

Gren Sustainability report 2025

Gren

Positively Different Energy: Delivering regional energy resilience



Content

1. Our year 2025 3

- CEO letter
- Key figures 2025
- 2025 highlights

2. Our business and strategy 9

- At the heart of the energy transition
- Our strategic initiatives
- Gren's business model
- Turning strategy into action across our markets
- ESG roadmap
- Our people

3. Sustainability review – ESRS inspired statement 28

- General information
- Environmental
- Social
- Governance

4. Glossary 50

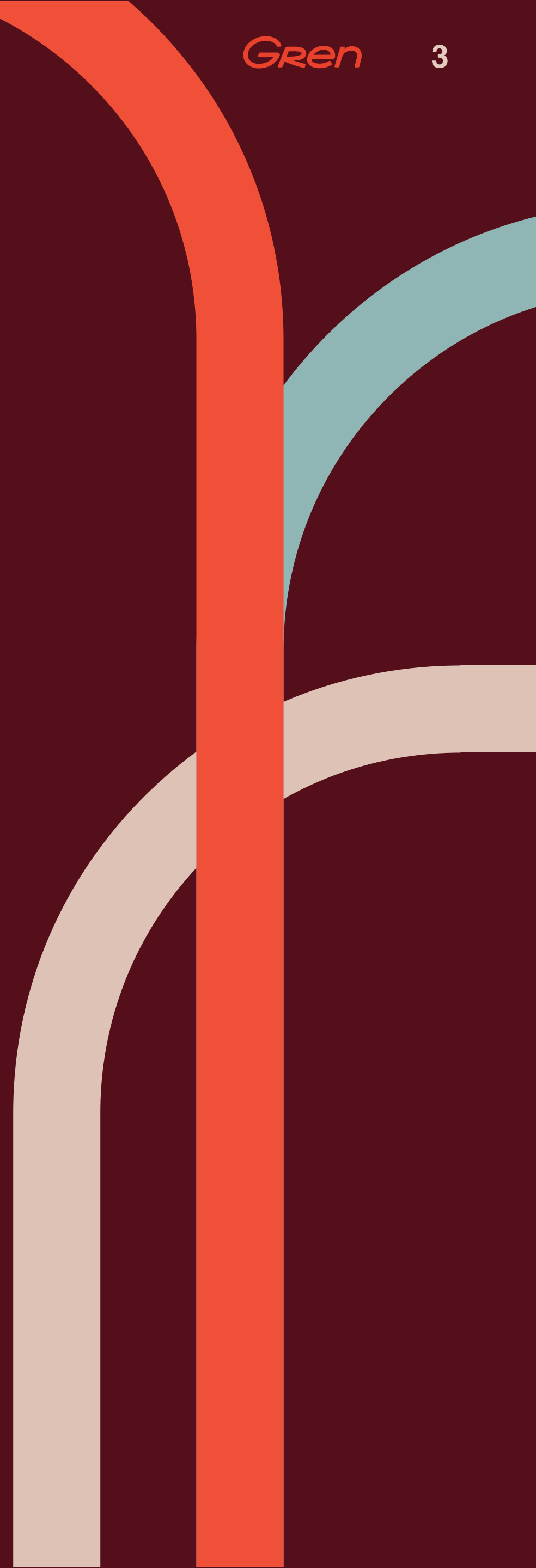
This is Gren

Gren is a leading Northern European energy solutions infrastructure platform providing district heating and cooling, renewable energy solutions, and industrial energy services. Gren has extensive local biomass- and waste-based energy production experience, with a strong track record of delivering large projects and operating them with high efficiency, availability, and reliability.

Owned by Partners Group, Gren operates in the Baltics and the UK with 1,500 MW of production capacity and 3.0 TWh of annual energy sales. More than 95% of our energy is produced from renewable and recovered fuels.



Our year 2025



CEO letter

2025 was a year in which Gren not only delivered strong operational progress, but also reinforced its role in shaping a more resilient, flexible, and sustainable energy future.

Across our markets, we expanded our customer base, advanced critical infrastructure, and successfully brought key investments into operation. At the same time, we continued to strengthen our positive environmental and societal impact – reducing emissions, improving resource efficiency, and increasing our overall handprint across the regions in which we operate. Just as importantly, we upheld our commitment to safety, achieving zero Lost Time Incidents. This outcome reflects not only robust systems and processes, but a deeply embedded culture of accountability and care that underpins our operations.

Our purpose is clear: to provide affordable and reliable energy from local resources, strengthening energy security and resilience in the regions we serve. In today’s environment – marked by continued volatility in energy markets, rising cost pressures, and increasing uncertainty around supply – this role is more critical than ever. Access to stable, competitively priced energy is fundamental not only for households, but also for industrial competitiveness and broader economic stability.

By focusing on local solutions, we reduce exposure to external supply disruptions and price fluctuations, while supporting long-term cost predictability for our customers. At the same time, our approach contributes to the transition toward lower-emission energy systems in a way that is pragmatic, secure, and economically sustainable.



Ilkka Niiranen
Gren Group CEO

Local resilience. Positively Different Energy

We are operating at a defining moment for Europe’s energy system. Increasing price volatility, structural shifts in supply, and heightened geopolitical uncertainty are accelerating the need for energy solutions that are not only low-carbon, but also secure, flexible, and locally anchored. Gren’s strategy is designed to address these dynamics.

By investing in local energy ecosystems and flexible infrastructure, we enable communities to reduce dependence on imported fuels while improving system reliability and affordability. This is not a short-term response to market conditions—it is a structural transition. Our investment programme is already delivering measurable outcomes, and it continues to position Gren at the forefront of decentralised and resilient energy systems.

The benefits extend beyond emissions reductions. By keeping energy value chains local, we strengthen regional economies, support job creation, and enhance supply security. For Gren, this model also provides a more stable and predictable operating environment, supported by long-term customer relationships and infrastructure-backed revenue streams. In this way, we create shared value—for our customers, our communities, and our investors.

Delivering today. Building for tomorrow

In 2025, we made significant progress in executing our strategy across all markets, with a continued focus on disciplined capital allocation and scalable growth.

In Lithuania, the successful start of operations at Juodeliai’s industrial site demonstrates how circular solutions can simultaneously address industrial energy demand and resource efficiency. By converting wood processing residues into energy, we are supporting our customer’s growth while reducing waste and emissions. This project exemplifies our ability to deliver tailored, efficient energy solutions with strong sustainability characteristics.

In Latvia, we significantly expanded our presence through two major projects, reinforcing our position in one of our core markets and demonstrating our ability to scale proven solutions. We made a final investment decision to commence the construction of a new biomass heat-only boiler plant for Riga’s district heating system, effectively doubling our capacity within that network. This investment strengthens our role in a well-established and regulated infrastructure environment, while supporting the transition toward locally sourced, reliable energy.

At the same time, we advanced according to plan with the environmental impact assessment and development of our Riga Waste-to-Energy project in Acone. Building on our experience in Lithuania, this facility will utilise non-recyclable waste as an energy source, addressing a critical gap in waste management while contributing to energy production. The thermal treatment process will significantly reduce the need for landfill, while transforming local waste into local energy and ensuring that value chains remain within the region. Together, these projects illustrate our integrated approach—combining resource efficiency, improved energy security, and long-term infrastructure value creation.

In the United Kingdom, construction of the South Clyde Energy Centre progressed significantly during the year as a joint venture together with our partner, with commissioning targeted for 2026. Once operational, the facility will process up to 350,000 tonnes of residual waste annually, generating energy that will supply the Gren-owned Energy on Clyde heat network, currently under development. This integrated model strengthens our position across the value chain and demonstrates our ability to combine partnership-based asset development with long-term ownership of customer-facing infrastructure.

At the same time, we are expanding our role within the broader energy system. Securing the frequency restoration reserve service contract in Estonia marks a key milestone, positioning Gren as a provider of critical system services. Together with our investments in battery electricity storage in the Baltics, this strengthens our ability to participate in electricity reserve markets—an area of increasing importance as renewable energy penetration grows and system balancing requirements increase.

Operational excellence remains central to our value creation. Through continued digitalisation, including the deployment of digital twins, and by increasing the flexibility of our assets, we are improving efficiency, optimising performance, and enabling access to new revenue streams. These capabilities enhance both the resilience and the competitiveness of our asset base.

People at the core of the transition

The energy transition is ultimately driven by people. At Gren, our progress reflects the capability, commitment, and collaboration of our teams across all markets.

In 2025, we continued to invest in future-critical skills, including electrification, battery technologies, cybersecurity, and artificial intelligence. These capabilities are essential not only for operational performance, but also for maintaining our competitive position in an increasingly complex energy landscape.

We have also strengthened cross-market collaboration, ensuring that knowledge and best practices flow effectively across the organisation. As Gren continues to grow, this ability to leverage expertise across geographies and disciplines is becoming an increasingly important source of value.

Safety remains our highest priority. Achieving zero Lost Time Incidents reflects consistent leadership focus, strong governance, and active engagement from employees and contractors alike. It is the result of both top-down commitment and bottom-up ownership.

Our employee engagement remains strong, with high participation rates and positive results across key indicators. This reflects a stable and committed workforce. The launch of our leadership principles in 2025 marks an important investment in our future, strengthening leadership capabilities and supporting consistent execution across the organisation.

Looking ahead: scaling impact

As we move into 2026, our direction is clear: we will scale what works and accelerate where it matters most, while maintaining a disciplined approach to risk and capital allocation.

We will continue to strengthen energy security across our markets by expanding the use of sustainable local fuels and investing in resilient infrastructure. We will maintain a strong focus on safety and operational reliability, recognising our responsibility as operators of critical infrastructure. We will further enhance cybersecurity and deepen our approach to climate risk assessment, ensuring that resilience is embedded in both our operations and our investment decisions.

At the same time, we will continue to expand our asset base and customer networks, enabling more customers to transition to reliable, local energy systems with predictable cost structures.

The growth outlook remains strong across our core markets in the Baltics and the United Kingdom. Demand for flexible energy solutions, industrial competitiveness, and modern district heating systems continues to increase. In parallel, the need for system services – such as frequency restoration reserves—is expected to grow as energy systems become more dynamic.

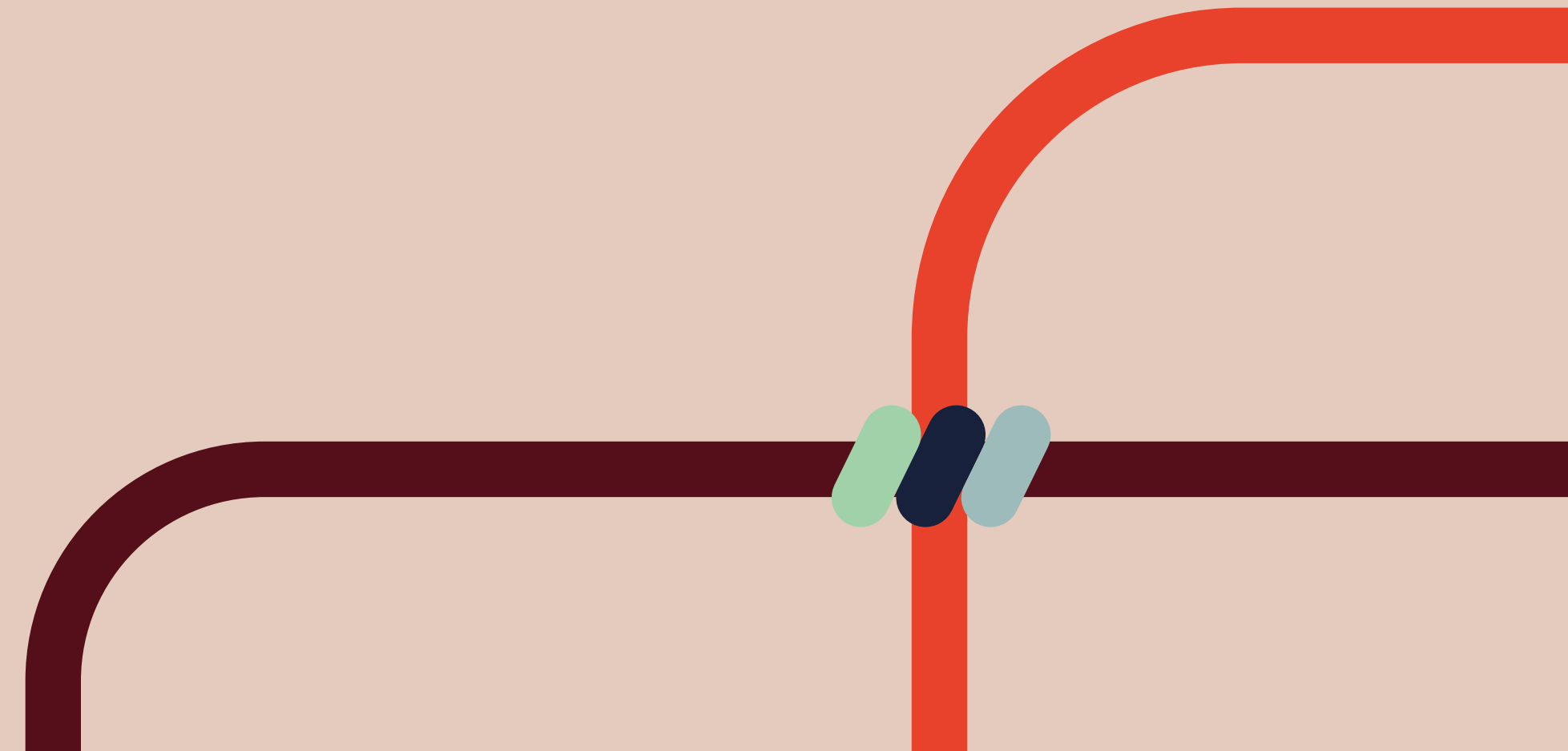
These structural trends support Gren’s strategy and provide opportunities to deploy capital into assets with stable, long-term return characteristics and strong infrastructure fundamentals. Our focus remains on building a balanced portfolio that combines growth with resilience and delivers value over the long term.

A shared journey

To our customers, thank you for your continued trust and partnership as we work together to build more resilient and affordable energy systems.

To our employees, thank you for your professionalism, dedication, and ability to turn strategy into tangible results.

To our owners and investors, thank you for your continued confidence. The transformation of Europe’s energy system requires long-term commitment, disciplined execution, and substantial investment. Gren is well positioned to capture these opportunities while delivering sustainable value over time.



Key figures 2025

The key figures are for Gren Group

Group CO₂ intensity
value 78.7
(gCO₂e/kWh)¹

-24%

CO₂ decrease from baseline²

0

Lost time incident
frequency rate (LTIFR)³

**CO₂ emissions
(tCO₂e) 2025**

Scope 1: 243,418t CO₂e

Scope 2 location
based: 7,490t CO₂e

Scope 3: 200,789t CO₂e

564

Number of employees

81

Employee engagement
index survey result

4.0%

Share of fossil fuels

99.79%

Sustainable fuel sourcing:
Sustainability certification of
biomass fuel

262 M€

Revenue and other operating
income in 2025

¹ Baltics CO₂ intensity value 63.6 (gCO₂e/kWh)

² Baltics CO₂ reduction from baseline: -29%

³ For Gren employees not including subsidiary Eleport

2025 highlights

In 2025...

We commissioned the Juodeliai energy project, delivering 5 MW of renewable heat with scalability to 10 MW.

We announced and secured the development of two new 30 MW power plants in Tartu and Ahtme, adding 60 MW of flexible capacity to support Estonia's electricity system.

We moved forward with the battery storage (BESS) installations project in Jelgava, Tartu and Pärnu, accelerating flexibility and resilience across our operations.

We began construction of a 50 MW biomass heat-only boiler plant for Riga, strengthening Riga's district heating system and increasing renewable heat capacity.

We submitted the Environmental Impact Assessment Report to the authorities and reached an agreement with key equipment suppliers, establishing a strong technical and regulatory foundation for the development of our Riga Waste-to-Energy project in Acone.

We progressed the construction of the South Clyde Energy Centre.

We diverted approximately 100,000 tonnes of refuse-derived fuel (RDF) from landfill and converted into energy in Baddesley.



Our business and strategy

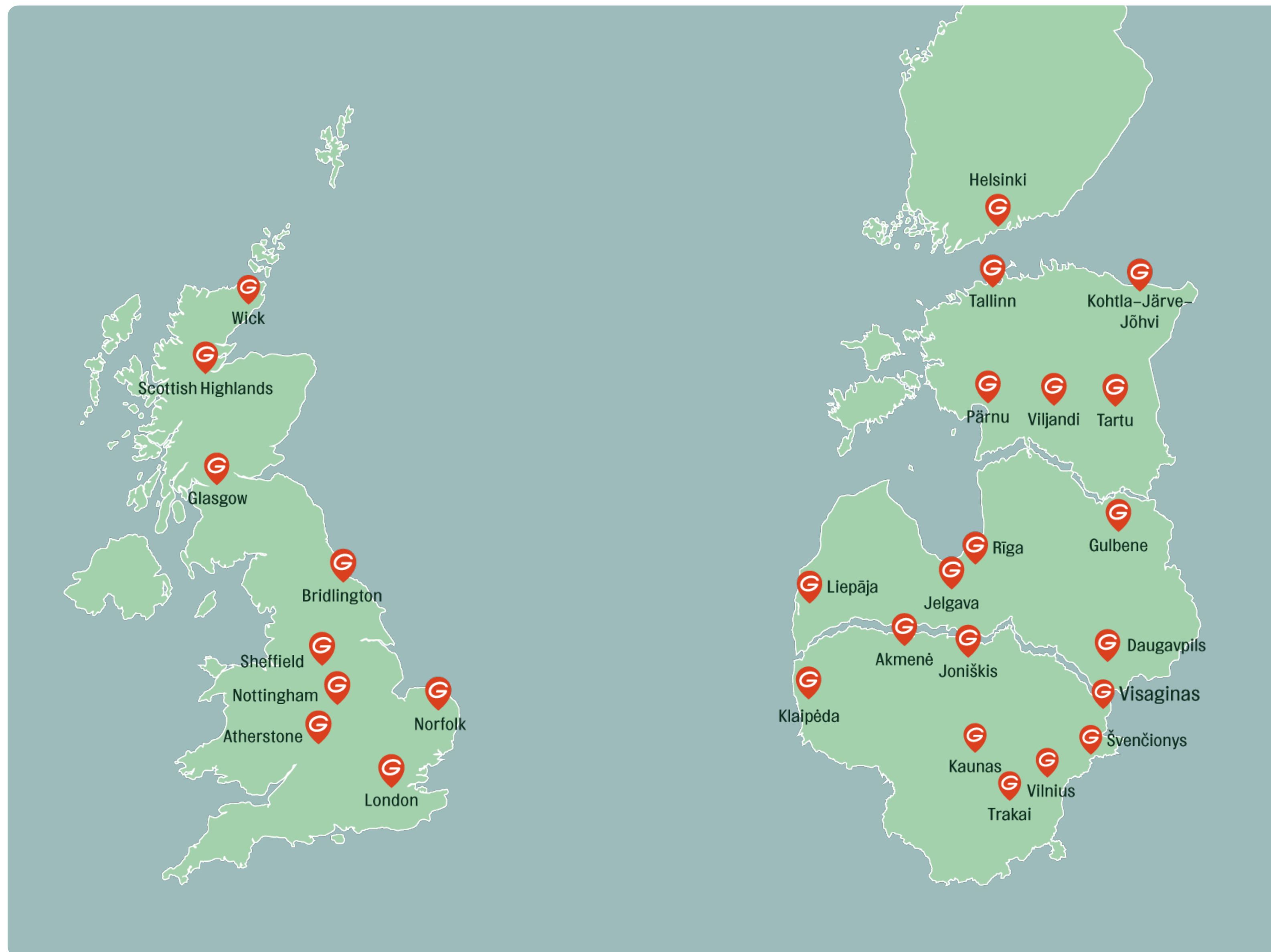
At the heart of the energy transition

At Gren, we are powering the transition to a sustainable tomorrow by delivering reliable, renewable, and affordable energy to households, businesses, and municipalities across the Baltics and the UK. By using local resources and work closely with communities and governments, we support long-term energy resilience.

Technological advances and economies of scale are increasingly making renewable energy production more affordable and reliable. This progress is enabling the global push away from fossil fuel reliance. We are a part of this renewable and circular energy revolution, leveraging cutting-edge technologies to cut emissions and fight climate change. This is a global movement that demands significant capital, and Gren's ability to invest patiently yet profitably is key to accelerating progress.

Local energy. Global change

Our approach seeks to offer value for all stakeholders – employees, customers, investors, communities, business partners, and the environment. Additionally, we are enhancing sustainability and cost efficiency at our industrial customers' sites. We are not just building a business – we're advancing cleaner energy alternatives, fostering employment, and stimulating investment in the communities where we operate. This is how we empower society to take meaningful steps towards a sustainable future.



Our strategic initiatives

In fall 2025, Gren reassessed its strategic focus and ambitions for the future. The result of this exercise was published in November, revealing future strategic initiatives and kicking off their implementation across Gren.

Spearhead: our strategic initiatives' objectives



Operational excellence 2.0

Improve Gren's operational efficiency, increasing digital maturity, integrating procurement initiatives and optimizing regulatory interactions in areas where we are benefitted by scale, while keeping independent entrepreneurial local ownership where relevant.



Advanced power trading

Introduce a centralized trading function, developing algorithm-based trading operations and thereby linking electricity production into evolving market demands, contributing also to the Baltic electricity grid stability.



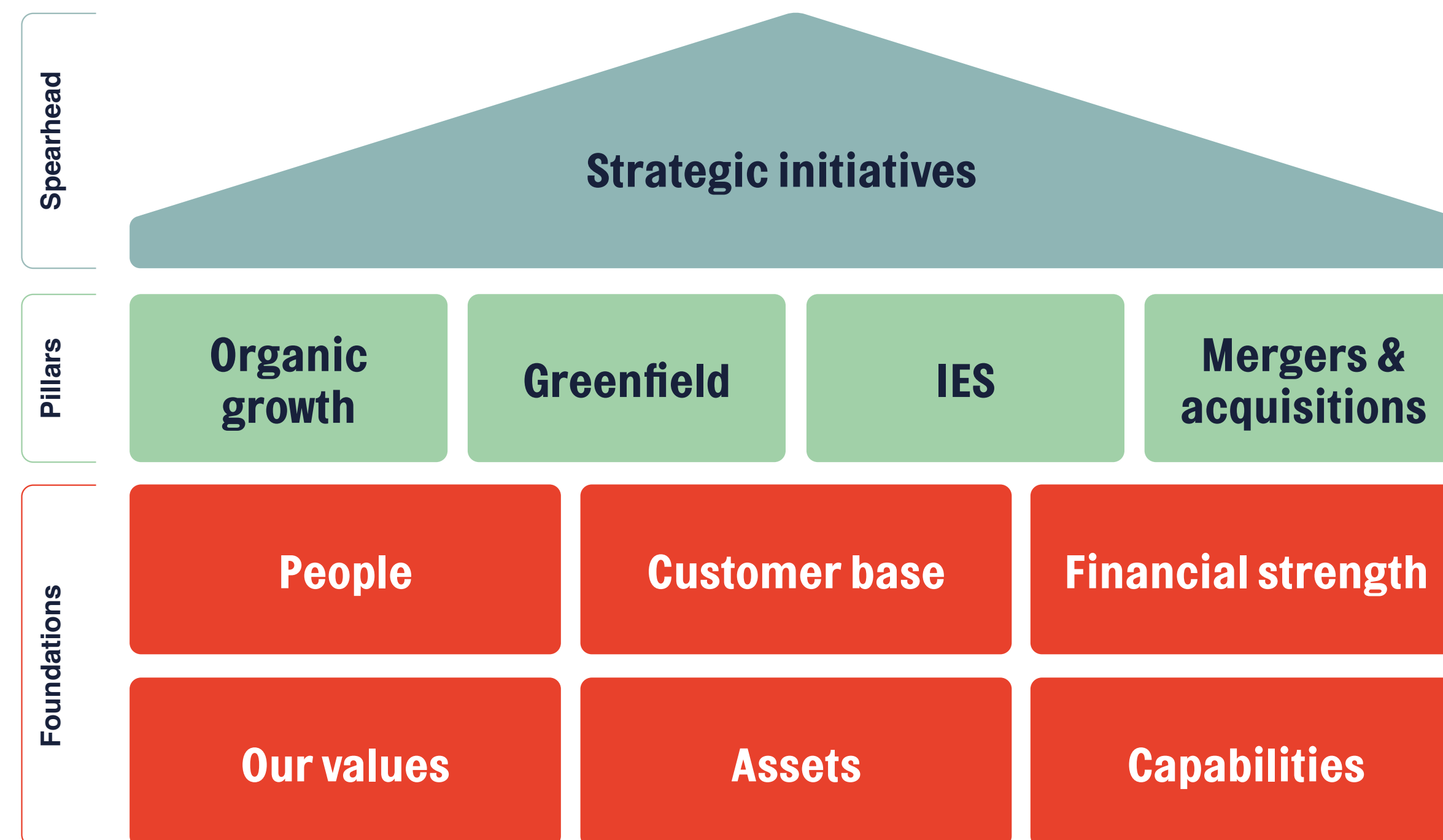
Riga Waste-to-Energy

Riga Waste-to-Energy (WtE) plant in Acone will be ready in 2029 with long term fuels contracts, ready to deliver heat to Riga's district heating network and electricity to the grid.



Glasgow operational start

South Clyde Energy Centre's operational start by April 2027, supplying electricity through private wire to Gren's own district heating network and with a healthy commercial pipeline for further customers' acquisition.



Our strategy is built upon a rock-solid foundation that empowers our ambitious growth objectives. This foundation is comprised of our greatest assets: our talented People, our loyal Customer base, and our robust Financial strength. These are underpinned by our core values of trust, respect, solution orientation, and customer focus. These principles guide every decision we make and are the bedrock of the unique Assets and Capabilities we have cultivated.

Resting on this firm base, we will drive forward through four key growth pillars. Our commitment to customer focus is the engine for our Organic growth as we continually expand our core offering and network connections. We explore Greenfield opportunities with an innovative and solution-oriented mindset, venturing into new markets to create new business models. Our focus on Industrial Energy Services (IES) further reinforces our commitment to delivering integrated and efficient solutions. Finally, we will selectively pursue strategic M&A, building relationships founded on trust and respect to acquire new capabilities, expand our market reach, and accelerate our growth.

Gren's business model SBM-1

Our business model and strategy are based on developing, owning and operating local energy infrastructure and delivering energy services to long-term customers through district energy systems and industrial energy partnerships.

We primarily operate in the midstream segment of the energy value chain, where we develop, own and operate local energy infrastructure. This includes combined heat and power (CHP) plants, heat production plants, district heating networks and district cooling facilities. Through this infrastructure, we deliver heat, cooling and, in some cases, electricity to residential, commercial, industrial and public sector customers.

The upstream part of our value chain mainly includes the procurement of fuels and technical equipment, and services required for the development, operation and maintenance of energy infrastructure. The fuel mix primarily consists of biomass-based fuels and waste-derived fuels, complemented by smaller shares of other fuels depending on local conditions and regulatory frameworks. Relevant sustainability topics in the upstream supply chain include biomass traceability, biodiversity considerations, labor conditions and business ethics.

Our own operational activities relate to energy production and distribution. It involves impacts associated with emissions to air resource consumption, management of residues, such as ash and other waste fractions, as well as occupational health and safety. In our downstream value chain, we deliver energy and energy services to households, businesses, industrial customers and municipalities and cooperate with local communities and public authorities to support reliable and efficient energy supply.

Further information on the identification and assessment of impacts, risks and opportunities (IROs), including the double materiality assessment methodology, is provided in the Sustainability review on page 33, 42 and 48.



We provide energy infrastructure and energy services that support local and regional energy systems. Our main products and services include:

| | | | |
|--|---|---|---|
| <p>District heating</p> <p>Centralized production and distribution of heat for buildings and urban districts, supporting energy efficiency and decarbonization.</p> | <p>District cooling</p> <p>Cooling solutions for buildings and urban environments, which may utilize natural cooling sources such as river or sea water.</p> | <p>Industrial energy services</p> <p>Customized energy solutions developed in partnership with industrial customers, balancing energy supply, reliability, technology and financing.</p> | <p>Waste-to-Energy solutions</p> <p>Recovery of energy from non-hazardous waste streams, supporting circular resource flows and integrated waste management systems.</p> |
|--|---|---|---|

Our markets are the Baltic region and the United Kingdom, with operations in Estonia, Latvia, Lithuania and the United Kingdom.

During 2025, we continued to develop our portfolio of renewable and circular energy solutions across our core markets in the Baltics and the United Kingdom. For example, our industrial energy project in Juodeliai, our power plants in Tartu and Ahtme, our battery storage installations project in Jelgava, Tartu and Pärnu as well as the biomass-based boiler plant for Riga’s district heating, only to mention a few.

We serve a broad customer base including households, businesses, municipalities and industrial facilities, such as residential buildings, offices, public buildings, hospitals and industrial plants. Gren’s customer base includes both business-to-business (B2B) and business-to-consumer (B2C) relationships.

We do not offer products or services that are prohibited in certain markets. However, the sector is highly regulated, and operations are subject to permits, environmental regulations, and licensing frameworks. These regulatory requirements may restrict the use of certain fuels, technologies or operational practices depending on jurisdiction.

Our activities are primarily associated with sectors related to energy infrastructure and waste-to-energy systems. These activities are typically classified under the NACE Rev.2 system.

Stakeholder engagement SBM-2

We regularly engage with our stakeholders that are affected by, or can influence, our operations. Engagement takes place through operational dialogue, investor communication, community interaction, employee engagement processes, and collaboration with suppliers and business partners.

Our Key stakeholder groups include:

| | |
|--|--|
| Customers (B2B and B2C) and end users of energy services | Local communities and municipalities where Gren operate infrastructure |
| Employees | Owners |
| Suppliers, business partners and workers in the value chain (e.g. contractors and O&M personnel) | Industry bodies |
| Governments/ Regulations | Academic and research institutions |

Our strategy and business model focus on delivering reliable, cost-efficient and low-carbon energy solutions. Stakeholder expectations primarily relate to reliable and affordable energy supply, decarbonization, safe working conditions, responsible supply chains and transparent governance.

Customers and municipalities expect energy solutions that support climate targets and local environmental improvements. Employees and contractors emphasize workplace safety and engagement. Investors and lenders focus on ESG performance, regulatory compliance and transparent reporting. Suppliers are expected to meet sustainability standards through Gren’s Supplier Code of Conduct and related due diligence processes.

Stakeholder interests and views are communicated to management and the Board through governance and reporting structures. The Board of Directors, supported by an ESG Committee, oversees ESG matters, reviews sustainability performance and approves the company’s ESG reporting. Management regularly monitors operational indicators, including safety performance reported by employees and contractors.

Additional input from stakeholders is captured through employee engagement surveys, incident and risk reporting systems and a whistleblowing channel available to employees and external stakeholders. Dialogue with authorities and local communities also informs strategic decisions related to energy infrastructure and development projects.

Interest and views of our stakeholders

SBM-2-S1 SBM-2-S2

| Key stakeholder | Engagement model | Purpose of engagement | Outcome from engagement |
|---|--|---|--|
| Customers | <ul style="list-style-type: none"> Regular customer satisfaction surveys, Transparent and proactive communication on district heating pricing and supply conditions, Dedicated customer service channels. Open house events in our production plants Other community events. | To understand customer needs, ensure high service quality and satisfaction, and communicate pricing and supply decisions in a clear and timely manner. | <ul style="list-style-type: none"> High customer satisfaction scores achieved in the Baltics: 84%. District heating prices reduced or stabilised in several markets, reflecting efficiency gains and responsible pricing. |
| Employees | <ul style="list-style-type: none"> Annual Safety and Wellbeing Week, Employee Engagement Surveys, Continuous safety improvement activities (like safety walks and near-miss reporting), Team-building and well-being events, like Summer Sport Days, hiking events, river boating and cycling events, as well as participation in Riga Marathon and other running events. | To foster a safe, healthy, and motivated workforce; to identify areas for improvement in wellbeing and safety culture; and to ensure employees feel heard and valued. | <ul style="list-style-type: none"> Zero Lost Time Injuries (LTI) recorded across the Group in 2025 Latvia achieved 10 consecutive years without an LTI. Group Safety Index reached 98.65% Safety and Wellbeing Week expanded to the UK for the first time. High employee engagement levels maintained across all markets. |
| Suppliers | <ul style="list-style-type: none"> Structured operational and maintenance (O&M) partnerships, Sustainability and due diligence requirements for our key fuel sources, including biomass (aligned with RED II/III) and waste for our waste to energy plants, Digital supply chain tools, Regular performance reviews and audits. | To ensure supply chain resilience, sustainability compliance, and the delivery of high-quality services and materials in line with Gren's ESG commitments. | <ul style="list-style-type: none"> Strengthened supply chain resilience and reliability. Improved ESG data quality and traceability Successful delivery of efficiency improvement projects at biomass CHP plants Reduced environmental and operational risks. |
| Governments/Regulations | <ul style="list-style-type: none"> Continuous dialogue with national ministries, energy regulators, and transmission system operators across all markets. Active participation in public consultations, competitive procurement processes, and policy events. Engagement at industry conferences to contribute to the broader energy transition policy discussion. In Latvia, we prepared and submitted the Environmental Impact Assessment (EIA) Report for the planned Riga Waste-to-Energy project in Acone to the State Environmental Service. | To maintain regulatory compliance, shape enabling policy frameworks for district heating and waste-to-energy, support national energy and climate objectives and build long-term trust with public authorities. | <ul style="list-style-type: none"> Strengthened regulatory relationships across all markets. Successful participation in Elering's frequency reserve procurement (Estonia) Submission of the EIA report for the Riga WtE project (Latvia) Constructive dialogue with the National Energy Regulatory Council (VERT) in Lithuania Ongoing support for the Energy on Clyde project in the UK. |
| Owners | <ul style="list-style-type: none"> Regular financial and non-financial reporting, Board-level ESG updates, Strategic alignment discussions. | To ensure transparency on financial performance and ESG progress, and to align on long-term strategic priorities and investment decisions. | <ul style="list-style-type: none"> Owners are well-informed on both financial results and sustainability performance, enabling aligned and responsible long-term investment decision-making. |
| Local communities | <ul style="list-style-type: none"> Open house events and plant site visits. In connection with the planned Riga Waste-to-Energy project in Acone, we conducted initial public hearings as part of the Environmental Impact Assessment (EIA) process, ensuring that residents and stakeholders have the opportunity to learn about the project and provide input. Facilitate stakeholder visits to our Lithuanian WtE plants, to build public understanding. In Scotland, we actively engage communities through the Energy on Clyde initiative in Glasgow, including public information events and community sponsorships. | To build trust and transparency with the communities in which we operate, to inform and consult local residents on new project developments, and to demonstrate our commitment to responsible and community-inclusive operations. | <ul style="list-style-type: none"> Over 1,300 visitors welcomed at the Jelgava CHP open house event. Productive stakeholder and community visits conducted at the Klaipėda WtE plant, building public understanding and support. EIA public hearings for the Riga WtE project conducted, contributing to an open and transparent process. Strong community momentum built around the Energy on Clyde project in Glasgow. |
| Industry bodies | <ul style="list-style-type: none"> Active membership and participation in working groups, policy forums, and sector events. Active memberships in the national district heating associations across all our Baltic markets. | To contribute to the development of sound energy and sustainability policy, share best practices across the sector, and represent Gren's interests in national and European policy discussions. | <ul style="list-style-type: none"> Gren's perspective is represented in national energy policy discussions across the Baltics The Klaipėda WtE Digital Twin project nominated at the CEWEP Congress. Gren Latvia recognised with a special award from Latvia Employers Confederation for the annual Safety and Wellbeing campaign as a good occupational safety practice. |
| Academic & Research Institutions | <ul style="list-style-type: none"> Collaboration with Lithuanian universities and research centers (e.g., Kaunas University of Technology, VILNIUS TECH, Klaipėda University) on joint R&D projects, Offering student internships, Participating in academic conferences and career days. | To foster innovation in green energy, collaborate on solving industry challenges (e.g., circular economy, efficiency), attract top talent, and contribute to the development of the national engineering and energy knowledge base. | <ul style="list-style-type: none"> Development of new technologies and efficiency improvements (e.g., Digital Twin projects and bottom-ash utilization projects). A strong pipeline of future talent for Gren Lithuania. Enhanced reputation as an industry innovator. |

Turning strategy into action across our markets

Production per country

| | Estonia | Latvia | Lithuania | UK | Group total |
|----------------------|---------|--------|-----------|-----|-------------|
| Produced Heat GWh | 948 | 668 | 698 | 108 | 2 422 |
| Produced Power GWh | 283 | 183 | 182 | 125 | 773 |
| Produced Cooling GWh | 14 | 0 | 0 | 0 | 14 |

Fuel mix 2025 (GWh)

| | Biomass (GWh) | Waste fuels (GWh) | Fossil fuels (GWh) | Total (GWh) |
|--------------|---------------|-------------------|--------------------|-------------|
| Estonia | 1 308 | | 68 | 1 376 |
| Latvia | 888 | | 6 | 894 |
| Lithuania | 232 | 622 | 53 | 907 |
| UK | 506 | 238 | 29 | 773 |
| Total | 2 934 | 860 | 156 | 3 950 |

Emissions to air, waste and water consumption

| | 2023 | 2024 | 2025 |
|---|--------|---------|--------|
| Emissions to air (tonnes) | 1 230 | 3 591 | 3 648 |
| Non-hazardous ashes (tonnes) | 99 800 | 104 817 | 97 573 |
| Waste to Energy fly ashes (tonnes) | 12 400 | 12 272 | 9 023 |
| Other sorted waste (tonnes) | 4 100 | 5 113 | 5 565 |
| Water consumption (1000m ³) | 589 | 607 | 587 |

Gren Lithuania – optimizing through digital innovation

In 2025, we continued to deliver locally produced, fossil-free heat and energy in Lithuania. More than 90% of total heat production was based on renewable and waste-derived sources. By utilising waste-to-energy and biomass solutions, we contributed to maintaining national landfill rates below 10%, ahead of EU targets, while significantly reducing CO₂ emissions compared to fossil fuel alternatives.

Operational innovation and digitalization are accelerating performance across our waste-to-energy operations. At Gren Klaipėda, our Digital Twin solution, DWEEN, is strengthening real-time optimization, transparency, and efficiency. Its impact was recognized through a nomination for the CEWEP Congress Technological Innovation Award. One of the key advantages of the Digital Twin is its ability to integrate data from various sources, including different operational systems and even external web-based data. This comprehensive approach allows us to simulate different scenarios, optimize plant performance, and react swiftly to market fluctuations.

A major milestone in 2025 was the commissioning and ramp-up of the Juodeliai industrial energy project, delivering 5 MW of heat capacity with scalability to 10 MW. The solution utilises wood-processing residues generated on-site, creating a closed-loop energy model that replaces fossil-based heat production and strengthens circular resource use in industry. This project reflects our selective, sustainability-driven growth trajectory in Lithuania, focused on industrial energy services, asset optimisation, and long-term partnerships. By integrating circular fuel streams into reliable energy delivery, we reinforce our role as a partner in industrial decarbonisation while generating stable, long-term value for our customers and the society.

Gren & Juodeliai: turning wood residues into industrial energy

Gren’s Industrial Energy Service (IES) team has reached a major milestone – operations have officially started at our new energy plant in collaboration with Juodeliai, Europe’s leading wooden pallet blanks manufacturer. The project supports the expansion of Juodeliai’s Marijampolė site. The partnership at a glance:

Full life-cycle service: Gren finances, designs, builds, operates, and maintains the plant under a long-term agreement.

Sustainable energy solution: Juodeliai’s own wood residues are used as renewable fuel and converted into process heat to support Juodeliai’s new lumber drying process. Reducing waste and lowering emissions.

Gren Estonia – investing in Baltic energy stability

In 2025, we participated in a procurement organised by Elering, the Estonian transmission system operator – and our bids were successful. We will build two new power plants in Tartu and Ahtme with a capacity of 30 MW, each – a total investment of 60MW. The primary purpose of these plants is to provide frequency reserve services, which are critical for the reliability of Estonia’s and the wider Baltic electricity system. While these facilities will initially utilize natural gas, their design allows for future transitions to biomethane and hydrogen blending. Parallel to this expansion, Gren began the construction work installing battery storage systems at the Tartu and Pärnu plants. This work will continue in 2026.

Across our Estonian operations, heat and electricity continued to be produced primarily from renewable and circular sources. In Viljandi, 95% of production was based on solid fuel biomass. In Tartu, the share reached 94%. In Pärnu, 97% of energy was generated from solid biomass. In Viru, 98% of production was based on waste heat from VKG.

Sustainability remains at the core of our operations, with renewable biomass and waste heat accounting for approximately 95% of the fuel mix. Our commitment to renewable and circular energy, paired with high service reliability, drove customer satisfaction scores from 84 to a remarkable 94 during the year. To maintain this momentum, we will continue to manage risks associated with volatile input costs and regulatory transitions by pursuing opportunities in waste heat recovery, digitalization, and integrated energy solutions.



Impact

Converts production by-products into renewable heat, reducing waste and emissions while demonstrating circular economy in practice.

Frequency Restoration Reserve

Frequency Restoration Reserve (FRR) helps keep the power grid stable.

When supply and demand don't match, it quickly adjusts electricity production or use to bring the system back to normal.

Gren Latvia – powering Riga with local, circular energy

In 2025, we reached a defining milestone in our Baltic growth strategy with the launch of a new greenfield project in the region: a biomass heat-only boiler plant for Riga. With a heat capacity of 50 MW, this facility is a cornerstone of our commitment to Riga's district heating system. By integrating large-scale biomass solutions, we are significantly increasing renewable heat capacity and strengthening the long-term energy security of the Latvian capital.

Parallel to our biomass investments, we have made substantial progress on the planned Riga Waste-To-Energy facility in Acone. Key developments in 2025 included:

Regulatory foundation: Completion and submission of the comprehensive Environmental Impact Assessment (EIA) report to the State Environmental Service, ensuring the project meets the highest ecological standards.

Technical readiness: Finalizing agreements with Tier-1 equipment suppliers, securing the state-of-art specialized technology required for safe high-efficiency energy recovery. Circular resource flows and integrated waste management systems.

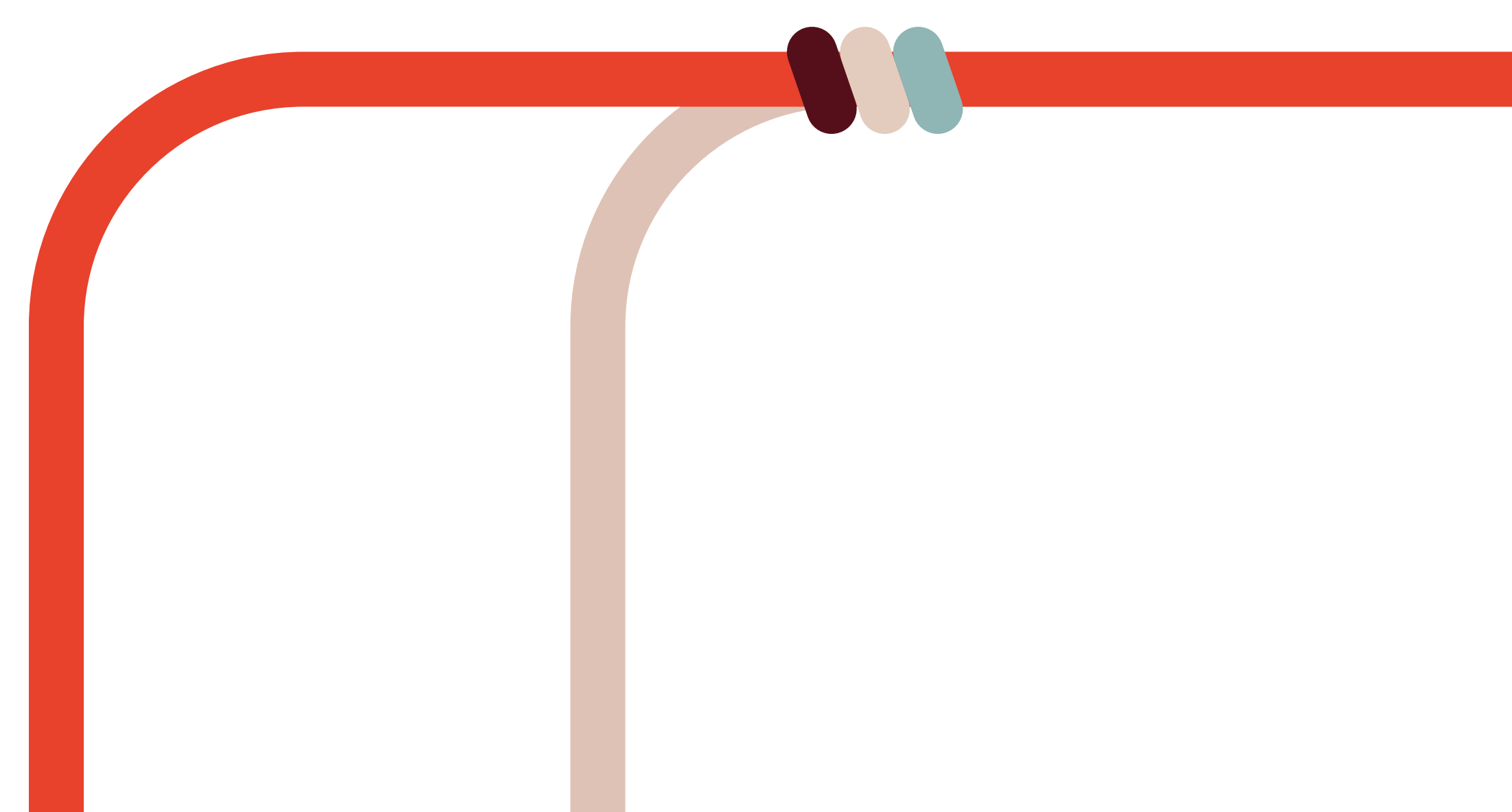
Our integrated investments in Riga district heating demonstrate our commitment to replacing imported fossil fuels with local, circular energy streams, reinforcing Gren's role as a key partner in the region's green transition and industrial decarbonization.

Gren UK – optimizing asset performance and local synergies

In 2025, our UK operations reached a pivotal turning point, shifting from stabilization to high-performance optimization. Following two years of intensive operational refinement, we have systematically upgraded our existing asset base to improve efficiency, reliability, and availability. These efforts have not only strengthened our financial foundation but have ensured our low-carbon infrastructure delivers consistent decarbonization outcomes over its full lifecycle.

Our commitment to digitalization was central to this turnaround. In Sheffield, the deployment of Digital Twin technology enabled a major operational recovery, allowing for data-driven, real-time decision-making that significantly improved plant performance. In Nottingham, performance was further bolstered through tactical asset automation of key process elements, reducing waste and extending the longevity of our infrastructure.

Our Ignis Wick Energy Centre located in Caithness is a great example of the link between habitat restoration and renewable energy generation. We utilise woodchip fuel sourced within 100 miles of the site and the timber is sourced from sustainable felling coupes associated with peatland restoration schemes. Wherever possible, local labour and suppliers were used, maximising economic benefit to the area as well. The use of woodchip also reduced reliance on Fuel Oil, lowering operating costs and helping address fuel poverty by enabling more stable and affordable heat provision.



Management systems

| | | Quality | Environment | Safety | Energy | Information security |
|-----------|---------------------|-----------|-------------|------------|------------|----------------------|
| Country | Entity | ISO 9 001 | ISO 14 001 | ISO 45 001 | ISO 50 001 | ISO 27 001 |
| Estonia | Gren Eesti AS | ✓ | ✓ | ✓ | — | ✓ |
| | Gren Tartu AS | ✓ | ✓ | ✓ | — | ✓ |
| | Gren Viru AS | ✓ | ✓ | ✓ | — | ✓ |
| | Gren Viljandi AS | ✓ | ✓ | ✓ | — | ✓ |
| Latvia | Gren Latvija SIA | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Gren Jelgava SIA | ✓ | ✓ | ✓ | ✓ | ✓ |
| | Gren Rīga SIA | ✓ | ✓ | ✓ | ✓ | — |
| | Gren Gulbene SIA | ✓ | ✓ | ✓ | ✓ | — |
| | RigaVest CHP SIA | — | — | — | — | — |
| Lithuania | UAB Gren Lietuva | ✓ | ✓ | ✓ | — | — |
| | UAB Gren Joniškis | ✓ | ✓ | ✓ | — | — |
| | UAB Gren Švenčionys | ✓ | ✓ | ✓ | — | — |
| | UAB Gren Klaipėda | ✓ | ✓ | ✓ | — | ✓ |
| | UAB Gren Akmenė | — | — | — | — | — |
| | UAB Gren Trakai | — | — | — | — | — |
| | UAB Gren tech | — | — | — | — | — |
| | UAB Karly katilinė | — | — | — | — | — |
| UK | All units | ✓ | ✓ | ✓ | ✓ | — |

 Certified
 Planned
 Not implemented

Strengthening cybersecurity in a digital energy system

As digitalization continues to transform the energy sector, we are strengthening our cybersecurity efforts across all our markets to maintain stakeholder trust and comply with evolving regulations. In 2025, our cybersecurity initiatives achieved a Cyber Quotient (CyQu) score of 3.0. This is 0.5 points above the industry average and broadly in line with last year's score of 3.1. Our performance reflects the strength and resilience of our operational security.

Gren CyQu score



Case: From residual waste to reliable energy

As Europe advances towards a circular and climate-neutral economy, non-recyclable waste must be treated responsibly and used as a resource wherever possible. For us, Waste-to-Energy (WtE) is an integral part of our strategy to deliver reliable, affordable and decarbonized energy while supporting communities in managing waste sustainably.

Our Waste-to-Energy operations

We are advancing Waste-to-Energy across Lithuania, the United Kingdom, and Latvia – combining operational experience with new project development.

In Lithuania, our facilities in Klaipėda and Kaunas convert non-recyclable municipal and commercial waste into heat and electricity through high-efficiency Combined Heat and Power production.

In the United Kingdom, we operate WtE assets and are co-developing new capacity. This includes our 50% stake in the South Clyde Energy Centre in Glasgow, which is currently under development and will provide low-carbon energy once operational. In our operation in Baddesley alone, around 100,000 tonnes of refuse-derived fuel (RDF) were diverted from landfills and transformed into energy.

In Latvia, we are progressing the planned Riga Waste-to-Energy facility in Acone, designed to meet high environmental, safety, and efficiency standards while supporting responsible waste management and energy security in the region.

Through these activities, we address multiple societal needs simultaneously:

Reducing landfilling and avoiding methane emissions –
By diverting residual waste from landfill, we are preventing methane formation and supporting climate progress through responsible treatment.

Strengthening local resource utilization –
By transforming residual waste into a local energy source, we reduce reliance on imported fossil fuels.

Enhancing energy security and independence –
By providing stable and dispatchable baseload energy alongside other renewables, we are strengthening system stability.

Advancing circular material recovery –
By recovering metals and reusing treated materials, we are returning valuable resources back into productive use and keeping materials in circulation.





High-efficiency energy recovery

Combined Heat and Power enables us to generate electricity and useful heat from the one single fuel source. Instead of losing heat in conventional power production, we capture it and deliver it to homes and businesses through district heating. By integrating WtE into district heating systems, we maximize energy efficiency while contributing to regional energy resilience and reducing dependence on fossil-based energy sources. Residual waste becomes a valuable local resource. Energy is recovered. Communities are powered.



Safe, resilient, future-ready

Our WtE operations are managed under strict environmental controls, advanced flue gas cleaning, and continuous monitoring to ensure transparent, reliable performance. We are actively managing operational risks, strengthening fire prevention systems, optimizing combustion, and enhancing efficiency.

As part of our long-term decarbonization roadmap, we are evaluating Carbon Capture and Storage (CCS) solutions for our WtE assets. With a significant biogenic share in municipal waste, carbon capture can further strengthen the climate contribution of Waste-to-Energy.

Our WtE operation is not only about generating energy. It is about responsible waste treatment, circular resource use, avoided landfill emissions, strengthened local energy systems, and long-term climate readiness. Through our operational experience in Lithuania, activities in the United Kingdom and development plans in Latvia, we are turning unavoidable waste into lasting value for society – safely, efficiently and circular.

ESG roadmap

Our focus on decarbonization guides us in creating value while contributing to a cleaner future. Through our design, build, and operate model, we collaborate with industrial customers, real estate customers, NOGs and other district heating companies to deliver tailored solutions.

We are incorporating insights from our Double Materiality Assessment process on the prioritization of our ESG-related risks and opportunities into our annual risk management process. This will ensure a consistent and forward-looking approach to addressing our sustainability challenges and opportunities. Also, we are deepening our collaboration with renewable fuel suppliers to align with the RED III directive.



Gren's ESG strategy themes and drivers



Environmental

CLIMATE CHANGE & BIODIVERSITY

We provide energy solutions that consider our shared future for generations to come. We respect the planetary boundaries and take responsibility for our contribution to mitigating the current climate crisis. Our actions are immediate and ambitious, supporting global GHG reduction and biodiversity protection targets for limiting global warming.

CLEAN PRODUCTION

Responsibility starts by avoiding undesirable impacts on the environment and society from the outset. We achieve it by operating our assets resource-efficiently and by employing cutting-edge clean technological innovations to minimize inevitable impacts to land, air, water or people. Our planet and people deserve it.

Our business model reflects a forward-thinking approach to energy, leveraging opportunities to drive positive change in the transition to a more sustainable future.



Social

ENERGIZING SOCIETY

Gren's ESG ambitions contribute to society's advancement. We not only provide clean, secure, affordable and innovative energy solutions, but empower communities to make sustainable choices. Gren's respect for people extends to all stakeholders: our customers, suppliers, partners or authorities. We foster engagement for people, their rights, wellbeing and safety.

ENGAGING EMPLOYEES

Our employees make our strategy and sustainability ambitions come alive. Constantly aiming to be better and pushing for innovation. Based on mutual trust and respect, we strive to create a strong corporate culture and working environment where safety is never compromised, equality is a fundamental principle and people feel fully engaged.



Governance

SUSTAINABLE INVESTMENT

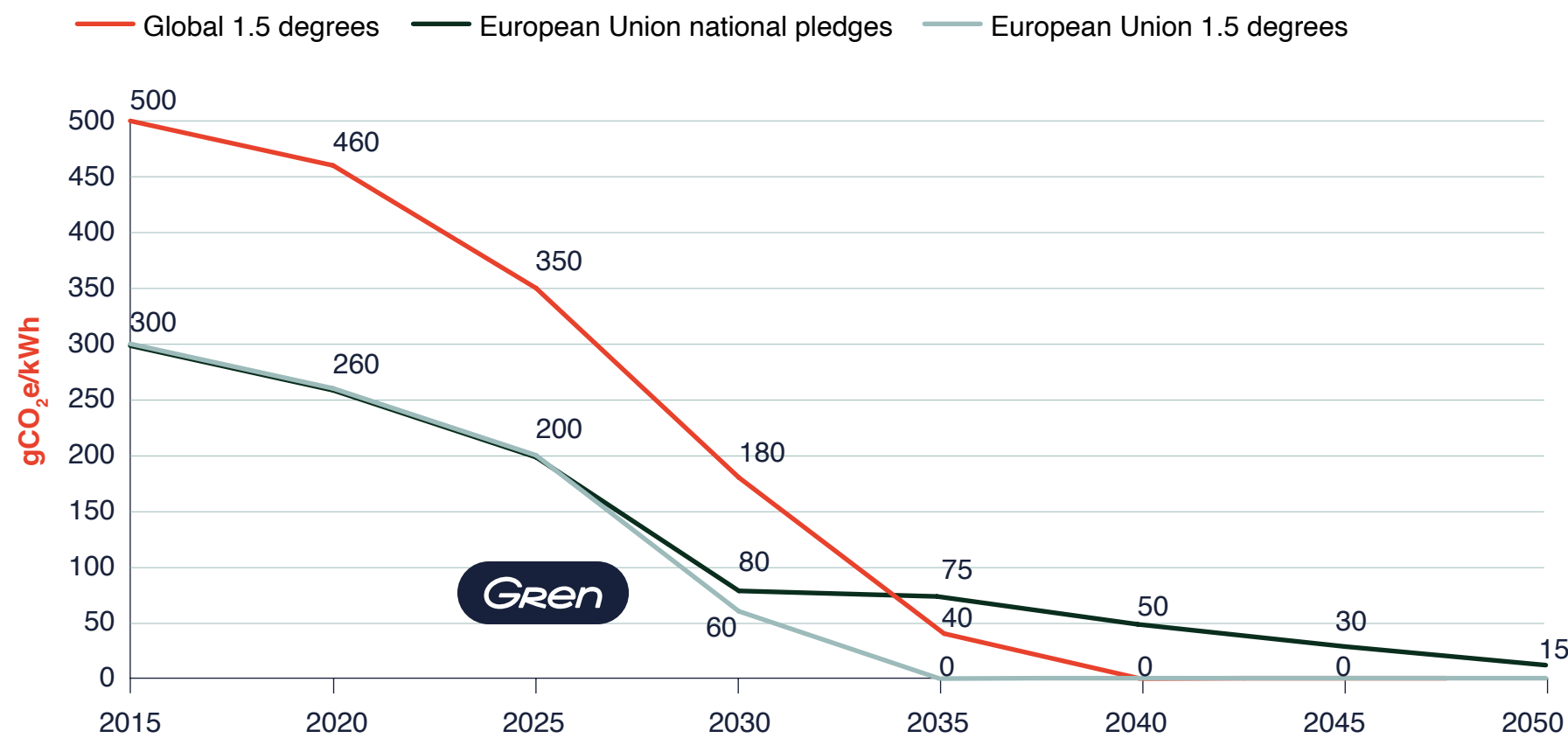
Gren is on a growth trajectory. We invest boldly in our current operations, while actively seeking opportunities beyond our existing business. How and where we invest therefore matters greatly. By including ESG in our decision-making, and monitoring of sustainability related financial and extra-financial performance we can maximise positive sustainability impacts for our stakeholders and avoid unnecessary risks.

BUSINESS RESILIENCE

We are ready and resilient to disruptions, whether energy market related, driven by climate change, socio-political or arising from the digital world. Our customers can trust us in ensuring energy supply security. We work transparently and honestly with no room for illegal or unethical business practices. Reliable and transparent.

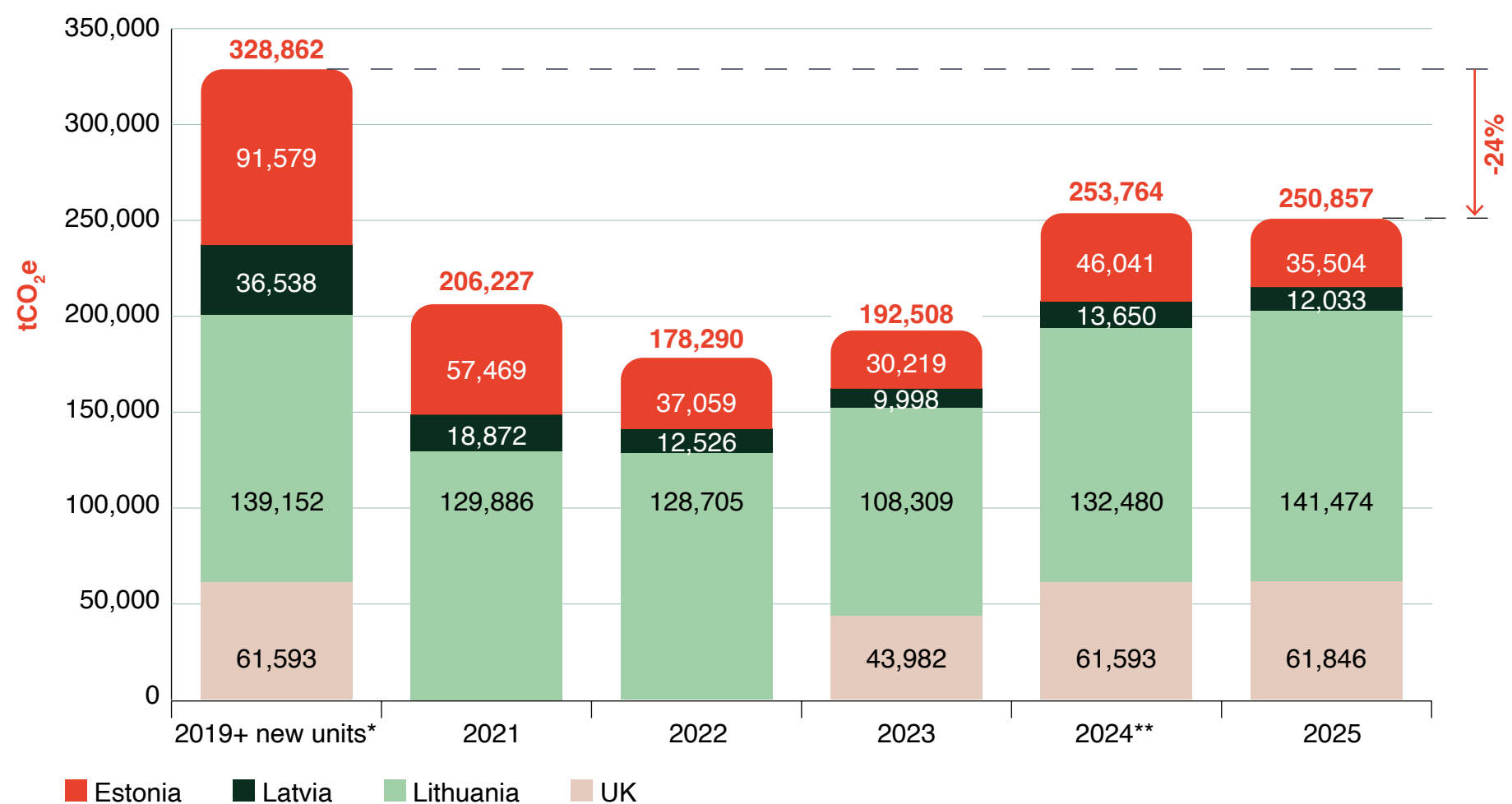
In the Baltics, district heating price regulation encourages the adoption of innovative, low-risk solutions that prioritize alternative fuels and energy efficiency measures. These frameworks enable us to deliver impactful and sustainable energy solutions that support local communities and foster progress.

Global emissions intensity benchmarks by warming scenario for the electricity utilities sector



Group CO₂ compared to baseline

The below graphs shows the Gren Group Scope 1 + Scope 2 CO₂e emissions trend and comparison to updated baseline.



*Increase in baseline is due to acquisition of new operations

**Increase of CO₂e between 2023 and 2024 is driven by increased production overall and more production in WtE assets in 2024 compared to 2023.

Risk management

We have established a Risk Management Policy and Framework to support both Group management and country unit operations in effectively managing risks and ensuring compliance with relevant regulations. This includes identifying, assessing, and reporting material risks facing the business.

The Risk Management Policy is officially approved by the Board of Directors, and the objectives of Gren’s risk management are to:

- Support Gren Group’s management in developing and refining Gren’s strategy from a risk perspective
- Assist in executing business strategy through comprehensive risk assessments
- Help the business achieve agreed-upon financial and operational targets while maintaining acceptable risk levels
- Ensure a clear understanding of the Group’s significant risks and uncertainties
- Safeguard the well-being of all employees and third parties involved in Gren’s operations
- Address environmental and sustainability matters
- Support Gren Group’s management in considering and evaluating the needs of various stakeholders.

In essence, our risk management framework guides employees to embody our values and purpose while aligning with the strategic direction established by the Board. Sustainability risk extends beyond climate-related challenges to include Environmental, Health, and Safety (EHS) concerns, social impacts, and human rights considerations.

Our risk management approach also considers legal risks, reputational risks, and those associated with fraud and anti-competitive behaviour.

Our people

We put our people’s well-being at the heart of how we work and grow. Their skills, safety and commitment are essential in achieving our strategic and sustainability goals. By engaging our people in Gren’s purpose, we aim to secure long-term employment and shape a culture rooted in trust, respect, solution orientation, and customer focus – strengthened by our commitment to equality. Our approach is especially evident in the Baltic countries where many people have worked a long time for us.

Gren conducted again two employee engagement surveys in 2025. The results for the survey which was conducted in the fourth quarter received an 79% response rate, compared to 84% in 2024. The Engagement Index held steady at 81, unchanged from the previous year. Gren’s employee Net Promoter Score (eNPS) fell slightly from the last period and was 41, compared to 45 in 2024. According to NPS methodology, a grade above 0 is considered a good score, and a score of 50 or higher is seen as excellent.

Employee satisfaction

| | 2023 | 2024 | 2025 |
|-------------------------|------|------|------|
| NPS | 44 | 45 | 41 |
| Engagement index | 81 | 81 | 81 |
| Response rate | 89% | 84% | 79% |

As we integrate newly acquired entities, our priority is to align them with our People processes and organizational culture. We are committed to fostering a deep sense of engagement in employees and strengthening their connection to our core values. Operating successfully in the energy business requires outstanding Environmental, Health and Safety (EHS) management and performance. EHS is an integral part of our strategy, and safety of our operations our top priority. Gren’s EHS Management Guidelines define the minimum requirements and recommendations that guide our environmental, health, and safety practices across all operations, used alongside local laws and instructions. Full regulatory compliance is mandatory in every Gren operation. We maintain established procedures for:

- Keeping up-to-date documentation of valid EHS legislation and other requirements, such as permit conditions relevant to our business operations

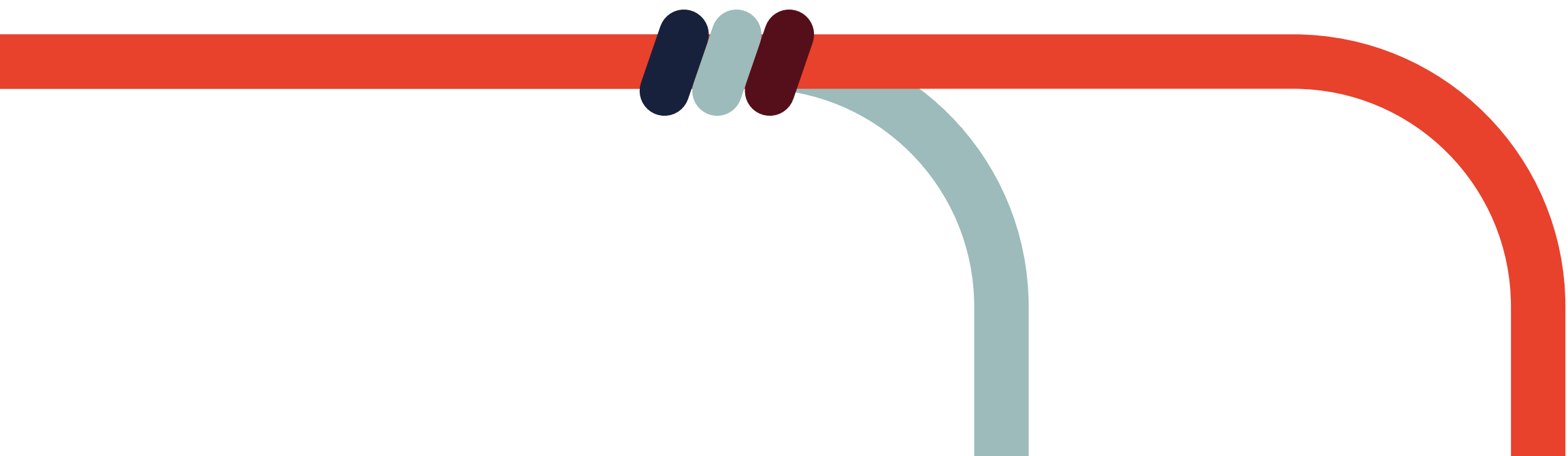
- Safeguarding effective implementation of the requirements, resulting in full compliance

- Ensuring that employees are aware of the policies and instructions that apply to their work.

Our EHS management is built on continuous improvement and follows the principles of ISO standards. All operational units are expected to apply ISO 14001 and ISO 45001 requirements, and certification to both standards is recommended for all Gren operational activities.

Board, management, and personnel diversity

| | Women | Men | Total | Share of women |
|---------------------------|-------|-----|-------|----------------|
| Board of Directors | 2 | 3 | 5 | 40% |
| Management Team | 2 | 9 | 11 | 18% |
| Gren employees | 153 | 411 | 564 | 27% |



Safety performance

In 2025, our Lost Time Injury Frequency Rate (LTIFR) was 0, and our Total Recordable Injury Frequency Rate (TRIFR) was 0, as we recorded 0 LTI cases among our employees during the year.

Besides Safety Week, safety walks are important tools for our managers, enabling them to hold dialogues with people engaged in fieldwork, control the working environment, and identify potential risks. Conducting safety walks is the duty of every manager and supervisor at our facilities. Environment, Health, and Safety (EHS) inspections also safeguard high performance in the company in EHS matters. Both EHS inspections and safety walks are conducted routinely at all Gren sites and offices. Each year, we give recognition to each country's best safety walker.

Gren's safety index

In 2025, Gren achieved a Safety Index of 98,65%, which was even slightly better than 98.24% in 2024. The Gren Safety Index is our leading safety performance indicator. It is measured using a combination and weighting of conducted safety walks, EHS improvement proposals, the quality of work permits, and the results of EHS inspections. To further promote our safety culture, the Gren Safety Index is linked to our incentive plans.

The cloud-based IT system, Gurufield, was used in monitoring and managing health, safety, environment, and quality management topics in 2025. The system is widely in use and has standardized workflow and input templates within the company. We gather information on Lost Time Injuries, medical treatment cases, first-aid cases and near misses for Gren employees and our Operations & Maintenance (O&M) contractors in the UK. Moreover, we monitor safety observations, improvement proposals, work permits, safety walks, and environmental incidents. Management follows the development of safety KPIs on a monthly basis. Safety calls or meetings are held each quarter to update management and address any concerns or topics for development. All Gren employees and contractors can access the system to report safety hazards or environmental incidents. Each month, our EHSQ managers collect reports from the system, using them to calculate the Gren Safety Index.



Partnering to ensure safety

Operations and Maintenance (O&M) partners manage our facilities across the United Kingdom. To strengthen safety performance and standardise procedures, we have consolidated operations under larger O&M providers aligned with Gren's safety requirements and expectations.

Construction of the South Clyde Energy Centre (SCEC), our 50:50 joint venture with Fortum in Glasgow, continues to progress under strict safety oversight. Gren Board has visited the site to review construction progress and safety management during the most intensive phase of works, with more than 500 workers on site daily. This included further installation of the main boiler steelwork, the first cladding added to the west facade, and cable installation from the main transformer to the electrical building.

Gren works closely with Fortum to monitor contractor performance, enforce safety standards, and ensure robust controls are maintained throughout construction. This active oversight supports our commitment to delivering major infrastructure projects without compromising the health and safety of employees, contractors, or the surrounding community.

Case: Delivering on our zero Lost Time Injuries (LTI) commitment – 10 years without LTI in Latvia

At Gren, occupational health and safety (OHS) is a core pillar of our ESG framework and an integral part of responsible business conduct. We are committed to full compliance with all applicable health and safety regulations while continuously strengthening our safety culture across all our markets. Providing a safe and healthy working environment for both employees and contractors is essential to our operational excellence, proactive risk management, and long-term sustainability.

A key global indicator of workplace safety performance is the Lost Time Injury Frequency Rate (LTIFR) metric. An LTI is a work-related injury that prevents an employee or contractor from performing their regular duties for at least one full working day. Organizations closely monitor LTIs as a clear and measurable benchmark of safety performance, the effectiveness of preventive measures, and the maturity of their safety culture.

Strong preventive systems and employee engagement

Our safety performance is built on systematic preventive work, which we measure with the Gren Safety Index. This consists of implementation of regular safety walks, inspections, improvement proposals, work permit supervision, and proactive near-miss identification and reporting ensures that risks are addressed before incidents occur.

Employee engagement is a key driver of our strong results. In 2025, activities within the Safety Index framework significantly exceeded annual targets:

Employee suggestions to improve the working environment reached 176% of the target.

Safety walks were completed at 164% of the target.

Safety Week – embedding culture and awareness

Strengthening our safety culture goes beyond systems and procedures. For five consecutive years, Gren has organized an annual Safety and Wellbeing Week, engaging a growing number of employees in a collective effort to enhance safety performance and wellbeing.

The 2025 campaign, titled “Reload Safety – Restore Balance!”, served as a timely reminder of OHS requirements, particularly in the context of Gren’s rapid growth and the onboarding of many new employees. Through targeted training sessions and practical workshops, employees revisited core safety principles and gained a deeper understanding of Gren’s OHS management system. The programme was tailored to different organizational levels and varying degrees of prior knowledge, ensuring broad, relevant, and meaningful participation.

In 2025, the campaign reached an important milestone with its first-time implementation in the United Kingdom. This expansion strengthened cross-country collaboration and enabled employees to take part in expert-led online lectures and wellbeing-focused activities organized by UK colleagues, further reinforcing a unified, Group-wide safety culture.

10 years without LTI in Latvia

In Latvia, our consistent, systematic, and long-term commitment to OHS has led to a significant milestone – 10 consecutive years without Lost Time Injuries, covering both Gren employees and contractors.

This achievement represents more than regulatory compliance. It reflects:

| | | | |
|---|--|--|--|
| A mature and proactive safety culture embedded in daily operations | Strong leadership commitment and clear accountability | Continuous risk assessment supported by preventive action | Active employee engagement at all organizational levels |
|---|--|--|--|

Ten years without an LTI in Latvia demonstrates that sustained focus, structured management systems, and engaged employees deliver measurable and lasting results. It stands as clear evidence that safety at Gren is not a short-term initiative, but a deeply embedded organizational value.

Sustainability review – ESRS inspired statement



In 2025, we began aligning our reporting with ESRS, strengthening transparency and building a clear path toward standardisation. In this section, you will find our ESRS-inspired statement. While this does not yet cover the full ESRS scope, it provides a transparent and structured view of our 2025 performance – sharing how we are progressing, improving, and creating impact today. This is a simplified ESRS report conducted on a best effort basis.

Our sustainability KPIs and targets

| Metric | Target | Target year | 2025 results | Status |
|--|--|-------------|---|-----------|
| CO ₂ emissions (CO ₂ e) decrease from baseline | -50% from comparable baseline (2019) | 2035 | -24% CO ₂ e decrease from baseline [1] | On track |
| Enhance greenhouse gas accounting | Scope 3 emissions calculated for relevant categories | 2025 | Achieved | Completed |
| Sustainability certification of biomass fuel | 100% sustainability certified biomass fuels | 2025 | 99.79% sustainability certified biomass fuels | Completed |
| Safety | Zero accidents | Recurring | Zero accidents | On track |
| Share of women in Gren Board of Directors | 40% or more | Recurring | 40% | On track |
| Share of women in Gren management team | 40% or more | Recurring | 18% | Monitored |
| Employee engagement index survey result | 80% or more | 2025 | 81 | Completed |
| Information security incidents | Zero cases with impact to Gren's operations | Recurring | Zero cases with impact | On track |
| Achieve zero incidents related to AML/ABC policies | Zero cases | Recurring | Zero cases | On track |

[1] Baltics CO₂e reduction from baseline: -29%

General information

Basis for preparation

BP-1

The ESRS-inspired statement is prepared on a consolidated basis, according to the same scope as our financial statements. It covers topics related to our value chain, from upstream to downstream, including the related impacts, risks, and opportunities (IROs) that have been identified and assessed in our double materiality assessment (DMA). As part of a phased approach towards ESRS compliance, the current reporting covers selected disclosures.

Double Materiality Assessment

IRO-1, IRO-2, SBM-3

In 2024, we conducted a double materiality assessment aligned with the Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS).

The assessment applied the principle of double materiality, identifying sustainability topics most relevant to our business and value chain from two perspectives:

Impact materiality – our actual or potential positive or negative impacts on people or the environment

Financial materiality – sustainability-related risks or opportunities that have or may have an impact on our financial performance

The analysis was conducted in four phases: identifying impacts in the value chain, engaging stakeholders, identifying risks and opportunities, and illustrating material topics.

The outcome from the initial phase was a preliminary long list of material sustainability topics and their impacts along the value chain, and an assessment against the ESRS standards.

This was followed by a stakeholder engagement process, where interviews with stakeholders in the value chain, as well as with our experts and top management, formed a core part of the process to identify material impacts, risks, and opportunities.

Impact materiality was then assessed by evaluating the severity (scale, scope, irremediability) and likelihood of

each impact, considering both positive and negative effects. Likelihood was assessed only for potential, future impacts, and irremediability only for negative impacts

Financial materiality was calculated using the formula: Magnitude x Likelihood, where magnitude was categorized by monetary value and likelihood by probability percentage.

The assessment covered both current and future time horizons.

The assessment resulted in seven topics being identified as material for Gren, as listed below. From an environmental perspective, climate change, pollution, biodiversity and circular economy were identified as material. From a social perspective, own workforce and workers in the value chain were material. From a governance perspective, business conduct was identified as material.

Material topic

| Topic | Impact materiality | Financial materiality |
|--------------------------------|--------------------|-----------------------|
| E1 Climate change | + - | + |
| E2 Pollution | - | + |
| E4 Biodiversity and ecosystems | - | |
| E5 Circular economy | + - | |
| S1 Own workforce | + | + |
| S2 Workers in the value chain | - | - |
| G1 Business conduct | + | - |

Not material topics
 E3 Water and marine resources
 S3 Affected communities
 S4 Consumers and end-users

+ Positive impact / Opportunity
 - Negative impact / Risk

Sustainability governance

GOV-1, GOV-1-G1, GOV-2

Governance structure

Board of Directors – composition

| | 2025 |
|--------------------------|------|
| Women (%) | 40 |
| Men (%) | 60 |
| Independent members (%)* | 60 |

*Independent of Gren’s owner, Partners Group

Employees and other workers are not represented in Gren’s Board of Directors.

The Board of Directors, assisted by the ESG committee, have experience relevant to Gren’s sectors, products, and geographic locations. The Board of Directors is familiar with the regulatory environments and risks in the jurisdictions where the company operates, including sustainability, tax structures, subsidies, and socio-political factors.

Roles and responsibilities

Gren’s Board of Directors serves as the highest governing body for ESG matters at the company. The Board has the authority to establish and amend Group-wide policies on anti-bribery, whistleblowing, health and safety, risk management, environmental sustainability, and corporate social responsibility.

The ESG Committee, operates under a formal charter. Its composition is defined by the Board and typically includes three to five members, including the Head of ESG. The Head of ESG works closely with functions such as Mergers and Acquisitions (M&A), Environment, Health, Safety, and Quality (EHSQ), Human Resources, and Legal, providing strategic leadership and guidance on ESG matters.

The Head of ESG reports to the Chief People Officer, who is also a member of the Management Team. The ESG Committee is entrusted with the following responsibilities: reviewing the annual ESG report, engaging relevant

management team members, and presenting the final report to the Board for approval. Overseeing the ESG reporting process, ensuring alignment with legal, regulatory, and internal governance standards, and conducting an annual review of ESG performance and advising the Board on strategies for continuous improvement. Since November 2025 the Risk and Audit Committee of the Board has carried forward these responsibilities.

Oversight and management of sustainability

The Risk and Audit Committee and the Board are informed of sustainability-related matters at least annually, with material or time-sensitive risks escalated as needed.

Before major strategic initiatives are launched, Group Growth team presents key risks to the Investment Committee. Material risks and changes arising during implementation are reported through regular status updates.

The Risk and Audit Committee reviews strategic, regulatory, financial and operational risk assessments, provides feedback to management, and escalates matters to the Board where appropriate. The Chief Risk Officer escalates significant risks to the Committee, and the Board reviews and confirms risk assessments and management actions annually.

The Head of ESG supports the Board on sustainability matters and coordinates the annual sustainability report. Country management is responsible for production assets and energy management risks. Responsibilities for certain strategic risks are allocated across management functions. For example, the Chief Executive Officer oversees the planning and resource allocation as well as risks related to major initiatives. Group Finance, led by Chief Financial Officer, manages financial risks including liquidity, credit, tax, transfer pricing, accounting and reporting related risks. The Chief Growth Officer oversees the risks related to Mergers and Acquisitions as well as market dynamics and geopolitical risks. The Chief Risk Officer is in charge of governance related risks and the Chief People Officer is responsible for talent and workforce related risks. The Chief Information Officer, supported by the Head of Information Security, is responsible for cybersecurity related risk and implementation of mitigating actions across the organisation. Country-level regulatory functions assess environmental regulatory risks and report significant issues to the Chief Risk Officer for escalation where necessary.

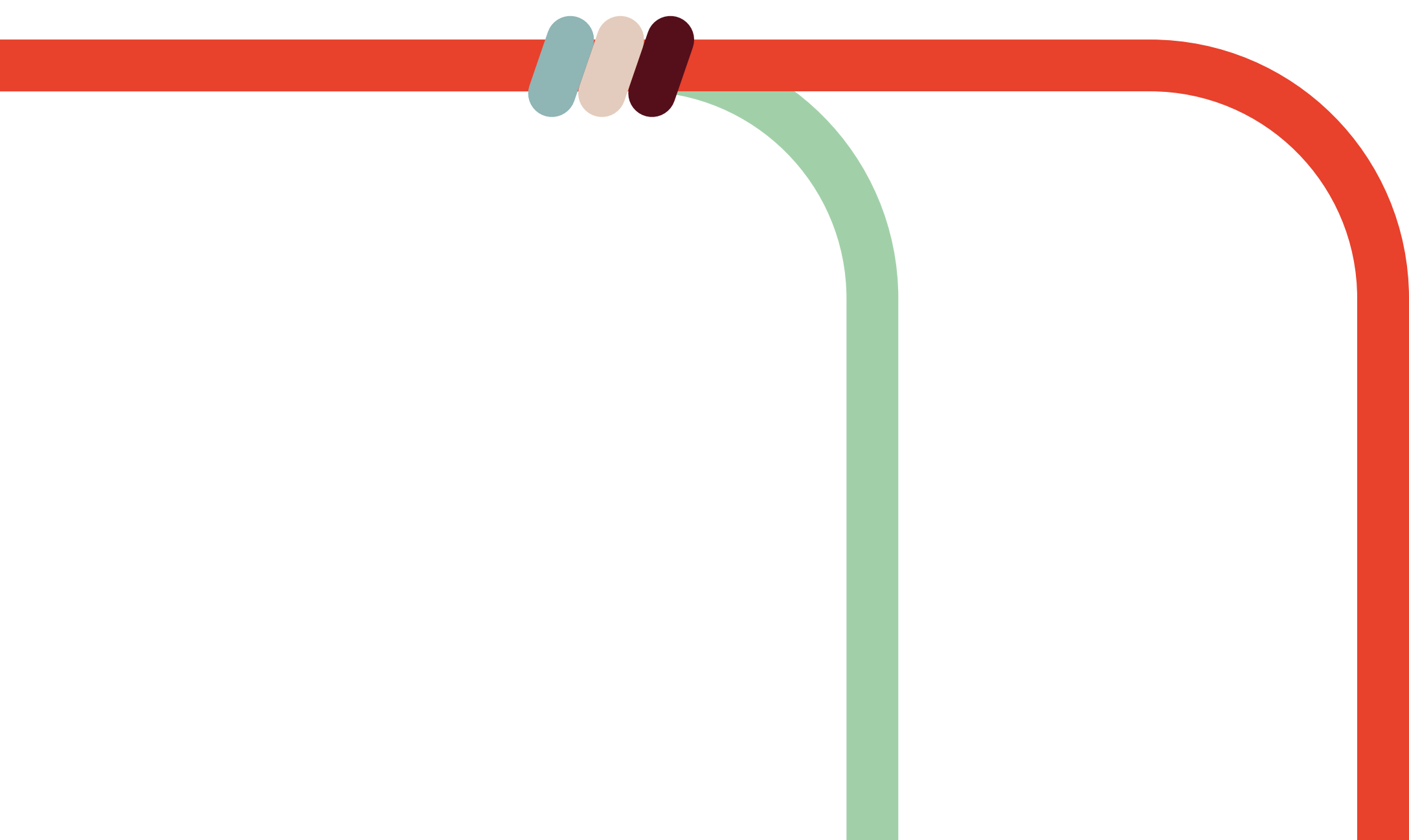
Management addresses feedback through monthly business performance reviews, updates risk information, identifies and prioritises risks at group and country level, reports key operational risks to the Audit Committee, and escalates significant risks to the Chief Risk Officer. Management also oversees operational instructions, maintenance schedules and risk assessments for systems and processes, and ensures corrective actions are taken in relation to communication and marketing risks.

Strategy, business model and value chain SBM-1

Read about our strategy, business model and value chain on page 12-13.

Stakeholder engagement SBM-2

We regularly engage with our stakeholders. Further information is available on page 13.



Environmental

This section covers:

ESRS E1 – Climate Change

ESRS E2 – Pollution

ESRS E4 – Biodiversity and Ecosystems

ESRS E5 – Resource Use and Circular Economy

| Standard | Impacts, risks and opportunities (IROs) | Location in the value chain* | Time Horizon** |
|------------------------------|--|--------------------------------------|-----------------------|
| Climate change (E1) | <p>Negative impacts stem from GHG emission from production of fuels as well as energy maintenance services.</p> <p>Positive impacts relate to support clients’ decarbonization efforts including industrial energy services.</p> <p>Financial opportunities relate to industrial decarbonization (IES) as well decarbonization of heating services.</p> | Own operations, upstream, downstream | Mid term Long term |
| Pollution (E2) | <p>Financial opportunities arise from the fact that Gren provides a cleaner alternative to fossil fuel burning with the use of biomass.</p> <p>Negative impacts relate to air pollution from district heat production through burning fuels.</p> | Upstream, own operations | Mid term Long term |
| Biodiversity (E4) | <p>Negative impacts relate to biodiversity loss linked to land use and land-use change, climate change and pollution.</p> | Upstream, downstream | Mid term Long term |
| Circular economy (E5) | <p>Negative impacts stem from resource use to produce fuels including biomass, waste, peat, oil and gas.</p> <p>Positive impacts relate to utilizing waste heat and ashes for fertilizers.</p> <p>Financial opportunities relate to energy from waste opportunities in the UK.</p> | Own operations, upstream, downstream | Mid term Long term |

Key target:

-24%

CO₂ reduction for Scope 1 and Scope 2 emissions (from baseline)

***LOCATION IN THE VALUE CHAIN**

Upstream: Activities before the company’s operations (e.g. suppliers’ activities).

Own operations: Activities under the company’s direct control.

Downstream: Activities after the company’s operations (e.g. product use, disposal).

****TIME HORIZON**

Short term = reporting period adopted for financial statements

Mid term = within 2-5 years

Long term = more than 5 years from now

E1 Climate change SBM-3

Climate transition plan, including actions and targets E1-1, E1-2, E1-3, E1-4

We have set a greenhouse gas (GHG) emissions reduction target of 50% by 2035 against a 2019 base year. Progress is monitored through climate mitigation KPIs, including absolute emissions and emissions intensity. Our 2024–2026 ESG Roadmap (see page 7 and 24) sets out the actions to achieve this target, including reaching 100% sustainably sourced biomass fuels by year-end 2025, switching from fossil fuels to biofuels, improving efficiency, and developing and testing new customer solutions. The CO₂ emissions baseline includes data from the UK, Lithuania, Latvia and Estonia.

In 2025, we reduced GHG emissions by 24% compared with the updated comparable baseline* for the 2019 financial year. These reductions were achieved through actions under our ESG Roadmap and related investments, including fuel switching, equipment efficiency improvements, and the implementation of new technologies. Investments completed to date include flue gas condenser installations, heat accumulators, boiler efficiency improvements, lighting upgrades, and network efficiency enhancements, all of which contributed to lower GHG emissions. We have also invested in battery energy storage systems (BESS) and electric boilers to support electrification and the climate transition.

We integrate the management of transition-related climate risks into our business planning process. Our high efficiency and relatively low CO₂ emissions intensity, compared with the broader industry, support our position as a competitive producer of lower-emission heat and power, particularly relative to more carbon-intensive heating alternatives such as natural gas and heat-only district heating systems.

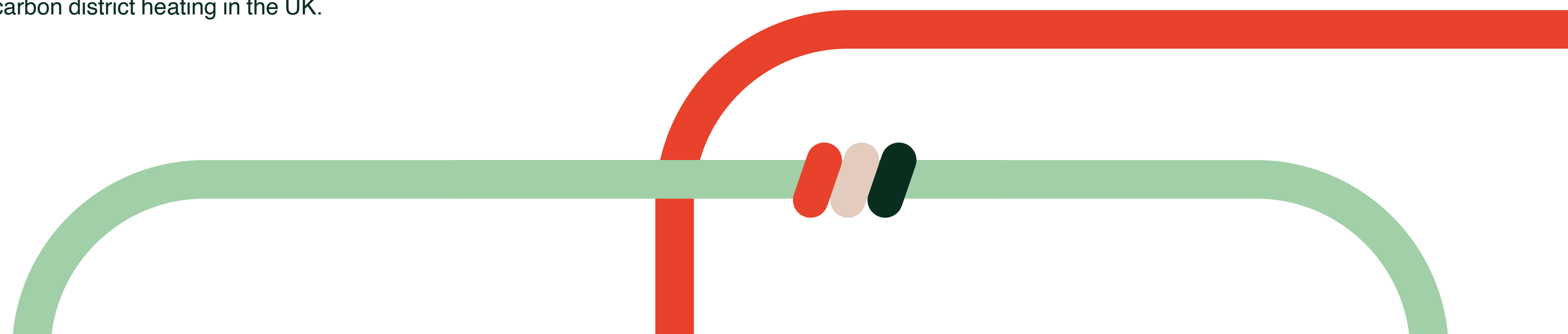
Our entry into the frequency restoration reserve market and our contribution to grid flexibility enable greater use of renewable and biomass-based assets in the Baltic electricity grids. We are also developing and expanding district heating and cooling networks, with a particular focus on introducing low-carbon district heating in the UK.

*Baseline is recalculated by adding the CO₂ emissions of acquired companies' operations. The first full year of operation under Gren's ownerships is added to baseline.

Energy consumption and mix E1-5

| | 2025 | 2024 |
|--|-----------|-----------|
| Total fossil energy consumption (MWh) | 602,568 | 646,076 |
| Share of fossil sources in total energy consumption (%)* | 15 | 15 |
| Consumption from nuclear sources (MWh) | 2,607 | 2,273 |
| Share of consumption from nuclear sources in total energy consumption (%) | 0.06 | 0.05 |
| Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin.) (MWh) | 3,434,930 | 3,553,082 |
| Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh) | 9,586 | 7,027 |
| Total renewable energy consumption (MWh) | 3,444,515 | 3,560,109 |
| Share of renewable sources in total energy consumption (%) | 85 | 85 |
| Total energy consumption (MWh) | 4,049,690 | 4,208,458 |

*Share of fossil energy sources here also includes fossil fraction of waste fuels.



Greenhouse gas (GHG) emissions E1-6

| | 2025 (tCO ₂ e) | 2024 (tCO ₂ e) | % Change |
|---|------------------------------|------------------------------|----------|
| Gross Scope 1 GHG emissions (tCO ₂ e) | 243,418 | 244,844 | -1% |
| Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%) | 56 | 58 | -3% |
| Scope 2 GHG emissions | | | |
| Gross location-based Scope 2 GHG emissions (tCO ₂ e) | 7,490 | 8,927 | -16% |
| Gross market-based Scope 2 GHG emissions (tCO ₂ e) | 13,900 | 14,359 | -3% |
| Significant scope 3 GHG emissions | | | |
| Total Gross indirect (Scope 3) GHG emissions (tCO ₂ e) | 200,789 | 182,910 | 10% |
| 1 Purchased goods and services | 11,969 | 12,912 | -7% |
| 2 Capital goods | 31,060 | 12,101 | 157%* |
| 3 Fuel and energy-related Activities (not included in Scope1 or Scope 2) | 115,364 | 115,157 | 0% |
| 5 Waste generated in operations | 695 | 1,030 | -33% |
| 6 Business travel | 106 | 102 | 4% |
| 15 Investments | 41,596 | 41,607 | 0% |
| Total GHG emissions | | | |
| Total GHG emissions (location-based) (tCO ₂ e) | 451,697 | 436,682 | 3% |
| Total GHG emissions (market-based) (tCO ₂ e) | 458,107 | 442,114 | 4% |
| Direct biogenic scope 1 emissions | 1,236,183 | 1,237,987 | -0.1% |

*During 2025 Gren invested in more CAPEX compared to 2024.



Description of applied measurement methodologies

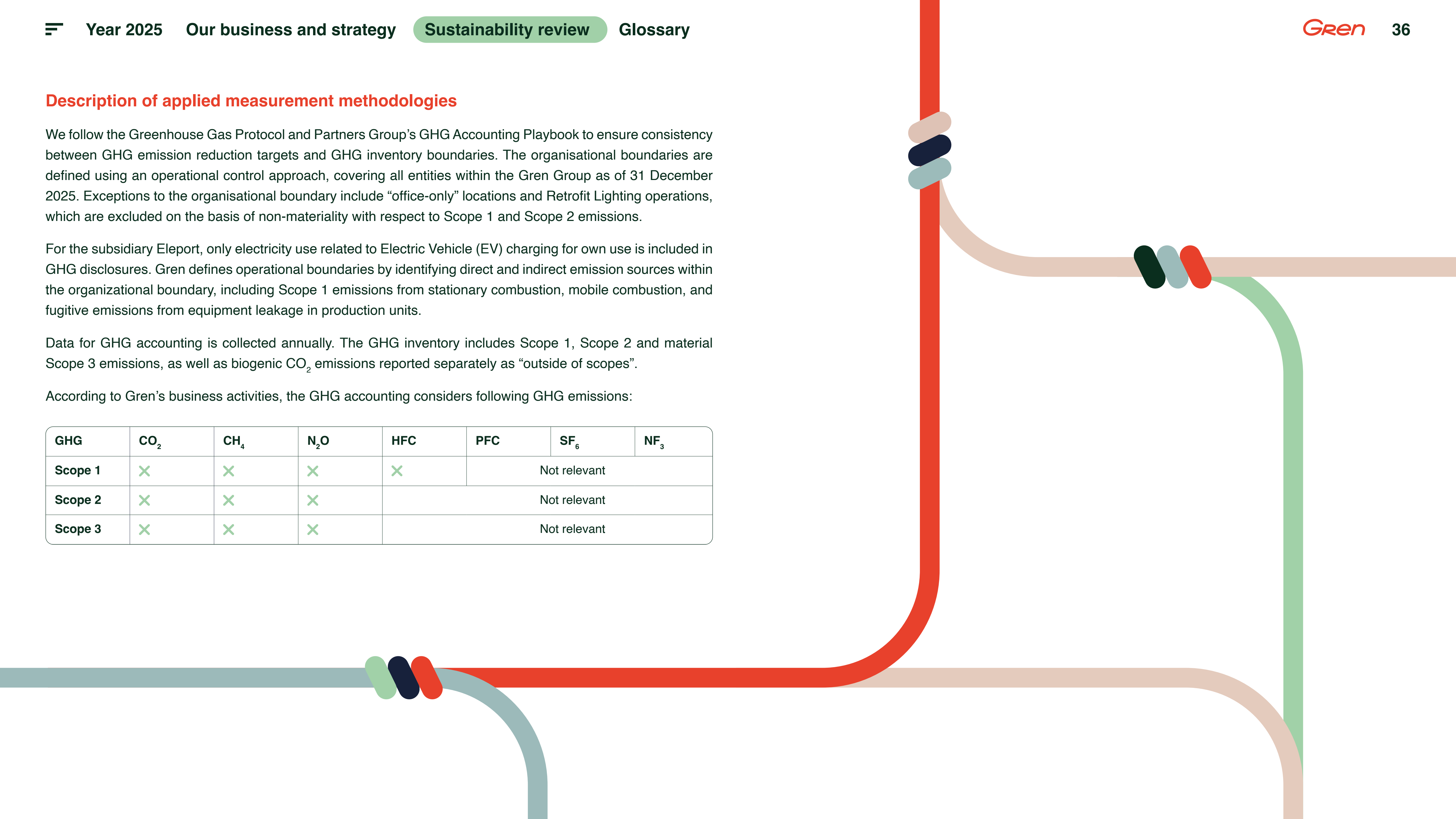
We follow the Greenhouse Gas Protocol and Partners Group’s GHG Accounting Playbook to ensure consistency between GHG emission reduction targets and GHG inventory boundaries. The organisational boundaries are defined using an operational control approach, covering all entities within the Gren Group as of 31 December 2025. Exceptions to the organisational boundary include “office-only” locations and Retrofit Lighting operations, which are excluded on the basis of non-materiality with respect to Scope 1 and Scope 2 emissions.

For the subsidiary Eleport, only electricity use related to Electric Vehicle (EV) charging for own use is included in GHG disclosures. Gren defines operational boundaries by identifying direct and indirect emission sources within the organizational boundary, including Scope 1 emissions from stationary combustion, mobile combustion, and fugitive emissions from equipment leakage in production units.

Data for GHG accounting is collected annually. The GHG inventory includes Scope 1, Scope 2 and material Scope 3 emissions, as well as biogenic CO₂ emissions reported separately as “outside of scopes”.

According to Gren’s business activities, the GHG accounting considers following GHG emissions:

| GHG | CO ₂ | CH ₄ | N ₂ O | HFC | PFC | SF ₆ | NF ₃ |
|---------|-----------------|-----------------|------------------|--------------|--------------|-----------------|-----------------|
| Scope 1 | × | × | × | × | Not relevant | | |
| Scope 2 | × | × | × | Not relevant | | | |
| Scope 3 | × | × | × | Not relevant | | | |



Greenhouse gas calculation methodology

Scope 1 emissions

Stationary combustion:

Our emissions are calculated using an activity-based method, which relies on fuel consumption data aggregated in Gren’s sustainability reporting platform. This data is supplied by our country-level EHSQ managers from various fuel and production systems.

To determine the CO₂ emissions, we apply emission factors derived from the latest publicly available data, primarily from the UK DEFRA’s emission factor database. For our Waste-to-Energy (WtE) operations in Klaipeda, however, the CO₂ emissions factor is determined directly through sample analysis and continuous monitoring from the flue gas analyser installed on the stack.

In accordance with the GHG Protocol Corporate Accounting and Reporting Standard, direct CO₂ emissions from the combustion of biomass are reported separately and are not included in our Scope 1 figures. These are referred to as “biogenic” or “outside of scopes” CO₂ emissions.”

Scope 2 emissions

Our calculation is activity based. We use both location-based and market-based methods for Scope 2 emission calculations. Association of Issuing Bodies (AIB) country specific production mix emission factors are used for the calculations of location-based emissions and AIB market-based residual emission factors for each electricity grid in UK and Baltics is used for market-based emission calculations.

Scope 3 emissions

Our relevant Scope 3 emissions have been determined in a separate screening exercise, where we tested the relevancy of Scope 3 emissions categories and produced a list relevant to us:

Category 1: Purchased goods and services

Emissions are calculated using a spend-based method. Accounts included in the calculation scope are selected from a report (trial balance) containing all Gren’s accounts on group-level. A suitable emission factor for each account is defined, using Exiobase’s emission factor categorization. In the sustainability reporting

platform, the amount of spend per each account is multiplied by a corresponding Exiobase emission factor.

Category 2: Capital goods

Emissions are calculated using a spend-based method. Tangible assets included in the calculation are selected from trial balance and a suitable emission factor for each account is defined, using Exiobase’s emission factor categorisation. The amount of spend per each account is multiplied by a corresponding Exiobase emission factor.

Category 3: Fuel-and-energy-related activities

Emissions are calculated using an activity-based method. Fuel and purchased energy data are multiplied by suitable Scope 3 emission factor, taking into account upstream and the downstream value chain activities. Emissions from purchased and sold heating is calculated with a supplier specific emission factor and the emissions from purchased and sold electricity are calculated with location-based emission factors.

Category 5: Waste generated in operations

Emissions are calculated using an activity-based method. The amount of waste, by different types, are matched with corresponding DEFRA emission factors.

Category 6: Business travel

Emissions are calculated using an activity-based method. Emissions are obtained from Gren’s business travel agency.

Category 15: Investments

Emissions are calculated using an activity-based method. Investment-specific calculation method is used, in which Gren collects emission data directly from the associated companies. Gren sums up the Scope 1 and Scope 2 emissions and multiplies the total by Gren’s share of equity of the associated company.

E2 Pollution

Policies E2-1

Gren’s EHS management guidelines provide practical guidance on pollution management and prevention.

Actions E2-2

Our current and planned actions include establishing the current emission levels of our plants, monitoring year-on-year development, and identifying any gaps relative to lower emission limits. We are also developing a pollutant minimisation strategy, which encompasses identifying potential solutions, conducting impact assessments, and evaluating the feasibility and investment requirements of each option. When investing in new assets, we ensure that environmental regulations and Best Available Techniques are taken into account with regard to applicable pollution limits.

Collectively, our ESG roadmap, together with the environmental permits of our assets and relevant local legislation, define the key topics, targets, and actions that guide our approach to pollution prevention and control.

Metrics and targets E2-3

Our pollution prevention and control targets focus on ensuring that pollutant levels from our energy production assets remain below the thresholds associated with the best available techniques (BAT-AEL). We also aim to maintain the efficiency of our district heating and cooling systems in accordance with the EU Energy Efficiency Directive (2012/27/EU), This commitment extends to continuously improving our production efficiency while minimising heat losses and water losses throughout our network. These targets comprehensively address both air and water pollution across our operations.

Total amount of pollutants emitted to air in 2025 E2-4

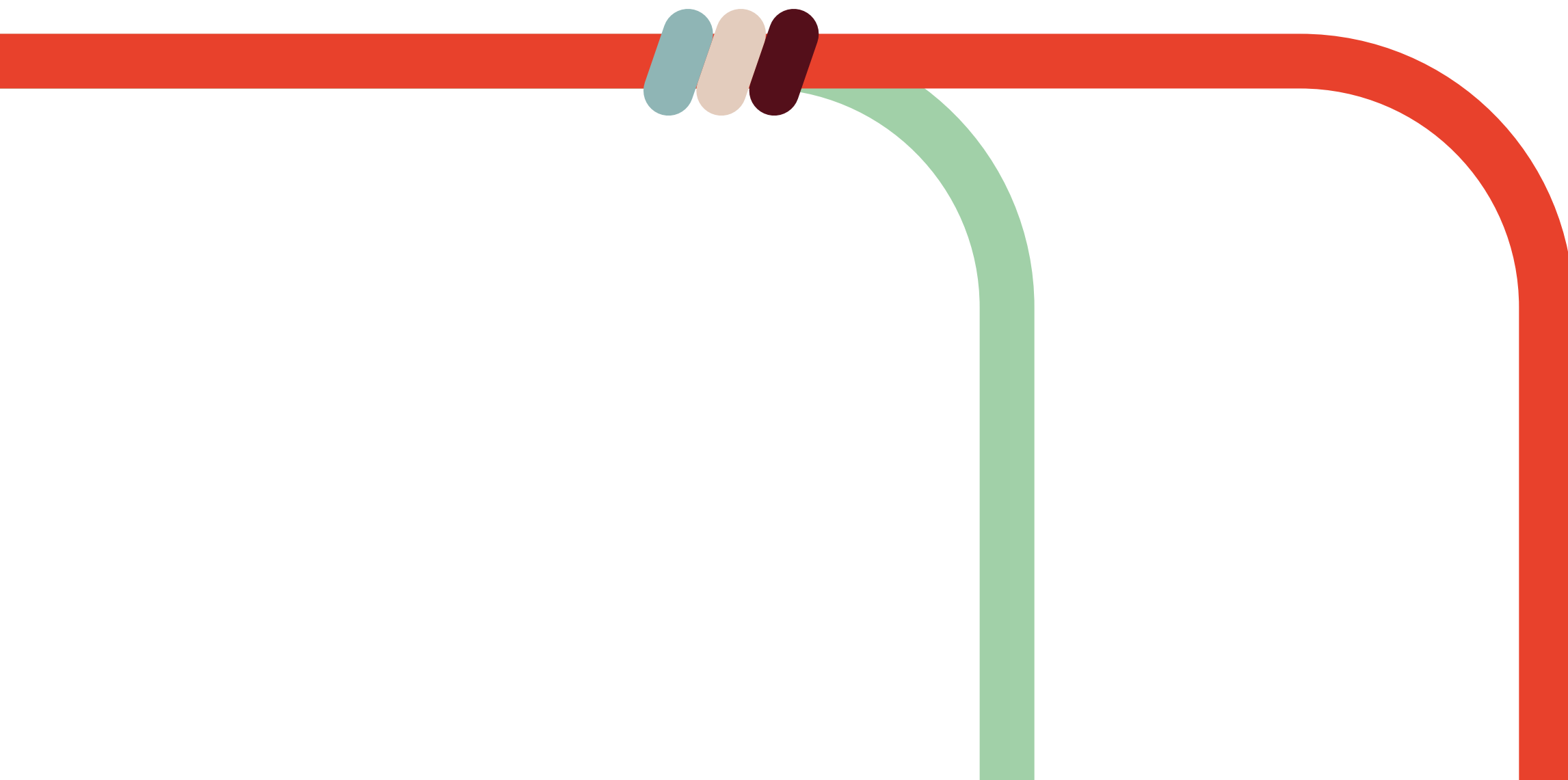
| Pollutant (kg) | 2025 |
|--|--------------------|
| Ammonia (NH3) (CAS code 7664-41-7) | 18,481.0 |
| Arsenic and compounds (as As) | 2.0 |
| Cadmium and compounds (as Cd) | 13.0 |
| Carbon monoxide (CO) (CAS code 630-08-0) | 1,636,211.0 |
| Chlorine and inorganic compounds (as HCl) | 8,034.0 |
| Chromium and compounds (as Cr) | 31.0 |
| Copper and compounds (as Cu) | 39.0 |
| Fluorine and inorganic compounds (as HF) | 322.0 |
| Hexachlorobenzene (HCB) (CAS code 118-74-1) | 19.0 |
| Lead and compounds (as Pb) | 64.0 |
| Mercury and compounds (as Hg) | 2.0 |
| Nickel and compounds (as Ni) | 25.0 |
| Nitrogen oxides (NOx/NO2) | 1,823,024.0 |
| Non-methane volatile organic compounds (NMVOC) | 16,714.0 |
| Particulate matter (PM10) | 69,170.0 |
| PCDD + PCDF (dioxins + furans) | 0.1 |
| Sulphur oxides (SOx/SO2) | 75,097.0 |
| Zinc and compounds (as Zn) | 509.0 |
| Total | 3,647,758.0 |

Description of applied measurement methodologies

Our emission calculations are based on the fuel consumption, heat output, and operational hours of our combustion plants, using relevant emission factors as required by our environmental permits.

The data collection process for pollution accounting relies on operational records such as fuel consumption logs, heat production data, and purchase invoices. From these sources, we gather details on fuel amounts and, when applicable, the calorific values provided by suppliers.

These inputs are then used in calculations performed in accordance with nationally approved methodologies, including procedures outlined by the Environmental Protection Agencies in our countries of operation. To ensure accuracy and compliance, our process is supplemented by an online reporting tool and verified through third-party laboratory measurements, including annual external assessments. This comprehensive approach ensures all reporting adheres to official inventory formulas and environmental legislation.



E4 Biodiversity and ecosystems SBM-3

Our material biodiversity impacts are primarily related to land use and its changes from our consumption of wood, land, and sand. We have evaluated risks such as land degradation, desertification, and soil sealing, and have not identified any material negative impacts from land degradation.

For our assets located near biodiversity-sensitive areas, including the Tartu CHP and Pärnu Suur-Jõe boilerhouse, comprehensive environmental assessments were conducted as part of the integrated environmental permitting process. This ensured that necessary protective measures to prevent negative impacts were assessed and incorporated into the permit conditions.

Furthermore, the operation of our district heating networks has a minimal impact on biodiversity, as the infrastructure is predominantly located underground. The development of these networks is also aligned with regional spatial planning, which integrates environmental protection requirements.

Policies E4-2

Gren has established practical guidance for environmental management, including biodiversity topics. Compliance with local legislation, regulations, authority requirements and environmental permits represents the minimum level in environmental management.

Actions E4-3

We integrate biodiversity considerations into our environmental management systems to assess related risks, opportunities, and impacts. Where significant biodiversity impacts are identified, we develop dedicated action plans as part of our annual business and operational planning. These plans prioritise areas with high biodiversity value or potential for improvement and, as a minimum, define clear actions, timelines, and responsibilities. Whenever feasible, we involve local stakeholders, biodiversity specialists, and other interested parties in this planning and impact assessment process.

Our commitment to the responsible use of natural resources is demonstrated through several key actions. We strive for efficient water use, minimising consumption by increasing recycling and reuse wherever possible. Furthermore, we embed biodiversity protection into our sourcing strategy by requiring sustainability and chain of custody certifications from suppliers. This is complemented by research studies conducted in our regions of

operation to assess biodiversity in the areas surrounding our assets. These measures help to ensure sustainable resource management, particularly in forestry and biomass production, aligning our practices with global biodiversity protection targets.

Our approach extends across our upstream value chain, influencing our procurement processes and supplier engagement in all regions where we operate. The key stakeholder groups affected by these actions are our suppliers and the local communities near our operational sites. So far we have not used any biodiversity offsets.

Metrics and targets E4-4

We have set a target to ensure that 100% of our biomass fuels are sustainably sourced by the end of 2025, with the expectation that achieving this will reduce negative impacts on biodiversity and ecosystems. By the close of 2025, we had reached 99.79% certified biomass fuel procurement, demonstrating significant progress towards this goal. Our sourcing strategy requires compliance with recognised sustainability certifications, including SURE, FSC, PEFC, and WoodSure (UK), all of which promote responsible forest management practices and incorporate measures to protect biodiversity and minimise associated environmental impacts.

E5 Circular economy

Policies E5-1

Our EHS management guidelines provide practical guidance on circular economy principles, including the reuse, recycling, and end-of-life treatment of waste and by-products. The overarching objective is to minimise the volume of waste sent to landfill, ensuring that materials are reused or recycled wherever feasible.

Actions E5-2

Our sites have contracts with licensed waste management operators to manage the full range of waste and by-products generated. Waste is sorted into recyclable or reusable fractions, including metals, wood, cardboard, and paper. Onsite waste storage is kept to a minimum and is restricted to specially designated areas.

Specific responsibilities for waste management are clearly defined and cover tasks such as the transportation of hazardous waste, the preparation of transfer documents, and all necessary bookkeeping and reporting for environmental statistics in accordance with local legislation. To ensure these procedures are consistently applied, all new employees and contractors receive training on local waste management practices as part of their induction.

Waste generated in the own operations E5-5

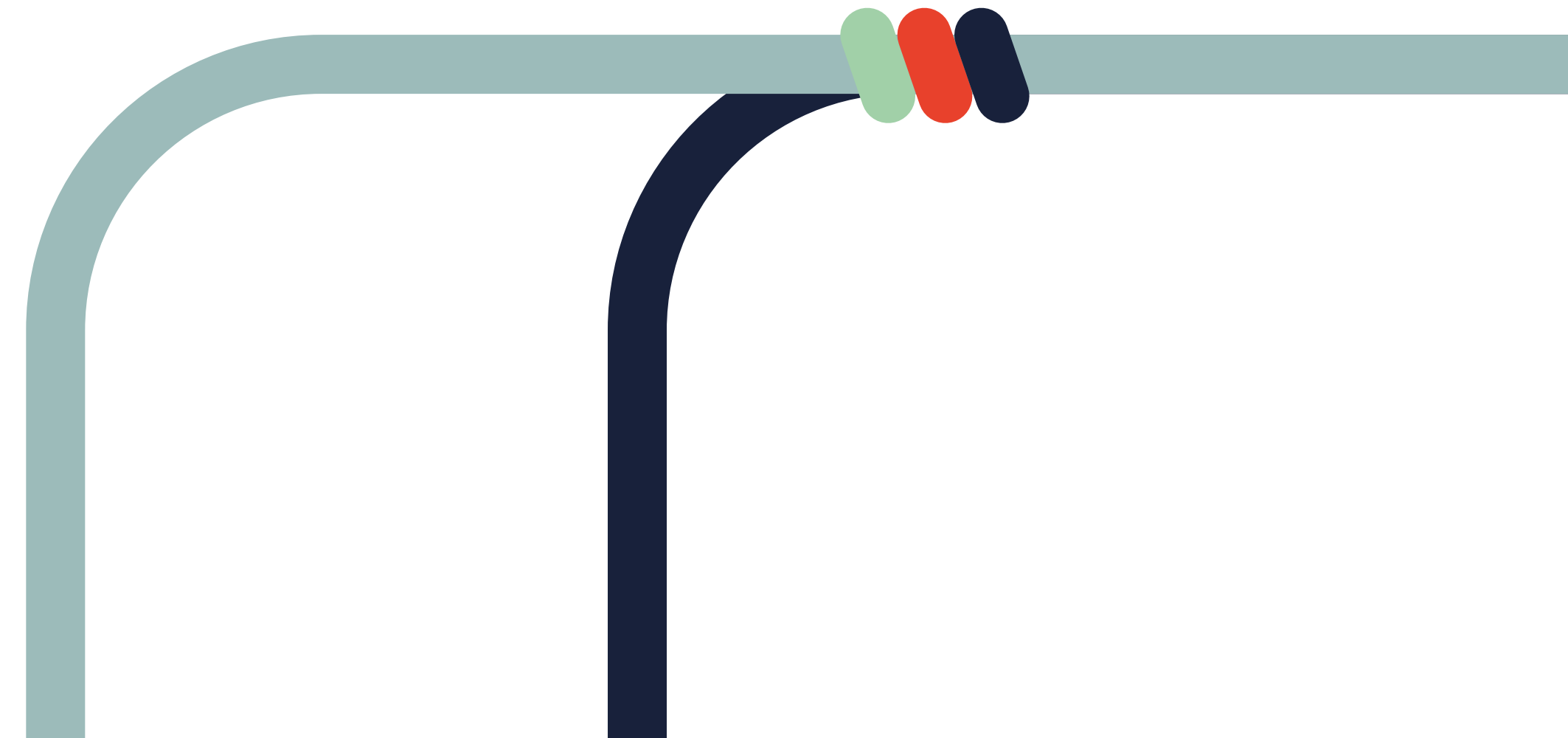
The primary waste streams from our energy production activities, which involve incineration, are fly ash, bottom ash, and Waste-to-Energy (WtE) fly ash. In addition to these, we manage other streams such as used oils, post-expiration chemicals, and various sorted wastes.

In line with our commitment to the circular economy, we actively seek to repurpose these materials. For instance, ashes are reused as forest fertilisers, in agricultural fertiliser mixtures, as construction materials, and for acid waste neutralisation. Similarly, used oils are collected for further processing, while post-expiration chemicals undergo quality testing to assess their potential for continued use. Our approach also incorporates the use of reusable absorbents and refillable chemical tanks to further minimise waste.

| | 2025 |
|---|---------|
| Total amount of waste generated (tonnes) | 113,234 |
| Total amount of ashes (tonnes) | 106,596 |
| Percentage of ashes re-used (%) | 75% |
| Non Hazardous waste (tonnes) | 104,176 |
| Hazardous waste (tonnes) | 9,058 |

Description of applied measurement methodologies

Each of our operational sites is responsible for the measurement of its waste, including ashes, fly ashes, and other sorted materials. All waste is measured by weight (in tonnes or kilograms) and recorded in local systems. This data is subsequently aggregated into our central sustainability reporting platform for the purpose of our annual reporting.



Social

This section covers:

ESRS S1 – Own workforce

ESRS S2 – Workers in the value chain

| Description | Impacts, risks and opportunities (IROs) | Location in the value chain* | Time Horizon** |
|---------------------------------|--|------------------------------|-----------------------|
| Own workforce (S1) | <p>Positive impacts arise from providing good working conditions and ensuring equal treatment and working opportunities for all.</p> <p>Financial opportunities stem from promoting diversity and talent attraction.</p> | Own operations | Mid term Long term |
| Workers in the value chain (S2) | <p>Negative impacts stem from potential health and safety issues e.g., accidents in construction sites, possible violations in DEI topics and other work-related rights.</p> <p>Financial risks relate to potential reputational costs in case of human rights violations in the supply chain.</p> | Upstream | Mid term Long term |

Key target:

Zero accidents

*LOCATION IN THE VALUE CHAIN

Upstream: Activities before the company's operations (e.g. suppliers' activities).

Own operations: Activities under the company's direct control.

Downstream: Activities after the company's operations (e.g. product use, disposal).

**TIME HORIZON

Short term = reporting period adopted for financial statements

Mid term = within 2-5 years

Long term = more than 5 years from now

S1 Own workforce SBM-3

We are an active employer across Estonia, Finland, Latvia, Lithuania, and the UK, providing employment for over 550 people. Our workforce is recognised as a material topic from both an impact and a financial perspective, and we have robust mechanisms in place to ensure fair remuneration for all staff. Our compensation and benefits structure is built around a job grade framework that reflects operative and geographical scope, individual responsibilities, and overall impact. The Nomination and Compensation Committee (NCC) of the Board holds overarching governance responsibility for remuneration matters.

Beyond fair pay, we are committed to providing our employees with good working conditions, including comprehensive health and safety measures, and to ensuring equal treatment and opportunities for all. We actively support skills development through personal development discussions held twice a year, where employees can explore career aspirations and identify areas for growth. We also invest in the next generation of talent through internships, which provide students with practical experience and insight into career opportunities within the district heating and energy sectors.

Policies and actions S1-1, S1-2, S1-3, S1-5

People Policy

Our People Policy applies to all employees across the Gren Group without exception and covers a broad range of areas, including human rights, non-discrimination and equal opportunities, child and forced labour, freedom of association and collective bargaining, recruitment, occupational health and safety, terms of employment, remuneration, working hours, career advancement, and the disclosure of interests. The policy is guided by international human rights standards, including those defined in the UN Global Compact, and reflects our shared values of trust, respect, solution orientation, and customer focus.

We are firmly committed to equal opportunities for all, with employment decisions based on competence, experience, and performance. Discrimination or harassment of any kind is not tolerated. Our policies on labour standards are equally unmistakable — child labour and forced labour are not accepted in any part of our operations or those of our suppliers or subcontractors. Employees or contractors are never required to deposit identity documents upon commencing employment.

To put our commitment into practice, we conduct annual salary benchmarking surveys in the Baltics market to ensure our remuneration levels remain above the legal minimum in all countries of operation. A formal annual salary review process is in place, based on well-defined criteria including individual performance and job grade structures.



Code of Conduct

Our Code of Conduct sets out the standards of behaviour and compliance expected of all employees across the Gren Group. It provides practical guidance on how our values are applied in day-to-day conduct, covering areas such as integrity, information security, and the responsible use of technology. All employees are expected to treat colleagues with dignity, courtesy, and professionalism, and to uphold these standards both within and outside the workplace.

Employees are required to report any incidents of harassment, discrimination, or other potential violations of the Code of Conduct to a manager or local Compliance Officer. Where preferred, reports may be made anonymously through our Whistleblowing channel. All complaints are investigated promptly and handled with the utmost confidentiality. Retaliation against anyone who raises a concern in good faith is strictly prohibited, and violations of Group Policy may result in disciplinary action, up to and including termination of employment.

To support compliance with our Code of Conduct, all employees are required to complete a programme of mandatory trainings covering our Code of Conduct, information security, and AI use. These trainings must be completed within set timeframes and are regularly reviewed to ensure they remain relevant and effective. Together with our People Policy, the Code of Conduct ensures that our commitment to a safe, respectful, and inclusive workplace is consistently upheld across all our operations.

Metrics and targets

Characteristics of employees* S1-6

| Gender | Number of employees (head count), 2025* |
|--------|---|
| Male | 411 |
| Female | 153 |
| Total | 564 |

*Including subsidiary Eleport

| Country | Number of employees (head count), 2025* |
|----------------|---|
| Estonia | 202 |
| Latvia | 117 |
| Lithuania | 174 |
| Finland | 18 |
| Sweden | 1 |
| United Kingdom | 29 |
| Poland* | 20 |
| Croatia* | 3 |

Employee turnover rate*

| | 2025 |
|--|-------|
| Employee turnover rate (%) | 10.37 |
| Employees who left the company during the reporting period | 59 |
| New employee hires | 46 |

Gender pay gap*

| | 2025 |
|-------------------------------|--------|
| Aggregated gender pay gap (%) | -4.38% |

Health & safety metrics S1-14

During 2025 we invested in awareness over safety topics with safety trainings, a dedicated safety week programme and conducted safety walks even more than were initially targeted.

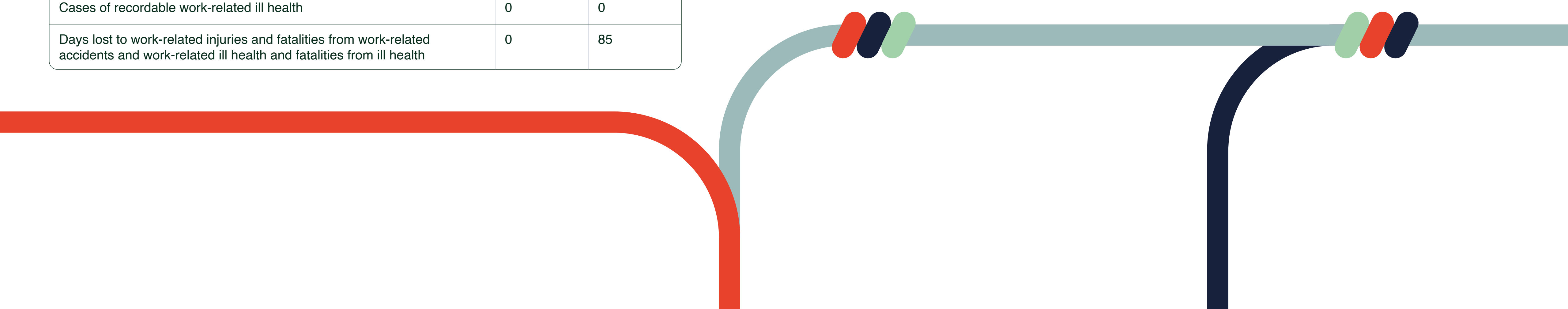
| | 2025 | 2024 |
|--|------|------|
| Percentage of own workforce who are covered by the company's health and safety management system based on legal requirements and/or recognised standards or guidelines (%) | 100% | 100% |
| Percentage of own workforce who are covered by a health and safety management system which is based on legal requirements and/or recognised standards or guidelines and which has been internally audited and/or audited or certified by an external party (%) | 100% | 100% |
| Fatalities as a result of work-related injuries | 0 | 0 |
| Fatalities as a result of work-related ill health | 0 | 0 |
| Recordable work-related accidents for Gren Employees and O&M contractors combined | 0 | 5 |
| Rate of recordable work-related accidents for Gren employees | 0 | 3.44 |
| Cases of recordable work-related ill health | 0 | 0 |
| Days lost to work-related injuries and fatalities from work-related accidents and work-related ill health and fatalities from ill health | 0 | 85 |

Training and skills development S1-13

We deliver comprehensive training to all our employees through an online learning management system (LMS). This platform provides multiple training pathways, encompassing mandatory compliance courses for all staff and specialised skills development training tailored to specific roles. Furthermore, we offer programmes to enhance general IT proficiency and have introduced specific training on the effective use of AI as a workplace tool.

| Mandatory training | 2025 | 2024 |
|---------------------------------|------|------|
| Average per employee (Hours) | 6 | 14 |
| Average cost per employee (EUR) | 100 | 84 |

| Non -mandatory training | 2025 | 2024 |
|---------------------------------|------|------|
| Average per employee (Hours) | 8 | 8 |
| Average cost per employee (EUR) | 234 | 184 |



Description of applied measurement methodologies S1-6

Figures include full-time, part-time, permanent and temporary employees. Data collection and data management occur at the group level and are aggregated in the Gren personnel system.

The number of employees is calculated as of 31.12.2025 and includes employees having an employment relationship with the organization, according to national law or its application.

Workforce-related KPIs cover entities where employment activities have taken place and where Gren has operational control.

Number of employees' refers to the total number of individual employees. 'Employee' is defined as an individual who is in an employment relationship with the organization, according to national law or its application. An employee may provide services to an entity on a full-time, part-time, permanent, casual or temporary basis.

Gren's HR organisation is responsible for workforce related data collection, management and controlling.

S1-14

We measure health and safety for our own workforce using the Gren Safety Index, which combines and weights conducted safety walks, EHS improvement proposals, the quality of work permits, and the results of EHS inspections.

Safety walks and EHS inspections are conducted routinely at all sites and offices. Data on Lost Time Injuries, Medical Treatment Cases, first-aid cases, and near misses are collected for Gren employees and O&M contractors in the UK.

The cloud-based IT system standardizes workflows and input templates for monitoring and managing health, safety, environment, and quality management topics. The Safety Index is linked to incentive plans.

Training related to health and safety

Our EHS training procedures ensure that training is planned and delivered systematically across all relevant target groups. Training needs are identified on a regular basis, with programmes designed to reflect the specific requirements of each target group and training purpose. All training materials are kept up to date, and those delivering training are required to have sufficient competence to do so effectively. Relevant employees are identified and invited to participate, and all sessions are fully documented, including participant records and agendas. Training plans and schedules are reviewed and updated as necessary.

Our EHS training encompasses all relevant audiences, including new employees, those transferred to new roles, experienced staff requiring refresher training, apprentices, temporary employees, contractors, supervisors, managers, and EHS professionals and safety delegates.

Training content covers, as a minimum, applicable legislation and regulations, alongside instructions issued at the Gren Group, business area, and unit level. All training incorporates our "stop and think" principles and addresses local working methods and practices, including work instructions, permit procedures, personal protective equipment, tool use, risk assessments, and emergency and accident response. Training also covers the reporting of deviations and improvement proposals, as well as individual responsibilities associated with the role in question. Job-specific training is designed to address the particular hazards associated with each role and the preventive measures required for its safe execution.

Electrical safety and first-aid training is provided in accordance with local requirements to all employees working with electrical installations and is regularly refreshed, monitored, and documented. Employees working at heights receive dedicated safety training covering formal requirements, the correct organisation and use of personal protective equipment, and practical workshops. Training on the understanding and management of chemical hazards is also provided where applicable.

Methodology to report safety incidents

The reporting and investigation of safety observations, near misses, accidents, and incidents are fundamental to proactively improving our safety performance. Experience shows that serious accidents are frequently preceded by a series of near misses, unsafe acts, and unsafe conditions. It is for this reason that we place great importance on the consistent reporting of safety observations, as it reinforces every individual's responsibility to identify and intervene upon risks, hazards, and opportunities for improvement.

In the event of an accident or incident, anyone present is expected to make every effort to limit its consequences using all available means. All non-conformities, accidents, and injuries must subsequently be reported through our EHS IT system to ensure they are properly investigated and that appropriate corrective actions are taken.

S2 Workers in the value chain SBM-3

Our value chain encompasses a wide range of workers beyond our direct employees. This includes contractors working at our assets—such as those involved in construction, annual maintenance outages, or performing specialist tasks under our supervision—as well as the employees of our key partners. In the UK, for instance, this includes the workforce of our O&M contractors who operate Gren’s assets, alongside workers in our joint venture and associated companies. More broadly, our definition covers individuals employed throughout the supply chain for our sourced products, equipment, and services, particularly contract labour in roles where working conditions and safety are critical.

We are committed to ensuring our activities generate positive impacts for all workers in our value chain. By creating employment opportunities, we actively promote good working conditions and wellbeing, with a strong emphasis on health and safety. We also support skills development and are dedicated to respecting human rights, which includes our commitment to helping prevent modern slavery. These principles are applied universally across all countries and regions where we operate.

Policies S2-1

Our Supplier Code of Conduct sets out clear requirements for our partners, covering freedom of association and collective bargaining, non-discrimination, the prohibition of both forced and child labour, fair wages, reasonable working hours, and the provision of written employment contracts. The Code is founded upon international standards, including the International Bill of Human Rights and the UN Global Compact.

Actions S2-2, S2-3

Our suppliers are required to support and respect internationally proclaimed human rights as expressed in the International Bill of Human Rights and to ensure they are not complicit in human rights violations. They must identify potential human rights impacts, implement appropriate mitigation measures, and provide remedial action should any violations occur.

Metrics and targets S2-5

Our primary health and safety objective is to achieve zero accidents for both our own employees and all contractors working at our sites. To monitor progress towards this target, we measure data on Lost Time Injuries, Medical Treatment Cases, first-aid cases, and near misses involving contractors and outsourced operators working at Gren-owned assets.

Training

To ensure a safe workplace for contractors, we provide mandatory induction training for all their personnel. This training is valid for one year, and we maintain a central list of all trained individuals. The curriculum is comprehensive, covering, as a minimum, site-specific EHS requirements and rules, work permit procedures, risk assessments, the use of personal protective equipment, emergency response and evacuation plans, fire protection, first aid, incident and near-miss reporting, and proper site housekeeping.

Description of applied measurement methodologies

Health and safety metrics from our contractors are recorded in our central health and safety management system. This data is either provided directly to a Gren representative by the contractor organisation for entry, or contractors are given direct access to report cases into our system themselves. The procedure for safety reporting is a mandatory component of our induction training for all contractors, ensuring a consistent and reliable approach to data collection.

Governance

This section covers:

ESRS G1 – Governance

Key target:

Zero cases of cyber security incidents with impact to Gren’s operations

| Description | Impacts, risks and opportunities (IROs) | Location in the value chain* | Time Horizon** |
|-----------------------|---|--------------------------------------|-------------------------------------|
| Business Conduct (G1) | <p>Positive impacts stem from advocating responsible business conduct throughout the value chain through supplier code of conduct.</p> <p>Financial risks may result from extended payment terms for small vendors, which can strain their cash flow and increase the risk of insolvency. Additionally, there is a risk of financial and reputational damage if employees engage in bribery or corrupt practices, potentially leading to reduced access to funding or the loss of existing investors.</p> | Own operations, upstream, downstream | Short term Mid term Long term |

*LOCATION IN THE VALUE CHAIN

Upstream: Activities before the company’s operations (e.g. suppliers’ activities).

Own operations: Activities under the company’s direct control.

Downstream: Activities after the company’s operations (e.g. product use, disposal).

**TIME HORIZON

Short term = reporting period adopted for financial statements

Mid term = within 2-5 years

Long term = more than 5 years from now

Anti-corruption and anti-bribery G1-3, S2-1

Our Policy for Prevention of Corruption, Money Laundering, Terrorism and Proliferation Financing, and Implementation of Sanctions applies to all countries where we operate and to every Gren employee without exception.

To strengthen our ethical culture and ensure our standards are understood and upheld, we provide comprehensive training programmes on anti-corruption and anti-bribery, including mandatory compliance and Code of Conduct training for all employees. In 2025, we achieved a 64% completion rate for our Code of Conduct training. We hold our business partners to the same high ethical standards, requiring all third parties—including suppliers and agents—to sign our Supplier Code of Conduct as confirmation of their commitment to our anti-bribery and anti-corruption principles.

Business conduct policies and corporate culture G1-1, G1-5

As a company, Gren adheres to strict governance standards and is committed to ethical, transparent engagement with government and political stakeholders. We collaborate with elected representatives and policymakers to ensure our projects are aligned with legislative priorities, and we actively participate in national discussions to highlight the vital role that modern district heating and energy recovery from waste can play in achieving climate neutrality.

We maintain close communication with regulatory authorities to ensure our activities remain aligned with national climate targets, and we actively contribute to district heating regulatory reforms to support practical and effective policy implementation. More broadly, we advocate for legislative improvements that support long-term investment in sustainable energy and district heating, helping to shape policies that drive decarbonisation, energy security, and economic resilience.

Collaboration is central to our approach. We partner with industry associations, non-governmental organisations, and academic institutions, actively contributing to national district heating associations and other forums to advance dialogue and cooperation on sustainable energy solutions and innovative technologies.

In our engagement with policymakers, we advocate for policies that promote the use of renewable energy sources — such as biomass and waste heat recovery — to provide communities with affordable, stable, and low-carbon energy. We encourage approaches that prioritise local fuels and avoid reliance on foreign fossil fuels, and we support frameworks that align with European climate objectives, ensuring that district heating plays a central role in local and regional carbon reduction planning.

Metrics and targets G1-4

| Events over the reporting period | Data |
|---|------|
| Have there been threats or actual litigation with potential damages in excess of USD 2.5m | No |
| Has the company been subject to any community complaints? | No |
| Has the company reported any non-compliance incidents? | No |
| Has the company been sanctioned due to violations of any laws? | No |
| Has the company been sanctioned due to violations of discrimination laws? | No |
| Has the company been sanctioned due to violations of labour laws? | No |

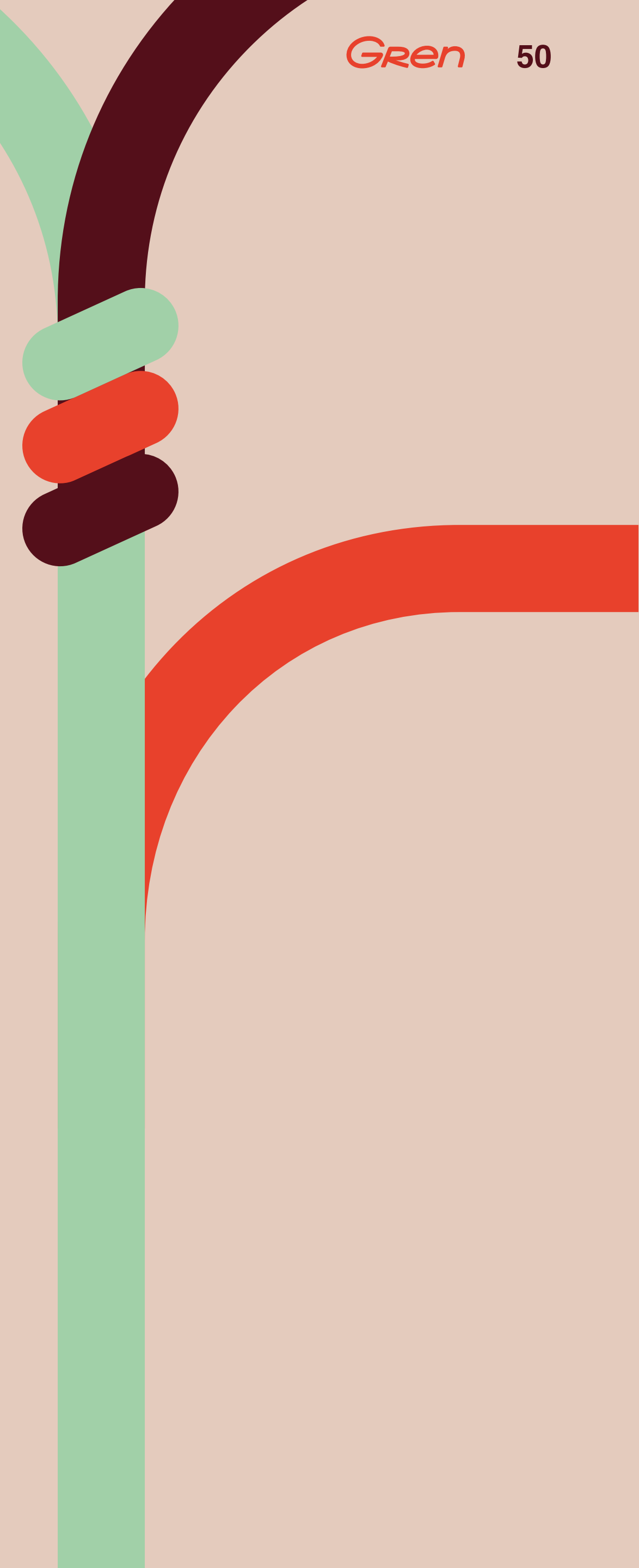
Description of applied measurement methodologies

Overall responsibility for governance-related information lies with the Chief Risk Officer (CRO). Gren’s legal team gathers information from all of Gren’s operating countries and delivers training on key governance and compliance topics across the Group.

Annually, the CRO collaborates with the Head of ESG to prepare reports for our shareholders and debtholders, and to compile all relevant governance and compliance information for inclusion in the annual sustainability report.



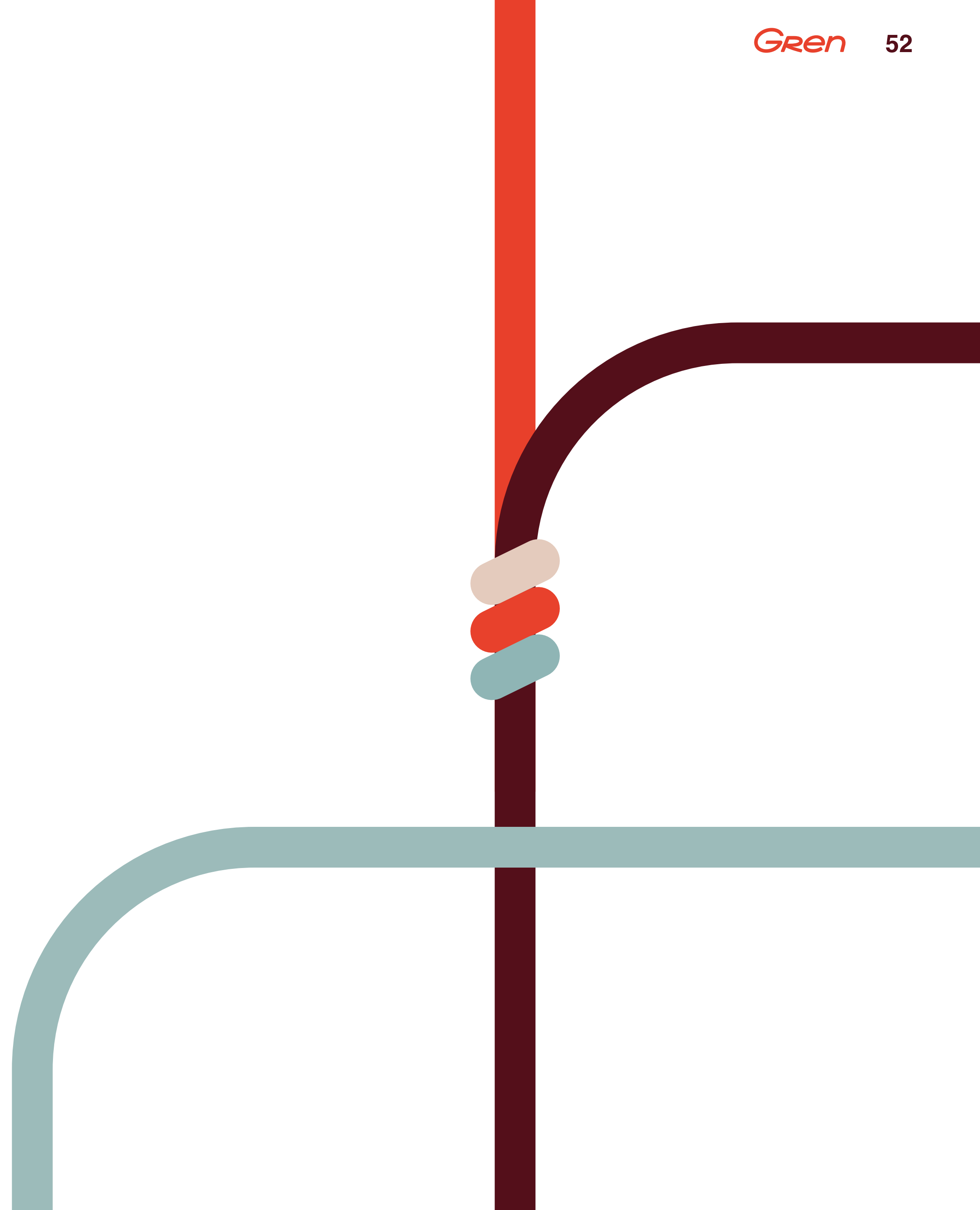
List of material disclosure requirements



| List of material DRs | Page number |
|---|--------------------------|
| ESRS 2 - General Disclosures | |
| BP-1 General basis for preparation of the sustainability statement | Page 30 |
| GOV-1 The role of the administrative, management and supervisory bodies | Page 31 |
| GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies | Page 31 |
| GOV-4 Statement on due diligence | Pages 51-52 |
| SBM-1 Strategy, business model and value chain | Pages 12-13 |
| SBM-2 Interests and views of stakeholders | Page 13 |
| SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model | Pages 30, 34, 40, 43, 47 |
| IRO-1 Description of the processes to identify and assess material impacts, risks and opportunities | Page 30 |
| IRO-2 Disclosure Requirements in ESRS covered by the undertaking's sustainability statement | Page 30 |
| E1 - Climate change | |
| E1-1 Transition plan for climate change mitigation | Page 34 |
| ESRS 2 SBM-3-E1 Material impacts, risks and opportunities and their interaction with strategy and business model | Page 34 |
| ESRS 2 IRO-1-E1 Description of the processes to identify and assess material climate-related impacts, risks and opportunities | Page 33 |
| E1-2 Policies related to climate change mitigation and adaptation | Page 34 |
| E1-3 Actions and resources in relation to climate change policies | Page 34 |
| E1-4 Targets related to climate change mitigation and adaptation | Page 34 |
| E1-5 Energy consumption and mix | Page 34 |
| E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions | Page 35 |
| E2 - Pollution | |
| ESRS 2 SBM-3-E2 Material impacts, risks and opportunities and their interaction with strategy and business model | Page 30 |

| | |
|---|--------------|
| ESRS 2 IRO-1-E2 Description of the processes to identify and assess material pollution-related impacts, risks and opportunities | Page 33 |
| E2-1 Policies related to pollution | Page 38 |
| E2-2 Actions and resources related to pollution | Page 38 |
| E2-3 Targets related to pollution | Page 38 |
| E2-4 Pollution of air, water and soil | Page 38 |
| E4- Biodiversity and ecosystems | |
| ESRS 2 SBM-3-E4 Material impacts, risks and opportunities and their interaction with strategy and business model | Page 30 |
| ESRS 2 IRO-1-E4 Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks dependencies and opportunities | Page 33 |
| E4-2 Policies related to biodiversity and ecosystems | Page 40 |
| E4-3 Actions and resources related to biodiversity and ecosystems | Page 40 |
| E4-4 Targets related to biodiversity and ecosystems | Page 40 |
| E5- Resource use and circular economy | |
| ESRS 2 SBM-3-E5 Material impacts, risks and opportunities and their interaction with strategy and business model | Page 30 |
| ESRS 2 IRO-1-E5 Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities | Page 30 |
| E5-1 Policies related to resource use and circular economy | Page 41 |
| E5-2 Actions and resources related to resource use and circular economy | Page 41 |
| E5-5 Resource outflows | Page 41 |
| S1- Own workforce | |
| ESRS 2 SBM-2-S1 – Interests and views of stakeholders | Page 14 |
| ESRS 2 SBM-3-S1 - Material impacts, risks and opportunities and their interaction with strategy and business model | Pages 30, 43 |
| S1-1 Policies related to own workforce | Pages 43, 44 |
| S1-2 Processes for engaging with own workforce and workers' representatives about impacts | Page 43 |
| S1-3 Processes to remediate negative impacts and channels for own workforce to raise concerns | Page 43 |

| | |
|---|--------------|
| S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities | Page 43 |
| S1-6 Characteristics of the undertaking's employees | Pages 44, 46 |
| S1-13 Training and skills development metrics | Page 45 |
| S1-14 Health and safety metrics | Page 45 |
| S2- Workers in the value chain | |
| ESRS 2 SBM-2-S2 Interests and views of stakeholders | Page 14 |
| ESRS 2 SBM-3-S2 Material impacts, risks and opportunities and their interaction with strategy and business model | Pages 30, 47 |
| S2-1 Policies related to value chain workers | Pages 47, 49 |
| S2-2 Processes for engaging with value chain workers about impacts | Page 47 |
| S2-3 Processes to remediate negative impacts and channels for value chain workers to raise concerns | Page 47 |
| S2-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities | Page 47 |
| G1 - Business Conduct | |
| ESRS 2 SBM-3-G1 Material impacts, risks and opportunities and their interaction with strategy and business model | Page 30 |
| ESRS 2 GOV-1-G1 The role of the administrative, management and supervisory bodies | Page 31 |
| ESRS 2 IRO-1-G1 Description of the processes to identify and assess material impacts, risks and opportunities | Page 30 |
| G1-1 Business conduct policies and corporate culture | Page 49 |
| G1-3 Prevention and detection of corruption and bribery | Page 49 |
| G1-4 Incidents of corruption or bribery | Page 49 |
| G1-5 Political influence and lobbying activities | Page 49 |



The image features a central word 'Gren' in a red, rounded, sans-serif font. The word is flanked by abstract graphic elements. On the left, a dark green vertical line is partially obscured by a red vertical line, with three overlapping horizontal bars (tan, red, and light blue) at their intersection. On the right, a light green vertical line is partially obscured by a red vertical line, with three overlapping horizontal bars (tan, red, and dark green) at their intersection. A light green line curves from the top center down to the right, and a red line curves from the bottom center up to the right.

Gren