



SUSTAINABILITY LEADER IN NATURAL RUBBER

SUSTAINABILITY REPORT
2023



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About This Report

Halcyon Agri Corporation Limited's Sustainability Report for the financial year 2023 has been prepared in view of the following reporting frameworks and commitments:

- Singapore Exchange Securities Trading Limited (SGX-ST) Listing Rules 711A and 711B on Sustainability Report, and Practice Note 7.6 Sustainability Reporting Guide (December 2021),
- Recommendations of the Task Force on Climate-related Financial Disclosures (October 2021),
- GRI Sustainability Reporting Standards (GRI Standards),
- Communication on Progress (CoP) on the Ten Principles of the UN Global Compact, and
- Global Platform for Sustainable Natural Rubber (GPSNR) Policy Framework for Sustainable Natural Rubber Production and Sourcing (September 2020)

Additionally, this Sustainability Report is prepared with reference to the Global Reporting Initiative (GRI) Standards: Topic and Universal Standards (updated 2021), following the GRI Standards Reporting principles of Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability context, Timeliness and Verifiability.

This Sustainability Report is prepared with reference to GRI due to their global acceptance and continued adoption amongst our global and local peers. These standards also provide robust industry guidance to communicate relevant information to stakeholders on the company's ESG risks and opportunities.

In compliance with the enhanced sustainability reporting requirements under the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Rules 711A and 711B, we have included climate-related disclosures that are consistent with the TCFD recommendations within this Report.

Report Coverage: This report covers the environmental, social, and governance (ESG) topics and performance of our operations in Asia, Europe, Americas and Africa unless stated otherwise. Our organisation experienced a change in interest of a substantial shareholder during the reporting period ending 31 December 2023.

Data and Assurance: To ensure the robustness and credibility of our ESG data, an internal review by our Group appointed auditor was performed during the reporting period. Furthermore, Halcyon sought third party verification on selected environmental performance indicators of its Asian factories as part of a syndicated sustainability-linked facility. We will continue to improve on our ESG disclosures and consider the value that external assurance brings to our key stakeholders.

Feedback: We welcome feedback on this report and any aspect of our sustainability performance. Please contact sustainability@halcyonagri.com.

Chief Executive Officer's Message

Dear Stakeholders,

I am pleased to present the sustainability report of Halcyon Agri Corporation Limited ("Halcyon Agri") for the financial year ended 31 December 2023 ("FY2023"). We chose the theme "Sustainability Leader in Natural Rubber" with a sense of humility and great ambition.

My predecessors over the years have done a lot to drive positive change to the industry. Notable initiatives include being a founding member of the Global Platform for Sustainable Natural Rubber ("GPSNR") alongside our peers, customers and key Civil Society Organisations ("CSOs"), the ideation, creation and expansion of Agridence, the first physical trading platform in the industry to promote transparent upstream transactions, and the development of the HeveaPRO Industrial Standards, which to this day we implement at our factories.

Moreover, we are an industry pioneer in utilising sustainability-linked instruments that attach specific and measurable sustainability targets against our actual environmental performance. Results are reviewed by external auditors yearly to verify performance. These initiatives demonstrate our accountability to stakeholders and to drive eco-efficiency in our operations.

Throughout the years, we maintained a consistent record of being amongst the top natural rubber suppliers in the industry as evidenced by the EcoVadis¹ ratings and the SPOTT² rankings, with the former as a rating of a firm's sustainability performance and the latter for transparency in the firm's public ESG disclosures and reporting. For EcoVadis, we achieved a Gold rating for the first time in 2020 and maintained a Silver rating as of FY2023 despite increasingly strict criteria over the years. For SPOTT, we were honoured to be awarded the most transparent natural rubber company in 2021 compared with our peers and even customers. We stayed amongst the highest since then with our ranking standing at 4th in FY2023 despite more criteria and firms added.

As Halcyon Agri's new CEO, I believe while we have achieved a lot in the area of sustainability, it is equally important to acknowledge the opportunities behind the challenges ahead for the industry.

Amidst uncertain macroeconomic conditions, we expect an industry transformation in the years ahead brought by increasing sustainability requirements, which is on overall, positive for the industry. A notable one is the EU Deforestation Regulation (EUDR) with an effective date of 30 December 2024. We expect other regions and countries to follow suit so as to uphold their climate and environmental commitments under the United Nations. We welcome these changes as an opportunity for Halcyon Agri to demonstrate its resilience and continued growth.

We remain ambitious – to be the leading global natural rubber franchise, leveraging our worldwide integrated platform, advocating for ESG practices across the supply chain, and effecting meaningful change in the industry. The FY2023 corporate and sustainability report presents our strategies and performance as a global organisation.

To advocate for stronger ESG practices, we are reporting for the first time, our climate resilience activities, namely reviewing the scenarios, risks and opportunities brought by climate change on our business. Moreover, in line with our climate mitigation efforts, this report discloses our group-wide carbon footprint, including Scope 3 greenhouse gas emissions ("GHG") emissions. These disclosures were made possible through efforts of our business units alongside experts to guide us in developing our group-wide climate mitigation strategy or net zero ambition. We believe our efforts on climate resilience, mitigation and disclosure will strengthen our value proposition to increasingly climate-conscious customers.

On upcoming regulations such as EUDR, we engaged our customers and suppliers very closely in FY2023. For customers, we invested time and resources to understand their expectations. For our suppliers, we reviewed our supply chains to redefine our upstream relationships for mutual benefit. Considering that our upstream supply chain represents hundreds of thousands of smallholder farmers, we view EUDR as an opportunity to recognise the farmers' contributions to the industry. We will continue to work with our customers and suppliers to deliver traceable natural rubber that meets customers' EUDR requirements and beyond.

As we move forward on our ambitions, I would like to invite you, our stakeholders, to be part of our journey in transforming the industry for the better. The challenges ahead cannot be solved by any one firm or organisation – it requires collective effort. We remain committed in representing the voice of processors, producers and traders in GPSNR and we will continue to participate in various stakeholder and industry discussions.

In closing, I wish to thank all members of Halcyon Agri for weathering the difficulties in the past year. I wish to extend my appreciation to our Board of Directors, our bankers and commercial partners for your unwavering support. With cautious optimism, I believe with our continued persistence, we will succeed in the years ahead.

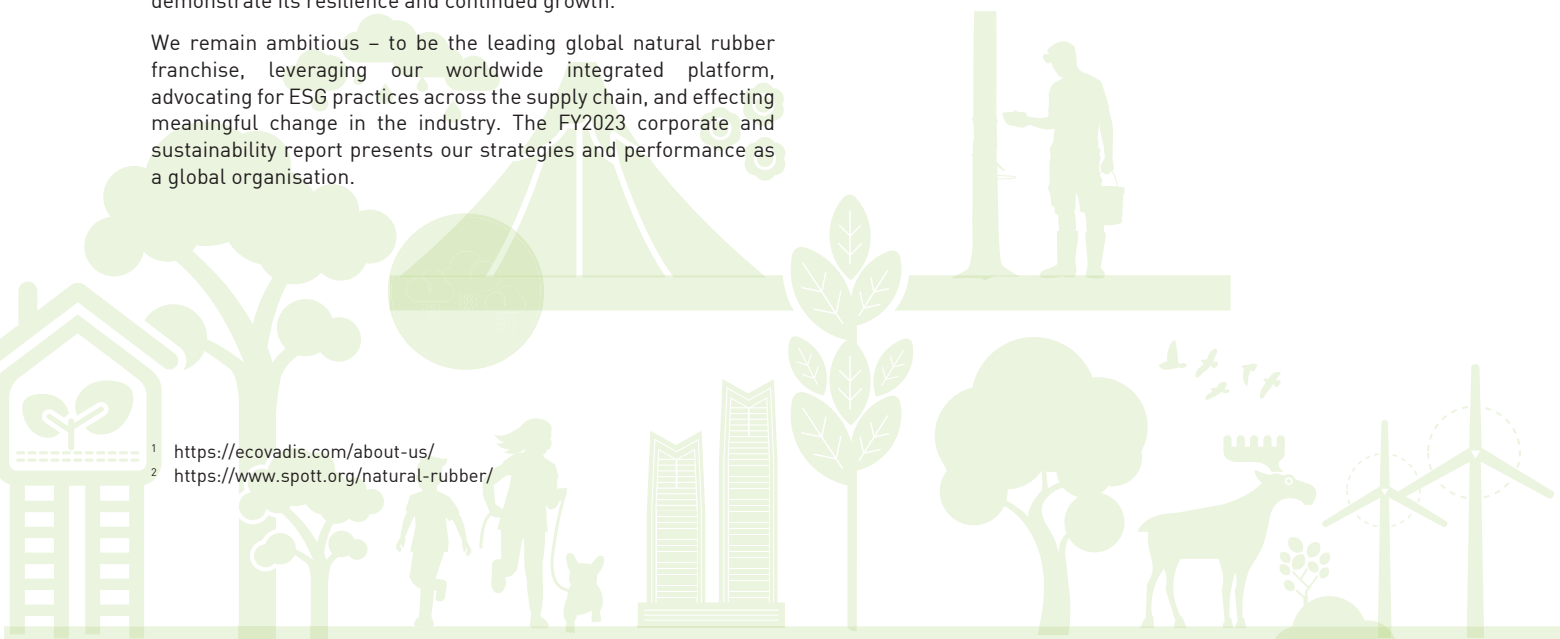
Halcyon Agri maintains its support for the United Nations Sustainable Development Goals in creating a lasting positive impact for present and future generations. As signatory of United Nations' Global Compact (UNGC), we stand steadfast in our commitment to upholding its universal principles on human rights, labour, environment and anti-corruption for all our stakeholders.

Sun Weiliang

Executive Director and CEO

¹ <https://ecovadis.com/about-us/>

² <https://www.spott.org/natural-rubber/>



Governance

Leadership



Halcyon Agri Group Board

Halcyon Agri's Board of Directors holds the highest responsibility on sustainability governance. As required under Rule 720(7) of the SGX-ST Listing Rules, all the Directors of the Company have attended sustainability training courses to equip themselves with basic knowledge on sustainability matters. To ensure competence on ESG topics, all directors, except the newly appointed directors, attended mandatory sustainability training as required by SGX. The Board upholds their responsibility by collectively reviewing sustainability agenda presented by the Group CEO and key senior executives at least annually.

The Board assigns various ESG topics to the agenda of respective Board committees, as it deems appropriate. One notable topic is a new SGX requirement for the internal review of our sustainability report process by competent internal auditors. The Audit Committee oversaw the completion of the first internal review and shall continue to do so annually as part of the risk and internal controls agenda.

For this reporting period, the Board reviewed Halcyon Agri's key ESG factors. We also present a summary of our key ESG factors and review process under Material Issues section.

Corporate Sustainability Committee

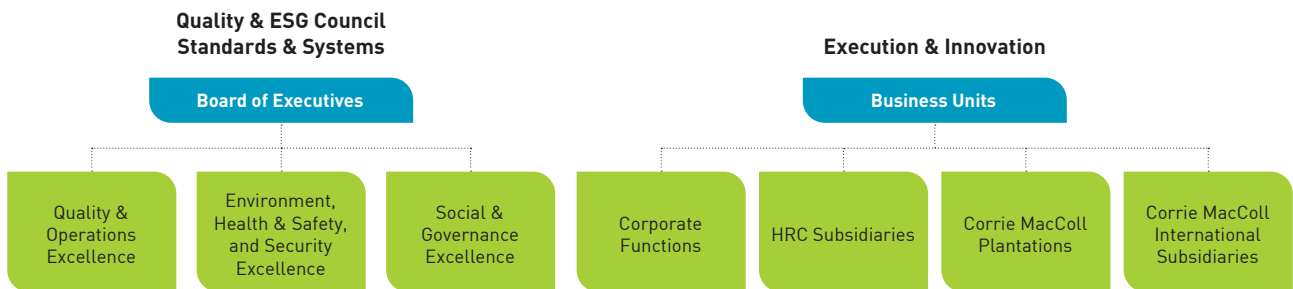
With support from the Board, the Group CEO supervises the management of material ESG issues and integrates them into the day-to-day management and operations of the Group. The CEO capitalises on the expertise of its management team and appoints key sponsors to drive the sustainability agenda in respective business segments:

- **Halcyon Rubber Company Group.** The Managing Director – HRC Group leads and represents the Group's interests in industry-led sustainability discussions, including engagement with the Global Platform for Sustainable Natural Rubber (GPSNR).
- **Corrie MacColl Group.** The CEO – Corrie MacColl Plantations, on the other hand, proactively maintains strategic relationships with key civil society groups and NGOs.

Together, both senior sponsors work with Corporate Sustainability Committee members to meet group-wide sustainability targets.



Management



Quality & ESG Council

We launched the Quality & ESG Council in end-2022 with the following aims:

1. Establish and maintain standards for processing and plantations business
2. Accelerate peer learning across borders, and
3. Provide a platform for collaboration and adoption of best practices to improve our performance

This Council ultimately aims to complement our implementation of the bespoke *HeveaPro* standards on quality, environment, health & safety, security and social responsibility. We saw the need to establish such internal governance structure to ensure consistency in meeting our customers’ increasing quality and ESG requirements.

The main decision-making body is the Board of Executives (‘BoE’), co-chaired by the Managing Director, Halcyon Rubber Company and CEO, Corrie MacColl Plantations and comprised of functional and operational heads of business units globally. Together, they will provide leadership to the council and be the final approving authority for standards across processing and plantation activities.

Reporting to the BoE, three functional committees will develop work plans and propose changes to standards for continuous improvement. The committees shall be comprised of subject matter experts from across the Halcyon’s business units.

Business Units

Working alongside the QESG Council, Business Units are tasked with implementation of Council decisions. The companies are supported by a team of trained staff of Quality, Environment, Health and Safety (EHS), Labour and CSR professionals.

To further support integration of sustainability issues in business and promote innovation, we rebranded our annual quality conference in 2022 by incorporating ESG topics in the 2-day programme. Attended by business unit leaders, the conference included topics such as supply chain traceability and sustainability performance targets.

Inspired by the rebranding effort, one of our main business units, PT Hok Tong initiated an Annual Conference in January 2024 to review their performance in the past year and recognise contributions by factories and teams. Furthermore, the conference also held a ceremony for senior leadership to commit to 2024 targets.

We aim to continue our annual conference by constantly providing relevant content, inviting inspirational speakers, and focusing on specific Quality and ESG topics that are critical to the success of our business.



Governance

Commitments

Our Vision and Pillar of 360° Excellence serves as a foundation of our sustainability commitments



VISION STATEMENT

Our vision is to be the leading global natural rubber franchise, leveraging our worldwide integrated platform in advocating for ESG practices across the supply chain, and effecting meaningful change in the industry.



OUR PILLAR OF 360° EXCELLENCE

These elements form the cornerstone of our continued business success, and empower us to deliver better value to stakeholders.

Customer Excellence

Strengthen our position as preferred supplier to our customers



Operational Excellence

Relentless improvement of quality and efficiency



Corporate Excellence

Establish industry leadership based on ESG principles



Financial Excellence

Facilitate allocation of resources to achieve our corporate objectives and our stakeholders' expectations



Our sustainability commitments are wholly embodied in our policies and frameworks.

Group-wide Policies

Sustainable Natural Rubber Supply Chain Policy (SNRSCP)

First launched in November 2018, the SNRSCP has been updated in 2021 to align with the GPSNR Policy Framework. This policy covers our ESG commitments spanning environment, health and safety, human rights, labour, and No Deforestation, No Peat and No Exploitation (NDPE).

Sustainable Sourcing Policy (SSP)

Shortly after the launch of SNRSCP, we released the SSP to extend our ESG commitments to our suppliers. We have since rolled out our SSP taking into account the diversity of our supplier base across business segments.

Anti-Corruption and Anti-Bribery Policy

This policy upholds our zero tolerance for bribery and corruption in any form, whether direct or indirect. It is a covenant to act lawfully and conduct business with integrity, fairness and transparency.

Whistleblowing Policy

This policy enables the reporting of unethical or unlawful behaviour by our employees, vendors, customers and other relevant stakeholders, while ensuring protection from reprisals.

Global Frameworks

GPSNR Policy Framework for Sustainable Natural Rubber Production and Sourcing

Global Platform for Sustainable Natural Rubber (GPSNR)'s multi-stakeholder platform enables our business to engage with upstream, downstream and Civil Society Organisation (CSOs) on various sustainability agenda. In FY2023, Halcyon Agri spearheaded representation of the Processors, Producers and Traders (PPT) members' interests at the Executive Committee of GPSNR.

Task Force on Climate-related Financial Disclosures (TCFD)

As a listed company on the Singapore Exchange (SGX), Halcyon Agri is required to follow the recommendations of the TCFD in our reporting from 2023. We conducted a gap analysis in 2022 and developed a roadmap to meet mandatory climate reporting by 2025. This report presents our progress in 2023 and plans ahead.

Ten Principles of the UN Global Compact

Since our participation in April 2019, we attended programs offered by United Nations Global Compact (UNGC)'s learning platform to boost our knowledge and capabilities. Participation in UNGC helped us set our Sustainable Development Goals (SDGs) and climate ambitions. In FY2023, we maintained our support of the Ten Principles covering Human Rights, Labour, Environment and Anti-Corruption.

Stakeholders

Cultivating relationships with our stakeholders, each embodying diverse perspectives that hold potential sway over our business decisions, stands as a cornerstone of our Group's enduring success. Thus, maintaining receptivity to a multitude of stakeholder viewpoints is paramount for identifying, assessing, and addressing challenges while capitalising on opportunities to sustain our business trajectory.

In navigating these interactions, we adhere to the AA1000 AccountAbility Stakeholder Engagement Standard (2015) as our guiding framework. In 2023, we have reviewed our relationship with these stakeholders and identified eight key stakeholder groups for this reporting period. This is to ensure they remain reflective of the varied interests shaping our strategies.

Through proactive engagement across diverse communication platforms, we adeptly cater to the needs, expectations, and concerns of our key stakeholders. Their invaluable feedback not only informs our ongoing materiality assessment but also steers the identification of critical factors and strategic priorities driving our operations.

We tailor the frequency of stakeholder engagement based on the type of interaction that is crucial for maintaining meaningful relationships. For example, those stakeholders who are deeply involved will require engagement on a per-project basis or even ad hoc consultations for critical decision-making.

Our engagement methods with our key stakeholders are summarised as follows:

1	<p>Employees and Workers</p> <ul style="list-style-type: none"> • Annual performance review and employee feedback sessions • Training and development programmes, including empowering leaders in managing teams • Quarterly publication of Halcyon Rubber Times Magazine and engagement via Facebook page • Company-wide open-door policy and CEO townhall meetings in headquarters and other offices • Grievance and whistleblowing procedures in place with assurance of confidentiality and protection against reprisal • Worker unions or associations and collective bargaining arrangements with factory workers • Community volunteering and company recreational activities
2	<p>Customers</p> <ul style="list-style-type: none"> • Annual or periodic on-site assessments of our factories and plantations following customer timeframe • Networking sessions hosted by industry associations at least once a year • Periodic meetings and daily communication via phone and emails on topics such as quality and supply chain logistics • Timely formal communications (email/letters) to customers to address concerns raised • Media releases and updates shared with customers relating to company updates and news posted on our website
3	<p>Smallholder Farmers</p> <ul style="list-style-type: none"> • Group meetings and discussions regarding concerns raised as and when needed, direct or via dealers • Knowledge sharing, cultural promotion and good agricultural practices in accordance with HeveaPro standards • Traceability initiatives in partnership with customers such as Rubberway to understand their situation better
4	<p>Suppliers</p> <ul style="list-style-type: none"> • Supplier performance feedback on a per project basis • Sharing project management best practices when needed • Regular toolbox meetings and induction on environment, health and safety on site regulations (Processing) • Training on proper use of agricultural methods, pesticides and fertilisers prior to field deployment (Plantations)
5	<p>Industry Bodies and Civil Society</p> <ul style="list-style-type: none"> • Timely written response to civil society organisations' queries • Periodic or scheduled meetings with NGOs at our plantations or processing sites on a per issue or project basis • Partnership with APIFED and APED to drive the social action plan in Cameroon • Implementation of grievance procedures for access to remedy relating to our operations
6	<p>Government Agencies and Regulators</p> <ul style="list-style-type: none"> • Membership to Global Platform for Sustainable Natural Rubber (GPSNR) for engagement on key concerns affecting industry • Company information and updates online through disclosure of Annual Reports, Sustainability Reports, and news releases • Periodic reporting of environment, health and safety compliance (internal monitoring and external reporting to regulatory agencies, governments) • Third party assessments of our processing and plantation assets annually or as needed (certification bodies) • Attendance in conferences, workshops and speaking engagements as scheduled by organisers (industry associations)
7	<p>Investors</p> <ul style="list-style-type: none"> • Company information and updates online through disclosure of periodic business updates, Annual Reports, Sustainability Reports and news releases • Analysts briefing after the release of financial results • AGM and EGM serve as important platforms for shareholders to communicate directly with the Board • Finance and Investor Relations teams as intermediaries between Halcyon Agri and investment community • Senior management meetings with investors, analysts, and the media. Channels include conference calls, roadshows and industry conferences organised by key brokerage firms throughout the year
8	<p>Neighbouring Communities</p> <ul style="list-style-type: none"> • Provision of feedback channels at our processing and plantation sites to be treated confidentially • Livelihood programs offered at local level • In kind contributions to schools and educational institutions • Technical or financial support for local infrastructure maintenance or development projects • Periodic contribution to local socio-cultural activities and families in need

Governance

Material Issues

In FY2023, we undertook a comprehensive review to update our key Environmental, Social, and Governance (ESG) factors, ensuring their ongoing relevance to our operations. This process involved a thorough examination of our entire value chain and operational practices, culminating in the identification and determination of the Group's material ESG factors.

Halcyon Agri's Directors approved eleven (11) key ESG factors that encompass all of its business activities in the quarterly Board meeting for FY2023. Looking ahead, we commit to annually assessing the continued relevance of our existing material ESG factors while also evaluating the significance of emerging potential ESG factors. This iterative approach ensures our sustained alignment with evolving stakeholder expectations and industry best practices, fostering responsible and resilient business practices.

Natural Rubber Supply Chain		
		
Upstream 	Midstream 	Downstream 

ESG Factor	Description	Relevance
1	Quality Excellence <ul style="list-style-type: none"> A dynamic quality management is a quality management system that is: adaptive to change; innovative in its solutions; focused on continuous improvement; and constantly raising the bar to exceed customer expectations. 	  
2	Responsible Sourcing <ul style="list-style-type: none"> The implementation of Sustainable Procurement standards, as outlined by the International Organisation for Standardisation (ISO). Supply Chain Due Diligence involves thoroughly assessing and managing risks throughout the supply chain to ensure compliance with various regulations and ethical standards. 	
3	Ethics and Compliance <ul style="list-style-type: none"> Upholding a zero-tolerance policy towards corruption and bribery, fostering transparency and integrity. Safeguarding information with responsible handling practices, respecting confidentiality and security. 	  
4	Workplace Health and Safety <ul style="list-style-type: none"> Protect the safety and health of staffs, workers and affected communities following applicable guidelines, professional practices and meeting local and national laws and regulations. 	  
5	Fair Working Conditions <ul style="list-style-type: none"> Creating inclusive workplaces free from discrimination, fostering diversity and equal opportunity. Upholding workers' rights to a living wage, ensuring fair compensation for labour. Promoting gender equality in the workplace, fostering an environment of equal opportunities. Ensuring workplaces are free from forced labour and child labour, upholding human rights standards. 	  
6	Inclusive Business <ul style="list-style-type: none"> Providing support and training to vulnerable suppliers, such as smallholder farmers, to enhance their capabilities and resilience. Valuing and respecting the cultural, religious, and heritage aspects of host communities, honouring local traditions in our interactions. 	  
7	Respect for Stakeholder Rights <ul style="list-style-type: none"> Respecting the rights and decisions of indigenous communities and stakeholders. Engaging with stakeholders to understand their perspectives and concerns, fostering transparent communication and collaboration. Establishing transparent grievance mechanisms to address concerns and provide appropriate remedies for any grievances. 	  
8	Climate Resilience <ul style="list-style-type: none"> Support initiatives to reduce greenhouse gas (GHG) emissions in our operations and addressing risks posed by climate change to our supply chain, including shifting to renewable fuel sources to decrease our carbon footprint. 	  
9	Resource Efficiency <ul style="list-style-type: none"> Implementing strategies to minimise energy consumption in our operations, reducing our carbon footprint. Minimising air, water land pollution, and optimising natural resource utilisation. 	  
10	Pollution Prevention <ul style="list-style-type: none"> Implementing practices to minimise the use of chemicals and pesticides in our operations, opting for alternative methods that are environmentally friendly. 	  
11	Land Stewardship <ul style="list-style-type: none"> Uphold strict policy against deforestation to safeguard ecosystems and vital habitats. Employing methods that promote sustainable agriculture, minimising environmental impact while maximising yields. Dedication to conserving natural areas and habitats, fostering biodiversity and ecosystem health. 	 

Alignment To SDGs


As we deepen our commitment to policy initiatives, we recognise our pivotal role in driving sustainable development. Guided by our overarching vision and mission, we aligned our initiatives across the Group with relevant Sustainable Development Goals (SDGs). In the succeeding sections, we've linked the the respective SDG targets to our progress and plans ahead. Upholding our vision, we will maintain transparency and accountability towards our key stakeholders.



SDG	SDG Targets
<p>1 NO POVERTY</p>	<p>1.4 Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p>
<p>6 CLEAN WATER AND SANITATION</p>	<p>6.4 Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p>
<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>7.3 Double the global rate of improvement in energy efficiency</p> <p>7.b Expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and landlocked developing countries, in accordance with their respective programmes of support</p>
<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>
<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>9.b Support domestic technology development, research and innovation in developing countries, including ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities</p>
<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>12.2 Achieve the sustainable management and efficient use of natural resources</p> <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p> <p>12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p> <p>12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production</p>
<p>13 CLIMATE ACTION</p>	<p>13.1 Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries</p>
<p>15 LIFE ON LAND</p>	<p>15.2 Promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p> <p>15.c Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities</p>



Climate Resilience

SDG	Plans and Targets		Status
	Target 7.b 1. Secure net-zero targets for Halcyon Agri's in accordance with Science Based Targets Initiative's (SBTI) requirements	2025	On track
	Target 12.a 2. Review & develop transition plan to renewable energy sources for all Halcyon factories, where feasible	2023	On track (Extended to 2024)
	Target 13. 3. Conduct climate scenario analysis on Halcyon Agri's business units in accordance with the recommendations of the TCFD	2023	Achieved

The Challenge

The increasingly evident impacts of human-induced climate change on both communities and ecosystems emphasises the urgency of taking substantial measures to curb global warming. This highlights the pressing need for deep emission reductions. Simultaneously, the transition to a low-carbon economy presents a significant opportunity to foster new markets, industries, and a more sustainable future.

Since the publication of our inaugural Task Force on Climate-related Financial Disclosures (TCFD) in 2022, we have maintained momentum in addressing the multifaceted risks and opportunities associated with climate change. Year-on-year, we will ensure this assessment stays relevant, leveraging the expanding body of knowledge and evidence regarding climate risk.

Board Oversight

The Board of Directors provides oversight and review on ESG factor and risk management of sustainability initiatives, strategies, KPIs and internal policies. In 2022, we presented to the Board on climate-related topics at the first and fourth quarterly meeting. For the first meeting, we presented our approach to integrate climate agenda to our business by aligning risk register topics with key ESG factors, including climate change. At the last quarterly meeting, we presented our TCFD roadmap and ambition for net-zero.

Management's Roles and Responsibilities

The Corporate Sustainability Committee will align and harmonise the risks from the risk register with the climate change ESG factors. The assigned sponsors and leads will develop sustainability initiatives, sustainability strategies, KPIs and establishing internal policies to manage the climate-related risk and opportunities. Updates will be shared to the board for their oversight.

Risk Management

The Board is responsible for the governance of risk and ensuring there is an effective risk management system and overall internal control framework. The Board will review the effectiveness of internal controls and ensures that the Management puts in place action plans to mitigate the risks identified. The Company has a dedicated team that develop, monitor and maintain the risk controls and reports any key issues to Management.



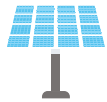





In 2022 – 2023, we have undertaken a comprehensive assessment of climate risks across the organisation to grasp the potential impacts of climate change in various operating regions, encompassing both physical and transitional risks, as well as identifying potential opportunities. During this process, we have considered potential and actual physical, technological, regulatory, market and transition risks in order to provide a holistic view of climate-related threats. The risks and/or opportunities have been identified based on desk research, best practices, expert views, discussions with internal stakeholders, and climate models.

The identification, management and integration of climate-related topics are integrated into our internal controls. This was made possible through the alignment exercise we conducted in early 2022 between risk register topics and key ESG factors of Halcyon Agri.

Strategy

In conducting our assessment of climate risks and opportunities, we meticulously examined a spectrum of scenarios spanning an extensive period from 2030 to 2050 and beyond. This comprehensive analysis allowed us to consider a wide range of potential outcomes and their implications for our organisation. Subsequently, we present the results of this assessment into a concise summary in the next page.

Risks and Opportunities

		Impacts	Potential Financial Impacts	Mitigation Strategies/Opportunities
Physical	Acute	<p>Changes in Climate Patterns</p> 	<ul style="list-style-type: none"> Negative impact to rubber/cup lumps quality and availability as extreme weather events affects the growth and development of rubber trees and harm the rubber yield result. Increased incidence of operational disruptions and delays in operational processes. Unpredictable weather changes can affect power supply and communication lines as well as increase employee absenteeism, affecting Halcyon's ability to meet contractual timelines. 	<ul style="list-style-type: none"> Improved climate resiliency through the implementation of sustainable agriculture practices.
	Chronic	<p>Increased incidence and severity of extreme weather events</p> 	<ul style="list-style-type: none"> Decline in rubber/cup lump yield and quality due to changes in climate patterns. Rubber is vulnerable to a lack of rain. A higher sustained rainfall would also cause damage to plantations i.e. due to loss of tapping days and crop washouts. Disruptions to workforce as changes in climate patterns could give rise of vector borne diseases and illness. Damage to factory's infrastructure and assets due to climate change events such floods and extreme heat. 	<ul style="list-style-type: none"> Improved business resiliency and adaptability in climate change
Transition	Regulatory	<p>Increasing environmental/Carbon policies and legislation</p> 	<ul style="list-style-type: none"> Increased costs to utilise manpower, resources and time to obtain scheme certifications. Difficulties in obtaining scheme certifications for smallholder farmers due to additional costs, technical difficulties and lack of awareness. Increase in raw material costs with higher premiums for scheme certified raw materials and carbon taxes Additional costs are required to retrofit existing production facilities for low carbon operations as well as systems and processes for monitoring and measurement. 	<ul style="list-style-type: none"> Reduced manufacturing costs and CO2 emissions by improving production efficiencies and reducing consumption of utilities through the investments in renewable energy, energy efficiency, and other low carbon technologies.
		<p>Carbon taxes and emission pricing mechanisms</p> 	<ul style="list-style-type: none"> Higher opportunity costs as plantation owners have to channel funds towards GHG reduction measures, forgoing land conversion/production. Carbon taxes would increase operating costs for emissions-intensive producers that do not invest in emission-reduction technologies. Such type of risk will directly impact operations. 	<ul style="list-style-type: none"> Additional revenue through exploring carbon pricing instruments Adoption of internal carbon pricing
	Technological	<p>Exposure to Litigation</p> 	<ul style="list-style-type: none"> Halt in raw material supply will lead to production delays as supplies could be disrupted during the litigation process. Reputation damage may arise. Stakeholder and customer perception can be adversely impacted, leading to lower profitability. 	<ul style="list-style-type: none"> Reduced exposure to litigation by ensuring that the overall operations are in compliance with local and international environmental regulations. Improved corporate image by establishing the company as a sustainability conscious company.
		<p>Research and development into low carbon technologies</p> 	<ul style="list-style-type: none"> Higher investment and productions costs with R&D into products and technologies with lower emissions intensity will entail significant investments. Risk of investment loss due to new technology not being feasible or unsuccessful integration with existing processes, amongst others. 	<ul style="list-style-type: none"> Increased revenues due to development of new sustainable products catered for growing customer demand for sustainable products. Reduced operational cost through targeted investments in production process optimisation and low carbon energy sources e.g. absolute electricity bill savings.
	Market	<p>Changing Customer Preferences</p> 	<ul style="list-style-type: none"> Decreased product demand as customer demand shifts towards products with lower emissions and deforestation free, thereby impacting sales and profitability. 	<ul style="list-style-type: none"> Ensure that smallholder farmers and plantations are not practicing deforestation. To align business practices with industry best practices and regulatory requirements by implementing climate and sustainability-related measures
	Reputation	<p>Scrutiny from External Stakeholders</p> 	<ul style="list-style-type: none"> Difficulty in securing capital and exclusion from investments due to failure to keep up with climate-related expectations. Decline in investors support due to pressure from NGOs for products that are made from unsustainable raw materials. Higher levels of scrutiny by NGOs, governments, stakeholders, customers for unsustainable practices. 	<ul style="list-style-type: none"> Strengthen business resiliency against external scrutiny by ensuring that the overall operations are in compliance with local and international environmental regulations. Improved corporate image with customers and investors through close engagement and collaborative actions with NGOs and stakeholders.

Climate Resilience

Scenario Analysis

Without addressing these significant climate-related risks through effective mitigation and adaptation strategies, this could detrimentally impact our business operations, strategic initiatives, and financial outcomes. To assess the robustness of our business strategies amidst climate change, we embarked on a climate

scenario analysis. This involved examining two contrasting climate scenarios to evaluate their potential impacts and enhance our resilience planning.

The scenario outcomes describe the hypothetical context in which Halcyon might find itself operating in future, and impact of transition and physical risks under different scenarios.

Transition and Physical Risks	Scenarios	Implications
Environmental		
<ul style="list-style-type: none"> Changes in Climate Patterns Increased incidence and severity of extreme weather events 	<ul style="list-style-type: none"> Sea level rise worsening Greater risks in absence of mitigation measures Unpredictable sea wave patterns Greater frequency and impacts of extreme weather 	<ul style="list-style-type: none"> Drought and tropical storms causing floods would significantly decrease rubber yield Severity of natural disasters would cause damage to Halcyon's assets and disrupt logistics network.
Regulatory		
<ul style="list-style-type: none"> Increasing environmental/Carbon policies and legislation Carbon taxes and emission pricing mechanisms Exposure to Litigation 	<ul style="list-style-type: none"> Policies to support 'Net Zero' transition Government incentives and collaboration Carbon pricing not broadly adopted and at a lower price Legal Frameworks and Acts Industry environmental standards 	<ul style="list-style-type: none"> Introduction and enforcement of carbon taxes. Increased risk of litigation due to non-compliance and association with non-compliant rubber plantations.
Technological		
<ul style="list-style-type: none"> Research and development into low carbon technologies 	<ul style="list-style-type: none"> Process efficiency focus and slower shift towards best performing technologies Increased costs of energy transition 	<ul style="list-style-type: none"> Increased capital expenditure allocation in developing low carbon product as well as adoption of low carbon technology in order to keep its competitiveness in the market.
Market and Reputation		
<ul style="list-style-type: none"> Changing Customer Preferences Scrutiny from External Stakeholders 	<ul style="list-style-type: none"> Rapid transformation towards renewables and as a large part of energy systems National plans and energy trends Increased pressure and urgency placed on companies for action Stakeholder pressure regarding ESG 	<ul style="list-style-type: none"> Stakeholders' disengagement from non-compliant or laggard climate action rubber companies increase the difficulty in obtaining fundings. Decrease in revenue due to sectoral boycott campaigns by NGOs.

Metrics and Targets

Halcyon Agri is committed to achieve carbon neutrality, contribute to a circular economy, science-based targets; communicating climate-related performance with stakeholders on a yearly basis. These sustainability performance targets are in consistent with climate change regulations, market constraints, policy and positions taken by GPSNR and IRSG in which Halcyon Agri is a member of.

Net Zero & Greenhouse Gas Emissions

The key issue in our supply chain continues to be climate change and global warming. We are committed to long-term emission reduction. Our greenhouse gas emissions calculations applied the guidance from The Greenhouse Gas Protocol. Fuel emission factors for each reported year were taken from the UK Government GHG Conversion factors for Company Reporting while grid emission factors were obtained primarily from the Institute for Global Environmental Strategies (IGES) List of Grid Emission Factors and Trucost.

To move closer to our goal of setting net zero targets by 2025, we completed a group-wide GHG baseline assessment for Halcyon Rubber Company, Corrie MacColl Plantations and Corrie MacColl International in 2023. The completion of all relevant assessment will help determine Halcyon Agri's baseline year and prepare us for setting science-based targets. We are now on track to establish a net zero target by 2025.

We will keep exploring ways to progressively reduce our greenhouse gases emissions. Initiatives such as dryer retrofitting is an example, as it not only provides efficiency gains but also operational flexibility due to its ability to combust natural gas or biomass alongside, or as a replacement to liquid fuels.

Operations

Quality Excellence

SDG	Plans and Targets		Status
 <p>Target 9.b</p>	1. Promote quality excellence and innovation in all factories of Halcyon Agri through a rewards and recognition platform	Annual	Ongoing
	2. Develop agenda for the new Quality & ESG ('QESG') Council – an internal standards body tasked with spearheading operational excellence for Halcyon Agri	2023	Achieved
	3. Meet requirements of the IATF16949:2016 quality management system for automotive production on our Malaysian supply chains	2025	On track

At Halcyon we adopted the HeveaPro standard that is designed to modernise the quality management system in the NR processing industry through introduction of well-adopted international quality management principles and practices. The HeveaPro Quality standard consists of three key pillars namely prevention, detection and recovery.

While striving for Quality Excellence is our long-term goal, there are many technical requirements and expectations from our customers for us to comply. To maintain a good relationship with our customers, we engage through rational and professional discussion supported with fact-based analysis will help customer to understand our position better and foster closer relationship between the customers and us.

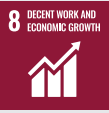
In 2023, we initiated a group-wide survey with our customers to seek feedback on our past performance and invite comments on how we can further improve our customer service in delivering integrated supply chain solutions as one group. The survey covered all our customer-facing interactions such as sales, logistics, quality, environment, health and safety and sustainability reporting.

Survey results revealed an overall customer satisfaction level of 83.58%, reflecting a score of 33.43 out of 40 criteria. This score sets an important benchmark for Halcyon to continuously improve moving forward. We will continue to strive for excellence and aim for even higher levels of satisfaction in the future.



Prevention	53% of checkpoints are Prevention-oriented Aim: Prevent mistakes, nonconforming products from ever being produced.
Detection	42% of checkpoints are Detection-oriented. Aim: Detect risk, mistakes and nonconforming products in order to eliminate or mitigate them from being felt by the customer.
Recovery	5% of checkpoints are Recovery-oriented. Aim: Reuse recoverable products

Workplace Health and Safety

SDG	Plans and Targets		Status
 <p>Target 8.8</p>	1. Meet ISO45001:2018 safety management system requirements for our factories	2025	On track
	2. Achieve zero workplace fatalities	Annual	Ongoing

Our commitment to health and safety is embedded in our Group Environment, Health and Safety (EHS) Policy which was recently launched in 2023. All of our employees are covered by an occupational health and safety management system. The main system adopted by Halcyon Agri is HeveaPro Environment, Health and Safety (EHS) standards with over 600 checkpoints. The standards are specially designed for the rubber processing related activities.

Hazards and Controls

All Halcyon Agri operating sites are required to conduct comprehensive Hazard Identification, Risk Assessment and Risk Control (HIRARC) activities in its operations. The HIRARC is being advised by EHS representatives available to identify potential hazards that may arise in the work environment. Adoption of these processes would be validated through annual internal audits. Findings are reported promptly to senior management for review to ensure continuous improvement in line with our SNRSCP commitments.

Operations

HeveaPro EHS standards aim to adopt best practices, going above and beyond basic regulatory requirement for periodic HIRARC records review. It requires the Group factories to review and update their HIRARC records on an annual basis.

Incident reporting and investigation are mandatory in our operations. As a practice, workers are empowered to immediately discontinue their tasks at hand should they identify existing or potential unsafe activities. Workers who report such incidents are protected against reprisals as mandated by our group-wide whistleblowing mechanism. Other controls in place include physical controls and practices. Examples include installation and maintenance of emergency stop buttons on key machineries and, setting up of fire suppression equipment and safety and emergency signages throughout factory floor. Practices include regular inspection of personal protective equipment (PPE) to ensure they meet standards before issuing to workers, adoption of Permit-to-Work (PTW) system and Lock Out Tag Out procedures to control hazardous energy and protect workers from harm.

Health Services and Promotion

The health and wellbeing of all our workers, and of those who work on our sites, are paramount and is our top priority. We believe in preventive health and safety measures. Apart from annual staff health screening programme, we also conduct periodic evaluation on hygiene, air quality, heat and noise at our sites, to ensure the working environment protecting workers' health and promoting their wellbeing. To promote workers health, we held health promotion programmes throughout 2023 (as in 2022) at various business units. These include fitness and health initiatives such as sports tournaments and weight loss challenge open to all employees.

Access to health services is a requirement under the HeveaPro EHS standards. There are medical facilities within reachable distance from our sites providing timely support in the event of workplace incidents.

Worker Engagement and Training

Despite most local regulations requiring only health and safety committees, our group policy mandated environment, health and safety (EHS) committees in all our operations. Meetings of the EHS committee, which represents all workers are held at least bi-annually and chaired by a competent employee. The EHS committee's charters documented its procedures as well as the roles and responsibilities of members. Activities and decisions of the EHS committee are communicated to workers either physically, through notice board that is located at a strategic place, and/or email circulars.

To complement this, EHS campaigns are held at least quarterly to reinforce and inculcate safe behaviours amongst our workers.




Every year we will carry out internal audit to verify the activities of EHS committee, its roles and responsibilities and ensuring workers are represented.

We continue conducting training activities on various topics including emergency preparedness, fire prevention and EHS induction. We will continue to refine our training practices through needs assessment to ensure our workers remain vigilant about compliance with workplace health and safety measures.

Work-related Injuries

The QHSE Department reviews the mandatory EHS report submitted by all processing sites on a monthly basis. The oversight and control exercised by the QHSE Department aim to ensure accountability of business units and accuracy of the EHS data reported to headquarters. To strengthen oversight over health and safety, the QHSE Department will seek to eliminate hazard or processes, engineering control by isolation and re-design, strengthening the SOP and SWP and provide suitable PPE according to identified workplace hazards.

Resource Efficiency

SDG	Plans and Targets		Status
	<p>Target 9.b</p> <p>1. Meet ISO14001:2015 environmental management system requirements for our factories</p>	2025	On track
	<p>Target 6.4</p> <p>2. Improve water use intensity (freshwater withdrawals) of our factories through a 5% reduction in freshwater requirements versus a 2021 baseline</p>	2025	On track
	<p>Target 7.3</p> <p>3. Improve energy intensity (grid electricity) of our factories through a 2% reduction in electricity consumption versus a 2021 baseline</p>	2025	On track

By applying management systems across our operations, Halcyon Agri actively manages environmental sustainability and climate change. By using the HeveaPro EHS standards and ISO14001, the system’s effectiveness may be monitored. In order to achieve energy efficiency and lower greenhouse gas emissions, we regularly assess and monitor our performance in managing water resources, inputs, and impacts.

Sustainability Performance Targets

We have also defined three (3) Sustainability Performance Targets (“SPTs”), that are critical to the Group’s processing business globally. The rationale of these SPTs is in line with our goal to reduce our carbon footprint by transitioning to renewable energy sources and water conservation, while realising cost benefits.

The energy and water targets aim to increase energy efficiency (grid) and water use efficiency in the Group’s factories by 2025. The target on traceable sourcing aims to disclose the source provenance of raw materials by 2025. This is an essential step in demonstrating our no deforestation commitment to our stakeholders.

Water

We use large volumes of fresh water during rubber processing to remove physical impurities from rubber and meet our quality requirements. Due to the threat of climate change, we must appropriately manage our water resources because the majority of our factories are situated in urban or semi-urban regions.

Our processing sites draw water primarily from surface water bodies and discharge them back to the same source. Surface water consumption is supplemented by drawing from local water utilities where available. We actively track our water consumption in our processing plants through our onsite teams as regularly as possible, and at the very least on a shift-by-shift basis.

Information on our water consumption is available in ESG Data section. We do not have sites that are located in water-stressed locations.

Energy Consumption

Production of natural rubber consumes a significant amount of fuel and electricity. We use a variety of accessible and dependable energy sources to preserve operational continuity.

Through metered connections to the national grid, electricity usage is monitored. The fuel usage of the sites is measured by site teams using properly calibrated meters and weighing scales, and sent to our Halcyon Data Centre. Our largest energy source is from purchased electricity. We conserve electricity by:

- Reducing machine idle time in between production cycles.
- Optimising operating hours of wastewater treatment system.
- Preventive maintenance of existing electromotors and replace with high efficiency electromotors.

Renewable Energy

In 2022, we continued our investigations in China and Southeast Asia on transitioning to renewable energy sources, specifically biomass and solar. These two sources present us with the most practical solutions that suit our factory operations. For our next reporting, we expect to update on specific operations where it will be most feasible to transition to renewable sources taking into consideration market-enabling conditions and our net-zero ambitions.

Operations

Pollution Prevention



Our Indonesia's vineyard was built through of the use of crumb rubber and mud from a wastewater treatment plant as an effective planting medium.

Waste

When considering the trajectory of rubber production from raw latex materials to processed rubber, various forms of waste are generated, including crumb rubber waste, liquid waste, and gas waste. Improper management of these waste streams can lead to adverse environmental impacts, such as soil pollution from residual rubber and mud, water pollution from washing processes, and air pollution from noxious odors.

One significant type of waste, crumb rubber, comprises primarily sand, wood chips, leaves, and rubber remnants, resulting from rubber processing disposal. Similarly, liquid waste from the industry, containing organic materials in wastewater, poses a threat to aquatic ecosystems if not adequately treated, potentially degrading water quality.

To mitigate these environmental risks, all factories within the global Halcyon Group prioritise the optimal management of industrial waste throughout production processes. Recent innovations have led to repurposing previously unused waste, prompting initiatives such as PT. Remco Rubber Indonesia's establishment of a vineyard adjacent to the Remco Jambi factory.

Initiated in 2023, the vineyard utilised a planting mix composed of 60% crumb rubber waste, 40% animal manure, and/or burnt husks. Within months, the planted grape seeds flourished, demonstrating the productivity of this unconventional planting medium.

This vineyard serves as tangible evidence of the effective utilisation of crumb rubber and wastewater byproducts in agriculture. Beyond its practical benefits, it functions as an educational tool, involving factory employees, local communities, and government entities in the sustainable management of rubber industrial waste, thereby reshaping perceptions surrounding its disposal.

Supply Chain

Responsible Sourcing

SDG	Plans and Targets		Status
 <p>Targets 12.2, 12.6 and 12.7</p>	1. Report raw material origins at district level of all Asian and Ivorian factories of Halcyon Agri	2025	On track
	2. Develop management system manual on ISO20400:2017 Guidance on Sustainable Procurement for Halcyon Agri's business units	2024	Achieved
	3. Work towards achieving EcoVadis Platinum status for Halcyon Agri	2025	On track
	4. Strive to maintain Halcyon Agri's position among the top five most transparent companies in ZSL's SPOTT assessment for the next three consecutive assessments beginning 2023	2025	On track
	5. Perform external assurance on Halcyon Agri's sustainability report starting FY2025 in accordance with assurance standards recognised by the Singapore Exchange (SGX)	2025	On track

Halcyon Agri sources approximately 76% of natural rubber raw material from independent smallholder farmers (purchased through intermediaries), 22% from third party distributors of finished goods, and 2% from industrial rubber plantations (>50 hectares).

Intermediaries play an important role in enabling our sourcing from independent smallholder farmers. A typical network of intermediaries involves at least three groups of actors:

1. Village level collectors buy and collect cup lumps directly from rubber farmers.
2. Subdistrict middlemen serve as an important bridge between rural and urban areas. Using their own vehicles, they transport cup lumps bought and collected from village collectors.
3. Trader-brokers are the main link between the processing factories and subdistrict middlemen and facilitate the sale of raw material to the factory.

Total Sales Volume (tonnes)	Halcyon Rubber Company	Corrie MacColl International	Corrie MacColl Plantations
FY2023	1,671.7	285.8	22.7

Halcyon Rubber Company (HRC Group)

Key producing countries: China, Cote d'Ivoire, Indonesia, Malaysia, and Thailand

We estimate at least 250,000 smallholder farmers are linked to our global supply chain. In 2022, we set a target to report the sourcing locations up to district-level of all our processing factories by 2025. Our performance will be subjected to external verification every 6 months through a sustainability-linked loan facility secured in 2022.

In response to calls for greater upstream transparency, we initiated the development of a traceability reporting system in the Halcyon Data Centre (HDC) in 2020 to digitise collected source provenance data from supplier self-declarations. Collected data enables Halcyon Agri to understand its upstream supply chain holistically and make informed decisions.

In 2023, we continued traceability key performance indicator (KPI) as one of our Sustainability Performance Targets (SPTs) subject to external verification under the conditions of our sustainability-linked loan.

Corrie MacColl (CMC Group)

Corrie MacColl International's key sourcing countries: Africa, Indonesia, Malaysia, Thailand and Vietnam

Corrie MacColl's Sustainable Sourcing Policy ('SSP'), developed in partnership with Rainforest Alliance, extends the Company's in-house sustainability standards to its business partners across Human Rights, Land Use Rights, Environmental, Responsibility, Business Ethics and Transparency and Supply Chain Traceability criteria. The SSP has been received by 129 Corrie MacColl suppliers. In 2022, we began to develop a strategy that enables better integration and implementation of the SSP, thus encouraging suppliers to risk assess their supplies.

Corrie MacColl also supported its suppliers and customers in the development and maintenance of traceable supply chains in 2022. Corrie MacColl partnered with several well-known consumer brands to facilitate the development of a new latex-grade dry rubber Forest Stewardship Council (FSC) supply chain. FSC's stringent social, economic and ecological criteria include full traceability, and no-deforestation.

In 2023, we sold approximately 4% of our total sales volume that are FSC-certified. We saw accelerating demand growth in the footwear and bedding sectors in particular, and there is every indication that the rate of growth will increase further in 2024. The main constraint on growth is once again the availability of certified raw material, which is holding back some customers in the development of their certified product lines.

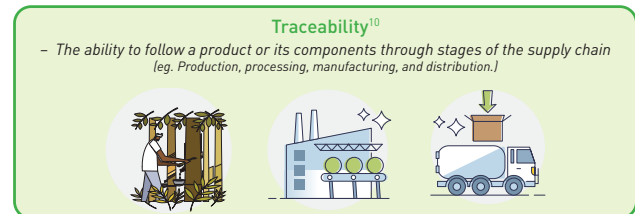
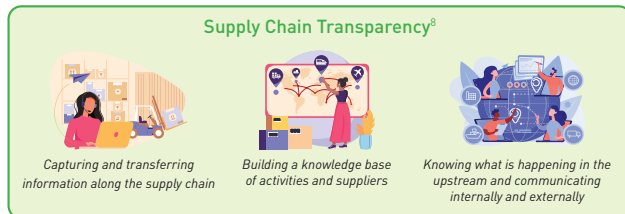
Corrie MacColl Plantations' key producing countries: Cameroon and Malaysia:

After several months of collaborating with FSC Cameroon, to help define their NFTP (Non Forestry and Timber Products) standard, we expect to conduct a comprehensive pre-assessment exercise in March 2024. The assessment serves as a gap analysis detailing any differences between our current operating processes and procedures and those that are required to attain FSC certification.

Supply Chain

Working alongside the QESG Council, Business Units are tasked with implementation of Council decisions. The companies are supported by a team of trained staff of Quality, Environment, Health and Safety (EHS), Labour and CSR professionals.

Inspired by the rebranding effort, one of our main business units, PT Hok Tong initiated an Annual Conference in Jan 2024 to review their performance in the past year and recognise contributions by factories and teams. Furthermore, the conference also held a ceremony for senior leadership to commit to 2024 targets.



The Challenge

Supply chain transparency is important to our business for three key reasons:

1. It enables essential information to reach our key decision-makers.
2. It demonstrates sincerely our accountability to stakeholders, and.
3. It facilitates dialogue and collaboration with others on ESG issues that are difficult to address on our own.

Over the years, we witnessed first-hand a significant increase in requests for ESG information by our buyers and external stakeholders. Our industry peers (the producers, processors and traders included) experienced the same. In addition to established reporting obligations and audit programmes, information requests would vary in form, frequency and content. In response, we intensified our customer engagement, participated in industry fora and continued building on our reporting systems.

Halcyon Rubber Company and Corrie MacColl Plantations

List of Jurisdictions where we source from smallholder supply chains. (Data period: 1 Jan 2023 to 31 December 2023)



Country	Jurisdiction Unit	Locations
Cameroon	Department	Ocean, Dja-Et-Lobo
China	Province	Hainan, Yunnan
Cote d'Ivoire	Department	Agboville, Dabou, Gagnoa, Grand-Lahou, Issia, Sikensi, Yabayo
Indonesia	Province	South Sumatera, North Sumatera, Riau, Jambi and West Kalimantan
Malaysia	State	Kedah, Kelantan, Perak
Thailand	Province	Chiang Rai, Surat Thani, Narathiwat, Yasothon, Pattani, Ubon Ratchathani, Yala

The Challenge

Approximately 14 million tonnes of natural rubber are consumed every year. 80-85% of that global supply is produced by at least six million smallholder farmers in developing economies. We are acutely aware of the importance of the smallholders to the rubber industry, and are continuously engaging them to understand their needs and concerns. Our sourcing activities cover multiple countries namely in Southeast Asia, West and Central Africa and South America.

Alongside supply chain transparency, having knowledge of the points of origin of our supply provides our downstream buyers and us the ability to determine the actors involved and appreciate the complexities of our upstream supply chain.

Land Stewardship

SDG Ambitions	Plans and Targets	Status
	Target 12.2 1. Secure FSC certification of Hevecam’s Niété concession	2023 On track (Extended to 2024)
	Target 15.2 2. Apply monitoring tools to verify ‘No Deforestation’ commitments in Hevecam, Sudcam and JFL concessions	Annual Ongoing
	3. Conduct independent High Conservation Value (HCV) assessments in Hevecam, Sudcam and JFL concessions	2023 Achieved
	4. Implement a water management plan for Hevecam and JFL concessions	2023 Achieved
	5. Improve the management of effluent discharge in Hevecam and Sudcam concessions	2023 Achieved
	Target 15.c 6. Extend support for anti-poaching efforts by another five years to protect wildlife and biodiversity of the DjaReserve	2027 On track
	Target 15.2 7. Realise a reduction in chemical pesticides use per hectare in Hevecam, Sudcam and JFL concessions	2023 Achieved

At Halcyon, our commitment to responsible land management begins with a strict no-deforestation policy, which guides our approach to balancing economic profitability and social equity. We uphold this policy through robust agricultural practices, policies, and processes, leveraging our resources to make positive impacts within local communities. Our dedication to compliance with local laws and regulations is reinforced by thorough audits, both internally conducted and as part of certification processes. Additionally, we prioritize transparency and accountability through annual sustainability reporting, including independent verification of predetermined Sustainability Performance Targets (SPTs).

Across our operations in Cameroon, Malaysia, and Ivory Coast, covering close to 109,025 hectares, approximately 62% of our total land concessions are allocated for conservation efforts. These include preserving High Carbon Stock (HCS) and High Conservation Value (HCV) areas, alongside agroforest and primary forest lands designated for conservation by the Ivorian government. Furthermore, our commitment extends to integrating Community Forest into non-planted areas. Beyond our 38,000 hectares of rubber plantations and internal community zones, we oversee the stewardship of 67,000 hectares of undeveloped and open natural forest — an area exceeding six times the size of Paris. This stewardship underscores our dedication to preserving local biodiversity and sustaining critical ecosystems, benefiting indigenous communities such as the Baka and Bagyeli who may rely on these areas.

In line with our no-deforestation policy, we rigorously monitor our operations through third-party satellite services, with verification conducted by independent consultants. Additionally, we adopt an integrated landscape management approach in consultation with key environmental and social organizations, further emphasizing our commitment to responsible land management and sustainable practices.

No Deforestation

Halcyon Agri takes a proactive approach to monitoring the risk of deforestation across its plantations, in adherence to the Group’s No Deforestation policy (since April 2019).

Corrie MacColl adheres to the Global Platform for Sustainable Natural Rubber (GPSNR) definition of deforestation, which encompasses the loss of natural forest due to conversion to agriculture or non-forest land use, conversion to tree plantations, or severe and sustained degradation.

As a standard practice, our plantation teams conduct regular patrols of the concessions to prevent deforestation and illegal activities, as part of our standard operational procedures. To strengthen ground surveillance activities, Corrie MacColl has engaged MapHubs, an independent satellite imagery service, to verify the no deforestation status annually. Every year, the independent satellite imagery service will analyse Corrie MacColl plantations for any sign of deforestation. In analysis period of June 2022 to June 2023, MapHubs report indicates that there was no industrial deforestation inside Corrie MacColl’s Hevecam, Sudcam and JFL estates.

Further details on our monitoring efforts can be accessed through our website: <https://www.corrie-maccoll.com/monitoring-our-nodeforestation-commitment-2022/>.

Supply Chain

Biodiversity

The Hevecam and Sudcam concessions are situated in the Southern region of Cameroon. Hevecam’s Niète concession lies adjacent to Campo Ma’an National Park, renowned for its abundant biological diversity. BirdLife International’s database records over 200 bird species within the park and an additional 100 species in nearby buffer zones. Threatened non-aviary species include mammals like *Loxodonta africana* (EN) and primates such as *Mandrillus sphinx* (VU), *Colobus satanas* (VU), and *Gorilla gorilla* (CR), commonly found in the southwest region of the park.

The Sudcam concession shares about 33 kilometers of its boundary with the Dja Biosphere Reserve along the Dja River. Designated a UNESCO World Heritage Site in 1987, the Dja reserve hosts various primates including the western lowland gorilla, red-capped mangabey, and chimpanzee. Other notable mammals in the reserve include elephants, buffaloes, leopards, giant forest hogs, and pangolins. The avian population includes Bates’s weaver, exclusive to Southern Cameroon, and reptiles such as pythons, lizards, and two species of crocodiles, both facing threats.

JFL’s land concession is situated in Kelantan, a rural state in northeastern Malaysia. Particularly, the Lebir concession is nestled within the Lebir Forest Reserve, known to harbour endangered species like the Malayan tiger.

Corrie MacColl implements various conservation methods within its concessions, including the establishment of buffer zones, regular patrols, employee awareness meetings, and informative signage aimed at educating about local endangered species. In 2022, the company extended its commitment to assist in the fight against poaching in the Dja Reserve by signing a 5-year convention, building upon successful agreements in 2013 and 2015. Biodiversity monitoring, anti-poaching patrols, staff training, and engagement with local communities complement the company’s efforts to protect these species. Sustainable hunting by indigenous communities for subsistence purposes is permitted under conditions that do not threaten local species populations.

Recently, the company’s rubber plantation in Cameroon organised an environmental awareness campaign focused on highlighting threats to local biodiversity. Discussions centred around poaching and forest degradation risks, in collaboration with the Campo Ma’an National Park Conservation Department and the Niète Forestry and Hunting Control Station. The event garnered significant participation, with attendees planting ‘multi-purpose’ forest species like Moabi and Wild Mango, valued for their medicinal properties by local and indigenous communities.



Donating tree saplings to Cameroonian officials.



Biodiversity awareness briefing at Hevecam plantation.

More information on this initiative can be found here: <https://www.corrie-maccoll.com/raising-awareness-of-biodiversity-threats/>.

Corrie MacColl Insights: Species and Habitat Protection



Furthermore, as part of the plantations’ High Conservation Value (HCV) Management and Monitoring plan, independent environmental consultants conducted a new HCV assessment of the Hevecam concession in June 2022, following previous assessments at the Sudcam and JFL concessions.

Further details on our conservation efforts can be found through our website: <https://www.corrie-maccoll.com/species-and-habitat-conservation/>

Soil Management

In adherence to our Sustainable Natural Rubber Supply Chain Policy (SNRSCP), the company applies appropriate agricultural practices that protect soil quality against erosion, nutrient degradation, subsidence, and contamination.

This includes soil analysis to monitor the macronutrients and micronutrients in the top and bottom soil levels. Since Sudcam plantation acquired a soil analysis device for rapid testing, enabling the collection of 700 soil samples over 3,400 hectares. 400 soil samples were collected in 2023 across 9,600 hectares. This involved two tests at 200 locations, sampling both the top soil (0 to 30cm depth) and the bottom soil (30 to 60cm depth). The samples are then measured by the laboratory team for micronutrients including nitrogen, potassium and phosphorus. This exercise contributes to the development of a topographical map that depicts which land areas are rich in micronutrients. As we are actively making efforts to reduce our use of chemical fertiliser, this ensures a more precise approach if necessary.

The planting of *Vetiver* grass and *Mucuna bracteata* protects land from soil erosion in steep areas and water catchment areas prevent soil erosion, whilst buffer zones in watercourses promotes stability of riverbanks to mitigates soil erosion.

We are also making efforts to reduce our use of chemical fertiliser through a reduction in application, as well as precision agriculture and targeted soil and leaf analysis to optimise yield.

Integrated Pest Management

Our Malaysian concessions harness cover crops such as *Pueraria javanica* and *Centosema pubescens* whose flowers attract beneficial insects like wasps that help control insect pest population. The plantation also introduced the use of *Turnera subulate* and *Antigonon leptopus*, plants that prevent invasion of beetles and caterpillars after oil palm replanting.

Apart from these biological controls, we strive to apply responsible pesticide application in plantations. In line with our commitment to minimise the use of pesticides and prohibit the use of chemicals listed under the Stockholm Convention, Rotterdam Convention and World Health Organisation (WHO) Class 1A & 1B, we apply the following standard operational practices and approaches:

- Targeted spraying of pesticides with broadcast spraying as last resort,
- Applying synthetic pesticides only as required and often only at specific life cycle patterns of a pest,
- Progressively increasing use of pesticides from plant-derived or naturally occurring substances, and
- Taking guidance from the Sustainable Agriculture Network's (SAN) pesticide lists following the SAN 2017 Sustainable Agriculture Standard.

Watercourse Buffer Zones

It is our policy to have buffer zones in watercourses in our concessions. In accordance with local regulations and forest management standards, these buffer zones act as riparian corridors for essential wildlife movement and promote stability of river banks as they could mitigate soil erosion and provide stability to meandering features of watercourses.

The width of the buffer zones (for each side of the watercourse) depends on local regulation. In our Cameroon plantations, buffer zones have at least 30-meter width while in Malaysia it varies between 5 and 50 meters depending on watercourse size.

Fire prevention and suppression

In line with its commitment to zero deforestation and protection of forest areas, Halcyon Agri monitors fires and plays an active role in mitigating its occurrence in all our concessions. Cameroon and Malaysia, being tropical countries, experience both rainy and dry seasons.

Our plantations recorded 14 fire incidents in 2023 compared to 23 incidents in the previous year. Our safety measures to combat fire highly increased after we purchased a second fire truck. As part of its efforts to preserve the company's infrastructure and protect its employees, this truck, equipped with an 8,000-litre tank and capable of spraying 50 metres away, boosts the Fire Brigade's ability to deal with all types of fire in the local neighbourhoods, offices and plantations.

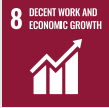
Additionally, our plantations have dedicated teams on the ground to monitor fire incidents on a daily basis. As standard practice, fire incidents are reported to plantation heads and local authorities within 24 hours. Weather is also closely monitored with the weather station at Hevecam. When incidents are reported, fire-fighting teams will be deployed immediately on site to suppress the fire. Incident investigations are also carried out by EHS teams to determine root cause and corrective actions to prevent recurrence. We regularly conduct training activities to maintain preparedness of our teams against fires. In 2023, as part of our safety training for our Cameroonian staff, the Department of Safety, Health, Environment and Security at Work (S-HSET) conducted a health and safety training focusing on fire.

Tapping

In order to become qualified tappers, our employees went through a 1-month theory and practical induction. Upskilling continues through training sessions and support of tapping inspectors. Between the 3rd January and the 22nd April 2023, we conducted 3 training sessions for 220 trainees. More information about our tapping guidelines is available here: <https://www.corrie-maccoll.com/ensuring-tapping-best-practices/>.

Society

Fair Working Conditions

SDG	Plans and Targets		Status
 <p>Targets 8.7 and 8.8</p>	1. Develop management system manual on ISO26000:2010 Guidance on Social Responsibility for Halcyon Agri business units	2023	On track (Extended to 2024)

The HeveaPro Social Responsibility Standard internal audit is carried out to check and ensure that workers' rights in accordance with the laws and regulations have been granted to workers by each member. To ensure this right is closely safeguarded, one of the important roles of CSR Coordinators is to help the factories to enhance existing procedures, and address any gaps identified from internal audits.

Halcyon Agri supports freedom of association and the right to organise (ILO Convention No. 87 and 98). Freedom of association has a positive impact to our employees and builds dialogue between employees and management. We implement this commitment to all our business units irregardless of the position held by the countries we operate in. On diversity and inclusion agenda, in 2022, we welcomed our first female director in Halcyon Agri's Board. Through this development, we aim to set an example to our business units in supporting gender equity and non-discrimination.

On child labour, we conduct standard pre-employment checks to verify age and qualification of potential employees. For this reporting period, we confirm there are no underage employees (below 18 years) at our factories and plantations.


Additionally, we are proud to highlight our commitment to supporting the inclusion of women across our natural rubber operations. Through targeted initiatives and policies, we have actively worked to address barriers faced by women in the workplace and empower them to thrive in their roles.



Halcyon's Ivorian team, SDCI held a seminar for its female workers to commemorate International Women's Day 2023. The seminar focused on professional leadership, innovation and technology.

In ensuring that our workplaces are free from forced labour, we adhere strictly to the principles outlined in the International Labour Organisation (ILO) Indicators of Forced Labour. Through continued vigilance, collaboration, and transparency within our supply chain, we will continue to ensure forced labour is eradicated in our organisation.

Inclusive Business

SDG	Plans and Targets		Status
 <p>Target 1.4</p>	1. Expand coverage of the Cameroon Outgrower Programme in terms of area registered	2023	On track
	2. Local community relations:	2023	On track
	<ul style="list-style-type: none"> – Implement all measures within the Social Action Plan, in partnership with local NGOs, for the communities surrounding the Hevecam and Sudcam concessions. – Implement all cultural heritage management measures recommended for Hevecam and Sudcam concessions 		

In 2023, the Group undertook several initiatives aimed at fostering community and economic development. These endeavors encompassed collaborative programs with farmers and local communities.

Infrastructure plays a pivotal role in advancing both economic growth and social well-being within localities. By investing in infrastructure development and collaborating with local stakeholders, we have worked to ensure that these vital services are accessible to all members of the community, regardless of socioeconomic status.

Inclusive Business (Cont'd)

Upholding the social and cultural rights of the local community are essential to our sustainability efforts. We are committed to preserving and celebrating the diverse cultural heritage within the areas where we operate. Through initiatives such as supporting local arts and cultural events, preserving historical landmarks, and promoting indigenous knowledge systems, we aim to foster a sense of pride and belonging among community members. Furthermore, we actively engage with local stakeholders to ensure that their voices are heard and respected in decision-making processes that may affect their social and cultural rights:



Donating cement assistance to build places of worship creating good relations between the Group and local community.



Adolescent reproductive health campaign and preservation of Indonesia culture.



Support for indigenous culture.

Source: <https://www.corrie-maccoll.com/socialaction-plan-update/>

In our ongoing commitment to sustainability, we are pleased to provide updates on our efforts to deliver essential community services and facilities. Throughout the reporting period, we have continued to prioritize the provision of critical services such as clean water, healthcare, education, and sanitation to the communities in which we operate:



Access to drinking water.

Source: <https://www.corrie-maccoll.com/socialaction-plan-update/>

Lastly, we emphasise the importance of local stakeholder engagement as a crucial strategy for conflict prevention within our operations. Through ongoing dialogue and collaboration with community members, government agencies, and other relevant stakeholders, we strive to address concerns and mitigate potential conflicts proactively.



Holding a "Learn and See" open house at Teck Bee Hang's Thungsong facility for government agencies and general public. The one-day activity aimed to deepen relationships with key stakeholders and foster an appreciation of rubber industry's importance to Thai economy.



Holding a factory tour for smallholder farmers in Jambi by PT Hok Tong, Halcyon's Indonesian subsidiary. The engagement aimed to promote improvement in raw material quality and farmer relations.

Society

Food Security and Self-Sufficiency

In 2023, we prioritise addressing food security through multifaceted approaches that benefit both the local community and the environment. One key aspect involves identifying and meeting the training needs of smallholders to enhance agricultural productivity. We actively tackle challenges such as limited access to quality seeds and fertilisers by providing necessary resources and support. Additionally, we create work opportunities for the local community, empowering them to contribute to their own food security.



Distribution of rubber seedlings and essential farming tools.



Donation of school supplies and clothing to blind children by Teck Bee Hang, Halcyon's Thailand subsidiary.

Respect for Stakeholder Rights**Assessment and Mitigation**

Human rights are at the forefront of the company's global operations. The key policies of the Group, including human rights, ethical business practice, anti-corruption & anti-bribery policy, are embedded into a Global Employees Policies handbook which is communicated to every employee through a mandatory induction programme. The company also implements Free, Prior and Informed Consent (FPIC) process in accordance with appropriate methodologies. We successfully completed an updated FPIC assessment of our Cameroon plantations in November 2022 as part of a certification process.

Our grievance resolution procedure is published on our corporate website at https://www.halcyonagri.com/wpcontent/uploads/2020/04/HAC_Grievance-Resolution-Procedure.pdf.

At the time of this publication, a total of 17 cases have been reported from our plantation business with 2 ongoing and 15 closed. The last grievance case was received in January 2023. For transparency, all grievances are disclosed on Halcyon Agri's website, including actions taken to address grievances, remediation and compensation: <https://www.corriemaccoll.com/sustainability/sustainability-grievances/>.

Additionally, our Cameroon plantation CSR team has engaged local NGOs to implement an oral-based grievance reporting process. This ensures that procedure remains inclusive by ensuring that stakeholder feedback is received regardless of literacy levels. More information on the role of the local NGOs in the neighbouring communities is available on the website: <https://www.corrie-maccoll.com/Meet-Mariefrom-APIFED/>.

Stakeholder Engagement

We have developed a robust social programme that addresses the specific requests of 40 local and indigenous communities neighbouring our Cameroon plantations. Through initial consultations led by NGOs APIFED and APED together with freely elected community representatives, we have implemented various impactful social initiatives. The resultant Plan provides support across the following areas: funding, agriculture, education, health, access to drinking water, and the preservation and promotion of the indigenous Baka culture. This includes the coverage of school tuition fees and teachers' salaries, borehole construction for water access, donations of brick presses for housing construction, and agricultural supply (<https://www.corrie-maccoll.com/socialaction-plan-update/>).

Information On Workers

GRI 2-7 Employees		2021		2022		2023	
Total		15,203		15,378		15,827	
Employees by Gender and By Region ¹		Male	Female	Male	Female	Male	Female
Regular (Permanent)	China and Southeast Asia	4,820	1,514	5,529	1,776	4,044	1,347
	West and Central Africa	5,488	1,768	5,629	1,901	5,806	2,049
	Europe and Americas	48	38	44	27	43	31
Contract (Temporary)	China and Southeast Asia	1,164	291	1,190	285	1,039	256
	West and Central Africa	60	4	44	5	81	18
	Europe and Americas	4	4	4	5	6	3
Full-Time	China and Southeast Asia	5,526	1,746	5,529	1,776	4,960	1,601
	West and Central Africa	5,474	1,765	5,673	1,904	5,887	2,067
	Europe and Americas	51	33	44	21	44	22
Part-Time	China and Southeast Asia	458	59	388	26	122	3
	West and Central Africa	74	7	0	0	0	0
	Europe and Americas	2	8	5	10	5	12
Non-Guaranteed Hours	China and Southeast Asia	0	0	0	0	0	0
	West and Central Africa	0	0	0	2	0	0
	Europe and Americas	0	0	0	0	0	0
GRI 2-8 Workers Who Are Not Employees ²				2022		2023	
Total				1,600		429	

⁽¹⁾ All data for employees by gender and by region are calculated by head count.

⁽²⁾ All data for Workers Who Are Not Employees are calculated by full-time equivalent (FTE).



ESG Data

Operations Excellence: Quality

Audit Results of HeveaPro Quality Standards						
Scope		2019	2020	2021	2022	2023
Total Number of Checks		366 (ü ^{CB})	462 (ü ^{CB})	465	448	443
Total Number of Factories Audited		27	28	2	28	24
Performance		2019	2020	2021	2022	2023
Prevention	Number of Checks	204	243	247	247	243
	Score	95.23%	95.81%	98.64%	99.60%	93.5%
Detection	Number of Checks	142	197	196	182	180
	Score	95.97%	95.84%	99.41%	100%	93.1%
Recovery	Number of Checks	20	22	23	10	10
	Score	94.18%	95.02%	97.73%	100%	87.2%

ü^{CB} Externally verified by an accredited Certification Body ('CB')

Note: Checks reported from 2021 are from Halcyon Agri's internal audit programme.

Operations Excellence: Health and Safety

GRI 403-9 Work-related Injuries				
All Employees		2021	2022	2023
Fatalities¹	Number	1	1	1
	Rate	0.03	0.03	0.03
Lost Time Injury²	Number	434	346	300
	Rate	12.9	10.4	9.0
Recordable Work-related Injuries³	Number	439	404	344
	Rate	13.21	12.16	10.32
Main Types of Work-related Injury		<ul style="list-style-type: none"> Falls of persons Caught in or between objects Stepping on, striking against or struck by objects excluding falling objects 		
Number of Hours Worked		33,627,254.48	33,232,203	33,347,348

⁽¹⁾ Calculated by "Number of fatalities as a result of work-related injury/Number of hours worked x 1,000,000 = Rate of fatalities as a result of work-related injury."

⁽²⁾ Calculated by "Number of lost time incidents x 1,000,000/ Total hours worked = Rate of Lost Time Injury."

⁽³⁾ Calculated by "Number of recordable work-related injury/Number of hours worked x 1,000,000 = Rate of recordable work-related injury."



Operations Excellence: Eco-Efficiency

GRI 302-1 (2016) Energy Consumption Inside the Organisation				
Unit: Terajoules	2021	2022	2023	
Total Group	1,660.0	1,692.0	1,625.1	
Renewables				
Solar	0.4	2.9	8.7	
Biomass	144.1	187.5	207.0	
Non-Renewables				
Natural Gas	491.1	476.9	446.0	
Liquid Fuels (Diesel, Petrol)	353.0	313.8	320.7	
Solid Fuels (Coal)	42.5	47.2	32.2	
Factories (Halcyon Rubber Company)				
Renewables				
Biomass	144.1	187.5	207.0	
Solar	-	-	6.2	
Non-Renewables				
Natural Gas	491.1	476.8	446.0	
Liquid Fuels (Diesel, Petrol)	245.3	197.3	161.5	
Solid Fuels (Coal)	42.5	47.2	32.2	
Plantations (Corrie MacColl)				
Renewables				
Solar	0.4	2.9	2.4	
Non-Renewables				
Liquid Fuels (Diesel, Petrol)	107.6	116.5	159.2	

GRI 302-2 (2016) Energy Consumption Outside the Organisation				
Unit: Terajoules	2021	2022	2023	
Total Electricity (Grid)	629.3	663.5	610.5	
Factories	606.6	637.0	587.3	
Plantations	22.6	26.5	23.2	

GRI 302-3 (2016) Energy Intensity				
	Unit	2021	2022	2023
Factories	GJ/ Tonnes of Product	1.7	1.8	1.8
Plantations	GJ/ ha of cultivated areas	3.4	3.0	5.1

Climate Change: GHG Emissions

GRI 305-1 Direct (Scope 1) GHG Emissions				
Unit: tCO ₂ e	2021	2022	2023	
Total Group	60,366.0	55,669.0	53,686.4	
Anthropogenic GHG emissions				
Biogenic CO₂ emissions	757.0	686.0	772.0	
Factories (Halcyon Rubber Company)				
Anthropogenic GHG emissions				
Biogenic CO₂ emissions	757.0	686.0	772.0	
Plantations (Corrie MacColl)				
Anthropogenic GHG emissions				
Biogenic CO₂ emissions	757.0	686.0	772.0	

GRI 305-2 Energy Indirect (Scope 2) GHG Emissions				
Unit: tCO ₂ e	2021	2022	2023	
Total Group	131,616.0	126,561.0	116,480.6	
Factories	129,432.0	125,171.0	114,234.0	
Plantations	2,241.2	1,424.4	2,246.7	

GRI 305-3 Other Indirect (Scope 3) GHG Emissions				
Unit: '000 tCO ₂ e	2021	2022	2023	
Total Group	5,572.8	5,417.8	5,361.9	
Upstream				
	2,927.8	2,875.6	2,681.0	
Downstream				
	2,645.0	2,542.1	2,680.9	

GRI 305-4 GHG emissions intensity				
Scope 1 & 2	Unit	2021	2022	2023
Factories	tCO ₂ e/tonne of product	0.205	0.198	0.193
Plantations	tCO ₂ e/ha of cultivated area	0.265	0.257	0.381
Total Group	tCO ₂ e/US\$'000 per year	0.074	0.064	0.054

GRI 303-5 Water Consumption				
Unit: '000 cubic meters	2021	2022	2023	
Total Group	8,782.0	9,395.0	8,435.2	
Factories (Halcyon Rubber Company)				
Surface water	7,505.0	8,043.0	6,373.0	
Groundwater	642.0	797.0	709.0	
Third party water	62.0	-	-	
Plantations (Corrie MacColl)				
Surface water	63.0	26.0	435.0	
Groundwater	511.0	529.0	919.0	
Water stress locations	None	None	None	

Water Consumption intensity				
	Unit	2021	2022	2023
Factories	'000 m ³ /mT of Product	9.2	10.1	8.1
Plantations	m ³ /ha of cultivated area	14.9	14.4	37.2

ESG Data

Land Stewardship: Land Concession

An overview of our land concessions and conservation areas are provided below; there is no land designated for future planting.

GRI 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Plantation Name	Hevecam		
Location	Cameroon		
Year Established	1975		
Type of Operation	Plantation/Agriculture		
Size of operational site (ha)	52,608		
Concessions (ha)	Niete (40,992)	Bissiang (7,644)	Elogbatindi (3,972)
Proximate protected areas	Campo Maa'an National Park		
Biodiversity Value	Attribute of the protected area or outside of the protected area	Rivers, swampy forests and riparian zones	
	Listing of protected status	International Union for Conservation of Nature	

GRI 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Plantation Name	Sudcam		
Location	Meyomessala, Cameroon		
Year Established	2008		
Type of Operation	Plantation/Agriculture		
Size of operational site (ha)	45,198		
Concessions (ha)	Central (36,998)	North (8,200)	
Position in relation to protected area	Dja Biosphere Reserve, Endangered bird area (EBA).		
Biodiversity Value	Attribute of the protected area or outside of the protected area	Dense humid semi-deciduous forest including adult and young secondary forests, swampy forests, industrial cultivated areas, raffia, cultivated forests.	
	Listing of protected status	Dja biosphere reserve, Meyomessi community forest	

GRI 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Plantation Name	JFL			
Location	Kelantan, Malaysia			
Year Established	2013			
Type of Operation	Plantation/Agriculture			
Size of operational site (ha)	9,845			
Concessions (ha)	Ulu Nenggiri (3,775)	Lebir (2,454)	Ulu Temiang (2,023)	Laloh (1,593)
Position in relation to protected area	Lebir Forest Reserve, Tasik Kenyir.			
Biodiversity Value	Attribute of the protected area or outside of the protected area	Forest fringes and riparian buffers		
	Listing of protected status	IUCN Red List Status (2018), Wildlife Protection Act 2010 [Act No. 176]		

GRI 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Plantation Name	TRCI		
Location	Abidjan, Ivory Coast		
Year Established	1975		
Type of Operation	Plantation/Agriculture		
Size of operational site (ha)	1,376		
Concessions (ha)	1,376		

Land Stewardship: Ecosystem Protection**GRI 304-4 IUCN Red List species and national conversation list species with habitats in areas affected by operations**

Summary list of threatened species that may potentially be found in Halcyon Agri's land concessions. The list has been updated to the date of this report's publication.⁴

Mammals				Birds				Amphibians			
Specie	IUCN Red List	Specie	IUCN Red List	Specie	IUCN Red List	Specie	IUCN Red List				
1	Western lowland gorilla	CR	14	Sunda slow loris	EN	25	Helmeted hornbill	CR	38	Giant slippery frog	EN
2	Malayan tiger	CR	15	Banded civet	NT	26	Great slaty woodpecker	VU	39	Oriental garden lizard	LC
3	Chimpanzee	EN	16	Sunda Pangolin	CR	27	Large green pigeon	VU	40	Golden-ringed cat snake	LC
4	Asian elephant	EN	17	Great hornbill	VU	28	Chestnut-naped forktail	NT	41	King cobra	VU
5	White-handed gibbon	DD	18	Sun bear, Honey bear	VU	29	Great argus	VU	42	Monocled cobra	LC
6	Siamang	EN	19	Dusky leaf monkey	EN	30	Buff-vented bulbul	NT	43	Blyth's river frog	LC
7	White-bellied Pangolin	EN	20	Black hornbill	VU	31	Scarlet-rumped trogon	NT	44	Peat swamp frog	LC
8	Malay tapir	EN	21	Cream-coloured giant squirrel	NT	32	Red-naped trogon	NT	45	Asian leaf turtle	NT
9	Bronze skink	LC	22	Asiatic golden cat	NT	33	White-crowned hornbill	EN			
10	Leopard	VU	23	Masked palm civet	LC	34	Rhinoceros hornbill	VU			
11	African Forest elephant	CR	24	Black-bellied Pangolin	VU	35	Green broadbill	NT			
12	Pig-tailed macaque	VU				36	Black and red broadbill	LC			
13	Oriental/Asian small-clawed otter	VU				37	Black and yellow broadbill	NT			

^[4] Reference from the International Union for Conservation of Nature (IUCN), Red List of Threatened Species, <http://www.iucnredlist.org>

Land Stewardship: Agricultural Practices**GRI 13: Topic 13.6 Pesticides Use**

Report on the volume and intensity of pesticides used by the following toxicity hazard levels⁵

No	Pesticide name	Type	WHO Class	Toxicity
1	Glyphosate	Herbicide	3 - SH	Slightly hazardous
2	Sodium Chlorate	Herbicide	2 - MH	Moderately hazardous
3	2,4-Dichlorophenoxyacetic acid	Herbicide	2 - MH	Moderately hazardous
4	- Mancozeb	Fungicide	U	Unlikely to present an acute hazard
5	- Difenconazole	Fungicide	U	Unlikely to present an acute hazard
6	Lambda-Cyhalothrin	Insecticide	2 - MH	Moderately hazardous
7	Fipronil	Insecticide	2 - MH	Moderately hazardous

Note: Our pesticides consumption underwent annual external verification since 2020 following an SLL assessment period different to our FY reporting period. We are in the process of streamlining our reporting. We aim to disclose information in the next reporting period.

EH - Extremely Hazardous	MH - Moderately Hazardous	U - Unlikely to present an acute hazard
HH - Highly Hazardous	SH - Slightly Hazardous	

^[5] World Health Organisation Recommended Classification of Pesticides by Hazard and Guidelines to Classification 2019 (116)

Inclusive Business: Fair Working Conditions

GRI 2-27 Compliance with Laws and Regulations	2021	2022	2023
Total non-compliance cases	0	0	0

GRI 205-3 Confirmed Incidents of Corruption and Actions Taken	2021	2022	2023
Total confirmed incidents	0	0	0

ESG Data

GRI 401-1 New Employee Hires and Employee Turnover						
New Hires	2021		2022		2023	
	Number	Rate	Number	Rate	Number	Rate
Total	1,704	10.80%	1,944	12.60%	1,903	10.60%
By Age						
< 30 y.o.	925	5.90%	896	5.80%	858	4.80%
30 – 50 y.o.	715	4.50%	940	6.10%	1,017	5.60%
> 50 y.o.	64	0.40%	106	0.70%	28	0.20%
By Gender						
Male	1,296	8.20%	1,392	9.00%	1,353	7.50%
Female	408	2.60%	552	3.60%	550	3.10%
By Region						
China and Southeast Asia	1,156	67.84%	1,277	65.70%	1,182	62.10%
West and Central Africa	533	31.28%	659	33.90%	709	37.30%
Europe and Americas	15	0.88%	8	0.40%	12	0.60%

Turnover	2021		2022		2023	
	Number	Rate	Number	Rate	Number	Rate
Total	2,235	14.21%	1,770	11.50%	2,614	14.50%
By Age						
< 30 y.o.	761	4.84%	732	4.80%	843	4.68%
30 – 50 y.o.	1,187	7.55%	842	5.50%	1,538	8.53%
> 50 y.o.	287	1.82%	182	1.20%	233	1.29%
By Gender						
Male	1,684	10.71%	1,320	8.60%	2,073	11.50%
Female	551	3.50%	436	2.90%	541	3.00%
By Region						
China and Southeast Asia	1,385	61.97%	1,335	76.02%	2,293	87.70%
West and Central Africa	831	37.18%	400	22.78%	313	12.00%
Europe and Americas	19	0.85%	21	1.20%	8	0.30%

GRI 405-1 Diversity of Governance Bodies and Employees			
Governance Bodies	2021	2022	2023
	(%)	(%)	(%)
Board of Directors			
Total	100%	100%	100%
By Age			
< 30 y.o.	0%	0%	0%
30 – 50 y.o.	11.10%	11.10%	37.50%
> 50 y.o.	88.90%	88.90%	62.50%
By Gender			
Male	100%	88.90%	75.00%
Female	0%	11.10%	25.00%
Management			
Total	100%	100%	100%
By Age			
< 30 y.o.	0%	1.20%	1.18%
30 – 50 y.o.	42.50%	39.76%	42.35%
> 50 y.o.	57.50%	59.04%	56.47%
By Gender			
Male	91.80%	90.40%	92.94%
Female	8.20%	9.60%	7.06%
Employees			
By Category	2021	2022	2023
	(%)	(%)	(%)
Management			
By Age			
< 30 y.o.	5.94%	4.60%	1.77%
30 – 50 y.o.	67.08%	65.13%	66.52%
> 50 y.o.	26.98%	30.27%	31.71%
By Gender			
Male	76.90%	79.70%	77.60%
Female	23.10%	20.30%	22.40%
Executives and Supervisors			
By Age			
< 30 y.o.	15.62%	13.00%	9.25%
30 – 50 y.o.	61.55%	65.00%	66.24%
> 50 y.o.	22.83%	22.00%	24.51%
By Gender			
Male	70.10%	69.40%	70.10%
Female	29.90%	30.60%	29.90%
Rank and File			
By Age			
< 30 y.o.	30.17%	29.54%	19.94%
30 – 50 y.o.	60.80%	61.26%	66.96%
> 50 y.o.	9.03%	9.20%	13.10%
By Gender			
Male	76.00%	75.80%	73.90%
Female	24.00%	24.20%	26.10%



List of Certifications and Standards

The table below lists Halcyon Agri's third-party audited sites on international certifications and standards relevant to the Group's key ESG factors. They are accurate as of the date of publication of this annual report.

No	Name	Location	Activity	International Certifications			
				ISO9001: 2015 ⁶	ISO14001: 2015 ⁷	ISO45001: 2018 ⁸	Others
CHINA							
1	Hainan Halcyon Rubber Tech. Co. Ltd. - Hainan (AX) - Hainan (CX)	Hainan	Processing	Y	Y	Y	
2	Xishuangbanna Halcyon Rubber Tech Co. Ltd. - Yunnan Jinghong (BX) - Yunnan Mantang (MT) - Yunnan Manme (MM) - Yunnan Menglong (ML) - Yunnan Mengrun (MR)	Yunnan	Processing	Y	Y	Y	
INDONESIA							
3	PT Hevea MK I (SDR)	Palembang	Processing	Y	Y		
4	PT Hevea MK II (SEA)	Palembang	Processing	Y	Y	Y	
5	PT Hok Tong I Palembang (SCX)	Palembang	Processing	Y	Y		
6	PT Hok Tong II Palembang (SGO)	Palembang	Processing	Y	Y		
7	PT Remco Palembang (SDQ)	Palembang	Processing	Y	Y		
8	PT Sunan Rubber Palembang (SCY)	Palembang	Processing	Y	Y		
9	PT Remco Jambi (SBG)	Jambi	Processing	Y	Y		
10	PT Hok Tong Jambi (SCL)	Jambi	Processing	Y	Y		
11	PT Rubber Hock Lie Sunggal (SDH)	Medan	Processing	Y	Y		
12	PT Rubber Hock Lie Rantau Prapat (SCM)	Rantau Prapat	Processing	Y	Y		
13	PT Pulau Bintan Djaya (SAR)	Bintan	Processing	Y	Y		
14	PT Hok Tong Pontianak (KAZ)	Pontianak	Processing	Y	Y		
15	PT GMG Sentosa (KBM)	Pontianak	Processing	Y	Y		
16	PT Bumi Jaya (KBQ)	Tanjung	Processing	Y	Y		
17	PT Sumber Djantin Sanggau (KBP)	Pontianak	Processing	Y	Y		
18	PT Sumber Djantin Sambas (KBE)	Pontianak	Processing	Y	Y		
19	PT Sumber Djantin Pontianak (KAB)	Pontianak	Processing	Y	Y		FSC-C191686 BV-COC-191686
20	PT Sumber Alam (KBD)	Pontianak	Processing	Y	Y		
MALAYSIA							
21	Hevea KB Sdn Bhd (HL)	Perak	Processing	Y	Y	Y	
22	Euroma Rubber Industries Sdn Bhd (JJ)	Kedah	Processing	Y	Y		
23	Corrie MacColl Malaysia Sdn Bhd	Malaysia	Trading & Distribution	Y			FSC-C152321 NC-COC-056357
24	JFL Holdings Sdn Bhd	Kelantan	Plantation				AWS V2.0 (Registered) ⁹

ESG Data

No	Name	Location	Activity	International Certifications			
				ISO9001: 2015 ⁶	ISO14001: 2015 ⁷	ISO45001: 2018 ⁸	Others
THAILAND							
25	Teck Bee Hang Thung Song (H1)	Thung Song	Processing	Y	Y	Y	
26	Teck Bee Hang Yala (H2)	Yala	Processing	Y			
27	Teck Bee Hang Narathiwat (H6)	Narathiwat	Processing	Y			FSC-C174498 CU-COC-885667
28	Teck Bee Hang Pattani (H7)	Pattani	Processing	Y			
29	Teck Bee Hang Surat Thani (H8)	Suratthani	Processing	Y	Y	Y	
WEST AFRICA							
30	Societe De Developpement Du Caoutchouc Ivoirien S.A. – Anguededou (SDCI-A) – Boubury (SDCI-B)	Cote D'Ivoire	Processing	Y			
CENTRAL AFRICA							
31	Hevecam (HVC)	Niete, Cameroon	Processing & Plantation	Y			
32	Sudcam (SDC)	Meyomessala	Processing & Plantation	Y			
EUROPE AND AMERICAS							
33	Corrie MacColl Deutschland GmbH	Eschborn, Germany	Trading & Distribution	Y			
34	Corrie MacColl Europe B.V.	Zaandam, Netherlands	Trading & Distribution	Y			FSC-C132544 NC-COC-026307
35	Corrie MacColl North America	Norfolk, Virginia, USA	Trading & Distribution	Y			
36	Kelvin Terminals B.V.	Terneuzen, Netherlands	Logistics & Warehousing	Y	Y	Y	

^[6] ISO 9001: 2015 – Quality Management System^[7] ISO 14001:2015 – Environmental Management System^[8] ISO 45001:2018 – Occupational Health and Safety Management System^[9] AWS V2.0 – Alliance for Water Stewardship Standard Version 2.0

GRI Content Index

Statement of use	Halcyon Agri Corporation Limited has reported the information cited in this GRI content index for the period 1 January 2023 to 31 December 2023 with reference to the GRI Standards
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location or Omission	Page
GRI 2: General Disclosures 2021	The Organisation and Its Reporting Practices		
	2-1 Organizational details	About This Report	SR: 1
	2-2 Entities included in the organization's sustainability reporting	Report Coverage	SR: 1
	2-3 Reporting period, frequency and contact point	Report Coverage, Feedback	SR: 1
	2-4 Restatements of information	About This Report	SR: 1
	2-5 External assurance	Data and Assurance	SR: 1
	Activities and Workers		
	2-6 Activities, value chain, and other business relationships	Halcyon Agri At A Glance	CR: 2-3
	2-7 Employees	Information on Workers	SR: 24
	2-8 Workers who are not employees	Information on Workers	SR: 24
	Governance		
	2-9 Governance structure and composition	Corporate Structure, Governance	CR: 14-15, SR: 3-4
	2-10 Nomination and selection of the highest governance body	Corporate Governance Report	CR:21-22
	2-11 Chair of the highest governance body	Corporate Governance Report	CR:21-22
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance	SR: 3-4
	2-13 Delegation of responsibility for managing impacts	Governance	SR: 3-4
	2-14 Role of the highest governance body in sustainability reporting	Governance	SR: 3-4
	2-15 Conflicts of interest	Corporate Governance Report	CR: 18
	2-16 Communication of critical concerns	Corporate Governance Report	CR: 29
		Respect for Stakeholder Rights	CR: 23
	2-17 Collective knowledge of the highest governance body	Corporate Governance Report	CR: 21
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Report	CR: 24-25
	2-19 Remuneration policies	Corporate Governance Report	CR: 25
	2-20 Process to determine remuneration	Corporate Governance Report	CR: 25
	2-21 Annual total compensation ratio	Corporate Governance Report	CR: 29
	Strategy, Policies and Practices		
	2-22 Statement on sustainable development strategy	Alignment to SDGs	SR: 8
2-23 Policy commitments	Commitments	SR: 5	
2-24 Embedding policy commitments			
2-25 Processes to remediate negative impacts	Respect for Stakeholder Rights	SR: 23	
2-26 Mechanisms for seeking advice and raising concerns	Respect for Stakeholder Rights	SR: 23	
2-27 Compliance with laws and regulations	Corporate Governance Report	CR: 18	

Notes: SR = Sustainability Report 2023 CR: Corporate Report 2023

GRI Content Index

GRI Standard	Disclosure	Location or Omission	Page	
	2-28 Membership associations <ul style="list-style-type: none"> China Natural Rubber Association China Rubber Industry Association Federation of Malaysian Manufacturers GAPKINDO (Gabungan Perusahaan Karet Indonesia/ Rubber Association of Indonesia) Global Agribusiness Action on Equitable Livelihoods (GAA-EL) Global Platform for Sustainable Natural Rubber (GPSNR) International Rubber Study Group (IRSG) LGM (Malaysian Rubber Board Pricing Panel) Malaysian SMR Rubber Processors Associations Member/Panel of Advisor/ Signatory to SNR-i (Sustainable Natural Rubber Initiative) Rubber Trade Association of Singapore Singapore Institute of Directors Singapore International Chamber of Commerce Rubber Association (SICCRA) The Rubber Trade Association of Europe (RTAE) The Thai Rubber Association United Nations Global Compact 		-	
	2-29 Approach to stakeholder engagement	Stakeholders	SR: 6	
	2-30 Collective bargaining agreements	Fair Working Conditions	SR: 21	
GRI Standard	Disclosure	Sector Standard Reference	Location or Omission	Page
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics		Material Issues	SR: 7
	3-2 List of material topics			
Ethics and Compliance				
GRI 3: Material Topics 2021	3-3 Management of material topics: Public policy	13.24.1	Risk Management	CR: 11-12
GRI 415: Public Policy 2016	415-1 Political contributions	13.24.2	Government Grant	CR: 67
GRI 3: Material Topics 2021	3-3 Management of material topics: Anti-competitive behaviour	13.25.1	Corporate Governance Report	CR: 18
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	13.25.2	Corporate Governance Report	CR: 18
GRI 3: Material Topics 2021	3-3 Management of material topics: Anti-corruption	13.26.1	Corporate Governance Report	CR: 27
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	13.26.2	Corporate Governance Report	CR: 27
	205-2 Communication and training about anti-corruption policies and procedures	13.26.3	Corporate Governance Report	CR: 27
	205-3 Confirmed incidents of corruption and actions taken	13.26.4	Corporate Governance Report	CR: 27, SR: 28
Fair Working Conditions				
GRI 3: Material Topics 2021	3-3 Management of material topics: non-discrimination and equal opportunity	13.15.1	Fair Working Conditions	SR: 21
GRI 401: Employment 2016	401-1 New employee hires and employee turnover		ESG Data	SR: 29

Notes: SR = Sustainability Report 2023 CR: Corporate Report 2023

GRI Content Index

GRI Standard	Disclosure	Sector Standard Reference	Location or Omission	Page
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	13.15.2	ESG Data	SR: 29
	405-2 Ratio of basic salary and remuneration of women to men	13.15.3	Information unavailable.	-
	406-1 Incidents of discrimination and corrective actions taken	13.15.4	Fair Working Conditions	SR: 21
GRI 3: Material Topics 2021	3-3 Management of material topics: forced or compulsory labour	13.16.1	Fair Working Conditions	SR: 21
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	13.16.2	Fair Working Conditions	SR: 21
GRI 3: Material Topics 2021	3-3 Management of material topics: child labour	13.17.1	Fair Working Conditions	SR: 21
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	13.17.2	Fair Working Conditions	SR: 21
GRI 3: Material Topics 2021	3-3 Management of material topics: freedom of association and collective bargaining	13.18.1	Fair Working Conditions	SR: 21
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	13.18.2	Fair Working Conditions	SR: 21
GRI 3: Material Topics 2021	3-3 Management of material topics: employment practices	13.20.1	Fair Working Conditions	SR: 21
GRI 3: Material Topics 2021	3-3 Management of material topics: living income and living wage	13.21.1	Information unavailable.	-
Workplace Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics: occupational health and safety	13.19.1	Workplace Health and Safety	SR: 12-13
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	13.19.2		SR: 12-13
	403-2 Hazard identification, risk assessment, and incident investigation	13.19.3		SR: 12-13
	403-3 Occupational health services	13.19.4		SR: 12-13
	403-4 Worker participation, consultation, and communication on occupational health and safety	13.19.5		SR: 12-13
	403-5 Worker training on occupational health and safety	13.19.6		
	403-6 Promotion of worker health	13.19.7		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	13.19.8		SR: 12-13
	403-8 Workers covered by an occupational health and safety management system	13.19.9		SR: 12-13
	403-9 Work-related injuries	13.19.10		SR: 12-13
	403-10 Work-related ill health	13.19.11	SR: 12-13	
Traceable Supply Chain				
GRI 3: Material Topics 2021	3-3 Management of material topics: Supply chain traceability	13.23.1	Responsible Sourcing	SR: 16-17
Pricing Equity				
GRI 3: Material Topics 2021	3-3 Management of material topics: economic inclusion	13.22.1	Inclusive Business	SR: 23

GRI Content Index

GRI Standard	Disclosure	Sector Standard Reference	Location or Omission	Page
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	13.22.2	Chief Executive Officer's Review, Consolidated Income Statement	CR: 5-6, 45
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	13.22.3	Inclusive Business	SR: 21-23
	203-2 Significant indirect economic impacts	13.22.4		SR: 21-23
Eco-Efficiency				
GRI 3: Material Topics 2021	3-3 Management of material topics		Resource Efficiency	SR: 14
GRI 302: Energy 2016	302-1 Energy consumption within the organisation		ESG Data	SR: 26
	302-2 Energy consumption outside the organisation			
	302-3 Energy intensity			
	302-4 Reduction of energy consumption		Resource Efficiency	SR: 14
GRI 3: Material Topics 2021	3-3 Management of material topics: Water and effluents	13.7.1	Resource Efficiency	SR: 14
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	13.7.2	Resource Efficiency	SR: 14
	303-2 Management of water discharge-related impacts	13.7.3	Resource Efficiency	SR: 14
	303-3 Water withdrawal	13.7.4	Resource Efficiency	SR: 14
	303-4 Water discharge	13.7.5	Information Unavailable	-
	303-5 Water consumption	13.7.6	ESG Data	SR: 14
GRI 3: Material Topics 2021	3-3 Management of material topics: Waste	13.8.1	Pollution Prevention	SR: 15
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	13.8.2	Pollution Prevention	SR: 15
	306-2 Management of significant waste-related impacts	13.8.3	Pollution Prevention	SR: 15
	306-3 Waste generated	13.8.4	Information incomplete. We are on track for our internal reporting and we aim to disclose by FY 2024.	-
	306-4 Waste diverted from disposal	13.8.5		-
	306-5 Waste directed to disposal	13.8.6		-
Climate Change				
GRI 3: Material Topics 2021	3-3 Management of material topics: Emissions	13.1.1	Climate Resilience	SR: 9-11
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	13.1.2	ESG Data	SR: 26
	305-2 Energy indirect (Scope 2) GHG emissions	13.1.3		
	305-3 Other indirect (Scope 3) GHG emissions	13.1.4		
	305-4 GHG emissions intensity	13.1.5		
	305-5 Reduction of GHG emissions	13.1.6	Climate Resilience	SR: 9-11
	305-6 Emissions of ozone-depleting substances (ODS)	13.1.7	Information incomplete.	-
	305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	13.1.8	Information incomplete.	-
GRI 3: Material Topics 2021	3-3 Management of material topics: climate adaptation and resilience	13.2.1	Climate Resilience	SR: 9-11
GRI 201: Economic Performance 2016	Financial implications and other risks and opportunities due to climate change	13.2.2	Climate Resilience	SR: 9-11

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GRI Standard	Disclosure	Sector Standard Reference	Location or Omission	Page
Quality Excellence				
GRI 3: Material Topics 2021	3-3 Management of material topics		Quality Excellence	SR: 12
Other Disclosures	HeveaPro Quality Standards			
Land Stewardship				
GRI 3: Material Topics 2021	3-3 Management of material topics: Biodiversity	13.1.1, 13.6.1, 13.6.2	Land Stewardship	SR: 18-19
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	13.3.2	ESG Data	SR: 27
	304-2 Significant impacts of activities, products and services on biodiversity	13.3.3	Land Stewardship	SR: 18-19
	304-3 Habitats protected or restored	13.3.4	ESG Data	SR: 27
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	13.3.5		SR: 28
GRI 3: Material Topics 2021	3-3 Management of material topics: Natural ecosystem conversion	13.4.1	Land Stewardship	SR: 20
GRI 3: Material Topics 2021	3-3 Management of material topics: Soil health	13.5.1	Land Stewardship	SR: 20
GRI 3: Material Topics 2021	3-3 Management of material topics: Pesticide Use	13.6.1	Land Stewardship	SR: 20
Human Rights				
GRI 3: Material Topics 2021	3-3 Management of material topics		Respect for Stakeholder Rights	SR: 23
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments			SR: 23
GRI 3: Material Topics 2021	3-3 Management of material topics: land and resource rights	13.13.1		SR: 23
GRI 3: Material Topics 2021	3-3 Management of material topics: rights of indigenous peoples	13.14.1		SR: 23
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	13.14.2		SR: 23
Community Investment and Empowerment				
GRI 3: Material Topics 2021	3-3 Management of material topics: Food security	13.9.1	Inclusive Business	SR: 23
GRI 3: Material Topics 2021	3-3 Management of material topics: Local communities	13.12.1		SR: 21-23
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	13.12.2		SR: 21-23
	413-2 Operations with significant actual and potential negative impacts on local communities	13.12.3		SR: 21-23
Topics in the applicable GRI Sector Standards determined as not material				
Agriculture Aquaculture and Fishing Sectors 2022		Explanation		
GRI 13	13-10 Food safety	Not Applicable. Halcyon Agri's rubber products are for industrial applications. Its production process does not involve food or animal.		

GRI Content Index

Task Force on Climate-related Financial Disclosures

	Recommended Disclosure	Section	Page
Governance	a. Describe the organisation’s governance around climate related risks and opportunities	Climate Resilience	SR: 9
	b. Describe management’s role in assessing and managing climate-related risks and opportunities		
Strategy	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	Risks and Opportunities	SR: 10
	b. Describe the impact of climate-related risks and opportunities on the organisation’s business, strategy and financial planning	Scenario Analysis	SR: 11
	c. Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenarios		
Risk Management	a. Describe the organisation’s process for identifying and assessing climate-related risks.	Climate Resilience	SR: 9
	b. Describe the organisation’s process for managing climate-related risks		
	c. Describe how the process for identifying, assessing and managing climate-related risks are integrated into the organisation’s overall risk management		
Metrics and Targets	a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with strategy and risk management process	Metrics and Targets, Net Zero	SR: 11
	b. Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions and related risks		
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	ESG Data	SR: 26

Limitations of Scenario Analysis

The following methodological constraints apply to our assessment:

- i. The extensive projection timeframe in climate scenario analysis, combined with the multitude of assumptions made, introduces significant uncertainty into the results.
- ii. Climate scenarios and parameters sourced from international think tanks and research organisations are frequently tailored with a level of detail that may not entirely capture local market dynamics and constraints.

- iii. Data utilised for scenario analysis, including company-level emissions, business activities, transition plans, and government interventions, are often unavailable or reported inconsistently.

We are dedicated to staying informed about advancements in this field. We will continuously refine our methodology to align with industry best practices.



UN Global Compact

Principle	Description	Section	Page
Human Rights			
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	Supply Chain, Society	SR: 16-20, 21-23
Principle 2	Make sure that they are not complicit in human rights abuses		
Labour			
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Supply Chain, Society	SR: 16-20, 21-23
Principle 4	Elimination of all forms of forced and compulsory labour		
Principle 5	Effective abolition of child labour		
Principle 6	Elimination of discrimination in respect of employment and occupation		
Environment			
Principle 7	Businesses should support a precautionary approach to environmental challenges	Climate Resilience, Resource Efficiency and Pollution Prevention	SR: 9-11, 14-15
Principle 8	Undertake initiatives to promote greater environmental responsibility		
Principle 9	Encourage the development and diffusion of environmentally friendly technologies		
Anti-corruption			
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Governance, Society	SR: 5, 21-23
		Accountability and Audit	CR: 25-28

Notes: SR = Sustainability Report 2023 CR = Corporate Report 2023

GPSNR Policy Framework

No	Policy Components	Response/Section	Page
1	Commitment to Legal Compliance	1.1, 1.2	ESG Data (Compliance)
		2.1.1, 2.1.2	Responsible Sourcing
		2.2	Land Stewardship
2	Commitment to Healthy, Functioning Ecosystems	2.3	Fire Prevention and Suppression
		2.4	Biodiversity
		2.5	Water, ESG Data (Water)
		2.6, 2.7	Soil Management
		3.1, 3.3, 3.4.1, 3.4.3	Inclusive Business, Respect for Stakeholder Rights
3	Commitment to Respecting all Human Rights	3.2, 3.4.2	Respect for Stakeholder Rights
		3.5	Inclusive Business, Respect for Stakeholder Rights
		3.6	Fair Working Conditions
4	Commitment to Community Livelihoods	4.1, 4.2, 4.3	Inclusive Business
		5.1	Inclusive Business
5	Commitment to Increased Production Efficiency	5.2, 5.3	Resource Efficiency and Pollution Prevention
		5.4	Climate Resilience
6	Commitment to Systems and Processes to Drive Effective Implementation of Policy Components	6.1, 6.2	Commitments, Alignment to SDGs
		6.3, 6.4	Stakeholders
7	Commitment to Supply Chain Assessment, Traceability, and Management	7.1, 7.3, 7.4, 7.5	Responsible Sourcing
		7.2	
8	Commitment to Monitoring and Reporting on Progress Towards, and Conformance with, Policy Components	8.1.1, 8.1.2, 8.2	Alignment to SDGs
			About This Report



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