ENERGY ASSETS LIMITED

SECTION 172(1) STATEMENT

FOR THE YEAR ENDED 31 MARCH 2026

REGISTERED NO: 05417114

Section 172(1) statement

The Directors are fully aware of their duty under s.172 of the Companies Act 2006 to act in a way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole and, in doing so, to have regard (amongst other matters) to:

- the likely consequences of any decision in the long-term;
- the interests of the company's employees;
- the need to foster the company's business relationships with suppliers, customers and others;
- the impact of the company's operations on the community and the environment;
- the desirability of the company to maintain a reputation for high standards of business conduct; and
- the need to act fairly as between members of the company, (the "s.172(1) Matters").

Energy Assets is committed to effective engagement with all of its stakeholders and the Board is mindful that the success of Energy Assets depends upon its ability to engage effectively, work together constructively and to take stakeholder views into account.

The key stakeholder groups include, but are not limited to, shareholders, customers, lenders/banks, employees, suppliers, the government and regulatory bodies.

Information on how the Directors have had regard to the s.172(1) Matters can be found in the table below.

Stakeholder Group	**Reason for Engagement**	**Form of Engagement**	**Key topics of engagement throughout the year ended 31 March 2026**
Shareholders	The long-term strategic plans for the business necessitate strong relations with and support from shareholders and, as such, the Management Team endeavours to keep shareholders regularly updated on these plans during the course of each financial year.	Monthly shareholder reports are provided by the Management Team which include trading results and other matters of interest. There are also regular meetings between the Board and the shareholders throughout the financial year. The shareholders are also heavily involved in the annual revisions to the 5-year plan. Long-term strategy and business plans are formulated and agreed as part of this process.	The Management Team worked closely with the shareholders throughout the financial year regarding the amendment and extension of the existing funding facilities. There was also open and effective engagement with shareholders on key topics such as strategy, governance and business performance.

Stakeholder Group	Reason for Engagement	Form of Engagement	Key topics of engagement throughout the year ended 31 March 2026
Customers	Regular customer engagement is essential to deliver the long-term strategy of the business. This engagement enables strong relationships to be built, ensuring customers are satisfied with the products and services provided and thereby helping to shape the Energy Assets strategy.	Engagement varies based on customer requirements, however, may take the form of formal monthly reviews where customer specific topics are discussed through to more strategic engagement on a quarterly or bi-annual basis.	Ongoing, clear and consistent engagement has been undertaken with customers throughout the year. Key topics of engagement include sales order and business development activities, data performance and industry related activities such as the smart and advanced metering roll-out programmes.
Lenders/Bank	Banks and funding providers are critical long-term stakeholders to the wider Group and the Management Team continues to maintain strong and collaborative relationships with both current and potential new investors.	Financial and management reports are provided to lenders on a 6 monthly basis and regular meetings take place to ensure that they remain fully informed on all areas of the business.	The Management Team has been heavily engaged with lenders throughout the process to amend and extend the existing group funding facilities to April 2028 and also as required to discuss changes to the business and compliance with the facilities throughout the financial year.
Employees	Employees are a central driver of the Company's success and will ultimately continue to support the ongoing growth of the business.	The Company seeks to create a strong Energy Assets employee community through various activities and forums to foster participation in virtual and in-person events. Employee opinion surveys are undertaken to canvas employee views and more informal forums to invite opinions, questions and ideas are also in place. A group of colleague representatives are appointed and meet regularly with the Management Team to represent the views of the wider employee community.	Multiple people-focussed initiatives have already been rolled out with a schedule in place for the rest of the calendar year. There is a heavy focus on the health, safety and wellbeing of employees.

Stakeholder Group	Reason for Engagement	Form of Engagement	Key topics of engagement throughout the year ended 31 March 2026
Suppliers	Fulfilment of the Company strategy necessitates the requirement for regular engagement with all suppliers. This ensures that there are sufficient products and materials available to realise growth plans. Open communication also ensures that the Company remains aware of any improved or complementary products available as well as any additional and/or new products which will deliver the best value.	Regular business reviews are undertaken by the procurement teams to discuss key topics of interest between the parties. This helps to eliminate any potential supply chain issues allowing a more resilient approach to be applied. Outputs from these sessions are shared with the Board and key developments discussed with shareholders as appropriate.	Continued engagement throughout the year to discuss a range of topics including product delivery, performance and costs. This ensures the smooth operation of the business as well as supporting sustainable and ethical progress in the supply chain.
Government/ Regulatory Bodies	The Company has legal obligations in relation to industry licences held pertaining to its operations.	Attendance and participation at industry forums and councils allows for the opportunity to shape the landscape of any future developments.	Representatives from across the Company attended various industry councils throughout the year leading to involvement, review and sharing of best practise in line with industry guidance.