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SUSTAINABILITY REPORT 2025

GOLDEN AGRI-RESOURCES LTD

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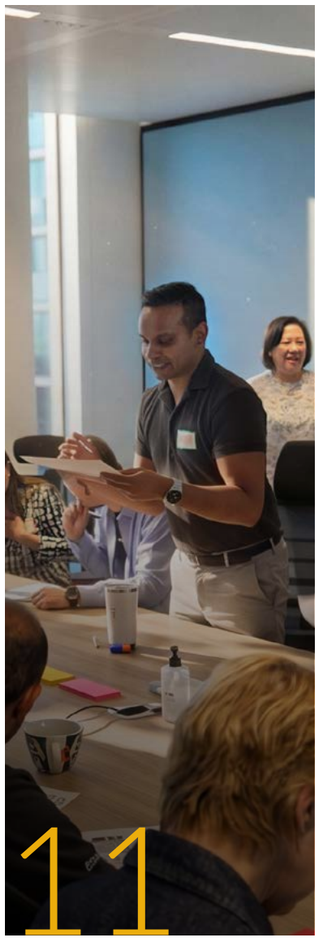
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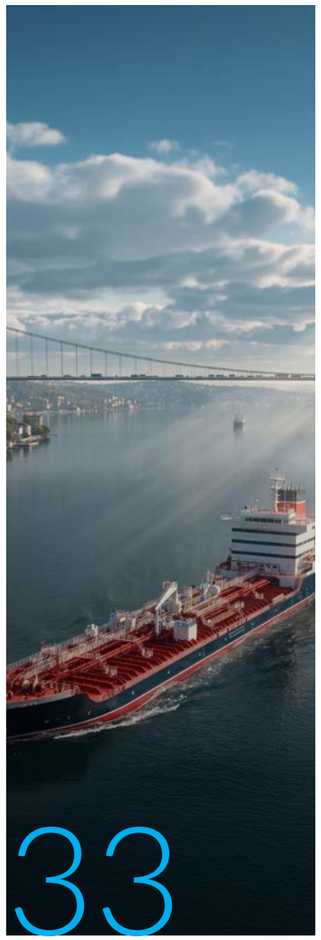
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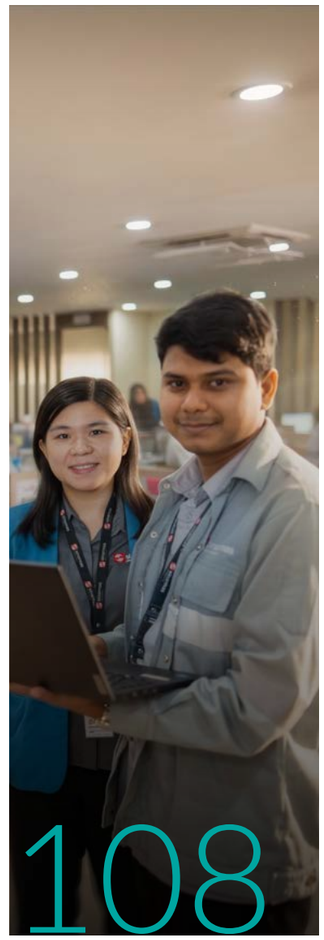
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Basis for **Preparation**

Scope and Coverage

The 2025 Sustainability Report provides an overview of Golden Agri-Resources Ltd's (GAR) performance, progress, and key challenges in managing our material sustainability topics during the financial year 2025. The report covers GAR's global operations and includes all entities under our operational control.

Unless otherwise stated, the data presented spans the period from 1 January to 31 December 2025. The report covers all subsidiaries across our business — from upstream plantations and palm oil mills to refining and food products. Where information is limited to specific geographies or business segments, this is clearly indicated. Any restated figures from previous reporting periods are identified and explained to maintain clarity and transparency.

We maintain a longstanding commitment to sustainability reporting and to continuously enhancing the transparency, quality, and rigour of our disclosures. We seek to provide our stakeholders with meaningful and timely information, and work to strengthen our reporting practices year on year.

We are committed to high-quality sustainability disclosure, recognising that clear, honest and timely communication is essential to building and maintaining trust and upholding accountability. Our reporting is guided by the Global Reporting Initiative (GRI) Reporting Principles — accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability.

Disclosure Frameworks

We align our sustainability disclosures with established frameworks to ensure we are operating with rigour and integrity. In this sustainability report, we incorporate disclosures recommended under the Sustainability Accounting Standard Board (SASB) for Agricultural Products (Version 2023-12) and align with the GRI Universal Standards and the Agriculture, Aquaculture and Fishing (GRI 13) sector-specific standards. A detailed SASB and GRI disclosure index is provided in the Appendix. As a listed company on the Singapore Exchange (SGX), GAR is required to comply with SGX Listing Rules 711A and 711B and Practice Note 7.6 on sustainability reporting. Accordingly, this report incorporates our alignment with the SGX Common Set of Core environmental, social, and governance (ESG) metrics (April 2023 update).

To improve transparency on climate-related risks and opportunities, we also report in alignment with the Task Force on Climate-related Financial Disclosures recommendations, as required by the SGX. In anticipation of our adoption of International Sustainability Standards Board (ISSB) standards, we are also preparing to align with International Financial Reporting Standards (IFRS) requirements for SGX-listed companies. We continue to participate in the Carbon Disclosure Project (CDP) Climate Change, Forests and Water Security questionnaires, reflecting our commitment to transparency through globally recognised environmental reporting platforms. In our most recent assessment, GAR achieved scores of B for Forests, B for Climate Change, and C for Water Security—an improvement from C across all three categories in the previous year. We remain focused on strengthening our disclosures across all three questionnaires. Our latest **CDP disclosure** is available on our website.

We have mapped our contributions to selected priority United Nations Sustainable Development Goals (SDGs) throughout the report to demonstrate how we contribute to widely recognised global priorities.

Data Selection

We apply consistent accounting policies in the reported year and for comparative figures. Methodologies and calculation factors are listed in footnotes. In the case of previously reported data that may have changed between years, we assess the materiality of the change. We restate previously reported numbers in case of an error. We may also change the accounting policy. If we determine that a restatement is necessary, we indicate what the restatement is in the table with the metric.

External Review

To enhance the credibility and robustness of our sustainability disclosures, this report has been subject to internal review and independent external assurance. PricewaterhouseCoopers LLP has provided limited assurance on selected sustainability information marked with an asterisk (*) in our Sustainability Report 2025. The Independent Practitioner's Limited Assurance Report on Identified Sustainability Information can be found in the Appendix.

The information related to other material topics, including High Carbon Stock (HCS), High Conservation Value (HCV), and Free, Prior and Informed Consent (FPIC), has been reviewed by certification bodies such as the Roundtable on Sustainable Palm Oil (RSPO). Data reported under our No Deforestation, No Peat, and No Exploitation (NDPE) Implementation Reporting Framework is independently verified by Control Union. All remaining disclosures are subject to internal quality control and verification to ensure accuracy, consistency, and integrity.

Chairman's **Statement**

Dear Partners, Stakeholders, and Employees,

2025 was a strong year for the palm oil sector and for our business. Markets evolved, regulations shifted, and geopolitical uncertainty persisted, but our palm oil business held steady. Prices remained competitive, and supply conditions improved as Indonesia's production recovered. Periods like this reaffirm that sustainable growth is defined not only by scale, but by the strength and direction of our strategy.

At GAR, we focus on growing with purpose, making decisions that strengthen our business, deepen trust, support our partners, and stand the test of time. That focus guided us throughout 2025.

Strength Despite Uncertainty

In 2025, we delivered a strong performance despite the uncertain backdrop.

Revenue rose 19% to US$12.95 billion, supported by both higher volumes and prices. EBITDA grew 14% to US$1.26 billion, with margins remaining healthy.

On the ground, progress was steady. Palm product yields reached 5.0 tonnes per hectare, among the highest in the industry, driven by better agronomy and continuous improvements in the field.

And, with our support, 1,095 farmers gained RSPO certification in 2025, lifting their incomes through more sustainable farming practices.

Much of our strength comes from the breadth of what we do. With operations across upstream, downstream, and trading, we can adapt quickly, manage costs, and capture opportunities across diverse markets.

Even in a complex operating environment, we continued to expand our global reach. In 2025, we entered new markets and strengthened distribution, including a new animal feed partnership in North America. This reinforces our role as a reliable and trusted global partner.

At the same time, we are preparing for what comes next. Replanting with higher-yielding materials and investing in precision agriculture are strengthening our foundation for sustainable and inclusive growth.

Managing Our Impact — Collectively

As expectations change, so must our strategy.

Since 2015, our **Golden Agri-Resources (GAR) Social and Environmental Policy** has guided how we operate. In 2025, we took the next step with the launch of **Collective for Impact**, a framework that further integrates sustainability into every part of our business.

Collective for Impact is built around three areas:

- **Sourcing Responsibly:** Commodity procurement that protects the planet, promotes fairness, and strengthens local communities.
- **Caring for our Planet:** Tackling climate change, protecting nature, and reducing waste.
- **Empowering People:** Helping communities thrive, protecting human rights, and making workplaces safer.

The idea behind it is straightforward: sustainability cannot sit on the sidelines. It has to shape how we make decisions, how we operate, and how we work with others.

This is a shared effort across teams, partners, and communities.

Strengthening Supply Chain Resilience

A strong supply chain depends on trust, transparency, inclusion, and productivity.

We continued to make good progress on traceability. In Indonesia, we have reached near-full traceability to plantation including smallholders. Globally, we continued to strengthen our traceability and sourcing across palm and other key commodities.

We also raised our sourcing standards through our new **Responsible Agri Sourcing Commodity Policy**, which now extends across more commodities and regions.

In parallel, we are taking practical steps to reduce our environmental impact. We expanded methane capture in our mills and began construction of a biomass boiler in our downstream operations. These efforts not only reduce emissions across our value chain but also make better use of our own resources.

People remain at the centre of this system. Smallholders play a critical role, and through our Sawit Terampil programme, we reached 11,250 farmers this year. More of them are now adopting sustainable practices and achieving RSPO certification as a result.

We are deeply committed to supporting communities. We want to help create meaningful opportunities so that people can build better futures for themselves and those around them. Through our Bright Future Initiative, we continued supporting local communities and youth development. We worked with 182 villages, supporting 280 community projects and 163 small businesses. These programmes help build stronger, more resilient local economies.

Innovating to Manage Instability

Climate change continues to shape agriculture in real ways, through higher temperatures, shifting rainfall patterns, and extreme weather events.

We are responding by investing in innovation to mitigate our impact and adapt our business model. Our dedicated research teams continue to develop planting materials that are more resilient to climate stress, pests, and disease.

In November 2025, our SMART Research Institute reached an important milestone with the launch of DxP Dami Mas MTK, the first oil palm seed in Indonesia approved for strong performance under drought conditions. This secures yields while directly addressing growing climate risk.

The Path Forward

Agribusiness is entering a new phase, where traditional assumptions of slow movement and conservatism no longer hold. The sector faces many of the same challenges as others, but with heightened expectations around sustainability, quality, and safety, and an increasing demand for faster change. In this environment, we see an opportunity to lead with clarity, innovation, and purpose.

Our path forward is clear: to drive greater productivity from existing land, responsibly and with sustainability at the core of how we manage risk, unlock opportunity, create better products, and ensure long-term resilience. We will continue to strengthen how we operate and invest in solutions that matter.

Progress is built through strong partnerships and shared commitment. We thank our employees, business partners, and stakeholders for their continued trust and support on this journey.

Together, we go far, fast, towards a strong and sustainable future.

Franky Oesman Widjaja

Chairman and Chief Executive Officer

Chief Sustainability and **Communications Officer's Statement**

Dear Stakeholders,

At GAR, our sustainability commitments aren't just goals—they're how we do business, a defining factor in how we operate, compete, and grow. They're not just part of our strategy, they are our strategy.

As CSCO, I want to know that everything we produce is made sustainably, in a way that supports the well-being of the ecosystems that sustain us and the communities around us.

Our sustainability work has never been more urgent. The environmental threats facing the world are increasingly visible. Last year, Indonesia experienced catastrophic flooding on a scale never seen before. As climate impacts intensify and pressure from society and governments grows, and as we work to secure long-term food systems, making our business more sustainable is essential to the resilience of both our operations and the communities we serve.

Collective for Impact

The year 2025 was the first full year of implementation of our sustainability framework, **Collective for Impact**. This is the latest step in our sustainability evolution and sets out our priorities in a single, integrated approach. The framework is focused on measurable results, linking operations, supply chains, partnerships, and our strong sustainability foundation to deliver them.

It also reflects a shift in our mindset: from reducing harm to actively maximising good, and from doing solely what's expected to setting our own course in sustainability. It demonstrates our belief that responsible sourcing, environmental stewardship, and social inclusion must advance together.

We are changing how we deliver our commitments, moving from individual initiatives to coordinated action across the company and from siloed efforts to integrated decision-making.

Our focus is on scaling proven solutions, advancing decarbonisation and resource efficiency, as well as strengthening smallholder productivity and inclusion.

As part of this shift, we are embedding these priorities into core management systems to ensure they inform decisions across procurement, operations, and finance. This way, how we source, how we manage natural resources, and how we support people are now addressed as one system.

Collective for Impact in Action

Traceability and NDPE

Traceability remains a critical enabler of our No Deforestation, No Peat, and No Exploitation (NDPE) commitments. In 2025, we maintained near-full traceability to plantation (TTP) of 99.8% in Indonesia and achieved 100% traceability to mill across soy, sugar, sunflower, and coconut.

This high level of traceability enables us to engage closely with suppliers, providing training and upskilling to improve practices and achieve positive outcomes aligned with NDPE commitments. It also means we can retain smallholders in our supply chains and prepare ourselves for the EU Deforestation Regulation and EU Corporate Sustainability Due Diligence Directive.

After more than a decade of progress, however, we recognise that we might not reach 100% TTP given the structural realities of smallholder-based supply chains. What matters now is how effectively our traceability enables us to identify risk, prioritise intervention, and support improvement. Our approach, therefore, prioritises engagement, supporting suppliers to improve practices while maintaining supply and alignment with NDPE commitments.

In 2025, we reached 100% "Delivering" in NDPE IRF (Version 5.8) and demonstrated traceability to the plantation through our first real-world test of SmartTrace for 9,500 tonnes of palm products. We are committed to fostering an inclusive supply chain, and SmartTrace can help us sustain this ambition.

Supporting Smallholders

We continue to help smallholders increase their productivity – we believe that thriving smallholders strengthen the entire supply chain. I am very proud of our smallholder education programme, Sawit Terampil, which has already reached more than 11,000 smallholders and aims to reach 100,000 by 2035.

There are still challenges ahead to make sure smallholders are included in sustainable supply chains. Many of these challenges require strong partnerships to tackle them successfully. For example, by working closely with the finance sector, we could break down the barriers that limit smallholders' access to funds for replanting. I've seen first-hand the huge role palm oil has played in improving rural livelihoods, and I want to see these success stories continue — in a way that is sustainable for people and planet.

Driving Decarbonisation

Guided by our **Decarbonisation Roadmap**, we are scaling practical, proven solutions across our operations. Renewables, including energy generated from biomass, already supply 54% of our energy needs, and we have built three new methane capture facilities. These investments support near-term emissions reduction and improve operational efficiency, reflected in a 4% reduction in Scope 1 and 2 emissions in 2025.

Advancing Human Rights

We continue to strengthen our human rights due diligence to ensure we're meeting our commitments. In 2025, we reached a key milestone with the development of a Group-wide Human Resources Policy integrating human rights principles into core human resources processes.

We can now better identify and act on risk, and more consistently address problems with targeted interventions. One reason we support more than 360 childcare centres is to help prevent situations where parents must bring their children to plantations, where they might be at risk of being drawn into labour.

Positive Business Outcomes

Embedding sustainability throughout GAR and tying it to measurable business outcomes is an ongoing effort, but some connections are already clear. The high-yielding, drought-resistant palm cultivars we have developed can help growers increase their incomes and safeguard our palm supply for the future.

Focusing on soil health, biodiversity, climate resilience, and inclusive economic participation, the training we provide directly influences productivity, supply continuity, and market access. At the same time, progress on energy efficiency, water conservation, and greenhouse gas emissions reductions can deliver meaningful cost savings.

Sustainability underpins every aspect of how we deliver long-term value – our business depends on healthy landscapes, resilient smallholders, and stable communities.

Looking Ahead

I'm proud of the strong sustainability foundation GAR has built so far. Through traceability, supplier engagement, and partnerships, we have strengthened our ability to operate and create impact in an increasingly complex and evolving environment.

Yet, the complexity of managing a palm supply chain that includes more than 800,000 independent smallholders in Indonesia continues to increase. The uncertainties of the global economy and climate shocks add pressure. Our ability to secure supply, manage costs, and maintain market access increasingly depends on how effectively we respond.

The expectations on our sector continue to rise. Alongside evolving regulatory requirements, customers and end consumers are demanding greater transparency and assurance to support their sustainability goals.

Our approach remains centred on well-managed plantations, healthy landscapes, and deeper supplier engagement. But how we deliver will continue to evolve, embedding sustainability more deeply into how we make decisions, allocate capital, and manage performance.

The next phase of our journey will require greater integration, closer partnerships, and strong execution. We will continue to embed sustainability into how we operate and grow, ensuring that every decision supports productive landscapes, resilient communities, and a secure supply chain.

Together, we grow with purpose – because sustainability is strongest when values are shared.

Anita Neville

Chief Sustainability and Communications Officer (CSCO)

GAR at **a Glance**

US$13B In revenue in 2025 • **14** Countries • **99,269** Employees worldwide • **531,000** hectares Oil palm plantations

2.8M MT of palm products • **11.5M MT** of processing capacity • Owns over **30** consumer brands

Founded in 1996, GAR is one of the world's leading integrated palm-based agribusinesses, operating across a global seed-to-shelf value chain.

We produce and process 2.8 million tonnes of palm products and create value-added derivatives for food, oleochemical, and bioenergy applications. Beyond palm, we have expanded into soybean (China), sunflower (India), and other edible oils, as well as sugar, canola, and coconut.

We grow with purpose, combining scale, innovation, and responsibility to create long-term value through delivering essential, high-quality products to over 110 markets, including Europe, India, China, the United States of America, Latin America, Africa, Pakistan, and the Middle East.

Our integrated model enables oversight of quality, traceability, and sustainability across our operations in 14 countries, while our diversification into other commodities strengthens resilience and supports evolving market needs.

We work with more than 800,000 smallholders, recognising their critical role in our supply chain and supporting them to improve productivity, livelihoods, and environmental practices, which ensures our ability to maintain high palm production volumes.

Our sustainability framework **Collective for Impact**, brings this together, guiding how we deliver responsible sourcing, strengthen inclusion, and drive measurable outcomes for people, nature, and climate.

Our Value **Chain**

Cultivation and agriculture inputs

We develop and supply agricultural inputs and cultivate oil palm plantations to produce fresh fruit bunches (FFB). This includes seed development, fertilisers, crop protection solutions, agronomic support, estate management, harvesting, and field operations designed to optimise yield and efficiency.

Sourcing and origination

We source and aggregate agricultural commodities from our own production operations and from a network of third-party suppliers. Through procurement networks and supplier partnerships, we consolidate supply from plantations, farmers, and agricultural producers to ensure consistent raw material availability.

Milling, refining, and processing

We convert harvested crops and agricultural raw materials into primary and value-added products. This includes processing FFB into crude palm oil and palm kernel, crushing oilseeds into vegetable oils and meal, and producing refined oils, food ingredients, specialty fats, and oleochemicals for food, industrial, and energy markets.

Trading and distribution business to business

We market, trade and distribute agricultural commodities and processed products across global markets. Through commodity trading, market analysis, customer engagement, and supply chain coordination, we connect supply with industrial buyers, manufacturers, and distributors worldwide.

Customers and end markets

We supply agricultural commodities and processed products to a wide range of global customers across food, consumer goods, industrial, and energy sectors. Our products are used by food manufacturers, consumer goods companies, chemical producers, and biofuel manufacturers.

2025 **Highlights**

Recorded US$ 13.0B in revenue

99,269 employees in 14 countries

21% women in managerial positions

99.8% traceable to plantations for palm, after over 10 years of supply chain transformation

100% traceability to mill for our non-palm commodities of >1.5 million tonnes

11,250 independent smallholders trained in Sawit Terampil

54% energy from renewables

93% renewables from mill biomass used in upstream

4.6% reduction in Scope 1, 2, and 3 emissions, bringing total emissions to 33.4 million tCO_2e

688 caregivers trained

361 childcare centres in our plantations

Supported 163 MSMEs across 280 villages

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2 Our Approach to Sustainability and Strategic Partnership

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Growing with **Purpose**

At GAR, we grow with purpose, cultivating long-term value for our business. From food and feed to industry and energy, we deliver sustainable, end-to-end solutions for our customers. These solutions support our suppliers and strengthen the communities we serve. Our business is grounded in longstanding agricultural experience, meaning we can combine deep farming know-how with supply chain innovation to help meet rising global demand. We also adopt solutions that help us operate within planetary boundaries, adapt to climate instability, protect nature and biodiversity, and ensure smallholders, employees and communities can secure their livelihoods.

We recognise that a healthy planet and a thriving society are inseparable and that long-term business success depends on both environmental and social well-being. As a leading global agribusiness, we take our responsibilities seriously, nurturing communities, driving sustainable innovation, and helping shape a more responsible palm oil industry. Through collaboration with industry experts, capacity building across our supply chain and investments into research and development, we aim to achieve the highest environmental and social standards.

We have spent decades in the field, growing alongside our suppliers and building resilient agricultural systems. Whether it is with farmers, millers, customers, or traders, we work in partnership to build skills, strengthen practices, and create greater opportunities for lasting growth in the communities where we operate, our industry, and the environment.

How We **Create Value**

Our mission is to provide safe, high-quality, and sustainable agricultural products that support a growing global population. We create value by operating across the full agricultural value chain–from cultivation and production through to merchandising and distribution – and delivering consistent quality to meet the needs of customers worldwide. By combining scale with over 30 years of operational expertise, we help ensure reliable supply while creating shared value for our customers, suppliers, and the communities connected to our business.

What We Depend On

Our business is closely linked to natural capital. Land underpins our production, with more than 530,000 hectares of plantations supporting our ability to operate at scale. We also invest in tools and technologies that strengthen traceability, improve productivity, and build more resilient supply chains.

Our success depends equally on people. More than 99,000 employees support our operations, alongside a diverse network of smallholder farmers who are essential to our supply chain. Supporting livelihoods, building skills, and strengthening resilience across the communities where we operate is essential to sustaining long-term production.

As a global business, we apply consistent sustainability standards across our operations, from palm in Indonesia to soybean in China and sunflower in India. Through supplier engagement and field visits, we extend our **Responsible Agri-Commodity Sourcing Policy** across our non-palm supply chains. We also recognise that challenges such as climate change and ecosystem degradation require collective action. Collaboration with governments, civil society, customers, and industry partners is essential to strengthen resilience and support long-term stability across the agricultural sector.

What We Create

We create value by working alongside the people and partners connected to our business. This includes empowering smallholders to improve productivity, supporting customers to meet evolving demands, and contributing to global food and energy security.

Our scale enables us to influence practices across the value chain. We connect production to global markets, delivering quality, reliability, and transparency. From supporting replanting and improving yields to strengthening traceability and food safety systems, we invest at every stage to build more resilient and sustainable supply chains.

Our portfolio spans palm-based and other agricultural products, with over 30 consumer brands and ingredients supplied to sectors including food, personal care, animal feed, and renewable energy.

People remain central to how we create value. We provide safe, inclusive workplaces, and invest in skills development, while also supporting the communities connected to our operations to strengthen livelihoods and sustainable agricultural practices.

Sustainability and **Our Business Model**

Sustainability has long been central to how we operate and how we grow.

1997
First Indonesian palm producer to establish Zero Burning Policy

2005
GAR / SMART joins RSPO

2010
Zero development on peat regardless of depth

2011
GAR launches first sustainability report

2012
GAR launches Yield Improvement Policy (YIP)

2015
April
GAR and HCS Approach Steering Group publish HCS Approach Toolkit

September
GAR rolls out updated Social and Environmental Policy (GSEP)

December
GAR completes 100% mapping of supply chain to mills (Traceability to the Mill)

2016
February
GAR launches Desa Siaga Api to help villages stay fire-free

April
GAR announces Traceability to the Plantation (TTP) Plan

2017
GAR-owned mills complete 100% TTP

2019
GAR joins and funds RADD deforestation radar monitoring initiative

2022
GAR commits to Agri Sector Roadmap to 1.5°C

2024
First 10,000 smallholders trained under Sawit Terampil

2025
May
GAR launches a refreshed Sustainability Framework: Collective for Impact

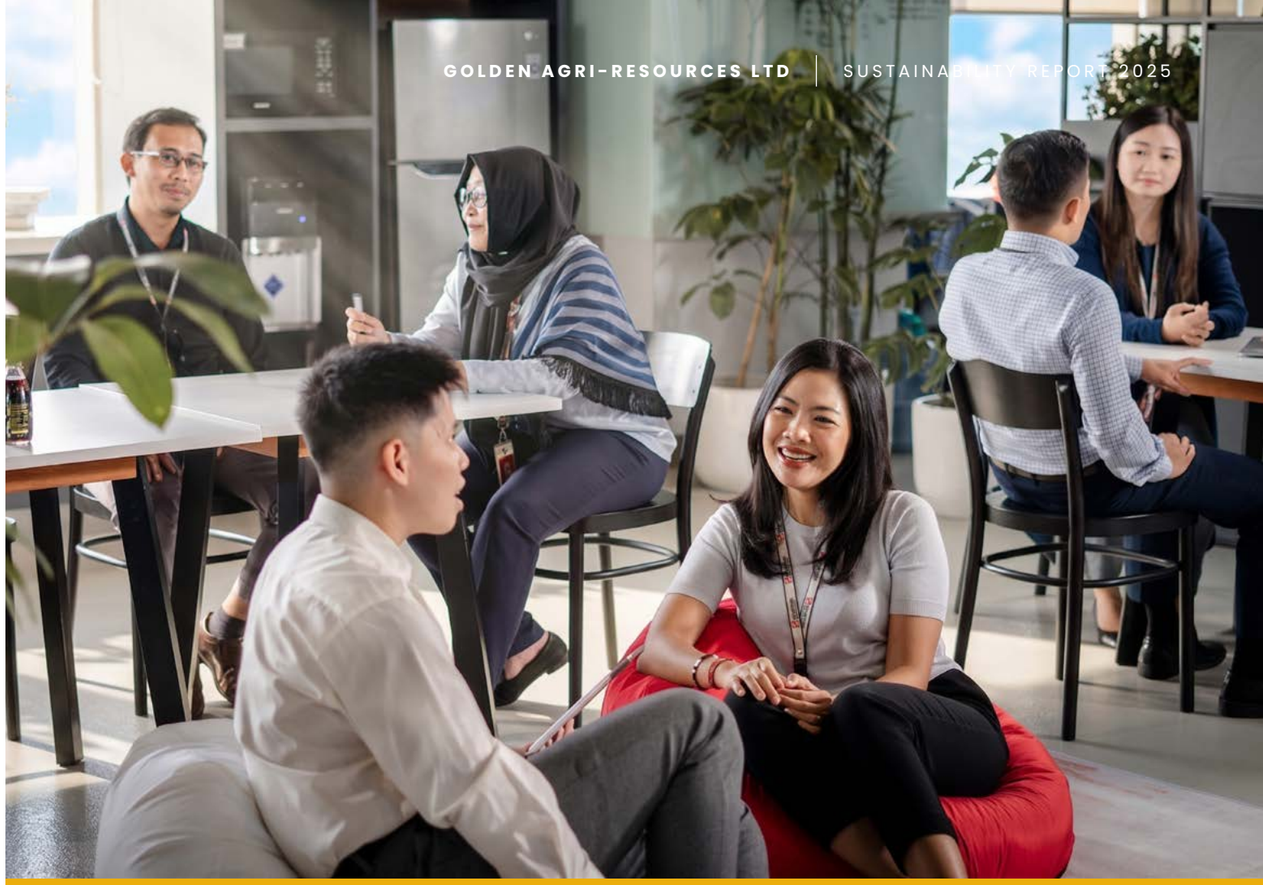
GAR introduces a Responsible Agri-Commodity Sourcing Policy for non-palm commodities

November
GAR launches Indonesia's first Ministry of Agriculture validated palm oil seed, proven for superior drought performance

Double **Materiality**

In 2024, GAR strengthened its approach to identifying and prioritising the impact of key environmental, social and governance issues on our business model and value chain. Reflecting a more complex and rapidly evolving global context, we shifted from our 2021 single-materiality lens to an integrated double materiality approach, considering both our impacts and the financial implications of external dependencies. Our 2024 Double Materiality Assessment was primarily informed by Materiality Assessment Implementation Guidance (EFRAG IG1) and aligns with the Global Reporting Initiative's methodology. The outcomes of this assessment are not only used to inform the basis of our reporting but also directly contribute toward establishing our pillars and respective targets of **Collective for Impact.**

We view materiality as an evolving process, reviewing it at least every three years, or sooner if significant changes arise, and we will continue refining our approach, including updates to ensure alignment with forthcoming International Financial Reporting Standards reporting requirements.



The Double Materiality Assessment applies two complementary lenses.

Methodology and Process

We use a five-step approach for our Double Materiality assessment, integrating qualitative and quantitative insights to provide a balanced, forward-looking view of how sustainability intersects with value creation at GAR.

Through this approach, we identified the sustainability topics that matter most, in terms of their impact on society and the environment, and their significance to our business and stakeholders.

Topics were assessed and categorised as **Critical, Significant,** or **Relevant,** enabling us to prioritise our efforts and resources where we believe we can drive the greatest impact, while maintaining oversight across all identified issues.

01 Stakeholder Engagement

We engaged a diverse group of internal and external stakeholders, including representatives from across our operations and executive teams, as well as financial and investment institutions, non-governmental organisations, and research bodies.

Their perspectives helped shape a holistic understanding of our impacts, risks, and opportunities across geographies and the value chain.

02 Topic Development

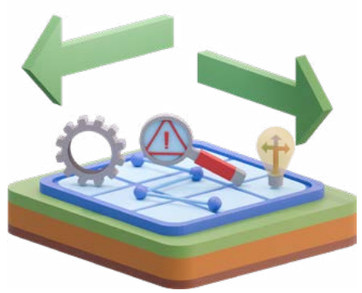
We reviewed material topics identified in previous assessments alongside peer benchmarking and emerging external trends to assess continued relevance and identify new priorities. From this, we developed a comprehensive list of sustainability topics and associated impacts, risks, and opportunities in line with the Corporate Sustainability Reporting Directive (CSRD) requirements.

03 Topic Scoring

Each topic was assessed using a combination of desktop research, stakeholder surveys, and in-depth interviews. This enabled us to evaluate materiality from both impact and financial perspectives, combining quantitative inputs with deeper qualitative insights. While we do not currently disclose Impacts, Risks, and Opportunity level scores, we plan to strengthen and expand this aspect in future cycles.

04 Validation and Revision

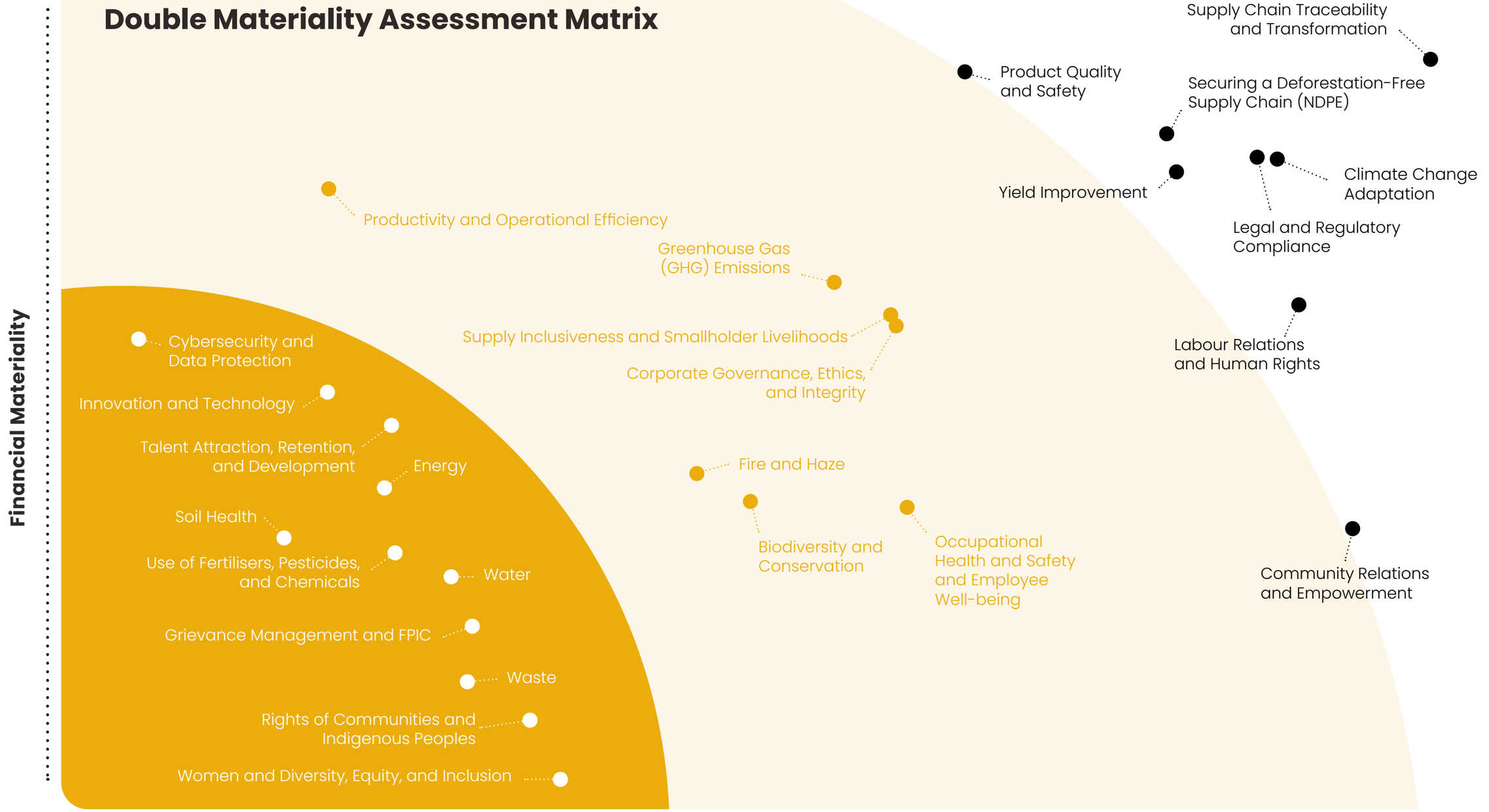
The draft results were reviewed with key internal stakeholders, including GAR's Sustainability Committee, to validate findings and ensure accuracy, credibility, and alignment with our strategic priorities.



05 Materiality Matrix Development

Finally, we weighted the outcomes from surveys, interviews, and desktop research based on assessed impact and significance. This informed the development of our materiality matrix, providing a clear and transparent prioritisation of sustainability issues to guide strategy, risk management, and decision-making.

Double Materiality Assessment Matrix



Material Topics Across Our Value Chain

Cultivation and agriculture inputs

01 02 03 04 05
07 08 09 10 11
12 13 14 15

Sourcing and origination

01 02 03 05
07 08 09 10
11 12 13 15

Milling, refining, and processing

02 03 05 06
07 08 09 10
12 13 15

Trading and distribution business to business

02 03 05 06
07 09 10
13 15

Customers and end markets

03 05 06 07
09 10 15

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01 Supply Chain Traceability and Transformation: Achieving and maintaining traceability of palm oil products to the mill and the plantation.

02 Securing a Deforestation-Free Supply Chain (NDPE): Conserving High Carbon Stock forests and High Conservation Value areas.

03 Climate Change Adaptation: Adapting our business to the physical and regulatory risks posed by climate change.

04 Yield Improvement: Investing in research and development to improve yield and reduce pressure to open new land.

05 Legal and Regulatory Compliance: Adhering to all national and international laws and regulations relevant to GAR and ensuring alignment with relevant standards.

06 Product Quality and Safety: Adhering to best practice, product quality and safety standards, as well as safeguarding consumers' health.

07 Labour Relations and Human Rights: Promoting fair, equitable, and positive relations with our workforce, respecting human and labour rights and ensuring no child or forced labour.

08 Community Relations and Empowerment: Empowering communities and supporting livelihoods by employing locals and implementing community programmes.

09 Greenhouse Gas (GHG) Emissions: Measuring, monitoring, and reducing GHG emissions across our operations.

10 Corporate Governance, Ethics, and Integrity: Conducting all business activities with integrity and in accordance with the highest ethical and governance standards.

11 Supply Inclusiveness and Smallholder Livelihoods: Supporting the socio-economic development and inclusiveness of smallholder suppliers.

12 Biodiversity and Conservation: Protecting and enhancing nature within and surrounding our operations.

13 Occupational Health and Safety and Employee Well-being: Fostering a safe and healthy work environment, preventing any work-related illness, injury, and promoting the well-being of employees.

14 Fire and Haze: Prohibiting burning for new plantings, replantings, or other developments and working with communities to prevent and address forest fires.

15 Productivity and Operational Efficiency: Enhancing the efficiency and output of all our operations and processes while maintaining sustainability standards.

Sourcing Responsibly | Caring for Our Planet | Empowering People | Governance

Our Sustainability Framework: Collective for Impact

In 2025, we introduced **Collective for Impact**, a framework to guide the next phase of our sustainability journey. Our sustainability is guided by three clear priorities that reflect where our scale, capabilities, and partnerships can deliver meaningful outcomes and unlock lasting value for our stakeholders. Through Collective for Impact, we build on the strong foundations of our **GAR Social and Environmental Policy (GSEP)** and the insights from our Double Materiality assessment to expand our sustainability commitments across all business units and the full value chain.

The framework deepens our efforts operationally, geographically, and strategically, positioning sustainability at the core of how we grow and reinforcing our role as a responsible leader in global agriculture.

Through the framework, we align business growth with positive environmental and social outcomes.

Our strategy is anchored around three interconnected pillars.

- **Sourcing Responsibly:** Strengthen trust with our suppliers and build supply chain resilience.
- **Caring for Our Planet:** Safeguard natural ecosystems through conservation and effective environmental management, and contribute to net zero goals.
- **Empowering People:** Uplift livelihoods and ensure inclusive and equitable progress.

Collective action sits at the heart of our approach. We are embedding sustainability deeper across the business and actively engaging our partners and suppliers, farmers and communities, civil society organisations, employees, customers, and peers. This collaborative approach is essential to delivering change at scale and embedding sustainability into everyday decision-making.

To ensure this collective action translates into measurable outcomes, strong governance, transparency and oversight are critical; they underpin the delivery of our strategy.

We remain committed to regular sustainability disclosures, independent verification, and annual reporting on progress against our targets. These practices provide clarity on progress and enable stakeholders to assess our performance with confidence. Transparency is not only a measure of performance but a core enabler of trust, ensuring accountability to our stakeholders and reinforcing our role as a transformative leader in agribusiness.

Collective for Impact is aligned with the United Nations Sustainable Development Goals (SDGs), with particular focus on Zero Hunger (SDG 2), Responsible Consumption and Production (SDG 12), Climate Action (SDG 13), and Life on Land (SDG 15).

A Year of Learning

As we reflect on the first year of its implementation, we continue to refine how we create meaningful impact.

This means we're aligning our decision-making, focusing our actions on what matters, and reinforcing our commitment to sustainable outcomes across our supply chain, for people and for the planet.

Looking ahead, we see the framework as a critical enabler of long-term resilience and growth.

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As the global operating environment continues to evolve, driven by increasingly complex sustainability challenges, rising stakeholder expectations, and greater demand for transparency, we recognise the need to build on our strong foundation.

Collective for Impact

Sourcing Responsibly

Upholding NDPE Commitments

Achieve 100% compliance with No Deforestation, No Peat, No Exploitation (NDPE) IRF (Version 6.0) commitments across our global palm supply by end 2030

Ethical Sourcing Practices

Achieve 100% global sourcing from low-risk suppliers as defined by Responsible Agri-Commodity Sourcing Policy for non-palm sourcing by 2030

Strengthening Smallholders' Capabilities

- Train 100,000 smallholders in sustainable and improved agricultural practices by 2035
- Support smallholder sustainable production in five priority landscapes by 2035

Caring for Our Planet

Climate Action

Achieve net zero carbon emissions by 2050

Nature Protection and Restoration

Protect and enhance natural ecosystems on plantations, in conservation areas, and across critical landscapes

Plastic Waste Reduction

By 2040, reduce plastic waste to landfills in Upstream operations and post-consumer packaging waste to landfills in Downstream operations by 50%

Empowering People

Economic Empowerment

Provide training and development support to 500 community Micro, Small and Medium Enterprises (MSMEs) by 2030

Human Rights Protection

Safeguard the well-being of women, children, suppliers and employees by expanding our initiatives, strengthening engagement and broadening programmes to promote inclusion, feedback and continuous learning

Workplace Safety

Enhance the company's safety culture and reduce the Lost Time Injury Frequency Rate (LTIFR) by 50% by 2030, with 2020 as the baseline year

Sustainability **Governance**

Our approach to sustainability is shaped by a clear structure of oversight, robust management, and shared accountability across the organisation. This ensures our core principles are embedded from the highest levels of leadership through to day-to-day operations across our global footprint.

Board Statement

The Board considers sustainability to be integral to GAR's long-term strategic direction and is committed to responsible and sustainable practices across all operations. The Board has overall accountability for sustainability and is the highest governing body overseeing the integration of environmental, social and governance considerations into corporate strategy, business planning and operations.

As part of this role, the Board is responsible for determining GAR's material ESG topics and ensuring their management and monitoring, including providing oversight of the sustainability-related policies and frameworks that support their implementation.

To support the Board in discharging these responsibilities, the Sustainability Committee drives GAR's sustainability agenda at the management level. Comprising senior leaders from across the business, the Sustainability Committee meets quarterly to oversee strategy execution, monitor progress against targets, and refine priorities to remain responsive to evolving sustainability risks and opportunities.

The Board receives regular progress updates and reports from the Sustainability Committee and the Chief Sustainability and Communications Officer (CSCO) across the strategic priorities of the business, particularly in relation to the core metrics and targets that underpin **Collective for Impact**. The Board and senior management are involved in and support GAR's sustainability commitments, which include climate action, environmental management, social and community engagement, labour and Occupational Health and Safety, and the supply chain.

Strong governance is underpinned by knowledge, capability, and continuous learning. All Board members have completed ESG training mandated by the Singapore Exchange. This reinforces their informed oversight, proactive leadership, and readiness to respond to evolving regulatory and stakeholder expectations.

Sustainability Committee

A dedicated Sustainability Committee, chaired by Ms Jesslyne Widjaja, Executive Director, Strategy, People, and Transformation, supports the Board's oversight responsibilities. The cross-functional committee includes senior leaders from finance, upstream, downstream, corporate units, operational sustainability and the CSCO.

Reporting to the Chairman, CEO and the Board, the Sustainability Committee plays a central role in identifying and managing material issues, assessing risks and opportunities, and monitoring implementation and performance. It also reviews the materiality assessment at least every three years, or sooner where circumstances require. Recognising that effective sustainability requires organisation-wide engagement, the Committee works closely with teams across GAR to drive our sustainability agenda.

Sustainability Across GAR

Sustainability at GAR is embedded across the business, not managed as a standalone function. More than 400 employees have sustainability as part of their roles, from specialists to those with partial responsibility within a broader remit. Beyond this, teams and functions spanning procurement, operations, and stakeholder engagement integrate sustainability into everyday decisions. This ensures our commitments translate into action on the ground, across plantations, mills, downstream operations, and corporate functions.

Our focus is on the issues most material to the business and our stakeholders. These include supply chain traceability and transformation, community relations and empowerment, climate change adaptation and mitigation, legal and regulatory compliance, deforestation-free production in line with NDPE commitments, labour relations and human rights, yield improvement, and product quality and safety. Sustainability teams work closely with operations and partners to deliver practical, measurable outcomes.

Responsibility for the sustainable supply chain sits with the CSCO and is led by the Director of Sustainable Supply and Production. This pillar is supported by dedicated teams focused on smallholder innovation, supplier compliance, traceability and NDPE verification, supply chain transformation, and systems enablement. The Supply Chain team plays a central role in managing key risks and impacts, strengthening collaboration with external partners, and delivering transparent sustainability disclosures. This provides end-to-end oversight, from smallholder engagement and responsible sourcing through to supplier compliance, traceability, and verification, while supporting continuous improvement across both owned and third-party operations. The team focuses primarily on palm and selected non-palm products, with scope expanding over time across the broader portfolio.

Sustainability implementation is further supported by specialised operational teams across upstream and downstream operations. Our upstream team, spanning sustainability management systems, certification, and environmental, health, and safety compliance, provides technical and operational expertise across conservation and biodiversity management, sustainability data systems, peat and fire management, certification, and regulatory compliance. In our downstream operations, dedicated teams covering quality and food safety, occupational health and safety, and community economic empowerment, supported by carbon specialists and engineers who monitor carbon emissions, drive carbon reduction initiatives, oversee energy, and water management. Together they ensure that sustainability standards are consistently integrated throughout the product refining process.

To further accelerate our decarbonisation ambitions, we established a dedicated Carbon and Renewables business unit in 2024 to drive GAR's decarbonisation strategy, develop opportunities in carbon markets and strengthen our ability to manage climate and energy transition risks.

At the corporate level, the Global Impact function monitors progress across GAR's sustainability agenda, reporting to management and the Sustainability Committee. It leads sustainability governance and standards, manages ESG disclosures, reporting, and ratings, oversees climate action, biodiversity, human rights, partnerships, and policy engagement, and maintains active stakeholder engagement with buyers, bankers, investors, NGOs, and civil society to drive community empowerment and ensure outcomes are evidenced and communicated effectively. The function works closely with Corporate Communications, which owns the full communications agenda spanning all channels, platforms, and touchpoints across internal and external audiences.

These teams work in close coordination with the CSCO to deliver the Group's sustainability framework, **Collective for Impact**, focusing resources and action on the issues most critical to the business and its stakeholders. This reflects our approach to sustainability as a shared organisational responsibility, supported by specialist expertise across the Group.

Risk Management

Risk management is integral to how we make decisions and build a resilient, sustainable business in a changing global environment. Our Enterprise Risk Management (ERM) framework enables us to identify, assess, and manage risks across the value chain, supporting long-term value creation while balancing risk and opportunity in line with our risk appetite.

We continue to expand the integration of sustainability risks into GAR's ERM framework, meaning they are considered alongside strategic, market, credit, and operational risks.

The ERM Committee supports management by overseeing risk management activities across the business, including risks related to climate and human rights. Key executives on this committee routinely review risk exposures, discuss potential impacts, and take proactive steps to manage risks as part of regular business planning and performance reviews. For each of our identified risk exposures, appropriate risk management strategies and internal controls are put in place.

Strategic **Partnership**

Engagement

Sustainable growth depends on strong, trust-based relationships across our value chain. We recognise that many of the challenges facing agriculture today, such as deforestation, climate change, and social inclusion, cannot be addressed by any single organisation. This shared responsibility underpins our approach to collaboration.

We engage a diverse range of stakeholders through transparent, inclusive, and ongoing dialogue. Our focus is on understanding different perspectives, strengthening partnerships, and driving action-oriented outcomes. Insights from this engagement directly inform our strategy, risk management, and materiality assessment. We also participate in multi-stakeholder initiatives and industry platforms, contributing practical experience and working with partners to develop scalable solutions. These engagements help strengthen industry standards, advance responsible practices, and shape policy environments.

Across these forums, we prioritise key issues consistently raised by stakeholders, including forest protection, responsible sourcing, inclusive growth, human rights, and climate action.

Our engagement spans local to global levels, reflecting the scale of our operations and the interconnected nature of these challenges.

Stakeholder Engagement

Stakeholders	Purpose	Key Concerns	Outcomes
Employees	To grow and sustain a healthy, engaged and high performing workforce.	**Occupational Health and Safety and Employee Well-being**	• Strengthened OHS governance and employee well-being through regular risk assessments, training, workplace oversight and structured safety communications. • Supported employee volunteering opportunities (e.g., with Tzu Chi Indonesia) to strengthen engagement and community contribution. • Conducted an employee survey across all offices, with findings used to develop tailored engagement and training programmes that address the unique needs of each office.
		Talent Attraction, Retention and Development	• Expanded the SMILE e-learning platform to support structured learning, competency development and retention across our global offices. • Strengthened internal engagement to improve understanding of company sustainability achievements. • Built digital and technical capability through SMILE e-learning to support data-driven decisions, structured learning and employee retention.
		Labour Relations and Human Rights	• Appointed Labor Solutions, an independent third-party labour, and human rights specialist to conduct a worker voice survey, with the findings used to enhance and strengthen our Human Rights Policy framework. • Conducted SMETA audits in our downstream operations to strengthen labour standards, workplace conditions, environmental compliance, and ethical business practices.
		Women and Diversity, Equity and Inclusion	• Established Gender Committees to institutionalise gender inclusion and promote diversity, equity and inclusion across our operations. • Rolled out structured programmes and engagement activities to empower women and promote diversity, equity, and inclusion. • Conducted a gender equality assessment with the Indonesia Business Coalition for Women Empowerment (IBCWE) to map gender equality gaps and drive continuous improvement. • Promoted women's visibility and empowerment by recognising female contributions and supporting inclusive participation in leadership, decision-making and technical advancement.
Consumers	To develop high quality and safe products leading to long-term consumer satisfaction.	**Product Quality and Safety**	• Maintained FSSC 22000 and relevant certifications to safeguard product integrity. • Conducted regular product monitoring and testing to meet buyer and regulatory requirements. • Implemented established product recall procedures to enable timely response and mitigation in the event of quality or safety incidents.
		Legal and Regulatory Compliance	• Strengthened product development capabilities to deliver diverse, high-quality products aligned with market and regulatory expectations. • Enhanced product quality and safety assurance through robust quality management systems and compliance with applicable food safety, product and regulatory standards, such as Halal certification and Indonesian food safety regulations.

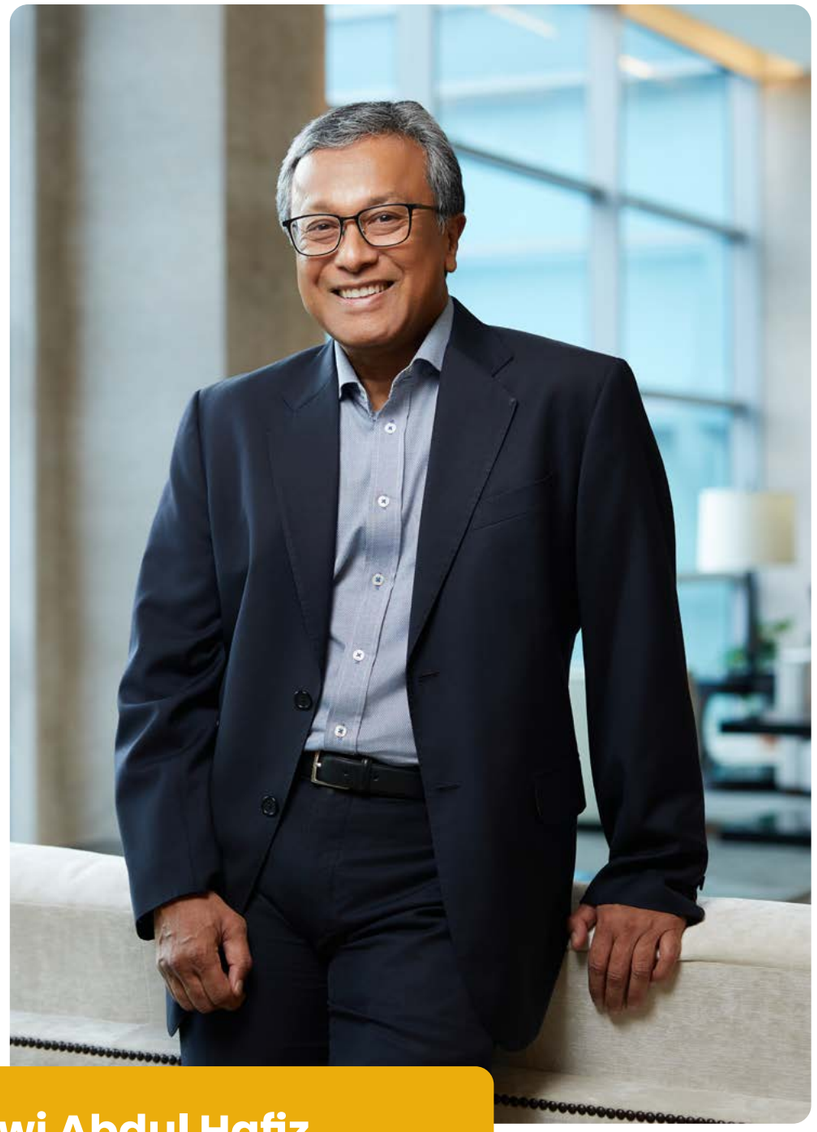
Stakeholders	Purpose	Key Concerns	Outcomes
Government & regulatory bodies	To support implementation of our business practices to align with national priorities and global standards.	**Legal and Regulatory Compliance**	• Engaged in constructive policy dialogue with government authorities on regulatory developments (including EUDR, CSRD and CSDDD) to share implementation considerations and support practical solutions. • Advanced traceability and due diligence readiness in line with certification scheme and regulatory compliance requirements. • Met sustainability reporting obligations under the Financial Services Authority framework, supporting transparency and governance. • Engaged government and relevant authorities on environmental compliance and national sustainability priorities, including PROPER, Extended Producer Responsibility, smallholder replanting, forest and land fire control, and productivity enhancement initiatives.
		Community Relations and Empowerment	• Implemented community development and livelihood diversification initiatives, prioritising local hiring and procurement to stimulate economic activity and strengthen communities surrounding our operations. • Supported access to education for communities near our operations through the development of educational infrastructure. • Partnered with waste banks to strengthen waste and recycling practices supporting community-based environmental management.
		Fire and Haze	• Collaborated with Ministry of Environment and Forestry and relevant authorities to support the national fire prevention and peat management agenda, strengthening joint response capabilities and peat management practices. • Maintained over 10,000 Emergency Response Preparedness Team across our operations. • Strengthened fire prevention and response capacity through employee and community education, fire simulations, risk mapping, rapid response protocols and rehabilitation planning. • Leveraged technology, including GeoSMART Fire satellite alerts and AI-powered smoke detection systems, to improve early warning and minimise fire and haze impacts.
		Climate Change Adaptation	• Engaged government stakeholders on national climate adaptation priorities and monitoring evolving climate-related financial disclosures. • Supported national carbon reduction and food security goals through agroforestry approaches and decarbonisation initiatives. • Advanced climate-resilient agricultural practices through scientific collaboration between SMART Research Institute and CIRAD, including the launch of the Dami Mas MTK drought-tolerant oil palm seed, delivering scalable solutions for company plantations and independent smallholders.
Media	To engage and build trust, allowing for accurate and balanced reporting.	**All Topics**	• Proactively engaged media through regular briefings and site visits to promote transparency and facilitate informed reporting on sustainability commitments, labour practices and community engagement. • Strengthened the accuracy and balance of media reporting, reducing the risk of misinformation. • Enhanced public understanding of GAR's sustainability, labour and community commitments through first-hand insights into operations.

Stakeholders	Purpose	Key Concerns	Outcomes
Suppliers	To build a traceable, deforestation-free and compliant supply chain.	**Supply Chain Traceability and Transformation**	• Partnered with IDH and Mondelēz to strengthen farm governance and certification readiness, improving market access. • Enhanced traceability to mill and plantation through supplier verification and due diligence to maintain market eligibility. • Delivered supplier briefings and technical support to improve data quality and regulatory alignment.
		Securing a Deforestation Free Supply Chain (NDPE)	• Implemented structured engagement and re-entry protocols, supported by independent ESG, HCV, and HCS risk assessments. • Contributed to sector-wide responsible sourcing and traceability improvements through POCG. • Applied a risk-based mill prioritisation framework to reduce supply risks and drive continuous improvement.
		Legal and Regulatory Compliance	• Assisted smallholders in formalising land legality documentation to strengthen compliance with regulatory requirements. • Communicated NDPE expectations and strengthened supplier alignment with international and national schemes, e.g., RSPO, ISPO, etc., to support access to deforestation-free and export markets.
		Supply Inclusiveness and Smallholder Livelihoods	• Conducted agronomic training to improve plantation management and yield enhancement for over 11,000 smallholders across Siak Pelawan, Rawa Singkil, Sekadau, Ketapang and the Leuser Ecosystem landscape. • Supported smallholders' integration into traceable and deforestation-free supply chains, including progress towards RSPO and ISPO. • Promoted improved planting materials and best management practices to strengthen long-term productivity and income resilience.
		Labour Relations and Human Rights	• Conducted human rights training and commissioned independent assessments to strengthen oversight of labour standards. • Reinforced expectations on safe working conditions and the prohibition of forced and child labour. • Maintained grievance mechanisms to monitor, investigate and address supplier-related concerns.
Financial community	To strengthen investor confidence and support long-term resilient growth.	**Corporate Governance, Ethics and Integrity**	• Maintained a robust corporate governance and internal control framework, with Board-level oversight of sustainability and enterprise risk management. • Ensure timely and transparent financial and sustainability disclosures aligned with listing rules and evolving reporting standards, strengthening investor and lender confidence through regular engagement. • Upheld strong business ethics through anti-bribery and corruption controls and whistleblowing mechanisms.
		Securing a Deforestation Free Supply Chain (NDPE)	• Operationalised NDPE commitments and traceability systems to mitigate regulatory, reputational and supply chain risks. • Maintained grievance mechanisms to monitor, investigate and address alleged non-compliance cases, supporting business continuity and asset value protection.
		Climate Change Adaptation	• Developed a Group-wide GHG baseline and decarbonisation roadmap to manage transition exposure, including evolving carbon regulations and market expectations. • Expanded methane capture and renewable energy initiatives to reduce emissions intensity and strengthen operational resilience. • Planning a climate risk assessment to progressively integrate climate considerations into business planning and capital allocation.

Stakeholders	Purpose	Key Concerns	Outcomes
Customers	To deliver safe, high-quality and responsibly sourced products creating shared value.	**Product Quality and Safety**	• Maintained FSSC 22000 and relevant certifications to safeguard product integrity and strengthen brand confidence. • Conducted regular product monitoring, testing and transparent communication on quality and safety performance to meet buyer and regulatory requirements and strengthen customer trust. • Collaborated with ED&F Man to introduce value-added products aligned with evolving consumer preferences for quality and sustainability in the USA market.
		Supply Chain Traceability and Transformation	• Enhanced traceability and regulatory readiness through SmartTrace blockchain development and EUDR-related pilot testing. • Partnered with Verborg Group to pilot SmartTrace for EUDR readiness, improving traceability data for customer due diligence. • Progressed RSPO and ISPO certification across plantations to strengthen best management practices and responsible sourcing. • Engaged trade associations such as MVO and ASSITOL regularly to enhance regulatory readiness for EU markets. • Held internal dissemination sessions across Ningbo, Singapore, India, Brazil, Europe, Spain, the Netherlands, and Italy for policy and implication understanding on non-palm commodities.
		Securing a Deforestation Free Supply Chain (NDPE)	• Disclosed NDPE IRF-aligned performance metrics, with results independently verified by Control Union. • Strengthened alignment with global standards through active participation in RSPO and POCG platforms. • Engaged buyers in structured dialogue sessions during palm oil industry conferences to address priorities relating to deforestation-free supply chains, carbon management, and human rights due diligence. • Engaged local communities in peatland restoration through active participation in rewetting and revegetation activities.
		Supply Inclusiveness and Smallholder Livelihoods	• Trained 11,250 independent smallholders and supported over 1,100 farmers in obtaining RSPO certification across 2,080 hectares. • Collaborated with customers to co-fund and implement landscape and smallholder initiatives, supporting shared value creation through periodic progress updates and joint external communications, e.g. Neste, L'Oréal and ADM.
		Greenhouse Gas (GHG) Emissions	• Collaborated with Accenture to develop a Group-wide GHG baseline and decarbonisation roadmap. • Shared progress with customers and stakeholders to support their climate commitments and Scope 3 expectations. • Strengthened alignment with global climate action standards, including GHG Protocol and SBTi.
		Grievance Management and FPIC	• Maintained a public grievance dashboard and grievance mechanisms with regular updates to ensure transparency and mitigate reputational risk across shared value chains. • Continued engagement with suppliers under the re-entry protocol where applicable.

Stakeholders	Purpose	Key Concerns	Outcomes
Industry bodies and trade associations	To advance sector-wide understanding through collaboration, knowledge sharing and alignment of key sustainability issues.	**Product Quality and Safety**	• Maintained compliance with relevant international food safety and quality certifications across operations. • Conducted regular quality monitoring and product testing to meet buyer specifications and regulatory standards. • Invested in process improvements and participated in industry technical discussions to enhance product consistency and support best practice sharing.
		Securing a Deforestation Free Supply Chain (NDPE)	• Contributed to sustainability standard development through participation in RSPO, GAPKI, ISPO and related technical working groups. • Achieved near-full Traceability to Mill (TTM) and Traceability to Plantation (TTP) across our palm oil supply chain. • Strengthened supplier engagement mechanisms to address non-compliance risks and evolving due diligence expectations. • Continued smallholder inclusion and transformation programmes to strengthen upstream compliance.
		Legal and Regulatory Compliance	• Engaged in industry dialogues and consultations on EUDR, CSRD and CSDDD developments, sharing implementation perspectives. • Strengthened traceability and due diligence systems (including SmartTrace) and conducted pilots to prepare for evolving export market requirements. • Provided periodic updates to industry bodies and customers on regulatory readiness and compliance progress, including engagement with European trade associations (e.g., MVO, ASSITOL). • Collaborated through POCG to advance sector-wide representation and harmonised NDPE reporting practices.
		Productivity and Operational Efficiency	• Contributed to national sustainability efforts through GAPKI and ISPO alignment. • Advanced R&D initiatives, including the development of high-yield and climate-resilient seed varieties. • Invested in operational efficiency initiatives, including energy optimisation and process improvements. • Leveraged data and digital tools to improve plantation management and performance monitoring.
Communities	To build trusted, long-term partnerships with local and Indigenous communities.	**Community Relations and Empowerment**	• Advanced food security through agricultural initiatives and collaboration with local communities and MSMEs. • Improved access to education and healthcare through educational infrastructure and targeted health interventions, supporting early childhood development and long-term community well-being. • Collaborated with local waste banks to strengthen community-based waste management and recycling practices. • Partnered with ADM and Tzu Chi Indonesia on a two-year initiative to build healthier and more resilient communities in Lubuk Gaung. • Explored impact investments and partnerships through our membership of AVPN.
		Labour Relations and Human Rights	• Collaborated with suppliers and partners to conduct human rights training and capacity-building initiatives. • Worked with PAACLA to strengthen safeguards against child labour in agricultural supply chains. • Maintained accessible grievance mechanisms to address labour-related and community concerns transparently.
		Rights of Communities and Indigenous Peoples	• Upheld Free, Prior and Informed Consent (FPIC) principles in engagements with local and Indigenous communities. • Supported application of the HCV Approach to protect critical biodiversity and community rights in areas of development. • Maintained grievance mechanisms to address land-related and tenure concerns in a timely manner.
		Women and Diversity, Equity and Inclusion	• Advanced women's participation and economic empowerment through training and capacity-building programmes, supporting household resilience and inclusive development.

Stakeholders	Purpose	Key Concerns	Outcomes
Civil Society Organisations (CSOs)	To foster transparent, accountable and solutions-oriented dialogue with civil society.	**Securing a Deforestation Free Supply Chain (NDPE)**	• Engaged through RSPO forums and multi-stakeholder platforms to strengthen transparency and sector accountability. • Enforced our NDPE commitments across operations and supply chain, supported by satellite-based monitoring to strengthen risk detection. • Engaged regularly with NGOs and civil society stakeholders to review cases, share updates and strengthen transparency. • Participated in RSPO and other multi-stakeholder platforms to support sector-wide accountability and continuous improvement.
		Biodiversity and Conservation	• Applied the HCV/HCS Approach to identify and protect critical ecosystems and biodiversity. • Committed to RSPO's Remediation and Compensation Procedure (RACP), implementing conservation set-asides and remediation measures to address historical land development impacts. • Implemented peatland protection and restoration initiatives in priority landscapes to support ecosystem resilience.
		Rights of Communities and Indigenous Peoples	• Upheld FPIC principles in engagements with local and Indigenous communities. • Conducted participatory land use mapping to strengthen tenure clarity and social licence to operate and reduce land-related conflicts. • Maintained accessible grievance mechanisms to address community concerns transparently.
		Labour Relations and Human Rights	• Reinforced responsible labour standards across our value chain, including alignment with international human rights frameworks. • Engaged stakeholders, independent third parties and partners, including RSPO and relevant civil society initiatives, to strengthen labour oversight and address systemic risks. • Collaborated with ELSAM (Lembaga Studi dan Advokasi Masyarakat) to conduct GAR's first human rights training for senior leadership.
		Grievance Management and FPIC	• Provided regular updates on grievance dashboard on open cases to ensure transparency and accountability. • Responded promptly to grievances raised by CSOs and worked towards remediation through structured engagement processes.
		Supply Inclusiveness and Smallholder Livelihoods	• Implemented smallholder inclusion and transformation programmes with suppliers and partners to support traceable, deforestation-free supply chains. • Supported smallholders in progressing towards certification standards to enhance livelihoods and market access.



Alwi Abdul Hafiz
Head of Strategic Partnerships

When Missions Align: GAR's Growing Network of Partnerships

"When I was offered the chance to lead the partnerships team, it caught me off guard, in a good way," says Alwi Hafiz, Head of Strategic Partnerships at GAR. "It wasn't something I had planned, but it became one of the most meaningful chapters of my career."

At first glance, managing sustainability partnerships across one of the world's largest agribusiness companies might sound like a job heavy on paperwork, co-funding agreements, partner reports, contracts. But through Alwi's eyes, it's something much more personal: it is about building trust, finding common ground, and turning shared goals into tangible outcomes for people and the planet. Whether it's restoring degraded peatlands with global brands, improving livelihoods for smallholders, or working hand in hand with communities on the ground, GAR's partnerships are not just about business, they are about creating meaningful, lasting change.

"Partnerships let me use everything I'd built – my network, my relationship skills – and apply it towards something meaningful," he says.

"It's not just about KPIs. It's about aligning missions and seeing the real-world impact that comes from it."

For Alwi, strong partnership begins with alignment. "The best collaborations start when both sides care about the same outcomes," he says.

We focus on joining forces with partners who bring not only resources, but also fresh perspectives and a shared purpose. Some of the most valuable changes have come from this openness. One partner, for instance, suggested tracking female participation in a programme, a metric GAR hadn't initially included. "We saw the value and made it part of how we measure success," he says. "Doing good" means building trust, valuing shared purpose, and acting on it. It all stems from a simple belief: doing good and doing well can, and should, go hand in hand.

Expanding Our Product Offer: Gonutri Goes Global

Since 2021, GoNutri, GAR's sustainable animal feed line, has been helping dairy farmers across Europe make smart choices about nutrition, herd health, and unlocking optimal performance. For farmers, these better feed strategies turn into measurable performance gains.

GoNutri has two core product lines, Energy and Protect, both palm-based. These support consistent milk production and nutrient absorption and reduce risk of illness, leading to more milk with a higher fat content – without compromising welfare or output. In 2025, we brought these sustainable animal feed supplements to farmers in the USA, Canada, and Mexico through a new partnership with ED&F Man Liquid Products and Westway Feed Products. This partnership strengthens our ability to scale distribution and reach smallholder farmers through established, trusted channels. This expansion allows us to bring proven, sustainable feed solutions to a wider market, supporting productivity, resilience, and long-term value across the global dairy sector.

Smart Nutrition: Increasing Yields in Spain

In Spain, Adrián González Garrido, a seasoned ruminant nutritionist, has already seen the benefits of GoNutri first-hand. "With an average dose of 300 grams per cow per day, we see about three-tenths of a per cent fat increase in the milk and roughly one extra litre of milk per cow per day," Adrián explains. "GoNutri is a solid, dependable fat source that we nutritionists can use to improve dietary balance and energy use. It's just a tool, but when used correctly, it delivers meaningful, measurable results."

GoNutri is a practical example of how GAR makes innovation, sustainability, and performance work together, delivering better outcomes for farmers, animals, and the food systems they support.

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Sourcing Responsibly

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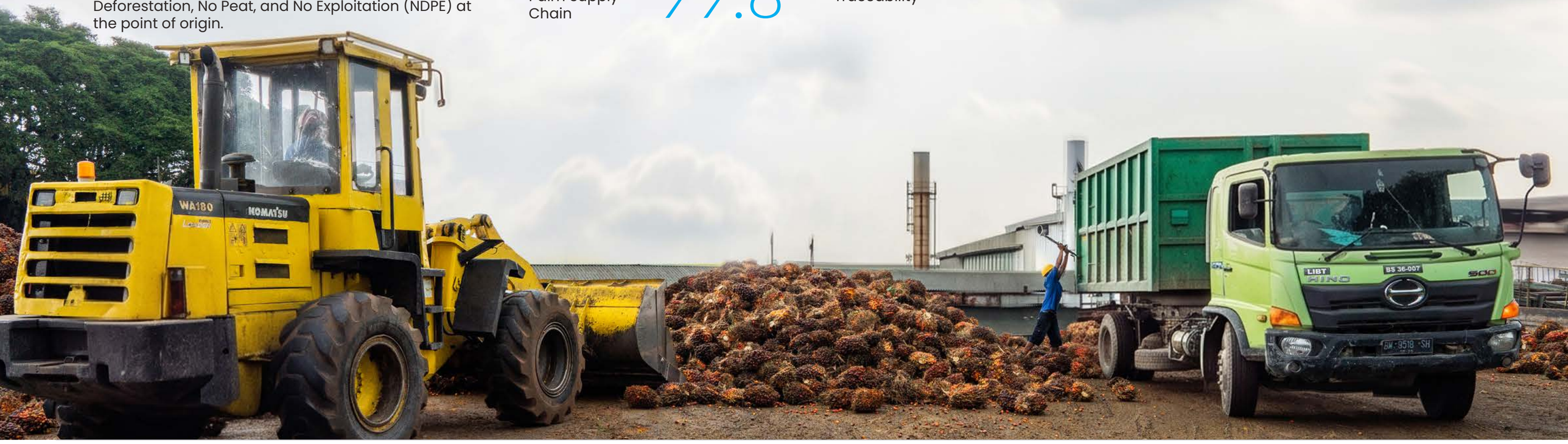
Our Supply Chain Transformation

Since adopting the **GAR Social and Environmental Policy (GSEP)** in 2015, we have built one of the industry's most comprehensive responsible sourcing systems, combining technology, data verification, and continuous supplier engagement. Fundamental to this system is traceability to plantation (TTP), which ensures the provenance of our raw materials and allows us to build relationships with our third-party suppliers. We then work to transform our supply chain, including facilitating timely and targeted support for our network of smallholders. TTP also enables us to build deforestation-free supply in compliance with No Deforestation, No Peat, and No Exploitation (NDPE) at the point of origin.

Traceability to Plantation

In 2025, we achieved 99.8% traceability to plantation. Our approach to enhancing traceability centres on embedding the **NDPE Implementation Reporting Framework (NDPE IRF)** into supplier assessments, mapping plantations, and collecting polygon data. We supplement this with data systems, strong grievance mechanisms, and extensive engagement with suppliers and smallholders to build a comprehensive traceability framework.

TTP Indonesian Palm Supply Chain **99.8%** Traceability



SmartTrace, our digital, blockchain-based traceability and due diligence platform, helps track the journey of our products, from the plantation to the end customer. Because changes to blockchain records require authorised consensus, the platform can strengthen data integrity for suppliers, buyers and auditors. SmartTrace was designed to meet the requirements of the European Union Deforestation Regulation (EUDR). It helps our customers demonstrate that our products are deforestation-free in a way that is compatible with the European Union (EU) regulatory reporting system.

In 2025, we successfully conducted our first real-world trial of SmartTrace, with a 9,500-tonne shipment of palm oil products to Verborg Group in the Netherlands in February. SmartTrace ensured the shipment was 100% traceable to our plantations in Indonesia and marked the first application in our ongoing test of this landmark compliance system.

Traceability to Mill

Traceability to mill (TTM) provides visibility into the volumes of raw material received and processed, as well as the overall supply chain structure. TTM is supported by spatial verification using mill coordinates cross-referenced with satellite imagery and blockchain-based systems. In 2025, GAR sourced from 509 Indonesian mills, including 461 third-party mills and 48 GAR-owned mills. Third-party suppliers account for 72% of crude palm oil (CPO) and palm kernel processed volumes.

In 2025, TTM for palm in Indonesia was maintained at 100%, with 99.9% TTM achieved for global palm sourcing.

TTP Indonesian Palm Supply Chain*

99.8% traceability

509 mills

8,478,925[1] MT of CPO, palm kernel, and palm kernel oil

TTM Global Palm Supply Chain[2]*

99.9% traceability

805 mills

8,569,127 MT of CPO, palm, and palm kernel derivatives

[1]Volume represents all incoming materials for downstream operations for CPO, PK and Palm Kernel Oil only.

[2]TTM global palm supply chain data excludes Latin America and Africa.

*The sustainability information has been externally assured for FY2025.

Traceability of Our Non-Palm Commodities

Palm oil is the foundation of our business and remains central to our growth. At the same time, our footprint has grown. We now trade over one and a half million tonnes of sugar, soft oils and oilseeds each year across Europe, China, India, and Southeast Asia, and have complementary ventures in soybean, sunflower, and coconut.

Supply chain mapping of soybean sourcing for our China operations commenced in 2024, with TTM achieved when products can be linked to identified crushing plants. Data collected includes plant identity, address, and geospatial coordinates, with TTM calculated against total sourced volumes.

Traceability to the mill in our China soybean supply chain*

Percentage	Number of Suppliers	Volume (MT)
100%	8	515,010

*The sustainability information has been externally assured for FY2025.

In 2025, we achieved 100% TTM for all our non-palm products, coconut, soybean, sugar, and sunflower, through supplier and trader mapping. We increased our understanding of our non-palm supply chain through field visits to Brazil, India, and China to validate existing sourcing practices and upcoming sustainability risks. Alongside this, we have assessed traceability challenges, evolving regulatory requirements, and on-the-ground constraints that can affect our suppliers' ability to meet our standards, allowing us to provide targeted support where needed. Our efforts focus on engagement and capacity building for our non-palm suppliers, supporting them in progressively aligning with our responsible sourcing expectations.

TTM Non-Palm Products

100% traceability

8 soybean mills, 50 sugar mills, and 6 sugar refineries

>1.5 million MT (sugar, soybean, coconut, sunflower)

Beyond Traceability: Unlocking Real Impact

Ten years ago, we made a commitment that few agribusinesses in Indonesia had attempted at scale: mapping our entire palm supply chain to the plantation. What started in 2015 with traceability to the mill has grown into one of the sector's most extensive long-term supply chain mapping programmes. That experience, and everything we have learned along the way, has shaped how we think about traceability today, and where we believe the industry needs to go next.

A Decade of Consistent Progress

A decade later, the scale of progress is significant. We achieved full TTM in 2015. By 2017, all GAR-owned mills had reached full traceability to plantation, in line with our belief that visibility is essential for genuine supply chain accountability. From there, we focused on expanding that work across our third-party supplier network, much of which operates in remote and complex agricultural regions across Indonesia.

Mill by mill and supplier by supplier, TTP coverage across our wider supply chain reached 62% in 2018, 78% in 2019, and 90% in 2020. Despite the disruption caused by the global pandemic, we continued to progress, reaching 95% in 2021 and 98% in 2022. By 2023, we had achieved 99%. Sustaining that momentum through such a challenging period reflected the strength of the supplier relationships and systems we had built over time.

At 99%, the nature of the challenge changed. The remaining suppliers were, by definition, the hardest to reach. These suppliers are often isolated, operating in remote areas, selling through complex intermediary networks, and working with limited formal land documentation. Moving from 99% to 99.5% in 2024 and then to 99.8% in 2025 required a disproportionate amount of time, resources, and engagement compared with earlier gains.

That challenge reflects the realities of agricultural supply chains at this scale. Our supply base is constantly evolving. Suppliers enter and exit. Relationships evolve. Maintaining accurate records across more than 800,000 smallholders requires continuous verification, engagement, monitoring, and management. This is not just a one-off exercise but an ongoing process of mapping and validating supply routes through a network of intermediaries and third-party vendors.

The infrastructure we have built to support this, combining satellite monitoring platforms such as Satelligence and Earthqualizer with digital traceability tools, including blockchain-based systems like SmartTrace, now provides near-real-time visibility into our supply chain. That level of visibility would simply not have been possible a decade ago.

We are proud of our progress and the systems we have built. They represent ten years of uninterrupted effort and reinvestment and provide the foundation for the next decade of our work.

What The Remaining Gap Tells Us

At 99.8% TTP, the remaining 0.2% highlights the realities of how palm supply chains operate in practice.

A significant share of Indonesia's palm production comes from independent smallholders farming on informally held or uncertified land. Many sell through aggregators and dealers who commingle produce from multiple sources. Some operate in areas with limited GPS coverage or incomplete land records. These conditions make traceability particularly difficult.

The challenge is also dynamic. New suppliers require time to onboard and build capability. Existing plantations need regular verification to keep data accurate. Across the industry, the first mile remains the hardest to map, and the final fraction of TTP is the hardest to achieve.

A decade of experience has taught us: The value of traceability lies not in the number itself but in what that visibility makes possible.

The Limits of Traceability As a Target

Pursuing 100% TTP as an absolute target, regardless of how it is achieved, carries often underappreciated risks. Removing unmapped suppliers or consolidating sourcing to focus only on fully compliant mills may improve reported figures, but it can also exclude independent smallholders, who face the greatest structural barriers to certification and traceability.

When suppliers are excluded without support or remediation, their volumes do not disappear but move outside formal, traceable supply chains, often shifting to less-regulated markets with weaker oversight. The assumption is that volumes outside these traceability systems are inherently more likely to be linked to deforestation or other sustainability risks. Where this assumption holds, exclusion without engagement does not reduce risk on the ground; it simply removes the visibility and leverage needed to address it.

This is not progress. It is the appearance of it.

Supporting local communities has always been central to GAR's approach. We believe long-term change comes through engagement, capacity building, and practical support. Ending relationships without first pursuing those pathways would undermine both smallholder inclusion and the decade of progress we have made across the wider supply chain.

Regulations like EUDR, while well-intentioned, are exposing these risks. Highly traceable supply chains serving regulated markets coexist with less-visible flows directed elsewhere. Greater transparency in one part of the market does not automatically lead to better outcomes across the landscape.

Traceability tells us where the supply comes from. On its own, it does not tell us whether deforestation is declining, smallholders are thriving, or land management is improving. Those outcomes depend on what a company does with the visibility it gains.

From Compliance to Transformation

The industry has made substantial progress over the last decade. Traceability to mill is now near complete, plantation mapping has expanded significantly, and monitoring platforms provide near real-time detection of deforestation and fires.

For GAR, the greatest value of a decade of progress is not the traceability figure itself. It is the knowledge, relationships, and insight that traceability has made possible. We now have a far clearer understanding of where our supply originates, who produces it, and where the most significant risks and opportunities exist.

Our next phase is about turning visibility into measurable outcomes, while continuing to invest in traceability, partnerships, and the systems that support it. We will continue to invest in the highest possible levels of traceability, the partnerships, and systems that support it.

At the same time, we recognise that traceability is a means to an end. The real objective is building a supply chain that is more sustainable, more inclusive, and more resilient over the long term.

Satelligence: Satellite Monitoring to Halt Palm Oil Deforestation

Since 2023, GAR has partnered with Satelligence to support deforestation risk monitoring across its entire palm oil footprint in Indonesia. Following a three-month trial, GAR consolidated its satellite monitoring systems into a single, integrated platform, creating a unified, near real-time view of risk across its concessions and third-party supply chain.

Satelligence combines high-resolution satellite imagery, supply chain asset data, and on-the-ground verification to detect deforestation and forest fires, as they emerge. This enables GAR to move from reactive investigation to proactive risk management, identifying potential issues earlier and responding more quickly to protect forests and maintain NDPE compliance.

By centralising monitoring on one platform, GAR has an overview of supply chain exposure to deforestation and fire risk, enhancing transparency and improving our ability to engage with critical suppliers and assess our impact across key landscapes. The platform supports evidence-based decision-making, enabling targeted follow-up where alerts are triggered and reinforcing accountability across suppliers. Together, the partnership supports GAR's ability to safeguard landscapes, reduce deforestation risk, and build a more resilient and transparent palm oil supply chain.

Earthqualizer

In 2025, GAR partnered with Earthqualizer, a non-profit organisation dedicated to transforming commodity supply chains for the benefit of people and nature. Earthqualizer uses advanced data analytics for supplier monitoring and traceability, providing GAR and its partners with insights into deforestation risk, peat exposure, and social issues. The tools reinforce GAR's compliance with NDPE commitments, enabling earlier issue detection and faster corrective action.

Through this collaboration, we expand monitoring, improve compliance, and accelerate recovery efforts across 30 million hectares of high-risk landscapes in Southeast Asia and beyond.

In addition, Earthqualizer supports us and our suppliers, larger plantations and smallholders, to meet regulatory and voluntary standards and make practical field-level improvements. A strong focus is placed on smallholder development, with Earthqualizer providing training and resources to improve resilience, increase incomes, and embed sustainable practices.

Land recovery and restoration are central to the programme. Priority areas are identified for rehabilitation and conservation to promote ecological balance and support diverse, productive landscapes. Progress is tracked through structured impact assessments: Earthqualizer submits monitoring reports every two weeks, and we conduct comprehensive annual performance reviews.

Connecting Our Supply Chain Through SmartTrace

1 Plantation and harvesting
SmartTrace captures information about where the palms are grown, who manages the land, and whether the plantation complies with sustainability and legal requirements. Coordinates, land use history, and supplier details are recorded so the origin of the palm oil is clearly known.

2 Milling
SmartTrace records which plantations supplied which mill, the dates and volumes, creating a digital link between farm and facility. This ensures that palm oil entering the supply chain can be traced back to the source.

3 Processing and refining
SmartTrace tracks how volumes move through these processes and records how different inputs are combined. Crude palm oil from multiple mills is sent to processing and refining facilities. Here, it may be further refined, blended, or converted into a range of different palm-derived products. Even when products are mixed, the system maintains a record of which plantations and mills contributed to the final product, preserving traceability through a typically complex stage of the supply chain.

4 Consumer use
SmartTrace enables buyers and downstream users to view the verified journey of selected products, from plantation to final shipment. At this stage, TTP data on SmartTrace is applied to EUDR-related assessment and compliance needs, supporting customers with credible product-level traceability, documentation, and sustainability claims.

Upholding NDPE **Commitments**

Enhancing traceability is fundamental to upholding our No Deforestation, No Peat, and No Exploitation commitments. Visibility helps us prevent deforestation, protect peatlands, respect human rights, and respond credibly to regulatory and market expectations. We use the data we gather to engage suppliers, guide corrective action, and support continuous improvement across a complex and evolving supply base.

Implementation and Accountability: NDPE IRF

The NDPE IRF provides a structured approach to managing and reporting performance. As a member of the Palm Oil Collaboration Group (POCG), GAR actively contributes to the ongoing development of the NDPE IRF. We participate in working groups covering the No Deforestation, No Peat Expansion, and No Exploitation Implementation Reporting Framework, and Production and Protection Beyond Concessions.

We apply the NDPE IRF across our supply chain in combination with satellite monitoring and plantation-level traceability to provide a comprehensive view of environmental and social risk management. Reporting is conducted annually at the refinery level, with additional disclosures made available to customers upon request, supporting transparency and informed engagement.

Grounded in our **GSEP**, **NDPE IRF**, and **Collective for Impact** commitments, we support suppliers by setting clear sustainability standards, sharing best practices, formalising NDPE policies, and providing hands-on training, recognising that lasting change requires the whole supply chain to move together.

This is why we also actively engage with industry peers, supply chain actors, and key governments to drive broader sector transformation. Working with consumer goods manufacturers, we strengthen recognition of sustainability frameworks within the NDPE IRF and support efforts to achieve "Delivering" status across the sector. We also participate in national and regional initiatives to reduce commodity-driven forest loss and advance emissions reductions in line with the Agriculture Sector Roadmap to 1.5°C. We believe that combating deforestation goes hand in hand with supporting climate objectives, food security, economic growth, and farmers' well-being.

Our impact on NDPE

Target

Achieve 100% compliance with NDPE IRF (Version 6.0) commitments across our global palm supply chain by end of 2030.

Action

100%
NDPE IRF (Version 5.8) "Delivering" score

9,500
Tonnes of palm products tracked through SmartTrace

82.6%
NDPE IRF (Version 6.0) "Delivering" score

How We Use the NDPE IRF

NPDE is a commitment to sustainability made by companies, primarily in the palm oil sector, to halt and reverse deforestation to develop land, development on peat land or the exploitation of workers, local communities and smallholder producers.

The NDPE IRF is a single, shared, consistent reporting framework that allows GAR to monitor, evaluate and improve our approach to sustainable sourcing and supply chain transformation.

1

Commit

GAR has a long-standing commitment to **NDPE** which applies to our own operations and third-party suppliers.

2

Assess

We collect information from mills to assess against the **standard NDPE IRF criteria** - traceability, policy, and commitment, monitoring systems, grievance management, remediation, and supplier engagement.

3

Categorise

Based on the assessment results, we use the NDPE IRF to **categorise supply volumes** according to different stages of NDPE implementation - from early awareness and initial action, through to progressing and delivering NDPE.

4

Improve

The results from the NDPE help us **focus engagement efforts where they are most needed** – from targeted support, and requirements for time-bound action plans to encouragement to maintain and strengthen delivery.

5

Report

We aggregate NDPE IRF results to show **overall progress across our supply chain**, including year on year improvement and report these outcomes with customers, investors, regulators, and other stakeholders.

Our Performance

In line with our target, GAR's six refineries (Surabaya, Marunda, Belawan, Tarahan, Tarjun and Lubuk Gaung) have achieved a 100% NDPE IRF (Version 5.8) "Delivering" score.

Version 6.0 of the NDPE IRF methodology was introduced in January 2026. This updated version introduces more granular traceability requirements and stricter expectations for third-party mill volumes, increasing overall supply chain accountability. A key change in this version is the explicit inclusion of independent estates, smallholders, and supplier groups that were previously outside the scope of reporting. This expansion represents a meaningful step toward a more complete picture of our supply chain. Bringing in a broader and more diverse supplier base naturally surfaces new gaps and risks that were not previously captured.

NDPE IRF (Version 6.0) also enhances the assessment and monitoring of landscape-level risks. "Delivering" results achieved under this version can be utilised as Deforestation Conversion Free (DCF) and Verified Deforestation Free (VDF) scores for refineries, as it aligns with expectations under broader DCF frameworks and emerging regulations. As a reporting framework, NDPE IRF provides a structure through which progress can be measured and communicated transparently. We are targeting a 100% NDPE IRF (Version 6.0) "Delivering" score for our supply chain by the end of 2030. This is part of a broader set of targets we have committed to under our **Collective for Impact** agenda, and it reflects where we want to be as a business in the long run.

GAR used 2025 data to determine our NDPE IRF (Version 6.0) baseline. Our NDPE IRF (Version 6.0) "Delivering" score of 82.6% has been verified independently by Control Union.

NDPE IRF Performance Categories

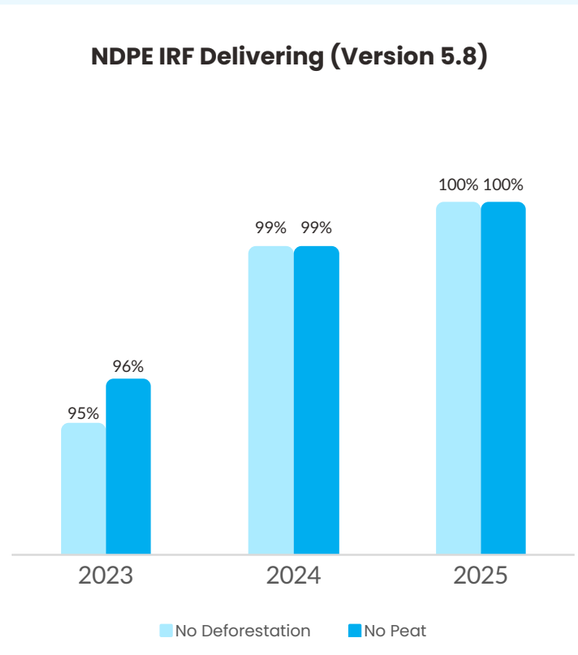
Known
The volumes are from a known mill

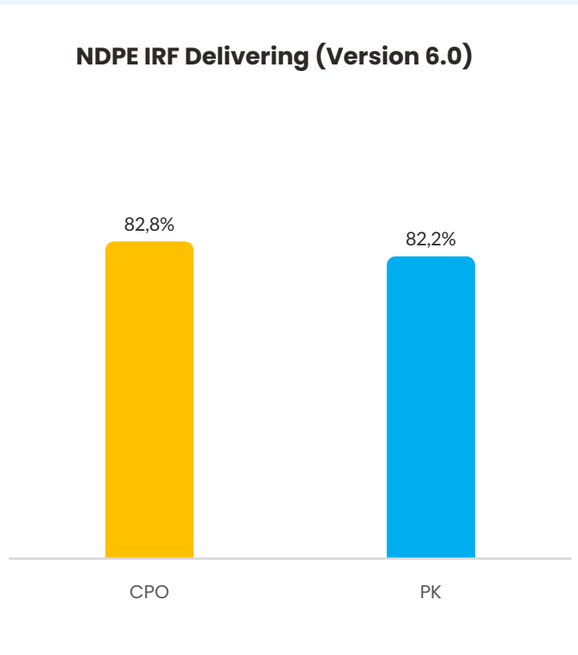
Awareness
The volumes are from a mill aware of NDPE commitments

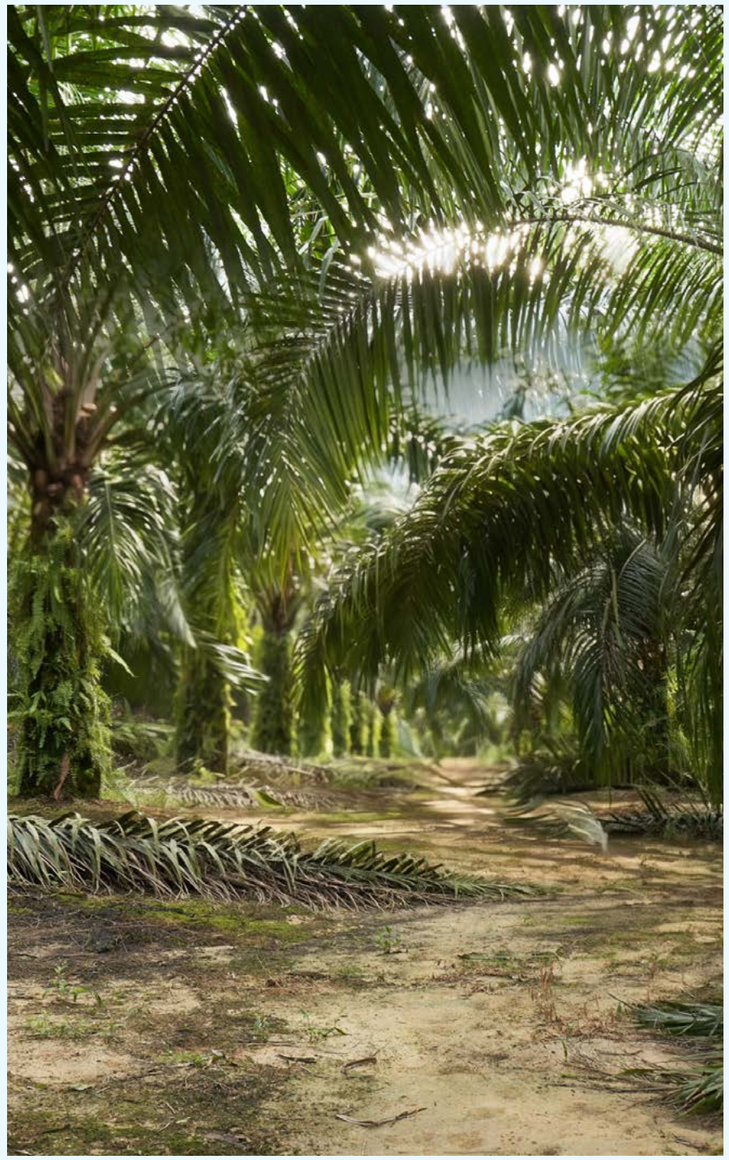
Commitment and Starting Action
The volumes are from a mill committed and starting action to implement NDPE

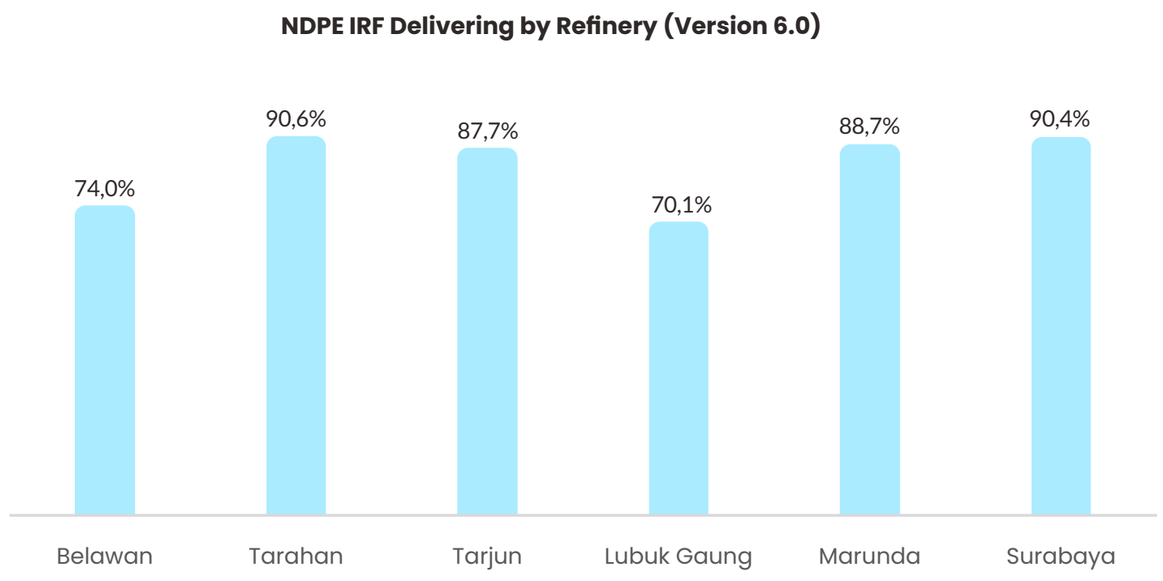
Progressing
The volumes are from production progressing in implementing NDPE commitments

Delivering
The volumes are from production delivering on NDPE commitments









Notes:

In NDPE IRF (Version 5.8), the categorisation status is presented separately, with distinct classifications for No Deforestation and No Peat. However, in NDPE IRF (Version 6.0), the summary categorisation has been simplified by merging No Deforestation and No Peat into a single combined category.

Securing a Deforestation-Free Supply Chain

Our NDPE commitments are delivered through close collaboration with suppliers and key stakeholders, and are built on three key pillars:

Prevention | **Monitoring** | **Yield Improvement**

This recognises that long-term deforestation-free sourcing depends on addressing the underlying drivers of risk, rather than relying solely on exclusion or reactive measures and directly supports our ambition to achieve 100% compliance with NDPE IRF (Version 6.0) by the end of 2030.

Forest protection has been guided by our **Forest Conservation Policy** since 2011, making us the first palm oil producer to implement a dedicated forest conservation policy. This is complemented by a strict No Peat policy, under which peat areas are mapped, demarcated, and protected to prevent development and degradation. Since 2014, productivity gains across our operations have been achieved through intensification rather than land expansion.

Supplier Risk Assessment

Ethical sourcing begins before a supplier enters our supply chain. In 2025, we assessed our palm oil supplier base using a structured methodology that combined self-assessments, spatial analysis, NDPE IRF, and publicly available sustainability data. Suppliers are categorised by risk level, enabling us to prioritise engagement and focus resources where they are most needed.

The number of high-priority mills has increased as sustainability and traceability standards have become more stringent across the industry. To address this, GAR works closely with suppliers to develop targeted action plans as part of our broader risk mitigation approach.

Supplier Assessment 2025

70 (14%)
Assessed through site visit/remote assessments

509*
NEW & EXISTING SUPPLIERS
100% assessed based on social and environmental criteria

4 (1%)
with environmental risks from site assessment

356* (70%)
low priority suppliers

131* (26%)
medium priority suppliers

22* (4%)
high priority suppliers

509 (100%)
suppliers in total

4 (1%)
with social and labour risks from site assessment

TYPE OF RISK ASSESSMENT:

Environmental: Potential Deforestation, Peat Management, Fire, GHG Emissions, Waste Management.

Social and Labour: Human Rights, Community Development, Land Tenure, OHS, Workplace, Diversity, Grievance Handling

475* (93%)
out of
509
with time-bound action plans to oddress social and environmental issues

*The sustainability information has been externally assured for FY2025.

From Assessment to Action

All new suppliers undergo environmental and social screening prior to onboarding, ensuring expectations around responsible practices are clearly established from the outset. To complement desk-based assessments, we conduct site visits to verify ground conditions. These assessments provide additional insight into supplier practices and help validate risk classifications, reinforcing accountability across the supply chain.

Our approach goes beyond identifying risk. We use assessment results to drive targeted engagement, corrective action, and long-term capability building across our supplier base. Suppliers identified as higher risk are prioritised for follow-up actions, including site verification, engagement, and support to address gaps.

The 2025 assessment provides a clearer view of risk across our potential supply chain, including environmental and social dimensions such as deforestation, labour practices, and regulatory compliance.

Collaborative Action

SMART Social and Environmental Excellence Development (SEED)

SMART SEED is our annual supplier forum, where GAR brings together suppliers and industry stakeholders to discuss key sustainability challenges in the palm oil sector and share best practices. Since 2016, it has helped strengthen awareness of responsible practices while fostering collaboration across the supply chain.

In 2025, we held our 11th forum, with 125 participants from 97 mills, representing 70 companies. The forum focused on our **Collective for Impact** framework, with two sessions centred on strengthening alignment with our NDPE commitments and human rights due diligence systems. The forum also recognises suppliers that demonstrate strong sustainability performance and reinforces the shared commitment to a responsible and traceable supply chain.

During the NDPE IRF session, we supported suppliers in understanding the transition to NDPE IRF (Version 6.0) and the steps required to meet enhanced expectations. We also addressed improved emissions measurement across the supply chain as a key priority within our decarbonisation roadmap. Six companies received the Carbon Data Collaboration Award in recognition of their proactive efforts to share carbon-related data and advance emissions transparency.

SMART Sustainable Palm Oil Training (SPOT)

SMART SPOT is a theme-based training programme that brings together suppliers facing similar challenges or operating in the same region. The workshops often include government bodies and NGOs, fostering group discussions that lead to practical, joint solutions. In 2025, seven workshops were held across key regions, attended by 239 participants in total. Delivered in collaboration with ILO, the Indonesian Ministry of Human Rights, WRI, Proforest, and Earthworm, the workshops covered human rights, NDPE, occupational health and safety, and ISPO certification.

Following each workshop, GAR monitors participating suppliers to track progress and ensure accountability. The programme also serves as a platform for introducing topics of strategic importance, such as the 2024 focus on EUDR. In 2025, the programme placed particular emphasis on preparing suppliers for the updated NDPE IRF (Version 6.0) and strengthening human rights practices across the supply base.

Certification to Manage Risk

Certification is part of our ongoing commitment to responsible palm oil production, helping us strengthen traceability, reduce operational risk, and enhance supply chain credibility.

We work alongside national and international certification bodies to align with recognised best practices. We actively support our suppliers in achieving certification; in 2025, 71.3% of mills supplying GAR in Indonesia were certified under the Roundtable on Sustainable Palm Oil and/or Indonesian Sustainable Palm Oil.

Certifications Across Our Own Mills and Estates

Roundtable on Sustainable Palm Oil (RSPO)

37 Mills

322,590 Hectares

Indonesian Sustainable Palm Oil (ISPO)

39 Mills

275,187 Hectares

International Sustainability and Carbon Certification (ISCC)

24 Mills

242,299 Hectares

How We Use Certifications

RSPO

GAR is active in the RSPO, with CSCO Ms Anita Neville, serving on the RSPO Board of Governors. The latest updates on our RSPO certification progress are available on our **website**. We participate in a range of RSPO working groups addressing some of our most material issues, including:

- **GHG emissions**
- **Smallholder engagement**
- **Human rights**
- **Peatland management, biodiversity, and conservation**
- **Jurisdictional and supply chain certification**

GAR also supports a range of task forces, such as the Compensation Task Force, the Free Prior and Informed Consent Task Force and the Principles and Criteria (P&C) Review Task Force.

ISCC

The ISCC is a globally recognised certification system that verifies the sustainable production and use of various types of biomass across supply chains. ISCC focuses on adhering to stringent sustainability standards that encompass a range of environmental and social topics (e.g., legal compliance, carbon emissions, alignment with international conventions). All biomass produced by GAR for use in European markets is ISCC certified. The latest information on our ISCC certification status is accessible on our **website**.

ISPO

ISPO was developed by the Indonesian Ministry of Agriculture to improve the competitiveness of Indonesian palm oil in global markets, support Indonesia's commitment to reducing greenhouse gas emissions, and address key environmental concerns. Our most recent disclosures on our ISPO certification status are available on our **website**.

Ethical Sourcing **Practices**

Ethical sourcing means reducing environmental, social, and governance risks across our global non-palm supply chain. Our approach centres on identifying, assessing, and mitigating risks while supporting our suppliers to meet responsible sourcing expectations.

Ethical sourcing is guided by our **Responsible Agri-Commodity Sourcing Policy**, which covers our suppliers and traders for non-palm commodities. We support this through certification, supplier assessment, grievance management, and human rights due diligence. These mechanisms ensure that we are aligned with international standards, regulatory expectations, and customer requirements, as well as the ambitions tied to **Collective for Impact**.

Complementing these efforts, in 2025, we launched our Non-Palm Risk Assessment Framework, which evaluates each non-palm commodity against key environmental and social factors, including deforestation exposure, biodiversity impacts, water stress, and human rights considerations, as well as country-level risks spanning sustainability conditions, financial stability, and geopolitical context.

Where these factors converge into high-risk sourcing combinations, we prioritise them for due diligence, supplier engagement, and monitoring, with the assessment revisited periodically to reflect changes in our supply base and emerging new risks.

Driving ethical sourcing

Target

Achieve 100% global sourcing from low-risk suppliers as defined by Responsible Agri Commodity Sourcing Policy for non-palm sourcing by 2030.

Action

37%
Sourcing from low-risk suppliers (sugar)

42%
Sourcing from low-risk suppliers (soybean)

55
Suppliers screened and assessed for risk

Our Global Shift: Taking Responsible Sourcing Beyond Palm

In 2025, we launched our **Responsible Agri Commodity Sourcing policy** for non-palm products. This sets out our commitments regarding how we choose suppliers, assess risk, and uphold responsible practices across every commodity we touch.

The policy reinforces our commitment to human rights protection, environmental conservation, and transparent labour practices. As it's our first year extending this policy to our non-palm commodities, we have communicated our expectations for our environmental and social standards and initiated engagement to support them in adopting the policy.

Teams across the world helped turn our Responsible Agri-Commodity Sourcing Policy from paper into practice. We carried out awareness-raising sessions across China, Singapore, India, Brazil, Europe, Spain, the Netherlands, and Italy, each an opportunity to learn, ask questions, and understand what the policy means in practice.

Felipe, Director of GAR Brazil and Senior Trader, captures this global motivation: "Our team's motto is 'Grow together, go further'. This policy is a major step forward in ensuring that sustainability principles are applied across all commodities we source, not just palm oil. It is motivating to see our teams engaging in the socialisation process and preparing to embed these practices into daily operations. We are excited for the next steps, especially supplier onboarding and risk assessment, and look forward to running our sugar business in alignment with our sustainability commitments."

The policy supports conversations with customers and suppliers, providing clearer expectations and a better way to show the value we bring as a responsible supplier.

The Non-Palm Supply Chain Risk Assessment Framework

In 2025, GAR launched its Non-Palm Risk Assessment Framework for commodities, including soybean and sugar. This framework is being refined through supplier engagement and field validation to ensure they reflect operational realities.

Our ambition is to achieve 100% sourcing from low-risk suppliers by 2030. The 2025 assessment shows progress, with 30% of suppliers categorised as low risk and targeted actions in place to address higher-risk suppliers.

To support this progress, we are piloting an updated onboarding approach with potential sugar suppliers in Brazil ahead of a wider roll-out across all non-palm commodities. In parallel, we are strengthening our supplier risk assessment framework to better assess supplier maturity, identify strengths, and highlight areas for improvement. To date, 55 suppliers across our sugar and soybean supply chain have been screened under this enhanced approach.

The assessment follows two steps. First, each non-palm commodity is evaluated against key environmental and social risks, such as deforestation, biodiversity impacts, and human rights issues, including labour conditions and land rights. This identifies which commodities carry elevated sustainability risks.

Second, high-risk commodities are assessed at the country level, considering sustainability conditions, financial stability, and geopolitical context. Where both the commodity and country are assessed as high risk, that sourcing pathway is prioritised for closer due diligence, supplier engagement, and monitoring.

The assessment is reviewed periodically to reflect changes in suppliers, sourcing countries, and emerging ESG risks, ensuring our mitigation efforts remain relevant and effective.

Managing Grievances

While most of our suppliers comply with our policies and are open to working with us to attain the high standards we require, we do have occasional cases of non-compliance. At GAR, we have a process that facilitates discussion and correction before a suspension is enforced. In rare cases of suspension, we have a strict re-entry protocol, with clear steps for remediation. Supplier grievances are publicly available on our **Grievance List**. In 2025, we suspended one supplier for non-compliance with our **GSEP**, despite regular engagement. For more details on our grievances, please see chapter 6, page 112.

Strengthening **Smallholder Capabilities**

Smallholders are central to Indonesia's palm oil sector, managing approximately 41% of plantations, and play a critical role in GAR's supply chain. Responsible sourcing, NDPE delivery, and long-term value creation depend on their productivity, resilience, and sustainability performance.

Strengthening smallholder capability is therefore essential. A resilient supply chain cannot rely on monitoring and compliance alone; it must be built on capable farmers who can meet evolving environmental, regulatory, and market expectations.

Our approach focuses on improving smallholder yields on existing land, protecting the environment, and supporting long-term livelihood resilience.

Supporting smallholders

Target

Train 100,000 smallholders in sustainable and improved agricultural practices by 2035.
Support smallholder sustainable production in five priority landscapes by 2035.

Action

11,250

Independent smallholders trained through Sawit Terampil

2

Priority ecosystems identified, Siak Pelalawan and Leuser Ecosystem

Understanding Our Smallholders

At GAR, we engage two types of smallholders across our supply chain:

Plasma Smallholders

Plasma smallholders are formally linked to GAR's nucleus estates under structured partnership schemes. Although GAR does not own plasma plantations, the farms are closely integrated into GAR management systems, and farmers typically sell their Fresh Fruit Bunches (FFB) directly to GAR-owned mills. They receive agronomic guidance, access to certified, high-yield planting materials, and structured replanting support. Their operations align with **GSEP**, including NDPE expectations.

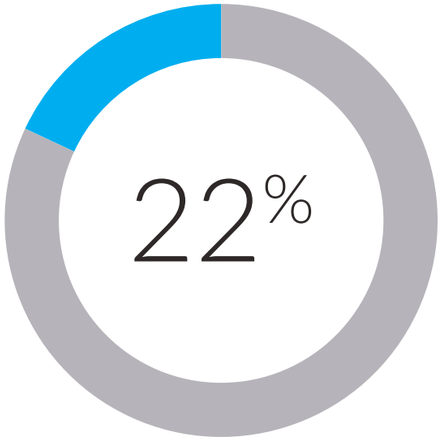
Independent Smallholders

Independent smallholders operate autonomously and may sell through intermediaries or directly to our mills. They are not structurally embedded within GAR's management system and often face constraints, including limited access to agronomy training, administrative and certification challenges, and reduced access to finance and formal markets. Because of this, strengthening independent smallholders' capabilities requires deep collaboration with external partners and landscape-level coordination.

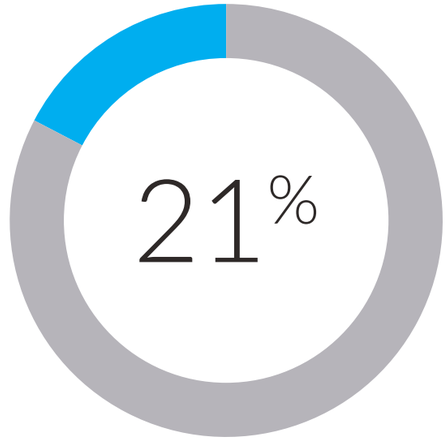
Both smallholder groups are essential to long-term responsible sourcing, and these structural differences shape our approach. Plasma smallholders typically require optimisation within established systems, while independent smallholders require more foundational support, including training, documentation assistance, access to high-quality planting material, and pathways to certification.

Supporting Plasma Smallholders

We currently support 77,588 plasma smallholders, contributing approximately 21% of our total FFB production in 2025. Around 43% of our plasma area is RSPO-certified, while 44% is ISCC-certified.



Planted areas owned by plasma smallholders



Contribution of plasma smallholders to GAR FFB supply

Yield improvement has been driven by better agronomic practices, fertiliser optimisation, and access to higher-quality planting material. To support this, we deliver training through in-house programmes and field visits covering good agricultural practices, integrated pest and fertiliser management, and sustainable land stewardship. In 2025, plasma smallholders received targeted training on crop protection, including managing Ganoderma disease and rhinoceros beetle infestations.

These interventions improve productivity while reducing input inefficiencies and environmental impact. By improving yields on existing farmland, we prioritise intensification over expansion, directly support NDPE commitments and reduce pressure on forests and peatlands.

Engaging Independent Smallholders

Independent smallholders are one of our key stakeholders in the supply chain, yet they often face challenges such as low yields and limited access to finance, which require coordinated, long-term engagement rather than one-off interventions.

Through targeted partnerships and programmes, we are investing in practical, on-the-ground support to improve their yields. The Sawit Terampil programme provides structured coaching alongside tailored technical assistance, and is currently active in two of our five priority regions, the Leuser Ecosystem in North Aceh and North Sumatra. We will continue to expand its coverage to include our other priority landscapes, Sekadau and Ketapang in West Kalimantan, Rawa Singkil in Aceh and Siak Pelalawan in Riau, under our **Collective for Impact** target to support smallholders in these ecosystems by 2035.

We are also addressing one of the most significant challenges facing smallholders: replanting. GAR's upstream operations provide direct replanting support to independent smallholders supplying to our mills, helping to address this challenge across our supply base. While replanting is essential to boost yields, it creates a temporary income gap of up to three years while new palms mature. To mitigate this, we are exploring bridging solutions, such as intercropping and agroforestry, during the immature phases. These approaches provide supplementary income streams and improve soil health to increase farm longevity.

Our Impact

Our efforts contribute directly to our Collective for Impact commitment to train 100,000 smallholders by 2035. In 2025, 11,250 independent smallholders participated in our training initiatives, and 1,095 achieved RSPO certification for 2,087 hectares.

Sawit Terampil

Our Sawit Terampil programme supports smallholders in landscape initiatives and smallholder hubs by providing training and capacity building to help them achieve certification and beyond. Launched in 2020, the programme targets independent smallholders in the Leuser Ecosystem region across Aceh and North Sumatra. Since its launch, we have collaborated with buyers such as MARS, Fuji Oil, Neste Oil, Nestlé, Mondelēz, and Unilever to support smallholders.

Engaging with smallholders is a long process. Many are initially hesitant and cautious about engaging with companies, often due to concerns around the potential loss of autonomy, land ownership rights, and the costs of compliance. To address this, we work to gain their trust through direct conversations led by our partner mills and their local agents. We also work with experienced partners, such as IDH, to promote the adoption of responsible agricultural practices.

Once smallholders agree to join, GAR and our partners map their land through polygon mapping, assess farm conditions, and engage directly with farmers to understand their challenges, with the aim of helping them maximise the productivity and value of their land.

In parallel, we support farmers in obtaining the Plantation Cultivation Registration Letter (Surat Tanda Daftar Budidaya — STDB), as required by Indonesian regulation and a prerequisite for certification under ISPO and RSPO standards. Certification provides access to RSPO credits, improved market access, and income stability, while also facilitating access to financing, such as bank credit, for replanting and land maintenance.

Through our Sawit Terampil Programme, we can verify land legality, improve farmers' incomes, reduce pressure on forests, promote responsible farming practices, and contribute to more sustainable palm oil production.

Boosting Productivity to Support Our Supply Chain

Research and Innovation

GAR is its own largest supplier of FFB, with our own estates and plasma smallholders forming the foundation of our palm oil supply chain. Strengthening this internal supply base through yield improvement and productivity is therefore a core strategic priority that extends beyond commercial reasons; it is also about supply chain resilience, traceability, and sustainability.

Our productivity strategy begins with science. At the SMART Research Institute (SMARTRI) and the SMART Biotechnology Centre, we focus on developing superior planting materials that increase yields while improving resilience to diseases and climate stress. This safeguards long-term supply stability, securing a strong, traceable, and reliable core supply base.

Innovation in seeds underpins sustained performance across our estates and smallholder network. High-yielding clonal varieties such as Eka 1 and Eka 2, introduced in 2017, can produce more than 10 tonnes of CPO per hectare per year, significantly above the national average. To date, over 2 million clones have been produced, supporting our disciplined replanting and estate renewal at scale.

Our Dami Mas DxP seeds further enhance productivity through earlier bearing, higher oil content, and strong genetic integrity, enabling easier farm management and harvesting. New generation seeds also demonstrate tolerance to fungal diseases, drought stress, and elevated carbon dioxide levels. These characteristics are increasingly important as climate variability intensifies, helping to future-proof palm cultivation and protect farmer incomes. In November 2025, we introduced our newest DxP Dami Mas seed, the climate-resilient MTK *(Moderat Toleran Kekeringan)*.

Beyond breeding, SMARTRI supports knowledge transfer to reinforce outcomes in the field. Each year, several hundred farmers receive structured agronomic training covering integrated pest management, fertiliser optimisation, and good agricultural practices targeted at closing the gap between smallholders and large-scale managed plantations. Field teams provide direct advisory support to address nutrient deficiencies and pest pressures, while biological controls are introduced to reduce reliance on chemical inputs. Together, these interventions translate better genetics into measurable productivity gains on the ground.

Operational Efficiency

Strong yields start with better seeds and are sustained through disciplined plantation management. Our focus on intensification, not expansion, makes replanting critical. Each year, we replant around 15,000 to 20,000 hectares to rejuvenate our plantations, ensuring stable and long-term productivity.

We use data to manage performance more closely across our estates. A central system tracks block-level productivity, allowing teams to quickly identify and respond to issues. Drones, smart monitoring systems, and targeted leaf sampling improve accuracy and optimise fertiliser use.

We are also improving efficiency through mechanisation and digital tools. Modern equipment reduces labour bottlenecks, while AI supports better planning of harvesting routes and resource allocation. Real-time dashboards connect operations across estates, mills, and logistics, enabling faster decisions and more consistent performance.

Breaking New Ground With Climate-Resilient Seeds: DxP Dami Mas MTK

Our new **DxP Dami Mas MTK** variety is the first and only oil palm seed in Indonesia validated and approved by the Ministry of Agriculture for superior performance under drought conditions.

Developed over more than a decade by GAR's SMARTRI, MTK seeds were bred specifically to address the growing threat of water stress. Climate-related drought is becoming more frequent and severe, with every 100 millimetres of water deficit capable of reducing yields by 8–10%. SMARTRI estimates that drought-related productivity losses cost Indonesia's palm oil sector an average of US$4.5 billion annually, with yields in high-risk regions declining by up to 21%. In a sector that relies heavily on smallholder production, this has lasting impacts on community livelihoods.

Extensive laboratory and field trials demonstrate that MTK seeds yield at least 12% more than standard varieties under drought conditions. In extreme dry periods, such as the 2015 El Niño and the 2018 Indian Ocean Dipole, MTK seeds can perform up to 25% better than standard varieties.

These results were achieved after screening more than 40,000 seedlings and refining traits from over 1,800 mother palms, using advanced high-throughput phenotypic screening technology to measure each plant's drought resistance.

Two varieties, MTK 1 and MTK 2, were selected following multi-location trials in South Kalimantan, Central Kalimantan, and North Sumatra. Their approval by the Ministry of Agriculture represents independent scientific validation of a scalable, research-backed solution to climate risk.

With first deliveries expected in early 2026, MTK seeds will initially be available in Indonesia, before expanding to other drought-prone regions, including West Africa, Latin America, and India. By equipping growers with climate-resilient planting materials, GAR aims to protect farmer incomes, stabilise supply, and support sustainable agricultural productivity in an increasingly uncertain climate. This milestone marks a significant step toward building a more climate-resilient palm oil industry.

Digital Precision in the Field: eFACT and Smart Grading

We are improving how plasma smallholders manage their harvests through eFACT, a digital platform that replaces manual processes with real-time data across plantations. Central to eFACT is SMART Grading, an AI tool used via mobile phones to assess fruit ripeness in the field with over 96% accuracy.

Supporting plasma smallholders in harvesting at the optimal time improves consistency and reduces losses, maximising oil extraction rates and strengthening both their livelihoods and overall productivity.

Real-time monitoring and faster coordination further streamline the movement of fruit to mills, reducing delays and improving efficiency.

By embedding digital tools into daily fieldwork, we are equipping smallholders with practical solutions that enhance productivity and support more sustainable, higher-value production.

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4 Caring for Our Planet

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Climate **Action**

Climate action requires us to both reduce our emissions footprint and adapt to a changing climate. As an agriculture-based company with complex global supply chains, we are exposed to physical climate risks and have a responsibility to manage land use and reduce land-based emissions. Our climate strategy, therefore, rests on two connected pillars: mitigation, to reduce greenhouse gas (GHG) emissions in line with climate science, and adaptation, to strengthen resilience across our operations, supply chain, and connected communities. Climate-related risks and opportunities are integrated into our Enterprise Risk Management (ERM) framework and assessed alongside financial and operational risks.

Accountability

Strong governance underpins our climate strategy. Oversight is provided by our Sustainability Committee, which reviews progress, monitors emerging risks, and ensures alignment with corporate strategy. This governance structure reinforces accountability at the highest levels of decision-making.

Our approach aligns with the recommendations of the **Task Force on Climate-related Financial Disclosures**, guiding improvements in risk management, strategic planning, and the identification of climate-related risks and opportunities. We are strengthening our objective-setting processes and refining our risk assessments to ensure climate considerations are embedded into business planning.

Reducing our impact

Target

Achieve net zero carbon emissions by 2050.

Action

Installed 3 methane capture facilities and a biomass boiler in our refinery

Invested in climate mitigation initiatives

9.5%
Reduction in Scope 1 FLAG emissions from 2024

3.6%
Reduction in Scope 1 and 2 emissions from 2024

54.0%
Energy was sourced from renewable sources

Climate Adaptation

We recognise two interconnected categories of climate risk.

Transition risks

Risks that arise as governments, markets, and financial institutions move toward more stringent climate standards. For GAR, this includes the potential for evolving carbon regulations, climate-related contractual requirements, reputational scrutiny, and shifts in consumer preference toward lower-carbon products.

Physical risks

Risks that stem from the direct impacts of climate change on our operations and supply chain. Acute events such as extreme heat, and weather disruptions can affect yields, logistics, and worker safety in the short to medium term. Over the longer term, chronic shifts in rainfall and temperature patterns may influence soil health, irrigation needs, and overall productivity. For a land-based business, these risks are material and require systematic adaptation.

Both transition and physical risks are formally integrated into our ERM system and embedded in our climate response strategy. Senior leadership reviews climate-related considerations to inform strategic planning, operational decisions, and capital allocation.

We are also preparing to undertake structured quantitative climate scenario analysis, working with external experts and stakeholders to assess how different temperatures and policy pathways may affect our business over time. This analysis will strengthen our understanding of risk exposure and guide mitigation and adaptation priorities, ensuring that resilience and competitiveness remain central to our climate strategy.

Our Climate Risks

Type	Description	Timeframe	Potential Impact	Mitigation
Transition Risks				
Regulatory	As governments and jurisdictions shift towards low-carbon economies, regulations are anticipated to become more rigorous. This may involve existing or new carbon taxation systems and other obligatory mitigation measures.	Short	Rising compliance costs and/or diminished operational flexibility. Non-compliance could also lead to fines and reputational damage.	Committed to a science-based **Decarbonisation Roadmap** and demonstrating tangible progress in reducing emissions and implementing sustainability measures.
Market	As consumer awareness and expectations regarding climate change management increase, consumption patterns may shift away from agricultural commodities perceived to have a significant impact on climate change.	Short	This could impact our core business, as our pool of suppliers might diminish if they fail to meet market expectations.	Committed to a science-based Decarbonisation Roadmap. Demonstrating tangible progress in emissions reduction and ensuring that our supply chain adheres to No Deforestation, No Peat, and No Exploitation (NDPE) commitments. Continuing to conduct research and development (R&D) on climate change mitigation and adaptation.
Reputation	The perception of agricultural commodities as a carbon risk can lead to reputational consequences.	Short	The potential damage to reputation might result in boycotts from customers, banks, and investors.	Engaging with stakeholders. Demonstrating progress in emissions reduction and the implementation of sustainability initiatives.
Legal	Customers may impose climate-related terms in their contracts.	Medium	Failure to meet these terms could result in litigation expenses and potential loss of business.	Implementing the Decarbonisation Roadmap and strengthening internal systems, disclosures, and supplier alignment to meet climate-related contractual requirements.
Technology	Lower-carbon alternatives to our commodities may be developed.	Long	Reduction in business/market share.	Continued investments in R&D focused on climate mitigation, adaptation, and yield enhancement. Seizing opportunities and capitalising on new technological advancements.

Type	Description	Timeframe	Potential Impact	Mitigation
Physical Risks				
Acute Risk	Fluctuations in temperature and precipitation, coupled with more frequent extreme weather events such as El Niño and La Niña, could lead to more frequent droughts and floods	Medium	Reduction in overall yield, logistics disruptions, heightened fire risk, and decreased worker productivity due to extreme heat.	Developed drainage and irrigation systems, constructed embankments, and ensured road maintenance. Implementing specific planting patterns. Introduced Indonesia's first drought-tolerant seed DxP Dami Mas MTK in 2025. Historically, Crude Palm Oil (CPO) prices tend to rise when supply is negatively impacted by weather conditions, mitigating the effect on financial performance. Enhancing long-term fire prevention initiatives.
Chronic Risk	Climate change can impact soil health. Changes in rainfall patterns may reduce soil moisture, increasing the need for agricultural irrigation. Moreover, extreme weather events can cause soil erosion.	Long	Reduction in long-term productivity and yield.	Continuing to implement effective agronomic practices and precision agriculture techniques to improve and maintain soil fertility.
Opportunities				
Markets	Greater adoption of renewable fuels, such as biofuels, to substitute for fossil fuels.	Short	Enhanced revenue driven by rising demand in both existing and new markets.	Expanding capacity within the current market (Indonesia) and maintaining access to other markets by adhering to regulatory and sustainability standards.
Energy	Greater utilisation of lower-emission energy sources, including the use of biogas generated from methane capture.	Short	Reduction in energy costs.	Further investments in methane capture facilities, including 3 in 2025.

Where Our Risks are Concentrated

Primary Hazard

Click the icon below to focus on the hazard. Click again to return to map

Fire Flood Heat Precipitation

We engaged consultants, Jupiter Intelligence, to assess our physical risks in Indonesia where the bulk of our operations are based. Several key locations were picked for analysis. The main physical risks include increased heat exposure, fire, floods, and changes in precipitation. This information will be used by GAR to determine mitigating actions.

Investment in Climate Change Adaptation

Our long-term resilience is strengthened through targeted investment in research and innovation. We have invested in climate adaptation initiatives focused on improving productivity without expanding land use.

By focusing on increasing yield on existing land, we reduce pressure on forests while strengthening farmer livelihoods and long-term supply chain stability. This approach reinforces our belief that productivity, conservation, and climate resilience can advance together.

SMART Research Institute (SMARTRI)

The Plant Production and Biotechnology (PPnB) Division has been advancing oil palm breeding since 2007, through clone development and genetic mapping to improve productivity and resilience. They are able to select desired traits for crossbreeding (such as high oil content and disease-resistant), leading to the creation of more productive and climate-resilient seeds and planting material.

DxP Dami Mas MTK Variety

The development of this variety marks a milestone, as the first and only oil palm seed in Indonesia validated and approved by the Ministry of Agriculture for superior performance under drought conditions. For more information on this new innovation please see page 52.

Climate Mitigation

We are committed to achieving net zero emissions by 2050, aligning our ambition with the Paris Agreement 1.5°C pathway and Indonesia's national net zero target by 2060. While we have not yet published a standalone transition plan, we are strengthening our strategic framework to ensure a more structured, integrated pathway to net zero.

Our approach is supported by measurable targets, transparent reporting, and operational implementation. At its centre is a time-bound **Decarbonisation Roadmap**, developed in partnership with Accenture, and aligned with the GHG Protocol and the **Science Based Targets initiative (SBTi) Corporate Net Zero Standard.**

Our Decarbonisation Roadmap

Our emission reduction strategy is structured around three strategic priorities:

Land Use Change and Carbon Removal

Our policies and commitment to conservation and sustainable land use help avoid new emissions while safeguarding and increasing carbon sequestration. We aim to:

- Maintain NDPE compliance
- Transition agricultural practices toward sustainable, low-emission methods to optimise productivity
- Protect and enrich natural carbon sinks and monitor carbon stocks
- Rehabilitate peatlands
- Plant trees to increase carbon stocks

Renewable Energy and Operational Efficiency

The use of renewable fuels and improved efficiency ensures that emissions intensity is reduced across the operational chain. This is done through:

- Expand methane capture
- Enhance energy efficiency
- Use of solar photovoltaics (PV)
- Strengthen renewable transitions in our operations

Supplier Engagement and Scope 3 Reduction

We engage with suppliers through a structured Supplier Decarbonisation Action Plan to reinforce carbon reduction and long-term resilience. This helps us:

- Achieve a 100% NDPE compliant supply chain
- Engage key suppliers to obtain primary data and refine Scope 3 emissions
- Promote supply chain decarbonisation

This work depends on a strong data foundation. We prioritise the use of primary emissions data wherever possible and supplement with reputable secondary sources where gaps exist. Emissions are reported under the GHG Protocol equity share approach (≥50% ownership), supporting transparency and consistency. We remain committed to full public disclosure of our GHG inventory and regular progress updates.

Given the nature of our business, we categorise emissions into FLAG (Forest, Land and Agriculture) and non-FLAG emissions across Scopes 1, 2, and 3, improving accuracy and sector relevance.

During the reporting period, we enhanced our GHG reporting through strengthened data collection, validation processes, and internal control frameworks.

These improvements reflect the continued maturation of our carbon management practices, including clearer accountability, stronger cross-functional coordination, and full alignment with the GHG Protocol.

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Our Footprint

In 2025, our total Scope 1, 2, and 3 emissions decreased by 4.6% year on year from 35.0 million tonnes of carbon dioxide equivalent (tCO_2e) to 33.4 million tCO_2e, primarily attributed to declines in Scope 1 FLAG emissions across our operations.

As Scope 3 continues to account for the majority of our footprint (~80%), our strategy is increasingly focused on value chain transformation, alongside continued operational improvements, to deliver structural and sustained emissions reductions aligned with our 2030 ambitions.

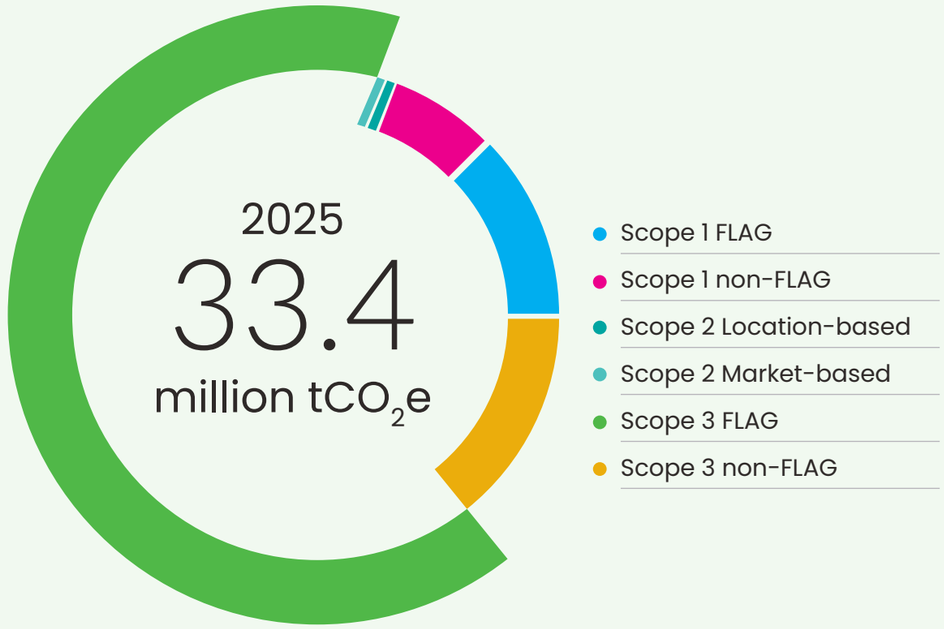
	Total GHG Emissions (tCO_2e)		
	2023	2024	2025
Scope 1 FLAG Emissions	4,699,120	4,501,310	4,073,297
Scope 1 non-FLAG Emissions	2,374,992[1]	2,222,191[1]	2,322,715
Scope 2 Emissions (Location-based)	335,173	366,374	436,642
Scope 2 Emissions (Market-based)	-	359,278	429,546
Scope 3 FLAG Emissions	20,849,042	22,854,472	21,807,620
Scope 3 non-FLAG Emissions	4,410,098[1]	5,027,464[1]	4,736,970
Total Scope 1, 2 (Location-based), and 3	**32,668,425**	**34,971,811**	**33,377,244**
Biogenic	2,757,500	2,614,794	2,617,711

Notes:

1. Restatement of data for the 2023 and 2024 for Scope 1 non-FLAG and Scope 3 non-FLAG.

   During the reporting period, we reviewed our asset ownership and control arrangements and identified certain emission sources previously classified under Scope 1 were related to assets over which the Group does not have ownership or financial control.

   In line with the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, emissions associated with these assets, amounting to 196,027 tCO_2e, 304,137 tCO_2e, in FY2023, FY2024, respectively, have been reclassified from Scope 1 to Scope 3.
2. All our emissions data are measured in carbon dioxide equivalent (CO_2e) unless otherwise stated. Scope 1 emissions include the following gases: CO_2, CH_4, HFC, HCFC and N_2O. The Global Warming Potential rates used are from the IPCC Sixth Assessment Report (AR6).
3. Scope 2 GHG emissions are indirect GHG emissions from purchased electricity and steam. We are reporting on location-based and market-based metrics as we have started purchasing Renewable Energy Certificates (RECs) for our refineries.
4. Scope 3 GHG emissions include the purchase of goods and services, capital goods, fuel-and energy-related activities, business travel, employee commuting, and upstream and downstream transportation and distribution. Other Scope 3 categories will be progressively included.



Assured Emissions Data	
Scope of Emissions	**Total Emissions (tCO_2e)**
Scope 1*	6,396,012
Scope 2 (Location-based)*	436,642
Scope 2 (Market-based)*	429,546
Total Scope 1 and 2 (Location-based)*	**6,832,654**
Biogenic*	2,617,711

*The sustainability information has been externally assured for FY2025. Data assured included all operations, including China operations, which were newly included in FY2025.

Scope 1 Emissions

Scope 1 FLAG emissions, primarily from land use, decreased by 9.5% from 4.5 million tCO_2e in 2024 to 4.1 million tCO_2e in 2025. This reduction stemmed from continued progress in our FLAG practices, with ongoing NDPE implementation delivering measurable results in preventing deforestation and protecting carbon stocks across our concessions. Scope 1 non-FLAG emissions, however, increased by 4.5% from 2.2 million tCO_2e to 2.3 million tCO_2e linked to operational activity, with some increase in processing volumes and fuel use. In 2025, we commissioned three new methane capture facilities, which are expected to reduce emissions of Palm Oil Mill Effluent (POME) from 2026 onward.

We continue to monitor Land Use Change (LUC) emissions over the 2006–2025 period using a 20-year linear discounting approach at the Land Management Unit level, in accordance with the GHG Protocol Land Use and Removal Standard. LUC emissions have continued to decline in 2025, reflecting the long-term impact of our commitment to sustainable land management and the progressive implementation of our NDPE commitments across our operations and supply base.

Scope 2 Emissions

Scope 2 location-based emissions increased by 19.2% from 0.37 million tCO_2e in 2024 to 0.44 million tCO_2e in 2025, reflecting higher electricity consumption. While this represents a relatively small share of total emissions, it reflects a key transition challenge. As more upstream units connect to the grid and downstream operations consume greater volumes of energy, managing emissions will require corresponding investment in clean electricity to keep pace with business expansion. Market-based emissions indicate progress toward cleaner energy sourcing, led by the adoption of solar PV and complemented by the continued procurement of renewable energy certificates. Our focus remains on reducing overall electricity consumption while investing in renewable energy infrastructure that supports GAR's short-and long-term targets.

Scope 3 Emissions

Scope 3 emissions decreased by approximately 4.8%, from 27.9 million tCO_2e in 2024 to 26.5 million tCO_2e in 2025, largely reflecting fluctuations in purchased raw materials. Sourcing directly from our own plantations helps contain a portion of our upstream exposure, yet our Scope 3 footprint remains substantial given the scale of our third-party supply base.

Scope 3 remains our most complex and material source of emissions, with purchased goods and services across our supply chain the most significant contributor. Addressing this requires sustained collaboration and system-wide change. To that end, we have embedded carbon measurement tools into our supplier engagement programmes, with targeted support and capacity building directed at suppliers with high emissions footprints.

Removals

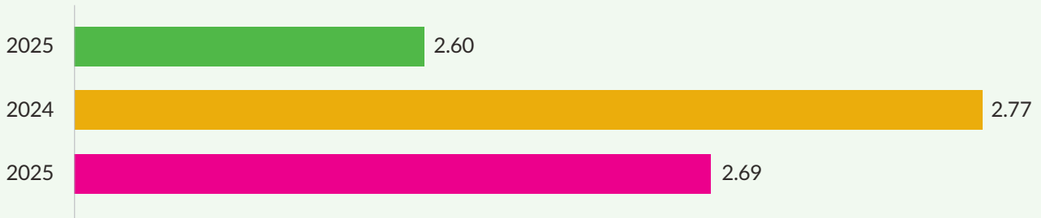
GAR continues to demonstrate a firm commitment to climate action by implementing targeted carbon removal measures, particularly addressing Scope 1 FLAG emissions. GAR is investing in and partnering with Epoch to establish Tier 3 measurement, reporting, and verification (MRV) methodologies to quantify farm-level, land-based GHG removals and biodiversity co-benefits from primary land use activities. We adopted the methodology verified by Wageningen University & Research to ensure technical rigour and alignment with the GHG Protocol Land Sector and Removals Standard.

GAR has started accounting for carbon removals through a comprehensive approach anchored in the principles of NDPE, ensuring that all operations avoid encroaching on or degrading critical natural landscapes, especially in our conservation areas. In parallel, we undertook systematic forestry planting programmes within land management unit, significantly expanding the vegetative carbon sink.

Emissions Intensity

In 2025, our total upstream emissions intensity decreased by 6.1% to 2.60 tCO_2e per tonne of crude palm oil (CPO), down from 2.77 tCO_2e per tonne CPO in 2024. This suggests an improvement in emissions intensity relative to production compared with 2024.

GHG Emissions Intensity[1]
(tCO_2e/tonne CPO)



[1]The emission intensity is calculated using Scope 1 and Scope 2 GHG emissions from upstream operations and CPO produced for each respective year.

Energy Management: A Renewable Transition

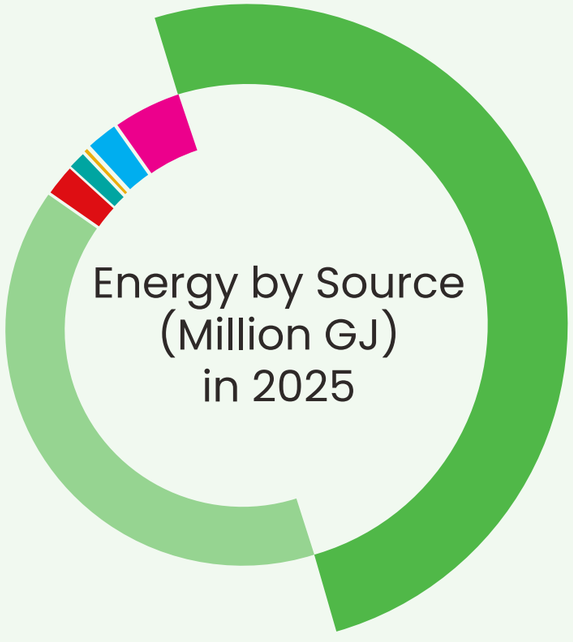
Improving energy efficiency and accelerating the shift to renewables remain central to our decarbonisation strategy. In 2025, total energy consumption rose modestly by 1.3%, to 43.3 million gigajoules (GJ), broadly in line with increased production across both upstream and downstream operations. Despite an increase in overall production volumes, energy intensity remains steady at 9.84 GJ per tonne of CPO, driven by strong energy efficiency. Across the Group, 54.0% of total energy is sourced from renewable sources.

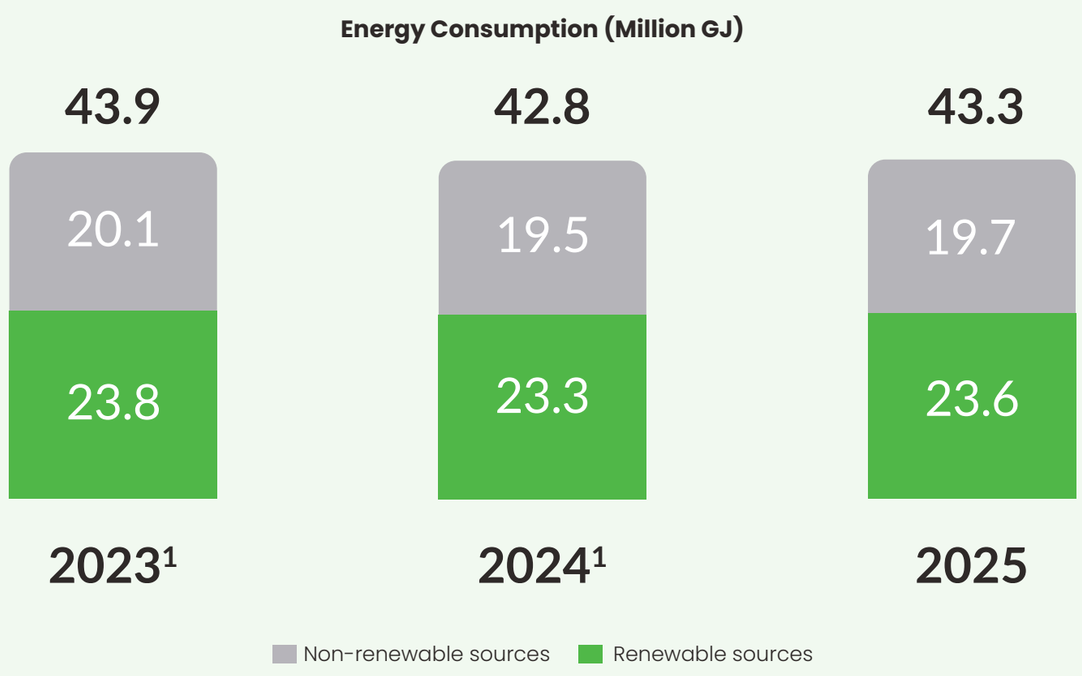
Our upstream operations continue to lead, with 92.7% of energy derived from renewable sources, primarily biomass from operational by-products. This position was strengthened further in 2025. Despite higher production, non-renewable energy use fell by 4.6% from 1.7 million GJ in 2024 to 1.6 million GJ in 2025, with all additional demand met through biomass.

Downstream operations remain more carbon-intensive and continue to be a focus of steady and deliberate transition efforts. Since 2023, we have reduced our reliance on coal (a fossil fuel) while increasing the use of biomass as a cleaner alternative. In 2025, non-renewable energy consumption increased by 1.7%, mainly attributed to production activities. Despite this, we remain committed to transitioning to renewable energy sources in our downstream operations.

Overall, while progress may vary year to year, our direction is consistent. We continue to invest in renewable energy infrastructure, including methane capture facilities at palm oil mills and biomass boilers powered by residues such as palm kernel shells, thereby reducing fossil fuel use, and strengthening our long-term resilience. Our progress is guided by an International Organization for Standardization (ISO) 50001-certified Energy Management System, which drives continuous improvement and performance tracking across the business.

Biodiesel	0.9
Solar Energy	0.01
Purchased Steam	0.6
Biogas	0.9
Fossil Fuel	17.1
Solid Biomass	21.8
Purchased Electricity	2.0





[1]Data 2023 and 2024 was restated for greater accuracy.

Key Milestones

Initiatives at our Tarjun and Marunda refinery

After transitioning the coal-fired plant at our Tarjun refinery to biomass fuel (PKM) in 2022, we commissioned a pelletiser to convert PKM into pelletised biomass fuel (PKM-P) in 2025. PKM-P has since been introduced as an additional fuel source at the facility, reinforcing our ongoing efforts to optimise biomass utilisation and phase out high-carbon fuels across our operations.

At our Marunda refinery, we also installed solar panels and began construction of a steam biomass boiler, further increasing the share of renewable energy in our thermal energy supply. We plan to expand solar capacity across all refineries in phases.

Methane capture facilities

Invested in the introduction of three new methane capture facilities, bringing the total to 11, converting high-impact methane emissions into usable renewable energy.

Low-carbon fuel production

Our biodiesel capacity stands at 1.05 million tonnes annually, supporting Indonesia's B35 and B40 blending mandates. In 2025, we were allocated 1.33 million kilolitres, representing a 25% increase from 2024. Our efforts have been recognised through the Subroto Award, highlighting our contribution to advancing low-carbon energy at a national level. We retain a similar biodiesel volume in 2026.

Nature Protection and Restoration

Protecting and restoring nature supports the long-term resilience of our business and supply base. Since 2014, we have ceased new development in our main estates, shifting focus toward yield improvement and reinforcing our zero-deforestation commitment. Our approach combines science-based assessments, advanced monitoring technology, strategic partnerships, and community-led conservation. We focus on fire prevention, peatland management, soil health, emissions reduction, and reduced chemical use, ensuring environmental protection strengthens productivity rather than limits it. Regular internal audits and training programmes support oversight and accountability.

Our environmental performance is supported by strong governance.

Our environmental performance is supported by strong governance. We comply with Indonesian Environmental Management Plans (RKL/RPL), operate under internationally recognised standards, including ISO 9001:2015 and ISO 17025:2017, and align with the ISO 14001 environmental management principles. Since 2023, our SMART Research Institute (SMARTRI) has been recognised as an official Environment Laboratory, reinforcing scientific rigour in monitoring and compliance.

In 2025, one administrative sanction was recorded in our upstream operations in Bangka Belitung related to water monitoring and permitting requirements. We responded promptly and have been actively addressing this with the relevant authorities, submitting all required documentation. We remain committed to full compliance and continuous improvement in our environmental management practices.

We have participated in Indonesia's PROPER rating system since 2007. In 2025, all downstream and 34 upstream mills and one estate achieved PROPER blue rating, confirming compliance with national environmental standards.

Regretfully, nine mills received a PROPER red rating following updates to the assessment criteria, which introduced non-hazardous waste management as a new core evaluation indicator and expanded waste requirements. The revised criteria required adjustments to existing waste collection and disposal arrangements with local municipal service providers, and implementation timelines limited our ability to fully align within the assessment period.

In response, we have strengthened oversight of waste management and engaged with local authorities to clarify regulatory expectations. Corrective actions are underway, and we remain committed to full compliance in the next assessment cycle.

While this did not reflect a deterioration in overall environmental performance, it highlighted the need to better align with updated requirements. In response, we have taken steps to strengthen oversight of waste management, engage with relevant local authorities to clarify regulatory expectations, and review existing waste management practices across affected sites. Corrective actions are underway, and we remain committed to achieving full compliance with PROPER requirements in the next assessment cycle.

Protecting nature

Target

Protect and enhance natural ecosystems on plantations, in conservation areas, and across critical landscapes.

Action

48,834 hectares	total peat areas
50,851 hectares	High Conservation Value / High Carbon Stock areas
2,003 hectares	Peat rehabilitation in West Kalimantan
2,191 hectares	Peat and mineral soil restoration in Jambi

Understanding and Managing Our Impact

Determining What to Protect: HCV and HCS

Across our operations and supply chain, we apply integrated High Conservation Value (HCV) and High Carbon Stock (HCS) assessments to identify ecologically and socially sensitive areas before any development decisions are made.

The integration of HCV and HCS methodologies ensures that biodiversity protection and carbon conservation are addressed holistically rather than in isolation. Once identified, these areas are formally mapped, monitored, and incorporated into restoration and management plans. Development is prohibited in ecologically sensitive zones, reinforcing our zero-deforestation commitment and reducing long-term climate and biodiversity risk.

A Landscape-Based Conservation Approach

Our conservation efforts are supported by a range of ongoing initiatives, including satellite surveillance, ground verification, participatory mapping, participatory conservation planning, and our Zero Tolerance Policy, ensuring that protected areas remain intact, adapt to landscape changes, and meet local community needs. Our work with suppliers continues to deliver measurable results for forest conservation. Grounded in our **GAR Social and Environmental Policy**, **NDPE IRF**, and our **Collective for Impact** framework, we set clear sustainability standards, share best practices, formalise NDPE commitments, and provide hands-on training for suppliers. These collective actions reduce the risk of deforestation across our supply chain. By 2030, we will establish a biodiversity baseline aligned with the Taskforce on Nature-related Financial Disclosures and national biodiversity action plans.

Key Initiatives

Satellite monitoring platforms through MapHubs and Satelligence

These platforms offer deforestation alerts every 24 days, supplemented by annual drone baseline mapping and on-the-ground verification by plantation teams. Coverage extends to 100% of identified HCS forests and HCV areas, enabling near-real-time detection and rapid enforcement.

Partnerships

Our partnerships with SMARTRI, Tanjung Pura University, and the University of Cambridge's Biodiversity and Ecosystem Function in Tropical Agriculture Project allow us to apply tools such as environmental DNA (eDNA) monitoring and camera traps to study habitat complexity and species presence.

Participatory Mapping (PM) and Participatory Conservation Planning (PCP)

We continue our collaboration with local communities within and beyond our concession areas to promote conservation efforts. Through Participatory Mapping and Participatory Conservation Planning, we have reached agreements to safeguard approximately 43,000 hectares of forested areas. These efforts play an important role in shaping land use and conservation planning in the surrounding community areas. As our engagement with communities deepens and on-the-ground conditions continue to evolve, we will work collaboratively to identify opportunities that strengthen conservation efforts.

Zero Tolerance Policy

Our Zero Tolerance Policy for harming protected species is reinforced through Integrated Pest Management (IPM) and habitat restoration initiatives. More than 3,100 hectares of riparian zones have been restored. Biodiversity education programmes further support ecosystem stewardship across our estates.

On The Ground: Transforming Riverbanks, Restoring Nature

"Riparian remediation isn't just about restoring riverbanks to reduce erosion and improve water quality – it also protects wildlife, prevents floods and empowers local communities through conservation partnerships. It's a call to rethink our relationship with the environment and embrace a future built on care", says Satrio S Nugroho, Nature and Biodiversity Officer at GAR.

GAR's remediation efforts focus on riverbank restoration through the planting of fast-growing species such as Pulai and Mahogany. These resilient trees thrive on the margins of degraded lands, making them ideal for conservation and restoration efforts.

SPO Officer Riska Trismayeni supports the installation of support stakes, which act as markers for the locations of the remediation plants, and ensures that the plants remain upright.

Our remediation efforts have attracted several incredible species of wildlife, such as the White-throated Fantail, Black-winged Kite, and Olive-backed Sunbird. These animals are not only able to build their homes along riverbanks but also play significant roles by pollinating crops and supporting local ecosystems.

This reinforces our **Collective for Impact** commitments, where we are not just focused on restoration within our plantations; we ensure that we do our part for the local environment, safeguard our forests and protect biodiversity.

Strengthening Our Conservation Baseline

When GAR launched its Forest Conservation Policy in 2011, our purpose was clear: to de-link palm oil production from deforestation. That commitment remains unchanged today. What began as a pioneering voluntary commitment is embedded within our **GAR Social and Environmental Policy (GSEP)** with High Conservation Value (HCV) and High Carbon Stock (HCS) assessments integrated into operational practice. Over time, our approach has evolved from protecting individual forest areas to supporting resilient, carbon-rich landscapes that safeguard biodiversity and benefit local communities.

In the decade since the GSEP was published, HCV-HCS methodologies and the regulatory environment in which we operate have both evolved, requiring us to review and revise our conservation approach.

As part of our commitment to accuracy and transparency, we have revised our reported HCV-HCS area from 79,900 hectares to 50,851 hectares as of March 2026. The revised numbers reflect more accurate legal boundary alignment and improved classification of conservation attributes.

Reasons for the Change

Several factors shaped this revision. Our concession legal boundaries have been updated to align with the latest regulatory framework. Our HCV-HCS areas have also been fully reassessed by accredited assessors under the HCV Network Assessor Licensing Scheme. These assessments use more precise and up-to-date methodologies than those available a decade ago, when implementation of HCV and HCS approaches helped shape the frameworks used today. Spatial data has also been refined through field verification. Earlier assessments were undertaken before land use planning and boundary finalisation were complete. The updated assessments define conservation areas based on confirmed legal boundaries and verified field data.

Implications for Our HCV-HCS Areas

Part of the reduction reflects land parcels confirmed to lie outside GAR's legal concession boundaries. These areas were excluded on the basis of boundary accuracy, not conservation intent. While they were under our stewardship, they remained protected and monitored, and we will continue to support conservation efforts in and around them where opportunities arise.

For historical land clearing within HCV-HCS areas, we continue to follow the Roundtable on Sustainable Palm Oil (RSPO) Remediation and Compensation Procedure (RaCP), with remediation and compensation measures implemented across its different stages in line with our sustainability commitments. As new data, scientific insight, and stakeholder input emerge, we will continue to refine our frameworks to keep biodiversity protection robust and transparent.

50,851 hectares of HCV-HCS

Protecting Our HCV-HCS Areas: Delivering on Our Commitment

With a more precise conservation baseline of 50,851 hectares now established, we are well-positioned to deliver targeted and lasting protection across our HCV-HCS areas. We remain committed to ensuring that no land development occurs within identified HCV-HCS areas. Conservation is an active, ongoing commitment, which is why we employ a range of strategies to protect and monitor these areas for the long term.

Every identified HCV-HCS area has a dedicated management plan with site-specific measures, monitoring schedules, and action plans to support protection, monitoring, and landscape connectivity.

On the ground, our dedicated Sustainable Palm Oil Officers conduct scheduled patrols to detect and prevent illegal activities, including logging, mining, poaching, and hunting. For areas identified for their cultural values, monitoring ensures that boundaries are respected and that no encroachment by external parties occurs.

In HCV-HCS areas harbouring endangered, rare, or threatened species, monitoring includes periodic biological surveys and species inventories. Annual management and monitoring reports are submitted to the relevant local government authorities and the RSPO Certification Body as part of the audit process. This is further supported by camera traps installed at key locations to monitor wildlife presence and detect unauthorised access, as well as satellite imagery and remote sensing tools that provide real-time deforestation alerts and flag changes in canopy cover.

In degraded areas, we plant native and endemic tree species to enrich the landscape and support the gradual recovery of biodiversity and habitat quality. Riparian buffer zones along waterways within and adjacent to conservation areas are actively rehabilitated. Our conservation planning takes a landscape-level perspective, considering the connectivity of our HCV-HCS areas to wider forested landscapes. We remain committed to working with our stakeholders on landscape-level conservation projects, and, where possible, to training local communities as active conservation partners and engaging government bodies to align our efforts with broader national conservation priorities.

Underpinning all of this is a rigorous and evolving biodiversity assessment programme. Biological surveys covering flora, fauna, and key indicator species are conducted in partnership with local universities and independent NGOs on a case-by-case basis, focusing on species and ecosystems of significant conservation value such as orangutans and birds-of-paradise. The findings of these assessments are tracked over time to measure the effectiveness of our conservation interventions. To further strengthen the accuracy and efficiency of our monitoring, we are developing an AI-based Field Data Entry system. The system will streamline data collection, enable real-time tracking of field activities, and support AI-assisted species identification and data validation, ensuring that conservation decisions are informed by accurate, up-to-date ground data.

No Burning and Fire Prevention

We have maintained a Zero Burning Policy since 1997, complemented by our No Peat commitment, which reduces exposure to fire-prone development. Our fire prevention framework includes a 10,000-member Emergency Response Team, dedicated firefighting equipment, and rapid deployment capability. Technology further enhances our response. The GeoSMART application enables hotspot detection three times faster than conventional systems, facilitating rapid intervention.

We have piloted AI-powered systems in our estates, which analyse live CCTV footage to detect early signs of smoke and fire across the plantation and surrounding areas. These systems can detect faint traces of smoke up to 17 km away and perform reliably in low-light or cloudy conditions where other tools struggle.

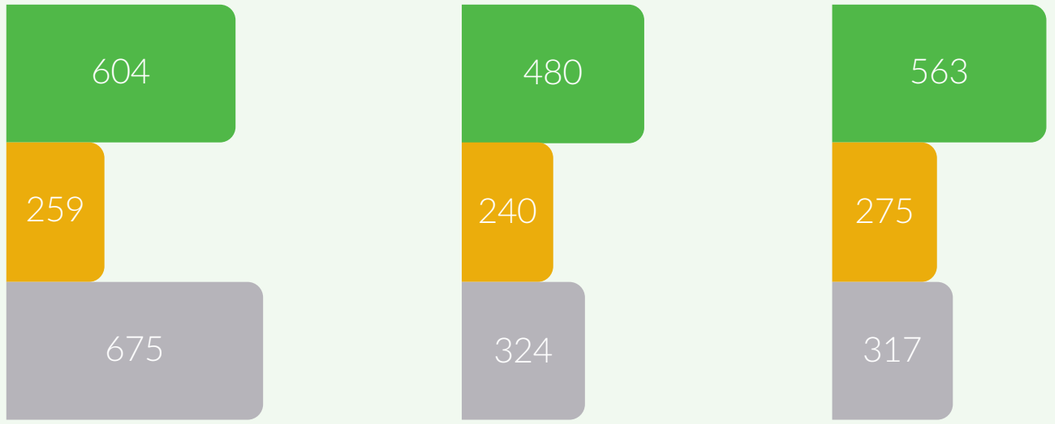
A single AI-equipped tower covers the equivalent of five to eight traditional watchtowers, delivering broader surveillance, real-time detection, and round-the-clock alerts. By catching fires earlier, our response teams gain valuable time to act, helping protect people, plantations, and surrounding ecosystems. The technology fills gaps left by delayed satellite data and the limited reach of manual watchtowers, enabling faster alerts and wider coverage.

This approach reduces haze, lowers emissions, and strengthens community-based prevention.

We monitor and identify both hotspots and actual fires across our concessions. Hotspots are areas of elevated temperature detected by satellite monitoring. Not all hotspots correspond to actual fires; they can arise from a variety of sources, including intense sunlight, heat reflection, and industrial activities. In 2025, we identified 563 hotspots, of which 275 were confirmed to be actual fires impacting 317 hectares.

We currently work with 131 villages through our community fire-free programme, which covers our voluntary fire prevention initiative and the government-mandated community-based peatland management programme. The programme trains local communities, including school children, to prevent and combat fires, move away from the use of fire in agriculture, and adopt sustainable peatland management practices to prevent peat fires.

Hotspots and actual fires in our concessions



Water

Water Management

Water stewardship is central to environmental risk management. We rely primarily on surface water and limit groundwater extraction. Wastewater is treated before discharge or reuse, and the treated POME is repurposed as fertiliser. Strict controls prohibit the application of inorganic fertiliser or herbicides near riparian zones, and vetiver grass is planted to reduce erosion.

In 2025, we updated our water-based disclosures to better align with the Global Reporting Initiative standards, introducing water withdrawal and water discharge as reported metrics. Over the year, water consumption increased by 1.5%, from 7.3 million cubic metres in 2024 to 7.4 million cubic metres in 2025, largely driven by higher operational and maintenance requirements across our operations.

Downstream operations account for 53% of our total water consumption, driven by operational needs such as cooling systems, steam generation, and cleaning. Although total water consumption increased only modestly, upstream water consumption intensity also rose in 2025, indicating a need for tighter efficiency measures across both segments. As our downstream operations continue to expand, our water reduction initiatives will increasingly target this area.

Looking ahead, we plan to further improve our understanding and reporting on water by establishing a formal water baseline, setting reduction targets, and exploring AI-driven optimisation technologies to enhance water efficiency and long-term security. These efforts will build on our internal water stress assessments using the World Resources Institute desktop water assessment conducted to identify water-stressed areas across our operations.

	2023	2024	2025
Total Water Withdrawal (cubic metres)	18,157,391	17,629,382	17,868,890
Total Water Discharge (cubic metres)	10,278,498	10,374,922	10,507,283
Total Water Consumption (cubic metres)	**7,878,893**	**7,254,460**	**7,361,607**
Water consumption / per metric ton of CPO (upstream only)	3.9	4.2	4.4

Water Quality

To avoid impacting groundwater and surrounding water sources, we treat POME and palm oil refinery effluent before discharge. We monitor biochemical oxygen demand (BOD) and chemical oxygen demand (COD) levels in line with regulatory requirements to ensure they remain below national regulatory thresholds. All discharge parameters are well within regulatory limits.

Upstream			
BOD levels land application (mg/l)	**2023**	**2024**	**2025**
Sumatra	1,836	1,801	1,735
Kalimantan	1,456	1,742	2,094
Papua	173	1,107	3,005
COD levels land application (mg/l)	**2023**	**2024**	**2025**
Sumatra	6,722	7,179	8,031
Kalimantan	4,190	6,271	7,856
Papua	475	1,249	2,145

Soil and Pest Management

Soil Health

Maintaining soil productivity is essential to avoid expansion into new land. We apply regenerative agriculture practices, supported by soil health monitoring and clear operating standards. Fertiliser use is tailored to soil conditions, avoided during heavy rainfall, and complemented by the recycling of organic waste to improve soil quality.

Our approach was recognised by the International Union of Soil Scientists in 2024, reinforcing our focus on long-term land stewardship. Healthy soils help sustain yields, lower input dependence, and improve resilience to climate variability.

Soil fertility is managed through a structured mineral nutrition plan designed to optimise fertiliser use while maintaining productivity. This reduces pressure for land expansion and helps prevent degradation. Organic materials, including palm residues, are returned to the soil to enhance nutrient retention.

We also limit the use of chemical inputs.

Managing Pests

We uphold strict standards for responsible pesticide use, aligned with international best practice. Highly hazardous pesticides are avoided except in tightly controlled situations, while biopesticides are promoted to support soil condition and overall plantation performance.

Targeted training programmes support our smallholders in applying pesticides efficiently and responsibly, reinforcing sustainable farming practices.

Our pest management approach prioritises mechanical and biological methods, with chemical use limited to defined thresholds and only as a last resort. Paraquat has been eliminated since 2016, and no highly hazardous pesticides are used.

Natural controls play a central role, including the use of barn owls and leopard cats for rodent management, biological agents such as RHINOMAS®, mycormas®, and trichomas®, pheromone traps for beetles, and planting strategies to reduce pest incidence.

Overall pesticide utilisation in 2025 remained broadly in line with the previous year. Insecticide and rodenticide applications saw a modest increase, reflecting isolated pest pressures across the plantations, including beetle activity in young palm areas and periodic surges in rat populations. Targeted control measures were deployed where necessary to protect crop development.

In addition, the use of bio-products, particularly during replanting, aims to improve soil health and manage Ganoderma disease. Quantities applied are proportional to the replanted area.

Pesticides (kg or litres active ingredients per hectare)

Type	2023	2024	2025
Acaricides[1]	0.000	0.000	0.000
Fungicides[1]	0.003	0.004	0.004
Herbicides[2]	0.638	0.720	0.691
Insecticides	0.042	0.014	0.021
Rodenticides	0.004	0.007	0.011
Total	**0.687**	**0.745**	**0.727**
Glyphosate (Herbicide)	0.511	0.593	0.547

Biopesticides[3] (kg or commercial products)

Type	2023	2024	2025
Bacillus thuringiensis	65	20	0
Sarcocystis	187	167	0
Mycorhyza	320,231	697,628	376,327
Trichoderma	453,699	717,122	648,192
Virus[4]	0	340	0
Total	**774,182**	**1,415,277**	**1,024,520**

[1]Used only in nurseries.

[2]Zero paraquat since January 2016.

[3]Biopesticides are mainly used during replanting to reduce the risk of disease development.

[4]Data 2024 was restated for greater accuracy.

Andriessa Prameswara
Production Material Section Head

Science That Works: Understanding Biotechnology Solutions In Palm Plantations

"Biotechnology often sounds complex, but at its core, it's about working with nature rather than against it," explains Andriessa Prameswara, Production Material Section Head at the SMART Biotechnology Centre.

"Our goal is to strengthen plants and soils, so plantations stay productive and resilient over time."

As sustainability expectations continue to rise, plantations face growing pressure to reduce reliance on chemical use while maintaining productivity. The use of agricultural biotechnology is key to addressing these challenges. From pest pheromones that attract specific insects, to biofertilisers that help roots absorb nutrients more efficiently, these solutions help producers and growers manage crops more efficiently and sustainably.

Agricultural biotechnology uses biological processes and living organisms to improve crop health, soil fertility, or pest control. It is not a single technology or tool, but rather a range of tools designed to support plants and ecosystems in a more natural and cohesive way.

At the SMART Biotechnology Centre, research and field collaboration have produced three notable innovations that are now widely used in our estates:

- **RHINOMAS® (Precision pest management):** One of the most significant threats in plantations comes from Oryctes rhinoceros, the rhinoceros beetle. Instead of broad-spectrum insecticides, RHINOMAS® uses pheromone technology that mimics the natural hormones adult beetles use to group together. The pheromone draws male and female beetles into traps, limiting reproduction and reducing pest populations.
- **mycormas® (Biofertiliser for stronger roots):** mycormas® contains indigenous Arbuscular Mycorrhizal Fungi (AMF) that establishes a symbiotic relationship with plant roots. Through the use of mycormas®, the roots can extend further into the soil, helping to improve nutrient intake. This is particularly useful under nutrient-limited or stressful conditions. In practice, this means oil palms can access nutrients more efficiently and maintain their health under a variety of soil conditions.
- **trichomas® (Helping suppress harmful fungi):** trichomas® is a biofungicide based on the beneficial Trichoderma fungi isolated from our plantations. Instead of eliminating all microbes, the fungi help dominate the root zone, suppressing soil-borne pathogens. This is done by producing enzymes and creating a healthier biological balance around root systems.

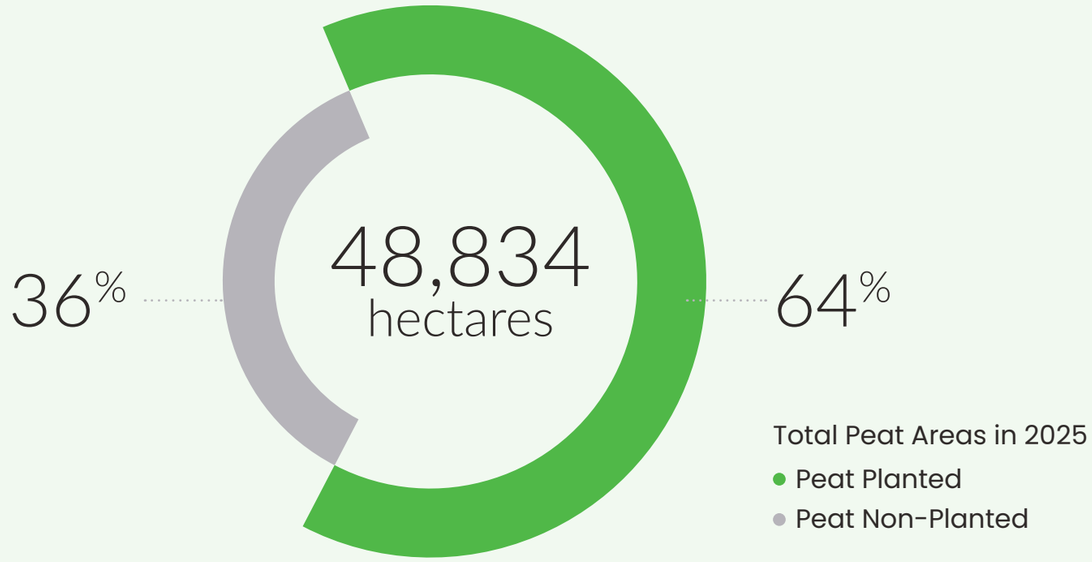
These three solutions demonstrate how biotechnology and innovation can improve soil resilience and support sustainable plantation management.

Peat Rehabilitation

Since 2010, we have avoided all new development on peatland.

This commitment is strengthened by our strict No Peat Policy and by mapping and delineating areas for development, ensuring we do not encroach on peatlands.

Peat rehabilitation at GAR is a three-step approach.



Rewetting

We are maintaining water levels to enhance carbon storage. This is done through:

- Creating a hydrological management design (mapping water flow pattern and installing canal blocking infrastructure)
- Constructing rewetting infrastructure, including determining the optimal number of monitoring wells and their spatial distribution across the site
- Peat monitoring (maintaining water table depth at 30 centimetres)
- Determining potential water balance using data and rewetting plan projection
- Preventing land fires

Revegetation

We are planting species native to the area to restore degraded peatlands, restore ecosystem functionality, and enhance biodiversity. We do this by:

- Procuring and preparing seedlings with local communities
- Intensive planting of seedlings and enrichment planting through Assisted Natural Regeneration
- Conducting plant maintenance and doing re-planting for wilted seedlings
- Determining seedling mortality
- Installing signboards

Revitalisation

We work alongside local communities to support their livelihoods and improve their quality of life. This is done by:

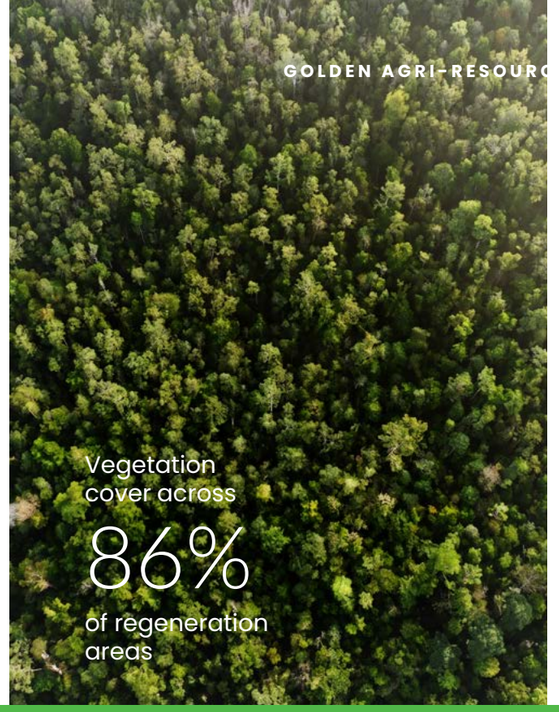
- Providing sustainable farming training
- Empowering small business development
- Documenting all negotiations and engagements
- Signing Memorandums of Understanding

Our approach is also supported by our forest protection and fire prevention programmes. Through this approach, we have undertaken several peatland rehabilitation initiatives. Since 2016, we have collaborated with various partners to restore peatland areas in West Kalimantan. Building on the success of the first phase carried out between 2016 and 2021, we launched a second phase from 2021 to 2025 in collaboration with one of our subsidiaries, Nestlé as a buyer, and South Pole as a technical consultant. Together, we rehabilitated 2,003 hectares of peatland to help reduce carbon emissions and conserve critical peatland ecosystems.

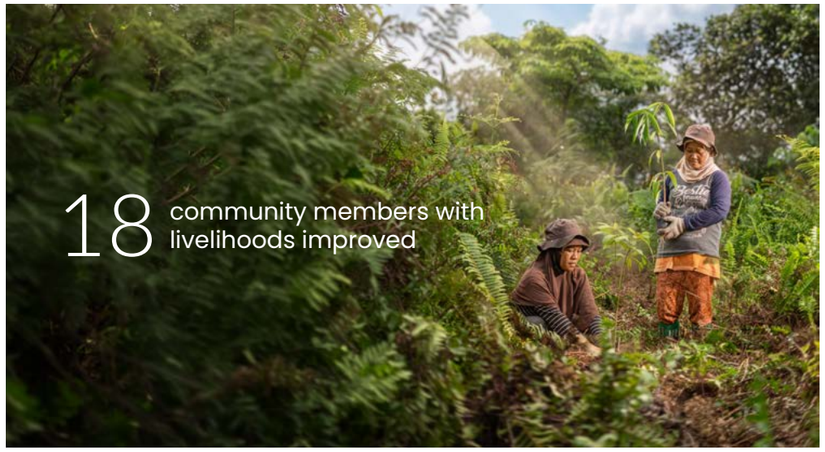
In 2025, we completed this phase of the rehabilitation programme. In line with our **Collective for Impact** commitment to protect and restore nature, further work remains to identify and support restoration projects across the region through to 2030.

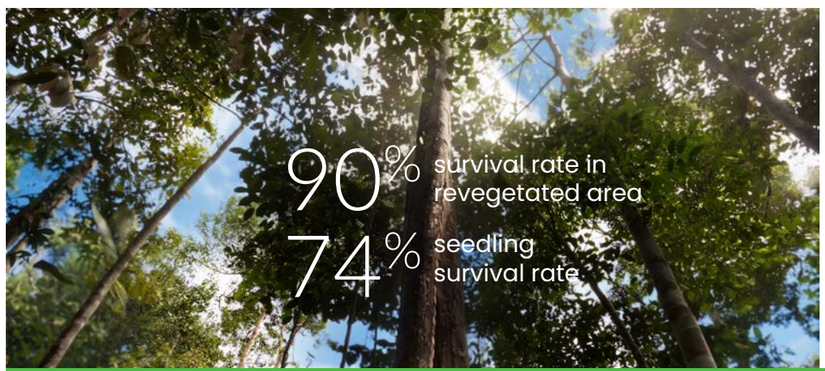
Building on the success and lessons learned from West Kalimantan, we also restored 2,191 hectares of degraded land in Jambi in 2025, covering 1,471 hectares of peatlands and 720 hectares of mineral soil, in collaboration with Nestlé and PepsiCo.

Of these 1,471 hectares of peatland, 750 hectares will undergo long-term rehabilitation until 2027. Alongside this, we have revegetated more than 3,100 hectares of riparian zones within our operational areas in Indonesia.



West Kalimantan Project Impact





Jambi Project Impact

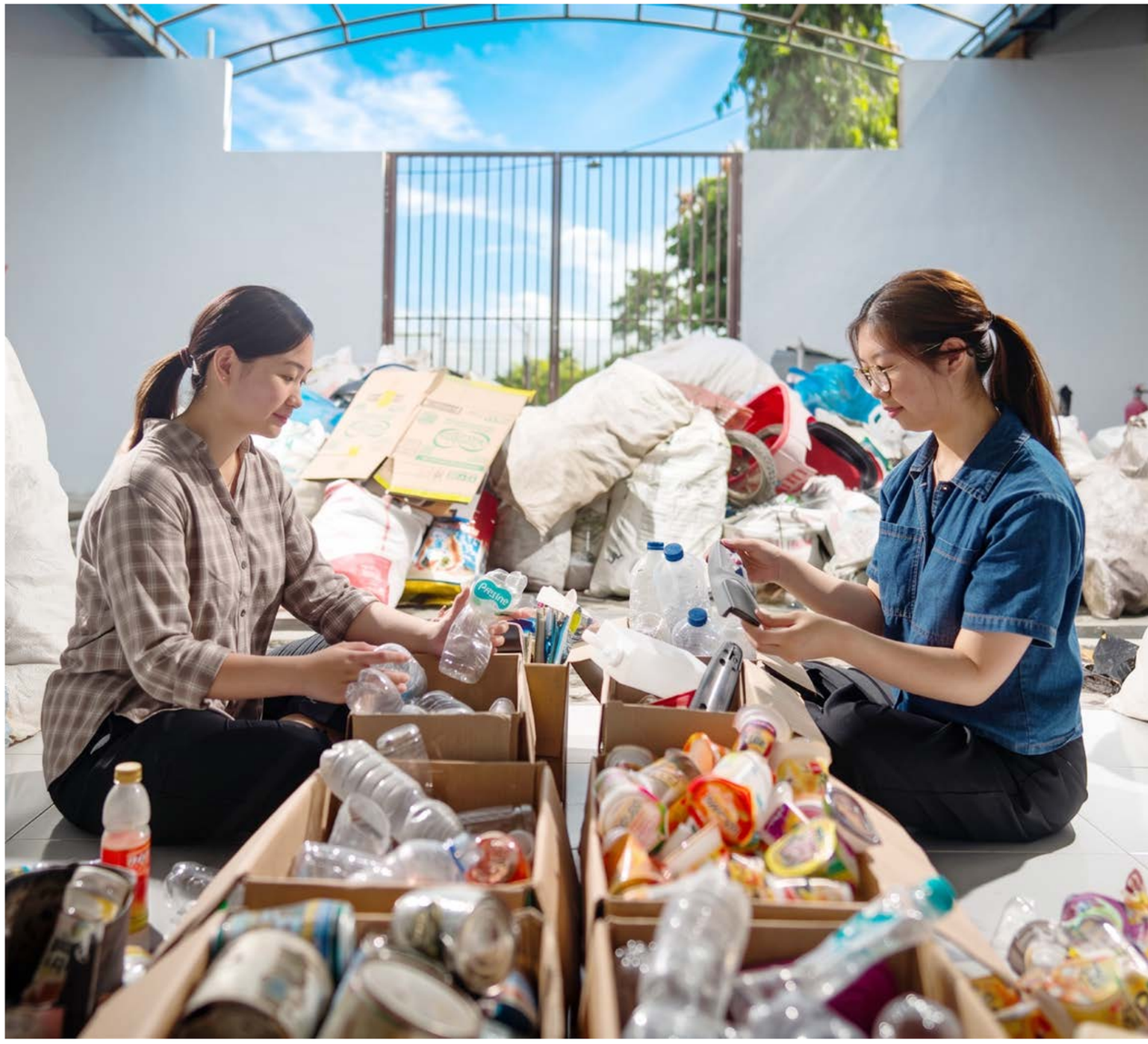
Plastic Waste **Reduction**

Under our **Collective for Impact** framework, reducing plastic waste to landfill is a newly established priority, with targets in place for the first time. For upstream operations, we aim to reduce plastic waste by 20% by 2030 and 50% by 2040. In downstream operations, we are targeting a 30% reduction in post-consumer packaging waste by 2030 and 50% by 2040.

As this is an emerging focus area, our immediate priority is to strengthen the systems, data and protocols needed to effectively monitor, manage, and report progress against these targets. This includes building internal capabilities and establishing more consistent waste tracking mechanisms across our operations.

These efforts are supported by our plastic waste reduction roadmap, developed in line with Indonesian regulations on sustainable waste management, including the Ministry of Environment and Forestry Regulation No. 75/2019 and the upcoming Extended Producer Responsibility (EPR) Presidential Decree. Our waste reduction plan, aligned with the EPR framework, forms a core part of this roadmap.

Implementation is currently focused on reducing post-consumer packaging waste and increasing awareness through education and engagement programmes. Initiatives such as our Bank Sampah (Waste Bank) programme support employees and local communities in sorting and recycling household waste, enabling upcycling and resale of materials. This community-based model helps reduce landfill waste while also supporting additional household income and improving recycling awareness. In 2025, five Waste Banks were established as part of this effort.



Our impact on waste

Target

By 2040, reduce plastic waste to landfills in upstream operations and post-consumer packaging waste to landfills in downstream operations by 50%.

Action

11 million tonnes waste recycled as fuel or organic fertiliser

Waste Management

Across all operations, our waste management approach is built on recovery, reuse, and recycling, carefully tailored to each stage of the value chain, from upstream to downstream.

Non-Hazardous Waste Management

Our non-hazardous waste is managed through municipal landfills, and hazardous waste is collected by authorised third parties.

We have achieved 100% recovery and recycling rates for our CPO waste. Each type of waste is reused in different ways: Fibre and Shell are reused as fuel, while Empty Fruit Bunches (EFB) and POME are reused as organic fertiliser. POME undergoes anaerobic and aerobic treatments to ensure it meets national regulations and can be used as fertiliser. Application permits are also obtained and monitored to ensure compliance. This enables us to have a fully circular upstream production system that not only reduces landfill waste but also allows for large-scale biomass recovery.

Waste Diverted

Upstream non-hazardous waste	Total quantity produced and reused (tonnes) 2023	Total quantity produced and reused (tonnes) 2024	Total quantity produced and reused (tonnes) 2025	Reused as
Fibre	1,498,096	1,443,177	1,440,860	Fuel
Shell[1]	655,484	611,339	597,205	Fuel
EFB	2,516,800	2,424,537	2,420,645	Organic fertiliser
POME[1]	5,967,956	6,151,218	6,885,974	Organic fertiliser
Total	**10,663,693**	**10,641,301**	**11,344,684**	
Downstream non-hazardous waste	9,674	10,008	11,029	Recycled materials

[1]Data 2023 and 2024 were restated for greater accuracy.

Hazardous Waste Management

Our hazardous waste management is managed in compliance with environmental regulations and disposed of via authorised third-party collectors. In 2025, we recorded 563 tonnes of hazardous waste upstream and 130,804 tonnes downstream. Hazardous waste generally consists of chemical waste, electronic waste, fly ash, bottom ash, medical waste, used lubricants, containers, and drums.

We are committed to maintaining regulatory compliance by controlling the handling of high-risk waste streams, as our downstream operations account for a significantly higher proportion of hazardous waste. All hazardous waste disposals are managed by government-licensed vendors.

Waste Generated and Disposed

Type of waste	2023	2024	2025
Upstream hazardous waste (tonnes)[1]	802	524	563
Downstream hazardous waste (tonnes)[1]	121,995	140,834	130,804
Total	**122,797**	**141,358**	**131,367**

[1]Data 2023 was restated for greater accuracy.

Siti Rohani
Bank Sampah Kijang

Bank Sampah (Riau)

"You collect trash?" she asked. "No," Siti smiled. "I collect change."

For Siti Rohani, the heart behind Bank Sampah Kijang in Kampar, Riau, this simple exchange captured the programme's true purpose and spirit. The woman she was speaking to did not yet know how waste segregation, or a single recycled bottle, can change a family's life. But Siti did. Because she's lived it.

Since 2022, with two pilot locations in Riau, Bank Sampah, the programme was built on a simple yet radical idea: waste is not worthless. Through this programme, we have empowered over 350 families and repurposed over 9,000 kilograms of plastic, paper and metal into something of value, while transforming the way communities view everyday waste. It is not simply about cleaning up; instead, it is about building up incomes, confidence and resilience.

In the early stages of the programme on the Kijang Estate in Riau, most people were sceptical and did not believe it would work. Bringing your own waste, like bank deposits, was an unfamiliar concept to them. However, over time, the community came to understand that this is not just recycling but also income generation, strengthening local resilience. Through Bank Sampah, plastic bottles now translate into school fees, and paper packaging into savings for families.

Our Bank Sampah is a part of our sustainability framework, **Collective for Impact**, and directly contributes to the UN Sustainable Development Goal 12.5.1, which focuses on improving national recycling rates and promoting a circular economy. Through this programme, environmental and socio-economic development is heavily integrated with community development, helping to build grassroots circular economy systems and reduce waste to landfills.

gar
agribusiness and food

Empowering People

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Without people, we could not create the quality products that define our business. From local communities supporting our smallholder suppliers to teams operating our plantations and refineries to global logistics professionals, we engage with people at every stage of our value chain.

We have always understood that creating value means more than safeguarding people – it means empowering them. We believe in transparent and continuous dialogue, investing in skills and knowledge, and a deep respect for rights across the value chain. These are the cornerstones of managing our material impacts.

Our approach to responsible employment is grounded in our "Care-Do-Win" culture, which shapes how we think, act, and engage across the organisation. This culture emphasises focusing on what is most important to the business, our people, and society, and is actively embedded through leadership engagement and development programmes across our global workforce.

Recognition through three HR Asia Awards in 2025, Best Company to Work For, Sustainable Workplace, and Tech Empowerment, provides both validation and a baseline to shape our long-term people priorities through to 2030.

Economic **Empowerment**

Resilient Communities – Sustainable Livelihoods

When people in agricultural communities have access to stable livelihoods and economic opportunity, the benefits extend far beyond individual households. They strengthen local economies, improve food security, and support long-term community resilience.

Over recent decades, GAR and the wider palm oil sector have contributed to rising incomes and improved living standards for smallholder farmers, particularly in Indonesia. In remote and rural areas, palm oil development has helped expand access to employment, infrastructure, and essential services.

At GAR, we build on this foundation by working directly with communities to strengthen their ability to plan, finance, and grow food and cash crops. By supporting income diversification and local food production, we help create more stable and resilient agricultural systems that strengthen livelihoods and promote more sustainable land use practises.

Building Community Relations

We work in close partnership with communities to strengthen livelihoods, build capability, and support long-term self-sufficiency. Our approach begins with listening, ensuring that communities have a meaningful voice in decisions that affect their land, livelihoods, and future.

Maintaining a strong connection between corporate teams and field operations is central to this approach. Field visit programmes enable employees across the organisation to engage directly with on-the-ground realities, strengthening alignment between strategy and implementation.

Our impact on communities

Target

Provide training and development support to 500 community Micro, Small and Medium Enterprises (MSMEs) by 2030.

Action

280
Community projects delivered

182
Villages engaged

163
MSMEs supported

How We Develop Communities

Our goal is to enable communities to become self-sustaining contributors to local economies.

01 Listening and engaging

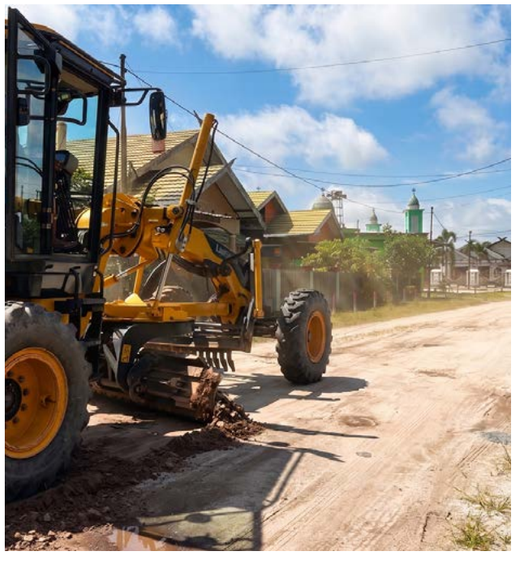
We prioritise inclusive dialogue with communities, ensuring local perspectives shape decision-making processes. Regular engagement and field presence allow us to respond to community needs in a timely and informed way.

02 Tailoring development

Every community is unique. Each plantation in Indonesia operates under a tailored community engagement and development plan, co-designed with local stakeholders. These plans guide targeted investments in training, agricultural support, and livelihood development.

03 Supporting growth

We support communities to move beyond subsistence by developing business skills, connecting enterprises to markets, and facilitating access to financing. This helps build independent, community-led businesses that contribute to local economies.



04 Enhancing infrastructure

We invest in infrastructure and services that underpin quality of life, including roads, bridges, schools, healthcare access, and cooperative shops providing affordable essentials.

Constructive Dialogue

Building Trust Through Transparency

We are committed to fostering respectful and constructive relationships with the communities where we operate. Our conflict management framework is designed to prevent disputes and address concerns transparently and fairly. It integrates proactive engagement, inclusive dialogue, and clear accountability standards, while maintaining long-term trust with communities. Communities may appoint representatives or observers, including independent third-party mediators, to ensure discussions are fair and impartial. We strictly reject the use of violence in any form of dispute resolution and uphold the highest standards of conduct.

Our Approach to Managing Concerns

We manage community concern through early anticipation, open dialogue, and collaborative resolution.

Anticipating Concern Early

Issue identification

- Proactive tracking and monitoring
- Risk detection

Stakeholder engagement

- Continuous dialogue
- Community representatives

Resolving through Collaboration

Action planning

- Participatory discussions
- Third-party mediators

Monitoring

- Actions implementation
- Ongoing monitoring

Strengthening Resilience

Our engagement is supported by practical initiatives that strengthen both governance and resilience. Participatory Mapping and Free, Prior and Informed Consent (FPIC) processes have been implemented across 234 villages, helping clarify land tenure and unlock access to government development funding.

Communities also participate in the voluntary fire prevention programme, which encompasses both fire prevention initiatives and the Government-mandated community-based peatland management programme. Through this programme, participating villages receive fire prevention and suppression training.

For villages situated on or near peatland, this includes preventing and managing peat fires, as well as responsible peatland management, further supporting sustainable land stewardship.

Hands That Weave, Hearts That Lead: Rural Women Finding Their Voice

In rural Indonesia, women's roles are many and diverse: they tend fields and families, shape livelihoods, preserve tradition and drive change. Yolanda Ica Aprilia is a Community Economic Empowerment Officer at GAR and works side by side with women in villages across Indonesia. She helps them develop their strengths and turn the traditions they safeguard into opportunities. "When rural women have the right opportunities and support, they become agents of social change. The magic of women supporting women creates a ripple effect that improves well-being for families and entire villages," she says. "For me, empowerment is rooted in presence and respect. It is a process of helping communities find their own solutions. When I visit a village, I start by listening. Through field visits and open conversations, I help each community to uncover hidden strengths and build the support they need."

Her approach is rooted in reality. She maps local resources, identifies opportunities and barriers, and brings together partners to help communities grow from the inside out. Some of Ica's most inspiring work happens in Dendang village, West Bangka, Indonesia, where women weave resam (*Dicranopteris linearis*) and nipah (*Nypa fruticans*) leaves into baskets and crafts, a skill passed down for generations.

Yolanda Ica Aprilia
Community Economic Empowerment Officer

"We found about 500 to 600 active weavers in Dendang," Ica explains. "Weaving is part of their heritage, something they do together, while watching TV or chatting with neighbours."

But tradition alone isn't enough. The weavers faced limited product variety, little market access, and gaps in basic business skills. So, Ica and her team ran workshops on product innovation and group collaboration, helping the weavers reach new buyers. Today, their nipah baskets and resam accessories are finding customers far beyond their village. The group has even received orders from as far away as Bali. Ica and her team join community gatherings, adapt to local routines, and always make space for creativity. This way, the women feel respected and heard, leading to more active collaboration and new product ideas.

Looking ahead, Ica and her team are working to scale up their women's empowerment programme. Their goal is to reach more villages, provide more technical assistance, and strengthen branding and market access, all for lasting impact for more women. "We want to help more women grow their businesses and support their families," Ica says.

Growing with Communities

Building Pathways to Opportunity

Through **Collective for Impact**, we have set a target to empower 20,000 rural youth with skills, mentorship, and entrepreneurship opportunities by 2035.

In 2025, we invested US$2.7 million in scholarships to support students across our operations. These initiatives help break cycles of rural poverty and create pathways for long-term social and economic mobility.

Our programmes also support workforce sustainability by creating opportunities for local talent to join GAR. As urbanisation increases, we are seeing a decline in the number of young people who wish to work in rural areas. Through scholarships, internships, and early engagement programmes, we help young people build the skills needed for employment in our operations.

Creating Healthy Communities

Supporting community health is central to improving quality of life and building long-term resilience. Across our operational areas, we provide access to essential healthcare services, strengthen preventative health programmes, and respond to community needs through targeted interventions. Our approach combines medical support, nutrition programmes, and community outreach, ensuring that both immediate health needs and long-term well-being are addressed. Through partnerships, on-the-ground healthcare delivery, and social support initiatives, we continue to expand access to care, particularly in underserved and rural communities.

Collaboration for Impact

We work with partners to strengthen and scale our efforts. Our partnership with ADM Cares and Tzu Chi Indonesia works to improve childcare facilities and early learning environments by upgrading facilities and broadening access to quality early childhood education, while also strengthening Community Learning Centres to support families in the region. In addition to childcare, the programme also explores hydroponics to improve community food security, addresses stunting in children, and contributes to the overall well-being of families in the community.

What began as an upstream initiative has grown significantly in both reach and impact. The programme engaged 361 childcare centres across our operations, upgrading their books, educational kits, and facilities, while equipping 1,630 beneficiaries with knowledge and skills through training and webinars on childcare and early childhood development. Additionally, 13 Micro, Small, and Medium Enterprises and over 54 people received support through 83 mentoring sessions. The results on the ground demonstrated that sustained, community-centred investment can drive real and measurable change.

Building on our upstream learning and experience, ADM Cares expanded its collaboration with us to reach our downstream community in Lubuk Gaung, underscoring the strength of our long-term partnership. Encouragingly, a number of toddlers previously classified as stunted have made meaningful progress and are no longer classified as such. To further address child nutrition, 39 children benefited from a daily protein programme through the one-day-one-egg initiative, and 29 integrated community health posts received anthropometric kits to monitor child growth better. On the education front, 66 teachers from 44 early childhood education centres received capacity building, while 29 people were trained in hydroponics, strengthening the community's ability to secure its own food supply.

Community Childcare Initiatives in Riau

In Riau, the co-funded Balai Penitipan Anak (BPA) or childcare centre initiative, supported by ADM Cares and Tzu Chi Indonesia, upgrades facilities and trains caregivers. But it also sparked deeper local engagement, with members of Dharma Wanita, the women's branch of Tzu Chi, volunteering and taking ownership of the initiative. As our Head of Strategic Partnerships, Alwi Hafiz says "These are just a few examples,". "We've developed nearly 20 partnerships so far – some completed, others ongoing. What makes them work isn't just money. It's the ideas, the shared vision, and the trust we build along the way."

Community Health Impact

Community support

6,400+ blood donors

10,400+ people supported in orphanages and nursing homes

5,900+ disaster relief recipients

Health care access

333 medical personnel

117 clinics supported

242,200 patients treated

5,000+ patients receiving free surgery, medical, and dental services

Nutrition and prevention

6,100 stunting prevention packages

14,400+ beneficiaries of child health programmes

13,500+ beneficiaries of health education and vitamins

Well-being and environment

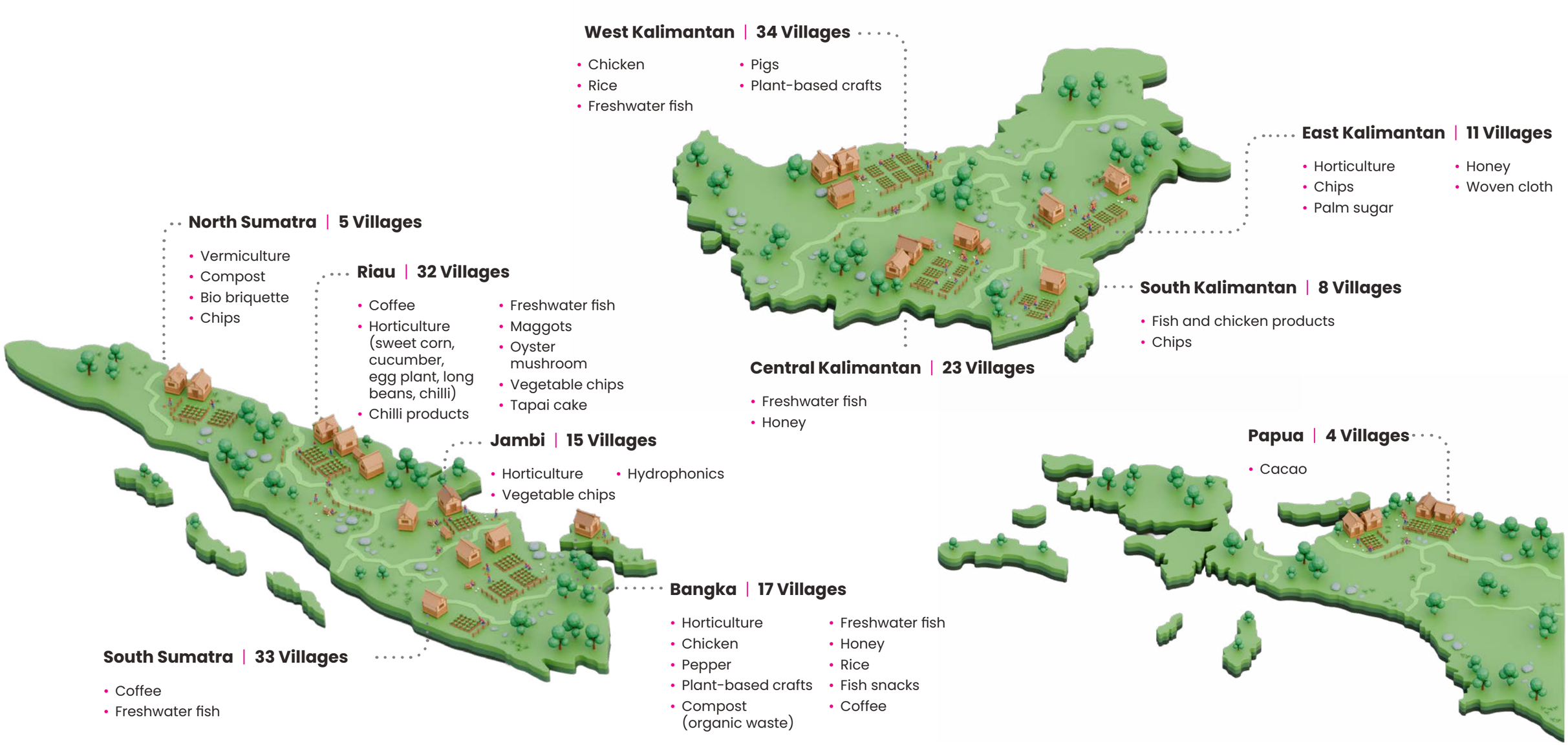
5,100+ medicinal and fruit trees planted

142,900+ litres of cooking oil distributed at discount prices

1,800+ participants in environmental conversation workshops

Bright Future Initiative

The Bright Future Initiative is our primary platform for helping communities adopt sustainable agricultural practices while strengthening food security and livelihoods.



How it Works

We take a structured, community-centred approach to building long-term resilience.

Sustainable Livelihood Assessments

We connect directly with farmers and community leaders to identify challenges, evaluate resources and explore solutions.

Field School

We work with community members to provide hands-on practical experience in sustainable farming techniques that can reduce environmental impacts.

Participative Evaluation

We collaborate to assess what's working and what could be improved. This helps tailor the strategy to the local context and specific challenges that each community faces.

Replication

We step back and let the community take the lead, applying what they have learnt on their own land. Participants meet regularly to share ideas and consider how to address challenges.

Independence and Network Expansion

We help communities grow with independence. Communities can become fully self-sufficient producing enough food for their families with surplus to sell for additional income of up to Rp1 million per month.

Driving Impact

Through our sustainability framework, we aim to support 500 MSMEs under the Bright Future Initiative by 2030.

Since its launch, the programme has:

Supported	Reached	Enabled
280	182	163
projects	villages	MSMEs

These projects include organic farming, livestock rearing, and other community-led enterprises designed to strengthen food security and increase household income. Our support continues beyond independence. We provide training in financial literacy, logistics, and sales, and connect communities to platforms that automate and expand market access. This approach not only strengthens financial independence but also helps build lasting networks for long-term growth.

Irpan Kadir
Head of Community Economic Empowerment

Helping Communities Grow with Purpose: Behind the Numbers

In some villages, he's known simply as Pak Irpan, not as a manager or expert. He is someone who listens, returns, and stays engaged. As Head of Community Economic Empowerment at GAR, Irpan Kadir leads with a focus on people, not numbers. Through his work, the Bright Future Initiative has supported communities to build sustainable livelihoods.

"The biggest reward is seeing people stand on their own," Irpan says. "When they no longer need us, that's when we've done our job right."

From fish farming to mentoring young entrepreneurs, his approach blends strategy with empathy. His work is grounded in a belief that rural communities don't need charity; they need partnership.

Q: What led you to a career in community empowerment?

Irpan: Before joining GAR, I spent over 15 years as a community development consultant. I joined GAR in 2017 to support supplier engagement. Then, in 2020, during the pandemic, I was asked to lead Community Economic Empowerment. It was challenging, especially with travel restrictions, but it forced us to focus on what really matters.

I've seen how limited opportunities affect rural communities in Indonesia. GAR gives me a platform to support them in ways that are practical, sustainable, and long term.

Q: Is there a moment that stands out to you?

Irpan: The most powerful moments are when participants become local champions. These are people who take what they've learned, keep projects going independently, and even train others. Stepping back is hard, but seeing them thrive on their own is exactly what we aim for.

Q: GAR often talks about "doing well and doing good". What does that mean to you?

Irpan: It means making sure business success creates real value for communities. Companies have social and environmental footprints, and we're responsible for managing them well. When the business performs strongly, we can invest more in education, environmental protection, and local economies. It becomes a positive cycle.

Q: How do you balance business goals with community needs?

Irpan: They don't have to compete. When communities thrive, businesses benefit too. Our programmes help reduce dependency, build trust, and strengthen relationships. That supports long-term stability and our social licence to operate.

Q: Have you seen positive impacts for the younger generation?

Irpan: Yes. More youth are joining training and mentoring programmes and stepping into leadership roles. This aligns with our goal under our sustainability framework, **Collective for Impact**, to empower 20,000 rural youth by 2035. For those pursuing higher education, we help connect them to scholarships through partners like the **Eka Tjipta Foundation** and Tzu Chi Indonesia. Supporting young people now means investing in future leaders.

Q: What's your vision for Bright Future Initiative?

Irpan: I want to see more local leaders emerge from the communities themselves, people with the confidence and skills to carry this work forward. The goal isn't for us to stay at the centre, but to pass the torch and watch others take it further.

Human Rights **Protection**

Embedding Respect Across our Value Chain

Respect for human rights is fundamental to how we operate, source, and engage across our value chain. It is not a new commitment, but a long-standing priority embedded in our policies, practices, and decision-making.

Three interconnected priorities guide our approach:

For more than a decade, these commitments have been anchored in **GAR's Social and Environmental Policy (GSEP)**, which has guided responsible business conduct across our operations and supplier network.

With the introduction of **Collective for Impact**, we have strengthened our focus on human rights as a core dimension of our sustainability strategy, recognising the need for more structured, dedicated, and measurable approaches.

Strengthening Our Human Rights Approach

In 2025, we undertook a comprehensive review of our human rights framework to align with evolving international standards and stakeholder expectations.

This included the development of a Group-wide Human Rights Policy, and the integration of human rights principles into core HR processes, from recruitment through to workforce management. Expected to be approved in 2026, the policy reflects years of operational learning and is designed to be practical, enforceable, and globally applicable.

An established Human Rights Steering Group (HRSG) oversees human rights policies company-wide. The HRSG will oversee the implementation and delivery of human rights projects, policies and processes across the supply chain, including our new Human Rights Due Diligence process, Grievance Mechanisms, Training and Capacity Building and Stakeholder Engagement.

Our impact on people

Target

Safeguard the well-being of women, children, suppliers and employees by expanding our initiatives, strengthening engagement and broadening programmes to promote inclusion feedback and continuous learning.

Action

93%
Engagement in our employee survey

US$ 6.8m
Investment in employee training and development

100%
Coverage of Gender Committees in Indonesian operations

>38,000
Students supported by education programmes

Marcus Budimulia
Chief Human Resources Officer

Our People, Our Purpose

Our people are at the heart of our business and central to delivering long-term sustainable value. We are committed to aligning, developing, and empowering our workforce so they can perform effectively today and build the capabilities they need for the future. This commitment is underpinned by our culture as we continue to embed a Care-Do-Win mindset across the Organisation – encouraging ownership, collaboration, and purposeful action at every level.

In 2025, we aligned our HR teams to better support business priorities and improve organisational effectiveness. Our approach goes beyond building capability; it is focused on maximising the contribution of every individual and team across the business. This begins with attracting and placing the right people in the right roles, while also investing in their continued development, engagement, and retention.

This focus continues to deliver positive outcomes. Employee engagement remained strong in 2025, with results consistently benchmarked at the upper end of the market.

We view engagement not only as an indicator of workforce sentiment, but also as an important source of insight to guide improvement. We use surveys and regular conversations to hear from our people, understand their needs, strengthen the employee experience, and find ways to improve.

We also continued to invest in learning and development across all levels of the organisation. From frontline employees to senior leaders, we are strengthening core skills, building leadership capability, and preparing our workforce for future challenges. This includes expanding training centres, rolling out leadership development programmes, and equipping employees with critical capabilities such as digital literacy and AI readiness to support resilience and competitiveness in a rapidly evolving environment.

At the same time, we remain deeply committed to employee welfare, health, and well-being. This is particularly important for our frontline workforce, where we aim to ensure that employees not only understand their roles and responsibilities, but also feel supported, safe, and valued in the work they do.

By continuing to invest in our people, we are building a workforce that is engaged, capable, and future-ready – supported by a culture that enables every individual to grow, contribute, and thrive. This remains fundamental to our ability to operate responsibly, strengthen communities, and create sustainable value over the long term.

Our Material Human Rights Concerns

Our Human Rights policy is based on addressing our most salient human rights risks. Guided by the UN Guiding Principles on Business and Human Rights (UNGPs) and the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, we have identified, those with the potential for severe impacts across our operations and value chain. This assessment draws on multiple inputs, including risk assessments, supplier audits, worker engagement, community consultations, and insights from past and ongoing grievance cases.

Our Human Rights Due Diligence (HRDD) is global in scope, covering all our operations and commodities across every region in which we operate, and is not limited to any single sector or supply chain. It is applied consistently across our business, while allowing for tailored responses to the specific human rights risks associated with different commodities and geographies.

Within this broader programme, palm oil is one of several commodities where we face heightened human rights risks due to labour-intensive activities, complex, multi-tiered supply chains, and proximity to rural and local communities. These conditions result in a clear set of priority risks that require focused prevention and management across our own operations, our suppliers, and the communities around them. We apply similar risk-based approaches to our other key commodities in line with our global HRDD framework.

Own Operations

- Occupational Health and Safety (OHS)
- Fair working conditions and wages
- Freedom of association
- Non-discrimination and gender equity
- Diversity, Equity, and Inclusion

Supply Chain

- Child labour
- Forced labour and trafficking
- Supplier health and safety
- Fair wages and working hours
- Ethical recruitment practices

Communities

- Land rights and tenure
- Community health and safety
- Standards of living and livelihoods
- Free, Prior and Informed Consent
- Environmental impacts on communities

Human Rights Due Diligence: A Six-stage Process

We recognise that policy must be supported by meaningful action. That is why we have strengthened our HRDD system, aligned with the UNGPs and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. This system introduces greater structure, consistency, and accountability to address our most salient human rights risks. At its core is our refreshed Human Rights Policy and governance led by the Human Rights Steering Group (HRSG), ensuring integration across our operations and business strategy.

We view HRDD as a continuous six-stage cycle in which each stage informs and strengthens the next, evolving alongside operational realities, emerging risks, and stakeholder expectations.

Where issues arise, a dedicated remediation stage is triggered in response to validated grievances, providing remedy to affected stakeholders while maintaining a focus on prevention and improvement.

Two cross-cutting elements underpin every stage of the HRDD cycle. Stakeholder engagement draws on the perspectives of workers, communities, suppliers, and partners, while ongoing policy development and review keeps our framework aligned with evolving international standards.

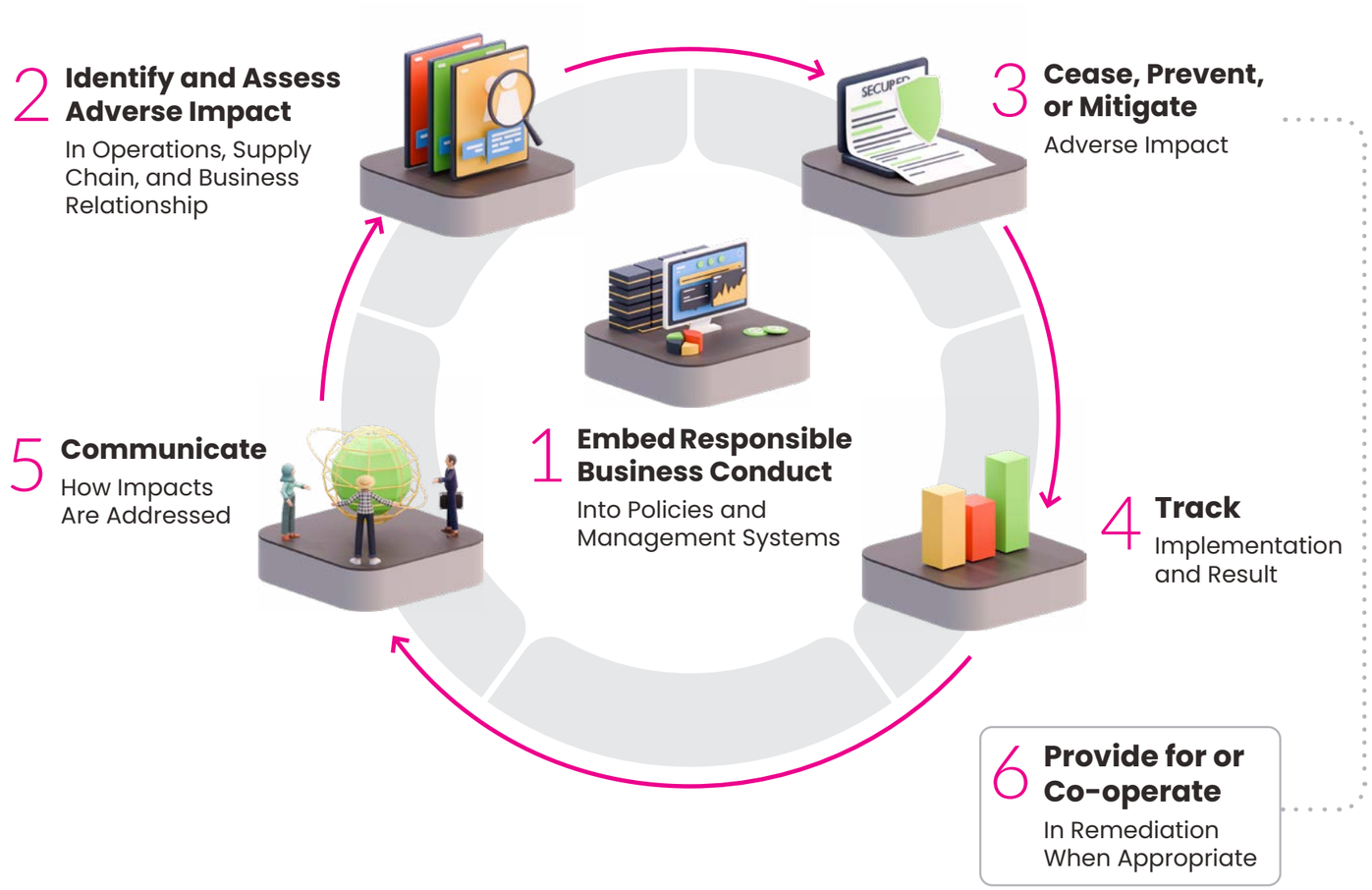
Measuring Effectiveness

We support this framework through multi-year tracking and defined KPIs, enabling us to assess effectiveness over the short, medium, and long term. Our priority for 2026 is to embed the Human Rights Policy across all operations, integrating it into our standard operating procedures, procurement processes, supplier code of conduct and training programmes at all levels of the organisation.

Continuous Improvement

Our HRDD system is a key part of our broader commitment to ensure that human rights are systematically respected, protected, and integrated into day-to-day decision-making across our operations and value chain. This phased approach allows us to progressively scale and deepen implementation, refine our processes based on ongoing learnings, and extend HRDD beyond upstream operations to include suppliers and other business partners.

This group-wide approach is closely aligned with and supports our compliance with the new RSPO Principles and Criteria, which place a stronger emphasis on human rights and human rights due diligence. The establishment and progressive strengthening of our HRDD system represents an important step in demonstrating our commitment to meeting these expectations across the value chain.



Protecting and Enhancing Our Workforce

Our commitment to human rights begins with our own operations. We promote fair employment practices, diversity and inclusion, and safe working environments that enable individuals to contribute and thrive.

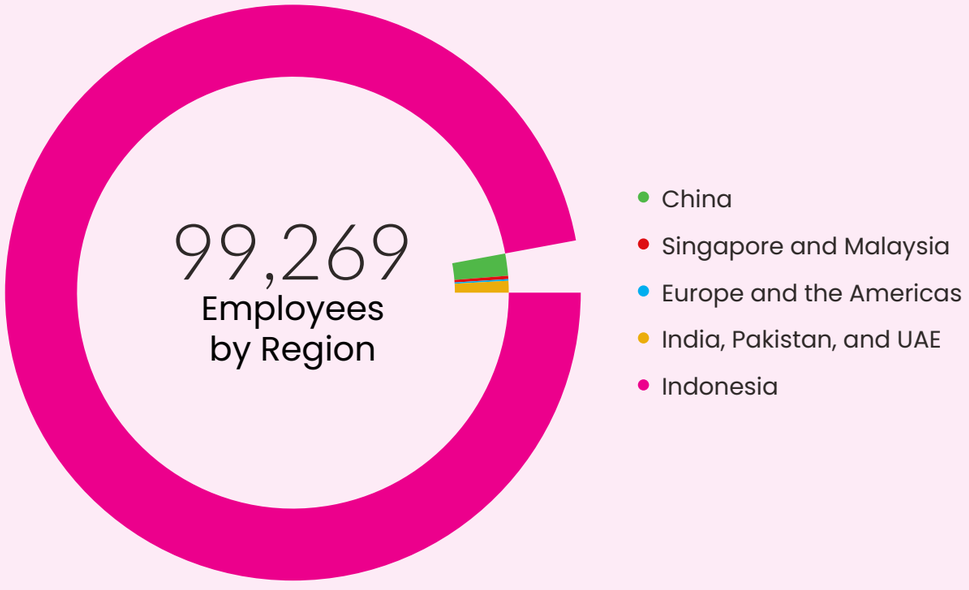
Our Workforce

We employ more than 99,000 people globally. We focus on talent development, employee well-being, and creating safe, fair, and inclusive workplaces that enable individuals to contribute and thrive. Our workforce indicators reflect strong organisational health.

- Retention rates above market benchmarks
- Lower than average attrition
- Executive turnover significantly below industry norms
- A strong talent pipeline: ~80% early career workforce

Global Employee Workforce Composition and Turnover

Employment type	2025	
	Male	Female
Permanent	50,626	11,110
Fixed Term	20,072	17,461
Total	**70,698**	**28,571**
Full-time	65,278	24,841
Part-time	5,420	3,730
Total	**70,698**	**28,571**
New Hires (Permanent only)	4,048	471
New Hire Rate (Permanent only)	8.0%	4.2%
Turnover (Permanent only)	6,013	2,724
Turnover Rate	11.9%	24.5%



Global Employee Turnover and Recruitment - Age Profile

Age Group	Active	Percentage	Attrition	Hiring
<=30	29,238	29%	8,359	11,312
31-40	35,277	36%	7,340	6,728
41-50	27,641	28%	4,477	3,271
>50	7,113	7%	1,886	348
Total	**99,269**	**100%**	**22,062**	**21,659**

Global Employee Age Profile

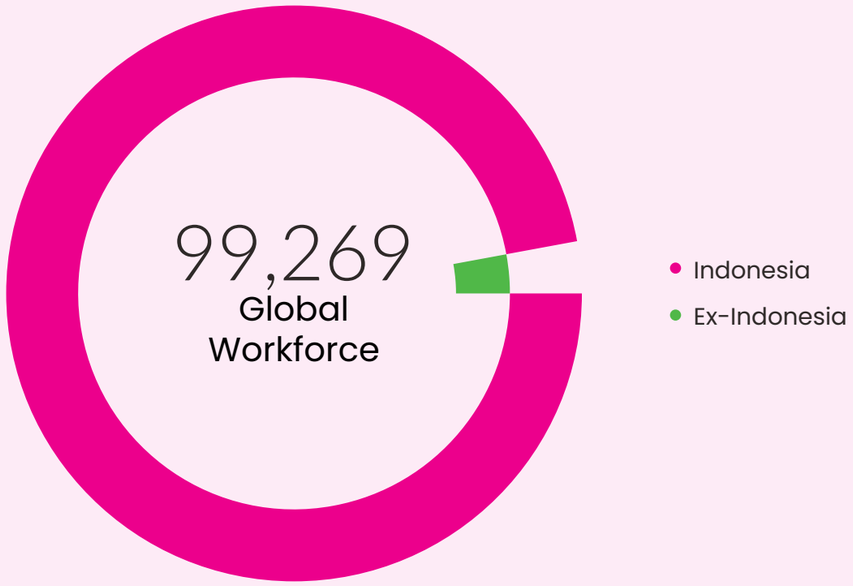
Age Group	Board	Senior Management	Middle Management	Junior Management	Average
<30	0%	0%	2%	32%	9%
30 – 50	0%	38%	64%	59%	40%
>50	100%	62%	34%	9%	51%

Global Employee Turnover and Recruitment - Gender Profile

Gender Group	Active	Percentage	Attrition	Hiring
Male	70,698	71%	13,792	13,688
Female	28,571	29%	8,270	7,971
Total	**99,269**	**100%**	**22,062**	**21,659**

Global Employee Turnover and Recruitment - Location Profile

Region	Total Employees	Percentage	Attrition	Hiring Average
Indonesia	96,382	97.1%	21,692	21,347
China	1,643	1.7%	302	221
Singapore and Malaysia	249	0.3%	23	21
Europe and the Americas	122	0.1%	-	-
India, Pakistan, and UAE	873	0.9%	45	70
Total	**99,269**	**100%**	**22,062**	**21,659**



Enabling Representation and Dialogue

GAR recognises and upholds employees' rights to freedom of association and collective bargaining as essential elements of a fair and inclusive working environment. Across our operations, we support independent and transparent union elections, enabling employees to select their representatives freely. Bipartite forums provide structured opportunities for union representatives and management to engage in constructive dialogue, address workplace issues, and strengthen collaboration.

In 2025, approximately 90% of the eligible members of our workforce, or over 86,000 employees, were covered by collective bargaining agreements in line with government regulations. We fully comply with the labour laws and local regulations of each country in which we operate, including those governing freedom of association, wages, and working hours. These requirements are embedded in our **Code of Conduct** and employment practices.

Advancing Fair Wages

We ensure wages meet or exceed legal minimums across all regions, and we are committed to progressing toward a living wage for our employees. In Indonesia, wages are aligned with provincial benchmarks, and employees receive a range of in-kind benefits, including housing, healthcare, and food provisions.

Together, these elements form an integral part of the total remuneration package and support a decent standard of living for employees. International operations exceed minimum wage levels. In 2025, we have seen continued progress toward living wage alignment, with statutory minimum wage requirements met or exceeded across all operating regions.

We have also made progress in advancing pay equity across our workforce. Gender pay ratios remain close to parity across most employee categories and regions.

Region	GAR's lowest monthly wage (US$)	Provincial/jurisdictional minimum wage (US$)	Ratio of GAR's lowest monthly wage and provincial/ jurisdictional minimum wage
Indonesia			
Sumatra	184.5	184.5	1:1
Kalimantan	174.5	174.5	1:1
Papua	255.7	255.7	1:1
Java	315.3	296.0	1.07:1
India			
India	247.5	199.8	1.24:1
China			
China	401.3	355.6	1.13:1

Inclusion, Respect, and Fairness

We are committed to ensuring that everyone across our operations is treated with fairness, respect, and dignity. Guided by **Collective for Impact**, we continue to strengthen inclusive workplace practices and promote equitable opportunities for all employees. We operate with zero tolerance for harassment and misconduct, strong non-discrimination policies and clear reporting and response mechanisms. Our **Code of Conduct** prohibits discrimination of any kind, reinforcing fairness and equal opportunity throughout the organisation. These commitments are supported by practical mechanisms, including our Industrial Relations Management Assessment, which ensures regulatory compliance while promoting constructive workplace relations. In 2025, no formal harassment cases were reported through our reporting channels.

Strengthening Equality

We continue to advance gender equality through updating our GEARS (Gender Equality Assessment Results and Strategies) assessment framework across all Indonesian business units, meeting our Collective for Impact target by the end of 2025.

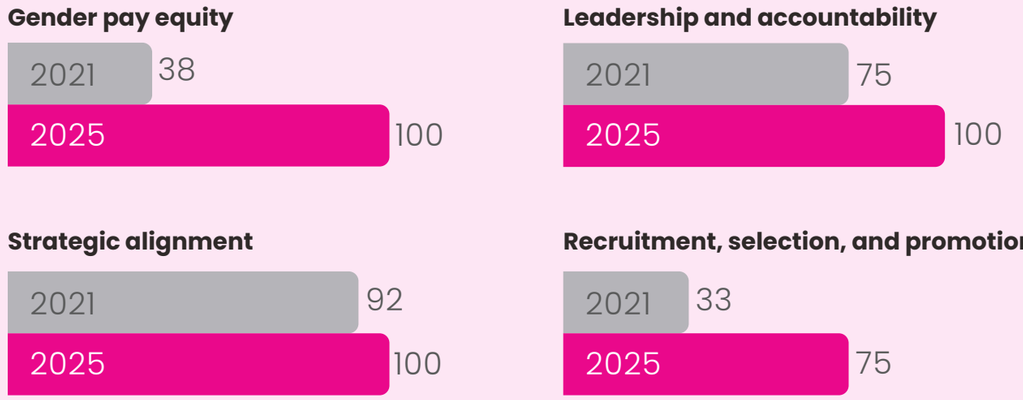
This assessment covered nearly 6,400 staff in 2021 and more than 7,100 staff in 2025, enabling us to track progress on gender equality and respectful workplace practices. As the sole agriculture-sector representative among member firms of the Indonesia Business Coalition for Women Empowerment (IBCWE), we contribute to sector-wide learning and benchmarking.

Between the first and second assessments, eight out of ten focus areas improved, with several achieving transformative gains. This is a direct result of our work to close pay gaps, strengthen executive ownership of gender outcomes and fully embed gender equality into our business strategy. We consistently perform above country benchmarks across most focus areas.

However, mid-level management representation and workplace gender equality training remain areas for continued focus. While we have seen substantial strengthening of equitable talent practices, we know there is still room to improve. Our gender committees play an important role in providing structured oversight and accountability for gender equality at the operational level. As we expand their coverage across all global operations, we are confident we can continue to drive equitable outcomes across our workforce.

We are also advancing inclusive leadership through structured talent development and succession planning. By 2030, we aim to achieve at least 30% representation of women in managerial roles, supported by gender-balanced succession planning and leadership pathways. In 2025, we saw modest progress toward this target with a 2% growth from the previous year.

GEARS Strategic and Policy Results



Indicator	Score	Note
Leading practice	76 to 100	Comprehensively addresses gender equality by taking an integrated approach
Strategic	51 to 75	Organisation wide alignment of gender equality in support of business goals
Active	26 to 30	Turns ideas into action supported by communicating a commitment to gender equality
Meeting minimum standards	0 to 25	Compliant with national laws and regulations

Global Employee Gender Profile		
Level	**Male**	**Female**
Board[1]	75%	25%*
Senior Management	78%	22%
Middle Management	80%	20%
Junior Management	81%	19%

Category	Ratio of Basic Salary of Women to Men		
Country	**Indonesia**	**India**	**China**
Staff	1:1.04	1:1.22	1:1.02
Middle Management	1:1.03	1:1.47	1:1
Senior Management	1:1.04	1:1.05	-

[1]In 2025, two of our Board Directors were women, representing 25% of the Board.
*The sustainability information has been externally assured for FY2025.

Building Support Systems

We have implemented Gender Committees across both upstream and downstream operations, supported by gender-focused training and workshops. These committees provide trusted channels for raising concerns, investigating complaints, and ensuring appropriate follow-up. In 2025, Gender Committees were operational across 100% of Indonesian operations. Our next step is to ensure coverage across all corporate functions and global offices by the end of 2026.

Engagement and Voice

Employee engagement is central to building a resilient and inclusive organisation. It is about creating an environment where employees feel informed, heard, valued, and connected to the organisation's purpose.

Amplifying Voices

Our One GAR platform connects employees across regions, providing access to policies, events, the internal calendar, and engagement tools such as polls and employee storytelling. One GAR and our broader internal communications efforts actively amplify employee voices, featuring stories which highlight the experiences, contributions, and perspectives of our people from across our operations, functions, and geographies. Sharing these narratives helps foster a stronger sense of belonging, encourages cross-functional understanding, and reinforces how individual roles contribute to our broader business and sustainability agenda.

We continue to strengthen this approach by expanding the diversity of voices represented, refining how we communicate, and encouraging greater employee participation. Our internal platforms are designed to support a two-way engagement, creating opportunities for employees to provide feedback, exchange ideas, and participate more actively in the life of the organisation.

Understanding employee experience allows us to move from compliance to meaningful change. We use multiple mechanisms to capture employee insights and translate them into action through structured discussions between Human Resources teams and business leaders. These discussions combine survey results with feedback from town halls and other engagement channels to identify priority actions to improve our approach to people.

Employee Survey

First conducted in 2021, the biannual Employee Survey has evolved into a strategic platform for continuous dialogue, enabling GAR to move from measurement to action, ownership, and ultimately a data-driven engagement culture. Conducted through a fully anonymous digital platform, the survey ensures psychological safety and encourages honest feedback, with insights validated through focus group discussions and leadership-led action plans.

The 2025 survey demonstrated strong organisational health, achieving high participation and engagement scores which exceeded external benchmarks across Indonesia, Southeast Asia, and global standards. More than 12,000 employees' comments were received, three times the volume in 2023.

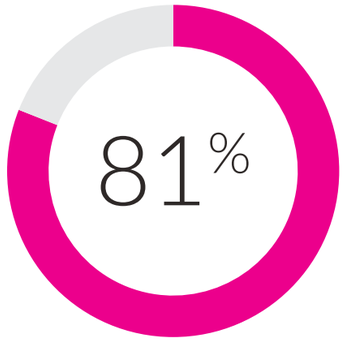
The survey assessed seven key engagement drivers, including satisfaction, leadership, growth opportunities, recognition, and work environment. These were evaluated based on behavioural indicators, SAY, STAY, and STRIVE, reflecting advocacy, belonging, and motivation.

Across global operations, engagement levels remained stable. The results highlighted notable improvements in technology adoption, satisfaction, and strategic alignment. Feedback has also shifted from compensation concerns toward career growth, learning and development, reflecting increased confidence in remuneration and benefits. However, career progression, training effectiveness, and access to tools and systems remain key areas for improvement.

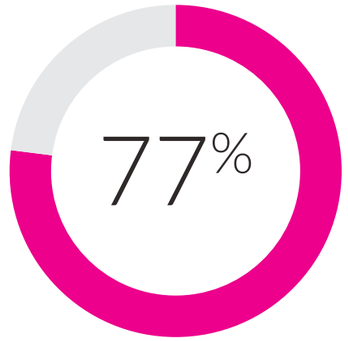
Indonesia results reinforced overall positive engagement and alignment but highlighted more pronounced operational and execution challenges. While employees demonstrate strong motivation and commitment, feedback indicates greater constraints in tools, processes, and coordination, resulting in a gap between engagement and day-to-day enablement.

As the programme evolves toward a global, continuous engagement model by 2027, it will leverage digital tools and analytics to strengthen leadership capability, improve employee enablement, and embed a culture of continuous improvement and long-term sustainability.

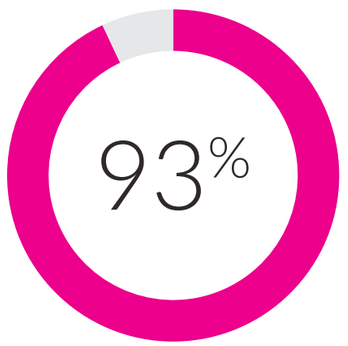
Employee Survey Results



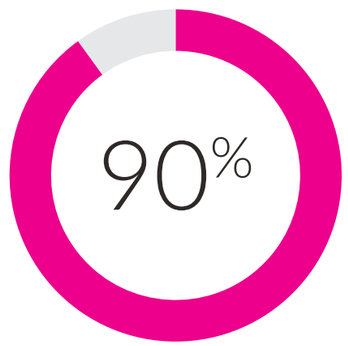
Global participation rate



Global engagement rate



Indonesia participation rate



Indonesia engagement rate

Worker Voice

Building on the success of our employee survey, we piloted our third-party Worker Voice survey across 32 sites spanning 11 subsidiaries in Indonesia, capturing direct insights into employee well-being and rights. The survey generated over 5,700 responses, providing valuable data to assess workplace conditions beyond our standard compliance indicators.

The findings signal overall strength in our compliance systems, but there is work to be done across some key areas to close the gap between policy provision and on-the-ground execution. We are pleased to learn that scores related to respect for children's rights are consistently high across all facilities, indicating strong confidence that underage employment is not occurring. This reflects the positive impact of our investments in strengthening childcare centres and educational facilities, which support workers' families and help prevent child labour in the workplace.

At the same time, the survey highlighted several areas where we can further strengthen our approach. Employees see opportunities to increase confidence in using existing policies and mechanisms, particularly around engagement, freedom of association, harassment, and grievance. Feedback also shows that mill workers report slightly lower confidence than estate workers, suggesting the need for more targeted support for mill sites. In addition, insights from female and long-tenured employees point to opportunities to further enhance representation, inclusion, and psychological safety, which will inform our future action plans.

These demographic insights are particularly important, as they help us move from general compliance to targeted, risk-based interventions. The results are now directly informing our action plans, including refinements to our grievance mechanisms and strengthened accountability at the site level. We are progressing toward the global rollout of mandatory annual human rights training, alongside targeted initiatives to address managerial consistency and the demographic gaps identified in the survey.

Key actions include expanding access to training and development programmes, particularly for employees in remote operational areas, and enhancing digital learning platforms to improve accessibility and reach. We are also increasing cross-functional and cross-career opportunities to support employee mobility and long-term development.

Investing In Our People

We invest in skills development, leadership capability, and learning pathways across all levels of the organisation. In 2025, we invested US$6.8 million in training and development across our Indonesian operations, reaching 10,000 employees and delivering an average of 22 training hours per employee globally.

Our primary focus is on developing talent from within, while selectively recruiting experienced professionals to strengthen leadership capability and support business continuity. This is supported by improvements in talent assessment systems, ensuring alignment across recruitment, development, and succession planning.

We tailor our programmes to address the issues most material to our business. To reinforce our commitment to human rights protection, we delivered training to more than 180 leaders, in partnership with the ILO and other industry experts, on protecting human rights across our workforce and supply chain.

We combine these structured programmes with accessible learning tools. Leadership development is supported through initiatives such as the Managing STARs Workshop, which helps managers build strong, engaged teams grounded in shared values. At the same time, the SMILE digital learning platform continues to broaden access to skills development across Indonesia. We plan to extend its reach across the wider organisation. Investment in learning also extends to our research institution, the SMART Research Institute. Here, we conduct ongoing training and academic development to strengthen scientific capability and contribute to innovation and sustainability across the palm oil sector.

Development is closely linked to individual performance and progression. Through the Objective and Key Results framework, we align individual and team objectives with business priorities, giving employees greater clarity on how their work contributes to shared goals. This is reinforced through regular career development conversations and performance reviews, supported by our Workday Human Resources platform. This ensures feedback is timely and growth opportunities are clearly identified.

Leadership Development

Preparing leaders through structured programmes and external partnerships.

Operational Workforce

Upskilling and reskilling to ensure our employees are equipped to utilise new technologies and improve productivity.

Early Talent Pipeline

Engaging with universities, schools, and local communities to promote career opportunities within GAR through scholarships, internships, and early exposure programmes.

GAR Training Hours

Level	Average Training Hours
Staff	24
Middle Management	12
Senior Management	13

Gender	Average Training Hours
Male	18
Female	22

Training data covers regular short-duration learning and development programmes. Longer-term development programmes lasting more than three months, including on-the-job and field training for selected individuals and fresh graduates, are excluded from this dataset.

Upholding Rights in Our Supply Chain

Respecting human rights does not stop at our own operations. It extends across our supply chain, where we work with suppliers to strengthen labour standards, build capability, and embed accountability in practice.

Our approach is grounded in partnership. A key part of this is the establishment of Human Rights Agents within our supplier network. These individuals act as dedicated focal points, responsible for implementing and upholding human rights standards in line with our HRDD approach. They play a critical role in translating policy into practice and ensuring accountability at the operational level.

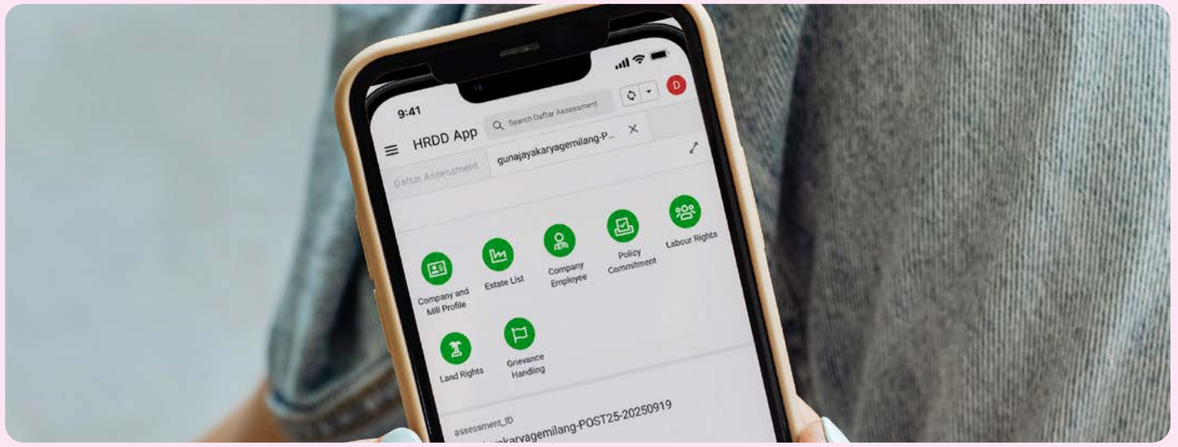
Through digital tools, targeted training, and recognition of strong performance, we support suppliers to move beyond compliance, building the systems and knowledge needed to uphold human rights consistently.

Safeguarding Children

We maintain a clear and uncompromising position across our business: child labour and forced labour are not tolerated, as outlined by our No Exploitation commitment under **GSEP**. Within our Indonesian operations, employment is governed by strict regulations, including a minimum working age of 18 and the principle of freely chosen employment. This ensures that workers have the autonomy to decide whether to work, the type of work they undertake, and the conditions under which they are employed. Recruitment processes include robust identity verification, and workers are never required to surrender personal documents or pay deposits as a condition of employment.

All suppliers are required to meet these same standards through risk-based assessments, ongoing engagement, and follow-up actions. We work with suppliers to strengthen labour practices and address issues where they arise. This supports continuous improvement and shared accountability across the value chain, rather than one-off compliance. For more information on our approach to responsible sourcing, please see page 43.

As part of this commitment, we aim to assess 100% of suppliers for compliance with No Child Labour requirements and to act decisively on any identified violations.



SMART ACT: Powering HRDD Across the Supply Chain

In 2025, we introduced the SMART ACT (Assess, Communicate, and Transform) app as our central tool for implementing HRDD across the supply chain. Developed internally and accessible on laptops and mobile devices, it enables consistent recording, assessment, and management of human rights data.

SMART ACT operationalises HRDD through an assessment framework based on key questions addressing GAR's salient risks. These are organised across four areas: policy commitment, land rights, labour rights, and grievance handling, providing a comprehensive view of supplier performance.

In practice, suppliers complete a two-stage process, a pre-assessment for initial data capture and a post-assessment for deeper validation. The system collects workforce data, certifications, policies, and supporting evidence. Results are consolidated into an HRDD score, categorised as low, moderate, or high, reflecting organisational maturity and informing targeted engagement and capacity building.

To ensure reliability, submissions undergo document verification. Top-performing companies are shortlisted for site visits, enabling on-the-ground validation and final evaluation, including recognition through initiatives such as the SMART Social and Environmental Excellence Development programme.

In 2025, 71 companies representing 81 mills participated in SMART ACT by completing both stages of our HRDD assessment process. Six companies were recognised for outstanding human rights performance through our new screening process, which provides a platform to reward positive performance, reinforce accountability, and support continuous improvement across our supply chain.

Partnership and Collaboration

Partnership is a critical enabler of progress in complex supply chains. To date, we have partnered with civil society organisations to deliver targeted human rights workshops reaching over 300 participants from more than 400 suppliers, with a particular focus on child labour prevention. These engagements have led to strengthened supplier labour policies and updated standard operating procedures, embedding clearer expectations around fair working conditions and ethical recruitment.

Looking ahead, we have set an ambition to establish five strategic partnerships focused on social sustainability and responsible sourcing by the end of 2027. We are making strong progress, with key partnerships already renewed and expanded — including our Sawit Terampil programme and our collaboration with ADM Cares, which has extended into downstream communities. These renewals reflect our partners' shared confidence in the value of long-term collaboration. Alongside these, our co-funding partnership with Nestlé, L'Oréal, and Neste is aligned with a shared commitment to advancing human rights due diligence throughout the supply chain. Through these partnerships, we are working to systematically identify and address labour and social risks across our supplier network, strengthening the capacity of mills and suppliers to uphold human rights best practices at every level of the supply chain. Our collaboration with implementing partners such as the International Labour Organization, Winrock International, Earthworm Foundation and Dignity in Work for All further reinforces this commitment, bringing technical expertise and on the ground support to help suppliers develop robust due diligence systems and take meaningful corrective action.

Beyond renewing existing commitments, we are developing a pipeline of new partnerships that go beyond funding, bringing together leading academic institutions and innovative climate tech firms to drive collaborative research and evidence-based solutions. A key example is our recently signed strategic collaboration to advance high-integrity forest carbon measurement tailored to Southeast Asia's tropical landscapes, combining scientific expertise with cutting-edge capabilities in AI, satellite imagery, and LiDAR technology. Together, these initiatives reflect our evolving approach toward deeper, more strategic alliances that drive systemic and lasting change across our supply chain and the landscapes we operate in.

Scaling Knowledge

We prioritise engagement, training, and capacity building, rather than relying on audits and compliance checks alone. We support suppliers and ourselves to better understand risk, improve day-to-day practices, and embed respect for people into their operations.

We are expanding targeted human rights training across our supplier base, focusing on mills and facilities where risks and leverage are highest. In 2025, our SMART SPOT programme conducted three tailored training sessions on respect for human rights, which reached 100 participants from over 180 mills.

Beyond human rights due diligence, the training extended to a broad range of critical topics, including **GSEP**, Indonesian Sustainable Palm Oil, Occupational Health and Safety, **No Deforestation, No Peat, No Exploitation Implementation Reporting Framework (NDPE IRF)**, child labour prevention, and fair labour practices. These sessions collectively drew more than 280 participants from over 400 mills.

Through direct engagement, we are strengthening respect for human rights across the supply chain. This supports our aim to improve labour policies, strengthen health and safety practices, prevent violence, and promote greater respect for local communities.

Safeguarding and Empowering Communities

Building Safe Foundations

We recognise that preventing child labour requires more than rules and enforcement. It demands an understanding of the social and economic pressures families face, as well as practical solutions to address them. Our approach places a strong emphasis on supporting working parents and creating safe, nurturing environments for children across the communities we engage with.

Childcare provision plays a central role in this strategy. Across our estates, Balai Penitipan Anak (BPA) childcare centres offer structured and supervised care during working hours.

Our BPA centres provide a space that supports childcare and working parents, helping them meet the demands of modern family life.

For parents, facilities like these are lifesavers that make it easier to focus on work while ensuring their children are safe and receive reliable childcare.

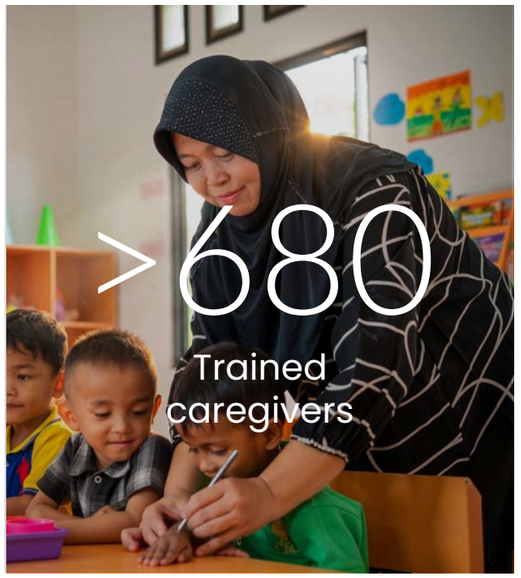
Through **Collective for Impact**, we are strengthening and standardising BPA practices across our operations, improving the quality, consistency and accessibility of these services. A key focus is to enhance caregiver capabilities through better resources and stronger training. Training covers BPA guidelines and principles, child-centred care, developmental stages, child assessment and parenting, facilitation techniques, and continuous improvement planning. In 2025, we achieved 100% training coverage for caregivers across BPA centres.

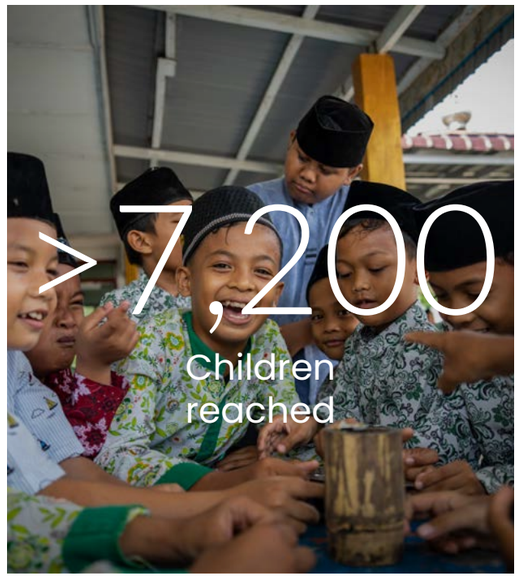
This supports our commitment to children's safety, development, and well-being while reducing the risk of them being drawn into work.

Supporting Early Development

Access to high-quality education plays a critical role in protecting children, their long-term opportunities, and safeguarding against child labour. All children of workers living on our estates receive free education from ages 5 to 15, with subsidised pathways available for higher levels education, alongside free bus services to support attendance. We also facilitate access to education in surrounding communities, aligning with national compulsory education standards. Today, 286 schools across our plantations, from kindergarten to junior high, serve 38,126 students.

Our commitment extends beyond access to learning. We provided school equipment and supplies to over 6,200 students and delivered renovation materials to more than 4,800 individuals, helping create safer and more effective learning environments.





Partnerships Story: Working with PAACLA to Eradicate Child Labour

Eliminating child labour in our industry requires coordinated action across government, industry, and civil society, as the risks are complex and deeply rooted in social and economic conditions. The Partnership in Action Against Child Labour in Agriculture (PAACLA) brings together a diverse coalition of stakeholders in Indonesia, including government agencies, private sector companies, non-governmental organisations, and farmer associations. This platform enables shared learning, coordinated action, and the exchange of data, insights, and good practices to strengthen child labour prevention in agriculture.

As a participant in PAACLA, GAR commits to a shared agenda focused on prevention, protection, and continuous improvement. Members are expected to uphold shared principles, comply with agreed decisions, and act in ways that protect the integrity and credibility of the partnership.

This reinforces consistently high standards and ethical conduct, while creating space for constructive dialogue and continuous learning.

GAR contributes practical field experience, shares lessons learned, and supports the development of more effective, context-specific solutions to prevent child labour. We share data and good practices, provide input into discussions and decision-making, and support the sustainability of the partnership through financial and non-financial contributions. In return, we gain access to information, technical support, and collective expertise that help strengthen our own systems and responses.

Through PAACLA, GAR strengthens its ability to address child labour risks in a more systemic and preventive way, linking policy, community-based interventions, supply chain engagement, and sector-wide collaboration.

Together with our internal programmes and other external partnerships, this work reflects our belief that lasting progress is built through prevention, care, education, and collaboration.

Workplace **Safety**

We believe long-term business success depends on protecting the health, safety, and well-being of our people. Across our plantations, mills, refineries, and logistics operations, we are committed to ensuring that everyone returns home safely.

With many operations in remote and high-risk environments, safety is not only a requirement but also a shared responsibility.

Our approach is built on prevention, continuous learning, and accountability at every level to foster a safety culture that encourages awareness and care for one another, ensuring that everyone returns home safely.

Our Safety Approach

Workplace safety at GAR is underpinned by a structured system combining policy, governance, capability, and continuous improvement. These apply across all our operations, and are designed to prevent accidents, reduce occupational health risks, and protect the well-being of our people.

Our OHS policies are aligned with national and international requirements, including Indonesia's OHS Regulation Number 50 of 2012, as well as recognised certification standards such as the Roundtable on Sustainable Palm Oil, the International Sustainability and Carbon Certification and the Indonesian Sustainable Palm Oil.

In Indonesia, safety governance is implemented through the *Sistem Manajemen Keselamatan dan Kesehatan Kerja* (*SMK3*) framework, which provides a structured approach to managing workplace risks. Each operational site is supported by an OHS Committee (*P2K3*), bringing together representatives from management and the workforce. Each committee meets regularly to review safety performance, identify hazards, oversee training, and investigate incidents. This ensures that continuous improvement is embedded at the site level.

Building Internal Capability

Our policy framework is reinforced by strong internal capability. We have more than 260 trained OHS specialists across our operations; they support the implementation of safety systems through monitoring, training, and compliance activities.

Strengthening Safety Processes

We continue to strengthen safety performance through training, systems, and technology.

Training and Awareness

We deliver regular OHS training for employees, contractors, and partners, supported by internal expertise and collaboration with external institutions such as Indonesia's Ministry of Manpower.

Our impact on people

Target

Enhance the company's safety culture and reduce the Lost Time Injury Frequency Rate (LTIFR) by 50% by 2030, with 2020 as the baseline year.

Action

260
Trained OHS specialists across our operations

100%
Coverage of OHS committees across sites

2,068
Employees, subcontractors and partners included in annual OHS training

24
Incident reporting through D-Safe

Annual Health Risk Assessments further ensure that workplace risks are identified and managed proactively. These are supported by medical personnel and clinics to ensure that safety expectations are clearly understood and consistently applied at all levels.

In remote operational areas, trained security personnel support both employee and community safety. All security personnel undergo certified training covering human rights standards, professional ethics, and responsible conduct.

Digital Reporting and Monitoring

In 2024, we introduced D-Safe, a digital reporting platform that allows employees and third parties to report unsafe conditions via mobile phone or web, for our downstream Indonesia operations. Under this system, incidents must be reported within 24 hours, with investigations completed within two to seven days, depending on severity. In parallel, our internal OHS teams conduct periodic field audits to identify unsafe behaviours and assess site conditions. These direct observations and follow-ups help prevent unsafe behaviour.

Looking Ahead

We are focused on strengthening consistency, capability, and technology use to manage safety. By the end of 2026, we aim to deliver standardised annual safety training to all employees, subcontractors, and on-site partners, ensuring a shared baseline of knowledge and accountability.

Over the same timeframe, we are working towards harmonising incident reporting systems across all operational sites. Our aim is to improve data quality, comparability, and insight.

Beyond training and reporting, we are exploring how technology can further reduce risk in high-hazard environments. By the end of 2027, we plan to begin integrating smart safety solutions, such as wearable sensors and AI-enabled monitoring, into selected high-risk operations. This will support real-time risk detection and proactive intervention.

Global OHS Indicators	2023	2024	2025
Number of fatalities upstream (US)	2	6	8
Rate of fatalities (US)	0.01	0.04	0.04
Number of fatalities (US contractors)	0	0	1
Rate of fatalities (US contractors)	0	0	1
Number of fatalities downstream (DS)	1	1	0
Rate of fatalities (DS)	0.12	0.12	0.00
Number of fatalities (DS contractors)	0	1	0
Rate of fatalities (DS contractors)	0	0.11	0
Number of recordable work-related injuries (US)	445	1,230	2,330
Rate of recordable work-related injuries (per 1,000,000 work hours)	2.48	7.18	12.69
Number of recordable work-related injuries (DS)	3	6	4
Rate of recordable work-related injuries (per 1,000,000 work hours)	0.36	0.72	0.42
Number of recordable work-related injuries (US contractors)	0	0	5
Rate of recordable work-related injuries (US contractors)	0	0	7
Number of recordable work-related injuries (DS contractors)	3	2	4
Rate of recordable work-related injuries (DS contractors)	0.57	0.22	0.32
LTIFR (US)	1.82	3.12	4.47
LTIFR (DS)	0.49	0.84	0.42

Our Performance and Continuous Improvement

Safety performance is shaped over time through learning, discipline, and continuous improvement.

Performance Trends

In 2025, recordable injuries increased compared to 2024, primarily driven by upstream operations, while downstream performance improved. Contractor safety remains a key focus alongside our own operations. Current data trends reflect both the complexity of minimising impacts across our value chain and strengthened incident reporting transparency. Insights from the data are being used to inform additional training and oversight priorities for 2026.

Acknowledging Challenges

We deeply regret that 9 fatalities occurred in connection with our upstream operations in 2025, including one contractor fatality. Each loss is deeply felt and reinforces the importance of strengthening our systems and maintaining vigilance.

All incidents were investigated, with corrective actions implemented to address root causes and reduce the risk of recurrence.

Continuous Improvement

We continue to measure progress against clear, long-term goals. Our target is to reduce the Lost Time Injury Frequency Rate (LTIFR) by 50% across both upstream and downstream operations by the end of 2030, using 2020 as the baseline.

Safety requires continuous commitment. By strengthening systems, improving data quality, and learning openly from incidents, we build safer workplaces today and resilient operations for the future.

In our upstream operations, we conduct a monthly Safety Walk, a proactive initiative designed to identify and address potential hazards before they escalate into incidents. These walks serve as a frontline risk control measure, enabling teams to act swiftly and resolve issues at the earliest opportunity.

Cause of Fatalities	Corrective Actions		
	Short-term	Medium-term	Long-term
Vehicular accident (2 fatalities)	Conduct OHS socialisation session for all new employees. Install speed bumps. Install traffic signage, including speed limits and road hazard indicators.	Conduct regular inspections of vehicle conditions and assess drivers' fitness and qualifications. Provide periodic refresher training on safe driving practices and adherence to speed limits.	Enhance monitoring to ensure proper implementation of safety procedures and Standard Operating Procedures (SOPs). Install permanent road lighting and improve road infrastructure.
Safety procedure lapse due to unsafe action and unsafe condition (5 fatalities)	Conduct safety inductions and briefings for all personnel and vendors working on site. Improve safety infrastructure by maintaining clear access paths and updating safety signage. Verify the certification of Safety Officers and contractor supervisors.	Reinforce adherence to SOPs to ensure compliance. Integrate risk evaluation into job order and vendor processes. Enhance safety measures in high-risk operational zones with engineered controls.	Roll out a structured safety and machine-related safety training programme for all personnel and vendors working on site. Establish risk control mechanisms and conduct safety audits for high-risk activities.
Sudden death (2 fatalities, including one contractor)	Ensure periodic medical check-ups are completed. Refer workers with symptoms for further consultation.	Strengthen medical surveillance and fitness-for-work monitoring, including follow-up for workers with identified health risks.	Strengthen preventive occupational health monitoring and clinical readiness, including capabilities for early detection and response.

Febriana Supriati
OHS Officer

Safety First: Championing OHS in Palm Oil Operations

In the bustling world of palm oil production, from the hum of busy mills to the rhythm of boots on the plantation floor, one thing remains non-negotiable: safety. Leading the charge in this vital effort is Febriana Supriati, an OHS officer dedicated to safeguarding workers across plantations and mills. With over a decade of experience, Febriana has tackled one of the industry's toughest challenges – changing mindsets.

Safety isn't just about following rules; it's about transforming behaviours, eliminating risks, and ensuring no one is left behind.

A day in the life: Where safety begins

For Febriana, workplace safety starts with solid policies and effective implementation. Her role takes her to plantations and mills where she supervises and assesses the application of OHS policies and regulations. On-site, she works closely with unit leaders and the sustainability team to review safety measures, identify gaps, and provide technical training and recommendations for improving safety practices. "Workplace safety is about awareness. A single missed risk can lead to an accident," she explains.

Making safety a shared responsibility

To build a safety-first culture, Febriana works to make safety relatable and practical. Through regular training and ongoing engagement, she helps workers and supervisors identify hazards early and develop safe work habits. Changing habits takes time, but Febriana's hands-on approach and consistent follow-ups ensure that safety becomes ingrained in daily practices. She also emphasises the importance of worker involvement. "People are more likely to follow safety measures when they understand why they matter," she says. By encouraging workers to voice safety concerns and participate in safety trials, she ensures that new protocols are both effective and practical.

Preventing accidents before they happen

While Febriana may not have one defining life-saving moment, she knows her work prevents accidents before they happen. At GAR, high-risk tasks, such as working at height or handling high-voltage equipment, require strict safety protocols. Febriana provides specialised training to ensure that workers are well-prepared to manage these risks.

A critical safety measure is the work permit, issued by the Safety Officer at each unit. This permit confirms that risk assessments are complete, that preventive measures are in place, and workers are trained before tackling high-risk tasks. These steps help prevent accidents. For machinery tasks, strict Lock Out Tag Out procedures are followed to ensure equipment is fully shut down before maintenance. This procedure involves physically locking the power source and tagging it to prevent accidental reactivation.

Responsible Business Conduct and Ethics

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Responsible Business Conduct **and Ethics**

Strong governance is essential to achieving our long-term vision to create responsible agricultural products, supporting a more resilient and equitable future. We are committed to upholding the highest ethical standards across our operations and supply chain, supported by accountability and oversight at the highest organisational level. We focus on creating a more robust and sustainable agricultural industry through leadership that is grounded in responsibility, trust, and long-term value.

Board Leadership

Our Board, led by Chairman and Chief Executive Officer Mr Franky O. Widjaja, comprises eight members, including five non-executive independent directors. Our non-executive independent directors bring diverse experiences across industries ranging from real estate to finance, fostering innovation and providing objective oversight in corporate decision-making. Female Board representation currently stands at 25%. For more details, please see our website, **GAR Annual Report.**

We comply with legal and regulatory requirements across all jurisdictions in which we operate. This provides the foundation for our broader commitment to transparency, accountability, responsible business practice, and continuous improvement. We provide regular updates on key issues within the **GAR Social and Environmental Policy (GSEP)** and **Collective for Impact** via our sustainability reporting and disclosures. This is supported by both our annual and sustainability reports, as well as our participation in external disclosure platforms such as the Carbon Disclosure Project (CDP) and the Sustainability Policy Transparency Toolkit (SPOTT). We also monitor and report progress against our No Deforestation, No Peat, and No Exploitation (NDPE) commitments through the NDPE Implementation Reporting Framework (see page 40 for more). These disclosures enable stakeholders to assess our performance, track progress, and hold us accountable.

Chairman and CEO
Mr Franky Oesman Widjaja

3
Executive Directors

5
Non-Executive Independent Directors

25%* Female Board Representation

*The sustainability information has been externally assured for FY2025.

Ethics and Our Code of Conduct

We conduct our business with integrity and in full compliance with anti-bribery and anti-corruption legislation. In 2025, we had no significant cases of bribery or corruption reported. GAR does not engage in political spending or lobbying.

The **Code of Conduct** is communicated to new hires during onboarding and reinforced annually to all employees through mandatory ethics training and Integrity Pacts signed by the Board.

Business Code of Conduct

Our Code of Conduct sets out clear expectations for ethical behaviour across our everyday business operations. It reinforces our commitments to fair employment practices, diversity and inclusion, and zero tolerance for discrimination, harassment, and abuse.

Whistleblowing

We have confidential whistleblowing channels and are committed to no retaliation for reporting concerns. Our internal audit teams investigate all complaints, and violations of our Code of Conduct and other internal policies are sanctioned appropriately. The investigation outcomes are reported to the Audit Committee, where escalation is required.

Supplier Code of Conduct

All suppliers are required to comply with the **Supplier Code of Conduct**. The Supplier Code of Conduct aligns with the **GSEP** principles of No Deforestation, No Peat, and No Exploitation, and with our commitments to good governance, transparency, and continuous improvement in managing material sustainability matters. It is provided to suppliers during onboarding, when they are required to acknowledge and agree to its terms. They renew their commitment every two years.

Cybersecurity and Data Privacy

Cyber Resilience

Cybersecurity and data privacy are critical business priorities at GAR. Our IT team leads cyber resilience efforts under the guidance of the Chief Information Officer (CIO), who reports critical cybersecurity and data protection matters to the Executive Director for Business Strategy, Transformation and People. GAR's cybersecurity programme is aligned with leading global frameworks, including the National Institute of Standards and Technology Cybersecurity Framework (NIST CSF) and MITRE ATT&CK. We follow industry best practices to maintain high system availability, minimal downtime, and strong recovery capabilities.

As cybersecurity threats have evolved and intensified over the last few years, the Group has progressively implemented best-in-class solutions to address data and cybersecurity risks. The Group adopts a holistic approach in its cybersecurity initiatives, considering not only the information technology perspective but also risk and compliance aspects to ensure that controls and mitigations are adequately established. We have progressively implemented best-in-class solutions that address data and cybersecurity risk.

Data Protection

We are committed to complying with data protection and privacy regulations across all our operating markets, including the General Data Protection Regulation (GDPR) in Europe, the Personal Information Protection Law (PIPL) in China, and personal data protection regulations in Indonesia, Singapore, and Malaysia. Our IT and data governance policies are regularly reviewed and updated to ensure ongoing legal and regulatory compliance. Mandatory cybersecurity and data privacy awareness training is provided to all employees, and clear reporting channels are in place to enable employees to raise cyber or privacy concerns in a timely manner. These measures support a culture of awareness, accountability, and timely escalation. GAR's Internal Privacy Policy provides guidance to employees on the appropriate handling, storage, and processing of personal and sensitive data. Our External Group Privacy Policy outlines how personal data is collected, used, disclosed, and protected, and the rights of individuals. Our policies and measures help safeguard personal data, manage privacy risks, and maintain trust with employees, customers, and other stakeholders.

Compliance Performance

GAR experienced no substantiated privacy complaints or data breaches during the reporting period, including none related to breaches or complaints originating in prior years. In addition, GAR recorded zero data breaches involving the leak, theft, or loss of customer or personal data. These outcomes reflect the effectiveness of GAR's cybersecurity governance framework, employee awareness programmes, and data protection controls across all operational locations.

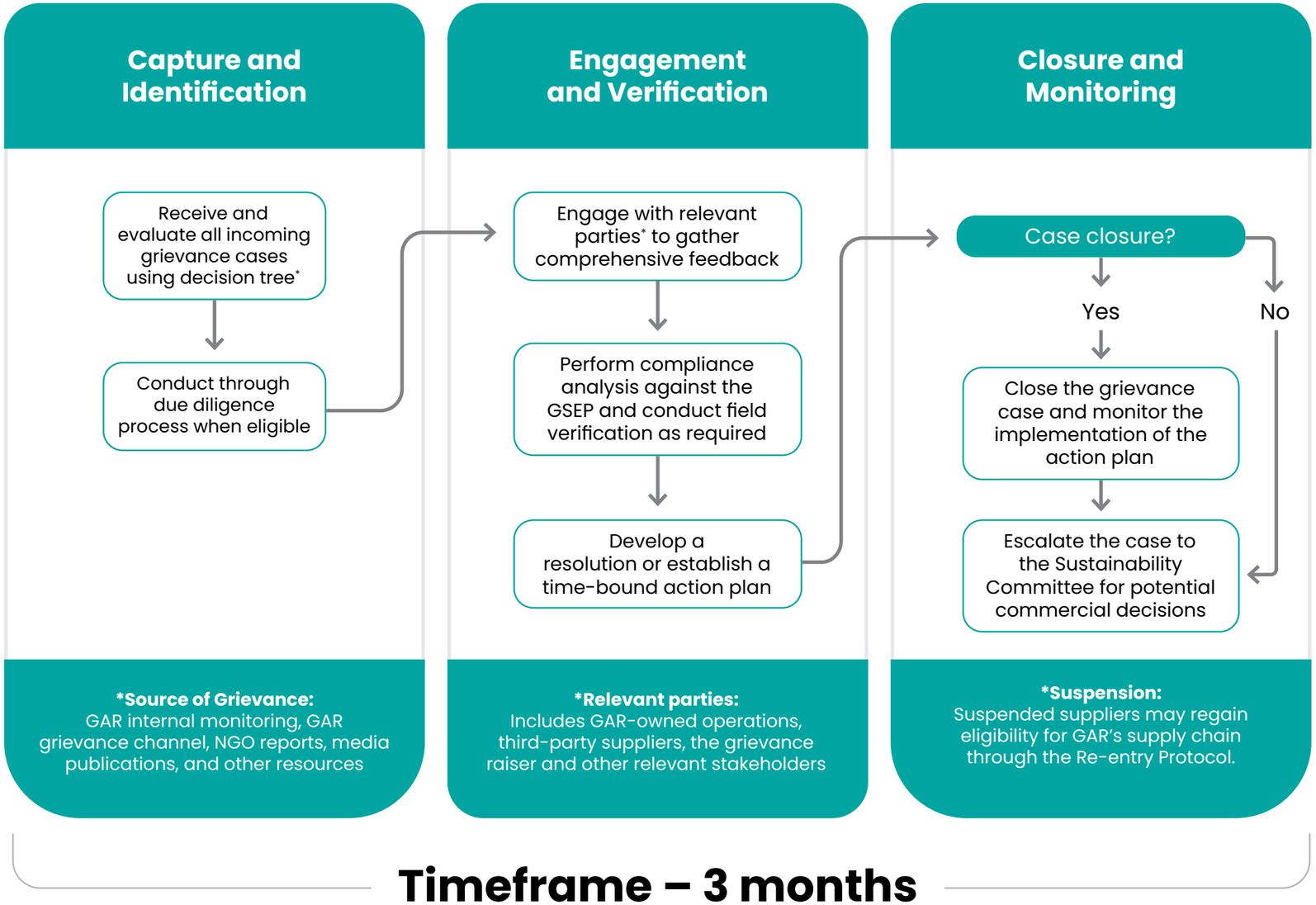
Grievance Handling

GAR is committed to transparency, accountability, and inclusive stakeholder dialogue.

We launched our first Grievance Procedure in 2015 to respond effectively to stakeholder concerns and guide both management and employees in grievance handling. In 2025, we refreshed this process to streamline the approach and enhance our ability to respond to grievances more effectively. It applies to GAR's global operations and all third-party suppliers, covering all key material issues, including supplier-related concerns and supply chain practices. The Grievance Procedure encourages open and inclusive conversations, reinforcing our approach to engaging with our stakeholders to ensure thorough resolution and effective corrective action.

Since we began monitoring grievances in 2015, we have logged 175 grievances and resolved 98% of them. The majority of our grievance cases are linked to our NDPE commitments, with additional issues including traceability and sourcing, Free, Prior, and Informed Consent (FPIC), human rights concerns, and other operational matters. The remaining open cases are at different stages of resolution, investigation, stakeholder dialogue, or pending verification. On our website, we regularly publish a comprehensive list of open and resolved grievances.

Our Grievance Process



Safeguarding Consumers

To ensure we consistently deliver high-quality, trusted products across our markets, safeguarding consumers begins from the start of the value chain. We work closely with our partners to manage disruption arising from geopolitical, climate and supply chain pressures to maintain continuity and product integrity for our customers. In parallel, we are dedicated to supporting our customers in complying with evolving food safety and sustainability regulations and achieving their Scope 3 emissions-reduction commitments. To strengthen our performance, we focus on three priority areas:

Our safeguarding priorities

- **Maintaining zero food incidents**
- **Addressing emerging safety risks**
- **Supporting our customers**

Fransisca Tedjo
Head of National Quality
Food Safety

Committed to Food Safety and Quality

At GAR, we are hands-on when it comes to food safety and quality. We take ownership across the entire value chain, because getting it right isn't optional. In 2025, that focus delivered real results, with zero food safety incidents or recalls across our downstream operations.

One of our biggest priorities was tackling contamination risks head-on. We launched our "zero foreign bodies" campaign with a clear ambition: zero defects and zero compromise. This is about moving GAR beyond compliance and building a culture where quality is non-negotiable.

At the same time, we are staying ahead of emerging risks, particularly around contaminants like MOSH and MOAH. Even without clear regulation, we are already acting, working closely with our customers to anticipate expectations and deliver with confidence.

For us, food safety runs through our entire supply chain. We hold ourselves to the highest standards, and we expect the same from our partners. That means rigorous supplier audits, clear accountability, and a shared commitment to a zero-complaints mindset.

We are also accelerating the use of technology to strengthen our controls, from AI tools that track regulatory changes to vision systems that detect even the smallest defects on our lines.

Our ambition is clear: to be world-class in food safety and quality. Because that's what our customers expect, and it's what we demand of ourselves.

"Ensuring safe, high-quality food is a shared responsibility. At Golden Agri-Resources, we embed rigorous food safety standards throughout our value chain as part of our commitment to sustainable and responsible business."

Maintaining Zero Food Safety Incidents

Supported by our broader ambition to achieve zero food safety incidents across operations, we are committed to eliminating defects and safeguarding against foreign bodies in our production.

We have strengthened our approach to supplier engagement and quality control to ensure that food safety is managed across the entire value chain, including by suppliers.

Our supplier management processes include comprehensive supplier audits prior to onboarding and throughout engagement, clear food safety and quality requirements aligned with GAR standards and immediate action on non-compliance, including supplier disqualification where necessary. These efforts support our commitment to passing all customer audits and certifications with zero major findings, reinforcing trust and accountability across our operations. In addition, we are expanding the use of automated inspection and digitalisation tools in our supplier base, including advanced visual inspection systems and digital batch coding verification, to enhance detection accuracy and consistency. These systems are supported by routine quality assurance processes, including quarterly verification exercises.

We are integrating these technologies into our broader data infrastructure, including Laboratory Information Management Systems (LIMS) and SAP platforms, to improve traceability, enable real-time monitoring, and enhance data accuracy across the value chain.

This combination of strengthened supplier governance, technology deployment, and continuous monitoring is underpinned by a culture of operational excellence. Guided by a "1% better every day" mindset, we continuously benchmark and apply industry best practices to drive incremental improvements. Together, these efforts reinforce our ambition to achieve zero food safety incidents and deliver consistently safe, high-quality products to our customers.

Addressing Emerging Food Safety Risks

In response to evolving regulatory and scientific developments, we actively monitor and respond to these food safety risks to ensure our products remain compliant and safe across all markets. Food safety risks are often systemic and interconnected, requiring integrated management across the full value chain, from mills and sourcing through to refining, processing, and packaging and close collaboration with both suppliers and customers. Increasingly, this requires a forward-looking approach, with a growing emphasis on end-to-end traceability, including the adoption of digital solutions such as blockchain, geolocation mapping of supply chains, and the segregation of compliant raw materials to meet emerging regulatory requirements such as the European Union Deforestation Regulation (EUDR).

A key area of focus is the presence of mineral oil hydrocarbons, MOSH (Mineral Oil Saturated Hydrocarbons) and MOAH (Mineral Oil Aromatic Hydrocarbons). These substances can enter products at multiple points in the supply chain, making them complex to manage. In response, we have implemented structured mitigation plans across the value chain, supported by investment in expanded testing capacity and advanced analytical technologies to improve detection, monitoring, and control.

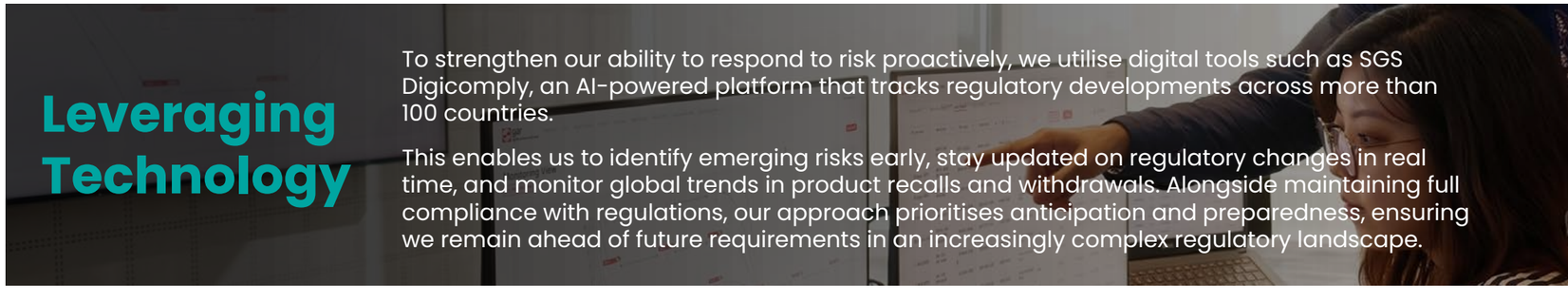
We also collaborate with key customers and industry peers to align with emerging best practices and stay ahead of evolving regulatory developments in this area.

Supporting Customers

We support our customers by helping them navigate evolving regulatory and sustainability requirements while maintaining high levels of product quality.

We are dedicated to working closely with customers to support compliance with evolving sustainability requirements and ensure product readiness for regulated markets. This includes addressing key regulations such as the EUDR, supporting Scope 3 emissions reductions, and developing product carbon footprints (PCF) across our portfolio to strengthen transparency and regulatory readiness.

We have established specialised customer service teams to enhance responsiveness, strengthen engagement, and ensure the timely resolution of customer issues. In parallel, we continue to expand service and innovation capabilities through the execution of large-scale customer technical support initiatives and the development of co-creation projects with key customers to deliver tailored, market-relevant solutions. We have consistently received strong satisfaction scores for product quality and service through annual surveys conducted under our ISO 9001:2015-certified quality management system, and we use this feedback to identify opportunities for improvement.



Leveraging Technology

To strengthen our ability to respond to risk proactively, we utilise digital tools such as SGS Digicomply, an AI-powered platform that tracks regulatory developments across more than 100 countries.

This enables us to identify emerging risks early, stay updated on regulatory changes in real time, and monitor global trends in product recalls and withdrawals. Alongside maintaining full compliance with regulations, our approach prioritises anticipation and preparedness, ensuring we remain ahead of future requirements in an increasingly complex regulatory landscape.

Strengthening Quality, Food Safety, and Compliance

Our three priority areas are supported by robust quality management systems, strong operational controls, and continuous investment in food safety, compliance, and innovation. These systems align with our QFS Excellence pillar and are benchmarked against global best-in-class food safety standards, ensuring consistency and credibility across our operations. Our approach is focused on outcome-based performance, while maintaining a disciplined balance between quality, cost, and operational efficiency, enabling us to deliver high standards at scale in an increasingly complex operating environment.

This is built on by continued investment in our technical and organisational capabilities. We are enhancing our analytical testing capabilities, including advanced techniques such as Gas Chromatography, Liquid Chromatography, Nuclear Magnetic Resonance, and Near Infrared Spectroscopy, to improve detection accuracy and support evolving regulatory requirements. At the same time, we are building future-ready talent pipelines, ensuring the organisation is equipped to meet future challenges.

Health and Food Safety Integration

We systematically assess the health and food safety impacts of our products across their full lifecycle, from design and manufacturing to storage and distribution. During the reporting period, all significant product categories underwent assessment. Insights from these assessments are used to continuously improve product quality, food safety controls, and customer information.

We maintain rigorous traceability systems, including detailed documentation of expiry dates, batch data, and supply chain tracking, ensuring compliance with regulatory requirements across all markets. These systems are further reinforced by adopting blockchain-based food safety solutions and integrating digital platforms, including LIMS and enterprise resource planning (ERP) systems, thereby enhancing end-to-end traceability and data integrity. In parallel, we are advancing real-time monitoring and data-driven decision-making capabilities, enabling faster response times and improved risk management across the value chain.

In 2025, we built on our food safety systems by supporting our Tarjun refinery in achieving FSSC 22000 certification, an internationally recognised standard that builds on ISO 22000 and enhances food safety management and regulatory compliance.

As a direct result of our management systems, we recorded zero incidents of non-compliance with product health and safety regulations that resulted in fines or penalties, no official warnings from regulators and no breaches of voluntary health, food safety, or quality codes. This reflects the strength of our governance systems and our commitment to maintaining the highest standards.

Zero

Incidents of non-compliance with product health and safety regulations in 2025.

Protecting Our Customers

Our Laboratory Information Management System (LIMS) is a dedicated IT platform that streamlines and centralises our laboratory activities, from data management to quality control, enabling more accurate and efficient food safety testing. We don't take food safety lightly, which is why we've built robust systems to ensure every test is tracked, verified, and held to the highest standard.

With LIMS, we've replaced manual record-keeping with a fully digital, centralised system. This results in faster decisions, fewer mistakes, better traceability, and greater confidence in the products we deliver. The system also enables seamless integration with our other data management platforms, enhancing data accuracy, end-to-end traceability, and compliance reporting. Together, these capabilities form a key part of our ongoing investment in digital innovation, ensuring we remain responsive to evolving regulatory requirements and customer expectations.

Certifying Food Safety

Indonesia	
Certification	**Facilities/products**
ISO 9001 Quality Management Systems	6 Refineries and 1 Biodiesel/Glycerine Plant
ISO 14001 for Environmental Management Systems (EMS)	6 Refineries and 1 Biodiesel/Glycerine Plant
FSSC 22000 (recognised by Global Food Safety Initiative)	4 Refineries
ISO 22000 Food Safety Management Systems	2 Refineries and 1 Biodiesel/Glycerine Plant
ISO 45001 (OHS Management Systems)	6 Refineries and 1 Biodiesel/Glycerine Plant
ISO 50001 (Energy Management Systems)	5 Refineries
BPOM (Indonesian National Agency of Drug and Food Control) and BPOM CPPOB (Good Manufacturing Practices for Processed Food)	6 Refineries and 1 Biodiesel/Glycerine Plant
SMETA Four Pillar Audited	6 Refineries
Halal	6 Refineries and 1 Biodiesel/Glycerine Plant
Kosher	6 Refineries and 1 Biodiesel/Glycerine Plant
ISCC EU	6 Refineries and 1 Biodiesel/Glycerine Plant
RSPO Supply Chain Certification	6 Refineries
GMP+ Feed Safety Assurance Module 2020 - Production of Feed Materials	PKE, PFAD, and PKFAD products at 4 Refineries and the Trading Department
ISCC-Logistic Centre	Trading Department
SNI (Indonesian National Standard)	Margarine and Cooking Oil Products
KAN ISO 17025 Accredited Laboratory	4 Refineries and Biodiesel/Glycerine Plant
Qualified Importer Certification (QIC) under the Food Safety Modernisation Act (FSMA)	5 Refineries
EFfCI (European Federation for Cosmetic Ingredients)	1 biodiesel plant
TKDN (Tingkat Komponen Dalam Negeri)	1 Refinery and 1 Biodiesel/Glycerine Plant
Vegan Certificate	Margarine Cake and Margarine Consumer

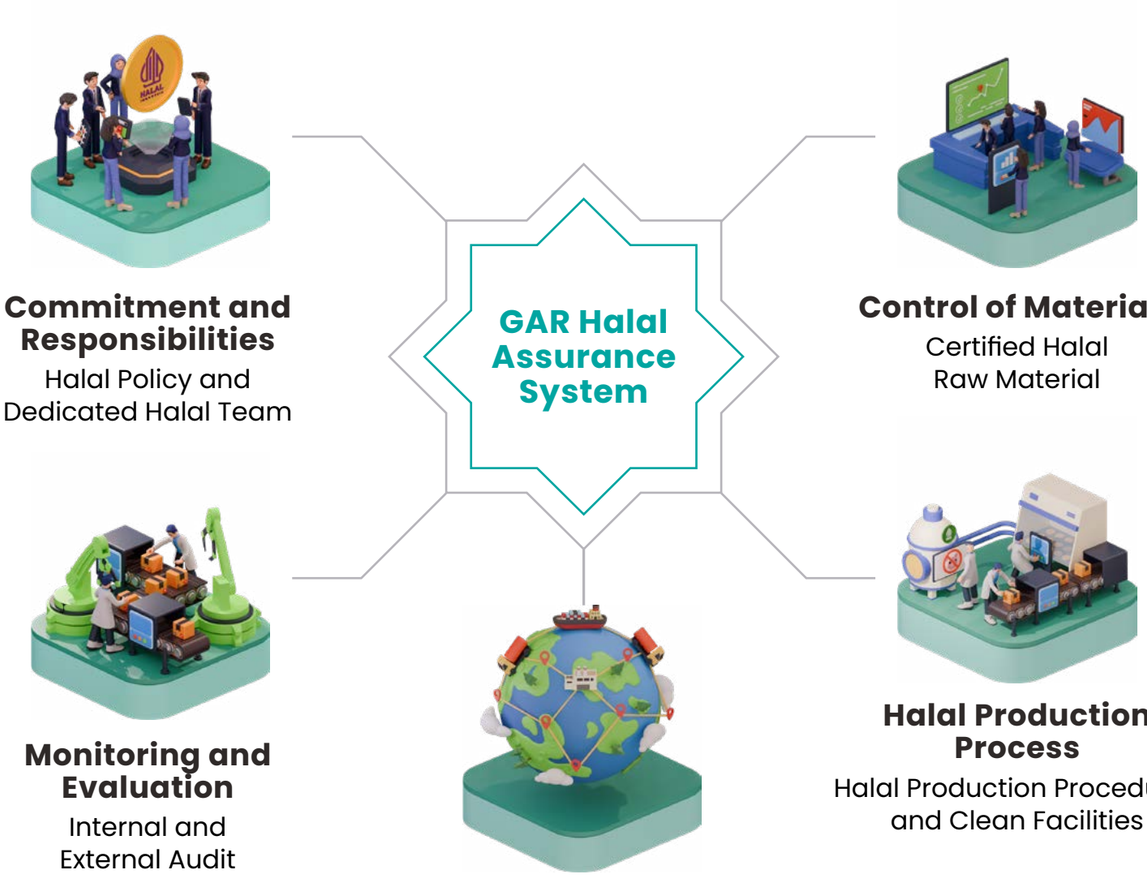
India	
Certification	**Facilities/products**
FSSC 22000	2 Refineries
FSSAI	3 Refineries
Kosher	2 Refineries
Halal	1 Refinery
RSPO	1 Refinery

China	
Certification	**Facilities/products**
FSSC 22000	1 Food Manufacturing Facility
ISO 9001	Refinery and Crushing Plant
ISO 22000	Refinery and Crushing Plant
Agricultural GMO Processing License	Refinery and Crushing Plant
HACCP FAD	5 Food Manufacturing Facilities

Our facilities in Indonesia, India, and China are certified to internationally recognised standards, reinforcing our commitment to quality, food safety, and regulatory compliance.

Halal Certification

As consumer expectations and religious awareness grow, we have observed greater global interest in Halal certified products, extending beyond food and into other sectors such as cosmetics and health products. Since 1999, all our products have been Halal certified. Across our operations in Indonesia, we manufacture our products according to our A-rated Halal Assurance System requirements, under the strict supervision of our designated Halal management team. In 2025, our PT SMART Tbk was recognised as the third best Halal Food and Beverage Industry Company in the Large Industry sub-category at the Indonesia Halal Industry Awards (IHYA), organised by the Ministry of Industry of the Republic of Indonesia, demonstrating our commitment to exceeding certification requirements for our Halal products.



R&D for Product Quality

Research and development (R&D) plays a critical role in our long-term strategy to enhance product quality, food safety, and nutritional outcomes. Our R&D Department serves as a key driver in the delivery of the company's sustainability commitments through systematic and responsible innovation governance. By adopting global standards such as ISO 9001 and FSSC 22000, every stage of New Product Development is designed to go beyond mere technical regulatory compliance. We integrate materiality risk assessments and health impact considerations from the early formulation stage. This ensures that each new product not only meets functional performance expectations but also aligns with evolving consumer lifestyles that demand more nutritious, safe, and affordable products.

Our innovative product portfolio includes specialty fats that were the first on the market to comply with Indonesia's trans-fat-free regulation. In line with public health objectives, our cooking oil is fortified with vitamin A, while our Filma margarine consumer pack is enriched with vitamins A, B1, B2, B3, D, and E.

Through process technology optimisation from pilot to full-scale production, R&D ensures efficient resource utilisation and minimises environmental impact across all production lines. All innovation outputs are validated through comprehensive quality and food safety testing, ensuring that products reaching consumers meet the highest food safety standards and responsible production principles. We operate accredited in-house laboratories in Surabaya and Marunda (KAN ISO 17025), enabling continuous improvement in testing methodologies and compliance with international standards. We take a proactive approach to managing process contaminants, including 3-monochloropropane-diol and glycidyl esters, in line with recognised proficiency testing standards.

We continuously monitor regulatory developments and market trends, ensuring our innovation pipeline remains aligned with emerging health and food safety expectations. This approach is supported by continuous benchmarking against industry best practices, ensuring our R&D capabilities remain relevant, competitive, and forward-looking. With this holistic approach, we ensure that the company's business growth progresses in tandem with positive contributions to public health and ecosystem preservation.

Our products have achieved the following certifications:

Halal

Kosher

Indonesian National Standard

Roundtable on Sustainable Palm Oil

Vegan

Abdul Rosid
Operational Excellence Lead

Recognition for Continuous Improvement: Four-Star Award from the Asia Pacific Quality Organization

At the 30th Asia Pacific Quality Organization (APQO) International Conference in 2025, GAR's Marunda Refinery was recognised with a four-star award for its work to improve the quality and sustainability of our packaging solutions. The project applied a structured, data-driven approach to identify the root causes of packaging leaks and strengthen process controls across operations. Through targeted optimisation, enhanced quality checks, and continuous improvement, the team significantly reduced leakage, minimised waste, and improved operational efficiency, delivering a higher-quality product with a lower environmental footprint.

Abdul Rosid, GAR's Operational Excellence Lead, explains: "Our goal was to create sustainable solutions, not quick fixes. By involving people at every level and using data to guide our decisions, we built improvements that last."

This is just one of many achievements, reflecting GAR's broader commitment to operational excellence and continuous improvement. We want to ensure our products consistently meet the highest quality standards before reaching the market, while supporting more efficient, responsible, and sustainable production.

Responsible Marketing and Labelling

We are committed to responsible marketing and product stewardship, operating in line with food safety, consumer protection, and labelling regulations across global markets. We maintain comprehensive internal policies, that we implement throughout the product lifecycle, from sourcing and labelling to marketing and end-use.

Sourcing and Traceability

We require detailed information on the sourcing of key components to be included in product documentation, where applicable. This includes traceability of raw materials and packaging components to support transparency, regulatory compliance, and our responsible sourcing commitments.

Labelling

We require full disclosure of product content, including the identification of any substances that may be considered potentially harmful, in line with regulations. Clear instructions for safe handling, storage, and use are mandatory for all such products and are communicated through product packaging and associated documentation. We also provide information on product disposal to support responsible end-of-life management and consumer awareness. This is complemented by additional details such as nutritional facts, recipes, Halal certification, shelf life, and customer service information, to enable informed purchasing and use decisions. All product categories are subject to regular compliance checks through our internal quality assurance and regulatory review processes. This ensures consistent application of standards across markets and ongoing compliance with evolving regulatory expectations.

Packaging

Responsible packaging plays a key role in enabling circularity at the end of the product lifecycle. We continue to invest in more sustainable packaging by improving material choices, reducing plastic weight, and enhancing recyclability. Current initiatives include recyclable mono-material margarine tubs brown kraft paper for margarine and shortening packaging. We are also exploring mono-material pouches and reductions in pouch thickness to improve recyclability and reduce material use, while ensuring that all required consumer information remains clear and accessible.

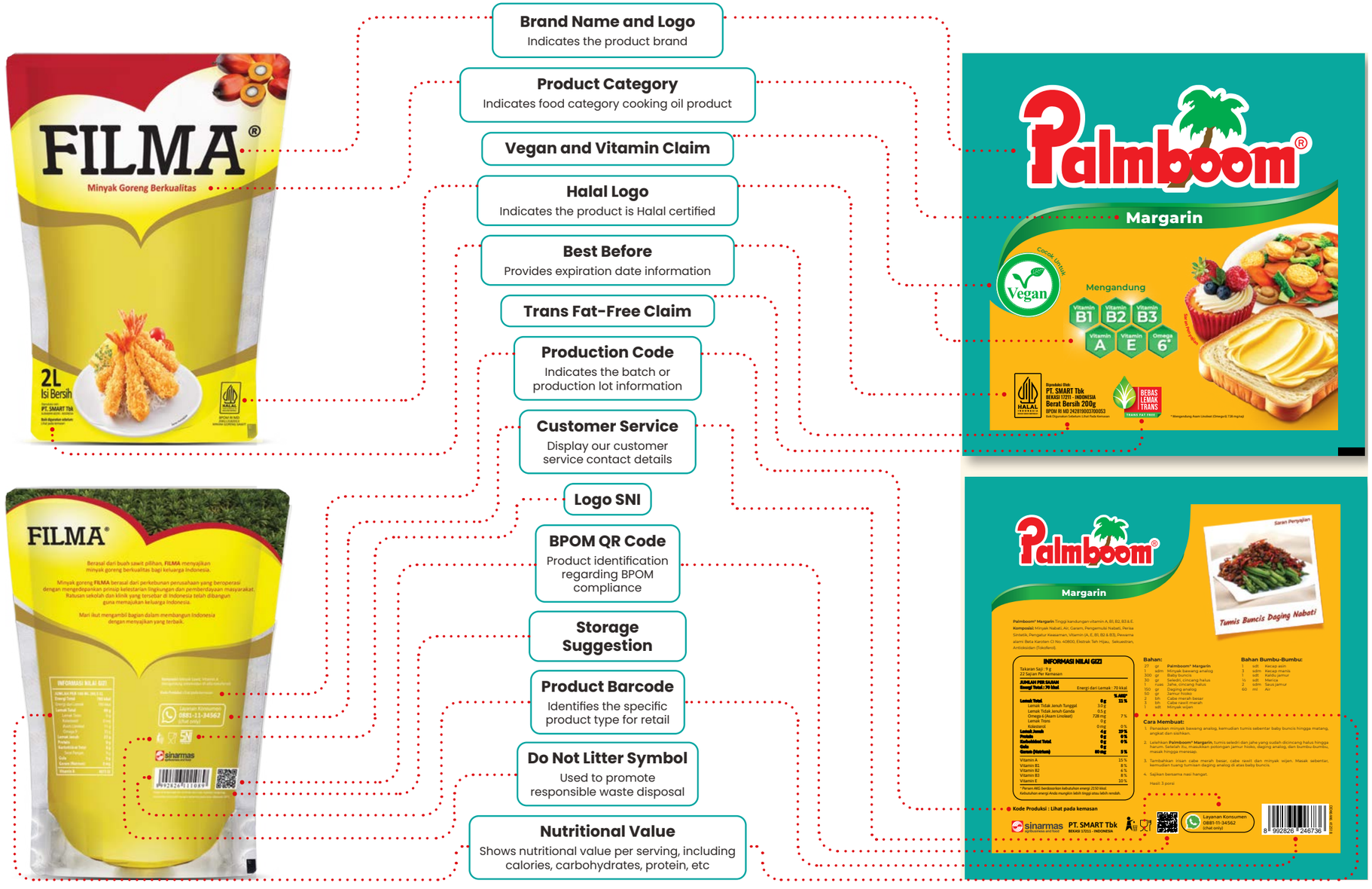
Compliance Performance

During the reporting period, GAR recorded no incidents of non-compliance related to product labelling, product information, or marketing communications that resulted in fines, penalties, or regulatory warnings. There were no breaches of voluntary information, labelling, marketing, or advertising codes, and no non-compliance cases were reported during the year related to prior reporting periods.

Zero

Incidents of non-compliance with product labelling and marketing requirements in 2025.

Product Labelling



7 Appendix

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Collective for **Impact Progress**

Pillar	Commitment	Target	Contribution to SDG's	2025 Progress	Status
Sourcing Responsibly	Upholding NDPE Commitments	Achieve 100% compliance with No Deforestation, No Peat, No Exploitation Implementation Reporting Framework (NDPE IRF) (Version 6.0) commitments across our global palm supply by end of 2030		Achieved 99.8% Traceability to Plantation Achieved 100% Traceability to Mill Achieved 100% NDPE IRF (Version 5.8) "Delivering" score	**Completed and monitoring**
				Achieved 82.6% NDPE IRF (Version 6.0) "Delivering" score	**On track**
Sourcing Responsibly	Ethical Sourcing Practices	Achieve 100% global sourcing from low-risk suppliers as defined by Responsible Agri-Commodity Sourcing Policy for non-palm by 2030		Launched our **Responsible Agri Commodity Sourcing Policy** for Non-Palm Suppliers Achieved 30% sourcing from low-risk suppliers	**On track**
Sourcing Responsibly	Strengthening Smallholders' Capabilities	Train 100,000 smallholders in sustainable and improved agricultural practices by 2035 Support smallholder sustainable production in five priority landscapes by 2035		Trained 11,250 independent smallholders including 1,095 farmers who have obtained Roundtable on Sustainable Palm Oil certification for 2,087 hectares of estate Identified and focus on two of the five priority landscapes - Leuser Ecosystem and Siak Pelalawan	**On track**
Caring for our planet	Climate Action	Achieve net zero carbon emissions by 2050		4.6% year on year reduction in Scope 1, 2, and 3 emissions	**Progress made**
Caring for our planet	Nature Protection and Restoration	Protect and enhance natural ecosystems on plantations, in conservation areas, and across critical landscapes		48,834 hectares of peat areas 50,851 hectares of High Conservation Value (HCV) and High Carbon Stock (HCS) areas 2,003 hectares of peat rehabilitation in West Kalimantan 2,191 hectares of peat and mineral soil restoration in Jambi	**Progress Made** HCV-HCS areas were updated to reflect revised concession boundaries and the latest regulatory requirements, with assessments conducted by accredited assessors under the HCV Network Assessor Licensing Scheme

Pillar	Commitment	Target	Contribution to SDG's	2025 Progress	Status
Caring for our planet	Plastic Waste Reduction	By 2040, reduce plastic waste to landfills in upstream operations and post-consumer packaging waste to landfills in downstream operations by 50%		Established five waste banks for upstream operations Working to embed monitoring and measurement for plastic waste management for upstream operations Developed post-consumer packaging waste plan for downstream operations	**More action required**
Empowering People	Economic Empowerment	Provide training and development support to 500 community Micro, Small and Medium Enterprises (MSMEs) by 2030		Collaborated with 182 villages to implement 260 community projects supporting 163 MSMEs	**On track**
Empowering People	Human Rights Protection	Safeguard the well-being of women, children, suppliers, and employees by expanding our initiatives, strengthening engagement and broadening programmes to promote inclusion, feedback, and continuous learning		93% engagement in employee survey Expanded gender committees across all of Indonesia US$6.8 million invested in employee training and development Over 38,000 students supported through education programmes Conducted human rights due diligence assessment for 81 mills through SMART ACT application	**On track**
Empowering People	Workplace Safety	Enhance the company's safety culture and reduce the Lost Time Injury Frequency Rate (LTIFR) by 50% by 2030, with 2020 as the baseline year		Increase in LTIFR across upstream Decreased in LTIFR across downstream 100% coverage of Occupational Health and Safety (OHS) committees across sites 260 OHS specialists trained across our operations	**More action required**

Limited Assurance **Report**

Independent practitioner's limited assurance report on Golden Agri-Resources Ltd's Identified Sustainability Information

Attention: The Board of Directors

Limited assurance conclusion

We have conducted a limited assurance engagement on the selected sustainability information, including the greenhouse gas emissions, of Golden Agri-Resources Ltd (the "Company" or "GAR") included in GAR's 2025 Sustainability Report (the "Identified Sustainability Information"), as at 31 December 2025 and for the year then ended ("Appendix I").

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Sustainability Information is not prepared, in all material respects, in accordance with the Reporting Criteria as set out in pages 127 to 129 in GAR's 2025 Sustainability Report (the "Reporting Criteria").

Identified Sustainability Information

The respective Identified Sustainability Information, as at 31 December 2025 and for the year then ended is set out below:

1. Percentage of palm oil supply chain traceable to plantation (TTP), including number of suppliers and volume of physical supply involved
2. Number and percentage of palm suppliers (new and existing) assessed annually based on social and environmental criteria
3. Number and percentage of suppliers assessed for their risk level (high, medium or low)
4. Number and percentage of suppliers who are assessed to be high, medium or low risk with time-bound action plans to address social and environmental issues
5. Percentage of global palm oil supply chain traceable to the mill (TTM), including number of suppliers and volume of physical supply involved (excluding Latin America and Africa)
6. Scope 1 Greenhouse Gas emissions
7. Scope 2 Greenhouse Gas emissions
8. Number and percentage of female directors on the Golden Agri-Resources Board of Directors
9. Percentage of Traceability to the Mill (TTM) for China soybean supply chain achieved, including number of suppliers and volume of physical supply involved

Basis for conclusion

We conducted our limited assurance engagement in accordance with Singapore Standard on Assurance Engagements 3000 (Revised), *Assurance engagements other than audits or reviews of historical financial information* ("SSAE 3000 (Revised)"), and, in respect of the greenhouse gas emissions, *Assurance engagements on greenhouse gas statements* ("SSAE 3410").

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under these standards are further described in the Practitioner's responsibilities section of our report.

Our independence and quality management

We have complied with the independence and other ethical requirements of the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies Singapore Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Management of GAR is responsible for:

- the preparation of the Identified Sustainability Information in accordance with the Reporting Criteria;
- designing, implementing and maintaining such internal control as management determines is necessary to enable the preparation of the Identified Sustainability Information, in accordance with the Reporting Criteria, that is free from material misstatement, whether due to fraud or error; and
- the selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Those charged with governance are responsible for overseeing GAR's sustainability reporting process.

Inherent limitations in preparing the Identified Sustainability Information

Greenhouse gas quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Practitioner's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Identified Sustainability Information.

As part of a limited assurance engagement in accordance with SSAE 3000 (Revised) and SSAE 3410, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- determine the suitability in the circumstances of GAR's use of the Reporting Criteria as the basis for the preparation of the Identified Sustainability Information;
- perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the GAR's internal control; and
- design and perform procedures responsive to where material misstatements are likely to arise in the Identified Sustainability Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Identified Sustainability Information. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Identified Sustainability Information, whether due to fraud or error.

In conducting our limited assurance engagement, we:

- Obtained an understanding of GAR's reporting processes relevant to the preparation of its Identified Sustainability Information by inquiring with management and relevant personnel on the gathering, collation and aggregation of the Identified Sustainability Information.
- Evaluated whether all information identified by the process to identify the information reported in the Identified Sustainability Information is included in the Identified Sustainability Information.
- Performed inquires of relevant personnel and analytical procedures on selected information in the Identified Sustainability Information.
- Performed substantive assurance procedures on selected information in the Identified Sustainability Information.
- Evaluated the appropriateness of quantification methods and reporting policies.
- Evaluated the methods, assumptions and data for developing estimates.
- Assessed the disclosure and presentation of the Identified Sustainability Information.

Purpose and restriction on distribution and use

We draw attention to the fact that the Identified Sustainability Information was prepared for the purpose of assisting GAR in reporting the Identified Sustainability Information in GAR's 2025 Sustainability Report in accordance with the Reporting Criteria. As a result, the Identified Sustainability Information may not be suitable for another purpose.

This report, including our conclusion, has been prepared solely for GAR in accordance with the letter of engagement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than GAR for our work or this report.

Yours faithfully

PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants

Singapore
28 May 2026

No	Description	Metric	Unit	2025	SR Page reference
1	Percentage of palm oil supply chain traceable to plantation (TTP), including number of suppliers and volume of physical supply involved	TTP in Indonesian palm supply chain	%	99.8%	Page 35
		Number of suppliers	Number	509	
		Volume	MT	8,478,925	
2	Number and percentage of palm suppliers (new and existing) assessed annually based on social and environmental criteria	New and existing suppliers	Number	509	Page 43
		Percentage of new and existing suppliers	%	100%	
3	Number and percentage of suppliers assessed for their risk level (high, medium or low)	Low risk suppliers	Number	356	Page 43
			%	70%	
		Medium risk suppliers	Number	131	
			%	26%	
		High risk suppliers	Number	22	
			%	4%	
4	Number and percentage of suppliers who are assessed to be high, medium or low risk with time-bound action plans to address social and environmental issues	Number of suppliers	Number	475 out of 509	Page 43
		Percentage of suppliers	%	93%	
5	Percentage of global palm oil supply chain traceable to the mill (TTM), including number of suppliers and volume of physical supply involved (excluding Latin America and Africa)	TTM in global palm supply chain	%	99.9%	Page 35
		Number of suppliers	Number	805	
		Volume	MT	8,569,127	
6	Scope 1 Greenhouse Gas emissions	Scope 1 total emissions	tCO_2e	6,396,012	Page 61
		Biogenic total emissions	tCO_2e	2,617,711	
7	Scope 2 Greenhouse Gas emissions	Scope 2 (location-based) emissions	tCO_2e	436,642	Page 61
		Scope 2 (market-based) emissions	tCO_2e	429,546	
8	Number and percentage of female directors on the Golden Agri-Resources Board of Directors	Number	Number	2	Page 97
		Percentage	%	25%	
9	Percentage of Traceability to the Mill (TTM) for China soybean supply chain achieved, including number of suppliers and volume of physical supply involved	Percentage of soybean supply chain traceable to mill (TTM)	%	100%	Page 35
		Number of suppliers	Number	8	
		Volume	MT	515,010	

Reporting **Criteria**

This Reporting Criteria document sets out the principles, and scope used to report the Identified Sustainability Information by Golden Agri-Resources Ltd ("the Company" or "GAR") within the FY2025 Sustainability Report.

Management is responsible for having appropriate procedures in place to prepare the Identified Sustainability Information in accordance with these Reporting Criteria. The Identified Sustainability Information is aligned with the Company's financial reporting period for the year ending 31 December 2025.

I. General reporting principles

In preparing these reporting criteria, the Company has considered the following principles:

- The Company reports data on issues relevant to the Company's sustainability commitments.
- Data is as accurate and complete.
- Assumptions or estimations are used where actual data is unavailable or unreliable.
- Consistent boundaries and methodologies are used to allow comparison over time and across different businesses.

II. Organisational boundary for the Identified Sustainability Information

The organisational boundary for Identified Sustainability Information metrics 1 to 4 as stated in Appendix II covers Golden Agri-Resources Ltd's activities of subsidiaries and joint ventures in which the Company has shareholding interest of 50% or more, specifically as follows:

Metrics	Locations covered
1 to 4	Indonesia
5 to 8	Global
9	China

If a business is acquired as a subsidiary during the year, the business will be included in the Company's reporting from the date of acquisition.

If the Company divests a business during the year, that business will be included in the Group's reporting up until the date of disposal.

Where Identified Sustainability Information is stated at a point in time, only businesses controlled by the Company at the year end are included in the Identified Sustainability Information.

III. Definitions and assumptions on Identified Sustainability Information

No	Identified Sustainability Information	Definition and assumptions
1	Percentage of palm oil supply chain traceable to plantation (TTP) for palm supply chain achieved including number of suppliers and volume of physical supply involved	A mill achieves Traceability to the Plantation (TTP) when it can trace back the origin of Fresh Fruit Bunches (FFB) from each plantation entity, agent or farmer based on information pertaining to the location of the plantation and the volume of supply through a systematic and documented method. Information on TTP is obtained through annual declaration by suppliers. The percentage is based on the volume of palm products (i.e. CPO, PK) produced from FFB that is traceable to plantation as compared to the total volume of palm products supplied to GAR's downstream facilities during the year. Volume of physical supply involved is determined by total volume of palm products (i.e. CPO, PK) produced from FFB that is traceable to plantation, that is physically going through GAR-owned and third-party mills, and subsequently supplied to GAR's downstream facilities during the year. Downstream facilities are GAR-owned refineries, kernel crushing plants and bulking stations. Suppliers are GAR-owned and third-party mills supplying CPO and PK to GAR's downstream facilities. Number of suppliers is derived from GAR's internal accounting system SAP, which contains details of all suppliers. Fresh Fruit Bunches (FFB) are raw materials for palm oil mills. Crude Palm Oil (CPO) and Palm Kernel (PK) produced by palm oil mills are the palm products for palm oil refineries and kernel crushing plants respectively.
2	Number and percentage of palm suppliers (new and existing) assessed annually based on social and environmental criteria	Suppliers are GAR-owned and third-party mills supplying Crude Palm Oil (CPO), Palm Kernel (PK) and Palm Kernel Oil (PKO) to GAR's refineries/downstream facilities. Environmental and social criteria by which they are assessed include criteria under the 4 pillars found in GAR's Social and Environmental Policy (GSEP) which can be found in **https://goldenagri.com.sg/wp-content/uploads/2016/09/GAR_Social_and_Environmental_Policy-2.pdf.**
3	Number and percentage of suppliers assessed for their risk level (high, medium or low)	Suppliers are GAR-owned and third-party mills supplying Crude Palm Oil (CPO), Palm Kernel (PK) and Palm Kernel Oil (PKO) to GAR's refineries/downstream facilities. Suppliers' risk profile are determined according to the criteria and definitions contained in GAR's standard operating policy for the risk assessment of suppliers based on spatial and non-spatial data.
4	Number and percentage of suppliers who are assessed to be high, medium or low risk with time-bound action plans to address social and environmental issues	Suppliers are third-party mills supplying Crude Palm Oil (CPO), Palm Kernel (PK) and Palm Kernel Oil (PKO) to GAR's refineries/downstream facilities. Suppliers' risk profile is determined according to the criteria and definitions contained in GAR's standard operating policy for the risk assessment of suppliers based on spatial and non-spatial data. Time-bound action plans are plans to address environmental and social issues with clear steps, measurable actions and set timelines to achieve the agreed actions.
5	Percentage of Traceability to the Mill (TTM) for global palm supply chain achieved, including number of suppliers and volume of physical supply involved	A refinery achieves Traceability to the Mill (TTM) when it can trace back the origin of Crude Palm Oil (CPO), Palm Kernel (PK) and Palm Kernel Oil (PKO) from each mill entity based on information pertaining to the location of the mill through a systematic and documented method. Information on TTM is obtained through a periodic mill information update stated in the mill's TTP declaration The percentage of TTM is based on the volume of palm products traceable to mills as compared to the total volume of palm products supplied to GAR's downstream facilities during the year. Crude Palm Oil (CPO) and Palm Kernel (PK) are raw materials for palm oil refineries. Downstream facilities are GAR-owned refineries, kernel crushing plants and bulking stations. Suppliers are defined as third-party mills selling CPO, PK and PKO to GAR's refineries/downstream facilities. Number of suppliers is derived from GAR's internal accounting system, SAP, which contains details of all suppliers. Volume of physical supply involved is determined by total volume of products (i.e. CPO, PK, PKO) that are physically going through GAR's processing facilities (i.e. Kernel Crushing Plants and Refineries or other downstream facilities).

No	Identified Sustainability Information	Definition and assumptions
6	Scope 1 Greenhouse Gas emissions	All our emissions data are measured in carbon dioxide equivalent (CO2e) unless otherwise stated. Scope 1 emissions include the following gases: CO2, CH4, HFC, HCFC and N2O. The Global Warming Potential (GWP) rates used are from the IPCC Sixth Assessment Report (AR6). GAR uses the IPCC, ISCC, KESDM, RSPO, DEFRA, KLHK Worksheet IGRK Industri Kelapa Sawit for Company Reporting and other published emission factors based on the latest factors that are annually revised for our emissions factors. GAR reports Scope 1 greenhouse gas emissions from land-use-change (LUC) with reference to the FLAG Science-Based Target-Setting Guidance in which GAR allocates deforestation emissions using linear discounting over 20 years. GAR reports other carbon emissions with reference to the Greenhouse Gas Protocol. Scope 1 GHG emissions is defined as direct GHG emissions from sources that are owned or controlled. The sustainability data relating to Scope 1 GHG emissions is collected and aggregated based on a combination of actual, extrapolated and estimated data, depending on the type of data and the location the data comes from. They are as follows: • Mobile combustion and/or transport, such as Petrol and Diesel • Stationary combustion, such as Diesel, Coal, Natural gas • Biogenic emissions, such as Palm kernel expeller (PKE), Biomass, Palm kernel fibre and shells, Biogas, Biodiesel. • Waste such as wastewater treatment plant (WWTP) sludge • GHG emissions from LUC, such as Deforestation, Peat decomposition and Peat fire in relation to Land use, land-use change, and forestry • GHG emissions from use of Fertiliser, such as Urea, Limestone, Dolomite and Nitrogen fertiliser in relation to fertiliser application • Combustion of Avtur fuel for aerial manuring activities • GHG emissions from Palm Oil Mill Effluent treatment • Refrigerants leakage (HCFC and HFC)
7	Scope 2 Greenhouse Gas emissions	All our emissions data are measured in carbon dioxide equivalent (CO2e) unless otherwise stated. GAR uses the IPCC, ISCC, KESDM for Company Reporting and other published emission factors based on the latest factors that are annually revised for our emissions factors. GAR reports carbon emissions with reference to the Greenhouse Gas Protocol. Scope 2 GHG emissions are defined as Indirect GHG emissions from purchased electricity and steam. We are reporting on location-based and market-based metrics as we have started purchasing Renewable Energy Certificates (RECs) for our refineries.
8	Number and percentage of females on the Golden Agri-Resources Board of Directors	Information on Golden Agri-Resources Board of Directors can be found at **https://www.goldenagri.com.sg/about-us/our-leaderships/.** The formula to calculate percentage of females on the Golden Agri-Resources Board of Directors is as follows: Number of females on the Golden Agri-Resources Board of Directors ÷ total number of Golden Agri-Resources Board of Directors
9	Percentage of Traceability to the Mill (TTM) for China soy supply chain achieved, including number of suppliers and volume of physical supply involved	A refinery/downstream facility/trader achieves Traceability to the Mill (TTM) when it can trace back the origin of soy meal and soybean oil to each identified crushing plant. Information on TTM is obtained through periodic list of crushing plant/mill information update sourced by GAR. Information in the periodic list of crushing plant/mills includes name of the crushing plant/mill, plant address, and the geospatial coordinates of the plant. The percentage of TTM is based on the total of produced/purchased crude soybean oil and soy meal (in MT) traceable to the crushing plant/mill compared to the total of produced/purchased crude soybean oil and soy meal (in MT) by the crushing plant/mill during the period. The facilities are GAR-owned crushing plant/mills in China i.e. Shining Gold Foodstuffs (Ningbo) Co Ltd. Suppliers are third-party mills supplying crude soybean oil/soy meal to Shining Gold Foodstuffs (Ningbo) Co Ltd. The number of suppliers/vendors are derived from GAR's internal system, SAP, which contains details of all suppliers' information.

SASB Disclosure **Index**

Golden Agri-Resources' (GAR) 2025 Sustainability Report references the Agricultural Production Standards set by the Sustainability Accounting Standards Board (SASB). Our SASB Disclosure Index outlines where each relevant disclosure can be found across our 2025 Sustainability Report, 2025 Annual Report, and corporate website.

Topic	Accounting Metric	Category	Unit of Measure	Data/Information Source; Omission and Modifications (in 2024)	Code	Externally Assured
GREENHOUSE GAS EMISSIONS	Gross global Scope 1 emissions	Quantitative	Tonnes CO_2e	Sustainability Report 2025 page 61	FB-AG 110a.1	Yes
GREENHOUSE GAS EMISSIONS	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those	Discussion and Analysis	N/A	Sustainability Report 2025 page 60-62	FB-AG110a.2	
GREENHOUSE GAS EMISSIONS	Fleet fuel consumed, percentage renewable	Quantitative	Gigajoule (GJ), Percentage (%)	Not currently disclosed. We are reviewing internal systems to enable future reporting.	FB-AG110a.3	
ENERGY MANAGEMENT	(1) Operational energy consumed, (2) percentage grid electricity, and (3) percentage renewable	Quantitative	Gigajoule (GJ), Percentage (%)	We report our energy consumption, percentage of grid electricity, and percentage of renewable energy. Sustainability Report 2025, page 63	FB-AG130a.1	
WATER MANAGEMENT	(1) Total water withdrawn, (2) total water consumed, percentage of each in Extremely High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic metre (m^3), Percentage (%)	Total water withdrawn and consumed Sustainability Report 2025 page 70 The total water consumed in water stress areas is not currently disclosed. We are reviewing internal systems to enable future reporting.	FB-AG140a.1	
WATER MANAGEMENT	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	N/A	Sustainability Report 2025 page 70 **Our CDP Corporate Questionnaire**	FB-AG140a.2	
WATER MANAGEMENT	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	Quantitative	Number	**Our CDP Corporate Questionnaire**	FB-AG140a.3	

Topic	Accounting Metric	Category	Unit of Measure	Data/Information Source; Omission and Modifications (in 2024)	Code	Externally Assured
FOOD SAFETY	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Quantitative	Percentage (%) by cost	Sustainability Report 2025, page 116 Four refineries have FSSC 22000 food safety certification. There were no non-conformances.	FB-AG250a.1	
FOOD SAFETY	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognised food safety certification program	Quantitative	Number, Tonnes	GAR does not track the percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognised food safety certification programme.	FB-AG250a.2	
FOOD SAFETY	(1) Number of recalls issued and (2) total amount of food product recalled	Quantitative	Number, Tonnes	Sustainability Report 2025, page 115 There were no food product recall issues.	FB-AG250a.3	
WORKFORCE HEALTH & SAFETY	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	Quantitative	Percentage (%) by cost	Sustainability Report 2025, page 105-106 We do not currently report on near-miss frequency rate.	FB-AG320a.1	
ENVIRONMENTAL & SOCIAL IMPACTS OF INGREDIENT SUPPLY CHAIN	Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard, and percentages by standard	Quantitative	Percentage (%) by cost	Sustainability Report 2025, page 44	FB-AG430a.1	
ENVIRONMENTAL & SOCIAL IMPACTS OF INGREDIENT SUPPLY CHAIN	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Quantitative	Rate	Sustainability Report 2025, page 43 All new and existing suppliers are screened in line with our commitments in our **GAR Social and Environmental Policy.** **GAR's Supplier Assessment** **GAR's Responsible Sourcing approach**	FB-AG430a.2	
ENVIRONMENTAL & SOCIAL IMPACTS OF INGREDIENT SUPPLY CHAIN	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	Discussion and Analysis	N/A	Sustainability Report 2025, page 33-52 **GAR's Responsible Sourcing approach**	FB-AG430a.3	
GMO MANAGEMENT	Discussion of strategies to manage the use of genetically modified organisms (GMOs)	Discussion and Analysis	N/A	Sustainability Report 2025, page 116 All our palm oil products are non-GMOs, including our seeds, clonal stocks, and hybrids under Research and Development.	FB-AG430b.1	

Topic	Accounting Metric	Category	Unit of Measure	Data/Information Source; Omission and Modifications (in 2024)	Code	Externally Assured
INGREDIENT SOURCING	Identification of principal crops and description of risks and opportunities presented by climate change	Discussion and Analysis	N/A	Sustainability Report 2025, page 55-57	FB-AG440a.1	
INGREDIENT SOURCING	Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	Quantitative	N/A	Not applicable. Oil palm trees are not planted in any water-scarce or stressed areas, and our plantations are all rainfed and not irrigated. We also assess water risks prior to any new development. **Our CDP Corporate Questionnaire**	FB-AG440a.2	
ACTIVITY METRICS	Production by principal crop[1]	Quantitative		2,187 million tonnes of Crude Palm Oil (CPO) and 582,000 tonnes of Palm Kernel (PK) (Annual Report 2025, page 17)	FB-AG-000.A	
ACTIVITY METRICS	Number of processing facilities[2]	Quantitative		48 mills; 7 downstream locations in Indonesia (bulking stations, crushing plants and refineries) (Website: **Our Business**)	FB-AG-000.B	
ACTIVITY METRICS	Total land area under active production[3]	Quantitative		531,355 ha (Annual Report 2025, page 16)	FB-AG-000.C	
ACTIVITY METRICS	Cost of agricultural products sourced externally[4]	Quantitative		US$ 5.7 billion[5]	FB-AG-000.D	

[1]Note to FB-AG-000.A – Principal crops are those crops that accounted for 10% or more of consolidated revenue in any of the last three fiscal years.

[2]Note to FB-AG-000.B – Processing facilities include those facilities that are involved in the manufacturing, processing, packing, or holding of agricultural products and exclude administrative offices.

[3]Note to FB-AG-000.C – Total land area under active production (mature area) includes both estates owned by GAR (called 'nucleus') and 22% of estates owned by smallholders (called 'plasma').

[4]Note to FB-AG-000.D – Agricultural products are defined as food, feed, and biofuel ingredients that are sourced for use in the entity's operations in Indonesia only. The scope of agricultural products sourced externally excludes agricultural products grown on land that is owned or operated by the entity.

[5]This figure represents GAR's Indonesian procurement only.

GRI Content **Index**

Statement of use: Golden Agri-Resources Ltd ("the Company" or "GAR") has reported in accordance with the GRI Standards for the period from 1 January 2025 to 31 December 2025.

The GRI Standards set out the principles and disclosures that organisations can use to report their economic, environmental, and social performance and impacts. Our GRI content index specifies each of the GRI Standards disclosures included in our 2025 Sustainability Report.

Applicable GRI Sector Standard(s): GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022

GRI Standards/Other Sources	Disclosure	Location	GRI Sector Standard Ref. No.	Externally Assured
GRI 2: General Disclosures 2021	2-1 Organisational details	About GAR, page 8		
GRI 2: General Disclosures 2021	2-2 Entities included in the organisation's sustainability reporting	About this Report, page 1-3		
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	About this Report, page 2		
GRI 2: General Disclosures 2021	2-4 Restatements of information	Available throughout where relevant		
GRI 2: General Disclosures 2021	2-5 External assurance	About this Report, page 3 and page 124		
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	About GAR, page 8 Sourcing Responsibly, page 33-52		
GRI 2: General Disclosures 2021	2-7 Employees	Empowering People, page 93-94		
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	Information not available		
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Responsible Business Conduct and Ethics, page 22-23 and page 109 Empowering People, page 94		
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	Annual Report 2025 (Corporate Governance Report), page 56		
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	Annual Report 2025, page 29		
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	Responsible Business Conduct and Ethics, page 22-23		
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	Responsible Business Conduct and Ethics, page 22-23		
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	Responsible Business Conduct and Ethics, page 22-23		

GRI Standards/Other Sources	Disclosure	Location	GRI Sector Standard Ref. No.	Externally Assured
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	Annual Report 2025, page 50		
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Responsible Business Conduct and Ethics, page 112 **Grievance List and Reports**		
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Annual Report 2025, page 49 - 50		
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	Annual Report 2025, page 58 and page 63		
GRI 2: General Disclosures 2021	2-19 Remuneration policies	Annual Report 2025, page 59 - 61		
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	Annual Report 2025, page 58		
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	Annual Report 2025, page 61		
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Chairman's Statement, page 4-5		
GRI 2: General Disclosures 2021	2-23 Policy commitments	Available throughout Sustainability Report 2025		
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	Available throughout Sustainability Report 2025		
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	Responsible Business Conduct and Ethics, page 112 **Grievance Procedure**		
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	Responsible Business Conduct and Ethics, page 112 **Grievance Procedure**		
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	Responsible Business Conduct and Ethics, page 110		
GRI 2: General Disclosures 2021	2-28 Membership associations	Available throughout Sustainability Report 2025		
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Our Approach to Sustainability, page 25-30		
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	Empowering People, page 95		
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Approach to Sustainability, page 15-17		
GRI 3: Material Topics 2021	3-2 List of material topics	Our Approach to Sustainability, page 17-18		

GRI Standards/Other Sources	Disclosure	Location	GRI Sector Standard Ref. No.	Externally Assured
Biodiversity				
GRI 101: Biodiversity 2024	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Caring for Our Planet, page 65-69		
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	Caring for Our Planet, page 65-69		
GRI 101: Biodiversity 2024	101-3 Access and benefit-sharing	This disclosure is not currently reported. We are reviewing internal data availability and reporting processes and may include this information in future reporting cycles.		
GRI 101: Biodiversity 2024	101-4 Identification of biodiversity impacts	Caring for Our Planet, page 65-69		
GRI 101: Biodiversity 2024	101-5 Locations with biodiversity impacts	Caring for Our Planet, page 65-69	13.3 Biodiversity	
GRI 101: Biodiversity 2024	101-6 Direct drivers of biodiversity loss	This disclosure is not currently reported. We are reviewing internal data availability and reporting processes and may include this information in future reporting cycles.		
GRI 101: Biodiversity 2024	101-7 Changes to the state of biodiversity	This disclosure is not currently reported. We are reviewing internal data availability and reporting processes and may include this information in future reporting cycles.		
GRI 101: Biodiversity 2024	101-8 Ecosystem services	This disclosure is not currently reported. We are reviewing internal data availability and reporting processes and may include this information in future reporting cycles.		
Economic Performance				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	About this Report, page 8	13.22 Economic Inclusion	
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Caring for Our Planet, page 55-58	13.22 Economic Inclusion	
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	This disclosure is not currently reported. We are reviewing internal data availability and reporting processes and may include this information in future reporting cycles.		
GRI 201: Economic Performance 2016	201-4 Financial assistance received from the government	This disclosure is not currently reported. We are reviewing internal data availability and reporting processes and may include this information in future reporting cycles.		

GRI Standards/Other Sources	Disclosure	Location	GRI Sector Standard Ref. No.	Externally Assured
Market Presence				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry-level wage by gender compared to local minimum wage	Empowering People, page 95		
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	This disclosure is not currently reported. We are reviewing internal data availability and reporting processes and may include this information in future reporting cycles.	13.21 Living Income and Living Wage	
Indirect Economic Impact				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Empowering People, page 80	13.22 Economic Inclusion	
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Empowering People, page 80 and page 83-86	13.22 Economic Inclusion	
Procurement Practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sourcing Responsibly, page 35	13.23 Supply Chain Traceability	
Anti-Corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	This disclosure is not currently reported. We are reviewing internal data availability and reporting processes and may include this information in future reporting cycles.		
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Responsible Business Conduct and Ethics, page 110	13.26 Anti-corruption	
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	No significant cases of bribery or corruption were reported in 2025.	13.26 Anti-corruption	

GRI Standards/Other Sources	Disclosure	Location	GRI Sector Standard Ref. No.	Externally Assured
Anti-Competitive Behaviour				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anticompetitive behaviour, anti-trust, and monopoly practices	This disclosure is not currently reported. We are reviewing internal data availability and reporting processes and may include this information in future reporting cycles.	13.25 Anti-competitive Behaviour	
Tax				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 207: Tax 2019	207-1 Approach to tax	Annual Report 2025, page 25		
GRI 207: Tax 2019	207-2 Tax governance, control, and risk management	Annual Report 2025, page 41 - 44		
GRI 207: Tax 2019	207-3 Stakeholder engagement and management of concerns related to tax	Annual Report 2025, page 41 - 44		
GRI 207: Tax 2019	207-4 Country-by-country reporting	Annual Report 2025, page 41		
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Caring for Our Planet, page 63 **Our CDP Corporate Questionnaire**		
GRI 302: Energy 2016	302-2 Energy consumption outside of the organisation	This disclosure is not currently reported as data is not available. We are reviewing reporting processes and may include this information in future reporting cycles.		
GRI 302: Energy 2016	302-3 Energy intensity	Caring for Our Planet, page 63 **Our CDP Corporate Questionnaire**		
GRI 302: Energy 2016	302-4 Reduction of energy consumption	Caring for Our Planet, page 63 **Our CDP Corporate Questionnaire**		
GRI 302: Energy 2016	302-5 Reductions in energy requirements of products and services	This disclosure is not currently reported. We are reviewing internal data availability and reporting processes and may include this information in future reporting cycles.		

GRI Standards/Other Sources	Disclosure	Location	GRI Sector Standard Ref. No.	Externally Assured
Water And Effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Caring for Our Planet, page 70	13.7 Water and Effluents	
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	Caring for Our Planet, page 70 **Our CDP Corporate Questionnaire**	13.7 Water and Effluents	
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Caring for Our Planet, page 70 **Our CDP Corporate Questionnaire**	13.7 Water and Effluents	
GRI 303: Water and Effluents 2018	303-4 Water discharge	Caring for Our Planet, page 70 **Our CDP Corporate Questionnaire**	13.7 Water and Effluents	
GRI 303: Water and Effluents 2018	303-5 Water consumption	Caring for Our Planet, page 70 **Our CDP Corporate Questionnaire**	13.7 Water and Effluents	
Water And Effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025	13.1 Emissions	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Caring for Our Planet, page 61-62 **Our CDP Corporate Questionnaire**	13.1 Emissions	Yes
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	Caring for Our Planet, page 61-62 **Our CDP Corporate Questionnaire**	13.1 Emissions	Yes
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	Caring for Our Planet, page 61-62 **Our CDP Corporate Questionnaire**	13.1 Emissions	
GRI 305: Emissions 2016	305-4 GHG emissions intensity	Caring for Our Planet, page 61-62 **Our CDP Corporate Questionnaire**	13.1 Emissions	
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	Caring for Our Planet, page 61-62 **Our CDP Corporate Questionnaire**	13.1 Emissions	
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	Caring for Our Planet, page 61-62	13.1 Emissions	
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Caring for Our Planet, page 61-62	13.1 Emissions	

GRI Standards/Other Sources	Disclosure	Location	GRI Sector Standard Ref. No.	Externally Assured
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025	13.8 Waste	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Caring for Our Planet, page 75-77	13.8 Waste	
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Caring for Our Planet, page 75-77	13.8 Waste	
GRI 306: Waste 2020	306-3 Waste generated	Caring for Our Planet, page 75-77	13.8 Waste	
GRI 306: Waste 2020	306-4 Waste diverted from disposal	Caring for Our Planet, page 75-77	13.8 Waste	
GRI 306: Waste 2020	306-5 Waste directed to disposal	Caring for Our Planet, page 75-77	13.8 Waste	
Supplier Environmental Assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 3: Material Topics 2021	GRI 308: Supplier Environmental Assessment 2016	Sourcing Responsibly, page 43 **Grievance List and Reports**	13.23 Supply Chain Traceability	Yes
GRI 3: Material Topics 2021	GRI 308: Supplier Environmental Assessment 2016	Sourcing Responsibly, page 43 **Grievance List and Reports**	13.23 Supply Chain Traceability	

GRI Standards/Other Sources	Disclosure	Location	GRI Sector Standard Ref. No.	Externally Assured
Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Empowering People, page 93-94	13.20 Employment Practices	
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Empowering People, page 95	13.20 Employment Practices	
GRI 401: Employment 2016	401-3 Parental leave	This disclosure is not currently reported. We are reviewing internal data availability and reporting processes and may include this information in future reporting cycles.		
Labour Management And Relations				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 402: Labour/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	This disclosure is not currently reported. We are reviewing internal data availability and reporting processes and may include this information in future reporting cycles.		
Training Education				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Empowering People, page 99		
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programmes	Empowering People, page 99		
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	Empowering People, page 99		
Diversity And Equal Opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Responsible Business Conduct and Ethics, page 109 Empowering People, page 94 **Our Leadership**	13.5 Non-discrimination and Equal Opportunity	
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	Empowering People, page 95	13.5 Non-discrimination and Equal Opportunity	

GRI Standards/Other Sources	Disclosure	Location	GRI Sector Standard Ref. No.	Externally Assured
Occupational Health & Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Empowering People, page 104-106	13.19 Occupational Health and Safety	
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	Empowering People, page 104-106	13.19 Occupational Health and Safety	
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	Empowering People, page 104-106	13.19 Occupational Health and Safety	
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	Empowering People, page 104-106	13.19 Occupational Health and Safety	
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	Empowering People, page 104-106	13.19 Occupational Health and Safety	
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	Empowering People, page 104-106	13.19 Occupational Health and Safety	
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Empowering People, page 104-106	13.19 Occupational Health and Safety	
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	Empowering People, page 104-106	13.19 Occupational Health and Safety	
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	Empowering People, page 105	13.19 Occupational Health and Safety	
GRI 403: Occupational Health and Safety 2018	403-10 Work-related ill health	This disclosure is not currently reported. We are reviewing internal data availability and reporting processes and may include this information in future reporting cycles.	13.19 Occupational Health and Safety	
Non-Discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Empowering People, page 96	13.5 Non-discrimination and Equal Opportunity	

GRI Standards/Other Sources	Disclosure	Location	GRI Sector Standard Ref. No.	Externally Assured
Freedom Of Association And Collective Bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Sourcing Responsibly, page 43 and page 95	13.18 Freedom of Association and Collective Bargaining	
Child Labour				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Sourcing Responsibly, page 43	13.17 Child Labour	
Forced Or Compulsory Labour				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Sourcing Responsibly, page 91 and page 100	13.16 Forced or Compulsory Labour	
Security Practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Empowering People, page 105		
Rights Of Indigenous Peoples				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	No incidents of FPIC violations or violations of the rights of Indigenous peoples were reported in 2025.	13.14 Rights of Indigenous Peoples	
Local Communities				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Empowering People, page 80-86	13.12 Local Communities	
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	Empowering People, page 82 **Grievance List and Reports**	13.12 Local Communities	

GRI Standards/Other Sources	Disclosure	Location	GRI Sector Standard Ref. No.	Externally Assured
Supplier Social Assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sourcing Responsibly, page 43	13.23 Supply Chain Traceability	Yes
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	Sourcing Responsibly, page 43-44 **Grievance Procedure**	13.23 Supply Chain Traceability	
Public Policy				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 415: Public Policy 2016	415-1 Political contributions	GAR does not make any corporate political contributions.	13.24 Public policy	
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
Customer Health & Safety				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Sourcing Responsibly, page 113 and page 116		
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts	Sourcing Responsibly, page 115		
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
Marketing And Labelling				
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	Sourcing Responsibly, page 119-120		
GRI 417: Marketing and Labelling 2016	417-2 Incidents of non-compliance concerning product and service information and labelling	Responsible Business Conduct and Ethics, page 119		
GRI 417: Marketing and Labelling 2016	417-3 Incidents of noncompliance concerning marketing communications	Responsible Business Conduct and Ethics, page 119		
Customer Privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	Available throughout Sustainability Report 2025		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Responsible Business Conduct and Ethics, page 111		

Topics in the GRI Universal and GRI Agriculture, Aquaculture, and Fishing Sector Standards Determined as Not Material

Topic	Explanation
Spills	The GRI Agriculture, Aquaculture, and Fishing Sector Standard highlights spills as a potential material topic for organisations in our sector, given the potential for environmental contamination and community health risks. However, after conducting a detailed impact assessment and engaging with internal and external stakeholders, we have assessed spills as not currently a material topic for our operations. While we continue to monitor and report any spill incidents internally as part of our broader risk management and compliance systems, this topic was not identified as a priority through our most recent materiality assessment process. We will reassess its relevance should our operations or risk profile change in future.
Materials	After assessing the significance of the "Materials" (GRI 301) topics as set out in the GRI Universal Standards we have determined that it is not currently a material topic for our organisation. This decision is based on the following: Our core operations rely primarily on palm oil and palm kernel, which are renewable, agricultural raw materials produced either on our own plantations or by our suppliers. These do not fall under the scope of GRI 301, which focuses on non-renewable and externally sourced materials. In our downstream operations, while we do use packaging materials and process additives, their overall environmental impact — in terms of volume, sourcing, and waste generation — is limited when compared to other priority areas such as land use, emissions, biodiversity, and circularity. Our internal assessments and external stakeholder engagements have not identified materials use (as defined in GRI 301) as a significant source of impact on people or the environment relative to other sustainability topics in our value chain. We continue to track packaging use and waste generation in line with relevant certifications and regulations and are actively exploring ways to increase recycled content and material efficiency in our consumer product lines. We will reassess the materiality of this topic in future reviews as our product portfolio and stakeholder expectations evolve.

Data **Tables**

Sourcing Responsibly

Independent Smallholders

Indicators	Description	Measurement Unit	2023	2024	2025
Independent Smallholders	**Sawit Terampil Programme**				
	Sawit Terampil farmers	Number	>7,000	9,945	11,250
	Training provided under Sawit Terampil programme[1]	Hours	30,780	48,399	44,340
	RSPO-certified independent smallholders	Number	270	819	1,095

Traceability

Indicators	Description	Measurement Unit	2023	2024	2025
Supply Chain Traceability	**TTP - Indonesian Palm Supply Chain**				
	% Traceable palm oil supply chain	%	99%	99.5%	99.8%
	Number of suppliers	Number	473	472	509
	Volume	Tonnes	8,390,049	8,304,371	8,478,925
	TTM - Global Palm Supply Chain				
	% Traceable palm oil supply chain	%	100%	100%	99.9%
	Number of suppliers	Number	984	878	805
	Volume	Tonnes	8,535,094	8,507,464	8,569,127
	TTM - Non-palm Supply Chain (Soybean)				
	% Traceable non-palm supply chain (soybean)	%	-	100%	100%
	Number of suppliers	Number	-	4	8
	Volume	Tonnes	-	426,965	515,010

[1]Training hours reflect the total number of participating farmers multiplied by the average hours per training programme for the given year, with training duration ranging from 15 to 20 hours.

Supplier Risk Assessment

Indicators	Description	Measurement Unit	2023	2024	2025
Supplier Assessment	**Supplier Risk Classification**				
	Low priority	Number	333	444	356
	Medium priority	Number	131	22	131
	High priority	Number	9	6	22
	Supplier Qualification and Screening Plans				
	New suppliers	Number	60	70	73
	Qualified as suppliers	Number	50	66	64
	Suppliers assessed through site visits	Number	18	61	70
	Suppliers completed self-assessments	Number	391	386	457
	Suppliers assessed through spatial analysis	Number	473	472	509
	Supplier Risk Findings and Action Plans				
	Suppliers with environmental risks	Number	13	3	4
	Suppliers with social and labour risks	Number	8	9	4
	Suppliers with developed time-bound plan	Number	433	388	475

Grievance Resolution

Indicators	Description	Measurement Unit	2023	2024	2025
Grievance Resolution	**Grievance Management**				
	Grievance raised	Number	5	3	1
	Grievance closed (including prior years)	Number	8	14	15

Caring for Our Planet

Emissions

Indicators	Description	Measurement Unit	2023	2024	2025
GHG Emissions	**Total Scope 1 Emissions**	**Tonnes CO_2e**	**7,074,112**	**6,723,501**	**6,396,012**
SGX Core ESG Metrics - Environmental	FLAG	Tonnes CO_2e	4,699,120	4,501,310	4,073,297
	Non-FLAG	Tonnes CO_2e	2,374,992	2,222,191	2,322,715
	Total Scope 2 Emissions	**Tonnes CO_2e**	**335,173**	**366,374**	**436,642**
	Location-based	Tonnes CO_2e	335,173	366,374	436,642
	Market-based	Tonnes CO_2e	-	359,278	429,546
	Total Scope 1 and Scope 2 (Location-based)	**Tonnes CO_2e**	**7,409,285**	**7,089,875**	**6,832,654**
	Total Scope 3 Emissions	**Tonnes CO_2e**	**25,259,140**	**27,881,936**	**26,544,590**
	FLAG	Tonnes CO_2e	20,849,042	22,854,472	21,807,620
	Non-FLAG	Tonnes CO_2e	4,410,098	5,027,464	4,736,970
	Total Scope 1, Scope 2, and Scope 3	**Tonnes CO_2e**	**32,668,425**	**34,971,811**	**33,377,244**
	Biogenic Emissions	Tonnes CO_2e	**2,757,500**	**2,614,794**	**2,617,711**
	GHG Emissions Intensity	**Tonnes CO_2e/Tonne of CPO**	**2.69**	**2.77**	**2.60**

Energy

Indicators	Description	Measurement Unit	2023	2024	2025
Energy Consumption	**Total Energy Consumption**	**Gigajoule**	**43,852,269**	**42,772,489**	**43,330,044**
SGX Core ESG Metrics - Environmental	Renewable energy	Gigajoule	23,764,246	23,253,402	23,586,338
	Non-renewable energy	Gigajoule	20,088,023	19,519,087	19,743,706
	Energy Intensity	**Gigajoule/Tonne of CPO**	**9.63**	**9.83**	**9.84**

Conservation

Indicators	Description	Measurement Unit	2023	2024	2025
Conservation	HCV-HCS areas	Hectare	79,900	79,900	50,851
	Total Peat Areas	**Hectare**	**48,834**	**48,834**	**48,834**
	Peat planted	Hectare	31,254	31,254	31,254
	Peat non-planted	Hectare	17,580	17,580	17,580

Fire

Indicators	Description	Measurement Unit	2023	2024	2025
Fire Monitoring	Hotspots detected	Number	604	480	563
	Confirmed fires	Number	259	240	275
	Total affected areas	Hectare	675	324	317

Water

Indicators	Description	Measurement Unit	2023	2024	2025
Water Management	**Total water consumption**	**Cubic metre**	**7,878,893**	**7,254,460**	**7,361,607**
SGX Core ESG Metrics - Environmental	Total water withdrawal	Cubic metre	18,157,391	17,629,382	17,868,890
	Total water discharge	Cubic metre	10,278,498	10,374,922	10,507,283
	Water intensity	Cubic metre/Tonne CPO	3.9	4.2	4.4

Water Quality

Indicators	Description	Measurement Unit	2023	2024	2025
Water Quality (Upstream)	**Average Biological Oxygen Demand Levels - Land Application**				
	Sumatra	Milligrams per litres	1,836	1,801	1,735
	Kalimantan	Milligrams per litres	1,456	1,742	2,094
	Papua	Milligrams per litres	173	1,107	3,005
	Average Chemical Oxygen Demand Levels - Land Application				
	Sumatra	Milligrams per litres	6,722	7,179	8,031
	Kalimantan	Milligrams per litres	4,190	6,271	7,856
	Papua	Milligrams per litres	475	1,249	2,145

Waste

Indicators	Description	Measurement Unit	2023	2024	2025
Upstream Waste Management	**Total Waste Diverted (Non-Hazardous)**	**Tonnes**	**10,663,693**	**10,641,301**	**11,344,684**
	Fibre	Tonnes	1,498,096	1,443,177	1,440,860
	Shell	Tonnes	655,484	611,339	597,205
	EFB	Tonnes	2,516,800	2,424,537	2,420,645
	POME	Tonnes	5,967,956	6,151,218	6,885,974
	Total Waste Generated and Disposed (Hazardous)	**Tonnes**	**802**	**524**	**563**
Downstream Waste Management	**Total Waste Diverted (Non-Hazardous)**	**Tonnes**	**9,674**	**10,008**	**11,029**
	Total Waste Generated and Disposed – Hazardous	**Tonnes**	**121,995**	**140,834**	**130,804**

Empowering People

Community Relations

Indicators	Description	Measurement Unit	2023	2024	2025
Tzu Chi Indonesia Community Programmes	**Education**				
	Donation of books and learning material	Number	7,930	7,165	6,262
	Healthcare				
	Health education and vitamin distribution	Number	1,200	-	13,516
	Free surgery, medical, and dental services	Number	3,300	6,429	5,051
	Child health, vaccination, and nutrition	Number	21,700	12,963	14,403
	Healthcare packages	Number	9,800	5,256	6,133
	Disaster relief packages	Number	8,400	22,352	5,991
	Volunteer Engagement				
	Visit to orphanages and nursing homes	Number	1,700	2,862	10,425
	Blood donation activities	Number	5,500	4,190	6,495
	Volunteer hours (including family participation)	Hours	-	-	57,338
	Environmental Activities				
	Planting of beneficial, medicinal, and fruit trees	Number	24,600	3,505	5,193
Infrastructure and Services Provided	**Healthcare**				
	Medical personnel (doctors and nurses)	Number	326	316	333
	Treated patients	Number	266,000	246,758	242,219
	Clinics	Number	151	114	117
	Education				
	Childcare centres	Number	350	350	361
	Schools	Number	338	278	286
	Teachers	Number	2,790	2,958	2,621
	Students	Number	46,446	38,033	38,126
Bright Future Initiative (Community Economic Empowerment)	Villages	Number	103	140	182
	Community projects	Number	160	189	280
	MSMEs supported	Number	58	113	163
Community Investments	Investment in scholarship	US$	5.6 million	3.1 million	2.7 million
Community Training	Environmental conservation trainings	Number	1,700	580	1,822

Employee

Indicators	Description	Measurement Unit	2023		2024		2025	
GAR Global Workforce	**Grand Total**	**Number**	**100,794**		**100,138**		**99,269**	
	Indonesia	Number	98,176		97,401		96,382	
	China	Number	1,553		1,582		1,643	
	Singapore and Malaysia	Number	273		254		249	
	Europe and the Americas	Number	88		85		122	
	India, Pakistan, and UAE	Number	724		816		873	
Global Employee Profile **SGX Core ESG Metrics - Social**	**Employment Type**		**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
	Permanent	Number	52,213	14,974	51,896	13,248	50,626	11,110
	Fixed Term (Contract)	Number	19,004	14,603	19,136	15,858	20,072	17,461
	Working Arrangement							
	Full-time	Number	65,977	23,827	65,775	23,487	65,278	24,841
	Part-time	Number	5,240	5,750	5,256	5,620	5,420	3,730
	New Hires – Permanent Only							
	New hires	Number	4,276	910	3,661	417	4,048	471
	New hire rate	%	8.2%	6.1%	7.1%	3.2%	8.0%	4.2%
	Turnover – Permanent Only							
	Turnover	Number	4,866	1,850	5,736	1,774	6,013	2,724
	Turnover rate	%	9.3%	12.4%	11.1%	13.4%	11.9%	24.5%
	Gender Profile							
	Board	%	87%	13%	75%	25%	75%	25%
	Senior management	%	79%	21%	79%	21%	78%	22%
	Middle management	%	81%	19%	81%	19%	80%	20%
	Junior management	%	77%	23%	85%	15%	81%	19%

Indicators	Description	Measurement Unit	2023	2024	2025
Age Profile **SGX Core ESG Metrics - Social**	<30	Number	29,267	28,999	29,238
	30 - 50	Number	65,091	64,132	62,918
	>50	Number	6,436	7,007	7,113
Training Hours **SGX Core ESG Metrics - Social**	**Average Hours of Training by Level**				
	Staff	Average hour/employee	40	27	24
	Middle management	Average hour/employee	14	23	12
	Senior management	Average hour/employee	3	8	13
	Average Hours of Training by Gender				
	Male	Average hour/employee	40	30	18
	Female	Average hour/employee	15	17	22

Health And Safety

Indicators	Description	Measurement Unit	2023	2024	2025
Global Occupational Health and Safety Indicators	**Total Fatalities**	**Case**	**3**	**8**	**9**
	Fatalities (Upstream)	Case	2	6	8
	Fatalities (Upstream Contractors)	Case	0	0	1
	Fatalities (Downstream)	Case	1	1	0
	Fatalities (Downstream Contractors)	Case	0	1	0
	Lost Time Injury Frequency Rate				
	Lost Time Injury Frequency Rate (Upstream)	Case	1.82	3.12	4.47
	Lost Time Injury Frequency Rate (Downstream)	Case	0.49	0.84	0.42

Glossary

ADM – Archer Daniels Midland
AFI – Accountability Framework
AMF – Arbuscular Mycorrhizal Fungi
APQO – Asia Pacific Quality Organization
ASSITOL – Association of the Italian Oil Industry
AVPN – Asian Venture Philanthropy Network
BEFTA – Biodiversity and Ecosystem Function in Tropical Agriculture
BFI – Bright Future Initiative
BOD – Biological Oxygen Demand
BPOM – Indonesian National Agency of Drug and Food Control
BPOM CPPOB – Good Manufacturing Practices for Processed Food
CCTV – Closed-Circuit Television
CDP – Carbon Disclosure Project
CIO – Chief Information Officer
CIRAD – French Agricultural Research Centre for International Development
COD – Chemical Oxygen Demand
CO2E – Carbon Dioxide Equivalent
CPO – Crude Palm Oil
CSO – Civil Society Organisation
CSCO – Chief Sustainability and Communications Officer
CSRD – Corporate Sustainability Reporting Directive
CSDDD – Corporate Sustainability Due Diligence Directive
CTF – Compensation Task Force
DE&I – Diversity, Equity and Inclusion
DCF – Deforestation Conversion Free
DS – Downstream Operations
DxP – Dura and Psifera
eDNA – Environmental DNA
ED&F MAN – Edward Desborough & Frederick Man
eFACT – Electronic Field Activity Capture and Traceability
EFB – Empty Fruit Bunch
EFRAG IG1 – European Financial Reporting Advisory Group Guidance 1
EMS – Environmental Management System
EPR – Extended Producer Responsibility
ERM – Enterprise Risk Management
ERP – Enterprise Resource Planning
ESG – Environmental, Social, and Governance
EUDR – European Union Deforestation Regulation
FFB – Fresh Fruit Bunches
FLAG – Forest, Land, and Agriculture
FPIC – Free, Prior, and Informed Consent
FSSAI - Food Safety and Standards Authority of India
FSSC - Food Safety System Certification
FCP – Forest Conservation Policy
GAR – Golden Agri-Resources Ltd
GAPKI – Gabungan Pengusaha Kelapa Sawit Indonesia
GEARS – Gender Equality Assessment Results and Strategies
GHG – Greenhouse Gas
GJ – Gigajoule
GMO - Genetically Modified Organisms
GMP - Good Manufacturing Practices
GRI – Global Reporting Initiative
GSEP – GAR Social and Environmental Policy
HACCP - Hazard Analysis Critical Control Point
HCS – High Carbon Stock
HCV – High Conservation Value
HRDD – Human Rights Due Diligence
IBCWE – Indonesia Business Coalition for Women Empowerment
IDH – The Sustainable Trade Initiative
IFRS – International Financial Reporting Standards
ILO – International Labour Organization
IoT – Internet of Things
IPM – Integrated Pest Management
IROs – Impacts, Risks, and Opportunities
ISCC – International Sustainability and Carbon Certification
ISO - International Organization for Standardization
ISPO – Indonesian Sustainable Palm Oil
ISSB – International Sustainability Standards Board
IUCN – International Union for Conservation of Nature
KAN ISO - Komite Akreditasi Nasional
KJSL – Koperasi Jasa Sawit Lepan Jaya
KPI – Key Performance Indicator
LIMS – Laboratory Information Management Systems
LTIFR – Lost Time Injury Frequency Rate
LUC – Land Use Change
MOAH – Mineral Oil Aromatic Hydrocarbons
MOSH – Mineral Oil Saturated Hydrocarbons
MRV – Measurement, Reporting, and Verification
MSMEs – Micro, Small, and Medium Enterprises
MTK – Moderate Toleran Kekeringan
MVO – The Netherlands Oils and Fats Industry
MT – Metric Tonnes
NDPE – No Deforestation, No Peat, and No Exploitation
NDPE IRF – No Deforestation, No Peat, and No Exploitation Implementation Reporting Framework
NPP – New Planting Procedure
OECD - Organisation for Economic Co-operation and Development
OHS – Occupational Health and Safety
PAACLA – Partnership for Action Against Child Labour In Agriculture
PCF – Product Carbon Footprint
PCP – Participatory Conservation Planning
PK – Palm Kernel
PKE – Palm Kernel Expeller
PKM – Palm Kernel Meal
PKM-P – Palm Kernel Meal Pellet
PKS – Palm Kernel Shell
PM – Participatory Mapping
POCG – Palm Oil Collaboration Group
POME – Palm Oil Mill Effluent
PPnB – Plant Production and Biotechnology
PROPER – Programme for Pollution Control, Evaluation, and Rating
QIC – Qualified Importer Certification
RaCP - Remediation and Compensation Procedure
RADD – Radar Alerts for Detecting Deforestation
REC – Renewable Energy Certificate
RKL – Environmental Management Plan
RPL – Environmental Monitoring Plan
RSPO – Roundtable on Sustainable Palm Oil
R&D – Research and Development
SASB – Sustainability Accounting Standards Board
SBTi – Science Based Targets Initiative
SC – Sustainability Committee
SGX – Singapore Exchange
SIA – Social Impact Assessments
SMART – PT SMART Tbk
SMART ACT – SMART Access, Communicate, and Transform
SMARTRI – SMART Research Institute
SMART SEED – Social and Environmental Excellence Development
SMART SPOT – Sustainable Palm Oil Training
SMETA SEDEX - Sedex Members' Ethical Trade Audit
SMILE – Sinar Mas Integrated Learning Environment
SNI – Indonesian National Standard
SOP – Standard Operating Procedure
SPOTT – Sustainability Policy Transparency Toolkit
TCFD – Task Force on Climate-related Financial Disclosure
TCO_2E – Tonnes of Carbon Dioxide Equivalent
TTM – Traceability to the Mill
TTP – Traceability to the Plantation
UN – United Nations
UNGPs – UN Guiding Principles on Business and Human
UN SDGs – United Nations Sustainable Development Goals
USA – The United States of America
VDF – Verified Deforestation Free
WBCSD – World Business Council for Sustainable Development
YIP – Yield Improvement Policy

Feedback **and Contact**

We continuously seek to improve and strengthen our approach to reporting. Stakeholder engagement is a key part of this process, and we welcome your feedback.

Please contact our Head of ESG Reporting and Disclosure, Yuh Chien Foong, **yuhchien.foong@goldenagri.com.sg.**

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