



SUSTAINABILITY REPORT 2024

SUSTAINABLE GROWTH GREEN EQUILIBRIUM




ENGRO
BUILDING SUSTAINABILITY

Our Core Values

和顺 HARMONY

We adopt a balanced approach in everything

诚信 TRUST

We uphold integrity in everything we do

卓越 EXCELLENCE

We go the extra mile to achieve breakthrough in innovation

共赢 WIN-WIN

We work together with all stakeholders to achieve mutually beneficial goals



HARMONY
和顺



TRUST
诚信



EXCELLENCE
卓越



WIN-WIN
共赢

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EnGro Corporation Limited (“**EnGro**”, or the “**Company**”) was incorporated on 27 November 1973 under the name of “SsangYong Cement (S) Pte. Ltd.”, and later converted into a public limited company on 31 May 1983 and assumed the name of “SsangYong Cement (S) Ltd”. The Company started off with manufacturing Ordinary Portland Cement (“**OPC**”) in 1976. In the last three decades, it expanded into manufacturing of Portland Blast Furnace Cement, Ready Mix Concrete (“**RMC**”), polymer compounding business and other high performance construction materials. It also embarked upon the manufacturing of low carbon Ground Granulated Blasfurnace Slag (“**GGBS**”) through joint ventures in China and the plants are located in 5 provinces. In 2002, the Company marked the beginning of a new chapter as it witnessed the end of the Singapore-Korea partnership over the Company’s 30-year history. In 2005, the Company changed its name to ‘EnGro Corporation Limited’ with a new logo that reflects its vision of growth in North Asia and growth through strategic partnerships. The striking blue and orange curves of our logo symbolise EnGro and its partners whilst the outer curve resembles the hemisphere of the globe reflecting EnGro’s determination to expand globally.

Our Vission

To be the preferred integral partner of innovation and sustainable material solutions.

Our Mission

To provide integrated material solutions that are value-adding, sustainable and cost-effective.

Our Business

A business overview of EnGro and its subsidiaries (collectively as the “**Group**” or “**We**”), is as follows:



SUPPLIERS

We procure from suppliers of cement, aggregates, sands and admixture.



OPERATIONS

We produce and sell specialty integral cement, high performance RMC with low carbon emissions and other building materials.



CUSTOMERS

We mainly sell building materials to construction contractors.

BOARD STATEMENT

The Board of Directors (“**Board**”) of EnGro is pleased to present its Sustainability Report (“**Report**” or “**SR 24**”), which discusses the developments and progress of our sustainability journey. In line with our sustainability strategy in promoting green cement and green concrete, we continue to invest in the circular economy via our waste-to-resource programme to reduce greenhouse gas (“**GHG**”) emissions. As part of our commitment to sustainability, we provide insights into the way we do business, while taking into account our material sustainability factors under the sustainability pillars of economic, environmental, social and governance (collectively as “**Sustainability Factors**”) to provide readers with an accurate and meaningful overview on how sustainability issues are managed. The Board having considered the Group’s sustainability issues as part of its strategic formulation and business strategies, determined the material Sustainability Factors and overseen the management and monitoring of the material Sustainability Factors.

To enhance integration of sustainability throughout the Company, we adopted the following initiatives in financial year (“**FY**”)2024:



CLIMATE CHANGE TRANSITION PLAN

Global warming and extreme weather events have increased global awareness of the risks posed by climate change and accelerated the call for global urgent action to embark on a decarbonisation journey. To step up our efforts on this front, we refine our climate change transition plan to reduce Scope 2 emissions by 90% by 2050, aligning with global efforts to mitigate climate change.



REPORTING FRAMEWORK

Following the publication of the International Sustainability Standards Board (“**ISSB**”) Standards – International Financial Reporting Standards (“**IFRS**”) S1 and IFRS S2, we conducted a gap analysis against our existing Task Force on Climate-related Financial Disclosures (“**TCFD**”) reporting and are in the process of aligning our climate-related disclosures to the ISSB Standards.

We believe that our proactive business initiatives will allow us to stay on course in our sustainability journey.

Our target in 2035:

Reduce absolute Scope 2
GHG Emissions by 25%, with
FY2022 as our baseline

Our target in 2050:

Reduce absolute Scope 2
GHG Emissions by 90%, with
FY2022 as our baseline



SUSTAINABILITY PERFORMANCE AT A GLANCE

A summary of our key sustainability performance in FY2024 and a comparison with FY2023, is provided as follows:

| SUSTAINABILITY PILLAR | PERFORMANCE INDICATOR | PERFORMANCE INDICATOR | |
|-----------------------|--|-----------------------|------|
| | | 2024 | 2023 |
| Governance | Number of reported corruption incidents ¹ | – | – |
| | Number of incidents of non-compliance with any applicable laws and regulations ² that resulted in significant fines or non-monetary sanctions | – | – |
| Environmental | Energy intensity (GJ/ production volume in kilotonnes) | 27.5 | 31 |
| | Aggregated Scope 1 and 2 GHG emissions intensity (tCO ₂ e/ production volume in kilotonnes) | 2.5 | 2.6 |
| | Water consumption intensity (m ³ / production volume in kilotonnes) | 69 | 59 |
| Social | Number of cases of product non-compliance with regulations concerning the health and safety impacts of products | – | – |
| | Number of reported incidents of unlawful discrimination against employees | – | – |
| | Turnover rate | 31% | 28% |
| | Average training hours per employee | 3.7 | 1.6 |
| | Number of workplace fatalities | – | – |
| | Number of high consequence ³ work-related injuries | – | – |

¹ A corruption incident is defined as one that involves fraud or dishonesty involving an amount not less than SGD 100,000 and is punishable by imprisonment for a term of not less than two (2) years, which is being or has been committed against a company by officers or employees of the company.

² Incidents involving fraud or dishonesty are excluded.

³ A high consequence work-related injury refers to an injury from which the worker cannot recover or cannot recover fully to pre-injury health status within 6 months.

REPORTING FRAMEWORK, PERIOD AND SCOPE, FEEDBACK

REPORTING FRAMEWORK

This Report is prepared in accordance with the Singapore Exchange Securities Trading Limited (“SGX-ST”) listing rules 711A and 711B. This Report is also prepared in accordance with the Global Reporting Initiative (“GRI”) Standards as it provides an extensive framework that is widely accepted as a global standard for sustainability reporting. Please refer to the GRI content index for further details.

As part of our continual efforts to align our sustainability reporting with relevant market standards, we mapped our sustainability efforts to the 2030 Agenda for Sustainable Development which is adopted by all United Nations Member States in 2015 (“UN Sustainability Agenda”). The UN Sustainability Agenda provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 SDGs, which form an urgent call for action by all developed and developing countries in global partnership.

Our climate-related disclosures are produced based on the 11 recommendations of Task Force on Climate-related Financial Disclosures (“TCFD”). Following the publication of the ISSB Standards – IFRS S1 and IFRS S2, we conducted a gap analysis against our existing TCFD reporting and are in the process of aligning our climate-related disclosures to the ISSB Standards. We are guided by the phased approach recommended by the Singapore Exchange Regulation in aligning our reporting of climate-related disclosures in accordance with ISSB Standards.

The Group has an established system of internal controls as well as verification mechanisms to ensure the accuracy and reliability of the narratives and metrics disclosed in this Report. To further enhance the credibility of this Report, the Group has subjected our sustainability reporting process to internal reviews, as required by SGX-ST Listing Rules 711B (3). We will work towards external assurance for our future sustainability reports subject to market trends and regulatory requirements.

REPORTING PERIOD AND SCOPE

Unless specified otherwise, this Report covers our sustainability performance and initiatives for the period of 1 January 2024 to 31 December 2024 (“FY2024” or “Reporting Period”). This Report covers the following operating entities of the Group in Singapore, Malaysia and Indonesia, which contributed to 99% (FY2023: 99%) of the Group’s revenue:

| SN | ENTITY | COUNTRY OF OPERATION | PRINCIPAL ACTIVITY |
|----|-------------------------------------|----------------------|--|
| 1 | EnGro Corporation Limited | Singapore | Investment holding |
| 2 | Top-Mix Concrete Pte Ltd | Singapore | Manufacture and sale of concrete and other building materials |
| 3 | Top Mix Concrete (Malaysia) Sdn Bhd | Malaysia | Manufacture and sale of concrete and other building materials |
| 4 | R&P Technologies Pte. Ltd. | Singapore | Manufacture of thermosetting synthetic resin and plastic materials |
| 5 | R&P (Pte.) Ltd. | Singapore | Manufacture of thermosetting synthetic resin and plastic materials |
| 6 | PT RNP Technologies Indonesia | Indonesia | Manufacture of thermosetting synthetic resin and plastic materials |

FEEDBACK

This Report is published in April 2025 and our sustainability reports are available on the Company’s website (<https://engro-global.com/sustainability-report/>). Should you have any comments or suggestions relating to this Report, please contact us at ir@engro-global.com.

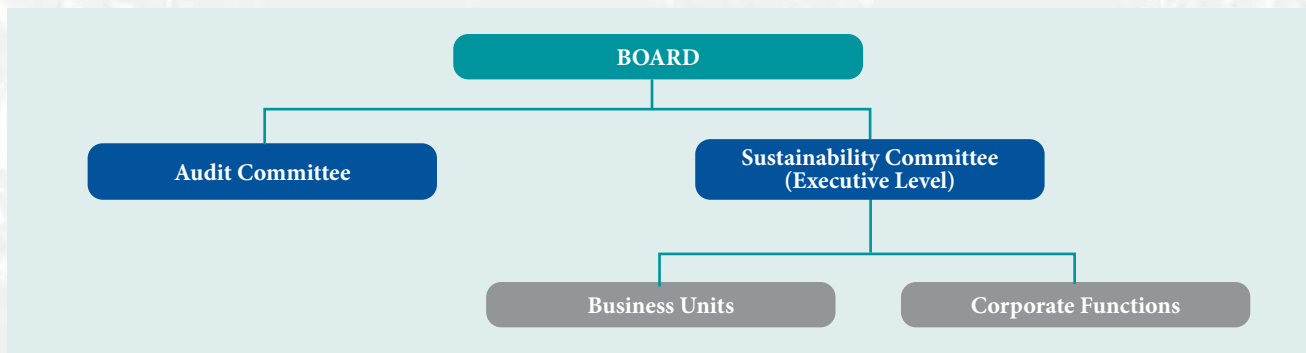
SUSTAINABILITY GOVERNANCE

The Board oversees the management and monitoring of the sustainability matters of the Group, including climate-related risks and opportunities, and considers them in determining the Group's strategic direction and policies.

The Board assigned the responsibility for monitoring and overseeing the Company's sustainability efforts to an executive level sustainability committee ("**Sustainability Committee**"). Members of the Sustainability Committee comprise senior executives of the Group and the Sustainability Committee is responsible for the management and monitoring of our material Sustainability Factors, including working with the various business units and corporate functions, to ensure that such factors are integrated in our day-to-day operations.

Besides the Sustainability Committee, the Board is also supported by the Audit Committee on specific sustainability matters under their respective terms of reference. Our sustainability governance structure and the responsibilities of component parties are detailed as follows:

[Sustainability governance structure](#)



SUSTAINABILITY GOVERNANCE

Terms of reference of component parties:







| COMPONENT PARTY | MEMBERS | TERMS OF REFERENCE |
|--|---|--|
| Board | Board members | <ul style="list-style-type: none"> Determine material sustainability factors of the Group Review and approve sustainability strategies, policies and targets (including materiality assessment process and outcome) Monitor implementation of sustainability strategies, policies and performance against targets Oversee the identification and evaluation of climate-related risks and opportunities Ensure that sustainability and climate-related risks and opportunities are covered under the Group's enterprise risk management ("ERM") framework Review and approve sustainability reports |
| Audit Committee | Audit Committee members | <ul style="list-style-type: none"> Review the effectiveness and adequacy of the Group's internal controls and risk management systems Oversee the conduct of assurance activities pertaining to the Company's sustainability reporting processes Ensure the internal audit meets the Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors |
| Sustainability Committee | Senior executives of the Group who provide the direction for reporting | <ul style="list-style-type: none"> Develop sustainability strategies and policies Ensure that the implementation of sustainability strategies is aligned across business segments Evaluate overall sustainability risks and opportunities, with a focus on climate-related risks and opportunities Perform materiality assessment Monitor sustainability activities and performance against targets Align the Group's practices with the organisation-wide sustainability agenda and strategies Consolidate sustainability metrics to track sustainability impact on a group basis and for reporting purposes Prepare sustainability reports |
| Business units/ Corporate functions | Representatives from business units or corporate functions designated to support the work of the Sustainability Committee | <ul style="list-style-type: none"> Align practices at the operational level with the Group's agenda and sustainability strategies Collect and compile sustainability metrics to track sustainability impact and for reporting purposes |

As part of our continual efforts to enhance and upgrade the knowledge of our directors on sustainability reporting and to meet the requirement of listing rule 720(7) of SGX-ST, we confirm that all Directors have attended at least one of the approved sustainability training courses.

STAKEHOLDER ENGAGEMENT

Through a stakeholder mapping exercise performed with the senior management, we identified our key stakeholder groups which we prioritise our engagements with. They include individuals or groups that have an interest that is affected or could be affected by our activities.

We engage our key stakeholder groups regularly through various means effective for each stakeholder group. We believe this process is important for identifying new opportunities and to manage risk associated with each stakeholder group. Below is a summary of our approach to each stakeholder group, as well as the key areas of concern identified:

| KEY STAKEHOLDER GROUP | MODE OF ENGAGEMENT | FREQUENCY OF ENGAGEMENT | AREAS OF CONCERN |
|---|--|-------------------------|---|
| Communities  | <ul style="list-style-type: none"> Corporate website Charitable contributions | Ongoing | <ul style="list-style-type: none"> Environmental impact of the business Job creation for the local community |
| Customers (mostly building contractors)  | <ul style="list-style-type: none"> Emails Meetings | As and when required | <ul style="list-style-type: none"> Stable supply of products High value-added products Environmentally friendly products Product safety and quality Response to complaints |
| Employees  | Management-employee meetings | As and when required | <ul style="list-style-type: none"> Training and development Safe working environment Welfare and benefits |
| Regulators/ Industry Association ("Regulators")  | <ul style="list-style-type: none"> Meetings Industry events and seminars | As and when required | <ul style="list-style-type: none"> Compliance with rules and regulations Understand industry developments |
| Shareholders  | <ul style="list-style-type: none"> Annual General Meeting Annual Reports Sustainability Reports | Annually | <ul style="list-style-type: none"> Information disclosure Distribution of profits |
| Suppliers  | <ul style="list-style-type: none"> Emails Meetings | As and when required | <ul style="list-style-type: none"> Timeliness of payments Equal and fair business relationships Safe working environment |

POLICY, PRACTICE AND PERFORMANCE REPORTING

A sustainability policy (“**SR Policy**”) covering our sustainability strategies, reporting structure, materiality assessment and processes in identifying and monitoring material Sustainability Factors is in place and serves as a point of reference in the conduct of our sustainability reporting. Under this SR Policy, we monitor, review and update our material Sustainability Factors from time to time, taking into account the feedback that we receive from our engagement with our stakeholder groups, organisational and external developments.

Sustainability Reporting Processes

Under our SR policy, our sustainability process begins with an understanding of the Group’s context. This is followed by the ongoing identification and assessment of the Group’s impacts. The most significant impacts are prioritised for reporting, and the result of this process is a list of key Sustainability Factors disclosed in this Report. Processes involved are shown in the chart below:



CONTEXT

Understand the Group’s context by considering its activities, business relationships, stakeholders, and sustainability context of all the entities it controls or has an interest in, including minority interests.



IDENTIFICATION

Identify actual and potential impacts on the economy, environment, people and their human rights.



RATING

Assess the pervasiveness of Sustainability Factors across the Group and cluster similar Sustainability Factors.



PRIORITISATION

Prioritise the impacts based on their significance to determine the key Sustainability Factors for reporting.



VALIDATE

Sustainability Factors will be internally validated by the Board and Sustainability Committee.



REVIEW

In each reporting period, review the material Sustainability Factors from the previous reporting period to account for changes in impacts which can result from feedback received from engagement with stakeholders, organisational and external developments.

Materiality Assessment

We constantly refine our management approach to adapt to the changing business landscape. The Group performs an annual materiality assessment to ensure that issues disclosed in our sustainability reports remain current, material, and relevant. From the assessment, we identify key areas that impact our ability to create value for our stakeholders.

Impacts, positive and negative, actual and potential, are assessed based on: (i) the likelihood of occurrence; and (ii) their significance on the economy, environment, people and their human rights and contribution to sustainable development.





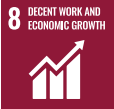





Performance Tracking and Reporting

We track the progress of our Sustainability Factors by identifying, measuring and monitoring the relevant sustainability metrics. In addition, we set performance targets that are aligned with our strategy to ensure that we remain focused in our path to sustainability. We consistently seek to enhance our performance-monitoring processes and improve our data capturing systems. A sustainability report is published annually in accordance with our SR Policy.

MATERIAL SUSTAINABILITY FACTORS

In FY2024, a materiality assessment was performed by the Sustainability Committee to update the material Sustainability Factors and this was followed by a stakeholder engagement session to understand the concerns and expectations of our key stakeholder groups. In this Report, we also reported our progress in managing these factors and set related targets to improve our sustainability performance.

We incorporated the SDGs from the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, as a supporting framework to shape and guide our sustainability strategy where appropriate. Below are the results showing how our material Sustainability Factors relate to these SDGs, along with a list of material Sustainability Factors applicable to the Group:

| S/N | SUSTAINABILITY FACTOR | KEY STAKEHOLDER | SDG | OUR EFFORT |
|----------------------|--|--|---|---|
| 1 | Ethical business conduct and compliance | <ul style="list-style-type: none"> Regulators Shareholders |  | Implement policies and procedures to enforce ethical practices and maintain internal controls and risk management systems to protect shareholders' interests and the Group's assets |
| Environmental | | | | |
| 2 | Energy and GHG emissions management | <ul style="list-style-type: none"> Communities Shareholders |  | Implement measures to reduce energy consumption, improve efficiency, lower GHG emissions, and reduce costs |
| 3 | Water management | <ul style="list-style-type: none"> Communities Shareholders |  | Implement checks and measures to optimise water consumption, which in turn help us to work towards achieving sustainable management and efficient use of natural resources |
| 4 | Waste management | <ul style="list-style-type: none"> Communities Shareholders |  | Implement measures to ensure that waste generated from operations is properly handled and wastewater generated in our operations is recycled for production |
| Economic | | | | |
| 5 | Economic Performance | <ul style="list-style-type: none"> Employees Regulators Shareholders Suppliers |  | Contribute to economic growth by creating long-term value for our stakeholders |
| Social | | | | |
| 6 | Product quality, service quality and customer satisfaction | <ul style="list-style-type: none"> Customers |  | Implement a stringent quality assurance system that ensure that our products meet industry standards |
| 7 | Employment | <ul style="list-style-type: none"> Employees |  | Provide fair treatment and offer market-aligned benefits to employees |
| 8 | Training and education | <ul style="list-style-type: none"> Employees |  | Provide training opportunities to help employees expand their skills |
| 9 | Occupational health and safety | <ul style="list-style-type: none"> Employees Regulators |  | Adopt safety and health best practices and conduct relevant training for employees |
| 10 | Local communities | <ul style="list-style-type: none"> Communities |  | Participate in community campaigns and support local communities |

⁴ The Company engaged both internal and external stakeholders of suppliers and employees for the materiality assessment performed.

GOVERNANCE

ETHICAL BUSINESS CONDUCT AND COMPLIANCE

Commitment

We are committed to maintaining robust corporate governance and adhering to applicable regulations in our operations.

Approach

We go beyond the basics in regulatory compliance and established a robust internal system, governed by the Board and senior management, that diligently cross-checks our compliance to regulations in various countries that we operate in. Our goal is to ensure that we maintain a sound system of risk management and internal controls to safeguard shareholders' interests and our assets. The Board, AC and senior management assume the responsibility of the risk management function. The senior management regularly reviews the Group's business and operational activities to identify areas of significant risks. It also reviews the measures to control and mitigate such risks and highlights all significant matters to the Board and Audit Committee for review on a quarterly basis.

We maintain a whistleblowing policy to enable our employees to raise their concerns for any possible fraud or improprieties in relating to their work, harassment, human rights or discrimination. Our employees have access to an anonymous whistleblowing channel in the event that they would like to report on any unethical practices or misconduct. The whistleblowing policy is designed for whistle-blower raising concerns without fear of reprisal, to an internal authority (Audit Committee Chairman, Chairman & Chief Executive Officer ("CEO") and the internal auditor). Whistle-blowers can choose to raise their complaint to an internal authority or anonymously through an electronic mailbox of the Company. The whistleblowing policy is reviewed annually to ensure its effectiveness and relevance to the changing environment.

By adhering to laws, regulations, guidelines and specifications relevant to our businesses, it ensures that our long-standing reputation is intact and preserved. In our view, a strong and ethical reputation forms an integral element of our core values of "Harmony, Trust, Excellence, and Win-Win", which enhance our ability to attract strong partners to expand our various businesses and attract relevant personnel to join our ever-growing capable workforce. When new employees join us, they undergo education and training that includes the Group's policies relating to anti-corruption, bribery, explanations of rights and interests as well as labour standards.

We closely follow legal and regulatory changes while operating in strict compliance with local laws and regulations, with the goal of achieving zero violations. The Group requires each department and subsidiary to report on all lawsuits and claims as well as the status of any legal disputes. The corporate office then follows up on each of these issues and acts when necessary.

Performance

During the Reporting Period, we have no confirmed cases of corruption, and no cases where employees or business partners were dismissed or terminated due to violations related to corruption (FY2023: zero incident).

In FY2024, there were zero incidents of significant fines and non-monetary sanctions for non-compliance with any applicable laws and regulations that resulted in significant fines or non-monetary sanctions (FY2023: zero incidents).

ENERGY AND GHG EMISSIONS MANAGEMENT

Commitment

We strive to be at the forefront of product innovations through intensive research and development. We rely on our knowledge-based culture of continuous learning and spirit of innovation to develop new products. Our research team works closely with external partners to develop products that minimise environmental impact and which generate long-term benefits for our stakeholders. We strive to lower our GHG emissions at every stage of our product lifecycle.

Approach

More than three decades ago, when the Company was still under the auspices of SsangYong Cement (S) Limited, the Company took its first steps to go green with the intent to promote GGBS, a low carbon yet high performance material that could partially displace OPC, which has a high carbon footprint of almost 20 times that of GGBS. From 2002 onwards, our Go Green programme intensified after we expanded into North Asia, particularly in China, where we set up 15 green cement (i.e. GGBS) manufacturing plants with a total GGBS production capacity of 9 million tons per annum. As early as 2008, we were the first among our peers to adopt independent carbon footprint assessment for our products and provide third-party assessed carbon footprint certificates to our customers for the products they procure from us. In 2007, some of our green products were the first in the industry to receive the Singapore Green Labelling Scheme accreditation for its sustainability qualities and similarly achieved the “4 ticks” or “Leader” rating from the Singapore Green Building Council.



We have invariably sought to obtain international certifications, such as the ISO, to demonstrate our environmental commitment. Our Singapore operations have been certified ISO 14001 since 2012. To closely communicate the results of our green initiatives, we chose to implement independent carbon footprint assessments at product and company level to communicate the GHG footprint of our operations and products to our stakeholders. A product life cycle assessment has also been performed for selected products in accordance with international standards ISO 14040/44 and PAS 2050.

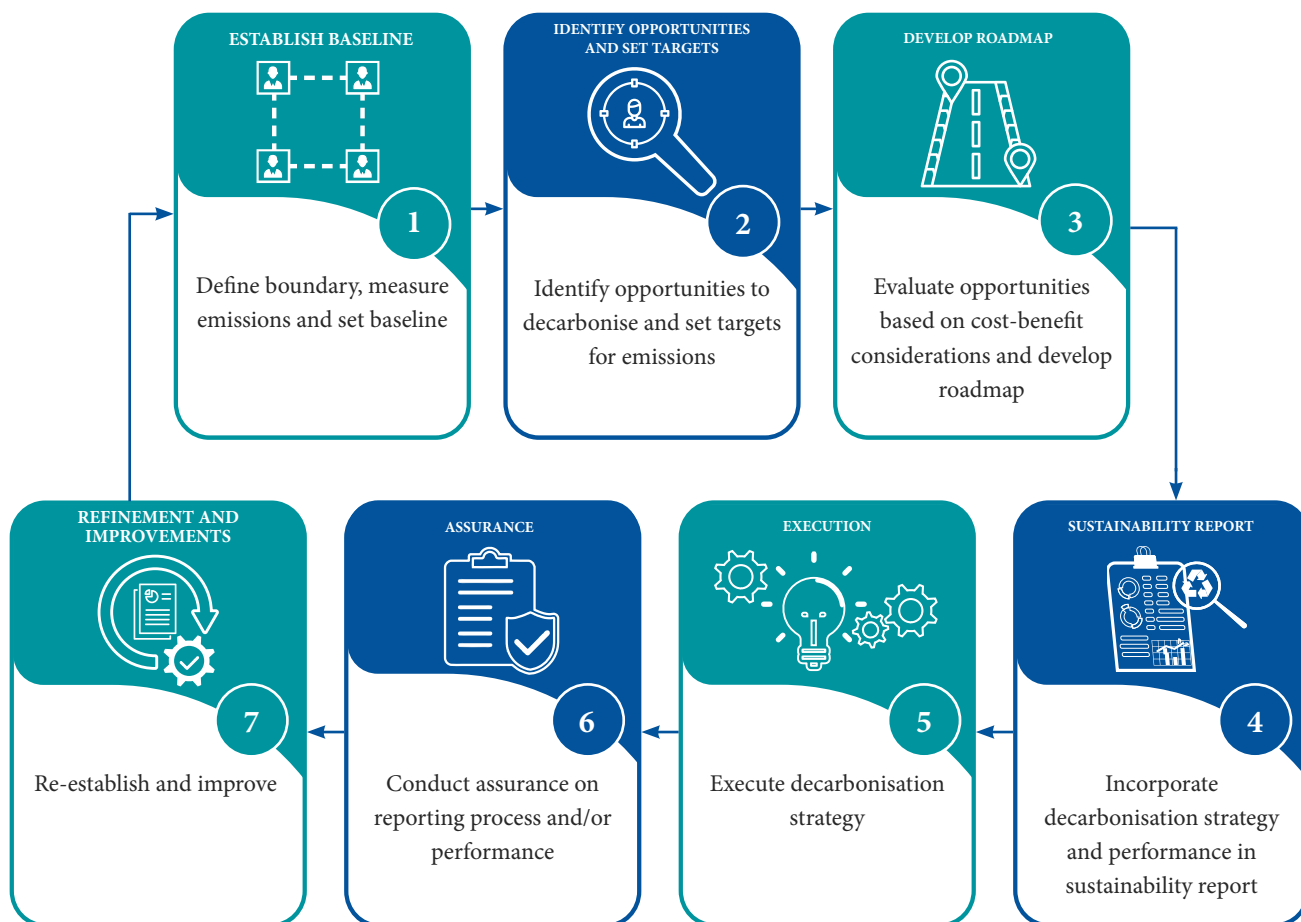
To run our manufacturing operations, we rely mainly on the following energy sources:

- Diesel for generators, forklifts and motor vehicles;
- Petrol for motor vehicles; and
- Electricity for lighting, cooling, office equipment and machinery and equipment.

ENVIRONMENTAL

Decarbonisation approach

To achieve our decarbonisation goals, we set up a 7-step continuous circular process for our decarbonisation efforts as follows:

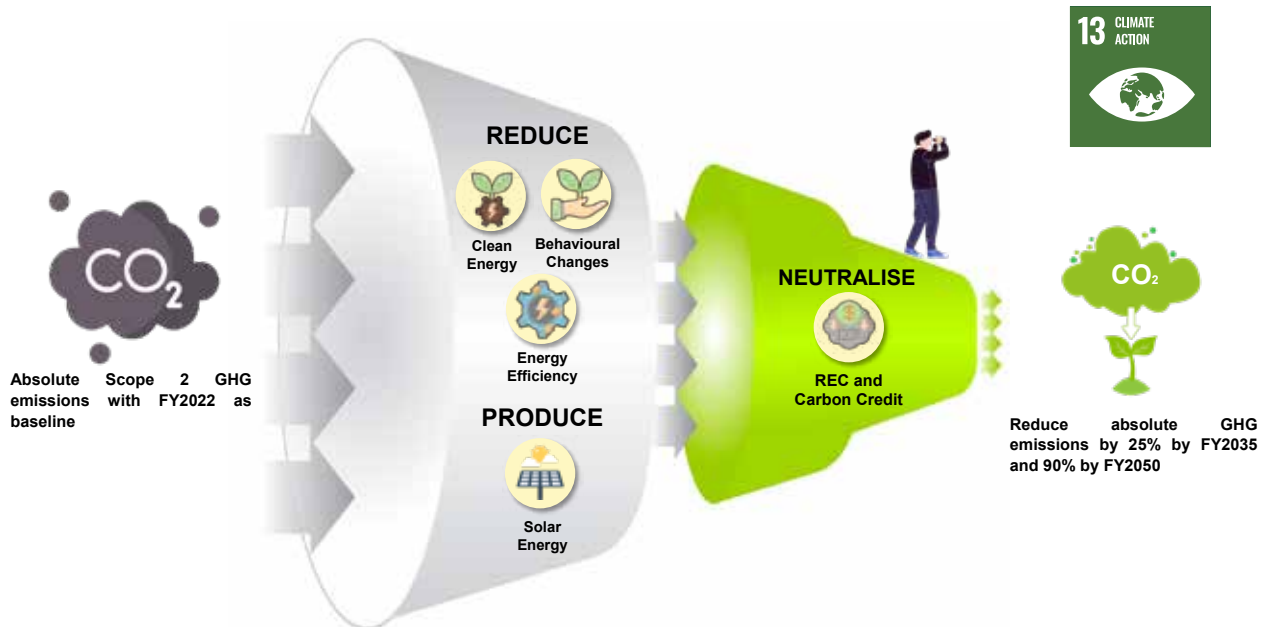


We track and monitor our Scope 1, 2 and certain categories of Scope 3 GHG emissions closely and are developing mechanisms to track our other categories of our scope 3 GHG emissions, where relevant and practicable. We developed a climate change transition plan and will refine and improve the plan as we progressively implement it, by considering changes in business operations, environment and market trends. Progress updates and performance will be provided in our future sustainability reports with assurance on the reporting process covered by an internal review.

We measure our GHG emissions in alignment with the GHG Protocol: A Corporate Accounting and Reporting Standard (2004) and adopted the operational control approach as a basis to determine GHG emissions data consolidation boundaries across our entities. This approach has been selected as it allows us to manage emissions from our operations where we have practical control to introduce relevant measures and implement operating policies. We assessed that we have operational control over all reporting entities covered in this Report.

Climate Change Transition Plan

Our climate change transition plan steers us on our decarbonisation journey. Under this strategy, we commit to reduce our absolute Scope 2 GHG emissions by 25% by FY2035 and 90% by FY2050, with FY2022 as our baseline. As we are still analysing our Scope 1 GHG emissions trend, decarbonisation target setting for Scope 1 GHG emissions is deferred till a time when we better understand the trend and how we can better control such emissions. Our climate change transition plan is focused on three (3) strategic levers of reduce, produce and neutralise as follows:



Details of our strategic levers are as follows:

| LEVER | REDUCE | PRODUCE | NEUTRALISE |
|--------------------|---|---|---|
| Description | <ul style="list-style-type: none"> Reduce absolute emissions first within our operations and followed by our supply chain Replace existing energy source with low or zero-carbon sources | On-site generation of green or renewable energy | Neutralise unavoidable residual emissions |
| Focus area | <ul style="list-style-type: none"> Energy efficiency <ul style="list-style-type: none"> Machinery and equipment Lighting Behavioural changes Clean energy | Solar energy | <ul style="list-style-type: none"> Renewable energy certificates ("REC") Carbon credits |

We track and review spending on energy consumption regularly to control usage and take corrective actions when unusual consumption patterns are observed. We continuously strive to improve our energy use and efficiency through the following initiatives and aspirations:

| LEVER | KEY INITIATIVE | DESCRIPTION |
|-------------------|---|--|
| Reduce | Energy efficiency – Machinery and equipment | We maintain a systematic maintenance programme for machinery and equipment to improve energy efficiency. |
| | Energy efficiency – Lighting | We optimise electricity efficiency using high-efficiency lighting. |
| | Behavioural changes | We constantly remind our staff on basic and socially responsible habits at their workplaces such as adopting greener work ethics, switching off appliances if not in use, enabling power saving modes and optimising operating temperatures. |
| | Clean energy | We are constantly exploring opportunities to source for clean and/or renewable energy where we operate in. |
| Produce | Solar energy | We plan to explore the generation of solar energy onsite where practicable. |
| Neutralise | <ul style="list-style-type: none"> REC Carbon credits | We plan to explore the use of REC and carbon credits to offset unavoidable residual emissions when the relevant markets mature. |

ENVIRONMENTAL

Performance

Key statistics on energy consumption and GHG emissions during the Reporting Period are as follows:

| SUSTAINABILITY METRIC | UNIT OF MEASUREMENT | FY2024 | FY2023 |
|--|---|--------|--------|
| Energy consumption | | | |
| Fuel consumption | GJ | 78,689 | 65,844 |
| Electricity consumption | GJ | 17,830 | 13,399 |
| Total energy consumed | GJ | 96,519 | 79,243 |
| Energy intensity | GJ/ production volume in kilotonnes | 27.5 | 31 |
| GHG emissions | | | |
| Direct GHG emissions (Scope 1) | tCO ₂ e | 5,945 | 4,821 |
| Indirect GHG emissions (Scope 2) | tCO ₂ e | 2,664 | 1,772 |
| Aggregated absolute Scope 1 and 2 GHG emissions | tCO ₂ e | 8,609 | 6,594 |
| Aggregated Scope 1 and 2 GHG emissions intensity | tCO ₂ e/ production volume in kilotonnes | 2.5 | 2.6 |

Energy intensity and GHG emissions intensity decreased in FY2024 mainly due to an increase in production volume which resulted in greater production efficiency.

During the Reporting Period, we tracked selected Scope 3 GHG emissions of our operations in Singapore as follows:

| CATEGORY | COVERAGE | UNIT OF MEASUREMENT | FY2024 | FY2023 |
|---|---|---------------------|---------|----------------------------|
| Category 1: Purchased goods and services | OPC | tCO ₂ e | 583,234 | 643,607 |
| | Tap water and NEWater | tCO ₂ e | 138 | 87 |
| Category 6: Business travel | Air travel | tCO ₂ e | 15 | 8 |
| Category 7: Employee commuting | Transportation of employees between their homes and their worksites | tCO ₂ e | 122 | Not available ⁵ |

The decrease in GHG emissions arising from the purchase of OPC is largely due to increasing demand for eco-friendly cement, thus resulting in a decrease in the purchase of OPC, a more pollutive type of cement. The increase in GHG emissions arising from air travel is largely driven by business trips to visit potential partners.

WATER MANAGEMENT

Commitment

We are committed to improving the management of water use in our operations. Water is a precious resource and water management is important to ensure that we are consuming water responsibly and efficiently.

Approach

We rely on water resources primarily for batching of concrete and office environment. We mainly source our water supply⁶ from municipal water suppliers. Our water conservation initiatives include the following:

⁵ No comparative data is available due to the adoption of updated emission factors issued by the relevant agency and the refinement of data collection methods.

⁶ Disclosure of water drawn from water-stressed areas (i.e. Indonesia) is not made, given that the Group does not significantly impact the ability of Indonesia in meeting human and ecological water demands. Areas with water stress are identified based on the World Resources Institute Aqueduct Water Risk Atlas.

- Tracking and reviewing spending on water consumption regularly to control usage and corrective actions are taken when there are unusual consumption patterns and encourage staff to use water responsibly; and
- Water used in rinsing trucks is collected and stored in water storage tanks, together with trapped rainwater, as recycled water for use in concrete production.

Performance

Key statistics on water consumption during the Reporting Period are as follows:

| PERFORMANCE INDICATOR | UNIT OF MEASUREMENT | FY2024 | FY2023 |
|-------------------------------|---|---------|---------|
| Water consumption (tap water) | m ³ | 164,105 | 112,685 |
| Water consumption (NEWater) | m ³ | 78,164 | 39,129 |
| Water consumption intensity | m ³ /production volume in kilotonnes | 69 | 59 |

Water consumption intensity increased in FY2024 due mainly to a new dormitory which was rented for site workers and a new batching plant that commenced operations during the Reporting Period. The new batching plant was in the process of stabilising its operations during the reporting period, which resulted in an increase in water usage during the batching process that outpaced the increase in production volume.

WASTE MANAGEMENT

Commitment

We believe that responsible waste management can help to preserve the environment in which we operate in. Accordingly, we are committed to improving the management of waste generated in our operations through contribution to a circular economy.

Approach

Waste

Key waste generated in our operations are as follows:

- Hazardous waste, which mainly includes waste engine oil from normal maintenance of trucks and machineries at our various production sites; and
- Non-hazardous waste, which mainly includes rejected or returned concrete, concrete sludge or slurry residue and general waste.

Hazardous and non-hazardous waste are collected and segregated at designated areas for handling by licensed waste collectors.

For materials that we are unable to recycle or reuse, they are disposed through a licensed third-party waste collector in accordance with standards and practices set by the National Environment Agency of Singapore.

Wastewater

Wastewater is mainly generated by non-potable water used in the concrete batching plant during the batching process, reclaimer system operations and slope washing. The wastewater generated in our operations is pumped into water storage tanks to store with trapped rainwater as recycled water for usage in production.

Performance

Key statistics on waste generated in our operations are as follows:

| TYPE OF WASTE | UNIT OF MEASUREMENT | FY2024 | FY2023 |
|------------------------------------|---------------------|--------|--------|
| Waste generated | | | |
| Waste engine oil | Litre | 700 | 400 |
| Concrete sludge and slurry residue | Tonnes | 28,876 | 24,599 |

All hazardous and non-hazardous wastes generated in our operations are disposed through a licensed third-party waste collector in FY2024 (FY2023: 100%). Waste generated in operations increased mainly due to higher production volume.

During the Reporting Period, 100% (FY2023: 100%) of wastewater generated from our operations was recycled for use in our production.

ECONOMIC

ECONOMIC PERFORMANCE

Commitment

We are committed to provide value to various stakeholder groups through relevant and meaningful ways.

Approach

We strive to generate and distribute economic value by executing our business strategy, which includes staying abreast with market trends, maintaining a healthy balance sheet and strong cash flow, mitigating relevant business risks identified.

Performance

Details of our economic performance can be found in the financial contents and audited financial statements of the Annual Report (“AR 24”).



PRODUCT QUALITY, SERVICE QUALITY AND CUSTOMER SATISFACTION

Commitment

We are a leading provider of superior building materials, with more than 50 years of experience providing innovative, eco-friendly, and high-performance building materials to key construction projects in the region. Mindful of a dynamic and competitive business landscape, we aim to be a trusted, knowledgeable and reliable supplier of eco-friendly high-performance building materials. Amid rising customer expectations in relation to safety and environmental concerns, we are committed to provide products that customers can use safely, and with confidence and satisfaction.

Approach

We have a stringent quality assurance system in place. All our products are manufactured according to industry standards and regular compliance reviews are conducted to ensure proper certification of compliance for our wide range of products.

We implemented a carbon-mineralised concrete system that injects CO₂ into the concrete during the mixing process. This system acts as a cement hydration-enhancing admixture while maintaining the concrete's compressive strength. This initiative enhances product quality by improving the durability and sustainability of our concrete products.

We adopt a transparent approach to our product labelling and disclose the following information in our product labelling:

- Content, particularly on substances that produce environmental or social impact;
- Safe use of product; and
- Disposal of product packaging and its environmental or social impact.

Performance

Our Singapore operations obtained international certifications, such as the ISO 9001, to demonstrate our commitment to quality management. In FY2024, we received 15 customer complaints (FY2023: 16 customer complaints) in Singapore and Malaysia which comprised mainly product quality issues but they were all resolved amicably with our customers timely.

During the Reporting Period, we did not receive any cases of product non-compliance with regulations concerning the quality of our products (FY2023: zero incidents).

EMPLOYMENT

Commitment

EnGro ensures that its employees and workers are treated fairly.

Approach

Our Human Resources (“HR”) team established a set of HR Policies and Procedures which are applicable to all employees in our business units in Singapore and Malaysia. This ensures consistency of internal practices among business units so that we can remain competitive in the industry. The policies and procedures cover grievance procedures, employee benefits, and governs our hiring and merit-based promotion policies. We provide competitive remuneration based on merit to our employees. Our managerial and non-managerial employees receive regular feedback on their performance and career development. None of our employees are covered by collective bargaining agreements. In line with our HR policies, we built a corporate culture that encourages an enterprising spirit by guaranteeing respect for the values of ambition, responsibility and mission, as well as fair and impartial assignments, evaluations, and treatment based on merit.

SOCIAL

We offer various employee benefit programmes, covering each stage of employment from hiring to retirement. Employee benefit programmes are developed in line with the needs of each operating location. Our leave and other benefits include the following:

| BENEFITS OFFERED TO FULL TIME EMPLOYEES | |
|---|--|
| Healthcare | General medical insurance covering inpatient and outpatient treatment |
| Disability and invalidity coverage | Personal accident injury coverage |
| Marriage leave | 3 days of marriage leave |
| Family care leave | 2 days of family care leave per year |
| Compassionate leave | Compassionate leave of up to 6 days a year |
| Dental benefits | Employees are provided with an allowance of \$120 per year dental allowance. |
| Maternity leave | Employees entitled to maternity leave up to 16 weeks depend on nationality of newborn child. |
| Paternity leave | Employees are entitled to 2 weeks of paternity leave. |
| Annual health screening | Employees who have worked for 3 years or more in the company and aged 40 years old and above are provided with a \$250 annual health screening allowance once every 2 years. |

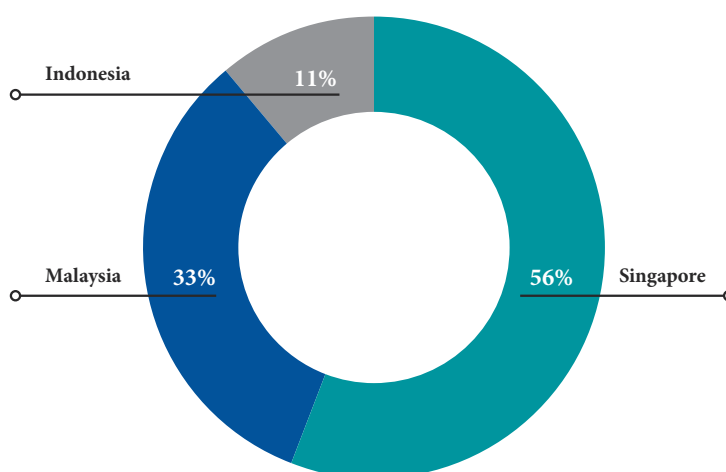
Both the permanent and temporary employees enjoyed equal safety policies and benefits.

Performance

Our total headcount⁷ in Singapore, Malaysia and Indonesia as of 31 December 2024 under permanent and temporary contracts are 264 and 0 respectively (FY2023: 247 permanent employees, 3 temporary employees) and 100% (FY2023: 99%) of our employees are permanent employees.

As at 31 December 2024, a breakdown of our workforce by geographical location is as follows:

| | NUMBER OF EMPLOYEES | | PERCENTAGE | |
|--------------|---------------------|------------|-------------|-------------|
| | FY2024 | FY2023 | FY2024 | FY2023 |
| Singapore | 149 | 159 | 56% | 64% |
| Malaysia | 87 | 91 | 33% | 36% |
| Indonesia | 28 | - | 11% | - |
| Total | 264 | 250 | 100% | 100% |



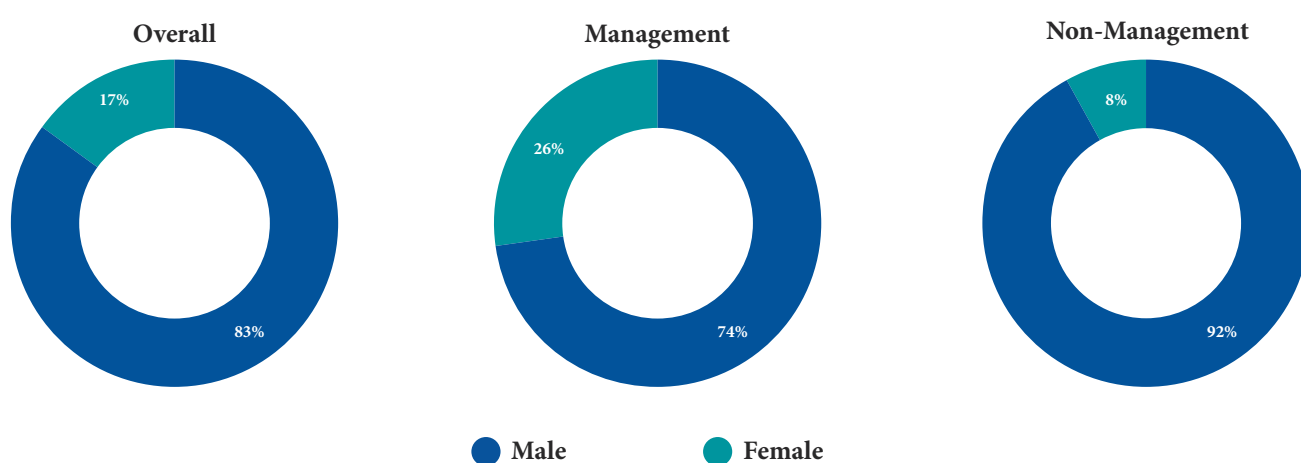
During the Reporting Period, we have zero (FY2024: zero incidents) reported incidents of unlawful discrimination against employees.

⁷ Figures for non-guaranteed hours employees constituted approximately 1% of the Group's headcount, which is deemed immaterial as a proportion of the Group's total headcount and thus excluded from the tabulation of human resource related metrics or social topics.

Gender Diversity

Due to the nature of our business, our workforce consists of male employees predominantly. Key statistics on gender diversity of our employees are as follows:

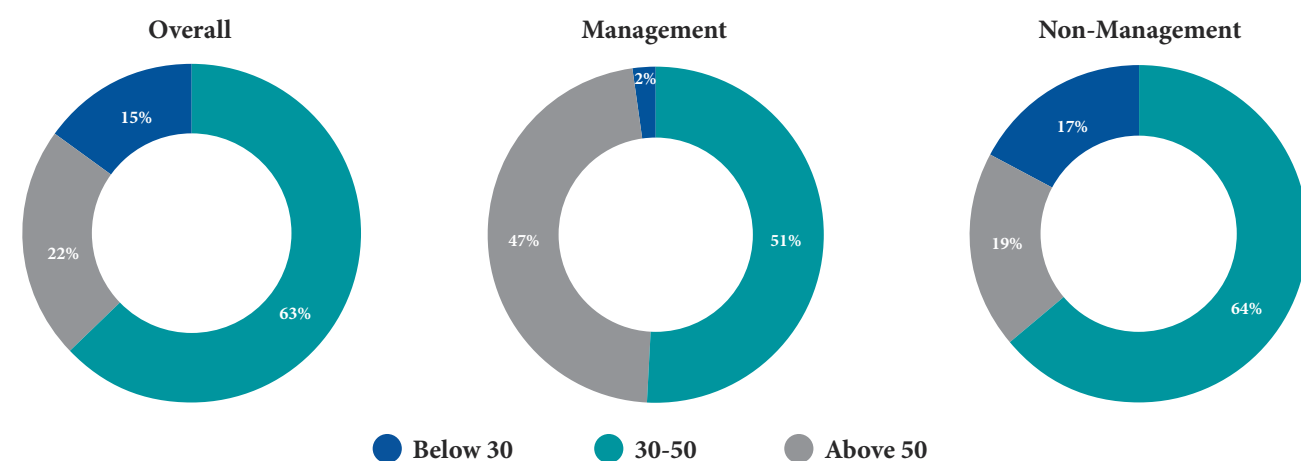
| DISCLOSURE | FY2024 | | FY2023 | |
|--------------------------|--------|--------|--------|--------|
| | Male | Female | Male | Female |
| Overall | 83% | 17% | 85% | 15% |
| <i>Employee category</i> | | | | |
| Management | 74% | 26% | 73% | 27% |
| Non-management | 92% | 8% | 87% | 13% |



Age Diversity

Matured workers are valued in the Group for their experience, knowledge and skills. Key statistics on age diversity of our employees are as follows:

| DISCLOSURE | FY2024 | | | FY2023 | | |
|--------------------------|----------|-------|----------|----------|-------|----------|
| | Below 30 | 30-50 | Above 50 | Below 30 | 30-50 | Above 50 |
| Overall | 15% | 63% | 22% | 16% | 62% | 22% |
| <i>Employee category</i> | | | | | | |
| Management | 2% | 51% | 47% | 3% | 58% | 39% |
| Non-management | 17% | 64% | 19% | 18% | 63% | 19% |



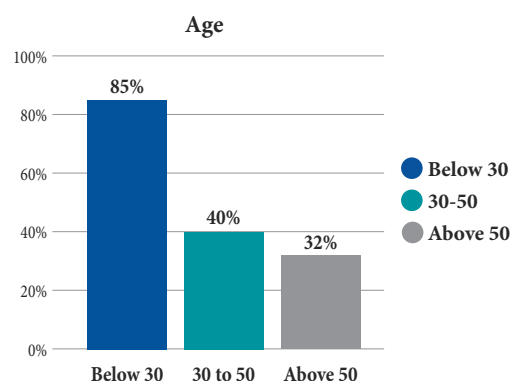
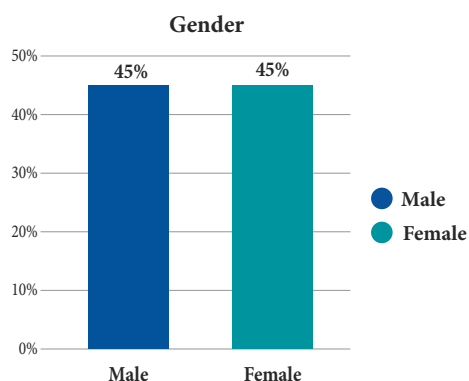
SOCIAL

New Hires

Key statistics on new hires of our employees are as follows:

| DISCLOSURE | FY2024 | | FY2023 | |
|----------------|---------------------|-------------------|---------------------|-------------------|
| | Number of new hires | Rate of new hires | Number of new hires | Rate of new hires |
| Gender | | | | |
| Male | 99 | 45% | 93 | 44% |
| Female | 20 | 45% | 18 | 49% |
| Age | | | | |
| Below 30 | 33 | 85% | 25 | 63% |
| 30 to 50 | 67 | 40% | 77 | 50% |
| Above 50 | 19 | 32% | 9 | 16% |
| Overall | 119 | 45% | 111 | 44% |

RATE OF NEW HIRES

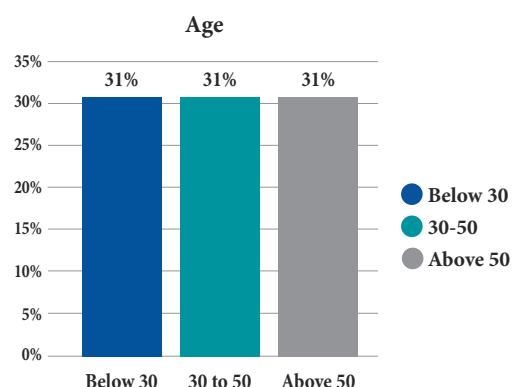
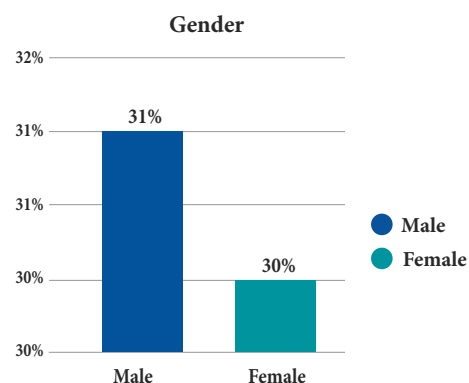


Turnover

Key statistics on turnover of our employees are as follows:

| DISCLOSURE | FY2024 | | FY2023 | |
|-------------------------|---------------------|-------------------|---------------------|-------------------|
| | Number of turnovers | Rate of turnovers | Number of turnovers | Rate of turnovers |
| Gender | | | | |
| Male | 68 | 31% | 53 | 25% |
| Female | 13 | 30% | 17 | 46% |
| Age | | | | |
| Below 30 | 12 | 31% | 9 | 23% |
| 30 to 50 | 51 | 31% | 49 | 32% |
| Above 50 | 18 | 31% | 12 | 22% |
| Overall turnover | 81 | 31% | 70 | 28% |

RATE OF OF TURNOVER



Parental Leave

Key statistics on maternity leave and paternity leave (collectively as “**Parental Leave**”) taken by eligible employees are as follows:

| DISCLOSURE | FY2024 | | FY2023 | |
|--|-----------------|-----------------|-----------------|-----------------|
| | Male | Female | Male | Female |
| Number of employees entitled to Parental Leave | - | - | - | - |
| Number of employees who took Parental Leave | - | - | - | - |
| Number of employees who returned to work after Parental Leave ended | - | - | - | - |
| Return to work rate of employees who took Parental Leave | -% ⁸ | -% ⁸ | -% ⁸ | -% ⁸ |
| Retention rate of employees 12 months after they returned to work from Parental Leave ⁹ | -% ⁸ | -% ⁸ | 100% | -% ⁸ |

Performance Appraisal

In FY2024, 100% (FY2023: 100%) of the Group's employee have received a regular performance and career development reviews.

TRAINING AND EDUCATION

Commitment

We seek to hire and retain talent that can drive expansion and innovation in our businesses with the goal of sustainable long-term growth. With this in mind, we follow a uniform policy for hiring, job placement and human resource development.

Approach

We established various programmes and systems, such as a career matching system to support the continued employment of every employee so that he/she remains motivated and can maximise his/her skills and abilities over the long term. Specialised training is provided for employees engaged in different types of work to enhance their knowledge and skillsets.

⁸ No employees were entitled to Parental Leave in the Reporting Period or in the preceding reporting period.

⁹ Retention rate is calculated based on employees who took Parental Leave in the preceding reporting period.

SOCIAL

Our Performance

Key statistics on training hours are as follows:

| DISCLOSURE | FY2024 | FY2023 |
|-------------------------------------|--------|--------|
| Overall | | |
| Total training hours | 982 | 411 |
| Average training hours per employee | 3.7 | 1.6 |
| Gender (Male) | | |
| Total training hours | 786 | 400 |
| Average training hours per employee | 3.6 | 1.9 |
| Gender (Female) | | |
| Total training hours | 196 | 11 |
| Average training hours per employee | 4.5 | 0.3 |
| Management | | |
| Total training hours | 144 | 6 |
| Average training hours per employee | 3.4 | 0.2 |
| Non-management | | |
| Total training hours | 838 | 405 |
| Average training hours per employee | 3.8 | 1.9 |

The increase in the average training hours per employee is due to the hiring of new employees for the new batching plant, whereby they had to attend mandatory safety training courses before commencing work. Additionally, there has been a greater focus on attending artificial intelligence courses for selected employees to enhance work efficiency.

OCCUPATIONAL HEALTH AND SAFETY

Commitment

We are committed to safeguard our employees' health and safety against any potential workplace hazards as it is a basic need for our employees to work in a safe environment.

Approach

Our Group functions and departments work hand in hand to support safety and health.

We established extensive and comprehensive rules, policies and procedures on occupational safety and health. Management ensures that the Group complies with legal requirements for all safety and health matters and educate our employees to always observe safety requirements. Since 2012, our operations in Singapore have obtained OHSAS 18001 certification for Occupational Health and Safety Management Systems and certain of our operating sites have transitioned to be certified under ISO 45001. At our manufacturing facilities, employees attend toolbox meetings regularly, where safety advisories and reminders are communicated to them.

In addition, we are bizSAFE STAR certified by the Workplace Safety and Health Council of Singapore. Such a certification recognises our continuous efforts to embed safety in our operations. Risk assessments are performed for the various work activities that our employees may be involved in.

Key measures adopted to manage health and safety in the workplace environment are as follows:

- Standard operating procedures are made available at all sites with safety rules embedded in work processes to ensure that safety rules are strictly and consistently observed;
- Regular in-house safety trainings are conducted, and safety instructions are placed near various equipment and clearly visible for easy reference;
- Before commencing any work, supervisors or project managers must complete a hazard analysis or risk assessment of the work activities and submit to the designated managers for approval. This requirement is applicable to our employees as well as contractors. All accident cases are reported to the supervisors and plant managers and investigations are carried out to ensure corrective actions are identified and implemented;
- Respective divisional General Managers, who are part of the management team, will report directly to the CEO on health and safety matters for each site;
- Safety officers are deployed at our sites to educate and identify safety gaps and work towards closing all occupational health and safety gaps; and
- Supervisors are sent for safety trainings to upgrade their skills and to keep abreast of latest safety regulations.

Performance

Key statistics on occupational health and safety during the Reporting Period are as follows:

| DISCLOSURE | FY2024 | | FY2023 | |
|---|----------|----------------------------|----------|--------------|
| | Employee | Non-Employee ¹⁰ | Employee | Non-Employee |
| Number of workplace fatalities | - | - | - | - |
| Number of high consequence work-related injuries | - | - | - | - |
| Number of recordable work-related injuries | 3 | - | 2 | - |
| Number of recordable work-related ill-health cases | 1 | - | - | - |
| Rate of fatalities by work-related injury | - | - | - | - |
| Rate of high consequence work-related injuries (excluding fatalities) | - | - | - | - |
| Rate of recordable work-related injuries ¹¹ (excluding fatalities) | 1.32 | - | 0.73 | - |

The ill-health case and recordable work-related injuries are primarily associated with being struck by moving objects, slip-and-fall accidents, and exposure to noise. Lessons from the recordable work-related injuries are shared across business units to prevent recurrence and we will continuously work towards reducing both the occurrence and severity of recordable work-related injuries.

¹⁰ Workers who are not employees but whose work/workplace is controlled by the Group.

¹¹ Rates are calculated based on every 200,000 hours worked

SOCIAL

LOCAL COMMUNITIES

Commitment

We strive to set a good example and encourage individuals and other corporations to embrace the spirit of giving as we recognise that the long-term success of our business is closely related with the health and prosperity of the community which we operate in.

Approach

We work with various organisations to empower local communities.

Performance

During the Reporting Period, we engaged in various initiatives to help the communities, such as the following:

Rising Talents for the Future

Since 2016, EnGro has been awarding six (6) bond-free scholarships annually to students at the Singapore Institute of Technology (“SIT”). Each scholarship covers one academic year and can be applied toward the recipient’s annual tuition fees for designated undergraduate programmes at SIT.

Participate in Wildlife Conversation of the Red River Hogs

EnGro has proudly adopted the Red River Hog Exhibit at the Singapore Zoo. This meaningful partnership aims to strengthen wildlife conservation efforts such as supporting animal enrichment programmes that focus on animal’s health and nutrition, rescue and rehabilitation, and more.

Sponsor to Ren Ci Hospital 30 Anniversary Celebration with Charity Gala Dinner

Since 1994, Ren Ci has provided affordable medical, nursing, and rehabilitation services through hospitals, nursing homes, and senior care centers. Guided by compassion, EnGro supports Ren Ci Hospital through donations to help low-income families access essential care.

Donation to NUS East Asian Institute (“EAI”) programme





EnGro acknowledges EAI’s efforts in advancing research on East Asia’s development, particularly China’s political, economic, and social progress (including Hong Kong and Taiwan) and its expanding economic ties with Japan, Korea, ASEAN, and the world.









TARGET AND PROGRESS

To measure our ongoing sustainability performance and drive continuous improvement, we developed a set of targets related to our material Sustainability Factors. Our progress against these targets is reviewed and reported on an annual basis with details as follows:

Legend: Progress tracking

-  New target
-  Target achieved
-  On track to meet target
-  Not on track, requires review

| S/N | SUSTAINABILITY FACTOR | TARGET ¹² | PROGRESS |
|----------------------|---|---|--|
| GOVERNANCE | | | |
| 1 | Ethical business conduct and compliance | <u>Ongoing and long-term</u> Maintain zero case of corruption |  Maintained zero case of corruption |
| ENVIRONMENTAL | | | |
| 2 | Energy and GHG emissions management | <u>Short-term</u> Reduce Scope 2 GHG emissions intensity by FY2025, with FY2022 as our baseline |  Decrease in Scope 2 GHG emissions intensity compared to the FY2022 baseline |
| | | <u>Medium-term</u> Reduce our absolute Scope 2 GHG emissions by 25% by FY2035 and 90% by FY2050, with FY2022 as our baseline |  Increase in Scope 2 GHG emissions compared to the FY2022 baseline mainly due to increased production volume |
| 3 | Water management | <u>Short-term</u> Maintain or reduce water consumption intensity |  Increase in water consumption intensity mainly due to the new dormitory rented for site workers and the new batching plant that commenced operations |
| 4 | Waste management | <u>Ongoing and long-term</u> Maintain or improve percentage of hazardous waste handled by licensed waste collectors |  Maintained the percentage of hazardous waste handled by licensed waste collectors |
| ECONOMIC | | | |
| 5 | Economic performance | <u>Short-term</u> Maintain or improve revenue generated subject to market conditions |  Increase in revenue generated mainly due to higher sales volumes in Integral Cement and Ready-Mixed Concrete business, driven by strong construction demand in Singapore and Malaysia |

¹² Time horizons for target settings are: (i) short-term: within 5 years (until FY2028); (ii) medium-term: between 5 and 20 years (between FY2028 and FY2043); (iii) long-term: above 20 years (FY2043 onwards); and (iv) ongoing: encompassing short-, medium-, and long-term.

TARGET AND PROGRESS

| S/N | SUSTAINABILITY FACTOR | TARGET ¹² | PROGRESS |
|---------------|--|--|---|
| SOCIAL | | | |
| 6 | Product quality, service quality and customer satisfaction | <u>Ongoing and long-term</u> Maintain zero case of product non-compliance with regulations concerning health and safety impacts of our products | ● ● ● Maintained zero case of product non-compliance with regulations concerning the quality of our products |
| 7 | Employment | <u>Ongoing and long-term</u> Maintain zero incident of unlawful discrimination against employees | ● ● ● Maintained zero incident of unlawful discrimination against employees |
| 8 | Training and education | <u>Short-term</u> Maintain or improve average training hours per employee | ● ● ● Increase in average training hours per employee |
| 9 | Occupational health and safety | <u>Ongoing and long-term</u> Maintain zero workplace accident | ● ○ ○ Increase in the number of recordable work-related injuries and ill-health cases |
| 10 | Local communities | <u>Ongoing and long-term</u> Initiate various campaigns to help the communities | ● ● ● Initiated various campaigns to help the communities |

For the material Sustainability Factors identified this Report, the Board and Sustainability Committee have considered the relevance and usefulness of setting related targets in the short-, medium- and long- term horizons. As the historical data trends for certain material Sustainability Factors have yet to stabilise, we have not set the related medium and long-term targets and will disclose such targets in our future sustainability reports when the data trends have stabilised and subject to market trends.

¹² Time horizons for target settings are: (i) short-term: within 5 years (until FY2028); (ii) medium-term: between 5 and 20 years (between FY2028 and FY2043); (iii) long-term: above 20 years (FY2043 onwards); and (iv) ongoing: encompassing short-, medium-, and long-term.

We are committed to support the recommendations by the TCFD and disclose our climate-related financial disclosures in the following key areas as recommended by the TCFD:

GOVERNANCE

a. Describe the board's oversight of climate-related risks and opportunities.

The Board oversees the management and monitoring of the sustainability matters of the Group, including climate-related risks and opportunities, and take them into consideration in the determination of the Group's strategic direction and policies.

b. Describe management's role in assessing and managing climate-related risks and opportunities.

The Sustainability Committee is responsible for the management and monitoring of our material Sustainability Factors, including working with the various business units to ensuring these are integrated in our day-to-day operations. Our sustainability performance is monitored against established targets, to be evaluated periodically to tighten our engagement with stakeholder groups to understand their expectations and concerns. Shortfalls are investigated and efforts are made to achieve the targets.







STRATEGY

a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.

b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.

We recognise that climate change poses different types of risks to our business. The Group's assessment on potential implication of climate-related risks was undertaken based on the Network of Central Banks and Supervisors for Greening the Financial System ("NGFS") range of climate scenarios:

| SCENARIO | DESCRIPTION |
|------------------------|---|
| NGFS – Orderly | This scenario assumes that climate policies are introduced early and become gradually more stringent. Both physical and transition risks are relatively subdued through cohesive stringent climate policies and innovation. |
| NGFS – Hot house world | This scenario assumes that some climate policies are implemented in some jurisdictions, but global efforts are insufficient to halt significant global warming. Critical temperature thresholds are exceeded, leading to severe physical risks and irreversible impacts like sea-level rise. Only currently implemented policies are preserved, leading to high physical risks. |

| RISK AND POTENTIAL IMPACT | GROSS POTENTIAL FINANCIAL IMPACT | | | MITIGATION MEASURE | CLIMATE RELATED OPPORTUNITY |
|--|---|---|---|---|---|
| | SHORT-TERM | MEDIUM-TERM | LONG-TERM | | |
| Key physical risk identified | | | | | |
| Increased severity of extreme weather events | | | | | |
| Adverse changes in climate patterns such as rising temperatures and extreme weather events may disrupt supply chains and consequentially procurement delays. They may also lead to higher cooling costs and reduced labour productivity, resulting in adverse impacts on financial performance of the Group. | Scenario: Orderly | | | We put in place a climate change transition plan to steer us on our decarbonisation journey. | In view of the potential environmental risks and the resultant emerging needs for energy efficiency and lower emissions, we seize this opportunity by adopting independent carbon footprint assessments and providing third-party certified carbon footprint certificates. This approach enables us to meet the growing demand for environmentally conscious purchasing decisions, allowing customers to make informed choices based on transparent and reliable sustainability data. |
| |  |  |  | | |
| | Scenario: Hot house world | | | The increased severity of extreme weather events drove us in adopting energy efficiency initiatives to manage energy consumption, generate energy savings and reduce GHG emissions. | |
| |  |  |  | | |
| We remain vigilant in monitoring the impact of climate change on our operations, mindful of the alarming estimated global cost of US\$16 million per hour ¹³ arising from climate-related damage. | | | | You may refer to the energy and GHG emissions management Sustainability Factor for further details. | |

¹³ Source: <https://www.weforum.org/agenda/2023/10/climate-loss-and-damage-cost-16-million-per-hour/>

SUPPORTING THE TCFD

| RISK AND POTENTIAL IMPACT | GROSS POTENTIAL FINANCIAL IMPACT | | | MITIGATION MEASURE | CLIMATE RELATED OPPORTUNITY |
|---|----------------------------------|-------------|-----------|--|--|
| | SHORT-TERM | MEDIUM-TERM | LONG-TERM | | |
| Key transition risk identified | | | | | |
| Shifting consumer preferences for environmentally friendly products | | | | | |
| <p>With rising concerns over the effects of climate change and consumers’ environmental awareness, consumers may demand for environmentally friendly products.</p> <p>The shift in consumer preferences drive the demand for green cement products which necessitate the investment in development of sustainable product alternatives, technology development and improvement, green initiatives in production processes, procurement of green materials and product life cycle assessments.</p> <p>We may lose market share if we are unable to cater to such market demands, resulting in adverse financial impact to the Group.</p> | Scenario: Orderly | | | <p>We set up green cement manufacturing plants, attain green accreditations for our green cement products, adopt independent carbon footprint assessment for our products and provide third-party certified carbon footprint certificates to our customers for the products they purchase from us.</p> <p>For further details, you may refer to the energy and GHG emissions management Sustainability Factor.</p> | <p>By setting up green cement manufacturing plants to produce green cement and attaining green accreditations to promote our green cement products, we create an opportunity to improve our competitive position in the green cement market and capitalise on shifting consumer preferences.</p> <p>In addition, by adopting independent carbon footprint assessments and providing third-party certified carbon footprint certificates, we create an opportunity to enhance transparency and sustainability in our products. This approach enables us to meet the growing demand for environmentally conscious purchasing decisions, allowing customers to make informed choices based on transparent and reliable sustainability data.</p> |
| | ● | ● | ● | | |
| | Scenario: Hot house world | | | | |
| | ● | ● | ● | | |

| RISK AND POTENTIAL IMPACT | GROSS POTENTIAL FINANCIAL IMPACT | | | MITIGATION MEASURE | CLIMATE RELATED OPPORTUNITY |
|--|----------------------------------|-------------|-----------|---|--|
| | SHORT-TERM | MEDIUM-TERM | LONG-TERM | | |
| Key transition risk identified | | | | | |
| Enhanced emissions-reporting obligations | | | | | |
| With rising concerns over the effects of climate change, key stakeholders such as the regulators, customers and shareholders are demanding climate-related information. Failure to comply with the relevant climate reporting requirements may lead to adverse impacts on the Group's reputation and financial performance. The Group experienced increased costs due to enhanced obligations for GHG emissions reporting. Such costs include investment of manpower resource in reporting function such as more comprehensive data collection, analysis, and reporting processes, greater involvement from management, and additional costs for consultants, employee training, environmental-related certifications, sustainability reporting and carbon accounting software, product life cycle assessments. | Scenario: Orderly | | | To strengthen our sustainability governance structure, we put in place a Sustainability Committee for managing and monitoring our material Sustainability Factors, including working with the various business units and corporate functions to ensure that these are integrated into our day-to-day operations. In addition, we established terms of reference for component parties involved in the sustainability reporting process, for clarity and accountability purposes. | The enhanced emissions reporting obligations and increase in regulatory costs will raise climate awareness amongst our employees. With more defined job responsibilities and training, the Group will also be better positioned to use energy resources responsibly and adopt environmentally friendly practices. |
| | ● | ● | ● | | |
| | Scenario: Hot house world | | | | |
| | ● | ● | ● | | |

- c. **Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.**

The resilience of an organisation's strategy is dependent on its ability to adapt and thrive in the face of changing circumstances and emerging risks. The climate scenario analysis is crucial in providing insights on the potential extent of the climate-related risk exposure to our businesses as well as the potential opportunities.

Through our climate scenario analysis, we concluded that under Hot House World scenario, unmitigated climate risk of increased severity of extreme weather events may lead to major financial impact in the long term. Under Orderly scenario, the climate-related risks identified are not expected to result in significant financial impact in the short-, medium-, or long-term. To address these risks and capitalise on opportunities associated with climate change, we will continuously refine our strategy to remain resilient throughout our sustainability journey.

RISK MANAGEMENT

- a. **Describe the organisation's processes for identifying and assessing climate-related risks.**
- b. **Describe the organisation's processes for managing climate-related risks.**
- c. **Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.**

The Group's climate related risks and opportunities are identified and assessed during the climate-related risk assessment exercise. We also manage our climate-related risks by monitoring the trend of climate-related performance indicators. We will integrate the climate-related risks into our risk management framework in the future.

METRICS AND TARGETS

- a. **Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.**

We monitor, measure and report our environmental performance such as energy consumption and GHG emissions in its sustainability reports. Monitoring and reporting these metrics enable the Group to identify areas of material climate-related risks and be more focused in its efforts.

- b. **Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks.**

To support the climate change agenda, we disclose our Scope 1, Scope 2 and selected Scope 3 GHG emissions in this Report and set climate-related targets such as those related to energy and GHG. Our disclosure on indirect Scope 3 emissions includes purchased goods and services (category 1), business travel (category 6) and employee commuting (category 7) in FY2024. We will continue to monitor our emissions and expand our disclosure of our Scope 3 GHG emissions wherever applicable and practicable.

- c. **Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.**

As a commitment towards mitigating climate change, we set climate-related targets related to energy consumption and GHG emissions. For further details, please refer to page 25.

APPENDIX 1 GRI CONTENT INDEX

| | |
|-----------------------------------|--|
| STATEMENT OF USE | EnGro Corporation Limited has reported in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024. |
| GRI 1 used | GRI 1: Foundation 2021 |
| Applicable GRI Sector Standard(s) | None |

| GRI STANDARD | DISCLOSURE | LOCATION/PAGE REFERENCE AND OMISSIONS |
|------------------------------------|--|---|
| GENERAL DISCLOSURES | | |
| GRI 2: General Disclosures 2021 | 2-1 Organisational details | 1 of SR 24 70 of AR 24 91 - 92 of AR 24 149 - 150 of AR 24 |
| | 2-2 Entities included in the organisation's sustainability reporting | 4 of SR 24 |
| | 2-3 Reporting period, frequency and contact point | 4 of SR 24 8 of SR 24 |
| | 2-4 Restatements of information | None |
| | 2-5 External assurance | 4 of SR 24 |
| | 2-6 Activities, value chain and other business relationships | 1 of SR 24 11 - 12 of AR 24 118 of AR 24 |
| | 2-7 Employees | 18 - 19 of SR 24 |
| | 2-8 Workers who are not employees | We have approximately 12 workers who are not employees as at 31 December 2024. They are mainly mixer truck drivers for handling deliveries of RMC and site workers for concrete production. |
| | 2-9 Governance structure and composition | 5 - 6 of SR 24 30 - 32 of AR 24 48 of AR 24 |
| | 2-10 Nomination and selection of the highest governance body | 5 - 6 of SR 24 34 - 36 of AR 24 |
| | 2-11 Chair of the highest governance body | 5 - 6 of SR 24 33 of AR 24 |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | 5 - 6 of SR 24 |
| | 2-13 Delegation of responsibility for managing impacts | 5 - 6 of SR 24 |
| | 2-14 Role of the highest governance body in sustainability reporting | 5 - 6 of SR 24 |
| | 2-15 Conflicts of interest | 29 of AR 24 |
| | 2-16 Communication of critical concerns | 10 of SR 24 42 of AR 24 |
| | 2-17 Collective knowledge of the highest governance body | 6 of SR 24 29 - 30 of AR 24 |
| | 2-18 Evaluation of the performance of the highest governance body | 36 of AR 24 |
| | 2-19 Remuneration policies | 37 - 40 of AR 24 |
| | 2-20 Process to determine remuneration | 37 - 40 of AR 24 |

APPENDIX 1 GRI CONTENT INDEX

| GRI STANDARD | | DISCLOSURE | LOCATION/PAGE REFERENCE AND OMISSIONS |
|--|-------|--|--|
| GENERAL DISCLOSURES | | | |
| | 2-21 | Annual total compensation ratio | Information is not provided due to confidentiality constraints. |
| | 2-22 | Statement on sustainable development strategy | 2 of SR 24 4 - 5 of AR 24 |
| | 2-23 | Policy commitments | 10 of SR 24 17 of SR 24 22 - 23 of SR 24 |
| | 2-24 | Embedding policy commitments | 10 of SR 24 17 of SR 24 22 - 23 of SR 24 |
| | 2-25 | Processes to remediate negative impacts | 10 of SR 24 42 of AR 24 |
| | 2-26 | Mechanisms for seeking advice and raising concerns | 10 of SR 24 42 of AR 24 |
| | 2-27 | Compliance with laws and regulations | 10 of SR 24 17 - 18 of SR 24 |
| | 2-28 | Membership associations | None |
| | 2-29 | Approach to stakeholder engagement | 7 of SR 24 |
| | 2-30 | Collective bargaining agreements | None of our employees are covered by collective bargaining agreements. |
| MATERIAL TOPICS | | | |
| GRI 3: Material Topics 2021 | 3-1 | Process to determine material topics | 8 - 9 of SR 24 |
| | 3-2 | List of material topics | 9 - 24 of SR 24 |
| ECONOMIC PERFORMANCE | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 16 of SR 24 25 - 26 of SR 24 |
| | 201-1 | Direct economic value generated and distributed | 16 of SR 24 6 - 7 of AR 24 64 - 69 of AR 24 |
| GRI 201: Economic Performance 2016 | 201-2 | Financial implications and other risks and opportunities due to climate change | 27 - 29 of SR 24 |
| | 201-3 | Defined benefit plan obligations and other retirement plans | 117 of AR 24 |
| | 201-4 | Financial assistance received from government | 114 of AR 24 |
| ETHICAL BUSINESS CONDUCT AND COMPLIANCE | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 10 of SR 24 25 - 26 of SR 24 |
| | 205-1 | Operations assessed for risks related to corruption | 10 of SR 24 |
| GRI 205: Anti-corruption 2016 | 205-2 | Communication and training about anti-corruption policies and procedures | 10 of SR 24 |
| | 205-3 | Confirmed incidents of corruption and actions taken | 10 of SR 24 |

APPENDIX 1 GRI CONTENT INDEX

| GRI STANDARD | | DISCLOSURE | LOCATION/PAGE REFERENCE AND OMISSIONS |
|--|-------|--|---------------------------------------|
| ENERGY AND GHG EMISSIONS MANAGEMENT | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 11 - 14 of SR 24 25 - 26 of SR 24 |
| GRI 302: Energy 2016 | 302-1 | Energy consumption within the organisation | 14 of SR 24 |
| GRI 302: Energy 2016 | 302-3 | Energy intensity | 14 of SR 24 |
| | 302-4 | Reduction of energy consumption | 14 of SR 24 |
| | 302-5 | Reductions in energy requirements of products and services | 11 - 14 of SR 24 |
| GRI 305: Emissions 2016 | 305-1 | Direct (Scope 1) GHG emissions | 14 of SR 24 |
| | 305-2 | Energy indirect (Scope 2) GHG emissions | 14 of SR 24 |
| | 305-3 | Other indirect (Scope 3) GHG emissions | 14 of SR 24 |
| | 305-4 | GHG emissions intensity | 14 of SR 24 |
| | 305-5 | Reduction of GHG emissions | 14 of SR 24 |
| GRI 413: Local Communities 2016 | 413-2 | Operations with significant actual and potential negative impacts on local communities | 11 - 14 of SR 24 |
| WATER MANAGEMENT | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 14 - 15 of SR 24 25 - 26 of SR 24 |
| GRI 303: Water and Effluents 2018 | 303-1 | Interactions with water as a shared resource | 14 - 15 of SR 24 |
| | 303-3 | Water withdrawal | 15 of SR 24 |
| | 303-5 | Water consumption | 15 of SR 24 |
| GRI 413: Local Communities 2016 | 413-2 | Operations with significant actual and potential negative impacts on local communities | 14 - 15 of SR 24 |
| WASTE MANAGEMENT | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 15 of SR 24 25 - 26 of SR 24 |
| GRI 303: Water and Effluents 2018 | 303-2 | Management of water discharge-related impacts | 15 of SR 24 |
| | 303-4 | Water discharge | 15 of SR 24 |
| GRI 306: Waste 2020 | 306-1 | Waste generation and significant waste-related impacts | 15 of SR 24 |
| | 306-2 | Management of significant waste-related impacts | 15 of SR 24 |
| | 306-3 | Waste generated | 15 of SR 24 |
| | 306-4 | Waste diverted from disposal | 15 of SR 24 |
| | 306-5 | Waste directed to disposal | 15 of SR 24 |
| GRI 413: Local Communities 2016 | 413-2 | Operations with significant actual and potential negative impacts on local communities | 15 of SR 24 |

APPENDIX 1 GRI CONTENT INDEX

| GRI STANDARD | | DISCLOSURE | LOCATION/PAGE REFERENCE AND OMISSIONS |
|--|-------|--|---|
| EMPLOYMENT | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 17 - 21 of SR 24 25 - 26 of SR 24 |
| GRI 401: Employment 2016 | 401-1 | New employee hires and employee turnover | 20 of SR 24 |
| | 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | 18 of SR 24 |
| | 401-3 | Parental leave | 21 of SR 24 |
| GRI 403: Occupational Health and Safety 2018 | 403-3 | Occupational health services | 18 of SR 24 |
| | 403-6 | Promotion of worker health | 18 of SR 24 |
| GRI 404: Training and Education 2016 | 404-3 | Percentage of employees receiving regular performance and career development reviews | 21 of SR 24 |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 | Diversity of governance bodies and employees | 19 of SR 24 |
| | 405-2 | Ratio of basic salary and remuneration of women to men | Information is not provided due to confidentiality constraints. |
| GRI 406: Non-discrimination 2016 | 406-1 | Incidents of discrimination and corrective actions taken | 18 of SR 24 |
| TRAINING AND EDUCATION | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | 21 - 22 of SR 24 25 - 26 of SR 24 |
| GRI 404: Training and Education 2016 | 404-1 | Average hours of training per year per employee | 22 of SR 24 |
| | 404-2 | Programs for upgrading employee skills and transition assistance programs | 21 of SR 24 |

APPENDIX 2 INDUSTRY-BASED GUIDANCE ON IMPLEMENTING CLIMATE-RELATED DISCLOSURE METRICS

The sustainability disclosure metrics are based on the IFRS SDS Industry-Based Guidance for implementing climate-related disclosure (“**Industry-Based Metrics**”) (Volume 8 – Construction Materials). The details are as follows:

Table 1. Sustainability Disclosure Topics & Accounting Metrics

| TOPIC | CODE | METRIC | RESPONSE |
|---------------------------------|--------------|--|---|
| Greenhouse Gas Emissions | EM-CM-110a.1 | Gross global Scope 1 emissions, percentage covered under emissions limiting regulations | All our Scope 1 emissions in various regions are subject to emissions-limiting regulations, such as carbon pricing and environmental protection acts. |
| | EM-CM-110a.2 | Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets | As we are still analysing our Scope 1 GHG emissions trend, decarbonisation target setting for Scope 1 GHG emissions is deferred till a time when we better understand the trend and how we can better control such emissions. |
| Air Quality | EM-CM-120a.1 | Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx , (3) particulate matter (PM10), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs) and (7) heavy metals | We are in the process of establishing a tracking mechanism for our air pollutants. |
| Energy Management | EM-CM-130a.1 | (1) Total energy consumed | (1) Total energy consumed (Fuel use + Electricity use): 96,519 GJ |
| | | (2) Percentage grid electricity | (2) Percentage of energy consumed that was supplied from grid electricity: 100% |
| Water Management | EM-CM-140a.1 | (3) Percentage alternative | (3) Percentage of energy consumed that was consumed from alternative sources: None |
| | | (4) Percentage renewable | (4) Percentage of energy consumed that was renewable: None |
| Waste Management | EM-CM-150a.1 | Amount of waste generated, percentage hazardous and percentage recycled | <ul style="list-style-type: none"> Total water withdrawn and consumed is 242,269 m3 Disclosure of water drawn from water-stressed areas (i.e. Indonesia) is not made, given that the Group does not significantly impact the ability of Indonesia in meeting human and ecological water demands. Areas with water stress are identified based on the World Resources Institute Aqueduct Water Risk Atlas. |
| | | | <p>During the reporting period, 700 liters of waste engine oil and 28,876 tonnes of concrete sludge and slurry residue were generated.</p> <p>Approximately 2% of the waste generated is hazardous.</p> <p>We do not track the percentage of waste recycled, as all hazardous and non-hazardous waste is disposed of by a licensed third-party waste collector in FY2024 for proper disposal.</p> |

APPENDIX 2 INDUSTRY-BASED GUIDANCE ON IMPLEMENTING CLIMATE-RELATED DISCLOSURE METRICS

| TOPIC | CODE | METRIC | RESPONSE |
|--------------------|--------------|--|--|
| Product Innovation | EM-CM-410a.1 | Percentage of products that qualify for credits in sustainable building design and construction certifications | We do not publicly disclose these metrics as they are commercially sensitive and confidential. |
| | EM-CM-410a.2 | Total addressable market and share of market for products that reduce energy, water or material impacts during usage or production | We do not publicly disclose these metrics as they are commercially sensitive and confidential. |

Table 2. Activity Metrics

| CODE | ACTIVITY METRIC | RESPONSE |
|-------------|----------------------------------|--|
| EM-CM-000.A | Production by major product line | We do not publicly disclose these metrics as they are commercially sensitive and confidential. |



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