



**AnAn International Limited**  
(Incorporated in Bermuda)  
(Company Registration No. 35733)

# **SUSTAINABILITY REPORT**

# **2025**



## Contents

|                                                                                |    |
|--------------------------------------------------------------------------------|----|
| <b>1. Message from the Board</b> .....                                         | 1  |
| <b>2. Corporate Profile</b> .....                                              | 4  |
| <b>3. Overview of Sustainability Report 2025</b> .....                         | 6  |
| <b>4. Steering Sustainability Board-level integration and leadership</b> ..... | 11 |
| <b>5. Policies and Practices</b> .....                                         | 14 |
| <b>6. Climate-Related Risks and Opportunities</b> .....                        | 16 |
| <b>7. Stakeholder inclusiveness</b> .....                                      | 19 |
| <b>8. Materiality Assessment</b> .....                                         | 22 |
| <b>9. Responsible Business Practices</b> .....                                 | 26 |
| <b>APPENDIX</b> .....                                                          | 55 |
| <b>IFRS CONTENT INDEX (1)</b> .....                                            | 55 |
| <b>IFRS S2 CONTENT INDEX</b> .....                                             | 55 |
| <b>GRI CONTENT INDEX</b> .....                                                 | 56 |

# **AnAn International Limited** **Sustainability Report 2025**

## **1. Message from the Board**

[GRI -2-22]

### **Dear Stakeholders**

#### **1.1. For Financial Year 2025**

The Board of Directors (“the Board”) of AnAn International Limited (“AnAn” or “the Group”) recognises that sustainability considerations are integral to long-term value creation, capital allocation decisions, and effective risk management.

As an energy investment holding company with operations spanning Europe and Asia, the Group is exposed to evolving environmental, social and governance (“ESG”) risks, including climate transition risk, regulatory developments and stakeholder expectations. The Board acknowledges its responsibility to ensure that these risks and opportunities are appropriately identified, assessed and managed within the Group’s overall governance and control framework.

#### **1.2. Transition to ISSB Standards (IFRS S1 & S2)**

FY2025 represents the Group’s initial year of adoption of the International Sustainability Standards Board (“ISSB”) Sustainability Disclosure Standards, namely:

- IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information
- IFRS S2 – Climate-related Disclosures

This transition reflects the Group’s commitment to enhancing the **decision-usefulness, comparability and transparency** of sustainability-related disclosures for investors and stakeholders.

During the financial year, the Group has undertaken the following key initiatives:

- Strengthened sustainability governance and internal reporting structures;
- Enhanced environmental data collection processes across operational entities;
- Improved internal methodologies for the measurement of sustainability metrics; and
- Initiated alignment of climate-related disclosures with the IFRS S2 structure, including governance, strategy, risk management, and metrics and targets.

In parallel, the Group continues to align its sustainability disclosures with the **Global Reporting Initiative (“GRI”) Standards**, including the application of **double materiality principles** and relevant **Minimum Mandatory Disclosure Requirements**, to ensure that both financial and impact-related sustainability matters are appropriately identified, assessed and disclosed.

### 1.3. Data Maturity and Methodological Limitations

The Board emphasises that FY2025 represents a **data maturity transition phase**, rather than a fully stabilised reporting year.

During the financial year, the Group has made progress in enhancing its sustainability data collection and reporting processes. However, the Board acknowledges that the Group's ESG data management framework is still evolving.

Key limitations include:

- Ongoing refinement of data collection methodologies across subsidiaries;
- Partial reliance on estimates and proxy data for certain ESG indicators;
- Incomplete data coverage for selected environmental metrics, including electricity and water consumption in certain operations; and
- Limited historical comparability arising from changes in data collection methodologies and measurement approaches.

Accordingly, **year-on-year comparisons should be interpreted with caution**, particularly where prior year data was derived using estimation-based approaches that differ from current methodologies.

The Board further notes that certain systems, processes and methodologies remain under development. As such, the Group will continue to:

- strengthen data governance and internal control mechanisms;
- improve system integration and standardisation of data collection processes; and

- enhance the completeness, accuracy and consistency of ESG data across its operations.

These ongoing improvements are intended to support more robust, reliable and decision-useful sustainability disclosures in future reporting periods.

### 1.4. External Assurance

For FY2025, the sustainability disclosures have **not been subjected to external independent assurance**.

The Board has taken the view that establishing **robust internal data governance, documentation and control processes** is a necessary prerequisite before obtaining external assurance.

The Group intends to:

- progressively strengthen internal controls over ESG data; and
- consider external limited assurance in future reporting cycles, subject to data maturity and readiness.

## 1.5. Commitment to Continuous Improvement

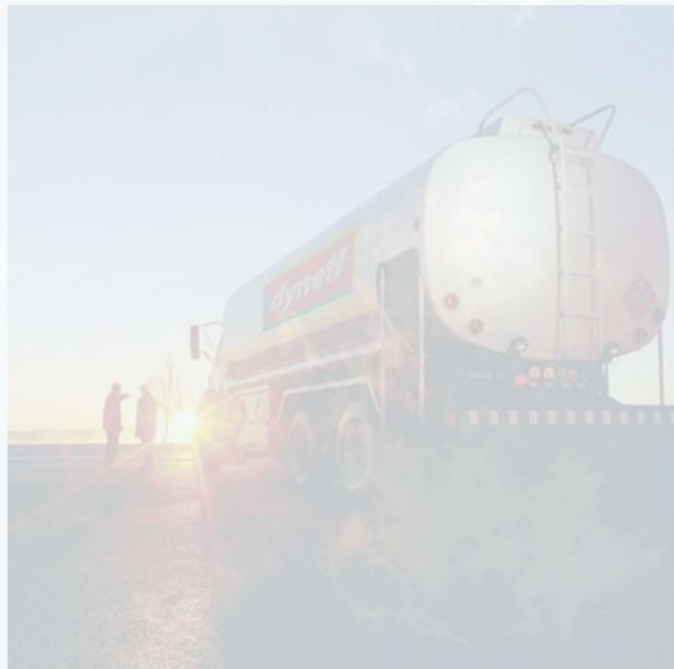
The Board remains committed to:

- strengthening sustainability governance and oversight;
- improving the quality, consistency and reliability of ESG disclosures;
- aligning with evolving regulatory expectations, including ISSB and regional requirements; and
- managing sustainability-related risks and opportunities in the context of the global energy transition.

The Board believes that continued enhancement of sustainability practices and disclosures will position the Group to navigate structural changes in the energy sector while delivering sustainable long-term value to shareholders and stakeholders.

**On behalf of the Board of Directors**

**Zang Jian Jun**  
**Executive Chairman**



## 2. Corporate Profile

[GRI-2-1, 2-6]

AnAn International Limited (“AnAn” or the “Company”) is an investment holding company, listed on the Main Board of the Singapore Exchange (stock code: Y35), with a primary focus on the energy sector. Through its subsidiaries and strategic investments, the Group is engaged in the distribution, storage and transportation of energy products, with operations spanning Europe and Asia.

### DYNEFF SAS



The Group’s principal operating subsidiary, Dyneff SAS (“Dyneff”), is an established independent fuel distributor headquartered in France, with business operations across France and Spain. With over six decades of operating experience, Dyneff manages an integrated energy logistics and distribution network comprising retail petrol stations, commercial distribution centres, storage depots and transportation activities.

The Group’s logistics infrastructure includes strategically located storage facilities at key Mediterranean and Atlantic ports, with an aggregate storage capacity of approximately 300,000 cubic metres. This infrastructure supports the Group’s ability to manage supply chain efficiency, maintain product availability and respond to market demand across its operating regions.

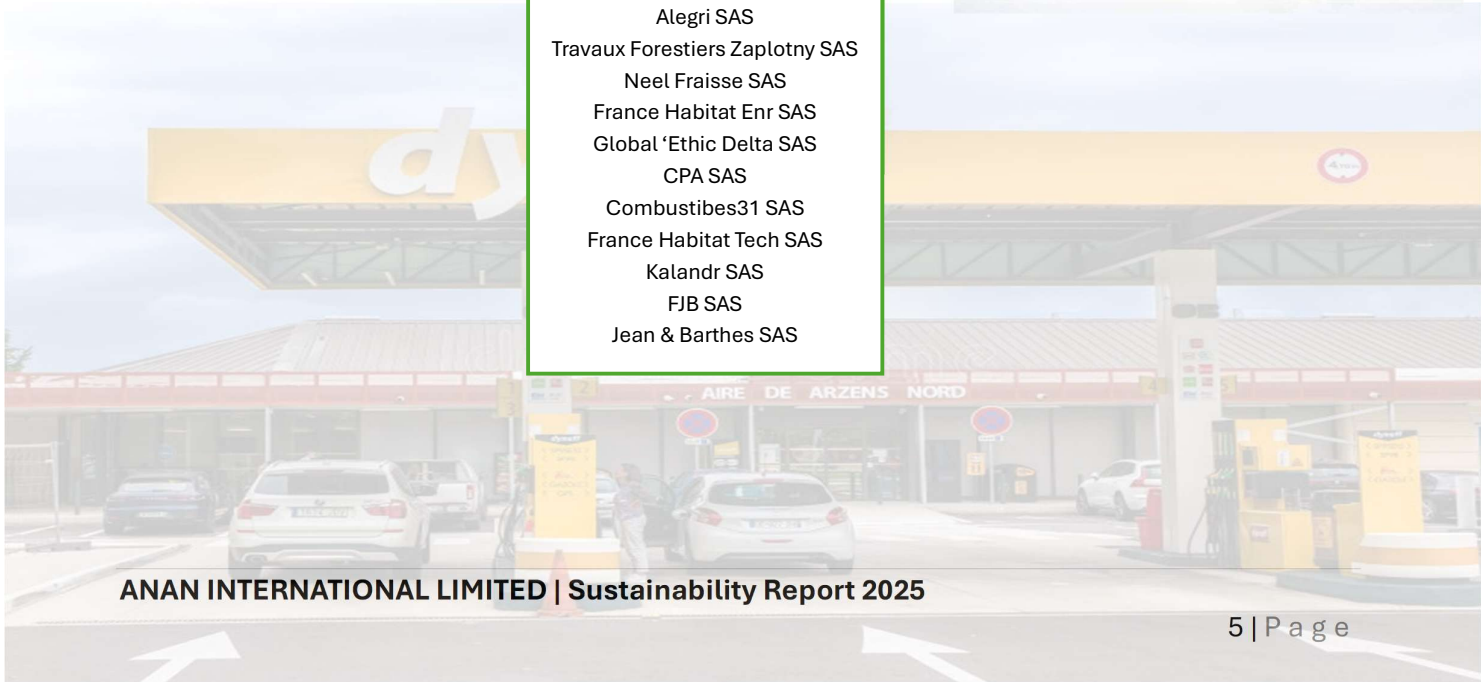
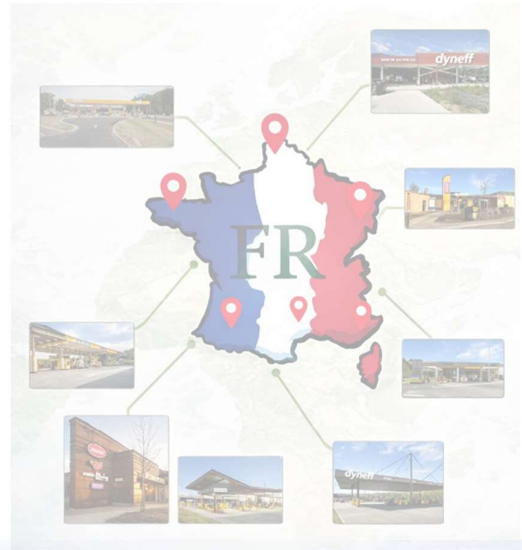
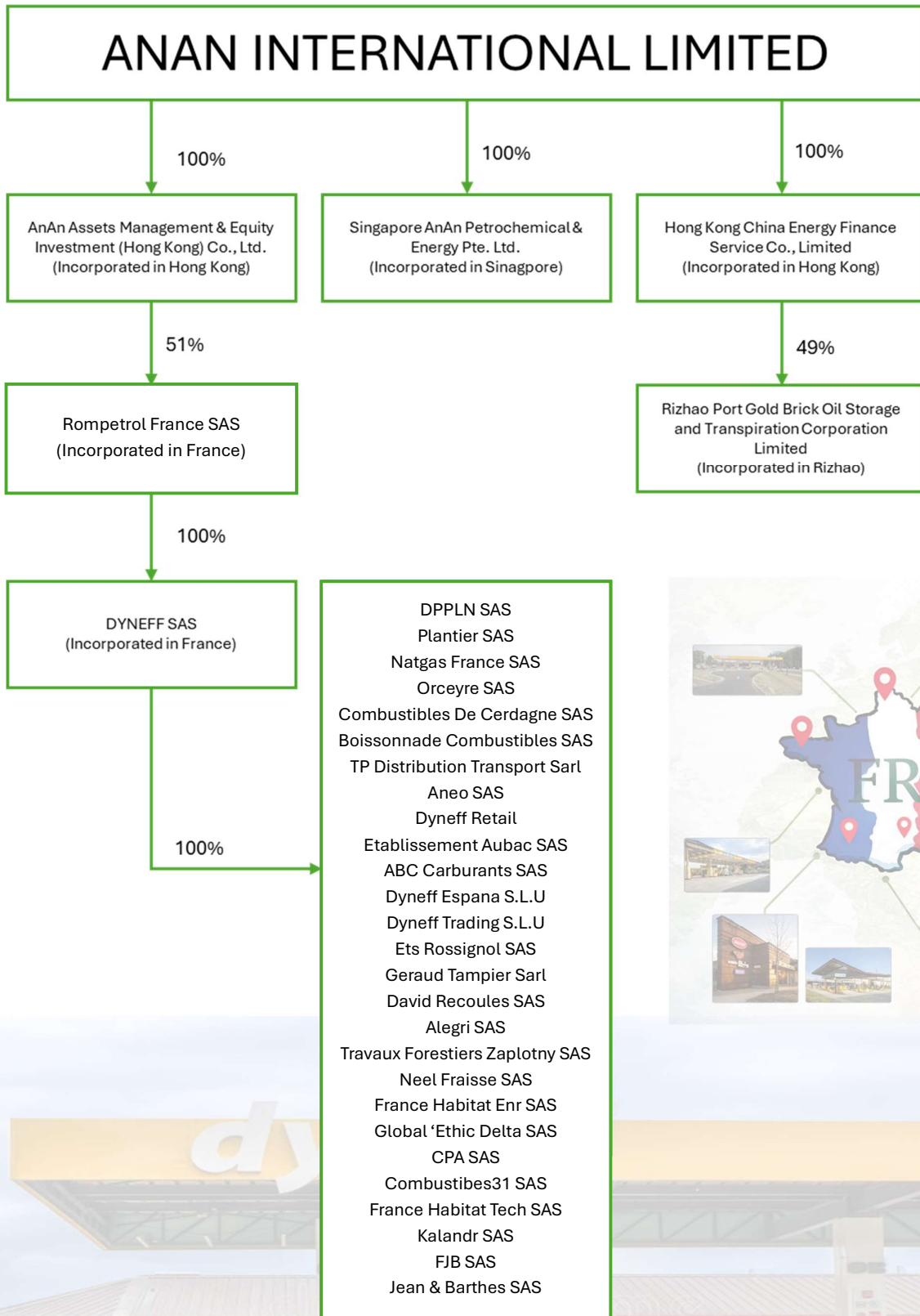
Through its distribution network, the Group supplies a range of energy products and

services, including gasoline, diesel, heating oil, non-road fuels and natural gas. These products are delivered through multiple channels, including retail networks, commercial and industrial customers, and wholesale trading activities.

In addition to its European operations, the Group maintains interests in oil storage and transportation activities in China. These operations contribute to the Group’s regional diversification while also introducing varying regulatory, operational and sustainability considerations across jurisdictions.

AnAn recognises that, as an energy-focused group, its operations are exposed to evolving sustainability-related risks and opportunities, including climate transition risks, regulatory developments and shifts in energy demand. The Group continues to monitor these developments and assess their potential implications on its operations and long-term strategy, while maintaining a disciplined focus on operational reliability, safety, compliance and prudent investment.

## 2.1. Group Structure



### 3. Overview of Sustainability Report 2025

[GRI 2-2, 2-3, 2-4, 2-6, 2-14]

#### 3.1. Key Business

##### Investment in Energy Industry

- Primarily focused on investment efforts in the energy industry, with a focus on the extension of its assets in the mid and downstream areas.
- This includes acquisition of and investment in terminals, distribution channels, logistics and critical storage facilities.
- The Company will evaluate investment opportunities in new energy projects in Europe and China.

#### 3.2. Scope of Sustainability Reporting

This Sustainability Report presents the environmental, social and governance (“ESG”) performance of AnAn International Limited (“AnAn” or “the Group”) for the financial year ended 31 December 2025.

The scope of reporting is consistent with FY2024 unless otherwise stated and includes:

- Investment holding activities at Group level;
- Oil distribution operations under Dyneff in France (with Spain operations excluded from GHG emission reporting, while selected workforce and water data have been incorporated in FY2025 following improved data availability); and
- Oil storage and transportation activities in China.

In FY2025, the Group closed its Montpellier MIN gas station while acquiring the Vironvay and Limoges gas stations. As a result, the total number of gas stations owned by the Group stood at 57 as at the end of FY2025.

Given the increasing complexity of ownership structures and shareholding arrangements across the network, the Group will establish a comprehensive and standardised listing of gas stations in future reporting periods to enhance transparency and reporting accuracy.

For Environmental, Health and Safety (“EHS”) data, the reporting boundary primarily covers **wholly owned and operationally controlled assets in France**, including:

- Owned petrol stations;
- Primary and secondary oil depots;
- Commercial centres;
- Transportation activities using owned fleet; and
- Head office and operational offices

The following are **excluded** from the reporting scope:

- Dealer-owned dealer-operated (DODO) petrol stations;
- Partially owned depots;
- Subcontracted logistics and transportation activities;
- Leased facilities not under operational control;
- Certain international operations where data availability remains limited; and
- All Dyneff operations in Spain, as these are currently excluded from quantitative EHS and social data reporting due to data availability and system limitations.

## Sustainability Reporting Framework

[GRI 2-4]

This Sustainability Report has been prepared with reference to the following reporting frameworks and guidance:

- **Global Reporting Initiative (“GRI”) Standards;**
- **Singapore Exchange Securities Trading Limited (“SGX-ST”) Listing Rules,** including sustainability reporting requirements;
- **Task Force on Climate-related Financial Disclosures (“TCFD”) recommendations,** as applied in prior reporting periods (now part of IFRS S1 & S2); and
- **International Sustainability Standards Board (“ISSB”) Sustainability Disclosure Standards,** namely **IFRS S1** and **IFRS S2**, as part of the Group’s transition towards enhanced sustainability-related financial disclosures.

The Group has continued to apply the GRI Standards as the primary framework for broader ESG reporting, while progressively aligning climate-related and sustainability-related financial disclosures with IFRS S1 and IFRS S2. This approach reflects the Group’s intention to improve the transparency, comparability and decision-usefulness of information provided to investors and other stakeholders. The FY2024 report disclosed climate-related information with reference to the TCFD recommendations, and FY2025 represents a transition year towards the ISSB framework.

Where relevant, the Group also considers market practices and disclosure expectations applicable to its operating

jurisdictions and business activities. However, this report is prepared principally to meet the sustainability reporting expectations applicable to a company listed on the **Singapore Exchange**.

For reference to the IFRS Content Index, please refer to Page 55

For reference to the GRI Content Index, please refer to Page 56.

## 3.3. Confirmation and Approval

[GRI 2-3]

The Board of Directors acknowledges its responsibility for the integrity of this Sustainability Report.

The report has been:

- Reviewed by Management for completeness and accuracy;
- Endorsed by senior leadership; and
- Approved by the Board of Directors prior to publication.

The Board confirms that, to the best of its knowledge:

- The report presents a **balanced and reasonable representation** of the Group’s sustainability performance; and
- Appropriate internal processes and controls have been applied in data collection and reporting.

## Feedback

[GRI 2-3]

The Group welcomes feedback from stakeholders to improve the quality and relevance of its sustainability disclosures.

Stakeholders may contact the Group via:

- Corporate website
- Direct communication with management

In addition, Dyneff has implemented a **formal whistleblowing and internal alert platform**, allowing employees and external stakeholders to report concerns related to:

- Corruption
- Fraud
- Discrimination
- Ethical misconduct

Reports can be made confidentially and without risk of retaliation, reinforcing the Group's commitment to transparency and accountability.

### 3.4. Assurance And Review

[GRI 2-5]

This Sustainability Report has undergone internal review processes to ensure consistency and reliability of disclosures.

Key features of the review process include:

- Validation of ESG data by respective operational units;
- Consolidation and review by central sustainability/management teams
- Cross-checking against supporting documentation and internal records

For FY2025:

- Selected data sets were subject to **internal verification**; and
- No external assurance was performed on the full report.

However, the Group recognises the increasing importance of independent verification and is progressively enhancing its processes, including:

- Strengthening data governance frameworks;
- Improving audit trails and documentation; and
- Preparing for **future external assurance in line with ISSA 5000 expectations**.

## FY 2025 Highlights

| Material Topics                 | Performance in FY 2025                                                                                                                  | Future Targets                                                                                                                                    |                                                                                                      |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
|                                 |                                                                                                                                         | Short-term Target                                                                                                                                 | Long-term Target                                                                                     |
| <b>Governance</b>               |                                                                                                                                         |                                                                                                                                                   |                                                                                                      |
| Anti-Corruption                 | No confirmed incidents of corruption or bribery reported. Whistleblowing platform operational. Initial employee training conducted.     | Achieve $\geq 90\%$ employee coverage for anti-corruption training and Code of Conduct awareness. Strengthen monitoring and reporting mechanisms. | Maintain zero confirmed incidents and establish continuous monitoring and annual training framework. |
| <b>Economic</b>                 |                                                                                                                                         |                                                                                                                                                   |                                                                                                      |
| Economic Performance            | Group continues operations across Europe and Asia. Financial performance impacted by market conditions (refer to financial statements). | Improve operational efficiency and cost optimisation across key subsidiaries.                                                                     | Deliver sustainable and resilient financial performance aligned with long-term value creation.       |
| Customer                        | No significant customer complaints or data breaches reported. Service delivery maintained across distribution network.                  | Strengthen customer service monitoring and feedback mechanisms.                                                                                   | Maintain high service reliability and customer satisfaction across all operating regions.            |
| <b>Social</b>                   |                                                                                                                                         |                                                                                                                                                   |                                                                                                      |
| Employment                      | Total workforce: <b>832 employees</b> (FY2024: 787). Workforce growth primarily in France.                                              | Establish formal employee turnover KPI and improve retention.                                                                                     | Maintain stable workforce with improved retention and workforce planning                             |
| Training and Education          | Training programmes conducted; total training hours not fully consolidated at Group level.                                              | Establish baseline for average training hours per employee and improve participation rate.                                                        | Implement structured learning and development framework across the Group.                            |
| Diversity and equal opportunity | Gender distribution remains balanced (approx. 55% male / 45% female). Age profile shows gradual workforce ageing.                       | Maintain gender balance within 45%–55% range and improve talent pipeline for younger workforce.                                                   | Promote inclusive workforce with balanced representation across gender and age groups.               |

| Material Topics                | Performance in FY 2025                                                                                                                                      | Future Targets                                                                                      |                                                                                                    |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
|                                |                                                                                                                                                             | Short-term Target                                                                                   | Long-term Target                                                                                   |
| Occupational Health and safety | Lost Time Incidents (LTI): data incomplete for FY2025. Lost man-days increased to <b>2,012</b> (FY2024: 781). No fatalities reported.                       | Reduce LTIs and lost man-days through enhanced safety training and operational controls.            | Achieve continuous reduction in incident rates and strengthen safety culture across operations.    |
| <b>Environment</b>             |                                                                                                                                                             |                                                                                                     |                                                                                                    |
| Energy Consumption Scope 1 +2  | Data collection systems in place; full-year consolidated energy consumption available for France operations, with Spain data under progressive inclusion.   | Achieve $\geq 90\%$ data coverage across operational sites and establish energy intensity baseline. | Improve energy efficiency and progressively reduce energy consumption intensity.                   |
| GHG Emission Scope 1+2         | Scope 1 and Scope 2 emissions measurement initiated; full-year comparable data still established for France operations, with incomplete coverage for Spain. | Establish complete Scope 1 & Scope 2 baseline and improve data accuracy.                            | Achieve gradual reduction in emissions intensity aligned with operational efficiency improvements. |

FY2025 represents a transitional year for sustainability data management. While the Group has made progress in strengthening its data collection processes, certain environmental and operational metrics remain under consolidation. Accordingly, performance indicators and targets have been set on a progressive basis, with a focus on improving data completeness, consistency and reliability before establishing more robust quantitative reduction targets.

## 4. Steering Sustainability Board-level integration and leadership

[GRI 2-9,2-11,-2-17,2-18,2-19]

### 4.1. Governance Structure and Board Oversight

[GRI 2-9, 2-11]

The Board of Directors (“the Board”) is responsible for overseeing the Group’s overall governance, including sustainability-related matters.

Sustainability oversight is exercised through the existing Board and Management structure. The Board provides direction and oversight, while Senior Management is responsible for implementing sustainability initiatives, monitoring ESG-related matters and reporting to the Board.

The governance structure supports:

- Oversight of economic, environmental and social impacts;
- Integration of sustainability considerations into business operations;
- Monitoring of compliance with applicable laws and regulations; and
- Review of key risks, including sustainability-related risks,

### 4.2. Strategic Oversight

[GRI 2-12, GRI 2-13]

The Board provides strategic oversight to ensure that sustainability considerations are integrated into the Group’s business strategy and decision-making processes.

Sustainability-related risks and opportunities are considered alongside financial and operational factors in:

- Investment and capital allocation decisions;
- Operational planning and performance monitoring; and
- Risk management processes.

Senior Management is responsible for identifying material sustainability matters and implementing relevant initiatives, while regularly reporting progress and key developments to the Board.

### 4.3. Board Role in Sustainability Reporting

[GRI 2-12, 2-14]

The Board has oversight responsibility for the Group’s sustainability reporting.

This includes:

- Reviewing the scope and content of sustainability disclosures;
- Ensuring that material ESG matters are appropriately identified and reported;
- Assessing the consistency of disclosures with available data and internal records; and
- Approving the Sustainability Report prior to publication.

The Board acknowledges that sustainability reporting is evolving and requires continuous improvement, particularly in relation to data quality, completeness and alignment with emerging standards such as IFRS S1 and IFRS S2.

## 4.4. Prevention of Conflict of Interest at The Board Level

[GRI-2-15]

The Group adheres to the Singapore Code of Corporate Governance and the Companies Act 1967, which require Directors to act in the best interests of the Company and manage conflicts of interest appropriately.

Directors are required to:

- Declare any actual or potential conflicts of interest;
- Abstain from participating in discussions or decisions where a conflict exists; and
- Comply with applicable governance and ethical standards,

These measures support transparency, independence and integrity in Board decision-making.

## 4.5. Board Nomination

[GRI2-10]

Board appointments are made in accordance with the Group's governance practices and regulatory requirements.

The selection of Directors considers:

- Professional qualifications and relevant experience;
- Industry knowledge and business expertise; and
- Ability to contribute effectively to Board oversight.

The Board aims to maintain a composition that supports effective governance, including oversight of sustainability-related risks and opportunities.

## 4.6. Performance Evaluation

[GRI 2-18]

The Board undertakes periodic evaluations to assess its effectiveness and identify areas for improvement.

The evaluation process considers:

- Board composition and structure;
- Effectiveness of oversight and decision-making processes;
- Contribution of individual Directors; and
- Oversight of key risks, including sustainability-related risks.

The outcomes of these evaluations support continuous enhancement of governance practices.

## 4.7. Determining Remuneration

[GRI 2-19, 2-20]

The Group's remuneration framework is designed to attract and retain qualified Directors and employees, while aligning compensation with roles, responsibilities and performance.

Remuneration considerations include:

- Individual responsibilities and performance;
- Group performance and financial results; and
- Market benchmarks and industry practices.

Currently, sustainability-related performance metrics are not formally incorporated into remuneration structures. The Group may consider integrating such metrics as its sustainability governance and reporting practices mature.

# GOVERNANCE

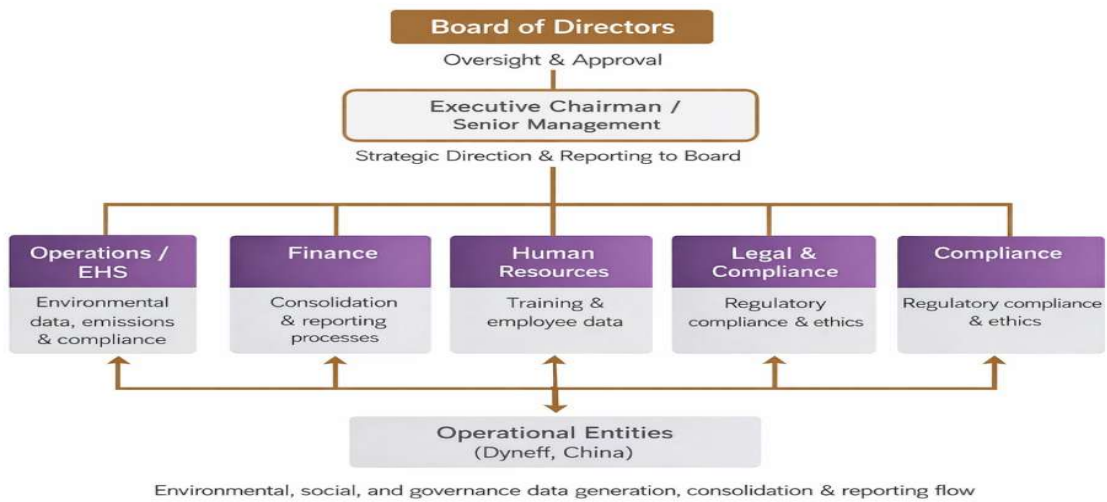
## 4.8. Board Competency in Sustainability

[GRI 2-17]

The Board collectively possesses experience in business operations, governance and risk management.

Sustainability-related expertise is supported primarily through Management. The Group recognises the importance of enhancing Board awareness of ESG-related risks, regulatory developments and reporting expectations, and will continue to strengthen competency in this area over time.

## 4.9. Governance Structure [GRI 2-9]



The Group's governance structure reflects:

- Board-level oversight of sustainability matters;
- Management responsibility for implementation and reporting;
- Functional support from key departments, including Operations/EHS, Finance, Human Resources and Legal & Compliance; and
- Data generation and execution at the operational level.

## 5. Policies and Practices

[GRI 2-16, 2-23, 2-24, 2-25, 2-26, 2-27]

### 5.1. Policy Framework Overview

The Group has established a set of internal policies, guidelines and control mechanisms to support ethical conduct, regulatory compliance and responsible business operations.

These policies are primarily implemented through:

- internal governance practices
- employee guidelines and handbooks
- management oversight and monitoring systems

The development and implementation of these policies are overseen by Management, with reporting to the Board where appropriate.

### 5.2. Ethics and Business Conduct

[GRI 2-23, 2-24]

The Group promotes a culture of ethics and integrity across its operations.

Standards of conduct are communicated through the **Employee Handbook**, which sets out expected behaviour in relation to:

- interactions with business partners
- responsibilities towards society
- conduct among employees

All employees are required to adhere to these standards as part of their employment obligations.

### 5.3. Anti-Corruption and Anti-Fraud

[GRI 2-23, 2-24, 2-27]

The Group maintains a **zero-tolerance approach to bribery and corruption**.

To support this:

- Monitoring and internal control systems are in place to detect unethical conduct;
- Anti-corruption expectations are communicated to employees; and
- Training on anti-corruption and whistleblowing was conducted (initiated in FY2025).

In FY2025:

- **No confirmed incidents of corruption or bribery were reported**

### 5.4. Whistleblowing and Grievance Mechanism

[GRI 2-26]

The Group has established a whistleblowing mechanism to allow employees and external stakeholders to report concerns relating to:

- unethical behaviour
- fraud or corruption
- non-compliance with internal guidelines

Reporting channels include:

- email
- telephone

Reports are directed to the **Chairman of the Audit Committee**, ensuring independence in handling concerns.

All reports are treated with:

- confidentiality
- appropriate follow-up action

In FY2025:

- **No cases were reported under the whistleblowing programme**

## 5.5. Compliance with Laws and Regulations

[GRI 2-27]

The Group is committed to complying with applicable laws and regulations across all jurisdictions in which it operates.

This includes:

- SGX Listing Rules
- Singapore Companies Act
- Securities and Futures Act
- Personal Data Protection Act (PDPA)
- EU General Data Protection Regulation (GDPR)

Management is responsible for:

- monitoring compliance
- updating policies and procedures
- communicating regulatory changes to employees

In FY2025:

- **No instances of non-compliance were reported**

## 5.6. Workplace and Operational Practices

The Group adopts practices to support:

- employee development and engagement
- safe and compliant operations
- responsible management of operational risks

These practices are implemented through operational procedures, training initiatives and management oversight.

## 5.7. Environmental and Operational Responsibility

Given the nature of its energy-related operations, the Group places emphasis on:

- operational safety
- environmental compliance
- risk management in fuel storage and transportation

Environmental and safety practices are implemented through operational controls and procedures, particularly within Dyneff's operations.

## 6. Climate-Related Risks and Opportunities

[GRI 2-12,2-13,2-14,3-1]

Climate-related risks and opportunities are increasingly relevant to the Group given its exposure to the energy distribution, storage and transportation sector across Europe and Asia. In FY2024, the Group disclosed climate-related matters with reference to the TCFD recommendations, including Board oversight, management involvement, identified climate-related risks and opportunities, and initial emissions measurement efforts. FY2025 represents a transition year in which the Group continues to build on this foundation while progressively aligning its climate-related disclosures with IFRS S2.

The Board oversees climate-related matters as part of its broader responsibility for sustainability governance, while Management is responsible for identifying, assessing and managing relevant climate-related risks and opportunities within the Group's operations. In FY2024, the Group disclosed that climate-related matters were discussed through Dyneff's management structure, with active involvement from the management team, business functions and CSR team, and that all directors attended ESG-related training organised by SID.

The Group has not yet quantified the financial impacts of climate-related risks and opportunities; however, it recognises that such impacts may affect operating costs, asset utilisation and long-term demand for conventional energy products.

### 6.1. Identification of Climate-Related Risks

Based on the Group's FY2024 climate disclosures and the nature of its operations, the Group continues to recognise that climate-related risks fall broadly into **transition risks** and **physical risks**. This is also consistent with the risk categorisation commonly referenced in IFRS S2 and related ESG guidance.

#### Transition Risks

The Group's principal climate-related transition risks include:

- **Policy and regulatory risk**

The Group operates in jurisdictions where climate-related regulation is evolving, particularly in Europe. FY2024 disclosures specifically referred to the EU Corporate Sustainability Reporting Directive and the French Climate and Resilience Law, both of which increase reporting, compliance and transition expectations for energy-related businesses. The Group is also exposed to energy-related taxation and regulatory changes, including the Internal Consumption Tax on Energy Products in France.

- **Market risk**

Customer expectations are evolving as demand shifts towards lower-carbon energy solutions. For a business still materially exposed to conventional fuel distribution, changes in customer preferences, pricing dynamics and product mix may affect demand patterns and competitiveness. FY2024 already identified market risk arising from evolving customer expectations and the high cost of energy.

- **Technology risk**

The transition to lower-carbon energy systems may require new infrastructure, new products and changes to operating models. For the Group, this includes the gradual shift towards biofuels, hydrogen-related solutions, and potential expansion into cooling, heating and solar-related subsidiaries, although KPI disclosure in those areas remains under development.

- **Reputational risk**

As expectations from investors, regulators and other stakeholders increase, insufficient climate action, weak data quality or limited transparency may adversely affect the Group's reputation and stakeholder confidence. This risk is particularly relevant as the Group begins transitioning to ISSB-aligned disclosures.

## 6.2. Physical Risks

The Group's operations may also be exposed to climate-related physical risks, although these have not yet been quantified through formal scenario analysis.

These risks may include:

- acute weather-related events such as storms, flooding and heatwaves that may disrupt operations, damage infrastructure or affect logistics; and
- longer-term changes in climatic conditions that may influence energy demand, water use, operational resilience and the physical condition of assets.

This framing is consistent with recognised ESG disclosure guidance on physical climate risk.

## 6.3. Climate-Related Opportunities

Alongside these risks, the Group continues to identify climate-related opportunities associated with the energy transition.

In FY2024, the Group disclosed the following opportunity:

- **Resource efficiency**

Rising conventional energy costs increase the attractiveness of renewable self-generation and energy efficiency improvements, which may reduce operating costs and potentially generate surplus energy for sale. This opportunity was identified as a medium-term opportunity.

In addition, the Group's FY2024 disclosures and FY2025 data requests indicate further opportunity areas, including:

- broader distribution and promotion of **biofuels**, including HVO100;
- support for **lower-carbon mobility solutions**, including hydrogen-related infrastructure; and
- further enhancement of **energy efficiency and emissions management** across operations.

These opportunities remain relevant in FY2025, although the Group's reporting on quantified financial effects and formal climate scenario analysis is still developing.

#### 6.4. Management of Climate-Related Risks and Opportunities

The Group's process for identifying and assessing climate-related risks continues to rely primarily on management awareness, business discussions, collaboration with financial and advisory partners, and input from the CSR function. FY2024 disclosures stated that Dyneff used three main channels to identify and assess climate-related risks: management discussions, collaboration with financial partners, and engagement with organisations experienced in climate-related topics.

The Group has also indicated that, while it has made progress since 2022, it does not yet have a fully formalised standalone climate risk management structure, and that more specific indicators were expected to be introduced to strengthen identification and assessment processes. That remains the honest position for FY2025: climate-related risk management is improving, but still maturing.

#### 6.5. Forward Focus

FY2025 should be positioned as a **transition year for climate governance and data maturity**, rather than as a year of fully mature climate-risk integration.

The Group's immediate priorities are to:

- improve the completeness and reliability of climate-related data;
- strengthen internal processes for identifying and monitoring climate-related risks and opportunities;
- progressively align disclosures with IFRS S2; and
- use the FY2024 baseline emissions data and FY2025 refinements to support more robust target setting in future reporting periods.

## 7. Stakeholder inclusiveness

[GRI 2-25, 2-29]

### 7.1. Stakeholder Engagement Approach

The Group recognises that effective stakeholder engagement is critical in identifying sustainability-related risks, opportunities and material topics that may impact its operations and long-term value creation.

In FY2025, the Group has taken steps to strengthen its approach by improving the identification of key stakeholder groups and enhancing the linkage between stakeholder engagement and sustainability reporting.

### 7.2. Stakeholder Identification and Prioritisation

The Group identifies its key stakeholders based on:

- their influence on the Group's operations
- their exposure to the Group's economic, environmental and social impacts
- regulatory and business relevance

Based on these considerations, the Group's primary stakeholders include:

- Shareholders and investors
- Employees
- Customers
- Suppliers and business partners
- Regulators and authorities
- Local communities

While stakeholder engagement remains largely operational, the Group is progressively improving its stakeholder mapping process to better prioritise engagement efforts.



### 7.3. Stakeholder Engagement Summary

| Stakeholders                         | Engagement Approaches                                           | Key Interests and Concerns                                                             | Our Responses                                                                                                                            |
|--------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Shareholders / Investors</b>      | Annual reports, SGX announcements, investor communications      | Financial performance, governance, sustainability disclosures, risk management         | Enhanced sustainability disclosures aligned with IFRS S1 and S2; improved transparency on data limitations and ESG risks                 |
| <b>Employees</b>                     | Internal communication, training programmes, meetings           | Workplace safety, career development, fair treatment, job stability                    | Continued training initiatives; reinforcement of workplace safety practices; ongoing improvement in HR policies and engagement           |
| <b>Customers</b>                     | Commercial engagement, contracts, feedback channels             | Reliable supply, product quality, pricing, transition to lower-carbon energy solutions | Maintained operational reliability; gradual introduction of lower-carbon fuel options (e.g. biofuels); monitoring customer demand trends |
| <b>Suppliers / Business Partners</b> | Contractual agreements, operational coordination, communication | Fair business practices, timely payments, operational reliability                      | Strengthened contractual compliance; maintained stable supply chain relationships; monitoring supplier performance                       |
| <b>Regulators / Authorities</b>      | Regulatory filings, compliance reporting, ongoing communication | Compliance with laws, sustainability reporting, environmental standards                | Continued compliance with SGX and applicable regulations; progressive alignment with ISSB standards; strengthening internal controls     |
| <b>Communities / Society</b>         | Operational engagement (site-level), indirect interaction       | Environmental impact, safety, responsible operations                                   | Implementation of operational controls and safety measures; monitoring environmental impacts where data is available                     |

## 7.4. Integration into Sustainability Management

Stakeholder feedback is considered in:

- identifying material ESG topics
- understanding operational risks and opportunities
- improving sustainability disclosures

In FY2025, the Group has made initial efforts to improve the linkage between stakeholder engagement and its materiality assessment process. However, a fully structured integration framework is still under development.

## 7.5. Progress and Future Improvements

FY2025 represents a transitional stage in strengthening stakeholder engagement practices.

Key areas for improvement include:

- formalising stakeholder prioritisation methodology
- enhancing documentation of engagement outcomes
- strengthening linkage between stakeholder input and ESG targets

The Group will continue to improve its stakeholder engagement framework to support more structured and decision-useful sustainability disclosures.



## 8. Materiality Assessment

[GRI 2-12,2-14,2-29,3-1,3-2,3-3]

### 8.1. Approach to Materiality

The Group adopts a **materiality-based approach** to identify and prioritise sustainability-related topics that are most relevant to its business operations and stakeholders.

In FY2025, the Group continues to apply a **double materiality perspective**, considering:

- **Impact materiality** – the significance of the Group’s impacts on the environment and society; and
- **Financial materiality** – the potential effects of sustainability-related risks and opportunities on the Group’s financial performance, position and future prospects.

This approach aligns with:

- **GRI Standards (impact-focused);**  
and
- **IFRS S1 (investor-focused disclosures)**

## 8.2. Materiality Assessment Process

[GRI 3-1, GRI 2-29]

The materiality assessment process consists of the following steps:

### Step 1: Identification of Topics

Potential ESG topics were identified based on:

- industry practices and peer benchmarking
- regulatory requirements and emerging ESG standards
- internal discussions with Management
- prior year (FY2024) disclosures

### Step 2: Stakeholder Engagement

Key stakeholders were engaged to understand their expectations and concerns, including:

- shareholders and investors
- employees
- customers
- regulators
- business partners

Stakeholder input was gathered through:

- operational interactions
- internal discussions
- review of stakeholder feedback channels

### Step 3: Assessment and Prioritisation

Identified topics were evaluated based on:

- significance of impact on the environment and society
- relevance to the Group's business operations
- level of stakeholder concern
- potential financial implications

### Step 4: Validation and Approval

[GRI 2-14]

The results of the materiality assessment were:

- reviewed by Senior Management; and
- validated and approved by the Board of Directors

### 8.3. Material Topics Identified

[GRI 3-2]

Based on the assessment, the following material topics have been identified for FY2025:

#### Governance

- Anti-corruption and business ethics

#### Economic

- Economic performance
- Customer satisfaction and service reliability

#### Social

- Employment
- Training and development
- Diversity and equal opportunity
- Occupational health and safety

#### Environmental

- Energy consumption
- Greenhouse gas (GHG) emissions (Scope 1 and Scope 2)

These topics reflect the Group's operational profile as an energy-related business and its exposure to regulatory, environmental and social expectations.

### 8.4. Boundary of Material Topics

[GRI 3-3]

Material topics are assessed across the Group's operations, with primary impact arising from:

- Dyneff's fuel distribution and logistics operations in France and Spain
- oil storage and transportation activities
- corporate and support functions

Environmental impacts are primarily associated with:

- fuel consumption and emissions from operations
- energy use across facilities

Social impacts relate to:

- employee welfare and workplace safety
- training and workforce management

Governance impacts relate to:

- ethical conduct
- regulatory compliance
- internal control systems

### 8.5. Management of Material Topics

[GRI 3-3]

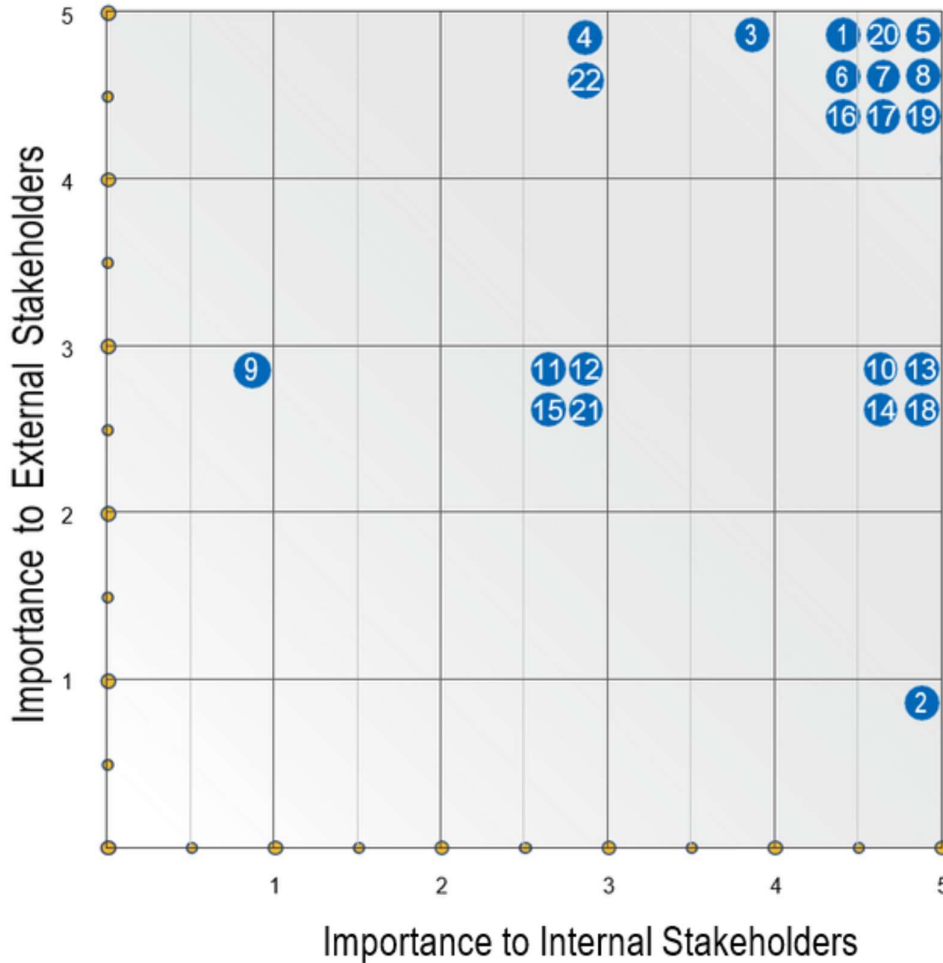
The Group manages its material topics through:

- internal policies and operational procedures
- management oversight and monitoring
- periodic review and reporting to the Board

Performance is monitored using selected ESG indicators, although the Group acknowledges that:

- data collection processes are still maturing; and
- certain metrics remain under development

## 8.6. Materiality Matrix



|             |    |                                                |        |    |                                    |
|-------------|----|------------------------------------------------|--------|----|------------------------------------|
| ECONOMIC    | 1  | Economic contribution to society               | SOCIAL | 14 | Diversity and Equal Opportunity    |
|             | 2  | Wages and local hiring                         |        | 15 | Training and Education             |
|             | 3  | Sustainable Growth                             |        | 16 | Business Partners Engagement       |
|             | 4  | Innovation & Technology                        |        | 17 | Stakeholder Engagement             |
| GOVERNANCE  | 5  | Legal Compliance and Governance                |        | 18 | Labour-Management Relations        |
|             | 6  | Anti-Corruption and Anti-Fraud                 |        | 19 | Employee/Public Health & Safety    |
|             | 7  | Service Quality & Responsibility               |        | 20 | Customer Privacy & Data Protection |
|             | 8  | Risk Management                                |        | 21 | Socio-Economic Compliance          |
| ENVIRONMENT | 9  | Water Conservation                             |        | 22 | Corporate Social Responsibility    |
|             | 10 | Energy Management                              |        |    |                                    |
|             | 11 | Environmental Impact Assessment and Mitigation |        |    |                                    |
|             | 12 | Waste Management                               |        |    |                                    |
|             | 13 | Emission & Air Pollution                       |        |    |                                    |

## 9. Responsible Business Practices

[Metric and KPI]

### 9.1. Vision and Targets

#### Sustainability Vision and Targets

AnAn is committed to progressively integrating sustainability-related risks and opportunities into its strategy, risk management and operational processes, in line with the principles of **IFRS S1** and **IFRS S2**. The Group recognises that climate change, regulatory developments and evolving energy demand may impact its financial performance and long-term resilience, and adopts a phased approach to strengthen its sustainability practices and disclosures.

#### Short Term (1–2 years)

The Group focuses on establishing foundational capabilities, including maintaining operational efficiency and regulatory compliance, strengthening governance and risk management frameworks, and initiating data collection for key sustainability metrics such as energy consumption and greenhouse gas emissions (Scope 1 and Scope 2, with limited Scope 3 categories). Environmental awareness, employee engagement and basic stakeholder initiatives are also prioritised. Disclosures may involve reasonable estimates and will be refined over time.

#### Mid Term (3–5 years)

AnAn aims to deepen integration of sustainability into business strategy and decision-making. This includes improving data quality and coverage, enhancing climate-related risk assessments (including transition and physical risks), and embedding sustainability considerations into investment and operational planning. Stakeholder engagement, workforce development and governance practices are expected to further mature, with more consistent and decision-useful disclosures.

#### Long Term (Beyond 5 years)

The Group aspires to achieve a mature sustainability framework, with sustainability-related risks and opportunities fully embedded in enterprise risk management and strategy. This includes enhanced data reliability, more advanced climate-related analysis (including scenario analysis, where practicable), and sustained financial and operational resilience. AnAn will continue to strengthen transparency, governance and alignment with evolving SGX and IFRS S1/S2 requirements.

## Summary of Strategic Priorities



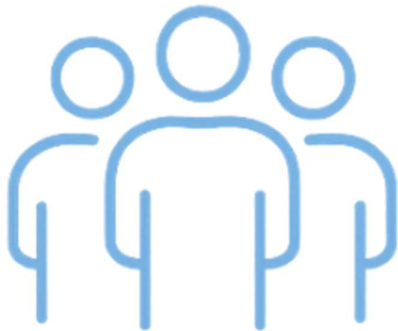
### ECONOMIC

- Generate positive return to shareholders
- Achieve operational efficiency
- Drive consistent growth through organic growth and acquisitions



### ENVIRONMENTAL

- Promote a strong environmental friendly culture
- Promote environmental conservation through adoption of the 3R's (Reduce, Reuse, Recycle) and energy efficient practices



### SOCIAL

- Build a resilient organisation and caring society
- Promote greater support for corporate volunteerism in society
- Build partnership with stakeholders
- Drive employee development and employee engagement



### GOVERNANCE

- Focus on risk management by having good corporate governance and well-developed policies and procedures
- Achieve compliance with all applicable laws and regulations

## 9.2. Economic

### 9.2.1. Economic Performance

[GRI 201]

The Group adopts a long-term approach to economic performance, recognising the importance of balancing financial performance with broader economic and societal contributions.

As an energy investment holding company, the Group operates in a dynamic environment influenced by regulatory developments, energy market volatility and evolving stakeholder expectations. These factors present both risks and opportunities that are considered in the Group's strategic and operational decision-making processes.

The Group's business model is focused on operational efficiency, service reliability and customer responsiveness. Through its core operations, the Group contributes to economic development by supporting employment, maintaining energy supply infrastructure and engaging with local suppliers and service providers.

In particular, Dyneff's operations in France continue to support local economies through procurement practices and community engagement initiatives. The Group will continue to enhance its economic contribution while maintaining prudent financial management and sustainable growth strategies.

For further details on the Group's financial and business performance, please refer to Page 29.

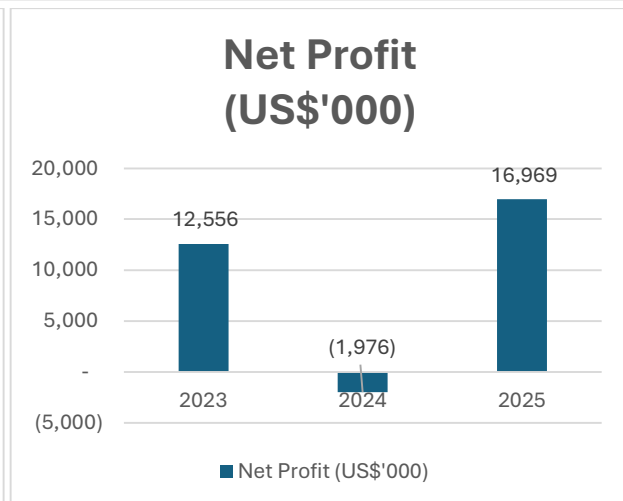
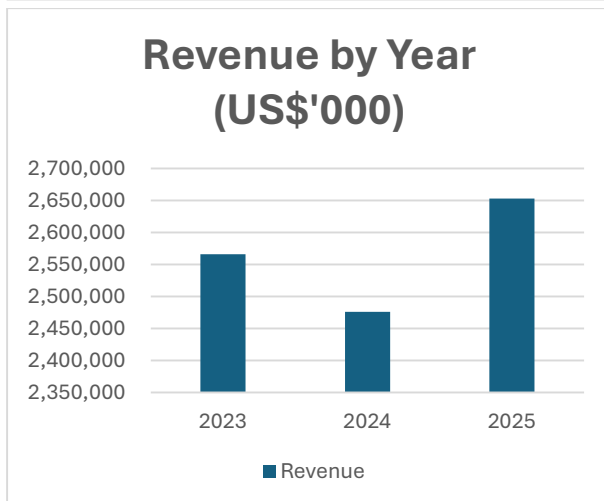
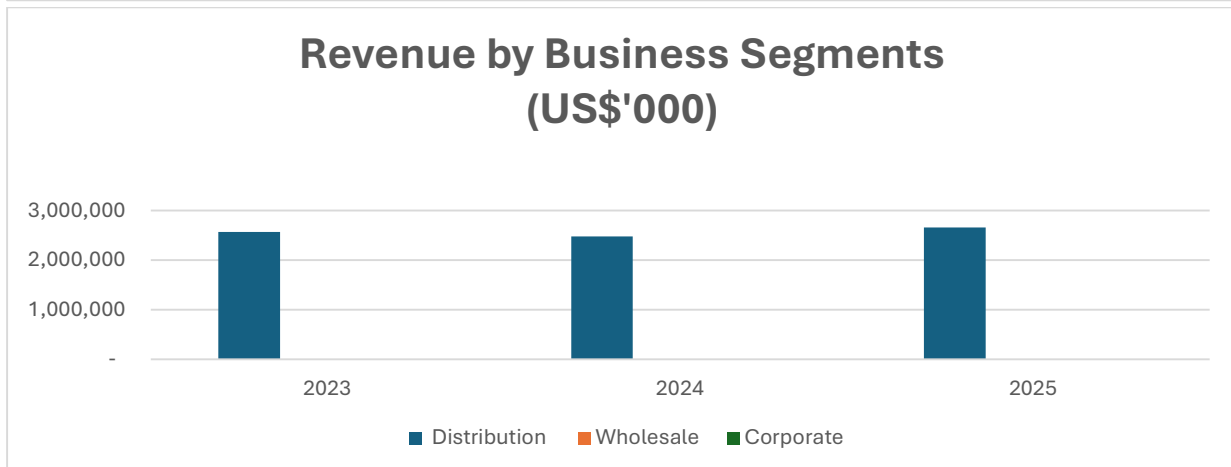
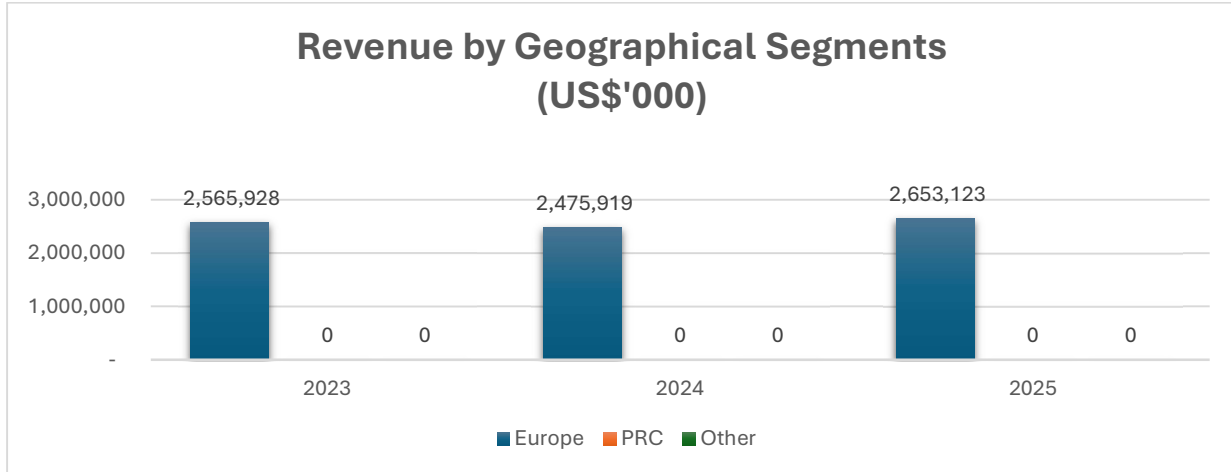


# ECONOMIC

## 9.2.2. Economic Value Generated and Distributed

[GRI 201-1]

### Financial Highlight



Economic value data is derived from the Group's audited financial statements. Values are presented on a consolidated basis and may be subject to rounding.

## 9.2.3. Economic Contribution to Society

The Group contributes to economic development through its operations, employment and procurement activities.

In FY2025:

- The Group continued to support local economies through its operational footprint in Europe.
- Procurement practices remain focused on maintaining reliable supply chains and supporting local service providers.

In FY2024:

- Dyneff's operations in France allocated **100% of outsourced spending to local subcontractors** (France operations only).

The Group recognises that its economic presence extends beyond financial performance, contributing to:

- employment generation
- local business support
- infrastructure and energy supply reliability

## 9.2.4. Membership Associations

[GRI 2-28]

Dyneff participates in various professional, social and community associations, including:

- Project Ocean Rescue
- UNAPEI / ADAPEI
- Leader Occitanie
- ARPEJEH
- Aude Solidarité
- Princesse Margot
- Bikers Contre Harcèlement

These memberships reflect the Group's involvement in community, environmental and social initiatives at the regional level.



## ECONOMIC

Dyneff is actively involved in various foundations and non-profit organizations, supporting initiatives that promote environmental sustainability, social inclusion, and community development. Below are some of the key initiatives the company supports:

### **Ocean Rescue:**

Starting from FY2025, Dyneff plans to mobilize volunteers to participate in coastal clean-up sessions organized by the association, contributing to waste collection and environmental preservation.

### **ADAPEI/UNAPEI:**

Each October, Dyneff participates in the "Opération Brioches" campaign organized by UNAPEI, supporting individuals with disabilities. Dyneff sites receive and distribute brioches to employees, with the collected donations funding projects such as construction, renovation, and equipment acquisition for UNAPEI / ADAPEI establishments.

### **CAP34:**

CAP34 is an association of around fifty companies in the Hérault region, collaborating to strengthen local business networks. Through customer, supplier, and partner recommendations, the association supports economic development. Dyneff actively participates in CAP34 events, which also serve to raise funds for non-profit organizations.

### **Solid'Art:**

This initiative brings together regional artists—including painters, sculptors, photographers, and street artists—to exhibit their work while raising funds for Secours Populaire solidarity actions. Dyneff proudly sponsors this event, reinforcing its commitment to cultural and social causes.

### **Les Blouses Roses:**

"Les Blouses Roses" supports hospitalized children and elderly individuals in nursing homes by providing comfort, companionship, and entertainment. To assist in their mission, Dyneff donated several touchscreen tablets, enhancing the organization's ability to bring joy and relief to those in need.

### **ARPEJEH:**

Dedicated to integrating young people with disabilities into the workforce, ARPEJEH guides students toward quality education and employment opportunities. In the past year, four Dyneff employees participated in ARPEJEH training, and two have since committed to mentoring young individuals with disabilities, fostering inclusion and professional development.

## Leader Occitanie:

Leader Occitanie unites and supports local Leader associations, which in 2023 brought together approximately 150 innovative companies committed to sustainable growth and regional engagement. Dyneff contributed to this initiative by participating in the CSR incubator, reinforcing its dedication to responsible business practices.

Through these partnerships and initiatives, Dyneff continues to strengthen its commitment to social inclusion, environmental protection, and community support.

### 9.2.5. Employee Benefits and Government Support

[GRI 201-3, 201-4]

The Group provides employee benefits in accordance with applicable labour laws and industry practices across its operating jurisdictions.

These include:

- salaries and statutory benefits
- social security contributions
- training and development support

At present:

- No specific material financial assistance from government has been disclosed for FY2025

### 9.2.6. Performance and target

[GRI 204-1]

Our procurement processes require a minimum of three financial and technical proposals for each sourcing decision. All proposals are assessed against predefined evaluation criteria and ranked accordingly.

The evaluation outcomes are reviewed by a dedicated committee to ensure alignment with the Group’s strategic and operational requirements. For each engagement, a designated mission leader is appointed as the single point of contact, responsible for overseeing the proposal, contractual execution and payment process. This approach ensures consistency, accountability and effective coordination throughout the engagement.

Performance and target for economic performance

| Target Description                                   | FY 2023 | FY 2024 | FY 2025 |
|------------------------------------------------------|---------|---------|---------|
| At least 85% procurement spending on local suppliers | 100%    | 100%    | 100%    |

Excluding petroleum products, all our suppliers are national.

### 9.3. Environmental

#### 9.3.1. Environmental Management and Compliance

We adhere to the ISO 14001 standard to guide our environmental management and conservation efforts. This includes tasks such as tracking environmental impacts, monitoring compliance, staying updated on relevant legislation, reporting environmental data to local authorities and stakeholders, providing staff training, and conducting both internal and external audits. Our facilities are required to comply with the environmental regulations outlined in their operating permits and relevant Generic Orders (“Arrêtés Types”). They are subject to routine inspections by local authorities and must report their environmental performance annually. We provide ongoing training to our employees to ensure compliance with the French 'Installations Classées pour l'Environnement' (ICPE– Classified Installations for Environmental Protection) regulations, and all facilities operate compliance with applicable local environmental laws. Additionally, five of Dyneff's sites have been certified by Bureau Veritas for compliance with French national sustainability standards for biofuels and bioliquids since 2022. In FY2025, no environmental non-compliance incidents were reported. Our facilities operate under the French ICPE framework, classified under categories 1434 for hydrocarbon loading/unloading, 1435 for petrol stations, and 4734 for hydrocarbon storage.

#### 9.3.2. Energy and Climate Change Electricity

##### *Minimizing Energy Consumption*

At our facilities—including oil depots, petrol stations, and offices, electricity sourced from the grid is the primary energy consumption driver. This electricity supports essential operations such as lighting, heating, cooling, and electrical equipment. Additionally, some sites utilize limited amounts of fuel to power firefighting equipment and emergency generators. Our vehicle fleet, which includes company cars, owned trucks for product transportation, and delivery vehicles, operates on diesel and gasoline.

To enhance energy sustainability, Dyneff has integrated renewable energy solutions at select sites. For example, at the Village Catalan highway petrol station, solar panels and a wind turbine contribute to generating sanitary hot water and electricity. Similarly, Dyneff stations in La Jonquera and Arasur, Spain, feature solar panels installed on their canopies, providing a combined output of 33kW. These installations contribute to a self-sufficiency rate of approximately 24% and a self-consumption rate of 87%.

## ENVIRONMENTAL

In 2025, Dyneff's total electricity consumption is estimated at 6,998 MWh, reflecting a decrease from 7,208 MWh in 2023. Fuel consumption by Dyneff vehicles totaled approximately 994,245 liters in 2024. The increase is primarily attributed to a change in the data collection methodology implemented during the year. In previous years, data was estimated based on financial summaries due to the unavailability of actual figures. However, we have since begun tracking real data, resulting in improved accuracy and reliability of the reported figures.

For FY2025, Dyneff's greenhouse gas (GHG) emissions from energy consumption are estimated as follows: Scope 1: 735.67 tCO<sub>2</sub>e (fuel used in owned vehicles and generators), Scope 2: 541 tCO<sub>2</sub>e (purchased electricity). As this is Dyneff's first carbon footprint assessment, the project is ongoing, and 2025 data is expected to be more refined and comprehensive. Notably, Scope 1 emissions for 2024 were calculated up to October, with full-year estimates extrapolated based on average monthly consumption. However, refrigerant gas leaks have been precisely quantified.

### 9.3.3. Consumption Fuel (Diesel & Gasoline) Consumption

|                           | FY 2023              | FY 2024              | FY 2025             |
|---------------------------|----------------------|----------------------|---------------------|
| Fuel Computation (Litres) | 580,000 <sup>1</sup> | 994,245 <sup>2</sup> | 90,727 <sup>3</sup> |

1.[565,000 for vehicles + 15,000 for firefighting / emergency generators];

2.[979,245 for vehicles + 15,000 for firefighting / emergency generators];

3.Comprises approximately 75,727 litres of diesel and 15,000 litres of petrol for France operations. Figures are primarily estimated based on operational data.

The significant decrease in reported fuel consumption for FY2025 is attributable to changes in data coverage and estimation methodology. FY2025 figures primarily reflect limited operational data and do not fully capture all fuel usage across the Group.

### 9.3.4. Change Electricity Consumption

|                               | FY 2023 | FY 2024 | FY 2025 |
|-------------------------------|---------|---------|---------|
| Electricity Consumption (MWh) | 8,736   | 7,208   | 6,998   |

### 9.3.5. Greenhouse Gas Emissions

|                              | FY 2023 | FY 2024 | FY 2025 |
|------------------------------|---------|---------|---------|
| Scope 1 (tCO <sub>2</sub> e) | -       | 1,082.7 | 735.67  |
| Scope 2(tCO <sub>2</sub> e)  | -       | 854.7   | 541     |

#where applicable, under development

In accordance with legal requirements and with the goal of identifying opportunities for improving energy efficiency, Dyneff conducted energy assessments for its petrol stations and transportation operations in 2015. These assessments were performed by specialized third-party firms, which conducted thorough reviews and analyses of energy usage and provided recommendations for enhancing energy efficiency. For the petrol stations, the audits identified various opportunities for improving energy efficiency, including the implementation of centralized automated energy management systems, the replacement of traditional lightbulbs with LEDs, the automation of lighting systems, and staff training on energy-saving practices. These measures have either been implemented or are currently in progress at our petrol stations. Regarding transportation activities, the energy audit identified several improvement initiatives aimed at reducing fuel consumption. These initiatives include stringent vehicle maintenance, regular monitoring of tire pressure, the use of vehicles equipped with 'Stop & Start' systems, the utilization of energy-efficient lubricants, training in eco-driving and defensive driving techniques, and the deployment of onboard telematics. It's worth noting that these recommendations primarily concern our vehicles rather than trucks used for product transportation, as the latter activity has mostly been outsourced in recent years. Additionally, Dyneff participated in the 'Objective CO2' charter—a voluntary initiative aimed at reducing CO2 emissions from transportation—from 2011 to 2013. Our transportation partners also adhere to the 'Objective CO2' charter.

### ***Promotion of Biofuels***

*Biofuels* Dyneff was a pioneer in France, introducing methyl ester into diesel and heating oil as early as 1993, and later expanding this innovation to Spain in 2005. Our dedication to advancing alternative solutions to fossil fuels remains unwavering. We currently distribute fuels in France and Spain containing between 10% and 85% biofuel, including Super Ethanol E85 (85% ethanol and 15% petrol), SP95-10 (Super Sans Plomb 95 with up to 10% ethanol), and various biofuel blends such as B10, B20, and B30, which range from 10% to 100% methyl ester. This diverse product range surpasses the regulatory requirement of 7% biofuel content in the total volume of fuel sold.

Additionally, Dyneff has collaborated with a local car dealer to promote the purchase of Flex-fuel vehicles, which utilize E85 biofuel. Through our distribution and promotion of biofuels, we aim to encourage our clients to mitigate their greenhouse gas emissions and minimize their impact on climate change.

Moreover, Dyneff has contributed to the advancement of electric vehicles by installing an electric car charging station at one of our highway petrol stations.

Since FY2024, in partnership with a French National Railway Company, SNCF, Dyneff replaced Diesel with a synthetic biofuel, HVO100 which allow a reduction of greenhouse gases between 50% and 90%. SNCF proceeded with the commissioning of commercial service experimental hybrid trainset for one year on several commercial lines indifferent regions of France. HVO100 is now available at Dyneff's EPPLN depot in Port-La-Nouvelle.

### ***Energy Saving Certificates***

In France, the Energy Saving Certificate system, referred to as 'Certificats d'Economie d'Energie – CEE', mandates energy distribution companies like Dyneff to actively promote energy efficiency among their clientele, encompassing professionals, individuals, and local authorities.

These companies are required to achieve an annual CEE objective that corresponds to their undertaken actions throughout the year. Failure to meet this objective may lead to fines or the acquisition of surplus CEE from companies exceeding their targets.

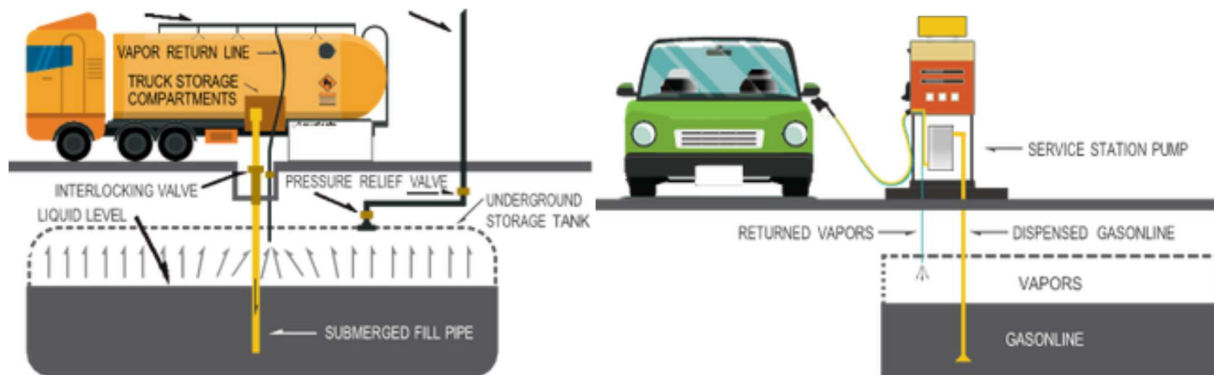
Through its "Eco Cheques Dyneff" initiative, which covers part or all of the expenses related to energy efficiency projects undertaken by clients, Dyneff contributes approximately €30 million annually to energy-saving endeavors. This encompasses funding for 25,000 insulation upgrades for individual residences and commercial structures, as well as the distribution and installation of 1.8 million low-consumption LED light bulbs, 10,000 low-consumption showerheads, and 20,000 water-saving devices.

Dyneff, supported by a dedicated team of three specialists, is deeply involved in the CEE system, consistently surpassing its targets through various energy efficiency initiatives for its clients

### **9.3.6. Air Emissions**

#### *Fugitive VOC Emissions*

At our facilities, the primary sources of air emissions include fugitive volatile organic compound (VOC) emissions from hydrocarbon storage tanks and loading/unloading equipment. To mitigate these emissions, we have installed vapor recovery systems in our oil depots for loading hydrocarbons from storage tanks to trucks. Additionally, emergency safety shutdown valves and fire and gas detection systems are installed on storage tanks and pipelines to promptly identify and prevent hydrocarbon leaks. Our petrol stations are equipped with stage 1 vapor recovery systems for transferring hydrocarbons from trucks to above- or underground storage tanks. Furthermore, larger stations dispensing over 500 m<sup>3</sup> per year are outfitted with stage 2 vapor recovery systems for fuel delivery from dispensers to customers' vehicles.



Principles of Stage 1 (left) and Stage 2 (right) Vapor Recovery Systems at Petrol Stations

### 9.3.7. Transportation Air Emissions

The second major source of direct air emissions from our activities is transportation. The initiatives listed above to minimize energy consumption from transportation and the commitment to the 'Objective CO2' charter by our transportation partners participate in the reduction of air emissions from transportation. Additional actions / initiatives to minimize the use of road transportation and further reduce resulting air emissions include:

- Use of rail instead of road to transport hydrocarbons products to oil depots when possible;
- Transition towards the latest Euro 6 European emission standards for exhaust emissions of company light vehicles;
- Promotion of carpooling via an internal online reservation system;
- Provision of videoconferencing facilities in the Montpellier, Narbonne and Girona offices;
- Provision of a secured bicycle parking in the head office in Montpellier to encourage employees to ride their bicycle to and from work;
- Use of teleworking is offered for certain categories of employees (e.g. senior employees or employees living abroad).



### 9.3.8. Water and Water Conservation Waste

Water is primarily used for domestic purposes (restrooms, cooking, cleaning) at Dyneff sites (oil depots, petrol stations and offices). At our petrol stations, water is also used for the car wash stations. Water consumed by Dyneff is predominantly potable water from the municipal network, capture from meter data with a total consumption of approximately 82,364 m<sup>3</sup> at our sites in 2025. 79,521 m<sup>3</sup> from French and 2,843 m<sup>3</sup> from Spain. At the Village Catalan highway petrol station, stormwater from roofing areas is collected and reused for toilet flushing.

Domestic wastewater is generally discharged to the municipal network without prior treatment. At remote highway petrol stations not connected to the municipal network, domestic wastewater is treated in an on site effluent treatment plant prior to being discharged to the natural environment (infiltration via a reed lagoon or overflow to dedicated infiltration pit).

Car wash water operates within a closed-loop system, although there is a continuous discharge of a small amount of concentrated effluent.

This car wash wastewater stream is treated by a hydrocarbon separator (which is cleaned every 6 months or every year) prior to discharge to the municipal network or to the natural environment depending on the sites.

### 9.3.9. Water Management

|                                          | FY 2023 | FY 2024 | FY 2025 |
|------------------------------------------|---------|---------|---------|
| <b>Water Consumption (m<sup>3</sup>)</b> | 143,000 | 91,322  | 82,364  |

#### Waste Management

The Group’s operations in France primarily generate non-hazardous domestic waste, mainly from shops and restaurants at petrol stations. To ensure responsible waste management, all our petrol stations have waste segregation measures in place, and we collaborate with approved waste transporters for the removal and disposal of non-hazardous waste. These contracts are structured around a fixed maximum waste volume, which is consistently maintained.

Hazardous waste from our operations is produced in small quantities and includes materials such as sludge from hydrocarbon separators, oily rags, used oils, and expired chemicals. This waste is disposed of at authorized facilities, with all disposals systematically documented through waste manifests. In 2024, the total volume of hazardous waste generated was estimated at approximately 458 tons - an increase of 199 tons as compared to 2023. This rise is attributed to the launch of the Ambition Déchets project, which expanded the scope of waste quantification beyond previous estimates.

## ENVIRONMENTAL

The project now includes data from non-motorway service stations, sales outlets, and offices, resulting in a more comprehensive waste assessment. This initiative requires processing a substantial volume of data, with concrete results expected by 2025.

Dyneff has introduced an innovative method for cleaning domestic fuel storage tanks used by small and medium distribution clients. This process maximizes product recovery while minimizing waste by suctioning fuel from the tank, removing deposits, cleaning the tank, and filtering and returning the fuel.

Additionally, we are actively advancing digitalization initiatives to reduce paper consumption. These efforts include minimizing printing in offices, streamlining the purchase-to-pay (P2P) process, adopting electronic signatures and invoices, and implementing an electronic safe box to eliminate printed pay slips. Through these measures, we continue to enhance operational efficiency while reducing environmental impact.

### 9.3.10. Hazardous Waste Consumption

| Weight | FY 2023 | FY 2024 | FY 2025 |
|--------|---------|---------|---------|
| Ton    | 256     | 458     | 579.75  |

579.75 t of hazardous wastes (220.1 recycled and 359.65 non-recycled)

### 9.3.11. Soil Contamination Management

#### *Spill Prevention and Response*

We have implemented numerous thorough systems and procedures to reduce the likelihood of inadvertent spills or leaks while storing, loading, and unloading fuel at our oil depots and gas stations, as well as during the transportation of hydrocarbons:

- Underground storage tanks are double-walled while above ground storage tanks are single-walled but provided with secondary containment;
- All storage tanks are fitted with leak detection and overflow prevention systems;
- Tanks gauging is conducted after each loading / unloading activity;
- Tanks and pipelines are regularly integrity tested (via acoustic or pressurized methods);
- Petrol stations and oil depots are paved and provided
- with specific drainage and collection network for potentially contaminated wastewater (e.g. stormwater or spilled hydrocarbons);
- Spill kits are provided at oil depots and petrol stations, and staff are trained to the use of spill kits;
- A safety protocol is in place with the transporters, and drivers are trained accordingly;

## ENVIRONMENTAL

- Geo-tracking is in place for the truck fleet, and an emergency response plan is in place (including a directory for pumping, lifting and transportation companies) in order to be able to quickly intervene in case of a truck accident susceptible to lead to a hydrocarbon spill.

No significant spill incident from Dyneff activities is recorded in 2025.

### **9.3.12. Eco-conception of our Facilities**

For two of our highway petrol stations (Rouillé Pamproux and Village Catalan) in France, we applied the principles of High Environmental Quality ('Haute Qualité Environnementale-HQE') in the construction and operation process. This includes a 'green' construction process, maximum usage of local materials, a centralised energy management system, and the collection and reuse of stormwater.

### **9.3.13. Customer Engagement**

#### *Communication with Customers on ESH Topics*

The Group's hydrocarbon products comply with the guidelines outlined in the European Directive on Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH), demonstrating a steadfast commitment to maintaining stringent standards for safeguarding both human health and the environment against potential chemical hazards.

For our clientele consisting of small and medium-sized distributors and wholesalers, we furnish safety datasheets upon the completion of their initial purchase. Similarly, within our network of gas stations, customers can request safety datasheets, which provide essential details regarding product composition, potential health and safety risks, environmental implications, precautionary measures, and recommended actions in the event of product exposure or spills.

Within our gas stations, prominent safety pictograms effectively guide customers regarding primary risks such as fire and explosion, emphasizing prohibited actions such as smoking, cell phone usage, and idling car engines to mitigate potential incidents.

In terms of environmental stewardship, Dyneff offers guidance to its customers aimed at reducing energy expenses. We assist in initiating energy renovation or enhancement projects, thereby reducing both energy consumption and associated costs.

## 9.4. Social

### 9.4.1. Employment

[GRI-401]

At the core of the Group's operations is its workforce, whose capabilities and commitment are critical to sustaining long-term performance. AnAn is committed to fair employment practices, providing equal opportunities in recruitment, compensation and career progression based on individual merit, qualifications and performance.

The Group maintains a structured human resource framework covering remuneration, employee welfare, performance evaluation and career development. Employees undergo regular performance assessments to support continuous improvement and identify development opportunities.

To attract and retain talent, the Group engages with professional institutions, academic partners and industry networks. Retention strategies focus on competitive remuneration, career advancement opportunities and fostering a supportive working environment.

The Group operates across multiple jurisdictions, including Singapore, France and China, and complies with applicable labour laws and employment standards in each location.

### 9.4.2. Training and Education

[GRI-404]

The Group recognises that continuous learning and development are essential to building organisational capability and resilience. Structured onboarding programmes are provided to new employees to ensure a comprehensive understanding of the Group's operations and standards.

Ongoing training initiatives are conducted across various areas, including:

- regulatory and compliance training
- technical and job-specific skills
- managerial and leadership development
- workplace safety and environmental awareness

Employees are encouraged to participate in both internal and external training programmes to enhance their competencies and support career progression.

In addition, the Group promotes knowledge sharing through cross-functional exposure, internal workshops and professional development initiatives. Training participation and performance reviews are used to identify skill gaps and support workforce development planning.

### 9.4.3. Diversity and Equal Opportunity

[GRI-405]

The Group recognises that continuous learning and development are essential to building organisational capability and resilience. Structured onboarding programmes are provided to new employees to ensure a comprehensive understanding of the Group’s operations and standards.

The Group is committed to fostering an inclusive and diverse workplace where all employees are treated with fairness, dignity and respect. Discrimination of any form, including on the basis of gender, age, race or nationality, is strictly prohibited.

AnAn maintains a balanced workforce across its key operating regions and strives to promote diversity in terms of gender, age and background. Employment and promotion decisions are based solely on merit and performance, ensuring equal access to opportunities for all employees. The Group continues to strengthen its diversity practices by maintaining a balanced gender representation and supporting inclusive workforce participation across all levels of the organisation.

#### Number of Employees

|                 | FY 2023    | FY 2024    | FY 2025    |
|-----------------|------------|------------|------------|
| China/Hong Kong | 4          | 4          | 4          |
| Singapore       | 4          | 4          | 4          |
| France          | 824        | 779        | 819        |
| Spain           | -          | -          | 44         |
| <b>Total</b>    | <b>832</b> | <b>787</b> | <b>871</b> |

Regarding our workforce's skill composition, we've maintained a balanced ratio of managers to non-managerial employees, which has facilitated strong leadership and driven the growth of our company.

Our leadership team is highly experienced and maintains robust client connections, which contribute to the ongoing success of the Group. We actively seek out talent, especially among younger individuals, and nurture their skills through mentorship and practical training programs.

Our recruitment strategy emphasises the necessary skills and academic credentials for each role. During the selection process, we employ rigorous screening procedures to ensure that candidates align with the Group’s values.

We prioritise retaining skilled employees through offering competitive financial rewards alongside non-monetary benefits, such as opportunities for continuous learning and career progression.

## SOCIAL

Our compensation and benefits strategies are devised in accordance with recommendations from our HR team and are then endorsed by the Board Remuneration Committee. Additionally, our staff undergo annual performance assessments and consistently receive feedback from their managers.

Since FY2022, the Company has adopted a Board Diversity Policy which sets out the framework for promoting diversity on the Board of the Company in order to improve performance.

This diversity includes the range of skills, business and industry experience, gender, age, ethnicity, geographic background, length of service, and other distinctive qualities of the board members. The Company recognises that effective board requires Directors to possess not only integrity, commitment, relevant experience, qualifications and skills in carrying out their duties effectively but also include diverse background towards promoting good corporate governance.

We uphold a gender-balanced workforce and guarantee that equitable employment practices and compensation are solely based on individual merit, without any gender prejudice. Discrimination in any form is strictly prohibited within our organisation. In FY2025, the Group has nearly equal ratio of male (53.9%) to female employees (46.1%)

In current year, no incidents of discrimination have been reported.

### Gender Ratio

|              | FY 2023    | FY 2024    | FY 2025    |
|--------------|------------|------------|------------|
| Male         | 456        | 419        | 468        |
| Female       | 376        | 368        | 403        |
| <b>Total</b> | <b>832</b> | <b>787</b> | <b>871</b> |

\* France operations (819 employees) & Spain(44 employees), Singapore and Hong Kong/China are excluded as demographic data for these geographies is not yet consolidated at Group level.

### Fair & Open Employment Policy

The Group maintains fair and open employment policy through providing fair employment opportunities to all employees. Our workforce has a good balance in employee age distribution. As of 31 December 2025, 48.90% of our employees are under the 40 year old group and 51.10% are over 40 year old group.

### Employee Age Profile

|                | FY 2023 | FY 2024 | FY 2025 |
|----------------|---------|---------|---------|
| Below 30 Years | 33.65%  | 37.60%  | 27.00%  |
| 31 to 40 Years | 18.99%  | 18.81%  | 21.90%  |
| 41 to 55 Years | 37.14%  | 33.42%  | 38.50%  |
| Above 56 Year  | 10.22%  | 10.17%  | 12.60%  |

## SOCIAL

Our strategy for attracting and retaining skilled individuals entails close collaboration with professional associations, fostering a talented workforce, and establishing a mechanism for addressing employee concerns.

Regarding our staff's expertise, we ensure a balanced allocation of professionals and managerial teams across our three business sectors to facilitate progress.

Our firm heavily depends on seasoned personnel with extensive experience in energy trading and retail. By progressively expanding associated ventures, we've bolstered our capacity to retain these senior members. Their expertise and strong client relationships have been instrumental in maintaining the success of our energy trading and retail initiatives over time.

We proactively scout for promising talent, especially among younger individuals, and support their growth through mentorship and on-the-job training initiatives.

To ensure their retention, we provide competitive and attractive incentives, alongside avenues for continuous learning and advancement. Our compensation and benefits framework adheres to guidelines set forth by our Human Resources department and ratified by the Remuneration Committee of our Board.

During the year, we have recorded total number of 753 new employees and 758 resigned from our operation in France, 32 new employee and 32 resigned form Spain

In addition, we have recorded 100% of return-to-work ratio for employees who have taken parental leave.

In line with our commitment to equal opportunities, we continued to provide skills training and opportunities for career development throughout 2025.

In 2024, Dyneff incurred total of USD100,086 in training & staff development. We delivered a total of 3,810 training hours to 320 employees, representing 41% of Dyneff France's workforce. The trainings include regulatory training on legal and safety, technical knowledge training, managerial training and environmental training.

In 2025, Dyneff France & Spain incurred USD172,492 in training & staff development total delivered a total of 5,670 training hours and average training hour of 23.5 per employee, representing 42.6% of Dyneff France & 100% of Dyneff Spain's workforce. The trainings include regulatory training on legal and safety, technical knowledge training, managerial training and environmental training.

## SOCIAL

In an increasingly complex and evolving economic and regulatory environment, development of employees represents a key strategic lever for Dyneff. Our skills development plan is structured around six core training areas—regulatory, professional, managerial, digital and office skills, quality of work life, and artificial intelligence—designed to address the specific needs of each entity while supporting continuous employee development.

1) Regulatory training is designed to ensure full compliance with applicable standards and requirements. It enables our teams to meet the legal and safety obligations specific to our sector, thereby mitigating operational risks (Carriage of Dangerous Goods by Road, specific driver's licences, fire safety, electrical certification, HACCP, hygiene, workplace first aid, etc.).

2) Professional skills training aims to strengthen job-specific expertise by equipping employees with the tools and capabilities required to achieve operational excellence (sales, negotiation, conflict management, customer relations, procurement, recruitment).

3) Managerial training constitutes another key pillar of this plan. It focuses on enhancing the capabilities of our managers and future leaders, enabling them to effectively lead teams and navigate change with agility.

4) Digital and office skills training enables employees to leverage digital tools effectively in their daily activities (Excel, Power BI). In addition, environmental training supports the successful deployment of our “zero waste” policy, including initiatives such as visits to waste sorting facilities

5) Quality of worklife programs aim to promote workplace well-being by addressing topics such as physical activity and stress management, for example through yoga sessions.

6) Artificial intelligence training enables our teams to better understand and adopt emerging technologies. The objective is to demystify AI and support employees in the practical integration of automation tools and processes into their day-to-day activities.

Furthermore, we actively promote knowledge sharing to enhance adaptability within our teams. One manifestation of this endeavor is our 'job conference during lunch', where staff members showcase their roles and expertise to colleagues from diverse departments.

Moreover, we implement an annual performance evaluation system. Throughout the year, 87% of Dyneff employees undergo an annual performance review to assess their contributions and identify areas for further skill enhancement. Additionally, professional interviews are conducted biennially to explore potential career advancement opportunities.

To ensure fair and competitive compensation, the remuneration for employees is determined based on experience, qualification and performance.

In partnership with IDRAC Business School, Dyneff established “Campus Dyneff” to support the development of its commercial managers. The programme leverages IDRAC’s continuing education expertise and offers a structured curriculum leading to a certified diploma in commercial management. It supports the Group’s human resource strategy by strengthening skills, promoting best practices and enhancing employee development.

#### 9.4.4. Health and Safety

The Group is dedicated to maintaining the utmost standards in Workplace Safety and Health (WSH) and environmental protocols, striving to integrate exemplary practices across the Group. Our unwavering dedication to our employees guarantees a safe working environment conducive to optimal performance and personal growth.

We have directed our health and safety reporting to Dyneff, where the Health & Safety management of the petrol distribution network is crucial for safeguarding the well-being of our employees and customers.

#### **General Health and Safety Management**

Ensuring the well-being and safety of our employees and contractors is a paramount concern for AnAn. Within Dyneff, our HSE (Health, Safety, and Environment) division has cultivated specialized knowledge and implemented robust systems to address these priorities.

Primary risks to health and safety stemming from our operations encompass fire and explosion hazards, chemical exposure (particularly volatile hydrocarbons), incidents of aggression, transportation accidents, electrical hazards, and mechanical risks (such as handling, falls, and cuts). A comprehensive risk assessment document is employed across all our sites and activities, incorporating existing safety measures and identifying areas for potential enhancements. This unified document undergoes biennial updates and has included psycho-social risks since 2015.

To address and manage our health and safety risks effectively, we have instituted the following measures:

- A safety welcome booklet is distributed to every new employee;
- Safety training is delivered to employees depending on their position and the risks they are exposed to;
- Daily and annual prevention plans are developed and implemented;
- A permit to work system is in place for specific activities, including a fire permit system for any operation involving an open flame;
- Incidents are systematically investigated;
- Health and safety bulletins are communicated to all employees when important information have to be shared;
- Appropriate personal protection equipment (PPE) are provided to employees depending on their tasks, and can be autonomously ordered by employees when they need to be replaced;
- Quarterly meetings of the health and safety company committee are conducted in order to discuss health and safety issues and follow-up on action plan progress;
- An audit on difficult working conditions was conducted, including several risk factors such as noise, vibration, chemicals, work at night, shift work, etc.;
- An internal challenge around work safety is organized with quizzes and rewards.

## SOCIAL

In 2025, there were no fatalities recorded.

### **Impact Measurement for Workplace Accidents**

|                    | FY 2023 | FY 2024 | FY 2025 |
|--------------------|---------|---------|---------|
| Loss Time Incident | 22      | 29      | 17      |
| Medical Cases      | 15      | 0       | 0       |
| Lost Man-days      | 1467    | 781     | 3248    |

### **Breakdown of Types of Workplace Accident**

|                                            | FY 2025 |
|--------------------------------------------|---------|
| Petro station activities (handling)        | 13      |
| Petro Station activities (and maintenance) | 14      |
| Others (e.g. fainting/allergies)           | 4       |
| Road accident                              | 13      |
| Fall from ground                           | 3       |
| Fall from height                           | 0       |
| Aggression                                 | 1       |
| Chemical                                   | 0       |

### **Explosion and Fire Safety**

Ensuring safety at our oil depots and petrol stations primarily involves addressing the risk of explosions and fires, which demands our concentrated efforts. To manage these risks effectively, we have introduced a range of measures and procedures. These encompass the installation of audible and visual alarms, detection systems for fire and gas, emergency shutdown mechanisms, utilization of infrared thermography for identifying electrical system hotspots, provision of firefighting apparatus like extinguishers and hydrants, conducting regular emergency drills, undergoing periodic inspections by fire authorities, and delivering firefighting training. A fire incident occurred before in Brouzils motorway gas station. Firemen and our retail team managed to control the incident. Then HSE team cooperated with French authorities in order to demonstrate that all action were appropriate and in respect with environmental compliance.

### ***Road Safety***

Transportation via road is managed by a proficient fleet comprising both company-owned vehicles and a consortium of partner transport firms. This amalgamation guarantees a reliable, secure, and premium delivery service, adhering to ISO9001 standards. The fleet comprises 80 trucks, all compliant with European regulations for transporting hazardous materials by road, and equipped with cutting-edge technological features.

Dyneff also operates 14 small tankers owned by the company and manned by Group employees (including 2 within the Pool Relais) as well as 1 leased small tanker with a Group employee. Safety protocols are enforced at every stage of the delivery process, encompassing driver training, strict adherence to safety procedures, consistent fleet maintenance, utilization of onboard IT systems, and geolocation tracking. The logistics department conducts ongoing monitoring and audits to ensure adherence to quality standards.

### ***Promotion of Healthy Lifestyle***

All employees undergo routine medical health assessments every four years. For individuals in high-risk roles—such as drivers or those working at oil depots and petrol stations—the assessment frequency is increased to once every two years.

Since 2016, a voluntary initiative has been implemented to monitor benzene exposure levels among employees at oil depots and petrol stations. To date, no breaches of health and safety standards have been recorded.

To encourage healthy lifestyles among employees, an internal sports association has been established. Regular sporting activities, such as challenges and races, are organized to promote physical well-being.

In addition, periodic assessments are carried out to identify opportunities for enhancing workplace health conditions. Dyneff has also conducted Sophrology workshops for all employees, aimed at supporting both mental and physical relaxation.

#### 9.4.5. Labour-Management Relations

Effective communication between management and staff is vital for fostering employee commitment, positive work attitudes, and loyalty to the Group. It is essential to keep employees well-informed and connected through regular updates and timely notifications about operational changes.

To achieve this, we employ various engagement strategies:

- **Monthly Meetings**

Monthly meetings with the management team are held to discuss operations reviews.

- **Quarterly Meetings**

Management conducts quarterly meetings for the Board of Directors to discuss on business development and finance.

- **Informal Small Group Meetings**

Management frequently organizes small group meetings to address employee concerns and grievances.

Currently, all Dyneff employees are represented by a single trade union. Additionally, there is an employee representative committee elected every four years. This committee serves two main purposes:

- Ensure employees' collective expression in any company decision regarding work organisation, training, organisational or technical changes, etc.; and
- Provide social and cultural benefits to employees (e.g. gift certificates, grouped orders, discounts on cultural events or holiday packages).

At Dyneff, we maintain a range of collective agreements that surpass the minimum mandatory standards and are applicable to all our employees.

These agreements offer extensive benefits, including but not limited to maternity and paternity leave, a comprehensive life insurance policy covering disability, invalidity, and death, as well as a comprehensive health insurance package that includes services such as osteopathy. Additionally, our employees enjoy access to a supplementary pension scheme, a competitive company savings plan, and participation in profit-sharing arrangements. Furthermore, we provide discounts on fuel at Dyneff petrol stations and on gas sold by Dyneff, contribute to employees' public transportation costs, and offer luncheon vouchers with 60% of the cost subsidized by Dyneff. Moreover, we accommodate flexible working arrangements for both office staff and personnel at petrol stations, utilising an annualised working time system to adapt to the seasonal nature of our business.

Our Health, Safety, and Work Conditions Committee meets every quarter to discuss and respond to matters related to health, safety, and working conditions. Additionally, the committee conducts routine site inspections across all our facilities.

Although we do not administer formal employee feedback surveys, we actively encourage our staff to raise any concerns to their line manager or the human resources department. Staff representatives are also instrumental in conveying grievances to management. Moreover, our anonymous whistleblower system provides another channel for reporting misconduct or other concerns.

### **Business Partner & Stakeholder Engagement**

We consistently involve our business partners and stakeholders to ensure they stay informed about the progress of our enterprises. For more information, please refer to the section on Accountability to Stakeholders on page 19.

#### *Local Communities Engagement*

The Group is committed to enhancing the growth of the communities it serves. For example, Dyneff collaborates with the Montpellier Rugby Club and backs an organisation focused on facilitating prisoner rehabilitation through sports. Furthermore, our regional offices enthusiastically participate in and assist with a range of community events, including fairs and cultural activities.

Any concerns voiced by local residents regarding inconveniences stemming from our operations, such as noise, odours, or lighting, are promptly documented and addressed to uphold positive relations with our neighbours.

Throughout the year, there have been no complaints from local communities.

### **Customer Privacy & Data Protection**

The nature of our investment and real estate business warrants high level of security and confidentiality of our clients' personal data as well as the business transactions they have undertaken.

We adhere strictly to relevant data protection regulations, including the EU Data Protection Directive and Singapore's Personal Data Protection Act 2012. We have invested to ensure our meets the required standards for IT security.

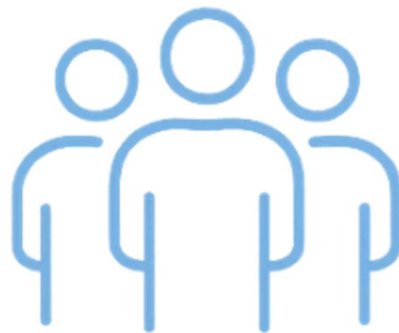
There is no case of substantiated concerns of breaches of customer privacy reported in 2025.

### 9.4.6. Corporate Social Responsibility

As a responsible corporate entity, we prioritise contributing to society. Alongside our business objectives, we recognise the importance of actively engaging with our local community.

Our dedication to environmental sustainability and conservation is demonstrated through our endorsement of energy-saving initiatives in France.

Dyneff invests approximately €30 million annually in various energy-saving programs sanctioned by authorities, such as attic insulation, condensing boilers, and double glazing. We go the extra mile by assuming responsibility for executing energy-saving projects either entirely or partially, collaborating with our business partners to ensure the ultimate benefit for our end consumers.



## 9.5. Governance

### 9.5.1. Legal Compliance and Corporate Governance

Corporate governance and compliance have always been one of the top priorities for us. As a public listed company based in Singapore, our decision-making processes strictly adhere to legal and regulatory standards, as outlined by the Code of Corporate Governance issued by the Monetary Authority of Singapore and the Singapore Companies Act 1967. We uphold these standards across all the markets where we operate.

Throughout the financial year 2025, the Group has not received any correspondence or notifications regarding non-compliance with legal and regulatory requirements from any government or regulatory agencies. During the financial year under review, no cases were reported under the whistle-blowing programme.

### 9.5.2. Ethics & Integrity

We foster a culture of ethics and integrity across our organisation. Our aim is to conduct business ethically, adhering to industry best practices. All employees must fully adhere to the principles outlined in their employment contract and the Employee Handbook. The Employee Handbook details our expected standards of employee's behaviour towards our business partners whom we have business dealings with, to the people in the society whom we serve and towards each other as employees of the Group.

### 9.5.3. Anti-Corruption and Anti-Fraud

[GRI 205]

The Group maintains a strict zero-tolerance approach to bribery and corruption. Monitoring and internal control mechanisms are in place to identify and address unethical conduct, including fraud and misconduct.

A whistleblowing mechanism is established and accessible to employees and external stakeholders, including customers, suppliers and contractors, through dedicated channels such as email and telephone. Reports are directed to the Chairman of the Audit Committee and are handled with confidentiality and appropriate follow-up.

From FY2024 onwards, the Group implemented its anti-corruption framework through the communication of the Code of Conduct and Whistleblower Policy to all employees. In March 2025, formal training was conducted, covering station managers and assistant managers. Approximately 350 employees participated, with an estimated one hour of training per employee (approximately 350 total training hours).

No confirmed incidents of corruption or bribery were reported in FY2025.

### 9.5.4. Compliance with Laws and Regulations

AnAn is committed to complying with all relevant laws and regulations in Singapore and has established policies and procedures to ensure adherence. The management team is responsible for reviewing and overseeing the Group's policies and practices. Any instances of non-compliance with applicable laws, regulations, or resolutions will be reported to the Board of Directors. As a public listed company, we ensure compliance with the Listing Rules of the Singapore Exchange Securities Trading(SGX-ST), the Securities and Futures Act, and the Singapore Companies Act, both in substance and in principle. Any new legislation or amendments to relevant laws and regulations will be communicated to all staff through email and small group meetings to ensure that everyone is informed and can take the necessary steps to comply. While we aim to responsibly use our data to better serve our customers, we strictly adhere to the guidelines outlined in the Personal Data Protection Act 2012("PDPA").The European Union's General Data Protection Regulation (GDPR), implemented on April 27, 2016,concerning the protection and privacy of individuals' data, has been fully integrated. This includes the appointment of a Data Protection Officer, the implementation of confidentiality agreements for employees responsible for collecting personal data (such as the Human Resources team), and adjustments to procedures related to the collection, storage, alteration, and deletion of customer data. During the year, no instances of product or service misinformation were reported.

### 9.5.5. Risk Management

The Group acknowledges the significance of risk management and its potential impact on the Group's business performance. Oversight of the effectiveness of our risk management and internal controls falls under the purview of the Audit Committee, appointed by the Board of Directors. The Group encounters similar risks to other entities in the energy sector, encompassing environmental risks (such as hydrocarbon spills, contributions to climate change, and resource depletion), social risks (including talent attraction and retention, competency management, and safety), societal risks (related to community relations), reputation /image risks, and business risks (like evolving customer expectations and business continuity).

### 9.5.6. Service Quality and Responsibility

Our service quality and responsibility to our customers ranks high for the sustainable success of the Group. We are committed to provide reliable and high quality services to our customers we service. We emphasise service excellence in dealings with our customers. Our staff serve our customers professionally and ethically

Environmental preservation continues to be a central focus for us, particularly within the Group's operations in France, as highlighted in this environmental report. This document outlines our efforts to manage direct environmental impacts and details strategies for enhancing our trading framework to reduce indirect impacts in future reports. Dyneff is committed to a proactive approach to quality, striving to minimise our environmental footprint through initiatives such as sourcing biofuels, adopting advanced co-construction technologies, reducing carbon emissions from transportation, and lowering energy consumption. Recognizing the importance of every action, Dyneff's strategy incorporates environmental sustainability into our daily operations. The Group remains dedicated to environmental sustainability, actively following the principles of 'Reduce', 'Reuse', and 'Recycle', while implementing energy-efficient measures.



# APPENDIX

## IFRS CONTENT INDEX (1)

| Content Source                              | Relevant Paragraph(s) | Reference in the Report                      |
|---------------------------------------------|-----------------------|----------------------------------------------|
| <b>Conceptual Foundations</b>               |                       |                                              |
| Fair Representation                         | IFRS S1 10–16         | <i>Throughout the Report</i>                 |
| Materiality                                 | IFRS S1 17–19         | <i>Section 8</i>                             |
| Reporting Entity                            | IFRS S1 20            | <i>Section 3.1</i>                           |
| Connected Information                       | IFRS S1 21–24         | <i>Section 3 and 6</i>                       |
| <b>General Requirements</b>                 |                       |                                              |
| Sources of Guidance                         | IFRS S1 57–59         | <i>Section 3.2</i>                           |
| Location of Disclosures                     | IFRS S1 60–63         | <i>Throughout the Report</i>                 |
| Timing of Report                            | IFRS S1 64–69         | <i>Section 3</i>                             |
| Comparative Information                     | IFRS S1 70–71         | <i>Section 1, 9 (multi-year data tables)</i> |
| Statement of Compliance                     | IFRS S1 72–73         | <i>Section 1 (board statement)</i>           |
| <b>Judgements, Uncertainties and Errors</b> |                       |                                              |
| Judgements                                  | IFRS S1 74–76         | <i>Section 6 and 8</i>                       |
| Measurement Uncertainty                     | IFRS S1 77–82         | <i>Section 1 (Data Maturity)</i>             |
| Errors                                      | IFRS S1 83–86         | –                                            |

## IFRS S2 CONTENT INDEX

| Pillar              | Guidance                                                                                                                                                                                                                                                                                                                                                                   | Source               | Relevance in the Report                                              |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------------------------|
| Governance          | a) Governance body(ies) or individual(s) responsible for oversight of climate-related risks and opportunities                                                                                                                                                                                                                                                              | IFRS S2 6(a)(i)–(v)  | <i>Section 4.1–4.3 (p.11–13)</i>                                     |
|                     | b) Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities                                                                                                                                                                                                                      | IFRS S2 6(b)(i)–(ii) | <i>Sections 4.1, 6 (p.11–12, 16–18)</i>                              |
| Strategy            | a) The climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects                                                                                                                                                                                                                                                          | IFRS S2 10–12        | <i>Section 6.1–6.3 (p.16–17)</i>                                     |
|                     | b) The current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain                                                                                                                                                                                                                                     | IFRS S2 13           | <i>Sections 2, 6 (p.4–5, 16–18)</i>                                  |
|                     | c) The effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan                                                                                                                                                                                              | IFRS S2 14           | <i>Sections 6, 9.1 (p.16–18, 26)</i>                                 |
|                     | d) The effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning | IFRS S2 15–21        | <i>Sections 2, 6 (p.4–5, 16–18) (qualitative, not quantified)</i>    |
|                     | e) The climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities                                                                                                                                            | IFRS S2 22–23        | <i>Section 6.5 (p.18) (qualitative, no scenario modelling)</i>       |
| Risk Management     | a) The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks                                                                                                                                                                                                                                                    | IFRS S2 25(a)        | <i>Section 6.4 (p.18)</i>                                            |
|                     | b) the processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities; and                                                                                               | IFRS S2 25 (b)       | <i>Sections 6.3, 6.4 (p.17–18) (no formal scenario analysis yet)</i> |
|                     | c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring CRROs are integrated into and inform the entity's overall risk management process                                                                                                                                                                                   | IFRS S2 25 (c)       | <i>Sections 4, 6 (p.11–12, 18)</i>                                   |
| Metrics and Targets | Climate-related metrics (GHG emissions, energy use)                                                                                                                                                                                                                                                                                                                        | IFRS S2 29–32        | <i>Sections 9.3.2, 9.3.5 (~p.34–35)</i>                              |
|                     | Climate-related metrics (including performance tracking)                                                                                                                                                                                                                                                                                                                   | IFRS S2 33–37        | <i>Section 9.1, FY2025 Highlights (p.9, 26)</i>                      |

(1) Per guidance document from IFRS Applying IFRS S1 when reporting only climate-related disclosures in accordance with IFRS S2 (published January 2025), the content index refers only to applicable IFRS S1 disclosures insofar as they relate to the disclosure of information on climate-related risks and opportunities in accordance with IFRS S2.

# GRI CONTENT INDEX

Statement of use

AnAn International Limited has reported in accordance with the GRI Standard for the period 1 January 2025 to 31 December 2025

## GRI 1: Foundation 2021

| GRI Standard | Disclosure                                              | Sectional Reference | Page Number |
|--------------|---------------------------------------------------------|---------------------|-------------|
| GRI 2-1      | Organisational details                                  | Corporate Profile   | p.4–5       |
| GRI 2-2      | Entities included in reporting                          | Scope of Reporting  | p.6         |
| GRI 2-3      | Reporting period, frequency, contact point              | Overview of Report  | p.6–8       |
| GRI 2-4      | Restatements of information                             | Scope of Reporting  | p.6         |
| GRI 2-5      | External assurance                                      | Section 1.4, 3.4    | p.2, 8      |
| GRI 2-6      | Activities, value chain                                 | Corporate Profile   | p.4–5       |
| GRI 2-7      | Employees                                               | Social Section 9.4  | p.39–43     |
| GRI 2-8      | Workers who are not employees                           |                     | N.A.        |
| GRI 2-9      | Governance structure                                    | Section 4.9         | p.13        |
| GRI 2-10     | Nomination and selection of the highest governance body | Section 4.5         | p.12        |
| GRI 2-11     | Chair of highest governance body                        | Board Statement     | p.1         |
| GRI 2-12     | Role of Board in sustainability                         | Section 4           | p.11–12     |
| GRI 2-13     | Delegation of responsibility for managing impacts       | Section 4.2         | p.11        |
| GRI 2-14     | Approval of report                                      | Section 3.3         | p.7         |
| GRI 2-15     | Conflicts of interest                                   | Section 4.4         | p.12        |
| GRI 2-16     | Communication of critical concerns                      |                     | p.12        |
| GRI 2-17     | Collective knowledge of highest governance body         |                     | p.13        |
| GRI 2-18     | Performance evaluation                                  | Section 4.6         | p.12        |
| GRI 2-19     | Remuneration policies                                   | Section 4.7         | p.12        |
| GRI 2-20     | Remuneration process                                    | Section 4.7         | p.12        |
| GRI 2-22     | Statement on sustainable development strategy           | Board Statement     | p.1–3       |
| GRI 2-23     | Policy commitments                                      | Section 5           | p.14–15     |
| GRI 2-24     | Embedding policies                                      | Section 5           | p.14–15     |
| GRI 2-25     | Remediation processes                                   | Section 5.4         | p.14        |
| GRI 2-26     | Whistleblowing                                          | Section 5.4         | p.14        |
| GRI 2-27     | Compliance with laws                                    | Section 5.5         | p.15        |
| GRI 2-28     | Membership associations                                 | Section 9.2.4       | p.30        |
| GRI 2-29     | Stakeholder engagement                                  | Section 7           | p.19–21     |
| GRI 2-30     | Collective bargaining agreement                         |                     | N.A.        |

## GRI 3: Material Topics

| GRI Standard | Disclosure                           | Sectional Reference | Page Number |
|--------------|--------------------------------------|---------------------|-------------|
| GRI 3-1      | Process to determine material topics | Section 8.2         | p.23        |
| GRI 3-2      | List of material topics              | Section 8.3         | p.24        |
| GRI 3-3      | Management approach                  | Section 8.5         | p.24–25     |

## GRI 200: Economic

| GRI Standard | Disclosure                  | Sectional Reference | Page Number |
|--------------|-----------------------------|---------------------|-------------|
| GRI 201-1    | Economic value generated    | Section 9.2.2       | p.29        |
| GRI 201-3    | Defined benefit obligations | Section 9.2.5       | p.32        |
| GRI 201-4    | Government assistance       | Section 9.2.5       | p.32        |
| GRI 204-1    | Procurement practices       | Section 9.2.6       | p.32        |

**GRI 300: Environmental**

| GRI Standard | Disclosure | Sectional Reference  | Page Number |
|--------------|------------|----------------------|-------------|
| GRI 302      | Energy     | Section 9.3.2        | p.33        |
| GRI 305      | Emissions  | Section 9.3.5        | p.34–36     |
| GRI 303      | Water      | Section 9.3.8        | p.38        |
| GRI 306      | Waste      | Section 9.3.9–9.3.10 | p.38–39     |

**GRI 400: Social**

| GRI Standard | Disclosure                     | Sectional Reference | Page Number |
|--------------|--------------------------------|---------------------|-------------|
| GRI 401      | Employment                     | Section 9.4.1       | p.41        |
| GRI 403      | Occupational health and safety | Section 9.4.4       | p.46–48     |
| GRI 404      | Training and education         | Section 9.4.2       | p. 41       |
| GRI 405      | Diversity                      | Section 9.4.3       | p.42–45     |