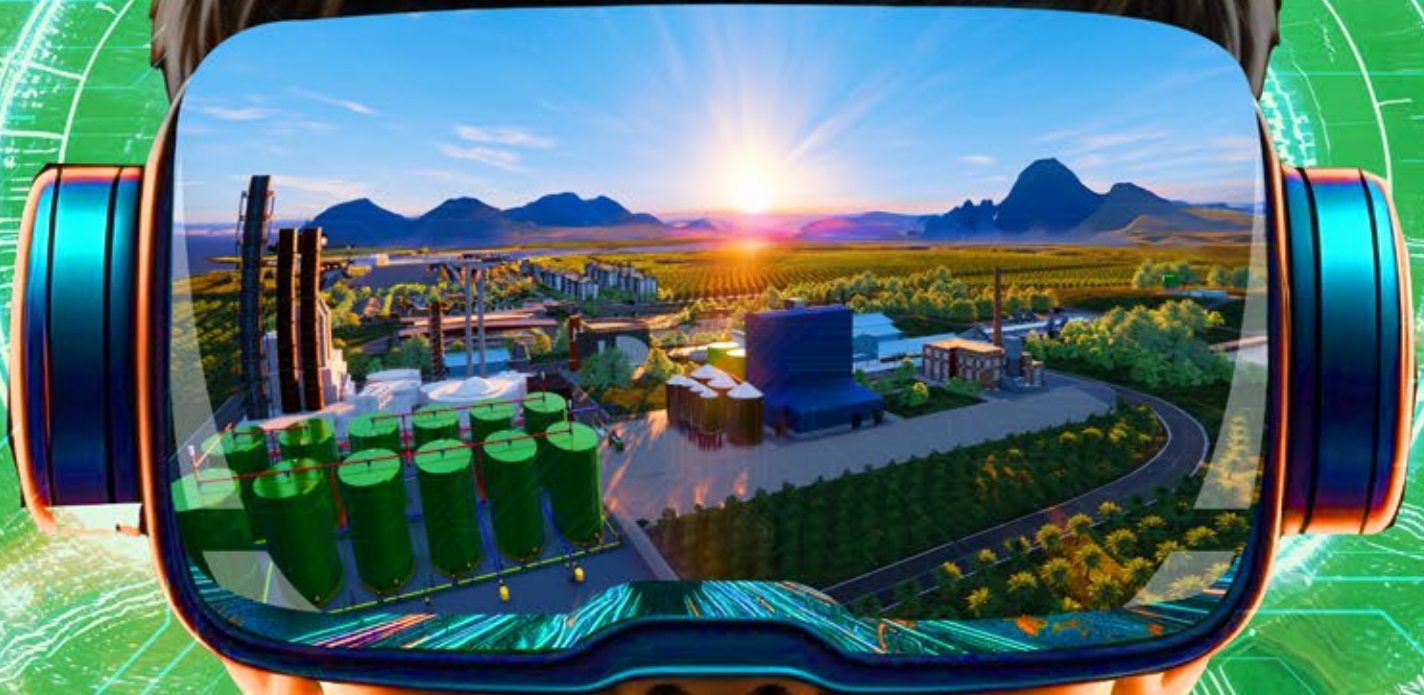


JPG

A JCORP Company

NEXT GEN SUSTAINABILITY

LEADING WITH IMPACT



SUSTAINABILITY REPORT 2024

DAWN OF A NEW ERA FOR JPG

THE NEXT CHAPTER

9 July 2024 was a historic date for Johor Plantations Group Berhad (JPG), marking the plantation company's debut on Bursa Malaysia under a highly successful Initial Public Offering (IPO) that raised approximately RM735 million, making it the second largest IPO in Malaysia for the year. The IPO was oversubscribed 2.18 times by the public, and 4.19 times by institutional investors including foreign asset managers. This symbolises the successful culmination of a five-year transformation journey that has seen JPG evolve from a diversified business entity under Johor Corporation (JCorp) into a pure-play next-gen palm oil company that is set to revolutionise the industry from its stronghold of Johor.

Through a shareholder agreement with Fuji Oil Asia Pte Ltd (Fuji Oil Asia), also cemented in 2024, JPG is venturing into downstream operations with a difference. Not only will it produce specialty oils and fats, the entire Integrated Sustainable Palm Oil Complex (iSPOC) being developed, which is to house the Group's refinery, will be fully powered by Renewable Energy (RE). JPG is among the first in the world to operationalise a greenfield project of this magnitude with biomass waste produced from agriculture, deepening its commitment to a circular economy.

The year also saw JPG underline its sustainability ambitions with the issuance of the world's first Sustainability-linked Sukuk in the plantation sector, which raised RM1.35 billion – RM1.3 billion under an Islamic Medium-Term Notes (IMTN) programme and RM50 million under an Islamic Commercial Papers (ICP) programme. The programmes were rated AA1 and P1 by RAM Rating Services Berhad, signifying the ability of JPG to meet its long-term and short-term financial obligations. The programmes have a combined aggregate limit of up to RM3.0 billion in nominal value, based on the Shariah principle of Wakalah Bi Al-Istithmar.

The issuance of the Sustainability-linked Sukuk Wakalah-IMTN is in accordance with JPG's Sustainable Finance Framework dated 12 August 2024 (Framework), whereby MARC Ratings Berhad (MARC), as the independent external reviewer, has assigned a "Gold" Impact Assessment to the Framework on 12 August 2024. The Sukuk Wakalah programmes are aligned with the principles set out in JPG's Sustainable Finance Framework, which governs how the Group engages in Sustainability Finance Transactions (SFTs). The issuance was oversubscribed 3.27 times, driven by growing demand for financial instruments tied to credible sustainability objectives.

With the listing, iSPOC and Sustainability-linked Sukuk, a new era has begun for JPG. Underlining this new chapter, the Group launched a new Massive Transformative Purpose (MTP) to produce sustainable essentials for mankind. As this MTP unfolds, JPG will be making its presence felt more strongly across more markets around the world, creating value for communities everywhere as it delivers sustainable returns to its shareholders.



JPG's debut on Bursa Malaysia on 9 July 2024 raised approximately **RM735 million** making it the second largest IPO in Malaysia for the year, over-subscribed by **2.18 times**



The development of an **iSPOC** fully powered by RE. JPG is among the first in the world to operationalise a greenfield project of this magnitude



Issuance of the **world's first Sustainability-linked Sukuk** in the plantation sector, oversubscribed by **3.27 times**

Dear Shareholders,
Welcome to

JPG

2024 Sustainability Report



ABOUT OUR REPORT

This report details JPG sustainability performance and key achievements during the year.

Johor Plantations Group Berhad (JPG) is a subsidiary of Kulim (Malaysia) Berhad (KULIM) which had undergone a strategic consolidation of its entire plantation business, bringing it under the umbrella of JPG.



COVER RATIONALE

JPG is shaping the future by making sustainability central to its business, producing renewable food and energy that sustains communities and enriches lives. As a leader in responsible production, JPG adopts a forward-looking approach, driving progress and accelerating transformation to meet the needs of a changing world.

With an unwavering commitment to innovation, efficiency, and environmental stewardship, JPG ensures that every step taken today paves the way for a greener and more resilient tomorrow. By integrating sustainability into its growth strategy, the company is not just responding to global challenges, but is redefining the standard for sustainable business, leading with impact for generations to come.

OUR REPORTING SUITE



SR

Sustainability Report 2024 (This Report)
This report provides detailed information on our approach to Environmental, Social and Governance (ESG) matters that are material to the Group and our stakeholders.



IR

Integrated Report 2024
The primary source of information on the Group's financial and non-financial performance across our operations.



FR

Financial Report 2024
The Financial Report provides a full account of the Group's audited financial statements for FY2024.

In our pursuit for sustainable excellence, JPG embodies three core principles comprising of Innovative & Efficient, Responsible, and Growth & People. By pioneering digitalisation, extensive Research & Development (R&D), and sustainable technology integration, we lead the industry in innovation, ensuring optimal yield while minimising our environmental impact. As part of being a responsible organisation, we focus our efforts on regenerative agriculture which fosters a circular world that emphasises on environmental stewardship. We also prioritise the growth and well-being of our diverse workforce to ensure inclusivity, equity, and continuous personal development are upheld. These principles collectively underpin our sustainability journey of driving positive change and lasting impact within our operations and beyond.

REPORTING APPROACH @SPOTT 10

This Sustainability Report was prepared with reference to Bursa Securities Main Market Listing Requirements (MMLR) and Malaysian Code on Corporate Governance (MCCG). To ensure comprehensive reporting on Environmental, Social and Governance (ESG) disclosures, the report has been prepared in alignment with leading global frameworks such as the Global Reporting Initiative (GRI) Standards, the International Financial Report Standards for Sustainability Reporting on climate-related disclosures (IFRS S2), and the Sustainable Palm Oil Transparency Toolkit (SPOTT) assessment conducted by the Zoological Society of London (ZSL). Our sustainability efforts also align with the United Nations Sustainable Development Goals (UN SDGs), demonstrating our commitment to creating shared value for all stakeholders. For details on the disclosures included in this report, please refer to the Appendix on pages 104-146.

SCOPE AND BOUNDARIES GRI 2-2, 2-3 @SPOTT 9, 23

This Sustainability Report covers performance data and sustainability progress from 1 January to 31 December 2024 (FY2024) and key activities or events up to 28 February 2025. In addition, the report incorporates historical data where applicable to demonstrate annual trends and overall progress over the years. It complements the information published in JPG Integrated Report 2024.

The boundary of this report is defined by the level of ownership and management control through which JPG can implement its Sustainability Framework and influence ESG outcomes. The report's scope includes JPG's operations in Malaysia, comprising five palm oil mills and 23 estates spanning 55,772 hectares of planted oil palm area.

The boundary covers:

- Corporate Operations** – JPG's corporate policies, workforce, training, emissions and other impacts associated with managing business operations.
- Other Exclusions** – Disclosure at the Group level does not include other operational businesses where JPG does not have a majority ownership of more than 51% and/or does not have operational control. Data collected excludes our joint ventures and associates and those who are not under our operational control.

STATEMENT OF ASSURANCE GRI 2-5

We engaged BSI Services Malaysia Sdn Bhd to provide independent assurance on the sustainability disclosures in this report, adhering to the AA1000 Assurance Standard. Internally, we implemented rigorous verification processes involving data sourcing and validation by respective business divisions. In addition, the Progress Report as described in our Sustainable Finance Framework adheres to the ISAE 3000 limited assurance standard.

FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements regarding our strategies and goals, which are subject to change based on evolving external conditions. Stakeholders are advised to interpret these statements with due caution.

FEEDBACK GRI 2-3

We welcome feedback from all stakeholders to continuously improve our sustainability initiatives and reporting practices. For inquiries or suggestions, please contact us at:

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What's Inside

JPG Sustainability Report 2024

Introduction

- 02 About This Report
 - Our Reporting Suite
 - Reporting Approach
 - Scope and Boundaries
 - Statement of Assurance
 - Forward-Looking Statements
 - Feedback
- 06 Awards and Recognition
- 07 Sustainability Scorecard
- 10 Leadership Message
 - Interview with the Managing Director
- 14 Who We Are
 - Core Principles
 - Mission, Vision and Purpose
 - Memberships and Associations
 - Our Business and Operations
 - Our Integrated Value Chain

1 Our Sustainability Approach

- 24 ESG Framework
- 25 Materials Matters
 - Materiality Approach
 - Materiality Outcomes
 - Addressing Our Material Matters
- 30 Stakeholder Engagement
- 31 Our Contribution to the UN SDGs

2 Sustainable Value Creation

- 34 Economic Impact
 - Financial Performance
 - Sustainable Finance Framework
 - Creating Impact
- 40 Creating Value
 - Our Value Creating Business Model
 - Strategic Innovation

3 Environmental Stewardship

- 46 Net Zero Strategy
 - Paving our Net Zero Pathway
- 46 Carbon Management
 - Methodology
 - Mitigating our Emissions
- 54 Safeguarding Biodiversity and Natural Resources
 - Biodiversity
 - No Deforestation, Peat, Exploitation (NDPE)
 - Pesticides and Pollution Control
 - Agriculture and Food Security
 - Fire and Haze
- 62 Water Management
- 64 Waste to Value

4 Our People and Communities

- 70 Our People
 - Occupational Safety and Health
 - Empowering Our People
- 80 Our Communities
 - Fostering Prosperous Communities
 - Respecting Land Rights Through Transparent Engagement

5 Robust Governance

- 86 Sustainability Governance
 - Governance Structure
- 88 Board Diversity Representation
- 89 Risk Management
 - Risk Management Approach
 - Climate Risk Management
- 92 Policies and Guidelines
- 94 Anti Corruption
- 96 Data Privacy and Cybersecurity
- 97 Supply Chain Management
- 97 Vendor Screening Process
 - Engaging with Our Vendors

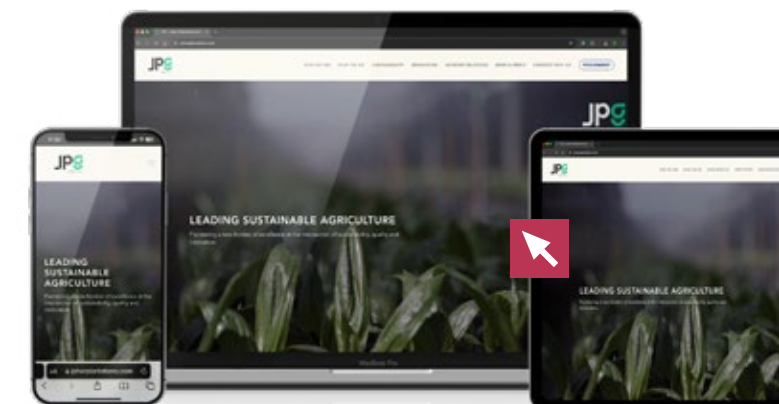


Please scan the QR code for the following documents of the Company which are available at
<https://johorplantations.com/reports-presentations/>

6 Appendix



- 104 ESG Performance Data Table
- 140 TCFD Content Index
- 141 Independent Assurance Statement





SUSTAINABILITY HIGHLIGHTS

ENVIRONMENT

- Commenced development of the Integrated Sustainable Palm Oil Complex (iSPOC), a fully renewable-energy-powered downstream facility to drive circularity, reduce Greenhouse Gas (GHG) emissions, and enhance value creation across JPG’s supply chain.
- Reduced carbon intensity by 49% against 2012 baseline
- Maintained mill water consumption below the 2013 baseline at 1.09 m³/MT Fresh Fruit Bunches (FFB).
- Preserved 1,131.10 ha of High Conservation Value areas.
- Preserved 276.25 ha of conservation land.
- 16% reduction in glyphosate usage compared to 2023.

SOCIAL

- RM7 million invested in improved amenities under the Labour Transformation Programme.
- 22% women representation in Senior Management.
- ZERO work-related fatalities.
- ZERO substantiated human rights violations.
- Over RM21 million invested in community infrastructure.

AWARDS AND RECOGNITION

Awards and recognition play a crucial role in driving JPG towards continuous growth and excellence. These accolades reinforce our commitment to excellence and sustainability, motivating us to push boundaries and set new benchmarks in the palm oil industry. In 2024, we received awards for our sustainability efforts, including the IKM Laboratory Excellence Award for the sixth year, a Silver Award in the Social Category for Human Rights and Labour Standards, and second Runner-Up at the Life at Work Awards for Green Technology Innovation. These awards highlight our commitment to excellence, sustainability, and innovation in the palm oil industry.

For a comprehensive list of our awards and recognitions, please refer to our 2024 Integrated Report

IKM Laboratory Excellence Award 2024

IKM Laboratory Excellence Award 2024 from the Malaysian Institute of Chemistry (sixth consecutive year).

ESG Positive Impact Awards 2023

Silver in the Social Category for Human Rights and Labour Standards (Large Company Tier) organised by Star Media Group.

Life at Work Awards (LAWA) 2024

Second Runner-Up at the LAWA 2024 for Green Technology Innovation – Open Category.

GOVERNANCE

- Established a RM3.0 billion Sukuk Wakalah Programme and Sustainable Finance Framework (SFF) to align capital mobilisation with sustainability goals, supporting ESG commitments and accelerating investments in climate action and inclusive growth.
- Improved sustainability disclosures with a SPOTT score of 88.8%.
- Achieved 93.96% traceability to plantation, targeting 100% by 2025.
- 100% RSPO, MSPO, Halal and ISCC certified Group POMs and estates.
- Completed seven ESG strategic initiatives in 2024, bringing the total to 22 out of 30 since 2022.

SUSTAINABILITY SCORECARD

GRI 2-22, 2-27, 3-3 @SPOTT 34, 42, 43, 44, 53, 54, 90, 91, 92

To sustain the momentum of our sustainability initiatives, we continuously track and evaluate our established objectives and key targets, all of which are aligned with our core ESG themes. These performance metrics serve as benchmarks for gauging our ongoing progress, offering crucial insights into evolving trends.

FINANCIAL PERFORMANCE

Market capitalisation RM3,375 MILLION	Total Assets RM4,960 MILLION	Total Revenue RM1,525 MILLION
GOAL: Achieve Palm Product Yield (PPY) (PPY) of 7.0 metric tonnes (mt) per hectare in mature palm area by 2036	Recorded 5.65 MT/ha for the Group’s PPY in 2024	

ENVIRONMENT

LEGEND ACHIEVED ✓ IN PROGRESS ⌚

GOAL	PROGRESS	STATUS
50% carbon intensity reduction against 2012 baseline	49% reduction in our operational carbon emissions compared to our 2012 baseline year.	⌚
Maintain annual mill water consumption at or below the 2013 baseline of 1.2 m³/MT FFB	Mill water consumption was at 1.09 m³/MT FFB	✓
2% year-on-year reduction in the use of glyphosate on one-year-old palms	16% reduction in the use of glyphosate in plantation areas from 0.32 litres/ha in 2023 to 0.27 litres/ha in 2024	✓
Achieve consistent reduction of effluent generated	We continue to work towards optimisation of our plants to improve FFB processing efficiency, aiming to lower effluent generated per tonne of FFB while simultaneously increasing our renewable energy production.	✓
Increase renewable energy conversion by 2025	We achieved a 5% increase in renewable energy consumption compared to 2023 performance.	✓
Complete assessment on water footprint by 2025	We will be conducting a water footprint assessment with plans to integrate rainwater harvesting at operating units by 2025.	⌚
Evaluation of SBTi requirements and targets by 2025	We have evaluated SBTi requirements and developed a comprehensive response plan, including a gap analysis, identification of necessary components for commitments, and a clear timeline for SBTi validation. Moving forward, we will address the identified gaps to ensure full alignment with SBTi standards, reinforcing our commitment to achieving science-based emission reduction targets	⌚



Sustainability Scorecard

LEGEND		
ACHIEVED		
IN PROGRESS		
GOAL	PROGRESS	STATUS
No increase in peat development	We have maintained and will continue to maintain our commitment to no increase in peat development	
No Deforestation, No Peat and No Exploitation (NDPE) of FFB suppliers	Enhanced Monitoring – In 2024, JPG has intensified satellite monitoring to detect deforestation and fire hotspots across owned estates and external FFB suppliers, ensuring full compliance with NDPE policies and EUDR requirements	
	Strengthened Traceability – Leveraging government resources like I-Plan Malaysia and MyLot by JUPEM, JPG is mapping smallholders while maintaining full traceability of company-owned estates with established polygons	
	Supplier Collaboration – JPG continues to work closely with suppliers to drive responsible sourcing, support market access for producers, and uphold a 100% deforestation-free supply chain	
No development in land containing one or more High Conservation Values (HCVs)	Maintained and enhanced 1,131.10 ha of HCV and 276.25 ha of conservation areas in accordance with JPG’s Sustainability Policy and Biodiversity Policy	

SOCIAL

GOAL	PROGRESS	STATUS
Completion of labour transformation programme	The Labour Transformation Programme was completed in 2024. Based on Labour Transformation Project (LTP) outcome, we progressively improved and enhanced our labour conditions. We upgraded the standard basic amenities to meet the new standards in accordance with Act 446 of the Employees’ Minimum Standards of Housing Accommodations and Amenities Act 1990. Approximately RM7.0 million was allocated for this purpose. The implementation addressing the outcome of this programme was completed in December 2024.	
Achieve 30% of women representation in Senior Management	22% female representation in Senior Management as of 2024 The percentage decrease in female representation compared to our 2023 performance was due to organisational restructuring at the Senior Management level. Whilst this restructuring decreases female representation in our senior management, we remain committed to ensuring equal opportunities at JPG and continue our efforts to support women’s empowerment across all levels of the organisation.	
Maintain an Lost Time Incident Rate (LTIR) below 10 (per 200,000 working hours)	LTIR was recorded at 1.91, well below 10. Nonetheless, we continue to strive for ZERO LTIR	
Maintain a severity rate below 3.5 year-on-year	2.82 severity rate recorded in 2024	
Zero fatalities	ZERO fatalities recorded in 2024	

GOVERNANCE

LEGEND		
ACHIEVED		
IN PROGRESS		
GOAL	PROGRESS	STATUS
Completion of financial agreement on green financing with financial institutions	On 6 August 2024, JPG established the Islamic Commercial Papers Programme (ICP Programme) and the Islamic Medium Term Notes Programme (IMTN Programme) with a combined aggregate limit of up to RM3.0 billion in nominal value based on the Shariah principle of Wakalah Bi Al-Istithmar, which are collectively referred as the “Sukuk Wakalah Programmes”	
Annual conduct of anti-bribery awareness training for existing and new business associates	70% of our employees received training on anticorruption policies and procedures in 2024	
Achieve a SPOTT score of 85%	We achieved an improved SPOTT score of 88.8% in 2024	
100% traceability to Plantation by 2025	Overall traceability increased to 93.96% in 2024	
100% RSPO certification for all FFB supply by 2035	11% of external FFB sources are RSPO certified as of 2024. We continue to support and drive RSPO certification for our smallholder suppliers through our Smallholder Inclusion Programme (SIP)	
Achieve 100% RSPO, MSPO, Halal and ISCC certification for the Group’s POMs and estates	All the Group’s POMs and estates maintained their RSPO, MSPO, Halal and ISCC certification	
Achieve completion of key strategic ESG initiatives by 2025	Seven initiatives have been completed in 2024. In total, 22 from 30 strategic initiatives have been completed since 2022	

LEADERSHIP MESSAGE

GRI 2-22, 2-23, 2-24

“By enhancing plantation-level traceability and integrating circular economy initiatives, we are building a robust, sustainability-driven business model.”

Dear Stakeholders,

As we navigate the evolving landscape of sustainable palm oil production, JPG remains steadfast in our vision of becoming the globally preferred producer of premium, sustainable, and traceable oils and fats. Guided by our mission and vision, we drive sustainable growth and profitability while continuously enhancing stakeholder value.

Underpinned by our core values of being passionate, synergistic, dynamic, and maintaining a competitive drive for excellence, we uphold the highest standards of product quality and safety to optimise palm oil yield. Sustainability is embedded in both our daily operations and long-term objectives, ensuring resilience and adaptability in an evolving industry.

100%

RSPO-certified FFB, along with MSPO, ISCC, and Halal standards



Halve emissions by 2025, achieve Net Zero by
2050



MOHD FARIS ADLI SHUKERY
Managing Director





Leadership message

The iSPOC is a key initiative that exemplifies this commitment by converting biowaste into renewable energy. To support its development, approximately RM 171.6 million from listing proceeds has been allocated. This initiative aligns with the broader strategy of creating new business verticals while reinforcing sustainability and business resilience. Compliance with leading industry standards further strengthens JPG's sustainable leadership, with all Fresh Fruit Bunches (FFB) from its estates being 100% RSPO-certified, alongside additional certifications such as MSPO, ISCC, and Halal standards.

The Group remains steadfast in its commitment to halving carbon emissions by 2025 and achieving net zero by 2050. By enhancing plantation-level traceability and integrating circular economy initiatives like biowaste conversion, we are building a robust, sustainability-driven business model. ESG principles are deeply embedded in the Group's core operations, ensuring regulatory compliance and leadership in sustainable development. Renewable energy sources, including biogas, palm kernel shell, and palm fibre, now power over 72% of operations. The Palm Fibre Oil Extraction (PFOE) plant exemplifies innovation in reducing biomass waste and enhancing oil recovery.

“ Sustainability isn’t just a goal - it’s the foundation of our future, driving innovation, empowering communities, and ensuring long-term environmental and economic resilience. ”



Sustainability extends beyond environmental initiatives, with the SIP promoting sustainable practices among smallholders and supporting their certification and market access. The certification process, covering RSPO, MSPO, and ISCC standards, strengthens global competitiveness. Additionally, social initiatives such as the LTP and Women OnWards (WOW) initiative enhance worker well-being, gender equality, and social inclusion.

Governance remains a priority, with robust anti-corruption policies and the launch of the Sustainable Finance Framework, which enabled a pioneering sustainability-linked sukuk issuance—the first of its kind in the plantation sector. These measures reinforce the Group’s dedication to long-term sustainability and corporate responsibility.

JPG places significant emphasis on empowering local communities and smallholders, recognising that stakeholder engagement drives collective progress. Through the SIP, sustainable agricultural practices are promoted while enabling direct access to premium markets. Collaborations with the Asia School of Business Management Sdn Bhd (ASB) under the Centre for Sustainable Small-Owners (CSS) Diffusion programme further support this effort. The partnership with the Wild Asia Group Scheme (WAGS) has enabled over 280 smallholders, covering more than 1,500 hectares, to achieve RSPO certification since 2016. This initiative has significantly improved livelihoods and access to global markets. The Group remains committed to expanding this initiative to achieve 100% traceability across all FFB suppliers by 2025.



Gender equality is championed through the WOW programme, which provides skills development and a structured grievance resolution platform to enhance workplace inclusivity. Community-focused Corporate Social Responsibility (CSR) initiatives include the "One Million Roots for the Future" campaign, aiming to plant one million trees to protect biodiversity. Additionally, investments in education infrastructure, such as the "Back to School" programme, ensure that students in surrounding communities have access to quality education. The development of community spaces, such as the Tiram Multipurpose Hall and ongoing support for Yayasan JCorp, further drive long-term social impact and economic resilience. Contributions to Johor Darul Takzim (JDT) Football Club also foster youth engagement and sports development.

Sustainability efforts extend to waste management, with employees and local communities actively participating in structured recycling initiatives through the *JPG Program Sifar Sisa*, which minimises landfill waste. The Group also collaborates with IDEAS Autism Centre through the *Semarak Kasih 4.0* programme, providing essential support for autistic children and their families, reinforcing its commitment to social inclusivity. JPG ensures that economic empowerment, social inclusion, and environmental stewardship remain central to its sustainability strategy. By embedding community engagement into its operations, the Group drives meaningful and lasting impact, creating shared value for stakeholders and the business alike.

Looking ahead, sustainability priorities align with the Group’s 10-year roadmap, a strategic plan designed to transform JPG into a next-generation integrated palm oil company. This roadmap integrates key sustainability ambitions, including halving carbon emissions intensity by 2025 and achieving 100% traceability compliance across all FFB suppliers within the same timeframe. Strengthening upstream production remains a focus to mitigate climate risks such as droughts. Replanting techniques are enhanced through pulverisation, alongside the adoption of high-yield planting materials that undergo continuous climate resilience assessments to ensure long-term productivity and sustainability. Biodiversity initiatives are also being amplified, with increased tree-planting efforts in collaboration with stakeholders. Diversification of income streams through circular economy initiatives continues, including the conversion of biogas from palm oil mill effluents into biomethane. Additionally, the Group aims to expand the RSPO-certified volume within its supply chain, solidifying its market leadership.

With over 7,000 dedicated employees, JPG remains committed to fostering a high-performance, agile culture. Employee engagement, digitisation, innovation, and cross-functional collaboration are integral to the Group’s transformation into a next-generation plantation company. By empowering its people, JPG continues to drive exponential growth and sustainability impact, ensuring long-term resilience and success.

Planting
24,900
trees to support
biodiversity

2025
every single
FFB supplier will
be fully traceable

Slashing
emissions by
50%
by 2025

WHO WE ARE

At JPG, our commitment to sustainable excellence is guided by three core principles:

GRI 2-1 @SPOTT 23, 29



Innovative & Efficient:

We put ourselves at the forefront of innovation through our digitalisation and mechanisation efforts, R&D and technological pursuits for a sustainable premium yield.



Responsible:

We focus on regenerative agriculture to secure a circular world.



Growth & People:

Beyond inclusivity and diversity, we pledge our commitment to develop our people's potential and uplift their livelihoods.

Through advancements in digitalisation, R&D and sustainable technology integration, we drive industry innovation to maximise yields while reducing environmental impact. As a responsible organisation, we focus on regenerative agriculture to promote a circular economy and environmental stewardship. We also prioritise the growth and well-being of our diverse workforce, ensuring inclusivity, equity, and ongoing personal development. These principles form the foundation of our sustainability journey, enabling us to create positive change and lasting impact both within our operations and the communities we serve.

Our mission, vision, and purpose form the cornerstone of our strategy, embodying our deep commitment to sustainability, innovation, and value creation. We are a responsible organisation focused on sustainability, ensuring that we safeguard the environment while driving long-term growth. Powered by a passionate and innovative team, we remain agile and resilient, continuously adapting to an evolving global landscape.



To become the globally preferred **producer** of premium **sustainable** and traceable oils and fats

By demonstrating total commitment to **integrity**, **quality**, **sustainability** and innovation, we create an **integrated value chain** business that maximises stakeholder returns

JPG is a **forward-looking upstream plantation company** that uses key technologies to drive operational improvements through **mechanisation** and **digitalisation**. We are all about delivering sustainable returns.

- We are a responsible organisation focused on sustainability
- We are agile and resilient, and powered by a team that is passionate and innovative
- We will deliver better dividends to shareholders as we can produce higher yields at lower costs to our customers

These guiding principles shape every facet of our operations—enhancing productivity, empowering communities, and cultivating a high-performance workforce. Our efforts enable us to produce higher yields at lower costs, delivering greater value to customers and better dividends to our shareholders. As leaders in the palm oil industry, we are dedicated to maintaining our competitive edge through sustainable growth and operational excellence.

MEMBERSHIPS AND ASSOCIATIONS

GRI 2-28 SPOTT 39

Through our participation in several key organisations we reinforce our commitment to sustainable and responsible practices. Collectively, these memberships support our strategic objectives, enhance its reputation, and contribute to sustainable growth in the palm oil industry.

Member Since 2004

Roundtable on Sustainable Palm Oil (RSPO)

A global multi-stakeholder initiative promoting the sustainable production and use of palm oil through stringent environmental and social standards.



As a member of RSPO since 2004, JPG ensures that 100% of our plantation areas are RSPO-certified, adhering to stringent environmental and social standards. This certification enhances the company's credibility and facilitates access to global markets that prioritise sustainability.

Member Since 2020

Malaysian Sustainable Palm Oil (MSPO)

A national certification scheme designed to promote sustainable palm oil practices in Malaysia, emphasising environmental protection, worker rights, and legal compliance.



In alignment with national initiatives, JPG complies with the MSPO certification scheme, which emphasises environmental protection, worker rights, and legal compliance. This adherence not only ensures compliance with national regulations but also bolsters the company's competitiveness in the market.

Member Since 2023

United Nations Global Compact (UNGC)

The world's largest corporate encouraging businesses to align their operations with principles in human rights, labour, environment, and anti-corruption.



JPG' participation in the UNGC underscores our dedication to aligning operations with universal principles in human rights, labour, environment, and anti-corruption. This involvement positions the company as a globally responsible business, attracting socially conscious investors.

Member Since 2007

Malaysia Nature Society (MNS)

Malaysia's oldest environmental NGO dedicated to the conservation of Malaysia's natural heritage through research, education, and advocacy.



JPG' association with MNS reflects its commitment to biodiversity conservation. By supporting MNS's initiatives, the company demonstrates its dedication to environmental stewardship and aligns with local ecological preservation efforts.

Member Since 2023

Global Reporting Initiative (GRI) Community

The GRI Community serves as a global hub for advancing corporate transparency and sustainability reporting.



By being a part of the GRI Community, we position ourselves at the forefront of developments in the GRI Standards, gaining access to the latest knowledge, tools, and insights that enhance internal alignment on corporate transparency. We gain direct exposure to best practices in sustainability reporting, allowing us to strengthen our disclosures and stay ahead of emerging trends. Through collaboration with a global network of sustainability leaders, we contribute to driving innovation and improving the quality of corporate transparency worldwide.

Member Since 2023

Singapore Alliance for Sustainable Palm Oil (SASPO)

An initiative to drive the demand for sustainably sourced palm oil within Singapore, promoting sustainable supply chains and raising consumer awareness.



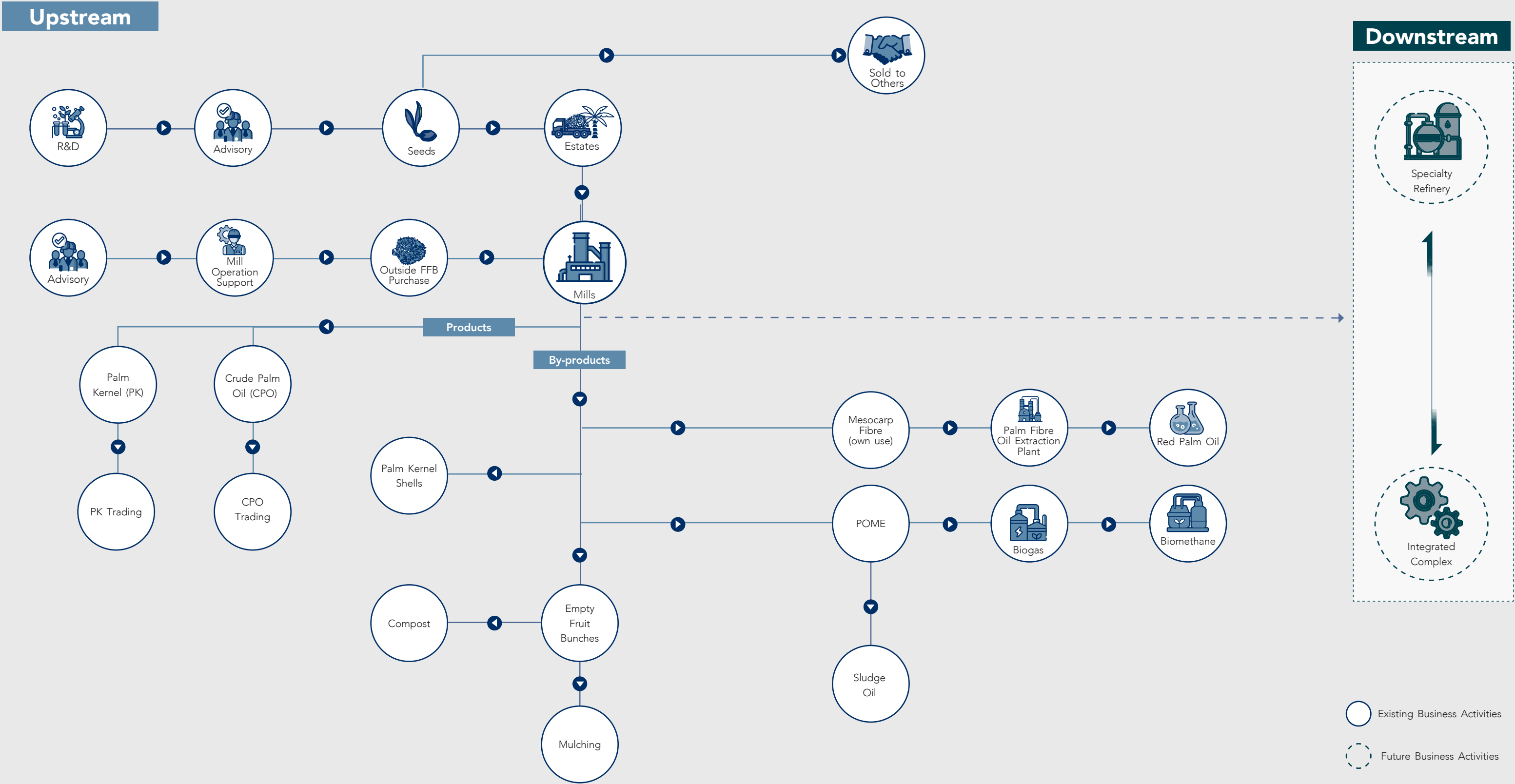
Through its membership in SASPO, JPG engages with regional stakeholders to promote sustainable sourcing and raise consumer awareness in Singapore. This collaboration enhances the company's influence in sustainability-driven markets and strengthens partnerships with environmentally conscious entities.



OUR INTEGRATED VALUE CHAIN

GRI 2-6

Our integrated value chain encompasses every stage from plantation to processing. We cultivate FFB, process CPO and PK, and convert biowaste into renewable energy, reinforcing our circular economy strategy.



Making The Shift Towards Sustainable Tomorrows

Our Sustainability Approach

01

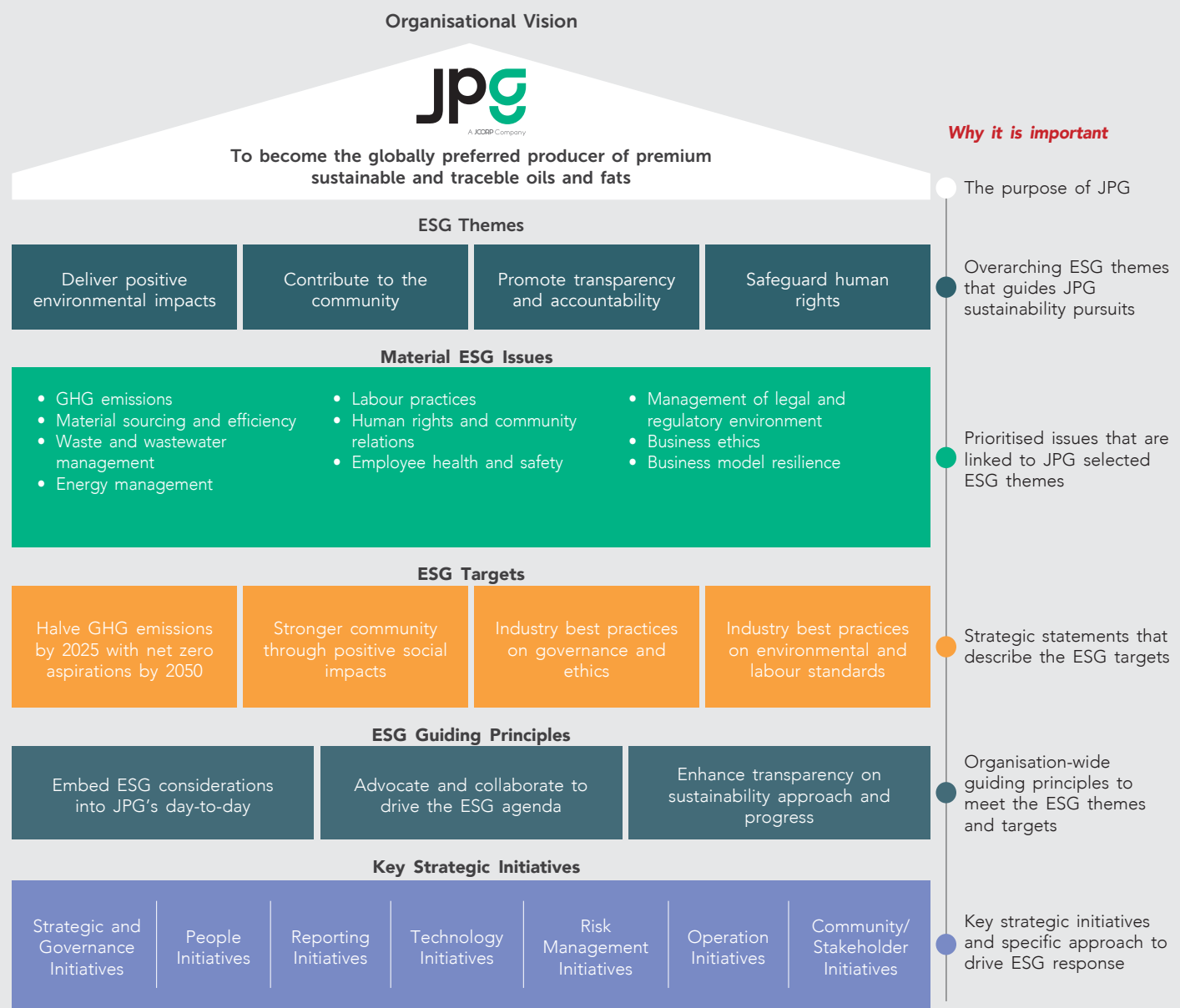
ESG Framework.....	24
Materials Matters.....	25
Materiality Approach	
Materiality Outcomes	
Addressing our Material Matters	
Stakeholder Engagement.....	30
Our Contribution to the UN SDGs.....	31



ESG Framework

GRI 2-22

This vision to be the global leader in producing premium, sustainable, and traceable oils and fats serves as the foundation of our ESG framework. Our sustainability strategy focuses on four core ESG themes: creating positive environmental impacts, supporting community development, fostering transparency and accountability, and protecting human rights. For each of these areas, we have established a well-defined approach with clear targets and strategic initiatives designed to drive positive outcomes across our operations, FFB suppliers, and broader value chain.



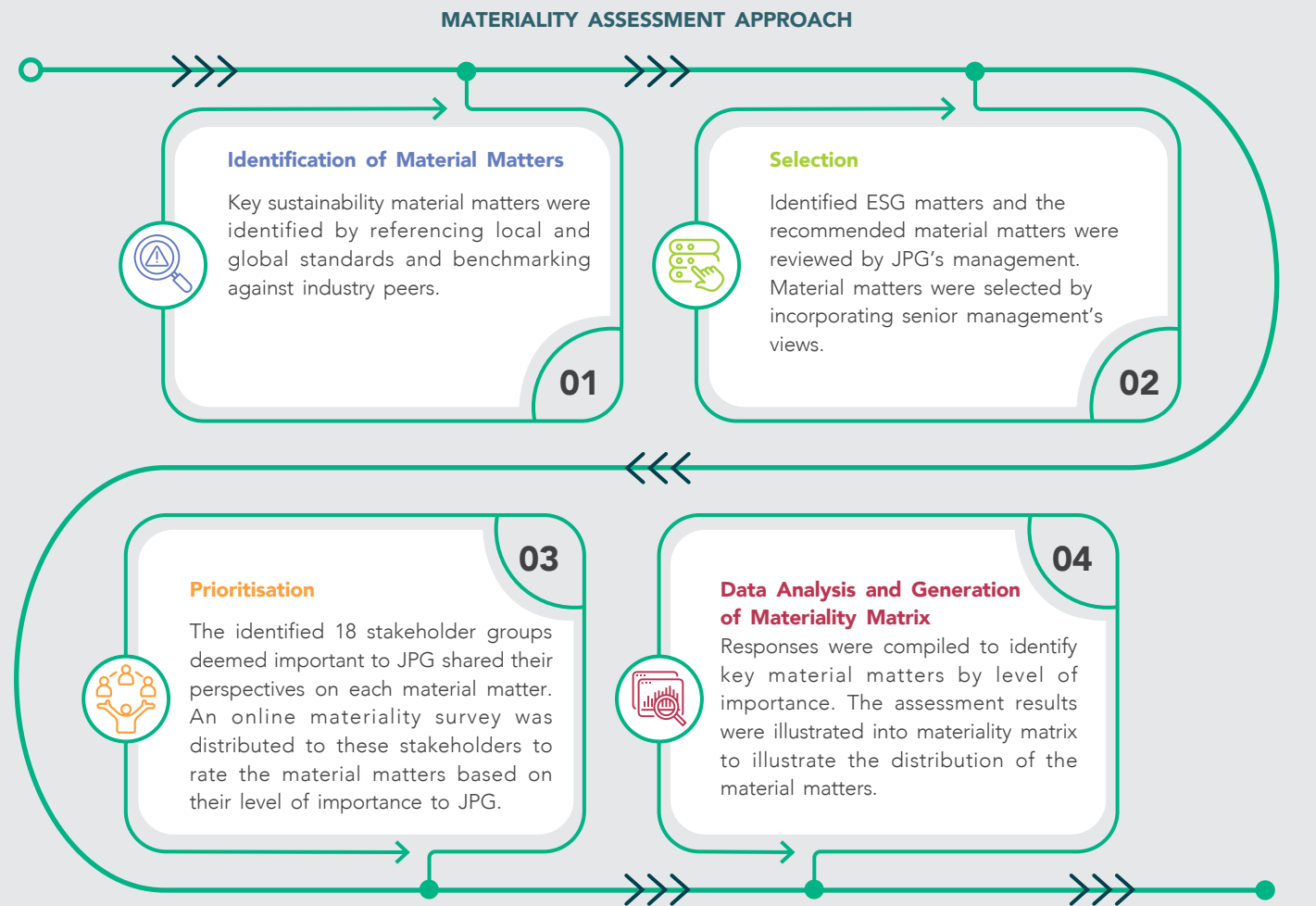
Material Matters

GRI 3-1, 3-2

MATERIALITY APPROACH

Materiality assessments are vital for identifying and prioritising sustainability matters that are crucial to both our business and stakeholders. These assessments enable us to pinpoint risks and opportunities linked to ESG impacts across our key operating sectors. By providing a structured framework, they support our broader goal of integrating ESG considerations into our corporate strategy and stakeholder engagement efforts.

In FY2023, we conducted a comprehensive materiality assessment following a period of significant business transformation. This process was guided by several industry standards and the latest Bursa Listing Requirements and involved a four-stage methodology to ensure our material matters aligned with sustainability trends within the evolving palm oil and consumer goods landscape. A total of 117 stakeholders from 18 groups including employees, management, suppliers, contractors, government bodies, customers, NGOs, and others were engaged to determine the significance of each material matter.



In 2024, our organisational boundaries, including operations and structure, have not undergone significant changes. Stakeholder expectations and industry regulations have remained stable, with no major shifts affecting our key sectors. Furthermore, external environmental and social contexts have not experienced notable changes that would require a reassessment.

We will continue to incorporate best practices in materiality assessments, monitoring developments in sustainability standards, stakeholder needs, and external trends. This ensures that our material matters remain relevant, guiding our sustainability strategy to address both emerging challenges and evolving expectations. By maintaining a proactive approach, we reaffirm our commitment to responsible and impactful operations in line with global ESG benchmarks.

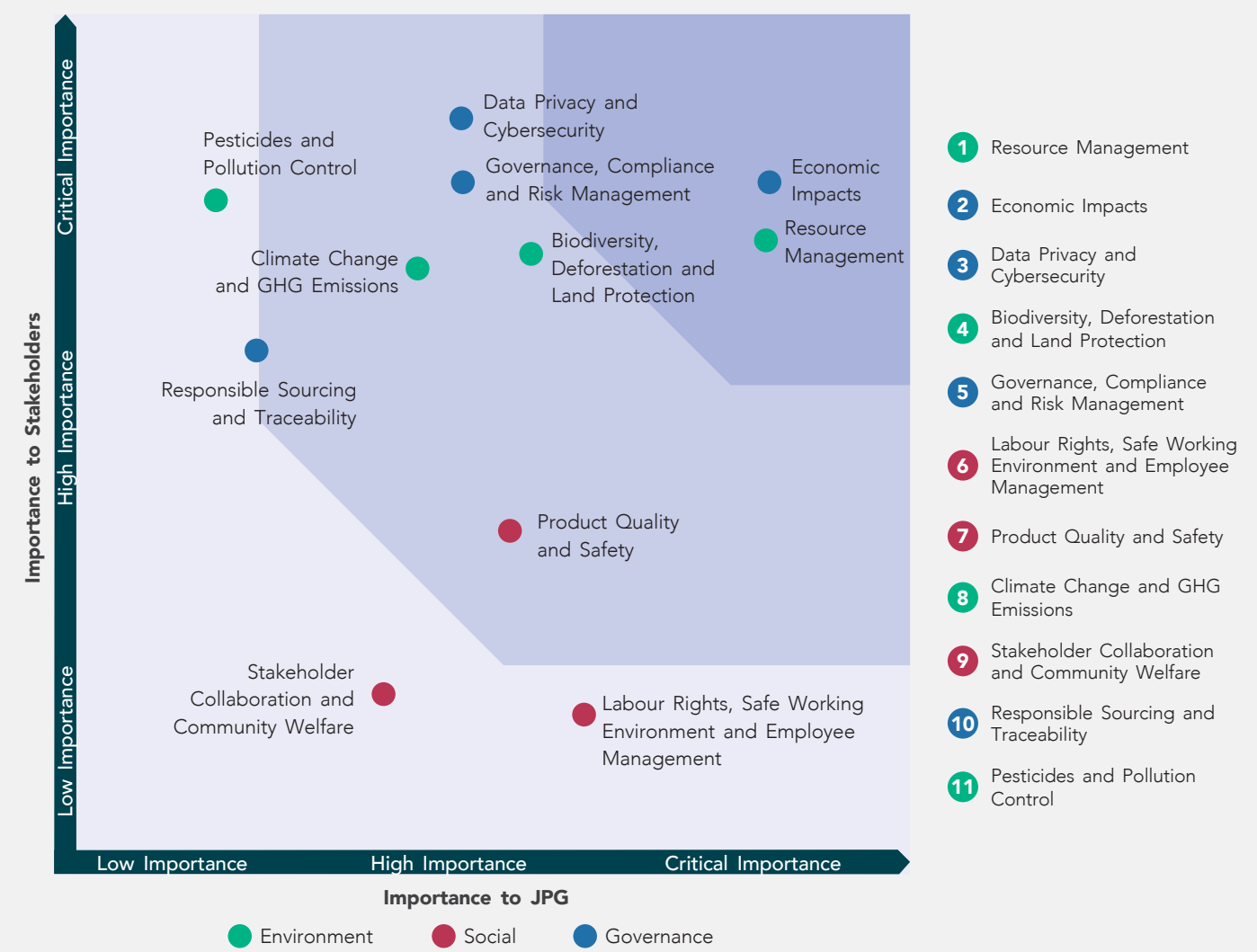


Material Matters

MATERIALITY OUTCOMES GRI 3-3

The materiality assessment process identified **11 key sustainability matters** from an initial list of 30 issues relevant to JPG’ operations and stakeholder interests. This assessment provided valuable insights to guide informed decisions on the sustainability matters most significant to both the Group and its stakeholders.

Through detailed analysis, the top five material matters were identified and ranked as follows: Resource Management, Economic Impacts, Data Privacy and Cybersecurity, Biodiversity and Deforestation, and Governance, Compliance, and Risk Management.



ADDRESSING OUR MATERIAL MATTERS GRI 3-3

For more detailed information on the management of our material matters, please refer to our Integrated Report pages 68-73.

<div><div></div><div>RESOURCE MANAGEMENT</div></div> <div><div>Description</div><div>Promoting efficient resource management by optimising the use of energy and water while implementing effective waste management approaches to minimise environmental impact.</div></div> <div><div>Our Response</div><div><ul style="list-style-type: none">As part of our commitment to environmental sustainability, we now source over 72% of our operational energy from renewables, including biogas, palm kernel shell, and palm fiberMill water consumption was at 1.09 m³/MT FFB, well below the 2013 baseline of 1.2 m³/MT FFBRepurposing 100% of palm oil mill waste into bio-compost and renewable fuel sources<div>For more information, please see Chapter 3 of our Sustainability Report</div></div></div>
<div><div></div><div>ECONOMIC IMPACTS</div></div> <div><div>Description</div><div>Understanding and responding to market trends to maximise profitability, promote economic growth and foster operational resilience.</div></div> <div><div>Our Response</div><div><ul style="list-style-type: none">7% increase in revenue from renewable energy operations100% completion of biomethane plant installation at Tereh POM & Sindora POMThe Sustainable Finance Framework (SFF) received a “Gold Impact Assessment” from MARC Ratings Berhad, signifying strong ESG alignment<div>For more information, please see Chapter 2 of our Sustainability Report</div></div></div>
<div><div></div><div>DATA PRIVACY AND CYBERSECURITY</div></div> <div><div>Description</div><div>Establishing a robust approach to protect data privacy and ensure security for all cyber-related information retained by JPG to safeguard sensitive and proprietary information.</div></div> <div><div>Our Response</div><div><ul style="list-style-type: none">ZERO instances of data breaches or loss of customer data in 2024<div>For more information, please see Chapter 5 of our Sustainability Report</div></div></div>
<div><div></div><div>BIODIVERSITY, DEFORESTATION AND LAND PROTECTION</div></div> <div><div>Description</div><div>Protecting the environment by adopting measures to preserve biodiversity, minimise forest clearing and safeguard areas with high conservation value to support ecological balance. Implementing sustainable land management practices to prevent and control environmental degradation, reduce pollution and mitigate health risks to society.</div></div> <div><div>Our Response</div><div><ul style="list-style-type: none">Identified 1,131.10 hectares of HCV and 276.25 hectares of conservation areasPlanted 24,900 trees to date under One Million Roots for the Future (1MRFF) programmeZero incidents of deforestation since 2018 adhering to the NDPE commitmentCreation of wildlife corridors to facilitate animal migrationMonitoring species diversity and habitat via camera trap initiative provides insights into ecosystem stability, enabling early detection of ecological changes and targeted conservation actions<div>For more information, please see Chapter 3 of our Sustainability Report</div></div></div>



Material Matters

GOVERNANCE, COMPLIANCE AND RISK MANAGEMENT

Description

Establishing mechanisms which covers processes, systems and the workforce to ensure strong corporate governance principles are in place to promote accountability, integrity, and good risk management.

Our Response

- 70% of our employees received anti-corruption training in FY2024, increasing knowledge of risk management and governance
- In 2024, we recorded ZERO incidents of corruption
- Completed ESG risk assessments for all operating units, department and subsidiaries and developed ESG Risk Register to identify and mitigate ESG risks in FY2023

For more information, please see Chapter 5 of our Sustainability Report

LABOUR RIGHTS, SAFE WORKING ENVIRONMENT AND EMPLOYEE MANAGEMENT

Description

Establishing measures to promote fair labour practices in line with regulatory requirements, embracing diversity and inclusion, prioritising the well-being, development, safety of workers and safeguarding human rights across the whole value chain by eradicating forced compulsory or child labour within the organisation.

Our Response

- Utilised the Earthworm Foundation (EF) engagement methodology to improve labor practices on plantations
- A constructive engagement is maintained with labor unions, with 33% of the workforce currently unionized, reflecting a commitment to fair and transparent labor practices.
- Setting our targets of maintaining an LTIR below 10, severity rate below 3.5 year-on-year, and zero fatalities.
- Clocked 38,000 training hours, an increase of 13.6% from 2023

For more information, please see Chapter 4 of our Sustainability Report

PRODUCT QUALITY AND SAFETY

Description

Establishing stringent protocols to ensure the quality and safety of our products, meet regulatory requirements and standards, address consumer demands, and enhance our brand reputation within the market.

Our Response

- Achieved a customer satisfaction rate of 82% 2024
- We undertake various R&D efforts to continuously enhance our product quality whilst also ensuring quality control via testing

CLIMATE CHANGE AND GHG EMISSION

Description

Identifying, managing and monitoring climate risks and opportunities through the reduction of GHG emissions and mitigative actions to minimise business disruptions resulting from physical or transition risks.

Our Response

50% carbon intensity reduction against 2012 baseline

For more information, please see Chapter 3 of our Sustainability Report

STAKEHOLDER COLLABORATION AND COMMUNITY WELFARE

Description

Actively engage and foster collaborative relationships with stakeholders, including our workers, smallholders, traders, local communities, and other relevant parties, to ensure mutual benefits and contribute to the overall well-being and development of the community.

Our Response

- Contributed RM2 million to Masjid Bandar Tiram for community engagement and worship space
- JPG through Yayasan JCorp has contributed RM1.1 million to improve healthcare access, educational opportunities, and social assistance initiatives
- Allocated RM2 million yearly to Johor Darul Takzim Football Club through Majlis Sukan Negeri (MSN), reinforcing JPG’s commitment to nurturing athletes and fostering a culture of sports excellence in Johor
- RM0.071 million was given out to aid the Back to School 2024 campaign, which provides educational supplies to local youngsters

For more information, please see Chapter 4 of our Sustainability Report

RESPONSIBLE SOURCING AND TRACEABILITY

Description

Implementing key mechanisms to achieve traceability across the entire value chain to ensure that procurement practices are conducted ethically and sustainably, and that all supplied products align with JPG’s standards and regulatory requirements.

Our Response

- Received SPOTT score of 88.88% in 2024, placing us 14th out of 100 palm oil producers, processors, and traders globally
- Reaching 93.96% plantation traceability, with a target of 100% traceability by 2025 and deforestation-free supply chain by 2035

For more information, please see Chapter 5 of our Sustainability Report

PESTICIDE AND POLLUTION CONTROL

Description

Ensuring responsible use of chemicals and other pesticide-detering mechanisms to mitigate residual effects and prevent the detrimental impacts of pollution on biodiversity, soil fertility, water sources, and human health.

Our Response

- 16% reduction in the use of glyphosate from 0.32 litres per hectare in 2023 to 0.27 liters per hectare
- Integrated livestock grazing as a natural weed control solution since 2008 to reduce chemical dependency
- Electrostatic precipitators (ESPs) were used at all mills to lower emissions and pollution by capturing particulate matter from industrial emissions

For more information, please see Chapter 3 of our Sustainability Report



Stakeholder Engagement

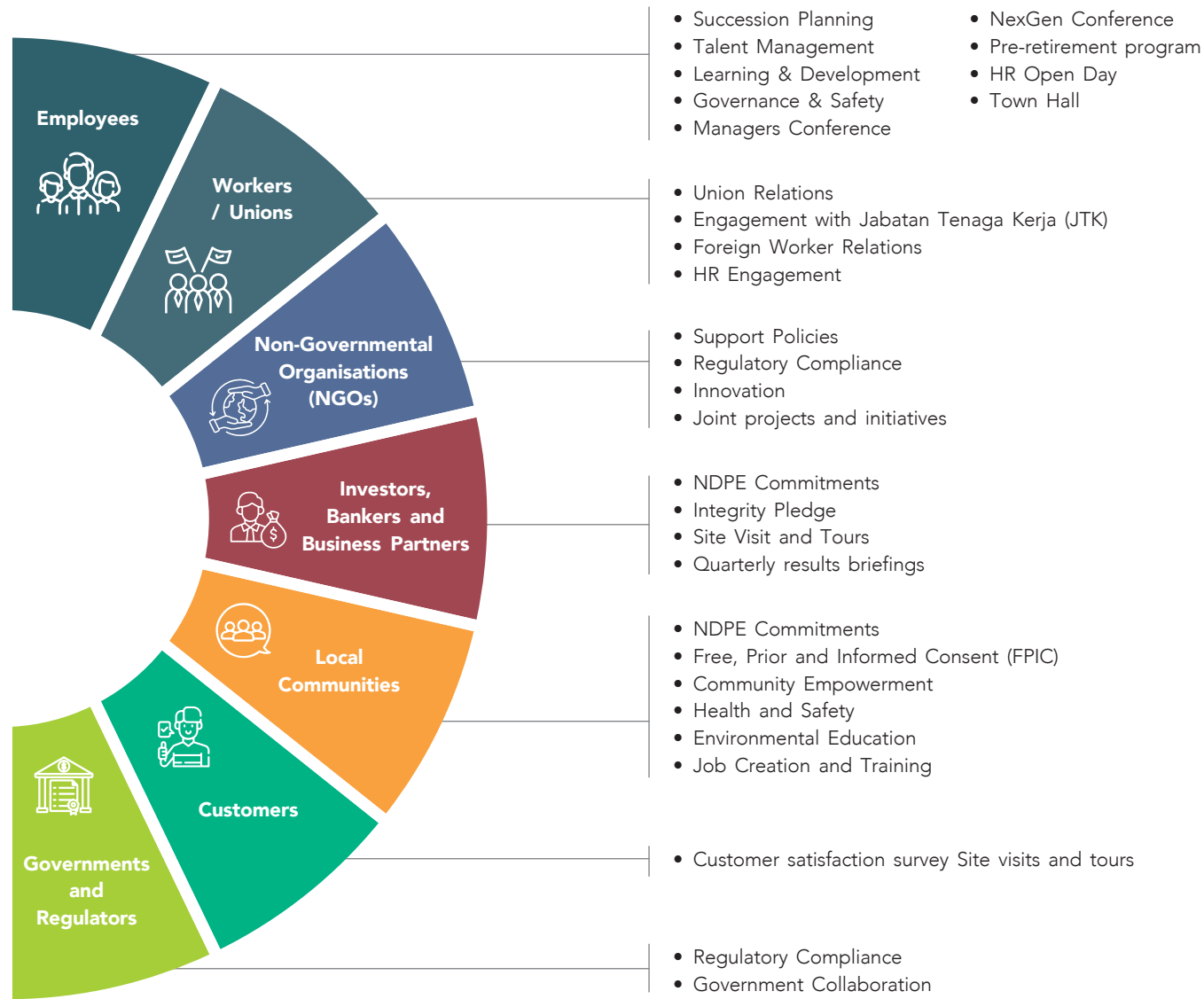
GRI 2-29

JPG engages with a wide range of stakeholders whose actions and decisions can influence or be influenced by our operations. We are committed to fostering strong, positive relationships with these stakeholders through ongoing engagement via both formal and informal channels. These interactions enable us to identify and address critical issues, gain valuable insights into emerging risks and opportunities, and incorporate their feedback to strengthen our sustainability efforts. Through this approach, we ensure that their concerns are acknowledged and integrated into our strategies for continuous improvement.

For more detailed information on stakeholder engagement, please refer to our Integrated Report pages 50-62.

ADDRESSING OUR MATERIAL MATTERS

For more detailed information on the management of our material matters, please refer to our Integrated Report pages 68-73.



Our Contribution to the UN SDGs

JPG has been committed to the UN SDGs since their inception in 2015, aligning its operations with ten key goals to foster environmental stewardship and social responsibility.



3 GOOD HEALTH AND WELL-BEING

In pursuit of **Good Health and Well-being (SDG 3)**, JPG ensures safe working environments through ISO 45001:2018-certified operations. Additionally, our workers are extensively covered through medical benefits such as clinics, annual assessments, and counselling services. We also support underprivileged communities via contributions through Yayasan Johor Corporation.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Our dedication to **Responsible Consumption and Production (SDG 12)** is evident in our practices of recycling and repurposing nearly all bio-waste, proper management of hazardous waste, and compliance with sustainability certification standards.

13 CLIMATE ACTION

In addressing **Climate Action (SDG 13)**, we adhere to a strict no-deforestation policy, avoid peatland development, and collaborate with environmental groups to safeguard biodiversity.

4 QUALITY EDUCATION

To promote **Quality Education (SDG 4)**, JPG provides school uniforms and free transportation for employees' children, facilitating access to education.

5 GENDER EQUALITY

In advancing **Gender Equality (SDG 5)**, we enforce strict policies against discrimination and sexual harassment and have established the WOW platform to empower women within the company to voice any workplace concerns.

8 DECENT WORK AND ECONOMIC GROWTH

We uphold **Decent Work and Economic Growth (SDG 8)** by providing targeted training and engagement to our workforce.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

To drive **Industry, Innovation, and Infrastructure (SDG 9)**, we have mechanised our estates with advanced equipment such as mini tractors with scissor lifts and implemented the Kulim Plantation Management System (KPlant), utilising GIS and digital technologies for operational efficiency.

15 LIFE ON LAND

By protecting 1,131.10 ha of HCV areas, planting 24,900 trees to date, and maintaining zero incidents of deforestation since 2018, JPG actively safeguards **Life on Land (SDG 15)**. Through wildlife corridors and habitat monitoring using camera traps, we support biodiversity conservation and demonstrate our commitment to sustainable land stewardship.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

We champion **Peace, Justice and Strong Institutions (SDG 16)** through our ethical governance framework, ranging from anti-corruption training to ESG risk assessments across all operations, ensures transparent, accountable practices. Our zero-record of human rights violations and discrimination underscores a workplace culture rooted in fairness and mutual respect.

17 PARTNERSHIPS FOR THE GOALS

Finally, through **Partnerships for the Goals (SDG 17)**, JPG engages with various stakeholders, including government agencies, industry associations, and conservation organisations, to collectively advance sustainable development.

Driving Vertical Integration and **Sustainable Growth**

Sustainable Value Creation

02

Economic Impact 34

- Financial Performance
- Sustainable Finance Framework
- Creating Impact
 - A Robust Framework
 - Financing For The Future

Creating Value 38

- Our Value Creating Business Model
- Strategic Innovation
 - Our Innovation Framework

ECONOMIC IMPACT

GRI 3-3, 201-1

FINANCIAL PERFORMANCE

Market cap:
RM3.375 billion

In 2024, JPG demonstrated notable progress despite facing industry-wide challenges such as fluctuating CPO prices and operational disruptions. We concluded 2024 with a strong market capitalisation of RM3.375 billion as at 31 December 2024, a testament to the resilience of our business model and strategic shifts. Key contributing factors included a strengthened focus on sustainability, particularly through advancements in renewable energy operations, reflected by a 7% increase in revenue from our Renewable Energy business segment. This includes the successful commissioning of our biomethane plant at Sedenak POM, along with the upcoming Tereh and Sindora biomethane plants, enhancing operational efficiency and sustainability-linked revenue generation. At a broader scale, our comprehensive investments in circular economy projects and renewable energy initiatives under iSPOC strategically align our upstream capabilities with planned expansions in downstream and midstream operations. These initiatives collectively underscore JPG’s integrated approach to sustainable growth, driving us towards our goal of becoming a fully vertically integrated palm oil producer. By strengthening our presence across the palm oil value chain, we aim to create sustainable value for all our stakeholders.

In addition to the strategic diversification of our income streams through renewable energy, we capitalised on our strong operational fundamentals, securing premium prices for RSPO-certified CPO and PK products. This premium pricing, combined with efficient marketing strategies, ensured our growth despite lower production and external pressures.

While these achievements underscore our strong position today, we also recognise the importance of preparing for an increasingly uncertain future. Climate change, with its extreme weather events and shifting precipitation patterns, poses significant risks to the agricultural sector and by extension, to JPG’s core operations. As a future-forward company, JPG remains committed to fortifying our climate resilience to sustain productivity, safeguard our supply chain, and continue creating long-term value for stakeholders. In pursuit of this goal, JPG has embraced digitalisation, mechanisation, and the upskilling of talent, enabling us to remain adaptable and productive despite weather-related challenges. These measures are complemented by the development of an integrated downstream complex in collaboration with Fuji Oil Asia under iSPOC, bolstering both capacity and community engagement.

For more information on climate risk management, please refer to Chapter 5 of this report.

SUSTAINABLE FINANCE FRAMEWORK

JPG is committed to enhancing financial flexibility and operational efficiency within the Group. To support this objective, the company established the Sukuk Wakalah Programmes on 6 August 2024, which include an Islamic Medium Term Notes Programme (IMTN Programme) and an Islamic Commercial Papers Programme (ICP Programme). We are proud to announce that both our IMTN and ICP Programmes were accorded credit ratings of P1 and AA1 respectively. These ratings signify robust credit quality, indicating that the programmes have a very low risk of default. Specifically, a P1 rating reflects strong capacity to meet short-term financial obligations, while an AA1 rating indicates high creditworthiness and a superior ability to meet long-term financial commitments. These programmes have a combined aggregate limit of up to RM3.0 billion in nominal value and are based on the Shariah principle of Wakalah Bi Al-Istithmar.

Subsequently, on 26 September 2024, JPG successfully issued its inaugural Sukuk Wakalah, totaling **RM1.35 billion** in nominal value. This issuance comprised **RM1.3 billion** under the IMTN Programme and **RM50 million** under the ICP Programme. The proceeds were allocated to:

- 1 Refinance existing borrowings.
- 2 Working capital, acquisitions, investments, capital expenditure and general corporate purposes.
- 3 Payment of all fees, costs and expenses relating to the establishment of the Sukuk Wakalah Programmes and issuance of the Sukuk Wakalah.

Building on its commitment to sustainable financing, JPG’s Sukuk Wakalah Programmes align with the principles outlined in our SFF, which governs how the Group engages in SFTs.

In support of JPG’s sustainability strategies and implementation, the SFF was established to demonstrate how the Group intends to enter into the SFTs to fund projects that will generate the most positive societal and environmental impacts, reinforcing JPG’s vision to become the globally preferred producer of premium sustainable and traceable oils and fats.



The SFF combines the Use of Proceeds and Sustainability-linked formats which can be used independently on a case-by-case basis, retaining full flexibility in terms of specific sustainability objectives and projects that the Group intends to support. These formats ensure that the financing aligns with the Group’s commitment to environmental and social sustainability. Additionally, the SFF defines the eligibility criteria for projects under the Use of Proceeds and establishes Key Performance Indicators (KPIs) and sustainability performance targets (SPTs) under the Sustainability-Linked financing, ensuring measurable and impactful outcomes.

To ensure investors, lenders, and other stakeholders have adequate information about JPG’s sustainability strategy implementation, the company will provide annual reporting on its Use of Proceeds and Sustainability-linked financing instruments. Additionally, the company’s KPI performance will be externally and independently verified under a “Limited Assurance” standard.

Please refer to our Sustainable Finance Framework for more information.

This structure not only aligns our financial interests with our sustainability goals but also enhances transparency and accountability in our sustainability efforts. By integrating the SFTs into our financial strategy, JPG aims to drive meaningful progress towards our sustainability objectives, while delivering value to our stakeholders.



Economic Impact

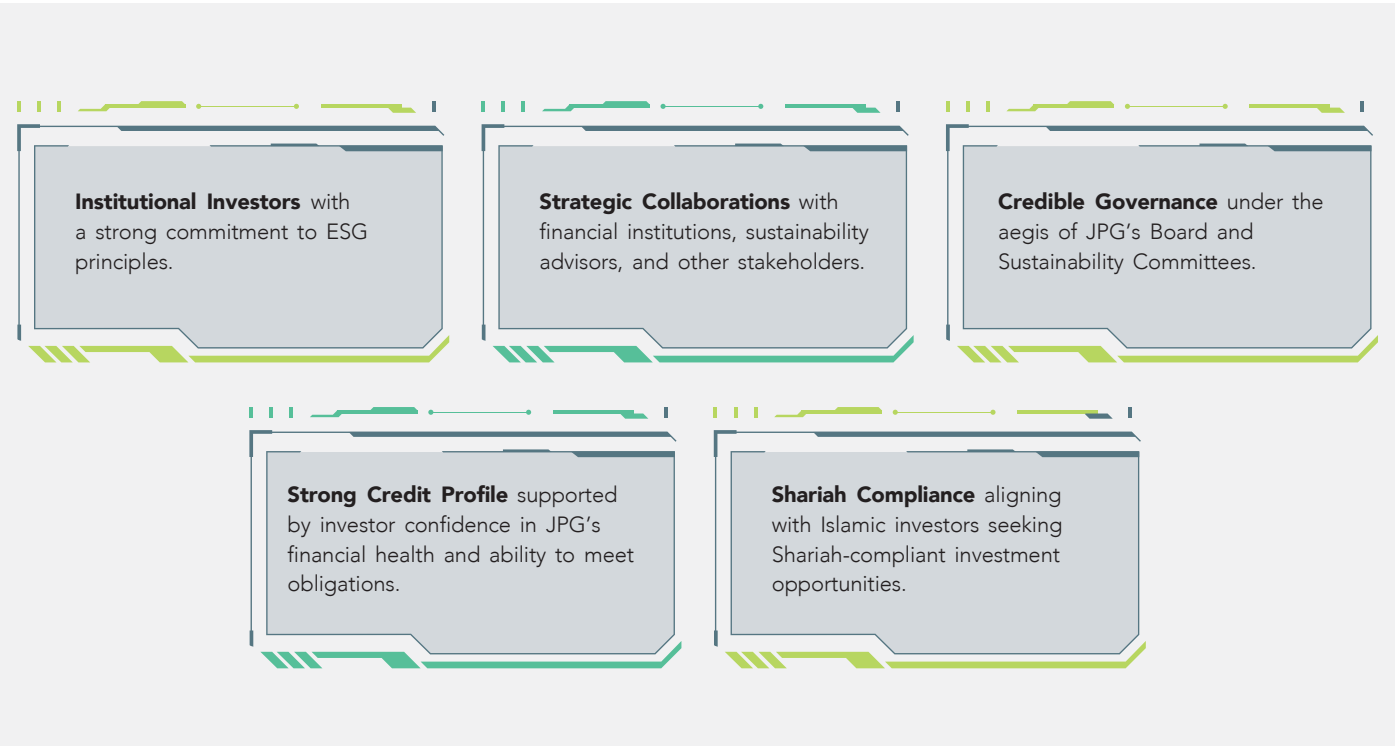
CREATING IMPACT

Our Sukuk Wakalah issuance is the world’s first Sustainability-Linked Sukuk in the plantation sector and the first rated Sukuk under the SRI Linked Sukuk Guidelines by the Securities Commission in Malaysia—marking a significant milestone in sustainable financing. Beyond showcasing our strong ESG credentials, this issuance also highlights JPG’s solid partnerships with financial institutions and sustainability advisors. These collaborations were pivotal in both the successful issuance and the establishment of our SFF, ensuring alignment with global best practices and investor expectations.

The robust Sukuk Wakalah Programmes allow us to channel future issuances towards supporting environmental and social projects, including renewable energy upgrades, biodiversity protection, and smallholder inclusion. The Sukuk Wakalah issuance attracted significant investor interest, particularly from institutional players focused on ESG. The issuance achieved an oversubscription rate of more than three times, driven by growing demand for financial instruments tied to credible sustainability objectives. Institutional investors recognised JPG’s leadership in biodiversity stewardship and climate action, reinforcing confidence in our long-term trajectory.

For more information on environmental sustainability, please refer to Chapter 3 of this report.

Our investor response was positive, reflecting broad confidence in JPG’s ESG credentials. The well received subscription can be attributed to:



JPG's Sukuk Wakalah Issuance is the...

World's FIRST Sustainability-Linked Sukuk in the plantation sector

FIRST rated Sukuk under the Sustainable and Responsible Investment (SRI) Linked Sukuk Guidelines by the Securities Commission in Malaysia

A Robust Framework

Reflecting our commitment to transparency, accountability, and strong governance, JPG’s SFF has undergone rigorous external reviews by MARC Ratings Berhad, while our reporting on the KPIs and SPTs, as outlined in the SFF, has been externally reviewed by BSI. These validations reinforce the integrity of our framework and assure investors that any future eligible allocations—such as renewable energy or social-impact programmes—remain fully aligned with the principles of responsible finance. The SFF itself is built on globally recognised sustainable finance standards. It guarantees that proceeds are strictly allocated to eligible green and social projects, aligning JPG’s financial strategy with international best practices. By embedding transparent reporting, external verification, and impact monitoring into its core, the SFF strengthens accountability and builds stakeholder trust.

MARC Ratings Berhad and **BSI** played critical roles in validating the SFF’s integrity:

- MARC Ratings Berhad** – Provided an independent external review and **awarded JPG’s SFF a “Gold Impact Assessment,”** underscoring our **high standards of ESG alignment.**
- BSI** – Evaluates JPG’s performance on the **Sustainability Performance Targets (SPTs)** and **Key Performance Indicators (KPIs),** verifying **credible progress** and **ensuring transparency.**

Through the SFF, JPG unlocks long-term value creation by enabling responsible and impactful investments that benefit both the environment and society. Projects financed under the SFF address critical ESG areas such as climate action, pollution reduction, biodiversity conservation, and social development—ensuring our financial growth is inherently sustainable.

Financing For The Future

While 2024 funds were channeled to refinancing and working capital, JPG continues to advance a renewable energy portfolio and other ESG-driven projects with various funding streams:

- Biomethane Expansion** – Commissioning two biomethane plants (Sindora and Tereh), set to be fully operational by Q2 2025, adding **350,000 MMBtu** of biomethane capacity per year.
- iSPOC - Specialty Oils and Fats Refinery & Integrated Complex** – A circular-economy-powered facility integrating a palm oil mill, specialty fat refinery, kernel crushing plant, animal feed mill, and bioenergy power plant, developed in partnership with Fuji Oil Asia as part of a downstream venture that also focuses on talent upskilling and local community training.

Looking Ahead: Future Sukuk issuances will be positioned to **catalyse** meaningful ESG initiatives, **including smallholder productivity programmes, community-based environmental conservation, and traceability enhancements. By aligning project selection with UN SDGs,** we ensure that our initiatives contribute to global sustainability priorities while creating measurable social, environmental, and economic benefits. Ultimately, this approach helps us drive meaningful change while reinforcing our long-term sustainability strategy. These future issuances are also strategically aligned with the UN SDGs, reinforcing our contribution to global sustainability priorities.

JPG’s Sukuk Wakalah Programmes, aligned with our SFF reflect our unwavering pursuit of responsible growth. Future Sukuk proceeds are positioned to further catalyze meaningful ESG initiatives, setting us on course to realise our net-zero ambitions and bolster local communities. Through transparent governance, external assurance, and pioneering investments in renewables, JPG continues to champion a sustainable, future-forward agricultural sector.



OUR VALUE CREATING BUSINESS MODEL



Recognising that climate resilience and risk management are vital to sustaining long-term growth in an increasingly uncertain climate landscape we have embedded these considerations into our value creation model. Guided by this, we aim to protect critical natural resources, uphold our commitment to sustainability, and safeguard operational continuity.

VISION



To become the globally preferred producer of premium sustainable and traceable oils and fats

MISSION



By demonstrating total commitment to integrity, quality, sustainability and innovation, we create an integrated value chain business that maximises stakeholder returns.

OUR CAPITALS

Inputs

- Financial Capital**

Financial capital refers to the monetary resources available to an organisation, including cash, assets, investments that contribute to its ability to operate effectively and generate value over time.

 - Total Equity: **RM2.83 billion**
 - Total Assets: **RM4.96 billion**
 - EBITDA: **RM533.61 million**
- Natural Capital**

Natural capital refers to the resources that contribute to long-term sustainability. Our commitment extends beyond mere profitability; we strive to operate our business sustainably by integrating environmental stewardship into our operations.

 - **59,783 ha** of Landbank
 - Renewable Energy Consumption: **72.14%**
- Manufactured Capital**

Manufactured capital represents our investment in our productive capacity and infrastructure. It includes our assets, machinery and equipment that are essential for our operations.

 - **23** estates
 - **3** Biomethane Plants
 - **5** POMs
 - **1** PFOE Plant
 - **5** Biogas Plants
- Intellectual Capital**

Intellectual capital refers to intangible assets and resources that contribute to the value creation and competitive advantage. We leverage new technologies to improve our operational performance and optimise costs, contributing to the profitability of JPG.

 - **1** R&D Agritech Centre
 - Development of elite planting material through breeding programmes
 - Development of best mechanisation practices and digitalisation for estate and mill operations
- Human Capital**

Human capital is a critical component and plays a key role in driving innovation, productivity and competitiveness. Our employees' knowledge, skills and experience drive the Group's strategy and deliver long-term sustainability and value. Recognising and managing human capital is important to foster a positive work culture and enhance organisational performance.

 - Total Employees: **7,032**
 - Experienced and diverse Board
 - Employee Training & Development: **RM2.92 million**
- Social and Relationship Capital**

Social and relationship capital reflects the quality of the relationships and cooperation between an organisation and its stakeholders. It is important to build and maintain our reputation and brand value to create long-term value for society.

 - Strong collaborative relationships with smallholders and business partners
 - Continuous engagement with investors, customers, communities, authorities and related stakeholders

STRATEGIC THRUSTS

- Strategic Theme 1:** Strengthen Core Competencies

Strategic Theme 2: Build Future Ready Organisation
- Strategic Theme 3:** Embed Innovation Practices

Strategic Theme 4: Ramp up Digital

Strategic Theme 5: Strengthen Intangible Assets

SUSTAINABILITY

- Deliver Positive Environmental Impacts
- Contribute to the Community
- Promote Transparency and Accountability
- Safeguard Human Rights

MATERIAL MATTERS

- Resource Management
- Economic Impacts
- Biodiversity, Deforestation and Land Protection
- Governance, Compliance and Risk Management
- Data Privacy and Security
- Labour Rights, Safe Working Environment and Employee Management
- Product Quality and Safety
- Climate Change and GHG Emissions
- Responsible Sourcing and Traceability
- Pesticides and Pollution Control
- Stakeholder Collaboration and Community Welfare

KEY MARKET TRENDS

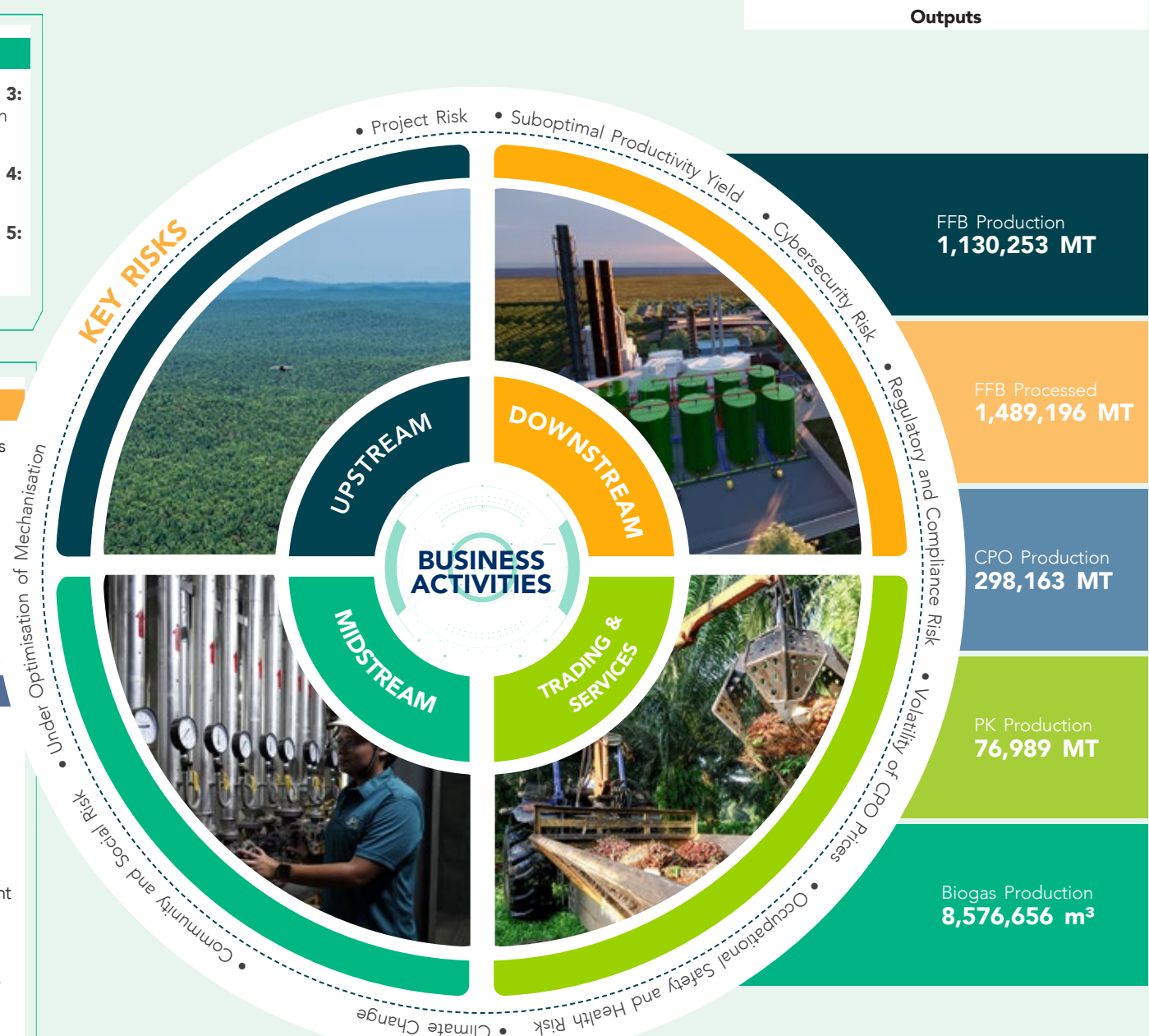
Regulatory Requirements

Increasing Concerns on Climate Change

Fluctuating Price and Margins

Demand for Greater Transparency

ENABLE VALUE-ADDING



VALUE FOR OUR STAKEHOLDERS

Outcomes	Actions to Enhance Outcomes	Stakeholders	UNSDG	Trade-Offs
Financial Capital <ul style="list-style-type: none">◆ Profit After Tax: RM256.05 million (2023: RM165.73 million)◆ Shareholders' Equity: RM2.82 billion (2023: RM2.24 billion)◆ Dividend Payment: RM131.25 million (2023: RM69.79 million)	<ul style="list-style-type: none">• Ensure robust financial capital management• Practise stringent cost optimisation• Heighten risk management and solidify our governance practices• Assess various funding alternatives for growth initiatives• Novation for strategic financing and operational improvements• Cost saving with appropriate measures			Increasing financial capital sustains growth across all capitals, supports resource efficiency, and ensures business growth while delivering attractive returns to shareholders and investors.
Natural Capital <ul style="list-style-type: none">◆ Carbon Emissions: 331,859 MT CO₂e (2023: 314,946 MT CO₂e)◆ High Conservation Value (HCV) Area: 1,131.10 ha (2023: 1,131.10 ha)◆ Conservation Area: 276.25 ha (2023: 276.25 ha)	<ul style="list-style-type: none">• Continued adoption and enhancement of Good Agricultural Practices and operational/manufacturing practices• Technology and digitalisation efforts and initiatives to reduce our environmental footprint• Established buffer zones around major water bodies and forest reserves both within and beyond our concession boundaries			Utilising financial, manufactured, and human capital, we implement green initiatives to reduce environmental impact, investing in natural capital for sustainable development and resilience.
Manufactured Capital <ul style="list-style-type: none">◆ YPH: 22.41 MT/ha (2023: 20.25 MT/ha)◆ OER: 20.02% (2023: 19.89%)◆ KER: 5.17% (2023: 5.32%)◆ Sales of Palm Fibre: 12,190 MT (2023: 17,762 MT)◆ Sales of Palm Shell: 9,929 MT (2023: 13,700 MT)◆ Biomethane production: 23,590 MMBtu (2023: 22,021 MMBtu)	<ul style="list-style-type: none">• Utilise biogas produced for power generation• Our palm shell and palm fibre are sold for use as renewable sources of energy• Consumption of both renewable and non-renewable energy to generate electricity to optimise the use of renewable resources• Commissioned our first biomethane plant at Sedenak in 2023 and secured long-term contracts to supply biomethane to GMGV• The biomethane plants at Sindora and Teroh are expected to be commercialised by the second quarter of 2025.			We fully utilise POME, a byproduct of CPO production known for its high methane emissions. By converting POME into biogas, we generate renewable energy that powers our POMs, significantly enhancing operational efficiency and supporting our growth initiatives.
Intellectual Capital <ul style="list-style-type: none">◆ 100% RSPO & MSPO certified for all estates and mills◆ JPCAL carries out lab analyses on agricultural samples◆ Total mechanisation for infield FFB evacuation increased from 77.46% to 78.47%	<ul style="list-style-type: none">• Collaboration with MPOB on various agricultural-related areas of research• Active investment in the best technologies to further advance our agricultural operations• Embrace mechanisation initiatives to overcome dependence on labour• Improved mechanisation on manuring/fertiliser application			Our intellectual capital drives business growth, enabling innovation and reliable supply for customers. While R&D investment initially reduces financial capital, it fosters long-term growth.
Human Capital <ul style="list-style-type: none">◆ Attrition rate: 7.75% (2023: 10.53%)◆ Employees Receiving Development Training: 914 (2023: 946)◆ A future-ready talent pool driven by innovation and high performance◆ Labour Transformation Programme strengthening human rights track record and worker satisfaction	<ul style="list-style-type: none">• Develop leadership capability readiness for key positions as and when the need arises• Ensure the placement of the right person with the right skills for the right job at the right time• Continue building critical skills, source talent, and further succession planning• Guided in safety and health matters by our OSH policy			Investing in salaries, talent development, and well-being fosters a productive workforce, enhancing human and intellectual capital while ultimately strengthening financial capital through productivity gains.
Social and Relationship Capital <ul style="list-style-type: none">◆ Value Distributed to Government and RM163.79 million (2023: RM60.53 million)◆ Contribution to CSR initiatives: RM5.84 million (2023: RM3.18 million)◆ 289 smallholders were RSPO certified (2023: 256)◆ Creating job opportunities for the local community through the iSPOC project, contributing to economic growth and skill development	<ul style="list-style-type: none">• Contribute to institutions and programmes for the community• Collaborate with the Wildlife Conservation Society (WCS) and the Johor Department of Wildlife to protect wildlife• Collaborate with Management and Ecology of Malaysian Elephants (MEME) on human-elephant conflict research• Partnered with Johor National Park to cultivate 500 mangrove trees at Tanjung Piai as part of 1MRFF initiatives aiming to plant one million trees by 2033• A total of 24,900 mangrove seedlings have planted under our 1MRFF initiatives			We foster community trust by embedding corporate responsibility and sustainability in our operations, contributing to well-being and maintaining positive relations with external stakeholders.

GOVERNANCE

Supported by strong governance and effective Board leadership



STRATEGIC INNOVATION

Our innovation framework strengthens JPG's sustainability efforts by seamlessly integrating mature technologies into operations, enhancing efficiency while reducing environmental impact.

Through strategic collaboration with internal and external partners, we accelerate the commercialisation of sustainable solutions, fostering industry-wide progress.

Rigorous validation and deployment ensure that each innovation delivers measurable technical and commercial success, reinforcing long-term resilience.

By embedding sustainability into our innovation process, we drive responsible growth while meeting evolving market demands.

This structured approach enables continuous adaptation, ensuring JPG remains at the forefront of sustainable excellence.

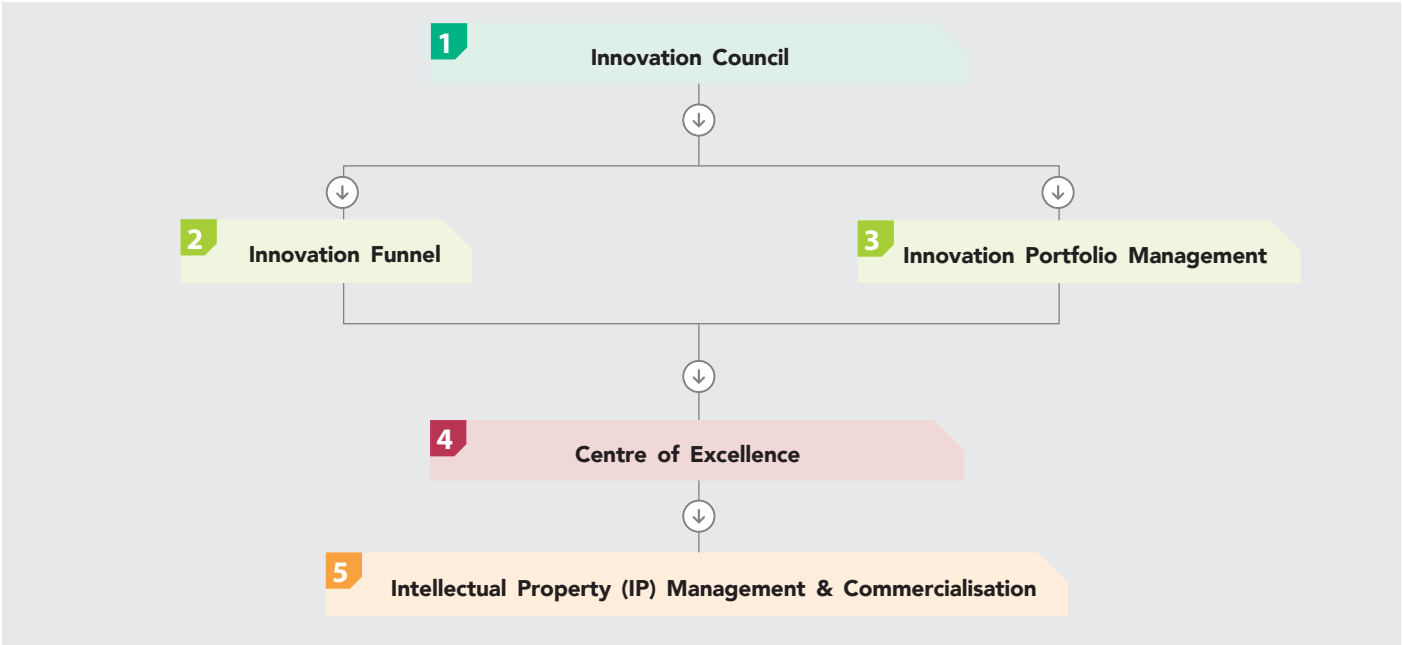
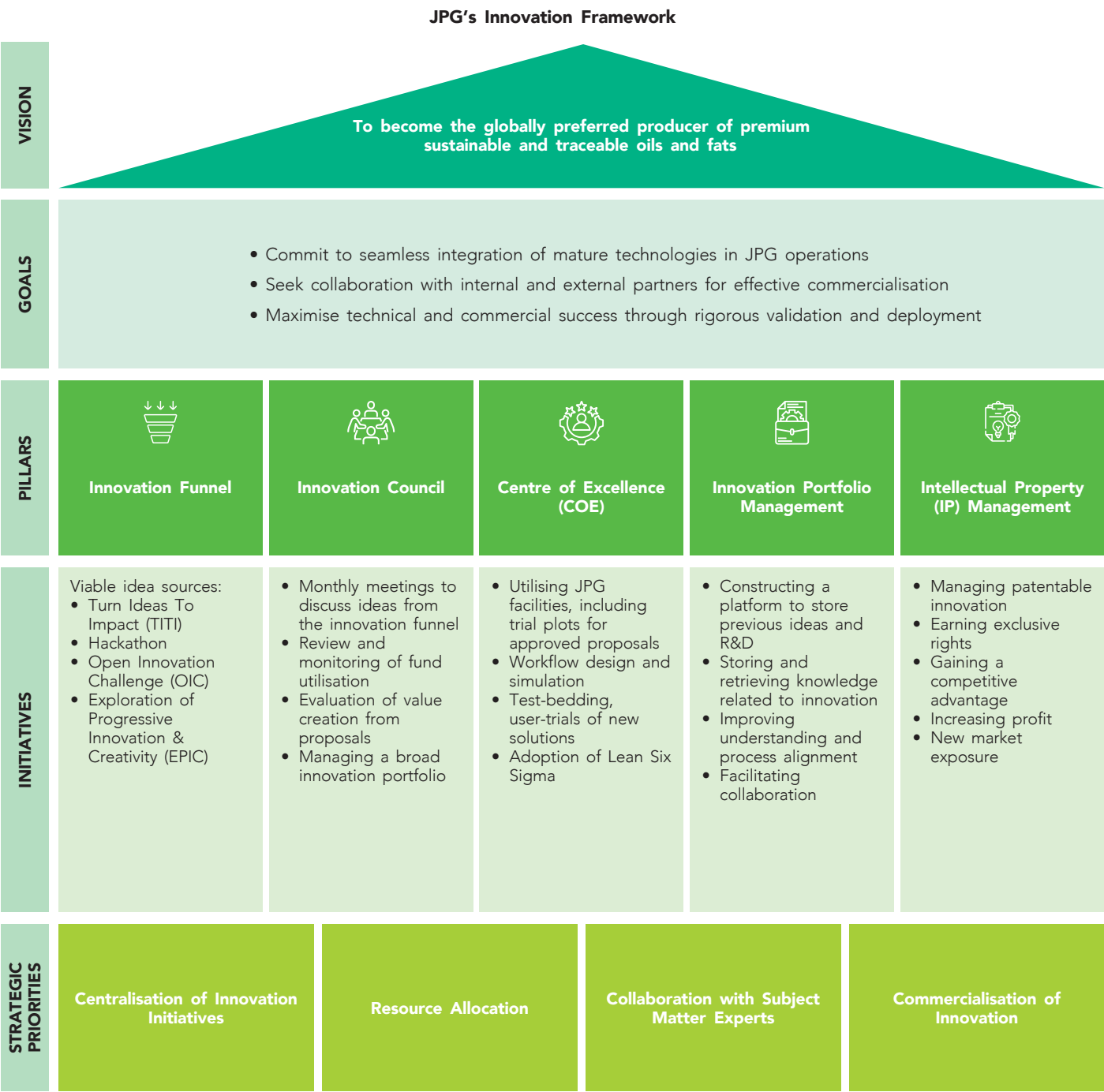


Creating Value

STRATEGIC INNOVATION

Our Innovation Framework

Through our customised innovation management framework, we underpin our vision for long-term growth and market leadership. This framework fosters a culture of continuous improvement and breakthrough, driving us toward sustained progress in a competitive environment.



1 The **Innovation Council** is a dedicated group within the organisation comprising subject matter experts from different departments at JPG which it is responsible for overseeing and advancing innovation within the Group. Its primary objective is to establish a systematic method for innovation, ensuring JPG stays competitive and adaptable amid the dynamic business landscapes.

2 The **Innovation Funnel**, or innovation crowdsourcing, is a structured approach where JPG harnesses the collective intelligence of diverse groups to spur creativity and problem-solving. Through this method, JPG efficiently generates new ideas, creates products, and improves services.

3 **Innovation Portfolio Management** entails establishing a comprehensive platform to organise and oversee all innovative ideas along with R&D endeavours. Based on this platform, it streamlines the storage and retrieval of innovation-related knowledge, promotes collaboration among stakeholders, and enhances the understanding and coordination of innovation processes across JPG.

4 Our **COE** is a place where trial plots, test-bedding, user trials, workflow design, simulation of new solutions, and the adoption of innovative ideas are conducted.

5 **IP Management & Commercialisation** is essential for JPG to protect our innovations and maximise their economic potential. By effectively managing patents and industrial designs, JPG can ensure that our IP assets provide a sustained competitive advantage and contribute significantly to our growth and economic performance.

Building on our robust Innovation Funnel, we invite a wide spectrum of talent and expertise to contribute to four key annual programmes – TITI, OIC, Hackathon, and Novice Development for Aspiring Legacy (NODAL). By engaging both internal teams and broader public audiences, we cultivate an environment where unconventional thinking thrives and innovative concepts can swiftly move from idea to execution. This inclusive approach not only bolsters our capacity to adapt in a fast-evolving industry but also ensures that a multitude of perspectives—technical, creative, and practical—shape our strategic choices. As a result, JPG continually delivers sustainable, future-ready solutions that reflect the energy and vision of its ever-growing innovative community.



Creating Value

01

TITI

Anchored by the goal of bridging knowledge gaps, TITI invites employees at every level to contribute game-changing ideas. A structured framework evaluates, rewards, and scales these concepts to ensure they translate into tangible business value. By championing continuous learning and open dialogue, TITI fosters a culture where each voice has the potential to spark the next breakthrough.

02

OIC

OIC reaches beyond the company's walls, rallying a dynamic community of external innovators to tackle specific business hurdles. This collaborative platform boosts brand visibility while accelerating R&D efforts. By inviting fresh insights from varied fields, OIC spurs creative thinking and yields cutting-edge solutions that drive JPG's competitive edge.

03

Hackathon

Our annual Hackathon is a competitive innovation event where external participants, including startups and academia, pitch solutions based on predefined business pain points. Winning solutions receive support for commercialisation and integration into JPG's operations, fostering technological breakthroughs and external collaboration.

04

NODAL

Designed to spark the curiosity of tomorrow's trailblazers, NODAL introduces children of JPG employees to the excitement of Science, Technology, Engineering, and Mathematics (STEM) fields. Interactive projects and challenges develop creative thinking, teamwork, and problem-solving skills. By nurturing a connection to their parents' workplace, NODAL helps shape a new generation of innovators who carry forward JPG's legacy of forward-thinking excellence.

NODAL

In 2024, NODAL reached new heights with a finale on 28 September at JPComm Kota Tinggi, Johor. During this capstone event, participants showcased the innovative projects they had developed, demonstrating how classroom concepts and hands-on experiences can translate into real-world applications. By immersing these young learners in interactive STEM workshops, mentorship, and practical activities throughout the programme, NODAL 2024 effectively ignited a passion for technology and innovation—ensuring a pipeline of future leaders ready to carry on JPG's legacy of progressive stewardship.

Our Innovation Outcomes

AI Harvest Forecasting: Maximising Yields While Minimising Waste

Yield estimation and harvest optimisation stand at the forefront of JPG's strategy to remain resilient amidst changing climate patterns and evolving operational demand. The AI-Integrated Bunch Census uses computer vision, machine learning, and drone technology to accurately detect, count, and assess the maturity of oil palm fruit bunches in real time. By automating the census process, it enhances yield estimation, optimises harvesting schedules, and reduces manual errors, improving efficiency and cutting costs. This system facilitates data-driven decision-making, boosting plantation productivity while supporting sustainability through optimised resource allocation.

Autonomous Fertiliser Spreader: Precision Application for Better Crop Performance

The Autonomous Fertiliser Spreader project further showcases JPG's commitment to optimising resource usage and enhancing crop performance. This system harnesses geospatial mapping to dispense precise doses of fertiliser to individual palms while skipping unoccupied areas, thus reducing wastage and promoting sustainable agricultural practices. By recording total fertiliser usage alongside the number of trees serviced, field managers gain instant insights into fertilisation progress and overall efficiency. The autonomous spreader also logs its start and stop points, enabling comprehensive performance tracking in near real time. These improvements reflect tangible outcomes of JPG's focus on modernising plantation operations for greater yield potential.

GajahSafe: AI-Driven Elephant Protection for Safer Plantations

GajahSafe has emerged as a pivotal step towards balancing plantation productivity with the wellbeing of surrounding wildlife and communities. At the heart of this initiative is an AI-driven camera system that identifies elephant presence and triggers automated deterrent mechanisms. By detecting actual threats, the system eliminates the need to respond to false alarms, making the estate's security processes far more efficient. Once activated, GajahSafe deploys targeted noises to ward off elephants and reduce the likelihood of human-animal conflict. In tandem with reinforced fencing, this enhanced security infrastructure has proven instrumental in minimising property damage and risks to both workers and elephants.

Tanalink: Real-Time Estate Monitoring for Sustainable Growth

Tanalink Estate Monitoring System is another innovation that underscores JPG's emphasis on leveraging near real-time data to drive informed decision-making and operational efficiency across large-scale plantations. By continuously tracking harvesting activities, Tanalink ensures full crop retrieval and reduces the incidence of overlooked bunches, effectively boosting overall yield. The system further enhances agricultural outcomes by delivering analytics that support timely fertilisation schedules, enabling estate managers to address yield gaps before they escalate into larger issues. Through an integrated dashboard, Tanalink consolidates crucial performance metrics, enabling swift detection of operational bottlenecks and the deployment of targeted interventions. This data-driven approach supports the achievement of key performance targets and fosters an environment where productivity can be measured and improved systematically, aligning with JPG's broader vision of a technologically advanced and responsibly managed plantation ecosystem.

Paving the Road Towards Net Zero and Safeguarding our Environment

Environmental Stewardship

03

Net Zero Strategy.....	46
Paving our Net Zero Pathway	
Climate Risk Management	
Carbon Management.....	49
Methodology	
Target Setting	
Carbon Accounting	
Mitigating our Emissions	
Safeguarding Biodiversity and 54	
Natural Resources	
Biodiversity	
No Deforestation, Peat, Exploitation (NDPE)	
Pesticides and Pollution Control	
Agriculture and Food Security	
Fire and Haze	
Water Management.....	62
Waste to Value.....	64

Environmental Stewardship

GRI → 201-2 SPOTT → 1, 12, 101

NET ZERO STRATEGY

PAVING OUR NET ZERO PATHWAY

The plantation industry has long been one of the largest contributors to environmental challenges, including deforestation, carbon emissions, and biodiversity loss. However, as the industry evolves, so does the responsibility to lead change through sustainability and innovation. At JPG, this recognition is at the heart of our vision to be a global trailblazer in sustainability. We are committed to transforming the way plantations operate, striving to achieve net zero carbon emissions by 2050 with a 50% reduction in carbon intensity by 2025. Our efforts include leveraging biogas and biomethane from palm oil mill by-products to generate renewable energy, scaling up circular economy solutions through our iSPOC, and enhancing operational efficiency through automation and digitalisation. By integrating these initiatives into every aspect of our operations, JPG seeks to lead the industry in sustainable practices—demonstrating that plantations can deliver economic growth while protecting the planet and supporting the well-being of communities.

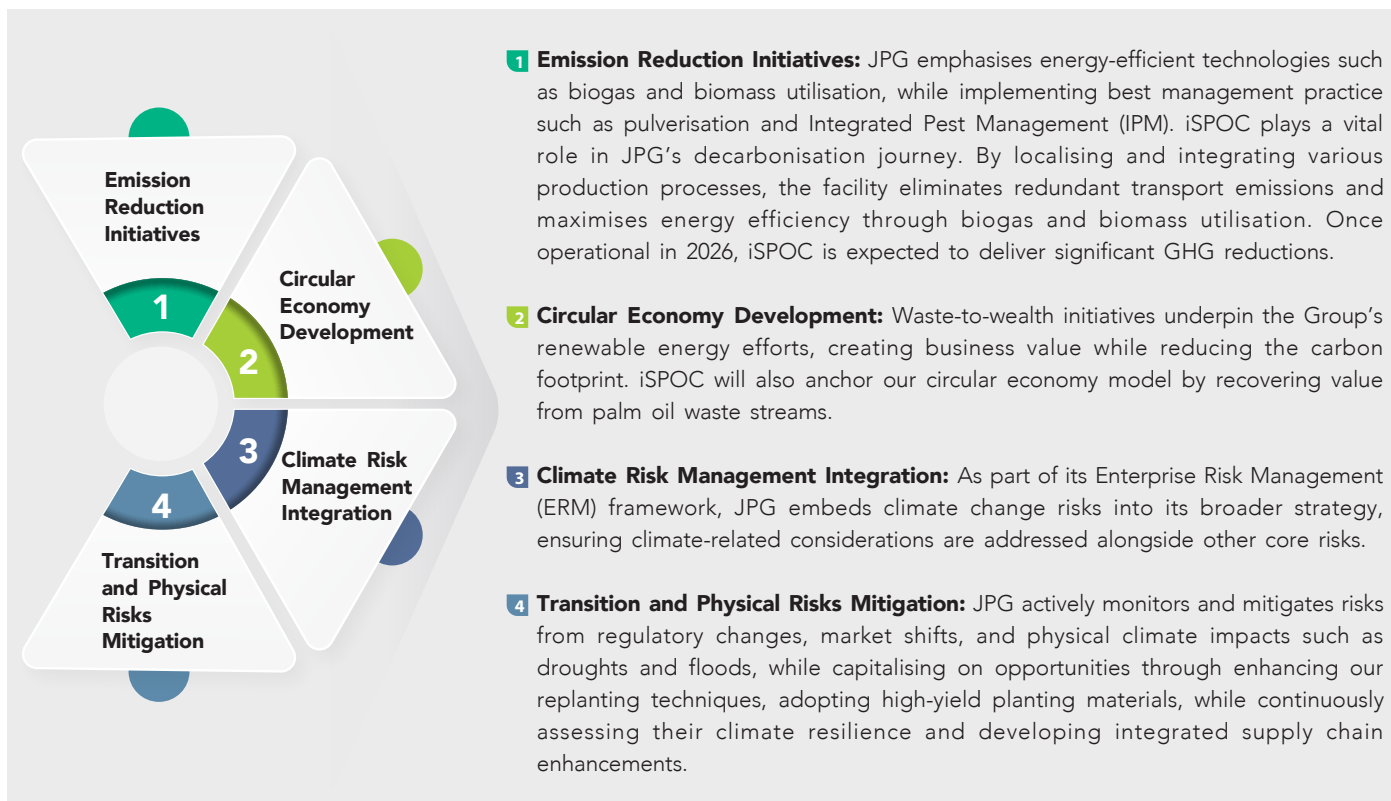
JPG employs a multi-faceted approach to achieving net zero emissions, incorporating both strategic initiatives and robust risk management to ensure long-term resilience and sustainability. This holistic strategy ensures that sustainability is embedded in every aspect of operations, from improving energy efficiency to mitigating climate risks across the value chain. By continually refining and expanding these initiatives, we strengthen our capacity to respond to emerging risks and opportunities in a rapidly evolving sustainability landscape.

Current Target and Progress:

50% reduction in carbon emission intensity by 2025 against our 2012 baseline

As at December 2024, our carbon emission intensity is **0.89** MT CO₂e/MT CPO/PK, a reduction of **49%** from the base year 2012 (**1.76** MT CO₂e/MT CPO/PK).

Looking Forward: Set Science Based Target Initiative (SBTi) aligned targets by 2025



Climate Risk Management

JPG recognises the critical need to tackle climate change and its potential impact on our operations and supply chain. In line with the Paris Agreement's target to limit global temperature rise to 1.5 degrees Celsius, we are enhancing our climate-related disclosures to align with TCFD guidelines and recommendations through climate-scenario analysis. By incorporating climate considerations into our risk management, JPG is committed to creating strategies that safeguard our assets and operations while minimising environmental impact, with the goal of achieving net-zero emissions by 2050. To measure and report the financial impact of climate-related risks, we utilise financial impact parameters from our Risk Management framework.

To support these efforts, the TCFD Committee plays a pivotal role in identifying, assessing, and communicating climate-related risks. The committee facilitates meaningful discussions, shares insights, and collaborates on initiatives to enhance the quality and transparency of our climate-related financial disclosures. By advocating for accountability and sustainable business practices, the TCFD Committee ensures that climate-related considerations are effectively integrated into our financial disclosures—helping the Group proactively manage risks and capitalise on emerging opportunities.

In our efforts to address climate change throughout our value chain, the Group has identified potential risks related to both our transition towards climate change mitigation and those that could impact the organisation. We have taken various measures to mitigate these climate-related risks, including flood prevention, drought safety campaigns, fire prevention, promoting circular economy solutions, and expanding our biogas and biomethane plants.



Environmental Stewardship

TRANSITION RISKS: CLIMATE-RELATED RISKS, OPPORTUNITIES AND IMPACTS			
Risk	Description	Impact	Opportunities
Medium term to long term			
Policy and Legal	Rules and regulations related to climate change, focusing on carbon tax	Potential reduction in revenue from restrictions in practices	Developing new income stream through a circular economy
		Potential increase in operational costs from regulatory compliance and higher technology advancements	Establishing an integrated sustainable palm oil complex
Market	Costs to maintain a climate-resilient value chain Transition to a lower-carbon economy	Potential reduction in profit due to additional costs	Strengthen upstream production by incorporating a new replanting technique to boost palm oil yield
		Investment costs in technology for emission reduction and sustainability	Developing new income stream through a circular economy
Technology	Product resilience (mill & estates)	Maintenance and compliance costs from stricter regulations Sustainability investments driven by higher maintenance and compliance costs	Strengthen upstream production by adopting high-yielding planting material and expanding CPO Production

PHYSICAL RISKS: CLIMATE-RELATED RISKS, OPPORTUNITIES AND IMPACTS			
Risk	Description	Impact	Opportunities
Short term to long term	Flash flood	Potential decrease in revenue from crops impacted by flood	Plans to explore long-term strategies such as soil amelioration to minimise the impact of changing weather patterns on our operations
		Increase in replanting costs and repairing or replacing irrigation systems	
Medium term to long term	Drought	Water scarcity hinders irrigation, impacting crop yields	Strengthen Upstream Production by adopting high-yielding planting material and conducting research on climate tolerant planting material
		Potential to impact crop which may lead to uncertainty in crop yields and market imbalances	

CARBON MANAGEMENT

GRI → 3-3 SPOTT → 106

METHODOLOGY

GRI → 305-1, 305-2, 305-3 SPOTT → 106

Target Setting

Through the dedication of our sustainability team in collaboration with expert consultants, we meticulously developed our 2025 carbon reduction goal, grounded in a reliable baseline year.

For our 2025 goal, we established a 50% reduction target in carbon intensity from our 2012 baseline of 1.76 MT CO₂e/MT CPO/PK. This target is underpinned by several critical factors that ensure scientific robustness and long-term alignment with sustainability best practices.

The selection of 2025 as the target year reflects the need to balance ambition with feasibility, allowing sufficient time to implement key decarbonisation initiatives while delivering measurable progress. By this timeframe, core strategies such as methane capture, renewable energy integration, and operational efficiency improvements are expected to reach maturity. The 2025 target also aligns with external frameworks, including national policies on climate action and the global objectives of the Paris Agreement, reinforcing our role in supporting industry and governmental commitments to emission reductions. Furthermore, the target year coincides with the full implementation of key sustainability projects, such as biogas facility expansions across all mills. By 2025, biogas capture rates are projected to achieve optimal efficiency, reducing methane emissions from POME to minimal levels. The commissioning of iSPOC, which will substantially decarbonise our operations by centralising value chain activities and leveraging on-site renewable energy is another key milestone in our decarbonisation journey. This long-term view ensures that JPG remains on track to meet subsequent milestones on the path to net zero by 2050.

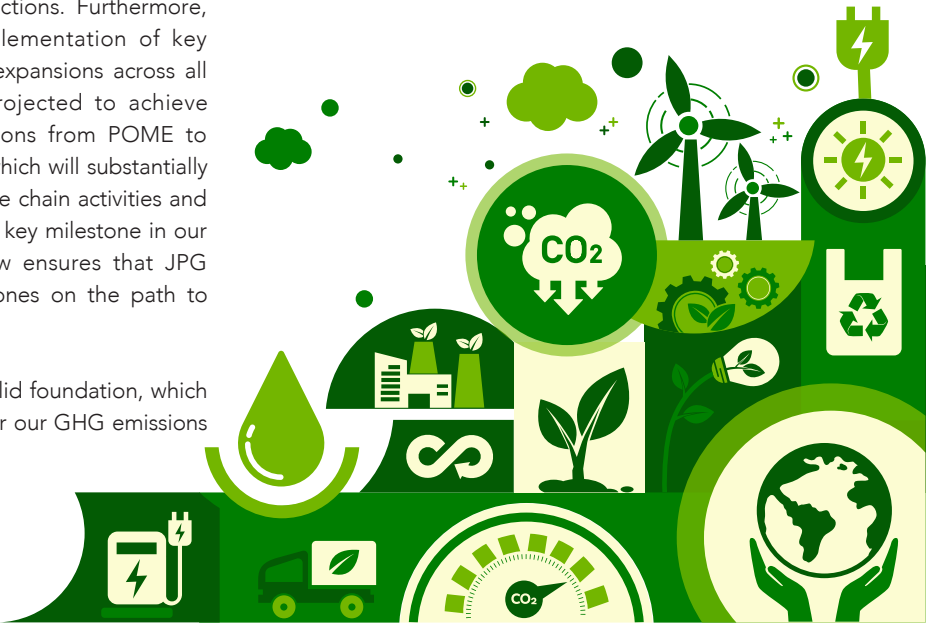
A robust target can only be achieved with a solid foundation, which is why we selected 2012 as the baseline year for our GHG emissions reporting.

Crucially, our 2012 baseline year offers comprehensive and reliable data on both palm oil production and the associated GHG emissions, ensuring consistency in tracking progress toward our decarbonisation targets. Notably, 2012 also marked the RSPO’s introduction of its GHG framework, including the initial PalmGHG calculator, which enabled upstream producers to systematically monitor and assess their carbon footprint. This timing aligns with Malaysia’s broader policy push on climate action, fostering a supportive environment for transparent and accountable emissions reporting. During this period, we reinforced our commitment to sustainability by instituting structured climate-impact reporting, setting a firm foundation for responsible emissions management.

Establishing 2012 as our baseline enables us to accurately measure improvements and progress across our decarbonisation initiatives, ensuring that our targets remain scientifically sound and aligned with global best practices in sustainable palm oil production.

Carbon Accounting

JPG follows the **GHG Protocol Corporate Accounting and Reporting Standard** and **GHG Protocol Agricultural Guidance** for measuring, reporting, and verifying GHG performance. Additionally, JPG uses the **RSPO PalmGHG Calculator** to monitor and calculate emissions from key sources. This calculator is based on the **Global Warming Potential Assessment of Palm Oil Production (GWAPP)** model by Chase and Henson (2010). The methodology is designed to identify and manage both emissions and carbon sinks across the value chain.





Environmental Stewardship

GHG EMISSIONS SOURCES AND SINKS INCLUDED IN THE PALMGHG CALCULATOR

GHG emissions sources listed under the PalmGHG framework include

- Land clearing
- Fertiliser production and transportation
- Fertiliser application
- Use of fossil fuels in plantations for planting and FFB harvesting, collection and transport to mills
- Fossil fuels usage in mill operation
- Methane emissions from anaerobic degradation of POME
- CO₂ and N₂O emissions from cultivation on peat soil

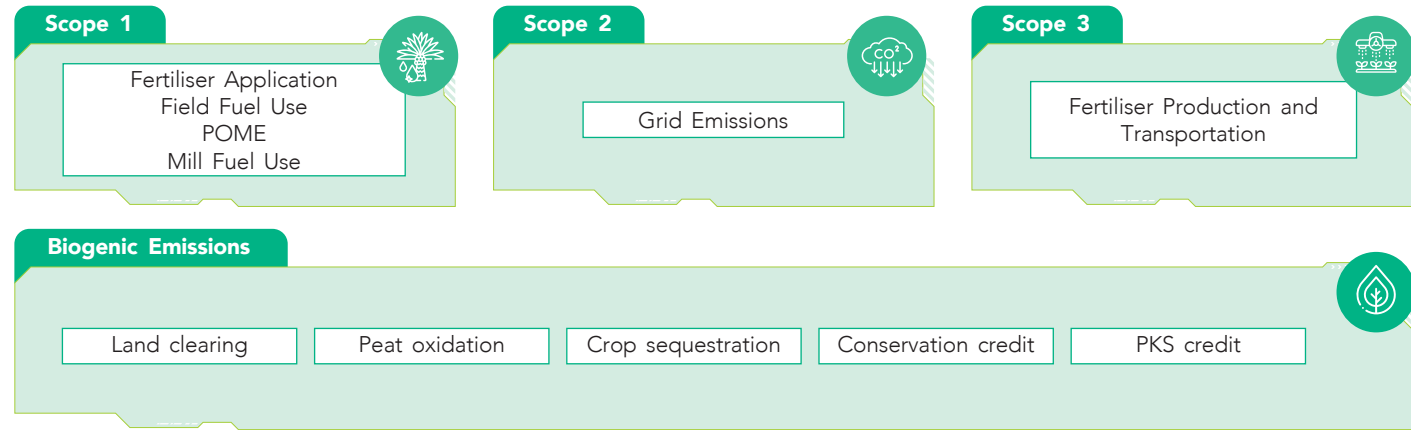
GHG fixation and credits listed in PalmGHG framework

- CO₂ fixation through palm tree growth
- CO₂ fixation by biomass in conservation areas
- GHG emissions avoidance from the use of by-products such as PKS, and use of electricity generated by biomass from POMs

GHG EMISSIONS SOURCES AND SINKS EXCLUDED FROM THE PALMGHG CALCULATOR

- Nursery planting stage
 - Pesticide manufacturing, transport and use
 - Fossil fuel use during land clearing
- Carbon footprint of infrastructure, plants and equipment
 - Carbon sequestration in palm end products
 - Work-related employee travel and commuting

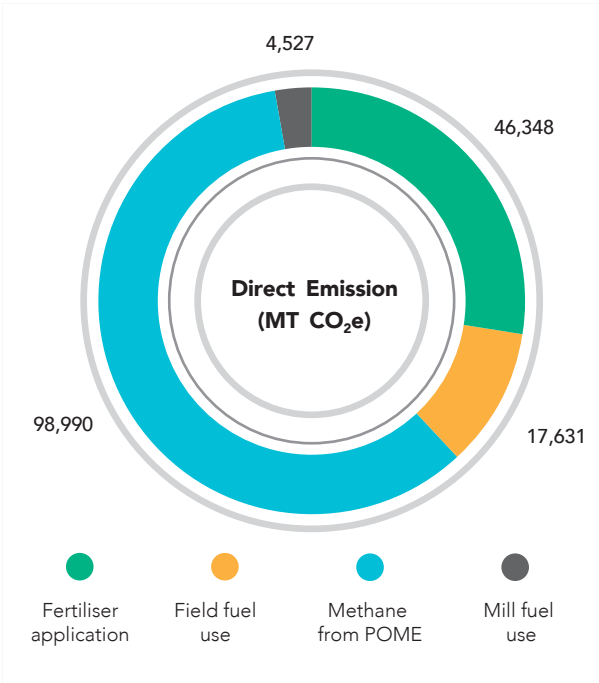
OUR GHG EMISSIONS INVENTORY



In calculating GHG emissions, we prioritise JPG’s field data where available, ensuring verification through operational records. If specific data is unavailable, predefined values from the PalmGHG Calculator are used to maintain consistency and accuracy. These calculations cover key activities such as land-use change, peat emissions, field fuel use, fertiliser application and production. Default values are adopted for certain emissions factors, such as POME-to-methane conversion and offsets for fossil fuel and grid electricity.

To adopt a cautious approach, we assume that any captured methane will either be flared or injected into the national gas grid, rather than being utilised for electricity generation within the mills. While this approach is more conservative, it results in a more significant carbon offset. Throughout this analysis, we maintain that all other data, including FFB throughput, sequestration along with sources of emissions and land clearing activities will remain consistent with the conditions observed in 2020.

Scope 1 emissions, representing direct emissions from JPG’s operations, amounted to 167,496 MT CO₂e in FY2024, continuing a downward trend from previous years. Critically, methane capture rates remained at 100% across most facilities, contributing to enhanced Scope 1 emissions control.



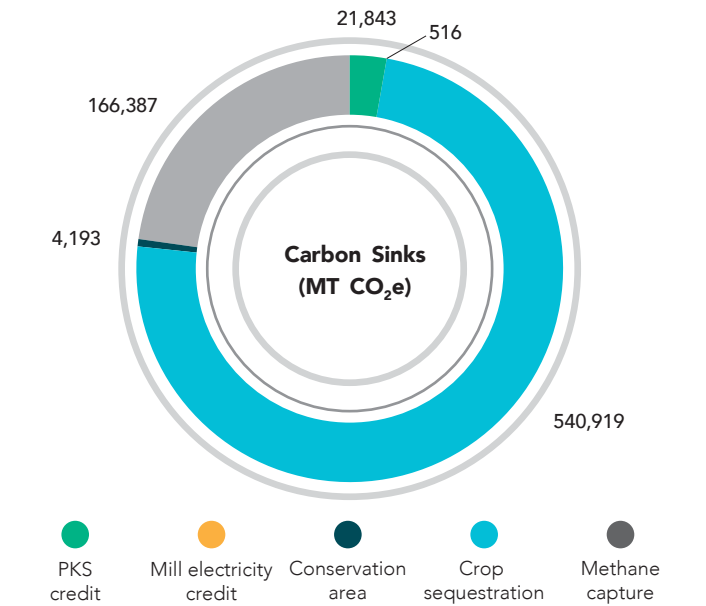
Scope 2 emissions from electricity consumption totaled 181 MT CO₂e in FY2024, showing a decrease from 231 MT CO₂e in the previous year. This reflects continued improvements in energy efficiency and the limited reliance on grid electricity at our facilities.

Scope 3 emissions totalled 44,899 MT CO₂e in 2024, encompassing indirect emissions primarily from fertiliser production and transportation. Recognising the significance of managing these indirect emissions, JPG is actively working to broaden Scope 3 emission accounting coverage. This initiative aligns with the Group’s broader sustainability goals as outlined in our Net Zero aspirations.

A key example of this commitment is our SIP. Through this programme, JPG engages smallholders to achieve RSPO certification, which includes sustainable practices aimed at reducing emissions. The programme not only enhances sustainability but also supports smallholder livelihoods by enabling them to earn premiums for certified FFB. This dual focus on expanding emissions tracking and reinforcing sustainable supply chain management demonstrates JPG’s dedication to reducing environmental impact and fostering collaborative solutions to climate change challenges. In parallel, iSPOC will significantly bolster our mitigation measures by generating green energy on-site, eliminating off-site transportation of palm kernels, and creating new value from biomass through its feedmill and bioenergy operations. As the industry’s first integrated complex of its kind in Johor, it will serve as a model for future low-carbon production ecosystems.

For more detailed information on our SIP, please refer to Chapter 5 of this report

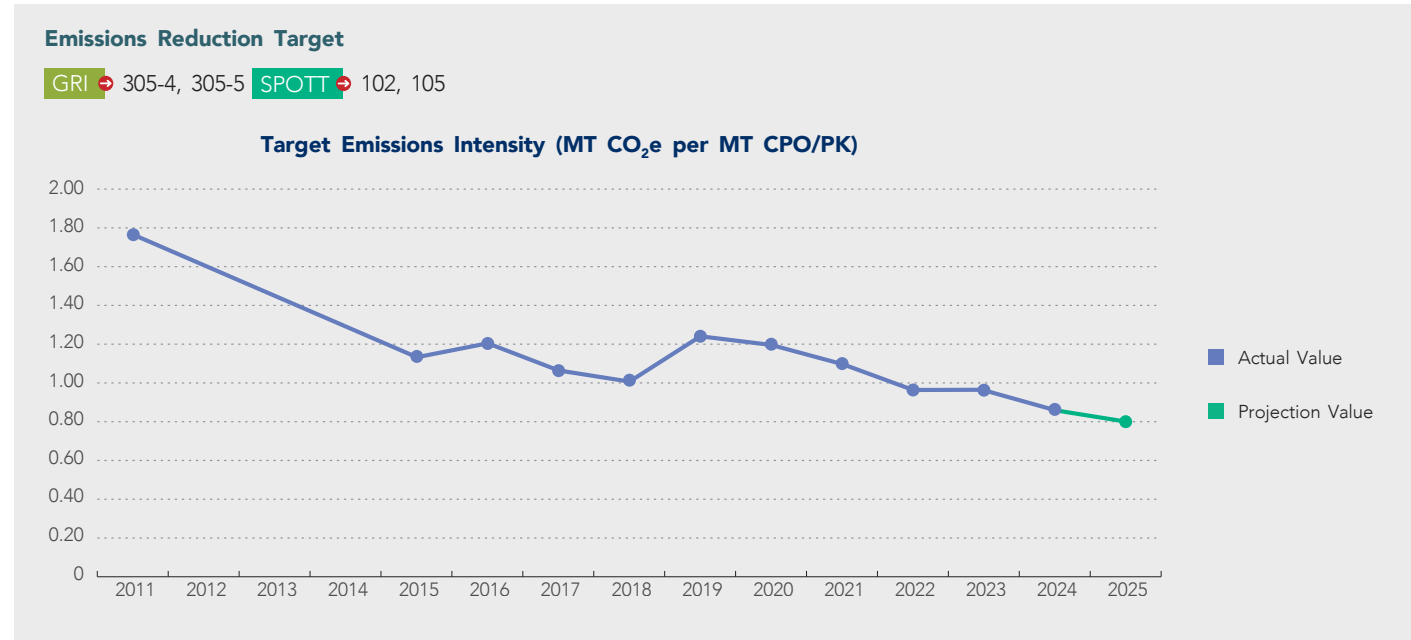
In FY2024, JPG recorded 80,019 MT CO₂e in **biogenic emissions**, largely due to land clearing and peat oxidation. However, oil palm crop growth contributed a significant carbon sink of 540,919 MT CO₂e, while designated conservation areas, mill electricity credit and PKS credit provided an offset of 26,552 MT CO₂e in totality. In addition to these **carbon sinks**, we have also mitigated our emissions through avoidance via methane capture across five of our mills, resulting in 166,387 MT CO₂e of avoided emissions.





Environmental Stewardship

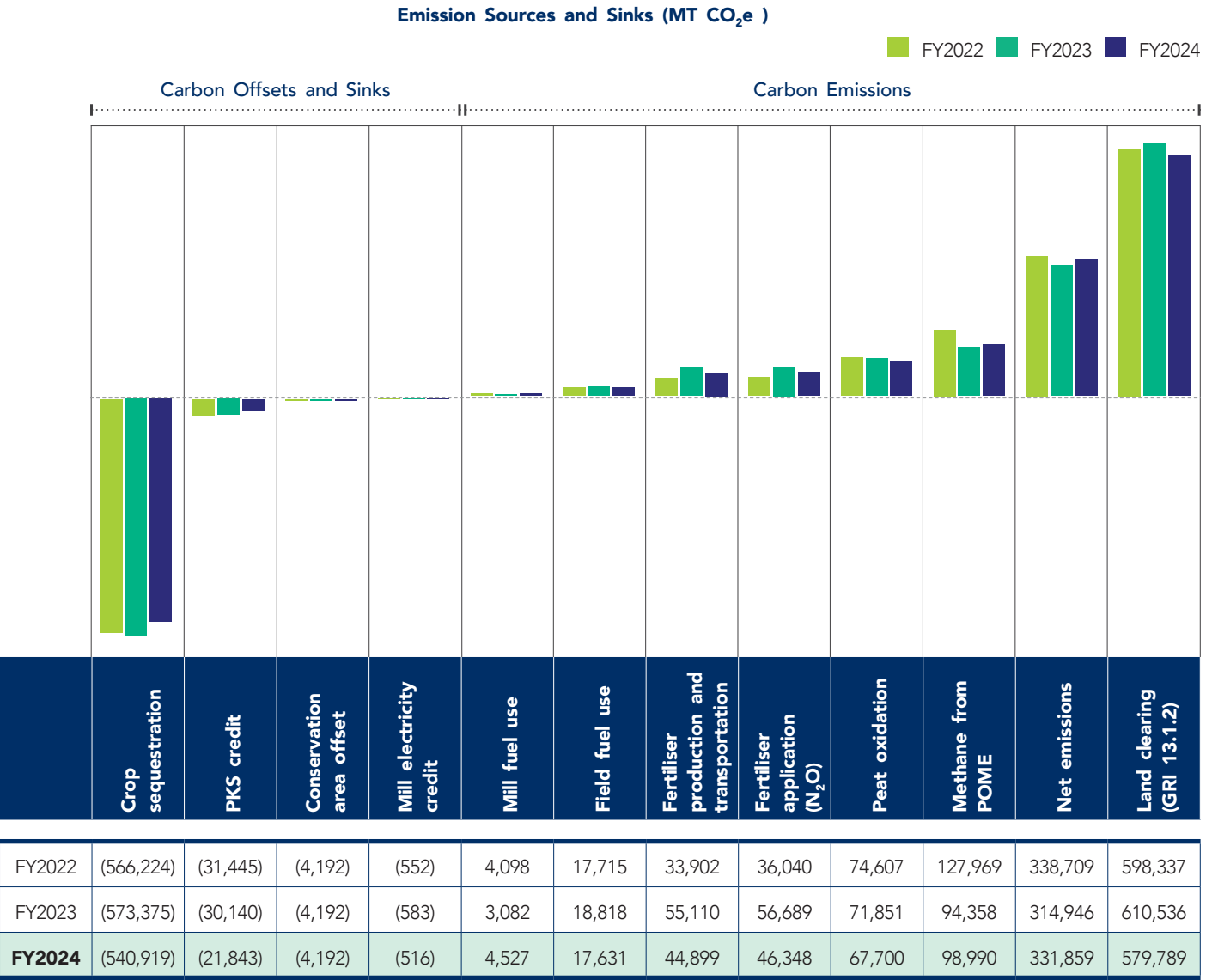
We have set a target of 50% reduction on our carbon footprint. Our emission intensity was recorded at 0.89 MT CO₂e/MT CPO/PK which is slightly above our projected value for 2024 but nonetheless brings us significantly closer to our 2025 goal.



MITIGATING OUR EMISSIONS

GRI → 305-1, 305-2, 305-3, 305-4, 305-5 SPOTT → 102, 105

In FY2024, JPG successfully maintained its emissions intensity at **0.89 MT CO₂e/MT CPO/PK**, demonstrating continued commitment to optimising emissions performance across operations and achieving our ambitious target of a 50% reduction by 2025 against the 2012 baseline. Despite a slight 5% increase in absolute GHG emissions, from 314,946 MT CO₂e in FY2023 to 331,859 MT CO₂e in FY2024, our sustained progress in reducing emissions intensity underscores our strategic efforts towards a low-carbon future.





Environmental Stewardship

SAFEGUARDING BIODIVERSITY AND NATURAL RESOURCES

GRI ➡ 2-23, 3-3, 304-1, 304-2, 304-4 SPOTT ➡ 1, 8, 19, 67, 68, 72, 76, 93, 95, 98, 116, 127

Biodiversity conservation and sustainable natural resource management are crucial to maintaining ecological balance and enhancing the plantation industry’s long-term resilience. Guided by our sustainability principles, we have implemented measures to protect HCV and High Carbon Stock (HCS) areas, promote sustainable land use, and reduce risks related to deforestation and human-wildlife conflict. By preserving biodiverse ecosystems through responsible land use, we minimise harm to wildlife and mitigate environmental risks such as forest fires, erosion, and habitat degradation. These efforts foster coexistence between agriculture and nature, balancing operational needs with ecological conservation. Moreover, they align with global standards, including RSPO guidelines and Malaysia’s environmental regulations, reflecting our long-term commitment to safeguarding ecosystems for future generations.



24,900

trees have been planted since 2023



Zero

incidents of deforestation since 2018 in both our own operations and along our supply chain

We take a holistic approach in safeguarding biodiversity and natural resources within our operations by addressing key areas: biodiversity, land protection (NDPE), fire and haze, pesticides and pollution control, and agriculture and food security. Our strategy in each of these areas integrates best practices, stakeholder collaboration, and continuous monitoring.

Biodiversity – Biodiversity is essential for maintaining healthy ecosystems, as it supports natural processes like pollination, nutrient cycling, and habitat stability. Protecting Rare, Threatened and Endangered (RTE) species also enhances the resilience of surrounding environments.

Pesticides and Pollution Control – Excessive pesticide use can harm water sources, wildlife, and human health. Sustainable pest management is critical for maintaining soil health, reducing chemical dependency, and minimising environmental impact.

Agriculture and Food Security – Sustainable agricultural practices are essential to ensuring long-term food security, supporting local economies, and maintaining productivity in the face of climate change and environmental pressures.



Fire and Haze – Uncontrolled fires contribute to severe air pollution, loss of biodiversity, and heightened GHG emissions. Fire-related haze can also affect public health and disrupt agricultural productivity.

NDPE – Forests play a vital role in mitigating climate change, preserving biodiversity, and regulating ecosystems. Deforestation can lead to loss of species, soil degradation, and increased carbon emissions. In addition, by preserving peatlands and avoiding new developments on peat, we minimise emissions, reduce fire risks, and protect vital ecosystems and biodiversity.

The Group’s biodiversity protection efforts are governed by the following core policies:

Sustainability Policy Outlines our commitment to sustainable operations	Biodiversity Policy Outlines our commitment to safeguard biodiversity and ecosystems within and beyond our concession boundaries. Hunting of all species, encroachment and collecting activities are strictly prohibited across all concession areas under JPG’s management and operations. Warning signboards have been placed at estate boundaries to deter illegal activities and protect vulnerable species	Environmental Policy Outlines our dedication to protecting the environment in our operations
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For more information on these policies, please refer to Chapter 5 of this report.

In addition to the policies, we employ a dedicated team to drive our conservation efforts...

Environmental and Biodiversity Unit: This dedicated unit leads efforts to safeguard biodiversity and control pollution. The team collects, monitors, and analyses data related to biodiversity and environmental impacts, publishing findings to guide strategic conservation efforts.

BIODIVERSITY



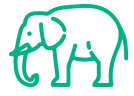
GRI ➡ 304-4 SPOTT ➡ 19, 70, 71, 74, 82

Biodiversity is essential for sustaining ecosystems by supporting natural processes such as pollination, nutrient cycling, and habitat stability. JPG’s commitment to biodiversity conservation includes initiatives like the **1MRFF Programme**, which aims to plant one million trees by **2033 through collaborative efforts with third parties**. To date, **24,900 trees** have been planted, with a focus on HCV areas to strengthen biodiversity and provide habitats for RTE species.

In FY2024, we identified a total of 1,131.10 hectares of HCV areas and 276.25 hectares of conservation areas. Within these conservation zones, various wildlife species were recorded, including birds, reptiles, and mammals listed on the IUCN Red List of Threatened Species. Among them, ten species classified as Least Concern were observed, such as the Jungle Fowl, Wild Boar, Water Monitor Lizard, Grey Heron, Great Egret, Wild Cat, Porcupine, Palm Civet, Masked Palm Civet, and Oriental Magpie-robin.

Endangered Species




3



Elephas Maximus Prionailurus Planiceps Panthera Tigris

Vulnerable Species



3



Ophiophagus Hannah Pelochelys Cantorii Trachypithecus Cristatus

Near Threatened



2



Buceros Rhinoceros Ratufa Bicolor

Critically Endangered

2



Pholidota Pycnonotus Zeylanicus



Environmental Stewardship

JPG collaborates with government agencies and conservation organisations to protect and monitor wildlife. Initiatives such as the **Camera Trap Programme** and **wildlife corridors** help safeguard key species like the Asian Elephant, Malayan Tapir, and Rhinoceros Hornbill. Additionally, our estates are aligned with RSPO, MSPO and ISCC standards, ensuring compliance with biodiversity conservation protocols through regular assessments and monitoring.

Camera Trap Initiative for Biodiversity Monitoring

As part of our ongoing commitment to protecting ecosystems, these strategically placed camera traps have been deployed across operational areas, focusing on hotspots where human-wildlife conflict is prevalent. This approach allows us to gather critical insights into species behaviour and habitat use, which informs both conservation and management strategies.

The camera traps form a key component of a broader strategy to safeguard HCV and HCS areas. Through continuous monitoring, this initiative aims to achieve the following objectives:

Monitor Wildlife Activity: The camera traps provide non-invasive data on the presence, movement, and behaviour of key species, particularly endangered and rare ones. This helps identify wildlife corridors and areas at risk, supporting efforts to mitigate human-wildlife conflict and preserve biodiversity.

Assess Ecosystem Health: By documenting species diversity and habitat use, we gain insights into ecosystem stability and resilience. Continuous monitoring helps detect ecological changes early, enabling targeted actions to safeguard habitats and maintain ecological balance.

Inform Conservation Strategies: Data gathered from the camera traps guides conservation planning in collaboration with stakeholders such as conservation experts and local authorities. This ensures that strategies align with both regulatory requirements and broader sustainability objectives.

In addition to reducing the impact of human activities on natural habitats, this initiative supports the maintenance of ecological corridors that connect fragmented landscapes. By doing so, we facilitate the movement of wildlife across broader areas, thereby promoting genetic diversity and ecosystem stability. Regular data analysis enables us to continuously refine our management practices and biodiversity action plans. This ensures the long-term viability of ecosystems, helping to secure environmental health for future generations. Through these efforts, we aim to promote a harmonious relationship between agricultural development and biodiversity conservation.

World Elephant Day Celebration and Human-Elephant Coexistence Initiative

On 27 September 2024, JPG participated in the World Elephant Day celebration held at Dewan Masyarakat Sungai Ara, Johor, highlighting our commitment to biodiversity conservation and human-elephant coexistence. Organised collaboratively by the Earthworm Foundation and the Human-Elephant Coexistence (HEC) Committee of Sungai Ara, the event brought together over 500 participants, and underscored collective responsibility, a sentiment echoed by Mohd Faris Adli Shukery, JPG’s Managing Director, and other prominent figures such as Mohd Faris Sahar, General Manager of Johor Elephant Sanctuary (JES), and Safiai Mohammad, a local farmer.

Safiai shared a transformative narrative, shifting from viewing elephants as threats to recognising the possibility of peaceful coexistence, underscoring the importance of ongoing community engagement and education. Additionally, the presence of two elephants from JES allowed attendees a unique opportunity to engage directly with these gentle giants, strengthening the emotional and educational impact of the event.

Parallel to our involvement in the World Elephant Day celebration, JPG proactively partnered with JES to deliver a dedicated training workshop designed to enhance practical skills in managing human-elephant interactions within plantation environments. The workshop offered:

Hands-On Guidelines: Clear, practical methods for safely managing elephant encounters on plantations, equipping participants with the necessary skills for effective conflict mitigation.

Capacity Building: Empowered estate managers, field workers, and conservation personnel with knowledge on best practices for addressing human-wildlife conflicts proactively and responsibly.

Collaborative Conservation Insights: Interactive sessions facilitated by JES conservation experts provided invaluable insights into tracking and monitoring elephant populations using collar-tracking technologies.

Through such initiatives, JPG reiterates our ongoing efforts to integrate environmental sustainability into every facet of our operations, underpinned by a shared responsibility for preserving the natural world.

Our ongoing efforts:

1MRFF Programme To plant one million trees with a focus on HCV areas to enhance biodiversity and ecosystems	Rehabilitation Programme To restore 20 hectares of degraded land by 2028, introducing native plant species to create a suitable bird habitat	Wildlife Corridors Facilitating wildlife movement, while exploring the potential of providing food sources for elephants
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NO DEFORESTATION, PEAT, EXPLOITATION (NDPE)

SPOTT ➔ 18, 19, 55, 56, 57, 61, 62, 63, 64, 65, 80, 90, 91, 92, 93, 94, 95, 97

JPG recognises that forests play a vital role in mitigating climate change, conserving biodiversity, and regulating ecosystems. We adhere to a strict **NDPE** policy across all operations and suppliers, ensuring sustainable land management practices. We work closely with all suppliers including growers, contractors, and industry stakeholders, to take part in transforming the industry, as well as creating further awareness of the importance of sustainable palm oil production. Since 2018, we have achieved and maintained **zero incidents of deforestation** across our managed lands and supply chain, and we are actively progressing toward full compliance with the **EU Deforestation Regulation (EUDR)**. Our policy strictly prohibits any new development on primary forests or HCV areas, reinforcing our dedication to preserving ecosystems and promoting sustainable land use.



As of December 2024, JPG manages **59,783* hectares**, with 100% of these areas fully aligned with our NDPE policy. Additionally, to strengthen compliance with traceability and NDPE standards, JPG is leveraging satellite imagery to proactively monitor deforestation and fire hotspots within our supply chain. Internally, our monitoring coverage is comprehensive, achieving 100% across all plantation areas. Externally, as of FY2024, we have successfully monitored four out of seven outgrowers and 477 smallholders linked to 20 traders and dealers. In total, satellite monitoring currently covers 481 out of 2,155 external FFB suppliers. This proactive approach ensures a 100% deforestation-free supply chain while demonstrating our commitment to achieving full compliance with the EUDR. These stringent measures help maintain a deforestation-free supply chain, ensuring the preservation of natural habitats and compliance with global sustainability standards.

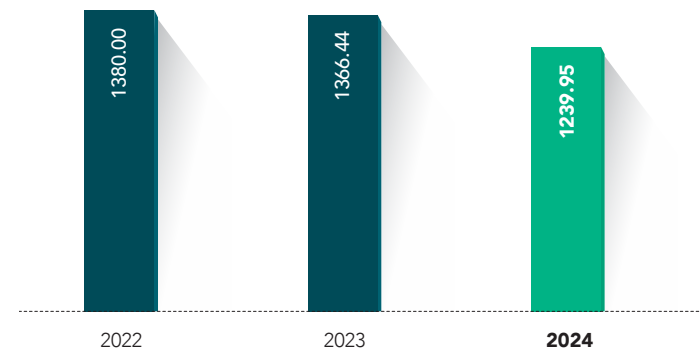
**Note: The slight decrease in hectares in 2024 compared to the reported value in 2023 is due to the sale of several lots from one of JPG’s estate landbank in 2024.*

Our responsibility toward peatland conservation extends beyond land preservation to maintaining the balance of peat ecosystems. We strictly uphold the principle of “no new development on peat areas,” ensuring the integrity of these vital ecosystems remains intact. As of December 2024, our landbank includes approximately 1,239.95 hectares of peatland, constituting about 2.22% of the total plantation area cultivated between 1999 and 2002. This area has been reduced following a decrease in leased land at one of our estates in FY2024.

To protect and sustainably manage the remaining peatlands, we follow best practices as outlined in the “RSPO Manual on Best Management Practices (BMPs) for existing oil palm cultivation on peat.” These practices include conducting Peat Drainability Assessments to ensure compliance with protocols for responsible replanting on peat areas.

We have also established robust water management practices within peat zones, including the construction of weirs to maintain optimal water levels. This system balances water availability by preventing drought stress during dry periods and ensuring effective drainage during wetter seasons. Monitoring of peat conditions is conducted through quarterly assessments of peat subsidence levels and monthly monitoring of water levels to uphold the ecological stability of these areas.

Peat Area Planted (Hectares)



Planted peat area was reduced to 1239.95 hectares due to a decrease in the leasing of the land area at Kuala Kabong Estate



Environmental Stewardship

PESTICIDES AND POLLUTION CONTROL

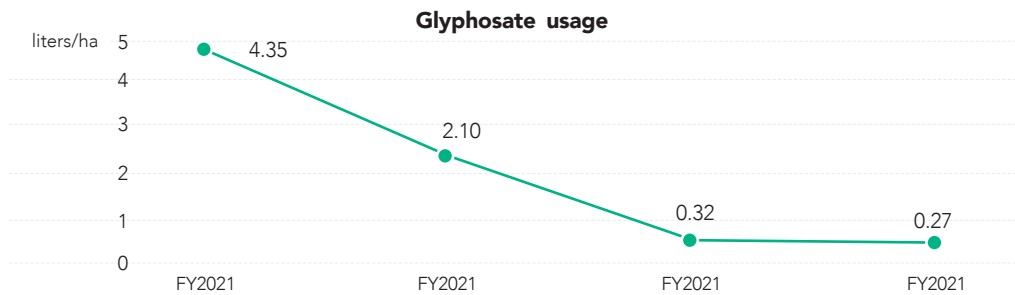
GRI → 3-3 SPOTT → 117, 118, 119, 120, 121, 123, 125, 126, 127

In line with our commitment to environmental protection, JPG has set a goal to achieve a **2% year-on-year reduction** in the use of **glyphosate** on one-year-old palms. This target reflects the Group’s dedication to sustainable plantation management and minimising chemical dependency. As of **2024**, JPG continues to maintain its progress toward this goal. This achievement was driven by various efforts guided by our **Integrated Pest Management (IPM)** strategy. By refining pest and weed management techniques, we reinforce our commitment to responsible chemical use, improved soil health, and environmental sustainability. Additionally, the Group has upheld its policy of phasing out hazardous substances, having fully eliminated **paraquat** from operations and supply chains since **FY2016**.

Goal: Achieve a **2%** year-on-year reduction in the use of glyphosate on one-year-old palms

Continued to achieve this goal in 2024, with a **16% decrease** in FY2024 compared to FY2023

Fully eliminated paraquat from operations and supply chains since FY2016



Responsible pollution control and the regulated use of chemicals are crucial to minimising harm to water sources, wildlife, and human health. Our **IPM** programme combines ecological, physical, and biological control techniques to reduce dependency on chemical pesticides. Through IPM, we prioritise non-chemical alternatives, reserving chemical interventions for severe infestations. This approach supports both ecosystem health and worker safety by mitigating the risks associated with prolonged pesticide exposure.

As part of these efforts, we employ multiple strategies: mechanical methods (chipping and pulverising), the introduction of beneficial species (e.g., barn owls, beneficial plants), pheromone trapping, and chemical treatments only as a last resort. For instance, controlling rhinoceros beetles requires a combination of trunk-chipping leftover debris, installing pheromone traps, and minimising rotting trunks that serve as breeding sites.

Benefits of JPGs **IPM**:

- Reduces the risk of pest resistance or resurgence
- Avoid excessive use of chemical interventions
- Supports both ecosystem health and worker safety

Control techniques of JPGs **IPM**:

Ecological

Physical

Biological

Biological Pest Control

We employ natural pest control methods, including **barn owls (Tyto javanica)** to manage rat populations and **pheromone traps** to control rhinoceros beetle infestations. Additionally, plants such as **Cassia cobanensis**, **Antigonon leptopus**, and **Turnera subulata** are cultivated to attract natural predators of pests like caterpillars and bagworms. These biological solutions reduce the need for synthetic pesticides while enhancing overall ecosystem stability.



Furthermore, since **2008**, JPG has integrated **livestock grazing** as a natural weed control solution, leading to improved soil fertility, efficient nutrient recycling, and reduced chemical dependency.



Innovative Pulverisation Techniques

In **2023**, JPG implemented **pulverisation techniques**, which have demonstrated significant environmental and economic benefits over a **five-year harvesting cycle**. By improving the efficiency of Pest & Disease (P&D) management, we successfully reduced the number of pesticide spraying rounds by **50%**. This has lowered operational costs and minimised the environmental impact of chemical applications, reinforcing our commitment to sustainable plantation management.

The technique also aligns with industry best practices in **IPM**, helping us to maintain optimal crop health while reducing chemical dependency. As part of our long-term strategy, JPG plans to extend pulverisation techniques across all replanting areas, improving cost efficiency and supporting enhanced sustainability performance.

Pesticide Compliance

JPG complies with **RSPO guidelines** and international standards, including those established by the **World Health Organisation (WHO)**, **Stockholm Convention**, and **Rotterdam Convention**. We prohibit the use of highly hazardous pesticides classified as **Class 1A** or **1B**, including paraquat. This pesticide has been fully phased out from our operations and certified supply chains, reducing chemical risks and enhancing compliance with global sustainability standards.



Additional Practices for Pollution Reduction

To further control emissions, we have installed **ESPs** at all palm oil mills. These systems capture particulate matter from industrial emissions, significantly reducing air pollution and improving overall environmental quality.



Environmental Stewardship

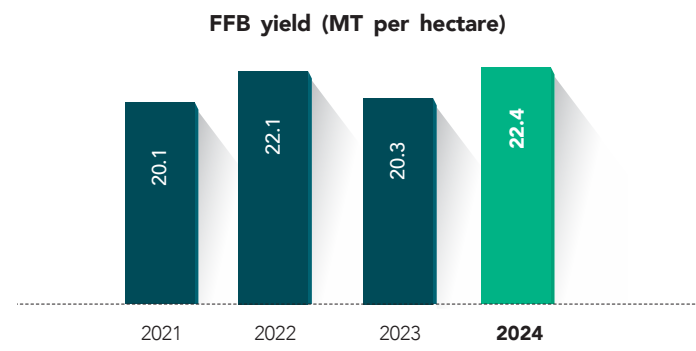
AGRICULTURE AND FOOD SECURITY

SPOTT ➔ 13, 14, 16, 142, 143

Sustainable agriculture plays a crucial role in ensuring food security and building resilience against climate change. We are committed to safeguarding food security through our practices and support of Malaysia’s National Food Security Programmes. Despite facing challenges in FY2024 due to severe flooding, which affected over 3,000 hectares, we achieved a FFB yield of 22.41 MT per hectare, marking a notable increase of 10.67% compared to our FY2023 yield of 20.25 MT per hectare. Our FFB are sourced locally from Malaysia, managed across 23 oil palm estates in Johor, encompassing Segamat, Kulai, Johor Bharu, Kota Tinggi, Kluang, and one estate in Pahang. Our replanting program also covered 1,725 hectares of oil palms in FY2024, marking a 17% increase from FY2023.

Our perseverance can be attributed to our comprehensive approach to sustainable agriculture and food security. Through practices such as cultivating soft grasses and Mucuna while preserving natural cover crops, we stabilise the soil and prevent degradation. Additionally, we employ precision nutrient management techniques, including pulverisation, to improve soil conditions, reducing fertiliser use while maintaining productivity.

A significant initiative reflecting our commitment to sustainability and community empowerment is the Green Book Project, which covers 6.84 hectares. This initiative aims to promote and train local communities to enhance productivity and secure long-term food security by cultivating vegetables such as corn, lemongrass, banana, spinach, chili, and more. By adopting these comprehensive strategies, we continue to strengthen our operational resilience and advance our long-term sustainability objectives.



Optimal Land Use and Soil Management

Our land management strategies focus on mitigating soil erosion, improving soil health, and promoting optimal land use. Key measures include the application of both inorganic and organic fertilisers, such as nutrient-rich materials derived from Empty Fruit Bunches (EFB), to reduce water pollution and prevent soil degradation. We also enhance soil stability by cultivating soft grasses and *Mucuna*, while maintaining natural cover crops which help stabilise the soil and control erosion. Additional preventive measures, such as silt traps, further protect against degradation, ensuring long-term agricultural productivity.



Soil Health and Nutrient Management

Since adopting pulverisation techniques, we have observed significant improvements in nutrient availability and overall soil conditions. As oil palms reach their fourth year of growth, we anticipate a 10% reduction in fertiliser use due to improved soil pH balance. This adjustment enhances nutrient retention by reducing leaching, enabling essential nutrients to remain accessible for plant uptake. Fertiliser reductions are carefully managed to match nutrient replenishment from higher crop yields, ensuring continued productivity. Looking ahead, JPG plans to integrate precision nutrient management to further optimise soil health and efficiency, reducing the need for chemical inputs while maintaining robust crop performance. With the upcoming iSPOC, our agricultural sustainability efforts will be further supported through improved residue management and nutrient cycling. By locating downstream processing near our plantations, we enhance localised feedstock use for bio-composting and reduce external dependency on chemical fertilisers, reinforcing our food security and regenerative agriculture efforts.

FIRE AND HAZE

SPOTT ➔ 96, 98, 99, 100

Fire and haze pose serious risks to biodiversity, public health, and agricultural productivity. To mitigate these risks, JPG adheres to a **zero-burning policy** across all operations, in compliance with the Environmental Quality Act 1974 and RSPO guidelines. Since the early 1990s, we have utilised zero-burning replanting techniques, opting for mechanical felling over open burning. Felled trees are chipped and shredded to accelerate natural decomposition, aligning with our efforts to curb GHG emissions and mitigate climate change.



Zero Burning Policy:

JPG adheres to a **zero-burning policy** across all operations, in compliance with the Environmental Quality Act 1974 and RSPO guidelines



Fire watch and response team:

- We utilise GeoRSPO to monitor concession areas featuring RSPO Firewatch to promptly detect fires and potential outbreaks.
- The ASEAN Fire Alert is utilised to monitor extremely hot weather for potential fire occurrences.
- We maintain a well-trained fire emergency response team, conduct regular drills, and operate a dedicated standby station for prompt response to fire emergencies.

In support of fire prevention, we conduct regular fire safety training as part of our employee programmes and maintain a network of fire emergency response teams. These teams are equipped with 27 water catchment units, strategically located across our plantations. We have also installed zero-burning signages and constructed weirs in peatlands to regulate water levels, reducing the risk of fires during dry conditions.

To ensure real-time fire monitoring, we rely on satellite surveillance, including the GeoRSPO system and the ASEAN Fire Alert platform. These systems enable the detection and reporting of hotspots and fire incidents within both our estates and surrounding areas.

In July **2024**, JPG detected and responded to **one fire incident** that occurred near an estate boundary under the Tenaga Nasional Berhad (TNB) power line. Our early warning from the RSPO Fire Alerts systems allowed for a swift response, minimising damage to nearby ecosystems and preventing the fire from spreading into our plantations.

Through these measures, JPG’s zero-burning practices have effectively protected all estates from significant fire damage. Our continued collaboration with local communities to implement fire prevention plans, coupled with ongoing surveillance, ensures a proactive approach to mitigating fire risks in high-risk areas.

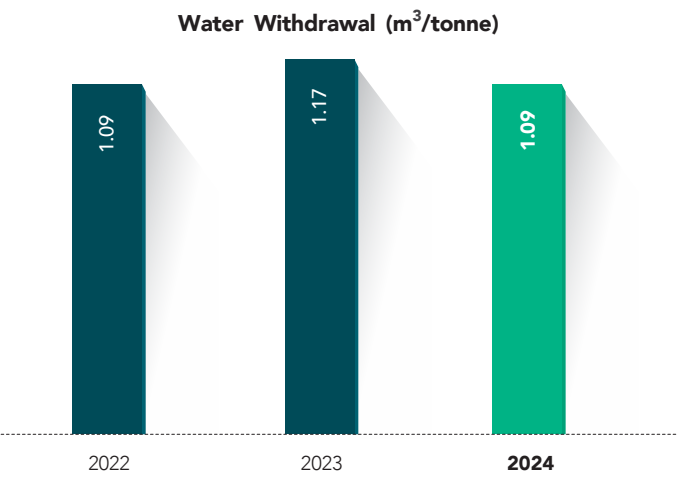


Environmental Stewardship

WATER MANAGEMENT

GRI 303-1, 303-2, 303-4 SPOTT 108, 109, 110, 111, 112, 115, 116

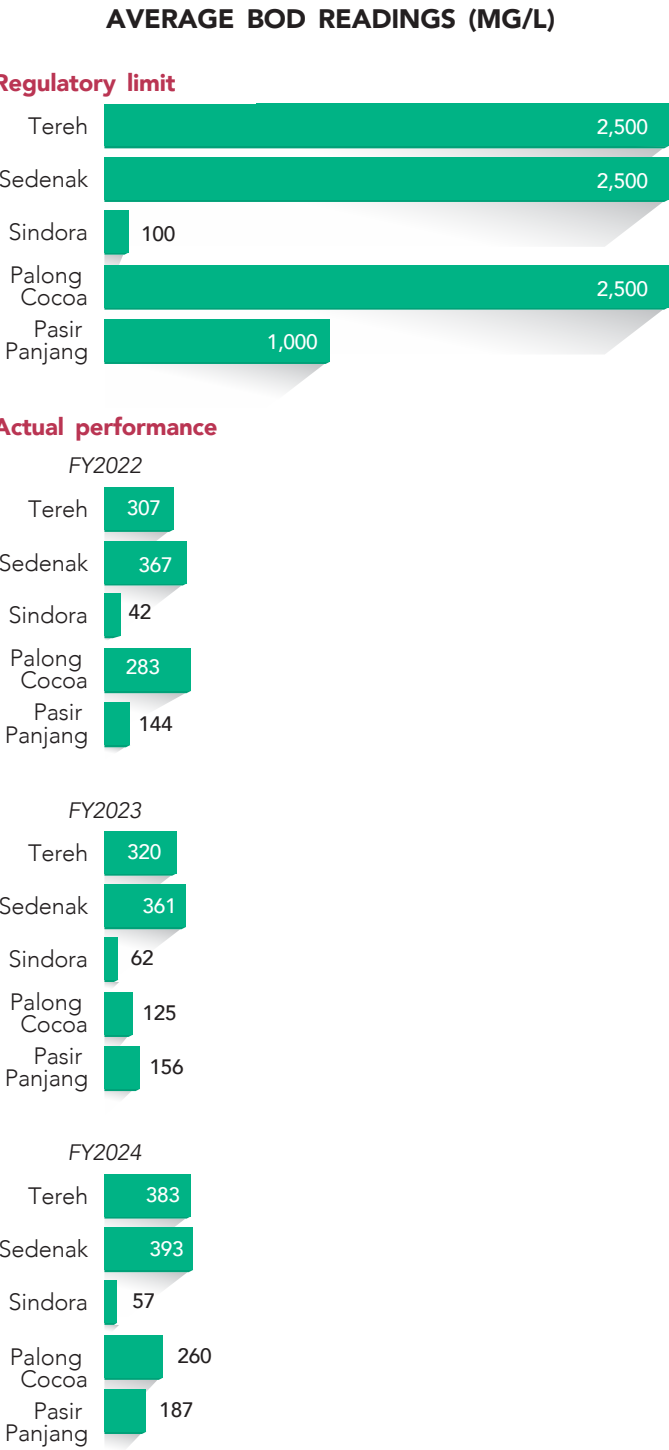
Efficient water use reduces operational risks linked to climate change, prevents pollution, and preserves vital resources. JPG recognises this importance and has set clear water management targets, including maintaining mill water consumption at or below our 2013 baseline of 1.2 m³ per tonne of FFB. Additionally, JPG aims to complete a comprehensive water footprint assessment by 2025. These accomplishments result from a strategic approach that prioritises sustainable practices, ongoing monitoring, and stakeholder engagement.



Our Goal: mill water consumption at or below our 2013 baseline of **1.2 m³** per tonne of FFB

Our Goal: Complete a comprehensive **water footprint assessment** by 2025

Our water management strategy focuses on both conservation and safeguarding water quality, aligning with regulatory standards. Over the past five years, the Group has consistently maintained Biochemical Oxygen Demand (BOD) levels below the Department of Environment (DOE)'s requirements and fully complies with the Environmental Quality Act 1974. BOD levels are regularly monitored to ensure water quality. Water consumption is closely tracked, with plans to implement rainwater harvesting systems and flow meters across estates by 2025, which is expected to further improve our water footprint. We are also committed to protect natural waterways through buffer zones.



Note: The regulatory legal limit of BOD discharged level refers to the standard set by DOE under the Environmental Quality Act 1974, as outlined in the Environmental Quality (Prescribe Premises) (Crude Palm Oil) (Amendments) Regulations 1982. The variation in BOD discharge limits is attributed to the reuse of effluent for land application.

Water Quality Monitoring

Water quality is a priority for JPG, as we regularly monitor the BOD levels of surrounding water bodies. Over the past five years, the Group has successfully maintained BOD levels below the Department of Environment's regulatory thresholds, ensuring ongoing compliance with the Environmental Quality Act 1974.

Safeguarding Water Bodies

Integrated Fertiliser Use mitigates the risk of water pollution by combining organic and inorganic fertilisers. Organic materials, such as those derived from EFB, improve soil health and reduce harmful run-off, thereby protecting nearby water sources.

Erosion Control Measures are implemented to prevent sedimentation in water bodies. These include planting fast-growing leguminous cover crops in erosion-prone areas and stabilising soil with grasses such as Guatemala grass. Additionally, regular desilting of drains ensures that erosion and sediment build-up are minimised.

Chemical-Free Buffer Zones further safeguard water sources by prohibiting chemical activities such as spraying and manuring within designated areas. These buffer zones act as protective barriers, preserving water quality and supporting local biodiversity.

Stakeholder Engagement on Water Issues

As part of its sustainability efforts, JPG conducts awareness programmes for stakeholders on water-related impacts and compliance with the RSPO Principles and Criteria. These engagements aim to promote responsible water management practices and improve transparency on environmental performance.

Environmental Impact Assessments

JPG conducts regular Environmental Aspects and Impacts Assessments to identify water usage patterns, potential pollution sources, and other water-related risks. These assessments help the Group prioritise mitigation strategies and improve long-term water resource management.

Future Water Management Plans

Rainwater Harvesting systems are planned to be installed across all operational units by 2025. These systems will collect rainwater for non-production purposes, reducing the Group's reliance on external water sources and contributing to overall water conservation efforts.

Flow Water Meter Installation is another key initiative scheduled for completion by 2025. Flow meters will be installed across all estates to monitor and establish baseline data on water usage. This data will enable JPG to optimise water consumption and improve control over water use throughout its operations.

Future Water Stress Management Plans are also in development. Recognising the challenges posed by climate change and water scarcity, JPG is working towards a comprehensive enterprise-wide water strategy. This long-term plan will strengthen resilience to future water stress by integrating more robust water-saving measures across the Group.



Environmental Stewardship

WASTE TO VALUE

GRI → 303-2, 303-4, 306-1, 306-2, 306-3, 306-4 SPOTT → 113, 128

Effluent, or wastewater produced during palm oil milling, requires careful handling to prevent harm to the environment and surrounding communities. At JPG, managing effluent responsibly is vital for preserving biodiversity, maintaining healthy waterways, and adhering strictly to sustainability standards. In FY2024, a total of 1,169,261 m³ of effluent generated by our mills was fully channelled towards land application, exemplifying our unwavering commitment to zero discharge into waterways. This approach not only eliminates pollution risks but also reinforces our support for long-term agricultural productivity, creating a resilient ecosystem and securing positive environmental outcomes for our operations and communities alike.

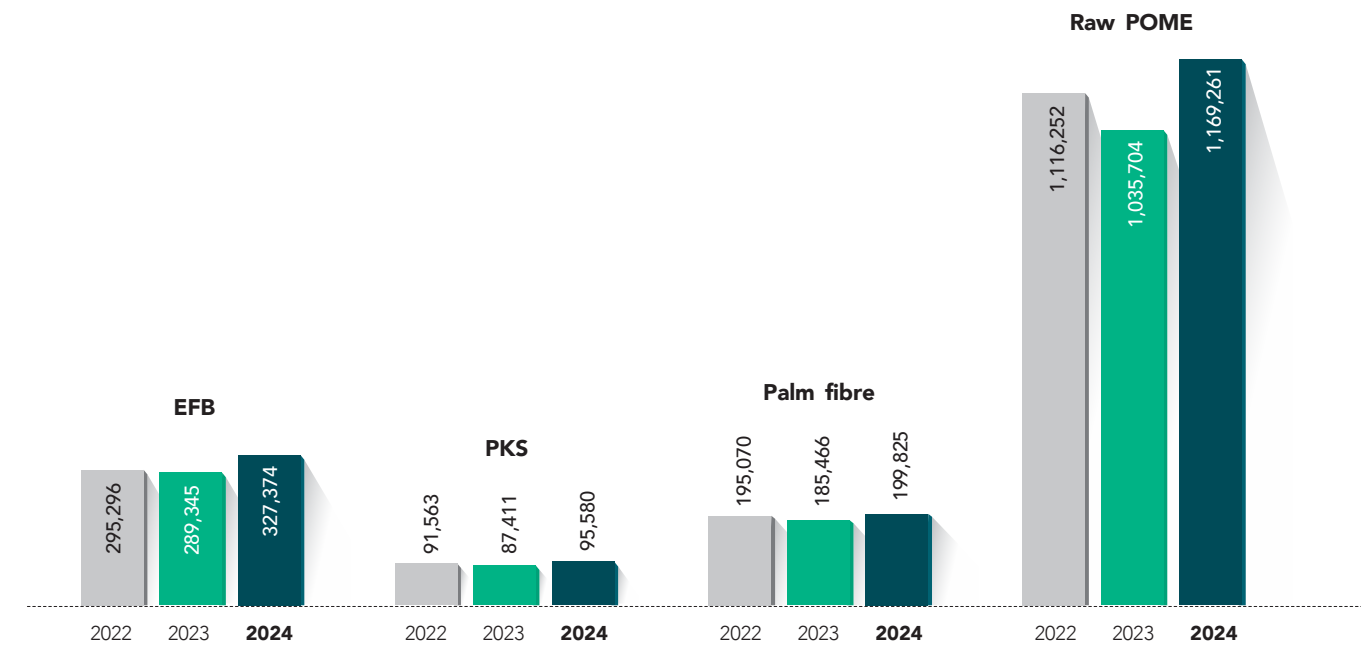
To further strengthen our sustainable waste and effluent management, JPG has implemented multiple advanced measures supervised by Certified Environment Professionals in The Treatment of Palm Oil Effluent (CePPOME). Our Palm Oil Mill Effluent Treatment Systems (POMETS) integrate both anaerobic and aerobic processes, ensuring effective treatment without the use of chemicals. These systems effectively capture biogas during treatment, which is then utilised to power mill operations, supporting energy self-sufficiency and reducing reliance on external energy sources. In alignment with our zero-discharge policy, all treated effluent is applied to land, thereby preventing waterway contamination and ensuring compliance with regulatory requirements under the Environmental Quality Act 1974.



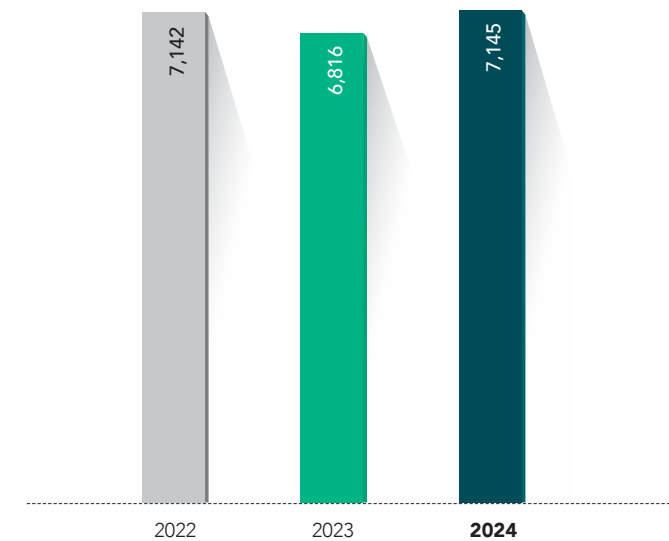


Environmental Stewardship

Waste Diverted Landfill – Biomass (mt)



Waste Diverted from Landfill – Other Waste (Boiler Ash) (mt)



Hazardous waste is managed through oversight by a Certified Environmental Professional in Scheduled Waste Management (CePSWAM) who adheres to strict environmental standards. By integrating robust waste management systems, conducting environmental assessments, and maintaining chemical-free buffer zones, JPG ensures continuous compliance with both local regulations and internal sustainability commitments. These practices collectively enhance our resource efficiency and reinforce our broader environmental objectives, contributing to a responsible and sustainable palm oil industry.

For more waste management data, please refer to the Appendix of this report.

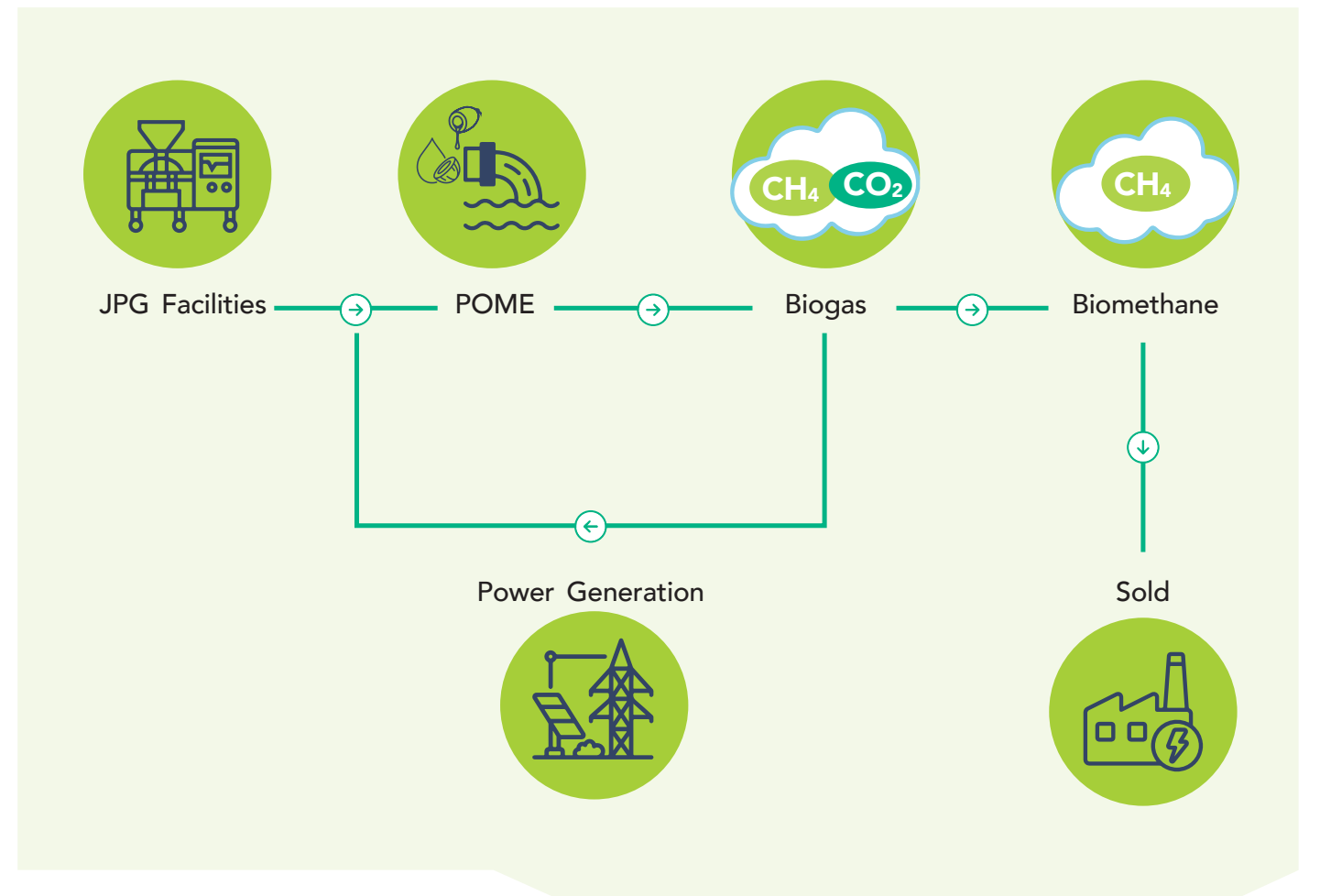


Converting POME into Biomethane

In August 2023, JPG achieved a major milestone in waste management innovation with the commissioning of its biomethane plant at the Sedenak POM. This cutting-edge initiative converts POME—a significant byproduct of the palm oil industry—into biomethane, a renewable energy source. By doing so, JPG not only reduces waste but also lowers GHG emissions, advancing both environmental sustainability and energy efficiency.

The process begins with anaerobic digestion, during which microorganisms break down POME to generate biogas. This biogas primarily consists of methane and carbon dioxide. Traditionally, such biogas would be either flared or released into the atmosphere, both of which contribute to GHG emissions. However, JPG has implemented an advanced upgrading system that purifies the biogas, removing impurities such as carbon dioxide, hydrogen sulphide, and moisture. This process produces high-quality biomethane suitable for energy use.

The plant is designed with a self-sustaining, closed-loop model. A portion of the biogas generated is used to power the facility's operations, significantly reducing its dependence on external energy sources. This approach enhances resource efficiency, aligns with JPG's Net Zero ambitions, and supports the development of a circular economy by turning waste into a valuable asset. As part of the iSPOC complex, this biomethane plant illustrates JPG's vision for decentralised, renewable energy-powered palm oil operations. Designed to meet future demand for low-carbon products, the facility will scale renewable gas generation and reduce reliance on fossil fuels within the iSPOC's integrated operations.



Empowering People, Strengthening Communities, Driving Shared Prosperity

Our People and Communities

04

Our People 70

- Occupational Safety and Health
- Empowering Our People
 - Training and Development
 - Employee Engagement
 - Diversity, Equity, and Inclusion (DEI)
 - Employee Benefits
 - Labour Standards and Human Rights

Our Communities..... 80

- Fostering Prosperous Communities
 - Approach To Social Responsibility
- Respecting Land Rights Through Transparent Engagement
 - Continued Engagement on Indigenous Land Boundaries
 - Social Impact



Our People

GRI → 2-7, 3-3, 403-1, 403-2, 403-3, 403-4, 403-6, 403-7, 403-8, 404-2 SPOTT → 159, 160

OCCUPATIONAL SAFETY AND HEALTH

GRI → 403-5, 403-9, 403-10 SPOTT → 161, 162, 163

A safe and healthy workforce is pivotal to our success at JPG. We view Occupational Safety and Health (OSH) not only as a regulatory obligation but as a moral imperative. By systematically identifying and mitigating workplace hazards, we create an environment that protects both our employees and stakeholders who enter our premises. This commitment aligns with our overarching objective to build a positive, inclusive, and high-performing culture.

In 2024...

JPG has maintained **ZERO work-related** fatalities and ZERO substantiated human rights violations for the past three years. We conducted 14 training sessions, of which 513 Number of Employees clocked a cumulative total of 73,872 training hours. Maintained our LTIR target of below 10, (1.91 Recorded in 2024).

Over the past four years, we have consistently maintained our “Zero-Fatality” commitment through the support of various initiatives and programmes. We have invested substantially in maintaining a robust OSH Management System (OSHMS) throughout our estates, mills, and support services which is prescribed by our **OSH Policy**.

Our well-defined OSH framework ensures compliance with the ISO45001 system and outlines our commitment to hazard identification, risk assessment, regulatory compliance, and continuous improvement. Personnel working within our operations are subjected to this framework, including JPG’s entire workforce and contract workers.

Prevention:

Implement measures to eliminate hazards and reduce risks in daily operations.

Compliance:

Ensure adherence to national regulations (Occupational Safety and Health Act 1994) and relevant industry standards.

Key Aspects of the OSH Framework

Improvement:

Conduct regular reviews of Hazard Identification, Risk Assessment, Risk Control (HIRARC) processes and safety audits.

Communication:

Disseminate OSH policy updates to all stakeholders, including employees, suppliers, and visitors, ensuring consistent awareness.

Further strengthening our commitment to safety, our dedicated OSH Committee, comprising seven management and seven worker representatives from various departments, continues to drive our Group’s safety and health agenda. In addition, OSH Coordinators are stationed at each of our 5 mills and 23 estates, providing frontline oversight and serving as vital links between on-site teams and the OSH Committee. OSH Coordinators play a day-to-day supervisory role, perform inspections, ensure adherence to OSHMS, and channel workers’ input to the OSH Committee.

The OSH Committee’s core purpose is to cultivate and maintain a safe, healthy working environment across JPG. Serving as the highest-level advisory body on OSH matters, it ensures compliance with relevant occupational safety and health regulations, oversees risk assessments, and recommends effective measures to prevent accidents and injuries.

Authority and Scope of the OSH Committee

1. Audit & Accident Investigation

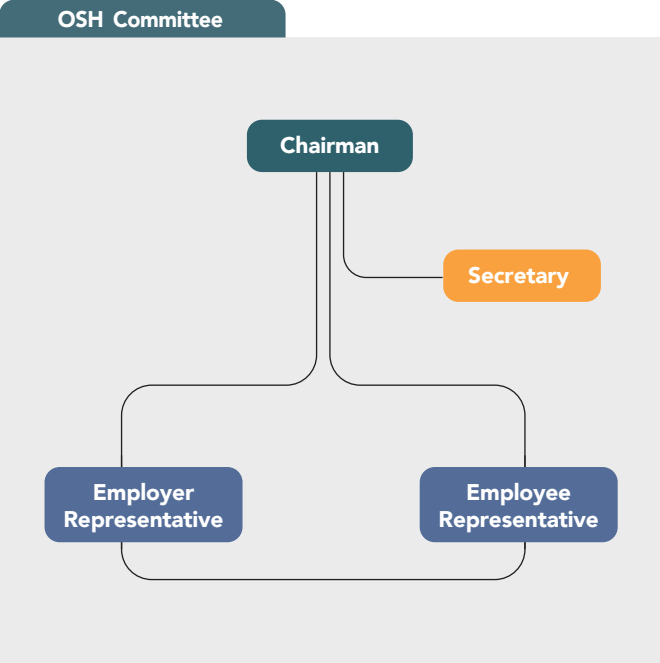
- The Committee reviews all accidents, near-misses, and dangerous occurrences, identifying causes and formulating appropriate corrective and preventive actions.
- Investigation findings are escalated to management to enable swift implementation of improvements.

2. Workplace Inspections

- Committee members (together with OSH Coordinators or other relevant personnel) conduct site inspections to proactively identify any hazardous or unhealthy conditions.
- Observations, including unsafe acts or potential health hazards, are discussed at Committee meetings, and recommended remedial measures are presented to management.

3. Matters Considered by the Committee

- Incident reports and investigation findings submitted by OSH officers.
- Relevant safety audits and inspection results.
- Reports from official bodies such as occupational safety and health officers or other government agencies.



The OSH Main Committee which oversees the OSH Committee convenes quarterly, or more frequently as necessary. Meeting notices, agendas, and supporting documents are shared with members at least seven days beforehand. A quorum comprises the Chairperson, Secretary, and at least half of the remaining members. If a designated Committee member is unable to attend for valid reasons, a representative may be nominated to participate on their behalf. To promote broad-based engagement, non-committee members and site-level teams are encouraged to attend Quarterly OSH Meetings. This inclusive platform allows workers to raise any OSH-related issues or suggestions. We further empower our workforce to speak up by providing Anonymous Feedback Boxes, enabling them to confidentially report safety concerns without hesitation.

Accompanying our robust governance framework for enforcing safety, we extend comprehensive support to our workers, recognising the significance of both physical and mental well-being. Beyond regulatory compliance, we proactively implement initiatives that foster a ‘safety-first’ culture through continuous engagement, awareness programmes, and structured health monitoring.



Our People

Health and Well-being

We prioritise both physical and mental well-being through monthly check-ups and annual medical assessments, ensuring workers receive regular health monitoring. To further support mental health, we provide counselling services and employee assistance programmes, helping individuals manage stress and personal challenges effectively.



Occupational Health Clinics & Medical Facilities

Our on-site Occupational Health Clinics, overseen by a Visiting Medical Officer (VMO), offer immediate medical attention and advisory services. Additionally, first aid stations are strategically placed across estates and mills to provide prompt treatment for minor injuries and stabilisation for more serious cases.



Safety Awareness and Engagement

As part of our commitment to instilling a culture of safety, we conducted an OSH Roadshow in FY2024, covering all operational units. This initiative reinforced safe working procedures and hazard reporting protocols, ensuring employees are well-informed and proactive in maintaining a secure workplace.



For more detailed information on our safety data, please refer to the appendix of this report, pages 123-124.

EMPOWERING OUR PEOPLE

GRI → 2-7, 2-30, 401-2, 401-3, 404-1, 405-1, 405-2, 406-1, 407-1, 408-1, 409-1

SPOTT → 6, 129, 131, 141, 147, 149, 150, 151, 152, 154, 155, 158

Training and Development

At JPG, we believe that developing a supportive, equitable, and dynamic work environment is key to our long-term success. Our people strategy centres on upskilling, reskilling, cross-skilling, retaining talent, and upholding the highest standards of diversity, equity, and human rights. By ensuring robust employee engagement, fair compensation, and ethical practices, we empower every individual to thrive and reach their fullest potential.

We design capability-building programmes and job rotation initiatives to address individual development needs, fostering a culture of continuous learning and growth. In 2024, we remained committed to bridging skill gaps and enhancing technical, leadership, and digital competencies across our diverse workforce. To drive exponential growth, we are actively exploring strategies that leverage technology, data-driven decision-making, and innovative business models. This focus is part of our broader goal to scale rapidly, maintain agility, and achieve sustainable expansion through digital transformation and innovation.

In 2024, we...

Held a **total of 283 training programmes** for our employees

Upskilled over **72% of our employees**, ranging from Senior Management to Non-Executive levels through various training and workshops

Clocked in a cumulative total of **over 38,000 training hours** - an increase of **13.6%** compared to the previous year

Invested a **total of RM2.92 million** in employee training and development

In 2024, we organised 283 training programmes for employees, covering a wide range of skills and competencies, including Leadership and Management, Behavioural and Soft Skills, Technical and Functional expertise, Digital advancements, and ESG topics. This holistic approach empowers our workforce to adapt to evolving industry demands, encourages innovation, and strengthens our commitment to continuous improvement.

Building on successful initiatives in 2023, our Innovation Management Department is collaborating closely with Yellow Belts across diverse functions to streamline procurement processes, enhance debt collection, and improve field-level productivity. Critically, Lean Six Sigma (LSS) forms the backbone of these projects, ensuring that our operational refinements not only bolster efficiency but also align with environmental and social priorities. Through this synergy of structured employee development and LSS principles, we advance our sustainable practices in a meaningful, measurable way.

Within the LSS framework, we aim to identify and reduce all types of waste that do not create value, supporting our transition to a more circular economy and reinforcing our broader environmental objectives. By integrating LSS tools into daily operations across corporate functions, plantations, and mills, JPG actively minimises resource consumption, optimises productivity, and embeds data-driven decision-making. These structured improvements help reduce our carbon footprint and affirm our dedication to responsible resource management.

Looking ahead, our focus will be on institutionalising LSS at the core of JPG's operations, bringing together key business functions such as supply chain, finance, IT, plantation management, and milling. By embedding LSS methodologies, we foster a shared responsibility for operational excellence, innovation, and resilience, each serving as a cornerstone of our Sustainability and ESG commitments. This approach underlines our intent for 2024 and beyond: ensuring every efficiency gain, process improvement, and innovation contributes to lasting, meaningful value for our people, our stakeholders, and the environment.



Our People

Employee Engagement

At JPG, we believe effective communication underpins a thriving workforce. To foster a culture of openness and collaboration, we rely on multiple engagement platforms, from regular email updates and intranet bulletins to quarterly newsletters that encourage the exchange of ideas across every level of the organisation. In 2024, we bolstered these efforts further by introducing dedicated counselling services, offering emotional and behavioural support not only for our employees but for their families as well. These confidential sessions underscore our genuine commitment to holistic well-being and the collective health of our workforce.

We also convened a JPG Townhall and a dedicated Manager & NexGen Conference, where we presented our new 10-year roadmap to align our teams with the Group’s long-term strategic direction. The roadmap stands as our blueprint for decisive growth and innovation, reflecting a decade-long commitment to strategic focus and excellence.

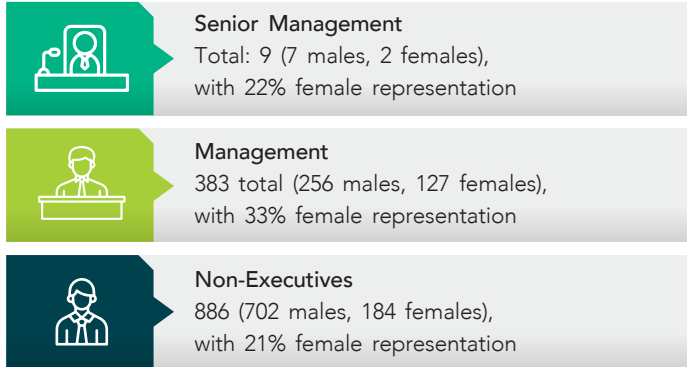
In addition, HR-led engagement sessions at each operating unit highlighted our core values, mental health awareness, workplace safety and health, as well as ESG responsibilities. Together, these diverse engagements ensure our people remain at the heart of JPG’s continued transformation—feeling supported, informed, and empowered to contribute meaningfully to the Group’s journey toward sustainable and innovative success.



Diversity, Equity and Inclusion (DEI)

A diverse, equitable, and inclusive workforce is essential to driving innovation, resilience, and growth. Our DEI strategy focuses on three key areas—advancing women’s empowerment, ensuring fair and transparent compensation, and nurturing a work environment free from discrimination or harassment. Through these efforts, we aim to foster a strong sense of belonging and empowerment among all employees.

As of 2024, JPG has a total workforce of 7,032 employees and the male-to-female ratio in permanent roles remains at 88% to 12%, reflecting the traditional male majority in the plantation sector.



JPG’s longstanding goal has been to achieve and maintain at least 30% female representation at the senior management level. While our gender diversity target remains a strategic priority, the decrease in female representation to 22% in 2024 was primarily due to a restructuring within our organisation. Nevertheless, we remain committed to identifying and developing women’s talent in a traditionally male-dominated sector. Meanwhile, in 2023 and 2024, JPG’s Board of Directors (BOD) underwent ESG-focused training, ensuring leadership remains well-informed of evolving sustainability practices and affirming our commitment to responsible governance.

Central to our DEI ethos is the principle that all employees receive equitable compensation for comparable roles and responsibilities. Beginning FY2022, we have been monitoring the ratio of women’s salaries to men’s salaries across different job categories, maintaining transparency and accountability in our pay structures.

Ratio of Salary of Women to Men in JPG			
Senior Management:	0.90	Non-Executives:	1.18
Management:	0.73	Workers:	1.0

As it stands, women’s average compensation is approximately three times that of men across our operations. However, women currently make up a smaller proportion of our total workforce, and many of them hold specialised or higher-paying roles. Meanwhile, the larger male workforce includes a broader range of positions, some of which attract lower remuneration. Notwithstanding, we continue to conduct regular internal reviews to detect and promptly address any pay discrepancies arising from non-performance-related factors.

Notably, in 2024, a salary scale revision was carried out to further promote equitable compensation. Effective 1 January 2024, the entry salary for executives was increased to a basic rate of RM4,200. Following this, from 1 February 2025, the minimum basic salary for non-executives and workers will be set at RM1,700, in line with the Minimum Wages Order (MWO) 2024. These measures underscore JPG’s commitment to ensuring fair and transparent wages for all employees.

In tandem with our focus on fair remuneration, we uphold a zero-tolerance stance on any form of discrimination, whether based on gender, ethnicity, religion, or other identity markers. Employees can report discrimination concerns through multiple channels, such as grievance platforms, anonymous suggestion boxes, or dedicated whistleblowing mechanisms. Since FY2021, we have had zero reported incidents of discrimination, reflecting proactive oversight. Similarly, a strict Sexual Harassment Policy is enforced and communicated via the *Buku Panduan Anggota Pekerja Perladang*, with no reported cases in 2024. This sustained record underscores our commitment to an equitable and respectful workplace for all employees.

We maintain a zero-tolerance stance on any form of discrimination based on gender, ethnicity, religion, or other identity factors. To safeguard fairness:

Merit-based Promotions:
All promotion proposals undergo thorough assessments to ensure consistency with performance-based criteria over at least three years. Promotion reviews prioritise competency, capability and performance.

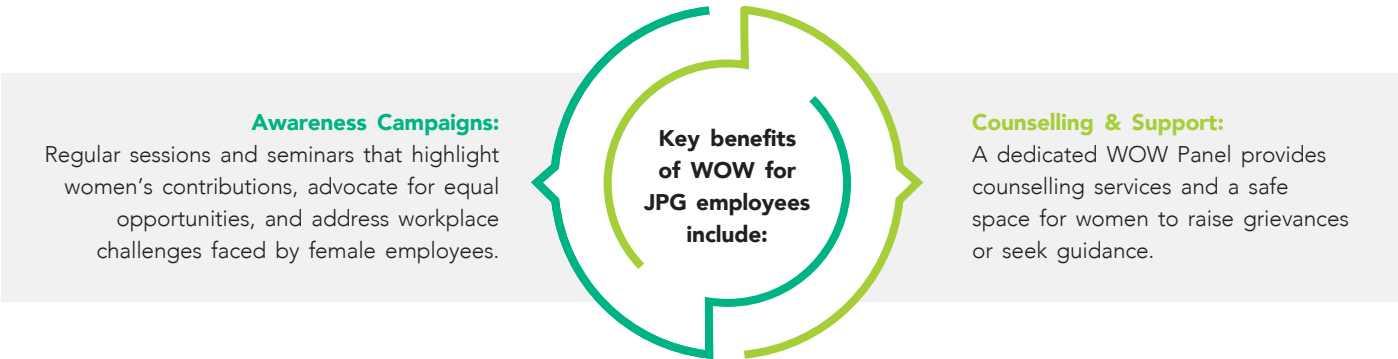
Reporting Mechanisms:
Employees can raise discrimination concerns via grievance channels, anonymous suggestions, or the whistleblowing platform.

Awareness and Training:
Regular briefings on equal opportunity and anti-discrimination help embed respect and inclusivity throughout the workplace.



Our People

The WOW Programme at JPG is a dedicated initiative to uplift and empower our female employees through targeted resources, training opportunities, and support networks. By fostering a culture that recognises and addresses challenges unique to women in the workplace, WOW aims to broaden awareness, strengthen engagement, and encourage personal and professional growth among our female workforce. Through continuous advocacy and support, this programme embodies JPG’s broader commitment to cultivate an inclusive environment where every woman is recognised, respected, and enabled to thrive.



Employee Benefits

We recognise that a motivated and engaged workforce is integral to long-term operational success and strive to provide a comprehensive suite of benefits that not only meets statutory requirements but also addresses the broader well-being of our employees and their families. Our approach encompasses healthcare, personal development, retirement planning, and fair remuneration, all anchored in a respectful, transparent, and inclusive workplace culture.

- Group Term Life Insurance (GTL) & Group Personal Accident:**
Coverage for all Executive Scheme of Services (ESOS) and the Corporate Office Staff Scheme of Services (COSSOS), and AMESU employees, ensuring financial protection in cases of accidents or loss of life.
- Group Hospitalisation Scheme Insurance (GHS):**
Offers hospitalisation and inpatient coverage for all ESOS and COSSoS employees.
- Medical Checkups & Group Travel Insurance:**
Regular health screenings for new and periodic appointments, plus insurance safeguarding employees on official travel.
- Service Milestone Awards:**
Recognition of 10, 20, and 30 years of service, celebrating employees’ loyalty and achievements.
- Maternity and Parental entitlement:**
Covers all ESOS, COSSoS, and AMESU employees.

In 2024, additional benefits were introduced and approved, which will be effective as of 1 January 2025...

Dental & Optical Coverage:
Executives and staff (including their families) will receive a dedicated allocation under their outpatient limit. Spouses who are also employees will further qualify for a shared, higher coverage limit.

In addition to standard workplace benefits, we ensure that every member of our workforce receives a wage sufficient to provide a “Decent Living Wage” and which meets or exceeds the statutory minimum. This commitment also extends to our suppliers, reflecting our firm expectation that everyone in the supply chain upholds fair compensation standards. By embedding these requirements into our supplier guidelines, we reinforce responsible sourcing practices and promote economic stability for individuals across our operations and partnerships. This initiative is complemented by a wide range of benefits including housing, healthcare, childcare, and education support. In line with Act 446 of the Employees’ Minimum Standards of Housing, Accommodations and Amenities Act 1990, we maintain safe and comfortable quarters, fulfil overtime and leave requirements, and provide robust health insurance coverage. By integrating these comprehensive facilities and safeguards, we nurture a supportive work environment that empowers our employees to thrive both professionally and personally.

We support our workforce by providing:



04

OUR PEOPLE AND COMMUNITIES

05

06



Our People

Labour Standards and Human Rights

SPOTT ➔ 147, 148

JPG upholds robust labour standards and protects fundamental human rights throughout our operations. Guided by the International Labour Organization (ILO) core conventions and the Universal Declaration of Human Rights, we strictly forbid any form of exploitation or forced labour practices. By aligning with national regulations—such as Malaysia’s Code of Conduct for Industrial Harmony—and international frameworks, we ensure employees can freely engage in collective bargaining, voice their concerns, and work under fair and safe conditions.

Our Core Labour Standards Policy is documented in the Employee Handbook (available in multiple languages), fostering clarity at every stage of employment. Training programmes, including WOW Roadshows and ILO-focused workshops, help employees and stakeholders understand their rights and responsibilities

Key principles of our Core Labour Standards Policy

No Forced or Trafficked Labour: We categorically prohibit any form of involuntary labour, with particular vigilance regarding debt bondage and recruitment fees.	Safe Housing and Amenities: Our facilities continually meet or exceed minimum statutory requirements. We commit to regular upgrades in living conditions, aligning with Act 446 of the Employees’ Minimum Standards of Housing, Accommodations, and Amenities Act 1990.
Employment Contracts, Remuneration, and Working Hours: All employees receive clear, written agreements specifying their wages, benefits, and working hours in their native language.	Occupational Safety and Health: We proactively foster a safe work environment, conducting regular risk assessments and implementing hazard controls.
No Child Labour: JPG does not employ underage workers. For employees who have children, we strive to ensure that schooling remains accessible until the child is no longer legally considered a minor.	Worker Rights and Freedom of Association: We respect employees’ rights to form or join unions, participate in collective bargaining, and enjoy freedom of movement, opinion, and expression.

We are firmly committed to **no exploitation**, adhering to the **ILO core conventions and the Universal Declaration of Human Rights**. This includes ensuring workers are neither charged recruitment fees nor exposed to wage withholding or debt bondage. To strengthen our labour practices, we collaborate with EF a non-profit technical services provider alongside key customers such as Intercontinental Specialty Fats and Ferrero International SA.

The Labour Transformation Programme

An engagement framework developed by the EF to assist plantation managers in improving labour practices. It utilises a structured scoring methodology to evaluate compliance with key employment aspects, including contract terms, fair wages, working hours, grievance mechanisms, and worker accommodation standards. A core element of the LTP is fostering direct engagement between workers and management, enabling the identification of gaps and driving continuous improvements in workplace conditions.

Ethical Recruitment Human Rights Due Diligence (ER HRDD) framework

EF’s ER HRDD framework, ensures transparent and fair hiring processes for both foreign and local workers. This framework extends beyond Malaysia, covering recruitment practices in workers’ home countries to guarantee clarity regarding fees, contracts, and employment rights. A key priority is safeguarding workers’ freedom of movement and preventing any form of exploitation, particularly in cross-border recruitment, thereby reinforcing ethical labour standards across all employment stages.

In line with our commitment to fair and transparent labour practices, we actively engage with unions, with approximately 33% of our workforce being unionised. Through open dialogue with union leaders, we negotiate Collective Bargaining Agreements (CBAs) that address wages, benefits, and workplace conditions, fostering continuous improvement and positive labor relations. Additionally, we fully adhere to Malaysia’s Code of Conduct for Industrial Harmony, ensuring respectful engagement with trade unions and the constructive resolution of workplace issues.

To reinforce our commitment to ethical labour practices, we actively engage with regulatory bodies and undergo regular audits. These assessments validate our compliance with fair labour standards and human rights benchmarks.

Ministry of Human Resources:

Periodic reviews by Jabatan Tenaga Kerja confirm the integrity of our labour practices and worker management.

RSPO & MSPO Surveillance Audits:

Regular inspections verify our adherence to sustainability and human rights commitments.

Human Rights Commission of Malaysia (SUHAKAM):

As an independent body investigating human rights complaints, SUHAKAM’s feedback helps us refine policies and better protect vulnerable groups.

We are also committed to continuously assessing social risks to uphold sustainable and responsible business practices. Our proactive approach ensures the well-being of migrant communities and our broader workforce. This commitment includes:

Work-Life Balance:

Enforcing reasonable working hours and mandatory rest days.

Grievance Mechanisms:

Encouraging employees to report violations or concerns through safe, confidential channels.

Foreign Worker Care:

Beyond ensuring legal compliance, we take extra steps like induction sessions, health screenings, and accommodation improvements tailored to the needs of migrant communities.

Consistent Improvement:

Collaborating with audit bodies, unions, and NGOs to refine our labour standards in line with evolving legal and ethical expectations. We closely monitor social risks, leveraging feedback from EF assessments, internal audits, and regulatory bodies. These insights guide policy enhancements to maintain a responsible, sustainable business model and reinforce our promise to safeguard workers’ dignity and welfare.



Our Communities

GRI ➔ 3-3, 203-1 SPOTT ➔ 132, 134, 136, 138, 137, 140, 144, 145, 146

FOSTERING PROSPEROUS COMMUNITIES

GRI ➔ 203-2, 413-1, 413-2 SPOTT ➔ 134

Approach To Social Responsibility

Social responsibility is a fundamental pillar of our broader sustainability strategy. While our economic initiatives drive growth, our commitment to uplifting smallholders, empowering local communities, and nurturing collaborative relationships remains a top priority. By combining ethical practices with targeted programmes, we strive to foster long-term prosperity and ensure social well-being in the regions where we operate.

JPG takes a holistic and integrated approach to social responsibility, combining structured policies, participatory engagement, and strategic investments to create enduring community value. We recognise that meaningful change requires compliance with legal standards and proactive measures that address social, economic, and environmental well-being. We ensure that stakeholder rights and perspectives remain central to all our decisions through initiatives anchored in Free, Prior, and Informed Consent (FPIC), systematic Social Impact Assessments, and transparent grievance mechanisms.

At the core of our efforts lie five key focus areas—Corporate Sponsorship, Community Development, Environment, Education, and Sports & Recreation—which guide our sponsorship, donation, and outreach activities. We channel resources where they matter most by evaluating each project for alignment with our corporate values, potential impact, and mutual benefit. In doing so, JPG not only upholds human rights and promotes community resilience but also fosters a climate of trust and shared prosperity, reflecting our commitment to driving sustainable growth that benefits all.

RESPECTING LAND RIGHTS THROUGH TRANSPARENT ENGAGEMENT

In the palm oil industry, land-related conflicts remain one of the most pressing concerns for stakeholders—ranging from indigenous communities to plantation operators and regulators. Ensuring respect for legal and customary land tenure rights is not only a cornerstone of responsible palm oil production, but also a key criterion in meeting sustainability certification requirements such as RSPO and MSPO. JPG is committed to upholding these rights by ensuring all land management practices are conducted ethically, transparently, and in full compliance with national regulations. Our approach is rooted in the principle of FPIC, and we strive to resolve any disputes in a fair and consultative manner.

Continued Engagement on Indigenous Land Boundaries

Stakeholders: UMAC Estate and FELCRA Bukit Serok Estate

Following the 2019 discovery of FELCRA Bukit Serok’s encroachment into 14 hectares of UMAC Estate, JPG has remained steadfast in pursuing an equitable and transparent resolution to uphold ethical land stewardship and protect indigenous interests. The issue originated from the absence of certified land plans (Pelan Akui) for several UMAC titles in JUPEM’s records. Based on Pejabat Daerah dan Tanah Rompin’s advice, JPG conducted a comprehensive final land survey, which revealed the overplanting by FELCRA Bukit Serok in Blocks P09-1, P09-2, and P09-3-planted since 2016.

Following multiple engagements with FELCRA and the Department of Orang Asli Development (JAKOA) between 2021 and 2022, the matter was brought to the attention of the Sultan of Pahang for further deliberation. In the interim, JPG maintained consistent follow-ups. In 2024, significant developments materialised. A key meeting was held on 9 July 2024, where FELCRA and JPG agreed to undertake a joint tree survey and boundary verification exercise. FELCRA subsequently confirmed, via their internal surveyor, that overplanting had indeed occurred. As of 27 August 2024, FELCRA’s site verification concluded and confirmed the encroachment. By 22 September 2024, FELCRA officially informed JPG that 90% of the boundary rectification process has been completed, signalling that resolution is imminent.

JPG remains committed to the final handover of the affected land and continues to uphold the welfare of the Orang Asal Bukit Serok community by proactively engaging relevant authorities such as JAKOA. These efforts embody our commitment to growth with compassion and progress with integrity, ensuring that all land matters are addressed responsibly and with utmost respect for indigenous rights.

In 2024, we...

Invested over **RM50,000** in our WOW programme

Sponsored over **RM3.8 Million** in various community programmes

Over **RM21 Million** invested in community infrastructure

Our Corporate Social Reponsibility (CSR) extends to the broader community in line with JCorp’s Membina dan Membela. JPG through our #JPGBerkat CSR programmes focuses on five key pillars: corporate sponsorship, community development, education, sports and the environment.



- **Free, Prior, and Informed Consent (FPIC):** Ensuring transparent land-use decisions that respect the rights and input of local and indigenous populations.

● **Corporate Sponsorship:** We sponsor relevant cultural, social, and educational programmes that resonate with our organisational mission, thereby promoting community goodwill and furthering inclusive growth.

● **Community Development Initiatives:** Focused on improving infrastructure, healthcare accessibility, social welfare, and economic opportunities, our efforts aim to uplift the quality of life in areas where we operate.

● **Environment:** We champion conservation, biodiversity preservation, and sustainable resource use. Our environmental programmes reflect our pledge to be a responsible steward of natural resources.

● **Education:** Recognising education as a cornerstone for long-term development, we support educational programmes, provide learning materials, and support educational infrastructure to bridge socio-economic gaps.

● **Sports and Recreation:** Through sponsorships and grassroots athletic programmes, we encourage healthy lifestyles and community cohesion. Sports initiatives foster team spirit, discipline, and social unity among participants.
- **Social Impact Assessments:** Conducting thorough evaluations before new projects to pre-empt adverse effects and maximise positive outcomes.

● **Livelihood Support Programmes:** Bolstering economic opportunities and decent living standards.

● **Transparent Grievance Mechanisms:** Providing accessible platforms for community members to voice concerns and seek resolution.

● **Strategic Partnerships:** Collaborating with NGOs, government bodies, and private sector entities to address community needs effectively.



Our Communities

Every CSR proposal undergoes a rigorous review to ensure alignment with our core values, focus areas, and intended community outcomes. We apply well-defined criteria—addressing aspects such as potential social or environmental impact, and synergy with our five strategic pillars of social responsibility. Proposals that do not fall within these pillars are escalated to the Managing Director or the BOD for further scrutiny, fostering accountability and transparency in our decision-making.

Additionally, JPG applies a six-month cooling period after any approved sponsorship before the same entity may reapply, thus balancing the distribution of resources across diverse initiatives. We also seek opportunities to maximise our contributions through tax-exempt or relief-based sponsorships, enabling us to align ourselves with the national agenda. By adopting a structured, principle-driven framework for CSR governance, we ensure that each investment delivers tangible benefits to local communities and upholds the high standards of ethical stewardship to which we hold ourselves accountable.

JPG’s sponsorship and donation proposals undergo a structured evaluation to ensure each initiative aligns with our values, strategic objectives, and CSR focus areas:

	Assessing Impact and Mutual Benefit	Assessing the community outcomes, prioritising projects that offer tangible, positive change.
	Alignment with Corporate Values	We do not endorse political or partisan campaigns, nor do we support unregistered organisations.
	Regional Priorities	Favouring sponsorships within Johor to create direct local benefits, with the possibility of expanding to broader geographic areas if needed.
	Resource Optimisation	Encouraging tax-exempt or relief-based sponsorships to optimise resources.
	Cooling Period	Imposing a six-month interval after any approved sponsorship before the same entity may reapply.
	Escalation Protocol	Any ad-hoc requests or initiatives outside the five key focus areas require approval from the Managing Director or the BOD.

Social Impact

SPOTT ➔ 146

Over the next three to five years, our focus will be on creating economic opportunities, enhancing infrastructure, and protecting the environment while maintaining strong relationships with local stakeholders. To help communities prosper, we will prioritise job creation and skills development by increasing vocational training programmes and bridging opportunities for local youth. Education will also be a key focus, with efforts to continuously support educational programmes and sponsor or construct additional school facilities. Furthermore, we aim to support infrastructure development by improving roads, water supply, and other essential amenities in rural and under-served areas, ensuring a better quality of life for local communities. Strengthening collaboration with local councils, community leaders, and NGOs will also be essential in co-creating solutions that benefit all parties. In addition, our commitment to responsible land management will be reinforced by upholding transparent land use policies and actively addressing boundary issues. We will continue to align with national laws and best practices to effectively manage land disputes, ensuring fair and sustainable development for the communities in which we operate.

In 2024, our commitment to social responsibility is reflected in targeted initiatives that empower communities, foster economic independence, and enhance social well-being. Through a combination of entrepreneurship programmes, skill-building workshops, and strategic partnerships, we continue to create opportunities that drive meaningful change.



Strengthening Spiritual & Communal Infrastructure: RM2 million contributed to Masjid Bandar Tiram, creating a vital space for worship and community engagement.



Promoting Active & Cohesive Communities: RM2 million is annually invested, including in 2024 to the JDT Football Club, encouraging youth participation and fostering unity through sports.



Enhancing Healthcare, Education & Social Welfare: RM1.1 million channelled through Yayasan JCorp to improve healthcare access, educational empowerment, and social support.



Prioritising Employee Well-being and Community Infrastructure: RM21 million allocated for facility upgrades, ensuring a healthier and more supportive working environment.



Supporting Education & Easing Financial Burdens: RM0.071 million invested in Back to School 2024, providing essential educational supplies to local children.



Improving Community Event Spaces: RM0.52 million allocated to upgrade our open futsal court into the Tiram Multipurpose Hall, enhancing safety, optimising space, and improving accessibility while reducing costs for local gatherings.



Our 2024 WOW Initiatives

JPG believes that empowering the local community is key to fostering long-term resilience and shared prosperity. Rooted in our commitment to responsible growth, we create employment and income-generating opportunities for our local communities. This dedication is especially reflected in our efforts to uplift women through targeted capacity-building programmes that not only enhance skills but also promote inclusive economic participation.

In 2024, JPG continued its commitment to empowering local women entrepreneurs through three core WOW programmes. First, the Hari Raya Aidilfitri Cookies & Chips Sales initiative provided WOW members with a platform to market their festive goods, **generating RM0.043 million in total sales**. JPG reinforced this effort by purchasing a **Syawal Package worth RM0.036 million**, thereby underscoring our pledge to bolster women-led ventures and drive inclusive economic growth.

In a second initiative, WOW collaborated with Kolej Komuniti Kota Tinggi to organise an Anti-Stress Massage Course for **30 participants**, equipping them with valuable wellness and stress-relief techniques. Although the course has yet to yield direct income, it opens the door to future opportunities in freelance or small-scale wellness services, showcasing JPG’s focus on long-term self-reliance and resilience for women.

Finally, in the WOW *Jejari Kreatif* 2024 programme, **36 members** visited the Melaka Craft Complex to hone rattan weaving and bead embroidery skills. This immersive experience not only expanded participants’ artisanal capabilities but also facilitated potential market networking—key to transforming craftsmanship into sustainable revenue streams. Collectively, these three initiatives highlight JPG’s integrated approach to capacity-building and economic empowerment for women in local communities.

Leading Sustainable Tomorrows

Robust Governance

05

Sustainability Governance	86
Governance Structure	
Board Diversity Representation.....	88
Risk Management.....	89
Comprehensive Risk Integration	
Policies and Guidelines	92
Anti Corruption.....	94
Data Privacy and Cybersecurity	96
Supply Chain Management	97
Vendor Screening Process	97
Engaging with Our FFB Suppliers	

Robust Governance

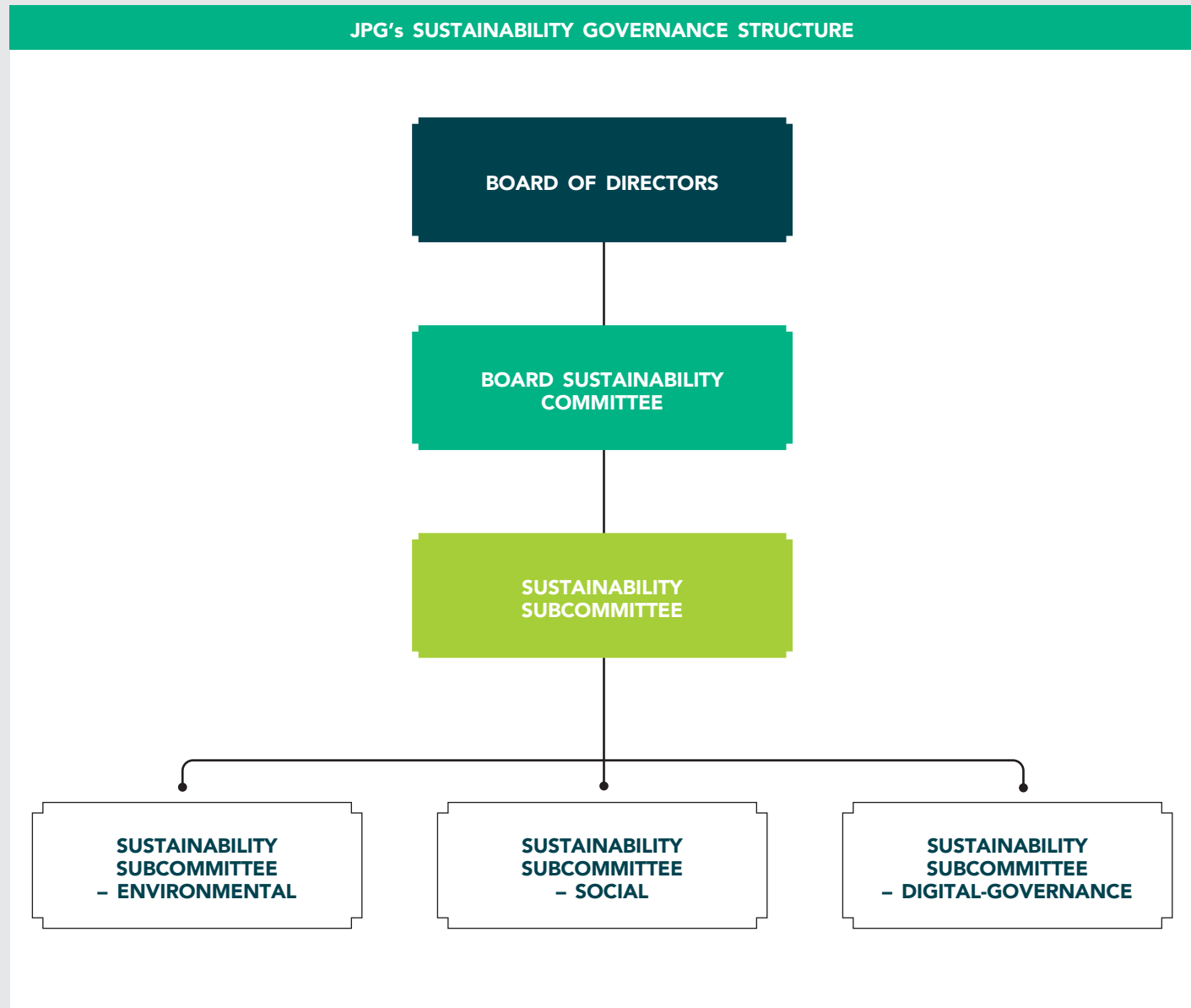
GRI → 2-9, 2-16, 2-23, 2-25, 3-3 SPOTT → 3, 4, 5, 180, 181, 182

SUSTAINABILITY GOVERNANCE

Strong sustainability governance enables us to uphold transparency, manage risks effectively, and support long-term value creation for all stakeholders. To that end, JPG’s sustainability governance is anchored in the integration of ESG practices across the organisation, driven from the top with a deep sense of accountability and commitment to responsible growth.

Governance Structure

The Sustainability Governance Structure guides the formulation of ESG strategies and policies while overseeing the implementation of sustainable initiatives and practices. In FY2024, we continued to enhance and refine our governance reporting framework.



Role	Responsibilities
Board of Directors (BOD)	<ul style="list-style-type: none">Appoints members to the Board Sustainability Committee (BSC), ensuring a minimum of three members, primarily independent directorsEnsures the effectiveness of JPG’s internal control and risk management systems through strategic oversightOversees corporate governance policies and initiatives, including the Group Sustainability PolicyMonitors specific risks and internal control procedures as reported by the Audit CommitteeManages BSC membership, including termination when a member ceases to be a director or as decided by the BoardMaintains oversight of the Group’s sustainability strategy, performance, and aspirations on sustainability matters
Board Sustainability Committee (BSC)	<ul style="list-style-type: none">Conducts quarterly reviews and oversees all sustainability-related matters across the GroupEnsures the Group’s strategic plan integrates long-term value creation through sustainability strategiesEvaluates JPG’s business impact on the environment, society, employees, third parties, communities, and the Group’s reputationOversee the SFF implementation, including allocation reviews and approvals.Review and approve the pool of Eligible Green, Social and Sustainability (GSS) Projects, KPIs, and monitor associated SPTs, ensuring alignment with JPG’s sustainability strategy.Approve updates to the SFF, including changes to Eligible Categories and KPIs, in line with evolving sustainability strategies.
Sustainability Subcommittee (SSC)	<ul style="list-style-type: none">Oversees ESG scorecard matters and convenes quarterlyManages the day-to-day oversight of sustainability initiativesWorks closely with the Sustainability Department to monitor sustainability progress across the organisationConsolidates key sustainability data for the BOD’s review, ensuring timely reporting and considerationOversee the selection, validation, and monitoring of Eligible GSS Projects to ensure alignment with JPG’s sustainability strategy and framework criteria.Define eligible sustainable financing KPIs and review key reports (Allocation, Impact, and SPT Progress) for annual reporting.Stay updated with sustainable finance market practices, including external assurance and monitoring ESG-related controversies.
Sustainability Department	<ul style="list-style-type: none">Led by the Head of the Commercial & Sustainability DivisionResponsible for managing and overseeing sustainability initiatives within the organisationWorks in coordination with the SSC to ensure comprehensive tracking and reporting of sustainability efforts




Robust Governance

GRI 405-1 SPOTT 6


BOARD DIVERSITY REPRESENTATION

Board Diversity


Fostering a diverse Board aligns with our commitment to promoting diversity and inclusivity across all levels of our organisation. We ensure that all directors are nominated and appointed based on merit, without discrimination on gender, race, or religion. By cultivating an inclusive culture, we harness the strengths of a diverse workforce, enabling us to create a lasting and meaningful impact through our business. Similarly to the previous year, in FY2024, women represented 30% of the BOD.




YBHG TAN SRI DATO' SRI DR. ISMAIL BAKAR
Chairman/Non-Independent Non-Executive Director




MOHD FARIS ADLI SHUKERY
Managing Director




YBHG DATO' SR. HISHAM JAFREY
Non-Independent Non-Executive Director




SHAMSUL ANUAR ABDUL MAJID
Non-Independent Non-Executive Director




ABDULLAH ABU SAMAH
Independent Non-Executive Director




FAWZI AHMAD
Independent Non-Executive Director




MOHD FAZILLAH KAMARUDDIN
Independent Non-Executive Director



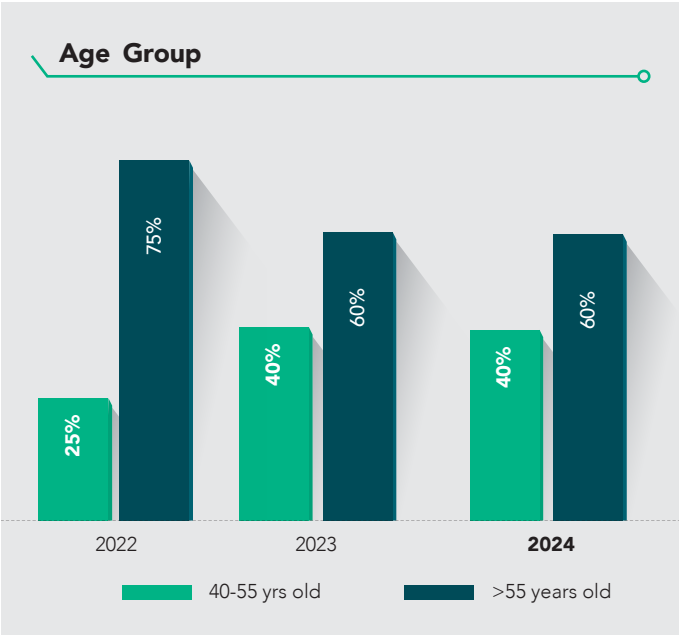
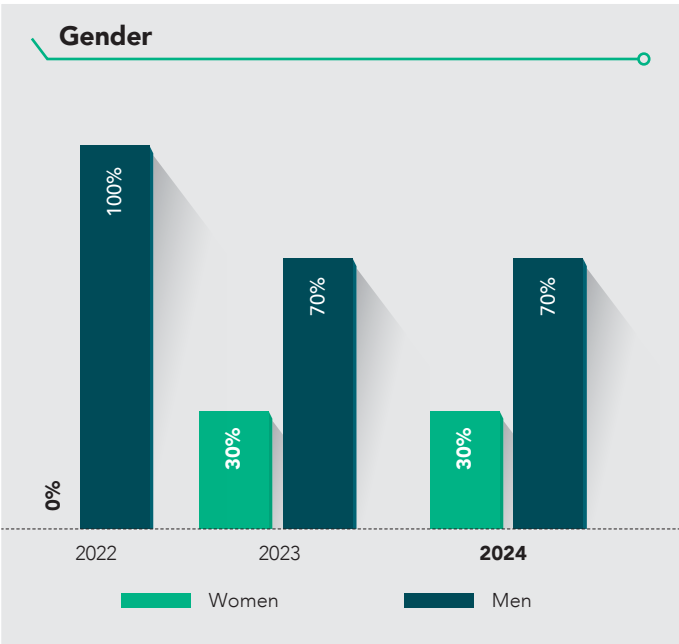
VINIE CHONG PUI LING, CFA, CPA
Independent Non-Executive Director



ONG LI LEE
Independent Non-Executive Director



NORITA JA'AFAR
Independent Non-Executive Director



RISK MANAGEMENT

Comprehensive Risk Integration

Risk Register, Risk Assessment and ERM

The palm oil industry encounters both direct and indirect sustainability risks, such as reputational and regulatory challenges. To this end, our Sustainability Subcommittee and ESG Framework plays a pivotal role in identifying, evaluating, and managing climate-related risks within our operations. In 2023, we developed a comprehensive ESG risk register encompassing all operating units, departments, and subsidiaries.

Central to our risk management approach is a structured risk assessment process, which provides a systematic, iterative, and collaborative method for identifying, analysing, evaluating, and treating risks. This process actively engages key stakeholders across the group, ensuring that risk profiles are developed with insightful contributions and cross-functional communication at both operational and strategic levels. Risks are managed on an integrated basis, with their evaluation incorporated into the Group's decision-making process to ensure resilience and business continuity.

Furthermore, we employ a robust ERM framework, aligned with the internationally recognised ISO 31000:2018 guidelines, to systematically manage and review our risk profile across strategic, financial, operational, and compliance domains. This comprehensive approach enables us to effectively adapt to the evolving environment, respond promptly to emerging risks, and make informed decisions that align with our long-term objectives.

Our ERM framework provides a structured and integrated approach to risk management, encompassing the Group's risk policy, tolerance levels, categorisation, recording and reporting mechanisms, and monitoring processes. In line with our commitment to sustainability, ESG risk considerations, including climate change, are fully integrated into this framework. By embedding these considerations into our business strategies, we ensure that sustainability risks and opportunities are managed alongside other core risks. By embedding risk management into our operations and decision-making, including climate risk, we enhance business resilience, regulatory compliance, and long-term sustainability.

To reinforce this integration, our ERM policy standardises risk

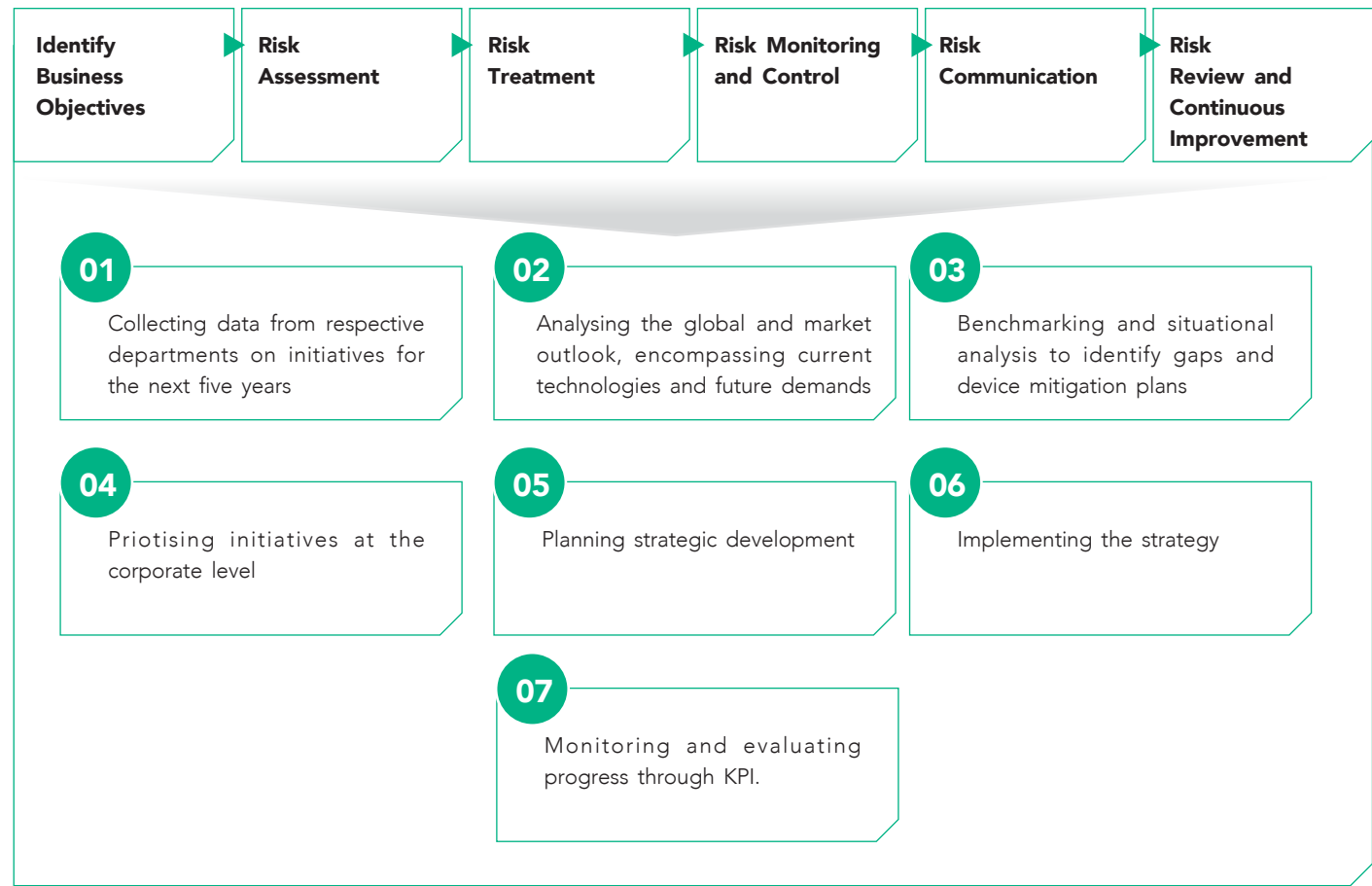
management practices across the Group, clearly defining roles and responsibilities for all stakeholders involved. This approach fosters a unified strategy for risk oversight, ensuring accountability and enhancing our ability to mitigate risks while capitalising on emerging opportunities. Through these efforts, JPG strengthens its capacity to make sound, future-focused decisions that balance risk and opportunity. As part of ongoing updates to our ERM and Business Continuity Management (BCM) processes, we continue to align these with climate-related risk management.





Robust Governance

Strategic Risk Management



Business Continuity Management System

JPG has established a robust BCM framework to enhance organisational preparedness and resilience, proactively mitigating potential disruptions while ensuring seamless operations across the Group. Designed in alignment with ISO 22301:2019 standards and Business Continuity Institute (BCI) best practices, this framework is strategically integrated with our ERM Policy and Framework. By embedding continuity planning into JPG’s broader risk mitigation strategy, we strengthen our ability to adapt, recover, and sustain critical business functions.

The BCM framework reflects management’s commitment to strengthening business continuity processes, covering

✓

Emergency response

✓

Crisis management

✓

Crisis communication

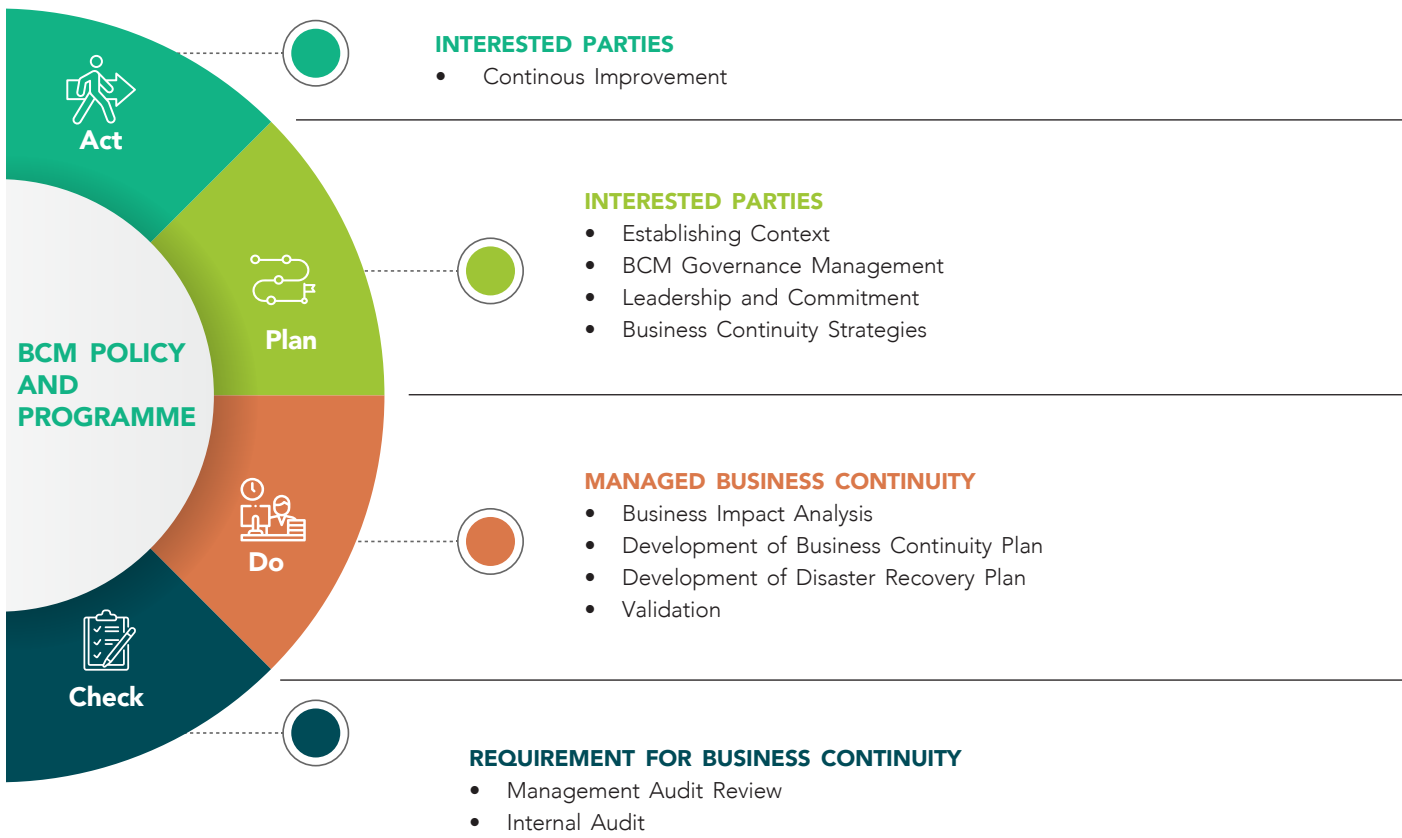
✓

Business continuity

✓

IT disaster recovery

Built on the Plan-Do-Check-Act (PDCA) model, JPG’s BCM framework fosters continuous evaluation and enhancement, ensuring agility and resilience in an evolving risk landscape.



JPG conducts annual testing programmes to validate our Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP), ensuring ongoing preparedness and refinement. Each test generates detailed performance reports that highlight areas for improvement, strengthening response strategies and collaboration with stakeholders. These exercises assess plan completeness, staff readiness, site functionality, security measures, communication strategies, and response time efficiency. In 2024, JPG carried out two major simulation drills: one addressing natural disaster business interruption and another focusing on emergency evacuation. By integrating continuity planning into risk management, JPG adopts a proactive and structured approach to business disruptions, reinforcing agility, resilience, and long-term sustainability in the palm oil industry.

For more information on our risk management, please refer to our Integrated Report pages 77-88.



Robust Governance

POLICIES AND GUIDELINES

GRI → 2-27 SPOTT → 54

ENVIRONMENTAL

Biodiversity Policy

→

Outlines JPG’s efforts to safeguard biodiversity and ecosystems within and beyond our concession boundaries, including HCV and HCS areas, as well as RTE species within our plantations. It emphasises avoiding deforestation, adhering to conservation laws, and collaborating with stakeholders.

Environmental Policy

→

Reflects our commitment to environmental protection by integrating sustainable practices, complying with regulations, and pursuing continuous improvement through cost-effective technology.

Sustainability Policy

→

Prevents deforestation by implementing the principles of NDPE Our best management practices ensure that agricultural activities are conducted only on existing land while preserving undeveloped areas within our plantations.

SOCIAL

People Policy

→

Aims to attract, develop, and retain qualified individuals by offering a secure, appealing workplace through values, ethical practices, and business success. It emphasises fair remuneration, favourable employment terms, and a safe work environment while outlining guidelines for treating all employees with respect, dignity and fairness.

OSH Policy

→

Guides the implementation of the OSHMS to safeguard employees, as well as internal and external stakeholders, from hazards and associated risks.

Sexual Harassment Policy

→

Aims to protect JPG employees from sexual harassment, providing guidance on complaint management in line with Part XVA of the Employment Act, 1955 which mandates employers to investigate such complaints upon receipt.

Core Labour Standards Policy

→

Serves as a fundamental framework to uphold the rights of all employees, including contract, temporary, and migrant workers across its operations. Documented in the Employee Handbook and available in multiple languages, it provides clear guidance on key human rights issues such as forced and trafficked labour, child employment, safety and health, employment terms, remuneration, working hours, housing, basic amenities, and employee rights.

Sponsorship & Donations Policy

→

Provides guidelines to ensure sponsorships and donations align with JPG’s values, maintain our corporate reputation, and promote transparency, compliance, and meaningful impact.

GOVERNANCE

Quality Policy

→

Emphasises JPG’s commitment to teamwork and continuous improvement within its plantation business. It focuses on collective effort to continuously improve our processes, thus achieving our objectives and delivering high quality palm products.

Vendor Code of Business Ethics (VCOBE)

→

Sets the standards for vendors regarding labour and human rights, environment, OSH and ethics as well as management practices to ensure ethical dealings with our vendors. Compliance with VCOBE is mandatory for all vendors. Failure to comply will result in the rejection of the vendor registration.

Compliance Management Policy

→

Covers legal, economic, social and environmental aspects, as well as internal structures and compliance culture. It identifies interested parties and their requirements, outlines roles and responsibilities, and includes measures for addressing non-compliance.

Investment Policy

→

JPG is guided by Kulim Group’s Investment Policy which provides a structured framework for investment decisions that align with the company’s financial goals, sustainability commitments, and long-term growth. It ensures that all investments are thoroughly evaluated for financial viability, risk management, and adherence to ESG principles.

Stakeholder Engagement policy

→

Ensures open communication, addressing stakeholder needs while reinforcing our sustainability commitments and corporate governance.



Robust Governance

Corporate Disclosure policy

Defines procedures for disclosing material information, managing media and investor relations, and maintaining compliance, confidentiality, and corporate governance standards.

Anti-Bribery Management System (ABMS)

Outlines the JPG’s commitment towards zero-tolerance against all forms of bribery and corruption and is in adherence to Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act 2009. The ABMS covers a series of policies that strictly uphold our zero-tolerance stance against corrupt practices.

ANTI CORRUPTION

GRI 2-25, 2-26 SPOTT 184, 185

We are committed to maintaining a corruption-free business environment through strict policies that uphold our zero-tolerance stance on corrupt practices. To ensure their continued effectiveness, these policies are regularly reviewed and reinforced across our operations.

01

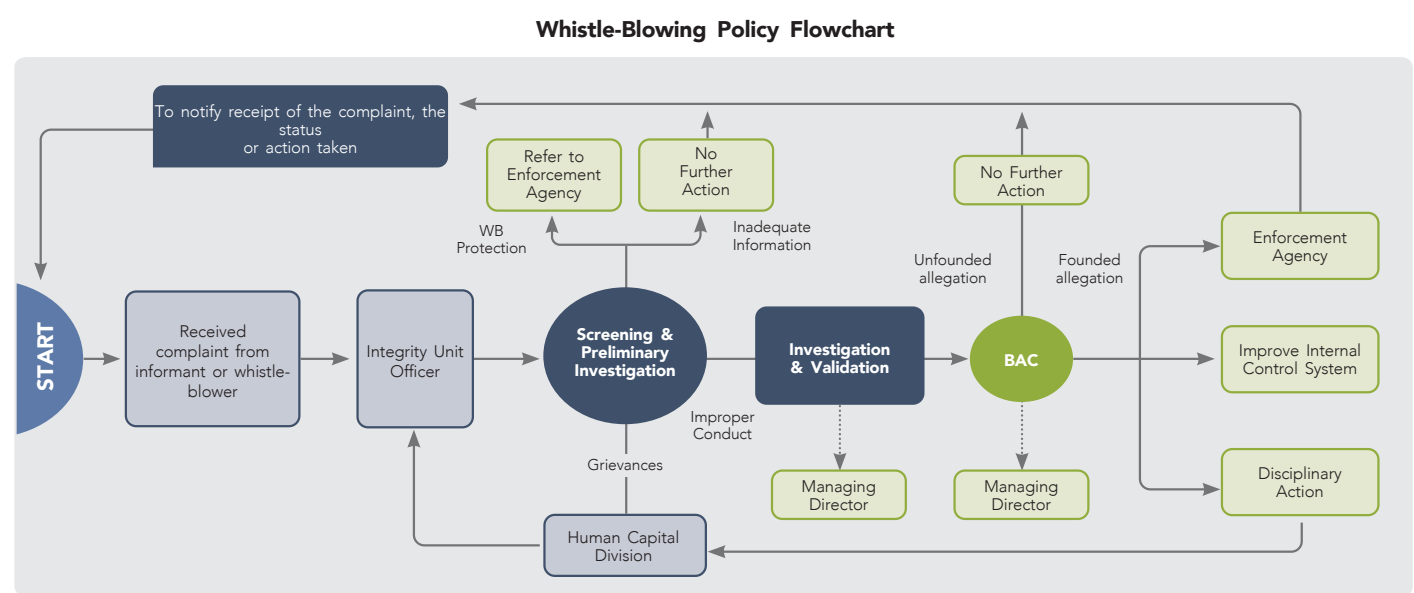
Signed the MACC Declaration of Corruption-Free Pledge in 2023

02

Obtained ISO37001:2016 ABMS certification from 2021

Whistle-blowing Policy

This policy provides a secure reporting channel for addressing improper conduct, ensuring that all complaints are promptly reviewed and appropriate action is taken. It enables employees and stakeholders to safely report corruption, misconduct, or unethical behaviour, ensuring a structured and effective resolution process.



For more info on Whistle-Blowing, kindly refer to our Whistle-Blowing Policy under Corporate Governance section on JPG website

Code of Business Ethics (COBE)

The COBE serves as a guiding framework and moral compass, ensuring employees uphold ethical principles in their decision-making. As a key component of our corporate governance, it establishes clear guidelines to maintain professionalism and integrity in all business practices.

Gift and Entertainment Policy

Gifts and entertainment can create conflicts of interest and pose risks of bribery allegations. This policy provides clear guidance to help employees make appropriate decisions regarding their acceptance or provision.

Due Diligence Policy

This policy strives to prevent corruption by implementing clear procedures and proactive measures for effective risk mitigation. It provides guidance on identifying and assessing proposed transactions, serving as a key instrument in our anti-corruption efforts.

Grievance Policy

This policy which is open to external and internal stakeholders aims to provide a structured process for addressing employee complaints. It outlines the steps for raising issues, grievances, or complaints related to work or employment matters.

Anti-Bribery and Anti-Corruption Policy

This policy is implemented as JPG’s commitment to adopting and ensuring that all business dealings adhere to the highest ethical standards and that potential corruption risks are addressed effectively and efficiently. It aligns with the MACC Act 2009 and other applicable anti-bribery and corruption laws.

Referral Letter Policy

This policy outlines the guidelines for managing referrals from external individuals or entities, defining the responsibilities of all parties involved. It emphasises that referrals should not influence decision-making and must comply with relevant laws, regulations, and internal procedures.

Conflict of Interest Policy

This policy provides guidelines for managing situations where personal interests may conflict with professional responsibilities. It is designed to prevent bribery, fraud, and abuse of power, ensuring compliance with the highest standards of corporate governance.

In 2024, we introduced a range of anti-corruption initiatives designed to foster a culture of integrity and uphold ethical conduct throughout the organisation. These initiatives were implemented to strengthen our commitment to transparency, accountability, and ethical decision-making at all levels of the business, ensuring that we operate with the highest standards of professionalism and responsibility.

Our 2024 Anti-Corruption Initiatives

- Networking with MACC
- Quarterly publications in internal bulletin (VALUES)
- Distribution of ABMS posters at all estates, mills, departments and subsidiaries
- Annual anti-corruption awareness programme
- Circulation of JPG COBE to all employees and BOD

- Awareness on ABMS at Stakeholders Engagement Meeting
- ABMS Internal Audit and Re-certification Audit
- Review of Corruption Risk Assessment
- Workshop on the establishment of Organisational Anti-Corruption Plan (OACP) workshop



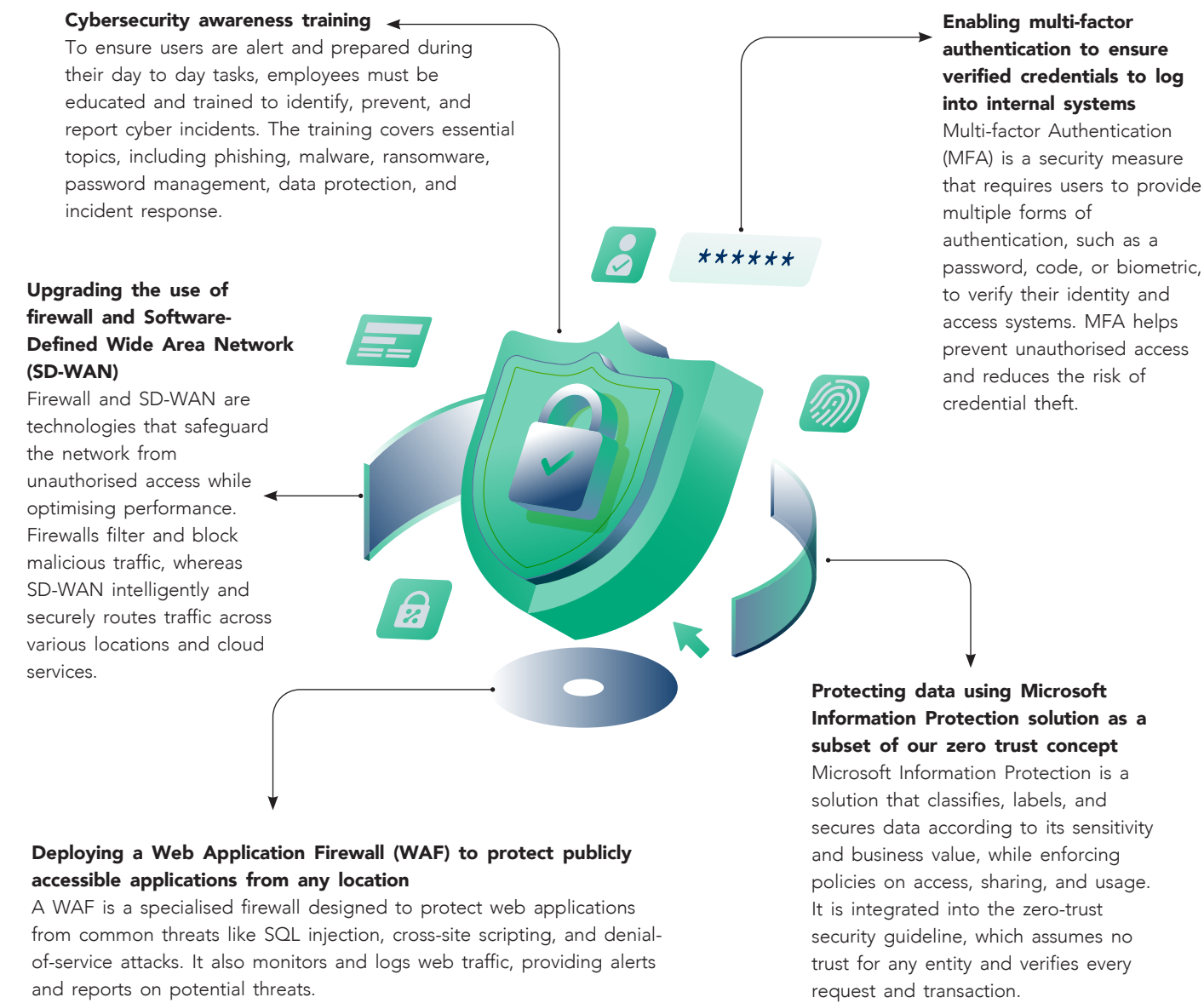
Robust Governance

DATA PRIVACY AND CYBERSECURITY

GRI 3-3, 418-1

Protecting customer privacy and ensuring data security are paramount to the Group’s commitment to ethical business practices. We are cognisant that safeguarding the confidentiality of information related to our stakeholders and business partners is crucial for building and maintaining trust. As digital innovation propels the shift toward a sustainable economy, these measures become vital for upholding trust and ensuring safety in an increasingly connected world. In response, we have implemented various initiatives to enhance our digital infrastructure and strengthen our cybersecurity approach. We maintain the highest level of internal controls in handling sensitive data.

In 2024, we received no substantiated complaints regarding identity leaks, theft, or loss of customer data, reinforcing the strength and effectiveness of our internal protocols in safeguarding our customers’ privacy.



SUPPLY CHAIN MANAGEMENT

GRI 2-6, 2-23, 3-3, 204-1 SPOTT 1, 2, 13, 14, 25, 26, 35, 58, 118, 120, 122, 124, 130, 133, 169, 170, 171

At JPG, we recognise that responsible sourcing and traceability are essential for ensuring supply chain transparency and accountability. By adhering to ethical standards and promoting environmental sustainability, we can mitigate risks such as labour violations and environmental damage. As consumer awareness grows, tracing products throughout every stage of the supply chain has become increasingly important. This practice not only strengthens operational efficiency but also supports long-term business success and positive societal impact.

We are committed to upholding the highest ethical standards in all our business relationships. This expectation extends to all current and future FFB suppliers¹ and vendors², as well as their workers, agents, and subcontractors, who must align with our values and ethical guidelines in every aspect of their business operations.

JPG recognises that the sustainability of our operations is intrinsically linked to the practices of our FFB suppliers and vendors. As such, we extend the following environmental and social commitments to our supply chain and expect full compliance as part of our responsible sourcing expectations:

- FFB Suppliers and vendors are expected to minimise the use of chemicals across their operations, adopting sustainable alternatives wherever feasible.

- FFB Suppliers and vendors must commit to the non-use of paraquat, in alignment with JPG’s prohibition of hazardous agrochemicals.
- In addition, the use of Class 1A and 1B pesticides is strictly prohibited, reflecting our prioritisation of safety and environmental health.
- FFB Suppliers and vendors must also ensure they do not use any chemicals listed under the Stockholm Convention, which outlines persistent organic pollutants known to pose significant risks to human health and the environment.
- We expect suppliers to actively pursue reductions in the use of chemical and inorganic fertilisers, with the aim of enhancing soil health and minimising runoff pollution.

On social sustainability, JPG’s commitment to respecting land tenure rights is also extended to our suppliers. Suppliers must acknowledge and uphold the legitimate land tenure rights of local communities, indigenous groups, and other relevant stakeholders, as aligned with national laws and internationally recognised standards. Through these shared commitments, we aim to foster a resilient and sustainable palm oil value chain that delivers positive impact beyond our direct operations.

VENDOR SCREENING PROCESS

GRI 204-1, 308-1, 414-1, 414-2

VCOBE

For details on VCOBE, please refer to page 93 of this report.

Adherence to the VCOBE is mandatory for all vendors, and non-compliance will result in the rejection of vendor registration. To further reinforce our commitment to transparency and accountability in procurement, we continuously secure vendor commitments through the Vendor Integrity Pledge (VIP) alongside the VCOBE. These documents serve as formal agreements by our vendors with the Group, explicitly prohibiting bribery, collusion, and any other corrupt practices. Should a vendor, including its directors, officers, employees, or agents, breach any terms stipulated in the VIP, JPG reserves the right to either revoke the contract award or terminate the existing contract effective immediately. In addition to these measures, our procurement expectations are aligned with global standards on ethical conduct, including the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). We also uphold international labour standards and human rights across our supply chain..

Sustainable Supply Chain

JPG is committed to enhancing sustainability throughout our supply chain by improving vendor assessments, launching capacity-building

initiatives, streamlining registration and evaluation processes, and digitising procurement procedures for better traceability and integrity. We work closely with vendors to promote sustainable practices, engaging with them regularly to ensure alignment with our sustainability goals.

Beyond the signing the VIP, key requirements for vendors include committing to labour & human rights, environment, safety & health, ethics & management practices as stated in the VCOBE. We also conducted four physical stakeholder meetings in Central, Northern and Southern regions from September to October 2024 to promote best practices as well as highlighting SAP Ariba processes and vendor registration. An ESG self-assessment questionnaire has been developed and integrated into SAP Ariba to gather information on vendors’ sustainability practices at registration. This assessment allows JPG to identify ESG standards in vendors’ operations and business activities.

Vendor Social and Environmental Screening

In 2024, we assessed the environmental and social performance of a total of 126 vendors, including both new and existing ones, through a rigorous screening process. This process ensures that sustainability best practices are promoted and integrated into our operations, with all screened vendors undergoing evaluation based on these criteria. In 2024, the majority proportion of spending in the supply chain was maintained on local vendors at 99.97%.

¹FFB suppliers are local entities that provide FFB for JPG’s palm oil production, forming a key part of the upstream supply chain.

²Vendors, on the other hand, supply goods and services essential to JPG’s corporate and business operations, including fertilisers, chemicals, machinery, harvesting works, transportation, IT solutions, construction, and consulting. Vendors are required to comply with JPG’s VCOBE.



Robust Governance

Engaging with Our FFB Suppliers

SPOTT ➔ 34, 35, 48, 86, 87, 88, 164, 165, 168

To ensure social and environmental compliance in our FFB supply chain, JPG monitors the FFB to confirm they are not linked to deforestation, peatland planting, or human rights abuses, in line with NDPE policies and ESG practices. By establishing clear standards, we strengthen our risk management, promote transparency, and engage stakeholders on social and environmental impacts. These commitments not only help mitigate negative effects but also drive positive change within supply chains, contributing to broader sustainability goals. We also develop polygons to locate smallholders using i-Plan Malaysia and MyLot by JUPEM. All estates owned and managed by JPG have established polygons and are fully traceable, with preparations underway to meet EUDR requirements.

While we have developed a fully traceable and transparent supply chain, we also prioritise transparency by addressing stakeholder concerns through regular engagements, website updates, and our integrated sustainability reports. All our FFB suppliers have been assessed for compliance with our FFB purchasing agreements, and we require smallholders and traders to provide traceability information as part of these agreements. We also engage with personnel from the Zoological Society of London who manage the SPOTT, which offers valuable insights into ESG trends, helping us refine our policies. In 2024, we achieved a SPOTT score of 88.88%, ranking 14th out of 100 global palm oil producers, processors, and traders

Empowering Smallholders

Smallholders are integral to the success of our business, and we have implemented various programmes and initiatives to support them in alignment with RSPO certification, ensuring their adherence to our policies and legal requirements. We collaborate with FFB suppliers who align with our values of sustainability and ethical practices, prioritising those who adopt responsible agricultural methods. Through these partnerships, we strive to enhance the palm oil industry and build a sustainable future for all stakeholders, as outlined in our Sustainability Commitment Pledge.



See our full Sustainability Commitment Pledge here: <https://johorplantations.com/wp-content/uploads/2024/08/Sustainability-Commitment-Pledge.pdf>

Annual Engagement with FFB Suppliers	Annual engagements with FFB suppliers, including traders, dealers, collection centres, schemed smallholders, and outgrowers, took place during the FFB Purchase Signing Ceremony on 17 December 2024 at IOI Palm Villa Golf & Country Club, Bandar Putra, Kulai, Johor. During these sessions, the Sustainability Department, through the Sustainable Sourcing Unit, provided briefings on JPG’s traceability initiatives, RSPO Independent Smallholder (ISH) certification, and compliance with EUDR and NDPE requirements. We also prioritise regular communication and meetings with these traders to better understand their needs and address any concerns.
Collaboration with WAGS	Since 2016, we have partnered with WAGS to support small producer inclusivity in global palm oil. As of 31 December 2024, a total of 289 (1,581.252 hectares) out of 2,148 smallholders have participated in our programme, benefiting from RSPO awareness initiatives and economic incentives that improve their livelihoods while promoting sustainability in the palm oil industry. These efforts are particularly focused on achieving 100% traceability for all our FFB suppliers and driving progress toward full certification. We are also aligning our supply chain with EUDR standards, supporting smallholders in their sustainability journey and helping them access the benefits of the global market.
Engagements and Site Visits to Traders, Dealers and Collection Centres	In 2023, JPG conducted site visits to collection centres, traders, and dealers to gather essential traceability data, assist with documentation and record-keeping, and raise awareness of ISH certification. Building on these efforts, in 2024, JPG remains committed to fostering a transparent and traceable supply chain by actively engaging with FFB suppliers. A series of engagements and site visits have been carried out to strengthen collaboration with traders, dealers, and collection centres, ensuring compliance with traceability requirements, supporting documentation practices, and promoting ISH certification awareness. Through these initiatives, JPG continues to drive sustainable palm oil production and responsible sourcing.
Reporting FFB Traceability Progress	JPG reports its FFB traceability progress during quarterly briefings with financial analysts and fund managers, as well as during ad-hoc visits from stakeholders such as buyers and investors. These engagements enhance investor confidence and strengthen buyer relationships while demonstrating our commitment to transparency, positioning JPG as a responsible industry leader.
Economic Incentives to FFB Suppliers	In 2024, JPG continues to offer economic incentives to FFB suppliers, providing a premium incentive of RM6 per tonne for RSPO-certified FFB. This initiative aims to encourage more smallholders to pursue RSPO certification, supporting sustainable palm oil production. Looking ahead to 2025, we are exploring an increase in the premium incentive to RM10 per tonne to further incentivise certification uptake and strengthen our commitment to a more sustainable and inclusive supply chain.

Robust Governance

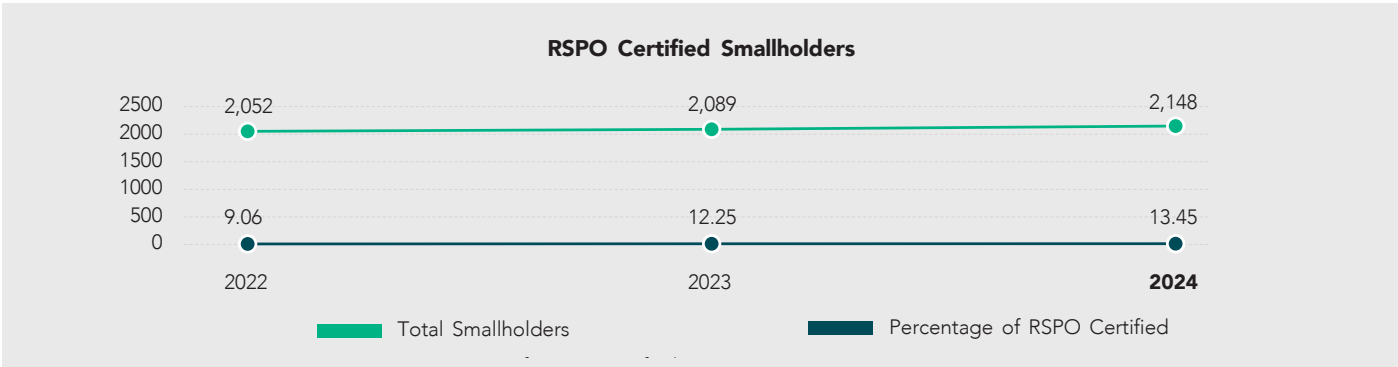
Type of FFB Suppliers

In 2024, our supply sources included direct procurement from **seven outgrowers**, consisting of both third-party plantations and those managed by JPG. Additionally, we worked with **twenty traders, dealers and collection centres for indirect supply and sourced from two schemed smallholders**.



Smallholders

In 2024, a total of 2,148 smallholders supplied products to JPG, all of whom are included in our SIP. Out of these, 289 smallholders hold RSPO certification.

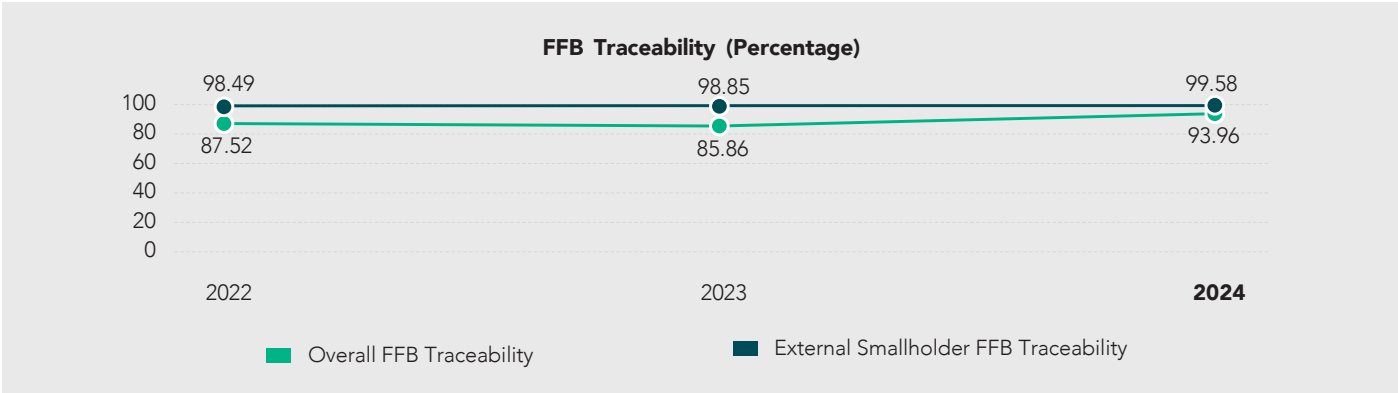


Note: Restatement of smallholder data due to calculation adjustment, resulting in a minor difference

Traceability

We are making significant progress towards achieving full palm oil traceability, with ongoing efforts to track every stage of production, from planting to trading, as we deliver Certified Sustainable Palm Oil (CSPO) to consumers and manufacturers. Despite challenges, our commitment to creating a fully traceable and transparent supply chain remains strong, ensuring that our products can be traced back to their origins. Our traceability performance comprises both internal FFB from JPG’s own estates and external FFB sourced from local outside crop suppliers. In 2024, we achieved 93.96% overall FFB traceability to plantation, compared to 85.86% in 2023.

Specifically focusing on our external smallholder FFB suppliers, significant progress has been recorded with traceability rates rising from 98.85% in 2023, and further increasing to 99.58% in 2024. The year 2023 serves as our baseline year for achieving 100% traceability to external smallholder FFB suppliers by 2025. This aligns with our SFF KPI 2 and supports our commitment to responsible sourcing and transparency. We will report progress annually towards meeting this target.



Proportion of External FFB Suppliers Verified as Deforestation-Free

We are committed to maintaining a fully traceable supply chain by actively monitoring, evaluating, and verifying our External FFB suppliers for deforestation-free practices, with the goal of achieving complete compliance with our palm oil sourcing commitments by 2035, in line with our certification targets to ensure 100% RSPO certification for JPG’s external FFB suppliers. As of 2024, 22.32% of our external FFB suppliers have been confirmed as deforestation-free through satellite imagery monitoring.



Data-Driven and Transparent ESG Reporting

Appendix

06

ESG Performance Data Table	104
TCFD Content Index	140
Independent Assurance Statement	141



ESG Performance Data Table

ENVIRONMENTAL PERFORMANCE

GHG EMISSION MANAGEMENT

Absolute Emissions: Scope 1, 2 and 3 SPOTT 103, 104

Guideline	Disclosure	Unit	2022	2023	2024
Net Absolute GHG Emissions : Biogenic, Scope 1, 2 and 3		tCO ₂ e	338,709.00	314,945.90	331,859.00
	Biogenic emissions	tCO ₂ e	70,530.89	74,098.31	80,019.41
Bursa CSM C11 (a) GRI 305-1	Gross Scope 1 Direct GHG emissions	tCO ₂ e	185,821.92	172,946.34	167,495.90
	By Category				
	Process emissions	tCO ₂ e	164,008.91	151,046.46	145,338.06
	Chemical or Biological Reactions – N ₂ O Fertilisers and Peat, POME				
	Stationary combustion	tCO ₂ e	4,098.31	3,081.79	4,526.50
	Fixed Equipment – Mill fuel use				
	Mobile combustion	tCO ₂ e	17,714.70	18,818.09	17,631.34
	Vehicles & Machinery – Field fuel use				
	By Source				
	Land clearing (GRI 13.1.2)	tCO ₂ e	598,336.71	610,536.45	579,789.48
	Crop sequestration	tCO ₂ e	-566,223.53	-573,374.97	-540,918.72
	Fertiliser Application (N ₂ O)	tCO ₂ e	36,040.25	56,688.84	46,347.83
	Field fuel use	tCO ₂ e	17,714.70	18,818.09	17,631.34
	Peat Oxidation	tCO ₂ e	74,607.00	71,851.42	67,700.18
	Conservation area offset	tCO ₂ e	-4,192.34	-4,192.34	-4,192.34
	Methane from POME	tCO ₂ e	127,968.66	94,357.62	98,990.23
	Mill fuel use	tCO ₂ e	4,098.31	3,081.79	4,526.50
	Mill electricity credit	tCO ₂ e	-551.53	-582.61 *	-516.38
	* Declared as biogenic emissions in SR2023				
	PKS Credit	tCO ₂ e	-31,445.42	-30139.64 *	-21,842.81
	* Declared as biogenic emissions in SR2023				
Bursa CSM C11 (b) GRI 305-2	Gross Facility-based Scope 2 Indirect GHG emissions	tCO ₂ e	208.41	231.49	180.69
	By Source				
	Grid electricity utilisation	tCO ₂ e	208.41	231.49	180.69

Guideline	Disclosure	Unit	2022	2023	2024
GRI 305-3	Gross Scope 3 Other indirect GHG emission	tCO ₂ e	33,901.87	55,109.61	44,898.56
GRI 305-3 Bursa CSM C11 (c)	Business travel	tCO ₂ e	–	–	–
	Employee commuting	tCO ₂ e	–	–	–
GRI 305-3	Purchased goods and services	tCO ₂ e	–	–	–
	Capital goods	tCO ₂ e	–	–	–
	Fuel- and energy-related activities	tCO ₂ e	–	–	–
	Transportation and distribution	tCO ₂ e	33,901.87	55,109.61	44,898.56
	Waste generated in operations	tCO ₂ e	–	–	–
	Leased assets	tCO ₂ e	–	–	–
	Processing of sold products	tCO ₂ e	–	–	–
	Use of sold products	tCO ₂ e	–	–	–
	End of life treatment of sold products	tCO ₂ e	–	–	–
	Franchises	tCO ₂ e	–	–	–
	Investments	tCO ₂ e	–	–	–



ESG Performance Data Table

GHG EMISSION INTENSITY

SPOTT → 102

Guideline	Disclosure	Unit	2022	2023	2024
GRI 305-4	GHG intensity of entire group	MT CO ₂ e/MT CPO/PK	0.93	0.92	0.89
	Tereh	MT CO ₂ e/MT CPO/PK	0.50	0.66	0.61
	Sedenak	MT CO ₂ e/MT CPO/PK	2.15	1.36	1.63
	Sindora	MT CO ₂ e/MT CPO/PK	0.87	1.00	0.60
	Palong	MT CO ₂ e/MT CPO/PK	0.34	0.85	0.45
	Pasir Panjang	MT CO ₂ e/MT CPO/PK	0.42	0.53	0.83

CARBON CAPTURED AT THE POINT SOURCE

SPOTT → 107

Guideline	Disclosure	Unit	2022	2023	2024
GRI 201-2	No of mills that have Methane capture*	abs	5	5	5
	No of mills that are operating on biogas*	abs	5	5	5
	Total Methane captured	tCO ₂ e	127,719	165,707	166,387
	Total Methane capture rate	%	100%	100%	100%
	Tereh				
	Methane captured	tCO ₂ e	54,256.04	61,166.17	49,579.84
	Methane capture rate	%	84%	100%	100%
	Sedenak				
	Methane captured	tCO ₂ e	16,025.00	55,592.53	32,282.22
	Methane capture rate	%	24%	73%	76%
	Sindora				
	Methane captured	tCO ₂ e	10,574.00	2,730.83	13,653.26
	Methane capture rate	%	67%	53%	100%
	Palong				
	Methane captured	tCO ₂ e	36,378.78	17,081.87	61,945.09
	Methane capture rate	%	100%	70%	100%
	Pasir Panjang				
	Methane captured	tCO ₂ e	21,058.87	29,135.83	8,926.20
	Methane capture rate	%	100%	100%	40%

* Installing methane-capture equipment does not automatically mean a facility produces or uses biogas; however, in JPG’s case we both capture methane and run a biogas plant, so the reported figures are identical.

GHG EMISSION AND ENERGY REDUCTIONS

Guideline	Disclosure	Unit	2022	2023	2024
GRI 305-5	Total Reduction of GHG emissions (Group)	tCO ₂ e	79,578.56	23,763.06	-16,913.11

ENERGY CONSUMPTION/INTENSITY BY SOURCE AND FACILITY

Guideline	Disclosure	Unit	2022	2023	2024
Bursa CSM C4 (a) and GRI 302-1	Total Energy consumption	GJ	243,433	218,824	228,932
	Renewable	GJ	138,781	135,833	142,265
		%	67%	72%	72%
	Non-Renewable	GJ	104,652	82,991	86,667
		%	43%	38%	38%
	Renewable				
	Total Renewable Energy Consumption	GJ	138,781.11	135,832.58	142,264.68
		GJ	133,120.00	117,454.86	129,420.67
		GJ	5,661.11	18,377.72	12,844.01
	Solar	GJ	0.00	0.00	0.00
	Non-Renewable				
	Total Non-Renewable Energy Consumption	GJ	104,652	82,991	86,667
GRI 302-3	Petrol	GJ	82,800	60,912	61,880
	TNB	GJ	21,852	22,079	24,787
	Total Electricity Consumption	kWh	135,240,618	121,568,884	127,184,225
	By Source				
	Imported electricity (TNB)	kWh	6,069,897.00	6,133,060.00	6,885,245.40
	Diesel generators	kWh	23,000,104.00	16,920,109.60	17,188,900.30
	Mill steam turbine	kWh	36,977,777.00	32,626,348.80	35,950,185.00
	Biogas engines	kWh	1,572,531.00	5,104,923.60	3,567,781.80
	Gas as grid and CNG	MMBTU	NA	22,021.00	22,971.30
		GJ	NA	23,233.39	24,236.01
GRI 302-3	Group Energy intensity	GJ/MTCPO	0.84	0.81	0.77



ESG Performance Data Table

WATER MANAGEMENT

Water Withdrawal SPOTT 109

Guideline	Disclosure	Unit	2022	2023	2024
Bursa CSM C9a GRI 303-3"	Total volume of water used	m ³	1,528,116	1,545,838	1,591,861
	Ratio of volume of water used per tonnes FFB processed	m ³ /MT FFB	1.09	1.17	1.09
The ratio and total water withdrawn for FY2022 and FY2023 are restated due to the fact that total water withdrawn for both years were included third party water consumption for domestic use.					
GRI 303-3 (a)	By Source and Facility				
	i. Total surface water	m ³	1,528,116.00	1,545,838.00	1,591,861.00
	Tereh	m ³	302,468.00	365,451.00	405,184.00
	Sedenak	m ³	361,705.00	383,393.00	343,835.00
	Sindora	m ³	212,727.00	223,662.00	237,964.00
	Palong	m ³	280,736.00	218,483.00	256,873.00
	Pasir Panjang	m ³	370,480.00	354,849.00	348,005.00

EFFLUENT DISCHARGE AND MANAGEMENT

Guideline	Disclosure	Unit	2022	2023	2024
GRI 303-4, GRI 13.7 and Bursa S8a	Total effluent discharged	m ³	1,116,252	1,035,704	1,169,261
	By Destination and Facility				
	i. Effluent discharged to anaerobic ponds	m ³	1,116,252	1,035,704	1,169,261
	Tereh	m ³	272,036	265,470	322,737
	Sedenak	m ³	271,453	225,463	192,508
	Sindora	m ³	185,919	208,727	244,437
	Palong	m ³	201,463	158,544	207,354
	Pasir Panjang	m ³	185,381	177,500	202,225
	ii. Effluent discharged to biogas plants	m ³	806,983	845,139	1,099,744
	Tereh	m ³	229,994	265,470	322,737
	Sedenak	m ³	65,899	173,181	162,439
	Sindora	m ³	124,246	117,583	244,437
	Palong	m ³	201,463	111,404	207,354
	Pasir Panjang	m ³	185,381	177,500	162,777
	By Quality and Facility				
	i. Average BOD reading	mg/L	222.60	204.80	256.00
	Tereh	mg/L	307.00	320.00	383.00
	Sedenak	mg/L	367.00	361.00	393.00
	Sindora	mg/L	42.00	62.00	57.00
	Palong	mg/L	283.00	125.00	260.00
	Pasir Panjang	mg/L	114.00	156.00	187.00
	ii. Average COD reading	mg/L	1,616.60	1,534.05	1,572.62
	Tereh	mg/L	2,590.00	2,194.75	1,695.17
	Sedenak	mg/L	2,492.00	1,937.92	2,456.75
	Sindora	mg/L	544.00	265.42	293.75
	Palong	mg/L	1,760.00	1,865.58	2,238.33
	Pasir Panjang	mg/L	697.00	1,406.58	1,179.08
	Total effluent utilisation (Effluent per tonne of FFB produced)	m ³ /MT FFB			
	By Location				
	Malaysia	m ³ /MT FFB	0.78	0.76	0.79

04

OUR PEOPLE AND COMMUNITIES

06

01

OUR SUSTAINABILITY APPROACH

03

05

ROBUST GOVERNANCE

ESG Performance Data Table

WASTE AND MATERIAL MANAGEMENT

Waste generated and diverted from disposal

Guideline	Disclosure	Unit	2022	2023	2024
Bursa CSM C10 (a) and GRI 306-3	Total waste generated	MT	1,705,417	1,604,800	1,799,250
GRI 306-3 (a)	By composition of waste				
	Total Non Hazardous waste (Biomass and other)	MT			
	EFB	MT	295,296.14	289,344.99	327,373.74
	PKS	MT	91,562.66	87,410.54	95,580.02
	Palm fibre	MT	195,069.92	185,465.80	199,825.00
	Raw POME	MT	1,116,251.84	1,035,704.18	1,169,261.22
	Other – Boiler Ash		7,141.83	6,816.08	7,145.00
	Total Hazardous waste				
	Scheduled	MT	94.57	58.18	65.49
Bursa CSM C10 (a) (i) and GRI 306-4	Total waste diverted from disposal	MT	1,705,322	1,604,742	1,799,185
GRI 306-4 (a)	By composition of waste				
	By composition of waste (Please add rows to accommodate additional data as necessary)				
	Total biomass waste	MT			
	EFB	MT	295,296.14	289,344.99	327,373.74
	PKS	MT	91,562.66	87,410.54	95,580.02
	Palm fibre	MT	195,070	185,466	199,825
	Raw POME	MT	1,116,251.84	1,035,704.18	1,169,261.22
	Total other waste				
	Boiler Ash	MT	7,141.83	6,816.08	7,145.00

Guideline	Disclosure	Unit	2022	2023	2024
GRI 306-4 (b) and EPR26/EPR25	By recovery option and composition (Please add rows to accommodate additional data as necessary)				
	Sold to third party (For energy generation)				
	PKS	MT	14,293	13,700	9,929
	fibre	MT	10,893	17,762	12,190
	Biocompost	MT	51,032	73,149	71,779
	Mulching				
	EFB	MT	217,450	234,574	240,620
	Biogas				
	POME	MT	822,646	845,139	1,024,288
	Burning for power generation				
	Palm fibre	MT	184,177	167,704	187,635
	PKS	MT	77,269	73,711	85,651
	Directly applied to fields to improve soil pH and nutrient content				
	Boiler ash	MT	7,141.83	6,816.08	7,145.00

WASTE DIRECTED TO DISPOSAL

Guideline	Disclosure	Unit	2022	2023	2024
Bursa CSM C10 (a) (ii) and GRI 306-5	Total waste directed to disposal	MT	94.57	58.18	65.49
GRI 306-5 (a) and EPR25	By disposal option and composition				
	PKS	MT	77,269	73,711	85,651
	Palm fibre	MT	184,177	167,703	187,635
	Boiler ash produced	MT	7,142	6,816	7,145
	Total hazardous waste disposed	MT	94.57	58.18	65.49
	SW102	MT	1.02	0.30	0.45
	SW109	MT	0.27	0.44	0.45
	SW110	MT	1.93	1.83	2.40
	SW201	MT	0.03	–	–
	SW305	MT	38.42	23.66	21.33
	SW306	MT	9.23	3.46	3.94
	SW307	MT	5.59	4.54	4.83
	SW408	MT	2.77	2.34	3.01
	SW409	MT	16.82	11.73	12.56
	SW410	MT	12.62	7.09	8.93
	SW404	MT	2.89	2.45	7.03
	SW429	MT	2.98	0.34	0.56



ESG Performance Data Table

SIGNIFICANT SPILLS AND RESPONSIBLE CHEMICAL USAGE

Guideline	Disclosure	Unit	2022	2023	2024
GRI 13.5/13.7	Total fertiliser usage	MT	425,015.76	548,669.88	445,744.22
	By type				
	Total Inorganic	MT	59,973.76	68,241.00	57,092.16
	Total Organic	MT	182,521.00	240,214.44	194,326.03
	Biocompost applied	MT	51,760.00	73,148.71	73,459.56
	Mulch evacuated	MT	130,761.00	167,065.73	120,866.47
GRI 13.6	Total herbicide usage	MT	34.08	47.93	54.80
	Herbicide usage per planted hectare				
	Active ingredients per planted hectare	liters/ha	0.61	0.86	0.98
	Glyphosate usage per hectare (one-year old palms)	liters/ha	2.10	0.32	0.27

ENVIRONMENTAL COMPLIANCE

Guideline	Disclosure	Unit	2022	2023	2024
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services				
	non-compliance with regulations resulting in a fine or penalty	abs	–	–	–
	non-compliance with regulations resulting in a warning	abs	–	–	–
	non-compliance with voluntary codes	abs	–	–	–
	non-compliance with regulations resulting in temporary operation shutdown	abs	–	1	1

BIODIVERSITY

Biodiversity assessment

Guideline	Disclosure	Unit	2022	2023	2024
Bursa S1a	Number of existing operations (estates)	no.	23	23	23
	Number of existing operations assessed for biodiversity risk	no.	23	23	23
	Percentage of existing operations assessed for biodiversity risks	%	100	100	100
Bursa S1d	Percentage of certified palm oil as a percentage of total palm oil produced, used or processed, relative to RSPO and MSPO recommendations	%	80	79	80

Guideline	Disclosure	no.	Local name	Scientific name	Common name	IUCN status (CR, EN, VU, NT) LC not mandatory
GRI 304-4 and Bursa S1c	IUCN Red List species and national conservation list species with habitats in areas affected by operations	1	Rhinoceros Hornbill	Buceros rhinoceros		Near threatened
		2	Elephant	Elephas Maximus		Endangered
		3	Tiger	Panthera Tigris		Endangered
		4	Pangolins	Pholidota		Critically endangered
		5	King Cobra	Ophiophagus Hannah		Vulnerable
		6	Softshell Turtle	Pelochelys cantorii		Vulnerable
		7	Black Giant Squirrel	Ratufa bicolor		Near threatened
		8	Flat-headed cat	Prionailurus planiceps		Endangered
		9	Silvery lutung	Trachypithecus cristatus		Vulnerable
		10	Bulbul	Pycnonotus zeylanicus		Critically endangered



ESG Performance Data Table

CONSERVATION

HVC area SPOTT 19, 115

Guideline	Disclosure	Unit	2022	2023	2024
GRI 304-2,GRI 13.4 and GRI 13.5	Total Identified HCV area	ha	1,131.10	1,131.10	1,131.10
	Percentage of landbank	%	2%	2%	2%
	By Estate				
	JPG estates	ha	1,131.10	1,131.10	1,131.10
		%	100%	100%	100%
	By Type				
	Forest	ha	422.32	422.32	422.32
	JPG estates	ha	NA	NA	NA
	Buffer zones	ha	66.15	66.15	66.15
	Others	ha	642.63	642.63	642.63

Non-HVC area

Guideline	Disclosure	Unit	2022	2023	2024
GRI 304-2,GRI 13.4 and GRI 13.5	Area set aside for conservation (non-HCV)	ha	276.25	276.25	276.25
	Percentage of landbank	%	0.37%	0.46%	0.46%

CONSERVATION

SPOTT 91

Guideline	Disclosure	Unit	2022	2023	2024
GRI 304-2,GRI 13.4 and GRI 13.5	Planted peat	ha	1,380.00	1,366.44	1239.95
	Amount of cases deforestation	abs	0	0	0
GRI 304-2 and GRI 13.11	Incidents of wildlife incursions	abs	14	176	166
	Cost incurred resulting from incursions	MYR	202,040.80	1,808,400.00	1,177,528

Fire and Haze

Guideline	Disclosure	Unit	2022	2023	2024
N/A	Number of confirmed fires				
	Total	no.	1	1	1
	Within estate boundary	no.	1	–	–
	Within 5km radius of estate boundary	no.	–	1	1
	Number of hotspots detected				
	Total	no.	1	1	1
	Within estate boundary	no.	1	–	–
	Within 5km radius of estate boundary	no.	–	1	1
	Causes of fires within estate boundaries				
	Spread by neighbouring area	no.	–	–	–
	Illegal burning by communities	no.	1	1	–
	Weather/dry season	no.	–	–	1
	Others	no.	–	–	–
	Unknown	no.	–	–	–



ESG Performance Data Table

SOCIAL DATA

CONTRACT TYPE

Guideline	Disclosure	Unit	2022	2023	2024
GRI 2-7 and Bursa C6b	Total number of employees headcount	no.	6,750	7,033	7,032
	Headcount permanent employees				
	Male	no.	5,027	5,379	5,359
	Female	no.	733	715	720
	Percentage of permanent employees (%)				
	Male	%	87%	88%	88%
	Female	%	13%	12%	12%
	Headcount temporary employees				
	Male	no.	13	14	16
	Female	no.	4	4	11
	Percentage of temporary employees (%)				
	Male	%	76%	78%	59%
	Female	%	24%	22%	41%
	Headcount contractors				
	Male	no.	973	921	926
	Female	no.	0	0	0
	Percentage of contractors (%)				
	Male	%	100%	100%	100%
	Female	%	0%	0%	0%

New hires and turnover

Guideline	Disclosure	Unit	2022	2023	2024
GRI 401-1 and Bursa C6c	Employees who left by employee category				
	Executive	no.	26	50	31
	Non-executive	no.	84	83	68
	Worker	no.	1,033	1,058	1,163
	Average employee headcount by employee category				
	Executive	no.	387	367	392
	Non-executive	no.	852	896	886
	Worker	no.	5,511	5,770	5,754
	Employee turnover by employee category				
	Executive	%	6.72%	13.62%	7.91%
	Non-executive	%	9.86%	9.26%	7.67%
	Worker	%	18.74%	18.34%	20.21%
	Total employee turnover	%	16.9%	16.9%	17.9%
	New hires by age group				
	< 30 years	no.	984	828	708
	30–50 years	no.	669	616	546
	> 50 years	no.	11	10	4
	Employees who left by age group				
	< 30 years	no.	499	513	489
	30–50 years	no.	560	582	672
	> 50 years	no.	84	96	101
	Average employee headcount by age group				
	< 30 years	no.	1,964	2,288	2,685
	30–50 years	no.	4,195	4,191	3,800
	> 50 years	no.	591	554	547
	Employee turnover by age group*				
	< 30 years	%	25.41%	22.42%	18.21%
	30–50 years	%	13.35%	13.89%	17.68%
	> 50 years	%	14.21%	17.33%	18.46%
	New hires by gender				
	Male	no.	1,598	1,413	1,189
	Female	no.	66	41	69
	Employees who left by gender				
	Male	no.	1,092	1,130	1,193
	Female	no.	51	61	69
	Average employee headcount by gender				
	Male	no.	5,939	6,278	6,301
	Female	no.	811	755	731
	Employee turnover by gender				
	Male	%	18.39%	18.00%	18.93%
	Female	%	6.29%	8.08%	9.44%



ESG Performance Data Table

Parental Leave

Guideline	Disclosure	Unit	2022	2023	2024
GRI 401-3	Employees entitled to parental leave				
	Male	no.	933	968	744
	Female	no.	306	295	259
	Employees took parental leave				
	Male	no.	0	4	51
	Female	no.	34	25	13
	Employees returned to work after parental leave ended				
	Male	no.	0	4	51
	Female	no.	34	25	13
	Employees still employed 12 months after their return to work from parental leave				
	Male	no.	0	4	51
	Female	no.	34	25	13

Training and Development

Guideline	Disclosure	Unit	2022	2023	2024
GRI 404-1 and Bursa C6a	Average Training Hours				
	Group				
	Number of Employees	no.	1,239	1,263	1,278
	Percentage of Employees	%	67.47%	74.90%	71.52%
	Training Cost	RM	2,566,380.35	3,898,331.25	2,918,172.76
	Training Cost as % if payroll	%	4.29%	6.66%	4.73%
	Average Training Cost per Employee	RM	2,071.33	3,086.56	2,283.39
	Total Training Hours	hours	29,626.50	33,739.40	38,330.60
	Average Training Hours per Employee	hours/employee	24.00	27.00	30.00
	Male	hours/employee	20.04	23.72	27.72
	Female	hours/employee	35.73	36.53	37.00
	Management				
	Total Training Hours	hours	5,475.50	8,006.50	7,474.50
	Male	hours/employee	38.85	71.83	60.72
	Female	hours/employee	65.67	79.52	81.96
	Executive				
	Total Training Hours	hours	16,278.00	14,650.50	18,530.60
	Male	hours/employee	59.68	49.66	70.07
	Female	hours/employee	64.76	70.31	60.86
	Non-executive				
	Total Training Hours	hours	7,873.00	11,082.40	12,325.50
	Male	hours/employee	7.88	11.77	13.03
	Female	hours/employee	14.44	14.70	17.29
	Worker				
	Total Training Hours	hours	129,783	127,569	73,713
	Male	hours/employee	NA	NA	10
	Female	hours/employee	NA	NA	8

Guideline	Disclosure	Unit	2022	2023	2024
GRI 403-1	Employees receiving regular performance and career development reviews				
	Management				
	Total	no.	123	109	114
	Male	no.	97	86	88
	Female	no.	26	23	26
	Executive				
	Total	no.	264	258	278
	Male	no.	161	169	175
	Female	no.	103	89	103
	Non-executive				
	Total	no.	852	896	886
	Male	no.	675	713	702
	Female	no.	177	183	184
	Worker				
	Total	no.	0	0	0
	Male	no.	0	0	0
	Female	no.	0	0	0
	Employees receiving development training				
	Total	no.	836	946	914
	Male	no.	569	680	658
	Female	no.	267	266	256

DIVERSITY IN THE WORKPLACE

SPOTT 154

Guideline	Disclosure	Unit	2022	2023	2024
GRI 405-1 and Bursa C3a	Composition of senior management				
	Gender				
	Male	no.	6	5	7
		%	75%	63%	78%
	Female	no.	2	3	2
		%	25%	37%	22%
	Age Group				
	< 30 years	no.	0	0	0
		%	0%	0%	0%
	30–50 years	no.	2	2	3
		%	25%	25%	33%
	> 50 years	no.	6	6	6
		%	75%	75%	67%



ESG Performance Data Table

Guideline	Disclosure	Unit	2022	2023	2024
GRI 405-1 and Bursa C3a (continued)	Composition of management				
	Gender				
	Male	no.	252	250	256
		%	66%	70%	67%
	Female	no.	127	109	127
		%	34%	30%	33%
	Age Group				
	< 30 years	no.	55	61	56
		%	14.5%	17.0%	14.6%
	30–50 years	no.	269	259	285
		%	71.0%	72.1%	74.4%
	> 50 years	no.	55	39	42
		%	14.5%	10.9%	11.0%
	Composition of non-executive staff				
	Gender				
	Male	no.	675	713	702
		%	79%	80%	79%
	Female	no.	177	183	184
		%	21%	20%	21%
	Age Group				
	< 30 years	no.	216	222	216
		%	25%	25%	24%
	30–50 years	no.	475	515	508
		%	56%	57%	57%
	> 50 years	no.	161	159	162
		%	19%	18%	18%
	Composition of workers by nationality				
	TOTAL	no.	5,511	5,770	5,754
	Malaysians	no.	1,454	1,367	1,301
	Non-malaysians	no.	4,057	4,403	4,453
	Gender				
	Male	no.	5,080	5,346	5,336
		%	92%	93%	93%
	Female	no.	431	424	418
		%	8%	7%	7%
	Age Group				
	< 30 years	no.	1,733	2,009	2,413
		%	31%	35%	42%
	30–50 years	no.	3,433	3,388	3,004
		%	62%	59%	52%
	> 50 years	no.	345	373	337
		%	6%	6%	6%

Guideline	Disclosure	Unit	2022	2023	2024
GRI 405-1 and Bursa C3a (continued)	Nationalities				
	Malaysian	no.	1,454	1,367	1,301
		%	26%	24%	23%
	Indonesian	no.	3,260	3,699	3,989
		%	56%	64%	69%
	Indian	no.	8	7	0
		%	0%	0%	0%
	Bangladeshi	no.	789	697	464
		%	14%	12%	8%
	Others	no.	0	0	0
		%	0%	0%	0%

REMUNERATION

Guideline	Disclosure	Unit	2022	2023	2024
GRI 405-2	Senior management				
	Male	MYR	1,621,500	1,504,054	2,896,384
	Female	MYR	640,764	860,364	743,724
	Ratio women to men	Ratio	1.19	0.95	0.90
	Management				
	Male	MYR	24,644,824.00	23,031,714.41	23,291,688.78
	Female	MYR	8,517,699.00	7,831,724.08	8,487,274.35
	Ratio women to men	Ratio	0.69	0.78	0.73
	Non-executives				
	Male	MYR	17,773,071.00	19,217,747.04	20,023,367.92
	Female	MYR	6,618,647.00	6,095,659.88	6,178,299.16
	Ratio women to men	Ratio	1.42	1.24	1.18



ESG Performance Data Table

COLLECTIVE BARGAINING AGREEMENTS

Guideline	Disclosure	Unit	2022	2023	2024
GRI 2-30	Number of Employees covered by collective bargaining agreements	no.	2,169	1,823	2,324
	workers – NUPW	no.	2,169	1,823	2,096
	staff – AMESU				
	<i>Note: Data collection for staff - AMESU began in 2024, hence data for previous years are unavaialble.</i>	no.	NA	NA	228
	Percentage of Employees covered by collective bargaining agreements	%	32%	26%	33%

COMMUNITY

Guideline	Disclosure	Unit	2022	2023	2024
Bursa C2b	No of licensed water treatment plans (SPAN) for employees and dependents	no.	26	26	26
	Volume of treated water (domestic use)	m ³	1,555,977	1,466,810	1,408,102
	WoW income generated	MYR	31,434	58,691	42,535
	Total number of beneficiaries of the investment in communities	no.	NA	7,638	6,617

OSH

SPOTT → 161, 162, 163

Guideline	Disclosure	Unit	2022	2023	2024
GRI 403-9	Total HSSE incidents recorded	no.	0	0	0
	Total recorded man-hours	manhours	19,199,280	17,556,640	17,934,752
	No. of LTI incidents (Employees)	no.	65	107	171
	No. of LTI incidents (Contractors)	no.	0	0	0
	Consecutive days without LTI (at the end of 2024)	days	0	0	0
	Consecutive days without LTI (longest recorded in 2024)	days	0	0	0
Bursa C5b	Overall LTIR	abs	1.4	1.4	1.9
	LTIR (Employees)	abs	0	0	0
	LTIR (Contractors)	abs	0	0	0
Bursa C5c	Number of employees trained on health and safety standards	no.	500	714	513
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety				
	Management representative	no.	348	315	320
	Worker representative	no.	318	306	296
	Stakeholder representative	no.	23	32	37
GRI 403-5	Number of competent first aiders	no.	62	89	58
GRI 403-8	Number of employees and workers covered by OSH management system	no.	8,584	7,653	7,032
	Percentage of employees and workers covered by OSH management system	%	100%	100%	100%
	Number of non-employees workers covered by OSH Management System	no.	0	0	0
	Percentage of non-employees workers covered by OSH Management System	%	0	0	0



ESG Performance Data Table

Guideline	Disclosure	Unit	2022		2023		2024	
			Employee	Contractor	Employee	Contractor	Employee	Contractor
GRI 403-9	Total recorded man-hours		19,199,280	NA	17,556,640	NA	17,934,752	NA
GRI 403-9 and Bursa C5a	Number of work-related fatalities	no.	0	NA	0	NA	0	NA
	Rate of work-related fatalities	fatality/employee	0	NA	0	NA	0	NA
	Estates	no.	0	NA	0	NA	0	NA
	Mills	no.	0	NA	0	NA	0	NA
GRI 403-9	Number of high-consequence work-related	no.	13	NA	24	NA	22	NA
	LTI		1.4	NA	1.4	NA	1.9	NA
	Estates	no.	23	NA	23	NA	23	NA
	Mills	no.	5	NA	5	NA	5	NA
	Accident with lost workdays	no.	0	NA	0	NA	125	NA
	Accident without lost workdays	no.	0	NA	0	NA	0	NA
	Total number of accidents	no.	0	NA	0	NA	125	NA
	Total workdays lost	no.	335	NA	641	NA	483	NA
	Fatality Rate		0	NA	0	NA	0	NA
	Severity Rate		2.43	NA	5.17	NA	2.82	NA
	Lost-day rate		2.43	NA	5.17	NA	2.82	NA
GRI 403-10	Fatalities as a result of work-related ill health	no.	0	NA	0	NA	0	NA
	Number of recordable work-related ill health	no.	73	NA	17	NA	46	NA
	Rate of recordable work-related ill health		0	NA	0	NA	0	NA

GOVERNANCE DATA

NON-DISCRIMINATION, RIGHTS OF INDIGENOUS PEOPLES AND GRIEVANCES

Guideline	Disclosure	Unit	2022	2023	2024
GRI 13.14, GRI 13.15 and Bursa C6d	Incidents of discrimination cases	no.	0	0	0
	Total number of identified incidents of violations involving the rights of indigenous peoples.	no.	0	0	0
	Total Number of substantiated complaints concerning human rights violations				
	i) Harassment and abuse – Physical, sexual, or verbal abuse in the workplace or community.	no.	0	0	0
	Details of complaints and grievance disclosed				
	No of cases	no.	2	5	12
	HQ	no.	1	2	7
	Operating Units	no.	1	3	5
	Open cases	no.	0	0	0
	Closed cases	no.	2	5	12

ANTI-CORRUPTION

SPOTT 186

Guideline	Disclosure	Unit	2022	2023	2024
Bursa C1a	Percentage of employees who have received training on anti-corruption by employee category	%	4617 (68%)	4922 (70%)	4920 (70%)
	Senior Management Percentage	%	8 (100%)	7 (88%)	1 (10%)
	Management Percentage	%	233 (61%)	144 (40%)	262 (69%)
	Non-Executive	%	86 (10%)	117 (13%)	424 (48%)
	Workers	%	4290 (78%)	4654 (81%)	4233 (74%)
Bursa C1b	Number of operations assessed for corruption-related risks	no.	49	52	54
	Percentage of operations assessed for corruption-related risks	%	100%	100%	100%
Bursa C1c	*Confirmed incidents of corruption	no.	0	0	0
GRI 205-3	*Number of confirmed cases where employees were dismissed/disciplined for corruption	no.	0	0	0
	*Number of *misconduct or malpractice reports received (grievances)	no.	6	5	3
	**Percentage of misconduct or malpractice reports resolved (grievances)	%	100%	100%	67%



ESG Performance Data Table

Guideline	Disclosure	Unit	2022	2023	2024
GRI 205-2	Governance body members communicated on anticorruption policies and procedures	no.	4	4	3
		%	100%	100%	100%
	Governance body members received training on anticorruption policies and procedures	no.	4	4	–
		%	100%	100%	0%
	Employees communicated on anticorruption policies and procedures	no.	6,750	7,040	7,032
		%	100%	100%	100%
	Senior management	no.	8	7	10
		%	100%	100%	100%
	Management	no.	379	367	382
		%	100%	100%	100%
	Non-executive staff	no.	852	896	886
		%	100%	100%	100%
	Workers	no.	5,511	5,770	5,754
		%	100%	100%	100%
	Employees received training on anticorruption policies and procedures	no.	4,617	4,922	4,920
		%	68%	70%	70%
	Senior management	no.	8	7	1
		%	100%	100%	10%
	Management	no.	233	144	262
		%	61%	39%	69%
	Non-executive staff	no.	86	117	424
		%	10%	13%	48%
	Workers	no.	4,290	4,654	4,233
		%	78%	81%	74%

DATA PRIVACY AND SECURITY

Guideline	Disclosure	Unit	2022	2023	2024
Bursa C8a	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	no.	0	0	0

BOARD OF DIRECTORS

SPOTT ➔ 6

Guideline	Disclosure	Unit	2022	2023	2024
Bursa C3b	Board of Directors				
	Male	no.	8	7	7
	Female	no.	0	3	3
	<40 years old	no.	0	0	0
	40-55 years old	no.	2	4	4
	>55 years old	no.	6	6	6
	Breakdown by Percentage				
	Male	%	100%	70%	70%
	Female	%	0%	30%	30%
	<40 years old	%	0%	0%	0%
	40-55 years old	%	25%	40%	40%
	>55 years old	%	75%	60%	60%



ESG Performance Data Table

CERTIFICATION

Disclosure	Unit	2022	2023	2024
RSPO certification upstream				
P&C certified units				
Mills	no.	5	5	5
% of Mill	%	100%	100%	100%
RSPO certified area	ha	60,963.97	58,148	58,112
% of total certified area	%	100%	100%	100%
FFB produced	ha	1,094,833	1,034,153	1,130,253
% of total own FFB volume produced	%	100%	76%	76%
MB				
mills	no.	1	1	1
% of total mills	%	20%	20%	20%
IP				
mills	no.	4	4	4
% of total mills	%	80%	80%	80%
Certified external FFB sourced				
Total	MT	28,352.02	30,691.34	40,777.82
% of all external FFB sourced	%	9.63%	9.37%	11.36%
Outgrowers	MT	12,841.10	8,743.81	8,653.36
Scheme Smallholders	MT	0	0	0
Traders/dealers/collection centers	MT	15,510.92	21,947.53	32,124.46
Premiums paid	MYR			
Certified smallholders				
smallholders	no.	186	256	289
of total smallholders	%	9.06%	12.25%	13.45%
Smallholders under traders/dealers/collection centers				
smallholders	no.	186	256	289
Percentage of total smallholders	%	9.06%	12.25%	13.45%
area	ha	1,124.60	1,466.09	1,581.25
Percentage of total smallholders area	%			19.13%
FFB produced	MT	15,510.92	21,947.53	32,124.46
Percentage of total FFB supply	%	1%	2%	2%
Certified Sustainable CSPO/CSPK sold				
Total	MT	217,757.31	209,334.22	237,749.68
CSPO IP	MT	170,501.69	191,040.82	216,997.55
CSPO MB	MT	27,021.62	18,293.40	20,752.13
Credit	MT	20,234.00	NIL	NIL
Total	MT	58,229.64	55,114.54	59,227.26
CSPK IP	MT	46,772.14	51,189.51	55,222.61
CSPK MB	MT	11,457.50	3,925.03	4,004.65

Disclosure	Unit	2022	2023	2024
MSPO certification upstream				
Certified units				
mills	no.	5	5	5
estates	no.	23	23	23
area	ha	60,339	59,819	59,783
Certified volumes				
FFB	MT	1,111,496.00	1,034,153.00	1,130,253.14
CPO	MT	289,488.00	270,900.00	298,163.39
ISCC certification upstream				
Total	MT	2,690.14	0	0
CSPO ISCC	MT	2,690.14	0	0
Certified mills				
Mills	no.	5	5	5
% of cerified mills	%	100%	100%	100%
Certified estates				
estates	no.	21	21	21
% of cerified estate	%	91.3%	91.3%	91.3%
Sold Non RSPO				
Total	MT	104,052.12	78,573.45	78,482.48
CPO	MT	86,933.60	61,012.52	60,273.85
PK	MT	17,118.52	17,560.93	18,208.63
Total Premium				
Total	RM	42,212,603.72	55,898,593.95	62,898,357.30
CSPO IP	RM	28,856,141.95	38,346,841.95	43,912,370.25
CSPO MB	RM	2,857,879.20	2,508,264.60	2,833,462.35
CPO ISCC	RM	265,927.40	NIL	NIL
CSPK IP	RM	8,652,406.60	14,376,232.30	15,471,734.20
CSPK MB	RM	1,580,248.57	667,255.10	680,790.50



ESG Performance Data Table

COMPLIANCE

Guideline	Disclosure	Unit	2022	2023	2024
GRI 2-27	Significant instances of non-compliance with laws and regulations				
	fin es incurred	no.	38	9	11
	value of fines incurred	MYR	50,099	59,215	64,675
	non-monetary santioncs incurred	no.	–	1	1
GRI 307-1	Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of:				
	total monetary value of significant fines;	MYR	–	–	–
	total number of non-monetary sanctions;	no.	–	1	1
	cases brought through dispute resolution mechanisms.	no.	–	–	–

SUPPLIER BREAKDOWN AND SCREENING

Guideline	Disclosure	Unit	2022	2023	2024
Bursa C7a	Supplier by type and spending				
	Total Number of suppliers <i>Data for 2022 is not available as JPG only began using SAP procurement system in 2023</i>		NA	302	219
	Local	no.	NA	297	216
	Foreign	no.	NA	5	3
	Percentage of suppliers by type				
	Local	%	NA	98.34%	98.63%
	Foreign	%	NA	1.66%	1.37%
	Percentage of spending on suppliers by type				
	Local	%	NA	100.00%	99.97%
	Foreign	%	NA	0.00%	0.03%
GRI 414-2, Bursa S6a & b and S7a & b. GRI 308-1, GRI 308-2	Supplier Screening				
	Suppliers registered with Kulim (annually)	no.	NA	302	219
	Total number of suppliers screened	no.	NA	185	126
	Sustianability criteria (Environmental & Social)				
	Number of suppliers screened against sustainability criteria*	no.	NA	185	126
	Percentage of suppliers screened against sustainability criteria*	%	NA	61.26%	57.53%
	Social				
	Number of suppliers screened for social criteria	no.	NA	185	126
	Percentage of suppliers screened for social criteria	%	NA	61.26%	57.53%
	Environmental				
	Number of suppliers screened for environmental criteria	no.	NA	185	126
	Percentage of suppliers screened for environmental criteria	%	NA	61.26%	57.53%
	Sourcing Policy Compliance				
	Direct supply from external suppliers compliant with sourcing policy <i>Defined as:</i> – <i>Traders/Dealers/Collection Center</i> – <i>Scheme</i> – <i>JPG's own collection centre and purchased direct from land owner</i>	no.	0	0	0
	Indirect supply from external suppliers compliant with sourcing policy – <i>Smallholders under each traders/dealers and scheme</i>	no.	2,052	2,089	2,148



ESG Performance Data Table

FFB SUPPLIERS AND SMALLHOLDER INCLUSION

SPOTT 17, 42, 46, 35, 48, 166, 167, 168, 170

Guideline	Disclosure	Breakdown	Unit	2022	2023	2024
GRI 13.23 and S6d	FFB volumes					
	TOTAL		MT	1,428,365.70	1,361,752.48	1,489,196.00
	Volume of fresh fruit bunch (“FFB”) sourced in accordance to certified environmental or sustainable standards	Total FFB volumes	MT	1,111,496.00	1,034,153.00	1,130,253.14
	Percentage of fresh fruit bunch (“FFB”) sourced in accordance to certified environmental or sustainable standards	% of total FFB volumes	%	78%	76%	76%
	Sourced from own plantations (Direct Volume)	Total FFB volumes	MT	1,134,075.21	1,034,152.75	1,130,253.14
		% of total FFB volumes	%	79.40%	75.94%	75.90%
	Sourced from external outgrowers and traders (Indirect Volume)	Total FFB volumes	MT	294,290.49	327,599.73	358,942.86
		% of total FFB volumes	%	20.60%	24.06%	24.10%
	Outgrowers Estate (i.e FGV Paloh, wawasan)	Total FFB volumes	MT	17,242.52	36,316.30	40,604.98
		% of all external volumes	%	5.86%	11.09%	11.31%
	Scheme Smallholder	Total FFB volumes	MT	5,101.40	8,652.02	4,232.92
		% of all external volumes	%	1.73%	2.64%	1.18%
	Traders/dealers/collection centers	Total FFB volumes	MT	271,946.57	282,631.41	314,104.96
		% of all external volumes	%	92.41%	86.27%	87.51%
	Proportion of spending on local suppliers (GRI 204-1)	of total procurement budget	%	100%	100%	100%

Traceability to plantations for external FFB (Smallholders and Outgrowers)	Total FFB volumes	MT	116,037.84	134,984.25	268,993.82
	% of all external volumes	%	39.43%	41.20%	74.94%
Traceability to plantations for overall	% of all volumes	%	87.52%	85.86%	93.96%

Guideline	Disclosure	Breakdown	Unit	2022	2023	2024
GRI 13.23 and S6d (continued)	FFB suppliers					
	Mills that sources from own plantations only	No Total of Mill	no.	4	4	4
		% of total own mills	%	80%	80%	80%
	Mills also that source from 3rd party producers	No Total of Mill	no.	1	1	1
		% of total own mills	%	20%	20%	20%
	Outgrowers Estate (i.e FGV Paloh, wawasan)	Total	no.	4	7	7
	Scheme Smallholders	Total	no.	3	3	2
	Number of smallholders under scheme	Total	no.	151	151	106
	Number of certified smallholders under scheme	Total	no.	0	0	0
	Traders/dealers/collection centers	Total	no.	18	19	20
	Number of smallholders under Traders/dealers/collection centers	Total	no.	1,901	1,938	2,042
	Number of certified smallholders under Traders/dealers/collection centers					
	<i>Note: There was a miscalculation in the smallholder data. The correct number of smallholders as of FY2022 is 2052, of which 186 are RSPO certified. The amendments to the data have been made accordingly for FY2022 and is thus restated.</i>	Total	no.	186	256	289
	Percentage of certified smallholders under Traders/dealers/collection centers	% from total	%	9%	12%	13%
	<i>Value for FY2022 is restated.</i>					
	Estate by JPG	Total	no.	23	23	23
		Planted area	ha	56,196	55,901	55,772
		Yield	MT/ha	22.06	20.25	22.41
	Estate manage by JPG	Total	no.	2	3	3
		Planted area	ha	1,545.00	1,533.67	1,509.35
		Yield	MT/ha	8.31	6.63	6.76



ESG Performance Data Table

Guideline	Disclosure	Breakdown	Unit	2022	2023	2024
GRI 13.22	Outgrowers Estate (i.e FGV Paloh, wawasan)					
	Premium Incentive per MT/FFB paid to Outgrowers Estate		MYR/MT FFB	6	6	6
	Total premium incentive paid to outgrowers		MYR	77,046.60	49,306.20	51,920.16
	Scheme Smallholders					
	Premium Incentive per MT/FFB paid to Scheme Smallholders		MYR/MT FFB	–	–	–
	Total premium incentive paid to Scheme Smallholders		MYR	–	–	–
	Traders/dealers/collection centers					
	Premium incentive per MT/FFB paid to Traders/dealers/collection centers		MYR/MT FFB	9 to 16	9 to 16	9 to 16
	Total premium incentive paid to Traders/dealers/collection centers		MYR	130,335.18	211,802.13	405,070.11
	Total premium incentive paid	Total	MYR	207,381.78	261,108.33	456,990.27

FINANCIAL PERFORMANCE

MARKET PRESENCE AND VALUE CHAIN ACTIVITIES

SPOTT 13, 14, 15, 16, 24, 26

Guideline	Disclosure	Unit	2022	2023	2024
GRI 2-6	Landbank				
	Total	ha	60,339	59,819	59,783
	Planted area (oil palm)				
	Total	ha			
	JPG estates	ha	56,196	55,941	55,772
	Mature	ha	51,598	50,887	50,167
	Immature	ha	4,598	5,054	5,605
	Yield per hectare				
	Total	MT/ha			
	JPG estates	MT/ha	22.06	20.25	22.41
	Palm Product Yield (PPY) per hectare				
	JPG estates		5.70	5.10	5.65
	Outgrowers planted area (oil palm)				
	Total	ha	2,201.42	3,019.65	2,915.20
	FGV Paloh	ha	1,187.98	1,187.98	1,083.53
	Wawasan YPJ	ha	361.91	361.91	361.91
	Asam Bubok	ha	651.53	651.19	651.19
	Air Manis	ha	818.57	818.57	818.57
	Palm tree age profile				
	0-4 years	%	6.36%	9%	10%
	5-8 years	%	14.80%	15%	14%
	9-18 years	%	55.50%	56%	54%
	19-22 years	%	13.72%	14%	16%
	>23 years	%	9.62%	6%	6%
	Unplanted area designated for future planting				
	Total	ha			
	JPG estates	ha	–	–	–

04

OUR PEOPLE AND COMMUNITIES

06

01

OUR SUSTAINABILITY APPROACH

03

05

ROBUST GOVERNANCE

ESG Performance Data Table

Guideline	Disclosure	Unit	2022	2023	2024
GRI 2-6 (continued)	Infrastructure area				
	Total	ha			
	JPG estates	ha	598	598	598
	Oil palm plantations/estates				
	Total	no.			
	JPG estates	no.	23	23	23
	under external management	no.	3	3	3
	Others	no.	0	0	0
	Mills				
	Total	no.	5	5	5
	FFB processed				
	Total	million MT	1,428,365.70	1,361,752.48	1,489,196.00
	Tereh	million MT	332,370.66	315,022.06	330,358.02
	Sedenak	million MT	366,122.62	408,634.96	387,192.22
	Sindora	million MT	219,824.64	218,363.77	278,464.43
	Palong	million MT	214,147.32	161,151.23	196,328.14
	Pasir Panjang	million MT	295,900.46	258,580.46	296,853.19
	Extraction rates				
	Oil extraction rates	%	20.27	19.89	20.02
	Kernel extraction rates	%	5.35	5.32	5.17
	Palm products extraction rates	%	25.62	25.21	25.19
	CPO produced				
	Total	million MT	289,487.99	270,900.18	298,163.39
	Tereh	million MT	69,217.99	63,981.83	66,822.35
	Sedenak	million MT	71,179.13	78,246.65	73,395.19
	Sindora	million MT	45,301.20	43,227.95	56,216.78
	Palong	million MT	42,689.96	32,383.58	39,764.54
	Pasir Panjang	million MT	61,099.71	53,060.17	61,964.53

Guideline	Disclosure	Unit	2022	2023	2024
GRI 2-6 (continued)	PKE produced				
	Total	million MT	76,382.99	72,383.41	76,988.56
	Tereh	million MT	18,254.18	17,251.04	17,939.48
	Sedenak	million MT	19,517.61	21,588.47	19,952.97
	Sindora	million MT	11,450.91	11,480.32	13,849.14
	Palong	million MT	11,691.56	8,542.16	10,203.92
	Pasir Panjang	million MT	15,468.73	13,521.42	15,043.05
	Acid oil produced				
	Total	million MT	4.13	3.88	3.92
	Tereh	million MT	3.39	3.20	3.07
	Sedenak	million MT	4.11	4.06	4.02
	Sindora	million MT	4.30	4.31	4.34
	Palong	million MT	4.57	3.67	3.95
	Pasir Panjang	million MT	4.29	4.14	4.24
	CSPO				
	Production of CSPO	million MT	217,757.31	209,334.22	237,749.68
	Percentage of CSPO	%	75%	77%	80%



ESG Performance Data Table

VALUE DISTRIBUTED TO STAKEHOLDERS

Guideline	Disclosure	Unit	2022	2023	2024
GRI 201-1	Total value distributed	RM	1,068,745,000	657,072,000	880,837,000
	Employee wages and benefits	RM	243,316,000	234,685,000	287,985,000
	Government and Society	RM	274,237,000	60,527,000	163,787,000
	Providers of Capital (dividend, finance costs, non-controlling interest)	RM	155,410,000	158,804,000	134,411,000
	Reinvestment and future growth (depreciation, amortisation, addition to retained earnings)	RM	395,782,000	203,056,000	294,654,000
Bursa C2a GRI 201-1 GRI 203-1	*Community investment	RM	4,806,297	3,180,837	5,836,683
GRI 201-1 GRI 203-1	**Green Infrastructure investment (Investments in RE or reforestration)	RM	0	13,497.56	122,253.90
	Research & Development (Innovation) investment and expenditure	RM	256,109.97	526,998.09	132,170.08
GRI 201-1	Breakdown of charitable contributions				
	Total	RM	4,806,297	3,180,837	5,836,683
	Sports	RM	1,570,000	1,570,000	2,030,000
	Culture/religion	RM	95,500	0	2,000,000
	Community health facilities	RM	0	219,818	61,628
	Children and education	RM	111,750	145,684	84,755
	Others	RM	3,029,047	1,245,335	1,660,300

* Total community investments refers to actual expenditures in the reporting period, not commitments.
** ie investments in retrofits and adopting practices aimed to optimise energy, emissions, water, waste and materials management within JPG’s operations

SUKUK WAKALAH PROGRAMMES AND SUSTAINABLE FINANCE FRAMEWORK

Guideline	Disclosure	Unit	2022	2023	2024
GRI 201-1 GRI 203-1	The amount of the Sukuk Wakalah issued	RM	0	0	1,350,000,000
	Outstanding for the Sustainability Finance Transactions (SFTs)	RM	0	0	1,650,000,000

CUSTOMER SATISFACTION RATE (ISO9001:2008 CERTIFIED MILLS)

Guideline	Disclosure	Unit	2022	2023	2024
N/A	All mills	% Average CPO and PK	79%	86%	82%

JOHOR PLANTATIONS GROUP BERHAD

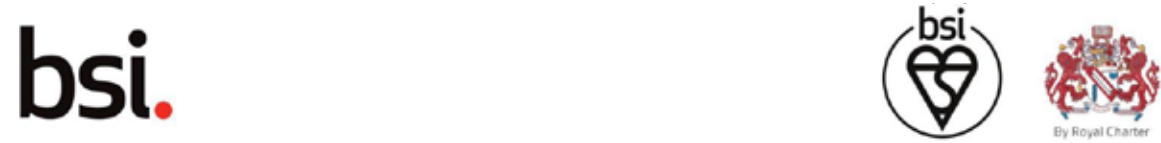
141

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TCFD Content Index

TCFD Recommendation	References/Location
Governance	Sustainability Report FY2024, Net Zero Strategy, page 47
Strategy	Sustainability Report FY2024, Net Zero Strategy, pages 47 – 48
Risk Management	Sustainability Report FY2024, Risk Management, pages 89 – 91
Metrics and Targets	Sustainability Report FY2024, Risk Management, pages 49 – 53

Independent Assurance Statement



INDEPENDENT ASSURANCE OPINION STATEMENT

Statement No.: **SRA-MY 823836**

Johor Plantations Group Berhad Sustainability Report 2024

The British Standards Institution is independent of Johor Plantations Group Berhad (hereafter referred to as “JPG” in this statement) and has no financial interest in the operation of JPG other than for the assessment and assurance of the sustainability statements contained in this report.

This independent assurance opinion statement has been prepared for the stakeholders of JPG only for the purposes of verifying its statements relating to its environmental, social and governance (ESG), more particularly described in the scope, below. It was not prepared for any other purpose. The British Standards Institution will not, in providing this independent assurance opinion statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person by whom the independent assurance opinion statement may be read.

This independent assurance opinion statement is prepared on the basis of review by the British Standards Institution of information presented to it by JPG. The review does not extend beyond such information and is solely based on it. In performing such review, the British Standards Institution has assumed that all such information is complete and accurate.

Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to JPG only.

Scope

The assurance covers the entire report and focuses on systems and activities during the period from 1st January 2024 to 31st December 2024 (the “**Reporting Year**”)

The evaluation of the nature and extent of the JPG’s adherence to all four AA1000 AccountAbility principles and the reliability of specified sustainability performance information in this report as conducted in accordance with Type 2 Moderate Level of AA1000AS v3 Sustainability Assurance Engagement.

Opinion Statement

Based on our work described in the assurance report, nothing has come to our attention that causes us to believe that data and information stated in the JPG’s Sustainability Report is not correctly presented or with omission, in any material respects or that Inclusivity, Materiality Responsiveness and Impact based on AA1000 criteria are not correctly addressed.

We conclude that the sustainability subject matter of the Report provides a fair view of JPG’s sustainability programmes and performance in the Reporting Year. We believe that the economic,

Independent Assurance Statement

social and environment performance indicators are accurate and are supported by robust internal verification processes.

Our work was carried out by a team of sustainability report assurors in accordance the AA1000 Assurance Standard v3. We planned and performed this part of our work to obtain the necessary information and explanations. We considered to provide sufficient evidence that JPG’s description of their approach to AA1000 Assurance Standard were fairly stated.

Methodology

Our work was designed to gather evidence on which our conclusion is based. We undertook the following activities:

- a top-level review of issues raised by external parties that could be relevant to JPG’s policies to check on the appropriateness of statements made in the report.
- discussion with managers and staff on JPG’s approach to stakeholder engagement. We had no direct contact with external stakeholders.
- interview with staff involved in sustainability management, report preparation and provision of report information.
- review of key organizational developments.
- review of supporting evidence for claims made in the reports.
- an assessment of the JPG’s reporting and management processes concerning this reporting against the principles of Inclusivity, Materiality, Responsiveness, and Impact as described in the AA1000 AccountAbility Principles Standard.

Conclusions

A detailed review against the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact is set out below:

Inclusivity

The Report has reflected the fact that JPG is seeking the engagement of its stakeholders. The participation of stakeholders has been initiated in developing and achieving an accountable and strategic response to sustainability. The reporting systems are being developed to deliver the required information. There are fair reporting and disclosure for economic, social and environment information in this report, so that appropriate planning and target-setting can be supported. In our professional opinion the report covers JPG’s principle of Inclusivity.

Materiality

JPG publishes sustainability information that enables its stakeholders to make informed judgments about JPG’s management and performance. In our professional opinion, the report adheres to the principle of Materiality and identifies JPG’s material aspects by using appropriate methods of materiality analysis and demonstrating material issues in a matrix form. Areas for enhancement of the report were adopted by JPG before the issuance of this statement.

Responsiveness

JPG has implemented practices that respond to the expectations and perceptions of its stakeholders. These include sustainability reporting for both internal and external stakeholders. In our professional opinion, JPG adheres to the principle of Responsiveness. Areas for enhancement of the Report were adopted by JPG before the issuance of this statement.

Impact

JPG has demonstrated a process on identify impacts that encompass a range of environmental, social and governance topics, and fairly represented the impacts in the report. These processes enable JPG to assess its impact and disclose them in the sustainability subject matter of the report. In our professional opinion, JPG adheres to the principle of Impact. Areas for enhancement of the report were adopted by JPG before the issuance of this statement.

Assurance Level

The moderate level of assurance provided is in accordance with AA1000 Assurance Standard v3 in our review, as defined by the scope and methodology described in this opinion statement.

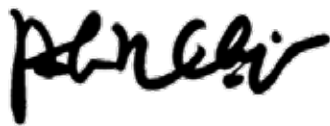
Responsibility & Limitations

This Sustainability Report is the responsibility of the JPG’s management as declared in the responsibility letter. Our responsibility is to provide an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

Competency and Independence

The assurance team was composed of Lead Auditors, GHG Verifiers and RSPO experienced in industrial sector, and trained in a range of sustainability, environmental and social standards including AA1000 AS, ISO14001, ISO14064, ISO 45001 and ISO 9001. BSI is a leading global standards and assessment body founded in 1901.

For and on behalf of BSI:



Ms Evelyn Chye
Managing Director

14 April 2025

Verifier of the Report:



Mr Shaiful Rahman
Lead Assuror



Independent Assurance Statement



INDEPENDENT ASSURANCE OPINION STATEMENT

To the Directors of Johor Plantations Group Berhad

Holds Statement No.: SRA 823835

The British Standards Institution (**BSI**) has conducted a limited assurance engagement on the Sustainability-Linked Financing Progress Report (described in the “Scope”) in the 2024 Sustainability Report of Johor Plantations Group Berhad (**JPG**)

Scope

The scope of engagement agreed upon with JPG includes the following:

The assurance covers the information of the following indicators in the JPG Sustainability Report for the year of 2024.

- GHG Emission
- Traceability to Supplier Plantation (Smallholders)
- Water Management

The selected information is reported in accordance with JPG’s Sustainable Finance Framework dated in August 2024

The details of indicators within the scope are described in Appendix A in this independent assurance opinion statement.

Opinion Statement

We have conducted a limited assurance engagement on the sustainability information described in the “Scope” above.

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 accompanying sustainability information is not prepared, in all material respects, in accordance with JPG’s Sustainable Finance Framework.

Methodology

Our assurance engagements were carried out in accordance with ISAE3000 (Revised) and ISO 14064-3:2019 for GHG indicators. Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- a top-level review of issues raised by external parties that could be relevant JPG policies to provide a check on the appropriateness of statements made in the report.
- discussion with managers and staffs on JPG approach to stakeholder engagement. However, we had no direct contact with external stakeholders.

- interviews with staffs involved in sustainability management, report preparation and provision of report information were carried out.
- document review of relevant systems, policies, and procedures where available.
- review of supporting evidence for claims made in the reports.
- visit of the JPG’s Headquarters to confirm the data collection processes, record management and practices.

Responsibility

JPG is responsible for the preparation and fair presentation of the sustainability information and report in accordance with the agreed criteria. BSI is responsible for providing an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

Independence, Quality Control and Competence

BSI is independent to JPG and has no financial interest in the operation of JPG other than for the assurance of the sustainability statements contained in this report.

This independent assurance opinion statement has been prepared for the stakeholders of JPG only for the purposes of verifying its statements relating to the Scope above.

This independent assurance opinion statement is prepared on the basis of review by BSI of information presented to it by JPG. In making this independent assurance opinion statement, BSI has assumed that all information provided to it by JPG is true, accurate and complete. BSI accepts no liability to any third party who places reliance on this statement.

BSI applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021-1:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

BSI is a leading global standards and assessment body founded in 1901. The BSI assurance team has extensive experience in conducting verification over environmental, social and governance (ESG), GHG inventory and management systems and processes.

Issue Date: 14th April 2025

For and on behalf of BSI:

Shaiful Rahman, Lead Assurer

Evelyn Chye, Managing Director BSI Malaysia

BSI Malaysia Suite 29.01, Level 29, The Gardens North Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Malaysia

Independent Assurance Statement

Appendix A: Data of indicators within the scope of assurance

Key Performance Indicators ("KPIs")	Baseline	Sustainability Performance Targets	Progress as of 2024
GHG Emission	1.76 MT CO ₂ e per MT CPO and PK in 2012	<ul style="list-style-type: none">50% carbon intensity reduction (Scope 1 and Scope 2) by 2025	0.89 MT CO ₂ e per MT CPO and PK
Traceability to Supplier Plantation (Smallholders)	98.85% in 2023	<ul style="list-style-type: none">Achieve 100% Traceability to FFB Suppliers by 2025	99.6% Supplier Plantation (Smallholders)
Water Management	1.2 m ³ /MT FFB in 2013	<ul style="list-style-type: none">Maintain mill water consumption of 1.2 m³ /MT FFB and below	1.09 m ³ /MT FFB



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