2024 SUSTAINABILITY REPORT

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MEDCOENERGI

Energy for Growth

PT Medco Energi Internasional Tbk

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MedcoEnergi employees participating in 2024-2025 Campaign 'Less Wastes More Trees' Muara Baru Village, Karawang, West Java.

For further information, please visit www.medcoenergi.com

Author:
MedcoEnergi 2024 Sustainability Report Team

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PT Axioma Grafis Indonesia

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PT Medco Energi Internasional Tbk

Address:
PT Medco Energi Internasional Tbk
The Energy Building 53rd Floor
SCBD Lot 11A
Jl. Jend. Sudirman, Kav. 52-53
Jakarta 12190, Indonesia
Tel. : (62-21) 2995 3000
Fax. : (62-21) 2995 3001
www.medcoenergi.com

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Energy for Growth

In 2024, MedcoEnergi reinforced its position as a leading energy and natural resources company through a diversified portfolio in Oil & Gas, Clean Power and Copper & Gold Mining[1] across Southeast Asia and the Middle East.

Our dedication to environmental, social and governance initiatives and commitment to sustainability are well recognised by international ESG rating agencies. To maintain this trajectory we continue to set ourselves challenging targets to improve operational excellence, safety and financial performance and our community contribution, in order to position MedcoEnergi as a leading sustainable energy company and one of Southeast Asia's largest independent energy companies.

MEDCOENERGI | SUSTAINABLE DEVELOPMENT GOALS

We support the Sustainable Development Goals

CDP Discloser 2024

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

ibcsd

MedcoEnergi is a co-founder of the Indonesia Business Council for Sustainable Development, the Indonesian chapter of the World Business Council for Sustainability Development (WBCSD)

Rated MORNINGSTAR | SUSTAINALYTICS

In May 2024, PT Medco Energi Internasional, Tbk. was ranked 22 company in Oil & Gas Producers out of 294 by Morningstar Sustainalytics in terms of risk of experiencing material financial impacts from ESG factors. In no event the 2024 Sustainability Report shall be construed as investment advice or expert opinion as defined by the applicable legislation. The information contained or reflected herein is not directed to or intended for use or distribution to India-based clients or users and its distribution to Indian resident individuals or entities is not permitted, and Morningstar/ Sustainalytics accepts no responsibility or liability whatsoever for the actions of third parties in this respect.

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MSCI ESG RATINGS AA

CCC	B	BB	BBB	A	AA	AAA

As of 2024, PT Medco Energi Internasional, Tbk. received an MSCI ESG Rating of AA.

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1 Considering the non-controlling nature of our interest, we do not include AMMN Environmental, Social and Governance (ESG) activities in this Sustainability Report.

This picture is the 2nd winner under the 'Environment & Climate Change' category of the MedcoEnergi 2024 Photography Competition

About This Report

MedcoEnergi publishes an annual Sustainability Report to communicate the Company's policies and approach to sustainable development and to disclose its economic, social, environmental and governance performance.

This report covers MedcoEnergi's activities and performance per material topic between the period of 1 January and 31 December 2024 and provides progress updates on the action plans established to achieve our short, medium and long term sustainability objectives. A summary of the achievements and challenges for 2024 can be found on page 23-24.

This report was prepared in accordance with the 2021 Global Reporting Initiative (GRI) Standards and its subsequent updates and demonstrates the linkage between MedcoEnergi's sustainability performance and the United Nations' Sustainable Development Goals. Unless otherwise stated we use definitions as set out in the GRI Standards. The GRI Performance Data and GRI Index are accessible through this link: https://www.medcoenergi.com/en/publication/sustainability-reports/ or through MedcoEnergi's website: www.medcoenergi.com.

Please contact investor.relations@medcoenergi.com for queries related to the report.

Reporting Assurance

MedcoEnergi engaged KAP Purwantono, Sungkoro & Surja (A member firm of Ernst & Young Global Limited, or 'KAP PSS - EY') to undertake limited assurance over selected disclosures in the sustainability report.

The number of data indicators disclosed and assured by KAP PSS - EY has increased from 96 in 2023 to 101 in this 2024 report. The Company will continue to enhance disclosure and increase the number of assured indicators once reliable and consistent data collection can be maintained across reporting units.

KAP PSS - EY Limited Assurance Statement

Scope and Limited Assurance on the Sustainability Report

The scope of KAP PSS - EY's limited assurance on the 2024 sustainability report was limited to a selection of 101 subject matter information contained in the sustainability report and GRI Performance Data (https://www.medcoenergi.com/en/publication/sustainability-reports/).

KAP PSS - EY's Conclusion Statement

KAP PSS - EY undertook a limited assurance as defined by Standards on Assurance Engagement (SAE) 3000[1] (Revised 2022) (Assurance Engagements Other than Audits or Reviews of Historical Financial Information) and SAE 3410 (Assurance Engagements on Greenhouse Gas Statements) established by the Indonesian Institute of Certified Public Accountants (IICPA) over selected sustainability disclosures in the sustainability report as disclosed in the Appendix 1 of KAP PSS - EY's independent limited assurance report. Based on KAP PSS - EY's procedures and the evidence obtained, nothing has come to KAP PSS - EY's attention that causes KAP PSS - EY to believe that the accompanying Subject Matter Information is not prepared and presented, in all material respects, in accordance with the Criteria.

KAP PSS - EY's independent limited assurance report to the Management of MedcoEnergi is available in the company's website (https://www.medcoenergi.com/en/publication/sustainability-reports/).

1 SAE 3000 is the Indonesian adopted version of International Standards on Assurance Engagement (ISAE) 3000.

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Forel Platform and Marlin Natuna FPSO, South Natuna Sea Block B, Riau Islands, Indonesia

Messages from the Chairwoman

Yani Y. Panigoro
President Commissioner

MedcoEnergi is committed to supplying affordable, reliable and sustainable energy whilst maintaining ESG leadership, implementing prudent operations and managing risks to create long term value.

Our company's 45-year journey has been driven by our people's strength, dedication and consistent delivery of excellence. We have built a strong foundation of sustainability principles and made continued efforts to integrate them into our business. This is fundamental as we face global and regional challenges and opportunities in climate change, geopolitical complexities, human rights, digital transformation and market volatility.

Whilst driving our business growth, we strive to maintain ESG leadership by involving our stakeholders. We value their inputs through inclusive consultations to understand their views on sustainability and continuously improve our initiatives towards achieving our goals. For these reasons, we have intensified our efforts to develop partnerships and collaborations with various stakeholders to advance growth in sustainability.

These collective efforts have enabled us to progress our climate actions, strengthen our human rights commitment, and deliver world-class safety performance. For example, in 2024, we disclosed our Scope 3 greenhouse gas (GHG) emissions to better understand the impacts across our value chain. We are also developing our Just Transition Plan, which is based on our standalone Human Rights Policy. We are also building more programmes throughout the organisation to broaden our understanding of sustainability and climate-related issues. As a result, our dedication to sustainability has been recognised through our improved MSCI ESG rating[1] from "A" to "AA", placing us in the "Leader" category of oil and gas exploration and production.

Looking ahead, we remain focused on keeping pace with emerging global expectations related to sustainability disclosures. Understanding that the adoption of the sustainability and climate-related financial disclosure IFRS S1 and S2[2] by our host governments is forthcoming, we are advancing our quantitative assessments of climate risks and opportunities and strengthening our understanding of the financial impacts on our assets. In parallel, we have also been taking actions to mitigate these impacts. Furthermore, we are anticipating the recommendations of TNFD[3] as the nature-related financial disclosures framework and identifying the steps needed to align with them.

Our 45-year journey testifies to our commitment to address the energy trilemma[4] by supplying affordable, reliable, and sustainable energy to meet the demands for development and growth in the countries we are present. I would like to express my sincerest gratitude to our dedicated employees, valued stakeholders, and esteemed business partners, whose contributions have been instrumental to our achievements: they have stood by us through thick and thin. Please continue this journey with us in our concerted efforts and collaboration to overcome the evolving challenges of sustainability and create lasting value for the communities we serve.

Yani Y. Panigoro
President Commissioner

1 MSCI ESG Ratings measure a company's management of long-term, financially relevant ESG risks and opportuni-ties. Companies are rated on a scale of AAA (leader) to CCC (laggard). The information can be accessed at http://www.msci.com.
2 International Financial Reporting Standards (IFRS) S1 and S2 are global sustainability reporting standards issued by the International Sustainability Standards Board (ISSB). https://www.ifrs.org
3 The Taskforce on Nature-related Financial Disclosures (TNFD) is a framework that guides entities to identify, as-sess, and disclose nature-related risks and opportunities.
4 The World Energy Council definition of the energy trilemma is available at https://www.worldenergy.org/transition-toolkit/world-energy-trilemma-framework.

Letter from the Board

Roberto Lorato
Director & Chief Executive Officer

Anthony R. Mathias
Director & Chief Financial Officer

Hilmi Panigoro
President Director

Amri Siahaan
Director & Chief Administrative Officer

Ronald Gunawan
Director & Chief Operating Officer

Shaping the Future of Energy through Strategic Growth, Leadership, and Sustainability

From our beginnings as a local energy venture in 1980, we have evolved into a pioneering force across Southeast Asia and beyond. Over 45 years, our capabilities have grown across the energy value chain through a diversified portfolio spanning Oil & Gas, clean & renewable power, and copper & gold mining. This growth has been fuelled by our people and a deep-rooted commitment to sustainability that have shaped our leadership development, succession planning, and global exposure. We have advanced this commitment through the Medco Leadership Behavior (MLB) programme, which develops leadership and prepares future leaders.

Now, in the second year of our Sustainability Roadmap 2023 – 2027, we remain committed to achieving all targets and sustainability-related key performance indicators. As part of the roadmap, we have been delivering comprehensive sustainability and climate training programmes across all levels of our organisation since 2023, with more than 3,000 employees participating. In 2024, we successfully consolidated various human rights related policies and procedures into a corporate-level standalone Human Rights Policy, which has laid the foundation for our Just Transition Plan. We have also strengthened our digital infrastructures, creating an agile IT system, that increases resilience and improves our ability to manage crises. We are also on track to achieve our climate interim targets; these are critical milestones on our path towards net zero aligned with our climate change strategies. Further reinforcing our plans, we have begun disclosing our Scope 3 GHG emissions.

Our Company continues to support Indonesia's Enhanced Nationally Determined Contribution (NDCs) and regional energy demand as we respond to growing global and regional challenges and opportunities. In our Power business, we are expanding our footprint in renewable energy. In line with our commitment to decarbonise, we reached mechanical completion in Ijen Geothermal Phase 1, with commercial operations starting in early 2025. We also secured a new geothermal exploration award in Samosir, North Sumatra. Our consortium was awarded a conditional import license for the Bulan Solar Project, a landmark collaboration between Indonesia and Singapore that fosters regional cooperation and private sector engagements. This aligns with COP29's call to strengthen the role of Regional Collaboration Centres to advance the Paris Agreement.

People, Partnership and Progress

Our sustainability commitments include our people, supply chain, governance, community engagements and partnerships. This is why we have strengthened our workplace culture by initiating the Respectful Workplace Program, which promotes inclusivity, mutual respect, and a professional work environment, reinforcing a culture where every employee is valued and supported.

In our supply chain, we have expanded opportunities for local vendors and embedded stronger sustainability measures through a standardised contract template incorporating both sustainability and human rights policies. Moreover, our Conflict-of-Interest Declarations now reinforce our ethical expectations for all service contractors throughout our operations in Indonesia.

Our community approaches now incorporate stakeholder perspectives into our materiality assessments and Human Rights Policy. We have also quantified our social impacts through a "Social Return on Investment" methodology to provide clearer views of how our programmes benefit local communities.

Partnerships remain central to our sustainable growth strategies, allowing us to better navigate the energy transition. As part of the Government of Indonesia's delegation at COP29, we shared our approaches to reduce emissions, transit to low-carbon energy, and manage physical climate risks whilst strengthening our global network. Our new UN Global Compact membership reinforces integrity practices and our network with UN agencies. We have also proactively participated in regional sustainability and energy forums to work alongside industry leaders to advance shared goals.

Sustaining Operational Excellence

Our focus on operational excellence is evident in our health, safety, and environmental (HSE) and reliability performance. In 2024, we maintained zero fatalities and a consistently low Total Recordable Incident Rate (TRIR). Our Oil & Gas business achieved a TRIR of 0.10. This outperforms industry benchmarks, such as the 2023 IOGP overall rate of 0.84, the IOGP Asia/Australasia rate of 0.66, and the national rate of 0.22, proving our adherence to world-class safety standards. Our performance in managing financially relevant ESG risks and opportunities is recognised by external stakeholders through our improved MSCI rating: from "A" to "AA", which places us in the leader category. We have also maintained our CDP rating of "B" and a "medium risk" rating from Sustainalytics.

To sustain this performance and support our broader ESG goals, we continue to strengthen our internal capabilities. This includes global certifications for senior leaders; e-learning modules covering the fundamentals of sustainability and climate change topics for all staff levels (including renewables, low-carbon technologies); and Carbon Capture, Utilization, and Storage (CCUS). To further reinforce governance, we have enhanced our business ethics oversight by establishing the Corporate Ethics and Compliance Committee, chaired by the Chief Administrative Officer (CAO) and reporting to the wider BOD.

Our Journey to Enhance Disclosures and Manage Risks

We continue to improve our sustainability disclosure practices and manage risks to align with evolving global standards and respond to more stringent requirements, including those set out in International Financial Reporting Standards (IFRS) S1 and S2. As part of this commitment, not only are we expanding the scope of our Climate Change Risk Assessments (CCRAs) to include a broader range of assets, but we are also conducting comprehensive quantitative analyses of both physical and transition risks. In addition, we have developed CCRA guidelines to ensure that future assessments, aligned with global standards, are carried out consistently. This reflects our commitment to continuously improve in these areas. These efforts will ensure that we understand the financial implications of climate change more deeply and formulate effective strategies to mitigate its impact.

The way we manage our risks extends beyond climate-related issues to encompass broader sustainability aspects integrated throughout our business processes. As we prepare to align our practices with the TNFD recommendations, we have begun assessing internal gaps and benchmarking exercises. These efforts underscore our commitment to global sustainability standards and stakeholder expectations.

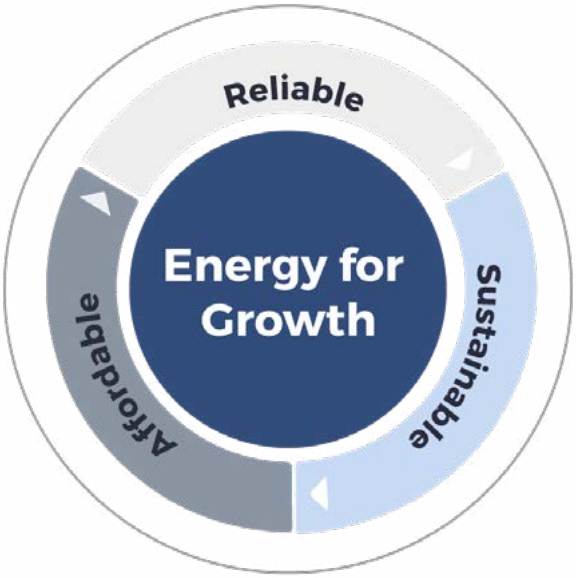
Fostering Energy for Growth

MedcoEnergi is committed to delivering value by enhancing transparency, disclosures, and ESG leadership. For this reason, we continue to implement our climate actions to support the transition to a lower-carbon energy mix to drive sustainable energy for growth.

We are proud of our achievements and recognise our people's contributions as the driving force behind our success. We therefore extend our gratitude to our shareholders as well as host governments and communities around our operational areas for their support and confidence in our vision. We remain committed to providing benefits for all stakeholders and invite you to join us in building a sustainable future together.

Hilmi Panigoro
President Director

Roberto Lorato
Director & Chief Executive Officer



Soehanah Rig, Western Hub Belida Field, South Natuna Sea Block B, Indonesia

This picture is one of the entries in the 'Business & Assets' category of the MedcoEnergi 2024 Photography Competition

Our Year in Summary

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Night Operations in Block A, Aceh, Indonesia

This picture is the 1st winner under the 'Business & Assets' category of the MedcoEnergi 2024 Photography Competition

Improving Our Economic Performance

As a leading Southeast Asian energy natural resources company, we strive to build long-term values for our stakeholders by conducting our business with the utmost integrity and transparency.

Description	2022	2023	2024
Production[1]	**163 mbopd** Oil & Gas **3,993 GWh** Total IPP Sold	**160 mbopd** Oil & Gas **4,155 GWh** Total IPP Sold	**152 mbopd** Oil & Gas **4,108 GWh** Total IPP Sold
Revenue[1] **(USD)**	**2,312,227,602**	**2,249,337,578**	**2,339,190,555**
Net Profit/(Loss)[2] **(USD)**	**530,882,676**	**330,675,261**	**367,358,268**
Third Party Supplier Breakdown[3] **(USD)**	**157,045,120 (83%)** Indonesia **33,105,393 (17%)** International	**198,269,182 (80%)** Indonesia **49,873,090 (20%)** International	**272,393,462 (89%)** Indonesia **33,434,661 (11%)** International
New and Renewable Energy Products	**Sumbawa Solar PV Project** 26 MWp, solar PV facility		**Bulan Solar PV Project** 2,000 MWp, solar PV facility **East Bali Solar PV Project** 25 MWp, solar PV facility
	Cibalapulang and Pusaka Parahiangan Mini Hydropower Two 9 MW mini-hydropower plants in West Java **Sarulla Geothermal Project** 330 MW geothermal power plant located in North Sumatra		

Description		2022	2023	2024
Oil & Gas Production (mbopd)	Target	160	160	145-150
	Realisation	163	160	152
Oil & Gas Capital Expenditure (million USD)	Target	250	250	350
	Realisation	269	261	365
Power Sales (in GWh)	Target	4,000	4,000	4,100
	Realisation	3,993	4,155	4,108
Power Capital Expenditure (million USD)	Target	80	80	80
	Realisation	33	72	71

1 Production figures are net working interest and aligned with the MedcoEnergi 2024 Annual Report.
2 Based on Indonesia Statement of Financial Accounting Standards.
3 Based on third-parties Trade Payable data

Enhancing Our Environmental Safeguards

Our environmental safeguards include managing our greenhouse gas emissions, energy usage, and resource consumption to minimize environmental impact and protect the surrounding biodiversity. Further details regarding our efforts can be read in Chapter 6 and 7.

Description	2022	2023	2024
Emissions (Scope 1 and Scope 2) (million tCO_2e)	**4.4** Oil & Gas **1.4** Power	**4.2 (-3%)** Oil & Gas **1.4 (+4%)** Power	**3.8 (-11%)**[1] Oil & Gas **1.4 (-3%)** Power
Energy Consumption (million GJ)	**37.0** Oil & Gas **14.4** Power	**38.7 (+5%)** Oil & Gas **15.1 (+5%)** Power	**36.0 (-7%)** Oil & Gas **14.6 (-4%)** Power
Water Withdrawal (thousand m^3)	**47,702** Oil & Gas[2] **259,810** Power[3]	**46,951 (-2%)** Oil & Gas[2] **195,645 (-25%)** Power[3]	**49,533 (+6%)** Oil & Gas[2] **255,105 (+30%)** Power[3]
Non-hazardous Waste Generation (tonnes)	**1,242** Oil & Gas **67** Power	**1,174 (-5%)** Oil & Gas **74 (+10%)** Power	**1,259 (+7%)** Oil & Gas **78 (+5%)** Power
Hazardous Waste Generation (tonnes)	**4,324** Oil & Gas **45** Power	**6,161 (+43%)** Oil & Gas **101 (+124%)** Power	**5,125 (-17%)** Oil & Gas **50 (-51%)** Power
Biodiversity and Conservation Initiatives	**236 hectares** Total planted area for regulatory requirements[4] **17 hectares** Total planted area beyond regulatory requirements	**205 hectares** Total planted area for regulatory requirements[4] **17 hectares** Total planted area beyond regulatory requirements[5]	**249 hectares** Total planted area for regulatory requirements[4] **10 hectares** Total planted area beyond regulatory requirements

For the information on year-on-year changes and restatement of Water, Waste and Biodiversity Data, please refer to Chapter 7: Enhancing Our Environmental and Social Safeguards page 96.

1 The total values of Scope 1 and Scope 2 GHG emissions have been assured, and we performed internal calculations on the performance of the Scope 1 and Scope 2 GHG emission reductions. Different methods are used to calculate Scope 2 GHG emissions in 2023 and 2024. We disclose percentage reduction using Location Based Method for 2023 and Market Based Method for 2024 to incorporate Renewable Energy Certificate (REC) purchase in 2024.
2 In-scope water withdrawals for Oil & Gas include fresh surface water, groundwater, third-party water use, seawater, and produced water
3 In-scope water withdrawals for power include fresh surface water, groundwater, third-party water use, and seawater
4 Regulatory requirements include revegetation according to the Forest Area Usage Approval (PPKH) for domestic Oil & Gas assets and environmental permits (SKKL) specific to Corridor
5 We conducted a major planting activity beyond the regulatory requirement in 2023 under the Medco & I - Two Trees programme, but the planted area is excluded from this total.

Supporting Our Local Communities

We implement community development programmes aimed at fostering self-reliance and resilience, with a focus on sustainable livelihoods and infrastructure development. Further details regarding our programmes can be read in Chapter 9. The following table summarise MedcoEnergi's support over the past three years:

Description	2022	2023	2024
Total Funding for Community Development Programme (USD)	2,304,408	1,812,866 (↓21%)	2,531,162 (↑40%)

MedcoEnergi has implemented programmes and initiatives to address various local needs, including:

Promoting Women's Economic Empowerment and Community Resilience

- Empowered female farmers in East Aceh, Indonesia through sustainable food yard programmes across Alue Siwah Serdang Village (Nurussalam District) and Panton Rayeuk T Village (Banda Alam District), forming two women farmer groups to strengthen food security and household income.
- Trained 30 women in Mamburungan and Mamburungan Timur villages, Tarakan, North Kalimantan, Indonesia in *Amplang* (traditional fish crackers) production, transforming low-value fish into marketable products and creating new income streams.

Expanding Literacy and Skills Development

- Established in 2019 and 2022, the two RPIA centres in Aceh, Indonesia, run in collaboration with the Medco Foundation, remain active through 2024, welcoming 942 direct beneficiaries while continuing to support women and children in the surrounding communities and engaging local residents as facilitators and literacy instructors.
- Implemented the Learning Space Development Project at Banhadsairi School, Chumphon, Thailand to create a safe and engaging learning environment that emphasises hands-on experiences and agricultural career skills.

Strengthening Community Health and Wellbeing

- Combated stunting and malnutrition through our Nutrition Shelter (*Pos Gizi*) programme, reaching over 5,000 beneficiaries across five South Sumatra, Indonesia villages.
- Improved living conditions in Tangerang, Indonesia through the Decent Housing Programme, renovating 39 homes with support from 460 Medco employee volunteers.

Infrastructure Development for Community Resilience

- Enhanced clean water access and community resilience in Bangkanai and Palembang, Indonesia by constructing clean water facilities.
- Improved transportation infrastructure in Waringinsari Village, Cianjur Regency, West Java, Indonesia through material donations for road restoration, addressing deteriorated conditions that hindered both operational activities and community mobility.

Encouraging teachers and students to conduct mangrove cultivation at Adiwiyata Schools Anambas, Indonesia

This picture is one of the entries in the 'Environment & Climate Change' category of the MedcoEnergi 2024 Photography Competition

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Ijen Geothermal IPP, East Java, Indonesia

This picture is the 3rd winner under the 'Business & Assets' category of the MedcoEnergi 2024 Photography Competition

MedcoEnergi in Brief

MedcoEnergi is a leading Southeast Asian energy and natural resources company listed on the Indonesia Stock Exchange (MEDC-IDX), focused on three key business sectors – Oil & Gas, Clean Power and Copper and Gold Mining. MedcoEnergi produces oil and gas primarily in Indonesia as well as in Oman, Thailand and Yemen. The Group owns and operates gas, solar photovoltaic (PV), geothermal and mini hydro power plants in Indonesia through Medco Power Indonesia. It also owns a 20.9% non-consolidated interest in Amman Mineral Internasional (AMMN-IDX), a publicly listed Indonesian copper and gold company. However, considering the non-controlling nature of our interest, we do not include AMMN Environmental, Social and Governance (ESG) activities in this Sustainability Report.

MedcoEnergi has interests in 16 oil and gas properties in Indonesia, 12 of which are producing. Internationally the Company has interests in 10 oil and gas properties, with 4 currently in production, along with an exploration asset in Oman and a development asset in Tanzania. In 2024, MedcoEnergi's average oil and gas production was 152 mboepd, comprising 73% gas and 27% liquids.

Key projects contributing to the success in 2024 included the completion of the West Belut Project in South Natuna Sea Block B, drilling, well intervention and debottlenecking programs in Corridor, Senoro, Madura Offshore, Bualuang, as well as the full-year contribution from the successful acquisition in Oman. Unit costs were US$8.2 per boe, within the Company's long-term sub US$10 per boe commitment.

In 2024, MedcoEnergi divested two assets: the Company sold its holding in Contract Area 47, Libya to the National Oil Corporation of Libya (NOC), and its stake in Ophir Vietnam Block 12W to Bitexco Energy Company Ltd. Additionally, MedcoEnergi also continued the relinquishment process of two deepwater exploration licenses in Mexico, Blocks 10 and 12, expected to be completed in 2025.

MedcoEnergi is a leading operator of clean and renewable energy in Indonesia through its subsidiary Medco Power Indonesia (Medco Power). Medco Power owns and operates 14 gas, solar PV, geothermal and mini hydro power Independent Power Producers (IPPs), and provides Operational and Maintenance services to its own and third-party power plants on the Indonesian islands of Bali, Batam, Java, Sumatra and Sumbawa.

In 2024, Power sales were 4,108 GWh in 2024, with 20% from renewable sources and 80% from gas-fired facilities. Medco Power's Ijen Geothermal project has reached mechanical completion in December 2024 and began commercial operations in February 2025. The 25 MW East Bali Solar PV and the 39 MW Energi Listrik Batam (ELB) combined cycle power projects are also on track for commercial operation in 2025.

In 2024, Medco Power and its partners were awarded a conditional import license by the Energy Market Authority of Singapore for 600 MW of solar power to Singapore via the Bulan Solar PV project. The Bulan project will be one of the largest solar power projects in Southeast Asia and will also lead to increased Indonesian capacity for PV manufacturing and deployment, as well as energy storage systems.

Block A, Aceh, Indonesia

Amman Mineral Internasional ("AMMN"), a world-class Indonesian copper and gold company, debuted on the Indonesia Stock Exchange in July 2023. In September 2024, AMMN's subsidiary PT Amman Mineral Nusa Tenggara inaugurated a new copper concentrate smelter. The smelter has an annual processing capacity of 900,000 tonnes of copper concentrate sourced from the Batu Hijau mine and the future Elang mine. It is designed to produce up to 222 kilotonnes per year of Grade A LME copper cathodes and 830 kilotonnes per year of sulfuric acid.

Additionally, its precious metals refinery will yield 18 tonnes of gold bars, 55 tonnes of silver bars, and other by-products. The smelter's primary equipment was successfully commissioned in December 2024, production of first cathode copper expected Q1 2025. Amman also owns Elang, one of the world's largest undeveloped copper–gold porphyry deposits.

MedcoEnergi prioritizes the health and safety of its workers, implements a clear sustainability strategy, maintains a strong record in Environmental, Social and Governance (ESG) performance.

MedcoEnergi ranks in the top quartile among its oil and gas sector peers. In 2024, the Company held a 29.6 (medium risk) rating from Sustainalytics, B from CDP and AA from MSCI. MedcoEnergi remains on track to achieve its goals of reaching net zero greenhouse gas (GHG) emissions for Scope 1 and Scope 2 by 2050 and Scope 3 by 2060. The Company is also investing in energy transition capabilities through development of its diverse workforce.

MedcoEnergi is delivering strong financial performance. The Company's healthy shareholder returns reflect its financial discipline and profitability improvements. In 2024, Fitch and S&P Global upgraded the Company's credit rating to BB- from B+, Moody's improved the Company's outlook from stable to positive, while Pefindo reaffirmed its idAA- stance.

In 2024, MedcoEnergi paid a final dividend of US$45 million and an interim 2024 dividend of US$25 million. The Company will finalize a second 2024 dividend at the Annual General Meeting of Shareholders (AGMS) in 2025.

2024 Sustainability Performance at a Glance

Highlights

Environmental, Climate Change and Energy Transition

- Disclosed and externally assured Scope 3 GHG emissions.
- Achieved the 2025 interim targets from base year 2019 for our Oil & Gas Scope 1 and 2 GHG and methane emissions reduction. On track to achieve our 2030 interim targets to further reduce both Scope 1 and 2 GHG and methane emissions and on our trajectory to achieve net zero.
- Implemented 43 GHG Emission Reduction initiatives in 2024, resulting in emission reductions of up to 181,727 tCO_2e/year[1] and achieving a one-time reduction of 53,713 tCO_2e. Of this, methane emissions were reduced by up to 10,092 tCO_2e/year[1] with a one-time reduction of 4,422 tCO_2e from well clean-up and testing activities.
- Piloted direct methane measurement in Belanak and Lematang; advanced flare purge gas optimisation in Dayung, Suban, Sumpal, and Grissik; and evaluated alignment with the OGMP 2.0 framework.
- Expanded Climate Change Risk Assessments (CCRAs) to 25 additional assets (qualitative) and completed quantitative assessments for Corridor and Riau IPP/MRPR.
- Assessed CO_2 storage capacities across all domestic Oil & Gas assets; progressed CCS integration plans for high-CO_2 gas fields; and progressed CCS studies for transborder industrial emissions.
- Produced Renewable Energy Certificates (RECs) by Medco Power Indonesia through its renewable energy assets, certified under the international I-REC Standard, and sold to internal (our Oil & Gas assets) and external customers.
- Continued developing renewable energy, including East Bali Solar PV, Ijen Geothermal, and Pulau Bulan Solar PV projects.
- Delivered climate capability-building sessions across all levels of the organisation and supply chain, involving internal and external experts to support company-wide climate actions.
- Updated Sustainability Assessment guidelines to strengthen climate-related criteria by integrating physical climate risks into project designs and requiring methane management for high-emission projects.
- Completed ISO 14001:2015 Environmental Management System certification for our Oman asset and maintained certifications for all other certified assets.

Social Management and Community Empowerment

- Strengthened our Social Management System (SMS) through cross-functional capacity-building, social risk mitigations and grievance evaluation tool aligned with UNGP effectiveness criteria.
- Enhanced integrated platform for social and security monitoring.
- Continued empowering local communities including youth, women, SMEs, and journalists through capacity building, education, health, and environmental initiatives to strengthen resilience and support sustainable livelihoods.
- Fostered resilient communities through targeted programs that delivered quantifiable economic benefits, as validated by Social Return on Investment (SROI) measurements.
- Initiated the development of a Just Transition Plan.

People Engagement and Digital Transformation

- Launched targeted improvements based on insights from the 2023 Employee Engagement Survey, including focus group discussions on company culture and career development with 148 employees, and a dedicated session with 43 female employees to strengthen inclusive engagements.
- Enhanced workforce capabilities through various learning and development initiatives, including leadership training, Medco Leadership Behavior (MLB) campaigns, Sustainability and Climate Change e-learning, human rights training, mentoring, the MedcoEnergi Business Apprentice Program, Individual Development Plans, and the newly launched Data Science Academy to build AI and machine learning skills.
- Strengthened digital foundations by establishing a new digital operating model, driving digital transformations across the business and strengthening our cybersecurity which is one of the ESG risks.

1 The numbers indicate the peak annual emission reductions.

Highlights

Health and Safety

- Maintained zero fatalities in 2024, marking the fourth consecutive year without fatal incidents.
- Reduced Tier-3 Process Safety Events (PSE) by 30% by continuously improving process safety.
- Maintained a consistently low consolidated Total Recordable Injury Rate (TRIR) for Medco Oil & Gas and Medco Power at 0.16, reflecting our strong commitment to safety excellence.
- Completed ISO 45001:2018 Occupational Health and Safety Management System certification for our Oman asset and maintained certifications for all other certified assets.

Governance

- Improved our MSCI ESG rating from 'A' to 'AA,' positioning us in the 'Leader' category for oil and gas exploration and production.
- Established our Anti Money Laundering Policy.
- Strengthened anti-corruption efforts through collaborations with international and local organisations, including the UN Global Compact, and collaborations with Aceh's Anti-Corruption Movement (Gerakan Antikorupsi/GeRAK), Aceh's Anti-Corruption School (Sekolah Antikorupsi Aceh/SAKA), and Transparency International Indonesia.
- Established the Corporate Ethics and Compliance Committee (CECC) under the Board of Directors to ensure fair and independent handling of whistleblowing reports.
- Completed the ISO 37001:2016 Anti-Bribery Management System (ABMS) certification for our Oman and Riau IPP assets and maintained certifications for all other certified assets.
- Adopted the ISO 37002:2021 Whistleblowing Management System to reinforce accountability and reporting mechanisms.

Lowlights

Environmental & Safety

In 2024, a non-governmental organization focused on monitoring, preventing and combating corruption, raised concerns regarding the environmental and safety risks associated with our product's buyer trucking practices, which use the main access from the jetty to the Kerendan Gas Processing Facility (KGPF). While these activities fall outside Medco Energi Bangkanai Ltd's operational scope, we recognise the importance of addressing these issues responsibly.

Our operations are strictly governed by environmental and safety standards and regulations. The Company is responsible for producing and delivering condensate up to the custody transfer point at KGPF. Beyond this point, all handling, including trucking and storage, is managed by our buyer.

Although we are not directly involved in these activities, we have been regularly maintaining the access road, as it is the primary route to KGPF. We remain committed to transparency, regulatory compliance, and supporting the industry's best practices to ensure responsible energy production.

Community Grievance

PT Medco Cahaya Geothermal (MCG), a subsidiary of Medco Power Indonesia, upholds its commitment to sustainability and social responsibility by addressing community concerns promptly and responsibly.

In 2024, concerns were raised regarding an alleged decline in water quality in Kalianyar Village, approximately four kilometres from MCG's Ijen Geothermal power plant project site. To address this, MCG conducted water quality tests through the Bondowoso Regional Technical Implementation Unit (UPTD), a certified local government-owned laboratory. The results showed that all water quality parameters complied with regulatory standards and remained safe for consumption.

However, to support the community's demand for and access to clean water, MCG has also provided clean water supply assistance, upgraded the infrastructure and explored potential new water reservoirs in the area.

VISION

To be the Energy Company of Choice for investors, shareholders, partners, employees, and communities where we operate.

MISSION

To build long-term value with a portfolio of sustainable energy and natural resources businesses.

CORPORATE VALUES

Professional

All employees must conduct themselves in a professional manner by:

- Being competent in their area of expertise.
- Having a "champion spirit".
- Always seeking self-improvement.
- Having professional capabilities and knowing their own limits.

Ethical

All employees must conduct themselves in an ethical manner by:

- Conducting business fairly with high moral integrity.
- Applying the highest ethical standards at all times.
- Understanding and following the Company's ethics and Good Corporate Governance policies.

Open

All employees must make efforts to promote transparency by:

- Encouraging informality and openness in communication at all levels.
- Building an environment of trust among employees and management.
- Being open-minded in thought, behavior, and work.

Innovative

All employees must cultivate a spirit of innovation by:

- Building a culture of trailblazers.
- Continuously searching for innovative solutions to achieve better, safer and cost-effective outcomes.
- Having intellectual and emotional maturity.

Pipeline

- West Natuna Transportation System
- Grissik-Batam-Singapore
- Grissik-Duri

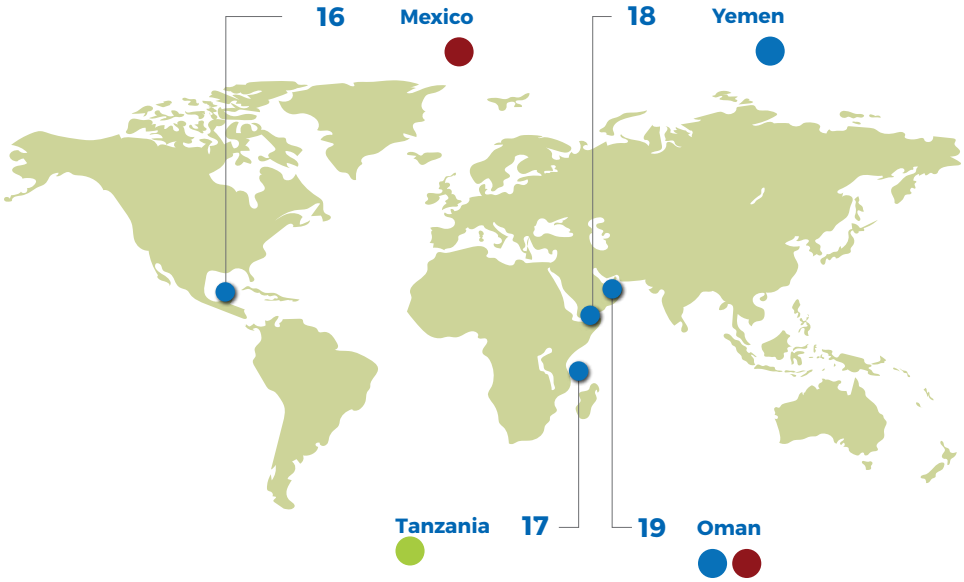
HQ

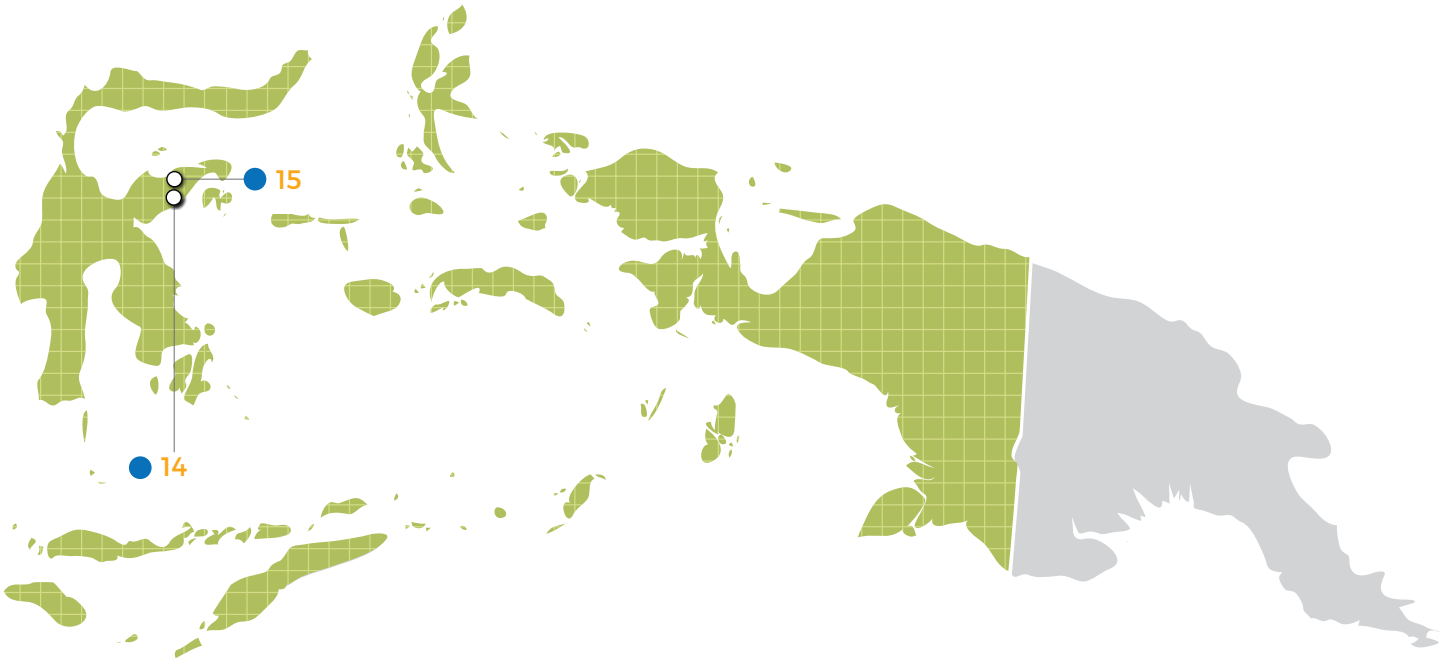
The Energy Building, Jakarta

Oil & Gas
- Production
- Development
- Exploration

Power
- Installed
- Development
- Exploration

Copper & Gold Mining
- Production
- Development
- Exploration





Oil & Gas

1. Block A
2. Corridor
3. South Sumatra Region
4. Amanah
5. Sampang
6. Madura Offshore
7. Beluga
8. South Natuna Sea Block B
9. North Sokang
10. West Bangkanai
11. Bangkanai
12. Simenggaris
13. Tarakan
14. Senoro-Toili
15. Donggi Senoro LNG

O&G International

16. Block 10 & 12, Mexico
17. Block 1 & 4, Tanzania
18. Block 9 Malik, Yemen
19. Block 60, 48, 56 & Karim Small Fields, Oman
20. Onshore Receiving Facility, Singapore
21. Bualuang, Thailand

Power IPPs

22. Sarulla Geothermal
23. Samosir Geothermal
24. Riau Gas-fired
25. Bonjol Geothermal
26. DEB, MEB & ELB Gas-fired
27. EPE & MPE Gas-fired
28. Cibalapulang Mini-hydro
29. Pusaka Mini-hydro
30. Ijen Geothermal
31. East & West Bali Solar PVs
32. Sumbawa Solar PV

Copper & Gold Mining

33. Batu Hijau
34. Elang

Business at a Glance

Oil & Gas

12 Onshore Production Assets

4 Offshore Production Assets

10 Exploration & Development Assets

7 Presence in Countries

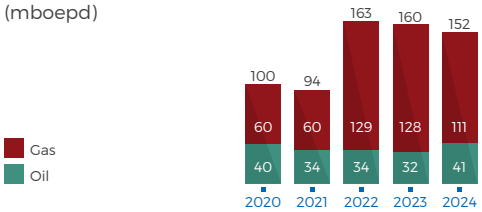
84% Onshore Production

16% Offshore Production

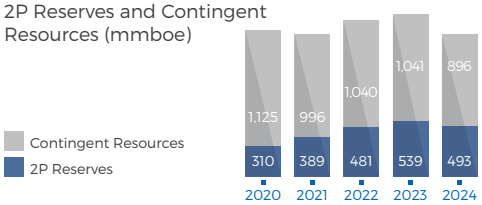
27% Oil Production

73% Gas Production

Oil & Gas Production (mboepd)



2P Reserves and Contingent Resources (mmboe)



Power

7 Operated Gas-fired IPPs

2 Operated Mini Hydro IPPs

1 Operated Geothermal IPP

1 Operated Solar PV

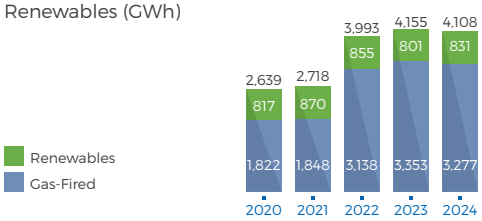
926 MW IPP Power Capacity

4,108 GWh Total Sales

20% Renewables

1,975 MW O&M Power Capacity

Power Sales, Gas-Fired & Renewables (GWh)



Environmental, Social & Governance

ZERO FATALITY
Employees & Contractors
for fourth consecutive years

Disclosed and externally assured our **Scope 3** GHG emissions

Improved our **MSCI Rating** to **'AA'**, placed us in the **'Leader' category**

Internal Sustainability and Climate Change e-learning, reaching out **2,800 employees**

ON TRACK

TO ACHIEVE OUR CLIMATE CHANGE 2030 INTERIM TARGETS

Oil & Gas **Scope 1 & 2 GHG Emissions Reduction**[1]

GHG: 30% 2024 | 20% 2025

Oil & Gas **Methane (CH_4) Emissions Reduction**[1]

CH_4: 46% 2024 | 25% 2025

[1] Reduction from 2019 base year.

Supply Chain Management

MedcoEnergi upholds integrity as a core principle in business conduct, demonstrated through ethical practices and transparent procurement processes. Our vendors are expected to comply with regulations and adopt best ESG practices while maintaining the same high ethical in compliance with health, safety and environmental (HSE) standards and procedure, respect for human rights, protection of the company's assets, confidentiality (including intellectual property rights), fair competition, and anti-corruption measures. We strictly prohibit child and forced labour in our operations and require the same commitment from our vendors.

These principles are embedded in our selection process and contractual agreements, with our contract terms and conditions mandating compliance with both the Code of Conduct and Code of Suppliers[1]. To further strengthen our commitments, we have introduced key updates to our terms and conditions. In July 2024, we included our Human Rights Policy and Sustainability Policy, which strengthened mutual commitments with our vendors to promote sustainable and human rights practices.

Strengthening Sustainable Procurement Practices

In 2024, MedcoEnergi enhanced its sustainable procurement practices and vendor management key initiatives to further support responsible business practices. These include:

- **Updated Terms & Conditions in contracts, incorporating both Human Rights and Sustainability Policies** - This reflects our sustainable procurement philosophy, which aligns with the core values and behaviours expected from MedcoEnergi personnel in daily operations and reinforces our Policies' commitments.

- **Improved vendor data management and promoted best practices** – We have strengthened our vendor data management and operational practices by implementing a unified vendor database that spans Indonesia, Thailand and Oman. In 2024, we extended our standardized vendor registration process to Thailand. We empowered our vendors with self-registrations and used "Vendorsite" as a portal for transactions and communication.

- **Strengthened vendor assessments through the Service Quality Review (SQR) process** - Over the past year, we have focused on standardising:
  - performance evaluations in HSE
  - contract executions
  - management practices

  Following its successful implementation in Indonesia (2022–2023), SQR was expanded to include our Thailand asset in 2024.

Engaging with Our Vendors & Vendor Capability Building

We continue to strengthen our partnerships with vendors through various engagement activities. The key initiatives in 2024 were:

- **Vendor Day Programme:** we successfully conducted this for over 500 vendors across our Oil & Gas operations in Indonesia, Thailand and Oman. During these sessions, we:
  - shared our business ethics practices,
  - highlighted the importance of sustainability and climate change through our roadmap and materiality assessments,
  - reinforced our expectations for ethical and sustainable business conduct.

- **Contractor Forums:** these were held by our power subsidiaries and engaged over 80 vendors. The sessions provided an open platform to discuss key topics, such as Contractor Safety Management System (CSMS), the newly issued HSEQ-MS Policy, human rights, procurement processes, and sustainability commitments. This enabled us to ensure that all participants were aligned on shared values while we disseminated our latest policies and guidelines.

1 This policy is assured and covered in the GRI 2-23 (Policy Commitment) and GRI 2-24 (Embedding Policy Commitment)

- **Supply Chain & National Capacity Summit:** this brought together Medco Oil & Gas, other Production Sharing Contract (PSC) partners, and SKK Migas to conduct joint event in Jakarta. Our senior executives presented strategies for sustainable energy development, including the low-carbon solutions, SCM global synergy strategies and CCS potential. This event also featured coaching sessions about our Contractor HSE Management System and its integration with SKK Migas' Centralised Integrated Vendor Database (CIVD).
- **ESG Day**: we served as the main speaker for one of our key contractor's ESG Day event on Sustainable Procurement. Beyond sharing knowledge, this event marked a strategic move to collaborate with vendors who have disclosed their GHG emissions in alignment with MedcoEnergi's Climate Change Strategy.

Director & Chief Operating Officer, Mr. Ronald Gunawan, participating in the COO Forum, Supply Chain & National Capacity Summit, Jakarta, August 2024.

Director & Chief Administrative Officer, Mr. Amri Siahaan, received The Best Local Content Achievement from SKK Migas, Jakarta, Indonesia

To enhance communication and transparency, we regularly publish quarterly SCM e-Newsletters. These newsletters provide key updates on procurement processes, tender document submissions, and local content requirements; they also reinforce our commitments to the Code of Conduct, human rights, and sustainability. Additionally, they cover compliance with applicable regulations and laws, along with insights into Service Quality Review elements, which ensure that vendors and stakeholders stay informed and aligned with Medco's supply chain standards.

Our ongoing commitment to empowering local enterprises and promoting sustainability was recognised in 2024 with awards, such as The Best Local Content Achievement from SKK Migas, and the 1st rank KPI SCM Award from the Aceh Oil and Gas Management Agency (Badan Pengelola Migas Aceh/BPMA). These accolades reflect not only our prudent business practices, but also our dedication to supporting local economies and fostering sustainable growth.

Strategic Partnerships

A Medco Power signing ceremony featuring the partnership between the Indonesian Solar Panel Industry and Renewable Alliance (INSPIRA), 5 September 2024.

MedcoEnergi is reinforcing our commitment to the energy transition by advancing sustainable solutions, driving innovation in renewable energy projects, and integrating sustainability and climate considerations across its operations.

In September 2024, Medco Power, which partnered with the Indonesian Solar Panel Industry and Renewable Alliance (INSPIRA), collaborated with the Government of Indonesia (GoI) during the Indonesia International Sustainability Forum (ISF). It is expected that solar PV manufacturer ecosystem will be further developed in Indonesia along with an enhanced national capacity for the renewable energy sector.

Medco Power has also signed master agreements with several solar PV manufacturers listed in Bloomberg's New Energy Finance (BNEF). These partnerships have already provided successful results in the East Bali PV Project, where local where local suppliers and were involved in the majority of goods and services.

To further prioritise local engagement, in 2024 Medco Power through its subsidiaries Medco Cahaya Geothermal, constructed the power plant and transmission lines in Ijen-1 Project by partnering with local EPC (Engineering, Procurement, and Construction) companies.

Action Plans

Category	Short Term Actions	Medium-Long Term Actions	Status
Responsible Procurement Practices	Develop 3rd party Capacity Building (Human Rights).	Partnership programme to promote data transparency and implement best practices in the value chain.	**Oil & Gas:** • By having a stand-alone MedcoEnergi human rights policy in our contract terms, it drives 3rd party capacity building in term of compliance on Human Rights aspect. • Conducted internal capacity building on sustainability and climate topics for SCM division as an initial step prior to engagement. • Delivered two internal knowledge-sharing sessions on Sustainability and Climate Change to SCM members, with a total of 100 participants. • Continued engagement with selected supply chain partner on sustainability and climate change related disclosures.
	Conduct 3rd party engagement through Vendor Days on regular basis.		**Oil & Gas:** • Conducted Contractor Health, Safety and Environment Management System coaching for vendors for tender process • Conducted Vendor Day for over 500 vendors across our Oil & Gas assets in Indonesia, Thailand and Oman. • Published SCM e-Newsletter, highlighting key materials on sustainability, adherence to the Supplier Code of Conduct, regulatory compliance, and Service Quality Review elements.
			Power: • Hosted Contractor Forum for over 80 vendors covering key topics on Contractor Safety Management System (CSMS), the newly issued HSEQ-MS Policy, human rights, procurement processes, and sustainability commitments. • Published SCM e-Newsletter highlighting key materials on procurement processes, sustainability, adherence to the Supplier Code of Conduct, and regulatory compliance.

Economic Performance

Direct Economic Value Generated and Distributed (USD)

Description	2022	2023	2024
Direct Economic Value Generated	2,351,843,555	2,298,832,099	2,485,059,002
Revenues	2,351,843,555	2,298,832,099	2,485,059,002
	2022	**2023**	**2024**
Economic Value Distributed	1,486,127,196	1,609,809,122	1,770,712,102
Operating costs	602,901,808	858,973,110	993,096,018
Employee wages and benefits	113,973,552	130,549,749	131,188,382
Payments to providers of capital	259,424,691	276,002,381	307,332,759
Payments to host countries governments	507,971,978	339,666,380	336,022,192
Community investments	1,855,167	4,617,501	3,072,750
Economic Value Retained	865,716,359	689,022,977	714,346,901

Our Approach to Sustainability

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44 Stakeholder Engagement and Collaboration

04

Medco Geothermal Sarulla, North Sumatra, Indonesia

This picture is the 2nd winner under the 'Business & Assets' category of the MedcoEnergi 2024 Photography Competition

Sustainability Framework

Three Pillars of Sustainability

MedcoEnergi strives to create values for our enterprise, the society, and the environment. For these reasons, the three pillars of Sustainability Policy reflect our corporate values and good corporate governance principles. Guided by these pillars, we operate our business with integrity and transparency to safeguard our social license to operate.

MedcoEnergi's Sustainability Policy

Leadership of and by Our Employees

Our people are our most valuable asset. They are the keystone of our operations and our future success. Therefore, we must recruit diverse talent from all backgrounds who possess the right skillsets and ethical values. We are committed to maintaining a healthy, safe workplace built upon a culture of mutual respect. To be successful we will develop the capacity of all of our employees while recognising and rewarding individual performance and expecting personal accountability. All levels of our management are expected to set clear directions towards our expectations.

Environmental and Social Development

As a responsible corporate citizen, we are committed to comply with all applicable laws and regulations, and aligning our health, safety and environmental management with industry best practice and relevant international standards. We regularly set and monitor our goals and performance to achieve zero injuries, illnesses, environmental incidents, and the reduction of waste and emissions. We seek to continually strengthen our operational excellence through enhancing our safety culture, stakeholder engagement, environmental stewardship, and the ongoing adoption and development of best practices. We are committed to complying with all applicable laws and regulations, to respecting human rights in line with the UN Guiding Principles for Business and Human Rights and the Voluntary Principles on Security and Human Rights, and to learning from and applying industry best practice and relevant international standards.

Local Community Empowerment

MedcoEnergi endeavours to be a leading company on social practices and responsibility wherever we operate. We engage regularly, openly and honestly with stakeholders to share, hear and understand each party's views and concerns. We respond by making community investment decisions in a strategic, fair and transparent manner as we seek to empower and support the creation of self-reliant communities aligned with the UN SDGs.

Governance as the Foundation of Sustainability

As the foundation that interconnects and strengthens all pillars, MedcoEnergi's governance framework ensures that our initiatives are implemented effectively. This comprehensive framework encompasses Anti-Bribery & Corruption (ABC), Human Rights, Public Policy, Socio-economic Compliance, Supply Chain Management, and Enterprise Risk Management, enabling ethical and responsible business practices across our operations.

Material Topics

Based on our double materiality assessment in 2022, most of the identified material topics in 2018 remain valid and our Sustainability Policy is still relevant. This process identified 28 material topics, categorised into tiers by their significance, likelihood, and the impact on enterprise value (outside-in) and to the society and environment (inside-out). These material topics form the foundation of our strategic priorities since they are informed through an extensive stakeholder engagement, board consultations, and guidance from Business for Social Responsibility (BSR).

Material Topics based on 2022 Double Materiality Assessment

Leadership of and by Our Employees

- Workplace health, safety, and wellbeing
- Security Practices
- Talent Attraction, Retention, and Development

Key Points

People/Organisation as a critical enabler of success in moving forward, and the ability to attract and maintain a lean, efficient, and diverse pool of top fit-for-purpose talent.

Environmental and Social Development

- Climate Risk and Resilience
- Climate Mitigation
- Climate Adaptation
- Water
- Air Quality
- Effluents and Waste
- Asset Integrity and Security

Key Points

The three Climate aspects (Risk and Resilience, Mitigation, and Adaption) as clear and urgent/significant issues.

Local Community Empowerment

- Local Community Development Programmes:
  - Health
  - Environment
  - Education
  - Local Infrastructure
  - Supporting Livelihood

Key Points

Despite the risks of negatively impacting both livelihoods and the environment, MedcoEnergi has the chance to share significant benefits with the local communities.

Governance

- Anti-corruption and Business Ethics
- Policy and Regulatory Environment
- Human Rights
- Responsible Procurement Practices
- Stakeholders Engagement

Key Points

Corruption is a major threat to both social development and the market economy.

The Tier 1 material topics are defined as follows:

Workplace Health, Safety, and Wellbeing

Ensuring a safe, healthy, and conducive work environment that promotes the physical and mental wellbeing of employees.

Security Practices

Measures and protocols to protect our assets, personnel, and information systems from threats and unauthorised access.

Talent Attraction, Retention, and Development

Strategies that attract, maintain, and enhance the skills and engagement of employees to ensure a competent and motivated workforce.

Climate Risk and Resilience

Risks posed by climate change are assessed and managed. Strategies are developed to mitigate, withstand and adapt to climate-related impacts.

Climate Mitigation

Actions and policies are aimed at reducing or mitigating greenhouse gas (GHG) emissions to tackle climate change.

Climate Adaptation

Systems, strategies and assets are adjusted to minimise potential damage or take advantage of opportunities associated with climate change.

Water

Managing, conserving, and controlling the quality of water resources in business operations to emphasise its sustainable usage and impact reduction.

Air Quality

Controlling and improving the atmospheric quality around business operations, with the focus on reducing emissions and pollutants.

Effluents and Waste

Managing waste products and effluents (liquid waste and sewage discharged into a water body) to minimise environmental impacts and ensure sustainable disposal or recycling.

Asset Integrity & Security

Ensuring the operational reliability and safety of physical assets while protecting them from risks like malfunctions, accidents, and external threats.

Local Communities

Engaging with the communities surrounding our areas of operation and minimising our social, economic, and environmental impacts on them.

Human Rights

Being committed to upholding and protecting fundamental human rights in all aspects of our business operations and supply chains.

Policy & Regulatory Environment

Navigating and complying with all applicable legal and policy frameworks governing business operations.

Stakeholder Engagements

Interacting with and involving stakeholders, including employees, customers, investors, and communities, to inform them and enhance business strategies and decision-making.

Anti-Corruption & Business Ethics

Upholding ethical practices and combating corruption to ensure the integrity and transparency of our business.

Responsible Procurement Practices

Implementing procurement methods that prioritise ethical, environmental, and social considerations.

Our Tier-1 and Tier-2 material topics have been translated into 102 goals and key performance indicators (KPIs) for 2024 as part of our 2023-2027 Sustainability Roadmap. This roadmap reflects MedcoEnergi's sustainability objectives and climate aspirations, shaped through internal stakeholders consultations with various functions, subsidiaries and the Board of Directors. These KPIs serve as the basis for our action plans, which are detailed at the conclusion of each chapter in this Sustainability Report. By the year's end, 95% of the 2024 goals and KPIs were achieved, with the remaining targets scheduled for completion in 2025.

Our sustainability practices are integrated into all our activities and business relationships through our policy commitments. A comprehensive disclosure of the GRI 2-23 Policy Commitments and GRI 2-24 Embedding Policy Commitments can be found in the 2024 GRI Performance Data.

Driving Sustainability Performance and Strategic Growth

Our Pathway to Sustainability

The second year of our Sustainability Roadmap 2023-2027 continued to focus on key initiatives that drive our long-term commitments. One of these efforts includes developing a "Just Transition Plan" incorporating insights from both internal and external stakeholders through focused group discussions. Another key area is embedding climate change considerations into corporate strategies and financial plans and incorporating sustainability assessments into the Investment Appraisal Guidelines.

Strengthening organisational capability is also the key focus outlined in our roadmap. In 2024, we implemented comprehensive training programs covering broad sustainability and climate topics, such as climate science, climate risk assessment, carbon accounting and financing, GHG management technologies, biodiversity, and human rights. Our e-learning programs and knowledge-sharing have reached 2,800 employees since the programme was launched.

Looking ahead, we will continue to refine our approach, particularly to improve our disclosures that meet the emerging standards.

GAIA (Green Ambassadors for Inclusive Climate Action)

MedcoEnergi Sustainability Roadmap

2023-2027[1]

2027
- Further integrate sustainability into business to enhance value creation
- Reach Top Quartile ESG performer in the Oil & Gas Exploration and Production Sector in Southeast Asia
- Maintain or improve MSCI score of an A, Sustainalytics score of 36.7 and CDP Climate Change score of a B
- Materiality assessment update for the next five-year roadmap

2026
- Internal carbon pricing and carbon trading: credit and offset
- Partnership programmes to promote data transparency and for implementation of best practices along value chain

2025
- Reduce 20% of Oil & Gas[2] Scope 1 & 2 GHG Emissions
- Reduce 25% of methane emissions for our Oil & Gas[2] business
- Increase renewable energy installed capacity to 26%
- Disclose Scope 3 GHG emissions
- Commit to upstream Carbon Capture and Storage (CCS) pilot project

2024
- Develop a Just Transition Plan
- Embed Climate Change Strategy in Corporate Business and Financial Plan
- Enhance governance, systems, capability building for Human Rights

Sustainalytics' ESG Risk Rating 29.1 | CDP Climate Change B | MSCI ESG Rating AA

2023
- Update goals and KPIs based on the 2022 materiality assessment
- Enhance sustainability & climate change capability
- Establish Human Rights Policy
- Conduct a Quantitative Climate-related Risk Assessment

Sustainalytics' ESG Risk Rating 29.6 | CDP Climate Change B | MSCI ESG Rating A

1 We conducted double materiality assessment in 2022 to establish our 2023-2027 Sustainability Roadmap.
2 Reduction from 2019 base year.

Climate Change Strategy

MedcoEnergi's climate change strategies demonstrate our commitment to increase energy supply by addressing climate-related risks and further developing sustainable energy. These strategies prioritise reducing emissions and transitioning to low-carbon energy; they also build resilience to address physical climate risks while focusing on working towards net-zero emissions. These strategies are supported by clear initiatives and enablers to foster this long-term vision for sustainable growth.

MedcoEnergi's Climate Change Strategy

Vision

To be the Energy Company of Choice for our investors, shareholders, partners, employees and the communities where we operate

Mission

To build long-term value with a portfolio of sustainable energy and natural resource business

Climate Aspiration

Achieve Net Zero for Scope 1 and Scope 2 GHG Emissions by 2050 and Net Zero for Scope 3 GHG Emissions by 2060

	Strategy	Focus Area	Key Initiatives
Managing Transition Risks	Emissions Reduction	Technologies & Best Practice	· Reduce flaring, venting and fugitive emissions · Reduce energy use & intensity, adopt renewable energy sources · Collaborate along Supply and Value Chains to improve efficiency and emissions disclosure
		Carbon Removal & Offset	· Carbon sequestration through nature-based solutions · Explore CCUS* and CCS* opportunities
	Transition to Low Carbon Energy	Growing Gas as a Transition Energy Source	· Expand natural gas production portfolio · Evaluate opportunities to invest in LNG to Power
		Growing Renewables Portfolio	· Expand renewable power portfolio · Assess feasibility to adopt emerging renewable technologies · Support initiatives for adoption of green solutions
Managing Physical Climate Risks	Emerging Physical Climate Risk Management	Climate Adaptation	· Assess quantitative financial impact of climate-related physical risks · Implement systems for regular monitoring of climate hazards and their impacts
		Climate Design	· Continue physical risk and biodiversity assessments on new investments · Integrate climate risk assessment into future engineering designs

Enablers

Governance
- Board commitment and oversight
- Integration into business plans and performance management
- Staff engagement and capacity building

Data Management
- Improve Emission Data Management System
- Improve Scope 3 GHG emissions collection and calculation in alignment with protocols and standards

Transparency and Compliance
- Continue third party verification of emission disclosures
- Strengthen TCFD* disclosures and improve CDP* and ESG scoring

Collaboration and Engagement
- Engage with regulators and investors to monitor emerging regulations and trends
- Collaborate with stakeholders to drive the low carbon economy

* Notes
CCUS : Carbon Capture Utilisation & Storage; CCS: Carbon Capture & Storage; TCFD: Task Force on Climate Related Financial Disclosure; CDP: Carbon Disclosure Project

ESG Performance by Rating and Index

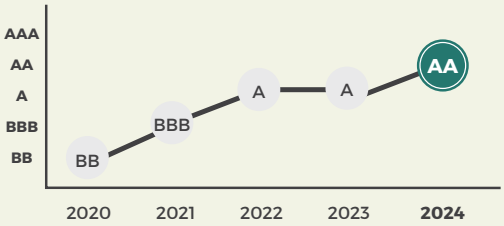
Our ongoing commitment to sustainability and ESG improvements is been reflected in the recognition we have received received. In 2024, our efforts to manage significant ESG risks and opportunities placed us in the 'Leader' category according to MSCI, with an improved rating from A to AA. We maintained our CDP rating of B and sustained a medium risk rating from Sustainalytics from 2023. MedcoEnergi is included in the IDX LQ45 as a low carbon leader. It has also been recently listed among the stocks in ESG Sector Leaders of IDX KEHATI[1].

MSCI ESG RATINGS

CCC | B | BB | BBB | A | AA | AAA

MSCI ESG Ratings measures a company's management of long-term, financially relevant ESG risks and opportunities. Companies are rated on a scale of AAA (leader) to CCC (laggard).

- As of 2024, PT Medco Energi Internasional Tbk received an MSCI ESG Rating of AA

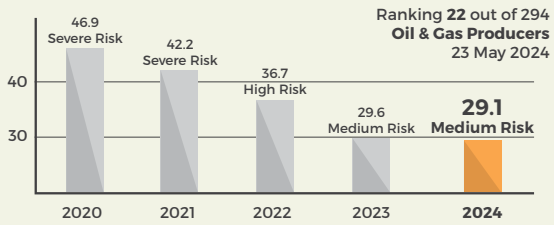


Rated SUSTAINALYTICS

Sustainalytics ESG Risk Rating

Risk Categories

NEGL	LOW	MED	HIGH	SEVERE
0-10	10-20	20-10	30-40	40+



Sustainalytics' ESG Risk Ratings assesses a company's exposure to industry-specific ESG risks and management approaches. The ratings are categorised across five risk levels: negligible (0–10), low (10–20), medium (20–30), high (30–40), and severe (40+).

In April 2025, we received an updated ESG risk rating of 38.5, placing us back in the 'High' risk category from the previous 'Medium' category. We believe the change in rating is primarily due to an update in Sustainalytics' methodology. Although the Oil & Gas industry and country exposures to ESG risks are high, our overall management of material ESG issues continues to be rated strong by Sustainalytics. We are currently requesting clarification and a re-assessment from Sustainalytics.

Sustainalytics Disclaimer Statement refers to page 1.

CDP

CDP Climate Change evaluates how companies and cities identify and manage climate-related risks and opportunities, with scores ranging from A (Leadership) to D- (Disclosure).

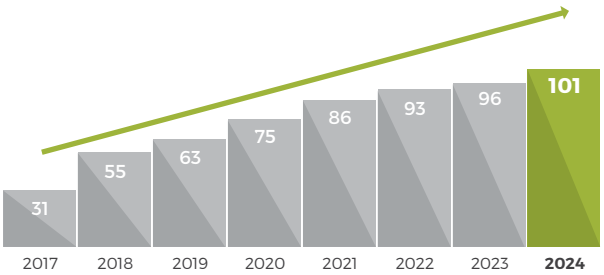
- We maintained our B score for CDP Climate Change, which placed us in the Management-level band.

CDP Score Report - Climate Change

		2021	2022	2023	2024
MedcoEnergi's CDP Score		C[2]	B	B	B
Average Performance	Oil & Gas Extraction & Production	C	C	B	C
	Asia	B-	C	C	C
	Global Average	B-	C	C	C

Our selected sustainability data are assured by KAP PSS - EY, year-on-year we have gradually increased the number of assured GRI Performance Indicators:

Number of GRI Indicators Assured



1 The ESG Sector Leaders Index IDX KEHATI is an index containing stocks with ESG performance assessment results above the industry average. (https://kehati.or.id/indeks-esg-sector-leaders-idx-kehati/).
2 MedcoEnergi's 2021 CDP Score was not disclosed publicly as first time reporter.

Sustainability Governance and Commitment to Human Rights

Sustainability Governance

At MedcoEnergi, sustainability is managed at the highest level of the organisation. Our Company integrates sustainability within our existing governance structure, with the Sustainability and Risk Management Committee (SRMC) as the highest governance body that supports the Board of Commissioners (BoC) in overseeing sustainability (including climate change and energy transition) and risk management. The SRMC, comprising Commissioners and Directors, issues directives, ensures effectiveness, and provides recommendations on group-level sustainability and enterprise risk management for the company and its subsidiaries.

The Board of Directors (BoD) as the executive governance body, manages the overall sustainability agendas with the support of the Corporate Sustainability and Risk Management (CSRM) division. The CSRM Head of Division reports directly to the CEO, supports all C-level executives, and collaborates with key functions such as Corporate Health Safety and Environment (HSE), Human Resources (HR), Relations & Security (R&S), and Audit & Integrity Compliance (A&IC) to implement sustainability initiatives across asset levels and business sectors. Progress is reviewed during Quarterly Performance Reviews (QPR), when functional teams report their sustainability performance and risk registers to the BoD. The BoD then provides updates to the BoC at SRMC meetings.

To strengthen the focus of our Climate Change Strategy implementation, we established the Climate Change Working Group (CCWG) and the Energy Transition Working Group (ETWG) as part of the sustainability and climate change governance. The CCWG focuses on reducing GHG emissions and managing physical climate risks, while the ETWG leads efforts to transition to low-carbon energy by expanding the natural gas and renewable energy portfolio.

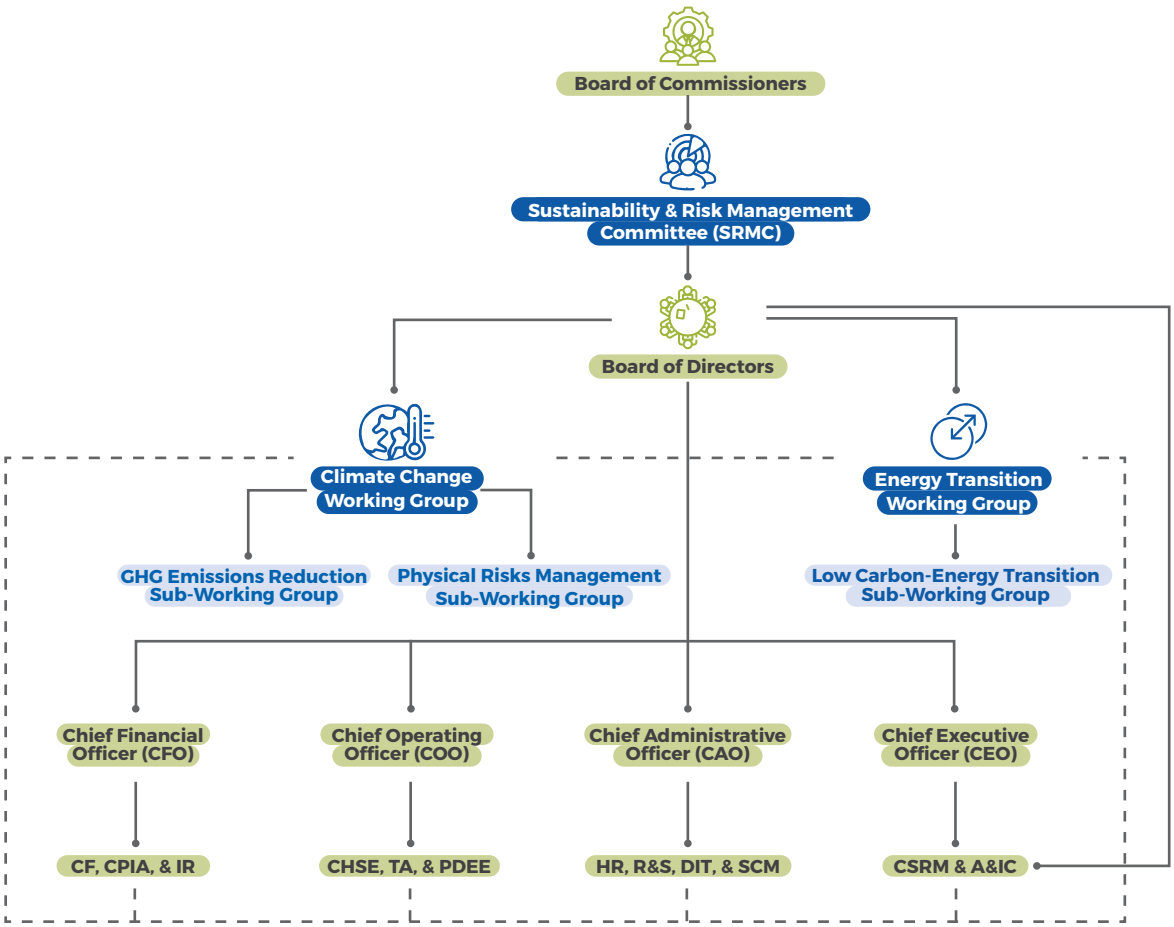
These working groups collaborate closely with functions across the organization, ensuring that MedcoEnergi's sustainability and climate objectives are aligned. These two working groups report directly to the BoD.

The Board of Directors (BoD) is responsible for integrating climate-related risks and opportunities into business strategies, and is supported by key functions across the organization (see chart below). The BoD consistently addresses climate issues and monitors the progress of climate goals through weekly meetings, monthly and quarterly performance reviews, project gate reviews, and SRMC meetings. Each BoD member holds the following specific responsibilities:

- **President Director:** Leads climate-related stakeholder engagement.
- **Chief Executive Officer:** Oversees the development, review, and implementation of the Climate Change Strategies and corporate-wide climate risk management.
- **Chief Financial Officer:** Manages financial planning, business strategies, and investor relations to implement Climate Change Strategies.
- **Chief Operations Officer:** Ensures climate-related operational integration into the Oil & Gas business and that progress is made to reduce GHG.
- **Chief Administrative Officer:** Supervises corporate-level coordination and implementation of the Climate Change Strategy.
- **Medco Power Indonesia Chief Executive Officer:** Oversees the development, review, and implementation of the Climate Change Strategy and Power's subsidiary climate risk management.

The governance structure below ensures accountability at all levels, from board oversight to operational implementation, enabling effective management of climate-related risks and opportunities.

Organisational Structure of MedcoEnergi Sustainability/ESG Governance



Oil & Gas
Pre-dev/Projects, Drilling, Explorations, Assets

- Human Resources
- Relations & Security
- Health Safety & Environment
- Supply Chain Management
- Sustainability Development Division

Power
Pre-dev/Projects, Operations, Assets

- Human Resources
- Health Safety & Environment, Social & Security
- Business Development & Sustainability
- Supply Chain Management

Reporting Line
Coordination Line
Corporate
Committee and Working Groups as part of sustainability and climate change governance

Notes:
CF : Corporate Finance
CPIA : Corporate Planning & Investment Appraisal
IR : Investor Relations
CHSE : Corporate Health, Safety & Environment
TA : Technical Assurance
PDEE : Project Development and Engineering Excellence
HR : Human Resources
R&S : Relations & Security
DIT : Digital Information Technology
SCM : Supply Chain Management
CSRM : Corporate Sustainability & Risk Management
A&IC : Audit & Integrity Compliance

Our Commitment to Human Rights

Our commitment to respect human rights has always been integrated into various aspects of our business and reflected in our policies such as the Sustainability Policy, Code of Conduct, Community Development and Security policies, as well as our Corporate Recruitment Guidelines. Additionally, we have a comprehensive grievance and whistleblowing system to effectively address any concerns related to human rights.

Following the corporate-level human rights assessment in 2022, we issued a standalone MedcoEnergi's Human Rights Policy in early 2024. This policy builds upon existing human rights-related policies and best practices at MedcoEnergi into a standalone corporate policy.

We partnered with BSR to conduct internal familiarisation and training sessions across all assets from March to July 2024 to support policy implementation. This was followed by implementing Human Rights Terms & Conditions in vendor contracts in July 2024 and organising Human Rights policy familiarisation to the senior leadership.

We completed the Human Rights Impact Assessment (HRIA) in 2024 for Block A and for our non-operated asset JOB Tomori, fulfilling the requirements of the Equator Principles 4 (EP4) . The HRIA underscores our commitment to responsible business practices which are guided by the United Nations Guiding Principles on Business and Human Rights (UNGPs). This systematic process identified, analysed, evaluated, and mitigated potential human rights impacts, and provided a clear understanding of all risks based on their severity and likelihood. We therefore manage human rights issues in Block A and JOB Tomori by integrating assessment outcomes into our enhanced Environmental Social Action Plans (ESAP), prioritising the health and safety of communities, addressing security risks in Block A, and labour rights in JOB Tomori, with progress monitored monthly by asset management.

We continue to strengthen our human rights expertise through various training programmes. For example, we participated in UNDP's Human Rights Due Diligence Training and the Indonesian National Human Rights Commission (Komnas HAM) training on Business Standards and Human Rights. To further extend our principles in all functions, we integrated human rights awareness into our organisational learning by incorporating a human rights briefing into the sustainability training materials.

Our standalone Human Rights Policy outlines the following key commitments:

- **Respect for Human Rights:** Upholding principles from the Universal Declaration of Human Rights (UDHR), International Labour Organisation (ILO) Declaration, and other global standards.
- **Guidance Frameworks:** Aligning with the UN Guiding Principles on Business and Human Rights (UNGPs), Voluntary Principles on Security and Human Rights (VPSHR), and IFC Performance Standards.
- **Legal Compliance:** Adhering to the laws of the countries in which we operate.
- **Risk Management:** Enforcing policies related to our Code of Conduct, Supplier Code, Sustainability, Health, Safety & Environment, Community Development, and Security.
- **Human Rights Protection:** Ensuring fair working conditions, recognising union rights, and maintaining zero tolerance for child labour, modern slavery, harassment, and discrimination.
- **Vulnerable Groups:** Identifying and addressing risks faced by minorities, women, children, and migrant workers.
- **Partner Accountability:** Requiring business partners to comply with our Code of Conduct and Supplier Code to ensure legal and ethical standards.
- **Grievance Mechanisms:** Providing channels for addressing concerns, with clear procedures for investigation and resolution.
- **Governance and Oversight:** Involving the Board of Commissioners, Sustainability and Risk Management Committee, Board of Directors, Corporate Sustainability and Risk Management Division, and functional teams to ensure accountability.
- **Due Diligence:** Implementing human rights due diligence at the asset level and across all business units.

Our Human Rights Policy is available here.

The timeline below highlights our milestones in developing this policy:

MedcoEnergi's Human Rights Milestones

2018 Foundation
- Identified Human Rights as priority through materiality assessment
- Initiated study on Human Rights-related regulatory requirements
- Conducted Voluntary Principles on Security and Human Rights (VPSHR) training for Relations and Security division

2020 Policy Integration
- Integrated Human Rights into Community Development Policy and Security Policy
- Updated Code of Conduct with international best practices for Human Rights

2021 Assessment Initiative
- Partnered with BSR to conduct corporate Human Rights Assessment

2022 Implementation
- Completed the corporate Human Rights Assessment with BSR
- Identified human rights risk exposures, in-place mitigations and systems, and rooms for improvements
- Provided the basis to develop a standalone Human Rights policy.

2023 Policy & Training
- Developed Human Rights Policy
- Conducted VPSHR training for selected participants from MedcoEnergi and its subsidiaries
- Conducted Human Rights Impact Assessment (HRIA) for Block A and Senoro (JOB Tomori)

2024 Expansion & Integration
- Launched standalone Human Rights Policy
- Began communicating the policy to the assets and business partners
- Implemented new contract template incorporating standalone Human Rights Policy and Sustainability Policy

Managing Sustainability Risks and Opportunities

Sustainability Assessment

MedcoEnergi manages internal challenges and stakeholder expectations through our Sustainability Assessments, evaluating environmental and social related risks across project and operational stages. These assessments exceed compliance requirements to prevent, mitigate and manage risks in alignment with IFC Performance Standards.

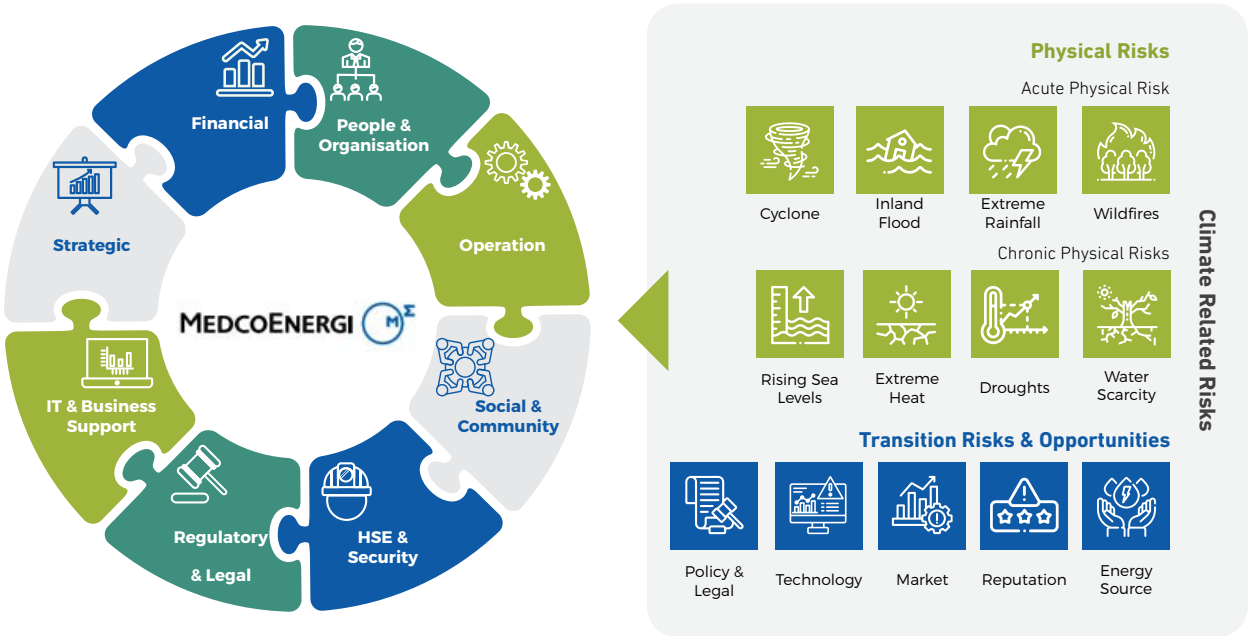
Our project-focused guidelines, known as the Sustainability Assessment Guidelines©, have been in effect since January 2021 and received copyright protection from Indonesia's Ministry of Law and Human Rights in March 2024.

In 2024, we updated our Sustainability Assessment for Projects guidelines to strengthen climate change indicators. We have now required all projects to identify GHG reduction opportunities. For projects forecasting over 100,000 tons of CO_2 equivalent emissions annually, we require climate change action plans. The 2024 revision also adds another requirement to expands this by integrating physical climate change risk assessments into project designs and mandating methane management. We have also incorporated the government's commitment to zero routine flaring to reduce our GHG emmissions .

Climate-Related Risk Management

Climate-related risks are embedded across key areas of our Enterprise Risk Management; these include operations, HSE and security, and strategic considerations. This ensures comprehensive assessment, adaptation and mitigation strategies are integrated into all aspects of our business activities. Climate considerations are further embedded into our Corporate Business, Financial Plan as well as Asset Management, ensuring these risks and opportunities are addressed throughout our decision-making processes.

Risk Universe of MedcoEnergi



A cornerstone of our efforts is the Climate Change Risk Assessment (CCRA) process, which we initiated in 2021 and have since expanded and refined. In 2024, we developed comprehensive guidelines to standardise the process and provide a structured methodology to assess and manage climate-related risks and opportunities, including both physical and transition risks. These guidelines align with MedcoEnergi's Enterprise Risk Management (ERM) framework and other widely recognized international climate-related frameworks, ensuring consistency across organisational practices. They provide a foundation for risk identification, analyses, evaluations, and treatments to plan, implement, monitor, and adapt strategies. Additionally, we are developing the CCRA platform, a tool designed to assess physical climate risks across asset portfolios. This platform enables comprehensive screening of asset to identify the risk scores for physical climate hazards and supporting informed decision-making for mitigation and adaptation strategies.

Beyond climate risk assessments, we gain understanding about the Taskforce on Nature-related Financial Disclosures (TNFD) framework as our operations depend on natural resources and ecosystems. TNFD provides valuable guidance to identify and manage dependencies on nature, environmental impacts, associated risks and opportunities.

We are anticipating the recommendations of TNFD framework by conducting an initial internal gap assessment and benchmarking against the set of disclosure recommendations in 2024. We will be building our ability to understand the guidance on how businesses assess, report, and act on the nature-related dependencies, impacts, risks, and opportunities. These actions reflect our commitment to align with global sustainability standards and meet evolving stakeholder expectations.

Stakeholder Engagement and Collaboration

Engaging Our Stakeholders

We conduct various engagements with our stakeholders to gather their input and strengthen our sustainability programmes. By actively listening to their priorities, we gain insights that enhance our sustainability initiatives and maintain our social license to operate. Through transparent engagement, we build relationships that deliver value for stakeholders and support the nation's sustainable progress.

In July 2024, MedcoEnergi joined the UN Global Compact (UNGC), the world's largest voluntary corporate sustainability initiative. UNGC is based on ten universal principles that cover human rights, labour standards, environmental stewardship, and anti-corruption – principles that are aligned with our core values. Our membership provides MedcoEnergi with access to valuable global resources, tools, and guidance, enabling us to further advance our sustainability agenda.

During the 2024 MedcoEnergi Capital Market Day, we engaged with our stakeholders, outlining our strategic opportunities for the future of Oil & Gas operations and investing in clean and renewable power. We also participated in the Singapore International Energy Week (SIEW), where we exchanged ideas and solutions to address the energy challenges of the future.

We demonstrated our climate action commitment by presenting our Climate Change Strategies as part of the delegation from Government of Indonesia at the Indonesia Pavilion during COP29 in Baku, Azerbaijan. There, we highlighted our approach to reducing emissions, transitioning to low-carbon energy, and managing physical climate risks. We also participated in the US Trade and Development Agency's Advanced Technologies for Methane Abatement Reverse Trade Mission in December 2024, along with other Indonesian delegation from the Ministry of Energy and Mineral Resources and the national Oil & Gas Company, Pertamina. This enabled us to engage not only with the US government, but also multilateral development agencies, NGOs, and industries to enhance our understanding of regulatory compliance, reporting requirements, and innovative methane reduction technologies.

In 2024, we were invited to provide input as shareholder to OQEP[1]'s sustainability materiality assessment and provided our views on social and environmental impacts of OQEP and how these create values to OQEP's stakeholders.

1 OQ Exploration and Production (OQEP) is Oman's fully government-owned hydrocarbon exploration and production company and a subsidiary of the OQ Group.

The following table lists MedcoEnergi's stakeholder groups and the engagement and support we provide:

Our Employees

Why engagement matters
Workforce engagement is crucial for operational excellence and maintaining strong company culture.

Key areas of mutual interest
- Employment terms and benefits
- Workers' rights & representation
- Professional development Workplace safety and wellbein

How we engage
- Regular, quarterly engagements with union representatives
- Continuous forums to resolve matters related to employee relations and employment benefits, terms, and conditions

Government & Regulators

Why engagement matters
It ensures regulatory compliance and contributes to policy development.

Key areas of mutual interest
- Environmental compliance
- Climate change adaptations
- Industry regulations
- Community development

How we engage
- Regular consultations on environmental and social impacts
- Participation in government initiatives and dialogues
- Engagement in SDG forums and other sustainability forums.
- Input provisions for climate change and environmental regulations

Shareholders

Why engagement matters
It maintains transparency and trust with shareholders who support company growth.

Key areas of mutual interest
- Corporate performance
- Material decisions
- Corporate governance
- Risk management

How we engage
- General meetings to present annual results
- Regular meetings between management and investors
- Corporate updates and disclosures

Banks and Investors

Why engagement matters
It secures financial support for sustainable operations and growth.

Key areas of mutual interest
- ESG performance
- Project financing
- Risk management
- Sustainability initiatives

How we engage
- Sustainability Report
- Submission of lenders' regular monitoring reports
- Publications of quarterly investor updates on our website
- Roadshows on sustainability/ESG themes
- Equator Principals (EP4) compliance, collaboration and lenders' monitoring

Vendors and Business Partners

Why engagement matters
It builds sustainable and responsible supply chain relationships.

Key areas of mutual interest
- Corporate governance
- Sustainability initiatives
- Code of conduct compliance and MedcoEnergi's Code of Suppliers
- Operational efficiency

How we engage
- Regular familiarisation of our Corporate Governance Manual, corporate values, Code of Conduct, Code of Suppliers and sustainability initiatives
- Regular quarterly/monthly meetings for business updates from MedcoEnergi to our partners as well as during the annual Vendor Day and Contractor Forum, held for our partners in oil and gas and power subsidiaries.

Consumers

Why engagement matters
It delivers value and promotes sustainable practices.

Key areas of mutual interest
- Service reliability
- Oil and natural gas use
- Product accessibility
- Environmental impacts

How we engage
- Support government's objectives for natural gas use for Indonesia and Singapore.
- Development of supply chain with local enterprises
- Collaboration with the state-owned electricity company

NGO

Why engagement matters
It ensures environmental, social and governance responsibility.

Key areas of mutual interest
- Community empowerment
- Environmental protection
- Social development
- Stakeholder feedback

How we engage
- Collaborate on government initiatives to empower local communities, support our workforce and mitigate adverse environmental and social impacts
- Maintain communication to gather their feedback

Local Communities

Why engagement matters
It maintains social license to operate and creates shared value.

Key areas of mutual interest
- Community development
- Environmental protection
- Youth engagement
- Grievance resolutions

How we engage
- Facilitate and implement stakeholder engagements and community development
- Familiarise all stakeholders with our grievance mechanism in our Social Management System (SMS)
- Engage youth through programmes that focus on cultivating a culture of integrity and awareness about anti-corruption measures

Academia

Why engagement matters
It advances research and industry knowledge.

Key areas of mutual interest
- Research collaboration
- Knowledge sharing
- Capacity building
- Industry expertise

How we engage
- Collaborate with universities to provide access to cutting edge research and expertise
- Conduct capacity building programmes
- Set up sessions to share knowledge

Media

Why engagement matters
It maintains transparent communication with the public

Key areas of mutual interest
- Corporate updates
- Industry developments
- Public awareness
- Accurate reporting

How we engage
- Engage the media and hold press conferences at the local and regional levels
- Conduct awareness and competency training for journalists in the oil and gas industry

MedcoEnergi Memberships

Engaging with various associations empowers us to collaborate and broaden our influence in the energy sector. These associations provide platforms for MedcoEnergi to contribute not only as members, but also as leaders and initiators to secure sustainable energy and natural resources.

Category	Name of Association	Position
Indonesia	Association of Indonesian Oil and Gas Industry Remuneration Practitioners (APRIMI)	Member
	Auditors Forum of SKK Migas - KKKS (FAMI)	Steering Committee
	Indonesia Carbon Capture and Storage Centre (ICCSC)	Member
	Indonesia Corporate Secretary Association (ICSA)	Member
	Indonesia Public Relations Association (PERHUMAS)	Member
	Hydropower Plant Developers Association (APPLTA)	Member
	Indonesian Business Council for Sustainable Development (IBCSD)	Member
	Indonesian Employers Association (APINDO)	Member
	Indonesian Chamber of Commerce and Industry (KADIN)	Member
	Indonesian Electrical Power Society (MKI)	Member
	Indonesian Environmental Impact Assessment Forum (FAI)	Chairman
	Indonesian Geothermal Association (INAGA)	Member
	Indonesian Petroleum Association (IPA)	Board of Directors
	IPA – Ethics and Compliance Committee	Advisor
	IPA – Environmental and Safety Committee	Member
	IPA – Energy Transition Committee	Member
	IPA – Supply Chain Committee	Leader
	Indonesian Independent Power Producers Association (APLSI)	Member
	Indonesian Renewable Energy Society (METI)	Board of Supervisors
	International Society of Sustainability Professionals (ISSP)	Member
	National Centre for Sustainability Reporting - Energy Sector (NCSRE)	Chairman
	Public Relations Forum of SKK Migas - KKKS	Steering Committee
	The Climate Reality Project Indonesia	Leader
	United Nations Global Compact	Member
Thailand	Oil Industry Environmental Safety Group Association (IESG)	Member
	Petroleum Institute of Thailand (PITI)	Member
	Society of Petroleum Engineers (SPE)	Member
Oman	Oman Chamber of Commerce and Industry (OCCI)	Member
	Oman Society for Petroleum Services (OPAL)	Member

MedcoEnergi employees served as volunteers in collaboration with Habitat for Humanity to complete the construction of livable houses in June and August 2024, in Mauk, Banten, Indonesia. More details on page 138

Pursuing Excellence in Our Governance

50 Approaches, Commitments and Goals

52 Corporate Governance Structure

53 Risk Management

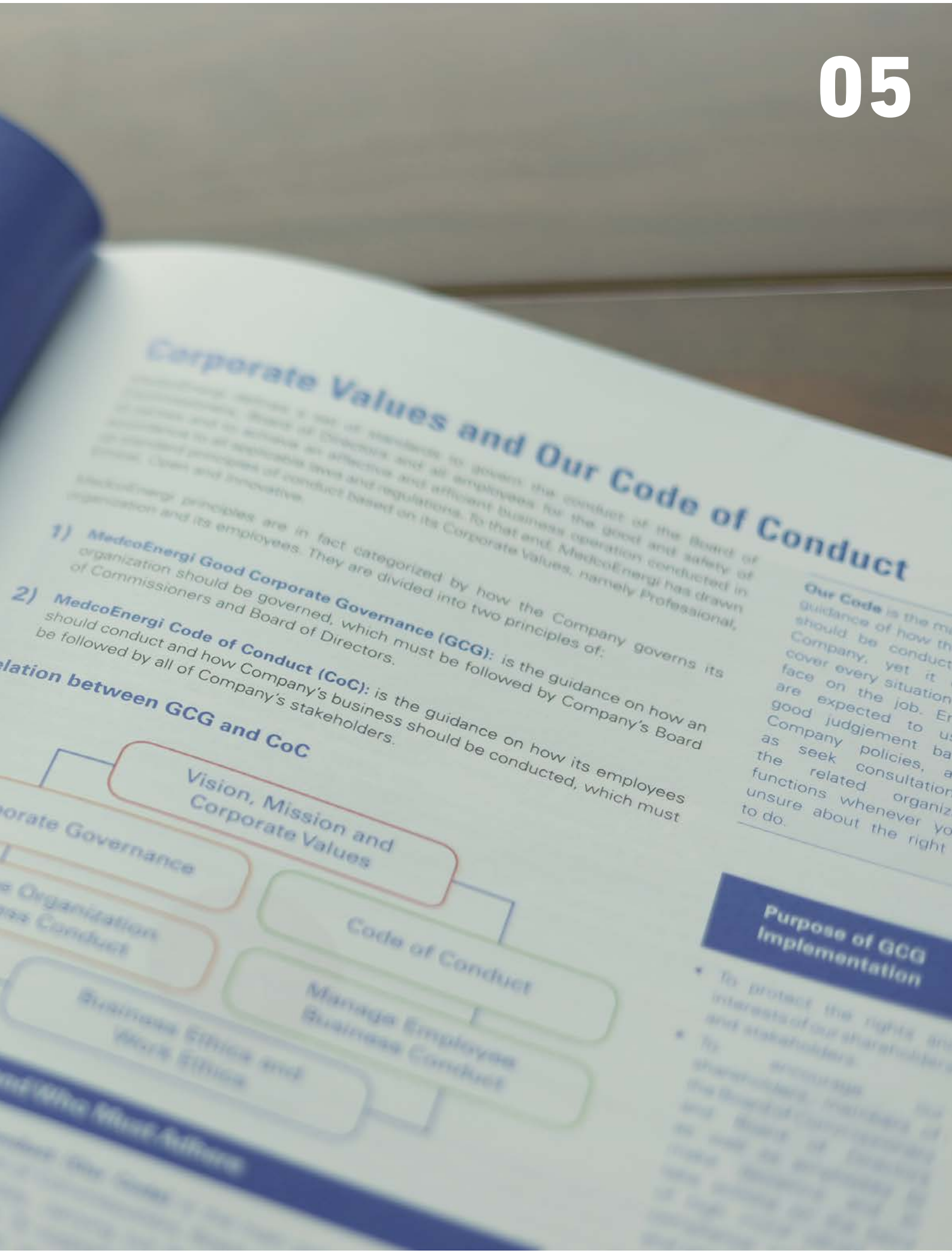
53 Corporate Governance Assurance Framework, Programmes and Policies

62 Anti-Corruption Collective Actions

64 Alignment of Sustainability Initiatives with the UN SDGs

64 Action Plans

05


Corporate Values and Our Code of Conduct
1) MedcoEnergi Good Corporate Governance (GCG): is the guidance on how an organization should be governed, which must be followed by Company's Board of Commissioners and Board of Directors.
2) MedcoEnergi Code of Conduct (CoC): is the guidance on how its employees should conduct and how Company's business should be conducted, which must be followed by all of Company's stakeholders.
lation between GCG and CoC
Vision, Mission and Corporate Values
orate Governance
Code of Conduct
Manage Employee Business Conduct
Business Ethics and Work Ethics
Purpose of GCG Implementation

MedcoEnergi embraces ethical governance, fostering compliance and transparency to strengthen resilience and advance sustainable operations. We are committed to creating lasting value for our stakeholders that is aligned with our vision and mission.

Approaches, Commitments and Goals

Our approaches are rooted in ethics-driven strategies that foster a culture of integrity and long-term stakeholder engagement. We apply Good Corporate Governance (GCG) principles and Code of Conduct (Our Code) across all subsidiaries and business divisions. As shown in the figure below, GCG governs organisational business practices, while Our Code guides employee conduct, which both reinforces business and work ethics to uphold integrity and compliance. This framework ensures strict adherence to laws, regulations, and global industry best practices and standards.

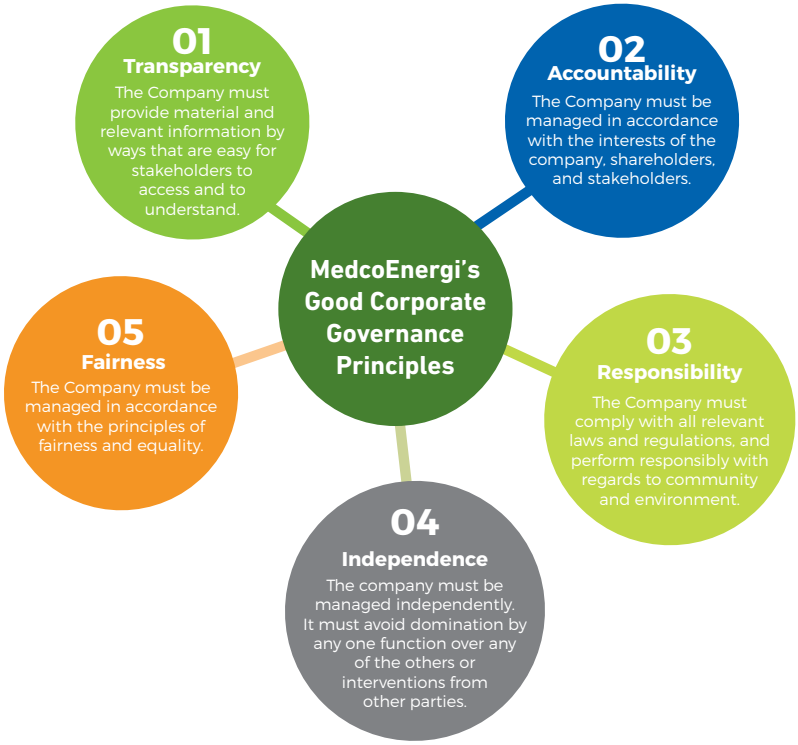
Medco Energi has reinforced its commitment to both transparency and ethics by strengthening corporate governance in its supply chain through vendor day events, which are referred to in the SCM section.

Relationship Between GCG and Our Code

Find more Good Corporate Governance information here.

Good Corporate Governance Principles

We integrate Transparency, Accountability, Responsibility, Independence, and Fairness into our Good Corporate Governance (GCG) Principles, ensuring a solid foundation for ethical business practices. These principles guide the MedcoEnergi Board of Commissioners (BoC) and Board of Directors (BoD) to lead responsibly and make sound decisions. The MedcoEnergi GCG Implementation Guideline is available here.



MedcoEnergi Code of Conduct

At MedcoEnergi, we are committed to upholding the highest ethical standards in everything we do. Our tagline, "Know the Code, Know the Commitment," embodies this commitment by emphasising the importance of our Code of Conduct. This Code outlines the expected standards, duties, and responsibilities for all personnel, ensuring that our activities are carried out with integrity. Our Code addresses critical areas such as human rights, anti-corruption, data privacy, and anti-money laundering, which, aligned with global best practices, guide us towards ethical excellence.

We expect all stakeholders to consistently adhere to Our Code regardless of their locations. Our Code is accessible here and illustrated in the figure below.

Our Code

Our Commitments & Responsibilities
- Our Corporate Values and Code of Conduct
- Our Expectations of Everyone
- Our Expectations of Supervisors
- Raising Our Concerns
- Disciplinary Actions

Protecting Our Employees & Workplaces
- Equal Opportunity and Discrimination
- Workplace Harassment
- Personal Data Privacy
- Safe Workplace
- Human Rights

Respecting Our Stakeholders
- Our Business Partners
- Our Communities
- Our Government

Protecting Our Company's Interests & Assets
- Conflicts of Interest
- Accuracy of Financial Reporting
- Protection of Company Assets
- Intellectual Property Rights
- Information Technology and Communication System
- Insider Trading

Obeying the Law
- Corruption and Bribery
- Preventing Money Laundering
- Involvement in Politics

Code of Supplier

We recognise our suppliers as essential partners in our success and commitment to strong corporate governance. In 2022, we launched our Code of Supplier to establish clear expectations and standards for our business partners. This code addresses legal and compliance risks while providing a framework for proactive business impact management. Through this initiative, we encourage our partners to embrace ethical, responsible, and forward-thinking business practices as we drive sustainable growth together. This Code of Supplier is available for reference here.

In 2024, we strengthened our engagements with domestic and international oil and gas vendors, including those in Bualuang (Thailand) and MLLC (Oman), through newsletters, and Vendor Day events. These initiatives, detailed in Chapter 3, reinforce transparency, uphold ethical practices, and foster collaborative partnerships to enhance operational efficiency and compliance.

Public Policy

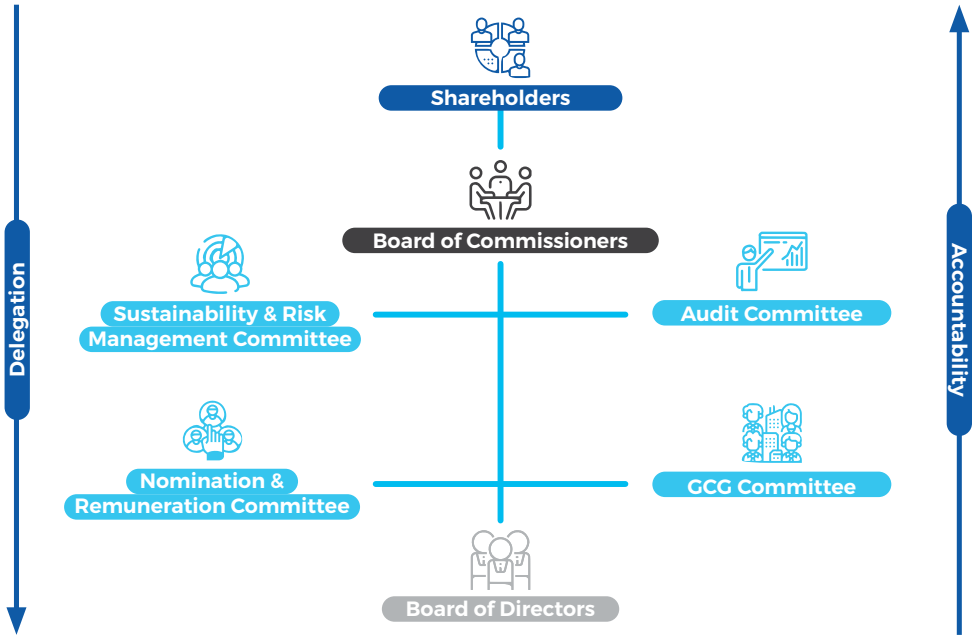
MedcoEnergi does not support any political party and does not make contributions or donations to any political party or affiliated organisation in any location we operate. However, we fully respect our employees' right to engage in political processes and support their preferred parties or candidates. Nevertheless, employees involved in political activities, such as joining a political party or campaigning for an election, must do so in accordance with our policies and regulations. Before each election, all employees receive internal communications outlining our position on donations and contributions.

Corporate Governance Structure

Our GCG framework outlines the responsibilities of MedcoEnergi's Board of Commissioners (BoC) and Board of Directors (BoD) as they govern and oversee all operations. Our GCG structure ensures a clear segregation of duties between the BoC, which provides oversight and strategic direction, and the BoD, which executes operations and makes decisions. Both Boards play a crucial role in ensuring accountability, which includes integrating sustainability and climate considerations into our responsible business practices. Furthermore, the Sustainability and Risk Management Committee (SRMC) and Corporate Sustainability and Risk Management (CSRM) contribute significantly to these efforts, as detailed in Chapter 4.

In 2024, we strengthened our commitment to ethical business conduct by establishing the Corporate Ethics and Compliance Committee (CECC) under BoD, which ensures an objective and fair process in addressing whistleblowing reports.

Corporate Governance Structure



Board of Commissioners (BoC)

The BoC oversees the BoD, ensuring that GCG principles are applied throughout the organisation. The duties and responsibilities for BoC members are outlined in our Annual Report. The BoC is supported by the Audit Committee, Nomination and Remuneration Committee, Sustainability and Risk Management Committee (SRMC), and GCG Committee in executing its duties. More details on these committees are described in our Annual Report.

Board of Directors (BoD)

MedcoEnergi's Board of Directors (BoD) ensures that shareholders interests and strategic goals are aligned. Each BoD member has distinct responsibilities, which are detailed in our Annual Report.

Corporate Ethics and Compliance Committee (CECC)

The Corporate Ethics and Compliance Committee (CECC), established in October 2024, plays a vital role in ensuring fair, objective, and transparent processes for handling allegations reported through whistleblowing channels.

The CECC consists of the:

- Chief Administrative Officer (CAO),
- Chief Operating Officer (COO),
- Chief Financial Officer (CFO),
- Head of Corporate A&IC,
- VP Human Resources and General Services,
- VP Corporate Legal Counsel & Corporate Secretary,
- other relevant functions as needed.

This committee not only ensures that all reports are addressed with trust, impartiality, and protection, but that disciplinary actions are also applied consistently and appropriately in accordance with legal requirements, industry standards, and international best practices. The CECC conducts regular meetings at least once per quarter or as required.

Sustainability-linked Remunerations

MedcoEnergi's sustainability performance is one of the key factors in determining BoD remunerations. The Nomination & Remuneration Committee evaluates annual sustainability performance, responsibilities, and industry best practices. It prepares remuneration proposals, which the BoC presents at the Annual General Meeting of Shareholders (AGMS) for shareholder approval.

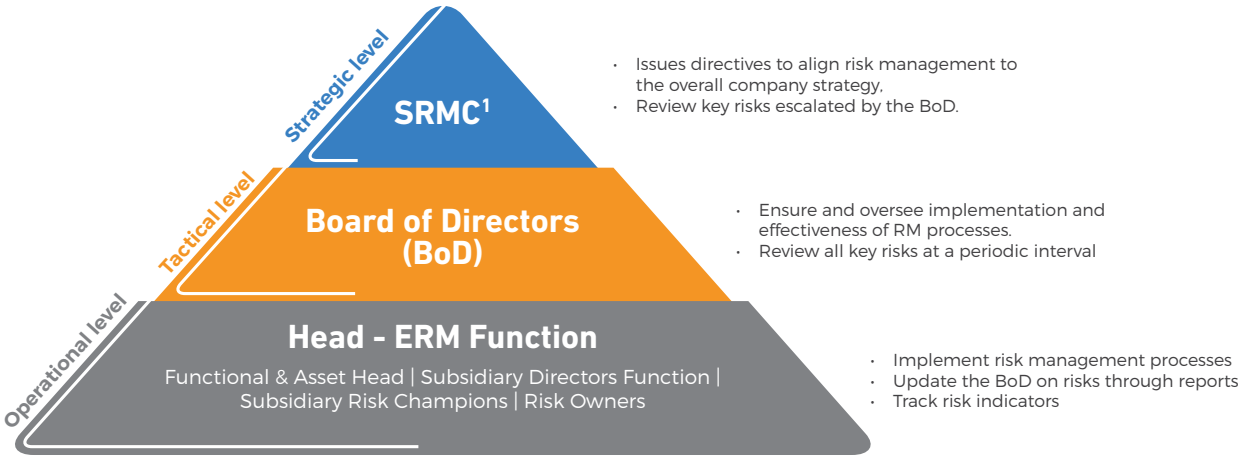
Risk Management

At MedcoEnergi, we employ an Enterprise Risk Management (ERM) framework to identify, assess, and mitigate both existing and potential risks that may impact the company's operations and long-term sustainability.

Our ERM framework refers to ISO 31000:2018 standards and serves as a key governance component of our Sustainability Framework. It ensures a structured and proactive approach to risk management by integrating risk identifications, assessments, monitoring, and reporting across all business functions.

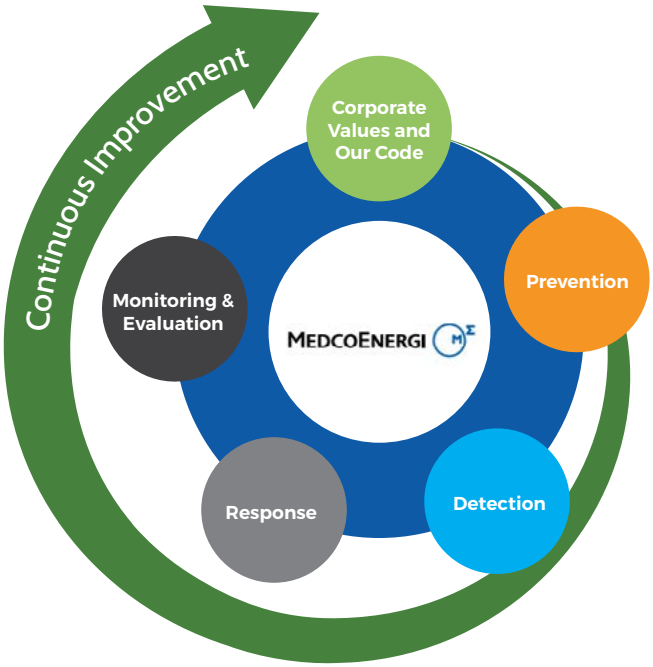
This framework covers a broad spectrum of risks, including those related to our business partners, and spans strategic, operational, financial, regulatory, social, and community categories. By embedding ERM into our corporate governance, we enhance resilience, transparency, and accountability in decision-making processes.

Risk Governance Structure



Corporate Governance Assurance Framework, Programmes and Policies

The Board is strongly committed to good corporate governance and Our Code through the Governance Assurance Framework. This comprehensive structure encompasses six key components: our corporate values and Code of Conduct, prevention, detection, responses, monitoring & evaluation, and continuous improvement. These components create a robust system that ensures accountability, transparency, and compliance across our operations, as illustrated below:



1 Sustainability and Risk Management Committee (SRMC)

Corporate Values and Our Code

Our corporate values and Our Code define the standards that govern how our people conduct their work, carry out responsibilities and behave according to ethical values.

International Compliance Programme

The table below outlines our international compliance programmes in sanctions compliance, anti-money laundering, and due diligence:

International Compliance Programmes	
Corporate Sanctions Compliance	**Anti-Money Laundering (AML)**
MedcoEnergi has continued strengthening its Corporate Sanctions Compliance Policy and Programme since its initial launch in 2021. The company issued the Corporate Sanction Compliance Policy and introduced the Sanction Compliance Programme, which included Sanctions Awareness and Risk Assessment sessions across divisions. This ongoing commitment reflects MedcoEnergi's dedication to maintaining robust compliance standards.	MedcoEnergi formalised its Anti-Money Laundering (AML) Policy in March 2024, reinforcing its commitment to manage money laundering risks with business partners. This initiative builds on the revised Our Code, which was introduced in May 2020, and is aimed at strengthening compliance and prevention measures.
2024	**2024**
On December 30-31, 2024, we conducted due diligence on sanction-related aspects of the jack-up rig contract and material management process, providing recommendations to the relevant functions.	• Following the issuance of the Corporate Anti-Money Laundering Policy in March 2024, we disseminated the policy to our employees to ensure they were aware of our commitment to comply with Anti-Money Laundering laws. We also equipped our ELO with awareness materials on Anti-Money Laundering to be cascaded to relevant employees in the organisation. Additionally, we reinforced this commitment with our suppliers and vendors by issuing an Anti-Money Laundering newsletter. • We held an AML workshop for leaders in Corporate Finance & Treasury, Business Development, and MPI Finance & Treasury in December to strengthen understanding of the AML Policy and related regulations. The session included risk assessment and due diligence exercises to help mitigate AML compliance risks.
2023	**2023**
• We focused on sanction compliance in the marine sector to prevent smuggling, criminal activities, and terrorism, with an emphasis on Iran, North Korea, and Syria. • A&IC and CSRM held a 2023 Marine Sanction Risk Assessment workshop in June for 10 key marine personnel, followed by a similar session in August for 13 personnel at JOB Tomori.	• Started a project to develop and benchmark AML Corporate Policy mapping. • Trained employees on AML awareness & understanding with a reputable provider. • Attended the Southeast Asia Financial Crime Symposium by Deloitte. • Consulted with an external law firm on the AML Corporate Policy.
2022	**2022**
MedcoEnergi held the first Compliance Awareness session for Medco Power, with attendees from Finance, Supply Chain, Business Development, Legal, and Corporate Communications.	• Communicated AML commitments and expectations to vendors through the 4th Edition of the Compliance e-Newsletter. • Launched the Code of Suppliers, which incorporated AML expectations. • A&IC representatives joined the "AML Trends & Challenges" webinar, organised with UNODC and Hogan Lovells DFNP. • Conducted a self-assessment of the AML compliance programme based on reputable standards.

This aligns with our risk-based Due Diligence Roadmap for 2023-2027, which was determined by risk escalations.

Due Diligence

We continued our due diligence on third-party risks in 2024 by focusing on high-risk areas, specifically involving licenses and permits. This aligns with our 2023–2027 due diligence focus areas, which are guided by risk escalations.

2023	2024	2025	2026	2027
Marine	**License & Permit**	**Logistic & Inspection**	**Manpower Services**	**Security Services**

Assets	2022	2023	2024
Oil & Gas - Domestic	20	8	15[1]
Oil & Gas - International	27	15	16
Power	9	3	3
JOB Tomori	3	3	4
Total Number of Vendor Due Diligence Conducted	**59**	**29**	**38**

1 Comprehensive due diligence assessments for Forel Project in 2024

Prevention

Our commitment to ethical business practices is reinforced through comprehensive governance initiatives and robust anti-bribery and corruption measures.

Ethics Ambassador Programme: A Commitment to Integrity and Sustainability

We uphold integrity and sustainability through the Ethics Liaison Officer (ELO) Programme, engaging line management to strengthen ethics compliance. ELOs promote MedcoEnergi's values to ensure compliance with ethics at all levels. For this reason, the Ethics Ambassador Program empowers employees to understand and embrace ethical standards, which reinforces our zero-tolerance on corruption and bribery. As a result, the trainings, workshops and coaching enable ambassadors to support employees to make ethical decisions and facilitate open dialogue. Senior management selects and approves ELOs, emphasising our commitment to a strong ethical culture.

Items	Oil & Gas	Power
Programme Title	Ethics Liaison Officers (ELO) Programme	Compliance Champion Programme
No. of Personnel in 2024	84 (including international assets)	24
Roles and Responsibilities of Personnel	• Lead discussions and deliver presentations on ethics to the groups • Provide awareness and support the groups that use ELO materials (presentations, case studies, posters and infographics) • Participate in corporate campaigns (including Ethics & Compliance Weeks and Anti-Corruption Day) and distribute campaign tools coordinated by the A&IC divisions)	• Communicate and discuss issues related to ethics and compliance from subsidiaries to Medco Power's head office • Monitor the designs and implementation of the Anti-Bribery Management Systems (ABMS) and other bribery-related matters • Monitor compliance of ABMS with ISO 37001:2016 requirements • Report on ABMS performance to top management and other compliance-related functions as required.

The numbers of people participating in our Ethics Ambassador Program are summarised in the table below[1]

Asset	2022	2023	2024
Corporate and Domestic Oil & Gas	2,530	2,036	1,763
International Oil & Gas	74	38	41
Corridor[2]	1,311	-	-
Power	13	359	1,329
Number of Participants	**3,928**	**2,433**	**3,133**

Communication and Education Initiatives

We emphasise ethics and compliance education to foster integrity. Proactive engagement strengthens employees' commitment to ethical practices, and thus, reduces compliance risks.

In 2024, key initiatives included compliance sessions to our employees. The sessions covered data protection, ethics, and workplace harassment, while cybersecurity awareness was promoted with Corporate Communication and Digital IT. HR collaborations ensured political risk guidance, an ethics quiz on harassment, and ongoing business ethics training for new hires and leaders. Additionally, we also participated in anti-corruption sharing sessions at JOB Tomori and integrity sharing session at Harbour Energy.

Cybersecurity awareness session with Corporate Communication and Digital IT

Anti-corruption sharing sessions at JOB Tomori

1 The number of participants in the ELO Programme includes both employees and contractors. The 2022 figure has been restated to include Medco Power. Outreach for 2022 was calculated using both offline and online attendance records, whereas in 2023 and 2024, it was based solely on online records.
2 In 2022, Corridor was reported separately as it had only recently merged with Medco Energi. From 2023 onwards, it has been consolidated under Corporate and Domestic Oil & Gas.

Annual Statement of Adherence (SOA) and Conflict of Interest (COI) Declarations

MedcoEnergi requires employees to submit Statement of Adherence (SoA) and Conflict of Interest (CoI) declarations to ensure accountability and transparency. These are reviewed annually to strengthen compliance across the organisation.

Key 2024 Enhancements:

- Strengthened compliance tests, which reinforced commitment to anti-bribery, harassment-free workplaces and intellectual property protection; also adhered to AML policies, and Personal Data Protection (PDP) laws.
- Extended SoA to vendors' top management by requiring active vendors to submit Contractor's Statement of Ethical Compliance (CSEC) declarations.
- Expanded CoI declarations to contract service workers in Corridor, Onshore, and Offshore assets.

2024 Submission[1]:

- SoA[2]: 2,491 (Medco Oil & Gas employees) and 1,012 (Medco Power employees). A total of 6,545 employees & contract service workers were recorded.
- CSEC: 329 submissions from Medco Oil & Gas vendors, 71 from Medco Power vendors.
- CoI: 5,305 (Medco Oil & Gas employees) and 811 (Medco Power employees). A total of 3,391 contract service workers across domestic assets.

These initiatives strengthen ethical awareness, mitigate risks, and reinforce compliance across all levels of the organisation.

Detection

MedcoEnergi has a fraud detection programme to flag unusual patterns in financial transactions, employee behaviour, and other assets that might indicate fraud. The procedures include data analyses, transaction monitoring, and oversight of employees and third parties. We also employ systems to detect and report misconduct against our Code of Conduct, ensuring timely and appropriate action. In November 2024, we implemented the Audit Management System to streamline and oversee the entire audit process: from planning and scheduling audits to conducting them, tracking findings, and generating reports.

MedcoEnergi Internal Ethics Hotline

In 2024, most inquiries on our internal hotline involved guidance on Gifts and Entertainment, Conflict of Interest declarations, Government Hosting, Know Your Customer (KYC) support, Workplace Conflicts, Personal Data Privacy, and Anti-Corruption and Bribery.

MEDCOENERGI ETHICS HOTLINE CODE OF CONDUCT

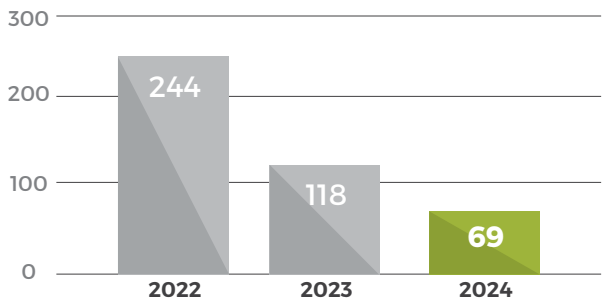
Internal Ethics Hotline

Office Visit: The Energy Bulding - Audit & Integrity Compliance Division,50th Floor, SCBD Lot 11A, Jl. Jendral Sudirman Kav 52-53, Jakarta 12190

Hotline Email: EthicsHotline@medcoenergi.com
Ethics Hotline : 021-29954443

We observed a decline in inquiries in 2023 and 2024, which indicated success due to increased communication and training efforts. Classroom sessions, including Field Compliance, due diligence, workshops, and Fraud Risk Assessments, allowed us to address inquiries directly, reducing the need for hotline queries.

MedcoEnergi Internal Ethics Hotline Total Received Inquiries



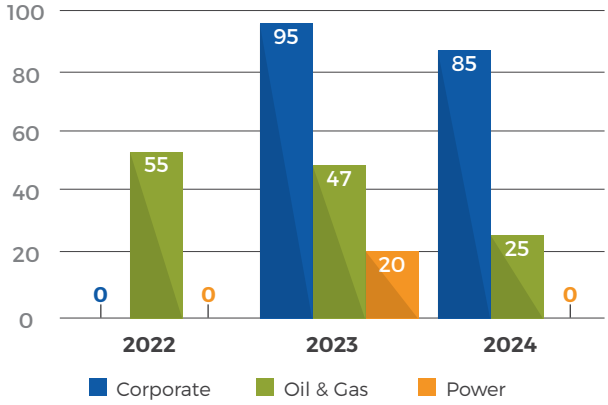
1 The total count of SoA and CoI submissions includes permanent employees, direct contract employees, and third-party contractors.
2 The assured numbers are only applied to the number of SoA submission (GRI 205-2) for permanent employees.

Fraud Risk Assessment (FRA) Workshops

The Fraud Risk Assessments (FRA) is a critical tool to identify fraud risks. It requires specialised expertise to implement effectively. To enhance our anti-fraud efforts, we conduct FRA Workshops to equip staff with the necessary skills to recognise and mitigate fraud within their areas of responsibility.

In 2024, we held four FRA Workshops for the leadership teams of Finance Oil & Gas, Human Resources & General Services (HR&GS), and MLLC at Muscat, Nimr, and JOB Tomori, with 47, 17, 25, and 21 participants respectively. Topics included our Anti-Bribery Management Systems (ABMS), fraud risk management, procurement fraud, human resources fraud, Anti-Corruption Law in Oman (based on an external legal counsel letter for MLLC), relevant case studies, and FRA tools to document and manage fraud risks at MedcoEnergi.

MedcoEnergi Fraud Risk Assessment Workshop Participants



FRA Workshop with the Medco Oman Team

FRA Workshop with the Finance Oil & Gas Team

Operational Technology Audits

Our operations rely heavily on automation, with industrial control systems for monitoring and control. Given the increasing cybersecurity risks due to growth and diverse Operational Technology (OT) implementation, it is crucial to ensure adequate cybersecurity measures.

In 2024, we conducted OT audits across six production fields in our Corridor Assets, i.e., Suban, Rawa, Grissik, Dayung, Sumpal, and Gelam. The audit aimed to identify and address potential cyberattacks, ensuring business continuity in line with the National Institute of Standards & Technology (NIST) US Department of Commerce cybersecurity frameworks.

Operational Technology Audit for Corridor

Internal Audits

We conduct risk-based internal audits across all operations at least once within two to three years, providing independent, objective assurance and advice to the MedcoEnergi Board of Directors, corporate divisions, and business units. These audits help assess the efficiency and effectiveness of our operations.

We conduct annual internal audits of the Anti-Bribery Management System (ABMS) to ensure compliance with ISO 37001:2016 requirements and prepare for regular surveillance audits by an independent certification body.

We also continue to carry out International Ship and Port Facility Security (ISPS)[1] audits for our marine assets in Corridor, South Natuna Sea Block B, and JOB Tomori, ensuring full compliance with the ISPS Code at our terminals and ports.

1 The ISPS is a set of measures to enhance the security of ships and port facilities.

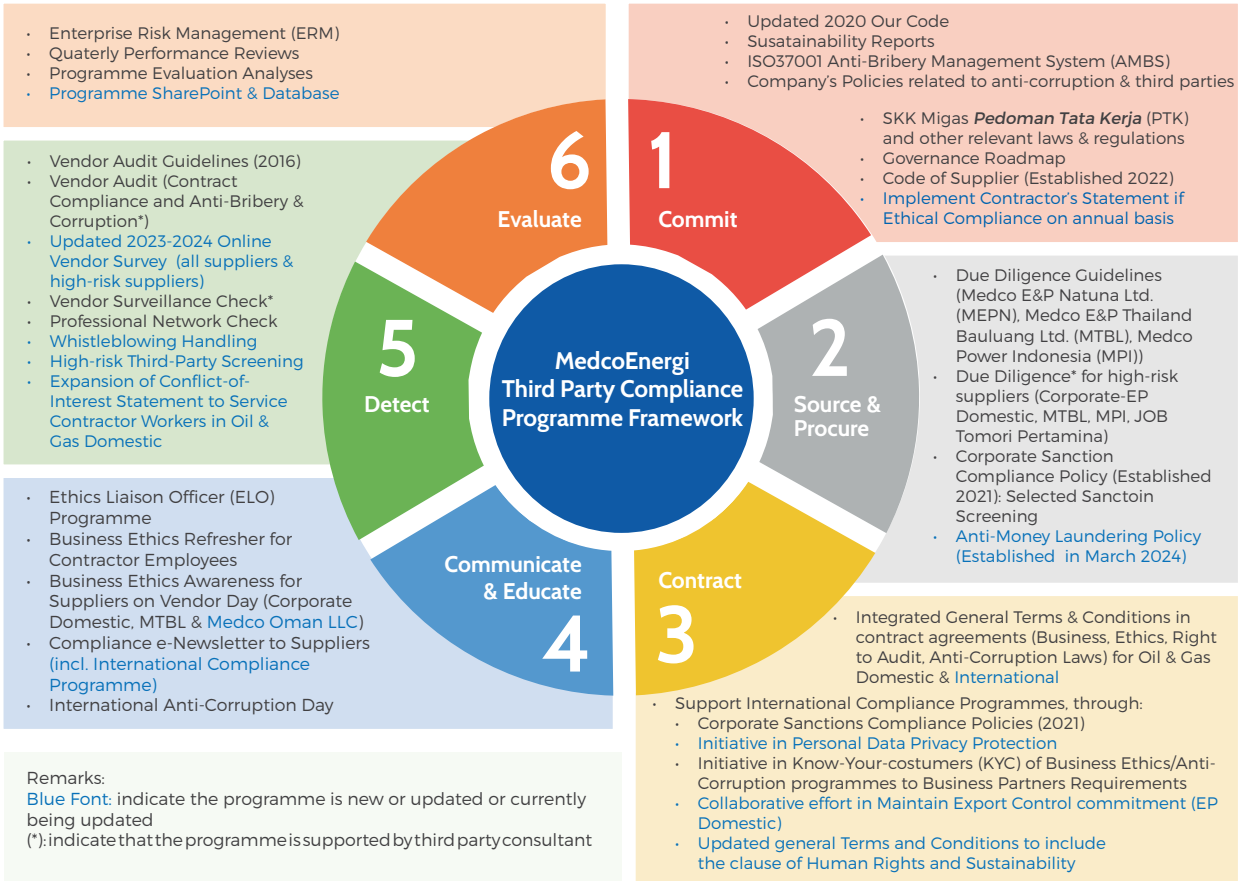
Description	Location	Internal Audits	2022	2023	2024
Internal Audits: Oil & Gas	Corporate	Within 2 -3 years	Mexico Block 10, Tanzania Block 1 & 4	Mexico Block 12, PT Transportasi Gas Indonesia	-
	Division/ Department		Operation Technology Sampang, Well Operation, Security and Marine Corridor	ISPS Code Audit for Corridor, Natuna and JOB Tomori	ISPS Code Audit for Corridor, Natuna and JOB Tomori
	Oil & Gas (Domestic and International)		South Natuna Sea Block B, Bangkanai	Medco Oman (MLCC), Rimau & Lematang, Block A	Medco Thailand (MTBL), PT Medco E & P Grissik (Corridor), South Sumatra Block (SSB) (in progress)
	Partnership with JOB		JOB Simenggaris	DSLNG, JOB Tomori	-
	Internal Control Evaluations		COVID-19 handling, CHSEMS, marine, social programmes	-	-
Internal Audits: Power	Headquarters	Within 2-3 years	-	-	PT Tanjung Jati B Power Services (TJBPS), PT Bio Jatropha Indonesia (BJI), Sarulla Operations Ltd (SOL), Medco Ratch Power Riau (MRPR)
	Subsidiaries		PT Energi Prima Elektrika (EPE), PT Multidaya Prima Elektrindo (MPE), Sarulla Operations LTD (SOL), PT Medco Ratch Power Services (MRPR), PT Medco Power Servis Indonesia (MPSI), PT Mitra Energi Batam (MEB), PT Dalle Energy Batam (DEB)	PT Mitra Energi Batam (MEB), PT Dalle Energy Batam (DEB), Sarulla Operations LTD (SOL), PT Medco Hidro Indonesia (MHI), PT Medco Power Solar Sumbawa (MPSOS), PT Tanjung Jati B Power Services (TJBPS)	-
Internal Audits on Anti Bribery Management System (ABMS)	Oil & Gas	Annual basis	International: MTBL Domestic: P2P E&P Domestic, South Natuna Sea Block B, JOB Tomori	International: MTBL Domestic: Corridor, P2P E&P Domestic, South Natuna Sea Block B, JOB Tomori	International: MTBL and MLLC Domestic: Corridor, P2P E&P Gas Domestic, South Natuna Sea Block B, JOB Tomori
			Medco Power Head Office, MEB/DEB, Energi Listrik Batam (ELB), TJBPS	Medco Power Head Office, MEB/DEB, ELB, TJBPS	Medco Power Head Office, MEB/DEB, ELB, TJBPS

Third Party Risk Management Programme

Engaging Third Parties

MedcoEnergi actively engages with business partners to manage third-party risks and compliance. We reviewed our programme and adopted risk-based approaches to strengthen Corporate Third-Party Compliance from 2023 to 2027. In 2024, we introduced the Anti-Money Laundering policy to domestic and international Oil & Gas vendors and sent newsletters to all vendors across domestic assets, Thailand, and Oman to raise their awareness.

2023-2024 MedcoEnergi Third Party Compliance Programme Framework



Our Third-Party Compliance Programmes

Meeting the Know-Your-Customers (KYC) Requirements from Our Partners

At MedcoEnergi we prepare KYC to assess the bribery and corruption risks, money laundering risks, and sanction risks.

Third-Party Risk Detection Initiatives

Our initiatives maintain business transparency and stakeholders trust in our governance with third parties.

Strengthening Our Third-Party Compliance Programme

In 2024, we enhanced third-party compliance by expanding ethical declarations, requiring contractors' top management to submit a Contractor's Statement of Ethical Compliance (CSEC), thereby strengthening compliance across both domestic and international assets. Additionally, we extended Conflict of Interest (CoI) Declarations, covering 3,391 contract services workers across Onshore, Corridor, and Offshore domestic assets.

Anti-Bribery and Corruption (ABC), Contract Compliance, and Internal Control Vendor Audits

MedcoEnergi conducts ABC, Contract Compliance, and Internal Control Vendor audits. In 2024, we completed 22 ABC audits, including in MTBL and MLLC. Our Internal Control audits enhanced compliance, contract adherence, and business controls, with plans to expand internationally.

No	Categories	Assets	2022	2023	2024
1	Oil & Gas	Domestic	13	13	11
		International	4	2	5
2	Power		4	3	2
3	JOB Tomori		1	4	4
	Number of ABC, Contract Compliance, and Internal Control Vendor Audits		**22**	**22**	**22**

Responses

We are committed to upholding our Code of Conduct, with a Zero Tolerance policy for bribery, corruption, fraud, and other ethical violations. Validated claims lead to immediate corrective actions.

Raising Concerns: Whistleblowing Channels

MedcoEnergi encourages employees to speak up about concerns or suspected violations of Our Code, thus reinforcing our Zero Tolerance Policy and regulatory compliance.

MedcoEnergi Whistleblowing Channels

MedcoEnergi provides secure channels to report violations regarding fraud, corruption, bribery, conflicts of interest, breaches of our Code, and unethical behaviour. These channels are available through websites, phone, SMS, and WhatsApp in multiple languages. Reports are anonymous, overseen by the Corporate Ethics and Compliance Committee (CECC), with retaliations addressed through disciplinary actions, including terminations.

In 2024, we fully adopted ISO 37002:2021 standards to strengthen trust, transparency, impartiality, and protection in our whistleblowing system. These international standards provide guidance to establish, implement, and improve a whistleblowing management system.

To support this, we developed comprehensive umbrella policies, including the Corporate Whistleblowing Policy, Whistleblowing Management System Manual, and Investigative Examination Procedure, aiming to:

- Encourage and facilitate reporting of wrongdoing
- Support and protect whistleblowers and involved parties
- Ensure timely and proper handling of reports
- Enhance organisational culture and governance
- Reduce the risks of wrongdoing

To ensure independency, we have employed PT Deloitte Advis Indonesia (Deloitte) to manage our external whistleblowing channels. Deloitte screens and categorises reports, which are then submitted to the President Director and Head of Corporate Audit & Integrity Compliance for investigation and follow-up actions. Reports can be filed through the channels on the MedcoEnergi website here or Deloitte website here.

External Ethics Hotline
(managed by appointed indenpendent party)

INDONESIA	THAILAND	OMAN	MANDARIN
Phone **0800-150-3020** Text Messages (SMS) & WhatsApp Messenger **(+62) 8138 870 3300**	Phone **1800-010-316** Text Messages (SMS) **(+66) 65986 1887** WhatsApp Messenger **(+62) 8138 870 3300**	Phone **8007-4565** Text Messages (SMS) **(+27) 72 014 4445** WhatsApp Messenger **(+62) 8138 870 3300**	Phone **0800-150-3020** Text Messages (SMS) & WhatsApp Messenger **(+62) 8138 870 3300**

Direct website: https://idn.deloitte-halo.com/lapor-medcoenergi/ | Email: lapor-medcoenergi@tipoffs.com.sg

Incident Disclosures

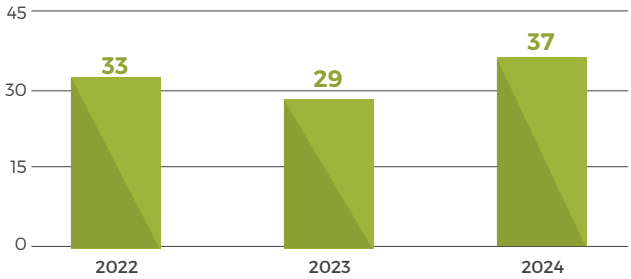
In 2024, we reviewed 76 alleged violations, identifying 37 fraud incidents, with 15 substantiated. Substantiated fraud incidents in 2024 include the inappropriate use of company assets, theft, solicitation, illegal gratuities, counterfeiting, conflict of interest and procurement fraud.

As a result, 28 individuals (employees, contractors, and suppliers) faced sanctions. Of these, 17 were related to fraud and 11 to business ethics violations. Sanctions ranged from verbal warnings to terminations.

We also continued implementing the Person Checking System to prevent hiring individuals with poor integrity records, ensuring it remains a critical component of our recruitment process.

Compared to last year, fraud incidents increased by eight cases, while confirmed fraud incidents increased by three cases. Disciplinary actions decreased by five persons.

Fraud Incidents



Monitoring and Evaluation

We continuously monitor and evaluate our responses to claims and reports to assess the effectiveness of our actions. This strengthens transparency, accountability, and corporate governance.

Anti-Bribery Management System (ABMS)

Our ABMS is designed to detect, prevent, and respond to bribery and corruption. Since its inception in 2018, we have continuously enhanced its effectiveness.

ISO 37001:2016 – Anti-Bribery Management System: Successfully covered and completed across eight existing assets and functions, with Riau IPP/MRPR obtaining it in November 2024 and Medco Oman (MLLC) in December 2024.

The details of our ISO 37001:2016 ABMS journey can be accessed at the MedcoEnergi website.

2019	2020	2021	2022	2023	2024
South Natuna Sea Block B, 1st certified PSC in Indonesia	Procure-to-Pay (P2P) in Oil & Gas Domestic and Medco Power Head Office, 1st awarded to power companies in Indonesia	MPI subsidiaries (MEB/DEB, ELB, TJBPS) and JOB Tomori	Medco Bualuang	Corridor	Medco Oman and Riau IPP/Medco Ratch Power Riau (MRPR)

Anti-Bribery Management System (ABMS) – MLLC and MRPR

This milestone strengthens our governance framework, enhancing our ability to prevent, detect, and respond to bribery, corruption, and fraud risks. Notably, MLLC was the first oil and gas asset in Oman to achieve ISO 37001:2016 ABMS certification.

Besides certification in oil and gas, we also obtained a new certificate for our Power asset, MRPR.

Continuous Improvements

We continuously enhance our standards, policies, and initiatives to ensure they align with MedcoEnergi's expanding portfolio. This guarantees that ongoing improvements are implemented through organisational feedback mechanisms.

SKK Migas Award Ceremony

Assurance and Consulting Excellence (ACE) Award

At the 2024 SKK Migas Award Ceremony in September, PT Medco E&P Indonesia received the Assurance and Consulting Excellence (ACE) Award for the second consecutive year. This recognition highlights our internal audit function's role to provide independent assurance, advisory services, and innovation-driven solutions while maintaining the highest professional standards. The award reaffirms our commitment to governance excellence and continuous improvements to audit practices, strengthening our best practices in the industry.

Transparency Initiative Indonesia (TII) ESG Rating Recognition

On December 10, 2024, Transparency International Indonesia (TII) and Tempo Data Science recognised PT Medco Energi Internasional Tbk in the Indeks Integritas Bisnis Lestari 2024, which evaluated Indonesia's top 100 companies based on ESG principles.

MedcoEnergi received the prestigious Ruby Award, achieving an average score of 84.21, with top ratings in Human Rights, Environmental Sustainability and Business Integrity/Anti-Corruption.

This recognition highlights our commitment to ethical, sustainable, and responsible business practices.

MedcoEnergi received the prestigious Ruby Award in the Indeks Integritas Bisnis Lestari 2024

Respectful Workplace Policy

To foster respectful and inclusive workplaces while ensuring compliance with the Ministry of Manpower Decree No. 88/2023, we are developing a dedicated Respectful Workplace Policy, set to take effect by March 2025. This initiative reinforces our commitment already outlined in Our Code.

We are dedicated to maintaining harassment-free workplaces. To enhance awareness and reporting mechanisms, we have launched a Respectful Workplace Quiz, conducted field compliance sessions, and provided assistance on maintaining workplaces that are harassment-free. Beyond legal compliance, we strive to build a culture where everyone feels valued and empowered to thrive.

Personal Data Protection (PDP)

To prepare for the Indonesia Personal Data Protection (PDP) Law No. 27/2022, enacted in October 2024, we have started developing our Personal Data Protection Policy in Q4 2024.

To strengthen its implementation, we plan to benchmark it at our Thailand business unit in 2025. We intend to leverage their experience since Thailand adopted similar regulations in 2022.

Transparency in Payment to Government

We believe that transparency in payment to government is essential to not only maintain trust and accountability but also promote fair competition and mitigate ethical risks. Our approach includes comprehensive system reporting and documentation, strict compliance with laws, and employee education and awareness.

In 2024, Medco Oil & Gas in Indonesia advanced its commitment to transparency by standardizing the Government Hosting (GH) guidelines, transitioning from cash-based to transfer-based payments for government officials. This project aimed to enhance transparency and reduce bribery risks. Key milestones included the approval of system modifications, the development and integration of the payment systems, and extensive familiarisation sessions of new guidelines for employees.

Medco Oil & Gas also contributes to Indonesia's effort in setting best practice standards for good governance. Indonesia is part of the Extractive Industries Transparency Initiative (EITI) since 2019 that sets the global standard for transparency reporting in the extractive industries. As a company who is committed to good corporate governance and transparency, we contribute to the EITI report by submitting our annual report to the Government of Indonesia's Coordinating Ministry for Economic Affairs (CMEA), who consolidates the disclosures with other numerous extractive companies operating in Indonesia. Dependent on the timing of fiscal year report submission by CMEA to EITI and the country report validation, the consolidated report is then published at the EITI website. Our company data in Indonesia country report can be found in the following link: https://eiti.org/eiti-country-reports?field_countries=indonesia.

Anti-Corruption Collective Actions

MedcoEnergi's anti-corruption efforts involve partnerships with stakeholders to promote industry-wide integrity, recognising that collective action is crucial to fostering an anti-corruption culture. Our initiatives include contributions to local anti-corruption initiatives and joint efforts with international organisations.

Contributions to Local Anti-Corruption Initiatives

MedcoEnergi actively engages in anti-corruption initiatives to promote integrity and ethical business practices within communities.

Community-Based Anti-Corruption School

In collaboration with Anti-Corruption Movement (Gerakan Anti Korupsi/GeRAK) Aceh and Aceh Anti-Corruption School (Sekolah Anti Korupsi Aceh/SAKA), we delivered a session on Environmental, Social, and Governance (ESG) principles for university students and graduates in January 2024. The session underscored the role of anti-corruption measures in sustainable businesses, particularly in the oil and gas sector.

Collaboration with Anti-Corruption Movement (GeRAK) Aceh and Aceh Anti-Corruption School (SAKA)

Local Business Integrity Workshop

Partnering with Transparency International Indonesia (TII), we hosted the "Joint Integrity Action: *Payo Kitek Same-Same Belajar*" workshop in March 2024, empowering local businesses in our operational areas. The event reinforced ethical business practices and highlighted integrity as a foundation for sustainable development.

Joint Integrity Action: Payo Kitek Same-Same Belajar (Let's Learn Together)

Youth Integrity Workshop

We held a workshop titled "Building Character for Outstanding Students with Integrity: Steps Towards a Bright Future", which encouraged high school students to champion ethical leadership and become agents of change in the fight against corruption. This workshop took place at Senior High School 3 Sampang and Senior High School 1 Sumenep in Madura, East Java in April 2024.

Youth Integrity in East Java

Anti-Corruption collaborations with International Organisations

In September 2024, the Corporate A&IC leaders participated in the Business Ethics and Governance Working Group (BEGWG) and the Business and Human Rights Working Group (BWGHR), organised by the Indonesia Global Compact Network (IGCN), the local chapter of the United Nations Global Compact (UNGC). This strengthened our anti-corruption efforts and amplified their global impact, reinforcing our commitment to ethical business practices and human rights in line with international standards.

Joint Anti-Corruption and International Organisations

Alignment of Sustainability Initiatives with the UN SDGs

The following table maps MedcoEnergi's sustainability initiatives to pursue excellence in our governance compared with the UN SDG targets. These initiatives only highlight MedcoEnergi's efforts – they do not reflect the targets or achievements of the host countries themselves.

UN SDGs	Relevant UN SDGs Targets[1]	Key Initiatives
	4.7	• Policies and initiatives on ethics and compliance, fraud risks, human rights, anti-bribery and corruption • Ethics Ambassador Programme • Anti-Corruption Collective Actions
	12.6	• Publication of sustainability reporting
	16.3, 16.5, 16.6, 16.7	• Policies and initiatives on ethics and compliance, fraud risks, human rights, anti-bribery, anti money laundering, and corruption • Annual SoA and CoI declarations • Regular risk-based internal audits of all our operations • Third party risk management programme • Whistleblowing Channel
	17.17	• External collaborations in promoting business transparency, integrity and anti-corruption measures.

Action Plans

The following action plans will enable us to meet our objectives and continue pursuing excellence in our governance. We regularly measure, monitor and report on our progress and performance and match them against these actions. The progress report of these action plans refers to the 2023 - 2027 Sustainability Road Map.

Category	Short Term Actions	Medium-Long Term Actions	Status
Anti-Corruption	Require all employees to sign an annual anti-corruption declarations after online evaluations have been completed.		Employees have signed annual anti-corruption declarations (May - June).
	Conduct communication and education training on anti-corruption.		The ELO Opening Workshop for domestic and international assets included field compliance sessions in Corridor, Soka, and Palembang. Other activities included the ELO Mid-Year Workshop, ABMS Awareness at JOB Tomori, field compliance at Rimau – SSR, International Anti-Corruption Day at JOB Tomori, an AML Workshop and Due Diligence Field Relations in Corridor. Total participation: 809 people.

1 The targets can be found in UN SDGs website (https://sdgs.un.org/goals)

Category	Short Term Actions	Medium-Long Term Actions	Status
Anti-Corruption		Conduct the following training: • Hosting government officials, • Advanced Fraud Risk Assessments (FRAs) for new assets (post-merger and acquisition) to support growth strategies, • A refresher session for organisations in high-risk areas, and • Anti-corruption programmes in oil & gas forums.	Completed FRA Workshops for Finance E&P in May and June 2024, with two refresher sessions for HR & GS Leadership in July 2024, Leadership MLLC in August 2024, and FRA and BRA workshops in JOB Tomori. Total participants: 110 people.
	• Align the Integrity Champion ex Corridor Programme with the Ethics Liaison Officer (ELO) programme, • Continue the programme for international business units.	Continue ELO programmes in domestic and international business units.	Continued to implement the ELO program in Medco Oil & Gas. Total ELO: 84 personnel.
	Continue the Compliance Champion Programme for Medco Power.		Continued implementing the Compliance Champion in Medco Power. Total Compliance Champions: 24 personnel.
	Obtain and implement the ISO 37001:2016 Anti-Bribery Management System (ABMS) certification in Medco Oil & Gas and Power high risk assets.		The MRPR was certified on 26 February 2025.
	Obtain and implement the ISO 37001:2016 Anti-Bribery Management System (ABMS) certification in South Natuna Sea Block B.		The recertification was obtained on 6 September 2022. The first and second surveillance ISO 37001: 2016 in 2023 and 2024 were passed.
	Obtain and implement ISO 37001:2016 Anti-Bribery Management System (ABMS) certification for Procure to Pay (P2P) process in Oil & Gas domestic assets such as Rimau, South Sumatra Block, Lematang, Block A, Tarakan, South Natuna Sea Block B, Corridor, Sampang, Madura Offshore, West Bangkanai, and Bangkanai.		The P2P E&P Domestics was recertified in 26 April 2023 and passed first surveillance ISO 37001: 2016 in 2024.
	Obtain and implement ISO 37001: 2016 ABMS Certification for Medco Power assets.		The Medco Power headquarters was recertified in August 2023 and passed first surveillance ISO 37001: 2016 in 2024. The Medco Power subsidiaries: MEB/ ELB, DEB and TJBPS were recertified in June 2024.
	Obtain and implement ISO 37001: 2016 ABMS Certification for JOB Tomori.		JOB Tomori was recertified on 17 August 2024.
	Obtain and implement ISO 37001: 2016 ABMS Certification for Bualuang, Thailand.		The certification was obtained in November 2022 and passed first and second surveillance of ISO 37001: 2016 in 2023 and 2024.
	Plan to obtain and implement ISO 37001: 2016 ABMS Certification for Corridor Asset.	Obtain and implement ISO 37001: 2016 ABMS Certification for Corridor.	The certification was obtained in 7 December 2023 and passed the first surveillance ISO 37001: 2016 in 2024.
	Plan to develop ISO 37001: 2016 for Oman.	Obtain and implement ISO 37001: 2016 ABMS Certification for Oman and MRPR.	The certification was obtained on 9 December 2024 for MLLC.
	Conduct Anti-Bribery and Corruption Vendor audits (minimum of 22 vendor audits per year).		Conducted 22 vendor audits in 2024.

Category	Short Term Actions	Medium-Long Term Actions	Status
Anti-Corruption	• Establish standards for vendors' due diligence process. • Complete selected vendor compliance surveys in Oman.	• Conduct due diligence on high-risk criteria based on current compliance risks. • Complete vendor compliance surveys in Indonesia and Thailand.	Conducted desktop reviews of due diligence of Corridor Contract - prequalification stage for licenses: 14 due diligences Conducted 3 desktop reviews of due diligence and sanctioned due diligence at MPI. Conducted 1 advanced due diligence for vessel conversion contract. Conducted ethical due diligence at MTBL: 16 due diligences. Conducted 4 desktop reviews of due diligence JOB Tomori Total: 38 due diligences Completed 26 vendor compliance surveys in Oman in Jan 2024. Completed 137 vendor compliance surveys at E&P Domestic in Feb 2024.
Business Ethics	Carry out Code of Conduct (COC) assurances: Statements of Adherence (SoA) self- tests		In 2023, the SOA was expanded to include statements on personal data privacy protection, human rights, political involvement, and anti-money laundering awareness in assurance test questionnaires to align the declarations with the 5-years Sustainability Governance roadmap. Our Oil and Gas and Power employees submitted their SOAs; passing the SOA Assurance Test was required (Please refer to the 2024 GRI Performance Data for GRI-205). The results show that employees thoroughly understand our Code and Conflict of Interest Policy & Procedures.
	• Automate Conflict of Interest (CoI) deterrence that is included in the system • Train new personnel (if we have any new assets)		This does not apply since no new assets were acquired.
	Standardise CoC practices related to the SoA declarations, Conflict of Interest (CoI) declarations, Governance & Ethics policy, and both the government hosting and gift entertainment guidelines.		In 2024, we received 99.95% (i.e. 6,116) Conflict of Interest (CoI) submissions from permanent employees and third-party contractors in Medco Oil & Gas and Medco Power. In 2024, we expanded the CoI declaration process to include targeted service contractor workers in Corridor, Onshore, and Offshore, using the Microsoft platform. We received 3,391 submissions, achieving a 100% completion rate. The Standardised Government Hosting Guidelines was implemented on 1 February 2025.
	Finalise and implement a standardised, rigorous compliance programme (covering prevention, detection, responses) across MedcoEnergi.		Implemented Our Code standard across MedcoEnergi. • Implemented ABMS in key overseas assets. • Standardised third-party risk managements.

Category	Short Term Actions	Medium-Long Term Actions	Status
Internal Audits	Ensure the 2024 audit plan is effective (>90% audit plan completion), and that it covers key business risks and controls within assets, partnerships and functional areas.		Completed audits for Oil and Gas at DSNLG, JOB Pertamina - Medco Oil and Gas Tomori Sulawesi, Block A (continuing from 2023) , Corridor, South Natuna Sea Block B, SSB
			International ship and port security audits: Corridor, Natuna, and JOB Tomori.
Sanction Compliance Programme	Conduct Sanction Workshops in high-risk areas.		Conducted due diligence sanction compliance on December 2024 related to the tender process for the jack-up rig contracts and material management areas.
Anti Money Laundering (AML) Programme	Established AML Policy in year 2023.	• Review AML controls in relevant functions. • Develop working procedures to detect money laundering risks.	The AML Policy was launched on March 2024: available on the MedcoEnergi website. An AML Workshop was conducted on 10 December 2024. It was attended by 15 key personnel from Corporate Treasury, Business Development, MPI Finance & Treasury.
Personal Data Protection (PDPA) Programme	Increase awareness of PDPAs related to HR, IT, HSE, SCM.	Regularly conduct PDPA training and workshops.	The Personal Data Protection Policy will be launched in Q1-2025.
Whistleblower Management System (WMS) Programme	Implement whistleblowers in partnerships.		WBS had been implemented in DSLNG and JOB Tomori since 2022.
	Assess conformity of ISO 37002:2021.	Fully adopt and conform to ISO 37002:2021.	In 2024 we adopted ISO 37002:2021 Whistleblowing Management System (ISO 37002:2021). This comprehensive framework creates a robust whistleblowing management system based on trust, impartiality, and protection.
	GRI 205-3 disclosures (without assurance).	Implement GRI 205-3 disclosures in 2024 (without assurance) and GRI 205-3 disclosure with assurance from 2025 onwards.	Data related to GRI 205-3 had been disclosed in Sustainability Report year 2021 and continued in Sustainability Report 2022 - 2024.
Human Rights	Establish human rights policies and framework.	Conduct human rights training for all employees and vendors.	Conducted human rights training for senior leadership, MTBL leadership, and all manager levels, with 300 participants in total.
	Conduct human rights assessments for major assets.		In 2023, we conducted internal human rights assessments in Block A and JOB Tomori; the report was issued in 2024.
	Establish harassment-free workplace.		Established the Respectful Workplace Policy in Q1-2025.
Public Policies	Develop accountability procedures to monitor MedcoEnergi's public policy statements versus execution, as well as agenda versus implementation		Completed the accountability procedures and reported them to the BOD in 2024.
Socioeconomic Compliance	Ensure the IPA Ethics & Compliance Committee supports industry efforts to simplify and make transparent all social and environmental permits for Medco Oil & Gas assets.		Relevant authorities are currently being engaged under the National Anti- Corruption Strategy Forum.

Realising Our Climate Aspirations

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Offshore Platform in Bualuang, Thailand

This picture is the 1st winner under the 'Environment & Climate Change' category of the MedcoEnergi 2024 Photography Competition

We recognise the need to strengthen our efforts to address climate risks and support the energy transition in light of the growing climate change challenges. Our Climate Change Strategy and Net Zero target, established in 2021, set the foundation for our decarbonisation journey. The interim targets introduced in 2022 reflect our commitment to take meaningful climate actions while continuing to provide reliable, affordable, sustainable energy and natural resources.

In 2024, we made progress in reducing greenhouse gas (GHG) emissions through operational improvements and low carbon electrification in our Oil & Gas operations. We achieved a 30% reduction in Scope 1 and 2 GHG emissions from our 2019 baseline, surpassing our 2025 target of 20%. Following the significant methane emissions reductions in 2023, we maintained this momentum by reducing methane emissions from oil and gas by 46% from 2019 levels, exceeding our 2025 target of 25%.

These achievements reflect the steady progress we have made in integrating climate considerations into our operations. While we are proud of these results, we remain mindful of the evolving challenges ahead and continue to build on this momentum for a low carbon energy transition.

Approaches, Commitments and Goals

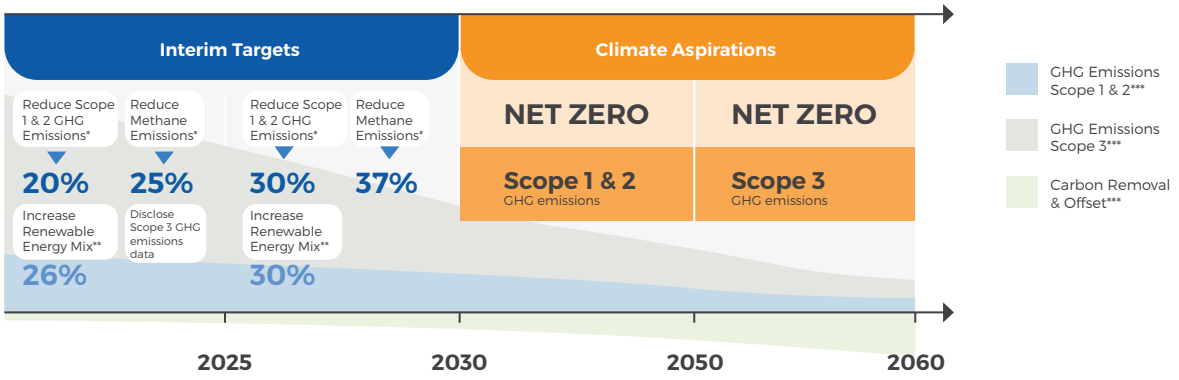
Besides our interim climate targets, MedcoEnergi is committed to achieving net-zero emissions by 2050 for Scope 1 and 2, extending to Scope 3 by 2060. Our Climate Change Strategy is embedded in our core vision, mission, and sustainability framework, aligned with the Paris Agreement and the Nationally Determined Contributions (NDCs) of our operating countries. This approach is informed by comprehensive climate scenario analyses that identify critical climate-related risks and opportunities affecting our mid-term and long-term business operations. More details on our Climate Change Strategy, including focus areas and key initiatives, can be found in Chapter 4 under the Climate Change Strategy section.

We have been reducing our GHG emissions by adopting new technologies, best practices, alongside efforts in carbon removal. Our transition strategies towards low-carbon and sustainable energy include expanding our natural gas portfolio as a transitional fuel even as we develop renewable energy sources to support Indonesia's and other host countries' development goals. To strengthen climate resilience, we updated our Sustainability Assessment guidelines in 2024 by integrating physical climate change risk assessments into project designs and enhancing methane management efforts. More details can be found in Chapter 4 and Chapter 7 under the Sustainability Assessment section.

Establishing Our Climate Interim Targets

MedcoEnergi's climate interim targets form the foundation of our climate initiatives, allowing us to monitor and report measurable progress. These targets were shaped through a structured process that included reviewing the NDCs of our host governments, analysing internal long-term planning data, and benchmarking against industry peers. We also factored in climate-related risks and opportunities, past and ongoing emissions reduction efforts, energy efficiency programs, and evolving regulatory trends in the countries where we operate.

We chose 2019 as our base year as it represents our typical oil and gas operations before the pandemic and the most relevant reference point for measuring long-term progress. Aside from GHG and methane reductions, we have targeted 26% of our power business's installed capacity to come from renewable energy by 2025, increasing to 30% by 2030[1]. The target-setting process was a collaborative effort that combined both top-down and bottom-up approaches and involved input from various functions across the organisation.



* Medco Oil & Gas emissions based on the operational control approach and reduction from the 2019 base year.
** Equity shared installed capacity. The Government of Indonesia's renewable energy mix target is 23% by 2025 and 25% by 2030.
*** This graph illustrates GHG emissions and offset trajectories to achieve net zero and does not describe MedcoEnergi's projected GHG emissions and carbon offsets.

1 Indonesia aims to have at least 23% of its installed capacity from new and renewable energy sources by 2025 and at least 31% by 2050, as outlined in the country's Enhanced Nationally Determined Contribution (ENDC) issued in September 2022.

Enhancing Our Employees' Capability for Climate Action

Throughout 2024, we organised several climate change capability-building sessions. While these sessions targeted different segments of our workforce and discussed different aspects of climate change, they shared the common goal of preparing our employees, management, executives and suppliers for climate action. Our capability-building sessions employed multiple experts from both within and outside of MedcoEnergi and were integrated with climate-related initiatives from different divisions.

In 2024, we also launched the Green Ambassadors for Inclusive Climate Action (GAIA) Champions across our assets. This initiative aims to advance sustainability and drive impactful climate actions. There are currently 38 GAIA Champions (39% female, 61% male) who have successfully shared their knowledge through multiple sessions, engaging over 2,000 employees through various formats—including in person, online, and hybrid sessions.

Between July and September 2024, we held a climate change capability-building programme for senior leaders to strengthen understanding of climate-related issues and align our strategic priorities. This leaders programme enhanced strategic decision-making at the senior management level and above. The sessions covered climate risks and disclosure frameworks (physical and transition risks), GHG management, carbon removal and offsets, Nature-based Solutions (NbS), Carbon Capture and Storage/Carbon Capture, Utilisation and Storage (CCS/CCUS), carbon pricing, and sustainable finance. This structured approach helps embed climate knowledge across MedcoEnergi, which enhances our climate readiness. We also deployed company-wide three e-learning modules on the fundamentals of sustainability and climate change. Details can be found in Chapter 10 under the Building Organisational Capabilities to Support the Energy Transition Agenda section.

Green Ambassadors for Inclusive Climate Action (GAIA) Champion Sharing Sessions

In addition to internal programmes, other activities included leadership training to obtain global certifications on sustainability, climate change and biodiversity, focused sessions on CCS/CCUS and low-carbon technologies. A Climate Change and Energy Transition Working Group member was also selected to participate in international scholarships focused on climate change and energy transition. These included the *Australia Awards Indonesia Short Course on Renewable Energy for Remote Communities and the U.S. Department of State' Secure and Sustainable Infrastructure Program for Clean Energy*. These programmes have further strengthened our internal capabilities and brought valuable global insights to support MedcoEnergi's climate agenda.

Participating in Global and Regional Climate Events and Conferences

Throughout 2024, we participated in various climate-focused events and conferences. At these forums, we showcased our Sustainability Framework and Climate Change Strategy while emphasizing the energy sector's vital role in addressing climate challenges. These engagements provided us with essential feedback and insights on our strategic approaches, implementation progress, and overall performance. They also represent a key component of the Collaboration and Engagement pillar within our Climate Change Strategy.

Events we participated in 2024:

- UN Framework Convention on Climate Change (UNFCCC) 29th Conference of the Parties (COP-29) as part of the Government of Indonesia's delegation
- Indonesia's International Sustainability Forum 2024
- The US Trade and Development Agency's Advanced Technologies for Methane Abatement Reverse Trade Mission
- Singapore's International Energy Week (SIEW) 2024
- Indonesian Petroleum Association (IPA) Conference and Exhibition 2024
- Indonesia's International Geothermal Conference and Exhibition (IIGCE) 2024
- Indonesia's International Hydrogen Summit 2024
- 2024 Renewable Energy Investment Forum - Investing in Indonesia's Renewable Energy Export Opportunities

Establishing Climate-related Incentives

Our performance-based compensation programs are tied to sustainability and climate initiatives, specifically focused on reducing greenhouse gas and methane emissions while expanding renewable energy capacity. The "Team Performance Contracts" are established annually across all organisational levels, from executive leadership to individual team members. These contracts incorporate dedicated sustainability and climate-related Key Performance Indicators that undergo quarterly assessments. Year-end evaluations measure achievement against these established targets, with results directly influencing performance incentives and potential salary adjustments.

Our Roadmap in Climate Business Integration

We integrate climate change considerations throughout our corporate business and operations and remain committed to transparently reporting our progress. In the 2024 CDP Climate Change assessment, we maintained our B rating, consistent with our scores from 2022 and 2023. Following our inaugural Task Force on Climate-related Financial Disclosures (TCFD) report in 2022, we have continually enhanced our climate disclosure practices in the Sustainability Report. The complete TCFD report is available on the MedcoEnergi website.

Throughout 2024, we have strengthened the transparency of our climate change efforts by aligning with the new IFRS S2 Climate-related Disclosure Standards, which builds upon the TCFD framework. We also held an in-house capability building session on the IFRS S1 & S2 in November for various related divisions. This reflects our commitment to continuously improve the quality and consistency of our disclosures in line with international best practices.

Below is our updated climate action progress, structured according to the disclosure requirements of IFRS S2:

IFRS S2 Core Element	Recommended Disclosure	Summary of Progress by 2024	Link
Governance	a. The governing body or individuals responsible for overseeing climate-related risks and opportunities. b. Management's role in the governance, controls, and procedures used to monitor and manage climate-related risks and opportunities.	• Initiated the Climate Change Risk Assessment Guidelines outlining the governance structure for physical and transition risk assessments, including clear roles and responsibilities for BoD, executives, key teams, and supporting functions. • Conducted climate change capability-building, including sessions for executives and senior leaders. • Embedded climate change mitigations and adaptations in the Sustainability Assessment Guidelines.	2024 Sustainability Report: • Chapter 4 page 40-41, 43, 44 • Chapter 6 page 71 • TCFD Report 2022, page 4 – 5
Strategy	The climate-related risks and opportunities on: a. Climate-related risks and opportunities that could reasonably be expected to affect the company's prospects. b. Business model and value chain: The current and anticipated effects of those climate-related risks and opportunities on the company's business model and value chain. c. Strategy and decision-making, including climate-related transition plans. d. Financial position, financial performance, and cash flows and their anticipated effects over the short, medium and long term. e. Climate resilience of the company's strategy and its business model to climate-related changes	• Completed quantitative transition risk assessment using standard science-based scenarios analysis from the IEA (APS and STEPS) for Oil & Gas and Power assets to determine the downside risks from increased pricing of GHG emissions. • Conducted the third year of the climate change risk assessment (CCRA) using scenario analysis that covered 25 assets for qualitative physical risk assessments and 2 assets (Corridor Block and Riau IPP) for quantitative risk assessments. • Enhanced the depth of the climate change risk assessment by analysing the impact of climate hazards at the equipment level, enabling us to identify financial impacts at the asset level. • Developed the CCRA Platform to support qualitative physical climate risk assessments, providing a centralised tool to expand the scope of assets in the coming years.	2024 Sustainability Report: • Chapter 4, page 44, • Chapter 6, page 73-75
Risk Management	a. The process and policies used to identify, assess, prioritise and monitor climate-related risks and opportunities, including if, and how the company uses climate-related scenario. b. To which extent the company integrates and utilises its processes on managing climate-related risks and opportunities within its overall risk management system.	• Initiated CCRA Guidelines to standardise the assessment and management of physical and transition risks, including asset prioritisation, periodical risk assessment, risk treatment, adaptation and mitigation measures or strategy, and site-level monitoring and reporting. Key outcomes include integrating identified risks and treatment measures into the quarterly risk register.	2024 Sustainability Report: • Chapter 4, page 43-44
Metrics and Targets	a. Climate-Related Metrics: Scope 1,2, and 3 GHG emissions; transition and physical risks; opportunities. b. Climate-Related Targets: Quantitative and qualitative targets to monitor progress. c. Climate-Related Targets: Approach to setting and reviewing each target, and monitoring progress against each target	• Maintained our commitment to achieve net zero for Scope 1 and Scope 2 GHG emissions by 2050 and Scope 3 GHG emissions by 2060. • Continued progress toward interim targets for Scope 1 and 2 GHG emissions and methane emissions reductions, with reduced emissions exceeding the 2025 target ahead of schedule. • Monitored the establishment and operation of renewable power plants to support progress toward the 2025 and 2030 interim targets. • Improved data quality and disclosure consistency to align with the IFRS S2 requirements, ensuring greater transparency in tracking and reporting progress. • Strengthened GHG monitoring and internal carbon pricing by integrating them into one of the factors for investment decision-making, business models and project planning, and operational planning to determine business impacts or downside risks.	2024 Sustainability Report: • Chapter 6, page 70, 76-80, 85-86

Assessing Our Climate-related Risks and Opportunities

In 2024, we continued to assess our climate change risks. Building on the Year-2 transition risk assessments, we finished assessing the quantitative transition risks for domestic Oil & Gas and Power assets. In Year-3, we assessed the qualitative physical risks of an additional 25 assets and enhanced the details of the quantitative business impact assessments for Corridor Block and Riau IPP.

Our scenario analyses evaluated physical and transition impacts over short, medium, and long-term timeframes, assessing changes across different periods. Our timeframes are based on factors such as emerging regulatory policies, market trends, strategic shifts related to the low-carbon transition, and other relevant factors. Further details on our timeframes are available in our TCFD Report. These scenario analyses included two contrasting scenarios: a low-carbon future aligned with the Paris Agreement's mitigation goals and a high-carbon future reflecting current trends and continued fossil fuel dependence.

Physical Risk Assessments

Qualitative Physical Risk Assessments

Building on the Year-2 approach, we began assessing the Year-3 physical risks at the screening-level using the Climate Impact Platform (CIP) tool[1]. We analysed climate data and projections from its built-in Global Climate Models that covered key aspects such as assets, scenarios, timeframes, and climate risk drivers, as summarised in the figure below.

4 Countries
- Indonesia
- Thailand
- Oman
- Singapore

25 Assets
- Oil & Gas: Onshore & Offshore
- Office, Warehouse, Jetty, Airport
- Power: Natural Gas, Thermal & Fossil Fuels, Hydropower, Geothermal, Solar PV

2 Scenarios
Shared Socioeconomic Pathways (SSP) refer to Intergovernmental Panel on Climate Change:
- 1-2.6 Low Emission (1.7°C in 2041-2060)
- 5-8.5 High Emission (2.4°C in 2041-2060)

2 Timeframes
- Mid-term (2030)
- Long-term (2050)

8 Climate Risk Drivers
Extreme Heat, River Flooding, Extreme Rainfall Flooding, Coastal Floods, Extreme Winds & Storms, Rainfall-Induced Landslides, Wildfires, Water Scarcity

Key Findings

- The following heatmap shows the **average risk level for each climate hazard** across the 25 assessed assets, covering different time horizons and climate scenarios.

Climate Hazards	Baseline	2030		2050	
		Low Emission Scenario	High Emission Scenario	Low Emission Scenario	High Emission Scenario
Extreme Heat					
River Flooding					
Extreme Rainfall Flooding					
Coastal Floods					
Extreme Winds & Storms					
Rainfall-Induced Landslides					
Wildfires					
Water Scarcity					

Risk Level Index: Minimal | Low | Moderate | High | Very High

- The following heatmap shows the results of the physical climate risk assessments across **different asset types** covering the 25 assessed assets, various time horizons and climate scenarios, aggregated for all climate hazards.

1 The CIP Tool is an industry-leading global climate database to assess physical screening-level risks. It relies on a database of detailed knowledge on the vulnerabilities of different asset types and a range of climate projections to rapidly assess exposures of assets to physical climate risks that arise from different climate hazards.

Asset Type	Baseline	2030		2050	
		Low Emission Scenario	High Emission Scenario	Low Emission Scenario	High Emission Scenario
Oil & Gas: Offshore					
Power: Geothermal					
Power: Solar PV					
Power: Thermal & Fossil Fuels					
Oil & Gas: Onshore					
Real Estate: Office					
Transport: Air					
Jetty					

Risk Level Index: Minimal | Low | Moderate | High | Very High

- Extreme heat has the highest projected risk score across both future timeframes and climate scenarios, with the most significant increase from the baseline. Water stress and drought ranks second, posing "moderate" climate risks to MedcoEnergi.
- Across all scenarios and timeframes, solar PVs appear to be the most vulnerable asset to physical climate hazards.

Following the screening-level assessments, two material climate hazards were identified for Corridor Block and Riau IPP based on asset-specific risk levels and confirmation from the operations team regarding their significance to operations.

Quantitative Physical Risks Assessments

Corridor Asset

We identified two material climate hazards:

Climate Hazards	Risk Exposure	Risk Item	Financial Materiality
Extreme Heat	High level of risk in screening assessment, revalidated during site-specific assessments.	Revenue loss due to increments in fuel consumption.	Based on the site-specific assessments, additional fuel was consumed during high temperatures, particularly on gas turbine compressors.
Floods	Low score in the screening assessment, but risks are observed in Letang and Gelam.	Revenue losses due to business interruptions (e.g. well shut-ins).	Potential future losses are possible for Letang gas wells and Gelam (intended for future carbon capture and storage).

Based on our assessment, Corridor asset is anticipated to be exposed to two material climate hazards, which are extreme heat and flood. The potential financial impacts due to extreme heat on Corridor asset across all timeframes and scenarios range between approximately USD 95,000 to USD 132,000 in 2030 and between USD 68,000 to USD 190,000 in 2040. The potential financial impact of flood is estimated to be approximately USD 210,000. These values represent financial losses compared to baseline conditions.

To manage and adapt the risks from extreme heat, we are operating the equipment efficiently and reliably. We are continuing a preventive and predictive maintenance programme to enhance reliability and exploring opportunities to reduce fuel consumption by improving targeted efficiencies.

For flood risks, we are implementing efficient drainage systems, flood barriers, and land reinforcements to minimise potential impacts. We are also considering adjusting the facilities' design elevations and protecting water-sensitive equipment to enhance resilience against flooding.

Riau IPP

Gas and steam turbines, critical equipment in a combined-cycle power plant, are sensitive to high ambient temperatures, referred to as extreme heat in this report. We focused on assessing this impact and identified one key risk items in Riau IPP, which were then assessed for quantitative risk, as shown in the following table.

Climate Hazards	Risk Exposure	Risk Item	Financial Materiality
Extreme Heat	High risk levels in the screening assessment, revalidated during site-specific assessments.	Reduced revenues due to derating.	Based on the site-specific assessments, derating periodically occurs due to high ambient temperatures during full load operations (275 MW). This reduces power generation, which in turn lowers revenues.

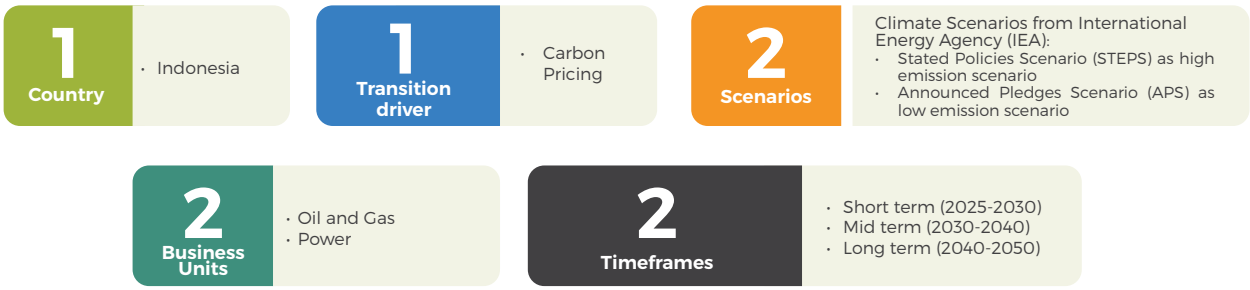
Riau IPP is anticipated to be exposed to the material climate hazard of extreme heat. The highest potential financial impacts due to extreme heat risk on Riau IPP across all timeframes and scenarios are approximately USD 5,500 in 2030 and USD 6,600 in 2042.

The financial impact of Riau IPP is considered negligible, as derating due to the high ambient temperature periodically occurred only during full load operations (275 MW) linked to power demand. It represents just 2% of the total operating hours in a year (226 hours of 8,760 hours).

To mitigate these risks, we are improving operational and maintenance targets. We are carrying out regular maintenance such as removing bore plugs, washing offline water, and replacing filters. Additionally, we are optimising maintenance scheduling and enhancing operator training to ensure consistent and reliable plant performance. We are also working with the Original Equipment Manufacturers (OEM) to identify and improve certain targets to enhance efficiency and operational effectiveness.

Quantitative Transition Risk Assessments

We have completed quantitative assessments of business impacts from transition risks in 2024 using standard science-based scenario analyses from IEA (APS and STEPS). These initiatives enable us to better understand the potential financial and operational impacts (i.e. downside risks) of the energy transition on our business and address our transition-related risks within short-term, mid-term, and long-term timeframes. The information about our assessments is shown in the figure below.



In Indonesia, the Presidential Regulation 98/2021 on the Implementation of Carbon Pricing lays the groundwork for a domestic carbon market through carbon trading and results-based payments. Law 7/2021 established a carbon tax of USD 2.07/tCO_2e, initially applied to coal power plants in 2022, with plans to expand to other sectors in 2025. However, implementing guidelines for the oil and gas sector have yet to be issued.

Carbon pricing is expected to increase operational costs and reduce both cashflow and profitability across our assets. In 2023, we established internal carbon pricing to respond to climate transition risks. We also used internal carbon pricing as a business model to determine business impacts and stress-test potential investments by assuming a cost for carbon emissions, which helps us better understand the potential effects of carbon pricing on a project's profitability. The internal carbon pricing is monitored over time in line with developments in Indonesian regulations and changes in benchmark values.

If this pricing approach shows significant deviations from market conditions or regulatory benchmarks, we will propose a revised approach to align with the new regulations or market standards.

Given the regulatory uncertainty, we have adopted a conservative approach to assess potential financial impacts by applying our gross operational control approaches. If the carbon tax currently applied to the coal power sector (USD 2.07/tCO_2e) is extended to the oil & gas sector, the potential financial impact on net cash flow could reach up to USD 2 million for potential short-term exposures in 2025. If the government follows the STEPS policy scenario (USD 33/tCO_2e) or APS (USD 61/tCO_2e), the highest potential costs could reach USD 9 million for potential medium-term exposures in 2033.

Our Environmental Footprint at a Glance

Key Oil & Gas Total Scope 1 & 2 GHG Emissions Reduction Performance between 2023 and 2024[1]

Oil & Gas Assets	Percentage Reductions	Amount Reductions (tCO_2e)
Bangkanai	77%	11,497
Lematang	33%	89,094
Thailand	26%	21,922
Corridor	15%	349,306
Rimau	5%	6,684

The detailed information on GHG emissions reduction initiatives in our Oil & Gas assets can be found in the section 'Strategic Initiatives' later in this chapter.

1 The total values of Scope 1 and Scope 2 GHG emissions have been assured, and we performed internal calculations on the performance of the Scope 1 and Scope 2 GHG emission reductions. Different methods are used to calculate Scope 2 GHG emissions in 2023 and 2024. We disclose percentage reduction using Location Based Method for 2023 and Market Based Method for 2024 to incorporate Renewable Energy Certificate (REC) purchase in 2024.

Highlights of Our Scope 1 & 2 GHG[1] and Methane Emission Reductions in 2024

11%
Reduced Oil & Gas Scope 1 & 2 GHG emissions in 2024 **from 2023**

30%
Reduced Oil & Gas Scope 1 & 2 GHG emissions in 2024 **from 2019**

The reductions in 2024 were driven by:
- Operational improvements
- GHG emission reduction projects
- Natural production declines from several assets

10%
Reduced methane (CH_4) emissions in 2024 **from 2023**

46%
Reduced methane (CH_4) emissions in 2024 **from 2019**

The reductions in 2024 were driven by:
- Efforts to implement methane emission reductions
- Fewer non-routine flarings in Bangkanai and Block A
- Natural production declines from several assets
- Lower number of well completion days for drilling activities in Thailand

Our Scope 1 & 2 GHG and Methane Emissions Reductions in 2024 Against Our Interim Targets

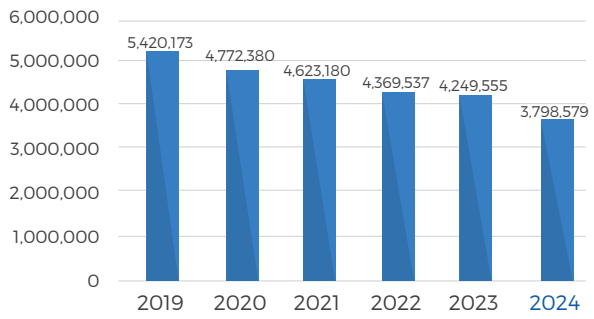
Achieved
We achieved the 2025 interim targets from base year 2019 for our Oil & Gas Scope 1 and 2 GHG and methane emissions reductions.

Strategies for further reductions, among others:
- Fuel optimisations
- Electrification
- Flare reductions
- Renewable energy

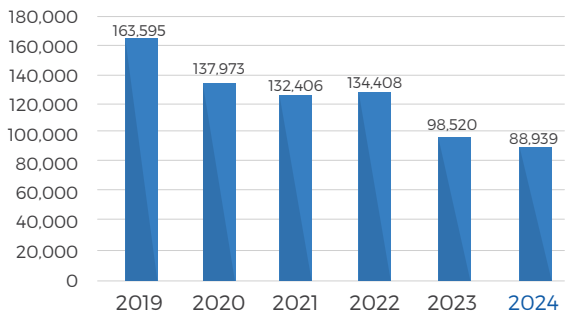
On Track
We are on track to achieve our 2030 interim targets to further reduce both Scope 1 and 2 GHG and methane emissions. We are on our trajectory to achieve net zero.

Strategies for further reductions, among others:
- Flare reductions
- Storage tank blanketings using nitrogen
- Facility footprint optimisations

Scope 1 and Scope 2[2] GHG Emissions from Oil & Gas (tCO_2e)



Oil & Gas Scope 1 GHG Emissions from Methane (CH_4)(tCO_2e)



1 The total values of Scope 1 and Scope 2 GHG emissions have been assured, and we performed internal calculations on the performance of the Scope 1 and Scope 2 GHG emission reductions. Different methods are used to calculate Scope 2 GHG emissions in 2019-2023 and 2024. We disclose percentage reduction using Location Based Method for 2019 and 2023 and Market Based Method for 2024 to incorporate Renewable Energy Certificate (REC) purchase in 2024.
2 We disclose absolute Scope 2 GHG emissions using Location Based Method for Oil & Gas assets (2019-2023) and Market Based Method for Oil & Gas assets (2024) to incorporate REC purchase in 2024.

Emissions Reduction

The Emissions Reduction pillar of our Climate Change Strategy includes programmes and initiatives to lower emissions from our operations and supply chains while improving energy and resource efficiency. We also consider opportunities to use nature-based solutions for carbon sequestrations as solutions to reduce our carbon footprint.

GHG Emissions Performance

We have maintained consistent tracking, management, and reporting of Scope 1 and Scope 2 GHG emissions. We disclosed assured Scope 3 emissions for the first time in 2024. Our standardised Air and GHG Emissions Calculation Tools comply with the latest laws and regulations and are aligned with relevant standards and frameworks[1].

Direct GHG Emissions (Scope 1)

We include direct emissions from our Oil & Gas and Power assets in our Scope 1 GHG emissions, where the primary sources are from natural gas combustion and flaring during operations.

Oil & Gas

In 2024, our absolute Scope 1 GHG emissions[2] from Oil & Gas assets amounted to 3,738,220 tCO_2e, reflecting a 11.5% decrease from the previous year. The decline was primarily due to operational improvements, GHG emission reduction projects, and natural production declines from several assets.

This table below details the sources of our Scope 1 GHG emissions in tCO_2e[3]:

Types of GHG emission sources	2022	2023	2024
Combustion	3,902,451	3,835,109	3,360,378
Flaring	340,562	317,247	312,829
Venting	31,309	28,093	23,000
Processes (feedstock)	1,439	2,155	864
Fugitives	69,386	40,597	41,148
TOTAL	**4,345,147**	**4,223,200**	**3,738,220**

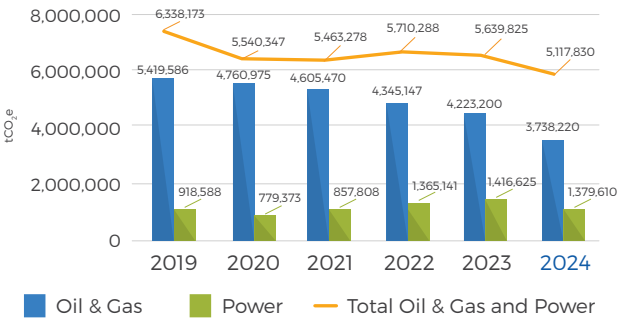
In 2024, our CH_4 emissions decreased by 9.7% compared to 2023, mainly driven by efforts to reduce CH_4 emissions, less non-routine flaring in Bangkanai and Block A, and lower well completion days for drilling activities in Thailand. The following table presents the detailed CH_4 emission values as part of our Scope 1 GHG emissions:

Description	2022	2023	2024
Scope 1 GHG emissions from CH_4 in tCO_2e	134,408	98,520	88,939
Percentage of Scope 1 GHG emissions from CH_4	3.1%	2.3%	2.4%

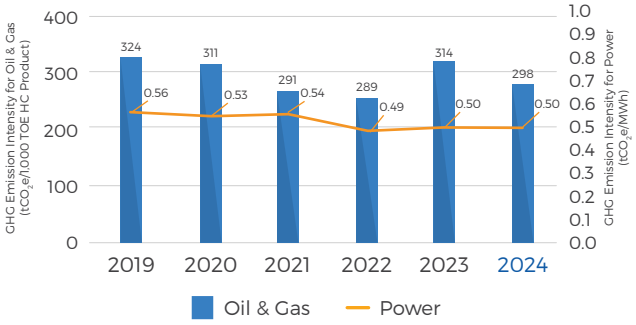
Power

In 2024, our absolute Scope 1 GHG emissions[4] from our power business reached 1,379,610 tCO_2e, compared to 1,416,625 tCO_2e in 2023. This decrease was largely driven by a reduction in electricity production and operational hours in 2024 compared to 2023, followed by the decrease in fuel consumption from natural gas.

Absolute Scope 1 GHG Emissions in Oil & Gas and Power



Scope 1 GHG Emissions Intensity in Oil & Gas and Power



1 For further information on the details of GHG emissions calculation methodology, please refer to the 2024 GRI Performance Data in GRI 305 – Emissions.
2 The list of assets that calculate Scope 1 GHG Emissions in 2024 — International: Oman and Thailand; Domestic: Rimau, South Sumatra Block, Lematang, Bangkanai, Tarakan, Block A, Palembang Office, Banda Aceh Office, South Natuna Sea Block B, Sampang, Madura Offshore, Corridor and Jakarta Office.
3 For further information on the trends and statistics of this Scope 1 GHG emission data, please refer to the 2024 GRI Performance Data in GRI 305 – Emissions for Oil & Gas.
4 The list of assets in 2022 - 2024 — ELB, EPE, MPE, MEB, DEB, MRPR, BJI, PPP and MPI Head Office.

Indirect GHG Emissions (Scope 2)[1]

Our Scope 2 GHG emissions represent indirect emissions from purchased electricity and steam.

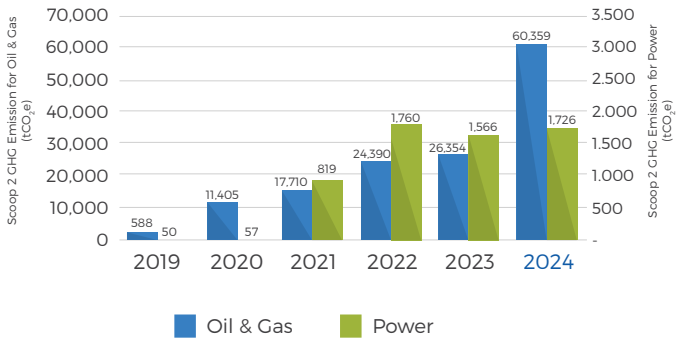
Oil & Gas

In 2024, we began reporting Scope 2 emissions using market-based methods. Total Scope 2 emissions from our Oil & Gas assets reached 60,359 tCO_2e[2,3]. This represents a significant increase from the 2023 figure of 26,354 tCO_2e[4]. This increase is attributed to the inclusion of emissions from purchased steam used in the steam flood pilot in Oman, as well as implementing power conversions to the national grid in Onshore assets.

Power

Scope 2 GHG emissions from our power assets reached 1,726 tCO_2e in 2024, reflecting a 10.3% increase from 1,566 tCO_2e in 2023[5]. This increase is primarily due to a rise in unplanned outages at operational assets.

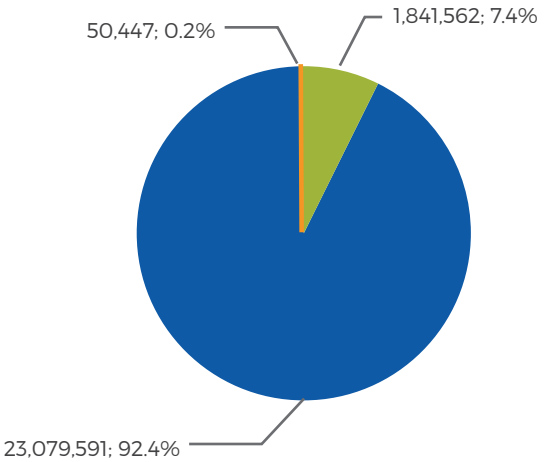
Absolute Scope 2 GHG Emissions



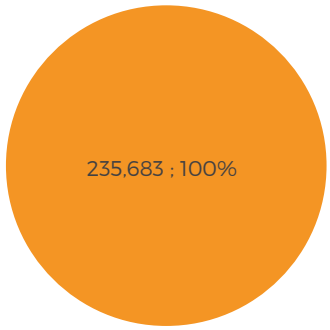
Indirect GHG Emissions (Scope 3)

Our Scope 3 GHG emissions refer to indirect emissions generated throughout our value chain, beyond our Scope 1 and Scope 2 GHG emissions. We conducted pre-assurance process of Scope 3 GHG emissions for 2023. We have adopted the operational control approach for Scope 3 GHG emissions and have disclosed our assured 2024 Scope 3 GHG emissions inventory for the first time in this report, focusing on Category 3 (Fuel- and energy-related activities), Category 10 (Processing of sold products), and Category 11 (Use of sold products)[6,7]. Our calculations follow the GHG Protocol and other industry standards, including guidelines from the Ipieca and API as well as emission factors from the UK Government, IPCC, IEA and emission intensity data from downstream value chain companies[8].

Absolute Scope 3 GHG Emissions for Oil & Gas (tCO_2e)



Absolute Scope 3 GHG Emissions for Power (tCO_2e)



- **Category 3:** Fuel- and energy-related activities (not included in Scope 1 or Scope 2)
- **Category 10:** Processing of sold product
- **Category 11:** Use of sold product

1 We disclose absolute Scope 2 GHG emissions using Location Based Method for Oil & Gas assets (2019-2023) and Power (2019-2024) and Market Based Method for Oil & Gas assets (2024) to incorporate REC purchase in 2024.
2 In 2024, the assets consuming energy from purchased electricity include Rimau, South Sumatra Block, Lematang, Tarakan, Block A, Bangkanai, Palembang Office, Banda Aceh Office, South Natuna Sea Block B, Sampang, Thailand, Oman, Singapore Office, Corridor, and Jakarta Office. Meanwhile, the asset consuming energy from purchased steam is Oman.
3 For further information on the details of Scope 2 GHG emission data, please refer to the 2024 GRI Performance Data in GRI 305 – Emissions for Oil & Gas.
4 The list of assets in 2023 that consume energy from purchased electricity consist of Palembang Office, Bangkanai, South Sumatra Block, Tarakan, South Natuna Sea Block B, Sampang, Thailand, Oman, Singapore Office, Corridor and Jakarta Office.
5 The list of assets in 2022 - 2024 — ELB, EPE, MPE, MEB, DEB, MRPR, BJI, PPP and MPI Head Office.
6 For Oil & Gas, the list of assets that calculate GHG Scope 3 Emissions in 2024 — International: Oman, Thailand and Singapore Office; Domestic: Rimau, South Sumatra Block, Lematang, Bangkanai, Tarakan, Block A, Palembang Office, Banda Aceh Office, South Natuna Sea Block B, Sampang, Madura Offshore, Corridor and Jakarta Office. Oman is not included in Category 10 & 11 calculation due to the production belonging to Oman's National Oil Company.
7 For Power, the list of assets in 2024 included ELB, EPE, MPE, MEB, DEB, MRPR, BJI, PPP and MPI Head Office.
8 For Oil & Gas, Scope 3 Category 3 GHG emissions include well-to-tank emissions from purchased fuel, electricity, steam, and the transmission and distribution losses of purchased electricity. Scope 3 Category 3 emissions from purchased electricity, including transmission and distribution losses, are calculated using the location-based method. Scope 3 Category 3 emissions from purchased steam are also calculated using the location-based method; however, the calculation excludes transmission and distribution losses as the steam is generated on-site by a third-party company. For Power, Scope 3 Category 3 includes well-to-tank emissions from purchased fuel, electricity, and the transmission and distribution losses of purchased electricity.

Energy Performance

We remain focused on improving energy efficiency to minimise our environmental footprint. Regular energy audits are conducted to assess consumption and identify opportunities for better performance. More information about energy consumption and intensity calculations can be found in our GRI Performance Data.

Oil & Gas

In 2024, the total energy consumption for our Oil & Gas assets was 35,967,423 GJ, compared to 38,738,652 GJ in the previous year, reflecting a 7.2% decrease. Energy consumption from renewable sources increased by 25.9% compared to the previous year.

Oil & Gas Business Energy Consumption by Source[1]

Description	2022 (GJ)	2023 (GJ)	2024 (GJ)
Electricity consumption	162,802	177,400	246,982[2]
Renewable energy sources (e.g., biodiesel (B35), gasohol (E5) and solar energy)	107,655	264,407	332,817[3]
Non-renewable energy sources (e.g., gasoline, natural gas, diesel, and crude oil)	36,755,763	38,296,845	34,899,653[4]
Steam Consumption	-	-	487,972[5]
Total Energy Consumption	37,026,220	38,738,652	35,967,423[2,3,4,5]
Energy Intensity (GJ/TOE HC Product)	2.47	2.88	2.86[2,3,4,5,6]

Power

The total energy consumption for our power assets was 14,568,183 GJ in 2024, compared to 15,100,104 GJ in the previous year, reflecting a 3.5% decrease. This reduction is primarily due to lower electricity production and decreased natural gas consumption.

Power Business Energy Consumption by Source[7]

Description	2022 (GJ)	2023 (GJ)	2024 (GJ)
Electricity consumption	6,806	6,070	6,675
Renewable energy sources (e.g., biodiesel (B35) and solar energy)	322	570	434[8]
Non-renewable energy sources (e.g., gasoline, diesel, and natural gas)	24,309,197	25,226,144	24,567,004[9]
Electricity sold	9,925,642	10,132,680	10,005,930[10]
Total Energy Consumption[11]	14,390,683	15,100,104	14,568,183[12]
Energy Intensity (GJ/MWh)	5.21	5.36	5.23

1 The list of assets refers to 2024 GRI Performance Data GRI 302 – Energy for Oil & Gas.
2 The increase in purchased electricity consumption is due to the implementation of power conversion to the national grid in Onshore assets.
3 The increase in energy consumption from renewables is due to higher biodiesel fuel consumption from drilling activities in Madura Offshore, South Natuna Sea Block B and Corridor; Implementation of Biodiesel (B7) for supply vessels in Thailand; and solar PV installations in Offshore assets.
4 The decrease in energy consumption from non-renewable sources is due to lower compressor fuel gas consumption in Suban (Corridor).
5 The increase in purchased steam consumption is due to the steam flood pilot in Oman.
6 The decrease in energy intensity is due to lower compressor fuel gas consumption in Suban (Corridor).
7 The list of assets refers to 2024 GRI Performance Data GRI 302 – Energy for Power.
8 The significant decrease in renewable energy consumption within the organization in 2024 is mainly due to reductions in biofuel and solar panel usage.
9 The significant decrease in non-renewable energy consumption is mainly due to decreases in the amounts of electricity production and natural gas consumption.
10 The actual production in ELB, MEB, DEB, and MRPR reflects the total amount of electricity produced by the engines and sold to third parties (*Perusahaan Listrik Negara*/PLN). Meanwhile, in MPE, EPE, BJI, and PPP, the actual production includes both electricity sold to third parties and internal consumption.
11 Total energy in power is calculated as the sum of electricity consumption, renewable energy sources, and non-renewable energy sources, minus electricity sold.
12 The significant decreases in energy consumption is mainly due to decreases in the amounts of electricity production and natural gas consumption.

Strategic Initiatives

We have made significant progress in reducing our GHG emissions across our Oil & Gas assets.

We implemented 43 initiatives in 2024, resulting in an estimated peak annual reduction[1] of

181,727 tCO_2e

Additionally, a one-time reduction of 53,713 tCO_2e was achieved through flare avoidance from well cleanup & testing in various well programmes in Corridor.

Total investments in GHG reduction programmes and initiatives in 2024 amounted to:

USD 3,6 million

Of this, CH_4 emissions were reduced by **10,092** tCO_2e/year peak[1], with a one-time reduction of **4,422** tCO_2e from well clean-up and testing activities.

Methane reduction becomes major concern in gas operations as its Global Warming Potential (GWP) is significantly higher than carbon dioxide[2]. Recognising methane as a key priority within our Climate Change Strategy and Interim Targets, we have strengthened our methane management efforts across operations by reducing emissions from flaring, fugitive, and venting activities. In line with this, we have planned and are executing our compliance with Government of Indonesia's regulation and in alignment with the World Bank initiatives on Zero Routine Flaring by 2030. As a result, we reduced flaring in Tarakan and Matra, and a study to eliminate routine flaring is currently underway for Onshore (Lica, Soka, Jene), Offshore (Forel), and Corridor (Suban Baru).

We assessed the requirements and potential implications of committing to the Oil and Gas Methane Partnership (OGMP) 2.0 framework to further strengthen our transparency and performance. In 2024, we completed a pilot project for direct methane measurements using the Quantitative Optical Gas Imaging (QOGI) Forward-Looking Infrared (FLIR technology) in Belanak and Lematang while optimising flare purge gas in Dayung, Suban, Sumpal, and Grissik.

In parallel, we are advancing opportunities to support long-term decarbonisation through Carbon Capture and Storage (CCS), which is a key pillar of our Climate Change Strategy. CO_2 storage volumes have been assessed across all domestic exploration and production assets and ongoing engineering work is developing high-CO_2 gas fields with integrated CCS solutions. We are also exploring the development of a potential CCS regional hub project to serve industrial emitters, including transboundary sources, supported by Indonesia's newly issued CCS regulations, which aim to accelerate the deployment of CCS technologies at scale.

Our overall progress reflects the impact of improved operational efficiencies and enhancements across our assets. These reductions have been driven by technological upgrades, process optimisation, and the transition to cleaner energy sources, which have led to heightened operational efficiency. We remain focused on reducing our emissions through a range of strategic initiatives, guided by our commitment to achieving net-zero emissions for Scope 1 and Scope 2 by 2050.

Solar PV in South Natuna Sea Block B Platform, Indonesia

This picture is one of the entries in the 'Environment & Climate Change' category of the MedcoEnergi 2024 Photography Competition

1 The peak annual emission reductions refer to the maximum amounts or the highest possible amounts of decreases in emissions achieved in a particular year compared to a previous reference period.

2 One of the key messages from COP28 is to perform fast action on methane to keep 1.5°C within reach. The fossil energy sector must deliver over half of methane emissions reductions by 2030 to achieve the Global Methane Pledge (https://www.globalmethanepledge.org/).

Onshore[1]

Our Onshore assets have increased their decarbonisation efforts through various energy efficiency and emissions reduction initiatives. In 2024, these included transitioning to PLN's electricity from internal power generation, upgrading infrastructure to enhance gas processing and maximise gas capture and utilisation, and implementing a flare reduction programme and process optimisation measures. The list of initiatives undertaken and estimated future annual emission reductions is shown in the graphic below.

Bangkanai

Estimated annual emission reduction of
2,708 tCO_2e

This is achieved by switching from Gas Engine Generators to PLN Electricity.

Lematang

Estimated annual emission reduction of
14,658 tCO_2e

Lematang shifted from Gas Turbine Generators (GTG) to PLN electricity.

Estimated annual emission reduction of
3,970 tCO_2e

Optimising system pressure and enhancing TOX fuel gas saved 0.2 MMSCFD in fuel gas and generated USD 438,000 in annual savings.

Tarakan

Estimated annual emission reduction of
9,138 tCO_2e (GHG) and 1,210 tCO_2e (methane)

The installation of VLPCs (Very Low Pressure Compressors) units at M5 Station enhances gas recovery and reduces flaring, supporting progress toward Zero Routine Flaring

Estimated annual emission reduction of
1,233 tCO_2e (GHG) and 1,069 tCO_2e (methane)

Tarakan implemented a Footprint Reduction initiative from Bypass M5 Station to M12 Station,
deactivating 7 storage tanks and reducing equipment footprint.

Rimau

Estimated annual emission reduction of
5,955 tCO_2e

Rimau improved its operational through optimising fuel gas consumption

Block A

Estimated annual emission reduction of
4,397 tCO_2e (GHG) and 975 tCO_2e (methane)

Block A launched a Flare Reduction program, redirecting gas to the AGE Absorber instead of flaring.

Estimated annual emission reduction of
2,150 tCO_2e

The Fuel Reduction Acid Gas Enrichment Unit/ AGEU Optimization program reduced the lean amine circulation, lowering steam and power consumption.

Estimated annual emission reduction of
33.5 tCO_2e

Adjustments to the Chiller Temperature Setting reduced the refrigerant compressor load by 5 kW

South Sumatra Block

Estimated annual emission reduction of
2,841 tCO_2e

At Keramasan facility, bypass line was installed to redirect gas releases to sales gas after identifying the need for major repairs to the Enclosed Ground Flare (EGF)

Estimated annual emission reduction of
1,588 tCO_2e

At Koneng Station, a bypass system was installed to convert fuel gas into sales gas, reducing fuel gas use by 0.08 MMSCFD

Estimated annual emission reduction of
49,383 tCO_2e (GHG) and 3,527 tCO_2e (methane)

At Matra Station, increased H_2S content prompted the use of H_2S scavenger injection and gas blending with Jata to optimise supply to Rimau.

Power Supply Conversions to PLN at Bangkanai and Lematang

In February 2024, Bangkanai transitioned the Kerendan Gas Processing Facility (KGPF) power supply from gas engine generators to PLN electricity, reducing fuel gas consumption by 0.15 MMSCFD and cutting GHG emissions by 2,708 tCO_2e/year. This initiative generated USD 154,494 in annual cost savings.

In May 2024, Lematang also shifted its primary power source from gas turbine generators to PLN electricity, reducing fuel gas consumption by 0.75 MMSCFD and cutting emissions by 14,658 tCO_2e/year. This change resulted in approximately USD 153,000 in annual operational expenditure savings.

1 The numbers indicate the peak annual emission reductions.

Lematang Fuel Gas TOX Optimisation

In May 2024, the operating mode of CPP Singa was adjusted from 900 psig to 700 psig following a flowline leak. This subsequently led to reduced absorption in the Amine System, which was followed by lower methane losses to the Thermal Oxidizer (TOX) and increased fuel gas consumption at 1,168 MMSCFD. The TOX performance improved after the burner chamber was cleaned during a May 2024 shutdown.

The optimisation programme focused on fine-tuning the fuel gas control valves and air supplies to improve fuel gas efficiency, conducted in collaboration with Operations Engineering Onshore and Operations. This initiative resulted in a GHG reduction of 3,970 tCO_2e/year, a fuel gas reduction of 0,2 MMSCFD (potentially up to 0,4 MMSCFD by lowering fuel gas consumption from 1,168 MMSCFD to 0,724 MMSCFD), and cost savings of USD 438,000.

Advancing Renewable Energy and Offsetting Initiatives

We strengthened our commitment to climate action through the acquisition of Renewable Energy Certificates (RECs) in Bangkanai, South Sumatra Block and Lematang from hydroelectric sources using Run of River methodology.

In addition to acquiring RECs, we also installed solar PV panels at our Lematang operations, contributing 4,175 kWh/month to overall energy consumption.

Corridor[1]

We are committed to evaluating and implementing projects that reduce GHG emissions. In 2024, we proved this by continuing to optimise processes, reduce flares, and electrify relevant facilities, which reinforced our ongoing strategic approaches.

Estimated reduction of
75,483 tCO_2e/year
from various process optimisation initiatives in 2024

Estimated reduction of
53,713 tCO_2e
avoiding flares from well clean-ups and testing various wells, as one time reductions in 2024

Suban

Estimated annual emission reduction of
42,427 tCO_2e (GHG) and 9.57 tCO_2e (methane)
We optimised the amine circulation rate to reduce acid gas production, improving process efficiency and lowering emissions.

Estimated annual emission reduction of
2,184 tCO_2e (GHG) and 1 tCO_2e (methane)
We optimised the air cooler running mode by reducing the operation of 14 fan motors.

Estimated annual emission reduction of
7,068 tCO_2e (GHG) and 922 tCO_2e (methane)
We enhanced the efficiency of purge gas usage, reducing excess consumption and improving operational performance.

Grissik

Estimated annual emission reduction of
7,742 tCO_2e (GHG) and 3.44 tCO_2e (methane)
The amine regeneration unit was optimised to reduce steam consumption

Estimated annual emission reduction of
9,260 tCO_2e (GHG) and 913 tCO_2e (methane)
Purge gas usage was optimised, reducing consumption by 0.4 MMSCFD

Dayung

Estimated annual emission reduction of
3,007 tCO_2e (GHG) and 315 tCO_2e (methane)
Purge gas usage was optimised, reducing consumption by 0.14 MMSCFD

Sumpal

Estimated annual emission reduction of
843 tCO_2e (GHG) and 85 tCO_2e (methane)
Purge gas usage at Sumpal was further optimised, reducing consumption by 0.04 MMSCFD

Estimated annual emission reduction of
2,952 tCO_2e (GHG) and 297 tCO_2e (methane)
Purge gas usage at Sumpal was optimised, reducing consumption by 0.14 MMSCFD

Well Clean-up and Testing

Estimated annual emission reduction of
53,713 tCO_2e (GHG) and 4,422 tCO_2e (methane)
Well clean-up and testing were directed to the plant (sales) instead of flaring, reducing GHG emissions. A total of 7 flare avoidance initiatives were completed, including Suban Intelligent Pigging Optimisation through Suban Flowline derating.

1 The numbers indicate the peak annual emission reductions.

Suban Amine System Optimisation Circulation Rate

Suban's Amine System plays a critical role in lowering the CO_2 content to meet the sales gas specifications. In 2024, an initiative to optimise amine circulation was implemented, reducing acid gas generation and improving efficiency. This involved lowering the amine circulation rate from 1,500 USGPM to 1,200 USGPM, which also reduced the fuel gas used for amine regeneration. A performance test conducted in January 2024 showed a reduction of 1.656 MMSCFD in acid gas and 0.505 MMSCFD in fuel gas consumption, with a potential GHG emissions reduction of 42,427 tCO_2e/year and methane emissions reduction of 9.57 tCO_2e/year.

Corridor Flare Purge Gas Optimisations

An initiative to reduce flare purge gas at Corridor's Suban, Grissik, Sumpal, and Dayung plants was implemented in 2024. This involved cleaning and checking the Ultrasonic Meter (USM) flowmeter and gradually closing the regulator valve while lowering the downstream pressure setting to 0.2–0.3 psig to stabilise the flames. A campaign to inspect and isolate valves was also carried out to prevent leaks.

These efforts reduced Corridor's flare purge gas from ~3.0 MMSCFD to ~2.0 MMSCFD, cutting GHG emissions by 23,130 tCO_2e/year and methane emissions by 2,532 tCO_2e/year. Corridor will continue to monitor and optimise flare purge gas flowrates to sustain these improvements.

Offshore[1]

Advancing Offshore Decarbonisation Through Solar PVs

We have significantly progressed in decarbonising our Offshore operations by installing solar PV systems on platforms at Oyong, Wortel, and West Belut to reduce emissions and enhance operational efficiency.

At the Oyong Wellhead Platform (WHP), solar PVs now power the instrument air phase, reducing GHG emissions by 167 tCO_2e annually. At Wortel WHP, solar PVs have become the main power source, replacing fuel gas entirely and cutting emissions by 238 tCO_2e/year. At South Natuna Sea Block B, we completed the West Belut gas project and achieved first gas in under three years. The unmanned platform is fully powered by solar PV, reinforcing our commitment to efficiency and sustainability. Solar PVs supports the potential production of 14,795 MMSCF of gas annually, preventing 238 tCO_2e in emissions each year.

Wortel Solar PV in Sampang, East Java, Indonesia

West Belut Solar PV in South Natuna Sea Block B, Indonesia

International

Reducing Our GHG Footprint in Thailand Offshore

We successfully transitioned our supply vessel operations in Thailand from diesel (B0) to biodiesel (B7), which contains 7% renewable bio-based components. This shift reduces GHG emissions while maintaining our operational efficiency and supporting the local biodiesel industry, thus generating both environmental and economic benefits.

Key steps in this transition included conducting an economic feasibility study, assessing compatibility and performance across all supply vessels, coordinating with suppliers to secure high-quality B7 fuel, and training crews and operations teams to manage the new fuel safely and effectively. As a result, we reduced our GHG emissions by approximately 365.80 tCO_2e/year, reinforcing our commitment to sustainability and operational excellence.

Vessel Operations using Biodiesel in Bualuang, Thailand

Furthering our Decarbonisation Aspirations in Oman

Artificial Lift Powered by Electricity Grid in Oman

Building on the success of electrifying the Salwa Field in 2023, we continue to honour our emissions reduction commitments by expanding electrification in Oman. In 2024, diesel generators were replaced with grid electricity to power artificial lifts at the Hajal Northeast and Hajal Fields, cutting annual emissions by 758 tCO_2e.

1 The numbers indicate the peak annual reductions.

Transition to Low Carbon Energy

Our Transition to Low Carbon Energy pillar of our Climate Change Strategy guides us to align our operations and value chain with the global energy transitions by shifting away from fossil fuels to renewable energy sources. Natural gas remains a key transitional fuel to reduce emissions and meet growing energy demands, for which we continue to increase production while expanding our renewable energy portfolio.

In 2024, our power sales reached 4,108 GWh, meeting our target of 4,100 GWh and made excellent progress on our key projects. The share of renewable energy in our energy mix reached 23% in 2024[1]. We remain on track to achieve our renewable energy mix target of 26% by 2025 and 30% by 2030.

Our Energy Transition with Gas

We remain focused on increasing our electricity supplies through natural gas. The following highlights our progress to develop gas-fired power plants in 2024:

70 MW (Existing) + 39 MW (Combined Cycle Expansion)	85 MW (Existing) + Potential Expansion
Gas-fired Powerplant Tanjung Ucang, Batam	**Gas-fired Powerplant** Panaran, Batam
• Owned and operated by PT Energi Listrik Batam (ELB) • The existing Simple Cycle Power Plant (SCP) has been in operation since 2017 • Currently installing a 39 MW Combined Cycle Expansion • The expansion is considered an energy conservation project, using exhaust energy to produce additional electricity • Planned to reach COD in Q3 2025	• Owned and operated by Dalle Energy Batam (DEB) • Current capacity of 85 MW with plan to expand its capacity as required by Batam grid system

We continued to expand our role in the domestic gas market by signing new agreements and updating existing ones. In 2024, two new Gas Sales Agreements (GSAs) were signed. The first was between Medco E&P Tarakan and PT Perusahaan Gas Negara Tbk. The second involved gas sales from Madura Offshore Block to PT Sarana Cepu Energi. In addition to the new GSAs, we also recorded amendments to existing agreements.

Advancing Our Renewable Energy Growth

As part of our shift towards low-carbon energy, we are growing our renewable power portfolio, with focus on solar PVs and geothermal energy through our Power business. The following table shows our renewable revenues and their share of total revenues in Medco Power.

Description	2022	2023	2024
Total MPI revenues[2] from renewables in USD	120,490,736	286,761,356	210,578,328

Description	2022	2023	2024
Renewables	4%	60%	46%
Non Renewables	96%	40%	54%

Solar Photovoltaic (PV)

We have continued to expand our solar PV portfolio, with the following highlights for our projects as of 2024.

Project	Progress in 2024
East Bali Solar PV Project (25 MWp)	• Developed by Medco Power and Solar Philippines • Estimated to reduce emissions by approximately 45,000 tCO_2e/ year • Accomplished the technical completion in December 2024, with expected COD in Q2 2025
Bulan Solar PV Project (over 2,000 MWp)	• Developed by Medco Power, Pacific Power Pte Ltd, and Gallant Venture Ltd • The consortium, Pacific Medco Solar Energi, has been granted a conditional approval import license for 600 MW • Obtained conditional license of Pulau Bulan Solar PV project in September 2024 • Estimated to reduce emissions by approximately 830,000 tCO_2e/ year • Expected COD in 2028

1 Power renewable equity share installed capacity. Government of Indonesia targets 2025: 23% and 2030: 25%
2 Including revenues from construction progress and excluding intercompany eliminations.

Geothermal Projects

MedcoEnergi through its subsidiary, Medco Power, is actively expanding its geothermal capacity in Indonesia based on its commitment to deliver clean and reliable energy. Below are the highlights of our key geothermal projects:

110 MW	60 MW	40 MW
Ijen Geothermal (Phase 1) East Java	**Bonjol Geothermal** West Sumatra	**Samosir Geothermal** North Sumatra
• Owned & operated by Medco Cahaya Geothermal • O&M services by Medco Power Geothermal Services • Potentially reduces 235,000 tCO_2e/year • Technical commissioning of Phase-1 (35 MW) achieved in December 2024, and target COD in Q1 2025 • New O&M contract for Phase-1 until 2030	• Drilling preparation was completed in Q4 2024, with drilling set to begin in Q3 2025	• Appointed as the Preliminary Survey & Exploration (PSPE) license holder

Wind Energy Project

To support future wind development, Medco Power is studying potential wind opportunities in West Sumbawa for captive market and PLN.

EV Ecosystem

We are expanding our electric vehicle (EV) ecosystem, which includes EVs and charging infrastructure in Jakarta, Pekanbaru, and Batam. In 2024, we developed a fast-charging Electric Vehicle Charging Unit (EVCU) at The Energy Building.

Renewable Energy Certificates

RECs were produced by Medco Power Indonesia through its renewable energy assets, particularly hydroelectric facilities. In 2024, Medco Power sold RECs to internal and external customers; the RECs have been certified under the international I-REC Standard. Medco Power registered with the Indonesian carbon exchange system, IDXCarbon, as a seller of carbon credits. This demonstrates strong demand and the growing role of RECs in decarbonisation strategies.

Enhancing Transparency and Assurance in Sustainability Reporting

At MedcoEnergi, we remain committed to transparency in our ESG performance reporting, with a strong focus on climate change initiatives. We uphold the highest standards of integrity by engaging KAP PSS - EY as an independent party to conduct a limited assurance for selected GRI indicators in our Sustainability Report. In 2024, the limited assurance covered 101 GRI indicators, a rise from 96 indicators in 2023 and a significant increase from the 31 indicators assured in 2017. The additions reflect indicators on Scope 3 GHG emissions as part of our continuous efforts to comprehensively report and address stakeholder feedback.

As part of the limited assurance process, site visits are conducted annually to gather assurance evidence and documentation on selected GRI indicators. Each year, our limited assurance provider visits one Oil & Gas site and one Power site. In 2024, Block A and Riau IPP were selected. Since 2018, sites visited have included Rimau, South Sumatra Block, Corridor, South Natuna Sea Block B, MEB-DEB, ELB, and Riau IPP which were selected due to their relatively high GHG emissions.

The site assessments focus on emissions, energy use, occupational health and safety (OHS), local community, and indirect economic impacts.

The conclusion of this limited assurance process can be found on page 3 of this Sustainability Report. The emissions and energy performance figures assured by KAP PSS - EY can be found on the GRI Performance Data 2024 at MedcoEnergi Website.

For more information on OHS, refer to Chapter 8; insights into local community engagements and indirect economic impacts are available in Chapter 9.

Alignment of Sustainability Initiatives with the UN SDGs

The following table maps MedcoEnergi's sustainability initiatives to realise our climate aspirations compared with the UN SDG targets. These initiatives only highlight MedcoEnergi's efforts – they do not reflect the targets or achievements of the host countries themselves.

UN SDGs	Relevant UN SDGs Targets[1]	Key Initiatives
7 AFFORDABLE AND CLEAN ENERGY	7.2, 7.3, 7.A, 7.B	• Renewable energy development: solar and geothermal energy • Climate capability building training sessions, focusing on renewable energy development, deployment and community engagements
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12.2, 12.6	• Key initiatives within the Climate Change Strategy
13 CLIMATE ACTION	13.1, 13.2, 13.3	• Key initiatives within the Climate Change Strategy • Renewable energy development: solar and geothermal energy • Climate capability building training sessions • Participation in climate-related events and conferences • Climate change risk assessments to identify and manage climate risks, supporting long-term operational resilience

Action Plans

The following action plans will enable us to meet our objectives and continue realising our climate aspirations. We regularly measure, monitor and report on our progress and performance and match them against these actions. The progress report of these action plans refers to the 2023 - 2027 Sustainability Road Map.

Category	Short Term Actions	Medium-Long Term Actions	Status
Climate Risks and Resilience	Assess and identify low, medium, and high-priority physical hazards for MedcoEnergi's business operations and assets through quantitative physical risk assessments.	Update the physical risk assessments and quantifications as well as the financial impacts of climate related physical risks.	Completed the quantitative site-specific assessments for Corridor and Riau IPP. High priority hazards identified include extreme heat, flooding and water scarcity.
	Undertake asset-level risk assessments for all assets across MedcoEnergi's portfolio to evaluate the physical impacts of the identified hazards.	Continuously improve MedcoEnergi's physical risk assessments across our assets and business operations.	Conducted qualitative assessments for an additional 25 MedcoEnergi assets and quantitative assessments for Corridor Block and Riau IPP. In total, 45 assets have been qualitatively assessed.
	Carry out a quantitative financial impact analysis of the hazards on MedcoEnergi's assets and overall business operations.	Continuously update scenario data when quantifying the financial impacts of climate related physical risks for our assets.	Completed the quantitative site-specific assessments for Corridor and Riau IPP using two timeframes (Mid-Term and Long-Term) and two IPCC scenarios (Low Carbon and High Carbon). Four assets are now covered by quantifications.
	Develop climate hazard mitigations and adaptation plans linked to the risk management plans and performance of adaptation and resiliency measures.	-	Completed the development of mitigation and adaptation plans at asset levels based on the findings from the climate risk assessments.

1 The targets can be found in UN SDGs website (https://sdgs.un.org/goals)

Category	Short Term Actions	Medium-Long Term Actions	Status
Climate Mitigation	Plan and execute compliance with Government of Indonesia's regulations on Zero Routine Flaring by 2030.	Scale up MedcoEnergi's efforts towards Zero Routine Flaring by 2030.	Completed the execution of routine flaring reductions in Onshore assets . A study to eliminate routine flaring is in progress for Oil & Gas assets.
	Explore and implement flare gas utilisation /optimisation opportunities in methane management in existing fields and future development.	Develop plans to use or conserve all the field's associated gas without routine flaring for new fields.	Ongoing studies and implementation efforts focus on flare gas utilisation and optimisation.
	Evaluate The Oil & Gas Methane Partnership 2.0 (OGMP 2.0) commitments and associated requirements.	Establish OGMP 2.0 commitments.	• Assessed gaps to identify areas to improve in aligning with the standards. • Completed a pilot project to directly measure methane using QOGI FLIR at Belanak and Lematang.
	Strengthen sustained, consistent organic processes to promote, evaluate, approve, and execute GHG reduction opportunities.	Continuously evaluate best available GHG emissions abatement technologies in the market to identify potential mitigation measures at the operational level.	Evaluated and executed opportunities as part of the asset plans and integrated them into operational processes, with oversight from the Climate Change Working Group. Results were reviewed internally by the respective assets and reported to Corporate HSE monthly.
	Seek and act on opportunities to reduce GHG emissions and energy intensity.	Continuously improve energy efficiencies at operations by ensuring best technologies and practices are adopted.	Implemented 43 initiatives in 2024 with potential reductions of up to 181,727 tCO_2e/year peak and a one-time reduction of 53,713 tCO_2e.
	Establish industry and regulatory collaborations and track best technologies to promote high performance in operations.	Conduct studies and collaborate with partners to promote digitalisation and renewable energy technologies.	Continuously assess and select new technologies to reduce emissions.
	Promote partnerships and knowledge sharing with our value chain stakeholders to accelerate MedcoEnergi's Net Zero commitments and low-carbon energy transition.	• Establish partnerships with experienced organisations (e.g. universities, research institutes) to promote technological innovations. • Create partnership programmes to promote data transparency and implement the best practices along the value chain.	Hosted Vendor Day for over 500 vendors across our Oil & Gas assets in Indonesia, Thailand, and Oman. Partnered with the Indonesian Solar Panel Industry and Renewable Alliance (INSPIRA) and signed master agreements with several solar PV manufacturers listed in Bloomberg's New Energy Finance (BNEF).
	Define Scope 3 GHG emmisions for MedcoEnergi.	Disclose Scope 3 GHG emissions commitments.	Completed pre-assurance for GHG Scope 3 reporting year 2023. Disclosed and assured GHG Scope-3 Category 3, 10 & 11 for reporting year 2024 in SR 2024.
	Evaluate Scope 3 GHG emmisions related to key suppliers and consider integrating GHG performance into contract screening criteria.	Explore opportunities to develop a digital platform and calculation tools for climate data management to be shared with MedcoEnergi's partners.	Held discussions with one potential supplier, but no data collection commitments established yet.

Category	Short Term Actions	Medium-Long Term Actions	Status
Climate Adaptations	Establish a process to conduct climate vulnerability studies for material climate-related risks.	Continuously improve MedcoEnergi's physical risks and biodiversity assessment methods.	Completed the development of Climate Change Risk Assessment Guidelines.
	Develop and establish assessment approaches to evaluate risks and impacts on surrounding biodiversity.	Consider using scenario analyses when assessing physical risks and biodiversity.	Conducted a biodiversity impact assessment during the preliminary study for environmental permits. Findings are periodically reported to the government through the Environmental Management and Monitoring Report as part of compliance. Updated the Sustainability Assessment Guidelines in Q4 2024.
	Screen future investments to evaluate their financial and operational viability.		• Updated the Medco Project Excellence Process (MPEP) Assurance Guidelines and familiarised our people with the guidelines through regular discussions during Monthly Performance Reviews (MPRs), Quarterly Performance Reviews (QPRs), and Long-Term Plans (LTP). • Developed the Carbon Internal Pricing Guidelines to support future investment screenings and decision-making.
	Develop and establish approaches to assess climate risks based on results of climate vulnerability studies and ensure coverage of key material risks.	Continue to integrate climate risk assessments into future engineering designs and account for material risks for future projects.	Updated the MPEP Assurance Guidelines and familiarised our people with these guidelines through regular discussions in MPR, QPR, and LTP. Updated the Sustainability Assessment (SA) Guidelines.
	Integrate climate risk assessments into the design processes of future engineering projects.	Continuously improve MedcoEnergi's approaches to climate designs and climate-proofing future assets.	Completed the development of Climate Change Risk Assessment Guidelines.
	Conduct climate vulnerability studies for material risks for future engineering projects.	Consider integrating scenario analyses and plans into MedcoEnergi's climate risk assessments to further climate-proof assets.	Considered climate change-related risk assessment results in the plans of future engineering projects.

Medco Geothermal Sarulla, North Sumatra, Indonesia

Enhancing Our Environmental and Social Safeguards

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07

Rimau Fracturing Well, South Sumatra, Indonesia

This picture is one of the entries in the 'Business & Assets' category of the MedcoEnergi 2024 Photography Competition

We aim to achieve zero environmental incidents and become a leader in environmental and social responsibility. We protect our employees, stakeholders, and local communities and continue to improve our safety and environmental stewardship using our Operational Excellence (OE) framework as the foundation, along with our Health, Safety, and Environment Management Systems (HSEMS), Social Management System (SMS), and our Medco Project Excellence Process (MPEP).

Approaches, Commitments, and Goals

Our OE framework ensures safe, reliable and efficient operations through systematic and collaborative approaches. These guide our efforts to minimise environmental impacts and protect local ecosystems, supported by regular progress tracking. Our OE framework is further explained in Chapter 8.

We constantly assess environmental, social, health and biodiversity impacts before starting projects and operations. These assessments comply with host governments regulations throughout the permit approval processes. Our evaluations encompass desktop research, field investigations, focus group discussions (FGDs) and stakeholder consultations. The findings inform our environmental, social and health management and monitoring plans to minimise negative effects whilst enhancing positive outcomes for communities and ecosystems.

We are dedicated to adhering to all applicable laws and regulations governing our environmental and social performance. In 2024, none of our operational sites experienced non-compliance incidents that could have resulted in significant monetary fines, non-monetary sanctions or dispute resolutions.

Sustainability Assessment

MedcoEnergi manages internal challenges and stakeholder expectations through our Sustainability Assessment, which evaluates environmental and social indicators across all projects and operational stages. This assessment extends beyond compliance requirements to prevent, mitigate and manage environmental and social risks, aligning with the International Finance Corporation's performance standards.

In 2024, we updated our Sustainability Assessment Guidelines to strengthen climate change indicators. These updates integrate risk assessments of physical climate change into project designs and mandate methane management for all developing projects. We have also incorporated the government's commitment to eliminate routine flaring into our GHG reduction efforts.

Sustainability Assessment for Projects

Since 2021, we have conducted Sustainability Assessment for Oil & Gas' projects within our MPEP framework. We also regularly perform surveillance audits at the 10%, 50%, and 90% stages of execution to monitor how sustainability indicators are being managed while these projects are being implemented.

Our Sustainability Assessment Guidelines© for Projects received legal protection from Indonesia's Ministry of Law and Human Rights on 4 March 2024 after it was implemented in January 2021. This protection enables MedcoEnergi to share the guidelines externally with appropriate attributions.

East Bali Solar PV, Indonesia

Medco Project Excellence Process (MPEP) and Sustainability Assessment

Sustainability Assessment

Appraise	Gate Review G1	Select	Gate Review G2	Define	Gate Review G3	Execute	Surveillance Audit
• All sustainability indicators are assessed together during the risk register development, including HSE risk identifications. • Initial identification for Stakeholders Engagement Plan (SEP), security issues, land acquisitions, and climate change.		• SEP updated • Document arrangements for Security Management Plans (SMP), labour & working conditions, grievance mechanism and community involvement. • Initial engagement • Energy/water efficiency & Climate Change Mitigation Plan calculated & forecasted. • Pollution prevention & mitigation plans included in the submitted Environmental, Social, and Health Impact Assessments (ESHIA/AMDAL) • Environmental management permit list. • Land acquisition and resettlement action plan (LARAP) development.		• SEP updated • Document arrangements for Security Management Plan (SMP), labour & working conditions, grievance mechanism and community involvement. • Emergency Response Plan (ERP) and Land Resettlement Plan (LRP) development. • Energy/water efficiency, Climate Change Action Benchmark and Plan, and biodiversity programme developed based on ESHIA/AMDAL or calculation. • Pollution prevention permits submitted. • LARAP approved and executed.		• SEP updated • Monitoring and reporting of SMP, labour and working conditions, grievance mechanism and community involvement. • ERP and LRP approved, including monitoring and reporting. • Pollution prevention approved. • Permit monitoring and reporting. • LARAP monitoring and reporting.	
• Project charter and mandate. • Preliminary Plan of Development (POD). • Risk register		• POD submitted. • ESHIA/AMDAL submitted. • Risk register updated. • Project Execution Plan defined.		• POD approved. • ESHIA/AMDAL approved. • Risk register updated. • Project Execution Plan executed. • Commissioning and Start Up Plan.		• Contracts awarded and executions begun. • Permits approved. • Risk register updated.	

Medco's Project Excellence Processes (MPEP)

Below is the progress of major projects that underwent the Sustainability Assessment gate reviews and project surveillances in 2024.

Mapping of Sustainability Assessment

Sustainability Assessment for Operations

Sustainability Assessment continues once a project begins operating, focusing on managing environmental and social indicators based on operational risks. These assessments measure and monitor sustainable development indicators throughout operations, ensuring that Operational Excellence (OE) is aligned with the HSE Pillars.

These assessments below cover the 22 key indicators that reflect sustainable operations across nine dimensions:

Human Rights, Community Health and Safety Security

- Community Health & Safety Risk Identification
- Community Emergency Response Plan
- Stakeholder Engagement
- Indigenous Communities
- Security Management Plan

Environmental Impact Assessment

- License to Operate
- Environmental and social risks and impacts Identification and assessment

Pollution Prevention

- Air emissions and noise management
- Wastewater or effluent discharges management
- Waste and hazardous waste management

Labour and Working Condition

- Working conditions and Management of Worker Relationship
- Retrenchment Plan
- Grievance mechanisms related to labour

Climate Change Mitigation and Adaptation

- Climate change action plan (calculation, forecast, mitigation)

Sustainable Resource and Use

- Water efficiency
- Energy efficiency

Media Communication and Engagement

- Media communication plan

Local Community Empowerment

- Land Acquisition and Involuntary Resettlement
- Grievance mechanisms for communities
- Livelihood restoration plan
- Community Involvement

Protecting the Environment and Biodiversity and Restoring Natural Habitat

- Biodiversity management plan

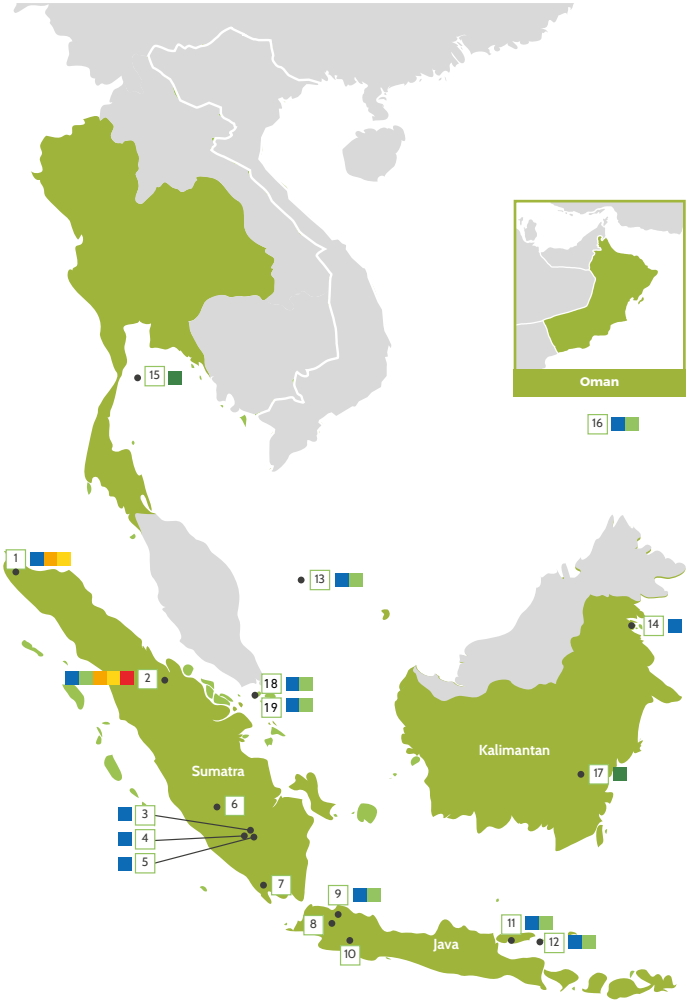
The Sustainability Assessment for Operations Guidelines, established in 2022, enables us to achieve our sustainability maturity targets and strategies to sustain our operations. These guidelines were applied across all Oil & Gas assets and were aligned with OE expectations.

Health, Safety, and Environment Management System (HSEMS) Certification

Our integrated HSEMS enables us to reduce operational environmental impacts and build stakeholder trust for long-term value. This system ensures that we comply with environmental laws and are aligned with the best international practices, particularly ISO 14001:2015 Environmental Management System. As a result, we are able to effectively identify, assess, control and monitor all environmental risks and performances across operations.

By 2024, 68% of our assets were ISO 14001:2015 certified, and 37% were certified in accordance with ISO 45001:2018 Occupational Health and Safety Management System. This year, we successfully completed ISO 14001:2015 and ISO 45001:2018 certifications for our Oman asset.

MedcoEnergi's Certified Assets



1	Block A - Aceh
2	Riau IPP/MRPR[1]
3	Rimau
4	South Sumatra Block (SSB)
5	Lematang
6	Corridor
7	Sumatra IPP
8	Cibalapulang Mini Hydro
9	Medco Power Head Office
10	Pusaka Mini Hydro
11	Sampang
12	Madura Offshore
13	South Natuna Sea Block B
14	Tarakan
15	Thailand
16	Oman
17	Bangkanai
18	MEB/DEB
19	ELB

- ISO 14001:2015 Environmental Management System (EMS) Certified
- ISO 45001:2018 Occupational Health and Safety (OHS) Certified
- ISO 14001 EMS Aligned
- International Finance Corporation (IFC) Standard
- Equator Principle (EP)
- Asian Development Bank (ADB) Safeguards

1 Medcopower Servis Indonesia (MPSI) that provides Operation and Maintenance (O&M) services to Riau IPP/MRPR, is ISO 14001:2015, ISO 45001:2018, and ISO 9001:2015 certified.

Performance Rating Programme in Environmental Management (PROPER)

PROPER is an annual assessment of companies operating in Indonesia; it evaluates compliance with national environmental regulations and beyond. Managed by the Ministry of Environment and Forestry (MoEF), it assesses emissions, wastewater pollution, and waste management. In addition to environmental regulatory adherence, the programme evaluates aspects beyond compliance by implementing environmental management systems, natural resource efficiencies, biodiversity initiatives, and Corporate Social Responsibility (CSR) programmes to promote sustainable business practices.

In 2024, The South Natuna Sea Block B and Sampang received the Green PROPER, which acknowledged our efforts to go beyond compliance with innovations, energy efficiencies, and positive environmental contributions. This was the fourth consecutive year that South Natuna Sea Block B received the Green PROPER. Other domestic assets[1], selected to undergo PROPER assessments, received the Blue PROPER, demonstrating regulatory compliance in environmental management, with Mitra Energi Batam (MEB) and Multidaya Prima Elektrindo (MPE) participating for the first time.

Our non-operated assets were also recognised, with JOB Tomori securing Gold PROPER four times in the last five years, while Tanjung Jati B Power Services (TJBPS), where Medco Power provides an Operation & Maintenance (O&M) services contract, earned Gold PROPER for the sixth consecutive year. The Gold PROPER represents the highest recognition for outstanding environmental performance and social responsibility that exceed compliance standards. These achievements reflect our ongoing commitment to responsible operations and continuous improvements across all our facilities.

Environmental Management and Monitoring Programmes

We implement environmental management and monitoring programmes in our operating assets to strengthen sustainability performance, ensure compliance with regulations and standards and enhance our overall impact management.

Our initiatives to protect the environment that have broader impacts on local communities are detailed in Chapter 9.

Restatements of Water, Waste and Biodiversity Data

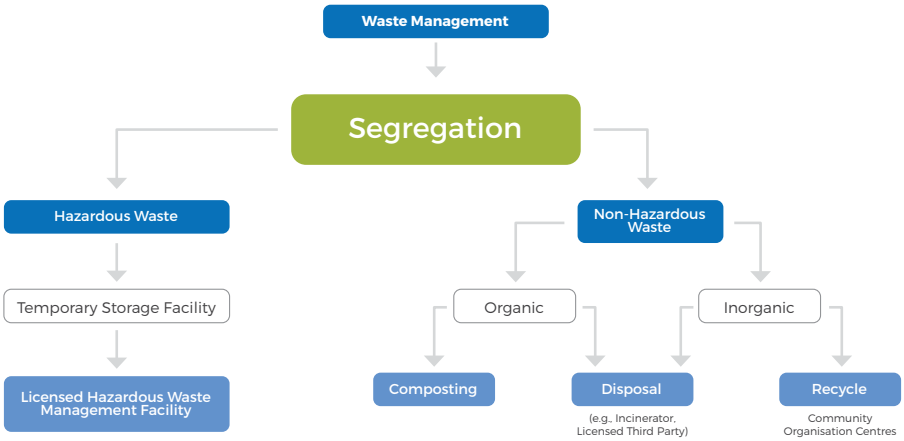
- Restatements to include water withdrawals by source, water discharges by destination, and freshwater intensity to improve disclosures.
- Restatements of water, waste, and revegetation (beyond compliance) resulting from enhanced data collection and recording methods.
- Restatements of oil spill disclosures that align with international standards and regulatory reporting criteria as well as standardise records: all spills are recordable, but only spills ≥1 bbl are reportable.
- Restatements of revegetation beyond compliance to include Offshore's revegetation initiatives.

Waste Management

We employ integrated waste management strategies that include segregation, disposal, and treatment processes that employ Best Available Technologies (BAT). Several assets undergo waste management audits conducted by host governments as part of their ISO 14001:2015 certification requirements (see page 95). This year, we have expanded our monitoring efforts to include our Jakarta office.

1 Block A, Rimau, SSB, Lematang, Tarakan, Madura Offshore, Corridor PSC Oil, Corridor PSC Gas, DEB, MEB, and MPE

Waste Management at MedcoEnergi



Non-Hazardous Waste

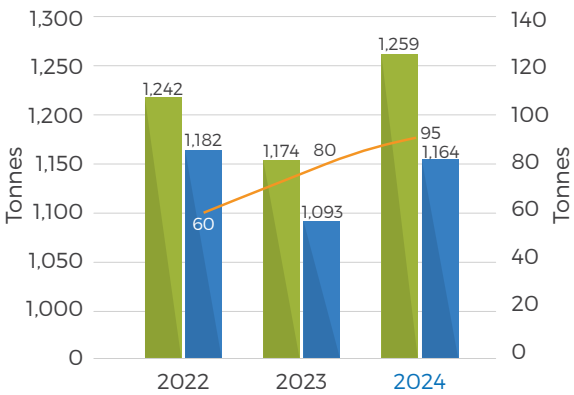
At MedcoEnergi, we apply the Reduce, Reuse, Recycle (3Rs) principles when managing operational waste. Our process involves separating non-hazardous waste into organic and inorganic categories, with organic materials sent to composting facilities and inorganic materials directed to recycling centres. We monitor both our Oil & Gas and Power assets as well as our Jakarta Office's waste generation and management.

In 2024, our Oil & Gas assets generated 1,259 tonnes of non-hazardous waste. This showed an increase from 2023 due to increased project and drilling activities in Oman.

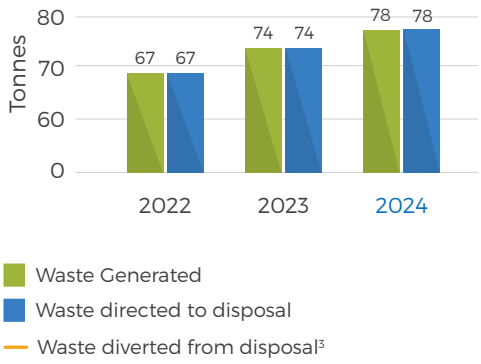
Throughout the year, we have been improving our waste management programmes across our Oil & Gas assets. We successfully diverted 95 tonnes of waste from disposal in 2024: an increase from 80 tonnes in the previous year. Of the total, Corridor contributed 85 tonnes to the diversions from disposals by implementing the 3Rs and composting activities.

Our Power assets recorded 78 tonnes of waste in 2024, a slight increase from 2023 driven by the higher number of personnel on board during project activities.

Oil & Gas Non-Hazardous Waste[1,2]

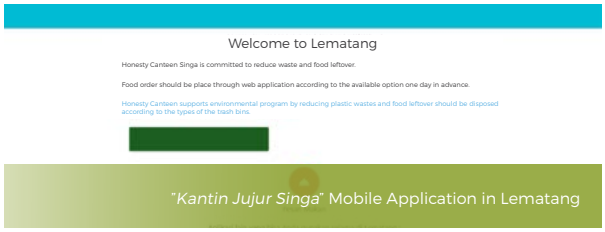


Power Non-Hazardous Waste[1]



Preventing Food Waste at MedcoEnergi's Lematang Asset

At our Lematang asset, we launched a mobile application to enhance the canteen's ordering process by allowing employees to place meal orders a day in advance. This initiative has reduced our non-hazardous waste by approximately 6.13 tons from 2023 to 2024, resulting in a cost savings of 1.22 million IDR in waste disposal fees. This investment has not only streamlined operations, but also underscored MedcoEnergi's commitment to sustainability.



"Kantin Jujur Singa" Mobile Application in Lematang

1 Non-Hazardous and Hazardous Waste in Oil & Gas (2022-2024): International: Thailand and Oman; Domestic: Block A, South Natuna Sea Block B, Corridor, South Sumatra Block, Rimau, Lematang, Madura Offshore, Sampang, Bangkanai, Tarakan
Non-Hazardous and Hazardous Waste in Power (2022-2024): Riau IPP/Medco Ratch Power Riau (MRPR), Mitra Energi Batam (MEB), Dalle Energi Batam (DEB), Energi Listrik Batam (ELB), Multidaya Prima Elektrindo (MPE), Energi Prima Elektrika (EPE), Bio Jatropha Indonesia (BJI), Pembangkitan Pusaka Parahiangan (PPP)
2 The 2022 and 2023 non-hazardous waste data have been restated to improve data collection and recording methods.
3 Waste diverted from disposal" = The total weight of waste prevented (tons), including preparation for reuse, recycling, and other recovery operations.

Launching the "Bring Your Own Tumbler" Campaign in the Corridor Asset

Photo competition winner for the BYOT campaign

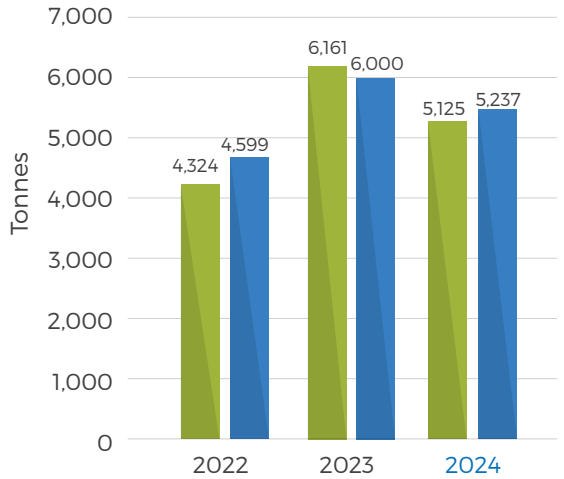
In 2024, we launched an inspiring campaign called "Bring Your Own Tumbler" (BYOT) to reduce single-use plastic bottled water. Announced on 21 February and coinciding with National Waste Awareness Day in Indonesia, this campaign promoted collective efforts among personnel and visitors to switch to reusable tumblers. To boost the campaign, we organised a photo competition that invited everyone to showcase their commitment to using their own tumblers. By the end of 2024, the Corridor asset achieved zero usage of single-use plastic bottled water through the campaign and by providing water dispensers.

Hazardous Waste

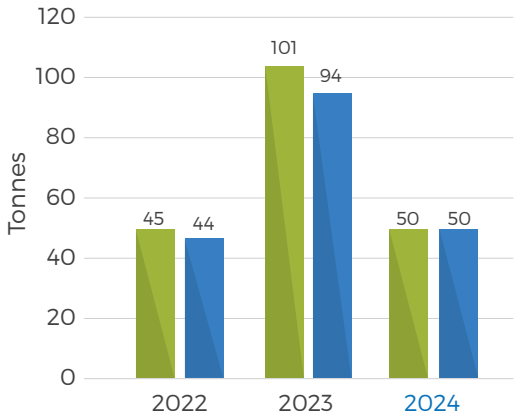
We manage our hazardous waste by engaging licensed third-party management companies.[1,2] In 2024, our Oil & Gas assets generated 5,125 tonnes of hazardous waste – a decrease from the previous year. This decline is due to lower drilling trajectories in the South Natuna Sea Block B and back-to-normal operations in Block A.

Our Power assets generated 50 tonnes of hazardous waste in 2024, a decrease from 2023 due to lower maintenance activities in Energi Listrik Batam (ELB), Dalle Energi Batam (DEB), and Mitra Energi Batam (MEB).

Oil & Gas Hazardous Waste



Power Hazardous Waste



Waste Generated | Waste managed by third party

Committed to Managing Hazardous Materials

We have enhanced our management of hazardous materials across our global operations. Locally, our Improvement Inventory of Hazardous Material for Material Management (IH3M) programme has strengthened monitoring of expired chemicals at the Matak Warehouse, reducing volumes from 50 to 20 tons annually and saving IDR 499 million in transportation costs. At Lematang, we shifted from time-based to performance-based amine filtration maintenance, which decreased used filter waste by 2.08 tons yearly and generated IDR 280 million in cost savings (2020-2024). In our Oman asset, we have prioritised substituting hazardous chemicals with environmentally friendly alternatives, such as replacing hydrocarbon degreasers to water-based degreasers. These efforts reflect our commitment to sustainable practices and responsible management of hazardous materials across our operations.

1 Hazardous waste is waste containing substance, energy and/or components which, due to their properties, concentration and/or amount, may directly or indirectly pollute and/or damage the environment and/or harm the health of humans or other living creatures' life in the area or waste designated 'hazardous' or some similar term under the applicable regulatory requirements of the country where MedcoEnergi operates.

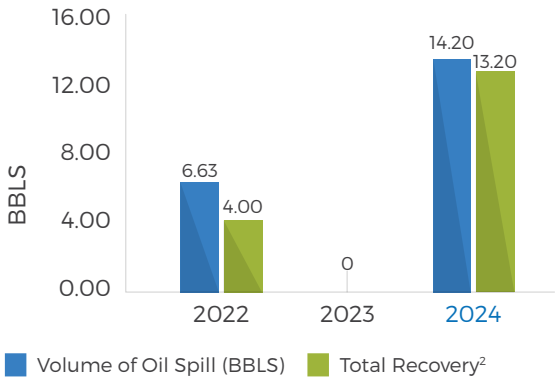
2 The waste managed in any given year may include carry-overs from the previous year. In other words, waste generated in one year might be stored temporarily and then delivered to a third party in the following reporting year. These approaches account for the discrepancies between the amounts of waste generated and the waste directed for disposal in any given year.

Oil Spill Incidents

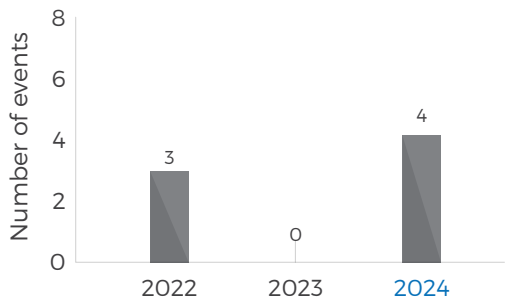
We are continuously improving our efforts to minimise oil spills across our operations. We also aligned our reporting with international standards and regulatory reporting criteria where only spills to environment equal to or greater than 1 barrel (bbl) are classified as reportable incidents in our sustainability disclosures, while all spills continue to be recorded internally to further improve operations.

In 2023, there were no oil spills greater than 1 bbl. In 2024, we recorded a total volume of 14.20 barrels spilled due to operational challenges, including unforeseen oversight and equipment failures. However, prompt actions by our emergency response teams enabled us to recover a significant portion of the spilled oil, ensuring that oil from these incidents was efficiently retrieved. Moreover, no personal injuries or community grievances resulted from these incidents. We have integrated regular training and drills into our preparedness strategies, ensuring that our teams are well-equipped to handle spills. Additional details on our emergency preparedness initiatives can be found in Chapter 10, Emergency Preparedness.

Volume of Oil Spills[1] ≥1 bbl



Number of Incidents



Our oil-producing assets have oil spill management in place that cover the following programmes:

Oil Spill Prevention System

Preventive and Corrective Maintenance

Preparedness and Response Plans

Our domestic Offshore assets are part of the Oil Spill Combat Team (OSCT) Indonesia, a private oil spill response organisation with bases nationwide. Membership in OSCT enhances our spill preparedness and response capabilities by providing access to essential equipment, expertise, and training. Our Bualuang asset in Thailand is also a longstanding member of Oil Spill Response Limited (OSRL) and the Thailand Oil Industry Environmental Safety Group (IESG). In collaboration with OSCT Thailand, Bualuang has implemented a preventive maintenance programme to effectively manage the risk of oil spills.

Water Management

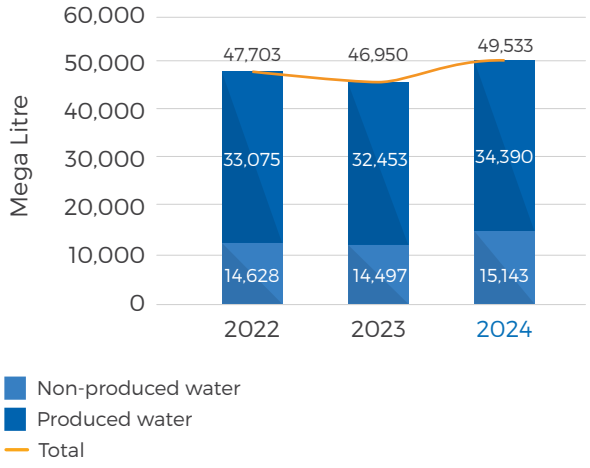
At MedcoEnergi, our water management strategies are designed to optimise water use while minimising environmental impacts in accordance with our Health, Safety, and Environmental (HSE Policy). Water is primarily used in production activities, drilling, office consumption, and for domestic needs.

This report details our total water withdrawals from surface water, groundwater, seawater, third-party sources, and produced water in our operations[3]. In Medco Power, withdrawn water is used to generate power in our mini-hydro power plant, where the water directed to turbines is used only once before being immediately returned to the environment without substantial changes in quality.

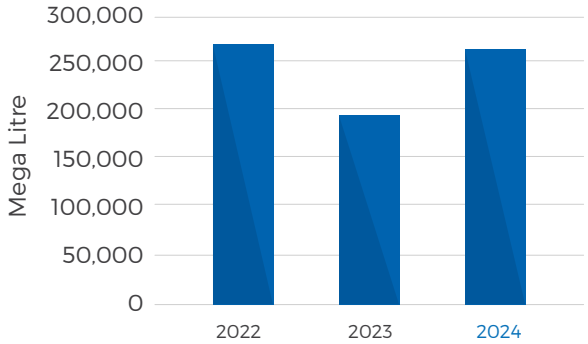
In 2024, our Oil & Gas assets recorded a water withdrawal of 49,533 megalitres. This figure reflects an increase in non-produced water withdrawals due to additional activities in Oman, including the Basma Steam Flood pilot project and the waterflood programme planned for 2024.

1 The oil spills include those caused by internal factors within MedcoEnergi. They exclude major spills resulting from third-party actions, e.g., vandalism, collisions by third parties, etc.
2 Contaminated soil from unrecoverable spill was sent for further treatment as per host country's regulation.
3 The detail of water withdrawal by source and water discharge by destination is reported in the GRI Performance Report. This data has not been independently assured.

Oil & Gas Water Withdrawals[1]



Power Water Withdrawals[2]



	2022	2023	2024
Excluding hydropower	1,613	1,373	1,464
Total water withdrawal	259,810	195,645	255,105

Our Power assets withdrew a total of 255,105 megalitres in 2024, reflecting an increase from the previous year. This rise in water withdrawal aligns with an increase in production for our Power operations, indicating a trend towards higher operational output.

Our Oil & Gas operations have seen a steady increase in freshwater withdrawal intensity over the years due to growing drilling activities. Meanwhile, Medco Power's freshwater withdrawal intensity fluctuated due to variations in power generation output.

Asset	Unit	Freshwater Withdrawal Intensity		
		2022	2023	2024
Medco Oil & Gas	m^3/1000 TOE HC	50.33	59.99	67.75
Medco Power	m^3/MWH	94.06	69.38	91.72

Management of Produced Water

We adhere to a three-fold strategy when managing our produced water: discharging the treated water into a water body, reinjecting it into injection wells, or having it managed by other entities.

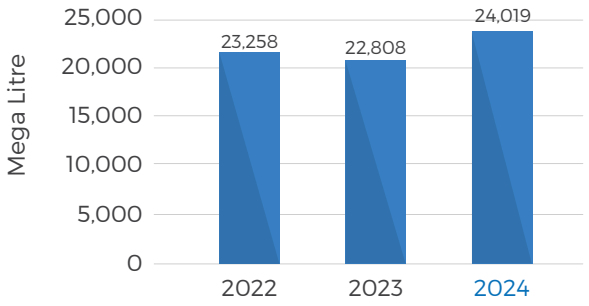
Our produced water is treated at our Produced Water Treatment (PWT) facilities to lower the concentration of hydrocarbons, chemicals and hazardous substances to levels in accordance with relevant regulations and standards.

Corridor, Bualuang, South Natuna Sea Block B East Hub Operation (EHO), and other Onshore operations implement a reinjection strategy. Meanwhile, for our operations in Oman Karim Small Fields (KSF), we send our gross liquid to our client, Petroleum Development Oman (PDO). Therefore, we exclude Oman's KSF produced water in our produced water data as it is managed by the PDO. For domestic Offshore assets, we discharge produced water into the sea after carefully assessing it to ensure it meets the required parameters.

In Lematang, we have been operating an on-site Produced Water Treatment (PWT) facility since 2011. We ensure the quality of treated produced water meets the applicable standards for safe discharge into a water body. Periodic manual monitoring and monitoring tools are also used to comply with the applicable standards.

The amounts of produced water reinjected into reservoirs are listed to the right of this. These amounts are generally stable over the years.

Reinjected Produced Water[3]



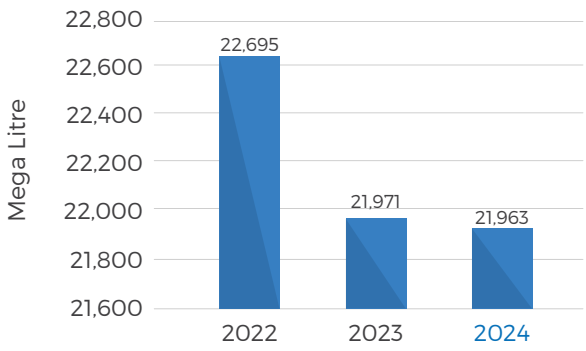
1 Water withdrawals in Oil & Gas in 2022-2024: International: Thailand and Oman; Domestic: Block A, South Natuna Sea Block B, Corridor, South Sumatra Block, Rimau, Lematang, Madura Offshore, Sampang, Bangkanai, Tarakan. We exclude water produced in Oman as it is managed by our client (Petroleum Development Oman/PDO).
2 Water withdrawals in Power in 2022-2024: Riau IPP/Medco Ratch Power Riau (MRPR), Mitra Energi Batam (MEB), Dalle Energi Batam (DEB), Energi Listrik Batam (ELB), Multidaya Prima Elektindo (MPE), Energi Prima Elektrika (EPE), Bio Jatropha Indonesia (BJI), Pembangkitan Pusaka Parahiangan (PPP)
3 Reinjected produced water include: International: Thailand; Domestic: Block A, Corridor, South Natuna Sea Block B East Hub Operation (EHO), South Sumatra Block, Rimau, Bangkanai, Tarakan.

Managing Our Wastewater

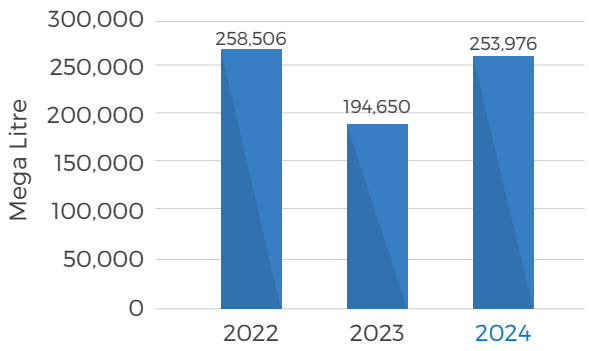
At most of our assets, domestic wastewater is treated at our wastewater treatment plants (WWTPs). We consistently monitor effluents to ensure adherence to regulations set by the Ministry of Environment and Forestry (MoEF) and maintain levels below the Threshold Limit Value (TLV) prior to discharge.

Our Oil & Gas assets discharged 21,963 megalitres of wastewater in 2024, a slight decrease from the previous year. This reduction aligns with the lower cooling water discharges in South Natuna Sea Block B, which correspond to decreased production levels.

Oil & Gas Water Discharges[1]



Power Water Discharges[2]



Our Power assets discharged a total of 253,976 megalitres in 2024, reflecting an increase from the previous year. This increase in discharge volume directly corresponds with the higher water withdrawal required to support our increased power generation activities during this period. Water withdrawal and discharge rates fluctuate in proportion to our power generation output.

Campaign to Save Water by Using Condensed Water

We have bolstered water conservation efforts across our Jakarta office, South Natuna Sea Block B, and Lematang assets. This initiative cultivates a culture of responsible water use while implementing innovative strategies to optimise our resources.

In our Jakarta office, we launched the "Every Drop Count" campaign, during which we actively promoted awareness of water usage in restrooms and repurposed condensed water from our heating, ventilation, and air conditioning (HVAC) systems for gardening activities. This campaign was also carried out in South Natuna Sea Block B, where the collected water was used to wash decks. At Lematang, we focused on optimising the temperatures of the condensers within the amine system. By reducing temperatures, we enhanced operational efficiency while simultaneously consuming less water.

Water Risk Management

We qualitatively assessed risks that involved managing water resources in most of our assets in 2021. Our aim was to prevent issues concerning water scarcity, coastal floods and inland floods in neighbouring communities. We then did another assessment in 2023 to update our findings. The results indicated that the company is not currently at risk of facing significant impacts in any relevant scenario across all assessed operations. While we note that Oman KSF is located in a water-stressed area, we have minimised our freshwater usage by resorting to non-freshwater sources to support our operations.

Air Emissions

Our Oil & Gas operations emit air pollutants, including nitrogen oxides (NO_x), sulphur oxides (SO_x), volatile organic compounds (VOCs), and particulate matter (PM). For our thermal power plants, these emissions include NO_x, SO_x, and PM. A detailed overview of air emissions performance from 2022 to 2024 can be found in the 2024 GRI Performance Data.

We manage and monitor air emissions through our Environmental Management and Monitoring Plans, ensuring compliance with various regulations, including Indonesian MoEF Regulation No. 11 of 2021 for emissions from internal combustion engines; and MoE Regulation No. 13 of 2009 for non-engine sources such as boilers. In Thailand, we comply with the 2017 Notification from the Department of Labour Protection and Welfare on hazardous chemical concentration limits. Additionally, our Power assets follow MoEF Regulation No. 15 of 2019, which establishes air emission thresholds for thermal power plants.

1 Water discharge in Oil & Gas in 2022-2024: International: Thailand and Oman; Domestic: Block A, South Natuna Sea Block B, Corridor, South Sumatra Block, Rimau, Lematang, Madura Offshore, Sampang, Tarakan.
2 Water discharge in Power in 2022-2024: Riau IPP/Medco Ratch Power Riau (MRPR), Mitra Energi Batam (MEB), Dalle Energi Batam (DEB), Energi Listrik Batam (ELB), Multidaya Prima Elektindo (MPE), Energi Prima Elektrika (EPE), Bio Jatropha Indonesia (BJI), Pembangkitan Pusaka Parahiangan (PPP)

Biodiversity Conservation

Biodiversity Management

MedcoEnergi is dedicated to protecting the environment through biodiversity conservation efforts. Our Oil & Gas and Power assets engage in compliance and beyond-compliance revegetation efforts as well as protection of endangered species.

Preserving biodiversity and ecosystems is integral to our HSE Policy, which protects both natural species and designated protected areas. We carry out Environmental Impact Assessments (*Analisis Mengenai Dampak Lingkungan Hidup*/AMDAL) to comply with Indonesian regulations that assess surrounding biodiversities and ensure measures are implemented to prevent land degradation when opening new operational sites.

As part of the Environmental Impact Assessments, we implement best-practice mitigation hierarchy. The mitigation hierarchy to address risks and impacts will favour the avoidance of impacts over minimisation, and, where residual impacts remain, compensation/offset, wherever technically and financially feasible.

One example of our commitment to protect biodiversity is the way we work in sensitive areas. In 2024 we started the 3D seismic survey in Corridor to assess gas discoveries by the previous operator, which is partially located inside the Dangku Wildlife Reserve, South Sumatra province, Indonesia. These activities were conducted in accordance with the permits from the Government of Indonesia. We have been working closely with the authorities to ensure safe and environmentally prudent operations. The seismic programme deployed advanced and environmentally friendly technologies, in adherence to all relevant regulations and international best practice.

Biodiversity Conservation Programmes

We aim to address the challenges facing biodiversity by collaborating with local and global partners. Our initiatives focus on replanting as well as engaging local communities, which ensure that our conservation efforts are both impactful and sustainable. Below is an overview of our efforts to replant as part of our biodiversity conservation programmes:

44 hectares

Planted areas in 2022-2024 beyond regulatory requirements[1]

690 hectares

Planted areas in 2022-2024 according to Forest Area Usage Approvals (*Persetujuan Penggunaan Kawasan Hutan*/PPKH) and Environmental Permits (SKKL)[2]

Our investments, in USD, in replanting activities for both programmes are listed below:

Investments in Replanting	2022	2023	2024
Revegetation beyond regulatory requirements[3]	80,740	75,605	108,787
Revegetation as per Forest Area Usage Approvals (PPKH)	595,799	450,518	554,633
Revegetation as per commitments in Environmental Permits (SKKL)	-	30,977	-

Tree and Mangrove Planting Initiatives

We replanted trees and mangroves across our assets in 2024. These initiatives were deployed to promote biodiversities in land and coastal areas, aligning with SKK Migas's national tree-planting campaign.

Beyond regulatory requirements	PPKH
46,375 trees planted[4]	**187,454** trees planted as new plantings

Sustaining Resources and Empowering Communities in Natuna

In our Natuna asset, we successfully protected 37 Rafflesia sp. plants in 2023, a species classified as "Vulnerable" on the International Union for Conservation of Nature (IUCN) Red List. We also empowered local communities through programmes such as Pembinaan Kampung Nelayan Ikan Bilis and Kampung Nelayan Kerisi Kasutri, which enhance the quality of hatcheries and improve fish processing techniques. These initiatives not only strengthened the local economy but also promoted the management of sustainable fisheries. In 2024, we continued studies to identify methods to further conserve the Rafflesia species.

1 The total planted areas from 2022 to 2024 exclude the areas planted through the Medco & I Two Trees programme.
2 The *Surat Keputusan Kelayakan Lingkungan Hidup* (SKKL), or Environmental Permit/Feasibility Letter, is a permit document that outlines the environmental commitments that the company must fulfill, as regulated by Government Regulation Number 22 of 2021.
3 This figure is re-stated to include Offshore's beyond regulatory planting.
4 Trees planted include mangroves in Sungsang village, Banyuasin (SSB), Lematang, Corridor and Matak, and trees in Sumenep and Sampang.

2024 Upstream Oil & Gas Green Initiatives

The Upstream Oil & Gas Greening Programme, initiated by SKK Migas-KKKS to align with the government's million-tree initiative, piloted a mangrove planting project in Sungsang IV village. As a result, SKK Migas-Medco E&P Grissik Ltd. (MEPG), collaborating with the Village Forest Management Institution (LDPHD) Sungsang IV and local stakeholders, successfully planted 12,000 mangrove trees across 1.2 hectares of village forest area. This contributed to SKK Migas's larger target of planting 200,000 trees in southern Sumatra. These environmental conservation efforts have yielded multiple benefits that include reducing carbon emissions, preventing erosion, protecting marine ecosystems, and empowering local community economies through tourism development, all of which are continually being monitored and expanded.

Additionally, the Medco SSB Asset has demonstrated its commitment to revegetation by planting 171,326 trees across 248 hectares as part of the DAS SSB Block III Meranti Sungai Merah rehabilitation programme. It also replanted trees at Meranti Sungai Merah Protected Forest (*Hutan Lindung*/HL) Block I (8,699 trees) and Pedamaran Limited Production Forest (*Hutan Produksi Terbatas*/HPT) (6,246 trees). Revegetation also took place at Lematang and Rimau Assets, with 7,120 trees planted over 0.50 hectares at Lematang and 1,185 trees replanted at Rimau.

Through these initiatives, MedcoEnergi actively contributes to national sustainability efforts, ensuring long-term forest and coastal ecosystem restorations, and community economic empowerments by developing both tourism and sustainable land use.

Banggai Agricultural Pioneers: Sustainable Farming Initiatives

Through our PANUTAN BANGGAI programme in Batui Selatan and Moilong, we address agricultural and environmental challenges using nature-based solutions, including Sulawesi owls to control pests, wind-powered irrigation, and organic composting. For example, introducing 89 Sulawesi barn owls (*Tyto rosenbergii*) has eliminated over 61,000 rats, which in turn has reduced pesticide use and enhanced on-farm biodiversity. Furthermore, the use of wind-powered water pumps supports sustainable irrigation, while organic fertilizer produced from cattle manure has improved soil fertility and strengthened climate resilience since it contains key nutrients such as C-organic, nitrogen, phosphorus, and potassium.

Through such collaborative efforts with local stakeholders, including Village-owned Enterprises (e.g. *Badan Usaha Milik Desa*/BUMDes) and the Tourism Awareness Group (*Kelompok Sadar Wisata*/Pokdarwis) Sumberharjo, we have successfully created a sustainable agricultural ecosystem that not only addresses immediate farming challenges but also promotes environmental conservation, community empowerment, and economic growth through eco-tourism initiatives.

JOB Tomori Kilo 5 Luwuk Coral Adoption Programme: The RAPTOR Method for Sustainable Ecotourism

The Kilo 5 Luwuk Coral Adoption Program successfully transplanted 4,539 coral fragments across 850 square meters in both the Tiaka Field and Kilo 5 Luwuk beach areas, which created positive socio-economic impacts for the local community. This programme empowered diving communities and Karang Taruna youth organizations through training to monitor coral reefs and diving education as well as fostering environmental awareness and building capacity for long-term programme sustainability.

In addition, we expanded our conservation efforts by releasing 27 Maleo birds into the Bangkiriang Wildlife Sanctuary in collaboration with the Natural Resources Conservation Agency (*Balai Konservasi Sumber Daya Alam*/BKSDA), Tadulako University, and Indonesian Maleo experts. This initiative included planting 100 candlenut trees to provide natural feed for the endangered Maleo population. Moreover, it created economic opportunities from increased tourism activity, demonstrating how environmental conservation can support local businesses.

Releasing Maleo birds in Central Sulawesi, Indonesia

Planting coral at Kilo 5 Luwuk Beach, Central Sulawesi, Indonesia

Social Management System (SMS)

We recognise that managing social risks is dynamic, influenced by both internal and external changes. Our commitment to managing social aspects is thus articulated through our SMS, which aligns with MedcoEnergi Sustainability Policy.

Our SMS, implemented alongside our HSEMS, manages these social risks and consequences. This approach reinforces our leadership in social management while providing comprehensive HSE and social safeguards.

Our SMS undergo continuous reviews and improvements through our Plan-Do-Check-Action (PDCA) cycle to assess progress and maturity. This is primarily done by identifying risks, developing management programmes, enhancing organisational competencies, engaging stakeholders, enacting grievance mechanisms, and continually monitoring and reviewing.

We align all functions to improve social performance, and both secure and maintain our social license to operate through our SMS. The elements of our SMS are outlined in the infographics below. The details of each element can be found in MedcoEnergi's website.

MedcoEnergi's SMS Elements

SMS Implementation

Implementing SMS requires strengthening internal cross-functional coordination, maintaining sustainable relationships with stakeholders, updating key guidance documents, and building capacity to effectively manage social practices across operations. Key milestones in 2024 include awareness campaigns, guidance document updates, and ongoing capacity building. Our initiatives thus far are as follows:

- Promoted cross-functional awareness of SMS and how the social elements are managed. This was done through sessions with other functions as well as employees' inductions, leaders forums, and lessons learned sessions.
- Identified key social risks at each asset and developed mitigation plans to prevent operational disruptions.
- Updated guidance documents related to managing social risks and impacts.
- Conducted capacity building through bi-monthly knowledge-sharing sessions; held training on Social License to Operate; and enhanced auditing compliance.
- Developed grievance evaluation tools to assess whether the grievance mechanisms were aligned with the United Nations Guiding Principles (UNGP) effectiveness criteria.
- Updated the systems to record and monitor stakeholder databases, routine engagements, and social grievances.

As part of SMS implementation, we recorded community grievances through our Grievance Mechanism in the assets. Grievances were submitted by community members via dedicated employees acting as Persons-in-Charge (PIC) and through various channels, including hotlines and WhatsApp. These reporting channels were communicated through multiple media platforms, such as e-bulletins. All grievances received were processed in accordance with our Grievance Mechanism. By the end of 2024, Medco Oil & Gas and Medco Power had resolved 91% of the grievances received that year through consultations with the communities. We continued to verify and resolve the remaining grievances until closure.

SMS sharing session at the Bangkanai Asset

SMS Monitoring

Implementing SMS and the overall social performance in the assets involves regularly monitoring, analysing, and evaluating it. This requires management support to ensure the SMS programmes are sustainable. For these reasons, the SMS monitoring programme emphasises continuous oversight and evaluations to ensure that the social aspects are well managed and aligned with established standards. This includes routine reviews, discussions, and the use of evaluation tools to assess how effective the grievance mechanisms are and how well SMS is implemented.

Asset Management reviews the SMS evaluation process at least once a quarter. This in turn guides decisions to improve the SMS and ensure it remains relevant and effective over time. Key findings from these evaluations are summarised in a report submitted to the Board of Directors (BoD).

Quarterly SMS Monitoring & Review – Offshore Assets

Alignment of Sustainability Initiatives with the UN SDGs

The following table maps MedcoEnergi's sustainability initiatives to pursue excellence in our governance compared with the UN SDG targets. These initiatives only highlight MedcoEnergi's efforts – they do not reflect the targets or achievements of the host countries themselves.

UN SDGs	Relevant UN SDGs Targets[1]	Key Initiatives
3 GOOD HEALTH AND WELL-BEING	3.9	• HSEMS • Sustainability Assessments • Environmental compliance
6 CLEAN WATER AND SANITATION	6.3, 6.4, 6.6	• Wastewater monitoring and management • Water conservation and efficiency • Watershed rehabilitation
11 SUSTAINABLE CITIES AND COMMUNITIES	11.3, 11.6, 11.7	• Air emissions management • SMS
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12.2, 12.4, 12.5, 12.6	• Hazardous and non-hazardous waste and effluent management • Environmental data reporting
14 LIFE BELOW WATER	14.1, 14.2, 14.5, 14.b	• Oil spill reduction efforts
15 LIFE ON LAND	15.1, 15.2, 15.4, 15.5	• Revegetation and mangrove rehabilitation programmes • Conservation of endangered species • Biodiversity conservation and education initiatives

1 The targets can be found in UN SDGs website (https://sdgs.un.org/goals)

Action Plans

The following action plans will enable us to meet our objectives and continue enhancing our environmental and social safeguards. We regularly measure, monitor and report on our progress and performance and match them against these actions. The progress report of these action plans refers to the 2023 - 2027 Sustainability Road Map.

Category	Short Term Actions	Medium-Long Term Actions	Status
Water	Determine water usage (consumption) target based on benchmarking data	Determine water usage reduction programmes for normal operations and drilling programmes; continue expanding them at Onshore, Corridor, Offshore and Marine Operations	Completed water usage forecast and data benchmarking
	Determine water usage reduction programme in normal operations and drilling programmes	Establish Water Scarcity and Flood Monitoring System; implement the programmes at Corridor, Block A, Bangkanai, South Sumatra Block, Medco Power and other assets	Implemented water reduction programmes, including seawater lift pump optimisation (Belanak), automatic taps and awareness campaigns (Offshore), and treated wastewater reuse (SSB, Rimau, Corridor, Lematang).
Air Quality	Develop strategies to align and adapt to updated regulations	Implement the strategies for Medco Oil & Gas and Medco Power assets and monitor their performance	**Oil & Gas:** • Continued monitoring E&P domestic air emissions per Permen LHK 11/2021; as of 2024, all engines comply. • Continued monitoring E&P domestic flaring reports per Permen ESDM 17/2021; as of 2024, all assets have categorised flaring as regulated.
	Establish Environmental Audit Protocol including air emissions	Implement the protocols for Medco Oil & Gas and Medco Power assets	Conducted environmental audits in compliance with the MoEF's PROPER rating programme.
Effluents and Waste	Determine waste and effluents load targets based on benchmarking data	Develop waste and effluent load reduction programme, implement the programme at Corridor as pilot project and expand to Onshore and Medco Power assets	**Oil & Gas:** • Completed waste forecast and data benchmarking • Implemented waste reduction programmes, including 3R initiatives (Natuna, Corridor, Sampang, Lematang), refillable bottle campaigns (SSB, Lematang, Bangkanai, Rimau, Sampang), and composting (Block A, Rimau, Corridor). • Hazardous waste reductions include MGB catalyst optimisation (Belanak), quality-based lube oil replacements (South Natuna Sea Block B), LED light replacements (SSB, Corridor, Sampang), and rechargeable battery adoptions (SSB, Lematang, Sampang).
Biodiversity	Conduct biodiversity assessments (asset level)	Implement biodiversity monitoring	Conducted biodiversity impact assessments for environmental permit development and reported it periodically in the RKL-RPL Report.

Category	Short Term Actions	Medium-Long Term Actions	Status
Local Community (SMS)	Develop the year's SMS plans for all assets based on the previous year's monitoring results and management reviews	Develop SMS plans for all assets based on identified improvement areas and management reviews	**Oil & Gas:** • Developed asset-specific SMS implementation plans .
	Update assets' social risks identifications and mitigations	Key social risks are identified and mitigated	**Oil & Gas:** • Developed specific social risk and mitigation documents. • Conducted Risk Management Workshop for Corridor SMS Team.
			Power: • Updated social risk identifications for land compensations for Ijen Geothermal ROW Transmission, East Bali Solar PV Project and MPES Sulut-1.
	Use the Integrated Dashboard to monitor and analyse grievances	Track and analyse the grievances through the Integrated Dashboard	**Oil & Gas:** • Analysed social grievance trends • Continued to monitor and record grievances on the Integrated Dashboard.
	Conduct gap analysis on the existing grievance mechanisms against the UNGP's grievance effectiveness criteria Develop an evaluation tool to assess grievance mechanisms' effectiveness in alignment with the UNGP effectiveness criteria.	Assess the grievance mechanisms' effectiveness with the UNGP's effectiveness criteria	**Oil & Gas:** • Evaluated each asset's grievance mechanism implementation. • Developed an evaluation questionnaire to assess the stages of the grievance process.
			Power: • Developed community grievance redress mechanisms in alignment with UNGP's criteria.
	Complete assets' SMS Monitoring process to assess their respective maturity levels Evaluate SMS maturity level targets and identify improvements	Maintain SMS maturity level targets and identify improvements (i.e. continuous improvements) Monitor performance progress of each asset's SMS implementation and identify improvements (i.e. continuous improvements)	**Oil & Gas:** • Completed SMS monitoring for nine assets. Conducted quarterly SMS monitoring and review.
			Power: • Continue to monitor Annual Stakeholder Engagement Programme implementation. • Continue to monitor annual SMS implementation.
	Develop guidelines on social incident rates	Determine social incident rate targets and achieve socially responsible management performance excellence	Preparing for the approval process for the drafted guidelines on social incident rates.

This picture is the 3rd winner under the 'Environment & Climate Change' category of the MedcoEnergi 2024 Photography Competition

Advancing Our Health and Safety Culture

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Wearing appropriate personal protective equipment when working at elevated heights.

This picture is the 1st winner under the 'Health & Safety' category of the MedcoEnergi 2024 Photography Competition

MedcoEnergi is committed to safeguarding the wellbeing of our employees, business partners, and the environment. This commitment is reinforced through our Health, Safety, and Environment Management System (HSEMS) and our Operational Excellence (OE) Framework.

Approaches, Commitments, and Goals

Protecting the wellbeing of our employees and stakeholders is a fundamental part of our sustainability commitments. We believe work-related incidents, injuries, process safety events, and occupational illnesses are preventable. This conviction drives our adherence to host government laws, industry best practices, and international standards across our operations.

Our Health, Safety & Environment Policy outlines our dedication to safeguarding employees and promoting strong safety leadership. We aim for zero incidents by setting measurable goals, monitoring performance, and offering extensive training to employees and contractors. We also engage neighbouring communities by raising safety awareness and enhancing emergency preparedness.

For these reasons, we updated the MedcoEnergi HSE Policy in 2024 as part of our management review to include inputs from all stakeholders on environmental issues, and references to global environmental treaties and policy goals.

Through robust HSE governance, we assign clear responsibilities to ensure procedures are effectively managed, reviewed, and improved. To address risks such as fires, equipment failures, and fatigue, we follow the International Organization for Standardization (ISO) to align hazard identification and risk assessment processes for our Oil & Gas, and Power assets, ensuring a safe and sustainable working environment.

Operational Excellence (OE)

We employ a structured and collaborative OE Framework to promote the safety, reliability, and efficiency of operations across all our assets.

Advancing Operational Excellence at Medco Oil & Gas

We aim to continuously improve our HSE performance, Asset and Operating Integrity (A&OI), Operating Efficiency, and Cost Management through our OE Framework. Strategic improvement plans are being implemented following the latest assessments to address performance gaps and sustain OE maturity via the Plan-Do-Check-Adjust cycle.

In 2024, we continued to embed the OE Framework and enhance workforce competencies to ensure safe, efficient, and reliable operations.

Leadership Development

Medco Oil & Gas continuously grows its leadership capabilities through initiatives like the Leadership Clinic, which fosters critical thinking and technical leadership skills. With over 150 sessions conducted, these efforts have improved operational efficiencies and risk assessments, with field coaching further reinforcing safe work practices.

Collaboration & Knowledge Sharing

The OE Leaders Forum, launched in 2024, fosters cross-asset collaborations, innovations, and best practice sharing. The OE Operation Site Leaders Forum provides site leaders with a platform to exchange insights on OE's leading practices and leadership values. The OE coaches' roles and OE talks drive cultural integration and daily knowledge exchanges.

Operations Competency & Learning

Medco Oil & Gas strengthens workforce competencies through its Competency and Learning Management System (CLMS), launched in Q2 2024. Regular assessments for supervisors, superintendents, and technicians verify their alignment with both the company's and regulatory requirements.

Workforce Multiskilling & Certification

This multiskilling programme equips Offshore employees with diverse skills to competently fill various roles. In addition, the Competency Test Locations (*Tempat Uji Kompetensi*/ TUK) were reactivated in September-October 2024 to streamline government certifications, optimise costs, and improve compliance rates.

2024 OE Operation Site Leaders Forum – Batch 1 and 2 Jakarta, Indonesia

Ensuring Operational Excellence at Medco Power

In 2024, Medco Power integrated its Operational Excellence (OE) Framework into its strategies to enhance competitiveness by optimising safety, reliability, efficiency, and profitability across all assets, including gas-to-power, renewable technologies (solar, wind, geothermal), and Operations and Maintenance (O&M) services.

Medco Power also conducted OE assessments for Mitra Energi Batam (MEB) - Dalle Energy Batam (DEB), Energi Listrik Batam (ELB), and Tanjung Jati B Power Services (TJBPS), which focused on key areas such as Health, Safety, and Environment (HSE), cost management, maintenance reliability, and operational efficiency. These assessments led to plans to strategically enhance safety, optimise costs, and improve asset reliability. Additionally, the company aligned Operability Assurance (OA) with OE standards in key projects such as Ijen Geothermal Independent Power Producer (IPP), Bali East IPP, and ELB Expansion, ensuring operational readiness and seamless transitions.

Furthermore, Medco Power prioritised the following two key areas to enhance its operational performance in 2024:

Process Safety	Critical System Reliability
Medco Power implemented **Safety Critical Element Abnormal Risk Assessment (SCEARA)** to strengthen risk management and operational discipline. This included reinforcing management of change and standardising safety processes across all assets. In parallel, Medco Power is committed to developing a strong process safety culture through continuous awareness campaigns that emphasise the importance of reinforcing process safety principles at every level of the organisation.	Medco Power conducted a Single Point of Failure (SPOF) analysis to identify a nd mitigate risks to critical components, enhancing system reliability and minimising operational disruptions.

Insights from these analyses were shared through the Basic Operation Hazards Bulletin Series, which promoted hazard recognition, encouraged discussions, and cultivated a proactive safety mindset among employees. This initiative reflects Medco Power's unwavering commitment to embed safety into every aspect of daily operations.

Our Health, Safety, and Environmental Management System (HSEMS)

Our HSEMS, a key part of our OE Framework, provides a structured approach to managing HSE risks, helping to safeguard our business, people, and the environment. It mandates that each asset and business unit to plan and oversee HSE implementation, with contractors and suppliers also required to comply. The HSEMS Manual outlines managerial responsibilities, promoting its effective application and communication across the organisation .

Quarterly

Corporate Board Committee (CBC)

Chair Person: Director & Chief Operating Officer
Co-chair: Director & Chief Administrative Officer
Members: Senior Vice Presidents (SVPs), MPI Chief Executive Officer, VP Project Development & Engineering Excellence, VP HSE, VP Technical Assurance

- Approve corporate HSE vision/mission, policies, management system, standards, goals, KPIs.
- Approve corporate audit plans.
- Review corporate HSE performance and provide strategic direction.
- Approve incident investigations' terms of reference and incident investigation reports of high potential near misses & injuries and high risk incidents.
- Approve Corporate HSE Programmes.

Monthly

Asset Leadership Team (ALT)

Chair Person: VP Operations, General Manager
Members: Senior Managers, Managers

- Approve assets' timelines of corporate HSE procedures and tools implementation.
- Participate in corporate audit.
- Approve and implement asset's goals, KPIs, HSE programmes.
- Review asset's HSE Performance.
- Communicate and discuss incidents' lessons learned.

Monthly

Functional Leadership Team (FLT)

Chair Person: Operations Managers, Field Managers/ General Manager, Offshore Installation Managers
Members: Lead/Superintendent, HSE Managers

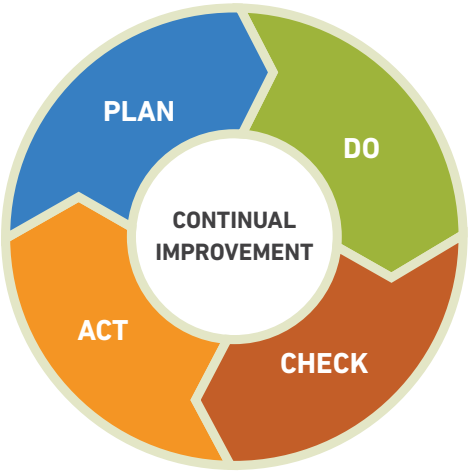
- Approve and implement HSE site specific procedures.
- Participate in corporate audits.
- Implement assets' goals, KPIs, HSE programmes.
- Review sites' HSE performance.
- Report any incidents and near misses.

Our HSEMS at operational assets is aligned with global and national standards. We adhere to ISO 45001:2018 for Occupational Health and Safety (OHS) and ISO 14001:2015 for Environmental Management Systems (EMS), maintaining certifications for both.[1]

For details, a comprehensive list of certified Oil & Gas and Power assets can be found on page 95 (Chapter 7) of this report.

1 While we ensure that HSEMS aligns with relevant ISO standards in our operated assets, we also influence our non-operated assets to implement HSEMS and/or align with relevant ISO standards.

Health, Safety, and Environmental Management System (HSEMS)



Our Oil & Gas HSEMS complies with Indonesia's stringent regulations, which include Government Regulation No. 50/2012 on OHS Management and the Ministry of Energy and Mineral Resources' Safety Management System (*Sistem Manajemen Keselamatan Migas*/SMKM).

PLAN	**Element 1:** Leadership, Policy and Responsibility
	Element 2: Planning, Goals & Programs
	Element 3: Risk and Opportunity
	Element 4: Legal Requirements and Operating Standards
DO	**Element 5:** Documented Information
	Element 6: Training, Competence and Awareness
	Element 7: Communication, Participation, Consultation and Campaigns
	Element 8: Operational Control
	Element 9: Asset Management and Operating Integrity
	Element 10: Contractor Management
	Element 11: Emergency Preparedness and Business Continuity
CHECK	**Element 12:** Non-conformities, Investigation, Learning from Events and Corrective Actions
	Element 13: Monitoring and Measurement
	Element 14: Audit
ACT	**Element 15:** System Review

Hazard Identifications, Risk Assessments, and Implementation of Associated Controls

The following table highlights our ongoing efforts in 2024 to implement hazard identification and associated control programmes:

Category	Asset	2024 Activities
Oil & Gas domestic – Onshore	Corridor asset	• Hazard and operability revalidations at Gelam fields to enhance process safety and health risk assessments across all fields.
	South Sumatra Region	• Hazard identification workshop for drilling activities in West Kalabau & Lica, including risk evaluations, equipment inspections, and emergency drills. • Hazard and operability revalidations at South Sumatra Block (SSB) (Station Jata, Pengabuan, Gn. Kembang, Lagan) to improve process safety.
	Kalimantan Region	• Leadership assurance process for risk control and readiness at Tarakan M12 station during surge tank and skimmer tank repairs.
	Block A	• Hazard identification workshop for shutdown maintenance at Block A to evaluate risks and identify hazards.
Oil & Gas domestic - Offshore	South Natuna Sea Block B	• Hazard identification workshop for the Belida shutdown and topside modifications, focusing on working at heights (WAH) and lifting operations.
	East Java	• Hazard workshop and job safety analysis (JSA) simulations for condensate tank cleaning in Sampang (confined space and toxic gas risks) and maintenance deck replacement in Madura (working at heights and hot work risks).
Oil & Gas International	Thailand	• Hazard and operability revalidations for Bualuang Wellhead Platform A & C to enhance process safety measures
	Oman	• Comprehensive process hazard analysis for Glass Reinforced Epoxy (GRE) pipeline operations, including Hazard Identifications (HAZID), Hazard and Operability Study (HAZOPS), Major Accident Hazard Assessments using Bowtie Analysis, and As Low As Reasonably Practicable (ALARP) workshop.
Power	Ijen Geothermal IPP	• HAZOP and HAZID workshops for geothermal power plant operations, with a dispersion study for fires, explosions, and gas dispersion specifications.
	Energi Listrik Batam (ELB)	• Construction Risk Assessments, HAZID & HAZOP studies, Safety Critical Elements (SCE), and Reliability, Availability, and Maintainability (RAM) assessments conducted for the ELB Expansion project.

Asset Integrity

In 2024, we assessed our assets' integrity across our Oil & Gas facilities and Power plants to ensure our ongoing operations remain reliable and safe. These activities are outlined as follows:

Category	Asset	2024 Activities
Oil & Gas - Onshore	Corridor	• Enhanced asset integrity with inspections for weld corrosion, pipe support corrosion, dissimilar joints, and smallbore pipes.
	South Sumatra Region	• Conducted intelligent pigging in Rimau & SSB pipelines to detect defects and ensure safe operations.
	Kalimantan Region	• Ensured tank integrity using Non-Intrusive Acoustic Emission Testing (AET) on Bangkanai produced water tanks.
	Block A	• Inspected Heat Exchanger (HE) tubes with Internal Rotary Inspection System (IRIS).
Oil & Gas - Offshore	South Natuna Sea Block B	• Conducted sludge removal in COT 2S at Belanak Floating Production Storage and Offloading (FPSO) for American Bureau of Shipping (ABS) class certification. • Repaired MOPU Hang Tuah risers and FPSO Belanak boom crane coating. • Used Remotely Operated Vehicle (ROV) for subsea pipeline and platform integrity inspections.
	East Java	• Cleaned and inspected condensate tanks T-250 & T-260 in Sampang.
Oil & Gas - International	Thailand	• Conducted 24 subsurface integrity tests to ensure well integrity and prevent process safety events.
	Oman	• Completed internal repairs on separators and produced water vessels to improve reliability and longevity.
Power	Riau IPP/Medco Ratch Power Riau (MRPR)	• Conducted In-Line Inspections (ILI), Risk-Based Inspections (RBI), and Quantitative Risk Assessments (QRA) for the 38.5-km, 12-inch Riau IPP Onshore gas distribution pipeline.

The Karim Small Fields (KSF), our asset in Oman, have demonstrated our commitment to environmental responsibility by reducing oil leaks since 2018 and achieving zero leak in 2023. This achievement earned them the HSE Contractor Award from Petroleum Development Oman (PDO), which recognised MedcoEnergi's dedication to the highest safety, health, and environmental standards. It highlights how MedcoEnergi's asset integrity programme effectively manages environmental risks, meets safety targets, and drives continuous improvements in line with industry-leading practices.

Karim Small Fields (KSF) received The Health, Safety, and Environment Contractor Award from Petroleum Development Oman (PDO)

Contractor HSEMS

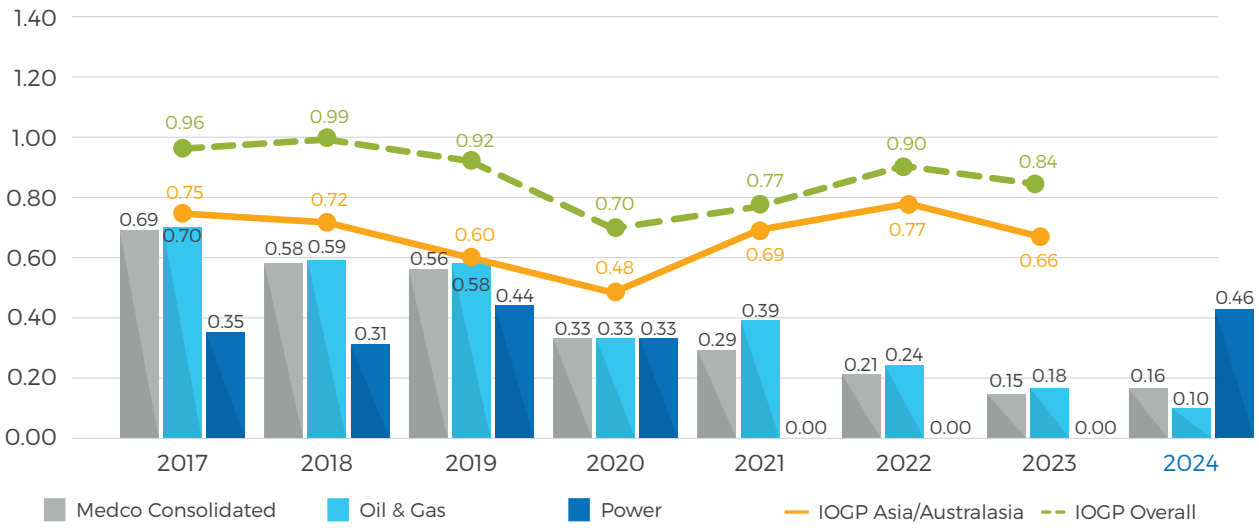
Managing contractors is crucial at MedcoEnergi as they make up most of our workforce. Our Contractor HSE Management System (CHSEMS) is integrated into our Operational Excellence (OE) Framework and Health, Safety, and Environmental Management System (HSEMS), ensuring contractors meet our HSE standards. We also pre-screen contractors for safety performance in compliance with SKK Migas regulations.

In 2024, we continued reinforcing our contractors' commitment to CHSEMS by evaluating their performance and gathering feedback to ensure consistent implementations across all assets. Our Oil & Gas assets in Indonesia further supported contractors' commitments through the HSE Contractor Forum, while Medco Oman strengthened safety leadership through site visits and crew interactions. See the HSE Engagement with Contractors section for more details.

Health and Safety Performance

We closely monitor our OHS performance by using KPIs to identify areas to improve and implement programmes effectively. In 2024 our focus remained on reducing the Total Recordable Injuries Rate (TRIR) for both Medco Oil & Gas and Medco Power, with a goal to maintain rates below the International Association of Oil & Gas Producers (IOGP) TRIR. Our consolidated TRIR remained low, increased slightly from 0.15 in 2023 to 0.16 in 2024, despite a 15% increase in work activities. This reflects our continued commitment to safety and effective risk management despite managing a higher volume of work[1]. Notably, we achieved zero fatalities for the fourth consecutive year, reaffirming our commitment to safety. We remain focused on maintaining this record and reducing TRIR, aiming for zero incidents. The following graph presents our TRIR performance alongside the latest benchmarking data:[2]

TRIR at Medco Oil & Gas and Power in 2017-2024



Our HSE performance is displayed in the tables below.

Oil & Gas	Employees			Contractors		
	2022	2023	2024	2022	2023	2024
Numbers of Fatalities	0	0	0	0	0	0
Fatality Rates	0.00	0.00	0.00	0.00	0.00	0.00
Lost Time Incident Rates[3,4]	0.00	0.00	0.00	0.00	0.00	0.04
Total Recordable Incident Rates[4]	0.00	0.20	0.00	0.28	0.17	0.11
Occupational Disease Rates	0.00	0.00	0.00	0.00	0.00	0.00

Power	Employees			Contractors		
	2022	2023	2024	2022	2023	2024
Numbers of Fatalities	0	0	0.00	0	0	0.00
Fatality Rates	0.00	0.00	0.00	0.00	0.00	0.00
Lost Time Incident Rates[3,4]	0.00	0.00	0.00	0.00	0.00	0.00
Total Recordable Incident Rates[4]	0.00	0.00	0.00	0.00	0.00	0.57
Occupational Disease Rates	0.00	0.00	0.00	0.00	0.00	0.00

1 The percentage of work activities is calculated based on the number of manhours.
2 The number of recordable injuries (fatalities + lost workday cases + restricted workday cases + medical treatment cases) per million hours worked. Source for benchmarking: Data Series International Association of Oil & Gas Producers (IOGP) Safety performance indicators - 2023 data, issued in June 2024. Workforce includes employees and contractors.
3 Lost time incidents include fatalities, permanent disabilities, and lost workdays.
4 Incidents include both injuries and illnesses.

Process Safety Performance

Our process safety encompasses identifying, assessing, and mitigating risks through the key specifications listed below:

- **Standards and Procedures**
- **Staff Competencies**
- **Safety Cases**
- **Incident Response and Recovery Mitigation Plans**
- **Equipment Testing and Certification**
- **Contractor Requirements**
- **Two-Barrier Policy**

These parameters are key to evaluate our assets' operating integrity, aiming to reduce Process Safety Events (PSEs). In 2024, we improved asset integrity for aging facilities, and assessed process safety effectiveness in our Oil & Gas assets in Indonesia, and expanded these measures to our Power and International Oil & Gas assets.

Process Safety Events (PSE)	2022	2023	2024
Tier 1 PSE[1]	1	0	1
Tier 1 PSE Rate per 1,000,000 Work Hours	0.04	0.00	0.03
Tier 2 PSE[1]	1	3	6
Tier 2 PSE Rate per 1,000,000 Work Hours	0.04	0.11	0.19

We observed the increase of Tier 1 & 2 PSE in 2024. Key improvement actions to reduce the PSE included upskilling process safety capabilities, enhancing asset integrity & inspection programme, and enhancing Safety Critical Equipment (SCE) assurance.

Key Programmes and Initiatives

We demonstrate our commitments through a range of HSE programmes and initiatives designed for our employees, business partners, and communities.

Incident Prevention Initatives

In 2024, we advanced a variety of OHS programmes focused on protecting our people and optimising processes to prevent accidents. Some of our highlights include:

2024 SIAP SELAMAT Audit[2]

We participated in SKK Migas' Audit K3 SIAP SELAMAT, an HSE audit using the PTK-005 Guidelines[3], to strengthen HSE performance and compliance. This audit provided key insights that reinforced our commitment to safety, risk management, and continuous improvements.

Lifting Assessment Programme

We engaged a world-class consultant to assess our personnel, equipment, and procedures. This assessment benchmarked our practices against the industry's best standards, identifying risks and improvement areas. Based on the findings, we are enhancing training, equipment maintenance, and procedures to strengthen safety and OE.

1 The definition of Tier 1 and Tier 2 PSEs refers to the American Petroleum Institute's Recommended Practice Process Safety Performance Indicators for the Refining and Petrochemical Industries; Second Edition.
2 SIAP SELAMAT is an audit programme conducted by SKK Migas. It stands for Safety Integrity Audit Programme and includes System, Equipment, Labour, Asset, Management, ALARP, and TRM (Technology Risk Management).
3 PTK-005 or SKK Migas's Work Procedure Guidelines No. 005 Year 2018 was established for PSCs and business partners to develop, implement, and enhance HSE Management.

Journey Management Improvement: Ensuring Consistent Driving Safety

We enhanced the safety of our people's journeys through monitoring, AI technology, and stakeholder engagement. Passengers reported conditions while leaders verified compliance. AI detected unsafe driving, and vehicles underwent strict inspections. Drivers underwent training and testing while regular audits continuously improved safety.

Training of Trainers Programme for Upskilling Operation Personnel in Process Safety

HSE Corporate launched a Training of Trainers (ToT) programme to select and train safety vanguards from Medco Oil & Gas Domestic, International, Well, and Project teams. These vanguards will train field personnel, raise awareness, and integrate process safety values to minimise risks and strengthen our safety culture.

HSE Communication & Campaigns

We enhanced HSE awareness through multi-channel communication, including print, digital media, and seminars, to ensure employees and contractors stay informed and equipped for safer workplaces and healthier lifestyles.

Training Dangerous Goods & Process Safety for the Marine & Logistics Team

Training on Dangerous Goods (DG) and Process Safety (PS) was conducted at Kalijapat and Matak for personnel handling hazardous materials. This training focused on safe management and adherence to safety protocols to ensure all teams were equipped with the knowledge for a safer, more secure operational environment.

Medco LLC Oman Celebrates First KSF Process Safety Day 2024

Medco LLC Oman hosted its first KSF Process Safety Day on 10 December at KSF, Nimr, with the theme "Comply, Mitigate & Verify." Over 200 employees and contractors participated in sessions on process safety fundamentals.

Employees' Health

Medco's Active Movement 2024, the fourth instalment of our Wellness Programme, promoted physical activity, nutrition, and mental health among employees. To celebrate MedcoEnergi's 44th anniversary, this programme included a 39-day online competition (1 July – 8 August 2024), offline activities like strength training and aerobics, and wellness education. Winners were announced during the 79th Indonesia Independence Day celebration.

We also enhanced our Wellness Programme by focusing on preventive health, particularly for employees with cardiovascular risks. Actions included offering the Chronic Disease Control (Kontrol Penyakit Kronis/KPK) programme to Onshore employees, expanding fitness initiatives for Offshore employees, facilitating the BAKPAOO (Bakar Kalori Pas On & Off duty or burn calories on & off duty) programme, and running mental health campaigns and training across operations. Additionally, the Jakarta office monitored employee health risks through the NALURI app to support overall wellbeing.

BAKPAOO programme in Corridor, Indonesia

The Safety Leadership Programme

We implemented the Safety Leadership Programme to reduce workplace incidents and ensure compliance with safety protocols.

Leadership Visibility Programme

MedcoEnergi's Leadership Visibility Programme strengthened HSE culture by engaging leaders on-site to verify safety measures and provide real-time feedback. Key initiatives included Permit to Work verifications, Life-Saving Rules compliance, and Supervisory Checklists, which foster trust, accountability, and continuous safety improvements.

Leadership Visibility Programme

HSE Leadership Forum

Our HSE Onshore Asset Department hosted a half-day HSE Leadership Forum with asset leaders to enhance the effectiveness of incident lesson-sharing and prevent recurrences. At this forum, senior leaders emphasised clear, adaptable communication and urged leaders to engage with workers and tailor safety messages. The discussions also highlighted areas to be improved and best practices from different operation areas, fostering knowledge exchanges that reflected our employees' ongoing efforts to improve safety communication.

HSE Leadership Forum

HSE Engagement With Contractors

Sustaining our safety culture requires strong engagement with contractors. We develop dedicated programmes each year to continuously promote accountability and transparency.

HSE Contractor Forum & Workshops

Medco Oil & Gas Indonesia hosted the HSE Contractor Forum 2024 in Jakarta, themed "Improving Worker Readiness and Productivity through Fit to Work Programme, Travel Management, and Safe Lifting Operations". Leaders explored best practices and risk mitigation strategies related to workforce health, transport safety, and certified lifting procedures through a talkshow format. These discussions reinforced contractors' commitments to employees' wellbeing, vehicle management, and competency assurance, which thus enhanced overall workplace safety.

2024 HSE Contactor Forum in Jakarta, Indonesia

As part of the Petroleum Development Oman (PDO), MedcoEnergi, and the Contractor Management Site HSE Engagement programme, Medco Oman focused on strengthening leadership engagement with frontline employees. Top management members participated in the initiative by forming groups that visited various areas and conducted activities across the sites. During these visits, employees shared their feedback, which was later analysed and discussed to identify key learnings and focus on areas to continuously improve workplace safety.

To align and maintain our engagement with contractors, Medco Thailand hosted its third Vendor Day in 2024. This hybrid event helped aligned contractors with MedcoEnergi's strategic direction, KPIs, and HSE focus, while also addressing critical issues like sustainability, climate change, and future growth. For details, please refer to Chapter 3.

Emergency Preparedness

Emergency preparedness is integrated into our OE through the following three-tier response system:

Tier-1	A tactical response led by the Incident Management Team (IMT) at the sites, using local resources.
Tier-2	A support response requiring additional resources involving both the sites' IMT and the assets' Emergency Management Team (EMT).
Tier-3	A strategic response to crises beyond Tier-2 capabilities, managed by the Crisis Management Team (CMT) with senior management.

Business Continuity Management System

Our Offshore assets prioritise business continuity to ensure uninterrupted Oil & Gas operations and effective service delivery. Its Business Continuity Management System (BCMS), aligned with ISO 22301:2019, identifies potential disruptions, develops contingency plans, and ensures readiness through drills and defined roles. This system underwent comprehensive external audits in 2024 to assess compliance with ISO standards, system effectiveness, and recovery capabilities. This approach safeguards operational continuity during disruptions and strengthens our recovery processes.

ISO 22301:2019 Certificate

Emergency Training & Tabletop Exercises

Oil Spill Responses and Management

Medco Asset Corridor conducted a successful tabletop exercise to manage oil spills and water safety in the Corridor Storage Tank (CST) Operation Area, engaging both the Corridor and Corporate Emergency Management Teams and the CST Site Incident Management Team. This exercise, in line with government regulations and Medco's Emergency Preparedness and Response Standards, emphasised safety, coordination, and resource allocations. Collaborating with government agencies, it reinforced Medco's commitment to protect the environment, maintain readiness, and comply with regulations.

Medco Corridor Asset Tabletop Exercise and Oil Spill Response and Marine Security Exercise

Jawa Bali Nusa Tenggara (Jabanusa) Exercise

In compliance with the Minister of Transportation Regulation No. PM 58 of 2013, SKK Migas and Jabanusa Production Sharing Contracts (PSCs) conducted a "Joint Oil Spill Response Exercise" on July 10-11, 2024, in Surabaya and Gresik. This event included a Tabletop Exercise (TTX) to refine response strategies and a wet drill at sea to simulate an oil spill. This exercise improved our preparedness, coordination, and responses while also identifying resource-sharing capabilities among participating agencies.

Jabanusa Exercise with SKK Migas and PSCs in Surabaya dan Gresik, Indonesia

Natuna Exercise

The West Natuna Consortium (WNC) Partners (MedcoEnergi, Harbour Energy, and Star Energy) conducted a "Joint Oil Spill Response Exercise" on August 24-25, 2024, in Matak to comply with Minister of Transportation Regulation No. PM 58 of 2013. This event included a dry drill to test Oil Spill Response Equipment (OSRE) readiness; a tabletop exercise focusing on oil spill and mass casualty scenarios; and a wet drill simulating an oil spill and rescue operations. This exercise also contributed to improving our coordination and response strategies. It was observed by SKK Migas, Port Operator Unit Office (*Kantor Unit Penyelenggara Pelabuhan*/KUPP) Tarempa, and WNC Partners.

Joint Oil Spill Response Exercise in Matak Base, Indonesia

Alignment of Sustainability Initiatives with the UN SDGs

The following table maps MedcoEnergi's sustainability initiatives to advance our health & safety culture compared with the UN SDG targets. These initiatives only highlight MedcoEnergi's efforts – they do not reflect the targets or achievements of the host countries themselves.

UN SDGs	Relevant UN SDGs Targets[1]	Key Initiatives
3 KEHIDUPAN SEHAT DAN SEJAHTERA	3.4, 3.6, 3.8, 3.9	• Health, Safety and Environment Management System (HSEMS) • Hazard Identifications, Risk Assessments, and Implementation of Associated Controls • Asset Integrity • Contractor HSE Management System • Emergency Preparedness and Tabletop Exercises • Health Programmes (e.g. medical check-up, 39-day Medco Active Movement) • Wellness Programmes • Process Safety Performance Measurements
8 DECENT WORK AND ECONOMIC GROWTH	8.8	• HSE Campaigns, Programmes, and Initiatives • HSE Contractor Forum & Workshops • Contractor Management Initiatives • Contractor Safety Ambassadors • Emergency Preparedness and Tabletop Exercises • EMT Training & Tabletop Exercises • Business Continuity Management System

1 The targets can be found in UN SDGs website (https://sdgs.un.org/goals)

Action Plans

The following action plans will enable us to meet our objectives and continue advancing our health & safety culture. We regularly measure, monitor and report our progress and performance, and match them against these actions. The progress report of these action plans refers to the 2023 - 2027 Sustainability Roadmap.

Category	Short Term Actions	Medium-Long Term Actions	Status
Workplace Health and Safety	**Fit To Work for All Workers & Health Case Management**		
	Achieve 100% Medical Check-Up (MCU) for the Jakarta Office, Oman, and Medco Power.	Implement pilot project for predictive analysis to determine individual fit-to-work status in Oil & Gas assets.	MCU completion rate at 100%, with exceptions for 10 individuals with medical notes.
	Improve Wellness Campaign programme for the remaining Onshore fields.	Improve Wellness Campaign programme for all assets.	Completed the kick-off meeting on 18 July 2024.
	Review and assess the Fit-to-Work monitoring system in 2023 and make a decision to expand to other assets.	Further implement integrated Fit-to-Work monitoring systems at Onshore, Offshore, Corridor, and Thailand.	Personnel Transportation Solutions (PTS) have already been implemented in Offshore and Corridor. Phase 1 of PTS for Onshore (South Sumatra Region) has been completed, with plans to expand to the Kalimantan region in 2025.
	Implement audits for Fit-to-Work and OH standards at Onshore assets and Oman.	Implement audits for Fit-to-Work and OHS standards at all Oil & Gas assets.	Completed Occupational Health and Industrial Hygiene (OHIH) audit in Onshore assets as a priority, except for Tarakan, which is scheduled for 2025. Although the OH standards in Oman have been completed, the audit will be conducted in 2025, aligned with the corporate audit schedule.
	Improve Medical Emergency Response Plans (MERP) in East Java and MPI (West Java and South Sumatra).	Improve MERP in East Java and MPI (West Java and South Sumatra), followed by other assets by 2025.	Completed MERP in Offshore East Java and MPI.
	Maintain a safe and healthy working environment		
	Conduct Corporate OE Assessment (Onshore and Offshore) and self-assessments (International).		Corporate OE assessments were replaced with SIAP SELAMAT in 2024. All gaps from OE assessments have been closed, and efforts were concentrated on SIAP SELAMAT Audit.
	Implement pilot safety culture self-assessments at Onshore and Corridor.	Implement safety culture self-assessments at all Oil & Gas assets and Power locations.	Completed safety culture self-assessments in all logistics and material management areas, with priority adjustments based on the latest incident recommendations. An assessment in Well Ops is planned for 2025.
	Conduct corporate HSE audits at all Oil & Gas and Power assets.	Conduct corporate HSE audits at assigned Oil & Gas assets.	SKK Migas audit SIAP SELAMAT was conducted for East Java, Matak/Belida logistics, and SSB Well Ops. The results showed beyond compliance performance, achieving over 90% for all three assets, with scores exceeding 96%.

Category	Short Term Actions	Medium-Long Term Actions	Status
Workplace Health and Safety	Implement improved learning organisation at all Oil & Gas and Power assets.	Implement improved learning organisations at all Oil & Gas assets and Power locations.	Completed Phase 1 development of the BPM Lessons Learned tools, with Phase 2 targeted for February 2025. A manual Lessons Learned Tracking (in Excel) has been implemented.
	Implement Life-Saving Rules (LSR) Field Verification (FV) at all Oil & Gas and Power assets.	Implement LSR FV at all Oil & Gas assets and Power locations.	Improved LSR by integrating Start Work Check (SWC) as recommended by IOGP, with pilot projects conducted in Belanak, Corridor, and Rimau. The BPM tools for LSR FV have been completed.
	Evaluate how to effectively implement SKK Migas CHSEMS procedures and develop action plans.	Implement pilot project of predictive safety performance in all Oil & Gas and Power assets.	Standards and guidelines were issued in August, but further revisions are needed due to changes in PTK 005 (final draft completed, pending approval in January 2025). The Q3–Q4 evaluated implementations have been completed, with full cycle implementations covering Pre-Qualification Score, Pre-Work Assessment, Work in Progress Score, and Final Evaluation Score.

East Bali Solar PV, Indoneisa

Category	Short Term Actions	Medium-Long Term Actions	Status
Asset Integrity (Storage & Transportation)	**Ensuring the Security and Integrity of the Asset**		
	Finalise HSEMS Manual for Oil & Gas assets.		HSEMS Manual for Oil & Gas was approved in Q4-2024.
	Review strategies to effectively minimize vandalism in Onshore assets (focus on Rimau pipeline).	Implement strategies to minimize vandalism in Onshore assets cover security, operations, integrity, social aspects, and stakeholder engagements.	The Task Force Revitalization Pipeline Programme covers security, operations, integrity, social aspects, and stakeholder engagements, with regular programme updates provided to SSR Management, including about the Rimau pipeline.
	Conduct asset integrity and process safety through corporate HSE audits at Corridor and Offshore assets.	Conduct asset integrity and process safety through corporate HSE audits at all Oil & Gas and Power assets.	SKK Migas audit SIAP SELAMAT was conducted for East Java, Matak/Belida logistics, and SSB Well Ops.
	A programme to replace Onshore flowlines at SSR West.	A programme to replace Onshore aging flowlines at South Sumatra areas.	Completed as planned, with priority given to addressing several major pipeline leaks caused by vandalism.
	Improve asset integrity and safety systems in Rimau	Improve asset integrity and safety systems in the South Sumatra regions.	The 2024 AI Inspection programme is ongoing, with Q4 status showing completion for pressure vessels (19 of 19), trunklines (5 of 5), and piping (176 of 176). The Flare Improvement Project is in progress, with completion targets set for Ibul (Jan 2025), Teras & Rambutan (Mar 2025), and Kaji (Sept 2025).
	Improve Business Continuity (BC) processes in Offshore, Thailand, and Oman.	Evaluate effectiveness of BC governance through audits in all Oil & Gas and Power assets.	BC Standards (BCS) have been approved. The BC Process (BCP) pilot in Offshore and DIT have been completed, with priority adjustments due to an Offshore and IT-related incident. BCP expansion to other assets is planned for 2025, focusing on Corridor, Block A, Thailand, and Oman.

Creating Opportunities For Communities

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Basic first aid skills training for elementary school students in Ban Pak Nam School, Chumphon, Thailand

This picture is the 1st winner under the 'Social & Culture' category of the MedcoEnergi 2024 Photography Competition

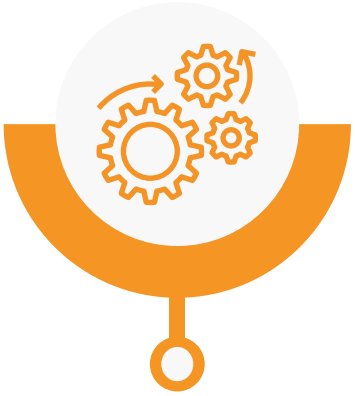
MedcoEnergi collaborates with multiple stakeholders to empower local communities in our operational areas to be resilient and self-sufficient. Our Community Development Policy focuses on enhancing local potential, improving wellbeing, fostering community resilience and integrating local wisdom into our programmes, all of which are aligned with both national development priorities and the UN SDGs.

The Medco Oil & Gas Community Development Policy is available on our website. The three key focus areas are shown below:

Key Focus Areas of the Medco Oil & Gas Community Development Policy

Natural Resources and Local Wisdom

Community development programmes are developed based on natural resources and local wisdom within local communities to foster sustainable growth.



Empowerment

Our community empowerment process is aimed at improving the ability of communities to become self-reliant according to self- and environmental-potentials.

Stakeholder Engagement

Stakeholder engagements are carried out to develop community programmes and company operations.

Approaches, Commitments, and Goals

MedcoEnergi is dedicated to creating positive impacts in the areas and communities where we operate. We develop plans to minimise potential risks, amplify benefits, and ensure inclusivity through the Environmental, Social, and Health Impact Assessments (ESHIA). This enables us to incorporate vulnerable groups as part of our broader community development efforts.[1]

In addition to the ESHIA, we conduct sustainability assessments to evaluate environmental and social risks, which guide us to plan projects and address potential challenges more effectively (details on pages 92-94). In 2024, assessments of our operational assets confirmed that none of our projects border on indigenous communities nor were there community resettlements. We adhere to international best practices, including Free, Prior, and Informed Consent (FPIC) for any future developments near such areas.[2]

We also prioritise empowering local communities by hiring local talent and encouraging contractors to do the same. This commitment led to 59% of employees in Riau IPP and 46% in Block A being local hires in 2024, supported by training programmes to enhance their capabilities.[3]

1 The national goals in operating countries mean any national-level objective or priorities set by the Central Government. For example, Indonesia has National Medium Term Development Plans (RPJMN); our national SDG goals are directed by The Ministry of National Development Planning (Bappenas), Thailand has 4.0 Strategy to transform the Thai economy into a value-based economy, and Oman has the 10th Five Year Development Plan for its 2040 vision.
2 FPIC (Free, Prior and Informed Consent) is a principle that recognises the rights of Indigenous peoples to give or withhold their consent on decisions that may affect their lands, territories, resources, and cultures, based on accurate and relevant information, and without coercion or manipulation.
3 The employees include permanent employees, direct contractors, and third-party contractors as of 31 December 2024.

Meaningful Engagements with Our Stakeholders

As part of our Social Management System (SMS), we conduct stakeholder and social mappings to identify local stakeholders and communities of interest. These activities are essential for us to address community needs and implement programmes effectively.

STAKEHOLDER MAPPING

This process involves mapping stakeholders based on their influence and interest. With this, a Stakeholder Engagement Plan (SEP) on a specific issue can be formulated based on risks. The SEP is also a factor in evaluating community development programs implementation.

SOCIAL MAPPING

This process involves identifying the social structures, relationships and dynamics of a community, including analysing the social context, demographics, stakeholder relationships, culture and security.

We build trust and collaboration with communities and stakeholders through proactive SEP-based engagements to mitigate risks. Below are the key roles overseeing community relations:

Field Relations Teams

Plan and implement community development programmes, including social mapping, planning, execution and reporting.

Community Enhancement Team (HQ)

Provides direction to the community development programme's work plans and budgets at the corporate level.

Assets' Leaders (Sr. Manager Field Relations & Security, GM/SVP)

Review and approve the community development programmes and report at the asset level.

We actively engage in multi-stakeholder platforms, including:

- Village Head Forums (*Forum Kepala Desa*).
- Sub-district Leadership Coordination Forums (*Forum Koordinasi Pimpinan Kecamatan*/FORKOPIMCAM).
- District Leadership Coordination Forums (*Forum Komunikasi Pimpinan Daerah*/FORKOPIMDA).
- Local Youth Organisations (*Karang Taruna*).
- NGOs and other community-based organisations.

Human Rights and Security

Our Security Policy adheres to legal compliance and human rights in the countries where we operate aligning with the UN Guiding Principles on Business and Human Rights and the Voluntary Principles on Security and Human Rights (VPSHR). It outlines strategies to identify, report, and respond to security threats and enables Medco Oil & Gas and Medco Power to address human rights concerns highlighted in our Human Rights Assessments (HRA) (page 42).

We implement the Medco Security Management System (MSMS) across all Oil & Gas assets, driving continuous security improvements. In 2024, 99.86% of Medco Oil & Gas and 100% of Medco Power security personnel completed human rights training through programmes like VPSHR, Gada Pratama[1], Gada Madya, and Gada Utama. The MSMS also helps us map critical asset risks, supported by monthly monitoring and evaluations of security management plans.

1 The Gada Pratama training programme is designed for new security guards or candidates, while Gada Madya is follow-up training for those who have completed Gada Pratama and targets security personnel with supervisory roles. On the other hand, Gada Utama is exclusively intended for security managers at the chief security officer or managerial levels.

Supporting Community Livelihoods

Our community development initiatives focus on fostering self-sufficiency through multi-year programmes that are tailored to local needs aligned with our Community Development Policy. We also regularly donate funds during religious holidays and sponsor Independence Day activities to support the surrounding communities close to our operations.

Community Development Programmes

The table below highlights key community development programmes from 2024. For a complete list, refer to the 2024 GRI Performance Data, GRI 203 on pages 35-39 and GRI 413 on pages 39-48.[1]

Asset	Project Description	Programme type
Block A Aceh, Indonesia	Launched the Sustainable Yard Use for Food programme (*Pemanfaatan Pekarangan untuk Pangan Lestari*/P3L) for two women's farmer groups.	Sustainable livelihoods (economy)
	Developed a horticulture programme to meet high demand for fruit seedlings by using unproductive land, providing training, and supporting new agribusiness opportunities for local youth.	Sustainable livelihoods (economy)
	Implemented the Women and Children Empowerment Centre programme (*Rumah Pemberdayaan Ibu dan Anak*/RPIA) to empower women and children.	Sustainable livelihoods (education, health & economy)
South Natuna Sea Block B Riau Islands, Indonesia	Focused on land-based farmers while supporting those who farm on their homesteads to enhance their knowledge and skills in agricultural practices.	Sustainable livelihoods (economy)
	Launched the Scaling Up Anambas Rural-Smallholder (SUAR) programme, which focused on empowering coastal communities through mangrove crab farming and stingless beekeeping.	Sustainable livelihoods (economy)
Corridor South Sumatra, Indonesia	Supported 28 farmers and the Community Rubber Feedstock Treatment and Marketing Unit (*Unit Pengolahan dan Pemasaran Bahan Olah Karet Rakyat*/UPPB) in low-emission farming to boost productivity.	Sustainable livelihoods (economy & environment)
	Implemented stunting prevention programmes through nutrition support and education in 14 villages.	Sustainable livelihoods (health)
	Planted 12,000 mangroves in Sungsang IV, in collaboration with SKK Migas, as part of a 200,000-tree greening effort that supports conservation, erosion prevention, and local economies.	Sustainable livelihoods (environment)
	Strengthened village education through mentoring, training, and support for school infrastructure, teachers, students, and community-based educators.	Sustainable livelihoods (education)
	Provided financial assistance for higher education to support 375 students pursuing Diploma-2 (D-2) and Bachelor's (S-1) degrees.	Sustainable livelihoods (education)
	Developed and supported the Integrated Health Services Centre (*Posyandu*).	Sustainable livelihoods (health)

1 GRI Performance Data provides breakdowns for indirect economic impacts and local communities through infrastructure, sustainable livelihoods & community development and others (donations). MedcoEnergi considers that it is important to identify the specific activities for community empowerment through education, health, economy and environmental stewardship initiatives.

Asset	Project Description	Programme type
South Sumatra Block South Sumatra, Indonesia **Rimau** South Sumatra, Indonesia **Lematang** South Sumatra, Indonesia	In collaboration with SKK Migas, we planted mangroves in Banyuasin, South Sumatra, to protect biodiversity and safeguard coastal and land ecosystems from climate change impacts. **South Sumatra Block:** 10,800 mangroves **Rimau:** 3,600 mangroves **Lematang:** 3,600 mangroves	Sustainable livelihoods (environment)
	Supported the government's stunting prevention efforts by educating local communities, including students and pregnant/ breastfeeding mothers, on nutrition.	Sustainable livelihoods (health)
	Helped enhance food security in rural areas by promoting organic vegetable farming and providing training, seeds, and materials to local communities.	Sustainable livelihoods (economy)
Sampang East Java, Indonesia	Provided high-quality and well-suited fishing nets and training on sustainable fishing techniques to improve local fishermen's catches.	Sustainable livelihoods (economy)
Madura Offshore East Java, Indonesia	Provided entrepreneurship training for local Micro, Small and Medium Enterprise (MSME).	Sustainable livelihoods (economy & education)
Bangkanai Central Kalimantan, Indonesia	Provided affordable clean water and boosted the local economy.	Sustainable livelihoods (infrastructure development)
Tarakan North Kalimantan, Indonesia	Organised an Amplang (fish crackers) Training for women's farmer groups.	Sustainable livelihoods (economy)
Bualuang Thailand	Conducted a quarterly campaign on renewable energy and conservation for students in Chumphon.	Sustainable livelihoods (environment)
	Organised a one-day training for 91 students that focused on building values of honesty and learning basic first aid.	Sustainable livelihoods (education)
	Provided a water tank to ensure that 129 students and 12 teachers have access to water year-round.	Sustainable livelihoods (health)
	Provided physical therapy equipment for children with special needs through the Sensory Room Project.	Sustainable livelihoods (health)
	Provided the necessary resources for an oyster mushroom cultivation project to support the school lunch programme, teach vocational skills, and promote household income generation.	Sustainable livelihoods (education)
Karim Small Fields Oman	Provided educational support for higher certification, assisting college students with tuition fees and living expenses.	Sustainable livelihoods (education)
	Provided financial support for a seaweed farming pilot project.	Others
Riau IPP/MRPR Riau, Indonesia	Provided clean water facilities and nutritional support for children affected by stunting in the Kulim District, Pekanbaru, Riau.	Sustainable livelihoods (health) and Infrastructure development
Mitra Energi Batam (MEB) Riau Islands, Indonesia	Supported community educational development through interactive simulations and hands-on demonstrations (practical sessions on fire safety).	Sustainable livelihoods (education)
Bio Jatropha Indonesia (BJI) West Java, Indonesia	Provided support to improve roads in Waringinsari Village, Takokak District, Cianjur Regency.	Infrastructure development
Medco Cahaya Geothermal (MCG) East Java, Indonesia	Partnered with Nuri Indah Lestari, a micro, small, and medium-sized enterprise (MSME), to develop the local economy by enhancing the marketing of their high-quality coffee products in Ijen-Wurung.	Sustainable livelihoods (economy)

Community Development Support

We are dedicated to empowering communities in our operational areas through sustainable development initiatives. Our community development programmes focus on enhancing local potential, wellbeing, and long-term self-sufficiency, all of which are aligned with the national priorities and UN SDGs. Consistent with our commitment, our expenditure in sustainable livelihoods & community development programmes has increased annually.

The table below summarises the financial support provided by Medco Oil & Gas and Medco Power over the past three years:

Programme (USD)	2022	2023	2024
Sustainable livelihoods & community development	1,132,176	1,235,705	1,598,787
Infrastructure development	905,129	406,286	698,228
Others	267,103	170,874	234,147
Total	**2,304,408**	**1,812,866**	**2,531,162**

MedcoEnergi drives positive impact through robust community development programmes across five pillars: education, health, economy, environment, and infrastructure. Through collaboration with local stakeholders, we empower individuals, strengthen communities and help create a sustainable future for all.

Education

The Women and Children Empowerment Centre in Aceh

Women and Children Empowerment Centre, Aceh, Indonesia

Block A runs the Women and Children Empowerment Centre (*Rumah Pemberdayaan Ibu dan Anak*/RPIA) to address low literacy rates and develop job skills in communities around our operations area. Two RPIAs have been established in Aceh, the first in Blang Nisam Village in 2019, and the second in Ladang Baro Village in 2022. In 2024, we recorded 478 visits as the beneficiaries from this programme that we collaborate with the Medco Foundation, targeting women and children in surrounding communities, engage residents as facilitators and literacy instructors to improve education and skills development.

Enhancing Education Through Values and Skills Development in Chumphon

Honesty and basic first aid skills training in Ban Pak Nam School, Chumphon, Thailand

The Oyster Mushroom Cultivation House in Banhadsairi School, Chumphon, Thailand

To support ongoing education and community development efforts, two key initiatives were implemented to foster character building and vocational skills. A one-day training was organised for 91 fifth-grade students at the Ban Pak Nam School that focused on honesty as a core value and basic first aid skills. This initiative aimed to promote personal growth, good citizenship, and essential life-saving knowledge.

Additionally, we implemented the Learning Space Development Project at Banhadsairi School, Chumphon Province to create a safe and engaging learning environment that emphasises hands-on experiences and agricultural career skills. This initiative enhanced teaching conditions, supported student extracurricular activities, and provided the school director with additional income to sustain the lunch programme.

Local Community Educational Development through Fire Safety Interactive Simulations in Batam

Medco Power, through its subsidiary Mitra Energi Batam (MEB), conducted a four-day Employee Teaching programme in July. This initiative aligns with MEB's commitment to social and environmental responsibility, fostering educational development in communities near the operations.

MEB employees engaged with students through interactive simulations and hands-on demonstrations that covered essential safety skills, such as using a light fire extinguisher and providing first aid for burns. These practical sessions enhanced learning effectiveness and promoted community safety awareness.

Medco Power's employee teaching programme for local schools.

Health

Development and Support for the Integrated Health Services Centre (*Posyandu*)

A mobile health service programme in South Sumatra was launched in partnership with the Musi Banyuasin District Health Service to improve healthcare access in remote areas. This programme provides general health checkups, medical consultations, medication, health education, and specialised services such as polio immunisations and consultations with dentists, dermatologists, and nutritionists. It was well-received by residents for its convenience, especially for those who have trouble visiting hospitals and health centres.

Beneficiaries receiving polio immunisations in Posyandu

Student participated in a Stunting Prevention Education Program

Stunting Health Education and Familiarisation Activities in South Sumatra

The Stunting Health Education and Familiarisation Programme supports government efforts to combat stunting and malnutrition in the company's operational areas. More than 5,000 beneficiaries have utilised the Nutrition Shelter (*Pos Gizi*), which strengthens community health services by:

- training village health cadres and midwives.
- providing nutritional interventions.
- educating parents on proper nutrition and hygiene.

This programme was conducted in villages in South Sumatra, including Lubuk Bintialo, Pangkalan Bulian, Sako Suban, Simpang Tungkal, and Muara Merang.

Additionally, a two-day stunting education initiative in Muara Enim, South Sumatra, engaged 86 students and 40 pregnant/breastfeeding women, to promote awareness and prevent early pregnancies. These efforts promote long-term health improvements and reduce stunting, supported by the local government and community stakeholders.

Economy

Empowering Women Farmer Groups to Sustain Food Security in East Aceh

Female farmers participate in the Sustainable Food Yard Use programme

We introduced a sustainable food yard use programme in East Aceh to strengthen food security with a strong focus on empowering women. This programme engages female farmers from the Alue Siwah Serdang Village, Nurussalam District, and Panton Rayeuk T Village, Banda Alam District, through two women farmer groups. We provided training and support to optimise available land for family food production. This programme enhances both food availability and household income by equipping women with the skills and resources to cultivate vegetables and secondary crops. It includes the provision of seeds, essential equipment, and ongoing assistance.

Enhancing Women's Economic Skills Through Fish Crackers Production in Tarakan

We organised an Amplang (traditional local fish crackers) training for women farmer groups to benefit local communities and foster economic growth in Mamburungan and Mamburungan Timur villages, Tarakan, North Kalimantan, attended by 30 participants and hosted in Salak village. This training addressed challenges in fish farming that generates limited income. It focused on transforming unsold pond produce into processed products, such as fish crackers, to increase economic value and improve household incomes. Participants appreciated the opportunity to turn low-value fish into marketable products, creating new income opportunities for their families.

Fish Crackers Production Training, Tarakan, Indonesia

Empowering Farmers for Sustainable and Climate-Resilient Agriculture

Participants of the Community Training and Assistance for Farming Program.

We have been collaborating with local farmer groups to enhance their productivity and support sustainable agriculture and climate-resilient farming. As part of this ongoing initiative, the Mapan Sejahtera Farmers Group was established in Tarakan, North Kalimantan, as a learning centre for knowledge-sharing on sustainable agriculture, livestock, and biogas production. This has successfully reduced local farmers' reliance on chemical fertilisers and upskilled a group member to provide training and education to other farmers.

To promote organic farming and climate adaptation, we assisted the Hutan Slipi Mandiri Farmer Group in Tarakan to improve soil management, composting, and sustainable cultivation techniques. This initiative helped reduce dependency on chemical fertilisers, conserve biodiversity, and strengthen food security. We also empowered 28 rubber farmers and UPPB in the Musi Banyuasin Regency, South Sumatra to adopt low-emissions farming practices by implementing Good Agricultural Practices (GAP) and transition to sustainable rubber cultivation methods.

Most of these multiyear programmes have now reached the sustainability phase of the S-Curve approach in community development (refer to S-Curve on page 142). As such many of the programmes are now led by the communities themselves in sustaining the projects. MedcoEnergi only provided monitoring and there were no further investment in 2024 in some of the areas.

Infrastructure

Enhancing Clean Water Access for Sustainable Communities in Bangkanai

We are committed to improving clean water access and community resilience. A key initiative is The Refillable Drinking Water Programme in Rahaden Village, Bangkanai, Central Kalimantan. It addresses limited access to safe drinking water, a key health and economic challenge. We constructed water treatment facilities, provided training, and supported the development of a community-managed water business, thus ensuring affordable and sustainable water distribution. This programme has improved public health and created new economic opportunities for local businesses.

Drinking water refill depot in Rahaden Village, Bangkanai, Indonesia.

Building Clean Water Facilities and Providing Nutritional Support in Pekanbaru

Riau IPP/MRPR built clean water facilities and provided nutritional support for the Kulim communities.

Our subsidiary, Riau IPP/Medco Ratch Power Riau (MRPR), provided clean water facilities and nutritional support for children affected by stunting in Kulim District, Pekanbaru, Riau. An official handover ceremony was held at the Tenayan Raya Health Centre, reinforcing MRPR's commitment to community health and wellbeing.

Improving Roads to Support Infrastructure Development in Cianjur

Medco Power, through its subsdiary Bio Jatropha Indonesia (BJI), donated materials to improve road conditions in Waringinsari Village, Cianjur Regency, West Java. The deteriorated roads had originally hindered both BJI's operations and local mobility. This initiative reflects BJI's commitment to infrastructure development, operational efficiency, and strong partnerships with local authorities for a lasting positive impact.

Road improvements in Waringinsari Village, Cianjur Regency, West Java, Indonesia.

Environment

Mangrove Conservation for a Sustainable Future in South Sumatra

In 2024, Corridor asset contributed to plant 12,000 mangrove trees across 1.2 hectares in Sungsang IV village as part of the Upstream Oil & Gas Greening Programme and Indonesia's one million trees initiative. This collaboration with SKK Migas and the Village Institution for Village Forest Management (*Lembaga Desa Pengelola Hutan Desa*/LDPHD) Sungsang IV, aimed to reduce carbon emissions, prevent erosion, and promote mangrove ecotourism while supporting local economic growth.

A total of 10,800 mangroves were also planted in the South Sumatra Block, and 3,600 each in Rimau and Lematang, which protect coastal and land ecosystems from climate change impacts.

Mangrove Conservation area in Sungsang IV village, South Sumatra, Indonesia

Campaign to Support Renewable Energy and Conservation in Chumphon

Supporting the Renewable Energy and Conservation Campaign in Chumphon, Thailand.

In 2024, we provided approximately USD 1,100 to the Chumphon Provincial Energy Office, a key stakeholder in Chumphon, for a quarterly campaign held at Chumphon Ban Nacha-ang School in Mueang District. This campaign aimed to provide valuable knowledge on renewable energy and energy conservation to both students and teachers, and will run for a year.

Student feedback was highly positive, with many expressing a greater understanding of energy conservation practices, which they can apply at home. We will continue to engage with teachers and students to gather insights and assess the long-term impacts of this campaign.

Community Development at JOB Tomori

At our non-operated asset, the Joint Operating Body (JOB) Tomori implemented the Panutan Banggai Social Innovation Programme (*Pertanian Berkelanjutan Petani Banggai*) to address critical challenges in the agricultural sector, including:

- Declining rice productivity due to rodent infestations in Banggai Regency, Central Sulawesi.
- Uneven irrigation water distribution caused by land elevation differences.
- Limited availability of organic fertilisers as production is currently managed at individual levels.
- Low awareness of organic farming practices.
- Climate change threats affecting agricultural sustainability.

In 2024, the Panutan Banggai Programme introduced integrated and innovative solutions through the sub-programmes, which provide sustainable, community-driven approaches to tackle these challenges effectively. They are described on the next page.

Panutan Banggai Social Innovation Programme, Central Sulawesi, Indonesia

Sersan Cemani (*Serak Sulawesi Pahlawan Cegah Kematian Petani*)

This sub-programme has been implemented in two districts in Central Sulawesi, Batui Selatan and Moilong, covering 12 villages and involving 191 farmers organized under local farming groups. It promoted organic rice farming using eco-friendly pest control through barn owl-based rodent management, using *Serak Sulawesi* (*Tyto rosenbergii*), replacing hazardous electric traps that previously led to farmer fatalities. The *Serak Sulawesi* owl naturally controls rodent populations, helping protect crops and improve farming safety.

The initiative also reduced CO_2 emissions from genset use and increased organic rice market value, thus boosting farmer income. To support this, JOB Tomori developed owl nesting sites using recycled industrial materials for long-term durability.

Serak Sulawesi owl cage in Sersan Cemani programme, Central Sulawesi, Indonesia

Wind-Powered Irrigation Pumps

We deployed wind-powered pumps in Paisubuloli village, Batui Selatan district, Banggai regency, Central Sulawesi to irrigate highland farming areas. These pumps use renewable energy to supply water, with each unit capable of irrigating up to five hectares of farmland, ensuring year-round farming activity and improving access to clean and sustainable water for the local community. The pumps are managed by the village government in collaboration with the local community, benefiting 10 people.

Wind-powered irrigation pump periodic monitoring, Central Sulawesi, Indonesia

Composting Programme Pos Bidik (*Kompos Bikin Hidup Lebih Baik*, or Compost Makes Life Better)

Farmers use compost fertilizer, Central Sulawesi, Indonesia

To address the limited availability of organic fertilisers, we established a community-led composting centre in Cendanapura Village, Toili District, Banggai Regency, Central Sulawesi to produce fertiliser collectively. This facility now produces 70 tonnes of organic fertiliser monthly, supporting both small-scale farmers and commercial agricultural operations while reducing methane emissions from livestock waste. The centre is managed by the Posbidik Group, which consists of 10 members.

Eco-Eduwisata for Organic Farming and Owl Conservation

Sumberharjo Village, Moilong District, Banggai Regency, Central Sulawesi has been transformed into an eco-education and tourism hub that promotes organic farming, agroecology, and barn owl conservation. The site now serves as a learning centre for sustainable agriculture, hosting farmer discussions, youth activities, and educational programmes. Developing local SMEs around the tourism site has also created new economic opportunities for the community. The site is managed by the Sumberharjo Tourism Awareness Group (*Kelompok Sadar Wisata*/Pokdarwis Sumberharjo), consisting of 37 members.

Monument at Pokdarwis Sumberharjo, Central Sulawesi, Indonesia

Strengthening Our Impact Through The Medco Foundation

The Medco Foundation, established in 2003 by Arifin Panigoro, is dedicated to improving community wellbeing through sustainable initiatives in education, health, socio-economic empowerment, and environmental conservation, aligned with the UN SDGs. We continue to strengthen our collaboration with the Medco Foundation through the following initiatives:

Elimination of Tuberculosis (TB)

In 2024, Medco Foundation focused on several impactful initiatives, including the commitment to eliminate tuberculosis (TB) in Indonesia. The organisation collaborated with Stop TB Partnership Indonesia (STPI)[1] and Indonesian Association Against Tuberculosis (PPTI)[2] to identify cases and treat patients across 12 provinces and 62 districts. Supported by MedcoEnergi, PPTI mobilised hundreds of community health workers, who helped identify 147,870 TB cases in 2023. The Medco Foundation also supported the Jakarta Respiratory Centre (JRC), which treats approximately 203 confirmed TB patients per year.

Community receiving familiarisation of Tuberculosis (TB)

Building Decent Housing in Mauk

MedcoEnergi employee participated in building decent housing in Mauk, Banten, Indonesia

This picture is the 3rd winner under the 'Social & Culture' category of the MedcoEnergi 2024 Photography Competition.

Medco Foundation, in collaboration with MedcoEnergi and Habitat for Humanity Indonesia, launched the Decent Housing Programme to renovate uninhabitable homes in Marga Mulya, Mauk, Tangerang, Banten. Over the past two years, 39 homes have been renovated, which have subsequently improved living conditions for residents. Many struggle to afford home repairs due to Mauk's community reliance on informal jobs at low income. This programme helps provide safe and healthy housing and enhances community wellbeing. Medco Group employees were involved through the Medco Volunteering Day, with 460 volunteers contributing during different phases.

Literacy Empowerment for Mothers and Children

Children read books at the Mulyoharjo Reading Corner, South Sumatra, Indonesia

The Medco Foundation supported literacy programmes, including the Reading Corner Mulyoharjo (*Pojok Baca Mulyoharjo*) in South Sumatra and RPIA[3] in Aceh, which gained over 11,600 visits by 2,700 people in 2024. In addition, it continued its post-tsunami literacy efforts in Donggala, Central Sulawesi, to increase local educational resources and provide training opportunities, such as workshops on fish and mushroom processing.

1 Stop TB Partnership Indonesia (STPI) is a non-governmental, non-profit organisation dedicated to the holistic and systematic eradication of tuberculosis. It facilitates cross-sectoral collaboration at both local and global levels. STPI was first proposed at the Asia Stop TB Partnership Forum in South Korea and was later chaired by the late Ir. Arifin Panigoro.

2 The Indonesian Association Against Tuberculosis (*Pusat Pemberantasan Tuberkulosis Indonesia*/PPTI) is a civil society organisation (CSO) that supports the government in combating tuberculosis (TB), established on 20 May 1968. PPTI is committed to TB control by raising public awareness, identifying and supporting patients through treatment until recovery, and providing assistance to underprivileged patients within the organisation's capacity. PPTI offers general healthcare services, with a focus on pulmonary and respiratory care, through its flagship Jakarta Respiratory Centre (JRC-PPTI) clinic in Jakarta and a primary clinic in Jambi.

3 The RPIA programme was established in collaboration with PT Medco E & P Malaka and PT Medco E & P Indonesia. Please refer to page 132 and page 140.

Measuring and Evaluating Our Impacts

We recognise the importance of measuring the impacts of our community development programmes. Quantifying our efforts helps assess their effectiveness and identify potential improvements to each programme, in accordance with Community Development Guidelines.

Social Returns On Investment (SROI)

We implement a Social Returns on Investment (SROI) framework to quantify the social, environmental, and economic value of our community development programmes. These results guide decisions on designing, developing, and scaling future programmes. By assigning a monetary value to our programme outcomes, the framework provides comprehensive assessments of our programmes' impacts from multiple standpoints. There are two types of SROI implementations:

Evaluative

Retrospective evaluation of the actual results

Forecast

Prediction of the prospective value of the planned programmes

Measuring Our Programmes' Impacts In East Aceh

Empowering Farmers Through Sustainable Horticulture in Block A

In 2024, the Sustainable Agriculture Programme for Horticultural Commodities (PSRLB) in Block A enhanced local livelihoods by training farmers on plant propagation and distributing supporting tools. The programme benefitted nine farmer groups in Indra Makmu, East Aceh, with monthly incomes increasing by IDR 1-2 million through the sale of superior fruit seeds. The programme's SROI was calculated at 1.61 from its implementation in 2021-2024. This initiative aims to strengthen economic resilience and promote sustainable agriculture, aligning with UN SDGs 2, 8, and 12.

Farmers receiving training on plant propagation, East Aceh, Indonesia

Strengthening Communities Through the Women and Children Empowerment Centres

Women and Child Empowerment House, Aceh, Indonesia

In 2024, the RPIA programme enhanced education, economic resilience, and healthcare in Indra Makmu and Julok sub-districts. East Aceh. We empowered locals by training them in literacy, business skills, language, and computer use, alongside commodity cultivation. We also addressed health issues such as tuberculosis, stunting, and maternal health through counselling and medical equipment support. With 942 direct beneficiaries, including fostered groups, facilitators, and healthcare workers, the programme's SROI in 2021-2024 was 2.32. This initiative supports sustainable development, aligning with UN SDGs 3, 4, and 8.

Measuring Our Programmes' Impacts In Corridor

Awardee of Scholarship from Higher Education Fund Assistance Programme, South Sumatra, Indonesia

Enhancing Education Access Through the Village Education Strengthening Programme

The Village Education Strengthening Programme improved education quality across nine villages in four sub-districts of Musi Banyuasin Regency, South Sumatra. We provided training for 1,660 teachers in line with national standards, distributed 145 infrastructure support packages to 56 schools, and supplied 931 teaching kits and 565 student learning packages. We also supported clean water facilities and guided the transition of 21 honorary teachers to permanent government employment (*pegawai pemerintah dengan perjanjian kerja*/PPPK). With a SROI score of 1.68 based on its impact and investment in 2021–2024, this programme increases accessibility to quality education, aligning with UN SDGs 4, 8, and 10.

Strengthening Community Health Through Posyandu Development

The Posyandu Development and Strenghtening Programme aims to enhance maternal and child health by providing nutritional support and supplementary feeding for pregnant women and toddlers. We also enhanced the healthcare infrastructure by supplying essential medical equipment to 27 Posyandu and fostering health centres in South Sumatra. With a SROI score of 1.26 for 2021-2024, this programme contributes to better community health and wellbeing, aligning with UN SDGs 2, 3, 6, and 8.

Participants of Posyandu health training, South Sumatra, Indonesia

Enhancing Rubber Farming Sustainability and Livelihoods

Offering technical guidance to a rubber farmer, South Sumatra, Indonesia

Despite Indonesia being the world's second-largest natural rubber producer, many farmers struggle with economic instability due to fluctuating commodity prices. The Rubber Cultivation and Down Streaming Programme was therefore launched to support farmers in Musi Banyuasin Regency, South Sumatra. As a result, the following were provided: financial assistance for farming tools, technical assistance on planting patterns and disease control, revitalised farming equipment, and emission reduction studies. By improving productivity and sustainability, this programme reached a SROI of 3.71 in 2021-2024, which aligns with UN SDGs 1, 3, 8, 10, 13, and 15.

Developing Local Businesses in Musi Banyuasin to Make Communities more Resilient

Our Local Business Development programme addressed challenges faced by MSMEs across seven villages in the Musi Banyuasin Regency, South Sumatra. We therefore partnered with Plantari to deliver tailored support to fishing cooperatives, farming collectives, food processors, and village-owned enterprises (Badan Usaha Milik Desa/BUMDes) in the communities near our Suban, Rawa, and Grissik operations. This programme tackled key issues, including limited human resources, digital marketing constraints, inadequate market information, and insufficient capital. As a result, our comprehensive approach ensured that production was enhanced, business skills were developed, products were certified, packaging was improved, and expanded market access was expanded through digital platforms and exhibitions. In fact, from July 2021 through December 2024, these initiatives achieved a Social Return on Investment (SROI) score of 1.22, which generated 1.22 rupiah in community benefits for every rupiah invested while supporting UN SDGs 3, 4, 8, 10, 11, and 12.

Keripik Anggun, a village-owned enterprises (BUMDes) in South Sumatra, Indonesia

Measuring Our Programmes' Impacts in East Java

Expanding Clean Water Access Through Well Drilling

Clean Water Well Drilling Programme, East Java, Indonesia

The Clean Water Wells Programme improves access to safe water for over 25 families and supports irrigation for more than 149 farmers in two hamlets in East Java. By reducing health risks linked to contaminated water and enhancing agricultural productivity, the programme strengthens community wellbeing and food security. Based on its impact and investment in 2020–2024, the SROI is 6.73. This initiative promotes sustainable water management and rural development, aligning with UN SDGs 2, 3, 6, 8, 12 and 14.

Enhancing Local Fishing with Quality Nets and Training

Over the past five years, we have implemented several community development programmes to improve the quality of life and productivity of local fishermen and surrounding communities in East Java. One such programme included distributing high-quality and well-suited fishing nets to increase catch, combined with skills training to enhance eco-friendly fishing techniques. The Fishing Tools Support Programme demonstrated tangible benefits, with a SROI of 2.15 in 2021-2024. This initiative promotes decent work and economic growth, aligning with UN SDGs 2, 3, 6, 8, 12, and 14.

A fisherman receiving high-quality and well-suited fishing nets, East Java, Indonesia

Measuring Our Programmes' Impacts In Thailand

Enhancing Learning for Children with Disabilities Through the Sensory Room Project

Sensory room at Chumphon Panyanukul School, Thailand.

The Sensory Room Project at Chumphon Panyanukul School supports students with intellectual disabilities, multiple disabilities, and autism by improving their concentration, physical readiness, and mental preparedness for learning. The school also aims to alleviate parents' financial burden and allow them to focus on their personal careers. With a SROI score of 2.82 in 2022-2024, this initiative fosters inclusive education and social wellbeing, which align with UN SDGs 1, 4, 10, 11 and 12.

Learning Space Development Project at Banhadsairi School

Banhadsairi School, Chumphon, Thailand provided students with a safe and engaging learning environment focused on hands-on experiences and agricultural career skills. Teachers can benefit from an improved teaching environment while the school director gains an additional income source to support the lunch programme and extracurricular activities. This project not only promotes self-reliance, adaptability, and career development, but also contributes to economic stability as well as improved quality of life. The project achieved a SROI ratio of 1.26 in 2021-2024, meaning every THB invested returns 1.26 times its value to society. This initiative promotes quality education, aligning with UN SDGs 4 and 12.

Learning space development project at Banhadsairi Schol, Thailand.

Adopting The S-Curve

We have integrated S-Curve[1] principles into community engagement, strengthening ties through mutual cooperation. The S-Curve is also intended to measure maturity level of the programmes. Our long-term projects aim to create shared value and empower communities to develop their economies sustainably, even after the projects end. The graph below shows how Medco Oil & Gas uses the S-Curve approach to support local MSME development:

From 'Contact' to 'Sustainability', each level represents defined targets and milestones. For example, at both the 'Inclusive' and 'Organized' levels, we set clear goals for skills training and MSME development, which then progress to active community participation and strengthened local economies in 'Cooperation' and 'Influential'.

At the 'Sustainability' level, programmes such as organic farming, rubber cultivation, and honeybee cultivation are designed to continue without company support. These initiatives empower communities to be independent in sustaining economic growth and managing their environments. This structured model reflects how we design our programmes: promoting clear goals and self-sufficiency that address both community development targets and economic sustainability.

1 Reference: http://ijsr.internationaljournallabs.com/index.php/ijsr

Alignment of Sustainability Initiatives with the UN SDGs

The following table maps MedcoEnergi's sustainability initiatives to empower local communities compared with the UN SDG targets. These initiatives only highlight MedcoEnergi's efforts – they do not reflect the targets or achievements of the host countries themselves.

UN SDGs	Relevant UN SDGs Targets[1]	Key Initiatives
	1.4	• Provided funding to launch an oyster mushroom cultivation project for school and vocational training • Developed a horticulture programme for fruit seedlings and agribusiness training for youth
	2.4, 2. A	• Supported agricultural training for land-based and homestead farmers • Promoted organic vegetable farming for food security
	3.3	• Trained students on honesty and first aid • Provided funding to support the Sensory Room Project for children with special needs • Provided nutrition education to prevent stunting
	4.1,4.2, 4.3, 4.4, 4.7	• Provided education support: mentoring, training, infrastructure • Provided financial aid for higher education (D-2 & S-1 degrees) • Supported fire safety education via simulations and demonstrations • Provided nutrition education to prevent stunting for students and pregnant/ breastfeeding mothers
	5.5, 5. A	• Implemented RPIA programme to empower women and children
	6.1, 6. B	• Provided clean water facilities and stunting prevention support for children • Constructed clean water wells for local communities • Purchased and installed a water tank for school access to water year-round
	7.1, 7. B	• Supported Mapan Sejahtera Farmers Group: sustainable farming, livestock, and biogas
	8.3	• Provided clean water access and economic improvements • Enhanced business skills, market access, and UMKM Anggun promotion • Provided sustainable fishing training and equipment

1 The targets can be found in UN SDGs website (https://sdgs.un.org/goals)

UN SDGs	Relevant UN SDGs Targets[1]	Key Initiatives
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	9.1	• Provided materials to improve roads in Waringinsari Village
10 REDUCED INEQUALITIES	10.2	• Developed the local rubber commodity market through training and direct assistance to the market players • Provided physical therapy equipment for children with special needs through the Sensory Room Project
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12.1	• Supported MSME partnership to enhance local coffee marketing
13 CLIMATE ACTION	13.1, 13.3	• Supported low-emission farming for farmers and UPPB • Planted 12,000 mangrove trees as part of 200,000-tree greening efforts • Conducted renewable energy and conservation campaigns for students
15 LIFE ON LAND	15.1	• Supported the Hutan Slipi Mandiri Farmer Group to promote organic farming and adapt to climate change
17 PARTNERSHIPS FOR THE GOALS	17.17	• Engaged multi stakeholders such as local governments, communities, NGOs, and educational institutions

Stakeholder engagement with fisherman in East Java, Indonesia

This picture is the 2nd winner under the 'Social & Culture' category of the MedcoEnergi 2024 Photography Competition

1 The targets can be found in UN SDGs website (https://sdgs.un.org/goals)

Action Plans

The following action plans will enable us to meet our objectives and continue creating opportunities for communities. We regularly measure, monitor and report on our progress and performance and match them against these actions. The progress report of these action plans refers to the 2023 - 2027 Sustainability Road Map.

Category	Short Term Actions	Medium-Long Term Actions	Status
Local Communities	Conduct social mapping in selected assets.		**Oil & Gas:** Completed field survey and social mapping reports in Block A, South Sumatra Block (Cikal), and Rimau Block (West Kalabau) areas.
			Power: Preparations for the ESIA survey, including social mapping, are underway; the survey will be conducted at Medco Cahaya Geothermal (MCG).
	Enhance 2024 Community Development Programme.	Enhance annual community development programmes to strengthen MedcoEnergi's contributions to the SDGs.	**Oil & Gas:** Created community development programme roadmaps for Local Business Development (SDG 1&2), Health (SDG 3), Education (SDG 4). • Completed for Block A, Bangkanai, Tarakan, SSR, Corridor, Block B, and East Java Assets. • Coordinated with CSRM to develop climate change strategies for the community.
			Power: • Built a library in North Sumatra by Medco Geothermal Sarulla and empowered women's local economic communities in Riau by Medco Ratch Power Riau • Installed electricity in Riau by MEB, DEB, ELB.
	Conduct SROI study in Block A, Corridor, East Java (Q2-Q3).		**Oil & Gas:** Completed SROI field survey studies in Block A, Corridor Assets, East Java and Thailand assets.
Stakeholder Engagement	Conduct stakeholder mapping & perception survey/SLOI in Block A (Q2-Q3).		**Oil & Gas:** • Completed field survey and final report for Block A.
	Update the Stakeholder Engagement Guidelines.	Evaluate the implementation of the 2022-2026 Strategic Stakeholder Engagement plans in 2026 and update the guidelines in 2027.	**Oil & Gas:** • Developed and familiarised personnel with Stakeholder Engagement Guidelines for all domestic assets.
			Power: • Developed 2024 SEP documents and maintained implementation through community and stakeholder engagements. • Enhanced SEP projects for East Bali PV and Ijen geothermal projects.
	Enhance R&S Integrated Dashboard system and implementation (Q1-Q4).		**Oil & Gas:** • Continue improving the BPM Dashboard System. • Conducted monthly monitoring and provided support for technical issues.

Category	Short Term Actions	Medium-Long Term Actions	Status
Security Practices	Conduct Security Management Plans (SMP) External Audit for Selected Asset (Q2-Q4).		**Oil & Gas:** • Conducted the Upstream Oil and Gas Security Management (Manajemen Pengamanan Hulu Migas/MPHM) familiarisation and risk assessments for all domestic assets. • Following government recommendations, conducted SMP external audits for several assets, including Block B, Bangkanai, Corridor, SSB, Lematang, East Java, and Block A. Will continue in 2025.
			Power: • Conducted security contractor performance evaluation in Q4-2024.
	Develop Security Incident Dashboard for EP Domestic (guidelines and protocol) (Q1).		The Security Incident Dashboard Guidelines were completed in March 2024.
	Establish Security Incident Dashboard (integrated system) – EP Domestic (Q1-Q4)		**Oil & Gas:** • Enhanced the security incident dashboard, to be implemented in 2025. • Completed Q4 monitoring and evaluation of assets in December 2024. .
			Power: • Designated Subsidiary PIC.
	Develop VPSHR training guidelines.	Conduct VPSHR training for all guards in all assets.	**Oil & Gas:** • Conducted VPSHR refresher training for South Sumatra Region as part of the security asset protection strategy. • Completed rules of engagement session for security operations in Corridor, South Sumatra and Kalimantan regions.
			Power: • Conducted regular human rights refreshment training for all security personnel in Q4-2024 at Medco Power Solar Sumbawa (MPSoS) and Riau IPP/MRPR. 100% target achieved in 2024.

Category	Short Term Actions	Medium-Long Term Actions	Status
Security Practices	Update routine security stakeholder mapping at all assets.		**Oil & Gas:** • Completed the update of security stakeholder databases for all assets. • Participated in focus group discussions on the permit process for explosives and vital national security management as part of stakeholder engagement. • Supported the signing of an MoU between South Sumatra Region and South Sumatra regional police.
			Power: • Conducted courtesy visits to local police and army officials. • Updated the stakeholder database for Q4-2024.
	Update security risk assessments at selected assets (as needed).		**Oil & Gas:** • Developed the Zero Security Incident guidelines. The programme is set to be launched in January 2025. • Organised Security Intelligence Level II training (risk assessments) to strengthen security personnel's intelligence skills.
			Power: • Maintained weekly assessments of security threats and risks.

Reading Corner Mulyoharjo, supported by Medco Foundation, in South Sumatra, Indonesia

This picture is the 3rd winner under the 'Social & Culture' category of the MedcoEnergi 2024 Photography Competition

Empowering Our People and Digital Transformation

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MedcoEnergi drives growth by investing in its people. We believe that a passionate, respectful, and inclusive workforce flourishes in a conducive environment, fostering sustainable progress. Strengthened by a culture of diversity, fairness, and equal opportunity, we cultivate talent and leadership through company aligned Human Resources (HR) policies.

Approaches, Commitments and Goals

Our Core Values, Professional, Ethical, Open, and Innovative, serve as the foundation of our success, shaping our culture and behaviour. These principles guide individual performance and reinforce our broader commitment to foster an inclusive and respectful workplace.

We recognise that diversity drives innovation and strengthens our industry leadership. We are therefore committed to maintaining a discrimination-free and equitable workplace where all employees are treated with fairness and respect, regardless of ethnicity, race, gender, skin colour, religion, age, marital status, nationality, or background. Our company upholds fairness in all aspects of employment, ensuring that hiring, development, evaluations, and rewards are based solely on skills and performance. Our approach includes performance-based pay and comprehensive benefits beyond the provincial minimum wage (Upah Minimum Provinsi/UMP) in Indonesia. In 2024, the minimum salary for our full-time, permanent employees in Jakarta was 14% higher than the UMP stipulated by the Jakarta Special Provincial Government (Daerah Khusus Jakarta).

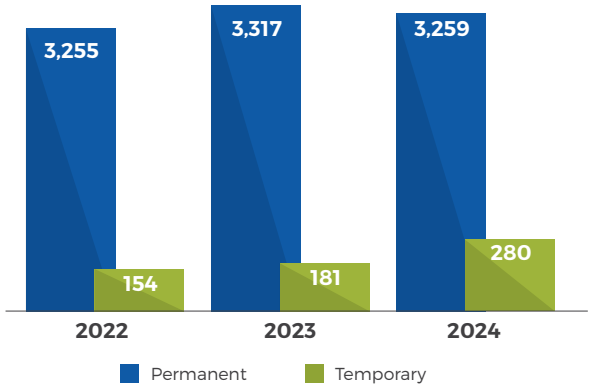
We continuously review our HR policies, which include the Career Management Guidelines, Recruitment Guidelines, and Labour Management Plans, to ensure they remain relevant to evolving employee development needs and align with global benchmarks such as the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work. Furthermore, we leverage the central HR information system through the MyHRCorner application and the HR Dashboard portal to implement these effectively and improve employee experience, accessibility and efficiency in managing HR processes and decisions.

As an organisation that values human rights, we protect workers' rights and comply with applicable laws in the countries where we operate, aligning with the Universal Declaration of Human Rights (UDHR). Child and forced labour are strictly prohibited, and we require our suppliers and business partners to adhere to the same standards. Additionally, we respect our employees' rights to form or join trade unions, further reinforcing our commitment to ethical and responsible business practices.

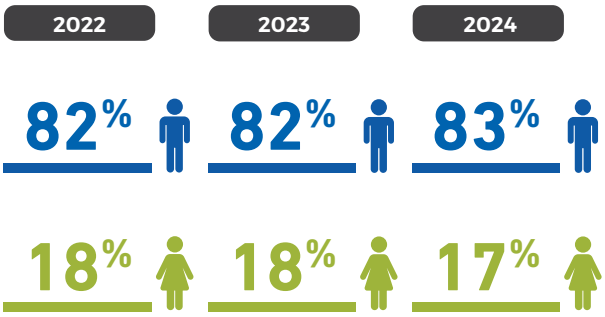
Our Employees

As of 2024, MedcoEnergi employs 3,539 individuals, with women making up 17% of our workforce. Two women currently serve on our boards and committees, representing about 15% of the total members. Additionally, women hold 21% of leadership positions[1], which reflects our commitment to gender diversity leadership.

The Number of Employees in Oil & Gas[2] and Power based on Employment Contracts

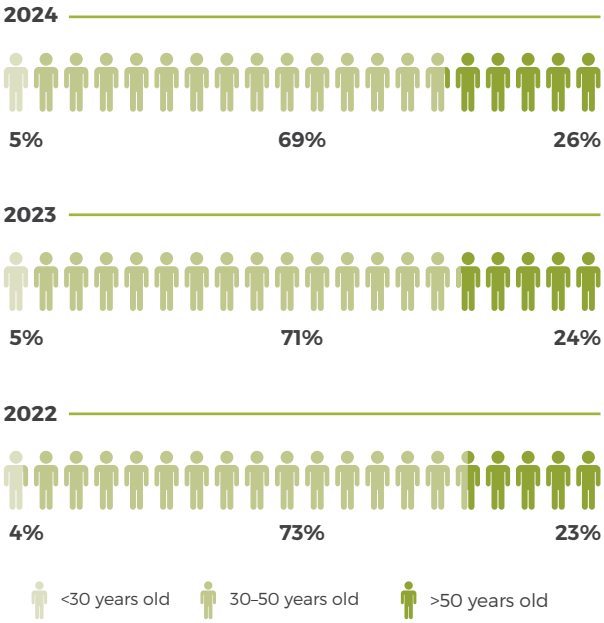


The Percentage of Employees in Oil & Gas[2] and Power based on Gender

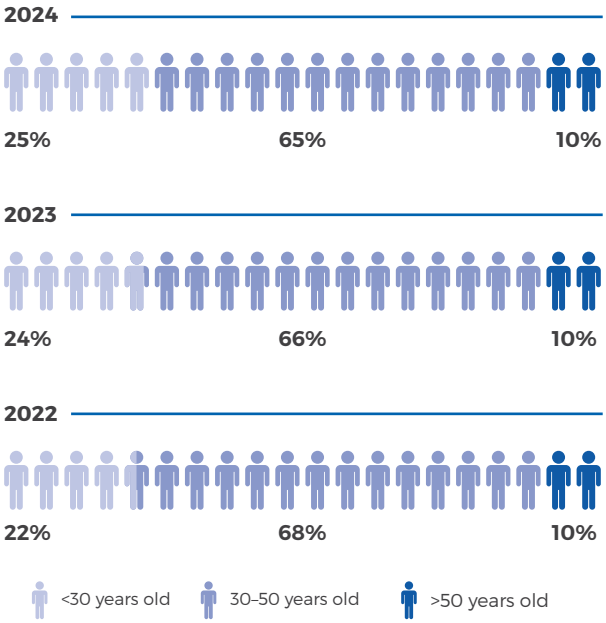


1 This includes lead/superintendent levels and above in domestic Medco Corporate and Oil & Gas
2 This includes Medco Corporate employees.

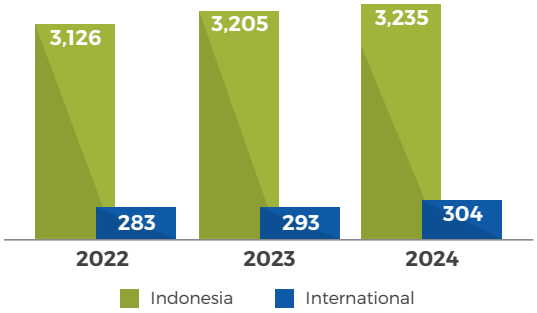
Percentage of Employees in Oil & Gas[1] based on Age Group



Percentage of Employees in Power based on Age Group



The Number of Employees in Oil & Gas[1] and Power based on Geographical Locations



The Number of Employees in Oil & Gas[1] and Power based on Educational Levels in 2024

Oil & Gas

1,920

76% Bachelor & above

406

16% Diploma

200

8% High School & non-degree

Power

609

60% Bachelor & above

175

17% Diploma

229

23% High School & non-degree

The Number of Employees in Oil & Gas[1] and Power based on Positions in 2024

Assets	Senior Vice Presidents (SVP) & VPs	Senior Managers	Managers	Superintendents & Supervisors	Staffs	Total
Oil & Gas	16	72	377	636	1,425	**2,526**
Power	7	20	105	223	658	**1,013**
Total	23	92	482	859	2,083	**3,539**

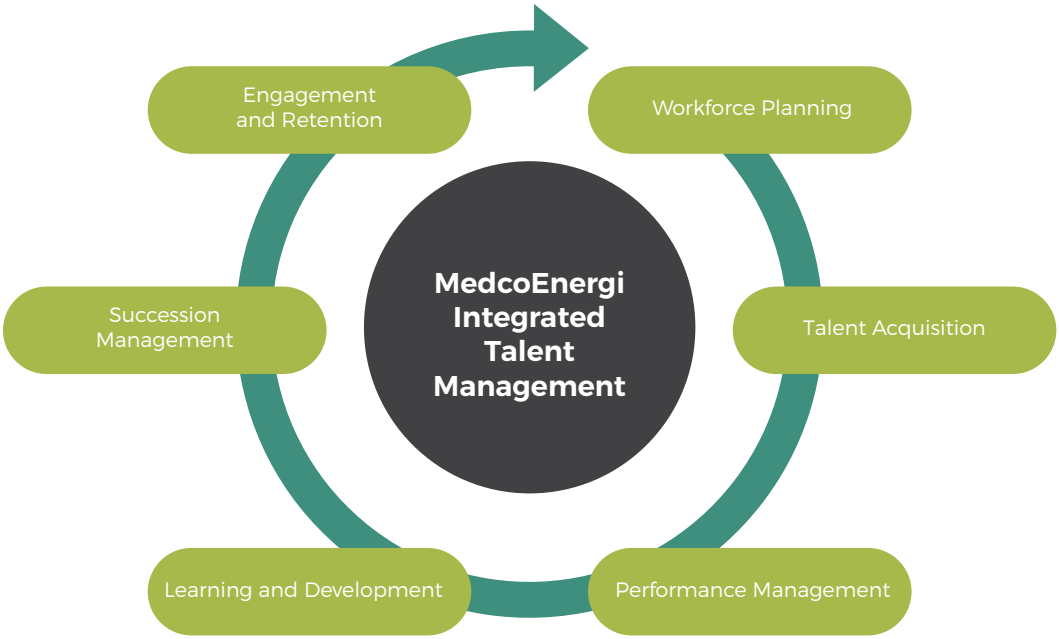
Notes: The percentage of new employees hired in the Oil & Gas and Power sectors, categorised by age, gender, and region, as well as employee turnover data for the same categories, are disclosed separately in our 2024 GRI Performance Data.

1 This includes corporate employees.

Initiatives to Empower Our People

At MedcoEnergi, we invest in people who lead, innovate, and build a sustainable future. We prioritise employee well-being while driving business sustainability. We provide comprehensive support to nurture talent, empower individuals, and ensure long-term retention through guidance from the Integrated Talent Management Framework.

MedcoEnergi's Integrated Talent Management



In 2024, the Human Resources team achieved several key milestones. Operational excellence was strengthened by centralising key functions, particularly in marine operations, exploration, wells, and engineering, which subsequently improved efficiency and collaboration. A Sustainable Performance Improvement Program was implemented across Offshore and Onshore assets to further optimise performance, ensuring long-term operational resilience.

Twelve employees from Indonesia were seconded to our Oman Joint Venture, and 33 staff undertook international assignments across Oman, Thailand, Singapore, and Indonesia, gaining invaluable exposure to diverse cultures of operations.

We also continued conducting the MedcoEnergi Business Apprentice Program (MBAP) to prepare young professionals in Finance and Digital Information Technology. We enhanced HR systems with the rollout of MyHRCorner, a centralised platform that improves employee access to career development, performance management, and training. Additionally, data-driven decision-making was strengthened by implementing the HR Dashboard portal, which improves data analyses and workforce planning, thus enabling leaders to make more effective decisions, further optimise talent management, and align workforce strategies more closely with business objectives.

We advanced through these five key Human Resources programs in 2024:

- Securing talent for critical projects and initiatives
- Strengthening company values & Medco Leadership Behaviors (MLB)
- Advancing leadership and technical skill development
- Enhancing industrial and employee relations to maintain industrial harmony
- Building organisational capabilities to support the energy transition agenda

Securing Talent for Critical Project and Initiatives

Continuous learning and professional development are essential to nurture talent and sustain growth. In 2024, the Company launched its Development Campaign, engaging over 700 employees to support their career growth and encourage knowledge transfers through the already established Individual Development Plans, Mentoring and Leadership programs. As a result of these efforts, 19 employees received formal education assistance through the Employee Education Assistance Program. Our Succession Planning and Talent Development program ensures that key functions are regenerated; these include operations, engineering, and subsurface roles. With 36% of structural positions held by young leaders, we are building a strong talent pipeline. Additionally, women now hold 20% of structural positions, significantly contributing to the company's achievements.

To further support talent retention and motivation, our Total Rewards strategies are designed to retain high-performing talent and align with the company's business objectives. This involves market research and continuously improving of performance incentive mechanisms. These strategies also include the Performance Management System, in which all employees regularly participate. More details about performance evaluations can be found in 2024 GRI Disclosure 404-3 within the GRI Performance Data.

Strengthening Company Values & Medco Leadership Behaviors (MLB)

An engaged and inclusive workforce is essential to drive business success while upholding company values. By actively following up on employee engagement survey results, we reinforce a culture of continuous improvement, ensuring that employees' voices shape workplace strategies. For these reasons, we launched several initiatives to address key areas of improvement building based on insights gleaned from the 2023 Employee Engagement Survey. Focus Group Discussions (FGDs) were held regarding company culture and career opportunities, with 148 employees participating and contributing valuable input for our targeted improvement programs. To enhance female employee engagement, we held an FGD with 43 women from diverse roles, exploring career development and work-life balance challenges. Insights from these conversations spurred the introduction of two initiatives:

1. The Respectful Workplace Program – Designed to promote inclusivity, mutual respect, and a professional work environment, reinforcing a culture where every employee is valued and supported.
2. The Women at Work Community – A platform that fosters peer support, mentorship, and career development opportunities for female employees, providing structured support for professional growth.

To cultivate a culture of integrity, collaboration, and continuous improvement, we continued to reinforce Medco Leadership Behaviors (MLB), a model that encourages employees to embrace and exemplify key leadership values in their roles. To ensure MLB is effectively communicated and embraced by employees across all organisational levels, an internal campaign was launched using multimedia and communication platforms. This initiative featured a management message video and an MLB sharing experience, during which over 100 employees discussed best practices. Additionally, a Leaders' Forum was held to facilitate idea-sharing and collaboration among leaders, which ultimately promoted the effective application of MLB within teams.

Medco Leadership Behaviors (MLB)

This approach helps solidify an internal culture dedicated to supporting energy growth, ensuring that leadership behaviors are deeply embedded in the way we work. The Performance Management System also incorporates MLB as a key assessment component, thus further integrating MLB and corporate values into daily operations alongside evaluating employees' work achievements.

Advancing Leadership and Technical Skill Development

We enhance leadership and employee growth through tailored training programs that refine skills, strengthen expertise, and support career progression. In 2024, we invested USD 3.8 million in both leadership and technical development.

Year	Programme	Man-course[1]	Training Hours	Training Investment (USD)
2024	1,085	8,210	136,380	3,882,000
2023	1,058	9,380	77,900	3,976,000
2022	1,131	8,226	78,841	3,782,500

In 2024, we strengthened our leadership and talent development efforts through various initiatives. The Medco Senior Leadership Development Program (MSLDP) entered its third batch alongside other leadership programs such as Leadership Coaching, Critical Thinking, Leaders Forum, and Conversational Capacities. Collectively, more than 12,000 training hours were spent delivering these programs. Beyond leadership development, over 120,000 training hours were devoted to employees across more than 550 subjects in technical, business support, and operations areas, including Subsurface Academy Cadres 2 and 3.

The MedcoEnergi Business Apprentice Program (MBAP) is another initiative aimed at preparing future talent. This program recruits fresh graduates specialising in Digital Information Technology (DIT) and Finance. The company also actively participates in career events, such as those sponsored by the Institut Teknologi Bandung (ITB) and Solo Techno Day and continues to develop Management Competency Models for Digital Information Technology and Relations & Security Division.

Programs and assistance to upgrade employee skills and transition assistance programs are available in the 2024 GRI Disclosure 404-2 in our GRI Performance Data.

Enhancing Industrial and Employee Relations to Maintain Harmony

Maintaining industrial harmony is essential to foster a productive and engaged workforce. We acknowledge 11 labour unions supported by seven collective labour agreements (CLAs), which showcases our dedication to fostering strong industrial relations. In 2024, we successfully renewed five CLAs and extended two others, ensuring they remained relevant to both employees' and the company's needs. These efforts were further supported by continuous alignment initiatives, developed in collaboration with government stakeholders.

We maintain open communication and collaboration by arranging quarterly meetings with each labour union. These meetings address management and union concerns and provide updates on new internal policies and regulations. Additionally, we organised activities to enhance labour unions' knowledge in industrial relations to support Grow People Capabilities under Medco Leadership Behaviors. A knowledge sharing session covering collective labour agreement negotiations and remunerations in the oil and gas industry was held in March 2024. The Industrial Relations Forum (IRF) in November 2024, entitled "Together Building the Future," gathered 75 union representatives together. In July 2024, we supported union board members' participation in the SKK Migas Industrial Relations Workshop, alongside PSC labour unions and HR practitioners.

Building Organisational Capabilities to Support The Energy Transition Agenda

Building organisational capabilities is key to translating our climate goals into action. We equip employees with technical skills to drive a sustainable future and support our Energy Transition Agenda. In 2024, 11 training programs and knowledge-sharing sessions covered renewables, low-carbon technologies, CCS-CCUS, and climate change, engaging 457 employees with 1,536 training hours dedicated to competency-building. Additionally, 2,800 employees completed three e-learning modules on Sustainability and Climate Change, while 19 senior leaders earned global certifications in Sustainability, ESG, and Climate Change.

In late 2024, Medco Power and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH started to plan a collaborative project within the framework of the develoPPP funding programme of the German Federal Ministry for Economic Cooperation and Development (BMZ). The project is aimed at advancing skill development in Indonesia's renewable energy sector by equipping energy companies with strategic workforce development initiatives. Medco Power and GIZ are moving forward towards the implementation of the project in 2025.

1 Number of subject trainings attended by one person. Whenever one person attends two training sessions, this is counted as two man-courses. Reference: MedcoEnergi Training Policy.

Building a Strong Digital IT Foundation to Drive Transformation

MedcoEnergi has developed its five-year Digital IT strategies, launched in 2022, to build a strong foundation for agility and resilience, driving greater integration, efficiency, and intelligence across our business operations. Its Digital IT Vision and strategies are clearly stated under the four main pillars. 2023 was the year these strategies were implemented. They focus on building a robust digital foundation that empowers our people to navigate future challenges with agility and resilience.

Digital IT Vision

Deliver value to our business by exploiting digital technologies to make our operations and processes more efficient, effective, intelligent and automated.

STRENGTHEN THE DIGITAL FOUNDATION

Improve and deploy application and infrastructure platform through the right investment to enable operation excellence and digital transformation.

ESTABLISH DIGITAL OPERATING MODEL

Align structure, processes and governance for the IT Operating model to enable strategic & agile business decisions.

IT as a strategic partner of business.

Align IT employee skills with new digital technology capabilities and competencies.

DRIVE DIGITAL TRANSFORMATION ACROSS OUR BUSINESS

Adopt and deploy digital technologies to deliver operations and business value aligned to business priorities and company strategy.

Empower our people with integrated data and analytics by building our data foundation to deliver data insight and predictions in supporting portfolio decisions.

CYBERSECURITY

Our progress in 2024 was anchored on the four key pillars of the Digital IT, each playing a critical role in shaping a more resilient, agile, and future-ready IT landscape:

a. Strengthening our digital foundation:
- We successfully upgraded our data centre and disaster recovery infrastructure, enhancing system resilience and operational continuity.
- We optimised the end-user computing environment, ensuring a seamless and efficient digital workplace.
- We launched an Application Rationalization Initiative to streamline and modernise IT systems, reducing complexity and improving performance.

b. Establishing a new digital operating model:
- We implemented a Demand and Portfolio Management Process to enhance governance, prioritise IT investments, and maximise business value.
- We achieved ISO 27001:2022 Information Security Management System & ISO 20000-1:2018 Information Technology – Service Management certifications for critical IT services, reinforcing our commitment to industry-leading standards in information security and IT service management.

c. Driving digital transformation across the business:
- We developed and implemented Integrated Business Planning (IBP) solutions with best-practice data governance, optimising upstream planning processes.
- We successfully launched the first batch of the Data Science Academy, equipping domain engineers with Artificial Intelligence (AI) and Machine Learning (ML) capabilities and transforming them into AI/ML champions.
- We expanded automation and efficiency through AI/ML-driven solutions, robotic process automation, and mobile applications, streamlining operations and decision-making.

d. Strengthening our cybersecurity:
- We enhanced the Security Operations Centre (SOC), integrating advanced monitoring and response capabilities to proactively detect, manage, and neutralise cyber threats.
- We established a Computer Security Incident Response Team (CSIRT) in collaboration with Indonesia's National Cyber and Crypto Agency (BSSN), reinforcing national cybersecurity partnerships.
- We strengthened security protocols for legacy Industrial Control Systems (ICS), ensuring robust protection against cyber risks in critical infrastructure

These achievements mark a significant milestone in our digital transformation journey that strengthen operational efficiency, cybersecurity, and technological innovations throughout the organisation.

Alignment of Sustainability Initiatives with the UN SDGs

The following table maps MedcoEnergi's sustainability initiatives to empower our people compared with the UN SDG targets. These initiatives only highlight MedcoEnergi's efforts – they do not reflect the targets or achievements of the host countries themselves.

UN SDGs	Relevant UN SDGs Targets[1]	Key Initiatives
4 QUALITY EDUCATION	4.3	• Educational scholarships • Employee Engagement Surveys (EES) • Leadership and technical capability development programmes • Medco Leadership Behaviours (MLB) • Medco Subsurface Academy (MSA) • Medco Senior Leadership Development Programme (MSDLP)
5 GENDER EQUALITY	5.1, 5.5	
8 DECENT WORK AND ECONOMIC GROWTH	8.2, 8.5, 8.6, 8.8	• Collective Labour Agreements (CLAs) • HR policies and guidelines • Leadership and technical capability development programmes • Talent mobilisation • Contractor Compliance and Performance Monitoring
10 REDUCED INEQUALITIES	10.2, 10.3	• Benefit alignments • Salary grade entitlements
13 CLIMATE ACTION	13.3	• Climate-related capability building programmes and initiatives
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	16.b	• CLAs • Industrial relations engagements with labour unions

1 The targets can be found in UN SDGs website (https://sdgs.un.org/goals)

Action Plans

The following action plans will enable us to meet our objectives and continue empowering our people. We regularly measure, monitor and report on our progress and performance and match them against these actions. The progress report of these action plans refers to the 2023 - 2027 Sustainability Road Map.

Category	Short Term Actions	Medium-Long Term Actions	Status
Talent Attraction, Development and Retention	**Medco Senior Leadership Development Programme (MSLDP)**		
	Complete the MSLDP Batch 2– Learning through Creating Other Leaders Assess MSLDP Batch	Continuing the rollout of MSLDP Batch 2 Start implementing MSLDP Batch 3.	Completed MSLDP program with INSEAD; conducted individual coaching programs for Selected MSLDP participants (2 batches for senior levels and 2 batches for mid-levels). Completed 360° survey with MSLDP participants and project sponsors (BOD). Completed Module 1 in November 2024 in INSEAD Campus, Singapore. Attended by 25 Senior Leaders.
	Medco Leadership Behaviors (MLB)		
	Expand awareness and understanding of MLB in Medco Oil & Gas International and other subsidiaries.	Maintain and reinforce MLB awareness by continuously embedding it into leadership assessments, development programs, and organisational culture.	Completed eighteen leadership trainings as part of the MLB campaign. Released a management message video and monthly MLB sharing experience (15 contents covering MLB elements) on desktop wallpaper, newsletters, and digital signage. Familiarised international and other subsidiaries with MLB. Updated MLB review process in Performance Evaluations.
	Incorporate MLB aspects in leadership assessments.		MLB has been included in leadership assessments.
	Talent Development Framework (Talent Mapping & Succession Planning)		
	Continue Talent Monitoring for High Potential (HiPot) & successors. Implement comprehensive talent development programmes.		Completed analyses of consolidated talent development data for HiPot monitoring. Senior levels Batch 3 and 4: Completed 360° feedback and reports in August 2024. Completed 1st program evaluation in Q1. Completed evaluations with Chief Administrative Officer in October 2024. Completed post coaching evaluations for Batch 3 and 4 in November 2024. Middle Level: Completed program briefs and individual & group coaching with Prasetiya Mulya.

Category	Short Term Actions	Medium-Long Term Actions	Status
Talent Attraction, Development and Retention	**Technical and Operational Competency Management**		
	Identify, assess, and address current gaps with core matrices to support energy transition initiatives in: • Oil & Gas • Power		**Oil & Gas:** Completed a training needs analysis based on the results of technical competency assessments. Medco Subsurface Academy (MSA) : • Completed Subsurface Academy Cadre-3 **Power:** Completed the climate change online training for MPE, EPE, MPSI Riau, Riau IPP/MRPR and MGS Published the Podcast GAIA (Green Ambassador for Inclusive Climate Action)
	Set up development plans for critical roles at technical functions to support energy transition initiatives and implement the programmes in: • Oil & Gas • Power		**Oil & Gas:** Completed knowledge sharing forums facilitated by experts in waste heat to power generation using Organic Rankine Cycle (ORC) technology. Sent 4 representatives to the Indonesia International Hydrogen Summit 2024 **Power:** The human development plans for critical roles in the technical function will be part of a collaboration with GIZ, which announced the project to MPI with approval from the German Federal Ministry for Economic Cooperation and Development (BMZ)
	Implement development plans to fill the gaps in: • Oil & Gas • Power	Continue implementing technical training[1] as outlined in the development plans to address skill gaps.	**Oil & Gas:** Completed several sessions of knowledge sharing forums facilitated by experts in both internal and external subjects. Completed several technical trainings. Completed certification process and obtained Engineer Registration Letter issued by The Institution of Engineers Indonesia for up to 75 prioritised engineers. **Power:** Awarded scholarships to 3 employees for an ITB Geothermal Master's Degree.
	Evaluate deliverables of technical capability programs.		Monitored participants' leadership acts through daily interactions, meetings and behaviours to ensure alignment with Medco Leadership Behaviors (MLB)

1 This training covers various topics, including the Thermoelectric Generator System and Battery Energy Storage System (BESS). Sessions are facilitated by both internal and external providers, with participants from TCMS as well as domestic and international assets.

Category	Short Term Actions	Medium-Long Term Actions	Status
Talent Attraction, Development and Retention	**Operational Competency & Learning Management System**		
	Oil & Gas: Successfully deliver operations competency assessments in E&P Indonesia. Deliver 100% government certifications for operations personnel in E&P Indonesia. Deliver Offshore Operations up-skilling programs. Develop Job Performance Profiles (JPP) for all operations field personnel.		**Oil & Gas:** Assessed approximately 149 technicians at Onshore Asset and East Java and 160 supervisors across all assets. Certified 5,472 man-trained personnel. Defined elective disciplines for operators, mechanical, instruments, and electrical. Completed Phase #1 with 10 positions filled.
	Power: Continue evaluating all operational competencies.		**Power:** Sarulla Geothermal: Established final directory competencies for PLTP and shared with the asset's HR Team. TJBPS: Completed the summary of assessment results for operators & technicians.
	Employee Engagement Survey (EES)		
	Implement action plans to translate feedback into concrete actions and strategic initiatives.	Progress is being made with the corporate-wide action plans.	Conducted focused group discussions on culture and career development to ensure the action plans are validated and aligned. Completed six female employee engagement sessions, attended by 43 participants from various entities, assets, functions, and levels (senior managers, managers, and professionals). Mapped and uploaded the TDC Code for Business Support to the HR System. Completed both the Leaders' and Learning & Development Forums.

Appendix

2024 Awards

Award	Awarder	Description
Medco Energi Internasional (MEI)		
Most Acclaimed Companies Award 2024	Warta Ekonomi	MEI received the Most Acclaimed Company Award 2024 with an Outstanding Exploration Initiative to Enhance Production.
Deal of the Year 2024 Award	Asia Pacific Energy Capital Assembly	MEI was honoured with the Deal of the Year 2024 award in recognition of the strategic acquisition of participation rights in Oman Block 48 and Block 60 from Oman Oil (OQ) Company.
2024 Best Corporate Transparency and Emissions Reduction Award	Investortrust, in collaboration with Bumi Global Karbon Foundation (BGKF)	MEI received the 2024 Best Corporate Transparency and Emissions Reduction Award, earning a Green Elite title for emissions reduction transparency and a Gold Plus title for disclosure of emission calculations.
A rating on 2022 Sustainability Reports Study	FIHRRST and Moores Rowland Indonesia	MEI's Sustainability Report received an A rating in the 2022 Sustainability Reports Study of all Indonesian public companies, conducted by FIHRRST and Moores Rowland Indonesia.
Outstanding Achievement to Clean Energy Transition	CNBC Indonesia & National Young Entrepreneur Volunteers (REPNAS)	MEI received the "Outstanding Achievement in Clean Energy Transition" award at the 2024 REPNAS National Conference & Awarding Night.
Wealth Added Index (WAI) 2024 Award	SWA Media Group and Stern Value Management	MEI received the Wealth Creator award in the Large Market Capitalisation category at Indonesia's Best Public Companies, recognising its contribution in generating positive added value for shareholders.
Indeks Integritas Bisnis Lestari 2024 / 2024 Sustainable Business Integrity Index	Transparency International Indonesia in collaboration with TEMPO Data Science	MEI received the following recognitions: 'Ruby' (Index Score 75–84) in Integrity/ Anti-Corruption, 'Diamond' (85–100) in both Business and Human Rights and Environmental Aspects, and 'Ruby' in the Total Index. These awards reflect MedcoEnergi's integration of anti-corruption principles, respect for human rights, and commitment to ecosystem sustainability.
Medco Oil & Gas		
2024 SKK Migas Award	SKK Migas	Medco E&P Indonesia received four awards: Best Local Content Achievement, Best Compliance in Data Management, Assurance and Consulting Excellence, and Best Achievement in Revenue Optimization & Cost Behaviour.
		Medco E&P Grissik was recognised with two awards: Best Performance in Financial Management and Best Onshore Project Performance.
		Medco E&P Natuna received the award for Best Offshore Project Performance.

Award	Awarder	Description
Serambi Awards 2024	Serambi Indonesia	Medco E&P Malaka received the Serambi Award 2024 in the "Awaken the Spirit of Achieving Opportunities" category, recognising its active role in fostering human resources in the mining area.
Zero Accident Award 2024	The Ministry of Manpower of the Republic of Indonesia (KEMNAKER RI)	Medco E&P Tomori Sulawesi Joint Operating Body (JOB Tomori) was awarded for its achievement in operating the Senoro Central Processing Plant (CPP) in Banggai Regency without work accidents, under SKK Migas supervision.
		Medco E&P Malaka received the Zero Accident Award for achieving 4,405,206 accident-free working hours since November 1, 2020.
Patra Prakasa	Ministry of Energy and Mineral Resources	Ricko Adlyana Putra, an employee of JOB Tomori, received the Patra Prakasa award.
Patra Nirbhaya Karya Utama Adinugraha I	Ministry of Energy and Mineral Resources	Patra Nirbhaya Karya Utama Adinugraha I was awarded for JOB Tomori's achievement of 46 million safe working hours since the last LTI in 2014.
Blue PROPER Award	Ministry of Environment and Forestry	Medco E&P Malaka received a Blue rating in the 2023 Corporate Performance Rating Program in Environmental Management (PROPER), recognising its commitment to environmental management practices.
Gas Safety Management System (SMKM) Assessment	Ministry of Energy and Mineral Resources	Medco E&P Sampang Pty received a "Very Good" rating in the Oil & Gas Safety Management System (SMKM) assessment, which aims to enhance safety, reliability, and efficiency in upstream oil and gas installations and equipment.
Patra Nirbhaya Karya	Ministry of Energy and Mineral Resources	Medco E&P proudly secured eight awards across various categories, highlighting its ongoing commitment to safety and innovation.
Sustainability Disclosure Award	Thaipat Institute	Medco E&P Thailand (Bualuang) received the Sustainability Disclosure Recognition 2024 for the third consecutive year, recognising its comprehensive, credible, and transparent sustainability disclosures.
Malam Apresiasi Kinerja Stakeholder EBTKE	Ministry of Energy and Mineral Resources	Medco E&P Tomori Sulawesi JOB won an award from Indonesia's Ministry of Energy and Mineral Resources for Energy Efficiency, ranking in the top five for Best Energy Management and receiving a special innovation award for its Hot Oil Heater reliability project in Senoro Field.

Award	Awarder	Description
Key Performance Indicator Supply Chain Management (KPI SCM) Award	SKK Migas	Medco E&P Malaka (Block A) received the Supply Chain Management (SCM) 2024 KPI 1st rank for excellence in procurement, customs management, asset management, and national capacity & Domestic Component Level (*Tingkat Kandungan Dalam Negeri*/TKDN).
Medco Power		
Top CSR Award 2024	Top Business Magazine	Medco Ratch Power Riau (MRPR) received a prestigious star-4 rating for its implementation of CSR initiatives in the area surrounding its operational plant.
Tribun Digital Award 2024	Tribun Pekanbaru	Medco Power Indonesia was recognised for consistently developing a clean and renewable energy portfolio as an Independent Power Producer. Energi Listrik Batam also received the Excellent Service Award in the Energy Supply Chain Company category.
Environmental Social Safeguard Award 2024	PT Sarana Multi Infrastruktur (Persero) (PT SMI)	Medco Cahaya Geothermal (MCG) received the Environmental Social Safeguard Award for its effective implementation of the environment and social management Corrective Action Plan for the Ijen Geothermal Power Plant project.
ASEAN Red Ribbon for Outstanding Workplace (ARROW) Award 2024	ASEAN Business Coalition on HIV and AIDS (ASEAN BCA)	Medco Power Indonesia, through its subsidiary PT. TJB Power Services (TJBPS), won the ASEAN Arrow Award for Outstanding Workplace, recognising its strong commitment to implementing policies and programs for the prevention and control of HIV and AIDS in the workplace.
Zero Accident Award 2024	The Ministry of Manpower of the Republic of Indonesia (KEMNAKER RI)	Mitra Energi Batam and Medco Geothermal Sarulla were recognised for achieving zero accidents.
EBTKE Award	Ministry of Energy and Mineral Resources	MCG was recognised for excellence in Occupational Safety, Health, and Geothermal Engineering in the non-operating company category for renewable energy and conservation.

OJK Sustainability Reporting Standards and Requirements (SEOJK No. 16/2021)

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B	Summary of sustainability performance	B.1	Economic aspect	16
		B.2	Environmental aspect	17
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C	Summary of company profile	C.1	Vision, mission, and sustainability values	25
		C.2	Company's address	Back Cover
		C.3	"Scale of business"	22, 28, 150-151
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F	Sustainability performance	F.1	Initiatives in building a culture of sustainability	34, 40-41, 43-44, 50-53, 59,70, 92-95, 104-105, 112-113, 128, 142-144, 150, 152
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		F.8	Water usage	99-101

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		F.9	Impacts of operations near or within a conservation area/areas rich in biodiversity	101-103
		F.10	Initiatives for biodiversity conservation	101-103
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		F.11	Amount and intensity of emissions produced by type	78-79
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		F.13	Amount of waste and effluent produced by type	97-98
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		F.16	Number and material of environmental complaints received and resolve	92
		Social performance		
		F.17	Commitment in providing services on products and/or equivalent services to consumers	Not Applicable
		Employment aspect		
F	Sustainability performance	F.18	Equal employee opportunity	150
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		F.23	Impact of operations on surrounding communities	128-147
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		F.25	Corporate environmental and social responsibility initiatives (related to UN SDGs)	128-147
		Responsibility for the development of sustainable products and services		
		F.26	Innovation and development of sustainable products and services	Not Applicable
		F.27	Products and services that have been evaluated for customer safety	Not Applicable
		F.28	Impacts of products and services	92-94
		F.29	Number of products recalled	Not Applicable
		F.30	Customer satisfaction survey on sustainable products and services	Not Applicable
G	Written verification from an independent party	G.1	Written verification from an independent party (if any)	3
H	Feedback form	H.1	Feedback form	Feedback form
I	Responses to the previous year's report feedback	I.1	Responses to the previous year's report feedback	Not Applicable
		I.2	List of disclosures according to Circular Letter of Financial Service Authority Regulations (OJK) Number 51/POJK.03/2017	163-164

Singapore Exchange (SGX) Index

SGX Primary Component Index

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6	Board statement and associated governance structure for sustainability practices	8-12, 40-41, 52

SGX Core ESG Metrics Index

Core ESG Metrics set in SGX	Disclosure	Location	Reason of non-disclosure
Environmental			
Greenhouse gas emissions	Absolute emissions by:		
	a) Total	77-79	-
	b) Scope 1, Scope 2	78-79, 2024 GRI Performance Data pages 16-19, 21-22, 23-24, 25	-
	c) Scope 3, if appropriate	79, 2024 GRI Performance Data pages 19-20, 22, 24, 25	-
	Emissions intensities by:		
	a) Total	78, 2024 GRI Performance Data pages 20, 22, 25	-
	b) Scope 1, Scope 2	2024 GRI Performance Data pages 20, 22, 25	-
	c) Scope 3, if appropriate	-	Disclosed only for Scope 1 and Scope 1 & 2 GHG Emissions Intensity
Energy consumption	Total energy consumption	80, 2024 GRI Performance Data pages 13-16	-
	Energy consumption intensity	80, 2024 GRI Performance Data pages 14, 15	-
Water consumption	Total water consumption	99	-
	Water consumption intensity	100	-
Waste generation	Total waste generated	97-98	-
Social			
Gender diversity	Current employees by gender	150, 2024 GRI Performance Data pages 49, 50	-
	New hires and turnover by gender	2024 GRI Performance Data pages 52-55	-
Age-based Diversity	Current employees by age groups	151, 2024 GRI Performance Data page 60	-
	New hires and turnover by age groups	2024 GRI Performance Data pages 52, 54	-
Employment	Total turnover	2024 GRI Performance Data pages 64-65	-
	Total number of employees	150, 151, 2024 GRI Performance Data pages 49-50	-

Core ESG Metrics set in SGX	Disclosure	Location	Reason of non-disclosure
Development & Training	Average training hours per employee	154	-
	Average training hours per employee by gender	154	-
Occupational Health & Safety	Fatalities	117, 2024 GRI Performance Data pages 27, 28	-
	High-consequence injuries	2024 GRI Performance Data pages 27, 28	-
	Recordable injuries	117, 2024 GRI Performance Data pages 27, 28	-
	Recordable work-related ill health cases	117, 2024 GRI Performance Data pages 27, 28	-
Governance			
Board Composition	Board independence	2024 Annual Report pages 94, 98	-
	Women on the Board	150	-
Management Diversity	Women in the management team	150	-
Ethical Behaviour	Anti-corruption disclosures	50-67, 2024 GRI Performance Data pages 10-11	-
	Anti-corruption training for employees	54-55, 57, 62-63, 2024 GRI Performance Data pages 10-11	-
Certifications	List of relevant certifications	61, 95, 121, 155	-
Alignment with Frameworks	Alignment with frameworks and disclosure practices	3, 39, 64, 72, 87, 106, 122, 143-144, 156, 163-164	-
Assurance	Assurance of Sustainability Report	3	-

Acronym and Abbreviations

3R	Reduce, Reuse, and Recycle
A&IC	Audit and Integrity Compliance
A&OI	Asset and Operating Integrity
ABC	Anti-Bribery and Corruption
ABMS	Anti-Bribery Management System
ACE	Assurance and Consulting Excellence
AET	Acoustic Emission Testing
AGMS	Annual General Meeting of Shareholders
AI	Artificial Intelligence
AI	Asset Integrity
ALARP	As Low As Reasonably Practicable
AMDAL	Environmental Impact Assessment (*Analisis Mengenai Dampak Lingkungan Hidup*)
AML	Anti-Money Laundering
AMMN	PT Amman Mineral Internasional Tbk
API	American Petroleum Institute
APINDO	Indonesian Employers Association (*Asosiasi Pengusaha Indonesia*)
APPLTA	Hydropower Plant Developers Association (*Asosiasi Pengembang Pembangkit Listrik Tenaga Air*)
APS	Announced Pledges Scenario
B3	Hazardous and toxic materials (*Bahan Berbahaya dan Beracun*)
BAT	Best Available Technologies
bbls	Barrels
BCMS	Business Continuity Management System
BCP	Business Continuation Plans
BCS	Business Continuity Standard
BJI	PT Bio Jatropha Indonesia
BKSDA	Natural Resources Conservation Agency (*Balai Konservasi Sumber Daya Alam*)
BMZ	German Federal Ministry for Economic Cooperation and Development
BNEF	Bloomberg New Energy F
BOC	Board of Commissioners
BOD	Board of Directors
BOE	Barrel of Oil Equivalent
BPM	Business Process Management
BSP	Bulan Solar Project
BSR	Business for Social Responsibility
BSSN	Indonesia's National Cyber and Crypto Agency (*Badan Siber dan Sandi Negara*)
BUMDes	Village-Owned Enterprises (*Badan Usaha Milik Desa*)
BYOT	Bring Your Own Tumbler
CAO	Chief Administrative Officer
CAPEX	Capital Expenditures
CCRA	Climate Change Risk Assessment
CCS	Carbon Capture and Storage
CCUS	Carbon Capture, Utilization and Storage
CCWG	Climate Change Working Group
CDP	Formerly the Carbon Disclosure Project, an international non-profit organisation that helps companies and cities disclose their environmental impact
CECC	Corporate Ethics and Compliance Committee
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CH_4	Methane
CHSEMS	Contractor HSE Management System
CIP	Climate Impact Platform
CIVD	Central Integrated Vendor Database
CLA	Collective Labour Agreement
CMT	Crisis Management Team
CO_2e	Carbon dioxide equivalent
CoC	Code of Conduct
COD	Commercial Operation Date
CoI	Conflict of Interest
COO	Chief Operating Officer
COP29	29th Conference of the Parties to the United Nations Climate Change Conference 2024
CPP	Central Processing Plant
CSEC	Contractor's Statement of Ethical Compliance
CSIRT	Computer Security Incident Response Team
CST	Corridor Storage Tanker
CSR	Corporate Social Responsibility
CSRM	Corporate Sustainability and Risk Management
CSMS	Contractor Safety Management System
D-2	Diploma-2 Degree
DAS	Watershed area (*Daerah Aliran Sungai*)
DD	Due Diligence
DEB	PT Dalle Energy Batam
develoPPP.de	German Development Cooperation Public-Private Partnership programme
DIT	Digital Information Technology
E&P	Exploration and Production
ECC	Ethics & Compliance Committee
EES	Employee Engagement Survey
EHO	East Hub Operation

ELB	PT Energi Listrik Batam
ELO	Ethics Liaison Officer
EMS	Environmental Management System
EMT	Emergency Management Team
EP	Equator Principles
EPC	Engineering, Procurement and Construction
ERM	Enterprise Risk Management
ERT	Emergency Response Team
ESDM	Ministry of Energy and Mineral Resources (*Energi dan Sumber Daya Mineral*)
ESG	Environmental, Social, and Governance
ESHIA	Environmental, Social, and Health Impact Assessment
ETWG	Energy Transition Working Group
EV	Electric Vehicle
EVCU	Electric Vehicle Charging Unit
FAI	Indonesian Environmental Impact Assessment Forum
FGD	Focus Group Discussions
FID	Final Investment Decision
FLIR	Forward-Looking Infrared
FORKOPIMCAM	Sub-district Leadership Coordination Forums (*Forum Koordinasi Pimpinan Kecamatan*)
FORKOPMIDA	District leadership coordination forums (*Forum Komunikasi Pimpinan Daerah*)
FPIC	Free, Prior and Informed Consent
FPSO	Floating Production Storage and Offloading
FV	Field Verification
GAIA	Growth and Innovation Academy
GCG	Good Corporate Governance
GeRAK	Anti-Corruption Movement (*Gerakan Anti Korupsi*)
GHG	Greenhouse Gas
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GJ	Gigajoules
GOI	Government of Indonesia
GRI	Global Reporting Initiative
GS	General Services
GWh	Gigawatt hour
HAZID	Hazard Identification
HAZOP(S)	Hazard and Operability (Study)
HE	Heat Exchanger
HL	Protected Forest (*Hutan Lindung*)
HOA	Head of Agreement
HPT	Limited Production Forest (*Hutan Produksi Terbatas*)
HR	Human Resources
HRA	Human Rights Assessment

HRIA	Human Rights Impact Assessment
HRDD	Human Rights Due Diligence
HRGS	Human Resources & General Services
HRP	Human Rights Policy
HSE	Health, Safety, and Environment
HSEMS	Health Safety and Environment Management System
IBCSD	Indonesian Business Council for Sustainable Development
IBP	Integrated Business Planning
ICCSC	Indonesia Carbon Capture and Storage Center
ICS	Industrial Control System
ICSA	Indonesia Corporate Secretary Association
IDR	Indonesian Rupiah
IDX	Indonesia Stock Exchange
IESG	Industry Environmental Safety Group
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
IFRS S1	International Financial Reporting Standards - Sustainability-related DIsclosures Standard (S1)
IFRS S2	International Financial Reporting Standards – Climate-related Disclosures Standard (S2)
IH3M	Improvement Inventory of Hazardous Material for Material Management
IIGCE	Indonesia International Geothermal Conference and Exhibition
ILI	In-Line Inspection
ILO	International Labour Organisation
IMT	Incident Management Team
INAGA	Indonesian Geothermal Association
INSEAD	European Institute of Business Administration (*Institut Européen d'Administration des Affaires*)
INSPIRA	Indonesian Solar Panel Industry and Renewable Alliance
IOGP	International Association of Oil & Gas Producers
IPA	Indonesia Petroleum Association
IPA ECC	Indonesian Petroleum Association Ethics and Compliance Committee
IPP	Independent Power Producer
IRF	Industrial Relations Forum
IRIS	Internal Rotary Inspection System
ISF	Indonesia International Sustainability Forum
ISO	International Organisation for Standardisation
IT	Information Technology
ITB	Institut Teknologi Bandung
IUCN	International Union for Conservation of Nature

Jabanusa	Jawa Bali Nusa Tenggara
JOB	Joint Operating Body
JPP	Job Performance Profile
JPT	Just Transition Plans
JRC	Jakarta Respiratory Centre
JSA	Job Safety Analysis
KADIN	Indonesian Chamber of Commerce and Industry (*Kamar Dagang dan Industri*)
KKKS	Contractor Partnership (*Kontraktor Kontrak Kerja Sama*)
KLHK	Ministry of Environment and Forestry, Indonesia (*Kementerian Lingkungan Hidup dan Kehutanan*)
Komnas HAM	Indonesia's National Human Rights Commission (Komisi Nasional Hak Asasi Manusia)
KPI	Key Performance Indicator
KSF	Karim Small Fields
KUPP	Port Operator Unit Office (*Kantor Unit Penyelenggara Pelabuhan*)
KWp	Kilowatt peak
KWT	Women Farmer Group (*Kelompok Wanita Tani*)
KYC	Know-Your-Customer
LCT	Low-Carbon Transition
LDPHD	Village Forest Management Institution (*Lembaga Desa Pengelola Hutan Desa*)
LED	Light Emitting Diode
LSR	Life-Saving Rules
LTI	Lost Time Incident
LTIR	Lost Time Incident Rate
LTP	Long-Term Plan
m^3	Cubic metre
MBAP	MedcoEnergi Business Apprentice Programme
MBOEPD	Million Barrels of Oil Equivalent Per Day
MCG	PT Medco Cahaya Geothermal
MCU	Managed Compliance Unit
MEB	PT Mitra Energi Batam
MEI	Medco Energi Indonesia
MEMR	Ministry of Energy and Mineral Resources
MEPI	PT Medco E&P Indonesia
MERP	Medical Emergency Response Plan
MKI	Indonesian Electrical Power Society
ML	Machine Learning
MLB	Medco Leadership Behaviors
MLLC	Medco Limited Liability Company
MMSCFD	Million Standard Cubic Feet per Day
MoEF	Ministry of Environment and Forestry
MOU	Memorandum of Understanding

MPE	PT Multidaya Prima Elektrindo
MPEP	Medco Project Excellence Process
MPES	Medco Power Energi Services
MPI	Medco Power Indonesia
MPMA	Medco Project Management Academy
MPSI	PT Medco Power Servis Indonesia
MRPR	PT Medco Ratch Power Riau
MSA	Medco Subsurface Academy
MSCI	Morgan Stanley Capital International
MSLDP	Medco Senior Leadership Development Program
MSME	Micro, Small, and Medium-sized Enterprise
MSMS	Medco Security Management System
MTBL	Medco Tanah Bumbu Listrik
MTBL	Medco Thailand (Bualuang) Ltd
MW	Megawatt
MWh	Megawatt-hour
NbS	Nature-based Solutions
NDC	Nationally Determined Contribution
NGO	Non-governmental organisation
O&M	Operation & Maintenance
OA	Operability Assurance
OE	Operational Excellence
OEON	Operations Excellence and Optimisation Network
OEM	Original Equipment Manufacturer
OGMP	Oil and Gas Methane Partnership
OHIH	Occupational Health Industrial Hygiene
OHS	Occupational Health and Safety
OHSAS	Occupational Health and Safety Assessment Series
OJK	Financial Services Authority (*Otoritas Jasa Keuangan*)
OPEX	Operating Expenditure
ORC	Organic Rankine Cycle
OSCT	Oil Spill Combat Team
OSRE	Oil Spill Response Equipment
OSRL	Oil Spill Response Limited
OT	Operational Technology
Our Code	MedcoEnergi's Code of Conduct
P2P	Procure-to-Pay
P3L	Sustainable Yard Use for Food (*Pemanfaatan Pekarangan untuk Pangan Lestari*)
PDCA	Plan-Do-Check-Adjust
PDO	Petroleum Development Oman
PDP	Personal Data Protection
PERHUMAS	Indonesia Public Relations Association (*Perhimpunan Hubungan Masyarakat Indonesia*)

PLTP	Geothermal Power Plant (*Pembangkit Listrik Tenaga Panas Bumi*)
PLTS	Solar Power Plant (*Pembangkit Listrik Tenaga Surya*)
PMS	Performance Management System
POD	Plan of Development
Pokdarwis	Tourism Awareness Group (*Kelompok Sadar Wisata*)
Posyandu	Integrated Health Services Centre (*Pos Pelayanan Terpadu*)
Pos Gizi	Nutrition Shelter
PPKH	Forest Area Usage Approval (*Persetujuan Penggunaan Kawasan Hutan*)
PPP	PT Pembangkitan Pusaka Parahiangan
PPPK	Government Employee with Work Agreement (*Pegawai Pemerintah dengan Perjanjian Kerja*)
PPTI	Indonesian Tuberculosis Eradication Association (*Perkumpulan Pemberantasan Tuberkulosis Indonesia*)
PROPER	Performance Rating Program in Environmental Management
PSC	Production Sharing Contract
PSE	Process Safety Events
psig	Pounds per Square Inch Gauge
PT	Limited Liability Company (*Perseroan Terbatas*)
PTS	Personnel Transportation Solutions
PV	Photovoltaic
PWT	Produced Water Treatment
QOGI	Quantitative Optical Gas Imaging
QPR	Quarterly Performance Review
QRA	Quantitative Risk Assessment
RAM	Reliability, Availability, and Maintainability
RAPTOR	Risk Assessment Process Tool for Operational Risk
RBI	Risk-Based Inspection
R&S	Relations and Security
RCC	Regional Collaboration Centres
REC	Renewable Energy Certificate
RKL-RPL	Environmental Management and Monitoring Plan (*Rencana Pengelolaan Lingkungan Hidup – Rencana Pemantauan Lingkungan Hidup*)
ROV	Remotely Operated Vehicle
ROW	Right of Way
RPIA	Women and Children Empowerment House (*Rumah Permberdayaan Ibu dan Anak*)
RWP	Respectful Workplace Program
S$	Singapore Dollar
S-1	Bachelor's Degree (*Strata-1*)
S1 & S2	IFRS Sustainability Disclosure Standards 1 and 2

SAKA	Aceh Anti-Corruption School (*Sekolah Anti Korupsi Aceh*)
SCE	Safety Critical Elements
SCEARA	Safety Critical Element Abnormal Risk Assessment
SCM	Supply Chain Management
SDGs	Sustainable Development Goals
SEP	Stakeholder Engagement Plan
SIEW	Singapore International Energy Week
SKKL	Environmental Feasibility Decree (*Surat Keputusan Kelayakan Lingkungan*)
SKK Migas	Special Task Force for Upstream Oil & Gas Business Activities (*Satuan Kerja Khusus Pelaksana Kegiatan Usaha Hulu Minyak dan Gas Bumi*)
SME	Small and Medium Enterprise
SMKM	Safety Management System for the Oil & Gas Industry (*Sistem Manajemen Keselamatan Migas*)
SMP	Security Management Plan
SMS	Social Management System
SoA	Statement of Adherence
SOC	Security Operations Centre
SPARING	Continuous Wastewater Quality Online Monitoring (*Sistem Pemantauan Kualitas Air Limbah secara Terus Menerus dan Dalam Jaringan*)
SPOF	Single Point of Failure
SQR	Service Quality Review
SRM	Sustainability Roadmap Medco
SRMC	Sustainability and Risk Management Committee
SROI	Social Return on Investment
SSB	South Sumatra Block
SSR	South Sumatra Region
STEPS	Stated Policies Scenario
STP	Sewage Treatment Plant
STPI	Stop TB Partnership Indonesia
SUAR	Women and Children Empowerment Centre (*Rumah Pemberdayaan Ibu dan Anak*)
SWC	Start Work Check
TB	Tuberculosis
TCFD	Task Force on Climate-related Financial Disclosures
TCMS	Technical Competency Management System
tCO_2e	Metric tons of carbon dioxide equivalent
TDC	Talent Development Code
TDC	Technical Development Committee
TII	Transparency International Indonesia
TJBPS	PT Tanjung Jati B Power Services

TKDN	Local Content Requirement in Indonesia (*Tingkat Komponen Dalam Negeri di Indonesia*)
TLV	Threshold Limit Value
TOE	Ton of Oil Equivalent
TOX	Thermal Oxidiser
TNFD	Taskforce on Nature-related Financial Disclosures
TRIR	Total Recordable Injury Rate
TTX	Tabletop Exercise
UDHR	Universal Declaration of Human Rights
UMP	Provincial minimum wage (*Upah Minimum Provinsi*)
UN	United Nations
UN SDGs	United Nations Sustainable Development Goals
UNFCCC	United Nations Framework Convention on Climate Change
UNGC	United Nations Global Compact
UNGP	United Nations Guiding Principles
UPPB	Community Rubber Feedstock Treatment and Marketing Unit (*Unit Pengolahan dan Pemasaran Bahan Olah Karet Rakyat*)
US TDA	United States Trade and Development Agency
USD	US Dollar
USGPM	US Gallons Per Minute
USM	Ultrasonic Meter
VP	Vice President
VPSHR	Voluntary Principles on Security and Human Rights
WBCSD	World Business Council for Sustainable Development
WBS	Whistleblowing System
WHP	Wellhead Platform
WNC	West Natuna Consortium
WRI	World Resources Institute
WWTP	Wastewater Treatment Plants

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Feedback Form

This Sustainability Report provides an overview of MedcoEnergi's 2024 sustainability performance. We look forward to receiving suggestions for improvement from our stakeholders. Please share your feedback and/or comments about this Sustainability Report by completing this feedback form and returning to us by e-mail, fax, or mail.

Stakeholder Group

☐ Shareholders ☐ Employee ☐ Partners ☐ Government & Regulator

☐ Bank & Investor ☐ Community ☐ Customer ☐ Media

☐ Others, please specify _____

Please choose the most appropriate answer(s) to the questions below:

	Yes	No
This report is useful to you	☐	☐
This report describes the Company's performance in sustainability development	☐	☐

Please rate the following material aspects based on the level of importance according to your view of MedcoEnergi's sustainability performance (score 1 = most important to 17 = least important).

• Workplace health, safety, and wellbeing	(	)
• Climate Risk and Resilience	(	)
• Water	(	)
• Asset Integrity & Security	(	)
• Human Rights	(	)
• Responsible Procurement Practices	(	)
• Security Practices	(	)
• Climate Mitigation	(	)
• Air Quality	(	)
• Local Communities	(	)
• Stakeholder Engagements	(	)
• Talent Attraction, Retention, and Development	(	)
• Climate Adaptation	(	)
• Effluents and Waste	(	)
• Anti-Corruption & Business Ethics	(	)
• Policy & Regulatory Environment	(	)
• Others, please specify _____	(	)

Please provide suggestions/comments for this report:

_____

_____

_____

_____

_____

_____

Thank you for your participation. Kindly send this feedback form to the following address:

PT Medco Energi Internasional Tbk
Attn: Investor Relations
The Energy Building 53rd Floor SCBD Lot 11A
Jl. Jend. Sudirman, Jakarta 12190 Indonesia
P. +62-21 2995 3000
F. +62-21 2995 3001
Email: investor.relations@medcoenergi.com

2024
SUSTAINABILITY
REPORT

Energy for Growth

MEDCOENERGI

PT Medco Energi Internasional Tbk
The Energy Building 53rd Floor
SCBD Lot 11A
Jl. Jend. Sudirman, Jakarta 12190
Indonesia
P. +62-21 2995 3000
F. +62-21 2995 3001
Website : www.medcoenergi.com

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