



PACIFIC INTER-LINK



SUSTAINABILITY REPORT 2025

Elevating Commitments: Delivering Impact

BUILDING TRUST THROUGH PROGRESS AND TRANSPARENCY

PIL Group



PACIFIC INTER-LINK

PACIFIC INTER-LINK SDN BHD

Level 54 & 55, Vista Tower, The Intermark
348, Jalan Tun Razak
50400 Kuala Lumpur, Malaysia

+603 4027 1000

info@pilgroup.com
sustainability@pilgroup.com

www.pilgroup.com

Follow us on



Pacific Oils and Fats
Industries Sdn Bhd
(PACOIL)



PT. Pacific Bio Industry
(BIO INDUSTRY)



PT. Pacific Indopalm
Industries (INDOPALM)



PT. Pacific Medan
Industri (PAMIN)



PT. Pacific Palmindo
Industri (PALMINDO)



PT. Oleochem & Soap
Industri (OLEOCHEM)

OLEOCHEM &
SOAP INDUSTRI

Inside This Report

4 AT A GLANCE

5 SCOPE AND BOUNDARIES

6 CHAIRMAN & GROUP CEO'S MESSAGE

8 2025 PROGRESS SUMMARY

- 8 Key Highlights
- 8 Industry Memberships and Participation
- 10 Targets and Progress

11 OUR STORY

- 12 About Pacific Inter-Link
- 13 Operational Overview
- 14 Business Overview
- 14 PIL Group Value Chain

15 APPROACH TO SUSTAINABILITY

- 17 A Five-Year Blueprint for Sustainable Impact
- 19 Materiality Assessment
- 19 Overview of the Materiality Assessment Process
- 20 Materiality Matrix 2024
- 23 Ethics and Conduct
- 24 Certification and Compliance
- 26 Maintaining Transparency

27 RESPONSIBLE SOURCING

- 29 Traceability
- 30 Supplier Engagement
- 31 Suppliers' Commitments to Sustainability
- 31 Supplier Assessments
- 34 Grievance Management

35 ENVIRONMENT

- 37 GHG Emissions
- 41 Biogenic Emissions
- 42 Energy
- 43 Water
- 44 Treating PORE and Managing Effluents
- 45 Waste Management

46 OUR PEOPLE AND COMMUNITIES

- 47 Our Workforce
- 48 Fair Labour Practices
- 48 Talent Management
- 50 Diversity and Inclusion
- 51 Workplace Health and Safety
- 53 Our Commitment to Education, Communities and Environment
- 53 Education Highlights
- 55 Community Highlights
- 56 Environmental Highlights

57 APPENDICES

- 58 PIL Material Topics
- 60 Stakeholder Engagement Table
- 62 Base Data
- 74 GRI Context Index
- 77 Glossary

78 CONTACT

AT A GLANCE

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

Welcome to the fourth Sustainability Report of Pacific Inter-Link Sdn Bhd (“PIL”, the “Group” or the “PIL Group”), outlining our sustainability performance for the year ended 31 December 2025.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and benchmarks the Zoological Society of London (ZSL) Sustainability Palm Oil Transparency Toolkit (SPOTT) indicators.

GRI disclosures are indicated throughout the report and referenced under the relevant sections as GRI XXX-XX. This report should be read in conjunction with the sustainability disclosures available on our corporate [website](#).

- [SR2025 GRI Content Index](#)



Theme and Design

Elevating Commitments: Delivering Impact

Building Trust Through Progress and Transparency

This report’s theme – ***Elevating Commitments: Delivering Impact – Building Trust Through Progress and Transparency***, reflects PIL’s continued progression from intention to measurable outcomes. Building on the foundations established in previous years, we have strengthened our sustainability practices by enhancing governance, advancing responsible sourcing, and reinforcing compliance across our operations and supply chain.

In 2025, PIL elevated its commitments through key initiatives, including the launch of a initiative to implement a deforestation-free supply chain, alignment with the European Union Deforestation Regulation (EUDR), and the enhancement of sustainable palm oil practices under the PIL Supplier Outreach & Engagement Programme (SOEPro). These efforts underscore our focus on integrating sustainability into core business decision-making while delivering tangible environmental, social and economic impact.

As we advance towards our 2030 sustainability goals, PIL remains focused on continuous improvement, strengthening stakeholder trust, and delivering long-term value for our business, communities and the environment.

SCOPE AND BOUNDARIES

This report covers the sustainability-related performance and progress of Pacific Inter-Link Sdn Bhd, comprising seven principal business units across Malaysia and Indonesia.

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

While this report reflects the commitments and performance of all affiliates, certain disclosures relate specifically to PIL’s trading and logistics operations. These distinctions are clearly indicated throughout the report.

Unless otherwise stated, performance data covers the period from **1 January 2025 to 31 December 2025**, with historical data included where relevant and available. For BIO INDUSTRY, the data covers the period of December 2025, as the operations are newly established. The reported figures represent what is presently measurable, while processes are underway to establish comprehensive commitments, targets for future reporting cycles, and Group-level alignment.

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 2025.

- [Limited Assurance conducted in July 2025: External Verification of Sustainability Policy Transparency Toolkit \(SPOTT\) Palm Oil Assessment](#)

CHAIRMAN & GROUP CEO'S MESSAGE

[GRI 2-22]



“As a key player in the global palm oil supply chain, we recognise our responsibility to operate with integrity, transparency and accountability, while contributing meaningfully to environmental protection, social well-being and economic resilience.”

DATO' (DR) FOUAD HAYEL SAEED
Chairman & Group CEO

Dear Stakeholders,

Sustainability remains a fundamental pillar of Pacific Inter-Link (PIL)'s business strategy and long-term value creation. As a key player in the global palm oil supply chain, we recognise our responsibility to operate with integrity, transparency and accountability, while contributing meaningfully to environmental protection, social well-being and economic resilience.

The theme of this year's Sustainability Report, “**Elevating Commitments: Delivering Impact – Building Trust Through Progress and Transparency,**” reflects PIL's continued progression from policy commitments to measurable outcomes. In 2025, we further strengthened our governance structures, deepened supply chain engagement and continued embedding sustainability considerations into our operational and commercial decision-making.

Since publishing our inaugural Sustainability Report in 2021, PIL has steadily advanced its sustainability framework, with a strong focus on traceability, responsible sourcing and ethical governance. While we may have embarked on this journey later than some industry peers, our clear direction and disciplined execution have enabled us to achieve meaningful progress within a relatively short period.

In 2025, our Traceability to Mill (TTM) was maintained at 100%, while Traceability to Plantation (TTP) stood at 63% at the Group level. While this represents a slight decline compared with the previous reporting period, we have initiated targeted measures to progressively strengthen TTP coverage and further enhance supply chain transparency.

Responsible sourcing remains central to our approach. Through continued supplier engagement and capacity-building initiatives, we are working closely with our partners to strengthen compliance with our No Deforestation, No Peat and No Exploitation (NDPE) commitments, while reinforcing our Deforestation and Conversion-Free (DCF) principles across the supply chain. Protecting forests, biodiversity and high conservation value areas remains a non-negotiable priority for PIL.

At the same time, we continue to strengthen our regulatory readiness, particularly in relation to the European Union Deforestation Regulation (EUDR). Through enhanced supply chain mapping, geolocation data collection and closer engagement with suppliers, we are strengthening our data integrity and positioning PIL to respond effectively to evolving global sustainability expectations.

Beyond supply chain integrity, we are also advancing our environmental and social priorities. During the year, we continued working closely with our affiliates to improve the accuracy of greenhouse gas (GHG) emissions and water intensity data, supporting the development of structured reduction pathways aligned with our 2030 sustainability goals. At the same time, we remain committed to strengthening employee engagement, supplier capacity building and responsible labour practices across our operations and supply chains.

As we look ahead, PIL remains focused on continuous improvement. Our priorities include strengthening TTP, enhancing supplier performance, improving data transparency and maintaining regulatory readiness across key markets.

I would like to express my sincere appreciation to our employees, suppliers, partners and stakeholders for their continued trust and collaboration. The progress outlined in this report reflects the dedication of our teams and the strength of our partnerships across the value chain.

Together, we will continue to elevate our commitments and deliver meaningful, long-term impact – for our business, our stakeholders and the environment we all depend on.

Sincerely,

DATO' (DR) FOUAD HAYEL SAEED ANAM
Chairman & Group CEO
Pacific Inter-Link

2025 Progress Summary

Key Highlights

AWARDS, RECOGNITIONS AND ASSESSMENTS

Ranked **23rd** out of 100 companies in the **2025 ZSL SPOTT Assessment (82.7%)**

Green Industry Award by The Ministry of Industrial, Republic of Indonesia
 » **PAMIN** awarded **second ranking**
 » **OLEOCHEM** ranked in the **Top 10**

PALMINDO received **The Proper Blue Rating** from Indonesia's Ministry of Environment and Forestry, reflecting its compliance with environmental regulations

United Nations Global Compact Malaysia and Brunei (UNGCMYB) **acknowledged Supplier Outreach & Engagement Programme** under **ESG Trainblazer**

“**Future-Fit & Responsible Workforce**” recognition by the United Nations Global Compact Malaysia and Brunei (UNGCMYB) for **Sustainability Awareness and Employee Engagement in 2025**

CERTIFICATION

PACOIL & PAMIN successfully obtained the **Food Safety System Certification 22000 (FSSC 22000)**, complying with international food safety standards

GOVERNANCE

Engaged affiliates' senior leadership team to align on sustainability goals

Revised the five-year sustainability strategy

Served as a **platinum sponsor** of the **RSPO Roundtable Conference (RT) 2025**, reinforcing our commitment to sustainable palm oil

Revised the Traceability to Plantation (TTP) target timeline to 2030

INDOPALM, PAMIN and PALMINDO secured **Sustainability-Linked Financing (SLF)** from **DBS**

TRACEABILITY AND SUPPLY CHAIN MANAGEMENT

100% traceable to mill and **63.32% CPO traceable to plantation** (as of December 2024)

Collaborated with **Inovasi Digital** to support compliance readiness for the **European Union Deforestation Regulation (EUDR)**

Collaborated with **Earthworm Foundation** on **Deforestation and Conversion-Free (DCF)** efforts, improving the Group's DCF coverage by **12%**

Engaged 17 mills under the **Supplier Outreach & Engagement Programme (SOEPro)** to support compliance and continuous improvement

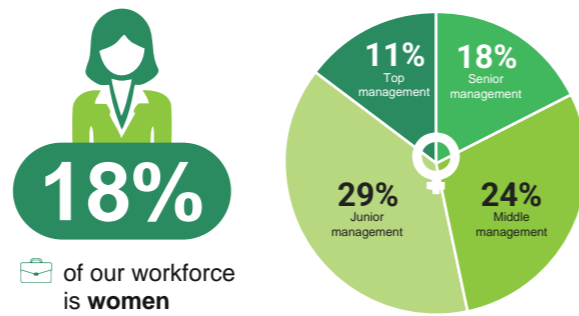
ENVIRONMENTAL PERFORMANCE

PIL partnered with **DHL** under the **GoGreen Programme** to support **Sustainable Aviation Fuel (SAF) initiatives**, contributing to Scope 3 emissions reduction

53% of energy was sourced from **renewables**

Decreased water consumption intensities **across 3 of 5 operations** from the 2022 baseline

OUR WORKFORCE



COMMUNITIES

Wings to Dream: Sponsored the establishment of four schools, supporting **3,498** students to date

OLEOCHEM led **tree planting** at Gunung Leuser National Park

Ongoing **mangrove planting initiative** by **INDOPALM** in Desa Guntung, Dumai

Industry Memberships and Participation

RSPO member



We have been a member of the **Roundtable on Sustainable Palm Oil (RSPO)** since May 2009 under membership entity **Commodities House Investments Limited (CHIL)**.

POCG member



PIL has been a member of the **Palm Oil Collaboration Group (POCG)** since 2020. We are a member of the **Active Working Group (AWG)** for the **No Deforestation, No Peat, No Exploitation Implementation Reporting Framework (NDPE IRF)** and utilise this tool to annually monitor and assess supplier compliance with our policies, including matters related to deforestation, peat clearance, and legal standards.

UNGCMYB participant



We have been a participant of the **United Nations Global Compact Malaysia & Brunei (UNGCMYB)**, demonstrating our commitment to aligning with the UN Global Compact's Ten Principles. Our participation offers opportunities to collaborate with like-minded organisations, access capacity-building resources, and strengthen corporate sustainability practices.

Targets and Progress

YEAR	TARGET	Status as of 31 December 2025																		
2025	Achieve RSPO Supply Chain Certification Standard (SSCS) certification for BIO INDUSTRY	In Progress																		
2030	100% Traceability to Plantation (TTP) Target revised from 2025 ¹ to 2030 Refer to the Traceability section for further details	Target Revised Achieved 63.32%* TTP (As of December 2024)																		
2026	To engage 10 supplying mills under the Supplier Outreach & Engagement Programme (SOEPro)	In Progress <small>Achieved ahead of schedule 17 supplying mills engaged in 2025</small>																		
2028	The Group aims to incorporate sustainability-related performance indicators into a sustainability-linked financing	Achieved <small>Achieved ahead of schedule</small>																		
2030	Ensure the supply chain is 100% deforestation and conversion free (DCF)	In Progress <small>57% of supply chain achieved DCF Refer to the DCF section for details</small>																		
2030	Reduce the GHG emission intensities of each entity against the 2023 baseline:	In Progress In 2025, two entities met their GHG reduction target Refer to the GHG emissions section for details																		
	<table border="1"> <thead> <tr> <th>Entity</th> <th>2023 Baseline (kg CO₂e/MT)</th> <th>2030 Target</th> </tr> </thead> <tbody> <tr> <td>PACOIL</td> <td>0.0638</td> <td>0.0606 (5% reduction) ✓</td> </tr> <tr> <td>PALMINDO</td> <td>0.0410</td> <td>0.0390 (5% reduction) ✓</td> </tr> <tr> <td>INDOPALM</td> <td>0.0157</td> <td>0.0151 (4% reduction) ✓</td> </tr> <tr> <td>PAMIN</td> <td>0.0742</td> <td>0.0697 (6% reduction) ✓</td> </tr> <tr> <td>OLEOCHEM</td> <td>0.1432</td> <td>0.1360 (5% reduction) ✓</td> </tr> </tbody> </table>	Entity	2023 Baseline (kg CO ₂ e/MT)	2030 Target	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) ✓	
Entity	2023 Baseline (kg CO ₂ e/MT)	2030 Target																		
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 the water consumption intensity of each entity against the 2022 baseline:	On Track In 2025, two entities met their GHG reduction target Refer to the Water section for details																		
	<table border="1"> <thead> <tr> <th>Entity</th> <th>2022 Baseline (m³/MT finished product)</th> <th>2030 Target</th> </tr> </thead> <tbody> <tr> <td>PACOIL</td> <td>0.430</td> <td>0.400 (7% reduction) ✓</td> </tr> <tr> <td>PALMINDO</td> <td>0.680</td> <td>0.612 (10% reduction) ✓</td> </tr> <tr> <td>INDOPALM</td> <td>0.369</td> <td>0.354 (4% reduction) ✓</td> </tr> <tr> <td>PAMIN</td> <td>0.261</td> <td>0.240 (8% reduction) ✓</td> </tr> <tr> <td>OLEOCHEM</td> <td>4.312</td> <td>3.018 (30% reduction) ✓</td> </tr> </tbody> </table>	Entity	2022 Baseline (m ³ /MT finished product)	2030 Target	PACOIL	0.430	0.400 (7% reduction) ✓	PALMINDO	0.680	0.612 (10% reduction) ✓	INDOPALM	0.369	0.354 (4% reduction) ✓	PAMIN	0.261	0.240 (8% reduction) ✓	OLEOCHEM	4.312	3.018 (30% reduction) ✓	
Entity	2022 Baseline (m ³ /MT finished product)	2030 Target																		
PACOIL	0.430	0.400 (7% reduction) ✓																		
PALMINDO	0.680	0.612 (10% reduction) ✓																		
INDOPALM	0.369	0.354 (4% reduction) ✓																		
PAMIN	0.261	0.240 (8% reduction) ✓																		
OLEOCHEM	4.312	3.018 (30% reduction) ✓																		
2030	INDOPALM aims to plant 10,000 mangrove saplings, with any dead saplings replaced to ensure continued coastal protection	In Progress <small>3250 saplings were planted</small>																		
Year-on-Year	Zero fatalities	Achieved																		
Year-on-Year	Conduct at least one OSH training per year for each new employee	Achieved																		
Every 2 years	Conduct at least one sustainability awareness briefing per year for new employees	Achieved																		

The following targets have been removed from the 2025 reporting cycle:

1. **Full compliance with the European Union Deforestation Regulation (EUDR) (Target:2025).** Compliance with EUDR remains an ongoing priority, as different sourcing regions present varying levels of readiness and operational challenges. While some affiliate refineries have achieved readiness, others require additional time to reach full compliance. Accordingly, this target has been removed from the 2025 reporting cycle, with continued efforts to achieve EUDR compliance integrated into our operational and sustainability practices.

¹ Traceability data for 2025 will be published on our website once available (May 2026).

OUR STORY



11 OUR STORY

- 12 About Pacific Inter-Link
- 13 Operational Overview
- 14 Business Overview
- 14 PIL Group Value Chain

OUR STORY

About Pacific Inter-Link

[GRI 2-1, 2-6]



Pacific Inter-Link Sdn Bhd (PIL) was incorporated in 1988 and is headquartered in Kuala Lumpur, Malaysia. The Group operates across the edible oil and consumer goods value chain, encompassing manufacturing, refining, trading, tank terminal operations and logistics. PIL exports its products to more than 90 countries across Southeast Asia, the Middle East, Eastern Europe and Africa.

In the consumer goods segment, the Group manufactures and supplies edible oils, specialty fats, dairy products, as well as home and personal care products to regional and international markets.


PIL is one of the leading global exporters of palm oil and is a member of the Roundtable on Sustainable Palm Oil (RSPO) and the Palm Oil Refiners Association of Malaysia (PORAM). The Group maintains ISO-certified management systems across its operations. PIL operates manufacturing facilities in six countries and maintains regional offices in seven countries.

The Group is committed to responsible business practices and integrates sustainability considerations across its operations, focusing on operational reliability, quality, and continuous improvement throughout the value chain.

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


Operational Overview


Over the years, **Pacific Inter-Link Sdn Bhd (PIL)** has strategically expanded its palm products business into a well-integrated and resilient operational network across Malaysia and Indonesia. As part of this continued expansion, **PT. Pacific Bio Industry (PT. Bio)** was established as a new refinery under the Group to meet the growing demand for refined palm oil, strengthen regional processing capacity, and enhance supply chain efficiency and operational resilience.



PIL
Established in 1988

Kuala Lumpur, Malaysia
(3.168739°, 101.691519°)







PAMIN
Established in 1998


Medan, Indonesia
(3.672316°, 98.689225°)

RSPO SCCS-certified since March 2015






REFINING CAPACITY 220 MT/day




PACOIL
Established in 2002


Johor, Malaysia
(1.670326°, 103.550930°)

RSPO SCCS-certified since September 2014
-MSPO-certified since June 2019
-ISCC-certified since 2015






REFINING CAPACITY 2,000 MT/day




PALMINDO
Established in 1999


Medan, Indonesia
(3.669973°, 98.690497°)

RSPO SCCS-certified since June 2014






REFINING CAPACITY 1,500 MT/day




INDOPALM
Established in 2009


Dumai, Indonesia
(1.751120°, 101.367873°)

RSPO SCCS-certified since June 2014
-ISCC-certified since 2016







REFINING CAPACITY 3,300 MT/day




OLEOCHEM
Established in 2000

Medan, Indonesia
(3.672389°, 98.688064°)







PRODUCTION CAPACITY 256 MT/day



BIO INDUSTRY
Established in 2021

West Kalimantan, Indonesia
(0.504711°, 108.912210°)





REFINING CAPACITY 2,000 MT/day

Business Overview

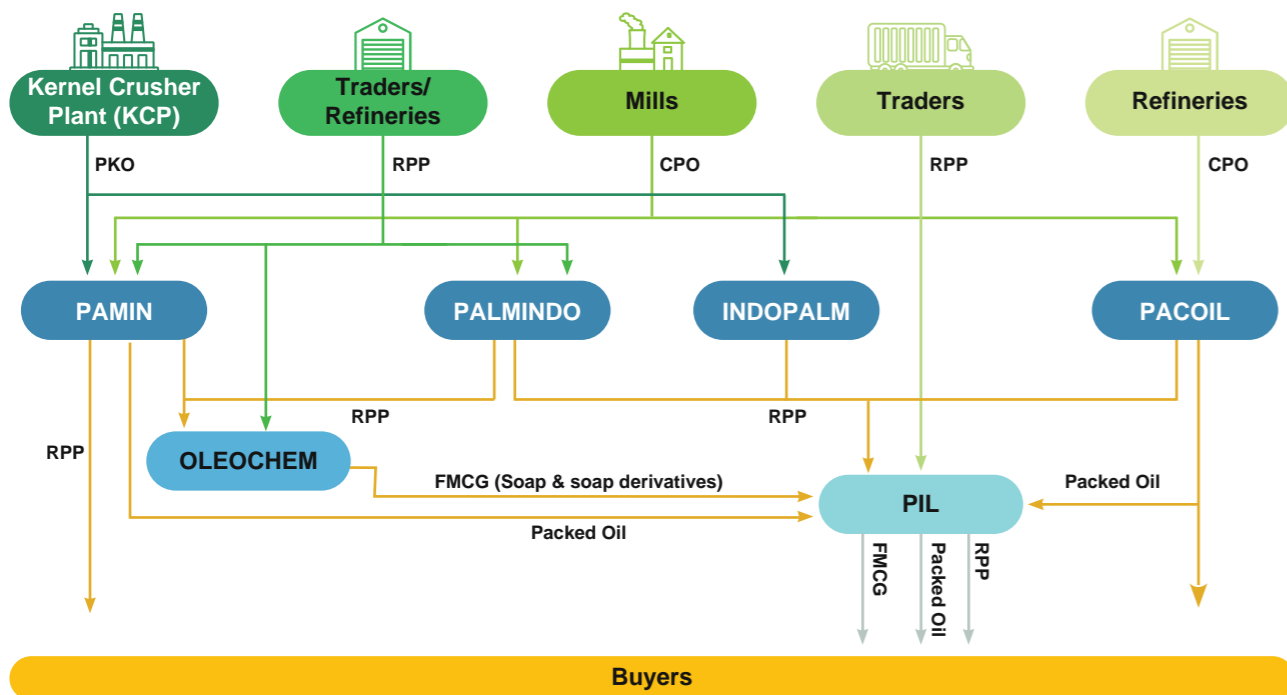
The Group serves its key markets through two core business segments: **palm oil products** and **branded consumer goods**. The palm oil segment comprises bulk, packaged and derivative palm oil products, while the **fast-moving consumer goods (FMCG)** portfolio includes personal care, home care and dairy products. Further information on the Group's products and applications is available on the Company's [website](#).

The Group's refineries produce a range of edible oils and fats derived from **crude palm oil (CPO)** and **crude palm kernel oil (CPKO)**, supplied in both bulk and packaged formats. These products undergo **refining, bleaching, deodorisation and fractionation** processes before being used in food and consumer goods manufacturing.

Within the downstream value chain, the Group sources oils and fats primarily from its own refineries located in Malaysia and Indonesia, as well as through traders based in Singapore. The Group's refineries procure raw materials directly from third-party mills in Malaysia and Indonesia. Where required, the Group's soap manufacturing facility sources indirectly from third-party mills in Indonesia.

FMCG² products are sourced from the Group's own manufacturing facilities as well as selected third-party manufacturers for trading purposes.

PIL Group Value Chain



Notes:

1. RPP - Refined Palm Product
2. BIO INDUSTRY is not included as it is still at pilot stage

² FMCG goods are outside the scope of this report.

APPROACH TO SUSTAINABILITY

15 APPROACH TO SUSTAINABILITY

- 17 A Five-Year Blueprint for Sustainable Impact
- 19 Materiality Assessment
- 19 Overview of the Materiality Assessment Process
- 20 Materiality Matrix 2024
- 23 Ethics and Conduct
- 24 Certification and Compliance
- 26 Maintaining Transparency

APPROACH TO SUSTAINABILITY






[GRI 2-23, 2-24]

We recognise the long-term environmental and social impacts associated with palm oil production and are committed to promoting sustainable and inclusive development within the sector. In 2022, the Group consolidated the sustainability policies of its entities into the [Group Sustainable Palm Oil Sourcing Policy](#), which outlines commitments to regulatory compliance, environmental stewardship, social responsibility, stakeholder engagement, inclusivity, and a transparent and traceable supply chain.

The Group is focused on ensuring that BIO INDUSTRY is progressively integrated and aligned with the PIL Group’s sustainability policies, standards, and governance frameworks. This alignment process will take place gradually over the coming years, ensuring that environmental, social, and operational practices at PBI are consistent with the Group’s sustainability commitments.

PIL maintains a strict zero-tolerance approach to deforestation and to any violations of land and human rights. This demonstrates the Group’s ongoing commitment to preventing the conversion of all natural ecosystems across its operations and supply chain.

PIL’s Sustainable Palm Oil Sourcing Policy Commitments

Sustainable Palm Oil Sourcing Policy	
 Transparent and Traceable Supply Chain	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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
 Environmental Responsibility	<ul style="list-style-type: none"> 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
 Social Responsibility	<ul style="list-style-type: none"> 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
 Engagement and Inclusivity	<ul style="list-style-type: none"> 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

A Five-Year Blueprint for Sustainable Impact

In 2018, PIL launched its [Sustainability Charter](#), establishing key milestones to achieve our NDPE (No Deforestation, No Peat, No Exploitation) commitments by 2020. The Charter outlined initiatives such as publishing an NDPE Policy, engaging suppliers, consolidating supplier information, reporting on traceability progress, issuing progress reports, and building internal systems to monitor performance. Although minor delays occurred due to resource constraints, the Group completed the Charter’s objectives in 2021. In July 2023, the Charter was revised to acknowledge these achievements and to reinforce our NDPE commitments.

Building on this foundation, a Five-Year Sustainability Strategic Plan was launched in May 2024 to address ongoing operational and compliance challenges while advancing the Group’s ESG (Environmental, Social, and Governance) priorities. The plan provides a structured, action-oriented framework to drive measurable impact across our operations and supply chain.

The roadmap from 2025 to 2030 focuses on eight strategic goals designed to accelerate sustainability performance and refine group-wide targets. These goals reflect our commitment to deforestation-free supply chains, minimising environmental impact, promoting responsible financing, and enhancing supplier engagement, all in line with international standards and regulatory expectations.

In 2025, the Five-Year Sustainability Strategic Plan (2025–2030) underwent a strategic revision to ensure continued alignment with evolving stakeholder expectations, business priorities, and global sustainability standards. As part of this update, two new goals were introduced:

Human Rights & Labour Standards and Biodiversity & Landscape Approach, replacing the previous goals of “Advance Sustainable and Green Financing Initiatives³” and “Conduct Comprehensive GHG Emissions Assessments⁴”.

The inclusion of **Human Rights & Labour Standards** reflects the Group’s recognition of the critical importance of monitoring labour practices in the palm oil industry, which remains predominantly labour-intensive. This goal ensures that all operations and the wider supply chain are free from human and labour rights violations, promoting ethical, safe, and fair working conditions across all levels of the value chain.

The **Biodiversity and Landscape Approach** supports collaborative action with multiple stakeholders to address shared priorities such as smallholder empowerment, supplier mapping, human-wildlife conflict mitigation, conservation, and the promotion of sustainable livelihoods, issues that are vital for responsible supply chain management and ecosystem protection. By adopting this goal, PIL aims to drive landscape-level improvements that extend beyond individual operations.

The 2025 revision reinforces the dynamic and evolving nature of the Strategic Plan, ensuring that the roadmap remains relevant, ambitious, and responsive to material ESG issues. The Plan will continue to be reviewed annually by the Chairman & Group CEO and Chief Operating Officer to track progress, evaluate effectiveness, and recalibrate priorities where necessary, maintaining accountability and delivering measurable impact across the Group’s operations and supply chain.

³ This goal has been removed as sustainable financing is now addressed under the Group governance framework.

⁴ This goal has been integrated under Goal 5: Set and Achieve Ambitious Environmental Targets.

Highlights Driving Impact: Key Goals for 2025–2030

- 1 Achieve full compliance with EUDR**
 Ensure all sourcing and operations meet EUDR requirements, ensuring continued market access and reinforcing our commitment to a deforestation-free supply chain
- 2 Achieve 100% TTP by 2025**
 Strengthen traceability systems across the supply chain to enhance transparency, accountability and visibility from plantation to end product
- 3 Secure a Deforestation & Conversion Free (DCF) Supply Chain**
 Independently verify the deforestation-free status of our supply chain through third-party consultants, ensuring compliance and credibility
- 4 Expand the Supplier Outreach and Engagement (SOEPro) Programme**
 Strengthen supplier capacity through mill visits, providing training and technical support to promote responsible sourcing and improve compliance
- 5 Programme Set and achieve Ambitious Environmental Targets**
 Reduce GHG emissions and water usage by 2030 through targeted action plans and independent verification of progress
- 6 Respect Human Rights and Labour Standards**
 Strengthen monitoring to ensure fair labour practices, preventing human and labour rights violations across our operations and supply chain
- 7 Advance Biodiversity Conservation and Landscape-Level Stewardship**
 Collaborate with stakeholders to protect biodiversity, support smallholders, and promote responsible landscape management
- 8 Strengthen Governance through Policy and SOP enhancements**
 Regularly review and refine internal policies and standard operating procedures (SOPs) to align with evolving sustainability standards, regulatory expectations and best practices

We have provided updates on our progress towards these strategic goals in our Targets and Progress section.

Materiality Assessment

[GRI 2-12, 2-14, 3-1, 3-2]

This report addresses material topics that are most significant to the Group's business activities and stakeholders. Material topics are determined based on their actual and potential impacts on the economy, environment, and society, as well as their relevance to stakeholder decision-making. The identified material topics and resulting matrix guide our internal sustainability strategies and reporting content. These topics are reviewed periodically to ensure continued relevance, considering evolving industry dynamics, regulatory developments, and emerging sustainability risks and opportunities.

The most recent comprehensive review of PIL Group's material topics was undertaken in 2024, the second iteration since the initial assessment in 2021. For the Sustainability Report 2025, the Group has prioritised the consolidation of sustainability data and the transparent communication of existing initiatives and performance. A more structured and comprehensive materiality assessment will be undertaken in subsequent reporting cycles to strengthen alignment with reporting standards, industry trends, and stakeholder priorities.

Overview of the Materiality Assessment Process



Topic Review and Identification

- Updated material topics based on industry benchmarking and consultation with internal teams



Prioritisation

- Determined the importance of each topic, with input from the PIL's sustainability team



Stakeholder Consultation

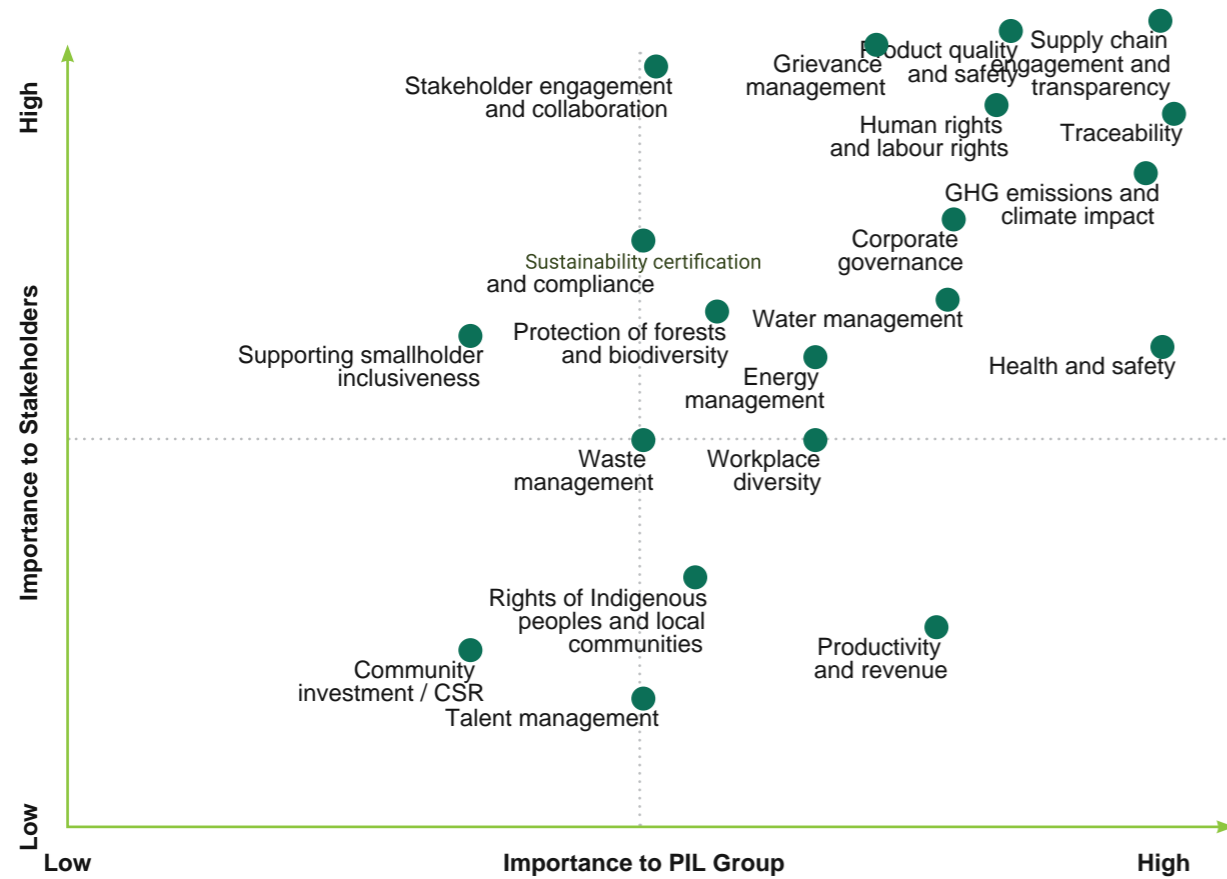
- Tested and revised topic inclusion and prioritisation after consulting three external stakeholders: two suppliers and a former customer



Validation and Approval

- Validated the final materiality topics, with input from PIL's sustainability team and senior management

Materiality Matrix



Sustainable Palm Oil Transparency Toolkit (SPOTT) Assessment by Control Union on 3-5 June 2025

Governance

[GRI 2-9, 2-11, 2-12, 2-13, 2-16, 2-24]

PIL strengthens its governance framework by embedding ESG considerations into daily operations and leadership decision-making. Sustainability initiatives are driven and monitored across all Group entities to ensure alignment with strategic priorities and stakeholder expectations.

The **Chairman & Group CEO** holds ultimate accountability for sustainability-related decisions and oversees the Group's overall management and strategy. In this capacity, they chair both the **Sustainability Steering Committee (SSC)** and the **Control Purchase Committee (CPC)**, the key governance bodies responsible for directing and streamlining sustainability oversight across the Group.



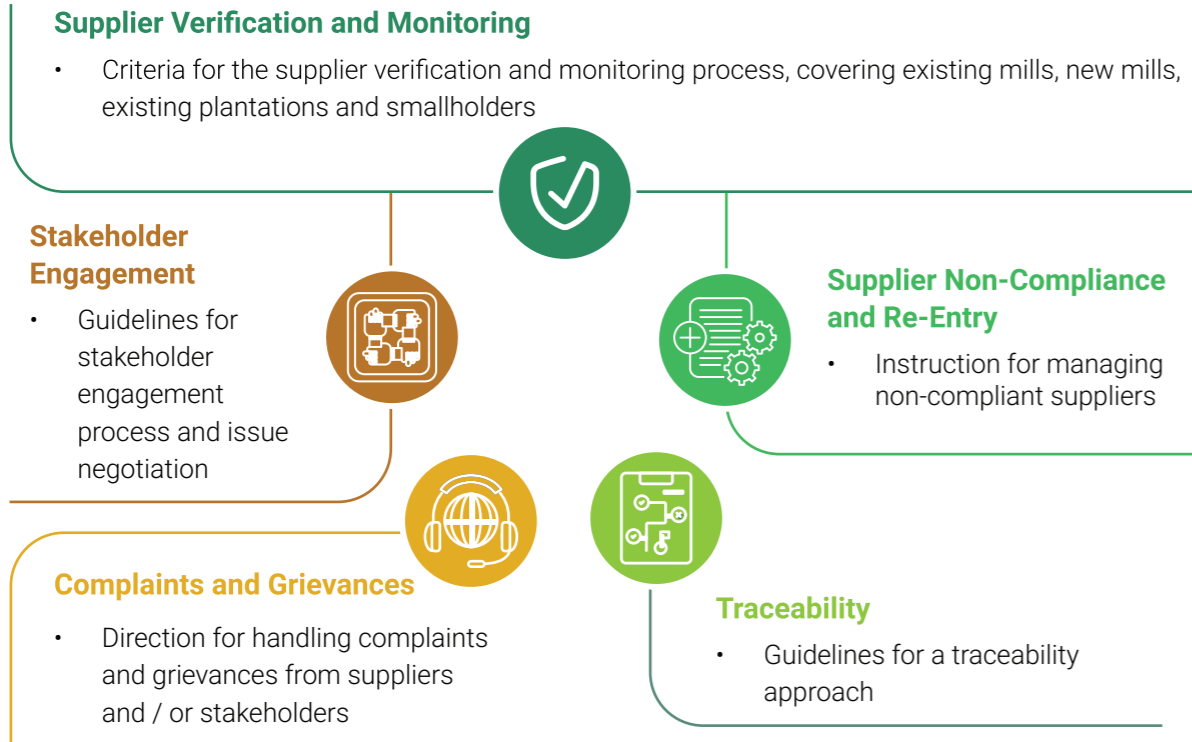
The Board of Directors reviews the Group's sustainability performance on a semi-annual basis, providing strategic oversight on progress against ESG targets, evaluating key risks and challenges, and guiding corrective actions to strengthen implementation. These periodic reviews enable the Board to remain informed of emerging issues, assess the effectiveness of sustainability initiatives, and ensure continuous alignment with the Group's long-term sustainability objectives and stakeholder expectations.

The SSC oversees the Group's sustainability strategy, guides its implementation, and ensures that policies are effectively operationalised. It also addresses NDPE non-compliance issues, including deforestation, peat clearance, and human rights concerns, in line with the PIL Group's Grievance Procedure. The CPC reviews grievance cases and manages supplier non-compliance with Group policies.

The Group's sustainability function drives day-to-day ESG commitments, recommending strategic directions and implementation plans for SSC approval, coordinating across entities, managing stakeholder and supplier engagement, and executing sustainability programmes. This function reports directly to the Chairman & Group CEO and Chief Operating Officer. An updated governance structure is available on our [website](#).

All entities have established internal SOPs to ensure consistent adherence to best practices, promoting transparency, accountability, and strong stakeholder relationships while upholding compliance, sustainability, and traceability standards across the supply chain. Similar SOPs will be implemented for BIO INDUSTRY, aligning the entity with PIL Group's governance and sustainability framework.

SOPs Focus Areas Across Group Entities



PIL's governance approach extends beyond internal policies and operational oversight to include responsible financing. In 2025, the Group initiated its first Sustainability-Linked Financing (SLF) programme through our affiliates in Indonesia, linking financing to ESG performance targets. This initiative reflects the Group's commitment to embedding sustainability across all aspects of the business, encouraging continuous improvement in ESG performance.

Integrating Sustainability into Financial Decision-Making through ESG-Linked Financing

In November 2025, PIL's Indonesian affiliates—INDOPALM, PAMIN and PALMINDO — secured their first Sustainability-Linked Finance (SLF) credit facility with DBS Indonesia. The facility was granted following stringent ESG due diligence and a series of structured engagements and alignment discussions to ensure that the financing framework, performance indicators and targets were robust, measurable and aligned with internationally recognised sustainability standards.

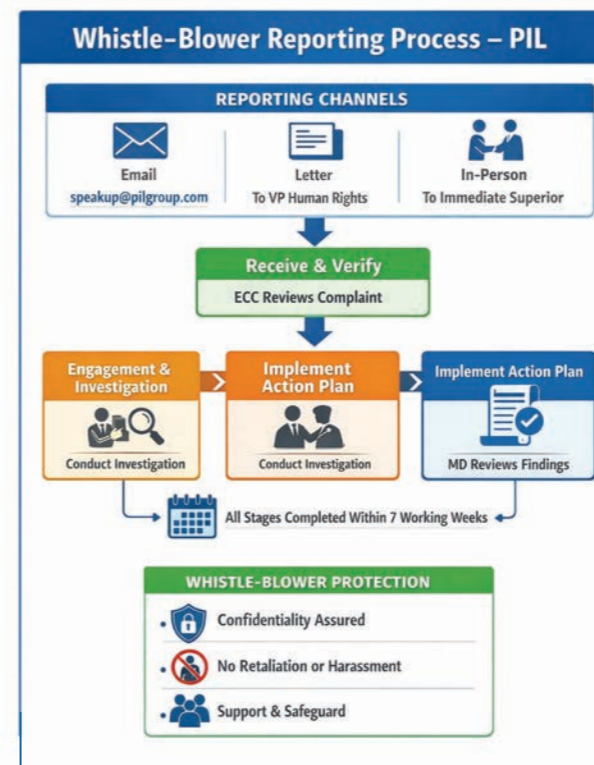
The SLF links financing terms to the achievement of defined ESG performance targets, supporting continuous improvement across priority areas, including the reduction of GHG emission reduction, supply-chain transparency, water-use efficiency and adherence to global sustainability and responsible sourcing standards.

This milestone demonstrates PIL's commitment to integrating sustainability considerations into financial decision-making, strengthening governance oversight, and advancing responsible, future-ready palm oil operations in line with its long-term sustainability strategy.

Ethics and Conduct

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

PIL Group is committed to maintaining the highest standards of ethical conduct and corporate responsibility. All entities within the Group adhere to the **Code of Conduct and Business Ethics (COBE)**, which reflects our core values of impartiality, integrity, independence, and a strict stance against bribery and corruption. To ensure these standards are embedded across the organisation, COBE is accessible to all employees, who are required to acknowledge and sign the policy, affirming their commitment. Regular engagement sessions are conducted to reinforce ethical conduct, with a particular focus on anti-bribery and anti-corruption. These efforts are further supported through the new employee orientation and sustainability awareness workshops. Employees are also required to perform thorough due diligence when engaging third-party agents, reducing risks of bribery and corruption. As of December 2025, PIL Group has had no reported cases of bribery or corruption.



All entities maintain a **Whistleblowing Policy** designed to protect individuals reporting concerns in good faith and to provide a secure and confidential channel for raising issues. Reported concerns are addressed promptly, thoroughly, and impartially. The Group's **Ethics & Compliance Committee (ECC)** is responsible for investigating any matters related to human rights violations, harassment, discrimination, or other ethical concerns. BIO INDUSTRY, a new entity within the Group, will also formally sign the COBE and participate in training on the Whistleblowing Policy to ensure consistent adherence to the Group's ethical standards.

PIL Group also expects all suppliers to comply with applicable local and national laws, as well as relevant national and international certification requirements. Supplier compliance is monitored annually, and suppliers are required, upon request, to provide supporting documentation for review. These measures reinforce PIL Group's commitment to ethical practices, transparency, and accountability across all operations, ensuring trust with employees, partners, and stakeholders.

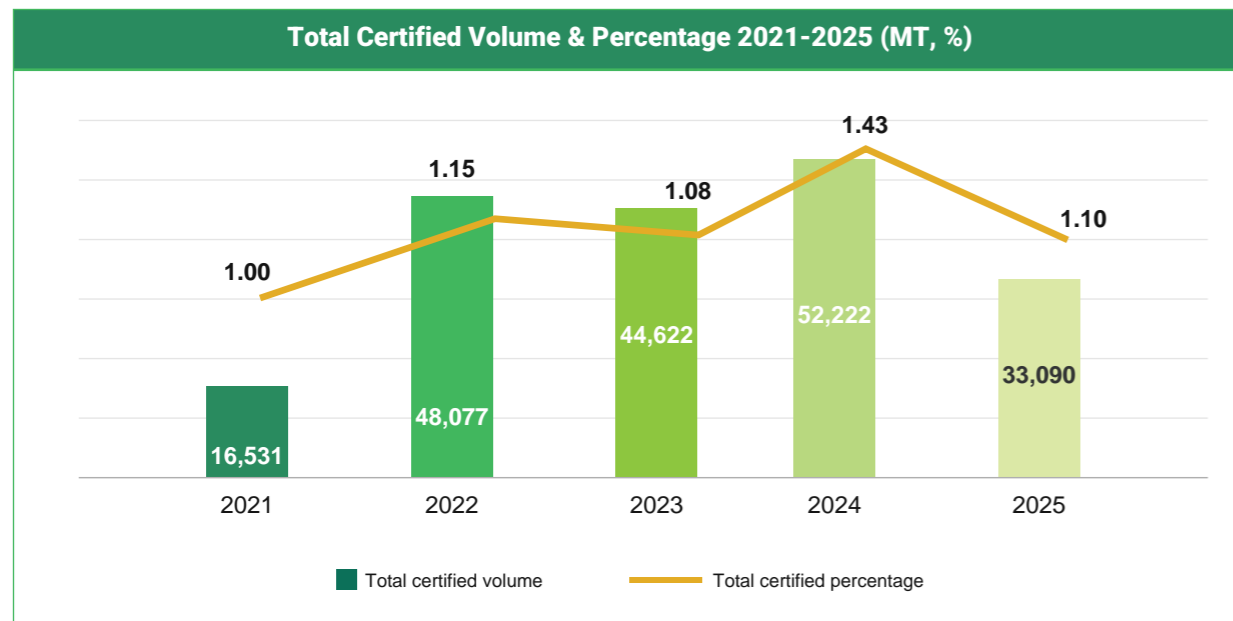
Certification and Compliance

[GRI 2-27]

PIL Group aligns its operations with recognised international and national sustainability standards and certification schemes, providing independent assurance to customers and stakeholders that our activities are conducted responsibly. These certifications support transparency, traceability, regulatory compliance, and responsible sourcing across the value chain.

The Group actively supports and participates in multiple sustainability certification schemes at both international and national levels. All PIL refineries are certified under the **RSPO Supply Chain Certification Standard (SCCS)**, while PACOIL, our refinery in Malaysia, is additionally certified under the **Malaysian Sustainable Palm Oil (MSPO) SCCS**. PACOIL and INDOPALM also hold **International Sustainability and Carbon Certification (ISCC)**, providing further assurance on traceability, sustainability criteria, and GHG considerations. BIO INDUSTRY is in the process of obtaining RSPO SCCS certification, with additional certifications to be pursued progressively, in line with market expectations and regulatory developments.

In 2025, 0.73% of the Group's sourced and traded volumes were RSPO-certified under the Identity Preserved (IP), Segregated (SG), and Mass Balance (MB) supply chain models. This proportion varies annually, reflecting prevailing market demand and the availability of certified supply. While demand for certified sustainable palm oil remains uneven across markets, PIL Group remains committed to promoting its uptake through continuous engagement with customers, suppliers, and other stakeholders. The Group undertakes ongoing educational and awareness-raising initiatives to communicate the environmental and social value of certified sustainable palm oil and to encourage broader adoption throughout the supply chain.



Notes:

1. Volume includes traded and sourced, comprising CPO, lauric and its refined products.
2. The 2023 and 2024 certified volume has been revised

In addition to sustainability certifications, PIL Group maintains a comprehensive food safety, quality, and management system certification to ensure operational excellence and product integrity. These include **ISO 9001 (Quality Management System)**, **ISO 14001 (Environmental Management System)**, and **ISO 22000 (Food Safety Management System)**, as well as **Hazard Analysis and Critical Control Point (HACCP)** certification. The Group is also certified to **Halal** and **Kosher standards**, supporting diverse market requirements. All PIL Group operations remain fully compliant with applicable national laws and regulatory requirements, and certification coverage is reviewed regularly to ensure continued relevance to stakeholder expectations and business needs

Advancing Sustainable Palm Oil Through Industry Leadership

In 2025, PIL reaffirmed its commitment to sustainable palm oil by participating in the **RSPO Roundtable Conference (RT) 2025** as a Platinum Sponsor. This reflects PIL's active support for industry-wide collaboration and engagement.

For the first time, PIL hosted an exhibition booth at RSPO RT 2025, providing a platform to engage stakeholders, share its sustainability journey, and communicate initiatives on responsible sourcing, NDPE implementation, and supply chain traceability.

PIL also contributed as a panellist in the Focus Forum session, "**Resilient Palm Oil Trade Through Producer-Consumer Partnerships**," where it shared insights on strengthening long-term partnerships, enhancing transparency, and building resilience across the palm oil value chain.

PIL's contribution supported the participation of newly certified independent smallholders at the conference, and strengthen the RSPO Smallholder Unit's ongoing efforts to empower and support smallholders.

Through its sponsorship and active participation, PIL demonstrated strong alignment with stakeholder engagement and industry collaboration, reinforcing its role in supporting a resilient, responsible, and sustainable palm oil sector.



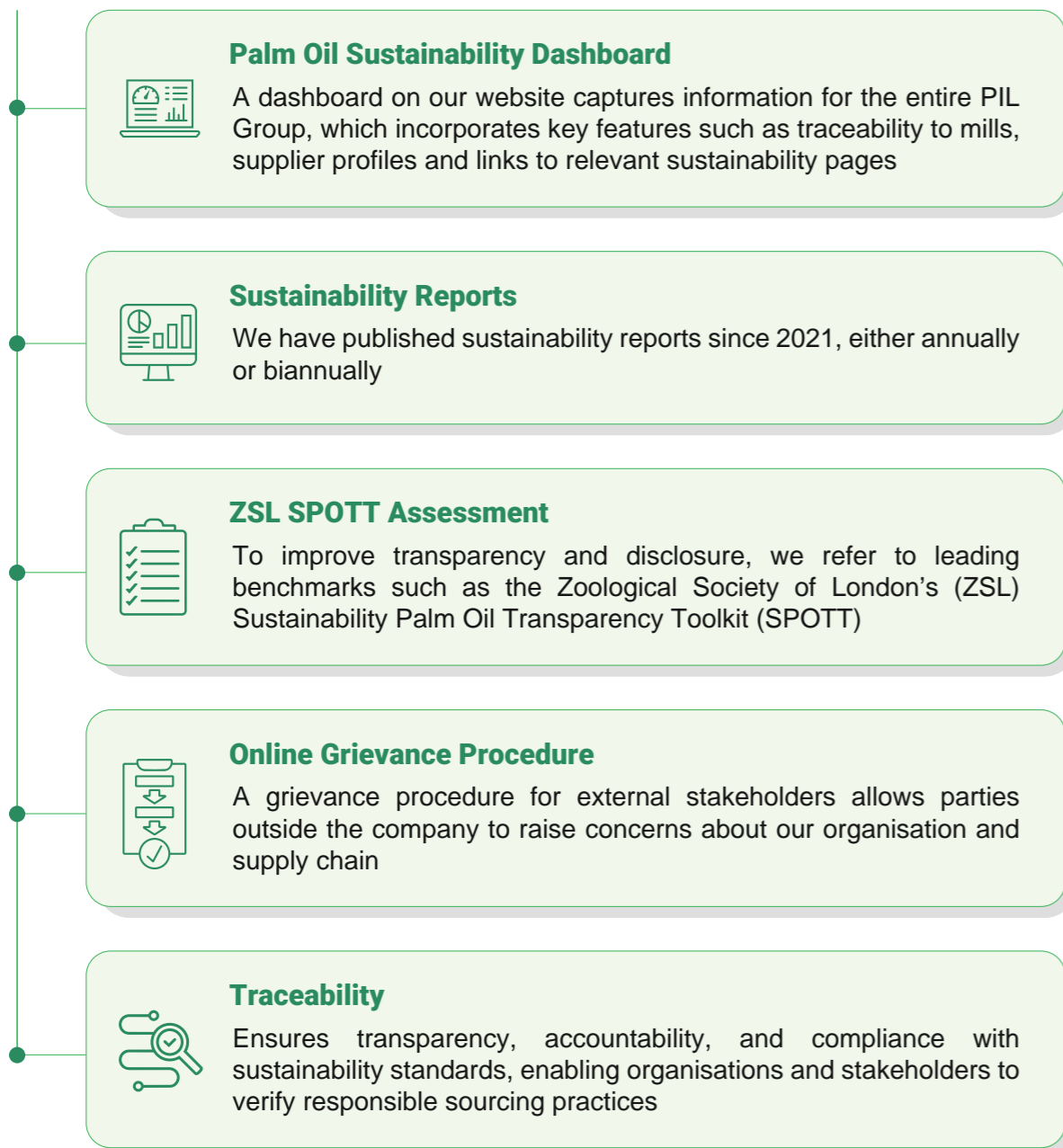
Taking center stage as Platinum Sponsor, Guest Panellist and Exhibitor at RSPO RT2025 - strengthening collaboration and championing a sustainable palm oil future

Maintaining Transparency

[GRI 2-29]

As the Group continues to strengthen its responsible business practices, transparency remains fundamental to our approach. We maintain transparent relationships with stakeholders through consistent and structured communication on sustainability initiatives, progress, and engagement activities, supporting accountability and informed decision-making.

Stakeholder Engagement Approaches



For more information, please refer to our [Stakeholder Engagement Table](#).

RESPONSIBLE SOURCING

27 RESPONSIBLE SOURCING

- 29 Traceability
- 30 Supplier Engagement
- 31 Suppliers' Commitments to Sustainability
- 31 Supplier Assessments
- 34 Grievance Management

RESPONSIBLE SOURCING

[GRI 2-6, 204-1, 3-3, 414-1, 414-2]

In 2025, PIL Group sourced a total of 2,994,868 metric tonnes (MT) of palm products from local suppliers in Malaysia and Indonesia. Out of this, 1,870,996 metric tonnes (MT) of crude palm oil (CPO) and 33,039 metric tonnes (MT) of lauric. The Group also sourced 1,038,326 MT of CPO refined products, along with 52,508 MT of CPKO refined products, which were further processed, packed, and/or traded.

PIL Group prioritises sourcing from local suppliers to reduce logistics-related impacts and strengthen domestic business partnerships. PIL identifies Malaysia and Indonesia as its significant locations of operation and sourcing, where the majority of CPO procurement expenditure, supplier engagement, and operational decision-making are concentrated.

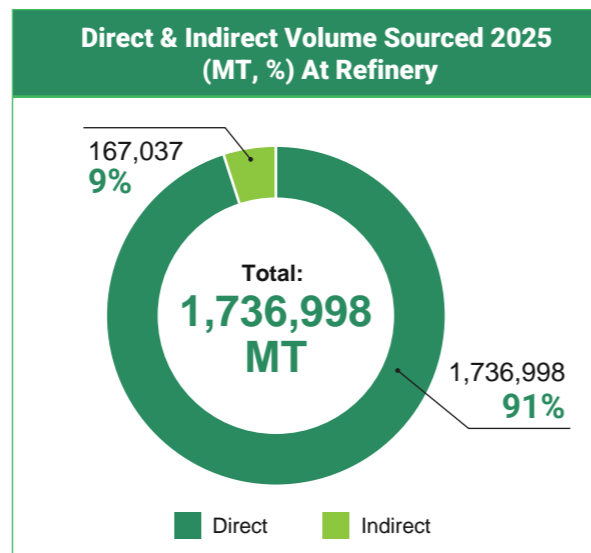
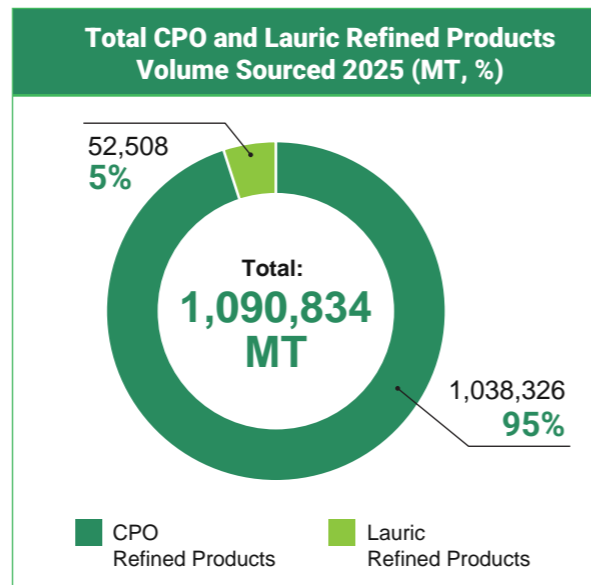
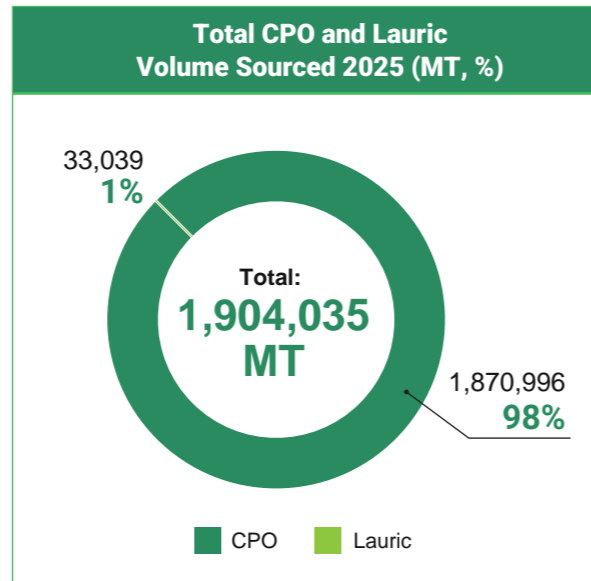
PIL maintains a strict zero-tolerance approach to deforestation and to any violations of land and human rights. This demonstrates the Group's ongoing commitment to preventing the conversion of all natural ecosystems across its operations and supply chain.

In 2025, PIL Group's supply base consisted of 361 suppliers, including mills, refineries, and traders. Our refineries sourced palm oil from 299 mills, 24 kernel crushers, 16 refineries and 4 traders.

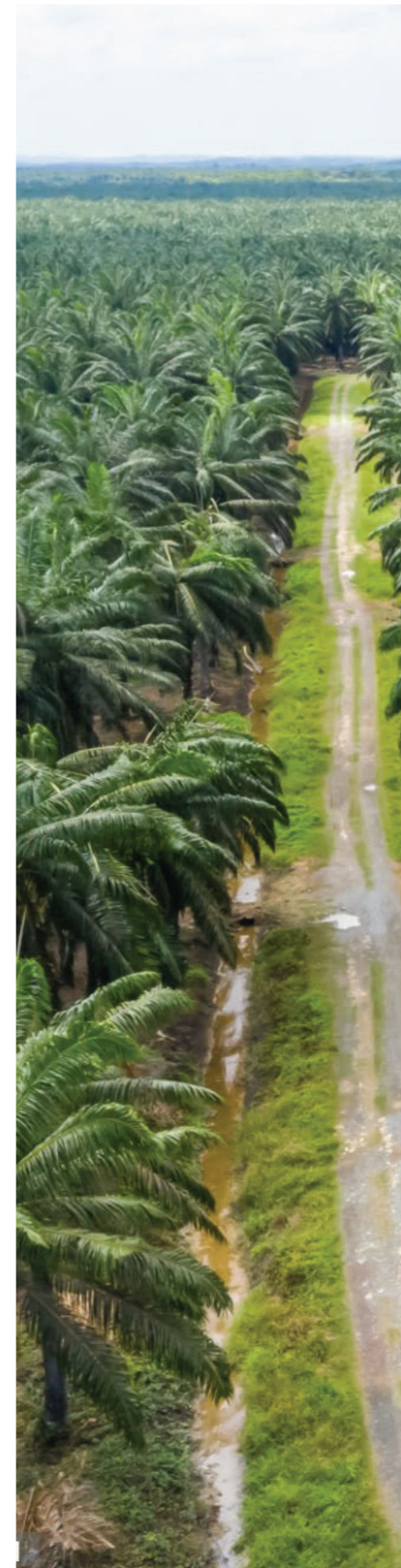
Our trading division, PIL, sourced from 18 traders and/or refiners, which included our affiliates: PACOIL, PALMINDO and INDOPALM. The remaining suppliers were external entities, i.e., not part of the PIL Group. Meanwhile, OLEOCHEM sourced its refined palm products from PALMINDO, PAMIN and external suppliers.

In terms of sourcing volumes in 2025, 91% (1,736,998 MT) of our total refinery-level sourcing came directly from mills. The remaining 9% (167,037 MT) was sourced from indirect channels, including refineries and traders.

A list of its suppliers has been made available on our [website](#) since 2018.



Traceability



Supply chain traceability is a key component of our approach to responsible sourcing and sustainability management. Enhanced traceability enables us to identify, assess and address potential environmental and social risks within our supply chain, while supporting broader industry efforts to promote sustainable practices.

To achieve TTP, we engage closely with our direct suppliers to collect detailed information on the origin of our raw materials. The data collected includes estate names, smallholder or supplying dealer details, parent company information, plantation addresses and geographic coordinates, plantation size, and volumes of fresh fruit bunches (FFB) supplied.

Since 2019, we have maintained 100% traceability to the mill level for all sourced CPO and CPKO. As of December 2024, 63.32% of our CPO volumes have been traced to the plantation level. Traceability performance may vary year-on-year due to changes in supplier sourcing patterns.

In November 2025, our TTP target and implementation roadmap plan were revised. As a trader and processor, we do not exercise direct operational control over upstream suppliers, which presents inherent limitations in influencing data availability and disclosure. Additional challenges include the complexity of smallholder and dealer-based supply chains, limited traceability systems among certain suppliers, and constraints related to data completeness and willingness to disclose information. Due to this, our new target year to achieve complete TTP has been updated from 2025 to 2030.

Notwithstanding these challenges, we strengthened our TTP approach by revising the criteria and methodology to improve the robustness and completeness of data collection. A key enhancement includes introducing greater granularity in supplier categorisation, distinguishing suppliers into directly managed areas, independent plantations, independent smallholders, cooperatives, and dealers. Detailed criteria have also been established for each category to improve transparency, consistency of reporting, and the overall quality of TTP data. From 2026 onwards, we will focus on enhanced supplier engagement, targeted capacity-building initiatives, and improved data collection mechanisms to address identified gaps to progressively improve the plantation-level traceability across our supply base.

Supplier Engagement

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

Supplier engagement and assessment are guided by our Sustainable Palm Oil Sourcing Policy and supporting standard operating procedures (SOPs). These frameworks apply to both new and existing suppliers and are designed to verify compliance and monitor performance in line with our NDPE (No Deforestation, No Peat, No Exploitation) commitments. These SOPs formalise the following:

- **What we manage:** policy implementation measures, stakeholder engagement, grievance management, traceability systems, supplier due diligence & verification, supplier monitoring processes, management of non-compliant suppliers, and defined re-entry procedures.
- **Who is responsible:** designated personnel assigned to supplier assessment and monitoring with clearly defined roles and responsibilities.
- **What we verify:** mill names, parent company details, geographic locations, RSPO certification status, policies, grievance procedure, traceability information, and appropriate documentation and record-keeping requirements to support accountability and auditability

At PIL, supplier engagement is a key component of our responsible sourcing approach. We promote supplier compliance with our Sustainable Palm Oil Sourcing Policy through structured and continuous engagement, with particular focus on suppliers identified as higher risk.

In 2022, we introduced the **Supplier Outreach & Engagement Programme (SOEPro)** to engage high-risk suppliers at the mill level and provide targeted support to address identified performance gaps. The programme was reviewed and enhanced in 2024 to strengthen its scope, improve the effectiveness of engagement, and deliver measurable outcomes.

SOEPro provides one-on-one support to suppliers, including guidance on policy requirements, technical assistance to improve traceability to plantation (TTP), support for NDPE Implementation Reporting Framework (IRF) data population, grievance management, and corrective actions to address non-compliance. The programme is designed to support continuous improvement and enable suppliers to progressively meet the requirements of our Sustainable Palm Oil Sourcing Policy. Suppliers participating in SOEPro, particularly those classified as high-risk, are expected to achieve full compliance within three years and maintain a low-risk status thereafter.

In 2025, PIL prioritised and engaged PACOIL's 17 high-impact supplying mills through the programme, supporting improvements in their risk profiles and compliance performance. As a result of engagement with high-risk mills, traceability to plantation for PACOIL improved 5% while Deforestation and Conversion-Free (DCF) performance increased 17% by the end of 2025. Building on these outcomes, PIL intends to replicate a similar engagement approach with suppliers in Indonesia beginning in 2026.



Suppliers' Commitments to Sustainability

As of December 2025, 333 suppliers (96%), including all 18 new suppliers, have signed the Supplier Code of Conduct, committing to comply with our No Deforestation, No Peat, No Exploitation (NDPE) requirements. PIL Group engages individually with new suppliers during the onboarding process to ensure a clear understanding of, and alignment with, our sustainability expectations and guidelines. In addition, we have established a time-bound commitment for all suppliers to achieve full NDPE compliance by 2030. This commitment includes achieving 50% traceability within one year of entering into a commercial relationship with PIL Group, as well as collaborating to resolve or demonstrate measurable progress on legitimate NDPE-related grievances within 12 months. This approach is also being progressively implemented across our BIO INDUSTRY operations to ensure consistent sustainability standards throughout the Group.

At PIL Group, we recognise that continuous engagement and close collaboration with suppliers are essential for managing sustainability risks, addressing the complexities of supply chain structures, and supporting long-term sustainability outcomes. To support this approach, suppliers are required to submit relevant verification and assessment information within specified timelines to enable effective monitoring and evaluation.

Suppliers that fail to comply with, or cannot be verified against, the Sustainable Palm Oil Sourcing Policy (July 2018) are managed in accordance with our Grievance Procedure and Control Purchase Plan (CPC). PIL Group works closely with non-compliant suppliers to develop corrective, time-bound action plans to address identified gaps. Where suppliers fail to engage with the grievance process or do not implement the required remedial actions, they may be subject to suspension from the PIL Group supply chain.

Suppliers Assessments

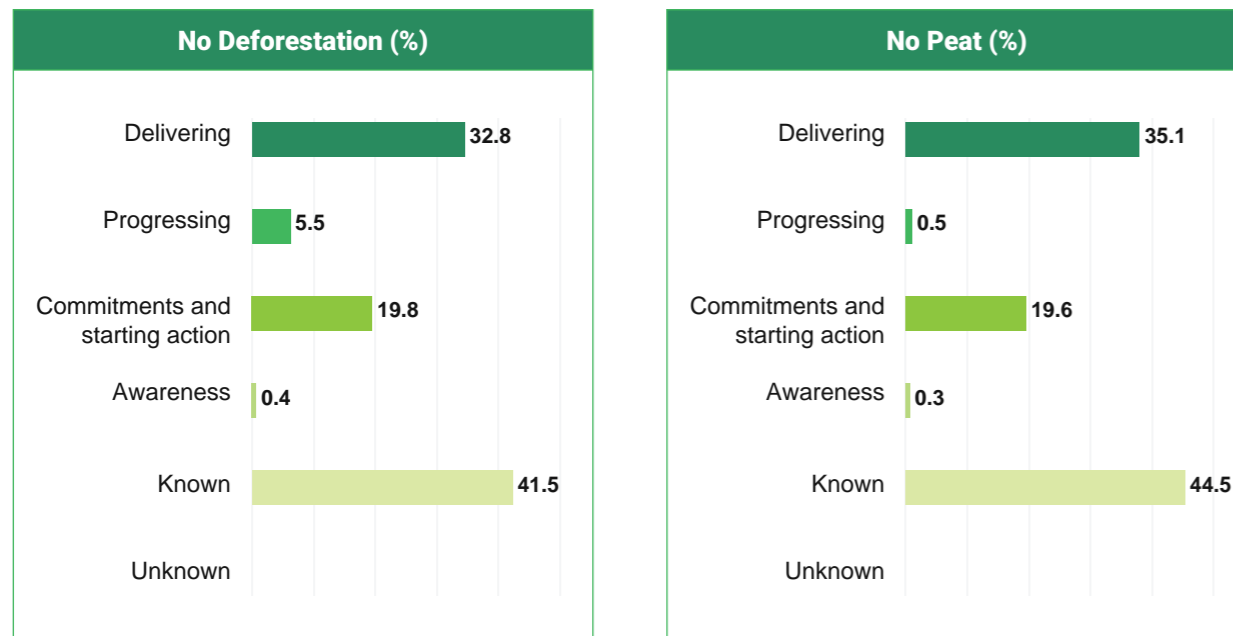
PIL applies a multi-layered approach to assess supplier compliance with NDPE commitments, combining standardised self-assessment tools, satellite monitoring, and independent verification.

NDPE IRF Profile

PIL uses the NDPE IRF template to evaluate supplier alignment with commitments relating to deforestation, peat clearance and relevant legal requirements. The assessment generates an NDPE IRF profile that provides an overview of refinery-level compliance. The profile includes visual summaries based on suppliers' responses to a standardised questionnaire covering supplying mills, certification status, NDPE policies and commitments, action plans, self-assessments, supply chain traceability, and grievance management. These profiles are shared with stakeholders upon request to support transparency and accountability.

NDPE IRF profile outcomes are reviewed annually to categorise supplying mills into high-, medium-, and low-risk groups. In 2025, 38.3% of suppliers were classified as low risk, 20.2% as medium risk, and 41.5% as high risk. A high-risk classification does not necessarily indicate non-compliance and may result from limited disclosure, incomplete information, or gaps in reported commitments. Risk segmentation enables targeted supplier engagement and the prioritisation of monitoring and capacity-building efforts. In addition, we monitor 100% of our supply chain for deforestation and land-use change using Palmoil.io, a digital monitoring tool that enables us to track and report these crucial sustainability risk.

Supplier Progress According to NDPE IRF 2024 Categories (% of Total Volume)



Notes:

- 2022 & 2024 data were collected using IRF Template Version 5.8, whereas the 2023 data utilised Version 6.0.
- 2025 data were still being collected at the time of publication using Version 6.0, and the profile will undergo verification for the first time.

Deforestation Monitoring with Palmoil.io

PIL applies satellite monitoring to support compliance with its No Deforestation and No Peat Clearance commitments across the supply chain. Satellite imagery, geospatial data, and structured reporting are used to monitor supplier activities in Malaysia and Indonesia. To strengthen these efforts, PIL collaborates with MapHubs through the Palmoil.io platform.

Palmoil.io provides a real-time, monthly dashboard with information on deforestation alerts, supply chain linkages, and the status of grievances. Monitoring covers mills within PIL's direct supply chain, as well as indirect plantation concessions supplying fresh fruit bunches to these mills. While historical deforestation data is available, monitoring is prioritised for deforestation occurring after the 1 July 2018 cut-off date. In total, 68.9 million hectares of supplier operations in Malaysia and Indonesia are monitored using the platform.

Data generated through Palmoil.io supports proactive engagement with suppliers and alignment with PIL's Sustainable Palm Oil Sourcing Policy. Confirmed cases of deforestation or peat clearance identified after July 2018 are managed through PIL's Grievance Procedure, which requires suppliers to implement remediation, recovery, or restoration actions within specified timelines. The platform is also used to conduct due diligence on new suppliers by reviewing historical grievances and publicly reported NGO non-compliance prior to establishing commercial relationships.

DCF Assessment

In 2025, PIL launched a Group-wide initiative to monitor **Deforestation and Conversion Free (DCF)** scores in partnership with the **Earthworm Foundation (EF)**, aiming to track and manage deforestation and land conversion risks across its palm oil supply chain.

Under this collaboration, suppliers are assessed by EF using a comprehensive DCF methodology. The assessment process includes the collection and processing of traceability data from mills, estates, and smallholders, validation of land-use and volume information, and analysis of supply chain data against satellite-based deforestation alerts, culminating in DCF scoring of the supply base.

Quarterly DCF reports provide detailed insights into the Group's supply chain performance, including volumes classified as DCF green, DCF with missing information, and DCF linked to deforestation. The reports also identify high-risk suppliers, supported by satellite imagery and supply chain mapping, enabling PIL to prioritise targeted engagement and risk mitigation actions.

Guided by these findings, PIL engages identified suppliers within a defined three-month improvement timeframe to address gaps and reduce deforestation risk. This process involves structured supplier engagement, technical guidance, enhanced traceability data collection, frequent consultations, and information exchange, followed by information verification by EF. The objective is to progressively move suppliers toward lower risk categories and ultimately achieve 100% DCF compliance by 2030.

Beyond risk management, DCF insights are used strategically to support sourcing from high-performing suppliers that demonstrate strong NDP compliance, while continuing to work collaboratively with lower-scoring suppliers to drive improvement. The DCF assessment also assists in supplier profiling and prioritisation under PIL's SOEPro, ensuring resources are focused where risks and impact are greatest.

Through this partnership with EF, PIL strengthens transparency, accountability, and continuous improvement across its supply chain, contributing to reduced deforestation risk, stronger supplier performance, and a more resilient and responsible palm oil sector. The DCF score at the Group level at the end of 2025 is 57%, and efforts are ongoing to improve this further.

Strengthening Buyer Engagement and Responsible Trade Partnerships

Beyond supplier engagement, PIL places equal emphasis on collaboration with its buyers to ensure a responsible, transparent, and resilient palm oil trade. From 31 July to 1 August 2025, PIL conducted a client engagement session in Singapore, bringing together key customers for structured dialogue and engagement.

The session focused on understanding clients' sustainability requirements and regulatory expectations, addressing grievances and concerns, aligning on responsible sourcing and NDPE commitments, and discussing commercial and operational matters. This proactive engagement enabled PIL to better anticipate market expectations, strengthen trust, and co-develop practical solutions with buyers, reinforcing long-term partnerships and shared accountability across the value chain.

Grievance Management




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

At PIL, operational complaints and grievances related to suppliers are treated as a critical component of our sustainability governance framework. In 2018, we established a formal grievance procedure to ensure that issues are addressed fairly, promptly and transparently, with engagement of relevant stakeholders where appropriate. The objective of this process is to identify, address and collaboratively engage with suppliers that are committed to complying with our No Deforestation, No Peat and No Exploitation (NDPE) policy.

Individual affiliate refineries handle their own grievances, but are centralised through a consolidated Group Grievance Register, enabling consistent monitoring, escalation and reporting across operations. Updates on grievance cases, including status and outcomes, are disclosed publicly via the PIL [website](#), supporting transparency and stakeholder confidence.

Upon receipt of a supplier-related complaint, PIL follows a structured and documented process to ensure that all relevant parties are engaged and that allegations are thoroughly assessed. Where a grievance is substantiated, PIL activates its Control Purchase Plan, overseen by the Control Purchase Committee, and undertakes targeted engagement with the supplier to drive corrective actions. In cases where suppliers fail to implement adequate remedial measures or remain non-compliant with PIL's sustainability policies, the Group may, as a measure of last resort, consider the suspension of commercial relationships.

As of December 2025, a cumulative total of 59 grievances had been recorded, with 58 cases successfully resolved. During the year, PIL resolved five grievance cases related to deforestation allegations involving its suppliers. Most of these cases originated from NGO reports concerning alleged deforestation and/or peatland development by both direct and indirect suppliers, with verified impacts affecting approximately 2,458 hectares within supplier operations.

Description	2025	Cumulative Cases from 2018
 Number of grievances filed	1	59
 Number of grievances closed / resolved	1	58
 Active grievances	0	1

Note: Not all grievances received or recorded are related to the PIL Group supply chain. Only those confirmed to be linked to our operations or supply chain are recorded and reported.

ENVIRONMENT

35 ENVIRONMENT

- 37 GHG Emissions
- 41 Biogenic Emissions
- 42 Energy
- 43 Water
- 44 Treating PORE and Managing Effluents
- 45 Waste Management

ENVIRONMENT

[GRI 3-3]

PIL is committed to environmental responsibility and full compliance with all applicable environmental regulations. All refineries operate under certified **Environmental Management Systems (EMS)** aligned with the **ISO 14001:2015** standard, supporting the systematic identification, management and continuous improvement of environmental performance. As of December 2024, no instances of environmental non-compliance were recorded across PIL's operations.

Guided by our Sustainable Palm Oil Sourcing Policy, PIL takes a precautionary and risk-based approach to preventing and mitigating environmental impacts across both our operations and supply chain. Priority is placed on managing impacts within our direct control, particularly in relation to energy consumption, water use efficiency and waste management, while progressively strengthening oversight of upstream environmental risks.

Environmental protection principles are embedded across the Group through entity-level environmental policies, which set clear expectations for employees and third-party suppliers. These policies are communicated internally and made publicly available via respective corporate websites, reinforcing accountability and transparency.

In 2022, PIL initiated a programme to address climate change risks and opportunities, aligning with the United Nations Sustainable Development Goal (SDG) 13: Climate Action. This programme includes the establishment of targets to reduce greenhouse gas (GHG) emissions and water-use intensity, alongside initiatives to improve energy efficiency across operations. We continue to build on our efforts year on year, with our latest initiative being an assessment of our Scope 3 emissions in 2025.



Partnering with DHL GoGreen Plus to cut carbon emissions from international shipments by up to 90% - advancing responsible, low-carbon logistics across our supply chain

GHG Emissions

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

We measure and report our GHG emissions in accordance with the GHG Protocol. Our emissions inventory covers Scope 1 (direct emissions from owned or controlled sources), Scope 2 (indirect emissions from purchased electricity), and where relevant, Scope 3 (other indirect emissions across the value chain).

To support robust and context-specific quantification, GHG accounting is conducted in accordance with ISO 14064-1 in Indonesia and the International Sustainability and Carbon Certification (ISCC) methodology in Malaysia.

Scope 1 and 2

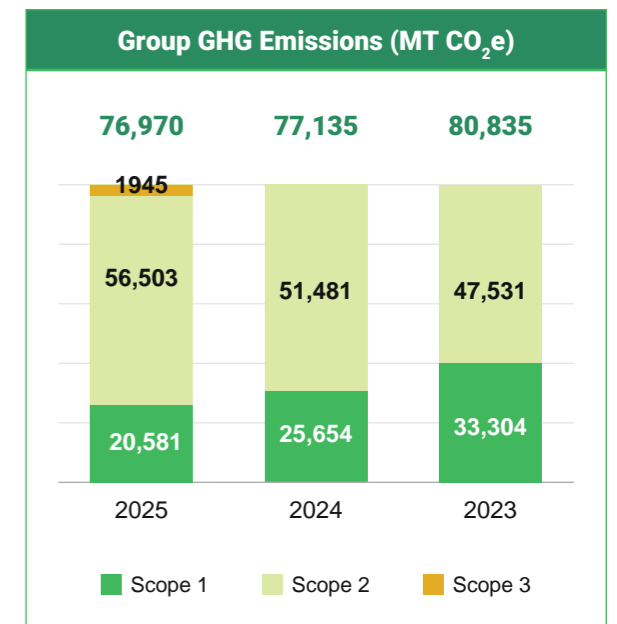
In 2025, the Group's total greenhouse gas (GHG) emissions were estimated at 74,380 metric tonnes of carbon dioxide equivalent (MT CO₂e). Scope 1 emissions, arising directly from our operations, accounted for approximately 28% of total emissions (20,930 MT CO₂e), while Scope 2 emissions from purchased electricity contributed the remaining 72% (53,450 MT CO₂e).

Most Scope 1 emissions were attributable to PACOIL, reflecting the energy-intensive nature of its refining operations. Meanwhile, PAMIN accounted for 39% of the Group's total Scope 2 emissions, driven by its comparatively higher electricity consumption profile.

Scope 3

Recognising the importance of addressing value chain emissions, PIL's Indonesian affiliates began reporting Scope 3 GHG emissions in 2025, marking an important step towards a more comprehensive emissions profile. In 2025, Scope 3 emissions were 2,590 MT CO₂e, with INDOPALM contributing to the largest share at 56%.

We are progressively expanding our Scope 3 greenhouse gas emissions disclosures, with ongoing efforts to improve data quality, broaden value-chain coverage, and strengthen the transparency of our sustainability reporting.

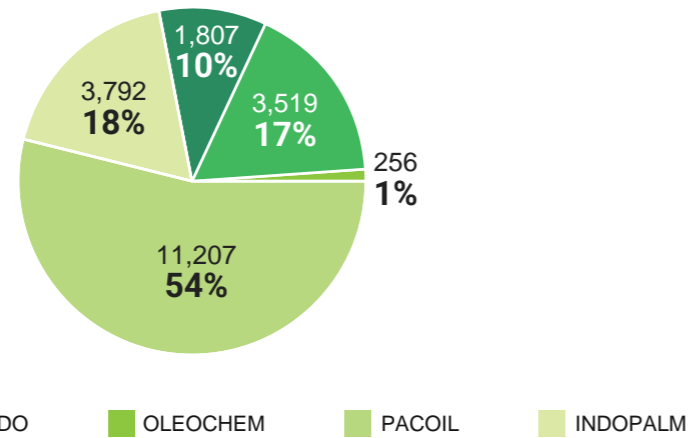


Note: Scope 3 absolute emissions are not reported in 2023 & 2024, as the quantification of Scope 3 emissions was first initiated in 2025.

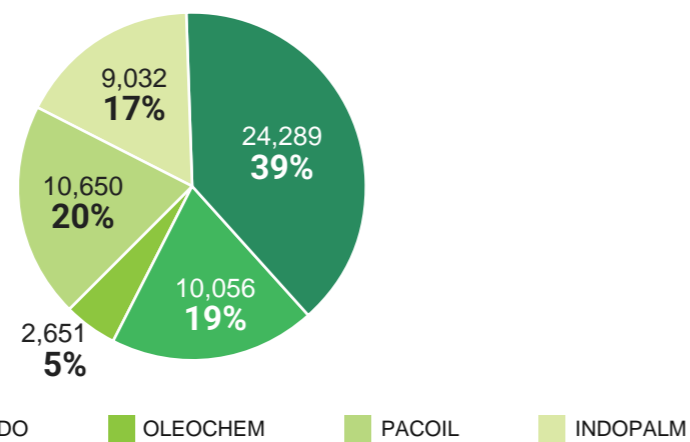
⁵ Two of our refineries – PACOIL and INDOPALM – are ISCC certified, covering their storage, warehouse and processing facilities.

⁶ The 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.

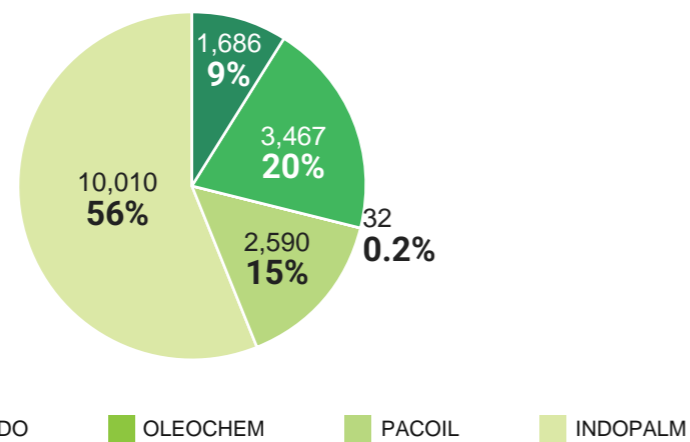
Scope 1 Emissions by Business Units 2025 (MT CO₂e, %)



Scope 2 Emissions by Business Units 2025 (MT CO₂e, %)



Scope 3 Emissions by Business Units 2025 (MT CO₂e, %)



GHG Emission Intensity

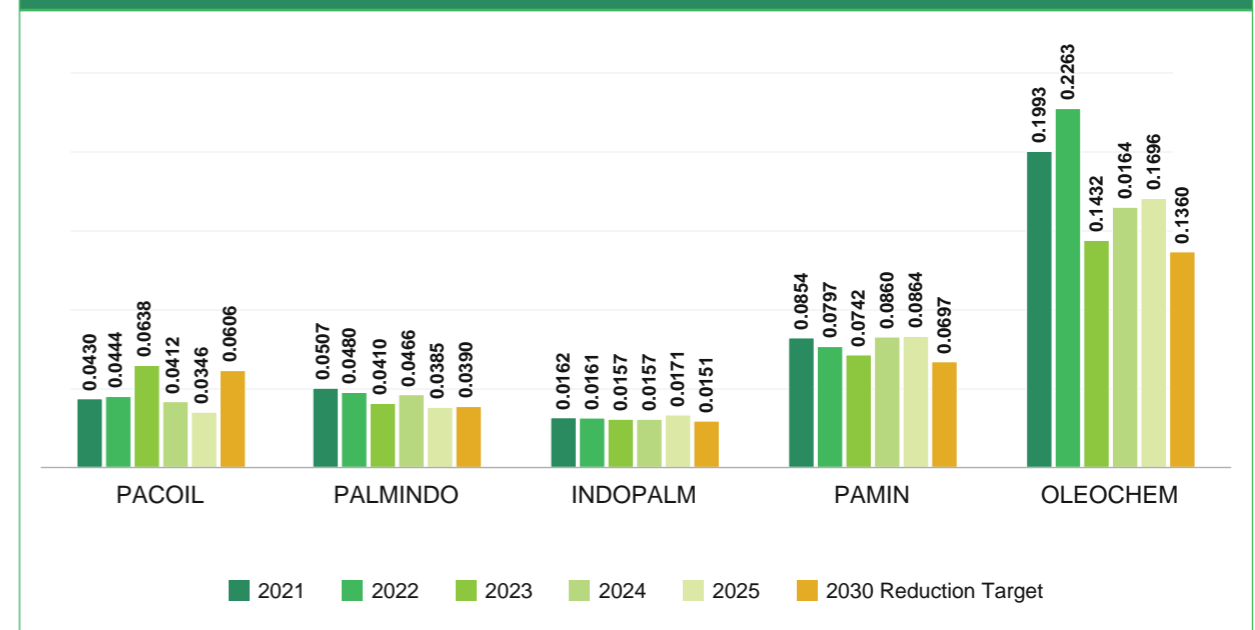
Overall, GHG emission intensities across our refineries remained relatively stable, with some year-on-year fluctuations. In 2025, INDOPALM, PAMIN and OLEOCHEM recorded increases in emission intensity.

The increase in GHG emissions at INDOPALM was primarily driven by a greater reliance on grid electricity from Perusahaan Listrik Negara (PLN) rather than renewable energy sources. The production of certain palm-based products requires significant electricity consumption from PLN, which contributes to higher emissions.

At OLEOCHEM, lower production volumes compared to 2024 resulted in higher emission intensity per tonne of finished product. PAMIN also recorded an increase in emission intensity, primarily due to operational factors during the year.

Meanwhile, PACOIL and PALMINDO met their 2025 reduction targets, achieving 16.2% and 17.3% reductions from 2024, respectively.

GHG Emissions Intensity 2021–2025 (MT CO₂e/MT Finished Product)



Notes:

1. GHG emission intensities are calculated based on Scope 1 and Scope 2 emissions.
2. PAMIN's GHG emissions data incorporates emissions arising from the production of packaging materials.
3. GHG emissions for Bioindustry have yet to be established, as operations only commenced in December 2025.

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

GHG Intensity: 2025 Performance and 2030 Reduction Targets

Entity	2025 Emissions Intensity (MT CO ₂ e/MT Finished Product)	2030 Targets
PACOIL	0.0346	0.0606 (5% reduction) ✓
PALMINDO	0.0385	0.0390 (5% reduction) ✓
INDOPALM	0.0171	0.0151 (4% reduction) ✓
PAMIN	0.0858	0.0697 (6% reduction) ✓
OLEOCHEM	0.1696	0.1360 (5% reduction) ✓

Note: Scope 3 absolute emissions are excluded from the above target, as the quantification of Scope 3 emissions was first initiated in 2025.

Absolute GHG Emission: 2025 Performance and 2030 Reduction Targets

Entity	2025 Absolute Emissions (MT CO ₂ e)	2030 Targets
PACOIL	21,856	27,456 (5% reduction) ✓
PALMINDO	13,575	12,819 (5% reduction) ✓
INDOPALM	12,824	10,939 (4% reduction) ✓
PAMIN	26,096	20,750 (6% reduction) ✓
OLEOCHEM	2,907	3,256 (5% reduction) ✓

Note: Scope 3 absolute emissions are excluded from the above target, as the quantification of Scope 3 emissions was first initiated in 2025

We are progressively expanding our Scope 3 greenhouse gas emissions disclosures, with ongoing efforts to improve data quality, broaden value-chain coverage, and strengthen the transparency of our sustainability reporting.

Biogenic Emissions

While biogenic emissions arising from natural biological sources are not included in our total GHG emissions, we monitor them as part of our internal environmental management practices. These emissions primarily stem from Scope 1 biomass fuel combustion and Scope 2 purchased steam across our operations.

Biogenic emissions are currently tracked for PALMINDO, INDOPALM, PAMIN, and OLEOCHEM, providing enhanced visibility over our energy profile. This monitoring supports ongoing efforts to improve energy efficiency and inform sustainability strategies across the Group.

Biogenic Emissions by Scope and Entity 2025 (MTCO₂e)

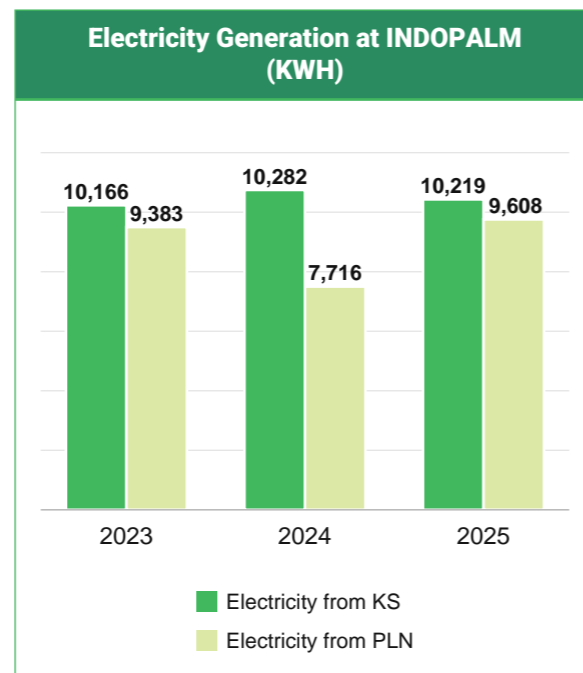
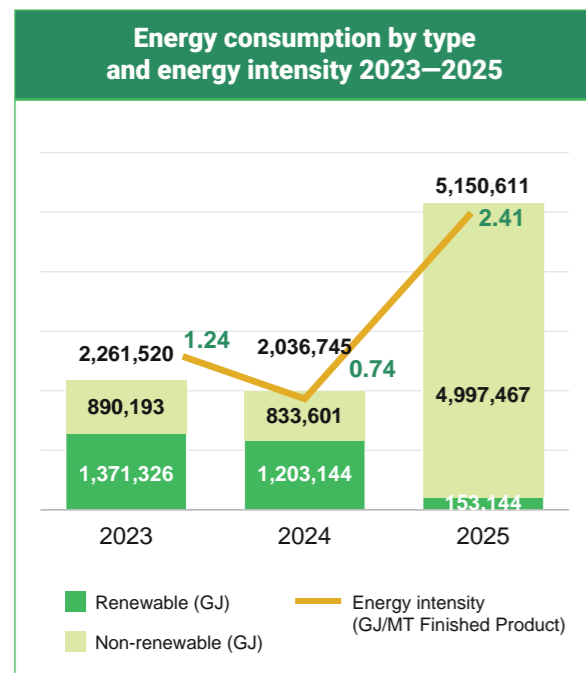
Emissions	2025
Total Scope 1 Biogenic Emissions	57,775.75
PALMINDO	55,953.76
INDOPALM	1,542.08
PAMIN	156.23
OLEOCHEM	123.68
Total Scope 2 Biogenic Emissions	10,080.19
PAMIN	10,080.19
Total Scope 3 Biogenic Emissions	11.18
INDOPALM	10.79
OLEOCHEM	0.07
Total	67,866.80

Energy

[GRI 3-3, 302-1, 302-3, 302-4]

In 2025, our total energy consumption amounted to 5.15 million GJ. As an organisation operating in an energy-intensive industry, fluctuations in energy use are expected in line with operational demands. Notwithstanding this, we remain committed to improving our energy profile by progressively reducing reliance on non-renewable sources and increasing the share of renewables within our energy mix.

During the year, 3% of our total energy consumption was derived from renewable sources, including palm kernel shells and biodiesel, while the remaining 97% was sourced from non-renewable energy such as grid electricity, natural gas, gasoline, diesel and LNG. We continue to explore opportunities to enhance energy efficiency and expand the adoption of renewable energy across our operations as part of our ongoing sustainability efforts.



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

We prioritise energy efficiency through the adoption of industry best practices. In line with this approach, the INDOPALM refinery generates on-site electricity using palm kernel shells (PKS) as a renewable biomass fuel, reducing reliance on grid electricity (*Perusahaan Listrik Negara-PLN*), supporting lower greenhouse gas (GHG) emissions and energy costs. In 2025, a total of 19,826.97 kWh of electricity was generated in INDOPALM, in which 51.54% of electricity was generated from PKS, while the remaining 48.46% was generated from *PLN*.

Water

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

Water is a critical resource for our operations, particularly across our refineries and oleochemical and soap manufacturing facilities. We source water from a combination of groundwater, surface water, and municipal supplies across our operations in Malaysia and Indonesia.

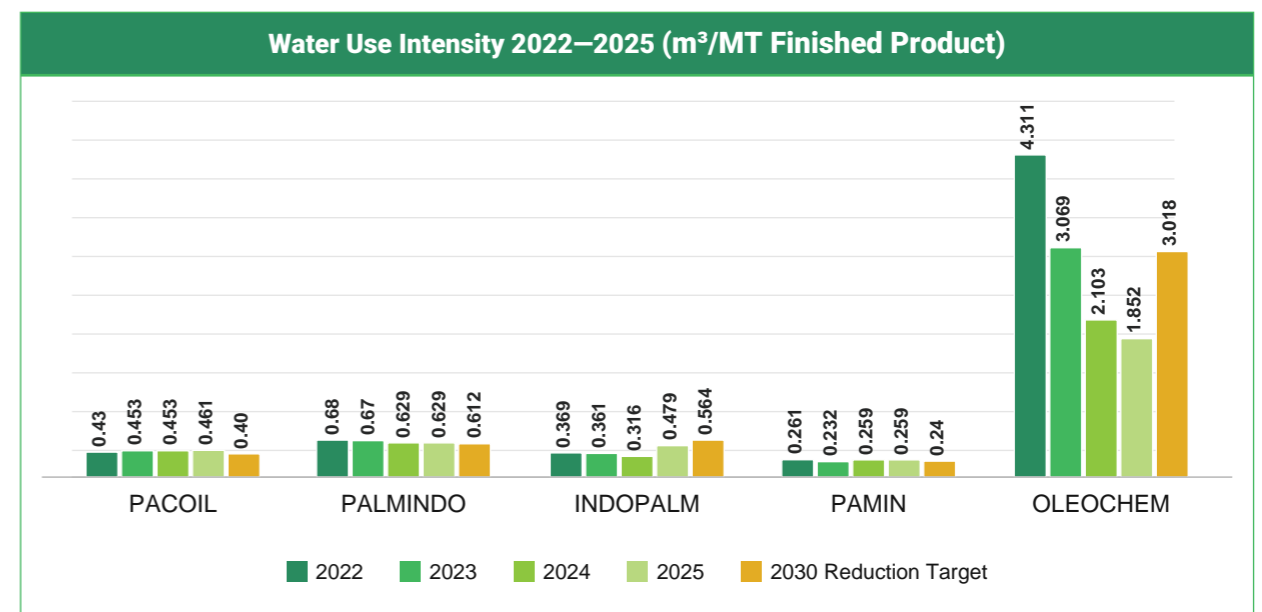
To promote responsible water management, we monitor water quality and implement measures to safeguard the availability of clean and safe water, supporting operational resilience while minimising potential impacts on the surrounding environment and communities.

Our total Group-level water consumption was approximately 1.11 million cubic metres (m³) in 2025, representing a 26% reduction compared to 2024. INDOPALM, PALMINDO and OLEOCHEM met their 2025 water intensity reduction targets, except PACOIL and PAMIN. The targets were not achieved due to variations in raw material characteristics, which required additional processing at the refineries. This resulted in higher resource consumption, contributing to increased GHG emissions and water usage compared to the target levels.

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, demonstrating strong progress in advancing sustainable water management across our operations. Further details on our water intensity reduction targets are provided in the table below.

Water Use Intensity: 2025 Performance and 2030 Reduction Targets

Entity	2025 Water Use Intensity (m ³ /MT Finished Product)	2030 Targets
PACOIL	0.461	0.400 (7% reduction) ✓
PALMINDO	0.629	0.612 (10% reduction) ✓
INDOPALM	0.479	0.594 (4% reduction) ✓
PAMIN	0.259	0.240 (8% reduction) ✓
OLEOCHEM	1.852	3.018 (30% reduction) ✓



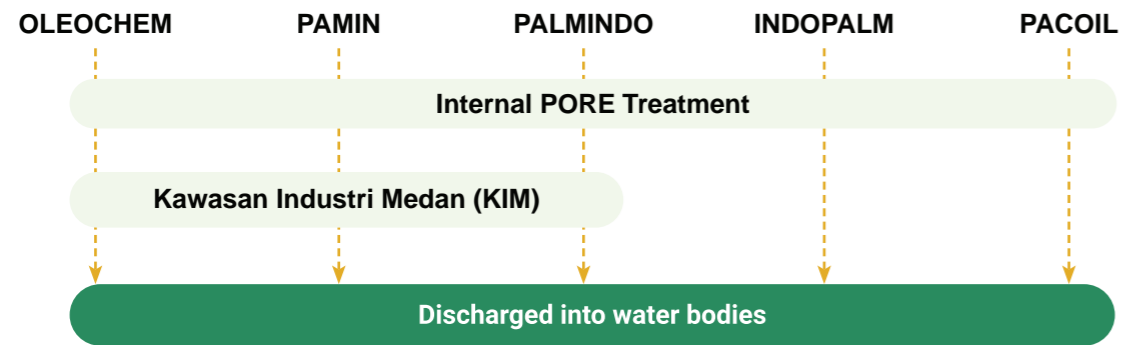
We regularly review our water usage to track progress against our 2030 water reduction targets. In line with our sustainability commitments, we continuously seek to optimise water efficiency and implement innovative water-saving measures across all operations. Each entity has developed a water conservation action plan, including practical initiatives such as collecting rainwater for cleaning, irrigation, and toilet use, and reusing rainwater and treated wastewater in cooling towers and vacuum pumps. At INDOPALM, approximately 90% of water used is sourced from desalinated seawater, processed through two desalination plants with a combined capacity of 180 cubic meters (m³) per hour. This approach reduces pressure on freshwater resources while supporting sustainable and resilient operations.

Treating PORE and Managing Effluents

PIL is committed to responsible wastewater management and regulatory compliance across all refinery and oleochemical operations. All Palm Oil Refinery Effluent (PORE) generated at our refineries and OLEOCHEM facilities is systematically treated, monitored, tested and externally verified prior to discharge. Treatment processes are designed to ensure that key effluent quality parameters, including Biological Oxygen Demand (BOD) and Chemical Oxygen Demand (COD), consistently remain within applicable regulatory thresholds before release, thereby safeguarding local water ecosystems and maintaining operational integrity.

Following treatment, effluent discharge pathways vary by facility. Treated wastewater from PACOIL and INDOPALM is discharged directly into designated receiving water bodies, while effluent from PAMIN, PALMINDO and OLEOCHEM is channelled to Kawasan Industri Medan (KIM) for final discharge into nearby water bodies in accordance with local regulatory requirements.

Discharge of Treated Water



In both 2025, BOD and COD levels across all refineries and OLEOCHEM facilities remained within legal limits, demonstrating the effectiveness of PIL’s wastewater treatment systems and its continued commitment to environmental compliance and responsible water stewardship.

³ Our 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.

⁴ KIM 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.

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 in 2025

Type of Waste	MT
Other scheduled waste (chemical residues, used solvents, contaminated rags, etc.)	70,091.65
Spent bleaching agent	14,140.21

OUR PEOPLE AND COMMUNITIES

46 OUR PEOPLE AND COMMUNITIES

- 47 Our Workforce
- 48 Fair Labour Practices
- 48 Talent Management
- 50 Diversity and Inclusion
- 51 Workplace Health and Safety
- 53 Our Commitment to Education, Communities and Environment
- 53 Education Highlights
- 55 Community Highlights
- 56 Environmental Highlights



OUR PEOPLE AND COMMUNITIES

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

At PIL, our affirms our commitment to respecting and upholding human rights across all aspects of our operations and supply chain. In compliance with applicable local labour laws, we adhere to core International Labour Organization (ILO) conventions and align our practices with the Universal Declaration of Human Rights (UDHR) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).



This commitment extends beyond our direct workforce to encompass suppliers, contractors and business partners, ensuring consistent ethical standards throughout our value chain. PIL actively encourages the reporting of potential human rights concerns through established grievance and whistleblowing channels and conducts regular training and awareness programmes to foster a culture of respect, accountability and responsible business conduct. Any supplier or partner found to violate PIL's human rights standards is subject to corrective action and, where necessary, termination of contractual relationships, reflecting the Group's zero-tolerance approach to human rights violations.

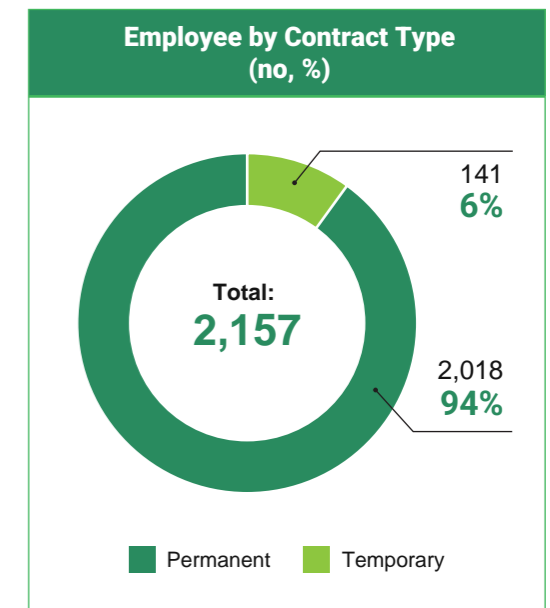
Our Workforce

[GRI 2-7, 3-3]

As of December 2025, the Group employed a total of 2,159 employees across seven operating entities in Indonesia and Malaysia. Of the total workforce, 93% were permanent employees, while the remaining 7% comprised temporary workers. This workforce profile includes administrative, managerial and non-managerial personnel, as well as employees engaged in manual, skilled, technical, and operational roles across the Group.

Temporary workers were predominantly engaged at PAMIN and BIO INDUSTRY, mainly under short-term contracts to support transportation and security functions during peak production periods. This flexible workforce model enables PIL to respond effectively to seasonal operational demands while maintaining workforce stability, productivity and overall operational efficiency.

At BIO INDUSTRY, the higher reliance on temporary workers reflects the refinery's early-stage operations. As a newly established facility, a number of support and side activities are project-based in nature and do not require permanent roles. These roles are expected to conclude progressively as the refinery reaches full commissioning and transitions into steady-state operations.



Fair Labour Practices

[GRI 2-30, 3-3, 405-2, 408-1, 409-1]

We are committed to upholding fair labour practices across all areas of our operations. In full compliance with local labour laws, we ensure adherence to national minimum wage requirements in every region where we operate. All employees, regardless of gender, role, or location, receive equal pay and benefits, applied consistently across technical, administrative, and production functions.

PIL maintains a zero-tolerance policy toward child labour, forced labour, and bonded labour, both within our operations and throughout our supply chain. All employees have access to confidential grievance mechanisms, enabling concerns to be raised and resolved without fear of retaliation.

At PACOIL, foreign workers are employed in strict accordance with labour laws and ethical employment standards. They receive at least the national minimum wage, retain control of personal documents, and are provided with transparent contracts, suitable housing, transportation, and the same rights and benefits as local employees. These measures ensure decent working and living conditions while upholding our commitment to fairness and equity across the workforce.

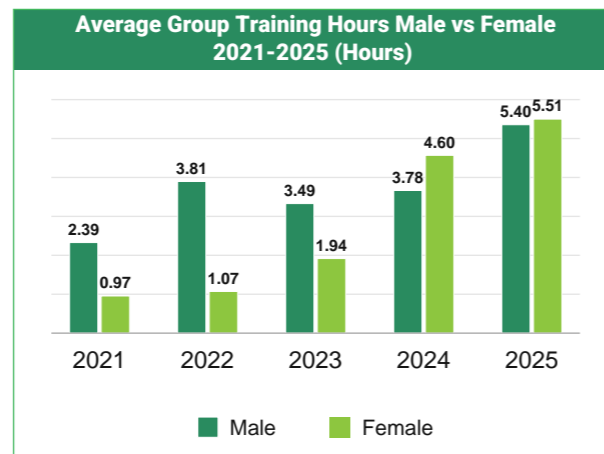
Talent Management

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

At PIL, employee safety, career satisfaction, skill development, and productivity are central to our continued success. In 2025, we welcomed 376 new employees—323 men and 53 women, representing a 64% increase in recruitment at PAMIN and a 100% increase in BIO INDUSTRY compared to 2024. This significant growth was driven by the expansion of production facilities, including the development of a new refinery, which required the scaling up of a skilled and operationally ready workforce to support commissioning, ramp-up activities, and increasing operational demands.

We are committed to fostering career growth and capability across all levels. Our training programmes include department-specific skill development to improve performance in daily tasks, as well as general training in leadership, people management, business ethics, and strategic planning. In 2025, employees received an average of 5.40 hours of training for men and 5.51 hours for women, reflecting a balanced and inclusive approach to learning and development. The minimal gap between male and female training hours demonstrates PIL's commitment to providing equal access to training opportunities regardless of gender.

Building on these achievements, we will continue to expand and refine our training programmes, further strengthening functional expertise, leadership capability, and overall workforce development across the Group. To recognise and encourage employee contribution and performance, PIL has established formal recognition programmes that celebrate achievements and reinforce a culture of excellence and continuous improvement.



Overview of 2025 Employee Development Initiatives & Recognitions

Annual Performance Reviews	To foster open communication and continuous improvement, all PIL employees participate in annual performance reviews. These sessions provide managers with a structured platform to recognise contributions, deliver constructive feedback, and jointly identify development opportunities, ensuring alignment between individual goals and the Group's strategic objectives.
Employee Training Programmes	The Human Resources department at PIL drives workforce development in alignment with the Group's corporate strategy. By identifying and addressing skills and knowledge gaps, targeted training programmes are designed to enhance employee performance across key areas, including product and industry knowledge, sustainability practices, regulatory compliance, quality management, certification standards, occupational safety, and leadership development. Training is delivered department-wise on a needs basis, ensuring relevance and practical application. In 2025, 130 trainings were conducted, engaging 794 employees and strengthening capabilities, operational effectiveness, and career growth across the organisation.
Social Responsibility	Recognises employees who have demonstrated exceptional commitment during the reporting year by going beyond their core responsibilities to drive positive change, operational improvements, or notable achievements that contribute to the Group's performance and progress.
Quarterly Spotlight Award	Provides more frequent recognition of meaningful contributions made within shorter timeframes. This programme ensures that significant efforts are acknowledged promptly, while supporting ongoing motivation, engagement, and performance across the workforce.

Group-Level Sustainability Training

Since 2023, the PIL Sustainability team has conducted a Group-wide sustainability awareness training programme, to equip employees across all PIL Group entities with a strong foundation in sustainability and ESG principles, while ensuring alignment with the Group's long-term commitments.

A refresher training was conducted in 2024, including a focus on sexual harassment awareness.

Based on a survey of employee interests and learning needs, the refresher training programme was revised in 2025. The revised programme was implemented at PIL from May to June 2025, delivered as a single, comprehensive awareness session, maintained the original training objectives while expanding coverage to broader sustainability topics of interest to employees. The initiative strengthened workforce competencies, ensured continuity of operational knowledge, and sustained employee engagement. In 2025, a total of 65 employees participated in the programme. Following its implementation at PIL, the revised refresher course will be progressively rolled out across other refineries on a biennial basis as part of a standardised, Group-wide capability development approach.



Diversity and Inclusion

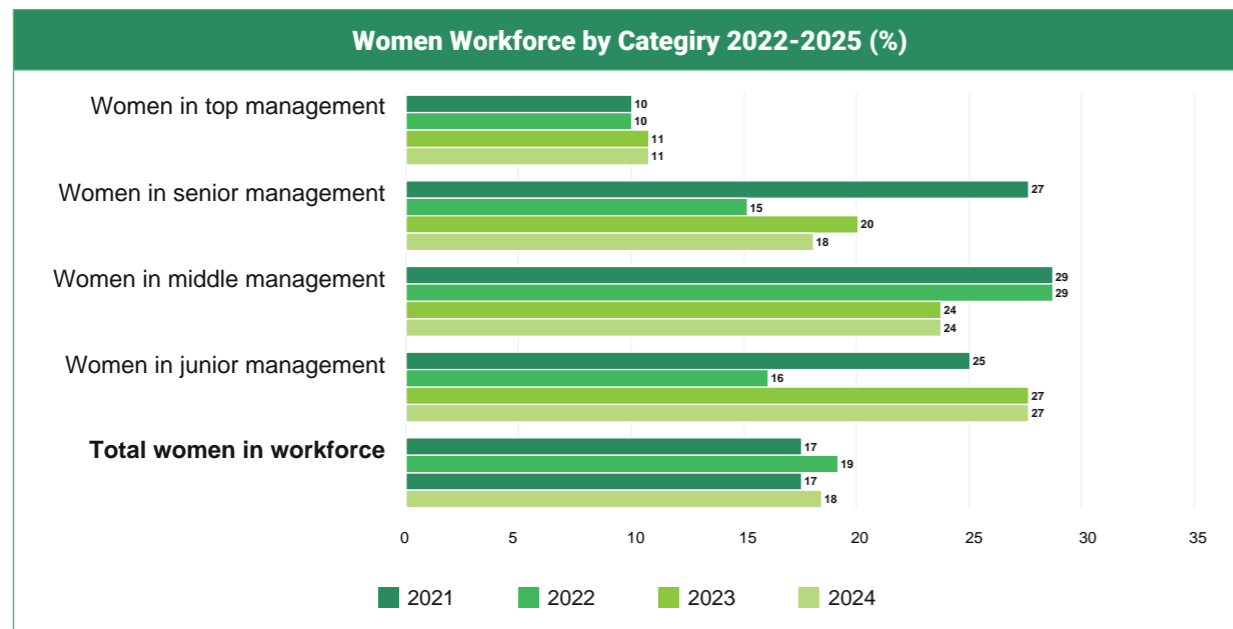
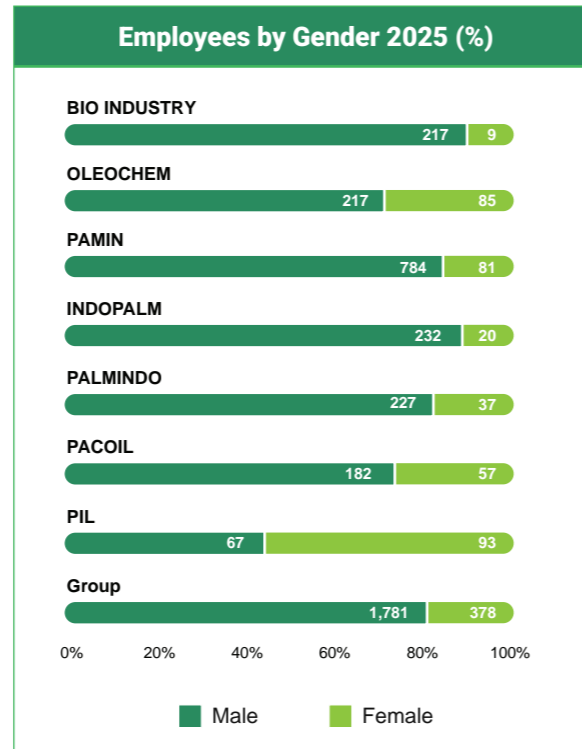
[GRI 3-3, 405-1, 406-1]

PIL is committed to promoting equal opportunity and fostering an inclusive workplace that is free from all forms of employment-related discrimination. All employees receive remuneration and employment benefits in accordance with applicable local regulations, regardless of gender, role, or location. The Group also continues to take steps to improve the representation of women across various operational and management levels.

Women represent 18% of the total workforce across the group. Female representation within management positions includes 11% at top management, 18% at senior management, 24% at middle management, and 27% at junior management levels. Female representation at the top management level increased by 7% compared to 2024, reflecting continued progress in leadership diversity. At PIL, women comprise 53% of the workforce—the highest proportion across the Group, highlighting a strong female presence at the Head Office, driven by the concentration of corporate and professional roles and reinforcing the Group's commitment to diversity and inclusion.

The Group's workforce composition reflects its geographic footprint. In Indonesia, the majority of employees are local nationals. In Malaysia, PIL employs a mix of local and foreign professionals. At PIL in Malaysia, 38% of employees are non-Malaysians, including members of the senior and management teams originating from countries such as Egypt, France, India, Jordan, Pakistan, Palestine, Russia, Tunisia, and Yemen. At PACOIL, 23% of the workforce comprises foreign workers from neighbouring countries, primarily engaged in manual and operational roles.

To reinforce an inclusive workplace culture, the Group provides training on workers' rights, with a focus on preventing inequity, discrimination, and harassment, including gender-based discrimination and sexual harassment. This training forms part of the Group-wide sustainability awareness programme and supports the principles outlined in PIL's Sustainable Palm Oil Sourcing Policy.



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 working environment is a priority across all PIL operations. Our refineries, including oleochemical and soap manufacturing facilities, implement Occupational Safety and Health (OSH) management systems that are designed to comply with applicable legal requirements and align with recognised industry practices. The Group is committed to the continuous improvement of its safety culture through proactive risk identification, preventive controls, and incident reduction measures.

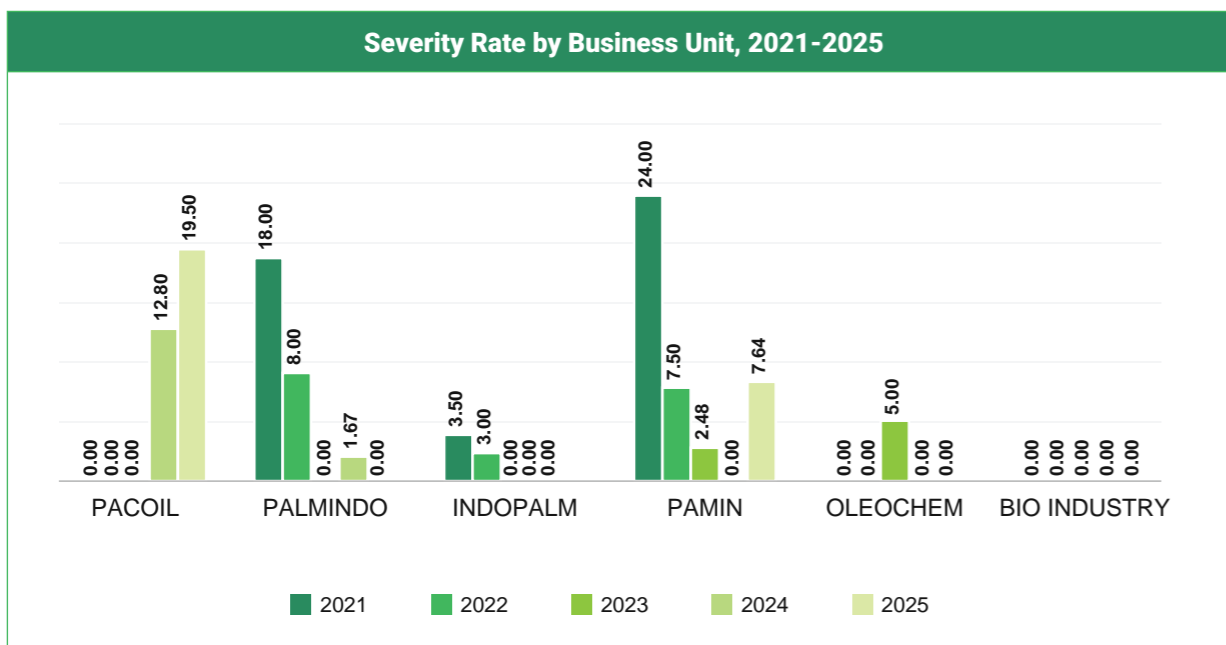
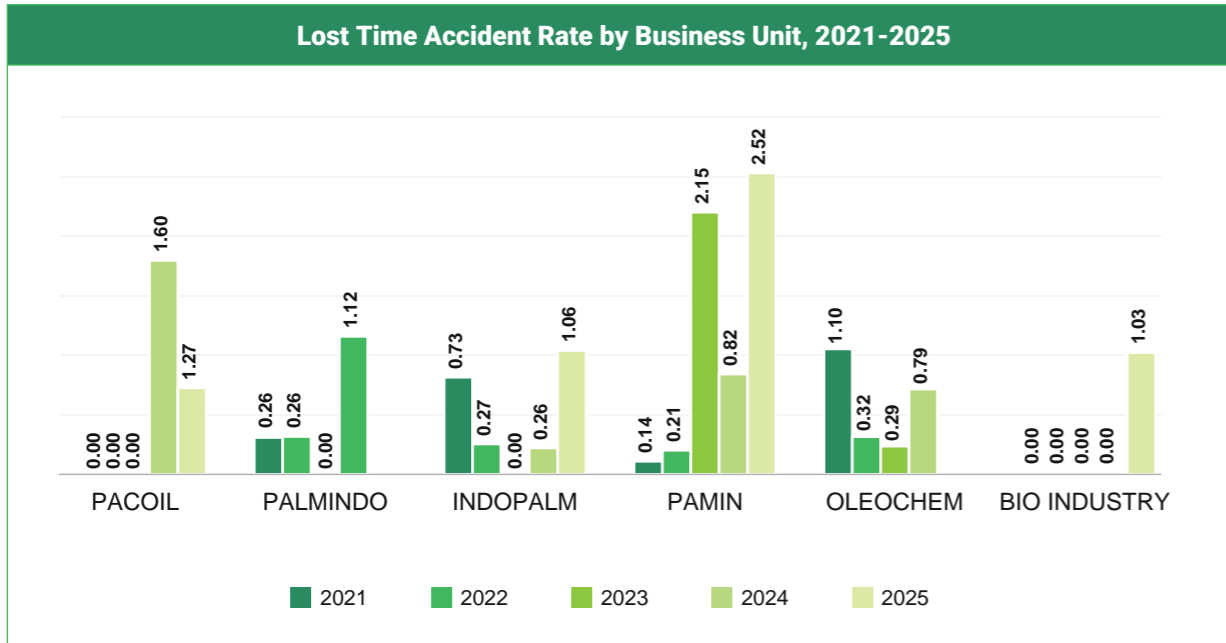
Each operational facility is aligned to its OSH policy and supported by an OSH committee, chaired by the respective General Manager. These committees conduct regular workplace inspections, risk assessments, internal audits, and reviews of safety procedures to support operational integrity and employee well-being.

All new employees at refinery operations are required to undergo a structured safety induction programme covering general workplace safety requirements, correct use of personal protective equipment (PPE), designated assembly points, workstation-specific hazards, and procedures for incident reporting and emergency response. Employees are provided with appropriate PPE and participate in ongoing health and safety training, including refresher programmes on general safety protocols, emergency preparedness, and task-specific risk controls. This approach supports workforce awareness and reinforces accountability for workplace safety.

The Group monitors occupational health and safety performance using key indicators, including Lost Time Accident Rate (LTAR) and accident severity rate, across all operational facilities. In 2025, a total of 39 accidents were recorded, of which 71% occurred at PAMIN, resulting in LTARs of 2.52 and severity rates of 7.64, respectively. The increase in workplace accident cases was mainly attributed to several contributing factors, including unsafe acts such as failure to use appropriate personal protective equipment (PPE) and non-compliance with standard operating procedures, inadequate supervision in certain operational areas, low safety awareness among workers, and poor housekeeping that may lead to slip, trip, and fall incidents.

To address the increase in workplace accidents, PAMIN implemented a series of corrective and preventive actions. All work-related accidents are subject to formal investigation processes by the OSH Committee to identify root causes, supported by workplace and equipment inspections to detect potential system or mechanical deficiencies. Based on the investigation outcomes, corrective measures are implemented and communicated to employees to reduce the likelihood of recurrence. These actions include organising toolbox meetings prior to work activities, strengthening supervision by supervisors and safety officers, performing repair and maintenance of equipment and machinery, and providing retraining on safe work procedures and Hazard Identification, Risk Assessment and Risk Control (HIRAC) for the workers involved.





Notes:

1. Lost Time Accident Rate (LTAR): The LTAR is a key metric used to assess productivity loss resulting from accidents. It is calculated by dividing the total number of accidents by the total hours worked, then multiplying by 1,000,000. Additionally, the Severity Rate measures the seriousness of workplace accidents. It is calculated by dividing the total number of days lost due to accidents by the total number of accidents.
2. OSH Data for PIL Trading Entity: Occupational Safety and Health (OSH) data is not collected for our PIL trading entity, as this operation involves minimal physical employee presence. As a result, the likelihood of on-site injuries is extremely low, and safety data collection is not deemed necessary for this specific entity.
3. Data on severity and LTAR for 2021 have been restated.

Our Commitment to Education, Social, and Environment

[GRI 3-3, 203-1, 203-2, 413-2]


Guided by its Corporate Social Responsibility (CSR) Strategy, PIL is committed to fostering meaningful collaboration with the communities where it operates. Community engagement is structured around three core pillars: economic empowerment, social development, and environmental stewardship, which guide the Group’s approach to creating shared value and long-term positive impact.

In 2025, PIL revised its CSR Strategy to focus on Education, Social and Environment, reflecting areas assessed to be most relevant to the Group’s operational footprint and stakeholder context. This revised focus provides a clearer framework for prioritising community initiatives, with further strategies and programmes to be developed progressively in line with PIL’s evolving sustainability priorities.


PIL seeks to be a responsible corporate citizen by supporting initiatives that promote sustainable community growth and by building long-term trust with local stakeholders. The Group also encourages active participation from management and employees in welfare, educational, and charitable activities, reinforcing its commitment to positive social impact.

Education Highlights


PIL believes that supporting education is fundamental to shaping future leaders. Education is a long-standing priority for the Group and remains a focus area that is strongly championed at the leadership level, including by the Chairman. In support of this commitment, PIL has undertaken a range of initiatives, including sponsoring educational events, upgrading school infrastructure and amenities, and providing financial assistance to students in need. These efforts are aimed at creating safe, comfortable, and conducive learning environments, while equipping young people with the knowledge and opportunities needed to reach their full potential




PALMINDO provided scholarship support amounting to **IDR 102,000,000** to 20 students who demonstrated strong academic performance and required financial assistance to continue their studies at *Al-Washliyah Sukoharjo* and *Sekolah Menengah Atas Negeri (SMAN) 20* school



OLEOCHEM donated **science laboratory equipment** to Sekolah Menengah Pertama Negeri (SMPN) 24 School to facilitate hands-on science learning and support quality education



INDOPALM contributed **IDR 40,114,500** towards the refurbishment of facilities at *Sekolah Menengah Pertama Negeri (SMPN) 6* to improve safety and support a conducive learning environment.



Our Indonesian affiliates: **PALMINDO, INDOPALM, PAMIN** and **OLEOCHEM** provided scholarships under the EduCare Programme, themed **“Scholarships for Hope, Education for the Nation”**, totalling **IDR 249,964,348** to support the education of 75 employees’ children. This initiative demonstrates our continued commitment to meeting educational needs through targeted and meaningful support.

Wings to Dreams



PIL Gives Them Wings To Fly with Scholarship Opportunities

Wings to Dreams is a PIL Group corporate social initiative that supports access to education for underprivileged students in Malaysia and Yemen through the provision of scholarships and educational assistance. The programme is implemented in collaboration with the International Modern Arabic School (IMAS) in both countries, which aims to address gaps in access to quality education for students from economically disadvantaged backgrounds.

As part of this initiative, the PIL Group sponsored the establishment of three schools in Yemen and has supported 3,498 students to date. Assistance provided includes transportation, school uniforms, stationery, and other essential learning materials, helping to reduce barriers to education and improve school participation.

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
2025–2026	450	600
Total	1,321	2,177
Combined Total	3,498	

Community Highlights

PIL Group recognises that resilient and inclusive communities are fundamental to societal well-being and long-term development. The Group is committed to supporting local infrastructure development, respecting religious and cultural values, and maintaining constructive relationships with government and local stakeholders. During periods of crisis, PIL provides disaster relief and recovery assistance to support affected communities in rebuilding and strengthening their resilience.

PIL periodically reviews its operations and supply chain to identify actual or potential negative impacts on local communities. No significant community-related impacts were identified from PIL’s own refining operations, which are located within designated industrial zones. However, the Group recognises that potential impacts may arise upstream at the plantation and mill levels, including risks related to community disputes, labour rights, and environmental issues that may affect local livelihoods.

To manage and mitigate these risks, PIL maintains a publicly accessible grievance mechanism, conducts supplier assessments against its No Deforestation, No Peat, No Exploitation (NDPE) commitments, and undertakes traceability and risk screening across its supply chain. The Group also works with technical partners to support continuous improvement among suppliers. While no major community-related impacts were directly attributable to PIL’s operations during the reporting year, PIL continues to monitor upstream risks and address identified issues through supplier engagement and transparent management processes.

Religious Support	<ul style="list-style-type: none"> In June 2025, OELOCHEM donated IDR 15,892,000 to UPT SMPN 25 school to build the musholla and ablution area to enable more students to utilise the facility. INDOPALM supported the renovation of Masjid Al-Amin in Lubuk Gaung and provided funding to cover teachers’ costs for one year, enhancing access to safe and functional facilities and supporting the continuity of community religious and educational activities, including daily prayers and religious education programmes. PAMIN contributed to the renovation and expansion of the Al-Mukminin and Al-Muttaqin Mosques, including improvements to the mosque facilities and ablution areas, to better serve the local community
Disaster Relief and Humanitarian Assistance	<ul style="list-style-type: none"> In 2025, PAMIN provided flood relief support, distributing basic necessities worth IDR 72,145,404 to 533 employees affected by flooding, and contributing IDR 55,276,678 to support flood victims in Aceh. PALMINDO, OLEOCHEM and INDOPALM supported three orphanages under the Scholarship Programme by providing financial assistance totalling IDR 24,193,989 to cover school necessities and tuition fees, as well as donating a projector and other daily necessities. This support helps ensure continued access to education and prevents vulnerable children from being left behind. PACOIL supported Pusat Jagaan Warga Emas Nur Ehsan by supplying daily necessities, including food, personal care items, and other essential resources, to enhance the quality of life of its elderly residents.

Public Health & Social Services

- INDOPALM **supports local small food-stall entrepreneurs** by providing mini-stalls, tables, chairs, and essential facilities to help them operate their businesses. As part of this initiative, we also educate vendors on prioritising food safety and hygiene practices to enhance the quality and safety of their offerings.
- PAMIN organised a community health outreach programme benefiting 100 underprivileged children, providing essential medical support and care, with a total investment of **IDR 37,620,989**.

Government Engagement & Events

- *Six Pos Pelayanan Terpadu (Posyandu)* — community-based primary healthcare posts — were supported through assistance provided to five pregnant women and 30 undernourished toddlers. The initiative included donating formulated nutritional milk for both mothers and children, along with delivering nutrition education sessions to help mothers better understand essential dietary needs for maternal and child health. This community health effort was supported by INDOPALM.
- INDOPALM supported the **repainting of the Sungai Sembilan District Office**, which oversees district-level administration, to improve the working environment for staff and enhance accessibility and comfort for community members accessing public services.

Environmental Highlights

Promoting environmental awareness is critical in addressing climate change and conserving finite resources. Our community initiatives encourage sustainable habits, protect natural ecosystems, and support the long-term preservation of the environment



Conservation Support at Gunung Leuser National Park

OLEOCHEM engaged in a tree-planting initiative involving **500 trees** at Gunung Leuser National Park. Fruit trees were planted along the park's boundaries to serve as a natural food source and help reduce human-wildlife conflict, while hardwood species such as meranti and damar were planted at orangutan conservation sites to support habitat restoration. In addition, OLEOCHEM donated patrolling equipment to forest rangers to strengthen conservation and monitoring efforts.



Mangrove Tree Planting Programme

In partnership with the local authorities of Kota Dumai, INDOPALM launched a mangrove restoration initiative in Desa Guntung in February 2024, in commemoration of World Tree Day. This programme aims to preserve and restore the coastal ecosystem. Our target is to plant 10,000 mangrove saplings in stages, with 1,000 saplings planted every six months. As of 2024, **1,000 saplings had been successfully planted**, and in 2025, an additional 2,250 saplings were planted.

APPENDICES

57 APPENDICES

- 58 PIL Material Topics
- 60 Stakeholder Engagement Table
- 62 Base Data
- 74 GRI Context Index
- 77 Glossary

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 NDPE (No Deforestation, No Peat, No Exploitation) 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 well-being 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

Stakeholder Group	Focus	Engagement Method	Engagement Frequency
Employees	Training and development	In-house and external training programmes	When required
	Employee performance	Employee survey	Annually
		Performance reviews	Annually
	Employee satisfaction	Appreciation Award	Annually
		Spotlight Award	Quarterly
	Employee engagement (salary and benefits, career progression, etc.)	Whistleblowing mechanism	When required
		Company policies	When required
Employee engagement activities (CSR programmes etc)		Annually	
Employee welfare and well-being	<ul style="list-style-type: none"> Glucose and cholesterol check-ups, in-body composition analysis with doctor/dietician Insurance allocation for dentistry, glasses and purchase of sports items In-house gymnasium with coach 	Annually	
Certification Bodies	Compliance with certification standards	Roundtable meetings	Annually
		Site and data audits (GHG verification, safety audits, ISO, RSPO SCCS etc)	
Industry Peers	Industry best practices	Collaborative workshops	When required
		Multi-stakeholder forums and events such as POCG, RSPO RT	Annually

Stakeholder Group	Focus	Engagement Method	Engagement Frequency
Communities Customers	Community contributions	Scholarship funding and community outreach programmes	Annually
Governments & Regulators	Meeting customer requirements	Joint ventures	When required
		Meetings and engagement (surveys, email, phone calls, in-person and online events)	Annually
		Site visits	When required
Suppliers	Compliance	Regular engagement and communication	When required
	Traceability and compliance	Contractor and supplier interviews and negotiations	When required
		Audits and site visits, data collection	When required
		Supplier screening and assessments	When required
		Supplier Outreach & Engagement Programme (SOEPro)	Annually
	Grievances	Regular engagement and communication	When required
Bankers	Sustainability-linked financing review	<ul style="list-style-type: none"> ESG questionnaires Due diligence questions Sustainability-linked KPIs 	Annually

Base Data

General Disclosures						
Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
Total volume sourced	MT	4,528,825	3,664,385	4,184,591	4,169,948	1,656,715*
CPO	MT	1,901,122	1,762,034	1,604,740	1,532,050	1,656,715*
CPKO	MT	33,039	30,744	21,403	13,014	
CPO refined products	MT	2,539,157	1,829,689	2,466,347	2,552,430	
PK refined products	MT	55,508	41,918	92,100	72,455	
Total certified volumes	MT	33,090	52,222	114,872	48,077	16,531
CPO (IP)	MT	2,500	0	0	0	0
CPO (SG)	MT	0	0	0	0	786
CPO (MB)	MT	12,350	30,700	40,745	12,768	15,745
Certified (IP) volume	MT	2,500	0	0	0	0
Certified (MB) volume	MT	12,350	30,700	40,745	12,768	15,745
CPKO (MB)	MT	0	50	0	0	
CPO refined products (IP)	MT	0	0	71,817	32,259	
CPO refined products (SG)	MT	100	500	0	0	
CPO refined products (MB)	MT	16,490	19,172	0	0	
PKO refined product (IP)	MT	0	0	2,310	3,050	
PKO refined product (MB)	MT	1,650	1,800	0	0	
Total conventional volumes	MT	4,495,735	3,612,163	4,069,719	4,121,871	1,640,184*
CPO	MT	1,886,272	1,731,334	1,563,995	1,519,281	1,640,184*
PKO	MT	33,039	30,694	21,403	13,014	
CPO refined products	MT	2,522,567	1,810,017	2,394,530	2,520,171	
PKO refined product	MT	53,858	40,118	89,790	69,405	
Total volume produced	MT	2,176,419	1,760,859	1,468,459		
CPO refined products	MT	2,092,135	1,709,857	1,468,459		
PKO refined product	MT	84,283	51,001	20,427		

* Data restated

Responsible Sourcing and Supplier Engagement

Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
Trading						
Total suppliers	no.	18	26	21	24	26
Refinery/mills	no.	12	21	16	20	16
Traders	no.	6	5	5	4	10
Refining						
Total direct suppliers	no.	345	332	321	350	326
Third-party refineries	no.	16	13	11	13	0
Third-party mills	no.	299	298	298	326	244
Third-party KCPs	no.	24	16	8	9	7
Traders	no.	4	3	2	1	16
Total indirect suppliers	no.	17	19	22	0	0
Indirect mills	no.	17	19	22	0	0
Indirect refineries	no.	0	0	0	0	0
OLEOCHEM						
PIL sister refineries	no.	2	2	2	3	3
Third-party refineries	no.	0	0	0	0	0
Suppliers engaged through Code of Conduct**						
Total	no.	317	10	314	365	
Trading	no.	0	0	0	0	
Refining	no.	315	10	290	322	
PACOIL	no.	51	0	42	42	
PALMINDO	no.	99	4	83	87	
INDOPALM	no.	144	4	139	153	
PAMIN	no.	21	2	26	40	
OLEOCHEM	no.	5	0	2	3	

** Figures are cumulative

Environment						
GHG Emissions [GRI 305-1, 305-2]						
Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
PACOIL	MT CO₂e	23,801	25,448	28,902		
Scope 1	MT CO ₂ e	11,207	14,233	22,229		
Stationary combustion	MT CO ₂ e	11,207	14,233	22,229		
Mobile combustion	MT CO ₂ e	0	0	0		
Industrial process	MT CO ₂ e	0	0	0		
Fugitive emissions	MT CO ₂ e	0	0	0		
Scope 2	MT CO ₂ e	10,650	8,827	4,729		
Electricity consumption	MT CO ₂ e	10,650	8,827	4,729		
Scope 3	MT CO ₂ e	1,945	2,388	1,945		
Wastewater treatment	MT CO ₂ e	0.71	1	162		
Chemical input	MT CO ₂ e	2589	2,387	1,783		
INDOPALM	MT CO₂e	12,824	16,121	13,493		
Scope 1	MT CO ₂ e	3,792	4,157	4,2024		
Stationary combustion	MT CO ₂ e	1,011	1,791	2,017		
Mobile combustion	MT CO ₂ e	2,626	2,162	2,187		
Industrial process	MT CO ₂ e	0	0	0		
Fugitive emissions	MT CO ₂ e	156	204	0		
Scope 2	MT CO ₂ e	9032	7,253	8,820		
Electricity consumption	MT CO ₂ e	9032	7,253	8,820		
PALMINDO	MT CO₂e	13,575	16,120	13,493		
Scope 1	MT CO ₂ e	3,519	4,639	2,795		
Stationary combustion	MT CO ₂ e	1,954	2,613	440		
Mobile combustion	MT CO ₂ e	1,358	1,513	2,065		
Industrial process	MT CO ₂ e	0	0	0		
Fugitive emissions	MT CO ₂ e	206	513	290		
Scope 2	MT CO ₂ e	10,056	7,253	8,820		
Electricity consumption	MT CO ₂ e	10,056	7,253	8,820		

Environment						
GHG Emissions [GRI 305-1, 305-2]						
Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
PAMIN	MT CO₂e	23,217	23,214	22,075		
Scope 1	MT CO ₂ e	2,156	2,318	1,857		
Stationary combustion	MT CO ₂ e	924	916	1,237		
Mobile combustion	MT CO ₂ e	282	346	0		
Industrial process	MT CO ₂ e	0	0	0		
Fugitive emissions	MT CO ₂ e	950	1,056	0		
Scope 2	MT CO ₂ e	21,061	20,896	20,218		
Electricity consumption	MT CO ₂ e	21,061	20,896	20,218		
OLEOCHEM	MT CO₂e	2,907	3,330	3,428		
Scope 1	MT CO ₂ e	256	307	361		
Stationary combustion	MT CO ₂ e	0	0	0		
Mobile combustion	MT CO ₂ e	41	52	56		
Industrial process	MT CO ₂ e	0	0	0		
Fugitive emissions	MT CO ₂ e	215	254	305		
Scope 2	MT CO ₂ e	2651	3,024	3,067		
Electricity consumption	MT CO ₂ e	2651	3,024	3,067		
Energy Management [GRI 302-1, 302-3]						
PACOIL	GJ	4,764,586	364,173	533,896		
PALMINDO	GJ	102,556	545,984	562,951		
INDOPALM	GJ	259,025	859,064	888,417		
PAMIN	GJ	111,044	206,034	180,798		
BIO INDUSTRY	GJ	294,594	0	0		
OLEOCHEM	GJ	11,543	61,490	104,890		
On-grid electricity	GJ	517,706	202,939	196,292		
PACOIL	GJ	47,672	39,548	32,338		
PALMINDO	GJ	38,345	44,002	40,998		
INDOPALM	GJ	34,589	27,779	33,780		
PAMIN	GJ	92,351	80,027	77,429		
BIO INDUSTRY	GJ	294,594	0	0		
OLEOCHEM	GJ	10,154	11,583	11,748		

Environment						
Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
Palm kernel shell	GJ	158,339	2,92,081	326,996		
PACOIL	GJ	-	-	-		
PALMINDO	GJ	157	103,462	491,055		
INDOPALM	GJ	154,804	184,754	843,718		
PAMIN	GJ	2,425	3,864	8,598		
BIO INDUSTRY	GJ	0				
OLEOCHEM	GJ	953	-	1,203		
Imported steam	GJ	0	135,645	191,837		
PACOIL	GJ	0	0	0		
PALMINDO	GJ	0	0	0		
INDOPALM	GJ	0	0	0		
PAMIN	GJ	0	86,639	75,130		
BIO INDUSTRY	GJ	0	0	0		
OLEOCHEM	GJ	0	49,006	41,578		
Natural gas	GJ	4,758,426	309,476	501,557		
PACOIL	GJ	4,716,914	222,137	501,557		
PALMINDO	GJ	25,111	35,971	0		
INDOPALM	GJ	16,401	36,316	0		
PAMIN	GJ	0	15,052	0		
BIO INDUSTRY	GJ	0	0	0		
OLEOCHEM	GJ	0	0	0		
LNG	GJ	27,238	77,204	19,903		
PACOIL	GJ	0	0	0		
PALMINDO	GJ	0	31,797	0		
INDOPALM	GJ	0	32,102	4,243		
PAMIN	GJ	12,740	13,305	15,660		
BIO INDUSTRY	GJ	0	0	0		
OLEOCHEM	GJ	0	0	0		

Environment						
Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
Biodiesel B30	GJ	101,090	95,51	86,563		
PACOIL	GJ	0	0	0		
PALMINDO	GJ	37,832	38,879	48,201		
INDOPALM	GJ	60,275	49,492	37,345		
PAMIN	GJ	2,983	6,837	1,016		
BIO INDUSTRY	GJ	0	0	0		
OLEOCHEM	GJ	-	744	-		
Gasoline	GJ	1,911	1,639	3,542		
PACOIL	GJ	0	0	0		
PALMINDO	GJ	0	0	0		
INDOPALM	GJ	499	564	74		
PAMIN	GJ	546	237	2,522		
BIO INDUSTRY	GJ	0	0	0		
OLEOCHEM	GJ	235	267	356		
Diesel	GJ	1,453	0	1,030		
PACOIL	GJ	0	3	2		
PALMINDO	GJ	0	0	0		
INDOPALM	GJ	1,218	0	0		
PAMIN	GJ	0	0	443		
BIO INDUSTRY	GJ	0	0	0		
OLEOCHEM	GJ	235	0	585		

Environment						
Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
Water Management [GRI 303-3, 303-4, 303-5]						
Water withdrawal (Group total)	m³	1,347,433	1,122,326	1,102,255	683	
Surface water	m ³	48,789	218,371	202,690	194	
Groundwater (well)	m ³	37,966	59,614	112,267	101	
Municipal water	m ³	1,260,678	844,341	787,298	387	
Water discharge (Group total)	m³	251,609	244,552	188,075	178	
Refining	m³	245,760	235,494	164,302	150	
PACOIL	m ³	92,500	80,280	96,968	83	
PALMINDO	m ³	34,418	34,851	45,856	48	
INDOPALM	m ³	94,537	99,611	0	0	
PAMIN	m ³	20,963	20,752	21,478	19	
BIO INDUSTRY	m ³	3,332	0	0	0	
OLEOCHEM	m ³	5,849	9,058	23,773	29	
Water consumption (Group total)	m³	1,108,068	877,774	914,180	505	
Refining	m³	1,076,326	844,162	864,490	479	
PACOIL	m ³	569,444	378,598	258,810	122	
PALMINDO	m ³	221,631	217,679	221,735	0	
INDOPALM	m ³	194,799	178,374	314,957	296	
PAMIN	m ³	78,852	69,511	68,988	61	
BIO INDUSTRY	m ³	11,601	0	0	0	
OLEOCHEM	m ³	31,741	33,612	49,691	26	

Our Workforce [GRI 2-7]						
Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
Board of Directors (total) [405-1]	no.	7	7	7	7	7
By Nationality						
Malaysian	no.	5	5	5	5	5
Indonesian	no.	2	2	2	2	2
By Gender						
Men	no.	7	7	7	7	7
Women	no.	0	0	0	0	0
By Age Group						
<30 years	no.	0	0	0	0	0
30<50 years	no.	2	2	2	2	2
>50 years	no.	4	4	4	4	4
Total employees [405-1]	no.	2,159	2,063	2,159	1,871	1,945*
By Gender						
Men	no.	1,653	1,709	1,571	1,546	1,594
Top management	no.	8	8	9	9	9
Senior management	no.	62	64	33	54	15
Middle management	no.	185	152	71	130	82
Junior management	no.	274	271	1,020	229	64
Non-executive	no.	1,123	1,128	394	1,068	1,375
Women	no.	365	354	369	325	351
Top management	no.	1	1	1	1	1
Senior management	no.	14	16	6	20	0
Middle management	no.	58	47	29	52	34
Junior management	no.	109	103	189	82	53
Non-executive	no.	183	185	116	166	259

Our Workforce [GRI 2-7]						
Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
By Age Group						
<30 years old	no.	453	572	417	348	319
PIL	no.	42	18	18	19	13
PACOIL	no.	92	75	99	83	67
PALMINDO	no.	34	49	30	25	22
INDOPALM	no.	19	40	45	41	35
PAMIN	no.	175	214	204	165	166
BIO INDUSTRY	no.	59	0	0	0	0
OLEOCHEM	no.	32	176	21	15	16
30-50 years old	no.	1,366	1,183	1,276	1,246	1,300
PIL	no.	98	87	88	86	91
PACOIL	no.	122	91	112	111	117
PALMINDO	no.	137	145	141	141	137
INDOPALM	no.	194	178	166	171	172
PAMIN	no.	551	557	530	501	504
BIO INDUSTRY	no.	35	0	0	0	0
OLEOCHEM	no.	229	125	239	236	279
>50 years old	no.	340	308	339	352	349
PIL	no.	36	36	29	37	32
PACOIL	no.	37	73	83	100	102
PALMINDO	no.	74	70	75	78	79
INDOPALM	no.	43	34	28	27	28
PAMIN	no.	99	94	79	74	63
BIO INDUSTRY	no.	10	0	0	0	0
OLEOCHEM	no.	41	1	35	36	45

Our Workforce [GRI 2-7]

Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
By Contract Type						
Permanent	no.	2,018	1,975	1,868	1,811	1,892
Top management	no.	9	9	10	10	10
Senior management	no.	76	80	39	74	15
Middle management	no.	244	199	100	182	116
Junior management	no.	383	374	1,209	311	117
Non-executive	no.	1,306	1,313	510	1,234	1,634
Temporary	no.	141	88	72	60	53*
Junior management	no.	8	15	38	14	0
Non-executive	no.	133	73	34	46	53

* Data restated

Our Workforce [GRI 2-7, 405-1]

Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
New Hires and Turnover [GRI 401-1]						
Group						
New hires by gender	no.	376	209	244		
Men	no.	323	175	208		
Women	no.	53	34	36		
New hires by age group	no.	376	209	244		
<30 years	no.	230	113	147		
30<50 years	no.	132	75	81		
>50 years	no.	14	21	16		
New hires by region	no.	376	209	244		
Malaysia	no.	67	55	50		
Indonesia	no.	292	140	149		
Others	no.	17	14	45		
Employees left by gender	no.	349	139	133		
Men	no.	241	116	109		
Women	no.	108	23	24		

Our Workforce [GRI 2-7, 405-1]						
Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
Employees left by age group	no.	349	139	133		
<30	no.	121	48	49		
30<50	no.	179	69	58		
>50	no.	49	22	26		
Employees left by region	no.	349	139	133		
Malaysia	no.	137	49	61		
Indonesia	no.	139	78	60		
Others	no.	73	12	12		



Our Workforce [GRI 2-7, 405-1]						
Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
Average hours of training per employee per year [GRI 404-1]						
By employee category						
Top management	hours	7.28	0.22	0	0	0
Senior management	hours	6.87	3.17	12.83	12.83	8.93
Middle management	hours	7.02	2.79	7.08	7.08	6.15
Junior management	hours	8.22	4.56	1.15	1.15	6.99
Non-executive	hours	4.96	2.02	7.40	7.40	1.41

* Data restated

Our Workforce [GRI 2-7, 405-1]						
Category / Indicator	UoM	FY2025	FY2024	FY2023	FY2022	FY2021
Workplace Health and Safety [GRI 403-9]						
Employees						
Total accidents	no.	39	21	26	5	8*
Total days lost to accidents	no.	292	69	67	26	50*
Total working hours	million hours	5,571,251	4,892,787	5,188,559	4,649,019	4,083,579
Accident frequency rate	per million hours worked	1.40	0.86	1.00	0.22	0.39
Severity rate	average days lost per accident	7.49	3.29	2.58	5.20	6.25
Fatalities	no.	0	0	0	0	0

* 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 2025 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 2025 reporting period.

Statement of Use	PIL Group is reporting the period from 1 January 2025 to 31 December 2025 in accordance 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. 12
	2-2 Entities included in the organisation's sustainability reporting	About this report, p. 4
	2-3 Reporting period, frequency, and contact point	About this report, p. 4 Back cover
	2-4 Restatements of information	Available throughout, where relevant
	2-5 External assurance	About this report, p. 4
Activities and Workers		
GRI 2: General Disclosures 2021	2-6 Activities, value chain, and other business relationships	About Pacific Inter-Link, p. 12 Responsible Sourcing, p. 28
	2-7 Employees	Our Workforce, p. 47
	2-8 Workers who are not employees	The company does not employ workers who are not employees
Governance		
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Governance, p. 21 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. 21
	2-12 Role of the highest governance body in overseeing the management of impacts	Materiality Assessment 2024, p. 19 Governance, p. 21 PIL's leadership team
	2-13 Delegation of responsibility for managing impacts	Governance, p. 21 PIL Website - Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	Materiality Assessment 2024, p. 19
	2-15 Conflicts of interest	Information unavailable
	2-16 Communication of critical concerns	Grievance management, p. 34
	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 & Group CEO's Message, p. 6
	2-23 Policy commitments	Approach to sustainability, p. 16 Responsible Sourcing, p. 28 Environment, p. 36 Our People and Communities, p. 47 PIL's Sustainable Palm Oil Sourcing Policy PIL's Palm Oil Sustainability Charter
	2-24 Embedding policy commitments	Approach to sustainability, p. 16 Responsible Sourcing, p. 28 Environment, p. 36 Our People and Communities, p. 47
	2-25 Processes to remediate negative impacts	Grievance Management, p. 34 Grievance Procedure
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Conduct, p. 23 Grievance Management, p. 34 Grievance Procedure
2-27 Compliance with laws and regulations	Ethics and Conduct, p. 23 Certification and Compliance, p. 24 Environment p. 36 Our People and Communities, p. 47	
2-28 Membership associations	Industry Memberships and Participation, p. 47	

Stakeholder Engagement

GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Maintaining Transparency, p. 26 Stakeholder Engagement Table, p. 60
	2-30 Collective bargaining agreements	Information unavailable
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment, p. 19
	3-2 List of material topics	Materiality Assessment, p. 19

GHG Emissions and Climate Impact

GRI 3: Material Topics 2021	3-3 Management of material topics	GHG Emissions, p. 37 Energy, p. 42
GRI 301: Energy 2016	302-1 Energy consumption within the organization	Energy, p. 42
	302-2 Energy consumption outside of the organization	Information unavailable
	302-3 Energy intensity	Energy, p. 42
	302-4 Reduction of energy consumption	Information unavailable
	302-5 Reductions in energy requirements of products and services	Information unavailable
GRI 301: Emission 2016	305-1 Direct (Scope 1) GHG emissions	GHG Emissions, p. 37
	305-2 Energy indirect (Scope 2) GHG emissions	GHG Emissions, p. 37
	305-3 Other indirect (Scope 3) GHG emissions	GHG Emissions, p. 37
	305-4 GHG emissions intensity	GHG Emissions, p. 37
	305-5 Reduction of GHG emissions	GHG Emissions, p. 37
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Not applicable

Water Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Water, p. 43
GRI 303: Water and Effluents 2021	303-1 Interactions with water as a shared resource	Water, p. 43
	303-2 Management of water discharge-related impacts	Water, p. 43
	303-3 Water withdrawal	Base Data, p. 62
	303-4 Water discharge	Base Data, p. 62
	303-5 Water consumption	Water, p. 43 Base Data, p. 62
Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste Management, p. 45
GRI 306: Effluents and Waste	306-1 Waste generation and significant waste-related impacts	Waste Management, p. 45
	306-2 Management of significant waste-related impacts	Waste Management, p. 45
	306-3 Waste generated	Waste Management, p. 45
	306-4 Waste diverted from disposal	Information unavailable
	306-5 Waste directed to disposal	Waste Management, p. 45
Rights of Indigenous Peoples and Local Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Commitment to Education, Social, and Environment, p. 53
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Our Commitment to Education, Social, and Environment, p. 53
	203-2 Significant indirect economic impacts	Our Commitment to Education, Social, and Environment, p. 53
GRI 413: Local Community 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Information unavailable
	413-2 Operations with significant actual and potential negative impacts on local communities	Our Commitment to Education, Social, and Environment, p. 53
Workplace Diversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity and Inclusion, p. 50
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. 50
	405-2 Ratio of basic salary and remuneration of women to men	Base Data, p. 62 Base Data, p. 62

Human Rights and Labour Rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	Fair and Labour Practices, p. 48 Talent Management, p. 48
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Talent Management, p. 48 Base Data, p. 62
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Information unavailable
	401-3 Parental leave	Information unavailable
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Talent Management, p. 48
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management, p. 48
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent Management, p. 48
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Fair Labour Practices, p. 48
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. 48
Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Workplace Health and Safety, p. 51
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	Workplace Health and Safety, p. 51
	403-2 Hazard identification, risk assessment, and incident investigation	Information unavailable
	403-3 Occupational health services	Workplace Health and Safety, p. 51
	403-4 Worker participation, consultation and communication on occupational health and safety	Workplace Health and Safety, p. 51
	403-5 Worker training on occupational health and safety	Workplace Health and Safety, p. 51
	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. 51
	403-8 Workers covered by an occupational health and safety management system	Workplace Health and Safety, p. 51
	403-9 Work-related injuries	Workplace Health and Safety, p. 51
	403-10 Work-related ill health	Information unavailable

Supply Chain Engagement and Transparency		
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Sourcing, p. 28 Supplier Engagement, p. 30
GRI 204: Procurement Practices	204-1 Proportion of spending on local suppliers	Responsible Sourcing, p. 28
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supplier Engagement, p. 28
	308-2 Negative environmental impacts in the supply chain and actions taken	Supplier Engagement, p. 28
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supplier Engagement, p. 28
	414-2 Negative social impacts in the supply chain and actions taken	Supplier Engagement, p. 28
Corporate Governance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Ethics and Conduct, p. 23
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	Information unavailable
	205-3 Confirmed incidents of corruption and actions taken	Ethics and Conduct, p. 23
Sustainability Certification and Compliance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environment, p. 36
GRI 307: Environmental Compliance	307-1 Non-compliance with environmental laws and regulations	Environment, p. 36
Topics that are not material topics to PIL 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 plant oil derived from the oil palm kernel.

Crude palm oil (CPO) is an edible oil extracted from oil palm fruit pulp.

Fast-moving consumer goods (FMCG) refer to high-demand products that are affordable and sold quickly.

The Green Industry Award is recognised by the Government of Indonesia's Ministry of Industry 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, No Exploitation (NDPE) policies or commitments were adopted by private sector (downstream companies, traders, mills, and growers) oil palm 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 Government of Indonesia's Ministry of Environment and Forestry, 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 supply chain to demonstrate implemented systems to control RSPO-certified oil palm products.

Zero Accident Award is an annual initiative of the Government of Indonesia's Ministry of Manpower and Transmigration. It recognises businesses that have successfully established 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 in palm oil production.


Publication Date


16 April 2026

Pacific Inter-Link Sdn Bhd 198801004020 (171377-M)

Level 54 & 55, Vista Tower, The Intermark
348, Jalan Tun Razak
50400 Kuala Lumpur, Malaysia

 +603 4027 1000

 info@pilgroup.com
sustainability@pilgroup.com

 www.pilgroup.com

Follow us on



Scan this QR code
to explore PIL's
sustainability journey

