Conduct during onboarding. To strengthen awareness and accountability, the Group provides periodic data protection and cybersecurity training, complemented by simulated phishing exercises to assess employee readiness and reinforce secure digital practices. These initiatives foster a strong culture of information security and support the responsible handling of confidential data across the organisation.

EEL continuously reviews and enhances its privacy management practices to remain aligned with evolving regulatory requirements and emerging cybersecurity risks. By maintaining robust data protection controls, EEL safeguards stakeholder information, strengthens trust, and demonstrates its commitment to responsible corporate governance and sustainable business operations.

Data Privacy and Security	FY2026 (12 months)	FY2025 (18 months)
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0

GOVERNANCE SCOREBOARD

GOVERNANCE DATA AND ANALYSIS

EEL recognises strong corporate governance as the foundation of sustainable business practices and long-term value creation. As a core component of the ESG framework, effective governance enables responsible decision-making, strengthens accountability, and supports the successful integration of environmental and social priorities across the organisation.

Clear oversight, robust policies, and a strong commitment to ethical business conduct underpin its governance framework. Governance responsibilities extend from the Board of Directors to all levels of the organisation, ensuring that accountability and integrity are embedded in day-to-day operations. The Board, comprising a majority of Independent Non-Executive Directors, is supported by the Audit Committee, Nominating Committee, and Remuneration Committee to provide effective oversight, promote independent judgement, and uphold high standards of corporate governance.

EEL maintains clear separation between the roles of Chairman and Executive Director to support transparency, accountability and effective governance. Independent Non-Executive Directors represented 60% of the Board in both FY2026 and FY2025. EEL continues to uphold sound governance practices to support objective decision-making, effective risk management and sustainable long-term growth.

Board Diversity	FY2026		FY2025	
	Number	%	Number	%
Independent Non-Executive Directors	3	60	3	60
Executive Director	1	20	1	20
Non-Independent Non-Executive Director	1	20	1	20
Foreign Independent Non-Executive Director	0	N.M.*	0	N.M.*
Foreign Executive Director	0	N.M.*	0	N.M.*
Foreign Non-Independent Non-Executive Director	0	N.M.*	0	N.M.*
< 30 years old	0	N.M.*	0	N.M.*
30 – 50 years old	2	40	2	40
> 50 years old	3	60	3	60
Male	4	80	4	80
Female	1	20	1	20
PhD	0	N.M.*	0	N.M.*
Master's Degree	1	20	1	20
Bachelor's Degree	3	60	3	60
Other	1	20	1	20

* *Not meaningful*

GOVERNANCE SCOREBOARD

MATERIAL MATTER: ANTI-CORRUPTION

EEL upholds the highest standards of integrity, transparency, and ethical business conduct in all aspects of its operations. The Group maintains a zero-tolerance approach towards bribery and corruption and is committed to fostering a culture of accountability, fairness, and compliance throughout the organisation. All employees, directors, and business partners are expected to conduct business ethically and comply with applicable laws, regulations, and internal governance policies.

To reinforce ethical business practices, EEL has established a comprehensive Anti-Bribery and Corruption Policy together with a Whistleblowing Policy, which provide clear guidance on reporting suspected misconduct, unethical behaviour, fraud, or regulatory breaches. These policies promote responsible reporting while ensuring that concerns are managed confidentially, fairly, and without fear of retaliation.

A dedicated whistleblowing channel has been established through ethics.committee@enecoenergy.com, with access restricted exclusively to the Ethics Committee ("**EC**"). Reports may also be submitted in writing to the Company's registered office and addressed directly to the EC. The EC independently assesses all reported concerns and, where appropriate, escalates them to the Audit Committee for further review and appropriate action. This structured governance process supports transparency, safeguards confidentiality, and reinforces the integrity of the Company's reporting framework. Further information on the whistleblowing procedures and governance oversight is available in the Corporate Governance Report.

EEL encourages employees, suppliers, contractors, business partners, and other stakeholders to report any suspected unethical, unlawful, or fraudulent conduct through the established reporting channels. By providing a secure and confidential mechanism for raising concerns, the Group strengthens its governance framework and promotes a culture of ethical behaviour across its operations.

EEL's governance measures remain effective, with no incidents of corruption and no whistleblowing cases reported during FY2026 (FY2025: 0). EEL remains committed to maintaining a zero-incident record while continuously strengthening its governance practices, enhancing employee awareness of anti-bribery through policy communication and anti-bribery and corruption training, which was conducted for all employees in October 2026, after the financial year-end, and fostering an ethical corporate culture that supports long-term sustainable growth.

CLIMATE CHANGE AND TARGETS

CLIMATE GOVERNANCE

EEL recognises climate change as a key sustainability issue and integrates climate-related risks and opportunities into its enterprise risk management framework. The Board of Directors oversees climate-related matters, while Senior Management implements strategies, monitors risks, and drives continuous improvement.

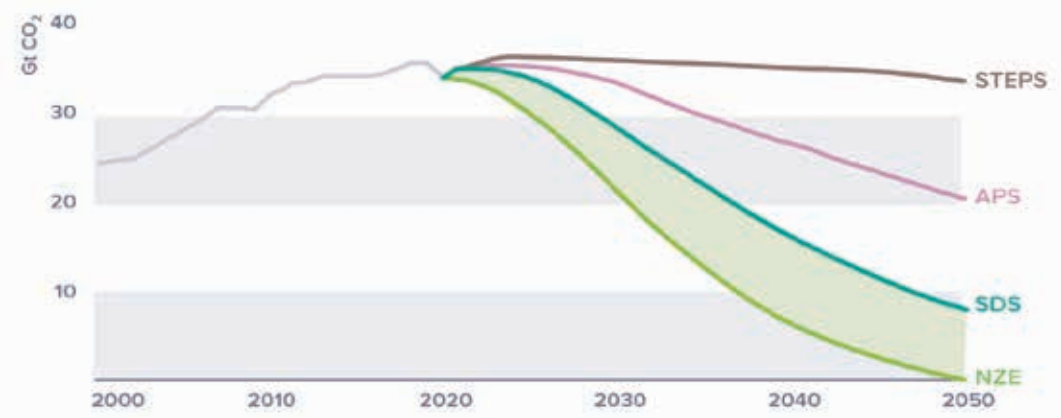
Through regular risk assessments and reviews, EEL strengthens organisational resilience, promotes accountability, and ensures climate-related considerations are incorporated into business decision-making. Further details are available in the Governance Structure section on pages 13–14.

STRATEGY TO COMBAT CLIMATE CHANGE

Climate change presents both risks and opportunities that may affect the Group's operations and long-term business resilience. EEL is progressively strengthening its climate management approach by integrating climate-related considerations into its business strategy and risk management processes.

In line with the requirements of International Financial Reporting Standards ("**IFRS**") S2 Climate-related Disclosures, which incorporates the recommendations of the Task Force on Climate-related Financial Disclosures ("**TCFD**"), EEL has begun assessing climate-related risks and opportunities relevant to its operations. EEL is adopting a phased approach to enhance its climate-related disclosures and align with evolving regulatory expectations and recognised reporting frameworks.

EEL's strategy focuses on enhancing resilience under different climate scenarios while supporting global efforts to limit temperature rise to 2°C or below. By assessing both physical and transition risks, EEL aims to strengthen business continuity, improve operational resilience, and support long-term sustainable growth.



Notes:

- **STEPS:** Stated Policies Scenario (current policies continue).
- **APS:** Announced Pledges Scenario (countries implement their climate pledges).
- **SDS:** Sustainable Development Scenario (aligned with well below 2°C Paris Agreement goals).
- **NZE:** Net Zero Emissions by 2050 Scenario (aligned with limiting warming to 1.5°C).

The graph compares global carbon dioxide emissions under four climate scenarios from 2000 to 2050. It demonstrates that stronger climate policies and accelerated decarbonisation efforts lead to steeper emissions reductions, highlighting the importance of energy efficiency, renewable energy adoption, and low-carbon technologies in achieving long-term climate goals. EEL uses STEPS and SDS for climate change scenario planning and risk assessment, as shown on pages 30 to 31, where STEPS is set as the baseline climate scenario for EEL, while SDS aligns with climate change below the 2°C Paris Agreement goals that EEL is committed to.

CLIMATE CHANGE AND TARGETS

RESULTS OF RISK MANAGEMENT

EEL adopts a proactive approach to risk management by integrating sustainability considerations into its enterprise risk management framework. The Group systematically identifies, assesses, and manages ESG-related risks and opportunities to strengthen business resilience, support long-term value creation, and enhance stakeholder confidence. The Group's approach aligns with the UN SDGs, with priority sustainability-related material matters incorporated into its risk management processes. This section outlines the Group's key climate-related risks, associated financial and operational impacts, and the mitigation strategies implemented to manage these risks. The assessment considers both financial materiality (outside-in) and impact materiality (inside-out), having regard to IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2. The Group's climate-related disclosures are being developed progressively, in line with the phased implementation timetable set by SGX-ST for issuers in the Group's category. For FY2026, the Group reports Scope 1 and Scope 2 emissions; Scope 3 and the fuller IFRS S2 disclosures, including quantitative scenario analysis, will follow in subsequent reporting periods. The next table presents the results of the Climate Scenario and Climate-Related Risk Assessment.

CLIMATE SCENARIO AND CLIMATE-RELATED RISK ASSESSMENT

Material Matters	IFRS Sustainability Disclosure Standards Perspective		GRI Perspective		Policy	Pillars	UN SDGs
	Risk/Financial Impact	Opportunity/Strategy	Financial Materiality (Outside-in)	Impact Materiality (Inside-out)			
Energy Management	**Risk:** Inefficient fleet operations may increase energy consumption, operating costs, and compliance risks. **Risk Profile:** Type: Entity's strategy and decision-making. Likelihood: High Impact: High **Climate Scenario** **SDS** **Scenario < 2°C**  **STEPS**  **Financial Impact:** *Ineffective energy management may increase operating costs, reduce operational efficiency, and expose the Group to regulatory and reputational risks. Effective energy management initiatives can deliver cost savings, improve energy efficiency, and support sustainable business growth.	**Opportunity:** Energy-efficient vehicles, route optimisation, and renewable energy adoption can reduce costs, improve efficiency, and lower emissions. **Response/Strategy:** Improve fleet efficiency and optimise energy use through technology and renewable energy initiatives.	Refer to *	The Group's energy consumption influences greenhouse gas emissions, resource efficiency, and climate change impacts. Strengthening energy management reduces emissions, improves energy efficiency, and supports responsible resource use across operations.	Climate Change Policy	Environmental	

CLIMATE CHANGE AND TARGETS

Material Matters	IFRS Sustainability Disclosure Standards Perspective		GRI Perspective		Policy	Pillars	UN SDGs
	Risk/Financial Impact	Opportunity/Strategy	Financial Materiality (Outside-in)	Impact Materiality (Inside-out)			
Emissions Management	**Risk:** High GHG emissions may result in regulatory costs, reputational impacts, and increased stakeholder scrutiny. **Risk Profile:** Type: Entity's strategy and decision-making. Likelihood: High Impact: High **Climate Scenario** **SDS** **Scenario < 2°C** 2020 2030 2040 2050 **STEPS** 2020 2030 2040 2050 **Financial Impact:** *Poor emissions management may result in higher compliance and operating costs, increased carbon-related risks, and reputational impacts. Strong emissions reduction initiatives can improve efficiency, reduce emissions, and support sustainable business growth.	**Opportunity:** Emissions reduction can lower costs, improve efficiency, and strengthen access to sustainable financing. **Response/Strategy:** Strengthen GHG emissions management through regular emissions monitoring, energy efficiency measures, and initiatives to reduce carbon footprint.	Refer to *	The Group's GHG emissions influence climate change and environmental sustainability. Effective emissions management contributes to emissions reduction, improved environmental performance, regulatory compliance, and achieving the Group's climate commitments.	Climate Change Policy	Environmental	13 14 15

CLIMATE CHANGE AND TARGETS

TARGET AND SUSTAINABILITY PERFORMANCE

EEL is committed to measuring and enhancing its sustainability performance through clear targets, transparent reporting, and continuous improvement. Guided by the GRI Standards, the sustainability framework enables EEL to monitor ESG performance using internationally recognised reporting principles.

EEL also establishes measurable sustainability targets and regularly tracks progress to evaluate performance and identify opportunities for improvement. EEL monitors key ESG indicators, including two (2) climate action targets, resource efficiency, and emissions. With four (4) sustainability targets related to employee well-being and employment, OHS, anti-bribery, and customer privacy, EEL strengthens decision-making and supports the achievement of its long-term sustainability objectives.

Transparent disclosure of its sustainability performance enables stakeholders, including investors, customers, employees, suppliers, regulators, and local communities, to better understand the Group's ESG priorities, progress, and impacts. This approach promotes accountability, fosters stakeholder trust, and supports informed engagement.

Beyond meeting reporting requirements, EEL views the GRI Standards as a strategic framework for integrating sustainability into its business operations. By continuously reviewing the targets and performance, EEL enhances organisational resilience, creates long-term value for stakeholders, and contributes to sustainable economic, environmental, and social development.

Pillars	Material Matters	Perpetual Target			Performance	
		Short-term (FY2027)	Medium-term (FY2028-2030)	Long-term (≥FY2031)	FY2026	FY2025
Environmental	1: Energy management	Net-zero carbon based on energy and emissions management*			Intensity	Intensity
	2: Emissions management	Net-zero carbon based on energy and emissions management*			Intensity	Intensity
Social	3: Employment relations	Zero incidents of employee relations crisis			Met Zero Incidents	Met Zero Incidents
	4: Occupational health and safety (OHS)	Zero high-consequence work-related injuries			Met Zero Injuries	Met Zero Injuries
	5: Customer privacy	Zero complaints			Met Zero Complaints	Met Zero Complaints
Governance	6: Anti-corruption	Zero complaints			Met Zero Complaints	Met Zero Complaints

** EEL completed a qualitative climate scenario risk assessment in FY2026 (refer to pages 30–31) and is committed to setting a net-zero target in the subsequent financial year.*

GRI CONTENT INDEX

GRI provides a comprehensive framework for sustainability reporting, outlining guidance on report content and relevant indicators. Recognised globally as the most widely adopted standard, this GRI content index for FY2026 follows the latest GRI Universal Standards 2021, including references to GRI 1: Foundation 2021. Eneco Energy Limited has reported the information cited in this GRI content index for the period 1 July 2025 to 30 June 2026 with reference to the GRI Standards.

GRI STANDARD	UNIT	DISCLOSURE	TOPICS	LOCATION
GRI 2: General Disclosures 2021	**2-1**	Organisational details	Who We Are	4
	2-2	Entities included in the organisation's sustainability reporting	Who We Are	4
	2-3	Reporting period, frequency and contact point	Key Frameworks Applied and Scope of the Report	2
			Feedback	
	2-4	Restatements of information	Scope 1 & Material Matter: Waste Management	18 & 20
	2-6	Activities, value chain and other business relationships	Who We Are	4
	2-7	Employees	Material Matter: Employment Relations	21
	2-9	Governance structure and composition	Governance Data and Analysis	26
	2-10	Nomination and selection of the highest governance body	Annual Report	
	2-11	Chair of the highest governance body	Governance Structure	13
	2-12	Role of the highest governance body in overseeing the management of impacts		
	2-13	Delegation of responsibility for managing impacts		
	2-14	Role of the highest governance body in sustainability reporting		
	2-15	Conflicts of interest	Material Matter: Anti-Corruption	27
	2-16	Communication of critical concerns	Engagement: Stakeholders	12
	2-17	Collective knowledge of the highest governance body	Governance Structure	13

GRI CONTENT INDEX

GRI STANDARD	UNIT	DISCLOSURE	TOPICS	LOCATION
	2-18	Evaluation of the performance of the highest governance body	Annual Report	
	2-19	Remuneration policies		
	2-20	Process to determine remuneration		
	2-21	Annual total compensation ratio		
	2-22	Statement on sustainable development strategy	Sustainability Strategy	5
	2-23	Policy commitments	Governance Scoreboard	26
	2-24	Embedding policy commitments		
	2-26	Mechanisms for seeking advice and raising concerns	Feedback	2
	2-29	Approach to stakeholder engagement	Engagement: Stakeholders	12
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Methodology	6
	3-2	List of material topics	Identification: Materiality Assessment	7
	3-3	Management of material topics	Verification: Material Matters	8
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Economic Performance	16
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Material Matter: Anti-Corruption	27
	205-2	Communication and training about anti-corruption policies and procedures		
	205-3	Confirmed incidents of corruption and actions taken		
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Material Matter: Energy and Emissions	17
	302-3	Energy intensity		
GRI 303: Water and Effluents 2018	303-5	Water consumption	Material Matter: Water Management	19
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Material Matter: Energy and Emissions	17
	305-2	Energy indirect (Scope 2) GHG emissions		
	305-4	GHG emissions intensity		
GRI 306: Waste 2020	306-3	Waste generated	Material Matter: Waste Management	20

GRI CONTENT INDEX

GRI STANDARD	UNIT	DISCLOSURE	TOPICS	LOCATION
GRI 401: Employment 2016	**401-1**	New employee hires and employee turnover	Material Matter: Diversity and Equal Opportunity	22
GRI 403: Occupational Health and Safety 2018	**403-1**	OHS management system	Material Matter: Occupational Health and Safety	24
	403-4	Worker participation, consultation, and communication on occupational health and safety		
GRI 404: Training and Education 2016	**404-1**	Average hours of training per year per employee	Material Matter: Training and Development	23
GRI 405: Diversity and Equal Opportunity 2016	**405-1**	Diversity of governance bodies and employees	Material Matter: Diversity and Equal Opportunity	22
GRI 418: Customer Privacy 2016	**418-1**	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Prioritised Material Matter: Customer Privacy	25

SGX'S CORE ESG METRICS INDEX

PILLAR	TOPIC	METRIC	UNIT	FRAMEWORK ALIGNMENT	LOCATION
Environmental	Greenhouse Gas Emissions ("**GHG**")	Absolute emissions by (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	tonnes CO_2e	GRI 305-1, GRI 305-2, TCFD, Sustainability Accounting Standards Board ("**SASB**") 110, World Economic Forum ("**WEF**") core metrics	17-19
		Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	tonnes CO_2e/ organisation-specific metrics	GRI 305-4, TCFD, SASB 110	17-19
	Energy Consumption	Total energy consumption	kWh or GJ	GRI 302-1, TCFD, SASB 130	18
		Energy consumption intensity	kWh or GJ/ organisation-specific metrics	GRI 302-3, TCFD	18
	Water Consumption	Total water consumption	ML or m^3	GRI 303-5, SASB 140, TCFD, WEF core metrics	19
		Water consumption intensity	ML or m^3/ organisation-specific metrics	TCFD, SASB IF-RE-140a.1	19
	Waste Generation	Total waste generated	kg	GRI 306-3, SASB 150, TCFD, WEF expanded metrics	20

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PILLAR	TOPIC	METRIC	UNIT	FRAMEWORK ALIGNMENT	LOCATION
Social	Gender Diversity	Current employees by gender	Percentage (%)	GRI 405-1, SASB 330, WEF core metrics	22
		New hires and turnover by gender	Percentage (%)	GRI 401-1, WEF core metrics	22
	Age-Based Diversity	Current employees by age groups	Percentage (%)	GRI 405-1, WEF core metrics	22
		New hires and turnover by age groups	Percentage (%)	GRI 401-1, WEF core metrics	22
	Employment	Total turnover	Number and Percentage (%)	GRI 401-1, SASB 310, WEF core metrics	23
		Total number of employees	Number	GRI 2-7	21
	Training & Development	Average training hours per employee	Hours/No. of employees	GRI 404-1, WEF core metrics	23
		Average training hours per employee by gender metrics	Hours/No. of employees	GRI 404-1, WEF core metrics	23
	Occupational Health & Safety	Fatalities	Number	GRI 403-9, WEF core metrics	25
		High-consequence injuries	Number		25
		Recordable injuries	Number		25
		Recordable work-related ill health cases	Number		25
	Board Composition	Board independence	Percentage (%)	GRI 2-9, WEF core metrics	26

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PILLAR	TOPIC	METRIC	UNIT	FRAMEWORK ALIGNMENT	LOCATION
Governance	Board Composition Management Diversity	Women on the Board	Percentage (%)	GRI 2-9, GRI 405-1, WEF core metrics	26
Governance	Board Composition Management Diversity Ethical Behaviour	Women in the management team	Percentage (%)	GRI 2-9, GRI 405-1, WEF core metrics, SASB 330	21
		Anti-corruption disclosures	Discussion and number of standards	GRI 205-1, GRI 205-2 and GRI 205-3	27
	Ethical Behaviour Certifications	Anti-corruption training for employees	Number and Percentage (%) – training conducted for all employees in October 2026, after the financial year-end	GRI 205-2, WEF core metrics	27
	Ethical Behaviour Certifications Alignment with Frameworks	List of relevant certifications	List	Commonly reported metric by SGX issuers	Secure Trade Partnership, ISO 9001, ISO 14001, ISO 45001 and bizSAFE STAR
		Alignment with frameworks and disclosure practices	GRI/TCFD/SASB/ SDGs/others	SGX-ST Listing Rules (Mainboard) 711A and 711B, relevant Practice Note	GRI
	Assurance	Assurance of sustainability report	Internal/External/ None	SGX-ST Listing Rules (Mainboard) 711A and 711B, relevant Practice Note	Internal



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