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GRI content index

Statement of use

N.V. Eneco has reported the information cited in this GRI content index for the period starting 1 April 2023 and ending 31 March 2024 with reference to the GRI Standards.

GRI 1 used: GRI 1: Foundation 2021

General Disclosures

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GRI 2: General Disclosures 2021	
2-1 Organizational details	<ul style="list-style-type: none"> About Eneco p.7-10 Corporate governance p.65-70 Financial statements p.76-138
2-2 Entities included in the organization’s sustainability reporting	<ul style="list-style-type: none"> About Eneco p.7-10
2-3 Reporting period, frequency and contact point	<ul style="list-style-type: none"> About this report p.162 Disclaimer
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2-6 Activities, value chain and other business relationships	<ul style="list-style-type: none"> About Eneco p.7-10
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2-8 Workers who are not employees	<ul style="list-style-type: none"> Safety, quality, security p.60-64
2-9 Governance structure and composition	<ul style="list-style-type: none"> Corporate governance p.65-70
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2-20 Process to determine remuneration	<ul style="list-style-type: none"> Corporate governance p.65-70
2-21 Annual total compensation ratio	<ul style="list-style-type: none"> Corporate governance p.65-70
2-22 Statement on sustainable development strategy	<ul style="list-style-type: none"> Foreword p.5-6 Corporate governance p.65-70
2-23 Policy commitments	<ul style="list-style-type: none"> Safety, quality, security and ICT p.60-64 Eneco Supplier Code of Conduct p.152-154
2-24 Embedding policy commitments	<ul style="list-style-type: none"> One Planet Results p.26-37
2-25 Processes to remediate negative impacts	<ul style="list-style-type: none"> One Planet Results p.26-37 ESG p.41-47
2-26 Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> Safety, quality, security and ICT p.60-64 Eneco Supplier Code of Conduct p.152-154
2-27 Compliance with laws and regulations	<ul style="list-style-type: none"> One Planet Results p.26-37 Risk management p.50-59
2-28 Membership associations	<ul style="list-style-type: none"> One Planet Results p.26-37
2-29 Approach to stakeholder engagement	<ul style="list-style-type: none"> One Planet Results p.26-37 ESG p.41-47

DISCLOSURE	LOCATION
2-30 Collective bargaining agreements	<ul style="list-style-type: none"> Stakeholder engagement and materiality assessment 2023 p.159-161 Workforce p.150

Material Topics

DISCLOSURE	LOCATION
GRI 3: Material Topics 2021	
3-1 Process to determine material topics	<ul style="list-style-type: none"> Strategy and value p.11-18 ESG p.42-48
3-2 List of material topics	<ul style="list-style-type: none"> Strategy and value p.11-18 ESG p.41-47
3-3 Management of material topics	<ul style="list-style-type: none"> Key figures p.3-4 One Planet results p.26-37 ESG p.41-47

Environmental

DISCLOSURE	LOCATION
GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> Key figures p.3-4 One Planet results p.26-37 ESG p.41-47
305-2 Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> Key figures p.3-4 One Planet results p.26-37 ESG p.41-47
305-3 Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> Key figures p.3-4 One Planet results p.26-37 ESG p.41-47
305-4 GHG emissions intensity	<ul style="list-style-type: none"> Key figures p.3-4 One Planet results p.26-37 ESG p.41-47
305-5 Reduction of GHG emissions	<ul style="list-style-type: none"> Key figures p.3-4 One Planet results p.26-37 ESG p.41-47
Biodiversity	
Own indicator – qualitatively disclosed	<ul style="list-style-type: none"> One Planet plan p.26-37 ESG p.41-47

Social

DISCLOSURE	LOCATION
Affordability of energy	
Own indicator – qualitatively disclosed	<ul style="list-style-type: none"> ● Operating results p.19-25 ● ESG p.41-47
Community engagement	
Own indicator – qualitatively disclosed	<ul style="list-style-type: none"> ● One Planet results p.26-37 ● ESG p.41-47
Customer satisfaction	
Own Indicator - Customer Satisfaction KPI	<ul style="list-style-type: none"> ● Key figures p.3-4 ● Operating results p.19-25 ● ESG p.41-47

Governance

DISCLOSURE	LOCATION
Changes in laws and regulations	
Own indicator – qualitatively disclosed	<ul style="list-style-type: none"> ● Operating results p.19-25 ● ESG p.41-47
Market liquidity and supply security	
Own indicator – qualitatively disclosed	<ul style="list-style-type: none"> ● One Planet results p.26-37 ● ESG p.41-47
GRI 201: Economic Performance 2016	
201-1 Direct economic value generated and distributed	<ul style="list-style-type: none"> ● Key figures p.3-4 ● Operating results p.19-25 ● Financial results p.38-40 ● ESG p.41-47 ● Financial statements p.76-138
201-2 Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> ● One Planet results p.26-37 ● Risk management p.50-59 ● ESG p.41-47 ● Financial statements p.76-138

Workforce

	Period ended 31 March 2024	Period ended 31 March 2023
Number of own employees		
Total average workforce in FTE	3,659	3,119
Total workforce in FTE at period end	3,789	3,340
NL	2,583	
BE	357	
GE	837	
UK	12	
Men - women ratio		
<i>percentage of men and women of the total number of employees in FTE at period end</i>		
Men	65%	65%
Women	35%	35%
Age distribution		
<i>percentage per age group of the total number of employees in FTE at period end</i>		
Age 15 - 24	3%	3%
Age 25 - 34	30%	29%
Age 35 - 44	35%	35%
Age 45 - 54	19%	19%
Age 55 and over	13%	14%
Diversity		
<i>in percentages at period end</i>		
Women in managerial positions	35%	31%
Employment contract		
<i>in percentages at period end</i>		
Employees with a Collective Labour Agreement (CLA) contract	51%	56%

	Period ended 31 March 2024	Period ended 31 March 2023
Employment contract for an indefinite period	3,330	2,943
Men	65%	65%
Women	35%	31%
Undeclared	0%	0%
NL	66%	69%
BE	11%	11%
GE	23%	20%
UK	0%	0%
Employment contract with a fixed term	459	397
Men	65%	69%
Women	35%	31%
Undeclared	0%	0%
NL	87%	87%
BE	0%	0%
GE	13%	13%
UK	0%	0%
Employees with a full-time contract	3,007	2,691
Men	89%	91%
Women	61%	61%
Undeclared	0%	0%
NL	67%	
BE	11%	
GE	22%	
UK	0%	

	Period ended 31 March 2024	Period ended 31 March 2023
Employees with a part-time contract	782	649
Men	11%	9%
Women	39%	39%
Undeclared	0%	
NL	74%	
BE	4%	
GE	22%	
UK	0%	
Absenteeism		
<i>In percentages</i>	5.1%	5.8%

Eneco records most of the workforce data in SAP. Other management systems are used for a number of business units both in the Netherlands and abroad.

Eneco Supplier Code of Conduct

Everyone's sustainable energy

Since 2007, Eneco's strategy is aimed at increasing sustainability. Our mission stems from the conviction that we must pass the earth on in a livable manner to our children and the generations that follow. Living within the natural boundaries of the planet, that's what Eneco believes in. Eneco has laid down its sustainability targets in the One Planet plan. The One Planet plan contains concrete objectives in the field of climate, biodiversity, circularity and society.

Together we have an important task: to prevent the earth from warming up by more than 1.50 C. The challenge we face as a society is urgent and its scale far greater than many realize. The energy sector has an important pioneering role in the energy transition. It's Eneco's ambition is to be climate-neutral in 2035. Not only in our own activities, but also in the energy we supply to our customers. In doing so, we will go faster than the scientifically substantiated 1.50 C path prescribes. We believe we have to and we believe we can. To this end, we seek to collaborate with our customers, government bodies, suppliers and other partners that share this ambition.

Code of Conduct for Suppliers

The Supplier Code of Conduct is based on the UNDHR¹, UNGP's², the ILO3 core labor standards for corporate social responsibility, the OECD4 guidelines and relevant laws on environmental protection. Social responsibility and responsibility with respect to sustainability is something we also expect from our suppliers to be incorporated in their business conduct. Furthermore, we expect our suppliers to select their own suppliers in accordance with to the guidelines of this Supplier Code of Conduct.

Corporate governance

Under no circumstances do we work with dishonest suppliers or (suspected) criminals, or get involved in business where proceeds of crime play a role. We do not engage with third parties that are in any way involved in the weapon industry, nor with parties and countries that are on the UN, EU sanction list or on the Politically Exposed Persons list. Our suppliers therefore are expected to at least comply with national and international legislation and regulations, ensure that they have all the necessary permits and observe the principles of good corporate governance with a focus on continuity and integrity. Our suppliers

are expected to implement the principles, norms and values described in this Supplier Code of Conduct and to monitor compliance by employees and their suppliers. Our suppliers will not tolerate discrimination against anyone who reports violations of these principles. Our suppliers have the obligation to report and be transparent to Eneco about (potential) severe violations of these principles.

Human rights and working conditions

Our suppliers:

- recognize and act in accordance with the Universal Declaration of Human Rights and work to ensure respect for human rights along the supply and value chain,
- ensure that there is no child labor, forced labor or (modern) slavery along the supply and value chain,
- prevent any discrimination or exclusion based on sexuality, gender, religion, culture, country or region of origin, or age,
- recognize and respect the right of employees to organize and join trade unions,

- do not pay their employees less than the legal minimum wage or what could be expected for employees to live at a decent life standard,
- adhere to acceptable working hours and social security in accordance with local standards, national and international legislation and regulations,
- ensure adequate working conditions in the areas of health and safety,
- ensure that regular appraisal interviews are conducted with their employees and provide training opportunities for employees.

Fair trading and integrity

Our suppliers:

- commit to fair trade practices and make equitable decisions to avoid corruption, abuse of power and conflicts of interest,
- in no way tolerate, and therefore take appropriate measures in their supply and value chain, to prevent the use of legitimate financial resources for criminal activities including terrorism and espionage,
- take appropriate measures in their companies to prevent financing the production of weapons,
- consider the principles of fair competition as an elementary part of their actions,
- ensure that applicable competition regulations are complied with and take appropriate measures to ensure compliance with competition law by their business partners,
- do not enter into agreements or concerted practices with other companies that have the purpose of preventing, restricting or distorting competition, and act in accordance with the principles of fair competition,
- adhere to applicable security and privacy standards and respect intellectual and other property rights,
- carefully select their suppliers, consultants, agents and other intermediaries according to appropriate suitability criteria.

- Compensation of suppliers, consultants, agents and other intermediaries shall not be used to provide improper benefits to business partners, customers or other third parties,
- shall not promise, give or accept any gift or entertainment that is improper or given with the expectation of receiving improper consideration or other favor in return,
- do not tolerate any form of unlawful tangible and intangible benefits (including their providers) to public officials or persons comparable to them (whether directly or indirectly through third parties),
- reject material and immaterial donations of any kind (e.g. illegal donations) to political parties, their representatives as well as to mandate holders and candidates for political offices,
- always make donations on a voluntary basis and without the expectation of anything in return,
- will not use sponsorship of individuals, groups or organizations to gain unlawful business advantage.

Consumer issues

Our suppliers:

- take measures to protect the health and safety of consumers that include providing reliable, environment-friendly and safe products that enable sustainable consumption,
- apply fair business standards with respect to marketing, sales and customer communication,
- prevent misleading information being provided
- respect intellectual and other property rights and take appropriate measures to protect the personal details of (Eneco) customers, (Eneco) employees and other (Eneco) business contacts.

Environment

Our suppliers are expected to proactively be committed to environmental and climate protection through continuous improvements. These include:

- energy saving and reduction of emissions of carbon dioxide and other harmful greenhouse gases,
- responsible as well as traceable procurement of products and their components, especially if they contain ecologically and/or socially critical raw materials,
- promotion of waste sorting, re-use, processing and recycling,

- continuous optimization of the product's reusability and/or recyclability,
- limiting water consumption and improving water quality,
- avoidance of local pollution in the form of spilled fluids, airborne particles, noise and light,
- enhancing of biodiversity,
- preventing the use of resources whose extraction damages the environment,
- limiting the harmful effects of a product on the environment during the product's life cycle,
- having an environmental quality management system in place that is in accordance with or similar to ISO14001 or being committed to having such a system in place within an agreed period of time.

Involvement with and development of the community

Our suppliers:

- are involved with the community in which they operate,
- create local jobs and develop the skills of their (local) employees,
- seek for opportunities to employ people with a distance to the labor market with decent work within their abilities,
- consider and take responsibility for the impact of their activities on the community as a whole and on the health of the people and animals in that community.

Audit

Eneco has the right to ensure, by means of an audit, that suppliers comply with this Code of Conduct. Evidence of inconsistent compliance with this Supplier Code of Conduct may have consequences for the continuation of the relationship between the supplier and Eneco. Severe violation will result in the discontinuation of the relationship.

Signing

All suppliers of Eneco are required to sign the Supplier Code of Conduct. By signing, suppliers commit to comply with the content of this Eneco Suppliers Code of Conduct.

Reporting policy

In this integrated annual report for the 12-month period ended 31 March 2024, Eneco reports on the realisation of its strategy, the policy that it has pursued and the financial and non-financial performance related thereto. This report has been prepared with reference to the GRI Standards. Eneco's financial year runs from 1 April 2023 to 31 March 2024. The previous annual report was published on June 20th 2023.

Integrated reporting & Sustainability standards

Eneco's annual report has been prepared as an integrated report on its financial and non-financial performance. With the Framework of the International Integrated Reporting Council (IIRC), we are able to better clarify the interrelationship between the core elements of our policy in our report. This is also reflected in the value creation model. The content elements required by the Framework are present in this report (Profile of the organisation, Governance, Business Model, Risks and Opportunities, Strategy, Performance and Outlook). The Framework is based on principles that have a considerable overlap with the sustainable reporting guidelines of the Global Reporting Initiative, the GRI Standards. We link the narrative quality of IIRC to the quantitative method of the GRI Standards. The report has been prepared with reference to the standards of the Global

Reporting Initiative (GRI). We use the framework of the International Integrated Reporting Council (IIRC) to clarify the interrelationship between the core elements of our policy.

We also report on the Sustainable Development Goals (SDGs). These goals were drawn up in order to make the world 'a better place' by 2030. Eneco contributes to the realisation of these goals to the best of its abilities. In the chapter One Planet results, we provide insight into the SDGs that are relevant to our situation (7, 11, 12, 13, 14 and 15), the targets and the alignment with our control framework.

Through our parent company, Mitsubishi Corporation, we are also a member of the UN Global Compact.

General policy

Point of departure in the preparation of the annual report was the strategy including strategic themes and key performance indicators (KPIs) as determined by the Management Board. The content of the annual report is also determined based on the materiality analysis described in section Material themes. The responsibility, definition, scope, calculations, necessary resources and systems, quality assurance and the process are determined for each strategic KPI. The development of each strategic KPI is reported periodically and discussed with the boards of the Eneco entities involved. The

Internal Audit department ensures the correctness and completeness. Where necessary remedial action is taken.

Information gathering and accountability

We have a process description for the preparation of the annual report. The general rule is that the Management Board is responsible for the integrated annual report. The Management Board has delegated the preparation of the management board report to a process manager who leads a multidisciplinary team. The responsibility for the content of the report is divided between the departments Strategy, Communication and Finance. The financial and non-financial strategic KPIs are an integral part of the planning and control cycle. The results are discussed in the regular business reviews. A responsible officer is appointed for each topic based on an accountability index. The Management Board reviews the final version before it is submitted to the Supervisory Board.

Assurance non- financial information

In order to assess the reliability of our sustainability reporting, we asked Deloitte Accountants to perform a review on the sustainability information included in our annual report. For more information we refer to the assurance report. In the next section we further elaborate on the definitions, scope and

boundaries of the strategic KPIs that we have requested Deloitte to include in their review. In terms of the GRI standards, we have opted for the 'with reference to' option this year. This is in line with our own wish and the wish of our stakeholders to report concisely on our financial and non-financial performance. Eneco complies with the GRI 'with reference to' requirements to (1) publish a GRI content index; (2) provide a statement of use; and (3) notify GRI that a report has been published. Eneco also applies the reporting principles and explains how material topics are managed.

KPI specific definitions, scope and boundaries

One planet KPI

Measured as total CO₂eq-emission (mega tonnes), in Eneco's value chain (supplier, customers and own operation) as determined via the Greenhouse Gas (GHG) Corporate Standard Protocol, GHG Corporate Value Chain (scope 3) Standard, GHG Technical Guidance for Calculating Scope 3 Emissions, and ISO 14064-1 standard and The Eneco Greenhouse Gas (GHG) Accounting Manual. The Eneco GHG Accounting Manual's aims are to provide guidelines and information on Eneco's accounting policies, processing methods and disclosures and clarifies the

way emissions are to be measured, processed and disclosed for external reporting purposes.

To report its Greenhouse Gas (GHG) emissions in scope 1, Eneco applies the ‘operational control’ approach described in the GHG protocol. In addition to CO₂, this scope also includes CH₄ (methane) and N₂O (dinitrogenoxide). These greenhouse gases are converted to CO₂ equivalents based on their Global Warming Potential (GWP). The emissions are therefore expressed in megatonnes of CO₂eq. Eneco’s Climate Plan, includes a roadmap for staying within the limits of the 1.5°C pathway and reducing Eneco-chain emissions to zero by 2035. Each year, the outcome of this KPI is compared to the pathway in Eneco’s Climate plan, leading to zero emissions in 2035.

Eneco does not currently use carbon offsetting methods and aims for absolute emission reductions in line with the 1.5°C pathway objectives. Eneco commits to investing in permanent carbon sequestration of all residual emissions. Although we do not yet have specific plans involving the neutralisation of remaining emissions when reaching net-zero, we will be using neutralisation methods that are in line with the SBTi net-zero standard. These methods will be used for up to 0,9 Mton CO₂eq, which is lower than the maximum of 10% (1,65 Mton) of the total emissions in the base year specified by the Science Based Targets initiative.

One Planet KPI method

Eneco reports its emissions in accordance with the Corporate Value Chain (scope 3) standard. This standard has been prepared by the World Business Council of Sustainable Development (WBCSD) and the World Resource Institute (WRI). The standard makes it possible to report on the entire chain: the emissions of our own operations and the related emissions of our suppliers and those of our customers.

The emissions are calculated by multiplying the relevant volumes by the corresponding emission factor. The emission factors used are described below. Adding up these emissions results in Eneco’s value chain carbon footprint. The annual outcome is compared to the target set in Eneco’s Climate Plan: climate neutrality in 2035 in our own operations and in the energy that we deliver to our customers.

The volumes used in scope 1 consist of the consumption of natural gas for electricity production, heating of premises and fuels and electricity for our vehicle fleet.

The volumes used in scope 2 consist of the electricity and heat consumed by the organisation and the grid losses for the heat supplied by us.

The volumes used in scope 3 consist of:

- The quantities of gas, electricity and heat supplied.
- The fuel and electricity consumed by our vehicle fleet for the calculation of upstream emissions.

- Our spend on purchased goods and services.
- The commuting kilometres of our employees (exclusively relating to the vehicle fleet) categorised according to our modal split (average way in which our employees get to and from work, or work from home), which was determined by means of a representative survey among employees.
- The fuels and electricity used for business travel

Consolidation approach One Planet KPI

For corporate GHG reporting, Eneco uses the operational control approach to consolidate GHG emissions, which means that Eneco accounts for 100 percent of the emissions of its subsidiaries. The emissions of joint operations are accounted for proportionally, according to the percentage of operational control.

Taking full ownership of all GHG emissions that Eneco can directly influence and reduce is best reflected by the operational control approach.

As part of the GHG accounting process, structural changes such as mergers, acquisitions, and divestments are directly taken into account. Structural changes that have a significant impact on the base year, either individually or cumulatively, shall be retroactively recalculated in order to ensure consistency and relevance of reported GHG emissions.

Emission factors

For natural gas emissions in Germany and Belgium we now use emission factors specified by the International Institute for Sustainability Analysis and Strategy (IINAS). IINAS is the host of the GEMIS (Global Emissions Model for Integrated Systems) tool. The emission factors include direct and upstream emissions and emissions due to grid losses and are country specific. For the Netherlands we continue to use the emission factors published on www.co2emissiefactoren.nl. The direct emissions for electricity supply are based on the KPI ‘CO₂ emissions from power supplied to end-users’, which concerns relative CO₂ emissions of the total volume of electricity supplied to the end-users of Eneco. See below for a detailed description of this KPI. The emissions factors for grid losses originate from the International Energy Agency (IEA) and, specifically for the Netherlands, are also based on the GoOs purchased by the grid operators as specified in their annual reports. The direct emissions factor for district heating is based on the legally required heat label. The upstream emission factor is also taken from www.co2emissiefactoren.nl, as are all emission factors for company cars, commuting and business travel.

Estimates

For some office buildings we do not purchase the energy ourselves but, for example, by the landlord. We extrapolate the energy consumption per square meter. For these properties, we purchase guarantees of origin based on the extrapolated energy consumption.

CO₂ emissions from power supplied to end-users

This KPI concerns CO₂ emissions relative to the total volume of electricity supplied to the end-users of Eneco. The aim is to reduce greenhouse gas emissions related to power supplied, and to not exceed the limits of the 1.5-degree pathway (kg CO₂/MWh). The emission factor of supplied electricity consists of direct emissions and (indirect) upstream emissions of the total volume of electricity supplied to endusers.

The upstream emissions factor for electricity is based on the LCA methodology (Life Cycle Analysis) within the scope of extraction, production, and transportation of fuels and energy purchased or acquired by the reporting company and is taken from www.co2emissiefactoren.nl.

For each MWh of renewable energy supplied, a guarantee of origin (GoO) must be issued.

For every MWh of fossil electricity supplied in the Netherlands, a Certificate of Origin (CoO) must be issued. This does not apply in Belgium and Germany, where the national grid factor is used for the supply of fossil electricity, if any.

The direct emission factors used consist of those determined by the Authority for the Consumer and Market (ACM) for the calculation of the Electricity Label in the Netherlands. The (indirect) upstream emission factors are taken from www.co2emissiefactoren.nl.

Science Based Targets

In 2022, Eneco is among the first group of companies to receive SBTi approval on its netzero target for 2035 for the entire value chain (scope 1, 2 and 3) based on the 1.5°C pathway with 2019 as the base year. Eneco commits to achieving net-zero GHG emissions across the value chain by 2035 and has committed to the following science-based targets:

Science Based Target	Cumulative result 2023	2019
92% reduction of absolute scope 1, 2 and 3 GHG emissions by 2035 compared to the base year 2019. ¹	41%	0%
95.3% reduction of scope 1 GHG emissions from power and heat generation per MWh by 2035 compared to the base year 2019. ¹	34%	0%
94.4% reduction of scope 1 and scope 3, fuel and energy-related activities, power generation GHG emissions per MWh of all electricity sold to end users by 2035 compared to the base year 2019 ¹	66%	0%
90% reduction of absolute scope 3 GHG emissions from the use of sold products by 2035 compared to the base year 2019	24%	0%

¹ The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks

CO₂ emissions from heat supplied to end-users

This KPI concerns the CO₂ emissions resulting from the production, distribution and supply of heat by Eneco. It is expressed in kg CO₂ emissions per GJ heat and relates to all heat (originating, for example, from our large heat networks and the smaller collective heat systems).

The calculation method applied corresponds to the NTA8800-based method described in the Dutch Heat Act, as this is used in our yearly sustainability reporting to the ACM.

These CO₂ emissions include CO₂ emission of the energy input (electricity, gas, biomass, waste, waste heat), the energy performance of the separate heat sources, the share of the different heat sources, heat losses that occur during transport and the required auxiliary energy in the system. The emissions factors of the energy input used in our calculations are provided annually by the Netherlands Enterprise Agency.

Recordable Injury Frequency (RIF)

The RIF represents the moving average number of incidents resulting in absenteeism (LTI), alternative work (RWC) or medical treatment (MTC) per 200,000 hours worked. It excludes first aid cases (FAC) and is based on the amount of recordable incidents that have been registered in our system during the reporting period, compared with the 12 month average registered FTEs (staff who have an Eneco employee number). This definition excludes workers who work for contractors of Eneco. We define a recordable incident according to the definition of a

work accident under Dutch law ("arbeidsongeval"); as a result, accidents during commuting, for example, are not included in the scope.

Customer Satisfaction

Customer satisfaction is measured as the % of Eneco customers that rate our brand as 'excellent', 'very good' or 'good'. This is measured on a quarterly base via a questionnaire sent to a selected sample of customers. The sample does not consider if there has been any direct contact recently with the respective customer, meaning that we report a relational Customer Satisfaction score. The year-end score is a weighted average of our retail brands (B2C) in the Netherlands and Belgium. This definition excludes our business-to-business (B2B) activities and the retail brands (B2C) in Germany and the United Kingdom.

Customer contracts

A customer contract is defined as an agreement between Eneco as supplier and a customer to supply energy commodities and/or energy-related services. This means that one customer may have multiple contracts. In terms of products, customer contracts relate to all energy types and energy-related services. The customers included in this KPI are end-users. All mid- and large corporates are excluded from this KPI (except for eMobility, for which we include all charging cards/poles). Only contracts that are active, recurring and revenue-generating are included in this KPI.

Employee Net Promoter Score (eNPS)

The eNPS is a metric used to indicate employee satisfaction and loyalty. We ask the following question: How likely are you to recommend Eneco as employer to someone in your immediate surroundings? Answers can range from 0 to 10, where 0 means 'highly unlikely' and 10 means 'very likely'. The eNPS is the percentage of employees that awards an 8 or higher to Eneco as employer minus the percentage of employees that awards a 5 or lower. This means that we apply the European eNPS calculation method. Promoters – Detractors = eNPS. Included in this KPI are all divisions of Eneco, except for LichtBlick. Contractors are excluded from this KPI.

Renewable own capacity

Renewable own capacity is the amount of sustainable energy expressed in MWh available to Eneco that is produced by or stored in assets of which Eneco has partial or full ownership. Examples of these assets include solar farms, wind farms and batteries. Only renewable capacity that is technically operational at year-end is included in this KPI.

Stakeholder engagement & materiality assessment 2023

Ongoing Stakeholder Engagement

Persons and/or groups of persons, organisations and/or companies who have a direct or indirect interest in Eneco and vice versa are regarded as belonging to our circle of direct stakeholders. These stakeholders are necessary in one way or another for the realisation of our objectives: from the perspective of the sector, as a whole, as division or as project. In order to arrive at a clearly defined selection of stakeholders, we have made an analysis based on a model (Mendelow). With this model, we have made a classification based on the influence and importance of stakeholders with regard to the functioning of Eneco. Our customers, for example, are necessary for the continuity of Eneco, and employees are necessary for the implementation of the business plan. In this manner, the concept of materiality can be applied better in the context of stakeholders.

The table below depicts an overview of our main stakeholders and the ongoing stakeholder engagement activities that have taken place throughout the year.

Stakeholder	Contact moments	Topics
Customers	customer surveys	service level
	website	complaints handling
	customer magazine	proactive advice
	social media	easy to switch
	customer service	digital and self-service
	account management	data privacy
		sufficient sustainable energy
		supporting contribution to the energy transition
		learning from innovative company such as Eneco
		linking energy requirement to Eneco wind and solar farms
	competitive pricing	
	heat solutions	

Stakeholder	Contact moments	Topics
Shareholder	AGMs, regular contacts	regular performance
	annual report	return on investments in renewable sources
		risks and opportunities in national and international activities
		sustainable energy projects
Employees	Central Works Council	safety
	town hall meetings	fair remuneration
	annual report	health and well-being
	alignment survey	employment
	internal media	composition of the top of the company
	work consultations	privatisation
Nature and the environment	regular consultations	how sustainable is Eneco
	annual report	contributing to climate change
	benchmarks	contributing to the energy transition
		care for biodiversity
	origin E+G+H	
Financial stakeholders	regular consultations	sustainability of business model
	annual report	strategy and risk management
	annual audits	investing in renewable sources abroad
		compliance
	anti-corruption	
Local residents - housing corporations	various contact moments	safety
		air quality
		biodiversity
		heat solutions

Materiality Assessment 2023

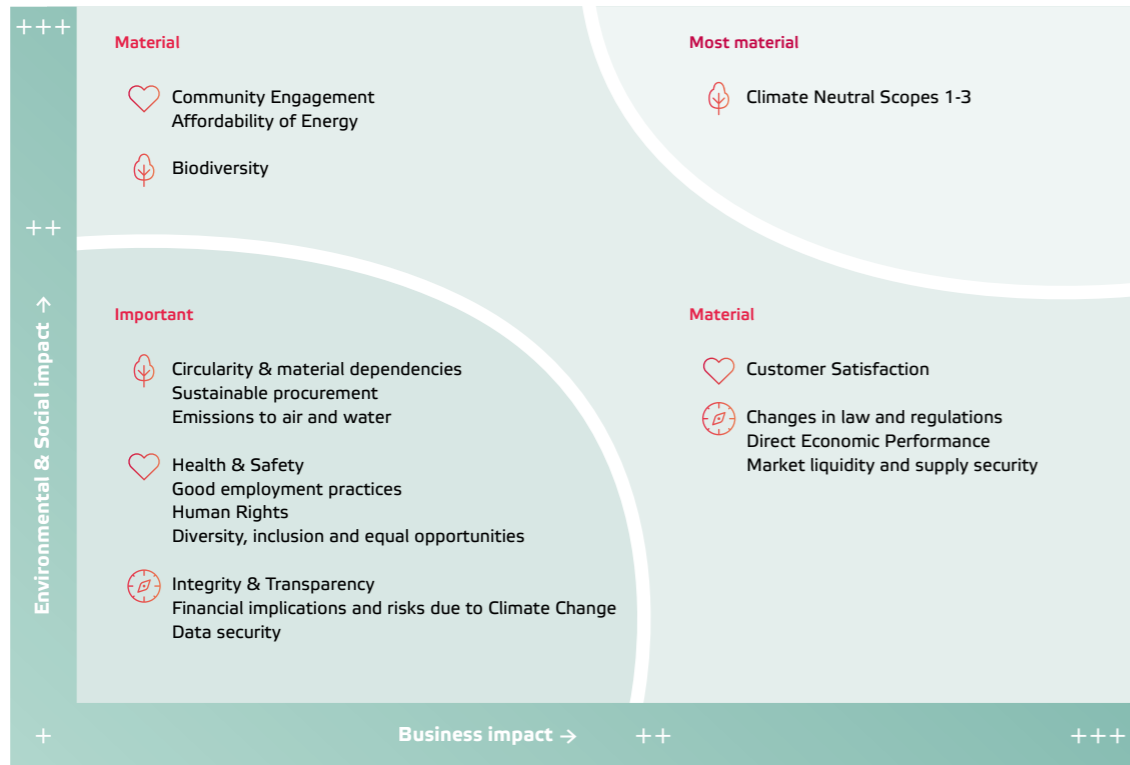
In 2021 a full materiality assessment was performed, resulting in a renewed materiality matrix. The assessment consisted of a four step process and was conducted in line with the GRI principles for defining report content. We have opted to perform the assessment from two angles. On the one hand we assessed the environmental and social materiality of the themes and, on the other hand, their financial materiality, or business impact. This means that we discussed both types of materiality in our stakeholder consultations.

In 2022 and 2023 we updated the materiality matrix by performing a peer review and involving our internal stakeholders in the process. The internal stakeholders interact with external stakeholders on a regular basis and have a fair and balanced view of their values and opinions, which have been included in the process to determine

the material themes. Based on a mix of perspectives from the business and the Management Board, we focused on strategic dilemmas. Our conclusion for 2023 is that the material themes that we presented last financial year remain virtually unchanged as changes in society, politics, or the market did not warrant a change in classification.

Eneco's materiality matrix for 2023

🌿 Environmental ❤️ Social 🗳️ Governance



Our most material theme remains climate neutral scopes 1-3, which besides our own emissions, includes the emissions of our suppliers and clients.

Materiality matrix

We differentiate between themes that are considered *important* and themes that are considered *material*. In order to better reflect the outcomes of our assessment, we have opted to visualise the matrix. The matrix has four quadrants, each representing a different category: themes that are important on both axis, themes that are material in terms of impact on the environment & society and important in terms of business impact, themes that are material in terms of business impact and important in terms of impact on the environment & society, and themes that are material in terms of impact on the environment & society as well as the business. The updated materiality matrix was approved by our CEO and CFO.

There was consensus amongst internal stakeholders to keep Eneco's Materiality Matrix of 2022. Relative changes within "Material" and "Important" themes are discussed below.

- "Market liquidity and supply security" has improved relative to last year as the energy crisis has eased following additional LNG import capacity in Europe and favorable weather conditions
- "Integrity & Transparency" is becoming more important following the Corporate Sustainability Reporting Directive which modernises and strengthens the rules concerning the social and environmental information that companies have to report. The same holds for our commitment to the International Responsible Business Conduct Agreement
- "Affordability of Energy" remains in the "Material" quadrant whilst noting that the Eneco District Heating business faced pushback on the 2023 tariffs from customers and stakeholders

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Design

CF Report

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