



PACIFIC INTER-LINK

Sustainability Progress: **Transforming Commitments into Action**



Sustainability Report

2023—2024



PIL GROUP



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AT A GLANCE

[GRI 2-2, 2-3, 2-5, 2-14, 2-16]



Welcome to the third Pacific Inter-Link Sdn Bhd ('PIL' or the 'Group') report, outlining the Group's sustainability performance for the calendar years 2023 and 2024.

It has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and benchmarks the Zoological Society of London's (ZSL) Sustainable Palm Oil Transparency Toolkit (SPOTT) indicators. GRI disclosures are included throughout the report and referenced under headings or subheadings as GRI XXX-XX. This report is intended to be read in conjunction with the sustainability disclosures on our [website](#).

→ [SR20233–2024 GRI Content Index](#)

Theme and Design

This report's theme – *Sustainability Progress: Transforming Commitments into Action* – showcases PIL's commitment to transforming sustainability pledges into real-world impact. We prioritise sustainability across all aspects of our operations by focusing on initiatives like reducing greenhouse gas (GHG) and water intensity and adopting innovative technologies for supply chain compliance. Looking ahead, our strategic goals for 2030 reflect our steadfast dedication to measurable sustainability outcomes, ensuring the long-term success of our business.



Scope and Boundaries

This report covers the sustainability-related progress of Pacific Inter-Link Sdn Bhd, which includes six business units:

- Our palm oil operations' trading and logistics division: [Pacific Inter-Link Sdn Bhd](#) (PIL)
- Our four palm oil refineries in Malaysia and Indonesia: [Pacific Oils and Fats Industries Sdn Bhd](#) (PACOIL), [PT. Pacific Indopalm Industries](#) (INDOPALM), [PT. Pacific Palmindo Industri](#) (PALMINDO), [PT. Pacific Medan Industri](#) (PAMIN)
- Our Indonesian soap manufacturing factory: [PT. Oleochem & Soap Industri](#) (OLEOCHEM)

Although the report covers the commitments and performance of all our entities, certain disclosures are specific to PIL's business. We have made this clear throughout the statement.

Unless otherwise stated, performance data covers the period of 1 January 2023 to 31 December 2024, with historical data included where relevant and available.

Verification and Assurance

We engaged Control Union (Malaysia) Sdn Bhd to provide limited independent verification to assess and validate compliance and performance on selected disclosures in this report against the SPOTT Palm Oil Indicator Framework 2023.

→ [Limited Assurance conducted in July 2023: External Verification of Sustainable Palm Oil Transparency Toolkit \(SPOTT\) assessment](#)

CHAIRMAN & GROUP CEO'S MESSAGE

[GRI 2-22]

Dear Stakeholders,

Sustainability is deeply embedded within Pacific Inter-Link (PIL)'s supply chain, ensuring that responsible practices are at the forefront of our operations.

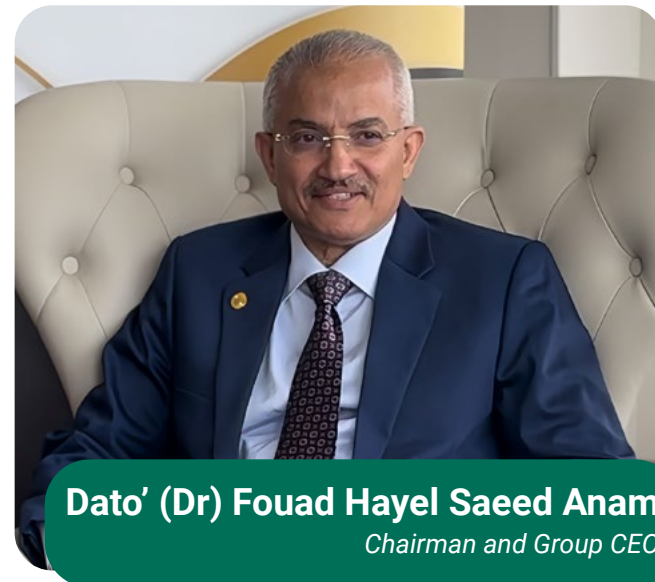
It is with great pride that I present our third sustainability report, continuing the journey we began with our inaugural publication in 2021. This report highlights the progress and developments achieved across our related and affiliated entities during the years 2023 and 2024. Over the past two years, our efforts have been shaped by the guiding theme; "Sustainable Progress: Transforming Commitments into Action". This vision has been instrumental in mapping our Five-Year Strategic Roadmap and driving tangible impact across our sustainability initiatives.

This report reaffirms our unwavering commitment to responsible business practices and outlines the continuous progress we have made in environmental stewardship and ethical governance, which are the two core pillars of our sustainability strategy.

While we may have embarked on this journey later than other industry peers, our clear goals and strong dedication have propelled us forward at an accelerated pace. Our resilience, coupled with a proactive and adaptable approach, has enabled us to stay aligned with evolving national and global sustainability standards. We are proud to have achieved our initial milestones in laying a solid sustainability foundation, a journey that began six years ago. As we move forward, we remain committed to transparency, innovation and ensuring that our sustainability efforts create meaningful, long-term value for all stakeholders.

Reflecting on our progress and commitments, I am proud of the significant strides we have made over the past two years. A notable milestone was receiving the prestigious ACES Awards (Asia's Corporate Excellence & Sustainability Awards) on 15 November 2024, recognising us as one of Asia's Most Influential Companies. This honour is a true testament to our steadfast commitment to sustainability, perfectly aligned with our 2023-2024 strategic themes. Among our key achievements during this period was the successful maintenance of 100% traceability to mill (TTM) – a strong affirmation of our dedication to transparency and accountability across our supply chain. Furthermore, our latest assurance audit for the Sustainable Palm Oil Transparency Toolkit (SPOTT) resulted in an impressive score of 80% for both 2023 and 2024, reinforcing the strength and consistency of our sustainability practices.

Our Five-Year Strategic Roadmap is designed to address evolving sustainability challenges while further strengthening our long-term commitments. Our key priorities under this roadmap are achieving a high level of traceability to plantation (TTP) and proactively working toward compliance with the European Union Deforestation Regulation (EUDR). While the EUDR is not mandatory for the Malaysian and Indonesian markets, it is critical compliance requirement for access to European markets. As a versatile and diversified company, PIL is committed in exploring all viable pathways to meet this regulation, wherever possible. This ensures that the supply of crude palm oil (CPO) to European markets – whether directly or indirectly, complies with EUDR requirements. Additionally, we are making strong progress on our deforestation and conversion free (DCF) assessments, with support from industry experts in evaluating deforestation-free compliance across our supply chain. Complementing



Dato' (Dr) Fouad Hayel Saeed Anam
Chairman and Group CEO

this effort is our Supplier Outreach & Engagement Programme (SOEPro), which is specifically designed to support mills with inadequate adherence to No Deforestation, No Peat and No Exploitation (NDPE) policies. Through SOEPro, we provide targeted assistance to non-compliant suppliers and mills, helping them enhance traceability and adopt sustainability best practices. This includes tailored compliance training and ongoing support to ensure alignment with our sustainability standards.

To ensure we meet our commitments and goals effectively, we have strengthened our sustainability approach by focusing on several key areas. These include conducting materiality assessments to align with stakeholder expectations, refining our Sustainable Palm Oil Sourcing Policy to stay current with emerging trends, and establishing a Sustainability Steering Committee to lead, coordinate and implement our sustainability strategies, policies and procedures. These initiatives have been instrumental in driving us closer to our sustainability objectives and we remain confident that, over time, we will successfully achieve the majority of our goals.

While remaining mindful of the challenges ahead, PIL continues to prioritise traceability across its supply chain. To support this, PIL has collaborated with a select group of third-party industry consultants who play a critical role in strengthening our traceability framework and compliance strategies. Acting as PIL's on-the-ground representatives, these consultants conduct awareness programmes, build stakeholder capacity and collect essential data on plantation performance, as outlined in the preceding section. This data further enhances our ability to trace plantations and effectively map our suppliers within key landscape areas.

Our efforts did not stop there. We are equally committed to climate action, taking proactive steps by directly engaging with our affiliates to reduce greenhouse gas (GHG) emissions and water intensity across operations. With guidance from GHG specialists, we are proud to report that these refineries have undertaken comprehensive assessments to improve emissions calculations, improve data accuracy and develop a structured, time-bound reduction plan aligned with our 2030 sustainability targets. This strategic and data-driven approach enables us to drive systematic emissions reduction across our supply chain, reinforcing our broader environmental commitments.

“As we reflect on our sustainability journey, I am extremely proud of the remarkable progress that Pacific Inter-Link (PIL) has achieved since the release of our first sustainability report in 2021.”

The previously mentioned initiatives underscore our unwavering commitment to sustainability, responsible sourcing and proactive environmental stewardship. At this significant milestone, we are proud to announce that we are now an official partner of the United Nations Global Compact Malaysia & Brunei (UNGCMYB). This partnership solidifies our pledge to uphold human rights, labour standards, environmental protection and anti-corruption, while actively contributing to the Sustainable Development Goals (SDGs). In recognition of our ongoing commitment, initiatives and efforts, we were honoured with the 'Sustainability Awareness and Employee Engagement Recognition' by UNGCMYB on 29 November 2024. This recognition highlights our dedication to fostering a culture of sustainability awareness and engagement within our organisation.

To our esteemed stakeholders, I would like to express my deepest gratitude for your continued trust and active engagement in our sustainability journey. Our progress would not have been possible without the unwavering dedication of our team, whose commitment to staying informed on evolving standards and regulations, as well as their ability to effectively address sustainability challenges, has been instrumental in driving our success. We firmly believe that aligning our operations with sustainability principles will not only strengthen our partnerships with stakeholders but also serves as a cornerstone for long-term value creation that benefits both our business and the environment.

Together, we will continue to pave the way towards a more sustainable and equitable future.

Dato' (Dr) Fouad Hayel Saeed Anam
Chairman and Group CEO

2023–2024 PROGRESS SUMMARY

Key Highlights

AWARDS AND ASSESSMENTS

Ranked **22nd and 24th** out of 100 companies in 2023 and 2024 **ZSL SPOTT assessment (80.7% and 80.6%)**, up from 37th in 2022

Honoured as **Asia's Most Influential Companies** at the Asia Corporate Excellence & Sustainability Awards (ACES Awards) for the fiscal year 2024

Recognised by **The United Nations Global Compact Malaysia and Brunei (UNGCMYB)** for sustainability awareness and employee engagement in 2024

PALMINDO awarded **The Blue PROPER Award** by the Ministry of Environment and Forestry of the Republic of Indonesia

GOVERNANCE

Updated

sustainability charter

Revised and published

a simplified grievance procedure

Developed a **Five-Year Strategy Plan** for sustainability

TRACEABILITY AND SUPPLIER ENGAGEMENT

100% traceable to mill and **64.46%** CPO traceable to plantation (as of December 2023)

Began monitoring supply chain compliance on deforestation and peat clearance with the support of **MAPHUBS** in 2023

Became a **Member of United Nations Global Compact (UNGC)** in June 2024

ENVIRONMENTAL PERFORMANCE

First-time reporting

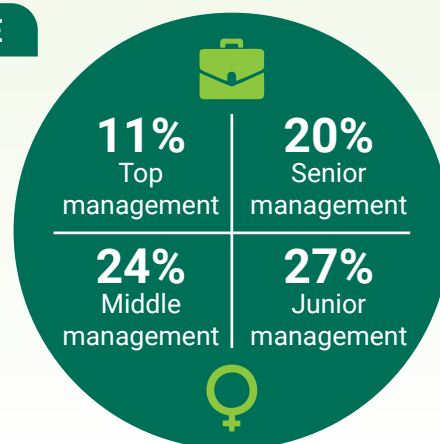
energy consumption and waste data

66% of energy was sourced from renewables

Decreased water consumption intensities across 4 of 5 operations since 2022

OUR WORKFORCE

17% of our workforce are women



Conducted a Group-level sustainability awareness training from February to December 2023 – attended by

1,461 participants

Held refresher training on sustainability awareness in June 2024 – attended by

470 participants

COMMUNITIES

Wings to Dreams: Sponsored the establishment of 3 schools and supported more than

2,448 students to date

Provided financial assistance totaling **IDR 853,717,000** to fund 60 underprivileged students in Indonesia throughout 2024

Launched **mangrove restoration initiative** in Desa Guntung, Dumai, in February 2024

Signed an MOU and MOA with the University of North Sumatra for the **'Care for Education'** Programme in October 2024

Other Recognitions and Awards



- Ranked **2nd in the Best Bonded Storage** category and the **3rd in the Best Economic Impact** category at the 2023 Medan's Customs Awards






- Awarded a certificate of appreciation for participation and cooperation in the **National Movement for the Month of Sea Love in 2023** by the Governor of Riau
- Received appreciation for participation and **donation of MYR 270,000** for developing the Dumai Islamic Centre in 2023 by the Mayor of Dumai
- Recognised as the **3rd best company** undertaking a survey of large and medium industrial building systems (IBS) for the 2022 fiscal year by the Dumai Central Bureau of Statistics Awards 2023



- Received **appreciation award for firefighting assistance** at Kawasan Industri Medan 2 in September 2024
- Received **appreciation for cooperation on industrial work practice activities** for the SMK Swasta Harapan Al Washliyah private vocational school in 2023
- Received award for **environmental waste management system**
- Received **Deli Serdang Regent Award** in 2024 for significant contributions to community development and the economy in Medan, Indonesia
- Received **Primanityatra Awards in 2024** for the category of **"Prospective Market Exporter"** for demonstrating performance and contributing to the nation's economic growth

Industry Memberships and Participation

RSPO Member	POCG Member	UNGCMYB Participant
PIL has been a member of the RSPO since May 2009. Initially, our entities were registered individually; however, in 2019, we consolidated our membership under Commodities House Investments Limited (CHIL) for streamlined governance and reporting.	PIL joined the Palm Oil Collaboration Group (POCG) in 2020 and is an active member of the Active Working Group (AWG) for the No Deforestation, No Peat and No Exploitation (NDPE) Implementation Reporting Framework (NDPE IRF). Through this engagement, we use the NDPE IRF annually to assess and monitor supplier compliance on key sustainability indicators including policy adherence, deforestation, peat development and legal conformity.	In August 2024, PIL became a participant of the United Nations Global Compact Malaysia & Brunei (UNGCMYB), underscoring our commitment to the Ten Principles of the UN Global Compact. This participation enables us to collaborate with purpose-driven organisations, strengthen our sustainability strategies and benefit from access to global best practices and capacity-building initiatives.
 2-0994-19-100-00		 WE SUPPORT

Targets and Progress

Year	Target	Status as of 31 December 2024		
2025	100% traceability to plantation (TTP)	On track Achieved 64.46%* traceability to plantation (as of December 2023) <i>*Traceability data for 2024 will be published on our website once available, expected by July 2025</i>		
2025	Achieve full compliance with the European Union Deforestation Regulation (EUDR)	On track		
2030	Ensure the supply chain is 100% deforestation and conversion free (DCF)	In progress		
2030	Reduce GHG emission intensities of each entity against 2023 Baseline:			
	Entity	2023 Baseline (MT Finished Product CO₂e/MT)	2030 Target	In progress GHG emissions intensities of one entity decreased Refer GHG emissions section for details
	PACOIL	0.0638	0.0606 (5% reduction)	
	PALMINDO	0.0410	0.0390 (5% reduction)	
	INDOPALM	0.0157	0.0151 (4% reduction)	
	PAMIN	0.0742	0.0697 (6% reduction)	
	OLEOCHEM	0.1432	0.1360 (5% reduction)	
2030	Reduce water consumption intensity of each entity against the 2022 Baseline:			
	Entity	2022 Baseline (m³/MT Finished Product)	2030 Target	
	PACOIL	0.430	0.400 (7% reduction)	
	PALMINDO	0.680	0.612 (10% reduction)	
	INDOPALM	0.619	0.594 (4% reduction)	
	PAMIN	0.261	0.240 (8% reduction)	
	OLEOCHEM	4.312	3.018 (30% reduction)	
Year-on-Year	Zero fatalities	Achieved in 2023		
Year-on-Year	Conduct at least one OSH training per year for each new employee	Achieved		
Year-on-Year	Conduct at least one sustainability awareness briefing per year for new and current employees	Achieved Conducted a Group-level sustainability awareness training in 2023 and one refresher training in 2024		

OUR STORY

About Pacific Inter-Link Sdn Bhd

[GRI 2-1, 2-6]



Pacific Inter-Link Sdn Bhd (PIL), incorporated in 1988 in Kuala Lumpur, Malaysia, is a global leader in the edible oil and consumer goods industry. We excel in manufacturing, refining, trading, tank terminal operations and logistics, with an extensive export presence in over 70 countries across Southeast Asia, the Middle East, Eastern Europe and Africa.

In the consumer goods sector, we are renowned for delivering high-quality products such as edible oils, specialty fats, dairy, homecare and personal care items, which enrich the lives of consumers globally.

As one of the world’s leading palm oil exporters, we are proud members of the Roundtable on Sustainable Palm Oil (RSPO), the Palm Oil Refiners Association of Malaysia (PORAM), and hold ISO certifications. Our manufacturing facilities are located in six countries, and our regional offices span across seven countries.

Today, we are an award-winning brand, recognised for our reliability, commitment to excellence, and dedication to sustainability in the industry.

Our vision is to be the global leader in edible oils and consumer goods, delivering value and excellence for our stakeholders, while driving sustainability.

Operational Overview

Our Operations

Over the years, Pacific Inter-Link Sdn Bhd has strategically evolved its palm products business into a set of well-integrated and resilient operations across Malaysia and Indonesia.



PIL

Established in 1988

Location: Kuala Lumpur, Malaysia
(3.168739°, 101.691519°)

Operations: Sourcing, procurement, logistics, supply chain management and brand management



PAMIN

Established in 1998

RSPO SCCS-certified since March 2015

Location: Medan, Indonesia
(3.672316°, 98.689225°)

Facilities: Physical refining plants, manufacturing plant and packaging lines
Refining capacity: 220 MT/day



PALMINDO

Established in 1999

RSPO SCCS-certified since June 2014

Location: Medan, Indonesia
(3.669973°, 98.690497°)

Facilities: Physical refining plants, fractionation plant, power plant and bulking terminal
Refining capacity: 1,500 MT/day



OLEOCHEM

Established in 2000

Location: Medan, Indonesia
(3.672389°, 98.688064°)

Facilities: Saponification plants, glycerine plant, soap bar manufacturing and packaging lines
Refining capacity: 256 MT/day



PACOIL

Established in 2002

RSPO SCCS-certified since September 2014

MSPO-certified since June 2019
ISCC-certified since 2015

Location: Johor, Malaysia
(1.670326°, 103.550930°)

Facilities: Physical refineries, dry fractionation, neutralisation plant, packaging lines and bulking terminal
Refining capacity: 2,000 MT/day



INDOPALM

Established in 2009

RSPO SCCS-certified since June 2014

ISCC-certified since 2016

Location: Dumai, Indonesia
(1.751120°, 101.367873°)

Facilities: Physical refining plants, fractionation plant, oil storage and ship loading terminal
Refining capacity: 3,300 MT/day

OLEOCHEM | Medan, Indonesia

PALMINDO, PAMIN | Medan, Indonesia



PIL | Kuala Lumpur, Malaysia

PACOIL | Johor, Malaysia

INDOPALM | Dumai, Indonesia

Please visit our website for more information about our range of products and application:

- Bulk palm oil
- Packed oil
- Personal care

- Homecare
- Dairy

Business Overview

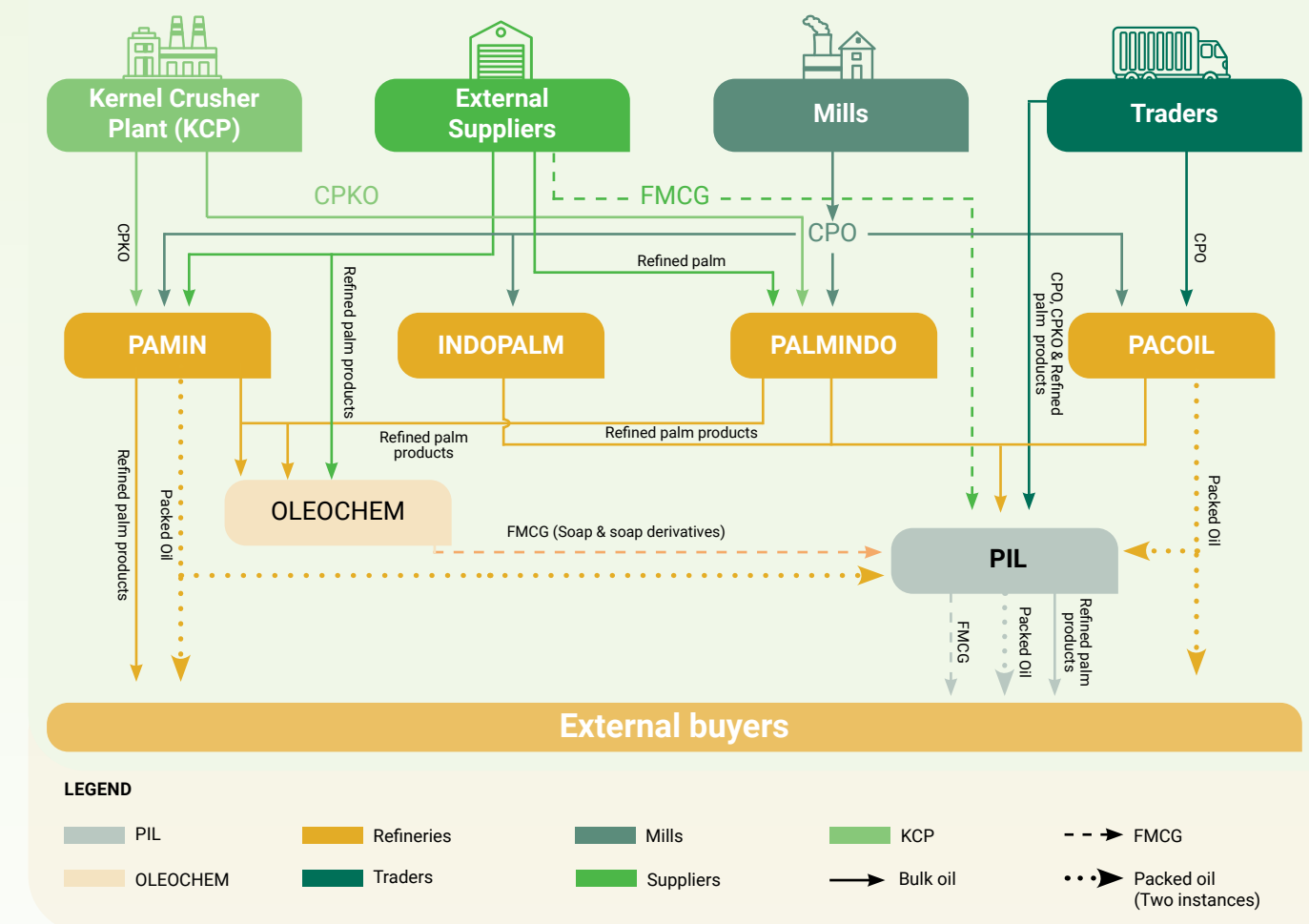
We serve targeted markets through two core business verticals: palm oil products and branded consumer goods. Our palm oil products include bulk, packed and derivative palm oil, while our fast-moving consumer goods (FMCG) portfolio spans personal care, homecare and dairy. For more detailed information on PIL's products and their applications, please visit our [website](#).

Our refineries produce a wide range of edible oil products from crude palm oil (CPO) and crude palm kernel oil (CPKO), available in both bulk and packaged forms. These oils are refined, bleached, deodorised and fractionated for use in the production of food and consumer goods.

In the downstream sector, PIL sources oils and fats from its own refineries across Malaysia and Indonesia, including traders in Singapore. Our refineries source directly from third-party mills in Malaysia and Indonesia, while our soap manufacturing factory sources from third-party mills indirectly when required.

PIL also sources FMCG goods from its own factories and third-party manufacturers for trading.²

PIL Group Value Chain



¹PO-based derivatives include palm fatty acid distillate (primary) and olein and stearin (secondary), while PKO-based derivatives include palm kernel fatty acid distillate (primary), along with palm kernel olein and palm kernel stearin (secondary). Additional derivatives like hydrogenated palm oil, mid stearin and double stearin are refined per customer requests.

²FMCG goods are outside the scope of this report.

APPROACH TO SUSTAINABILITY

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APPROACH TO SUSTAINABILITY

[GRI 2-23, 2-24]

We recognise the long-term environmental and social impacts of palm oil production and acknowledge our responsibility to drive sustainable and inclusive development within this sector. In 2022, we integrated the sustainability policies of our entities into the Group [Sustainable Palm Oil Sourcing Policy](#). The comprehensive policy outlines our commitments to compliance, environmental responsibility, social responsibility, engagement and inclusivity, as well as maintaining a transparent and traceable supply chain.

Our policies and commitments extend beyond our own operations to include all relevant stakeholders, particularly third-party suppliers and contractors. We actively communicate these expectations through training sessions, stakeholder briefings, emails and meetings to ensure shared understanding and alignment.

PIL maintains a strict zero-tolerance approach to deforestation, as well as to any violations of land and human rights. This reflects our Group-wide commitment to achieving zero conversion of natural ecosystems across our operations and supply chain.

PIL's Sustainable Palm Oil Sourcing Policy Commitments

Engagement and Inclusivity

- Engaging with suppliers, including the verification and monitoring of grievances; measuring the progress of their compliance against our policies
- Engaging clients to collaborate in sustainability mechanisms; facilitating continuous improvement
- Supporting the inclusion of scheme and independent smallholders in our supply base and improvement of their livelihoods

Transparent and Traceable Supply Chain

- Working towards a traceable, transparent and responsible supply chain
- Resolving complaints and conflicts promptly with our grievance mechanism – an open, transparent and consultative process

Compliance

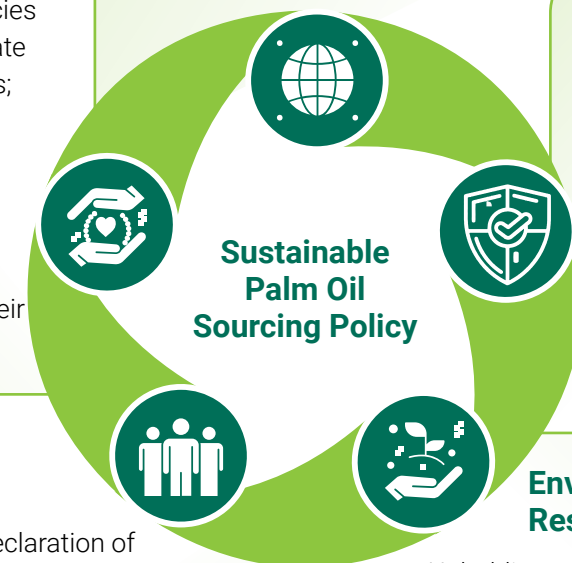
- Adhering to all relevant local and national laws
- Ensuring supplier compliance with our policies and commitments through our Supplier Code of Conduct
- Upholding Roundtable on Sustainable Palm Oil (RSPO) standards

Social Responsibility

- Upholding the Universal Declaration of Human Rights (UDHR) and the Universal Declaration on the Rights of Indigenous Peoples (UNDRIP)
- Upholding the principles of fair labour
- Recognising and respecting the rights of Indigenous and local communities, including land tenure, in line with the principles of Free, Prior and Informed Consent (FPIC)
- Providing a secure and healthy working environment

Environmental Responsibility

- Upholding our No Deforestation, No Peat and No Exploitation (NDPE) principles
- Maintaining a strict zero-burning policy
- Protecting biodiversity through social and environmental impact assessments (SEIA); respecting the hunting rights of Indigenous communities
- Minimising the use of chemicals and pesticides
- Reducing greenhouse gas (GHG) emissions



Integrating Sustainability Targets

This report marks the first time we are formally disclosing our sustainability targets. These goals have been collaboratively established with our teams and Heads of Departments (HODs), and are now embedded into our data and reporting systems to enable consistent tracking and performance evaluation. Moving forward, we will document and report our progress against these targets on an annual basis (refer to [Targets and Progress](#)).

A Five-Year Blueprint for Sustainable Impact

In 2018, we launched the PIL Sustainability Charter outlining key milestones to fulfil our NDPE commitments by 2020. These objectives included publishing an NDPE Policy, implementing supplier engagement programmes, coordinating information from suppliers, disclosing traceability progress, releasing progress reports and developing internal systems to support and track our progress. While we encountered minor delays due to resource constraints, we successfully met our Sustainability Charter commitments in 2021. In July 2023, we updated the charter to reflect the achievement of our 2018 goals and further strengthen our NDPE commitments.

Building on this foundation, we developed a Five-Year Sustainability Strategic Plan in May 2024, to address key operational and compliance challenges while advancing our long-term environmental, social and governance (ESG) commitments. This strategic plan will serve as our guiding framework, offering a more comprehensive and action-driven approach to creating measurable impact across our business operations and supply chain.

The plan outlines a structured roadmap from 2025 to 2030, aligning our operations with international sustainability standards, regulatory requirements and Group-wide sustainability targets. It focuses on eight key goals aimed at accelerating our sustainability efforts and refining our Group-wide targets and action plans. These objectives emphasise our commitment to deforestation-free supply chains, reducing environmental impact, responsible financing and strengthening supplier engagement.

To ensure its ongoing relevance, the plan will undergo an annual review by our Chief Operating Officer and Chairman & Group CEO. This process reinforces its role as a key performance indicator (KPI) for the department, ensuring accountability and driving continuous improvement.

Driving Impact: Key Goals for 2025–2030

1. **Achieve full compliance with the European Union Deforestation Regulation (EUDR) by 2025**

- Ensure all sourcing and operations meet EUDR requirements, ensuring continued market access and reinforcing our commitment to a deforestation-free supply chain
2. **Achieve near-complete traceability to plantation (TTP) by 2025**

- Implement robust traceability systems across our supply chain to enhance transparency, accountability and traceability from plantation to end product
3. **Secure a Deforestation and Conversion Free (DCF) Supply Chain**

- Aim to achieve zero deforestation and conversion through satellite monitoring and independent assessment by 2030, which also applies to our supplier
4. **Expand the Supplier Outreach and Engagement (SOEPro) Programme**

- Strengthen supplier capacity by conducting on-site mill visits, providing training and offering technical support to promote responsible sourcing and ensure compliance across the supply chain
5. **Set and achieve Ambitious Environmental Targets**

- Reduce GHG emissions and water usage by 2030
 - Develop a comprehensive action plan to achieve these targets
 - Conduct annual third-party verification to ensure progress and maintain accountability
6. **Advance sustainable and Green Financing initiatives**

- Explore opportunities for green bonds, sustainability-linked loans and other responsible financing options that support our ESG commitments and long-term sustainability goals
7. **Conduct comprehensive GHG Emissions assessments**

- Measure Scope 3 emissions across our entire supply chain
 - Develop a clear net-zero roadmap, positioning the company for long-term carbon neutrality
8. **Strengthen Governance through Policy and SOP enhancements**

- Regularly review and refine internal policies and standard operating procedures (SOPs) to ensure alignment with best practices, regulatory requirements and evolving sustainability standards

We will provide updates on our progress toward this strategic plan in future reports.

Materiality Assessment 2024

[GRI 2-14, 3-1, 3-2]

Our sustainability report focuses on the material topics most relevant to our business and stakeholders. These issues, which are crucial to our stakeholders, are regularly reviewed and updated to incorporate the latest industry developments and sustainability challenges impacting our operations. In 2024, we completed a comprehensive review of our material issues, marking our second materiality assessment since the initial one in 2021.

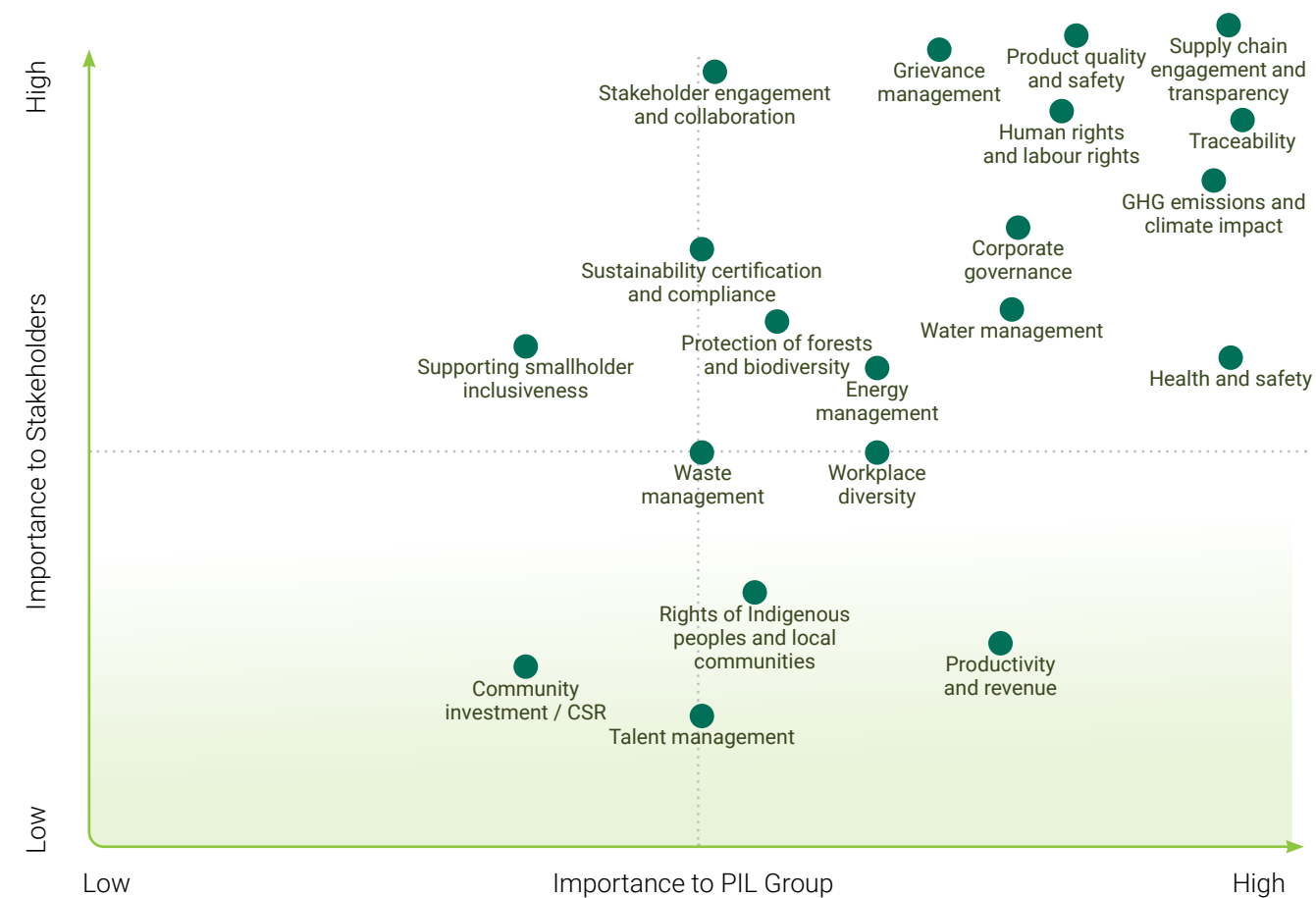
Overview of the Materiality Assessment Process



Changes to Material Topics

Revised Topics	Supply chain engagement and transparency merges 'Supplier engagement and monitoring' and 'Transparency' to better align with our wider global focus and reporting trends
	Human rights and labour rights combine 'Human rights' and 'Labour rights', reflecting our combined initiatives to address both material topics
	Corporate governance streamlines 'Sustainability governance and management' to reflect our focus on enhancing overall corporate governance practices, including sustainability governance
	GHG emissions and climate impact updates 'GHG emissions' to better align with our broader global and stakeholder call for climate action and mitigation measures
	Talent management updates 'Talent management / employee retention'
New Topic	Sustainability certification and compliance merges 'Sustainability certification' and 'Legal compliance'
	Energy management

Materiality Matrix 2024



Additionally, each of our entities has developed its own internal SOPs to ensure consistent adherence to best practices. This approach enhances transparency and accountability throughout our operations, fosters strong stakeholder relationships and upholds the highest standards of compliance, sustainability and traceability within our supply chain. Below is a summary of the five key focus areas of the SOPs:

Governance

[GRI 2-9, 2-11, 2-12, 2-13, 2-24]

To strengthen PIL's governance, we reinforce our ESG initiatives with strong leadership, particularly in our daily operations. PIL drives and oversees sustainability initiatives across all our entities.

The Chairman & Group CEO holds the highest authority for sustainability-related decisions, overseeing the Group's overall management and strategy. He also serves as chairperson of both the Sustainability Steering Committee (SSC) and the Control Purchase Committee (CPC), the key bodies dedicated to enhancing and streamlining our sustainability governance and processes across the Group.

The SSC is responsible for overseeing our sustainability strategy, guiding the company's direction and ensuring effective policy implementation. It also addresses NDPE non-compliance issues, such as deforestation, peat clearance and human rights violations, working toward resolution in line with the Group's Grievance Procedure. The CPC handles grievance cases and reviews suppliers who fail to meet the Group's policy standards.

PIL's sustainability function drives the Group's sustainability agenda and manages our daily sustainability commitments. These includes recommending strategic direction and implementation plans for SSC approval, overseeing implementation across all entities, coordinating supplier and stakeholder engagement and managing various sustainability programmes. The department reports directly to the Chief Operating Officer and Chairman & Group CEO of PIL Group. An updated governance structure is available on our [website](#).

Supplier Verification and Monitoring

- Criteria for the supplier verification and monitoring process, covering existing mills, new mills, existing plantations and smallholders

Stakeholder Engagement

- Guidelines for stakeholder engagement process and issue negotiation

Complaints and Grievances

- Direction for handling complaints and grievances from suppliers and / or stakeholders

Supplier Non-Compliance and Re-Entry

- Instruction for managing non-compliant suppliers

Traceability

- Guidelines for a traceability approach

Ethics and Conduct

[GRI 2-27, 3-3, 205-2, 205-3]

In our commitment to uphold the highest standards of ethical conduct and corporate responsibility, all entities within the Group adhere to their respective Code of Conduct and Business Ethics (COBE). This policy reflects our core values of impartiality, independence, integrity and a firm stance against bribery and corruption. To ensure these guidelines are well understood, PIL regularly engages with employees, making the policy accessible to all staff. All employees are required to sign the COBE, affirming their commitment. Additionally, PIL conducts COBE engagement sessions, with a particular focus on anti-bribery and anti-corruption, to reinforce professional, fair and ethical conduct across all our business operations, regardless of location. Our anti-corruption policies are also communicated through the employee handbook and sustainability awareness workshops. To further reduce the risk of bribery and corruption, employees are required to conduct thorough due diligence when selecting third-party agents. As of December 2024, PIL Group has had no reported cases of bribery or corruption.

All entities within the Group have a Whistleblowing Policy in place, designed to protect whistleblowers and provide a secure mechanism for reporting concerns in good faith. This policy ensures that all complaints are addressed thoroughly and impartially. The Group’s whistleblowing mechanism is available on our website. Our dedicated Whistleblowing Committee is responsible for investigating any human rights violations within the Group.

As an organisation committed to the highest ethical standards, PIL Group expects all suppliers to comply with relevant local and national laws, as well as national and international certification requirements.

We conduct annual monitoring of our suppliers’ legal compliance. Upon written request, suppliers must provide the necessary documentation to the Group for review.



Certification and Compliance

[GRI 2-27]

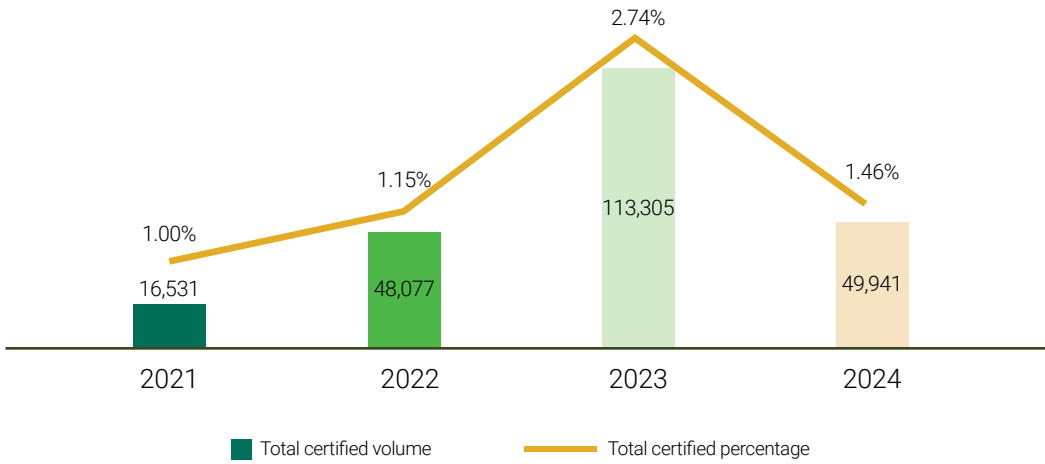
PIL adheres to both international and national sustainability standards and certification schemes, providing independent assurance to our customers and stakeholders that our operations are conducted sustainably.

We actively support various sustainability certification schemes at both the international and national levels. Our refineries are certified under the RSPO Supply Chain Certification Standard (SCCS), and PACOIL, our refinery in Malaysia, is also certified under the Malaysian Sustainable Palm Oil (MSPO) SCCS. Additionally, our PACOIL and INDOPALM sites hold accreditation from

the International Sustainability and Carbon Certification (ISCC). In 2024, 1.46% of our sourced volume was certified under the RSPO Mass Balance and Segregated models. This percentage varies annually, depending on market demand and supply availability.

While the demand for certified sustainable palm oil remains relatively low, we remain committed to promoting its adoption through continuous stakeholder engagement and educational initiatives, recognising its intrinsic value.

Total Certified Volume and Certified Percentage 2021–2024 (MT, %)



Note: Sourced volume includes CPO, CPKO, PO-based derivatives and PKO-based derivatives.

In addition, we hold several key food and safety-related certifications, including those from the International Organisation for Standardisation (ISO), such as ISO 9001 (Quality Management System), ISO 14001 (Environmental Management System) and ISO 22000 (Food Safety Management System). We are also certified in Hazard Analysis Critical Control Point (HACCP), as well as Halal and Kosher standards. Our operations are fully compliant with all applicable national laws.

Maintaining Transparency

[GRI 2-28, 2-29]

As we progress toward responsible practices, maintaining transparency remains a core priority. We ensure transparency with our stakeholders by regularly updating them on our various sustainability initiatives and engagement efforts.

Stakeholder Engagement Approaches

Palm Oil Sustainability Dashboard	Annual Sustainability Reports	ZSL SPOTT Assessment	Online Grievance Procedure
A dashboard on our website captures information for the entire PIL Group, which incorporates key features such as traceability to mills, supplier profiles and links to relevant sustainability pages	We have published sustainability reports since 2021, either annually or biannually	To improve transparency and disclosure, we refer to leading benchmarks such as the Zoological Society of London’s (ZSL) Sustainability Palm Oil Transparency Toolkit (SPOTT)	A grievance procedure for external stakeholders allows parties outside the company to raise concerns about our organisation and supply chain

➔ For more information, please refer to our [Stakeholder Engagement table](#)

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RESPONSIBLE SOURCING

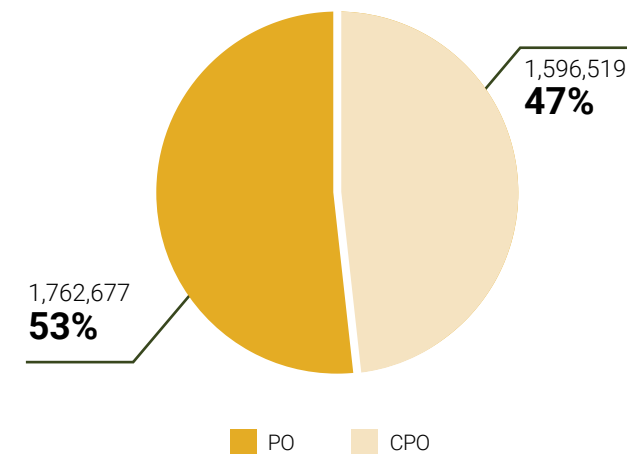
[GRI 2-6, 3-3]

In 2024, the Group sourced a total of 1,793,421 metric tonnes (MT) of crude palm oil (CPO) and crude palm kernel oil (CPKO) from Malaysia and Indonesia. Of this, 1,735,453 MT was processed at our refineries, while 57,325 MT was traded.

PIL, PALMINDO, INDOPALM and PAMIN sourced 1,596,519 MT of palm oil (PO) based derivatives, along with 35,552 MT of palm kernel oil (PKO) based products and derivatives, which were redistributed, packed and / or traded.

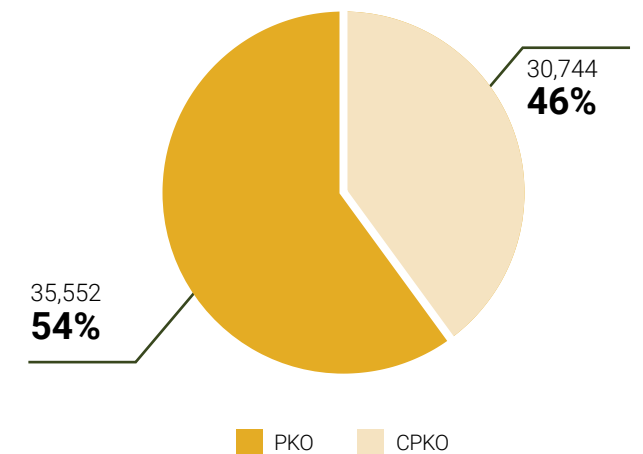
**Total CPO and PO-Based Derivatives
Volume Sourced 2024 (MT, %)**

Total: 3,359,196 MT



**Total CPKO and PKO-Based Derivatives
Volume Sourced 2024 (MT, %)**

Total: 66,296 MT



In 2024, the Group's supply base consisted of 372 suppliers, including mills, refineries and traders of various sizes. Our refineries sourced palm oil from 298 mills, 16 kernel crushers and 3 traders.

Additionally, our trading division, PIL, sourced from 26 traders and / or refiners, which included our affiliates: PACOIL, PALMINDO and INDOPALM. The remaining suppliers were external entities, i.e. not part of the Group. It is important to note that PAMIN's refined palm products are sold externally and are not sourced by PIL. Meanwhile, OLEOCHEM sourced its refined palm products from PALMINDO, PAMIN and external suppliers.

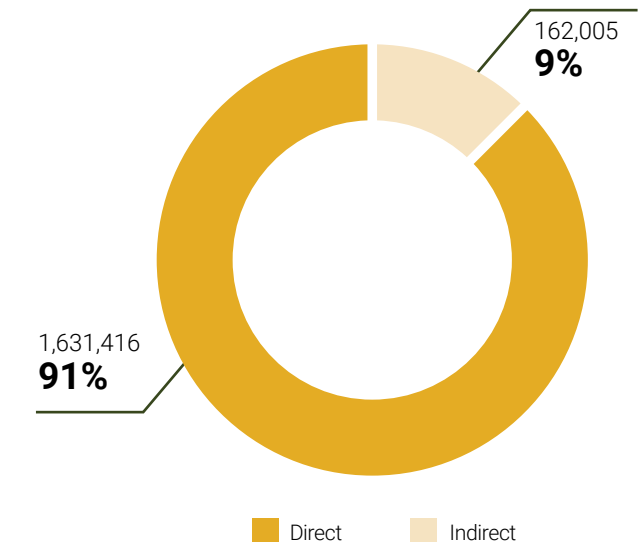
In terms of sourcing volumes in 2024, 91% (1,631,416 MT) of our total volumes sourced at the refinery level came directly from mills and refineries. The remaining 9% (162,005 MT) was sourced from indirect channels, including traders.

To maintain transparency, we have made a list of our suppliers available on our [website](#) since 2018.

**Direct and Indirect Volumes
Sourced 2024 (MT, %)**

At refinery level

Total: 1,793,421 MT



Traceability

Supply chain traceability is a critical element in fulfilling our sustainability commitments. By tracing the origins of our supply, we can actively contribute to industry efforts aimed at identifying and mitigating environmental and social risks within the supply chain.

To achieve full traceability to plantation (TTP), we work closely with our direct suppliers to collect comprehensive data about the plantations from which they source. This includes information such as the estate name, smallholder or supplying dealer, parent company, address, coordinates, plantation size and the volume of fresh fruit bunches (FFB) sourced.

Since 2019, we have made significant strides in traceability, reaching 100% traceability to mill (TTM) for our sourced CPO and CPKO. This ongoing engagement with our suppliers reinforces our commitment to transparency and responsible sourcing.

As of December 2023, we have successfully traced 64.46% of our CPO back to its plantation origin.

Due to variations in the suppliers we source from each year, our traceability figures may fluctuate. However, we are committed to continuously enhancing our traceability practices to uphold the highest standards of sustainability and transparency within our supply chain. We remain dedicated to achieving 100% TTP level for our CPO supply by the end of 2025.

Supplier Engagement

[GRI 3-3, 308-1, 308-2 , 414-1, 414-2]

Supplier engagement and assessment are governed by our [Sustainable Palm Oil Sourcing Policy](#) and standard operating procedures (SOPs), which help verify and monitor both new and existing suppliers in alignment with our NDPE policy commitments. These SOPs formalise the following:

- Policy-related measures, including stakeholder engagement, grievance handling, recruitment, traceability, supplier verification and monitoring, management of non-compliant suppliers and re-entry processes.
- Clear accountability for personnel responsible for actions and processes, with references to relevant records.
- Collection of key information on mill names, parent company details, geographic locations, Roundtable on Sustainable Palm Oil (RSPO) certification statuses and confirmation of compliance with NDPE policies.

We deeply value our suppliers and prioritise their compliance with our Sustainable Palm Oil Sourcing Policy through continuous engagement. In 2022, we launched the Supplier Outreach and Engagement Programme (SOEPro), designed to connect with our high-risk suppliers and provide targeted support in areas of poor performance. This initiative offers one-on-one assistance, including policy guidance, technical advice, grievance management and support in addressing non-compliance. Our goal is to help suppliers make incremental improvements each year, ultimately meeting the standards outlined in our Sustainable Palm Oil Sourcing Policy. We expect all suppliers, particularly those identified as high-risk, to benefit from this programme and achieve full compliance within three years.

Suppliers’ Commitments to Sustainability

As of December 2024, 324 suppliers (87%), including all 10 new direct suppliers, have signed our Supplier Code of Conduct, committing to comply with our NDPE requirements. We engage individually with new suppliers to ensure they fully understand and adhere to our guidelines. Additionally, we have set a clear, time-bound commitment to ensure all suppliers achieve NDPE compliance by 2030. This includes achieving 50% traceability within one year of entering a commercial relationship with the Group and collaborating to resolve or advance any legitimate NDPE compliance grievances within 12 months.

We believe that continuous engagement and close collaboration with our suppliers is crucial to managing risks, addressing the complexities of supply chain structures and ensuring sustainability. To support this, suppliers are

required to provide verification and assessment information by a specific deadline.

Suppliers who fail to comply with, or cannot be verified against, our July 2018 Sustainable Palm Oil Sourcing Policy are subject to our Grievance Procedure and the Control Purchase Plan (CPP). We work closely with non-compliant suppliers to develop corrective, time-bound action plans. If suppliers fail to engage with our Grievance Procedure or take necessary remedial actions, they may face suspension from the PIL Group’s supply chain.

To further strengthen collaboration and ensure ongoing compliance, we plan to host Supplier Outreach & Engagement Programme (SOEPro) in the future.

RSPO Smallholder Training Academy Master Training

In May 2024, members of PIL’s sustainability team from Malaysia participated in the RSPO Smallholder Training Academy Master Training, a comprehensive four-day session aimed at enhancing the capacity and sustainability of smallholders in the palm oil sector. Organised by the RSPO Smallholder Training Academy, this virtual workshop focused on key topics such as sustainable palm oil practices, traceability and support mechanisms, equipping smallholders with essential knowledge and skills

to meet RSPO standards while boosting productivity, improving livelihoods and ensuring environmental responsibility. The event also fostered collaboration among industry stakeholders and encouraged knowledge sharing on best practices for smallholder engagement. Insights gained from this training will help PIL develop a tailored support mechanism, offering targeted training and resources to assist smallholders in meeting future global sustainability benchmarks.

Supplier Assessments

The Group has adopted the No Deforestation, No Peat and No Exploitation Implementation Reporting Framework (NDPE IRF) to assess and monitor our suppliers. This framework, developed by industry peers and key stakeholders, serves as a tool to track and analyse our suppliers’ progress in implementing NDPE commitments across their entire supply chain.

As an active member of the NDPE IRF Active Working Group (AWG) within the Palm Oil Collaboration Group (POCG), the Group utilises the NDPE IRF template to assess and monitor our suppliers’ compliance with policies on deforestation, peat clearance and other legal requirements while the no exploitation component is under development. This assessment generates an NDPE IRF profile that provides a comprehensive overview of our refineries’ compliance status. The profile includes visual charts based on responses to a set of survey questions

completed by our suppliers. These questions cover key topics such as supplying mills, certification status, commitments to no deforestation and no peat clearance, action plans, self-assessments, supply chains and grievances. The profiles are shared with our stakeholders upon request, ensuring transparency and accountability.

The Group leverages the annual NDPE IRF results to assess and categorise supplier mills based on risk level – low, medium or high. In 2023, 44% of our suppliers were assessed as low risk, 18% as medium risk and 39% as high risk. It is important to note that a high-risk classification does not necessarily indicate non-compliance; it may reflect limited evidence of commitment or incomplete data during the reporting process. This risk-based segmentation enables us to engage suppliers more strategically and allocate support and resources according to priority and need.

PIL’s Collaboration with MapHubs to Monitor Supply Chain Deforestation and Peat Clearance Compliance

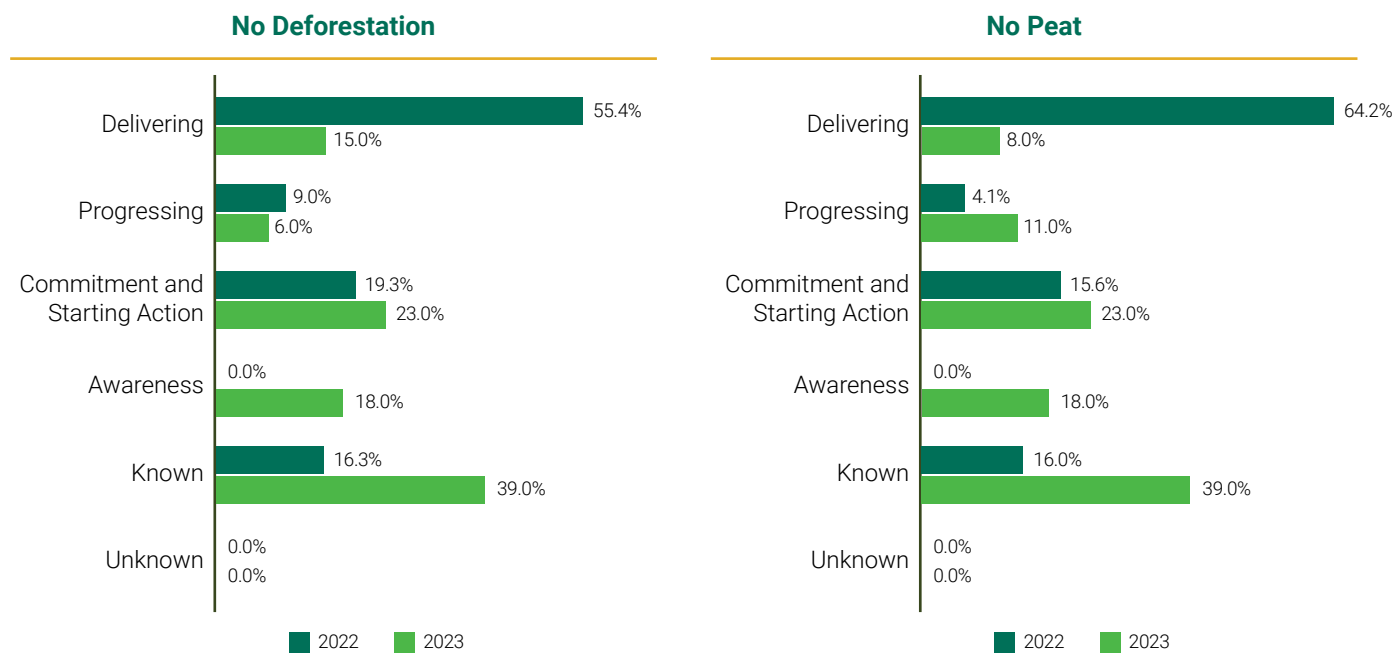
Effective supply chain monitoring is crucial to palm oil operations, and we leverage advanced technologies like satellite imagery, drones and imagery reports to support this process. In line with our zero-tolerance policy on deforestation and peat clearance, we utilise satellite imagery to monitor and assess the actions of our suppliers in Malaysia and Indonesia. To strengthen our monitoring efforts, PIL has partnered with MapHubs and their innovative [Palmoil.io](#) platform.

This dynamic platform provides a real-time, monthly dashboard that offers crucial insights into deforestation alerts, supply chain links and the status of any ongoing grievances within our supply chain. The deforestation alerts not only track mills within our direct supply chain but also include indirect plantation concessions that supply FFB to these mills. While Palmoil.io allows us to review

historical deforestation data, our main focus is on deforestation that has occurred since the 1 July 2018 cut-off. Currently, we monitor a total of 68,867,272.61 million hectares of supplier operations in Malaysia and Indonesia.

Using the data provided by Palmoil.io, we are able to proactively engage with non-compliant suppliers, ensuring they align with our Sustainable Palm Oil Sourcing Policy. Any legitimate instances of deforestation or peat clearance after December 2018 are promptly addressed through our Grievance Procedure, which requires suppliers to remediate, recover or restore any cleared or deforested areas within a set timeframe. Furthermore, Palmoil.io aids in conducting thorough background checks on new suppliers, allowing us to assess past grievances and review any NGO non-compliance reports before entering into commercial relationships.

Supplier Progress According to NDPE IRF Categories 2022-2023 (% of Total Volume)



- Notes:
- 1. The 2022 data was collected using the NDPE IRF Template Version 5.8, whereas the 2023 data utilised Version 6.0.
 - 2. As of the time of publication, data collection for 2024 was still ongoing.

Although uptake of RSPO-certified volume remains low, we actively work with our suppliers to track their progress on NDPE commitments and our sourcing policy using the NDPE IRF scoring toolkit. Additionally, we monitor 100% of our supply chain for deforestation and land-use change using Palmoil.io, a tool that enables us to track and report on these crucial sustainability issues effectively.

Grievance Management

[GRI 2-16, 2-25, 2-26]

At PIL, we take operational complaints and grievances – including those from our suppliers – very seriously. In 2018, we introduced a Grievance Procedure designed to resolve issues fairly, promptly and transparently, with input from relevant stakeholders where appropriate. A core focus of this process is identifying, addressing and working collaboratively with suppliers who are committed to upholding our NDPE policy.

While individual entities manage their own grievance procedures, PIL centrally oversees all cases through a consolidated Grievance Register. In 2023, we enhanced this process by introducing a simplified visual guide to help all stakeholders better understand the procedure and timelines involved. This update reflects our commitment to resolving supply chain non-compliance issues efficiently, though we recognise that external factors may occasionally lead to extended resolution periods.

Grievance management is led by the sustainability unit at both the PIL and refinery levels. Group-level updates and case statuses are made publicly available via the PIL’s [website](#).

When PIL receives a supplier-related complaint, we follow a structured procedure that ensures all relevant parties are engaged and the concerns are thoroughly investigated. If a complaint is found to be valid, we activate our CPP, overseen by the Control Purchase Committee (CPC). We then assess our engagement with suppliers who fail to address the issues or comply with our sustainability policy. Where sufficient corrective action is not taken, PIL may, as a last resort, consider suspending commercial activities with the non-compliant suppliers.

In 2023 and 2024, nine new grievances were recorded in our Grievance Register. As of December 2024, we have logged a total of 58 complaints, with 53 cases successfully resolved. The majority of these grievances originated from NGO reports concerning both direct and indirect suppliers allegedly involved in deforestation and / or peatland development. Notably, these cases were linked to 2,458 hectares of verified deforestation within supplier operations. These cases were engaged by the Group and followed up with appropriate resolutions in compliance with our NDPE commitments.

Grievances Involving PIL

In 2024, PIL successfully closed a grievance case concerning an alleged violation of the RSPO Code of Conduct. The grievance, initially filed in October 2018, accused PIL of involvement in the management and operational development of four palm oil plantation companies in Papua. Among them, PT Megakarya Jaya Raya and PT Kartika Cipta Pratama were specifically alleged to have cleared 4,000 hectares of forest for palm oil development.

Following PIL's formal submissions in 2019, the case proceeded through several procedural phases, including document confidentiality reviews, due diligence and an independent investigation. In October 2023, the RSPO Complaints Panel dismissed the case on the grounds of insufficient evidence. Although the complainants filed an appeal in January 2024, the RSPO Appeal Panel upheld the dismissal in May 2024, confirming that there were no procedural irregularities – bringing the case to a final and conclusive closure.




Supplier Grievances

Between 2023 and 2024, PIL successfully resolved 12 grievance cases related to deforestation allegations involving our suppliers – three cases in 2023 and nine in 2024.

As of this publication, three grievance cases from 2023 and 2024 remain open. The first, filed in November 2023, involves an allegation that a third-tier INDOPALM supplier engaged in peatland clearing. In response, PIL and INDOPALM immediately engaged with our direct supplier, KPN (through their mill, PT Graha Agro Nusantara), which is affiliated with the implicated entity, PT Kusuma Alam Sari (KAS). By February 2024, KPN had ceased sourcing from PT KAS and classified the company as non-compliant with NDPE standards. PIL continues to actively monitor the case and remains in close communication with KPN.

The second grievance, raised in August 2024, alleges that two suppliers associated with INDOPALM and PALMINDO were involved in deforestation carried out by PT Kalimantan Hamparan Sawit (PT KHS), a subsidiary of PT Abdi Budi Mulia (PT ABM). After receiving the report in June 2024, our affiliates promptly engaged with both the direct supplier, PT ABM, and the indirect supplier, PT Sumber Tani Agung (PT STA). In July, PT ABM confirmed that PT KHS had cleared land within its concession as part of plasma development. Since then, PT KHS has imposed a moratorium on further land clearing and committed to conducting both a High Conservation Value (HCV) and High Carbon Stock (HCS) assessment. PIL continues to monitor the case closely and is actively engaging with PT ABM.

The third grievance, filed in December 2024, concerns PT Aceh Trumon Anugerah Kita (PT ATAK), a direct supplier to PALMINDO and INDOPALM, which was accused of sourcing from illegally developed plantations within the Rawa Singkil Wildlife Reserve. In response, PIL engaged with both companies and conducted a review, confirming PT ATAK's obligation to adhere to our Supplier Code of Conduct. As a result, PIL suspended PT ATAK and proposed a set of corrective actions, including enhanced traceability, strengthened due diligence, improved supplier assessments and more robust grievance mechanisms. PIL remains committed to closely monitoring the case and continues to engage with PT ATAK to support the resolution process. In parallel, we are actively collaborating with relevant suppliers and stakeholders to address any ongoing concerns linked to this case.

DESCRIPTION	2024	2023	CUMULATIVE CASES FROM 2018
 Number of grievances filed	5	4	58
 Number of grievances closed / resolved	9	3	53
 Active grievances	2	1	5



ENVIRONMENT

GHG EMISSIONS	30
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ENVIRONMENT

[GRI 3-3]

PIL is committed to environmental responsibility and full compliance with all applicable environmental regulations. Our refineries operate under certified Environmental Management Systems (EMS) aligned with the ISO 14001:2015 standard, ensuring the implementation of effective and continuously improved environmental practices. As of December 2024, there have been no recorded instances of environmental non-compliance across our operations.

In line with our [Sustainable Palm Oil Sourcing Policy](#), the Group is committed to preventing and mitigating the potential environmental impacts of our operations and supply chain. Our efforts are focused on minimising risks from activities within our direct control – particularly in areas such as energy and water consumption, as well as waste management.

All our entities have implemented comprehensive environmental policies that integrate sustainability and environmental protection into daily operations. These policies clearly outline expectations for both internal teams and third-party suppliers, ensuring consistent environmental stewardship across our value chain. They are communicated to all employees and are publicly accessible on our respective websites to promote transparency and accountability.

In 2022, we initiated efforts to address the impacts of climate change, aligning with the United Nations (UN) Sustainable Development Goals (SDGs) on Climate Action. These efforts include setting targets to reduce greenhouse gas (GHG) emissions and water use intensity, as well as implementing initiatives to enhance energy efficiency across our operations.

PALMINDO Receives PROPER Blue Rating for Environmental Management

In December 2023, our Indonesian refinery, PALMINDO, was awarded a Blue Rating under the PROPER (*Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan Hidup*) initiative by Indonesia’s Ministry of Environment and Forestry. The PROPER programme encourages environmental compliance and promotes excellence in environmental management across the business sector. The Blue rating reflects PALMINDO’s compliance with all mandatory environmental regulations, signifying that the refinery meets the required standards for responsible environmental performance.

GHG Emissions

[GRI 3-3, 305-1, 305-2, 305-4, 305-5]

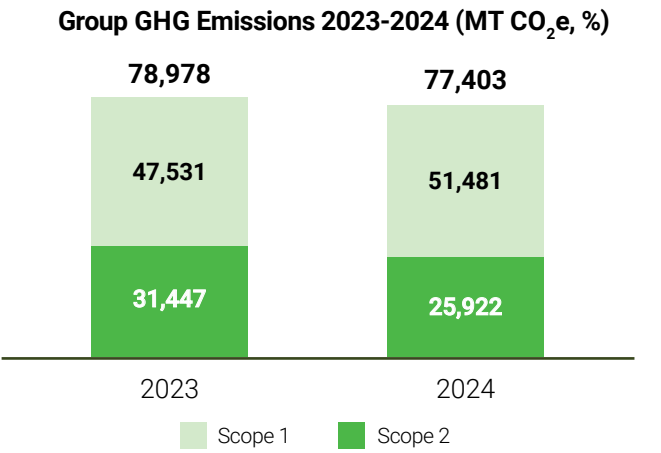
We monitor and report our carbon footprint using internationally recognised standards. In Indonesia, we apply the ISO 14064-1 framework, while in Malaysia, we follow the International Sustainability and Carbon Certification (ISCC) methodology.³ To ensure comprehensive reporting, we account for both Scope 1 emissions – those generated directly from our operations – and Scope 2 emissions, which result from purchased electricity consumed across our facilities. These are measured in accordance with the GHG Protocol, a globally accepted standard for emissions accounting.⁴

³Two of our refineries – PACOIL and INDOPALM – are ISCC certified, covering their storage, warehouse and processing facilities.

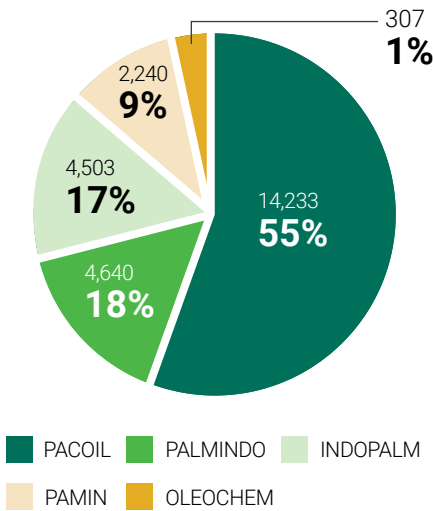
⁴The ISCC methodology also enables us to account for indirect Scope 3 emissions, including those arising from wastewater treatment and the use of chemical inputs, thereby supporting a more comprehensive assessment of our environmental impact across the supply chain.

2023/2024 Emissions

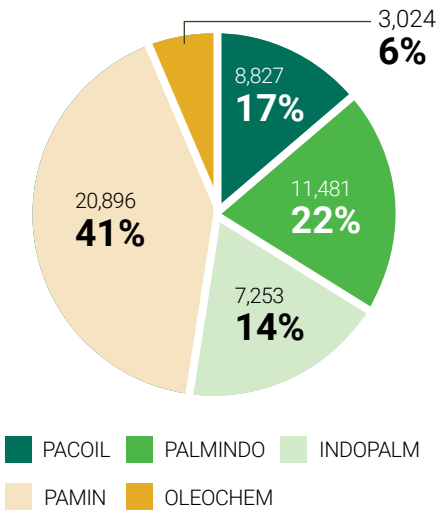
In 2024, our Group’s total GHG emissions were estimated at 77,403 metric tonnes of carbon dioxide equivalent (MT CO₂e). Of this total, Scope 1 emissions – generated directly from our operations including self generated electricity – accounted for approximately 67% (~51,481 MT CO₂e). The remaining 33% (~25,922 MT CO₂e) were Scope 2 emissions, generated from purchased electricity. The bulk of our Scope 1 emissions originated from PACOIL, highlighting the energy-intensive nature of its refining operations. In contrast, PAMIN was responsible for 41% of the Group’s total Scope 2 emissions, reflecting its relatively higher electricity consumption profile.



Scope 1 Emissions by Entity 2024 (MT CO₂e, %)
Total: 25,922 MT CO₂e



Scope 2 Emissions by Entity 2024 (MT CO₂e, %)
Total: 51,841 MT CO₂e



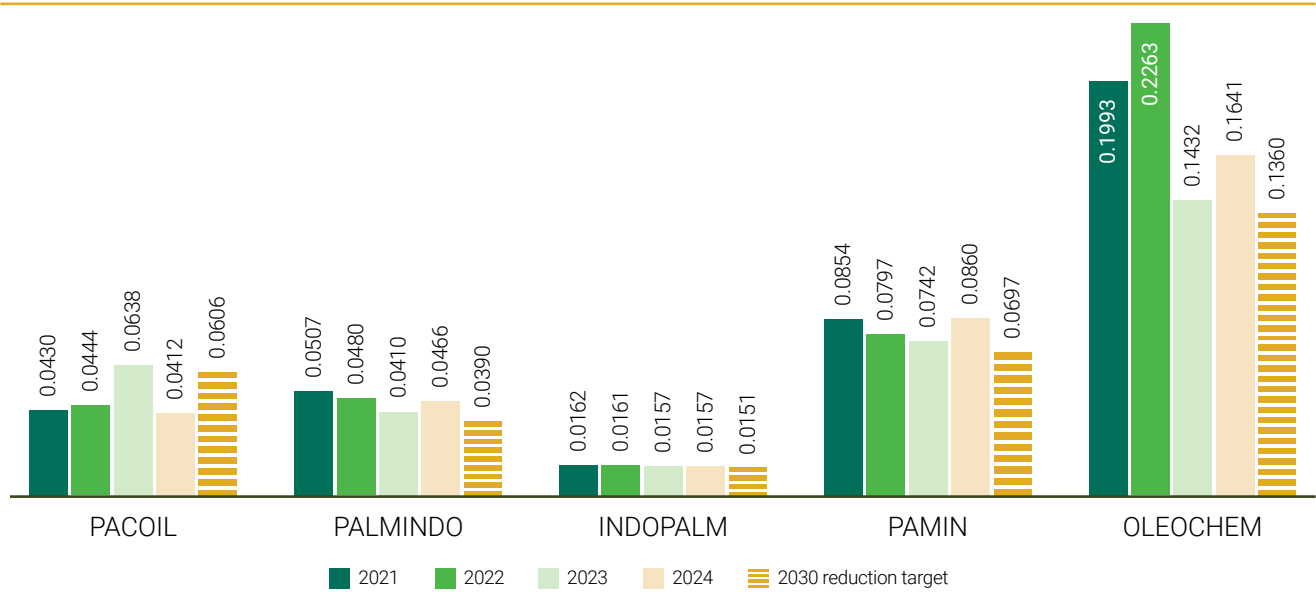
Note: The GHG emissions figures include emissions from the production of packaging materials at PAMIN.

Overall, GHG emission intensities remained relatively stable across our refineries, with some notable year-on-year fluctuations. PACOIL experienced a rise in emissions in 2023, primarily due to a decline in crude palm oil (CPO) quality, which necessitated more energy-intensive refining processes. However, in 2024, PACOIL’s GHG intensity returned to normal levels, supported by targeted improvements in CPO quality and proactive engagement with supplying mills to maintain consistency. Meanwhile, PAMIN recorded a spike in emissions in 2024, largely attributed to the installation and trial operation of a cooling room. While this infrastructure is essential for future operational enhancements, it has not yet contributed to production output, resulting in a temporary increase in energy consumption without a corresponding increase in efficiency.

OLEOCHEM has shown the most notable fluctuations in GHG emission intensity across the Group. While its intensity has varied in line with production volumes, it has achieved an overall improvement of 18% compared to 2021. In 2024, a 15% decrease in finished goods production contributed to a temporary rise in intensity due to reduced economies of scale. Nevertheless, OLEOCHEM remains firmly on track to meet its 2030 target of 0.1360 m³/MT of finished product, underscoring its ongoing commitment to sustainable production efficiency.

Meanwhile, INDOPALM, has consistently recorded a steady decline in GHG emission intensity since 2021, reflecting ongoing operational improvements and increased efficiency. Across the board, all refineries remain on track to meet their respective 2030 reduction targets, underscoring the Group’s commitment to achieving its long-term sustainability goals.

GHG Emissions Intensity 2021–2024
(MT CO₂e/MT Finished Product)



Notes:

- 1. GHG emission intensities are calculated based on Scope 1 and Scope 2 emissions, except for PACOIL, where the intensity figures also include selected Scope 3 emissions.
- 2. PAMIN’s GHG emissions data incorporates emissions arising from the production of packaging materials, ensuring a more comprehensive representation of its environmental footprint.

GHG Intensity: 2024 Performance and 2030 Reduction Targets

Entity	2024 Emissions Intensity (MT CO ₂ e /MT Finished Product)	2030 Target
PACOIL	0.0412	0.0606 (5% reduction)
PALMINDO	0.0466	0.0390 (5% reduction)
INDOPALM	0.0157	0.0151 (4% reduction)
PAMIN	0.0860	0.0697 (6% reduction)
OLEOCHEM	0.1641	0.1360 (5% reduction)

We will continue to enhance our data collection processes and are actively exploring the development of a comprehensive Scope 3 emissions inventory across all entities to further strengthen our sustainability reporting and accountability.

Biogenic Emissions

While biogenic emissions – those originating from natural biological sources – are not included in our total GHG footprint, we actively monitor them as part of our internal environmental assessments. These emissions primarily result from Scope 1 combustion of biomass fuels and Scope 2 purchased steam across our operations. Currently, we track biogenic emissions for PALMINDO, INDOPALM, PAMIN and OLEOCHEM, enabling us to maintain a comprehensive view of our environmental impact. This practice supports our efforts to refine energy efficiency and strengthen sustainability strategies throughout the Group.

Biogenic Emissions by Scope and Entity 2023–2024 (MT CO₂e)

Emission	2023	2024
Total Scope 1 Biogenic Emissions	2,708	2,443
PALMINDO	993	880
INDOPALM	1,630	1,447
PAMIN	55	83
OLEOCHEM	30	33
Total Scope 2 Biogenic Emissions	222	258
PAMIN	143	165
OLEOCHEM	79	93
Total	2,930	2,701

GHG Capacity Building Workshop

In July 2024, we partnered with TÜV Rheinland Jakarta to conduct two GHG calculation and reporting workshops in Medan and Dumai. These sessions brought together key personnel from PALMINDO, PAMIN, OLEOCHEM and INDOPALM, focusing on a critical review of our existing GHG methodologies, identification of gaps and opportunities for enhancement. The workshops culminated in a comprehensive report that outlined key outcomes, including: resource allocation and cost estimates, risk assessments, data management improvements, emission reduction evaluations, clear timelines for implementation and long-term strategic planning. Importantly, the report also established Scope 1 and Scope 2 GHG emissions intensity reduction targets for all participating refineries and OLEOCHEM, reinforcing our commitment to continuous improvement and sustainability leadership.

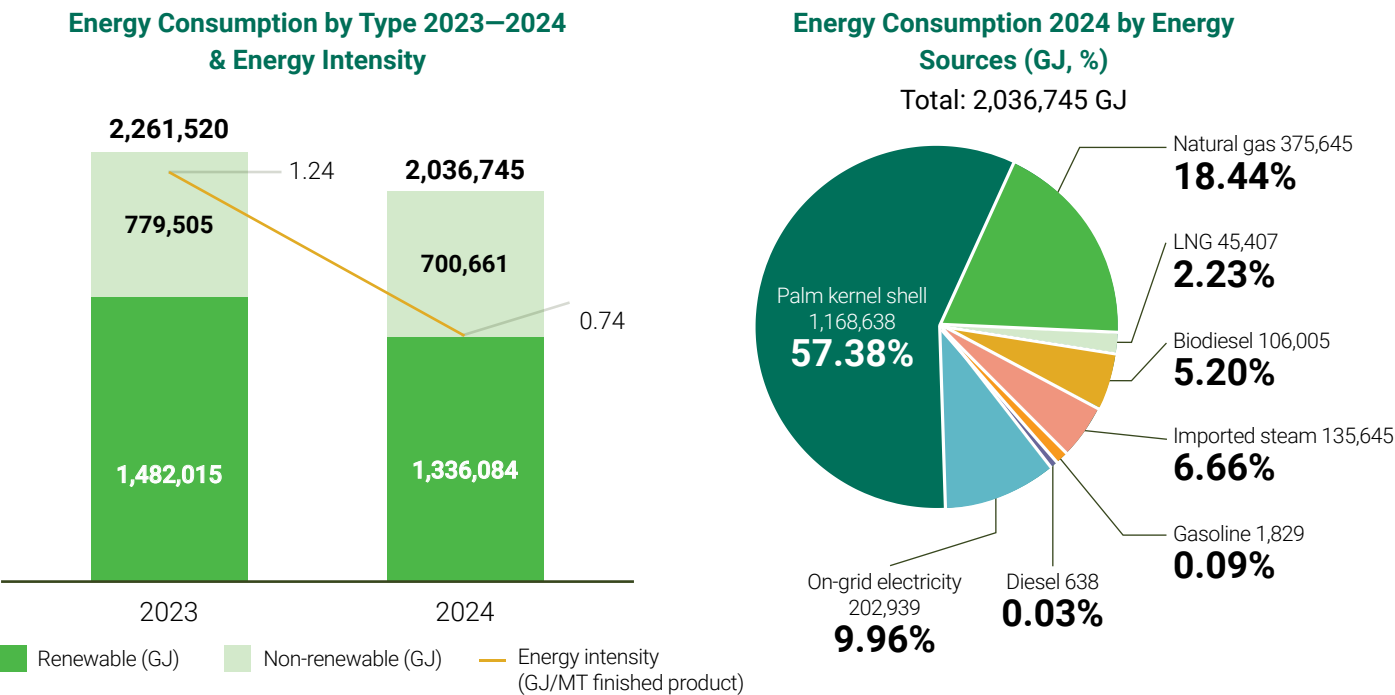
Energy

[GRI 3-3, 302-1, 302-3]

In 2024, our total energy consumption was 2.04 million gigajoules (GJ), down from 2.26 million GJ in 2023. This reduction was largely attributed to lower energy use at PACOIL, where improved CPO quality lessened the need for intensive processing. As a player in an energy-intensive industry, we continue to implement diverse strategies to reduce dependence on non-renewable sources and increase the share of renewables in our energy mix.

Of the total energy consumed in 2024, 66% was sourced from renewables such as palm kernel shells and imported steam. Non-renewable sources – including natural gas, gasoline and LNG – accounted for 24%, while the remaining 10% was drawn from the electricity grid.

Our energy intensity improved significantly in 2024, dropping to 0.74 GJ/MT of finished product from 1.24 GJ/MT in 2023. This notable reduction was driven by a combination of higher production output and lower energy consumption at PACOIL.



Note: Energy consumption data includes the production of packaging materials at PAMIN.

As a company operating in an energy-intensive sector, we fully recognise the importance of optimising energy efficiency through the adoption of industry best practices. In line with this commitment, our INDOPALM refinery has implemented initiatives to generate on-site electricity using palm kernel shells as a renewable biomass fuel. This approach not only helps reduce GHG emissions but also lowers overall energy costs. Looking ahead, we will provide more detailed updates in future reporting on our ongoing efforts to enhance energy efficiency and reduce environmental impact across all our operations.

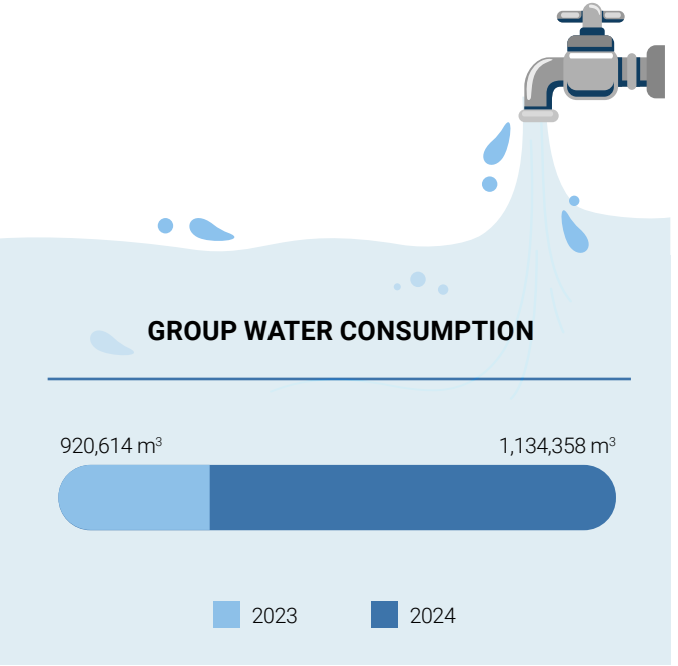
Water

[GRI 2-27, 3-3, 303-1, 303-2, 303-5]

Water is a vital resource for sustaining our operations, especially at our refineries, oleochemical and soap factory. Our facilities in Malaysia and Indonesia source water from a combination of groundwater, surface water and municipal supplies. To ensure responsible usage, we closely monitor water quality and implement proactive measures to preserve the availability of clean, safe water – both for our operational needs and to protect the surrounding ecosystems and communities.

In 2024, our total Group-level water consumption rose to approximately 1.13 million cubic metres (m³), up from 0.92 million m³ in 2023. Despite this overall increase, OLEOCHEM and all refineries – except PACOIL, achieved reductions in water use intensity compared to the previous year. Notably, both INDOPALM and OLEOCHEM have already met their respective 2030 water intensity reduction targets of 0.594 m³/MT and 3.018 m³/MT of finished product. This achievement highlights their strong commitment to sustainable water management. As we continue to forge ahead, we aim to maintain the water intensities of these refineries to remain within our targets.

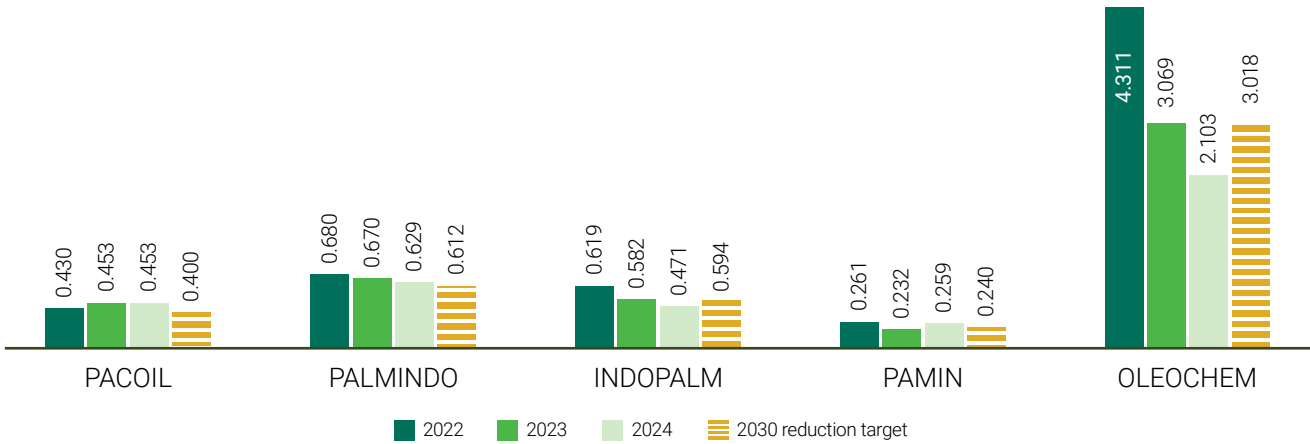
For a detailed breakdown of our water intensity reduction targets and progress, please refer to the table below.



Water Use Intensity: 2024 Performance and 2030 Reduction Targets

Entity	2024 Water Use Intensity (m³/MT Finished Product)	2030 Target
PACOIL	0.453	0.400 (7% reduction)
PALMINDO	0.629	0.612 (10% reduction)
INDOPALM	0.471	0.594 (4% reduction)
PAMIN	0.259	0.240 (8% reduction)
OLEOCHEM	2.103	3.018 (30% reduction)

Water Use Intensity 2022–2024 (m³/MT Finished Product)



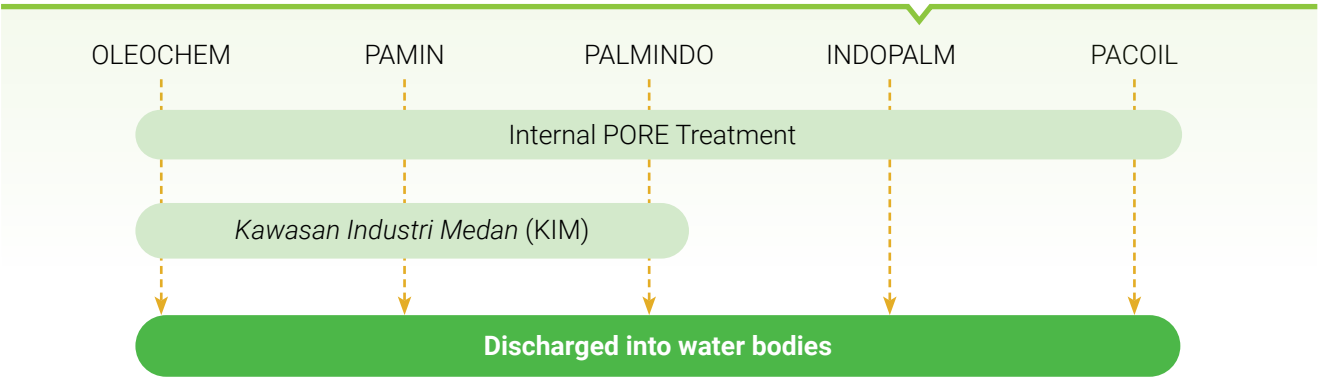
Note: Water consumption data includes the production of packaging materials at PAMIN.

We conduct regular reviews of our water usage to ensure we remain on track to meet our 2030 reduction targets. As part of our ongoing commitment to sustainability, we continuously strive to optimise water efficiency and proactively implement innovative water-saving measures across all operations. Each entity has developed its own water conservation action plan, which includes practical initiatives such as collecting rainwater from roof gutters for use in cleaning, irrigation and toilets, and reusing rainwater and treated wastewater in cooling towers and vacuum pumps within our production facilities. At INDOPALM, 90% of water used is sourced from desalinated sea water, processed through two desalination plants, each with a capacity of 180 m³ per hour. This approach significantly reduces the strain on freshwater resources while supporting sustainable operations.

Treating PORE and Managing Effluents

We are committed to responsible wastewater management by ensuring that all palm oil refinery effluent (PORE) from our refineries and OLEOCHEM facilities is thoroughly treated, tested and externally verified. Our treatment processes are designed to ensure that key quality parameters – such as biological oxygen demand (BOD) and chemical oxygen demand (COD) – consistently remain within regulatory thresholds⁵ prior to discharge. This rigorous approach safeguards local water ecosystems and reinforces our commitment to environmental compliance and operational integrity.

Discharge of Treated Water



Treated water from PAMIN, PALMINDO and OLEOCHEM is directed to *Kawasan Industri Medan* (KIM) for final discharge into nearby water bodies.⁶

In both 2023 and 2024, BOD and COD levels for all refineries and OLEOCHEM remained within the legal limits, reflecting our commitment to environmental compliance and effective wastewater treatment.

⁵Our Malaysian operations (PACOIL) adhere to the regulatory standards set by the Malaysian Department of Environment, with compliance verified through annual audits conducted by the Malaysian Ministry of Health. Similarly, our Indonesian operations comply with the environmental standards established by the Ministry of Environment and Forestry of the Republic of Indonesia, and are subject to annual audits by the respective Indonesian authorities..

⁶KIM operates centralised facilities for the additional treatment and monitoring of discharged water, supporting companies in meeting regulatory requirements and ensuring continued compliance with national environmental standards.

Waste Management

[GRI 3-3, 306-1, 306-2, 306-3, 306-4, 306-5]

Our refineries generate both scheduled and non-scheduled waste, and we have established robust systems to measure, manage and dispose of these waste streams responsibly. All waste management practices are carried out in accordance with local environmental regulations and are further guided by our internal standard operating procedures (SOPs) for wastewater treatment and scheduled waste handling. We generated 650,342 MT of waste in 2024, of which approximately 99% was scheduled waste, and the remaining 1% was sent to landfills

PIL's Approach to Waste Management

TYPES OF WASTE	SOURCE	DISPOSAL METHOD
Scheduled	Spent bleaching earth, used cotton rags, residual glycerine, lubricants, used oil, air filters and empty chemical containers	Scheduled and non-scheduled waste is disposed of or repurposed through licensed contractors approved by respective national authorities and verified by government bodies
	Sludge from wastewater treatment plants	
Non-Scheduled	General waste such as domestic waste, i.e. office waste, debris from cleaning	Other waste is disposed of at approved and registered landfill sites

Waste Generated by Type 2023–2024 (MT)

Types of Waste	2023	2024
Total scheduled waste (directed to disposal)	608,950	646,467
Spent bleaching agent	580,945	639,173
Other scheduled waste (chemical residues, used solvents, contaminated rags etc)	28,005	7,294
Total non-scheduled waste (directed to disposal)	2,628	3,875
Total waste generated	611,578	650,342

OUR PEOPLE AND COMMUNITIES

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OUR PEOPLE AND COMMUNITIES

[GRI 3-3, 402-1, 407-1, 408-1, 409-1]

At PIL, our [Sustainable Palm Oil Sourcing Policy](#) underscores our commitment to respecting and upholding human rights across all facets of our operations and supply chain. In addition with local labour laws, we adhere to core International Labour Organization (ILO) conventions, and support both the Universal Declaration of Human Rights (UDHR) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Our commitment to human rights extends beyond our direct employees to include our suppliers and contractors, ensuring a consistent standard of ethical conduct throughout our business ecosystem. We actively encourage the reporting of any human rights violations and conduct regular training and awareness programmes to promote a culture of respect and accountability. Any supplier or partner found in breach of our human rights standards is subject to contract termination, reflecting our zero-tolerance approach to violations.

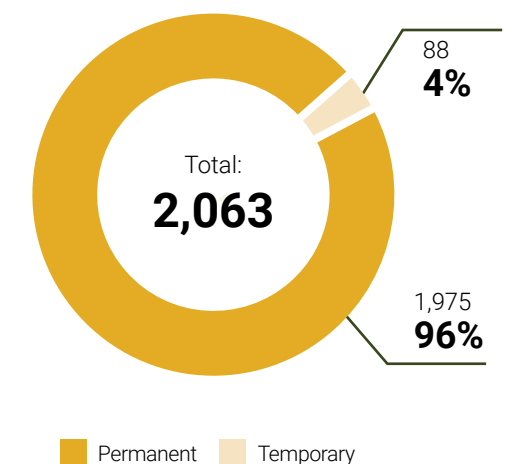


Our Workforce

[GRI 2-7, 3-3]

As of December 2024, our Group employed a total of 2,063 individuals across six entities in Indonesia and Malaysia. Of this workforce, 96% were permanent employees, while the remaining 4% comprised temporary workers. This total includes all administrative, managerial and non-managerial staff, as well as workers engaged in manual, skilled, technical and operational roles throughout the Group. The majority of temporary workers were engaged at PALMINDO and PAMIN, primarily on short-term contracts to support transportation and security functions during peak production periods. This flexible workforce approach enables us to respond effectively to seasonal demands while ensuring operational efficiency.

Employee by Contract Type 2024 (no., %)



Fair Labour Practices

[GRI 3-3, 401-3, 405-2, 408-1, 409-1]

We are committed to upholding fair labour practices across all areas of our operations. In full alignment with local labour laws, we ensure compliance with national minimum wage requirements in every region where we operate. All employees – regardless of gender, role or geographic location – receive equal pay and benefits based on a strict 1:1 remuneration ratio. This principle of equity applies across all functions, including technical, administrative and production roles, and at every level of the organisation.

PIL maintains a zero-tolerance policy toward child labour, forced labour and bonded labour, both within our operations and throughout our supply chain. We ensure that all employees have access to effective and confidential grievance mechanisms to voice concerns and seek resolution without fear of retaliation.

At PACOIL, we employ foreign workers in full compliance with labour laws and ethical employment standards. They receive at least the national minimum wage, retain full control of their personal documents such as passports and identification, and are issued fair and transparent contracts. We also provide them with suitable housing and transportation, ensure decent working and living conditions, and extend the same benefits and protections enjoyed by our local employees. Additionally, the Group provides maternity and paternity leave per national regulations. PAMIN, PALMINDO and OLEOCHEM exceed the mandatory requirements by providing maternity allowances.

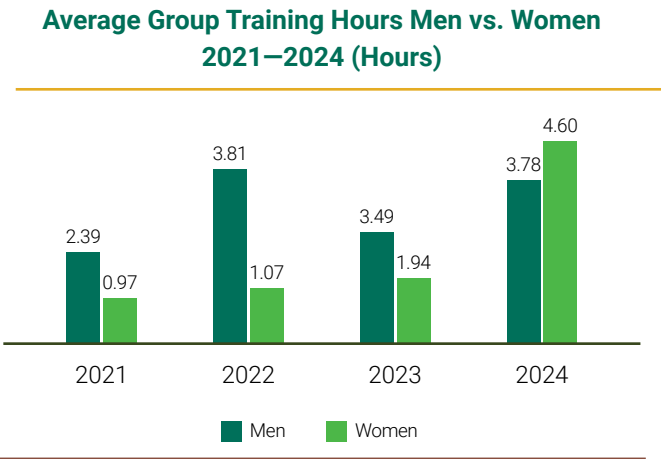
Talent Management

[GRI 3-3, 401-1, 404-1, 404-2, 404-3]

At PIL, employee safety, career satisfaction, skill development and productivity are essential to our continued success. In 2024, we welcomed 209 new employees to our team – 175 men and 34 women. Notably, 27% of these new hires were from PAMIN, representing a 52% increase in recruitment from that business unit compared to the previous year. This growth was primarily driven by the expansion of our production facilities, which required a larger and more skilled workforce to support rising operational demands.

PIL Group is committed to fostering growth and career advancement for all employees. We have implemented a range of initiatives designed to attract, develop, retain and effectively manage talent. These include comprehensive training programmes that enhance both technical capabilities and managerial competencies.

We offer training in leadership, people management, business ethics, strategic planning and other key areas. On average, men employees received 3.78 hours of training, while women employees received 4.60 hours in 2024. Notably, training hours for women doubled compared to 2023, reflecting the expansion of training initiatives at PIL, which have a higher proportion of female employees. Looking ahead, we are committed to further expanding our training programmes, with a strong focus on skill development and job scope enhancement across the Group.



As part of our employee engagement strategy, we actively encourage both management and staff to participate in welfare and charitable initiatives conducted under the umbrella of our Corporate Social Responsibility (CSR) programme. These activities not only strengthen community ties but also foster a sense of purpose and shared values within our workforce.

➔ For more information on our CSR activities, please refer to [Our Commitment to Communities](#) section.

Overview of 2023–2024 Employee Development Initiatives

Annual Performance Reviews	To promote open communication and support continuous improvement, all PIL employees participate in annual performance reviews. These sessions provide a structured opportunity for managers to acknowledge individual contributions, offer constructive feedback and collaboratively identify pathways for growth and development. This ongoing dialogue reinforces alignment between employee goals and organisational objectives.
Employee Training Programmes	PIL's Human Resources department plays a central role in aligning workforce development with the company's corporate strategy. A key part of this effort involves identifying and addressing skills and knowledge gaps through targeted training initiatives. These programmes cover a broad range of topics aimed at enhancing employee performance, including product and industry knowledge, sustainability practices, regulatory compliance, quality management, certification standards, occupational safety and leadership and management development. Training sessions are delivered on an as-needed basis by individual departments across the Group. In 2024, a total of 99 training programmes were conducted, reaching 1,447 employees throughout the organisation.

Group-Level Sustainability Training

Inaugural Sustainability Awareness Workshop

In February 2023, the PIL Sustainability team launched the Group's inaugural comprehensive sustainability awareness training programme. Designed to reach all employees across the Group entities, this initiative aims to build a strong foundation of sustainability knowledge and align staff with the Group's long-term commitments. The training comprises five core modules, each focusing on a key dimension of sustainability:

- Module 1: Introduction to Sustainability
- Module 2: Social Sustainability
- Module 3: Environmental Sustainability
- Module 4: Economic Sustainability
- Module 5: PIL Group Sustainability Commitments

This programme marks a significant step in embedding sustainability into our corporate culture and operational practices.

The primary objectives of this initiative are to equip PIL Group employees with foundational knowledge on sustainability and key environmental, social and governance (ESG) topics. The programme also ensures that employees are well-informed about the company's sustainability commitments and ongoing progress. Another important goal is to empower employees to effectively communicate the Group's sustainability efforts to both internal and external stakeholders, while fostering a shared sense of responsibility in driving the Group's sustainability goals.

To reinforce learning, quizzes were conducted at the end of each module, with top-performing participants receiving incentives. The training sessions were delivered throughout the year, and by December 2023, a total of 1,461 employees had successfully participated in the programme.

2024 Refresher Training

In June 2024, we conducted a sustainability awareness refresher training, engaging 470 participants from across the Group. The session highlighted our ongoing progress and key milestones in environmental stewardship, social responsibility and corporate governance. In addition to reinforcing core ESG principles, the training also addressed workplace conduct, with a dedicated focus on raising awareness about sexual harassment – underscoring our commitment to maintaining a safe, respectful and inclusive work environment.

Looking ahead, we plan to conduct annual refresher courses and expand the reach of our training initiatives to include educational institutions and other external stakeholders, further strengthening our sustainability engagement efforts.

Earth Hour Awareness

In 2023, we organised an Earth Hour awareness programme to inspire employees to take meaningful steps in reducing their carbon footprint. The initiative aimed to raise consciousness about climate change and encourage everyday actions that contribute to a more sustainable future.

Diversity and Inclusion

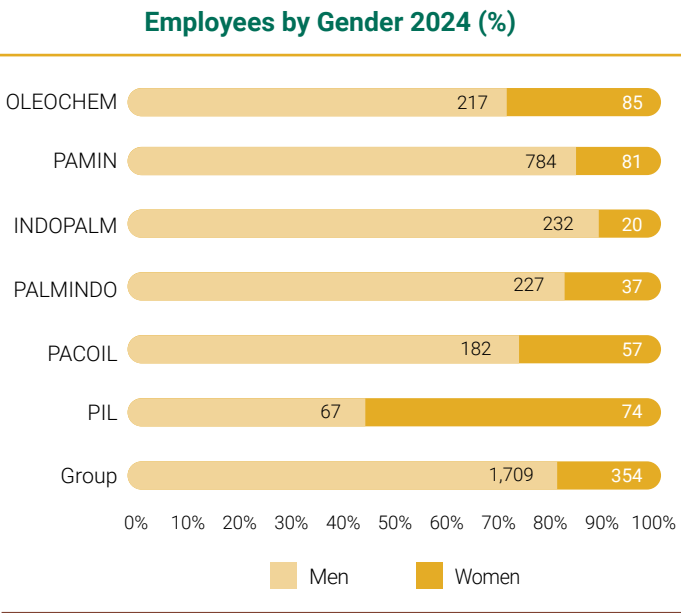
[GRI 3-3, 405-1]

We are committed to promoting equal opportunities and fostering an inclusive workplace, free from employment-related discrimination. All employees receive equal remuneration and benefits in accordance with local regulations, regardless of gender, role or location. We are also actively working to improve the representation of women across various operational levels within the Group.

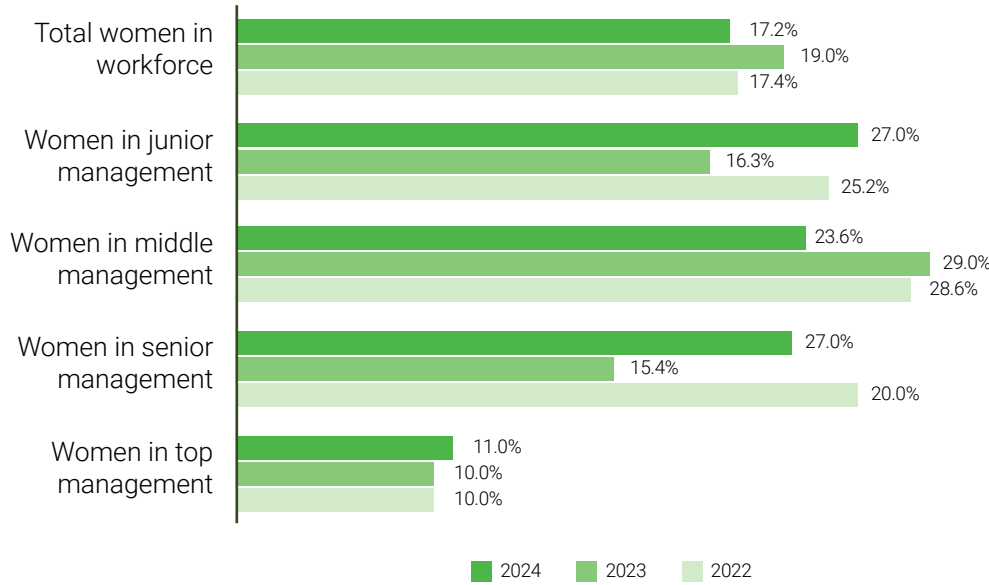
While women currently represent 17% of our total workforce across the Group, we are proud to see increasing female participation in leadership roles. Women hold **11% of top management positions, 20% in senior management, 24% in middle management and 27% in junior management**. At PIL specifically, women comprise 55% of the staff.

Our workforce composition reflects our geographic diversity. In Indonesia, the majority of our employees are local, while our Malaysian entities employ both local and foreign employees. At the PIL office in Malaysia, 39% of employees are non-Malaysians, including members of the senior and management teams from countries such as Egypt, India, Jordan, Russia, Tunisia, Pakistan and Yemen. At PACOIL, 21% of the workforce comprises foreign workers from neighbouring countries, primarily engaged in manual and operational roles.

To reinforce our inclusive culture, we provide comprehensive training on workers’ rights, with a strong focus on preventing inequity, discrimination and harassment – including gender-based discrimination and sexual harassment. This training is an integral part of our Group-level sustainability awareness programme and supports the principles outlined in our Sustainable Oil Palm Sourcing Policy.



Women in Workforce by Category 2022–2024 (%)



Note: Top management includes Managing Directors and General Managers. Senior Management refers to Heads of Department (HODs) and Senior Managers. Middle Management comprises Managers and Assistant Managers. Junior Management includes Senior Executives and Executives.

Workplace Health and Safety

[GRI 3-3, 403-1, 403-3, 403-4, 403-5, 403-7, 403-8, 403-9]

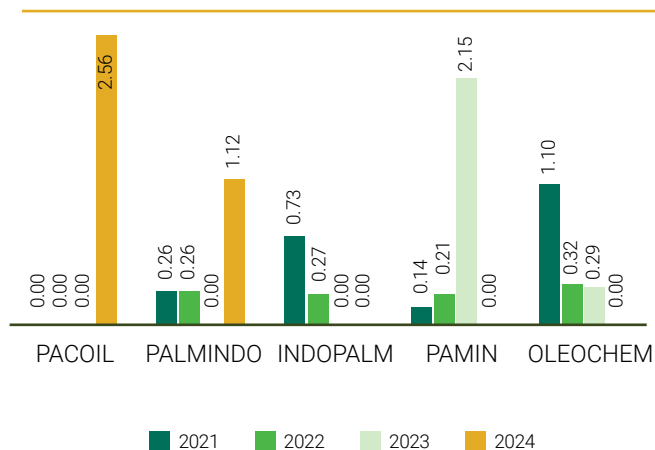
Ensuring a safe and healthy work environment is a top priority across all our operations. Our refineries, including oleochemical and soap manufacturing facilities, implement robust Occupational Safety and Health (OSH) systems designed to meet legal compliance requirements and industry best practices. We are committed to continuously improving our safety culture, proactively identifying risks and implementing preventive measures to minimise workplace incidents and injuries. Each facility is guided by an OSH committee, chaired by the respective General Manager, which conducts routine audits, risk assessments and reviews of safety procedures to ensure operational excellence and employee wellbeing.

New employees at our refineries are required to attend a comprehensive safety induction programme that covers general safety regulations, correct usage of personal protective equipment (PPE), designated assembly points, potential hazards associated with specific workstations and procedures for reporting incidents and responding to emergencies. All employees are provided with appropriate PPE and undergo regular health and safety training. These sessions include general safety protocols, emergency response preparedness and specialised instruction tailored to the unique risks present in their respective work environments. This proactive approach ensures a well-informed workforce and reinforces our commitment to workplace safety.

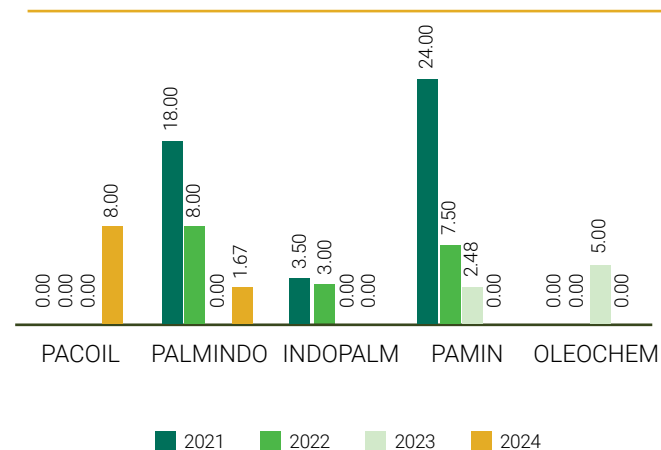
We actively monitor our safety performance by tracking key indicators such as lost time accident rates (LTAR) and severity rates across all operational facilities. In 2023, a total of 26 accidents were recorded at our PAMIN and OLEOCHEM sites, resulting in LTARs of 2.15 and 0.29, and severity rates of 2.48 and 5.00, respectively. In 2024, the total number of recorded accidents decreased to 11 across our PACOIL and PALMINDO facilities. These incidents corresponded to LTARs of 2.56 and 1.12, and severity rates of 8.00 and 1.67, respectively. We closely monitor these trends and proactively adjust our health and safety initiatives, including awareness and training programmes, to address emerging risks and ensure continued workplace safety.



Lost Time Accident Rate by Entity 2021–2024



Severity Rate by Entity 2021–2024



Notes:

1. LTAR is a key indicator used to measure productivity loss due to workplace accidents. It is calculated by dividing the total number of lost time accidents by the total hours worked, then multiplying the result by 1,000,000. Additionally, the severity rate reflects the seriousness of workplace incidents. It is determined by dividing the total number of days lost due to accidents by the number of accidents recorded.
2. OSH data is not collected for the PIL trading entity, as the nature of its operations involves minimal physical employee presence. Given the extremely low risk of on-site injuries, safety data collection for this entity is not considered necessary.
3. Severity and LTAR figures for 2021 have been restated to reflect updated or corrected information.

At PIL, we treat every accident with the utmost seriousness. We conduct comprehensive investigations to identify root causes, conduct thorough facility inspections to detect potential malfunctions and implement corrective actions to prevent recurrence. In this case, as with previous incidents, we have strengthened safety protocols by providing additional training on the proper use of PPE and emphasising the importance of regular machine maintenance.

Our Commitment to Communities

[GRI 3-3, 203-1, 203-2]

Guided by our Corporate Social Responsibility (CSR) Strategy, the Group is committed to fostering meaningful collaboration with the communities in which we operate. Our efforts focus on three core pillars; economic empowerment, social development and environmental stewardship. We strive to be a socially responsible corporate citizen by actively engaging in initiatives that promote sustainable community growth and by building long-term trust with local stakeholders. We also encourage the active participation of our management and employees in welfare and charitable projects.

Education and Youth Development

We believe that supporting education and youth development is essential for shaping the future leaders. To contribute to this vision, the Group has undertaken several initiatives, including sponsoring educational events, upgrading school infrastructure and amenities and providing financial assistance to students in need. These efforts aim to create a more comfortable and conducive environment for learning, while empowering the next generation with the tools they need to succeed.

2023–2024 Highlights

2023–2024

Offered educational stipends totalling
IDR 853,717,00
 for 60 underprivileged students in Medan throughout 2024

Gave financial help to
SMA IT Muslimin Dumai
 in November 2024 for programmes aimed at strengthening *Pancasila* students' portfolios and helping to foster well-rounded individuals⁷

Provided **donations for renovation and facilities improvement** in 2024 for an Islamic boarding school in Medan in February, a special needs school in Dumai in April and a religious school in Dumai in May



Donated computers to support **educational resources** at a refugee school and a Yemeni school in Malaysia in 2023



Donated **school supplies and fees** to selected underprivileged families in Medan in February 2023

Sponsored the **Mayor's Cup Motocross Championship** in Dumai in September 2024 to encourage youth participation in sports, thereby promoting discipline, teamwork and a healthy lifestyle

⁷ *Pancasila* students are learners who embody the core values of *Pancasila* – Indonesia's foundational state philosophy. These values include faith in God, humanitarianism, national unity, democracy guided by wisdom and social justice for all. The *Pancasila* student framework encourages the development of well-rounded individuals who are morally grounded, socially responsible and actively contribute to their communities.



PIL Gives Them Wings To Fly with Scholarship Opportunities

Wings to Dreams

Wings to Dreams is a flagship CSR initiative by the PIL Group, dedicated to providing scholarships and educational support to underprivileged students in Malaysia and Yemen. Run in collaboration with the International Modern Arabic School (IMAS) in both countries, the programme aims to deliver quality education to students from economically challenged backgrounds – young minds who may otherwise be denied access to these life-changing opportunities.

The Group has sponsored the establishment of three schools in Yemen, supporting 2,448 students to date by providing transportation, uniforms, stationery and essential school supplies.

Students Sponsored by *Wings to Dreams* Scholarship

Year	Malaysia (no.)	Yemen (no.)
2020–2021	75	-
2021–2022	98	184
2022–2023	165	393
2023–2024	233	500
2024–2025	300	500
Total	871	1,577
Combined Total	2,448	

To support talent development and bridge the gap between education and employment, we have established a range of internship programmes that provide meaningful, hands-on experience to students and recent graduates. *These initiatives aim to equip young talents with practical skills* and exposure to real-world work environments. In 2023 and 2024, we hosted 99 and 101 interns respectively across all our entities, with placements in departments such as Human Resources, Information Technology, Packed Oil, Accounts and Finance. Through the PAMIN internship programme, we further extended opportunities by offering 20 internship placements to 60 students and organising five field trip programmes for 93 students – enhancing their understanding of industry operations.

PIL Graduate Management Programme (GMP)

Launched in 2021, the PIL Graduate Management Programme (GMP) is an 18-month developmental initiative aimed at equipping recent graduates – particularly those who have completed their studies in Malaysia – with a comprehensive understanding of the Group’s core business operations. This structured programme is designed to nurture future leaders by blending intensive soft skills development with hands-on training and real-world exposure. Participants gain valuable insights into key business functions and are empowered to build a strong career foundation through:

-  Leadership development and mentorship initiatives
-  Technical and product-specific training
-  On-site industry experience across operational units
-  Exposure to cutting-edge technologies and tools

The GMP supports our long-term talent pipeline while fostering innovation, agility and a performance-driven mindset among the next generation of professionals.

Selected candidates receive a stipend throughout the training period. Upon successful completion of the programme, many graduates are offered employment opportunities within the PIL Group, both in Malaysia and internationally. Between 2023 and 2024, a total of 11 participants were enrolled in the PIL GMP – all of whom received job offers within the Group, underscoring the programme’s effectiveness in cultivating high-potential talent.

Care for Education programme with the University of North Sumatra

In October 2024, through PAMIN, we formalised a strategic partnership with the University of North Sumatra (USU) by signing a memorandum of understanding and agreement aimed at enhancing student skills through internships and technical support. As part of this initiative, we donated production equipment – including a blow moulding machine and two margarine-filling units – to support practical training in plastic machinery and packaging. The donated machines, previously owned and refurbished, promote sustainable practices by being repurposed for educational use, fostering both learning and environmental responsibility. As of 2024, nine students are participating in the internship programme, with PAMIN intending to offer employment upon completion, subject to vacancy availability.

Community Support

The Group recognises that thriving, resilient communities are the foundation of societal well-being and an enhanced quality of life. We are committed to supporting local infrastructure development, preserving religious and cultural values and fostering strong relationships with government stakeholders. In times of crisis, we proactively step in to provide disaster relief and recovery assistance, helping affected communities rebuild and emerge stronger.

2023–2024 Highlights

Religious Support	<ul style="list-style-type: none">In March 2024, we donated IDR 200,000,000 to Yayasan-Yamindo Taawon Alkha to support initiatives such as providing school uniforms, books and daily meals for students in need. The funds also contributed to the construction and renovation of prayer halls, classrooms and libraries.In April 2024, we provided financial assistance to support religious activities near Masjid Al-Amin in Dumai during Ramadan.In May 2024, we sponsored the 61st Majelis Sinode Banua Niha Keriso Protestan (BNKP), a major church assembly held in Pekanbaru, Riau province.Throughout 2024, we funded mosque-related infrastructure improvements, including:<ul style="list-style-type: none">Facility enhancements at a mosque in Dumai (April)Construction of a new mosque in a village in Dumai (June)Drainage system improvements for a mosque in Medan (December)
Disaster Relief & Humanitarian Assistance	<ul style="list-style-type: none">In November 2024, we donated basic necessities worth IDR 15,870,000 to support 100 flood-affected families in Medan and the surrounding areas.In May 2023, we extended humanitarian aid to earthquake victims in Turkey, providing food, bottled water, non-perishable items and warm clothing to assist with their immediate needs.
Infrastructure Support	<ul style="list-style-type: none">In August 2023, we contributed MYR 21,000 to support the Mayor of Dumai’s initiative to construct a bridge, enhancing accessibility in the Lubuk Gaung industrial area.
Public Health & Social Services	<ul style="list-style-type: none">Sponsored a regional HIV awareness lecture in Dumai as part of a health education initiative in November 2023.Donated daily necessities to the Dumai Immigration Department in celebration of its 74th Anniversary in January 2024.Sponsored a study visit organised by the Dumai Immigration Department in April 2024, supporting knowledge exchange and institutional engagement.
Government Engagement & Events	<ul style="list-style-type: none">Donated funds to support the Dumai Police in commemorating the 78th Bhayangkara Day in June 2024.Contributed Indonesian national flags to the Mayor of Dumai in July 2024, reinforcing civic pride and unity.Sponsored a community walking event organised by the Sungai Sembilan District Office in August 2024, celebrating Indonesia’s Independence Day.Supported the Dumai Expo and Forum in April 2024, helping to promote and uplift local businesses and entrepreneurship.

Environmental Awareness and Conservation Programmes

Raising environmental awareness remains essential as we address the ongoing challenges of climate change and resource depletion. Through a range of community-driven initiatives, we aim to inspire action and promote sustainable habits. These efforts are focused on safeguarding our natural resources and preserving the environment for future generations.



Launched in February 2023, the **‘We Care for the Beach’** programme aims to raise awareness about the environmental impacts of littering and highlight the importance of coastal conservation. The initiative encourages community participation in maintaining clean, healthy beaches and fosters of shared responsibility for protecting marine ecosystems.

From 31 July to 10 August 2023, we held **Sustainability Week** – a series of activities designed to engage employees and promote sustainable living. Highlights included an interactive awareness quiz, a clothes donation drive benefiting two orphanages, an inspiring zero-waste talk by the Free Tree Society and the donation of used books to the national library to support community learning and literacy.

In September 2023, OLEOCHEM signed a memorandum of understanding with the Girsang Sipangan Bolon district in North Sumatra to **support the preservation of Lake Toba’s cleanliness**. As part of the initiative, we donated recycling bins for placement in public spaces, including places of worship, schools, hospitals and city parks throughout the Sipangan Bolon subdistrict. This initiative aims to empower the local community by promoting effective waste management and proper segregation practices.

In August 2023, INDOPALM joined the **National Movement for Sea Love**, partnering with the Riau Maritime and Fisheries Service and the Padang Coastal and Marine Resources Management Centre to conduct a beach clean-up at Tempat Pelelangan Ikan in Riau. As part of this initiative, 75 lifejackets were distributed to local fishers to promote safer practices at sea and support the wellbeing of the coastal community.



In September 2023, we launched an **“Edible Garden”** project at the International Modern Arabic School (IMAS), engaging 25 students in the initiative. The project featured hands-on planting and composting workshops to teach proper planting techniques and raise awareness of composting’s role in waste reduction and sustainability.



In partnership with the local authorities of Kota Dumai, we launched a **mangrove restoration initiative** in Desa Guntung in February 2024, in commemoration of World Tree Day. This programme is dedicated to preserving and restoring the coastal ecosystem. Our goal is to plant 10,000 mangrove saplings in stages, with 1,000 saplings planted every six months. As of 2024, 1,000 saplings have been successfully planted.



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APPENDICES

PIL Material Topics

Material Topic	Description (Focus Area)
Traceability	We are committed to developing a traceable supply chain by mapping and identifying all suppliers to ensure transparency and accountability in the sourcing of palm products. By determining the origins of every palm source within our supply chain, we aim to enhance traceability, promote sustainability and ensure compliance with ethical sourcing practices.
Product Quality & Safety	We ensure the highest standards of product quality and food safety by adhering to strict controls, addressing customer concerns and continuously improving our processes.
Supply Chain Engagement & Transparency	We are committed to transparent and effective stakeholder communication by ensuring the appropriate scope and quality of disclosures. This includes sharing key information such as grievance cases, policies, product safety profiles, dashboard metrics and sustainability reports through accessible platforms, including our website. To uphold No Deforestation, No Peat and No Exploitation (NDPE) commitments, we actively engage with suppliers through awareness programmes, capacity-building initiatives and systematic progress monitoring to drive continuous improvement across our supply chain.
Human Rights & Labour Rights	We uphold fair employment practices by protecting labour rights, including freedom of association, collective bargaining, fair wages and equitable benefits. We implement policies and management systems to ensure human rights are respected throughout our operations and supply chains.
Grievance Management	We maintain a formal grievance mechanism to ensure stakeholder concerns are addressed fairly, transparently and effectively.
Corporate Governance	We implement robust systems to uphold high ethical standards across all entities, including anti-bribery, anti-corruption, whistleblowing and grievance mechanisms, ensuring accountability and sustainable business practices.
Health and Safety	Promoting and protecting employee health, safety and wellbeing through proactive measures to minimise fatalities, injuries and sick leave, alongside initiatives that support overall wellness.
Water Management	Implementing best practices in water management across all entities to optimise usage and promote sustainability.
Stakeholder Engagement & Collaboration	<p>Collaborating with industry stakeholders, government bodies, and civil society organisations to address key issues, drive industry transformation and foster strong partnerships. We maintain transparency and accountability, promoting innovation, expertise and resources.</p> <p>Keeping stakeholders informed about sustainability practices and Group-wide matters, ensuring our reporting aligns with evolving frameworks, guidelines and requirements.</p>

Material Topic	Description (Focus Area)
GHG Emissions & Climate Impact	Minimising the operational carbon footprint of our entities by implementing effective measures to reduce GHG emissions, helping mitigate the impact of extreme weather events.
Energy Management	Reducing our environmental impact by optimising energy consumption and enhancing energy management practices.
Sustainability Certification & Compliance	Demonstrating our commitment to sustainability by voluntarily adopting key certifications and standards, including the Roundtable on Sustainable Palm Oil (RSPO), Malaysian Sustainable Palm Oil (MSPO), Indonesian Sustainable Palm Oil (ISPO) and International Sustainability and Carbon Certification (ISCC). Ensuring compliance with both local and international regulations, policies and processes across all entities.
Supporting Smallholder Inclusiveness	Recognising the value of smallholders, we provide targeted support and engagement initiatives to enhance their participation in the supply chain.
Protection of Forest & Biodiversity	Collaborating to conserve, manage, and rehabilitate High Carbon Stock (HCS) forests, High Conservation Value (HCV) areas and peatlands by enforcing no deforestation, no peatland development and implementing fire prevention measures.
Workplace Diversity	Promoting equal opportunities and cultivating a diverse, inclusive workplace that respects and values all individuals, regardless of age, ethnicity, gender, nationality, minority status, sexual orientation, physical ability or religious and personal beliefs.
Waste Management	Effectively managing waste throughout its lifecycle, from creation to disposal, in compliance with regulations. This includes implementing waste reduction strategies and promoting the reuse and recycling of materials to minimise environmental impact.
Productivity & Revenue	Ensuring the company's long-term viability, financial stability and sustainable economic growth.
Rights of Indigenous Peoples & Local Communities	Recognising and protecting the rights of Indigenous Peoples, ensuring these freedoms are upheld throughout the supply chain.
Community Investment / CSR	Contributing financially and through other means to support and enrich the local communities surrounding our operations.
Talent Management	Attracting skilled employees and offering them growth opportunities, while fostering a culture of engagement to retain a motivated workforce.

Stakeholder Engagement Table

[GRI 2-29]

Stakeholder Group	Focus	Engagement Method	Engagement Frequency
Employees	Training and development	In-house and external training programmes	When required
	Employee performance Employee satisfaction Employee engagement (salary and benefits, career progression etc)	Employee survey	Annually
		Performance reviews	Annually
		Whistleblowing mechanism	When required
		Company policies	When required
		Employee engagement activities (CSR programmes etc)	Annually
	Employee welfare and wellbeing	<ul style="list-style-type: none">Glucose and cholesterol check-ups, in-body composition analysis with doctor / dieticianInsurance allocation for dentistry, glasses and purchase of sports items	Annually
Certification Bodies	Compliance with certification standards	Roundtable meetings Site and data audits (GHG verification, safety audits, ISO etc)	Annually
Non-Governmental Organisations (NGOs)	Programmes and initiatives	Partnerships, sponsorships and joint projects: <ul style="list-style-type: none">Donation of used clothes, old books and recycling initiativesEdible Garden Project at International Modern Arabic School (IMAS)PIL employees' composting workshop	When required
Industry Peers	Industry best practices	Collaborative workshops	When required
		Multi-stakeholder forums and events such as POCG	Annually
Communities	Community contributions	Disaster relief efforts, scholarship funding and community outreach programmes	Annually

Stakeholder group	Focus	Engagement method	Engagement Frequency
Customers	Meeting customer requirements	Joint ventures	When required
		Meetings and engagement (surveys, email, phone calls, in-person and online events)	When required
		Site visits	When required
Governments & Regulators	Compliance	Regular engagement and communication	When required
Suppliers	Traceability and compliance	Contractor and supplier interviews and negotiations	When required
		Audits and site visits, data collection	
		Supplier screening and assessments	
	Grievances	Regular engagement and communication	When required
Bankers	Sustainability-linked financing review	ESG questionnaires Due diligence questions Sustainability-linked KPIs	Annually

Base Data

General Disclosures					
Category/Indicator	UoM	2024	2023	2022	2021
Total volume sourced	MT	3,425,492	4,137,124	4,169,948	1,656,715*
CPO	MT	1,762,677	1,605,237	1,532,050	1,656,715*
CPKO	MT	30,744	21,403	13,014	
PO-based and derivatives	MT	1,596,419	2,439,959	2,552,430	
PKO-based and derivatives	MT	35,552	70,524	72,455	
Total certified volumes	MT	49,941	113,305	48,077	16,531
CPO	MT	30,700	40,745	12,768	16,531
Certified (MB) volume	MT	30,700	40,745	12,768	15,745
CPKO	MT	50	0	0	
PO-based and derivatives	MT	17,391	70,250	32,259	
PKO-based and derivatives	MT	1,800	2,310	3,050	
Total conventional volumes	MT	3,375,551	4,023,819	4,121,871	1,640,184*
CPO	MT	1,731,334	1,563,995	1,519,281	1,640,184*
CPKO	MT	30,694	21,403	13,014	
PO-based and derivatives	MT	1,579,128	2,369,709	2,520,171	
PKO-based and derivatives	MT	33,752	68,214	69,405	
Total volume produced	MT	2,761,170	1,818,796		
CPO	MT	2,757,950	1,818,796		
CPKO	MT	3,220	0		

* Data restated

Responsible Sourcing and Supplier Engagement					
Category/Indicator	UoM	2024	2023	2022	2021
Trading					
Total suppliers	no.	26	21	24	26
- Refinery / mills	no.	18	13	20	16
- Traders	no.	5	5	4	10

Responsible Sourcing and Supplier Engagement					
Category/Indicator	UoM	2024	2023	2022	2021
Refining					
Total direct suppliers	no.	330	319	347	323
Third-party refineries	no.	13	11	13	0
Third-party mills	no.	298	298	324	300
Third-party KCPs	no.	16	8	9	7
Traders	no.	3	2	1	16
Total indirect suppliers	no.	19	22	0	0
Indirect mills	no.	19	22	0	0
Indirect refineries	no.	0	0	0	0
OLEOCHEM					
PIL affiliates	no.	2	2	3	3
Third-party refineries	no.	0	0	0	0
Suppliers Engaged through Code of Conduct**					
Total	no.	324	314	365	
Trading	no.	-	-	-	
Refining	no.	322	312	362	
- PACOIL	no.	64	64	82	
- PALMINDO	no.	87	83	87	
- INDOPALM	no.	143	139	153	
- PAMIN	no.	28	26	40	
- OLEOCHEM	no.	2	2	3	

** Figures are cumulative

Environment					
Category/Indicator	UoM	2024	2023	2022	2021
GHG Emissions [GRI 305-1, 305-2]					
PACOIL	MT CO ₂ e	25,448	28,902		
Scope 1	MT CO ₂ e	14,233	22,229		
Stationary combustion	MT CO ₂ e	14,233	22,229		
Mobile combustion	MT CO ₂ e	-	-		
Industrial process	MT CO ₂ e	-	-		
Fugitive emissions	MT CO ₂ e	-	-		
Scope 2	MT CO ₂ e	8,827	4,729		
Electricity consumption	MT CO ₂ e	8,827	4,729		
Scope 3	MT CO ₂ e	2,388	1,945		
Wastewater treatment	MT CO ₂ e	1	162		
Chemical input	MT CO ₂ e	2,387	1,783		
INDOPALM	MT CO ₂ e	16,121	13,493		
Scope 1	MT CO ₂ e	4,640	2,795		
Stationary combustion	MT CO ₂ e	2,613	440		
Mobile combustion	MT CO ₂ e	1,513	2,065		
Industrial process	MT CO ₂ e	-	-		
Fugitive emissions	MT CO ₂ e	514	290		
Scope 2	MT CO ₂ e	11,481	10,698		
Electricity consumption	MT CO ₂ e	11,481	10,698		
PALMINDO	MT CO ₂ e	11,757	13,025		
Scope 1	MT CO ₂ e	4,503	4,204		
Stationary combustion	MT CO ₂ e	2,137	2,017		
Mobile combustion	MT CO ₂ e	2,162	2,187		
Industrial process	MT CO ₂ e	-	-		
Fugitive emissions	MT CO ₂ e	204	-		
Scope 2	MT CO ₂ e	7,253	8,820		
Electricity consumption	MT CO ₂ e	7,253	8,820		
PAMIN	MT CO ₂ e	23,136	22,075		
Scope 1	MT CO ₂ e	2,240	1,857		
Stationary combustion	MT CO ₂ e	904	1,237		
Mobile combustion	MT CO ₂ e	280	-		
Industrial process	MT CO ₂ e	-	-		
Fugitive emissions	MT CO ₂ e	1,056	-		

Environment					
Category/Indicator	UoM	2024	2023	2022	2021
Scope 2	MTCO ₂ e	20,896	20,218		
Electricity consumption	MTCO ₂ e	20,896	20,218		
OLEOCHEM	MTCO ₂ e	3,330	3,428		
Scope 1	MTCO ₂ e	307	361		
Stationary combustion	MTCO ₂ e	-	-		
Mobile combustion	MTCO ₂ e	52	56		
Industrial process	MTCO ₂ e	-	-		
Fugitive emissions	MTCO ₂ e	254	305		
Scope 2	MTCO ₂ e	3,024	3,067		
Electricity consumption	MTCO ₂ e	3,024	3,067		
Energy Management [GRI 302-1, 302-3]					
PACOIL	GJ	364,173	524,464		
PALMINDO	GJ	545,984	562,951		
INDOPALM	GJ	859,064	888,417		
PAMIN	GJ	206,034	180,798		
OLEOCHEM	GJ	61,490	104,890		
On-Grid Electricity	GJ	202,939	196,292		
PACOIL	GJ	39,548	32,338		
PALMINDO	GJ	44,002	40,998		
INDOPALM	GJ	27,779	33,780		
PAMIN	GJ	80,027	77,429		
OLEOCHEM	GJ	11,583	11,748		
Palm Kernel Shell	GJ	1,168,638	1,336,759		
PACOIL	GJ	-	-		
PALMINDO	GJ	419,510	473,162		
INDOPALM	GJ	749,128	812,975		
PAMIN	GJ	-	-		
OLEOCHEM	GJ	-	50,623		
Imported Steam	GJ	135,645	116,707		
PACOIL	GJ	-	-		
PALMINDO	GJ	-	-		
INDOPALM	GJ	-	-		
PAMIN	GJ	86,639	75,130		
OLEOCHEM	GJ	49,006	41,578		

Note: Water withdrawal data excludes rainwater harvesting.

Environment					
Category/Indicator	UoM	2024	2023	2022	2021
Natural Gas	GJ	375,645	492,124		
PACOIL	GJ	324,622	492,124		
PALMINDO	GJ	35,971	-		
INDOPALM	GJ	-	-		
PAMIN	GJ	15,052	-		
OLEOCHEM	GJ	-	-		
LNG	GJ	45,407	19,903		
PACOIL	GJ	-	-		
PALMINDO	GJ	-	-		
INDOPALM	GJ	32,102	4,243		
PAMIN	GJ	13,305	15,660		
OLEOCHEM	GJ	-	-		
Biodiesel B30	GJ	106,005	95,161		
PACOIL	GJ	-	-		
PALMINDO	GJ	45,740	48,202		
INDOPALM	GJ	49,492	37,345		
PAMIN	GJ	10,774	9,614		
OLEOCHEM	GJ	-	-		
Gasoline	GJ	1,829	3,542		
PACOIL	GJ	-	-		
PALMINDO	GJ	761	590		
INDOPALM	GJ	564	74		
PAMIN	GJ	237	2,522		
OLEOCHEM	GJ	267	356		
Diesel	GJ	638	1,030		
PACOIL	GJ	3	2		
PALMINDO	GJ	-	-		
INDOPALM	GJ	-	-		
PAMIN	GJ	-	443		
OLEOCHEM	GJ	635	585		
Water Management [GRI 303-3, 303-4, 303-5]					
Water Withdrawal (Group Total)	m ³	1,122,326	1,102,255	683	
Surface water	m ³	218,371	202,690	194	
Groundwater (well)	m ³	59,614	112,267	101	
Municipal water	m ³	844,341	787,298	387	

Environment					
Category/Indicator	UoM	2024	2023	2022	2021
Water Discharge (Group Total)	m³	244,552	188,075	178	
Refining	m³	235,494	164,302	150	
PACOIL	m³	80,280	96,968	83	
PALMINDO	m³	34,851	45,856	48	
INDOPALM	m³	99,611	-	-	
PAMIN	m³	20,752	21,478	19	
OLEOCHEM	m³	9,058	23,773	29	
Water Consumption (Group Total)	m³	1,134,358	920,614	505	
Refining	m³	1,100,747	870,924	479	
PACOIL	m³	461,051	258,810	122	
PALMINDO	m³	217,679	221,735	0	
INDOPALM	m³	352,505	314,957	296	
PAMIN	m³	69,511	75,422	61	
OLEOCHEM	m³	33,612	49,691	26	

Notes:

1. Water withdrawal data excludes rainwater harvesting.
2. PIL's water management data collection process has been revised for SR2023–2024; the prior years' data are not comparable and have been excluded.

Our Workforce [GRI 2-7, 405-1]					
Category/Indicator	UoM	2024	2023	2022	2021
Board of Directors (total)	no.	7	7	7	7
By Nationality					
Malaysian	no.	5	5	5	5
Indonesian	no.	2	2	2	2
By Gender					
Men	no.	7	7	7	7
Women	no.	-	-	-	-
Total employees	no.	2,063	1,940	1,871	1,945*
By Gender					
Men	no.	1,709	1,571	1,546	1,594
Top management	no.	8	9	9	9
Senior management	no.	64	33	54	15
Middle management	no.	152	71	130	82
Junior management	no.	284	1,044	243	64
Non-executive	no.	1,201	414	1,110	1,424
Women	no.	354	369	325	351
Top management	no.	1	1	1	1
Senior management	no.	16	6	20	0
Middle management	no.	47	29	52	34
Junior management	no.	105	203	82	53
Non-executive	no.	185	130	170	263
By Contract Type					
Permanent	no.	1,975	1,868	1,811	1,892
Top management	no.	9	10	10	10
Senior management	no.	80	39	74	15
Middle management	no.	199	100	182	116
Junior management	no.	374	1,209	311	117
Non-executive	no.	1,313	510	1,234	1,634
Temporary	no.	88	72	60	53*
Junior management	no.	15	38	14	0
Non-executive	no.	73	34	46	53
New Hires and Turnover [GRI 401-1]					
Group					
New Hires by Gender	no.	209	244		
Men	no.	175	208		

Our Workforce [GRI 2-7, 405-1]					
Category/Indicator	UoM	2024	2023	2022	2021
Women	no.	34	36		
New Hires by Age Group	no.	209	244		
<30	no.	113	147		
30 - 50 years	no.	75	81		
>50	no.	21	16		
New Hires by Region	no.	209	244		
Malaysia	no.	55	50		
Indonesia	no.	140	149		
Others	no.	14	45		
Employees Left by Gender	no.	139	133		
Men	no.	116	109		
Women	no.	23	24		
Employees Left by Age Group	no.	139	133		
<30	no.	48	49		
30 - 50 years	no.	69	58		
>50	no.	22	26		
Employees Left by Region	no.	139	133		
Malaysia	no.	49	61		
Indonesia	no.	78	60		
Others	no.	12	12		
Workplace Health and Safety [GRI 403-9]					
Employees					
Total accidents	no.	11	26	5	8*
Total days lost to accidents	no.	69	67	26	50*
Total working hours	million hours	4,892,787	5,188,559	4,649,019	4,083,579*
Accident frequency rate (per million hours worked)		0.45	1.00	0.22	0.39
Severity rate (average days lost per accident)		6.27	2.58	5.20	6.25
Fatalities	no.	-	-	-	-

* Data restated

Ratio of Basic Salary and Remuneration of Men and Women Employees:

Country of Operation	Malaysia	Indonesia
Top management	1:1	1:1
Management	1:1	1:1
Non-management	1:1	1:1

GRI Content Index

The Global Reporting Initiative (GRI) Standards are widely recognised as a comprehensive framework for sustainability reporting. They provide guidance on the content and indicators to be included in sustainability reports. Our 2023–2024 Sustainability Report has been prepared in alignment with the 2021 GRI Standards. The accompanying GRI Content Index in this report references our disclosures for the 2023–2024 reporting period.

Statement of Use	PIL Group is reporting for the period from 1 January 2023 to 31 December 2024, in alignment with the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location or Reason of Omission
The Organisation and its Reporting Practices		
GRI 2: General Disclosures 2021	2-1 Organisational details	About Pacific Inter-Link, p.11
	2-2 Entities included in the organisation’s sustainability reporting	At a glance, p.4
	2-3 Reporting period, frequency and contact point	At a glance, p.4 Contact, p.70
	2-4 Restatements of information	Available throughout, where relevant
	2-5 External assurance	At a glance, p.4
Activities and workers		
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	About Pacific Inter-Link, p.11 Responsible sourcing, p.23
	2-7 Employees	Our workforce, p.34
	2-8 Workers who are not employees	The company does not have workers who are not employees.
Governance		
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Governance, p.18 PIL Website - Sustainability Governance
	2-10 Nomination and selection of the highest governance body	Information unavailable
	2-11 Chair of the highest governance body	Governance, p.18
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance, p.18 PIL's Leadership Team
	2-13 Delegation of responsibility for managing impacts	Governance, p.18 PIL's Leadership Team
	2-14 Role of the highest governance body in sustainability reporting	Materiality assessment 2024, p. 17

GRI Standard	Disclosure	Location or Reason of Omission
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	Information unavailable
	2-16 Communication of critical concerns	Grievances management, p.27
	2-17 Collective knowledge of the highest governance body	Information unavailable
	2-18 Evaluation of the performance of the highest governance body	Information unavailable
	2-19 Remuneration policies	Information unavailable
	2-20 Process to determine remuneration	Information unavailable
	2-21 Annual total compensation ratio	Information unavailable
Strategy, Policies and Practices		
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Chairman and Group CEO's message, p.6
	2-23 Policy commitments	Approach to Sustainability, p.15 PIL's Sustainable Palm Oil Sourcing Policy
	2-24 Embedding policy commitments	Targets and progress, p.10 Approach to Sustainability, p.15 Governance, p.18 PIL's Palm Oil Sustainability Charter
	2-25 Processes to remediate negative impacts	Grievances management, p.27 Grievance Procedure
	2-26 Mechanisms for seeking advice and raising concerns	Grievances management, p.27 Grievance Procedure
	2-27 Compliance with laws and regulations	Ethics and conduct, p.20 Water, p.35
	2-28 Membership associations	Maintaining transparency, p. 21
Stakeholder Engagement		
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Maintaining transparency, p.21 Stakeholder engagement table, p.53
	2-30 Collective bargaining agreements	Information unavailable
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality assessment 2024, p.17
	3-2 List of material topics	Materiality assessment 2024, p.17
GHG Emissions and Climate Impact		
GRI 3: Material Topics 2021	3-3 Management of material topics	GHG emissions, p.30 Energy, p.34
GRI 301: Energy 2016	302-1 Energy consumption within the organisation	Energy, p. 34
	302-2 Energy consumption outside of the organisation	Information unavailable
	302-3 Energy intensity	Energy, p. 34
	302-4 Reduction of energy consumption	Information unavailable
	302-5 Reductions in energy requirements of products and services	Information unavailable

GRI Standard	Disclosure	Location or Reason of Omission
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	GHG emissions, p.30
	305-2 Energy indirect (Scope 2) GHG emissions	GHG emissions, p.30
	305-3 Other indirect (Scope 3) GHG emissions	Base data, p.53
	305-4 GHG emissions intensity	GHG emissions, p.30
	305-5 Reduction of GHG emissions	GHG emissions, p.30
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x) and other significant air emissions	Not applicable
Water Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Water, p.35
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water, p.35
	303-2 Management of water discharge-related impacts	Water, p.35
	303-3 Water withdrawal	Base data, p.53
	303-4 Water discharge	Base data, p.53
	303-5 Water consumption	Water, p.35 Base data, p.53
Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste management, p.37
GRI 306: Effluents and Waste	306-1 Waste generation and significant waste-related impacts	Waste management, p.37
	306-2 Management of significant waste-related impacts	Waste management, p.37
	306-3 Waste generated	Waste management, p.37
	306-4 Waste diverted from disposal	Information unavailable
	306-5 Waste directed to disposal	Waste management, p.37
Rights of Indigenous Peoples and Local Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our commitment to communities, p.45
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Our commitment to communities, p.45
	203-2 Significant indirect economic impacts	Our commitment to communities, p.45
GRI 413: Local Community 2016	413-1 Operations with local community engagement, impact assessments and development programs	Information unavailable
	413-2 Operations with local community engagement, impact assessments and development programmes	Information unavailable

GRI Standard	Disclosure	Location or Reason of Omission
Workplace Diversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity and inclusion, p.42 Fair labour practices, p.40
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Information unavailable
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity and inclusion, p.42 Base data, p.53
	405-2 Ratio of basic salary and remuneration of women to men	Fair labour practices, p.40
Workplace Diversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Fair labour practices, p.40 Diversity and inclusion, p.42
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Information unavailable
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity and inclusion, p.42 Base data, p.53
	405-2 Ratio of basic salary and remuneration of women to men	Fair labour practices, p.40
Human Rights and Labour Rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our workforce, p.39 Talent management, p.40
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Talent management, p.40 Base data, p.53
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Information unavailable
	401-3 Parental leave	Fair labour practices, p.40
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Talent management, p.40
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Talent management, p.40
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent management, p.40
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Fair labour practices, p.40
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Fair labour practices, p.40

GRI Standard	Disclosure	Location or Reason of Omission
Workplace Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Workplace health and safety, p.43
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	Workplace health and safety, p.43
	403-2 Hazard identification, risk assessment and incident investigation	Information unavailable
	403-3 Occupational health services	Workplace health and safety, p.43
	403-4 Worker participation, consultation and communication on occupational health and safety	Workplace health and safety, p.43
	403-5 Worker training on occupational health and safety	Workplace health and safety, p.43
	403-6 Promotion of worker health	Information unavailable
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Workplace health and safety, p.43
	403-8 Workers covered by an occupational health and safety management system	Workplace health and safety, p.43
	403-9 Work-related injuries	Workplace health and safety, p.43
	403-10 Work-related ill health	Information unavailable

GRI Standard	Disclosure	Location or Reason of Omission
Supply Chain Engagement and Transparency		
GRI 3: Material Topics 2021	3-3 Management of material topics	Supplier engagement, p.24
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supplier engagement, p.24
	308-2 Negative environmental impacts in the supply chain and actions taken	Supplier engagement, p.24
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supplier engagement, p.24
	414-2 Negative social impacts in the supply chain and actions taken	Supplier engagement, p.24
Corporate Governance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics and conduct, p.20
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Information unavailable
	205-2 Communication and training about anti-corruption policies and procedures	Ethics and conduct, p.20
	205-3 Confirmed incidents of corruption and actions taken	Ethics and conduct, p.20
Sustainability Certification and Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environment, p.30
GRI 307: Environmental Compliance	307-1 Non-compliance with environmental laws and regulations	Water, p.35
Topics That are Not Material to the Group		
GRI 415: Public Policy 2016	415-1 Political contributions	PIL Group Tax Policy

Glossary

[GRI 2-3]

- Crude Palm Kernel Oil (CPKO)** is an edible oil derived from the palm oil kernel.
- Crude Palm Oil (CPO)** is an edible oil extracted from the pulp of the palm oil fruit.
- Fast-Moving Consumer Goods (FMCG)** refer to high-demand products that are affordable and sold quickly.
- The Green Industry Award** is recognised by the Ministry of Industry of the Indonesia Government for businesses with efficient and environmentally friendly production processes.
- International Sustainability and Carbon Certification (ISCC)** is a sustainability certification system covering the entire supply chain, biobased feedstocks and renewables.
- Malaysian Sustainable Palm Oil (MSPO)** is a national certification standard developed with input from palm oil industry stakeholders..
- No Deforestation, No Peat and No Exploitation (NDPE) policies or commitments** were adopted by the private sector (downstream companies, traders, mills and growers) palm oil production organisations. These companies have adopted and supported practices to mitigate deforestation, encourage sustainable land development, avoid peatlands and protect workers, communities and smallholders.
- Palm Oil Refinery Effluent (PORE)** is a by-product of refined CPO.
- PROPER Awards** is an assessment initiative by the Ministry of Environment and Forestry of the Indonesia Government, which aims to improve environmental compliance and encourage business excellence throughout the country.
- Roundtable on Sustainable Palm Oil (RSPO)** is a multi-stakeholder organisation based in Kuala Lumpur, Malaysia, which has developed a sustainable palm oil certification scheme. All RSPO members must comply with RSPO Principles and Criteria (P&C) – a set of stringent standards for producing sustainable palm oil.
- Sustainable Supply Chain Certification (SCCS)** is an RSPO standard with auditable requirements designed for organisations in the palm oil supply chain to demonstrate implemented systems to control RSPO-certified palm oil products.
- Zero Accident Award** is an annual initiative of the Ministry of Manpower and Transmigration of the Indonesia Government. Recognition is given to businesses that have successfully implemented occupational safety and health procedures.
- Zoological Society of London’s Sustainability Palm Oil Transparency Toolkit (ZSL SPOTT)** is an online platform for monitoring and managing environmental risks from palm oil production.

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