

2025 SUSTAINABILITY REPORT




ENGRO
BUILDING SUSTAINABILITY

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ABOUT US

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 the manufacturing of 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 Blast-furnace Slag (“**GGBS**”) through joint ventures in China and the plants are located in 4 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 VISION

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.

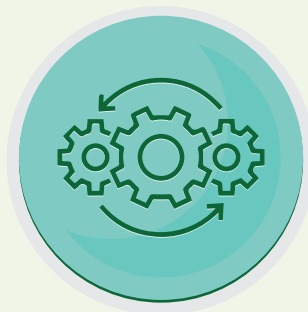
OUR BUSINESS

A BUSINESS OVERVIEW OF ENGRO AND ITS SUBSIDIARIES (COLLECTIVELY AS THE “**GROUP**” OR “**WE**”), IS AS FOLLOWS:



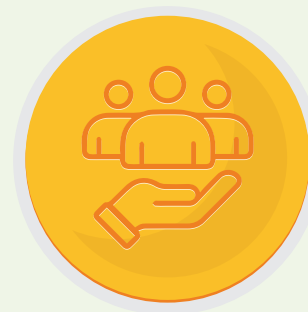
SUPPLIERS

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 financial year 2025 (“**FY2025**”) sustainability report (“**Report**”) builds on the foundations established in the previous reporting period and reflects EnGro’s continued efforts to strengthen its sustainability reporting in line with requirements of 711A and 711B of the Listing Manual: Rules of Mainboard of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) and evolving climate-related disclosure expectations.

During FY2025, the Group enhanced its sustainability governance disclosures, including clearer articulation of the Board of Director’s (“**Board**”) oversight of sustainability and climate-related risks, the role of the Sustainability Committee (“**SC**”), and the integration of sustainability considerations into the Group’s enterprise risk management (“**ERM**”) framework. The Board also confirms that all directors have attended at least one of the approved sustainability training courses in accordance with the Listing Rule 720 (7) of SGX-ST.

Guided by the phased approach recommended by the SGX-ST towards International Sustainability Standards Board (“**ISSB**”) Standards, specifically International Financial Reporting Standards (“**IFRS**”) S1 and IFRS S2, this Report includes enhanced climate-related disclosures compared with FY2024. These include the introduction of a climate change transition plan with defined emissions reduction targets, expanded disclosures on Scope 1 and Scope 2 greenhouse gas (“**GHG**”) emissions management, and a structured roadmap for the identification and disclosure of Scope 3 GHG emissions.

Climate Change Transition Plan

Our target in FY2030

Reduce aggregated absolute Scope 1 and 2 GHG emissions by 5%, with FY2024 as the baseline year

Our target in FY2040

Reduce aggregated absolute Scope 1 and 2 GHG emissions by 20%, with FY2024 as the baseline year

Our target in FY2050:

Reduce aggregated absolute Scope 1 and 2 GHG emissions by 30%, with FY2024 as the baseline year



This Report also provides clearer disclosures on climate governance, risk management, emissions measurement methodology, reporting boundaries, and decarbonisation strategy, consistent with the recommendations of the Task Force on Climate-related Financial Disclosures (“**TCFD**”) and the transition towards ISSB Standards.

Overall, this Report represents an enhancement in disclosure depth, climate-related reporting, governance transparency, and forward-looking transition planning, and reflects the Group’s ongoing efforts to strengthen its sustainability reporting framework and progressively align with the sustainability reporting and climate disclosure requirements.

Building on the Group’s sustainability efforts, the Board having considered the Group’s sustainability issues as part of its strategic formulation and business strategies, determined the material sustainability factors under the sustainability pillars of economic, environmental, social and governance (collectively as “**Sustainability Factors**”) and overseen the management and monitoring of the material Sustainability Factors.

SUSTAINABILITY PERFORMANCE AT A GLANCE

A summary of our key sustainability performance in FY2025 and a comparison with FY2024, is provided as follows:

Sustainability Pillar	Sustainability Metric	Sustainability Performance	
		FY2025	FY2024
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)	31.0	27.5
	Aggregated Scope 1 and 2 GHG emissions intensity (tCO ₂ e/ production volume in kilotonnes)	2.7	2.5
	Water consumption intensity (m ³ / production volume in kilotonnes)	65	69
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	30%	31%
	Average training hours per employee	1.7	3.7
	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 711A and 711B of the Listing Manual: Rules of Mainboard of the SGX-ST. 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 a global partnership.

Our climate-related disclosures are produced based on the 11 recommendations of 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 SGX-ST 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 its 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 2025 to 31 December 2025 (“FY2025” or “Reporting Period”). This Report covers the following operating entities of the Group in Singapore, Malaysia and Indonesia, which contributed to almost 100% (FY2024: 99%) of the Group’s revenue:

S/N	Entity	Country of Operation	Principal Activity
1	EnGro Corporation Limited	Singapore	Manufacture and sale of building materials
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	Wholesale of petrochemical products
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

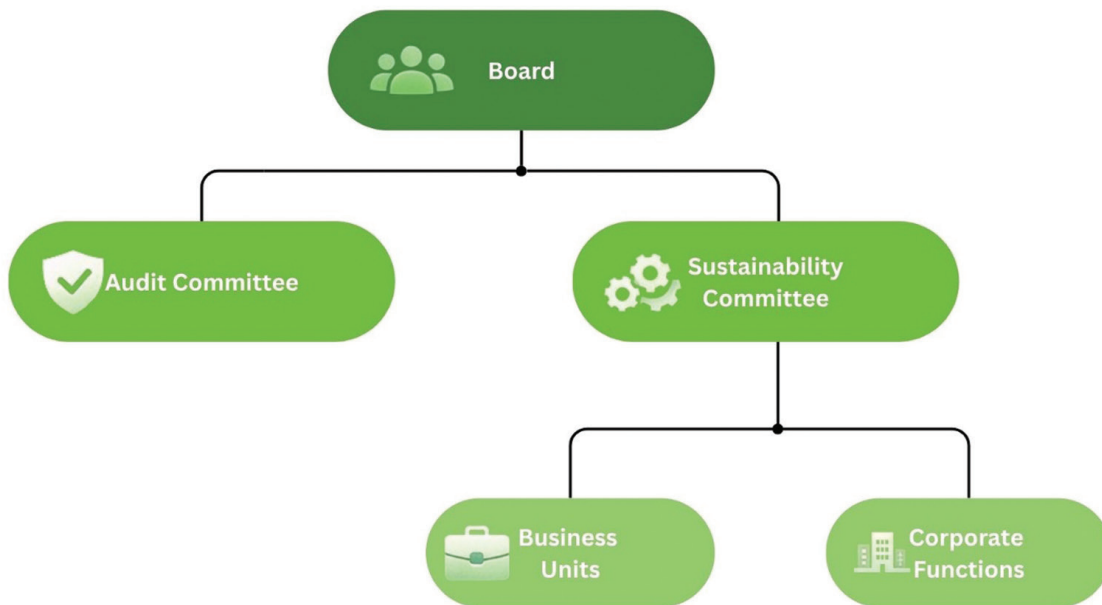
This Report is published in April 2026 and our sustainability reports are available on the Company’s website (<https://engro-global.com/sustainability-report/>). Should you have any comments or suggestions relating to this Report, please contact us at ir@engro-global.com.

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 a SC, led by the Director cum Sustainability Director. The members of the SC comprise senior executives of the Group and the SC 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 SC, 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 strategy, policies and targets (including materiality assessment process and outcome), • Monitor implementation of sustainability strategy, policies and performance against targets • Oversee the identification and evaluation of climate-related risks and opportunities • Ensure the integration of sustainability and climate-related risks and opportunities are covered by the Group's ERM framework • Evaluate the composition and competencies of the SC to support effective oversight of sustainability strategy, with consideration of climate-related risks and opportunities
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 Group'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
SC	<ul style="list-style-type: none"> • Director cum Sustainability Director • Senior executives of the Group who provide the direction for reporting 	<ul style="list-style-type: none"> • Develop the sustainability strategy, policies and management plan, align them with long-term business objectives, and recommend revisions to the Board • Ensure that the implementation of sustainability strategies is aligned across business segments and geographical locations • Evaluate overall sustainability risks and opportunities, with a focus on climate-related risks and opportunities • Perform materiality assessment to identify and prioritise material Sustainability Factors • Advise the Board on material sustainability trends, regulatory developments, and prevailing market practices. • Align the Group's practices at the operational level with the organisation-wide sustainability agenda and strategy • Support the Board in engaging with stakeholders and addressing their sustainability-related concerns and feedback • Consolidate sustainability metrics to track sustainability impact on a Group basis and for reporting purposes • Prepare and review sustainability report prior to its approval by Board
Business units/ Corporate functions	Representatives from business units or corporate functions designated to support the work of the SC	<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.

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 Performance appraisals	As and when required Annually	<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 Corporate website	Annually Ongoing	<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 material Sustainability Factors disclosed in this Report. Processes involved are shown in the chart below:



Materiality Assessment

We constantly refine our management approach to adapt to 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.

Both positive and negative impacts, whether 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 material 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 FY2025, a materiality assessment was performed by the SC to update the material Sustainability Factors, and this was followed by a stakeholder engagement session⁴ 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:

S/N	Material Sustainability Factor	Key Stakeholder	SDG	Our Effort
Governance				
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 to maintain robust corporate governance
Environmental				
2	Energy and GHG emissions management	<ul style="list-style-type: none"> Communities Shareholders 		Introduce low-carbon products and implement measures to reduce energy consumption, improve efficiency, and lower GHG emissions
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

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

MATERIAL SUSTAINABILITY FACTORS

S/N	Material Sustainability Factor	Key Stakeholder	SDG	Our Effort
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 shareholders
Social				
6	Product quality, service quality and customer satisfaction	Customers		Implement a stringent quality assurance system that ensure that our products meet industry standards
7	Employment	Employees		Provide fair treatment and offer market-aligned benefits to employees
8	Training and education	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	Communities		Participate in community campaigns and support local communities

We will update the material Sustainability Factors annually to reflect changes in business operations, environment, stakeholders' feedback and sustainability trends. For FY2025, pursuant to the review, there are no changes to the material Sustainability Factors identified from FY2024.

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 (FY2024: zero incidents).

In FY2025, 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 (FY2024: zero incidents).

ENVIRONMENTAL

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 7 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. For example, our DuraCrete (WR) is a durable, sustainable green concrete with improved performance and a lower carbon footprint, using low-emission and recycled materials.

Our Products that are certified with Green Accreditations



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.

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 and 2 GHG emissions closely and are developing mechanisms to track 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.

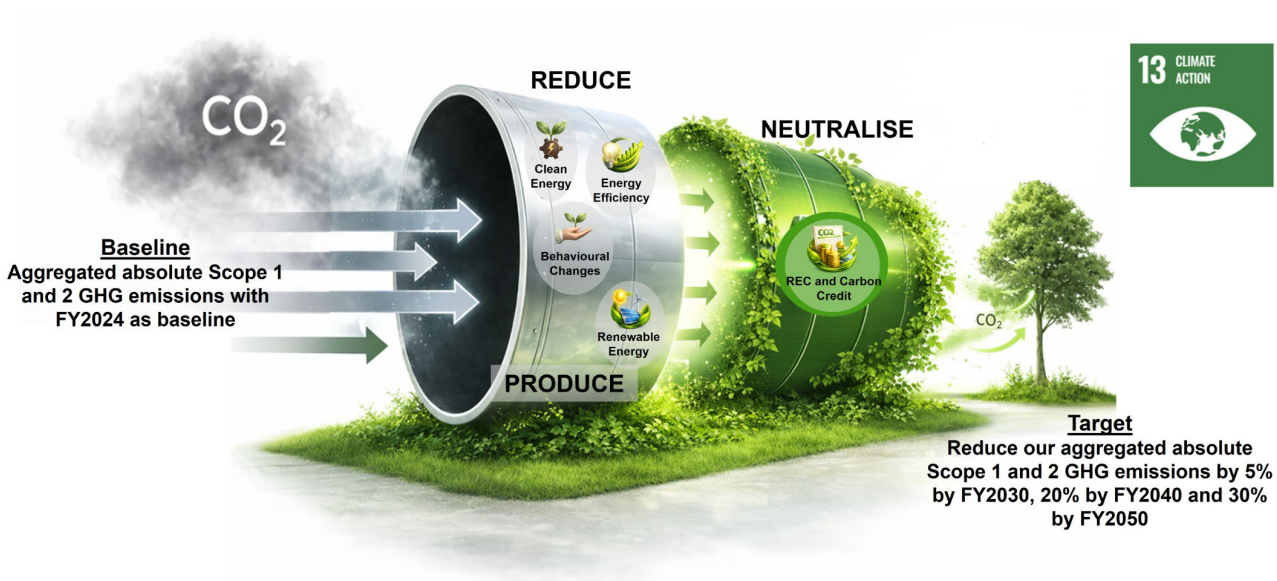
ENVIRONMENTAL

To further strengthen our emissions management approach, we will develop a GHG emissions profile by FY2026 based on defined organisational boundaries to facilitate enhanced monitoring, informed decision-making, and the identification of emissions reduction opportunities. The Group plans to progressively enhance its Scope 3 emissions management as part of its climate roadmap, where practicable. Initial efforts will focus on identifying and disclosing the Scope 3 categories relevant to the Group's operations by FY2027, including category 1 (purchased goods and services), category 6 (business travel), and category 7 (employee commuting). By FY2030, the Group aims to expand coverage to include category 2 (capital goods), category 4 (upstream transportation and distribution), category 5 (waste generated in operations), and category 9 (downstream transportation and distribution). This initiative is intended to improve transparency, strengthen data collection processes, and support the development of future emissions reduction strategies across the value chain.

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 plan, we are committed to reducing our aggregated absolute Scope 1 and Scope 2 GHG emissions by 5% by FY2030, 20% by FY2040, and 30% by FY2050, using FY2024 as the baseline. Our climate change transition plan is focused on three (3) strategic levers of reduce, produce and neutralise as follows:



ENVIRONMENTAL

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	Description	Focus Area	Action Plan
Reduce	<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 	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.
		Energy efficiency – Motor vehicles	We will gradually transition our internal combustion vehicle fleet to electric vehicles, guided by market developments, infrastructure readiness, and technological advancements.
		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.
Produce	On-site generation of green or renewable energy	Solar energy	We plan to explore the generation of solar energy onsite where practicable.
Neutralise	Neutralise unavoidable residual emissions	<ul style="list-style-type: none"> Renewable energy certificates (“REC”) Carbon credit 	We plan to explore the use of REC and carbon credits to offset unavoidable residual emissions when the relevant markets mature.

ENVIRONMENTAL

Our Sustainability Journey Milestones

In the 1980s, we promoted the adoption of GGBS in Singapore as a lower-carbon alternative to conventional cement. This marked the beginning of our long-term focus on reducing embodied carbon in construction materials.



First cement company in Singapore to achieve the Singapore Green Label Eco-Label certification for VCEM GGBS and blended cement products.



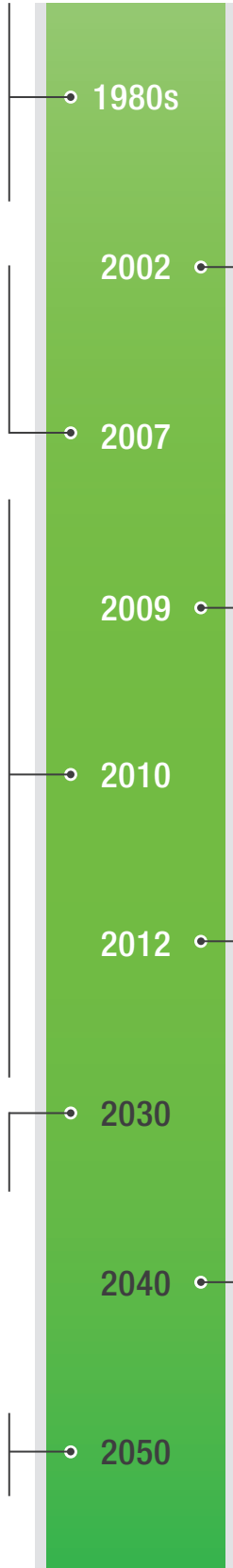
In 2010, we achieved the SGBC "Leader" certification, recognising our contribution to sustainable building materials and green building development in Singapore



In 2010, we launched the Friends of Building Sustainability ("FBS") initiative. Through FBS, we promote sustainable construction practices, facilitate knowledge sharing, and engage industry stakeholders in advancing building solutions.

EnGro is committed to reducing aggregated absolute Scope 1 and Scope 2 GHG emissions by 5% by FY2030, using FY2024 as the baseline.

Reduce aggregated absolute Scope 1 and Scope 2 GHG emissions by 30% by FY2050, using FY2024 as our baseline.



1980s

2002

2007

2009

2010

2012

2030

2040

2050

In 2002, we commissioned our first Joint Venture GGBS plant in China. This strengthened our regional supply capability and reinforced our commitment to advancing low-carbon cementitious solution.



EnGro leads as the first local cement player to meet carbon footprint standards of Singapore Environment Council's Green Labeling Scheme



In 2012, we achieved ISO 14001 certification for Environmental Management. This formalised our environment management system and strengthened our approach to emissions control, resource efficiency, and continuous improvement across operations.



Reduce aggregated absolute Scope 1 and Scope 2 GHG emissions by 20% by FY2040, using FY2024 as the baseline.

Performance

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

Sustainability Metric	Unit of Measurement	FY2025	FY2024
Energy consumption			
Fuel consumption	GJ	128,825	78,689
Electricity consumption	GJ	27,926	17,830
Total energy consumed	GJ	156,751	96,519
Energy intensity	GJ/ production volume in kilotonnes	31.0	27.5
GHG emissions			
Direct GHG emissions (Scope 1)	tCO ₂ e	9,735	5,945
Indirect GHG emissions (Scope 2)	tCO ₂ e	3,986	2,664
Aggregated absolute Scope 1 and 2 GHG emissions	tCO ₂ e	13,721	8,609
Aggregated absolute Scope 1 and 2 GHG emissions intensity	tCO ₂ e/ production volume in kilotonnes	2.7	2.5

The increase in energy intensity and aggregated absolute Scope 1 and 2 GHG emissions intensity was primarily driven by the commissioning of a newly established concrete batching plant. As the plant is currently in its initial operational phase, production capacity and efficiency are expected to improve progressively as operations stabilise and optimise.

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 supply⁵ from municipal water suppliers. Our water conservation initiatives include the following:

- 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.

⁵ Areas with water stress across the Group's operations are identified using the World Resources Institute Aqueduct Water Risk Atlas. This includes our operations in Indonesia. While our operations do not significantly affect these countries' overall capacity to meet human and ecological water demands, we actively monitor steps government initiatives to alleviate water stress and continually enhance our own water conservation efforts.

ENVIRONMENTAL

Performance

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

Sustainability Metric	Unit of Measurement	FY2025	FY2024
Water consumption (tap water)	m ³	237,139	164,105
Water consumption (NEWater)	m ³	91,679	78,164
Total water consumption	m ³	328,818	242,269
Water consumption intensity	m ³ /production volume in kilotonnes	65	69

The decrease in water consumption intensity was mainly attributable to improvements in our product formulation, resulting in reduced water usage during production.

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 contributions 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:

Sustainability Metric	Unit of Measurement	FY2025	FY2024
Waste generated			
Concrete sludge and slurry residue	Tonnes	24,627	28,876
Waste engine oil	Litre	850	700
Waste generated intensity			
Concrete sludge and slurry residue	Tonnes/production volume in kilotonnes	0.01	0.02
Waste engine oil	Litre /production volume in kilotonnes	<0.001	<0.001

All hazardous and non-hazardous wastes generated in our operations are disposed through a licensed third-party waste collector in FY2025 (FY2024: 100%).

The decrease in concrete sludge and slurry residue intensity is mainly due to the installation of a sand reclaimer system at the batching plants during the Reporting Period. This system has helped reduce the volume of sludge generated by recovering and reusing materials from the waste slurry.

During the Reporting Period, 100% (FY2024: 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 25”).

Product Quality, Service Quality and Customer Satisfaction

Commitment

We are a leading provider of superior building materials, with 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 FY2025, we received 17 customer complaints (FY2024: 15 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 (FY2024: zero incidents).

SOCIAL

EMPLOYMENT

Commitment

EnGro ensures that its employees and workers are treated fairly.

Approach

Our Human Resources (“HR”) team has established a set of policies and procedures to support consistent practices in our operations and contribute to overall organisational effectiveness. We aim to provide remuneration and regular feedback to employees on performance and career development.

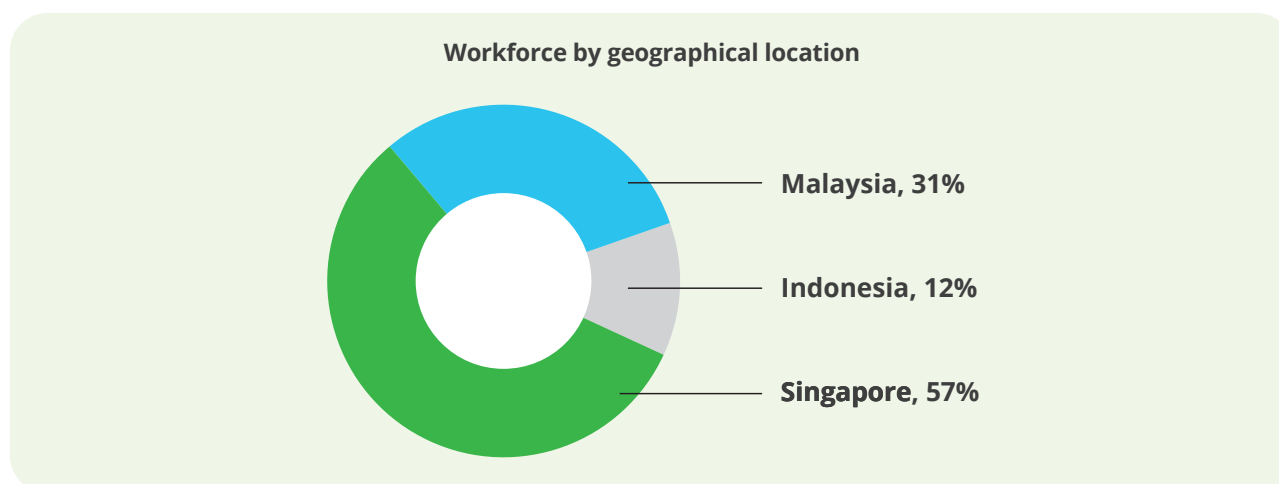
We offer various employee benefit programs, such as leave entitlements, parental support, and wellness initiatives. These programs are designed to support employees and foster a positive, productive, and engaging work environment.

Performance

Our total headcount⁶ in Singapore, Malaysia and Indonesia as of 31 December 2025 under permanent and temporary contracts are 286 and 27 respectively (FY2024: 264 permanent employees, 0 temporary employees) and 91% (FY2024: 100%) of our employees are permanent employees.

As at 31 December 2025, a breakdown of our workforce by geographical location is as follows:

	Number of Employees		Percentage	
	FY2025	FY2024	FY2025	FY2024
Singapore	179	149	57%	56%
Malaysia	98	87	31%	33%
Indonesia	36	28	12%	11%
Total	313	264	100%	100%



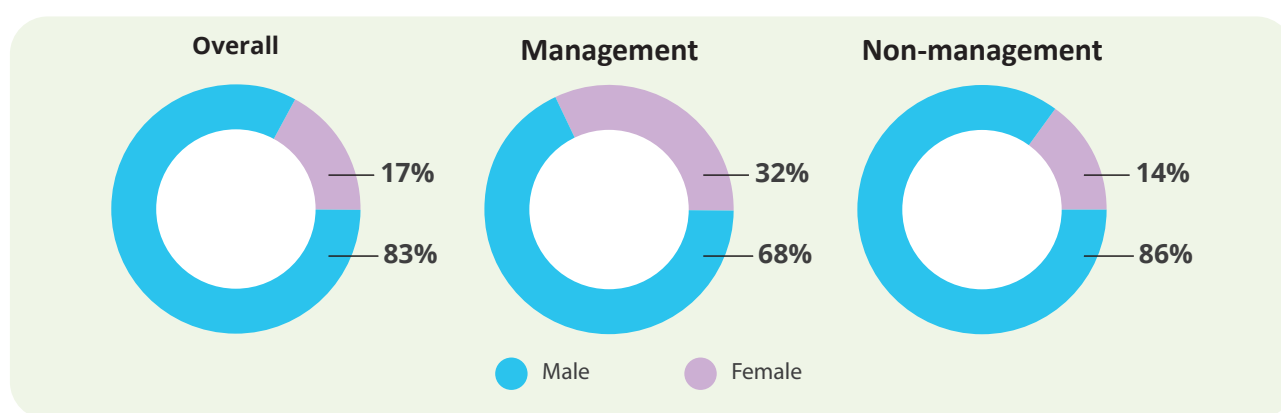
During the Reporting Period, we have no (FY2024: zero incidents) reported incidents of unlawful discrimination against employees.

⁶ 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:

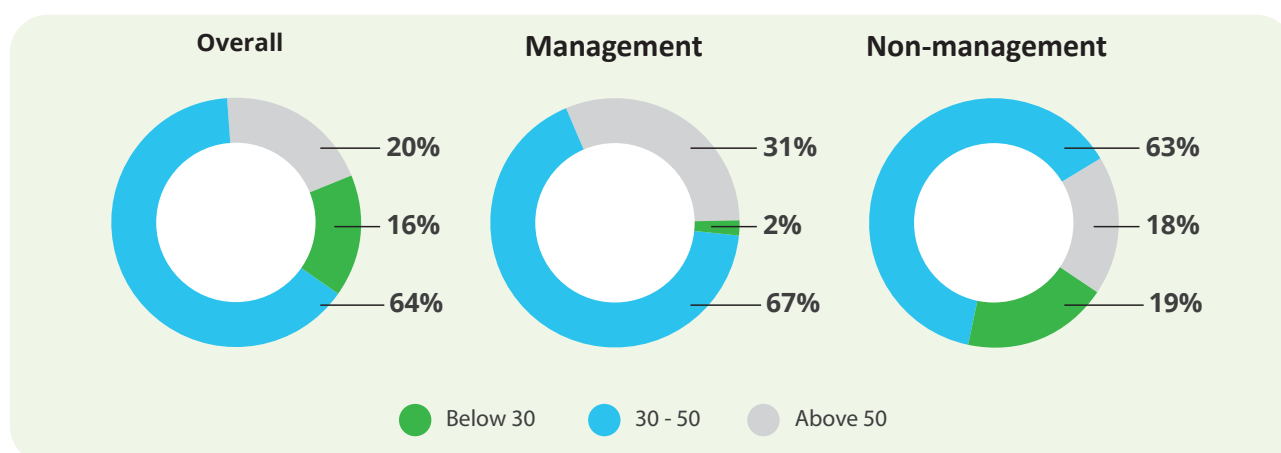
Sustainability Metric	FY2025		FY2024	
	Male	Female	Male	Female
Overall	83%	17%	83%	17%
Employee category				
Management	68%	32%	74%	26%
Non-management	86%	14%	92%	8%



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:

Sustainability Metric	FY2025			FY2024		
	Below 30	30 - 50	Above 50	Below 30	30 - 50	Above 50
Overall	17%	64%	19%	15%	63%	22%
Employee category						
Management	2%	70%	28%	2%	51%	47%
Non-management	19%	63%	18%	17%	64%	19%



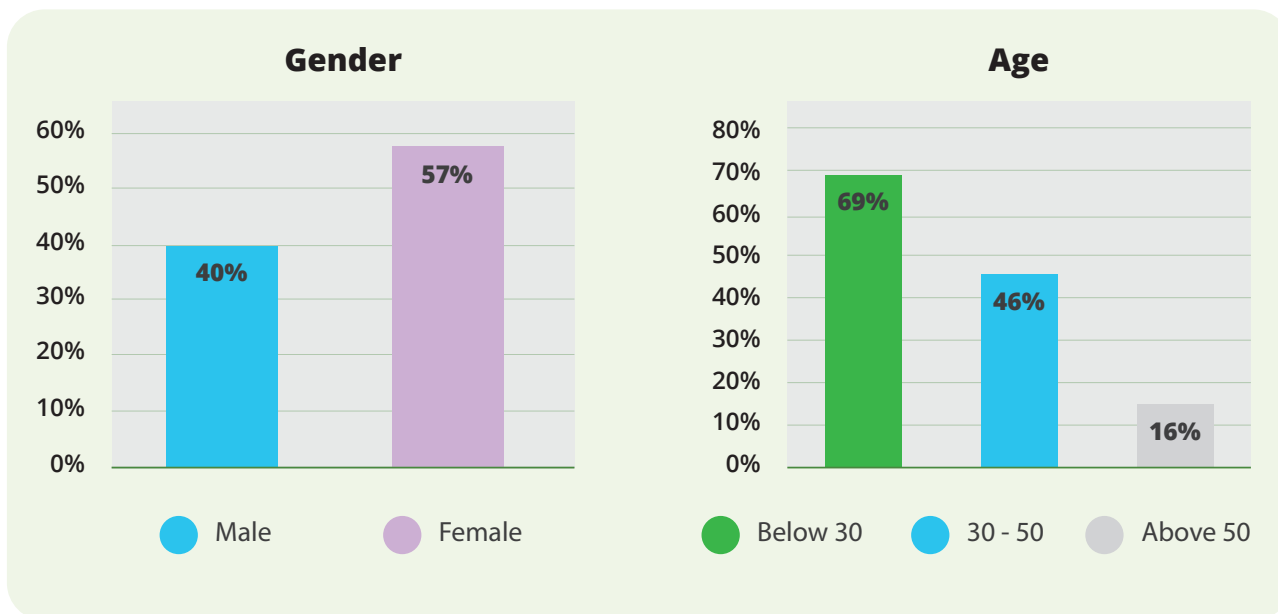
SOCIAL

New Hires

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

Sustainability Metric	FY2025		FY2024	
	Number of New Hires	Rate of New Hires	Number of New Hires	Rate of New Hires
Gender				
Male	104	40%	99	45%
Female	31	57%	20	45%
Age				
Below 30	35	67%	33	85%
30 to 50	90	45%	67	40%
Above 50	10	16%	19	32%
Overall	135	43%	119	45%

RATE OF NEW HIRES

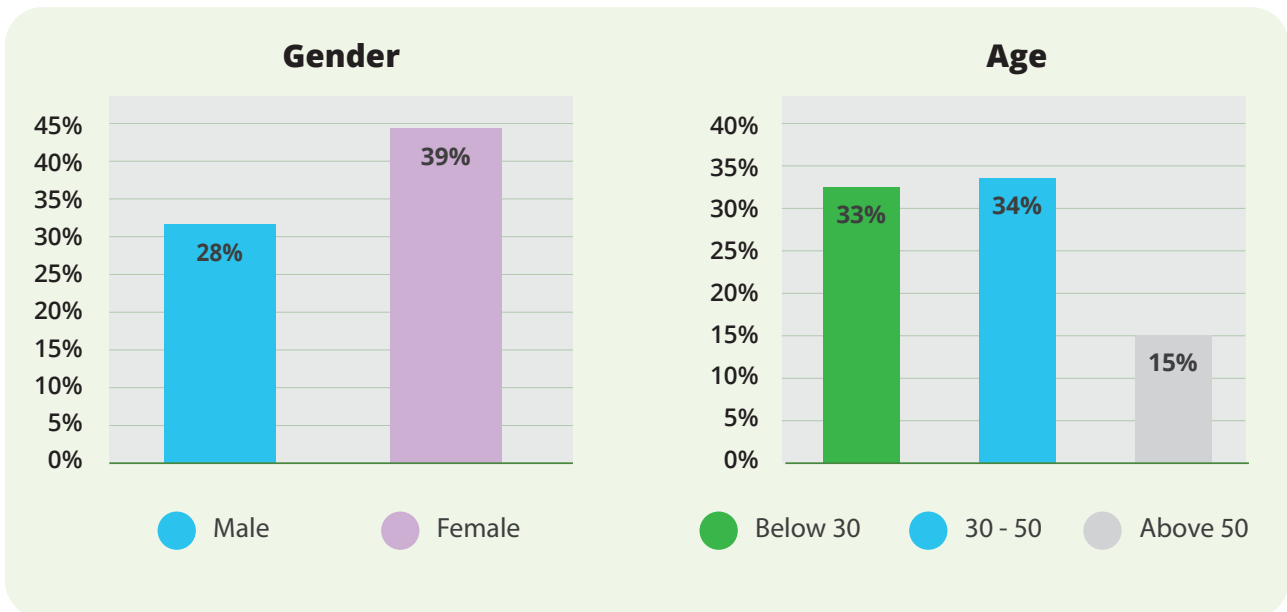


Turnover

Key statistics on turnover of our employees are as follows:

Sustainability Metric	FY2025		FY2024	
	Number of Turnovers	Rate of Turnovers	Number of Turnovers	Rate of Turnovers
Gender				
Male	73	28%	68	31%
Female	21	39%	13	30%
Age				
Below 30	18	35%	12	31%
30 to 50	67	34%	51	31%
Above 50	9	15%	18	31%
Overall	94	30%	81	31%

RATE OF TURNOVER



SOCIAL

Parental Leave

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

Sustainability Metric	FY2025		FY2024	
	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	-% ⁷	-% ⁷	-% ⁷	-% ⁷
Retention rate of employees 12 months after they returned to work from Parental Leave ⁸	-% ⁷	-% ⁷	-% ⁷	-% ⁷

Performance Appraisal

In FY2025, 100% (FY2024: 100%) of the Group’s employees received 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.

⁷ No employees were entitled to Parental Leave in the Reporting Period or in the preceding reporting period.

⁸ Retention rate is calculated based on employees who took Parental Leave in the preceding reporting period.

Performance

Key statistics on training hours are as follows:

Sustainability Metric	FY2025	FY2024
Overall		
Total training hours	518	982
Average training hours per employee	1.7	3.7
Gender (Male)		
Total training hours	300	786
Average training hours per employee	1.2	3.6
Gender (Female)		
Total training hours	218	196
Average training hours per employee	4.0	4.5
Management		
Total training hours	176	144
Average training hours per employee	3.3	3.4
Non-management		
Total training hours	342	838
Average training hours per employee	1.3	3.8

The decrease in average training hours per employee during the Reporting Period was mainly due to the increased hiring of experienced employees who had already completed the required training prior to joining the company, thereby reducing the need for additional foundational training.

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.

SOCIAL

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 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 certificate 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:

Sustainability Metric	FY2025		FY2024	
	Employee	Non-Employee ⁹	Employee	Non-Employee
Number of workplace fatalities	-	-	-	-
Number of high consequence work-related injuries	-	-	-	-
Number of recordable work-related injuries	4	-	3	-
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 ¹⁰ (excluding fatalities)	1.32	-	1.32	-

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.

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.

⁹ Workers who are not employees but whose work/workplace is controlled by the Group.

¹⁰ Rates are calculated based on every 200,000 hours worked.

SOCIAL

Performance

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

Growing the Next Generation of Talent

EnGro has demonstrated its commitment to fostering future talent by sponsoring scholarships for five students from the Singapore Institute of Technology for the academic year 2025. This scholarship initiative aims to support students pursuing degrees in Sustainable Infrastructure Engineering, Civil Engineering, Chemical Engineering, and Mechanical Engineering. By investing in these students' education, EnGro reinforces its commitment to nurturing the next generation of leaders in the engineering and infrastructure sectors, ensuring that the future of these industries is in capable hands.

Sponsor and Support Ren Ci Hospital's Fundraising Initiatives

EnGro supported Ren Ci Hospital through its fundraising efforts at the 30th Anniversary Charity Gala Dinner in 2025, contributing to the care and services provided to its beneficiaries. As a prominent healthcare institution in Singapore, Ren Ci Hospital provides quality and affordable healthcare to the elderly and vulnerable members of the community and relies significantly on charitable donations to sustain its operations. In addition, EnGro also supported the Ren Ci Charity Golf 2025, further contributing to the hospital's fundraising initiatives. These efforts reflect EnGro's commitment to supporting community healthcare and improving accessibility for Singapore's ageing population.

Empowering Seniors: EnGro support NYAA in Introducing AI-Assisted Walking Stick for Safe, Independent Mobility

EnGro Corporation Limited supported the National Youth Achievement Award ("NYAA") initiative, facilitating the introduction of Singapore's first artificial intelligence ("AI")-assisted walking stick for the elderly. This project reflects the Company's commitment to using innovative technology to improve the mobility and safety of senior citizens. Developed with youth engineers, NYAA alumni, and AI experts, the walking stick helps seniors move around more easily, safely, and independently. EnGro's donation helps fund the production and distribution of these devices, which will be given free to seniors in need. The support also includes training youth volunteers to teach seniors how to use the walking sticks, encouraging community involvement and supporting research to improve elderly care.

EnGro Fosters Academic Excellence and Talent Development at SUSS

EnGro also supports student excellence by sponsoring academic awards and book prizes at the Singapore University of Social Sciences ("SUSS"). At the SUSS convocation, the EnGro Award is given to the top three graduating students from the full-time Bachelor of Science in Business Analytics programme. In addition, EnGro sponsors two book prizes: one for the top graduating student in Application Analysis and Design and another for the top graduating student in Machine Learning from the Information and Communication Technology programme. These awards recognise outstanding academic performance and reflect EnGro's commitment to education and talent development.

IPS's Singapore Perspectives 2026: Strengthening Fraternity and Community

EnGro is pleased to continue its support for the Singapore Perspectives conference, an important platform for discussing public policy and social issues. The 2026 edition of the conference will focus on the theme of "Fraternity," exploring the importance of solidarity and community in shaping Singapore's future. Being a long-standing Corporate Associate of IPS allows us to play a small part in supporting its mission through our ongoing partnership.



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	Material Sustainability Factor	Target ¹¹	Progress
Governance			
1	Ethical business conduct and compliance	Ongoing Maintain zero case of corruption	●●● Maintained zero case of corruption
Environmental			
2	Energy and GHG emissions management	Short-term Maintain or reduce aggregated absolute Scope 1 and 2 GHG emissions intensity, with FY2024 as the baseline.	○○○
		Medium-term and long-term Reduce aggregated absolute Scope 1 and Scope 2 GHG emissions by 5% by FY2030, 20% by FY2040, and 30% by FY2050	○○○
3	Water management	Short-term Maintain or reduce water consumption intensity	●●● Decreased in water consumption intensity mainly attributable to improvements in our product formulation, resulting in reduced water usage during production
		Ongoing Implement water efficiency measures to support long-term environmental sustainability	○○○
4	Waste management	Ongoing Maintain or improve percentage of hazardous waste handled by licensed waste collectors	●●● Maintained the percentage of hazardous waste handled by licensed waste collectors

¹¹ Time horizons for target settings are: (i) short-term: within 5 years (up to FY2028); (ii) medium-term: between 6 and 20 years (from FY2029 to FY2043); (iii) long-term: beyond 20 years (after FY2043); and (iv) ongoing: encompassing short, medium, and long term.

TARGET AND PROGRESS

S/N	Material Sustainability Factor	Target ¹¹	Progress
Economic			
5	Economic performance	Ongoing Maintain or improve revenue generated subject to market conditions	●●● Increased revenue was mainly due strong construction demand in Singapore
Social			
6	Product quality, service quality and customer satisfaction	Ongoing Maintain zero case of product non-compliance with regulations concerning the quality of our products	●●● Maintained zero case of product non-compliance with regulations concerning the quality of our products
7	Employment	Ongoing Maintain zero incident of unlawful discrimination against employees	●●● Maintained zero incident of unlawful discrimination against employee
8	Training and education	Short-term Maintain or improve average training hours per employee	●○○ Decrease in average training hours per employee was mainly due to the increased hiring of experienced employees who had already completed the required training prior to joining the company, thereby reducing the need for additional foundational training
		Ongoing Provide continuous training to support employee career growth and skill development	○○○
9	Occupational health and safety	Ongoing Maintain zero workplace accident	●○○ Increased the number of recordable work-related injuries
10	Local communities	Ongoing Initiate various campaigns to help the communities	●●● Initiated various campaigns to help the communities

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

The Board and the SC are responsible for managing and monitoring the Group's Sustainability Factors, including climate-related risks and opportunities. For further details, please refer to the Sustainability Governance section.

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
Orderly (Net zero 2050)	Reaching net-zero global CO ₂ emissions by 2050 will require an ambitious transition across all sectors of the economy. Scenarios tend to emphasise the importance of decarbonising the electricity supply, increasing electricity use, increasing energy efficiency, and developing new technologies to tackle hard-to-abate emissions. Transition risks to the economy could result from higher emissions costs and changes in business and consumer preferences. Physical risks would be minimised.
Hot house world (Current policies)	While many countries have started to introduce climate policies, they are not yet sufficient to achieve official commitments and targets. If no further measures are introduced, 3°C or more of warming could occur by 2100. This would likely result in deteriorating living conditions in many parts of the world and lead to some irreversible impacts like rising sea-levels. Physical risks to the economy could result from disruption to ecosystems, health, infrastructure and supply chains.

CLIMATE-RELATED DISCLOSURE

Physical risks

Physical Risk 1: Increased Severity of Extreme Weather Events				
Description	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.			
	We remain vigilant in monitoring the impact of climate change on our operations, mindful of the alarming estimated global cost of USD 16 million per hour ¹² arising from climate-related damage.			
Gross Potential Financial Impact	Current Effect (SGD)	Short-Term	Medium-Term	Long-Term
	Scenario: Orderly			
	NA ¹³	●	●	●
	Scenario: Hot house world			
	NA ¹³	●	●	●
Mitigation Measure	<p>We put in place a climate change transition plan to steer us on our decarbonisation journey.</p> <p>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.</p> <p>You may refer to the energy and GHG emissions management Sustainability Factor for further details.</p>			
Climate-related Opportunity	In view of the potential environmental risks and the resultant emerging needs for energy efficiency and lower GHG 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 decision, allowing customers to make informed choices based on transparent and reliable sustainability data.			

¹² Source: <https://www.weforum.org/agenda/2023/10/climate-loss-and-damage-cost-16-million-per-hour/>

¹³ We are unable to estimate the current financial effect due to uncertainties in the inputs and assumptions resulting from the lack of available data, including information about climate outcomes and their effects on the Group. We will continue to monitor credible information to support our disclosures in this area.

Transition Risk

Transition Risk 1: Shifting Consumer Preferences for Environmentally Friendly Products				
Description	With rising concerns over the effects of climate change and consumers' environmental awareness, consumers may demand for environmentally friendly products.			
	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.			
	We may lose market share if we are unable to cater to such market demands, resulting in adverse financial impact to the Group.			
Gross Potential Financial Impact	Current Effect (SGD)	Short-Term	Medium-Term	Long-Term
	Scenario: Orderly			
	NA ¹⁴	●	●	●
	Scenario: Hot house world			
	NA ¹⁴	●	●	●
Mitigation Measure	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.			
	For further details, you may refer to the energy and GHG emissions management Sustainability Factor.			
Climate-related Opportunity	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.			
	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.			

¹⁴ We are unable to estimate the current financial effect due to uncertainties in the inputs and assumptions resulting from the lack of available data, including information about climate outcomes and their effects on the Group. We will continue to monitor credible information to support our disclosures in this area

CLIMATE-RELATED DISCLOSURE

Transition Risk 2: Enhanced GHG Emissions Reporting Obligations				
Description	<p>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.</p> <p>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.</p>			
	Gross Potential Financial Impact	Current Effect (SGD)	Short-Term	Medium-Term
	Scenario: Orderly			
	50,000 – 60,000	●	●	●
	Scenario: Hot house world			
	50,000 – 60,000	●	●	●
Mitigation Measure	<p>To strengthen our sustainability governance structure, we put in place a SC 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.</p> <p>In addition, we established terms of reference for component parties involved in the sustainability reporting process, for clarity and accountability purposes.</p>			
Climate-related Opportunity	<p>The enhanced emissions reporting obligations and increase in regulatory costs will raise climate awareness amongst our employees.</p> <p>With more defined job responsibilities and training, the Group will also be better positioned to use energy resources responsibly and adopt environmentally friendly practices.</p>			

Transition Risk 3: Carbon Pricing				
Description	Amid intensifying environmental priorities, governments and regulatory bodies are increasingly strengthening carbon pricing mechanisms, including raising carbon tax rates and enforcing more stringent compliance requirements. These regulatory measures are intended to curb greenhouse gas emissions and accelerate the transition to a low-carbon economy. For the Group, this may result in higher operational costs due to increased carbon tax liabilities and the need to invest in emissions-reduction initiatives. Failure to comply with evolving carbon pricing regulations could lead to significant financial penalties and reputational risks, underscoring the importance of proactive carbon management strategies, operational efficiency improvements, and long-term sustainability planning to mitigate regulatory and market risks.			
Gross Potential Financial Impact	Current Effect (SGD)	Short-Term	Medium-Term	Long-Term
	Scenario: Orderly			
	_15	●	●	●
	Scenario: Hot house world			
	_15	●	●	●
Mitigation Measure	We put in place a climate change transition plan to steer us on our decarbonisation journey. For further details, you may refer to the energy and GHG emissions management Sustainability Factor.			
Climate-Related Opportunity	With the emerging need for energy efficiency and reduced emissions, the Group sees an opportunity to invest in more efficient, lower-carbon vehicles, machinery, and equipment, which may help reduce operational costs and lower GHG emissions.			

Legend

- Minor
- Moderate
- Major

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.

¹⁵ The Group did not incur any carbon tax payments during the Reporting Period, as no liabilities arose under applicable regulations.

CLIMATE-RELATED DISCLOSURE

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 and 2 GHG emissions in this Report. We will continue to monitor our emissions and work toward disclosing 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 the Target and Progress section.

APPENDIX 1

GRI CONTENT INDEX

Statement of Use	EnGro Corporation Limited has reported in accordance with the GRI Standards for the period 1 January 2025 to 31 December 2025.
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 25 69 of AR 25 89 - 90 of AR 25 142 - 143 of AR 25
	2-2 Entities included in the organisation's sustainability reporting	4 of SR 25
	2-3 Reporting period, frequency and contact point	4 of SR 25 8 of SR 25
	2-4 Restatements of information	None
	2-5 External assurance	4 of SR 25
	2-6 Activities, value chain and other business relationships	1 of SR 25 12 - 13 of AR 25 113 of AR 25
	2-7 Employees	22 - 23 of SR 25
	2-8 Workers who are not employees	We have zero workers who are not employees as at 31 December 2025.
	2-9 Governance structure and composition	5 - 6 of SR 25 28 - 29 of AR 25 45 of AR 25
	2-10 Nomination and selection of the highest governance body	5 - 6 of SR 25 30- 33 of AR 25
	2-11 Chair of the highest governance body	5 - 6 of SR 25 29 - 30 of AR 25
	2-12 Role of the highest governance body in overseeing the management of impacts	5 - 6 of SR 25
	2-13 Delegation of responsibility for managing impacts	5 - 6 of SR 25
	2-14 Role of the highest governance body in sustainability reporting	5 - 6 of SR 25
	2-15 Conflicts of interest	26 of AR 25 44 of AR 25
	2-16 Communication of critical concerns	11 of SR 25 38 - 39 of AR 25

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GRI Standard	Disclosure	Location/ Page reference and Omissions
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	6 of SR 25 26 - 27 of AR 25
	2-18 Evaluation of the performance of the highest governance body	33 of AR 25
	2-19 Remuneration policies	34 - 36 of AR 25
	2-20 Process to determine remuneration	34 - 36 of AR 25
	2-21 Annual total compensation ratio	Information is not provided due to confidentiality constraints.
	2-22 Statement on sustainable development strategy	2 of SR 25 4 - 5 of AR 25
	2-23 Policy commitments	11 - 12 of SR 25 21 - 22 of SR 25 28 of SR 25
	2-24 Embedding policy commitments	11 - 12 of SR 25 21 - 22 of SR 25 28 of SR 25
	2-25 Processes to remediate negative impacts	11 of SR 25 38 - 39 of AR 25
	2-26 Mechanisms for seeking advice and raising concerns	11 of SR 25 38 - 39 of AR 25
2-27 Compliance with laws and regulations	11 of SR 25 21 - 22 of AR 25	
General Disclosures		
GRI 2: General Disclosures 2021	2-28 Membership associations	None
	2-29 Approach to stakeholder engagement	7 of SR 25
	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 25
	3-2 List of material topics	9 - 10 of SR 25
Economic Performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	20 of SR 25 32 of SR 25

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GRI Standard	Disclosure	Location/ Page reference and Omissions
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	20 of SR 25 6 - 7 of AR 25 63 - 64, 67 - 68 of AR25
	201-2 Financial implications and other risks and opportunities due to climate change	33 - 37 of SR 25
	201-3 Defined benefit plan obligations and other retirement plans	112 of AR 25
	201-4 Financial assistance received from government	110 of AR 25
Ethical Business Conduct and Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	11 of SR 25 31 of SR 25
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	11 of SR 25 37 of AR 25
	205-2 Communication and training about anti-corruption policies and procedures	11 of SR 25
	205-3 Confirmed incidents of corruption and actions taken	11 of SR 25
Energy and GHG Emissions Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	12 - 16 of SR 25 31 of SR 25
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	17 of SR 25
	302-2 Energy consumption outside of the organisation	38 of SR 25
	302-3 Energy intensity	17 of SR 25
	302-4 Reduction of energy consumption	14 -16 of SR 25
	302-5 Reductions in energy requirements of products and services	12, 16 of SR 25
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	17 of SR 25
	305-2 Energy indirect (Scope 2) GHG emissions	17 of SR 25
	305-3 Other indirect (Scope 3) GHG emissions	38 of SR 25
	305-4 GHG emissions intensity	17 of SR 25
	305-5 Reduction of GHG emissions	14 -17 of SR 25
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	12, 17 of SR 25

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GRI Standard	Disclosure	Location/ Page reference and Omissions
Water Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	17 of SR 25 31 of SR 25
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	17 - 18 of SR 25
	303-3 Water withdrawal	18 of SR 25
	303-5 Water consumption	18 of SR 25
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	17 - 18 of SR 25
Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	18 of SR 25 31 of SR 25
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	18 - 19 of SR 25
	303-4 Water discharge	18 - 19 of SR 25
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	18 - 19 of SR 25
	306-2 Management of significant waste-related impacts	18 - 19 of SR 25
	306-3 Waste generated	19 of SR 25
	306-4 Waste diverted from disposal	19 of SR 25
	306-5 Waste directed to disposal	19 of SR 25
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	18 - 19 of SR 25
Product Quality, Service Quality and Customer Satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	21 of SR 25 32 of SR 25
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	21 of SR 25
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	21 of SR 25

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GRI Standard	Disclosure	Location/ Page reference and Omissions
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	22 of SR 25 32 of SR 25
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	24 - 25 of SR 25
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	22 of SR 25
	401-3 Parental leave	26 of SR 25
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	22 of SR 25
	403-6 Promotion of worker health	22 of SR 25
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	26 of SR 25
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	23 of SR 25
	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	22 of SR 25
Training and Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	26 of SR 25 32 of SR 25
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	27 of SR 25
	404-2 Programs for upgrading employee skills and transition assistance programs	26 of SR 25

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GRI Standard	Disclosure	Location/ Page reference and Omissions
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	27 - 28 of SR 25 32 of SR 25
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	28 of SR 25
	403-2 Hazard identification, risk assessment, and incident investigation	28 of SR 25
	403-3 Occupational health services	28 of SR 25
	403-4 Worker participation, consultation, and communication on occupational health and safety	28 of SR 25
	403-5 Worker training on occupational health and safety	28 of SR 25
	403-6 Promotion of worker health	28 of SR 25
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	28 of SR 25
	403-8 Workers covered by an occupational health and safety management system	28 of SR 25
	403-9 Work-related injuries	29 of SR 25
	403-10 Work-related ill health	29 of SR 25
Local Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	29 of SR 25 32 of SR 25
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	30 of SR 25

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	In the short term, we aim to maintain or reduce aggregated absolute Scope 1 and Scope 2 GHG emissions intensity, using FY2024 as the baseline year. In the medium to long term, we target a reduction in aggregated absolute Scope 1 and Scope 2 GHG emissions by 5% by FY2030, 20% by FY2040, and 30% by FY2050.
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 (2) Percentage grid electricity (3) Percentage alternative (4) Percentage renewable	(1) Total energy consumed (Fuel use + Electricity use): 156,751 GJ (2) Percentage of energy consumed that was supplied from grid electricity: 100% (3) Percentage of energy consumed that was consumed from alternative sources: None (4) Percentage of energy consumed that was renewable: None

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

Topic	Code	Metric	Response
Water Management	EM-CM-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	<ul style="list-style-type: none"> Total water withdrawn and consumed is 328,818 m³ Disclosure of water drawn from water-stressed areas is not made, as it is not applicable, given that the Group does not operate in water-stressed areas. Areas with water stress are identified based on the World Resources Institute Aqueduct Water Risk Atlas.
Waste Management	EM-CM-150a.1	Amount of waste generated, percentage hazardous and percentage recycled	<p>During the Reporting Period, 850 liters of waste engine oil and 24,627 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 FY2025 for proper disposal.</p>
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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