










STAKEHOLDER ENGAGEMENT

| Stakeholder group | Channels and Frequency of Engagements | Key Concerns | Our Response | Value Created for Stakeholders | Value Created for IOI |
|---|---|---|--|---|--|
|  <p>Employees</p> <p>Why We Engage: Our workforce forms the backbone of our business operations.</p> | <ul style="list-style-type: none"> Intranet, newsletters and email broadcasts – frequent updates Training programmes – ongoing Annual performance appraisal – annually Town halls, recreational, sports, festive occasions and get-together events – annually Regular meetings: Joint Consultative Committee - quarterly, morning muster – ongoing Management review meeting – annually Platforms to encourage opinion sharing including working committee and WhatsApp groups – ongoing | <ul style="list-style-type: none"> Fair remuneration Workers welfare Worker health, safety and wellbeing especially on medical benefits Decent living condition Being able to voice their concerns and collective bargaining | <ul style="list-style-type: none"> Employment contract, bonus, overtime and leave pay calculations for workers Transparent engagements between management and employee via performance evaluation Employee benefits like education, flexi hours, leaves, and medical coverage Support freedom of association, collective bargaining and available channels of communication (committee, grievance procedures) to voice their concerns Reviews and monitors labour policies, standards and practices are implemented Donations and aids to employees affected by natural disasters Safety campaigns, working committee meetings on Safety & Health as well as training & provisions of Personal Protective Equipment | <ul style="list-style-type: none"> Provide a conducive and safe working environment Improve employee morale through working with a responsible and sustainable company Enhancement in working skills for workers and employees through capacity building and training | <ul style="list-style-type: none"> Have a stable workforce which forms the backbone for responsible and sustainable operation Employees make valuable contributions to deliver on business strategy, achieve strategic goals and as brand custodians |
|  <p>Customers</p> <p>Why We Engage: Business growth depends on our customers to support our products.</p> | <ul style="list-style-type: none"> Regular announcement and updates in email and website update – as and when required Feedback channels – ongoing Meetings and site visit – as and when required Assessment and surveys programmes – as and when required Palm Oil Dashboard updates – frequent updates Trade exhibitions and forums – annually | <ul style="list-style-type: none"> Consistent and timely product delivery Adoption of sustainability practices throughout the entire supply chain Sustainable product innovation High environmental, social and governance standards Opportunities for project collaboration and co-creation Stable Market supply | <ul style="list-style-type: none"> Actively engage with customers to meet their specific product requirements for their products and to develop innovative products to help them expand their business Submission of responses to sustainability assessments and ratings, undertaken sustainability certification Periodic stakeholder events and activities Regular announcement and updates in websites and dashboard Annual customer survey | <ul style="list-style-type: none"> Minimise the risk of non-compliance with customer requirements Improve product and brand reputation through high standards for quality and sustainability Enhanced transparency regarding business practices. Sourcing of sustainable raw material for product assurance | <ul style="list-style-type: none"> The Group's economic growth depends on the people that buys our products and support our business Consistent outlet to ensure continuous and productive operation |
|  <p>Communities</p> <p>Why We Engage: IOI business relies on the support of communities where we operate.</p> | <ul style="list-style-type: none"> Meeting and discussions – annually Yayasan community outreach programmes – ongoing Impact assessment and HCV assessment – as and when required Community visits and regular dialogues with community groups – as and when required Conflict resolution and grievance mechanism – as and when required | <ul style="list-style-type: none"> Fair dispute settlement Respectful and mutually beneficial relationship based on FPIC principle Responsible Operational Management – no negative social or environmental impacts Livelihood improvement through shared benefits and Corporate Social Responsibility ("CSR") | <ul style="list-style-type: none"> Proactive community investment and corporate social responsibilities, provide relief and assistance in the event of a natural disaster which affected nearby community Consult closely with communities for any activity that can affect their livelihood Capacity building for the community as well as engagements and awareness events Provide job opportunity for the communities | <ul style="list-style-type: none"> Improvement in socio-economic through business opportunities, employment, and infrastructure development | <ul style="list-style-type: none"> Support from our communities where we operate impacts positively on our business flow Strong community support enhances IOI's brand reputation |



STAKEHOLDER ENGAGEMENT

| Stakeholder group | Channels and Frequency of Engagements | Key Concerns | Our Response | Value Created for Stakeholders | Value Created for IOI |
|---|--|---|---|--|--|
|  Suppliers Why We Engage: Our suppliers provide critical inputs for our business to operate. | <ul style="list-style-type: none"> Capacity building workshop – annually Engagement with suppliers – as and when required Supplier adoption of NDPE requirements – ongoing Digital engagement tool – ongoing Workshops and focus sessions – ongoing Grievance mechanism and progress reporting – as and when required | <ul style="list-style-type: none"> Support in addressing matter to NDPE Fairness and transparency in our procurement practices Prompt and impartial feedback on the quality of raw materials/ services supplied Traceability of raw material | <ul style="list-style-type: none"> Communicate on best practices, direct dialogue in supply chain seminars, workshop and assist suppliers in adopting NDPE requirements as well as all commitments in SPOP Risk review to identified high-risk mills Regular updates in websites progress updates in grievance list and dashboard Consistent feedback and annual supplier survey | <ul style="list-style-type: none"> Business opportunities and better economy of scale Fair and transparent business relationship in accordance with internationally recognised practices Sharing of experience and knowledge on best practices Awareness on the value of sustainability and contribution to market expansion | <ul style="list-style-type: none"> Stable, traceable sourcing and adoption of our sustainability commitments Quality improvements |
|  Regulators Why We Engage: Regulatory environment enables business resilience. | <ul style="list-style-type: none"> Meeting and discussions – as and when required Submission of audits and verification reports as required by regulatory bodies – ongoing Forums and workshops – as and when required | <ul style="list-style-type: none"> Legal and regulatory compliance Statutory reporting Constructive consultation and feedback Opportunities for collaboration | <ul style="list-style-type: none"> Participating in dialogues and task force to support development of policies & guidelines Regulatory compliance that enables a thriving economy and society Conducting audits and monitoring to ensure compliances at all times Alignment of sustainability initiatives/strategies with UN SDGs and national strategies | <ul style="list-style-type: none"> High level of compliance in accordance to local and international standards ensures all parties are protected Becomes a role model of high-level regulatory compliance in the industry | <ul style="list-style-type: none"> An enabling regulatory system ensures IOI can operate in a sound and stable business, reduces risk and promotes an economy in which all stakeholders prosper |
|  Shareholders & Investors Why We Engage: Investors provide a vital and stable source of financial capital. | <ul style="list-style-type: none"> Annual Report and Sustainability Report – annually Audits, Annual General Meeting, other meetings and visits – as scheduled Announcements and updates via emails, websites – as and when required Sustainability assessments and feedback – as and when required | <ul style="list-style-type: none"> Return on investment Good governance and risk management framework Stable long-term economic performance Green and responsible investment | <ul style="list-style-type: none"> Constituent company in FTSE4Good Index Series Submission and performance reviews in global sustainability indices and evaluations Updates in websites and dashboard Responses to enquiries and requests for interviews and other input | <ul style="list-style-type: none"> Provide a consistent return on investment Low risk of business disruption due to non-compliance. Sustainable profit for shareholders | <ul style="list-style-type: none"> The financial capital we source from our investors enable business continuity and growth, including strategic and sustainable investments |
|  Industry Association/ Civil Society Why We Engage: Industry association and civil society groups are platforms for collaboration on key topics. | <ul style="list-style-type: none"> Dialogues, meetings, visits and participation in conferences - as and when required Email and website update – as and when required Feedback channels – ongoing Sustainability assessments including discussions and feedbacks on their methodology – as and when required Palm Oil Dashboard updates – quarterly Grievance mechanism and progress reporting – ongoing Multi-stakeholder forums and workshops – annually | <ul style="list-style-type: none"> Responsible and transparent business practices including traceability Responsible social and environmental management Open & Inclusive Good governance, common industry interest and benchmarking in the areas of sustainability amongst industry members Opportunities for collaboration | <ul style="list-style-type: none"> Stakeholder events & verification visits Partnership and collaboration, eg. in projects focused on critical sustainability issues like traceability for 3rd party suppliers Active engagement and submission of annual sustainability assessments and ratings Enhanced sustainability implementations via feedback and responses & sharing of best practices Participation in organisations (executive committee for High Carbon Stock Approach ("HCSA"), working groups (RSPO, MSPO, national steering committee for HCV) and conferences | <ul style="list-style-type: none"> Understand the industry's concerns and issues through engagement and participation in various industry associations Collaborate with industry association/civil society to create a balanced and sustainable commodity for the market | <ul style="list-style-type: none"> Industry association where groups having common interest areas give a stronger voice for the industry, liaise better with governmental agencies and share inter-regional matters for the betterment of the industry Best sustainability management practices can be developed holistically through support from civil societies and industry associations |