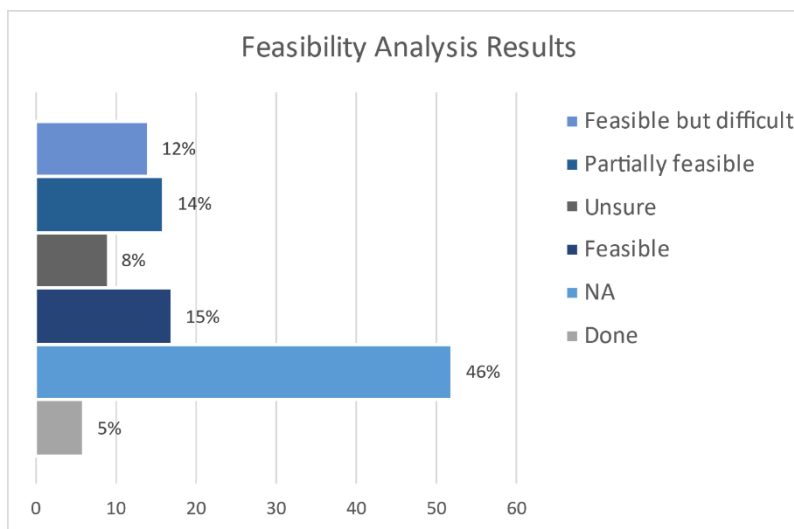
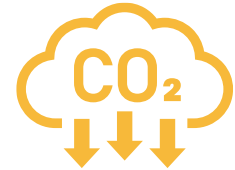


## Frontier Energy Corporate Sustainability – 2023 Annual Report Highlights

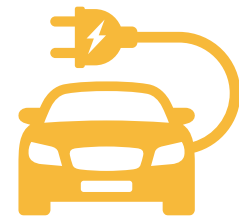
### Goal #1 – Feasibility Analysis of ISN Sustainability Metrics

The ISN Sustainability Questionnaire is used to help companies identify and communicate practices that meet and exceed industry, regulatory, and company-specific standards in areas of health, safety, quality, insurance, training, cybersecurity and ESG (environmental, social, and governance). The Frontier Energy Sustainability Committee (Committee) analyzed the ISN Sustainability Questionnaire to determine which questions are relevant for Frontier’s operations. The results of this analysis are shown in the chart below. Of the 114 questions, 15% (60) were feasible to answer to some degree. Using this subset of questions as a guide, the Committee will work with Management to identify and prioritize practices for implementation.



### Goal #2 – Green Purchasing

The Committee made or recommended the following changes to processes to better support Frontier’s Green Purchasing Initiative: (1) updated Frontier’s Supplier Enrollment Form to better capture sustainability practices for companies Frontier contracts with for regular purchases, (2) proposed changes to integrate green guidance for employees into the purchase approval process, so employees can readily access this information as they make purchasing decisions, and (3) proposed changes to the expense forms to collect data on the sustainability of work-related travel and purchases. These changes will contribute metrics to support the Frontier’s sustainability initiatives, including corporate sustainability reporting, as it moves forward.



### Goal #3 – HVAC Office Audit



The Committee finalized the HVAC Office Audit by issuing the “Frontier Office Thermostat Best Practices Guide.” Drawing on data gathered via a questionnaire and on discussions with office HVAC “Thermostat Managers,” the Guide documents a set of best practices for climate control, tailored to the conditions of Frontier’s 7 offices. Each office can use this guide to optimize the performance, energy savings, and comfort relative to their HVAC system and circumstances.