

Shaping What's Next

Sustainability Report 2025
Performance Data Annex



What's Inside

ABOUT GUTHRIE'S SUSTAINABILITY DISCLOSURES

- 1 Introduction
- 1 About the Performance Data Annex
- 1 Scope and Reporting Boundary

"BEYOND ZERO" FRAMEWORK

ZERO

Climate Change

- 2 Greenhouse Gas (GHG) Emissions
- 3 Renewable Energy
- 3 Energy Management
- 4 Supply Chain Traceability and Deforestation-Free

Health and Safety

- 5 Incidents
- 5 Downstream Health and Safety Certifications

Waste Management

- 5 Waste Generated and Disposed

RESTORE

Water and Effluent Management

- 6 Water Management
- 6 Effluent Management

TRANSFORM

Smallholder Inclusion

- 8 Smallholders' Certification Status

Human Rights

- 9 Human Rights Violation

Workforce, Diversity and Equal Opportunity

- 10 Workforce Profile
- 12 Diversity
- 14 Training for Employees
- 14 Community Investment

RESPONSIBLE BUSINESS PRACTICE

Sustainability Certification

- 15 Sustainability Certification Status

Governance and Anti-Corruption

- 16 Operations Assessed for Corruption
- 16 Training on Anti-Corruption

About Guthrie's Sustainability Disclosures

INTRODUCTION

SD Guthrie ("Guthrie" or "the Group") publishes our Sustainability Report 2025 (SR 2025) and the Performance Data Annex to disclose our sustainability-related efforts and performance for the financial year ended 31 December 2025. The SR 2025 provides disclosures on sustainability-related risks and opportunities, including the entity's governance, strategy and risk management approaches, as well as related metrics and targets, in accordance with the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB), specifically the IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and IFRS S2 *Climate-related Disclosures*.

ABOUT THE PERFORMANCE DATA ANNEX

This Performance Data Annex presents additional sustainability indicators for the financial year 2025 (FY2025) and is intended to be read in conjunction with the SR 2025 and the Integrated Report 2025 (IR 2025), to provide a more comprehensive view of the Group's overall sustainability performance.

The annex includes three consecutive years of comparable data for selected sustainability-related indicators, including indicators disclosed in the SR 2025. These additional disclosures are intended to meet the information needs of a broader range of stakeholders beyond providers of financial capital, by providing greater transparency on the Group's sustainability performance.

SCOPE AND REPORTING BOUNDARY

The information disclosed in this document covers the period from 1 January 2025 to 31 December 2025 and is aligned with the reporting period of the Group's FY2025 consolidated financial statements. Unless otherwise stated, all metrics reported relate to the Group's own principal operations and activities.

Details on GHG emissions calculations, assumptions, methodology, and emissions factors used are set out in our GHG Inventory Methodology Statement (issued on 20 April 2026) published on our website: www.sdguthrie.com/beyond-zero/resource-centre.

“Beyond Zero” Framework: Zero

CLIMATE CHANGE				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Greenhouse Gas (GHG) Emissions ^{1,2}				
Scope 1 FLAG ³	Tonne of CO ₂ e	8,707,126	8,062,414	7,660,766
Land Use Change ⁴	Tonne of CO ₂ e	7,914,907	7,135,816	6,988,414
Land Management	Tonne of CO ₂ e	713,284	829,414	597,879
Fuel Consumption	Tonne of CO ₂ e	78,935	97,184	74,474
Scope 1 Energy and Industrial Processes ³	Tonne of CO ₂ e	1,543,736	1,353,453	1,429,491
Fuel Consumption	Tonne of CO ₂ e	240,405	248,434	292,062
Effluent Treatment	Tonne of CO ₂ e	1,303,331	1,105,019	1,137,429
Gross Scope 1 Emissions ⁵	Tonne of CO ₂ e	10,250,863	9,415,867	9,090,257 [Ⓐ]
Purchased Electricity	Tonne of CO ₂ e	159,983	178,668	166,346
Purchased Steam	Tonne of CO ₂ e	7,705	9,011	8,537
Gross Scope 2 Emissions ⁵	Tonne of CO ₂ e	167,688	187,678	174,883 [Ⓐ]
Gross Scope 1 and Scope 2 Emissions ⁵	Tonne of CO ₂ e	10,418,551	9,603,544	9,265,141
Scope 3 FLAG	Tonne of CO ₂ e	6,659,804	6,950,482	5,984,304
Category 1: Purchased Goods & Services	Tonne of CO ₂ e	6,659,804	6,950,482	5,984,304
Scope 3 Energy and Industrial Processes	Tonne of CO ₂ e	2,462,854	2,063,847	2,090,520
Category 1: Purchased Goods & Services	Tonne of CO ₂ e	938,148	964,457	828,089
Category 2: Capital Goods	Tonne of CO ₂ e	275,346	166,547	163,257
Category 3: Fuel and Energy-related Activities	Tonne of CO ₂ e	62,275	80,005	122,116
Category 4: Upstream Transportation and Distribution	Tonne of CO ₂ e	180,575	182,759	178,489
Category 5: Waste Generated in Operations	Tonne of CO ₂ e	18,722	39,268	25,817
Category 6: Business Travel	Tonne of CO ₂ e	6,795	5,210	3,785
Category 7: Employee Commuting	Tonne of CO ₂ e	24,861	30,519	29,699
Category 8: Upstream Leased Assets	Tonne of CO ₂ e	0	0	0
Category 9: Downstream Transportation and Distribution	Tonne of CO ₂ e	89,537	34,259	92,323
Category 10: Processing of Sold Products	Tonne of CO ₂ e	654,734	371,853	425,822
Category 11: Use of Sold Products	Tonne of CO ₂ e	23,361	26,927	24,950
Category 12: End-of-Life Treatment of Sold Products	Tonne of CO ₂ e	32,338	23,352	22,741
Category 13: Downstream Leased Assets ⁴	Tonne of CO ₂ e	0	0	0
Category 14: Franchised	Tonne of CO ₂ e	0	0	0
Category 15: Investments	Tonne of CO ₂ e	156,162	138,691	173,432
Gross Scope 3 Upstream Activities	Tonne of CO ₂ e	8,166,526	8,419,247	7,335,556
Gross Scope 3 Downstream Activities	Tonne of CO ₂ e	956,132	595,082	739,268
Gross Scope 3 Emissions	Tonne of CO ₂ e	9,122,658	9,014,329	8,074,824 [Ⓐ]
Total Gross Scope 1, 2 and 3 Emissions	Tonne of CO ₂ e	19,541,208	18,617,874	17,339,964

CLIMATE CHANGE				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Scope 1 Carbon Removals	Tonne of CO ₂	(5,622,199)	(5,794,374)	(5,777,015)
Scope 3 Carbon Removals	Tonne of CO ₂	(1,221,501)	(1,255,870)	(1,291,768)
Scope 1 and Scope 3 Carbon Removals ⁶	Tonne of CO ₂	(6,843,700)	(7,050,246)	(7,068,783) [Ⓐ]
Total Net Scope 1, 2 and 3 Emissions	Tonne of CO ₂ e	12,697,508	11,567,629	10,271,181
Total Biogenic Emissions	Tonne of CO ₂	29,539	32,320	36,779
Renewable Energy				
Total amount of biogas plants installed	Number	16	19	20
Estimated emissions reduction from biogas plants	Tonne of CO ₂ e	411,406	414,492	460,669
Energy Management				
Total Energy Consumption	Gigajoule	41,135,641	41,254,412	41,823,955
B10 biodiesel	Gigajoule	529,136	875,911	495,838
B20 biodiesel ⁷	Gigajoule	0	0	872
B30 biodiesel ^{7,8}	Gigajoule	687,348	655,603	5,376
B40 biodiesel ⁸	Gigajoule	0	0	448,927
Dimethyl Ether	Gigajoule	145	115	0
Purchased Electricity	Gigajoule	881,052	1,044,907	951,316
Purchased Steam	Gigajoule	105,477	122,145	209,964
Diesel	Gigajoule	1,291,262	1,160,935	1,170,396
Petrol	Gigajoule	32,820	58,129	66,586
Liquefied petroleum gas	Gigajoule	92	18	0
Medium fuel oil	Gigajoule	367,152	334,992	231,161
Heavy fuel oil ⁹	Gigajoule	0	0	7,190
Natural gas	Gigajoule	1,257,400	1,310,356	2,043,866
Renewable Energy	Gigajoule	35,983,757	35,691,300	36,192,463
Biomass	Gigajoule	35,416,487	35,065,205	35,734,963
Biogas	Gigajoule	563,453	616,609	440,226
Rooftop Solar	Gigajoule	3,817	9,486	17,274
Energy Sold ¹⁰	Gigajoule	204,728	215,720	348,165

^{1.} For detailed GHG emissions calculation, assumptions, methodology, and emission factors used, please refer to the GHG Inventory Methodology Statement (issued on 20 April 2026) published on our website: www.sdguthrie.com/beyond-zero/resource-centre.

^{2.} The baseline year of Guthrie's Net-zero target is FY2020. These targets were validated by the Science Based Targets initiative (SBTi) in November 2023. The FY2020 net FLAG Scope 1 and 3 Emissions and Energy and Industrial Processes Scope 1, 2 and 3 were 7,568,222 tCO₂e and 4,631,575 tCO₂e, respectively.

^{3.} FLAG (Forest, Land and Agriculture) refers to estate-related emissions. Energy & Industrial Processes refer to emissions from mills and refineries.

^{4.} Scope 3 Category 13 emissions arising from land use change associated with the Malaysia Corporate Green Power Programme (CGPP) solar projects on Guthrie land leased to the project proponent have been reclassified as Scope 1 Land Use Change emissions in FY2024.

^{5.} The emissions disclosed above are in respect of entities within the consolidated accounting group.

^{6.} Scope 1 and Scope 3 carbon removals are primarily attributable to oil palm sequestration.

^{7.} B20 and B30 biodiesel pilot project was launched in Malaysia in FY2025.

^{8.} A significant reduction in B30 biodiesel and increase in B40 biodiesel consumption following the Indonesian government's mandatory directive to transition to B40 biodiesel.

^{9.} Heavy fuel oil was aggregated with diesel in FY2023 and FY2024. It is reclassified individually in FY2025.

^{10.} The energy sold comprises electricity generated from solar and biogas plants and supplied to the grid.

[Ⓐ] This data was subjected to external independent limited assurance by PricewaterhouseCoopers PLT, Malaysia ('PwC'). Refer to PwC's limited assurance report in the Guthrie FY2025 Sustainability Report on pages 51 to 54. For more details on the reporting criteria applied, refer to Guthrie GHG Inventory Methodology Statement (issued on 20 April 2026) published on our website: www.sdguthrie.com/beyond-zero/resource-centre.

“Beyond Zero” Framework: Zero

CLIMATE CHANGE				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Supply Chain Traceability and Deforestation-Free				
Fresh Fruit Bunches (FFB) Sourcing				
FFB volume sourced from Guthrie-owned estates and scheme smallholders ¹	Tonnes	9,426,682	9,381,398	9,137,077
	%	91	91	85
FFB volume sourced from third-party suppliers ²	Tonnes	984,393	913,201	1,368,213
	%	9	9	15
Supply Chain Traceability				
Traceability to mill (TTM) for all palm-based raw materials ³	%	95.7	97.9	98
Traceability to Plantation (TTP) for all FFB processed in Guthrie-owned mills ⁴	%	100	100	100
Traceability to plantation (TTP) for all palm-based raw materials ⁴	%	81.5	90.8	90
Supplier Risk Status ⁵				
High Risk	%	2	1	0
Medium Risk	%	3	2	72
Low Risk	%	95	97	28
Supplier Grievance Status				
Investigating	%	0	0	0
Ongoing Monitoring & Engagement	%	0	28	18
Resolved	%	67	44	70
No Longer Active in Supply Chain	%	33	28	12

¹. Scheme smallholders are small-scale oil palm farmers who participate in an organised land or partnership scheme such as Plasma or Kredit Koperasi Primer Anggota (KKPA), where plantation development and or management is structured and supported by a company or government programme, with assured market access and sustainability assistance.

². Third-party suppliers include third-party estates, smallgrowers, smallholders, dealers and intermediaries.

³. TTM represents the proportion of traceable volumes against total product received. Raw materials are deemed traceable if mill-level data, including facility name, location, and certification status, are available.

⁴. TTP represents the proportion of volumes traceable to plantation level against total product received. Raw materials are deemed traceable if estate-level data including GPS coordinates and ownership information, are available.

⁵. The supplier risk assessment criteria are continuously reassessed and refined. In FY2025, Guthrie implemented Supplier Performance Assessment Reporting Key Scorecard (SPARKS), a multi-dimensional framework that assesses suppliers across a broader range of sustainability criteria, including responsible sourcing status, traceability, No Deforestation, No Peat, and No Exploitation (NDPE) commitments, and grievance records. The enhanced SPARKS methodology provides a more comprehensive and stringent evaluation of supplier risk. The framework will be reviewed annually to ensure continued relevance and alignment with evolving sustainability priorities.

HEALTH AND SAFETY				
Indicator	Measurement unit	FY2023 ¹	FY2024	FY2025
Incidents				
Total work-related fatalities ¹	Number	5	2	3
Employees' fatalities	Number	4	1	2
Contractors' fatalities	Number	1	1	1
Lost time incident (LTI) case	Number	1,729	1,203	1,518
Total days lost	Number	8,384	6,227	6,668
Total hours worked	Hours	200,127,337	204,531,594	187,988,079
Downstream Health and Safety Certifications				
Refineries with ISO45001 (2018) certification	Number	4	4	4
	%	36	36	36

¹. Please refer to page 48 of Guthrie's Sustainability Report FY2025 for more details.

WASTE MANAGEMENT				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Waste Generated and Disposed				
Total Waste Generated ¹	Tonnes	182,810	225,831	160,994
Upstream Malaysia ²	Tonnes	29,099	38,642	68,682
Upstream Indonesia	Tonnes	120,126	46,113	29,458
Upstream PNG and SI	Tonnes	10,234	9,817	11,454
Downstream ³	Tonnes	23,350	131,259	51,400
Hazardous waste	Tonnes	13,304	2,783	5,623
Non-hazardous waste	Tonnes	169,506	223,048	155,371
Total Waste Directed to Disposal (non-recycled)	Tonnes	167,394	142,830	125,614
Upstream Malaysia	Tonnes	28,994	38,490	68,488
Upstream Indonesia	Tonnes	120,126	46,113	29,458
Upstream PNG and SI	Tonnes	10,234	9,817	11,454
Downstream	Tonnes	8,040	48,410	16,214
Total Waste Diverted from Disposal (recycled)	Tonnes	15,417	84,886	35,380

¹. The scope of total waste generated includes domestic municipal waste, domestic onsite landfill disposal, scheduled waste (landfilled, incinerated or recycled).

². The increase in waste generation in FY2025 was largely due to more accurate and comprehensive data collection process.

³. The reduction in Downstream waste in FY2025 was mainly driven by disposal of metal waste in FY2024.

“Beyond Zero” Framework: Restore

WATER AND EFFLUENT MANAGEMENT				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Water Management				
Total Water Withdrawn ¹	Cubic metre	52,707,607	52,616,006	54,031,032
Upstream Malaysia	Cubic metre	9,141,879	8,349,760	8,883,104
Upstream Indonesia	Cubic metre	12,436,057	12,018,841	12,923,940
Upstream Papua New Guinea (PNG) and Solomon Islands (SI)	Cubic metre	7,152,582	6,821,341	9,295,502
Downstream	Cubic metre	23,977,089	25,426,064	22,928,486
Upstream Water Withdrawn by Source	Cubic metre	28,730,518	27,189,942	31,102,546
Surface water withdrawn	Cubic metre	21,652,978	19,200,496	23,606,764
Ground water withdrawn	Cubic metre	6,327,654	7,523,151	6,544,300
Third-party water withdrawn	Cubic metre	749,886	466,295	951,482
Water Withdrawn Intensity for Fresh Fruit Bunches (FFB) Processed at Mills				
Upstream Malaysia	Cubic metre/MT FFB processed	1.52	1.46	1.64
Upstream Indonesia	Cubic metre/MT FFB processed	1.50	1.61	1.48
Upstream PNG and SI	Cubic metre/MT FFB processed	1.23	1.20	1.27
Total Water Consumption ²	Cubic metre	46,238,502	43,647,339	45,637,553
Upstream Malaysia	Cubic metre	5,601,758	4,641,546	5,412,197
Upstream Indonesia	Cubic metre	12,144,773	9,061,465	10,633,612
Upstream PNG and SI	Cubic metre	5,902,594	5,778,027	7,858,760
Downstream	Cubic metre	22,589,377	24,166,301	21,732,984
Compliance With Regulations				
Fines incurred	Number	3	5	3
Value of fines	MYR	16,000	75,000	21,600

^{1.} FY2023 and FY2024 Total Water Withdrawn are restated to include Downstream.

^{2.} The definition of water consumption metric under the Sustainability Accounting Standards Board (SASB) standard has been considered. However, the internal definition for water consumption was applied, in line with the current monitoring system of operations.

WATER AND EFFLUENT MANAGEMENT				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Effluent Management				
Effluent Discharged ¹	Cubic metre	9,586,351	8,978,171	8,393,479
Upstream Malaysia	Cubic metre	3,540,121	3,708,214	3,470,907
Upstream Indonesia	Cubic metre	3,408,530	2,966,880	2,290,328
Upstream PNG and SI	Cubic metre	1,249,988	1,043,314	1,436,742
Downstream	Cubic metre	1,387,712	1,259,763	1,195,502
Effluent Discharged by Destination				
Effluent Discharged to Waterways ²	Cubic metre	3,635,028	3,723,252	3,054,530
Effluent Discharged for Land Application ²	Cubic metre	5,951,323	5,254,919	5,338,949
Effluent Discharged Intensity				
Upstream Malaysia	Cubic metre/MT of FFB processed	0.75	0.7	0.73
Upstream Indonesia	Cubic metre/MT of FFB processed	1.60	1.06	0.82
Upstream PNG and SI	Cubic metre/MT of FFB processed	0.51	0.48	0.76
Downstream	Cubic metre/MT of refined products	0.58	0.5	0.44

^{1.} FY2023 and FY2024 Total Effluent Discharged are restated to include Downstream.

^{2.} FY2023 Effluent Discharged to Waterways and for Land Application were estimated based on the average ratio of FY2024 and FY2025.

“Beyond Zero” Framework: Transform

SMALLHOLDER INCLUSION				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Smallholders' Certification Status				
RSPO Certified Smallholders				
Total Group-wide smallholders	Number	47,320	46,672	38,879
RSPO-certified smallholders (Direct) ¹	Number	17,695	17,540	17,566
RSPO-certified smallholders (Indirect)	Number	407	0	843
Total RSPO-certified smallholders	%	38	38	45
Malaysia				
Total Malaysian smallholders	Number	8,472	3,216	3,449
Total RSPO-certified smallholders	Number	408	0	0
RSPO-certified smallholders (Direct) ²	Number	1	0	0
	%	0.01	0	0
RSPO-certified land area under smallholders (Direct)	Hectare	30	0	0
Total RSPO-certified FFB volume supplied by smallholders (Direct) ³	Tonnes	87	0	0
	%	0.02	0	0
RSPO-certified smallholders (Indirect) ²	Number	407	0	0
	%	5	0	0
RSPO-certified land area under smallholders (Indirect)	Hectare	460	0	0
Total RSPO-certified FFB volume supplied by smallholders (Indirect) ³	Tonnes	6,187	0	0
	%	1	0	0
Indonesia				
Total scheme smallholders	Number	15,015	15,015	13,627
Total RSPO-certified scheme smallholders (Direct)	Number	337	337	337
	%	2	2	2
Kredit Koperasi Primer Anggota (KKPA)	Number	13	13	13
Perkebunan Inti Rakyat (PIR)	Number	3	8	5
RSPO-certified land area under smallholders	Hectare	3,233	3,233	3,233
Total RSPO-certified FFB volume supplied by scheme smallholders	Number	30,503	25,713	21,648
	%	12	11	8
PNG and SI				
Total smallholders (Direct & independent)	Number	17,357	17,203	17,229
Total RSPO-certified smallholders (Direct & independent)	Number	17,357	17,203	17,229
	%	100	100	100
RSPO-certified land area under smallholders	Hectare	43,195	43,624	43,625
Total RSPO-certified FFB volume supplied by smallholders (Direct & independent)	Number	558,922	506,296	560,512
	%	100	100	100

¹ RSPO-certified smallholders (Direct) were calculated by summing the figures from Malaysia's RSPO-certified smallholders (Direct), Indonesia's Total RSPO-certified scheme smallholders (Direct), and PNG and SI's Total RSPO-certified smallholders (Direct & independent).

² Percentages were calculated by dividing RSPO-certified smallholders (Direct or Indirect) by the Total Malaysian Suppliers.

³ Percentages were calculated by dividing Total RSPO-certified FFB volume supplied by smallholders (Direct or Indirect) by the Total FFB volume supplied by Malaysian suppliers.

SMALLHOLDER INCLUSION				
Indicator	Measurement unit	FY2023	FY2024	FY2025
RSPO-certified FFB premium paid	PGK	8,707,846	7,172,398	7,713,041
MSPO-certified Smallholders				
Total MSPO-certified smallholders	Number	4,367	2,463	2,695
Total MSPO-certified smallholders (Direct)	Number	62	27	22
	%	0.7	0.8	0.6
Total MSPO-certified smallholders (Indirect)	Number	4,305	2,436	2,673
	%	51	76	78

HUMAN RIGHTS				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Human Rights Violation				
Number of substantiated external complaints concerning human rights violations	Number	0	0	0

“Beyond Zero” Framework: Transform

WORKFORCE, DIVERSITY AND EQUAL OPPORTUNITY				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Workforce Profile				
Total Number of Employees by Employee Category				
Executive	Number	3,604	3,721	3,843
Non-Executive	Number	9,321	9,966	10,262
Worker	Number	71,745	69,292	68,275
Average Employee Headcount by Employee Category				
Executive	Number	3,531	3,625	3,793
Non-Executive	Number	10,752	9,932	10,227
Worker	Number	72,422	72,357	68,674
Employees by Business Segment, Region and Employee Category				
Head Office				
Malaysia	Number	1,094	1,174	1,234
Executive	Number	481	538	566
Non-Executive	Number	589	602	601
Worker	Number	24	34	67
Indonesia	Number	7	10	11
Executive	Number	6	9	10
Non-Executive	Number	1	1	1
Worker	Number	0	0	0
Upstream				
Malaysia	Number	33,957	31,491	31,634
Executive	Number	921	918	962
Non-Executive	Number	4,092	4,129	4,160
Worker	Number	28,944	26,444	26,512
Indonesia	Number	24,503	23,010	21,489
Executive	Number	902	901	877
Non-Executive	Number	20	18	14
Worker	Number	23,581	22,091	20,598
PNG and SI	Number	21,475	23,492	24,088
Executive	Number	491	485	501
Non-Executive	Number	3,350	3,774	3,953
Worker	Number	17,634	19,223	19,634
Downstream				
Asia Pacific (APAC)	Number	1,764	1,827	1,870
Executive	Number	480	514	547
Non-Executive	Number	512	553	558
Worker	Number	772	760	765
EMEA¹	Number	413	451	466
Executive	Number	115	127	140
Non-Executive	Number	202	324	325
Worker	Number	96	0	1

WORKFORCE, DIVERSITY AND EQUAL OPPORTUNITY				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Oceania (PNG)	Number	146	192	212
Executive	Number	18	20	23
Non-Executive	Number	53	63	73
Worker	Number	75	109	116
North America	Number	2	2	2
Executive	Number	2	2	2
Research and Development (R&D)				
Malaysia	Number	936	941	968
Executive	Number	153	171	175
Non-Executive	Number	439	436	448
Worker	Number	344	334	345
Indonesia	Number	160	164	167
Executive	Number	24	26	25
Non-Executive	Number	0	0	61
Worker	Number	136	138	81
PNG and SI	Number	213	225	239
Executive	Number	11	10	15
Non-Executive	Number	63	66	68
Worker	Number	139	149	156
New Hires by Employee Category				
Executive	Number	271	224	251
Non-Executive	Number	843	1,144	1,359
Worker	Number	19,769	14,750	16,868
Employee Turnover by Employee Category				
Executive	Number	297	257	231
Non-Executive	Number	965	791	1,109
Worker	Number	20,861	16,656	17,006
Employee New Hires and Turnover by Business Segment				
Upstream				
New hires	Number	20,357	15,590	17,852
Turnover	Number	21,593	17,641	17,929
Downstream				
New hires	Number	177	366	331
Turnover	Number	215	247	209
Head Office				
New hires	Number	243	75	154
Turnover	Number	103	71	110
R&D				
New hires	Number	106	87	131

“Beyond Zero” Framework: Transform

WORKFORCE, DIVERSITY AND EQUAL OPPORTUNITY				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Employee New Hires and Turnover by Gender				
Male				
New hires	Number	17,966	12,608	15,074
Turnover	Number	13,715	14,040	14,782
Female				
New hires	Number	2,915	3,456	3,394
Turnover	Number	3,579	3,636	3,564
No gender breakdown				
New hires	Number	2	53	0
Employee New Hires and Turnover by Age Group				
≤ 23 years				
New hires	Number	7,512	3,447	8,030
Turnover	Number	3,972	2,362	6,929
24–38 years				
New hires	Number	10,718	9,327	8,919
Turnover	Number	8,416	9,628	8,181
39–55 years				
New hires	Number	2,569	3,196	1,481
Turnover	Number	4,237	4,976	3,222
≥ 56 years				
New hires	Number	82	95	38
Turnover	Number	479	625	14
No age data				
New hires	Number	2	53	0
Turnover	Number	5,019	413	0
Diversity				
Age Group for Each Employee Category ²				
Executive				
56 & above	Number	43	37	206
39-55	Number	925	1,181	1,687
24-38	Number	1,617	1,896	1,911
23 & below	Number	357	524	39
56 & above	%	1.5	1	5
39-55	%	31.4	33	44
24-38	%	55	52	50
23 & below	%	12.1	14	1
Non-Executive				
56 & above	Number	119	39	536
39-55	Number	1,833	3,155	4,698
24-38	Number	2,635	5,216	4,672
23 & below	Number	635	1,322	356

WORKFORCE, DIVERSITY AND EQUAL OPPORTUNITY				
Indicator	Measurement unit	FY2023	FY2024	FY2025
56 & above	%	2.3	1	5
39-55	%	35.1	32	46
24-38	%	50.5	54	46
23 & below	%	12.2	14	3
Worker				
56 & above	Number	215	19	841
39-55	Number	16,821	18,991	29,558
24-38	Number	27,681	37,299	32,705
23 & below	Number	9,052	12,983	5,171
56 & above	%	0.4	0.003	1.2
39-55	%	31.3	27	43.3
24-38	%	51.5	54	48
23 & below	%	16.8	19	7.5
Gender Group by Employee Category ²				
Executive				
Male	Number	2,114	2,626	2,737
Female	Number	828	1,012	692
Male	%	72	72	68
Female	%	28	28	32
Non-Executive				
Male	Number	3,918	7,694	8,120
Female	Number	1,308	2,038	2,142
Male	%	75	79	79
Female	%	25	21	21
Worker				
Male	Number	45,011	56,242	55,502
Female	Number	8,766	13,050	12,773
Male	%	84	81	81
Female	%	16	19	19
Board of Directors				
Gender				
Male directors	Number	6	6	10
Female directors	Number	3	3	4
Male directors	%	67	66	71
Female directors	%	33	33	29
Age				
30-50	Number	1	1	1
>50	Number	8	8	9
30-50	%	11	11	10
>50	%	89	89	90

“Beyond Zero” Framework: Transform

WORKFORCE, DIVERSITY AND EQUAL OPPORTUNITY				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Ratio of Male and Female Remuneration (Gender Pay Gap)				
<i>Executive</i>				
Malaysia	Female: Male Ratio	0.83	0.85	0.85
Indonesia	Female: Male Ratio	0.84	0.82	0.85
PNG and SI	Female: Male Ratio	0.65	0.62	0.59
<i>Non-Executive</i>				
Malaysia	Female: Male Ratio	1.19	1.21	1.22
Indonesia	Female: Male Ratio	1.14	1.05	0.97
PNG and SI	Female: Male Ratio	1.05	1.01	1.09
<i>Worker</i>				
Malaysia	Female: Male Ratio	0.89	0.87	0.86
Indonesia	Female: Male Ratio	1.02	1.01	1.00
PNG and SI	Female: Male Ratio	0.99	1.00	0.95
Differently-abled Individuals ³				
Hired employees	Number	0	116	134
	%	0	0.14	0.16
Training for Employees				
Management	Hours	22,478	23,029	27,712
Executive	Hours	75,717	71,537	102,944
Non-Executive	Hours	96,696	118,006	94,576
Total hours of training by employee category	Hours	194,891	212,572	225,232
Community Investment ⁴				
Total amount of investment in the community where the target beneficiaries are external to the listed issuer	MYR	72,399,562	55,368,360	55,876,100
Total beneficiaries of the investment in communities	Number	24,526	272,610	173,061

^{1.} EMEA stands for Europe, Middle East and Africa.
 ^{2.} Metrics of employee categories by age and gender exclude PNG and SI, the United Kingdom (UK), and The Netherlands in FY2023, and the UK and the Netherlands in FY2024, due to privacy regulations and data limitations.
 ^{3.} FY2023 data was not recorded in our internal monitoring system.
 ^{4.} Investment in categories such as Education, Environment, and Community & Health for Malaysia, Indonesia and PNG and SI.

Responsible Business Practice

SUSTAINABILITY CERTIFICATION				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Sustainability Certification				
Certification Status (RSPO)-Certified Guthrie Mills				
Total RSPO-certified mills	Number	67	65	63
	%	100	100	100
Total number of mills using the segregated and identity preserved model	Number	38	34	41
	%	57	54	65
Total number of mills using the mass balance model	Number	29	29	22
	%	43	46	35
RSPO-Certified Guthrie Estates				
Total RSPO-certified estates	Number	234	230	230
	%	99	99	99
Total land area planted with oil palm	Hectare	613,719	610,976	557,258
Total RSPO-certified land area	Hectare	600,462	601,007	546,194
	%	98	98	98
RSPO Certification Downstream				
Total RSPO-certified operations	Number	14	14	14
	%	100	100	100
Malaysian Sustainable Palm Oil (MSPO) Certification Upstream				
Total MSPO-certified mills	Number	33	31	31
	%	100	100	100
MSPO Certification Downstream				
Total MSPO-certified operations ¹	Number	6	6	6
	%	100	100	100
Indonesian Sustainable Palm Oil (ISPO) Certification Upstream				
Total ISPO-certified mills	Number	20	20	20
	%	100	100	100
Total ISPO-certified estates	Number	61	58	59
	%	100	97	100
International Sustainability and Carbon Certification (ISCC) Certification				
ISCC-certified mills	Number	0	18	22
ISCC-certified facilities	Number	2	2	8

^{1.} Operations refer to SD Guthrie International refineries, biodiesel plant and kernel crushing plants.

Responsible Business Practice

GOVERNANCE AND ANTI-CORRUPTION				
Indicator	Measurement unit	FY2023	FY2024	FY2025
Operations Assessed for Corruption				
Operations assessed for corruption related risks	%	100	100	100
Confirmed incidents of corruption and actions taken	Number	27	10	39
Training on Anti-Corruption ¹				
Senior Management	%	100	55	57
Management	%	100	43	55
Executive	%	100	36	42
Non-Executive	%	79	3	2

¹. FY2023 figure includes Head Office employees only and infographic email blast was considered as one of the modes of training. FY2024 and FY2025 figures include group-wide employees.

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