



ADVANCING SUSTAINABLE EXCELLENCE IN THE NATURAL RUBBER SUPPLY CHAIN

推动天然橡胶供应链的永续发展，迈向卓越

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Halcyon Agri Corporation Limited's ("Halcyon Agri") Sustainability Report for the financial year ended 31 December 2025 ("FY2025") 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 (25 Aug 2025 to 31 Dec 2025),
- Global Reporting Initiative (GRI) Standards: Topic and Universal Standards (Updated 2021), following the reporting principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability, and
- Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) (October 2021).

The Group acknowledges that the TCFD recommendations have been succeeded by International Financial Reporting Standards (IFRS) S1 and S2. This report continues to present the TCFD Content Index for reporting consistency and ease of reference.

This Sustainability Report is prepared with reference to GRI and the above standards due to their global acceptance and adoption, as well as their robust industry guidance, which allows for comparability against global and local peers. These standards also provide the framework to communicate relevant information to stakeholders on the company's ESG risks and opportunities. In compliance with the enhanced sustainability reporting requirements under the SGX-ST Listing Rules, we are also progressively aligning our disclosures with the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information.

I. Coverage

This report covers the environmental, social, and governance (ESG) topics and performance of our operations in Asia, Europe, the Americas and Africa, unless stated otherwise. During the FY2025 reporting period, our production footprint was streamlined as part of ongoing operational optimisation efforts, resulting in a reduction in overall production output. This adjustment reflects our focus on improving efficiency and aligning capacity with current market conditions. Apart from this development, there were no significant changes to our organisation and supply chain during the reporting period ending 31 December 2025. For the purposes of this report, "the Group" means Halcyon Agri Corporation Limited and its subsidiaries.

II. Feedback

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

III. Data and Assurance

To ensure the robustness and credibility of our ESG data, an internal review of our sustainability reporting process was performed by an independent third-party practitioner for the reporting period. This review included an assessment of our reporting procedures, underlying controls, and the accuracy of selected data.

MESSAGE FROM THE CEO (BOARD STATEMENT)

To our valued stakeholders,

I am pleased to present Halcyon Agri Corporation Limited's ("Halcyon Agri") Sustainability Report for the financial year ended 31 December 2025 ("FY2025"). In a year marked by continued global economic uncertainty and evolving regulatory expectations, our Group remained steadfast in advancing responsible and transparent practices across our global natural rubber supply chain. Guided by our commitment to long-term value creation, we continued strengthening our environmental, social and governance ("ESG") performance while supporting our customers, suppliers and communities.

A defining focus of FY2025 was our continued preparation for the European Union Deforestation Regulation (EUDR). While the second postponement of its implementation created uncertainty across the industry, it did not diminish our commitment. Over the past several years, Halcyon Agri has invested significant resources in strengthening traceability systems, supplier engagement programmes and internal governance frameworks to support compliance with evolving regulatory and customer expectations.

In FY2025, we continued enhancing our operational readiness through several key initiatives. A major step forward was the centralisation of supplier data within our digital infrastructure, enabling more secure management of supplier records and improving data protection and retention capabilities required by our customers. This initiative strengthens the integrity of our traceability systems while allowing more efficient verification of upstream information across our global supply network.

At the same time, we invested in building in-house technical capabilities, particularly in geospatial risk assessment. Through this new technical capability, our teams were equipped with the expertise required to assess deforestation and land-use risks using geospatial data. This new skill allows us to respond more effectively to customer due diligence requirements while future-proofing our organisation as sustainability standards and regulatory expectations continue to evolve.

Despite the regulatory delays, we remain confident that these investments will position Halcyon Agri and our partners strongly for the future. More importantly, they reinforce our belief that transparency and responsible sourcing are essential foundations for a resilient natural rubber industry.

Alongside supply chain traceability, we continued to strengthen our approach to operational excellence. Our teams across multiple regions worked to enhance risk management processes, maintain transparency in our disclosures, and reinforce internal systems that support responsible production and procurement. To highlight, safety and respect for people remain core to our operations. In FY2025, we continued reinforcing our global health, safety and environmental practices across factories and plantations. Our teams remained focused on maintaining safe workplaces, strengthening training programmes, and embedding a culture where the well-being of employees and contractors remains a top priority.

Climate change is a systemic challenge that directly impacts the productivity and livelihoods central to our industry. In FY2025, we observed a growing trend among our customers for greater transparency and disclosure of supply chain Greenhouse Gas (GHG) emissions, particularly upstream GHG supply emissions associated with raw materials, energy sourcing, and supplier activities. In response, we will continue to strengthen our in-house reporting systems to meet the rising global demand for Product Carbon Footprint (PCF) transparency and Net Zero alignment. We recognize that our success is intrinsically linked to our value chain; therefore, we are intensifying our collaboration with our suppliers and smallholder farmers and refining our logistics to ensure supply continuity. Through these targeted investments in data maturity and supplier engagement, we are positioning Halcyon Agri to lead the transition toward a sustainable and climate-resilient natural rubber economy.

Across all these efforts, collaboration remains critical. The transformation required to build a sustainable natural rubber ecosystem cannot be achieved by any single organisation. Halcyon Agri remains committed to contributing actively to industry platforms such as the Global Platform for Sustainable Natural Rubber (GPSNR), engaging with customers and civil society organisations, and supporting initiatives that promote transparency, responsible sourcing and inclusive supply chains.

As we move forward, we remain confident that our continued investments in traceability, governance, and climate resilience will strengthen our ability to meet our customers' evolving ESG expectations and regulatory requirements.

In closing, I would like to extend my sincere appreciation to our employees, customers, suppliers, partners and shareholders for their continued trust and collaboration. Together, we will continue working towards a sustainable, transparent and resilient future for the natural rubber industry.

Sun Weiliang

Chief Executive Officer
Halcyon Agri Corporation Limited

首席执行官致辞 (BOARD STATEMENT)

尊敬的各位利益相关方

我很高兴在此呈献合盛农业截至2025年12月31日财政年度的可持续发展报告。在过去一年中，全球经济持续存在不确定性，监管要求也在不断变化，本集团始终坚定不移地在我们的全球天然橡胶供应链中推进负责任且透明化的实践。基于我们对长期价值创造的承诺，我们持续加强环境、社会和治理(“ESG”)绩效，同时为我们的客户、供应商及社区提供支持。

2025财政年度的一个核心关注点是持续推进我们对欧盟零毁林法案(EUDR)的准备工作。尽管该法案实施日期的第二次推迟给整个行业带来了不确定性，但这并未削弱我们的承诺。过去数年间，合盛农业投入了大量资源，用于加强可追溯性体系、供应商参与计划以及内部治理框架，以支持满足不断变化的监管要求和客户期望。

在2025财政年度，我们通过多项关键举措持续提升运营准备能力。一个重要的进展是将供应商数据集中整合到我们的数字基础设施中，从而能够更安全地管理供应商记录，并提升客户所需的数据保护和留存能力。这一举措增强了我们可追溯性体系的完整性，同时使我们能够更高效地验证全球供应网络中的上游信息。

与此同时，我们投入资源建设内部技术能力，尤其是在地理空间风险评估方面。通过这一新的技术能力，我们的团队掌握了运用地理空间数据评估毁林和土地利用风险所需的专业技能。这项新能力使我们能够更有效地响应客户的尽职调查要求，同时随着可持续发展标准和监管要求的不断演变，使我们的组织能够更好地应对未来挑战。

尽管法规实施有所延迟，我们仍然相信，这些投入将使合盛农业及其合作伙伴在未来占据有利地位。更重要的是，这些投入强化了我们的信念：透明度和负责任的采购是构建有韧性的天然橡胶行业不可或缺的基础。

除了供应链可追溯性之外，我们持续加强在卓越运营方面的实践。我们在多个区域的团队努力改进风险管理流程，保持信息披露的透明度，并强化支持负责任生产和采购的内部体系。需要强调的是，安全和对人的尊重始终是我们运营的核心。在2025财政年度，我们持续在各工厂和种植园加强全球健康、安全与环境实践。我们的团队始终专注于维护安全的工作场所，加强培训计划，并深植一种将员工和承包商的身心健康视为重中之重的工作文化。

气候变化是一项系统性挑战，直接影响着我们行业所依赖的生产力与生计。在2025财政年度，我们观察到客户对供应链温室气体(GHG)排放透明度与披露的需求持续上升。为此，我们将持续强化内部报告体系，以满足全球市场对产品碳足迹(PCF)透明度及净零目标对齐日益增长的要求。

我们深知，公司的成功与整个价值链的发展息息相关。因此，我们正进一步加强与供应商及小农户的协作，并持续优化物流体系，以确保供应的稳定与连续。通过在数据成熟度建设及供应商参与方面进行有针对性的投入，合盛农业正积极推动并引领天然橡胶产业向更加可持续且具备气候韧性的未来转型。

在所有这些努力中，合作至关重要。构建可持续天然橡胶生态系统所需的变革无法由任何一个组织单独完成。合盛农业仍然致力于积极参与全球可持续天然橡胶平台(GPSNR)等行业平台，与客户和民间社会组织保持沟通，并支持那些倡导透明度、负责任采购和包容性供应链的各项倡议。

展望未来，我们坚信，我们在可追溯性、治理和气候韧性方面的持续投入，将增强我们满足客户不断变化的ESG期望及监管要求的能力。

最后，我谨向我们的员工、客户、供应商、合作伙伴和股东表示衷心的感谢，感谢他们一如既往的信任与合作。我们将继续携手努力，为天然橡胶行业创造一个可持续、透明且具有韧性的未来。

孙卫良

首席执行官

合盛农业集团有限公司

GOVERNANCE

Leadership and Commitments

The Board of Directors and Management work hand-in-hand in exercising leadership and governance over Halcyon Agri Corporation Limited (“Halcyon Agri”) and its subsidiaries (the “Group”).

Board of Directors

The Board of Directors of Halcyon Agri maintains ultimate responsibility for the Group’s sustainability governance. The Board continues to maintain appropriate sustainability competences through attendance in mandated training in accordance with Rule 720(7) of the SGX-ST Listing Rules. Mandatory sustainability training courses ensure Directors are equipped with the foundational knowledge necessary to oversee environmental, social, and governance (ESG) matters.

The Board fulfils its oversight duties by collectively reviewing the Group’s key ESG factors and sustainability performance as reported by senior leadership, at least annually. The Board assigns various ESG topics to the agenda of respective Board committees, as it deems appropriate. As one, example, the Audit Committee is responsible for receiving and reviewing the results of the annual internal review of sustainability reporting as mandated by SGX.

Management

At the management level, the Group CEO and senior leadership team, supervises the management of key ESG issues and ensures their integration into the Group’s daily operations. The CEO leverages the expertise of the management team, appointing key sponsors to lead the sustainability agenda within these primary business segments:

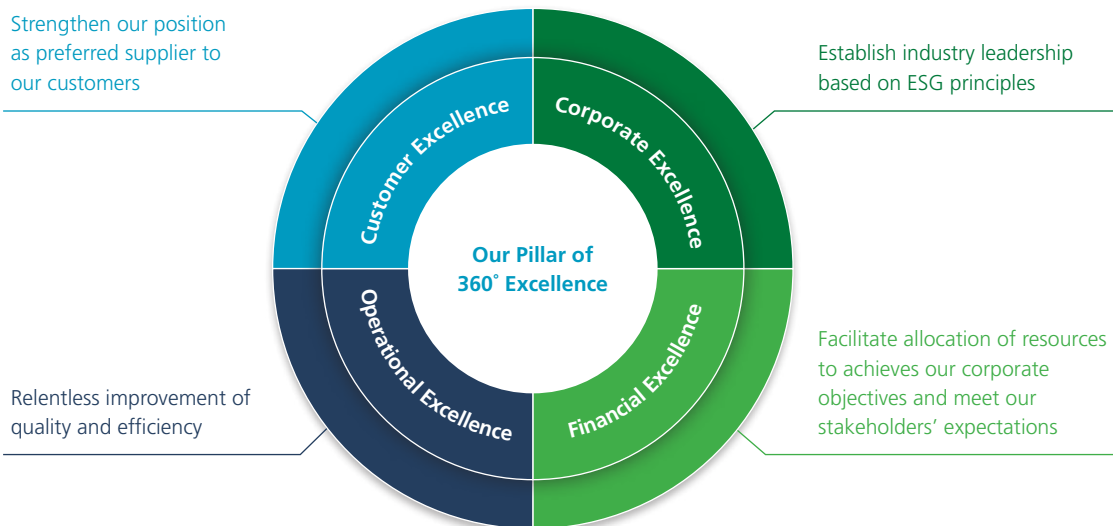
- **Halcyon Rubber Company (HRC) Group:** Leads and represents the Group’s interests of natural rubber processing factories in industry-led discussions including with the Global Platform for Sustainable Natural Rubber (GPSNR)
- **Corrie MacColl Group:** Leads and represents the Group’s interests on natural rubber production and distribution in industry-led discussions including with the Global Platform for Sustainable Natural Rubber (GPSNR)

These primary business segments along with their respective subsidiaries are accountable to the Group CEO and senior leadership team in driving group-wide sustainability targets and maintain operational excellence.

Commitments

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

Our Pillar of 360° Excellence outlines the key priority areas in facilitating the achievements of our Vision and our business objectives. These elements form the cornerstone of the Group’s continued business success, and empower us to deliver better value to all stakeholders.



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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.
Grievance Resolution Procedure	This procedure establishes a clear and confidential process for suppliers, community members, and other external stakeholders to raise concerns specifically related to human rights and environmental impacts arising from our operations and supply chain. Distinct from the Whistleblowing Policy, which addresses broader unethical or unlawful conduct, this mechanism focuses on stakeholder grievances and ensures they are received through designated channels and addressed through timely, impartial investigation and resolution. The Group is committed to safeguarding complainants from retaliation and ensuring all cases are handled with fairness, transparency, and respect.

Global Frameworks

IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information	As a company listed on the Singapore Exchange (SGX), Halcyon Agri aligns its climate-related disclosures with the requirements set out in the SGX Sustainability Reporting Guide and the IFRS Sustainability Disclosure Standards. Our reporting continues to build on our previous disclosures prepared using the TCFD framework, and we continue to incorporate relevant elements of IFRS S1 to strengthen the consistency and transparency of our climate-related information.
GPSNR Policy Framework for Sustainable Natural Rubber Production and Sourcing	The Global Platform for Sustainable Natural Rubber (GPSNR) provides a multi-stakeholder platform that enables our business to engage with upstream, downstream and Civil Society Organisations (CSOs) on key sustainability issues. In line with the GPSNR Assurance System, Halcyon Agri is preparing for the upcoming assurance process and related audits to assess and demonstrate alignment with the GPSNR Policy Framework and responsible natural rubber practices.

Our Stakeholders and ESG Factors

Key Stakeholder Groups

Building and maintaining strong relationships with our stakeholders is essential, as their diverse perspectives influence our business decisions. We remain receptive to these viewpoints to better identify, assess, and address challenges while capitalising on opportunities to support our long-term business growth.

Our stakeholder engagement approach continues to be guided by the AA1000 Accountability Stakeholder Engagement Standard (2015). In 2025, following an internal review conducted with the Board, we retained our existing ESG factors, reaffirming that they

remain representative of the diverse interests shaping our strategies and operations.

Through proactive engagement across various communication platforms, we seek to understand and respond to the needs, expectations, and concerns of our key stakeholders. Their feedback continues to inform our materiality assessment and supports the identification of key issues and strategic priorities relevant to our business.

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The frequency and methods of engagement vary depending on the nature of the interaction. Our key stakeholder groups and engagement approaches are presented in the following table:

<p>1. 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 • 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 and plantation workers • Community volunteering and company recreational activities
<p>2. 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
<p>3. 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 • Traceability initiatives in partnership with organisations such as Rubberway to understand their situation better
<p>4. 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)
<p>5. 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 Non-Governmental Organizations (NGOs) at our plantations or processing sites on a per issue or project basis • Partnership with location organisations to drive the social and environmental conservation actions at our plantations • Implementation of grievance procedures for access to remedy relating to our operations
<p>6. 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)
<p>7. 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 • Annual General Meetings (AGM) and Extraordinary General Meeting (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
<p>8. 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 • Direct/in kind contributions to schools and educational institutions as well as healthcare centres • Technical or financial support for local infrastructure maintenance or development projects • Periodic contribution to local socio-cultural activities and families in need

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Key ESG Factors

Halcyon Agri’s Board of Directors reaffirmed the continuing relevance of 11 key ESG factors reported for reporting period FY2025. Emerging sustainability themes and stakeholder concerns were also reviewed to assess their potential impact on our operations and long-term strategy.

In 2025, ongoing monitoring of industry trends, regulatory developments, including requirements related to supply chain traceability and climate disclosures, and stakeholder feedback indicated that these ESG factors continue to remain relevant and reflective of our business priorities. As such, no changes were made to the previously identified material ESG factors.

As part of our annual materiality review cycle, we will continue to track industry best practices, regulatory developments, and stakeholder insights. This iterative approach ensures our sustainability priorities remain robust, forward-looking, and aligned with global benchmarks, supporting responsible growth in sustainable natural rubber production.



ESG Factors	Description	Supply Chain
Governance		
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. 	  
Responsible Sourcing	<ul style="list-style-type: none"> The implementation of Sustainable Procurement standards, as outlined by the International Organization for Standardization (ISO). 	 
	<ul style="list-style-type: none"> Supply Chain Due Diligence involves thoroughly assessing and managing risks throughout the supply chain to ensure compliance with various regulations and ethical standards. 	
Ethics and Compliance	<ul style="list-style-type: none"> Upholding a zero-tolerance policy towards corruption and bribery, fostering transparency and integrity. 	  
	<ul style="list-style-type: none"> Safeguarding information with responsible handling practices, respecting confidentiality and security. 	
Social		
Workplace Health and Safety	<ul style="list-style-type: none"> Protect the safety and health of staff, workers and affected communities following applicable guidelines, professional practices and meeting local and national laws and regulations. 	  
Fair Working Conditions	<ul style="list-style-type: none"> Creating inclusive workplaces free from discrimination, fostering diversity and equal opportunity. 	  
	<ul style="list-style-type: none"> Upholding workers’ rights to a living wage, ensuring fair compensation. 	
	<ul style="list-style-type: none"> Ensuring workplaces are free from forced labor and child labor, upholding human rights standards. 	
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. 	  
	<ul style="list-style-type: none"> Valuing and respecting the cultural, religious, and heritage aspects of host communities, honoring local traditions in our interactions. 	
Respect for Stakeholder Rights	<ul style="list-style-type: none"> Respecting the rights and decisions of indigenous communities and stakeholders. 	  
	<ul style="list-style-type: none"> Engaging with stakeholders to understand their perspectives and concerns, fostering transparent communication and collaboration. 	
	<ul style="list-style-type: none"> Establishing transparent grievance mechanisms to address concerns and provide appropriate remedies for any grievances. 	

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ESG Factors	Description	Supply Chain
Environment		
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 energy sources to decrease our carbon footprint. 	^ >> v
Resource Efficiency	<ul style="list-style-type: none"> Implementing strategies to minimize energy consumption in our operations, reducing our carbon footprint. 	^ >> v
	<ul style="list-style-type: none"> Minimizing air, water, and land pollution and optimizing natural resource utilization. 	
Pollution Prevention	<ul style="list-style-type: none"> Implementing practices to minimize the use of chemicals and pesticides in our operations, opting for alternative methods that are environmentally friendly. 	^ >> v
Land Stewardship	<ul style="list-style-type: none"> Uphold a strict policy against deforestation to safeguard ecosystems and vital habitats. 	^ >>
	<ul style="list-style-type: none"> Dedication to conserving natural areas and habitats, fostering biodiversity and ecosystem health. 	

ALIGNMENT TO SDGS

As we continue to advance our sustainability commitments, we recognise our role in contributing to global sustainable development. Guided by our vision and mission, we have strengthened the integration of the United Nations Sustainable Development Goals (SDGs) into our business strategy, operations, and stakeholder engagement.

In this report, we highlight how our key initiatives, progress, and future plans contribute to relevant SDG targets, ensuring our sustainability efforts remain impactful, measurable, and aligned with global priorities. Through enhanced transparency, accountability, and continuous improvement, we reaffirm our commitment to creating long-term value for our stakeholders.

SDG	SDG Targets
	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
	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
	7.3 Double the global rate of improvement in energy efficiency
	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 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
	9.7 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
	12.2 Achieve the sustainable management and efficient use of natural resources
	13.1 Strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries
	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 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
	16.3 Promote the rule of law and ensure equal access to justice 16.7 Ensure responsive, inclusive and representative decision-making



13.1 Halcyon Agri strengthens resilience and adaptive capacity to climate related hazards and natural disasters in all business units

Year in Review

The escalating impacts of human-induced climate change on ecosystems and global economies underscore an urgent need for proactive corporate leadership. As rising temperatures, volatile weather patterns, and shifting regulatory requirements necessitate robust emissions reduction strategies, Halcyon Agri remains committed to enhancing business resilience. While these shifts present systemic risks, they also offer significant opportunities for innovation and long-term value creation within the emerging low-carbon economy.

In FY2025, the Group continued to strengthen its climate-related disclosures and carbon management approach, building directly upon the Group-wide GHG baseline established in 2023. Since our inaugural TCFD disclosures in 2022, we have consistently matured our methodology for risk management and scenario planning. We are now evolving our reporting suite to align with the International Sustainability Standards Board (ISSB) framework, with an immediate priority of achieving full alignment with IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information).

Following the establishment of this foundational ESG baseline, we are deepening the integration of IFRS S2 (Climate-related Disclosures) by intensifying our focus on physical and transition climate risks. Central to this evolution is the rigorous monitoring of our operational footprint and the efficiency of our processing facilities. To provide transparent insight into our progress, the following data details our Scope 1, 2 & 3 emissions performance, alongside key metrics for factory energy and emission intensity.

Performance Trends

Combined Scope 1 & 2 emissions declined by approximately 17% from FY2023 to FY2025. Furthermore, Scope 2 emissions show a consistent downward trend while Scope 1 emissions show initial reduction followed by stabilisation.

Factory intensity improved from 0.193 (2023) to 0.182 (2024), before slightly increasing in 2025. Plantation intensity, on the other hand, improved slightly to 0.380 (2025) coming from 0.381 in FY2023.

Scope 3 Emissions

Total Scope 3 emissions for FY2025 were **5,176,501 tCO₂e**, continuing a steady decline from 5.36 million tCO₂e in 2023.

- **Upstream (2,495,578 tCO₂e):** The decrease in upstream emissions reflects our ability to effect actual changes in our supply chain. By refining data granularity specifically within **Categories 1 (Purchased Goods), 2 (Capital Goods), and 3 (Fuel/Energy Activities)**, we have captured performance improvements even as we continue to mature our broader data collection.
- **Downstream (2,680,923 tCO₂e):** Emissions have remained consistent over FY2023 to FY2025, reflecting the use of unchanged calculation assumptions established in FY2023 following completion of the Group's GHG emissions inventory with external consultant support. Maintaining these assumptions support completeness and comparability of disclosures in

accordance with GHG Protocol. The Group will progressively enhance accuracy through increased use of primary data for relevant Scope 3 categories (9-15), where available.

Overall, the Group's climate performance over the past three years shows strong progress in operational emissions reduction (Scope 1 & 2) with diminishing marginal gains from efficiency improvements and minor progress in Scope 3 emissions reduction.

Historical trends highlight the need to shift from:

- Efficiency-driven improvements → Systematic decarbonization
- Corporate-level accounting → Product-level carbon management (PCF)

Risk Management & Strategy

To strengthen business resilience, we have enhanced our risk management approach in line with TCFD and IFRS S2. Between 2022 and 2023, we conducted a comprehensive assessment of climate-related risks and opportunities across our operations, covering both physical and transition risks. This included regulatory, technological, market, and environmental factors, informed by research, expert input, stakeholder engagement, and climate models.

Climate-related risks are integrated into our internal controls through alignment with our enterprise risk register and ESG priorities. We continue to refine our scenario planning and mitigation strategies to identify, quantify, and manage climate-related financial impacts effectively.

Our strategy is guided by scenario analysis across multiple time horizons (2030-2050 and beyond), ensuring the resilience of our business under different climate and regulatory pathways.

Material Implications

Our assessment identifies transition risks as the most significant financial impact, including:

- Rising carbon regulations and compliance costs
- Shifting customer demand toward low-carbon products
- Increasing scrutiny from investors and external stakeholders

Strategic Focus: Carbon Management



In response, our priority in FY2026 is to strengthen carbon management through:

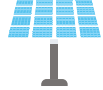





- Integration of carbon metrics into business planning and decision-making
- Enhancement of Scope 3 data and product carbon footprint, shifting from estimates to primary data

These efforts will improve data accuracy, support decarbonization, and strengthen our competitiveness in a net-zero economy.

CLIMATE RESILIENCE

Climate Risks and Opportunities

	Impacts	Potential Financial Impacts	Time Horizon	Mitigation Strategies
Physical	Acute  Changes in Climate Patterns	<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"> Short Term (2030) Medium Term (2050) 	<ul style="list-style-type: none"> Improved climate resiliency through the implementation of sustainable agriculture practices.
	Chronic  Increased Incidence and severity of extreme weather events	<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"> Medium Term (2050) Long Term (Beyond 2050) 	<ul style="list-style-type: none"> Improved business resiliency and adaptability in climate change

	Impacts	Potential Financial Impacts	Time Horizon	Mitigation Strategies
TRANSITION	Regulatory  Increasing environmental/ Carbon policies and legislation	<ul style="list-style-type: none"> Increased costs to utilise manpower, resources and time to obtain scheme certifications. Difficulties in obtaining scheme certifications for small-holder 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"> Short-term (2030) 	<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.
	Regulatory  Carbon taxes and emission pricing mechanisms	<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"> Medium-term (2050) 	<ul style="list-style-type: none"> Additional revenue through exploring carbon pricing instruments Adoption of internal carbon pricing
	Regulatory  Exposure to Litigation	<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"> Short term (2030) 	<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.
	Technological  Research and development into low carbon technologies	<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"> Long-term (Beyond 2050) 	<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  Changing Customer Preferences	<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"> Medium-term (2050) 	<ul style="list-style-type: none"> Scope 3 & Product Carbon Footprint Refinement: Enhancing data granularity to prove lower emissions and enhanced tracking. 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  Scrutiny from External Stakeholders	<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 investor 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"> Short term (2030) 	<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

The evolving climate landscape presents both physical and transition risks that could disrupt operations, impact financial performance, and reshape industry dynamics. Without proactive mitigation and adaptation strategies, these risks may significantly affect our supply chain, regulatory compliance, and market positioning.

To assess the resilience of our business strategies, we conducted a comprehensive climate scenario analysis, evaluating two distinct climate pathways. This analysis helps us identify vulnerabilities, quantify potential financial impacts, and develop risk mitigation plans that align with long-term sustainability goals.

The scenario outcomes provide a forward-looking assessment of the potential operating environment, outlining the impact of transition risks and physical risks under different global warming trajectories.

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 increases the difficulty in obtaining fundings. Decrease in revenue due to sectoral boycott campaigns by NGOs.

CLIMATE RESILIENCE

Targets

Short-Term Targets (FY2026) – Foundation & Capability Building	Strategic Focus: Establish robust carbon accounting systems and governance frameworks <ul style="list-style-type: none"> • Establish Group-wide SOPs for GHG data collection, verification, and reporting • Define Product Carbon Footprint (PCF) reporting framework including upstream supply chain GHG emissions • Review energy efficiency and renewable energy transition plans to minimise consumption of petrol-based fuels
Medium-Term Targets (FY2028 – FY2029)	Strategic Focus: Scale systems, improve data quality, and define emissions reduction targets <ul style="list-style-type: none"> • Achieve factory-level PCF baseline coverage • Conduct a three-year emissions performance review (2026-2028) • Establish science-aligned GHG reduction targets (Scopes 1, 2, and key Scope 3 categories)
Long-Term Targets (FY2030 and Beyond)	Strategic Focus: Execute emissions reduction initiatives and align with Net Zero ambitions <ul style="list-style-type: none"> • Continue implementation of GHG emissions reduction initiatives across operations and value chain • Increase renewable energy adoption and low-carbon fuel use • Align with science-based targets and Net Zero pathway (toward 2050)

Recap

Halcyon Agri's climate resilience approach has evolved from baseline development and operational efficiency gains to a structured, data-driven decarbonisation strategy.

The Group's next phase (2026 onward) focuses on:

- Building credible product-level carbon data (PCF)
- Defining a reduction pathway to scope 1 & 2 emissions along with increased renewable energy usage
- Strengthening Scope 3 visibility and control

This progression ensures that climate resilience is not only a compliance exercise, but a core driver of long-term competitiveness and value creation.

OPERATIONS

Quality Excellence



9.b Halcyon Agri supports the development and adoption of technologies and industrial processes that support sustainable and resilient industrialisation

Strengthening Quality Systems and Operational Excellence

At Halcyon Agri, we continue to strengthen the quality of management systems to ensure consistent product performance, operational discipline and high levels of customer satisfaction across our global processing operations.

In recent years, we prioritised strengthening internal quality governance frameworks and operational controls across our processing facilities. Key areas of focus includes enhancing quality assurance systems, improving process change management, and advancing customer-oriented quality performance monitoring. These efforts are supported by the progressive development of our proprietary quality framework, HeveaPRO, which standardises quality practices across processing units and improve consistency in product delivery.

Advancing Quality Initiatives

During FY2025, Halcyon Agri made further progress in advancing quality management initiatives across selected operating units. Key developments included:

- **HeveaPRO 3.0 Quality Audit Development:**

The development of HeveaPRO 3.0 Quality Audit was completed and formally launched to business units in early 2026. The updated framework strengthens preventive controls, adopts a risk-based audit approach, and incorporates customer feedback to improve quality assurance practices across the production value chain.

- **Cost of Poor Quality (COPQ) Reporting:**

A structured COPQ tracking system was implemented in Malaysia and Indonesia. This initiative is intended to improve visibility of quality-related costs and support data-driven decision-making to enhance process stability.

- **Management of Process Change:**

Process change governance procedures were strengthened and implemented in Malaysia and Indonesia, reducing operational risks associated with production adjustments and product specification changes.

These initiatives reflect our commitment to strengthening quality management, achieving robust process control, and consistently delivering products that meet increasingly demanding global customer expectations.

Performance Trend (FY2023 – FY2025)

Over the three-year period, Halcyon Agri has progressively expanded the scope and maturity of our quality management approach:

- Transition from compliance-driven quality monitoring towards risk-based and preventive quality controls
- Increased emphasis on process stability and data-driven quality management, including COPQ management
- Development of a more structured internal quality audit framework through the enhancement of the HeveaPRO standard
- Strengthening of process change governance mechanisms across key operating units

While implementation remains at varying stages across the Group's global footprint, these developments demonstrate continuous progress towards more integrated and proactive quality management practices.

OPERATIONS

Supporting Initiative: HeveaPRO 3.0

HeveaPRO 3.0 represents a significant enhancement of the Group's proprietary quality management framework, designed specifically for natural rubber processing operations.

The framework is structured around three key pillars:

Pillar	Distribution	Objective
Prevention	63% of checkpoints	Strengthening process controls to minimise the occurrence of non-conformities
Detection	35% of checkpoints	Improving monitoring systems to identify quality risks early
Recovery	2% of checkpoints	Leveraging recovery from internal and external non-conformities to reinforce process controls, institutionalize learning, and prevent recurrence.

The updated framework incorporates stronger risk-based assessment methodologies, expanded monitoring of intermediate production stages, enhanced contamination control checkpoints and improved workforce competency verification processes.

These improvements support consistent product quality and align internal practices with evolving customer expectations and internationally recognised quality management standards.

Targets

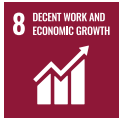
Short-Term Targets (FY2026)	<p>Halcyon Agri aims to focus on strengthening quality performance monitoring and improving operational visibility across processing units.</p> <p>Key targets include:</p> <ul style="list-style-type: none"> Achieve zero major customer complaints and zero product rejection in selected processing operations Strengthen statistical process control (SPC) practices and enhance process change notification and reporting mechanisms Conduct internal HeveaPRO quality audits across five factories
Medium-Term Targets (FY2028 – FY2029)	<p>The Group intends to build on foundational quality initiatives to improve system integration and strengthen alignment with customer requirements.</p> <p>Key targets include:</p> <ul style="list-style-type: none"> Expand implementation of IATF 16949 quality management systems in Indonesia Continue rollout of HeveaPRO audit programme across processing units Enhance integration of quality data across factories to support performance benchmarking and risk management
Long-Term Targets (FY2030 and Beyond)	<p>Over the longer term, Halcyon Agri aims to further embed quality excellence as a core operational capability by:</p> <ul style="list-style-type: none"> Achieving greater integration of quality management systems across global operations Strengthening alignment with international automotive supply chain standards Enhancing digitalisation of quality monitoring and reporting processes Supporting continuous improvement initiatives to improve customer confidence and operational resilience

Recap

Halcyon Agri continues to stay committed to strengthen quality as a core pillar of operational excellence and customer trust. Through the progressive implementation of risk-based frameworks, enhanced process controls, and data-driven performance monitoring, the Group is building a more resilient and consistent quality management system across its global operations. Moving forward, Halcyon Agri will continue to embed quality excellence into its operations, ensuring alignment with evolving customer expectations, regulatory requirements, and internationally recognised standards.

OPERATIONS

Workplace Health & Safety



8.8 Halcyon Agri protects labour rights and promote safe working environment for all workers, including migrant workers and those in vulnerable employment conditions

Building a Strong Foundation for Workplace Safety

Halcyon Agri has continued to strengthen its occupational health and safety management practices through the implementation of the Group Health, Safety and Environment (HSE) Policy introduced in 2023. The policy provides a structured framework for identifying workplace hazards, implementing preventive measures and promoting a proactive safety culture across all operations.

The Group’s primary operational framework, the HeveaPRO EHS Standard, has progressively evolved into a more risk-based system. In 2025, the standard was enhanced with more than 2,000 additional checkpoints, enabling deeper risk evaluation and stronger safety oversight across natural rubber processing activities.

Across all sites, Hazard Identification, Risk Assessment and Risk Control (HIRARC) processes are conducted and reviewed annually. Incident reporting is mandatory, and employees are empowered to stop work if unsafe conditions are identified. Safety committees and regular training programmes further support continuous improvement in workplace safety performance.

Safety Performance and Key Risk Areas

The Group recorded an overall improvement in safety performance in FY2025, particularly within the Processing Division, where reductions were observed across most injury indicators. While serious incidents remain an area of continued focus, performance across key safety metrics improved compared to the previous year. The Plantation Division also demonstrated progress, with reductions in several major incident categories.

These improvements were driven by stronger coordination among Country HSE personnel, continued implementation of the Comprehensive Workplace Inspection (CWPI) programme, enhanced emergency preparedness initiatives, and regular performance monitoring through monthly reviews and quarterly reporting.

However, several safety risks remain prevalent. In processing operations, machine-related incidents accounted for more than 60% of lost-time injuries, with hand and finger injuries identified as the dominant injury type. Key risk areas include mechanical handling, electrical work and manual handling activities. In plantation operations, common injury causes include slips and falls, sharp tool injuries and incidents involving falling branches or trees. Work-related commuting risks were also noted due to poor road conditions and inadequate bicycle safety.

Performance Trend (FY2023 – FY2025)

Over the past three years, Halcyon Agri has made gradual progress in reducing injury rates, supported by stronger safety governance and awareness initiatives. While lost-time injury rates fluctuated during the period, FY2025 performance reflected a positive downward trend compared to FY2024.

The Group has maintained a strong focus on eliminating severe incidents, supported by continued improvements in safety culture, workplace inspections and targeted risk control measures. While progress was achieved across several key safety indicators in 2025, the Group remains committed to further strengthening its approach to managing high-risk activities and preventing serious incidents.

Targets

Short-Term Targets (FY2026)	<p>Halcyon Agri will prioritise the following actions to further improve workplace safety performance:</p> <ul style="list-style-type: none"> • Achieve zero fatalities, zero total permanent disability cases and zero major fire incidents across all operations • Reduce lost-time injury cases by up to 50% compared to FY2025 levels • Strengthen machine safety controls, including enhanced Lock-Out Tag-Out (LOTO) procedures and workplace inspection programmes • Promote stronger safety culture through leadership accountability and worker participation initiatives • Pilot and refine the enhanced risk-based HeveaPRO EHS framework for broader group implementation <p>These initiatives will be supported by targeted safety campaigns, safety suggestion programmes and enhanced monitoring of incident trends.</p>
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OPERATIONS

Medium-Term Targets (FY2028 – FY2029)	<ul style="list-style-type: none"> • Achieve sustained year-on-year reduction in lost-time injury rates across all business units • Complete full implementation of the enhanced HeveaPRO EHS framework across global operations • Strengthen process safety management systems and workplace risk controls • Enhance safety competency through structured training and leadership development programmes
Long-Term Targets (FY2030 and Beyond)	<ul style="list-style-type: none"> • Achieve industry-leading workplace safety performance through a zero-harm safety culture • Integrate advanced data analytics and digital monitoring tools to improve hazard identification and incident prevention • Align workplace health and safety performance with international best practices and evolving stakeholder expectations

Resource Efficiency and Pollution Prevention

SDG	Plans and Targets
	9.7 Halcyon Agri supports domestic technology development and industrial diversification
	6.4 Halcyon Agri improves its water-use efficiency and sustainable withdrawals
	7.3 Halcyon Agri is committed to improve energy efficiency and enable sustainable energy infrastructure

Advancing Resource Efficiency and Environmental Stewardship

Resource efficiency and pollution prevention are integral to Halcyon Agri’s environmental stewardship strategy. Through structured environmental management systems, including HeveaPRO EHS Standards and ISO 14001 frameworks, the Group systematically monitors energy use, water consumption, emissions, and waste generation across its global operations.

These efforts support operational resilience, cost optimisation, regulatory compliance, and alignment with stakeholder expectations on climate and environmental performance.

The Group’s approach focuses on:

- Improving energy productivity and renewable energy integration
- Enhancing water-use efficiency and recycling
- Reducing waste generation and pollution risks
- Strengthening data governance and environmental performance monitoring

This integrated strategy contributes to Halcyon Agri’s climate transition roadmap and circular economy ambitions.

Performance Trends (FY2023 – FY2025)

Energy

Total grid electricity consumption decreased from 610.5 TJ in FY2023 to 517.1 TJ in FY2025, reflecting ongoing energy optimisation efforts. Renewable energy usage, particularly biomass, increased over the period.

Energy intensity improved in FY2024 but increased in FY2025, indicating variability in operational efficiency and production mix. However, non-renewable energy consumption increased slightly from 2024, driven by higher use of natural gas, liquid fuels and coal. This was primarily due to lower production rates in 2025, which resulted in more frequent and prolonged equipment shutdowns. Consequently, additional fuel was required to restart and stabilize production systems following these interruptions.

Water

Water withdrawal declined between FY2023 and FY2024, driven by operational adjustments and improved recycling, before increasing in FY2025. Water intensity followed a similar trend, with the FY2025 increase partly attributable to process requirements for product quality.

The Group does not operate in water-stressed regions; however, exposure is subject to ongoing monitoring.

OPERATIONS

Pollution and Waste

The Group manages solid, liquid, and gaseous waste streams through established monitoring systems covering effluent discharge, air emissions, and waste handling. Circular initiatives, including repurposing of crumb rubber waste, have reduced landfill reliance.

Summary of Trends

Performance over the period indicates:

- Improvements in absolute energy consumption, renewable energy adoption, and waste circularity
- Ongoing challenges in resource intensity, environmental compliance, and consistency of operational performance

These trends inform the Group’s environmental risk management and operational priorities.

Review of FY2025 Performance

In FY2025, the Group enhanced environmental data management through the Halcyon Data Centre, improving visibility and comparability of site-level performance.

Key initiatives included the deployment of digital metering, implementation of energy efficiency measures, and optimisation of wastewater treatment systems. Water stewardship initiatives, including rainwater harvesting and wastewater recycling, were also expanded.

Notwithstanding these actions, FY2025 performance reflected:

- Increased energy and chemical consumption
- A marginal decline in water recycling rates
- Continued effluent compliance challenges


These outcomes underscore the need for strengthened process controls, improved data accuracy, and enhanced environmental governance to support consistent performance improvement.

Targets

<p>Short-Term Targets (FY2026)</p>	<ul style="list-style-type: none"> • Reduce overall energy usage by 15% from FY2025 baseline • Improve factory energy intensity by at least 2% from FY2024 baseline • Reduce freshwater usage intensity by 3% from FY2024 baseline • Maintain renewable energy ratio above 27% • Achieve zero major environmental non-compliance incidents • Identify and implement top energy and water reduction projects <p>Note: These targets align with the Group’s environmental action plan and stakeholder expectations.</p>
<p>Medium-Term Targets (FY2028 – FY2029)</p>	<ul style="list-style-type: none"> • Establish a Group-wide resource-efficiency roadmap aligned to decarbonisation targets • Increase renewable energy adoption through viable solar and biomass projects • Achieve consistent year-on-year reduction in energy and water intensity • Strengthen environmental certifications (e.g. ISO 14001/ISO 50001 readiness) • Expand circular waste-to-value programmes across all processing regions
<p>Long-Term Targets (FY2030 and Beyond)</p>	<ul style="list-style-type: none"> • Integrate science-based climate targets and advanced pollution control technologies • Progress toward net-zero aligned operational energy systems • Establish closed-loop waste and water systems in major facilities

SUPPLY CHAIN

Responsible Sourcing

SDG	Plans and Targets
	12.2 Halcyon Agri is committed to achieving sustainable management and efficient use of natural resources by 2030.

Responsible sourcing remains a core component of Halcyon Agri's sustainability strategy, reflecting the Group's commitment to ethical procurement practices, supply chain transparency, and long-term resilience across the natural rubber value chain. The Group implements sustainable procurement standards aligned with international frameworks such as ISO sustainable procurement guidance, the UN Guiding Principles on Business and Human Rights (UNGPR), and industry initiatives including the Global Platform for Sustainable Natural Rubber (GPSNR). These efforts support Halcyon Agri's contribution towards the United Nations Sustainable Development Goals (SDGs), particularly SDG 12 on responsible consumption and production.

From Commitment to Implementation

Halcyon Agri's responsible sourcing framework is guided by its Sustainable Natural Rubber Supply Chain Policy (SNRSCP), which sets clear expectations for environmental protection, labour standards, land rights, and traceability across upstream operations. Over the years, the Group has steadily strengthened its due diligence processes, moving beyond policy commitments into operational execution. This includes deepened engagement with suppliers and smallholders, as well as strengthening certification efforts.

Corrie MacColl has also maintained FSC® Chain of Custody certification across its supply chains and is progressing towards Forest Management certification in Cameroon, reinforcing its commitment to responsible forest stewardship.

Advancing Traceability and Risk Management

In FY2025, Halcyon Agri reached a critical milestone in its traceability journey, achieving district-level traceability across all processing factories in Indonesia, Thailand, Cameroon, and Côte d'Ivoire, meeting its previously stated commitment. This progress reflects a broader shift towards data-driven supply chain visibility.

Key milestones in FY2025 included:

- 100% of supply traceable to processing facility and industrial plantation level
- Sub-district traceability coverage for smallholder sourcing in key markets
- 100% of Natural Rubber supply were assessed for risk
- Full digitisation of supply volumes within the Halcyon Data Centre (HDC)

The HDC platform continued to serve as the backbone of the Group's responsible sourcing framework, which centralises geospatial data, supplier documentation, and risk assessments into a single, auditable system. The launch of the **HDC Trace Portal** further strengthened transparency by enabling downstream customers to access verified upstream sourcing information required for regulatory compliance, including emerging due diligence requirements under the European Union Deforestation Regulation (EUDR).

Halcyon Agri also maintains structured supply chain due diligence processes covering environmental, social, and governance risks. Halcyon Agri adopts a constructive approach – temporarily suspending procurement while implementing a time-bound corrective action plans to support supplier improvement rather than exclusion.

Smallholder Inclusion and Livelihood Support

Smallholder farmers remain central to Halcyon Agri's supply chain. At least 250,000 smallholders are estimated to be linked to the Group's supply chain through a multi-tier intermediary network comprising village collectors, middlemen, and trader-brokers.

In FY2025, Halcyon Agri continued to implement capacity-building programmes in collaboration with key customers such as Sumitomo Rubber. These initiatives focused on:

- Training on Good Agricultural Practices (GAP)
- Distribution of fertilisers and essential farm inputs
- Awareness programmes on environmental protection and responsible chemical usage
- Alignment with GPSNR sustainability principles

Through these initiatives, the Group seeks to improve farm productivity, enhance income stability, and strengthen compliance with sustainability standards.

Performance Trend (FY2023 – FY2025)

From FY2023 to FY2025, Halcyon Agri demonstrated clear and measurable progress in responsible sourcing:

- Expanding traceability coverage from factory-level to district and sub-district granularity
- Strengthening of digital traceability systems through continuous enhancement of the HDC platform
- Increased supplier risk screening and implementation of monitoring frameworks
- Scaling smallholder engagement and capacity-building initiatives

These developments have enhanced supply chain transparency, reduced exposure to environmental and social risks, and strengthened the Group's long-term procurement planning.

SUPPLY CHAIN

Targets



Building on this foundation, Halcyon Agri is focused on scaling both depth and impact:

Short-Term Targets (FY2026)	<ul style="list-style-type: none"> Maintain Traceable Natural Rubber supplier surveillance for customers' sourcing requirements for the European Union Enforce strict supplier risk assessments and audits for robust supply chain due diligence Conduct third party verification of upstream supply chain for increased assurance to customers
Medium-Term Targets (FY2028 – FY2029)	<ul style="list-style-type: none"> Progressively Increase the percentage of raw material sourcing that is traceable to plot level across all sourcing countries Widen reach of capacity-building programmes to more smallholder farmers in partnership with customers and other stakeholders Continue to leverage on technology to facilitate collection of ESG data for improved supplier governance and customer reporting
Long-Term Targets (FY2030 and Beyond)	<ul style="list-style-type: none"> Integrate the practice of annual supply chain verification in our upstream following customer-aligned programs such as GPSNR Strengthen deforestation monitoring of sourcing areas for increased assurance for downstream stakeholders Scale up supplier capacity-building programmes through shared investment with customers and other stakeholders

Recap

Through a combination of policy, technology, and on-the-ground engagement, Halcyon Agri is transitioning from traceability to true supply chain transformation. By embedding transparency, strengthening partnerships, and empowering smallholders, the Group aims to not only manage risk – but actively shape a more sustainable and resilient natural rubber ecosystem for the future.

Land Stewardship

SDG	Plans and Targets
	12.2 Halcyon Agri is committed to sustainable management and efficient use of natural resources.
	15.2 Halcyon Agri ensures sustainable forest management by ending Deforestation and restoring degraded forests 15.c Halcyon Agri protects its biodiversity by combating global poaching and trafficking

Land Stewardship: Protecting Landscapes While Sustaining Production

Halcyon Agri has progressively strengthened land stewardship governance across its plantation operations through policy development, landscape conservation initiatives and improved environmental monitoring systems.

The Group's No Deforestation Policy, introduced in 2019, established a zero-expansion approach to plantation development and reinforcing the Group's commitment to protecting natural ecosystems within and around its concessions.

Today, Halcyon Agri manages approximately 107,668 hectares of land across Cameroon, Malaysia, and Ivory Coast. Notably, 62% of this land is designated for conservation, including High Carbon Stock (HCS) forests, High Conservation Value (HCV) areas, riparian buffers, and agroforestry zones.

Many of the Group's estates – such as Hevecam (established 1975), Sudcam (2008), JFL Malaysia (2013) and TRCI Ivory Coast (1975) – are located in or adjacent to ecologically significant landscapes. These locations include Campo Ma'an National Park (Cameroon), Dja Biosphere Reserve UNESCO World Heritage Site and Lebir Forest Reserve and Tasik Kenyir ecosystem (Malaysia). They are home to rich biodiversity and require heightened levels of environmental stewardship.

Operating within these landscapes brings both responsibility and opportunity: responsibility to safeguard ecosystems, and opportunity to demonstrate how sustainable plantation management can coexist with conservation objectives.

SUPPLY CHAIN

No Deforestation and Land Governance

During FY2025, Halcyon Agri maintained zero industrial deforestation across monitored plantation estates, supported by satellite-based monitoring, internal geospatial analytics and regular ground patrols.

All plantation activities remained within existing concession boundaries, with no land designated for future planting. Strengthened traceability systems were implemented to support compliance with deforestation-free sourcing regulations in key markets.

Biodiversity and Ecosystem Protection

The Group's concessions continue to support habitats for numerous International Union for Conservation of Nature (IUCN) Red List species, including critically endangered and endangered mammals such as the African forest elephant, Sunda pangolin, Asian elephant, Western lowland gorilla and Malayan tiger.

Avian and amphibian species of conservation concern are also present within operational landscapes.

To strengthen biodiversity protection, the Group works closely with local authorities and eco-guards patrolling conservation areas. Environmental awareness campaigns and cultural heritage engagement programmes were conducted with surrounding communities to build shared responsibility for conservation. The campaigns centered on reducing poaching pressures and preventing encroachment into conservation areas. Reforestation initiatives using locally valued species such as Moabi and Wild Mango were also initiated to enhance ecosystem restoration and community livelihoods.

Sustainable Agricultural Land Management

The Group continued to implement soil conservation and precision agriculture measures to protect land productivity and reduce environmental impact.

Soil nutrient monitoring was scaled up, with 700 soil samples analysed over 3,400 hectares using rapid testing technology. Erosion control measures were strengthened through cover cropping, vetiver planting, and the construction of shallow infiltration pits. Integrated pest management practices prioritised biological controls over chemical use, supporting soil health, reducing environmental impact, and enhancing long-term agricultural resilience.

The Group continues to prohibit the use of World Health Organization (WHO) Class 1A and 1B hazardous pesticides and aligns its pesticide selection with recognised sustainable agriculture standards.

Strengthening Fire Resilience

Plantation fire incidents decreased significantly to 2 cases in 2025, compared to 15 in 2024, reflecting the effectiveness of strengthened preparedness measures and thorough incident management.

To enhance fire readiness and prevention:

- Additional fire response equipment was deployed across high-risk areas
- Dedicated monitoring teams carried out daily risk surveillance
- Seasonal fire training and preparedness exercises were conducted

All fire incidents were reported within 24 hours and promptly investigated, with corrective actions implemented to address root causes and prevent recurrence.

Performance Trend (FY2023 – FY2025)

Halcyon Agri's land stewardship performance remained stable with incremental improvements in environmental monitoring capability and conservation collaboration.

Key trends include:

- Continued zero industrial deforestation record
- Increasing use of technology-enabled monitoring systems
- Expanding soil monitoring programmes
- Gradual reduction in pesticide consumption intensity
- Strengthening community-based biodiversity conservation initiatives

These developments reflect the Group's transition from site-level management towards more systematic landscape-level land management practices.

SUPPLY CHAIN

Targets

Short-Term Targets (FY2026)	<ul style="list-style-type: none"> • Maintain zero industrial deforestation and zero plantation expansion • Continue full satellite monitoring coverage for all concessions • Enforce biodiversity management plans for all estates adjacent to protected areas • Improve pesticide and fertiliser use intensity tracking to enable quantitative disclosure
Medium-Term Targets (FY2028 – FY2029)	<ul style="list-style-type: none"> • Expand ecosystem restoration and enrichment planting programmes • Achieve measurable reduction in chemical input intensity per hectare • Strengthen deforestation-free traceability coverage for third-party supply • Implement landscape-level biodiversity monitoring frameworks
Long-Term Targets (FY2030 and Beyond)	<ul style="list-style-type: none"> • Integrate regenerative agriculture and climate-resilient land management practices • Maintain long-term conservation stewardship over designated forest areas • Align plantation land governance with evolving global natural rubber sustainability standards

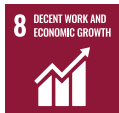
Recap

Halcyon Agri's land stewardship efforts are shifting from protecting current ecological areas, to actively restoring and enhancing ecosystems. By combining strong governance, technological innovation, and community collaboration, the Group is shaping a future where plantation agriculture and biodiversity conservation are not competing priorities, but mutually reinforcing outcomes.

SOCIETY

Fair Working Conditions

SDG



Targets 8.7 and 8.8

Plans and Targets

8.7/8.8 Halcyon Agri is committed to inclusive workplaces that uphold labour rights, promote diversity, and eliminate forced and child labour, in line with UN SDG 8.

Halcyon Agri is committed to creating inclusive workplaces that uphold workers' rights, promote diversity and equal opportunity, and prevent forced and child labour across all operations. Our approach aligns with UN SDG 8 (Targets 8.7 and 8.8), which focus on eradicating forced labour and protecting labour rights while promoting safe and secure working environments. To ensure these protections are met, internal audits under the HeveaPRO Social Responsibility Standard are conducted to verify that workers' rights are granted in full accordance with applicable laws and regulations. Our CSR Coordinators work closely with factories to enhance procedures and address any gaps identified during the audit process.

We firmly support the freedom of association and the right to organize, as established by ILO Conventions No. 87 and 98. We recognize that these principles foster constructive dialogue between employees and management, and we apply this commitment universally across all business units, regardless of the local regulatory environment. To prevent child labour, we maintain rigorous pre-employment checks to verify the age and qualifications of all potential employees. For this reporting period, we confirm that our factories and plantations adhere strictly to ILO standards on minimum working age and the prohibition of child labour.

On the diversity and inclusion agenda, we have made significant strides in gender representation at the highest levels of leadership. Following the appointment of our first female director in 2022, female representation has increased to three directors on the Halcyon Agri Board in 2025, reflecting positive progress at the Board level while highlighting an opportunity to further advance gender diversity across our global business units. Beyond the boardroom, we are dedicated to supporting the inclusion of women across our natural rubber operations. Through targeted initiatives and gender equality policies, we actively work to dismantle workplace barriers and empower women to thrive in their roles within the industry.

Our Social Performance Journey

Over the past four years, Halcyon Agri has progressively strengthened governance systems to safeguard fair working conditions. Internal audits under the HeveaPro Social Responsibility Standard have enhanced monitoring of labour practices and compliance with applicable regulations across all business units. These audits are supported by CSR coordinators who work closely with factories to close procedural gaps and improve worker protections.

The Group has maintained zero confirmed cases of non-compliance with labour regulations and zero corruption incidents from 2022 to 2025, reflecting strong baseline governance controls.

Workforce composition has evolved alongside operational restructuring. Total employee numbers declined from approximately 15,827 in 2023 to 12,481 in 2025, primarily due to optimisation initiatives and efficiency improvements across key regions. At the same time, the number of non-employee workers decreased significantly from about 1,600 in 2022 to just over 100 in 2025, indicating stronger reliance on formal employment arrangements and improved employment stability.

Advancing Inclusive Leadership and Workforce Diversity

In FY2025, Halcyon Agri continued to strengthen labour governance while navigating a period of organisational transformation.

Employee turnover improved from a peak of 18.2% in 2024 to 14.6% in 2025, indicating early stabilisation following restructuring. Turnover reductions were most evident among the 30-50 age group, which forms the operational core of the workforce.

Gender diversity showed gradual improvement at leadership levels. Female representation on the Board of Directors increased to 37.5% in 2025, compared with 11.1% in 2022. Female participation in senior management also rose to 20.5%, reflecting a stronger focus on inclusive leadership pipelines.

Across the broader workforce, gender balance remained relatively stable, with women accounting for roughly 25% of rank-and-file roles and nearly 29% of supervisory positions. These figures indicate continued opportunities to expand gender inclusion in operational functions.

Halcyon Agri reaffirmed its commitment to preventing child labour through strict pre-employment age verification procedures and adherence to International Labour Organization (ILO) conventions. Freedom of association and the right to collective representation continue to be recognised across all regions, regardless of local regulatory variations.

SOCIETY

Performance Trends (FY2023-FY2025)

Several key workforce trends were observed over the reporting period:

- Workforce optimisation: Total employee numbers declined steadily, particularly in China and Southeast Asia, reflecting productivity improvements and evolving operational strategies.
- Shift toward permanent employment: The reduction in temporary and non-employee workers indicates stronger formalisation of employment relationships and improved labour protection coverage.
- Stabilising retention: Although turnover increased during restructuring phases, FY2025 data suggests improving workforce stability.


- Leadership diversity progress: Female representation at Board and senior management levels increased meaningfully, though operational workforce diversity remains relatively unchanged.
- Ageing workforce trend: The proportion of employees above 50 years old rose gradually, highlighting potential long-term workforce renewal and skills transition challenges.

These trends underscore the importance of continued investment in employee engagement, succession planning and inclusive talent development.

Targets

Short-Term Targets (FY2026)	<ul style="list-style-type: none"> • Review and implement the HeveaPro Sustainability Due Diligence Standard across all processing factories and plantations. • Maintain zero confirmed cases of child labour, forced labour and labour law non-compliance. • Strengthen workforce retention initiatives to reduce turnover rates compared to previous year
Medium-Term Targets (FY2028 – FY2029)	<ul style="list-style-type: none"> • Achieve measurable improvements in employee engagement and retention indicators. • Expand structured training and career development programmes to support workforce renewal and succession planning
Long-Term Targets (FY2030 and Beyond)	<ul style="list-style-type: none"> • Position Halcyon Agri as an industry leader in responsible employment practices within the natural rubber value chain. • Achieve balanced gender representation across leadership pipelines and improve diversity in operational roles.

Inclusive Business

SDG	Plans and Targets
	1.4 Halcyon Agri is committed to ensuring equal rights to economic resources and access to basic services

Approach

The Group is committed to fostering inclusive business practices that contribute to the socio-economic development and resilience of communities in its sourcing and operational areas. This includes supporting smallholder farmers, promoting responsible supply chain practices, and maintaining respectful engagement with indigenous peoples and local stakeholders.

Inclusive business initiatives are implemented through locally driven programmes that address priority needs such as livelihoods, access to basic services, environmental awareness, and community infrastructure. These initiatives support the Group's alignment with SDG 1 Target 1.4, which focuses on ensuring equal rights to economic resources and access to basic services.

In parallel, the Group upholds internationally recognised labour standards, including adherence to the principles outlined in the International Labour Organization (ILO) conventions, reinforcing its commitment to ethical business conduct and responsible supply chain management.

Community and Value Chain Inclusion

Over recent years, the Group has progressively strengthened its engagement with smallholder farmers and local communities across its operations in Africa and Southeast Asia.

Key initiatives have included the implementation of social action plans in plantation areas, livelihood support programmes for smallholders, and the establishment of structured dialogue mechanisms with indigenous communities. These efforts have contributed to improved stakeholder relationships and enhanced understanding of local socio-economic needs.

The Group has also supported regulatory preparedness and sustainability capability-building among suppliers through training initiatives linked to emerging market requirements such as deforestation regulations and responsible sourcing standards.

Review of FY2025 Performance

In FY2025, the Group continued to advance inclusive business efforts through a range of targeted community and supply chain initiatives.

SOCIETY

Smallholder Livelihood Support

The Group expanded farmer engagement programmes in Indonesia, including sustained collaboration with industry partners to deliver training on Good Agricultural Practices and distribute agricultural inputs such as fertilisers and coagulants. Outreach programmes covered multiple villages, contributing to improved productivity and strengthening the long-term sustainability of smallholder rubber farming.

Rubber seedling distribution initiatives also supported diversification and improved land use value for farming households.

Community Development and Basic Services

Community investment programmes focused on improving access to essential services and infrastructure. Examples included the construction of community wells to enhance access to clean water, provision of materials for road repairs to improve transport accessibility, and flood relief support through partnerships with local organisations.

These initiatives aimed to strengthen community resilience and address immediate socio-economic challenges faced by surrounding populations.

Indigenous Community Engagement and Social Action Plans

In Cameroon, structured bipartite dialogue platforms continued to operate between plantation management and traditional community leaders, providing regular forums for consultation on land use, customary rights, education, and healthcare.

Implementation of social action programmes supported indigenous communities through education sponsorships, agricultural assistance, road maintenance, and water quality monitoring initiatives. Awareness campaigns on environmental protection and biodiversity conservation were also conducted in partnership with local organisations and conservation authorities.

Targets

Short-Term Targets (FY2026)	<ul style="list-style-type: none"> Enhance documentation and internal tracking of community engagement initiatives across operational regions Strengthen structured stakeholder engagement mechanisms, including the planned establishment of participatory local management committees in selected plantation areas Continue implementation of smallholder capacity building programmes
Medium-Term Targets (FY2028 – FY2029)	<ul style="list-style-type: none"> Enhance collaboration with industry partners, NGOs, and local authorities to scale community development initiatives Explore the development of qualitative impact indicators to better assess programme effectiveness
Long-Term Targets (FY2030 and Beyond)	<ul style="list-style-type: none"> Strengthen the Group's ability to monitor social outcomes and communicate community investment performance more transparently Contribute to sustainable rural economic development in sourcing regions through continued support for smallholder participation in responsible supply chains

Health and Social Wellbeing Initiatives

The Group organised health screening and blood donation activities involving employees and members of local communities, promoting preventive healthcare awareness and strengthening social cohesion.

Donation drives and distribution of essential goods were also conducted to support vulnerable households and reinforce positive relationships with host communities.

Sustainability Capacity Building in the Supply Chain

Training sessions were conducted with suppliers on sustainability requirements, including regulatory developments such as the European Union Deforestation Regulation (EUDR) and certification standards. These efforts supported improved supply chain transparency and preparedness for evolving market expectations.

Performance Trend (FY2023 – FY2025)

Over the three-year period, the Group's inclusive business initiatives have evolved from primarily community support activities towards more structured programmes integrating livelihood development, sustainability training, and stakeholder engagement mechanisms.

There has been increased emphasis on:


- Strengthening smallholder productivity and resilience
- Enhancing structured dialogue with indigenous communities
- Supporting access to essential services and infrastructure
- Building sustainability awareness within the supply chain
- Promoting environmental stewardship and conservation partnerships

This reflects a gradual shift towards more strategic and sustainability-linked community engagement, although Group-level monitoring of social investment outcomes remains an area for further development.

Recap

Halcyon Agri’s approach to inclusive business and stakeholder engagement reflects a progressive shift towards more structured, impact-oriented programmes that integrate community development with responsible sourcing objectives. While meaningful progress has been achieved in strengthening smallholder resilience, enhancing community partnerships, and supporting regulatory readiness across the supply chain, the Group recognises the need to further strengthen outcome-based monitoring and impact measurement. Moving forward, Halcyon Agri will continue to embed inclusive business considerations into its operational and sourcing strategies, with a stronger focus on measurable outcomes, scalability of initiatives, and long-term value creation for communities and stakeholders across its global footprint.

Respect for Stakeholder Rights

SDG	Plans and Targets
	<p>16.3 Halcyon Agri promotes the rule of law at both national and international levels and uphold equal access to justice for all individuals.</p> <p>16.7 Halcyon Agri Promote responsive, inclusive, and participatory decision-making that reflects diverse representation at all levels.</p>

Through stakeholder engagement, grievance mechanisms and community programmes, Halcyon Agri seeks to uphold the rights of indigenous peoples and local communities while ensuring transparent and accountable processes for addressing concerns.

Fostering Inclusive Engagement and Responsible Partnerships

Respect for stakeholder rights has been embedded in Halcyon Agri’s responsible business practices through policies, engagement mechanisms, and grievance procedures. The Group recognises that maintaining constructive relationships with employees, indigenous communities, smallholders and local stakeholders is critical for responsible plantation management and sustainable supply chain development.

The Group’s Human Rights Policy, Ethical Business Practice Policy and Anti-Corruption & Anti-Bribery Policy are consolidated within a Global Employees Policies Handbook. These policies are communicated to all employees through mandatory induction programmes to ensure that ethical conduct and respect for stakeholder rights are consistently applied across global operations.

To support transparency and accountability, Halcyon Agri has established a formal Grievance Resolution Procedure, which is publicly accessible on the corporate website. The procedure provides a clear and confidential process through which stakeholders can raise concerns related to human rights, environmental impacts or other operational issues. All grievances and the corresponding remediation actions are disclosed publicly to ensure transparency.

Review of FY2025 Performance

Halcyon Agri continued to implement its grievance management and stakeholder engagement processes across its operations. At the time of this publication, there was one grievance case reported in 2025 involving our Indonesian smallholder supply chain. Investigations found that the cause of grievance was delayed payment of procured raw materials in the past. A review of supplier payment processes were conducted and corrective actions were identified to prevent recurrence.

In addition to grievance management, Halcyon Agri continued its stakeholder engagement efforts with neighbouring communities around its plantation concessions.

Ongoing initiatives implemented under the programme include:

- Agricultural support initiatives
- Education support, including school tuition and teachers’ salaries
- Health and water access programmes, including borehole construction
- Bereavement assistance

These initiatives reflect Halcyon Agri’s commitment to inclusive development and respect for the rights, traditions and aspirations of local communities.

Performance Trend (FY2023 – FY2025)

Over the past three years, the Group maintained a consistent approach to respecting stakeholder rights through:

- Transparent reporting of grievances and remediation actions
- Strengthening of community engagement programmes in plantation regions
- Collaboration with local organisations to improve accessibility of grievance reporting mechanisms

Despite these milestones, the grievance case reported in FY2025 serves as an important lesson for Halcyon to maintain its vigilance across all its operations.

SOCIETY

Targets

<p>Short-Term Targets (FY2026)</p>	<p>Halcyon Agri plans to strengthen its grievance management systems within the upstream supply chain, particularly among smallholder suppliers connected to factory operations. Key initiatives include:</p> <ul style="list-style-type: none"> • Refining the Group’s grievance procedure to better reflect smallholder and rural community contexts • Enhancing stakeholder communication channels to improve awareness of grievance reporting mechanisms • Strengthening monitoring of environmental and social risks in upstream supply chains in response to emerging regulatory requirements such as the EU Deforestation Regulation (EUDR)
<p>Medium-Term Targets (FY2028 – FY2029)</p>	<ul style="list-style-type: none"> • Expand grievance mechanisms across the broader natural rubber supply chain, including smallholder networks. • Strengthen partnerships with local and civil society organisations to improve community engagement and dispute resolution. • Develop more systematic monitoring and reporting of stakeholder engagement outcomes.
<p>Long-Term Targets (FY2030 and Beyond)</p>	<ul style="list-style-type: none"> • Strengthen participatory decision-making processes with indigenous and local communities. • Continue enhancing transparency by expanding public disclosure of grievance outcomes and remediation actions.

INFORMATION ON WORKERS

Disclosure 2-7 Employees		2023		2024		2025	
Total		15,827		13,744		12,481	
Employees by Gender and By Region		Male	Female	Male	Female	Male	Female
Regular (Permanent)	China and Southeast Asia	4,044	1,347	3,409	1,239	2,650	1,210
	West and Central Africa	5,806	2,049	5,588	1,978	5,255	1,881
	Europe and Americas	43	31	44	29	41	29
Contract (Temporary)	China and Southeast Asia	1,039	256	996	281	1,007	263
	West and Central Africa	81	18	133	47	131	10
	Europe and Americas	6	3	3	1	3	1
Full-Time	China and Southeast Asia	4,960	1,601	3,680	1,406	3,657	1,257
	West and Central Africa	5,887	2,067	5,721	2,021	5,383	1,894
	Europe and Americas	44	22	40	21	39	19
Part-Time	China and Southeast Asia	122	3	725	114	0	0
	West and Central Africa	0	0	0	0	0	0
	Europe and Americas	5	12	6	10	4	12
Non-Guaranteed Hours	China and Southeast Asia	0	0	0	0	0	0
	West and Central Africa	0	0	0	0	0	0
	Europe and Americas	0	0	0	0	0	0

Disclosure 2-8 Workers Who Are Not Employees		2023		2024		2025	
Total		429		246		107	

ESG DATA

Operations Excellence: Audit Results of HeveaPRO Quality Standards

Internal Audit Scope		2021	2022	2023	2024	2025
Total Number of Checks		465	448	443	444	448
Total Number of Factories Audited		2	28	24	21	20
Performance		2021	2022	2023	2024	2025
Prevention	Number of Checks	247	247	243	252	247
	Score	98.6%	99.6%	93.5%	93.2%	89.4%
Detection	Number of Checks	196	182	180	182	182
	Score	99.4%	100%	93.1%	91.4%	90.5%
Recovery	Number of Checks	23	10	10	10	10
	Score	97.7%	100%	87.2%	88.8%	90.1%

Operations Excellence: Workplace Health and Safety

All Employees		2023	2024	2025
Fatalities	Number	1	1	1
	Rate¹	0.03	0.03	0.03
Lost Time Injury	Number	300	330	238
	Rate²	9.0	10.63	7.32
Recordable Work-related Injuries	Number	344	134	98
	Rate³	10.32	4.32	3.02
Number of Hours Worked		33,347,348	31,045,460	32,502,444

Note: Main types of work-related injuries are falls of persons, caught in or between objects, stepping on or striking against objects

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 workrelated injury".

² Work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

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

ESG DATA

Operations Excellence: Resource Efficiency

GRI 302-1 (2016) Energy Consumption Inside the Organization			
Unit: Terajoules	2023	2024	2025
Total Group	838	652 ⁴	684
Renewables			
Solar	2.44	19.72 ⁵	15.68
Biomass	206.98	261.34	394.51
Non-Renewables			
Natural Gas	446.04	427.65	428.42
Liquid Fuels (Diesel, Petrol)	320.68	203.86	231.26
Solid Fuels (Coal)	32.18	20.24	24.73

Factories (Halcyon Rubber Company)			
Renewables			
Biomass	206.98	261.34	394.51
Solar	–	15.74	15.68
Non-Renewables			
Natural Gas	446.04	427.65	428.42
Liquid Fuels (Diesel, Petrol)	161.46	57.85	106.14
Solid Fuels (Coal)	32.18	20.24	24.73

Plantations (Corrie MacColl)			
Renewables			
Solar	2.44	3.97	0
Non-Renewables			
Liquid Fuels (Diesel, Petrol)	159.22	146.01	125.12

GRI 302-2 (2016) Energy Consumption Outside the Organization			
Unit: Terajoules	2023	2024	2025
Total Electricity (Grid)	610.52	545.98	517.11
Factories	587.34	527.32	492.21
Plantations	23.18	18.66	24.90

GRI 302-3 (2016) Energy Intensity				
	Unit	2023	2024	2025
Factories	TJ/Tonnes of Product	0.002	0.001	0.002
Plantations	TJ/ha of cultivated areas	0.005	0.006	0.005

Disclosure 303-3 Water Withdrawal			
Unit: '000 cubic meters	2023	2024	2025
Total Group	8,435	3,194	4,895
Factories			
Surface water	6,373	2,048	3,202
Groundwater	709	717	674
Third party water	–	–	–

Disclosure 303-3 Water Withdrawal			
Plantations			
Surface water	435	126	511
Groundwater	919	302	506
Water stress locations	None	None	None

Water withdrawal intensity				
	Unit	2023	2024	2025
Factories	m ³ /mT of Product	8.10	3.74	5.50
Plantations	m ³ /ha of cultivated area	37.17	11.82	32.74

Climate Resilience: GHG Emissions

Disclosure 305-1 Direct (Scope 1) GHG Emissions			
Unit: tCO ₂ e	2023	2024	2025
Total Group	53,686	42,527	44,881
Anthropogenic GHG emissions ⁶	52,914	41,573	43,799
Biogenic CO ₂ emissions ⁷	772	954	1,081
Factories			
Anthropogenic GHG emissions	41,288	30,903	35,662
Biogenic CO ₂ emissions	772	954	1,081
Plantations			
Anthropogenic GHG emissions	11,626	10,670	9,219

Disclosure 305-2 Energy Indirect (Scope 2) GHG Emissions			
Unit: tCO ₂ e	2023	2024	2025
Total Group	116,481	105,012	98,968
Factories	114,234	102,991	96,270
Plantations	2,247	2,021	2,698

Disclosure 305-3 Other Indirect (Scope 3) GHG Emissions ⁸			
Unit: tCO ₂ e	2023	2024	2025
Total Group	5,361,902	5,292,905	5,176,501
Upstream	2,680,978	2,613,981	2,495,578
Downstream	2,680,923	2,680,923	2,680,923 ⁹

Disclosure 305-4 GHG emissions intensity				
Scope 1 & 2	Unit	2023	2024	2025
Factories	tCO ₂ e/tonne of product	0.193	0.182	0.189
Plantations	tCO ₂ e/ha of cultivated area	0.381	0.477	0.38
Total Group	Per US\$ '000 per year	0.054	0.034	0.049

⁴ The 2024 figure was previously understated due to an omission in the calculation. This has been corrected, and the updated value now replaces the earlier reported figure of 506.

⁵ Calculation error identified in the previous year.

⁶ Includes petrol, diesel and coal used.

⁷ Only Includes Biomass

⁸ Gross other indirect (Scope 3) GHG emissions in metric tons of CO₂ equivalent, including land use change emissions. Land use change occurs when land is converted from one land use category to another; for instance, when cropland is converted to grassland or when forests are converted to cropland.

⁹ Downstream Scope 3 emissions are reported using consistent calculation assumptions in accordance with GHG Protocol. The Group has maintained these assumptions since FY2023 to support completeness and comparability of disclosures. The Group will progressively enhance accuracy through increased use of primary data where available.

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.

Disclosure 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		Niete, Cameroon		
Year Established		1975		
Type of Operation		Plantation/Agriculture		
Size of operational site (ha)		52,607		
Concessions (ha)		Niete (40,992)	Bissiang (7,643)	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		
Plantation Name		Sudcam		
Location		Meyomessala, Cameroon		
Year Established		2008		
Type of Operation		Plantation/Agriculture		
Size of operational site (ha)		45183.28		
Concessions (ha)		Central (36,982.90)	North (8,200.38)	
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, water catchment/slope areas, industrial cultivated areas, raffia, cultivated forests.		
	Listing of protected status	Dja biosphere reserve, Meyomessi community forest		
Plantation Name		JFL		
Location		Kelantan, Malaysia		
Year Established		2013		
Type of Operation		Plantation/Agriculture		
Size of operational site (ha)		9,844		
Concessions (ha)		Ulu Nenggiri (3,775)	Lebir (2,453)	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 716]		
Plantation Name		TRCI		
Location		Abidjan, Ivory Coast		
Year Established		1975		
Type of Operation		Plantation/Agriculture		
Size of operational site (ha)		1,580		
Concessions (ha)		1,580		

More information about our plantations is available on the website: <https://www.halcyonagri.com/en/what-we-do/natural-rubber-supply-chain/plantations/>

ESG DATA

Land Stewardship: Ecosystem Protection

Disclosure 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.¹⁰

Mammals			Birds			Amphibians				
Species	IUCN Red List		Species	IUCN Red List		Species	IUCN Red List			
1 African Forest elephant	CR	17	Great hornbill	VU	33	Helmeted hornbill	CR	47	Giant slippery frog	EN
2 Asian golden cat	VU	18	Leopard	VU	34	Great slaty woodpecker	VU	48	Oriental garden lizard	LC
3 Asian elephant	EN	19	Malayan tiger	EN	35	Large green pigeon	VU	49	Golden-ringed cat snake	LC
4 Banded civet	NT	20	Malay tapir	EN	36	Chestnut-naped forktail	NT	50	King cobra	VU
5 Black hornbill	VU	21	Mandrill	VU	37	Great argus	VU	51	Monocled cobra	LC
6 Black-bellied Pangolin	VU	22	Masked palm civet	LC	38	Buff-vented bulbul	NT	52	Blyth's river frog	LC
7 Black colobus monkeys	VU	23	Oriental/Asian small-clawed otter	EN	39	Scarlet-rumped trogon	NT	53	Peat swamp frog	LC
8 Bongo Antelopes	NT	24	Pig-tailed macaque	EN	40	Red-naped trogon	NT	54	Asian leaf turtle	NT
9 Bronze skink	LC	25	Red-capped Mangabey	EN	41	White-crowned hornbill	EN			
10 Buffaloes	NT	26	Siamang	EN	42	Rhinoceros hornbill	VU			
11 Chimpanzee	EN	27	Sun bear/Honey bear	VU	43	Green broadbill	NT			
12 Common Hippopotamus	VU	28	Sunda Pangolin	CR	44	Black and red broadbill	LC			
13 Cream-coloured giant squirrel	NT	29	Sunda Slow Loris	EN	45	Black and yellow broadbill	NT			
14 Drill	EN	30	Western lowland gorilla	EN	46	African gray parrot	EN			
15 Dusky langur	EN	31	White-bellied Pangolin	LC						
16 Giant Forest Hogs	LC	32	White-handed gibbon	DD						



¹⁰ Reference from the international Union for Conservation of Nature (IUCN), Red List of Threatened Species. <https://www.iucnredlist.org>

ESG DATA

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 levels ¹¹				
No	Pesticide name	Type	WHO Class	Toxicity
1	Glyphosate	Herbicide	3	Slightly hazardous
2	Sodium Chlorate	Herbicide	2	Moderately hazardous
3	2,4-Dichlorophenoxyacetic acid	Herbicide	2	Moderately hazardous
4	Mancozeb	Fungicide	U	Unlikely to present an acute hazard
5	Difenoconazole	Fungicide	2	Moderately hazardous
6	Lambda-Cyhalothrin	Insecticide	2	Moderately hazardous
7	Fipronil	Insecticide	2	Moderately hazardous

Note: Volume and intensity figures are unavailable. Our pesticides consumption underwent annual external verification since 2020 following an SLL assessment period different to our FY2025 reporting period. We are in the process of streamlining our reporting. We aim to disclose information in the next reporting period.

Class 1a: Extremely Hazardous	Class 1b: Highly Hazardous	Class II: Moderately Hazardous
Class III: Slightly Hazardous	Class U: Unlikely to Present Acute Hazard	

Inclusive Business: Fair Working Conditions

Disclosure 2-27 Compliance with Laws and Regulations	2022	2023	2024	2025
Total non-compliance cases	0	0	0	0

Disclosure 205-3 Confirmed Incidents of Corruption and Actions Taken	2022	2023	2024	2025
Total confirmed incidents	0	0	0	0

¹¹ World Health Organization Recommended Classification of Pesticides by Hazard and Guidelines to Classification 2019 (116)

ESG DATA

Disclosure 401-1 New Employee Hires and Employee Turnover						
New Hires	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
Total	1,903	10.6%	1,590	11.6%	2,432	19.5%
By Age						
< 30 y.o.	858	4.8%	727	5.3%	722	5.8%
30 – 50 y.o.	1,017	5.6%	825	6.0%	1,450	11.6%
> 50 y.o.	28	0.2%	38	0.3%	260	2.1%
By Gender						
Male	1,353	7.5%	1,114	8.1%	1,963	15.7%
Female	550	3.1%	476	3.5%	469	3.8%
By Region						
China and Southeast Asia	1,182	62.1%	1,188	74.7%	1,350	10.8%
West and Central Africa	709	37.3%	372	23.4%	1,080	8.7%
Europe and Americas	12	0.6%	30	1.9%	2	0.02%

Turnover	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
Total	2,614	14.5%	2,862	15.2%	2,295	14.6%
By Age						
< 30 y.o.	843	4.0%	897	6.5%	985	6.3%
30 – 50 y.o.	1,538	8.5%	1,660	12.1%	1,122	7.1%
> 50 y.o.	233	1.3%	305	2.2%	188	1.2%
By Gender						
Male	2,073	13.2%	2,190	15.9%	1,827	11.6%
Female	541	3.4%	672	4.9%	468	3.0%
By Region						
China and Southeast Asia	2,293	87.7%	2,180	76.2%	1,830	11.6%
West and Central Africa	313	12.0%	660	23.1%	465	3.0%
Europe and Americas	8	0.3%	22	0.8%	0	0

Disclosure 405-1 Diversity of Governance Bodies and Employees			
Governance Bodies			
Board of Directors	2023	2024	2025
	Percentage	Percentage	Percentage
By Age			
< 30 y.o.	0%	0%	0%
30 – 50 y.o.	28.6%	44.4%	37.5%
> 50 y.o.	71.4%	55.6%	62.5%
By Gender			
Male	85.7%	66.7%	62.5%
Female	14.3%	33.3%	37.5%
Senior Management	2023	2024	2025
	Percentage	Percentage	Percentage
By Age			
< 30 y.o.	0.01%	0.00%	0.00%
30 – 50 y.o.	0.21%	0.29%	0.24%
> 50 y.o.	0.32%	0.33%	0.42%
By Gender			
Male	90.4%	98.9%	79.5%
Female	9.6%	1.1%	20.5%
Employees			
By Category	2023	2024	2025
	Percentage	Percentage	Percentage
Management			
By Age			
< 30 y.o.	0.05%	0.02%	0.02%
30 – 50 y.o.	2.03%	1.80%	1.82%
> 50 y.o.	0.97%	0.78%	0.67%
By Gender			
Male	77.6%	81.4%	76.3%
Female	22.4%	18.6%	23.7%
Executives and Supervisors			
By Age			
< 30 y.o.	0.6%	0.8%	0.85%
30 – 50 y.o.	4.2%	5.2%	5.69%
> 50 y.o.	1.6%	1.8%	2.53%
By Gender			
Male	70.1%	70.4%	71.1%
Female	29.9%	29.6%	28.9%
Rank and File			
By Age			
< 30 y.o.	18.1%	16.3%	15.4%
30 – 50 y.o.	60.7%	60.1%	59.9%
> 50 y.o.	11.9%	12.6%	12.4%
By Gender			
Male	73.9%	73.1%	74.7%
Female	26.1%	25.9%	25.3%

ESG DATA

List of Certification 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 ¹²	ISO14001 ¹³	ISO45001 ¹⁴	FSC	IATF 16949
CHINA								
1	Hainan Sinochem Rubber Co. Ltd. – Hainan (AX) – Hainan (CX)	Hainan	Processing	Y	Y	Y		
2	Xishuang Banna Sinochem Rubber 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 II (SEA)	Palembang	Processing	Y	Y	Y		
4	PT Hok Tong II Palembang (SGO)	Palembang	Processing	Y	Y			
5	PT Remco Palembang (SDQ)	Palembang	Processing	Y	Y			
6	PT Sunan Rubber Palembang (SCY)	Palembang	Processing	Y	Y			
7	PT Remco (SBG)	Jambi	Processing	Y	Y			
8	PT Hok Tong Jambi (SCL)	Jambi	Processing	Y	Y			
9	PT Rubber Hock Lie Sunggal (SDH)	Medan	Processing	Y	Y			
10	PT Rubber Hock Lie Rantau Prapat (SCM)	Rantau Prapat	Processing	Y	Y			
11	PT Pulau Bintan Djaya (SAR)	Bintan	Processing	Y	Y	Y		
12	PT Hok Tong Pontianak (KAZ)	Pontianak	Processing	Y	Y			
13	PT GMG Sentosa (KBM)	Pontianak	Processing	Y	Y			
14	PT Bumi Jaya (KBQ)	Tanjung	Processing	Y	Y			
15	PT Sumber Djantin Pontianak (KAB)	Pontianak	Processing	Y	Y	Y		
16	PT Sumber Alam (KBD)	Pontianak	Processing	Y	Y			
MALAYSIA								
17	Hevea KB Sdn Bhd (HL) – Hevea KB I – Hevea KB II	Perak	Processing	Y	Y	Y		Y
18	Euroma Rubber Industries Sdn Bhd (JJ)	Kedah	Processing	Y	Y	Y		
19	Corrie MacColl Malaysia Sdn Bhd	Malaysia	Trading & Distribution	Y			FSC-C152321 NC-COC-056357	
20	JFL Holdings Sdn Bhd	Kelantan	Plantation					
THAILAND								
21	Teck Bee Hang Thung Song (H1)	Thung Song	Processing	Y	Y	Y		
22	Teck Bee Hang Yala (H2)	Yala	Processing	Y				
23	Teck Bee Hang Narathiwat (H6)	Narathiwat	Processing	Y			FSC-C174498 CU-COC-885667	
24	Teck Bee Hang Pattani (H7)	Pattani	Processing	Y				
25	Teck Bee Hang Surat Thani (H8)	Suratthani	Processing	Y	Y	Y		

¹² ISO 9001: 2015 – Quality Management System

¹³ ISO 14001:2015 – Environmental Management System

¹⁴ ISO 45001:2018 – Occupational Health and Safety Management System

ESG DATA

No	Name	Location	Activity	International Certifications				
				ISO9001 ¹²	ISO14001 ¹³	ISO45001 ¹⁴	FSC	IATF 16949
WEST AFRICA								
26	Societe De Developpment Du Caoutchouc Ivoirien – Anguededou (SDCI-A) – Boubury (SDCI-B)	Cote D'Ivoire	Processing	Y				
CENTRAL AFRICA								
27	Hevecam (HVC)	Niete, Cameroon	Processing & Plantation	Y				
28	Sudcam (SDC)	Meyomessala	Processing & Plantation	Y				
EUROPE AND AMERICAS								
29	Corrie MacColl Deutschland GmbH	Eschborn, Germany	Trading & Distribution	Y				
30	Corrie MacColl Europe B.V.	Zaandam, Netherlands	Trading & Distribution	Y			FSC-C132544 NC-COC-026307	
31	Corrie MacColl North America	Norfolk, Virginia, USA	Trading & Distribution	Y				
32	Kelvin Terminals B.V.	Terneuzen, Netherlands	Logistics & Warehousing	Y	Y	Y		

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 2025 to 31 December 2025 with reference to the GRI Standards
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Sector Standard Reference or IFRS	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	IFRS S1 44(a)(i)	Coverage, Our Stakeholders and ESG Factors	
	2-3 Reporting period, frequency and contact point		Coverage, Feedback	
	2-4 Restatements of information		About this Report	
	2-5 External assurance		Data and Assurance	–
	Activities and Workers			
	2-6 Activities, value chain and other business relationships	IFRS S1 29(b), 32(a)	Annual Report	SR: 6
	2-7 Employees		Information on Workers, ESG Data	SR: 28, 34
	2-8 Workers who are not employees		Information on Workers, ESG Data	SR: 28
	Governance			
	2-9 Governance structure and composition		Annual Report	SR: 4-5
	2-10 Nomination and selection of the highest governance body		Annual Report	AR: 18-19
	2-11 Chair of the highest governance body		Annual Report	AR: 6
	2-12 Role of the highest governance body in overseeing the management of impacts		Governance	SR: 4-5
	2-13 Delegation of responsibility for managing impacts		Governance	
	2-14 Role of the highest governance body in sustainability reporting		Governance	
	2-15 Conflicts of interest		Corporate Governance Report	AR: 15
	2-16 Communication of critical concerns		Corporate Governance Report	AR: 39
	2-17 Collective knowledge of the highest governance body		Corporate Governance Report Corporate Governance Report	AR: 14
	2-18 Evaluation of the performance of the highest governance body		Corporate Governance Report	AR: 18-19
	2-19 Remuneration policies		Corporate Governance Report	AR: 18
	2-20 Process to determine remuneration		Corporate Governance Report	AR: 18
	Strategy, Policies and Practices			
	2-22 Statement on sustainable development strategy	IFRS S1 29(c), 33(a)	Commitments, Alignment to SDGs	SR: 5, 9
	2-23 Policy commitments		Commitments, Alignment to SDGs	
	2-24 Embedding policy commitments		Commitments, Alignment to SDGs	
2-25 Processes to remediate negative impacts		Respect for Stakeholder Rights	SR: 26	
2-26 Mechanisms for seeking advice and raising concerns		Respect for Stakeholder Rights		
2-27 Compliance with laws and regulations		ESG Data	SR: 29	

GRI CONTENT INDEX

GRI Standard	Disclosure	Sector Standard Reference or IFRS	Location or Omission	Page
	2-28 Membership associations <ul style="list-style-type: none"> • China Natural Rubber Association • China Rubber Industry Association • GAPKINDO (Gabungan Perusahaan Karet Indonesia/Rubber Association of Indonesia) • Global Platform for Sustainable Natural Rubber (GPSNR) • International Rubber Study Group (IRSG) • Rubber Trade Association of Singapore • Singapore International Chamber of Commerce Rubber Association (SICCRA) • The Rubber Trade Association of Europe (RTAE) • The Thai Rubber Association 			–
	2-29 Approach to stakeholder engagement		Our Stakeholders and ESG Factors	SR: 6
	2-30 Collective bargaining agreements		Our Stakeholders and ESG Factors	SR: 6

GRI Standard	Disclosure	Sector Standard Reference or IFRS	Location or Omission	Page
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	IFRS S1 29(a)	Key ESG Factors	SR: 7-8
	3-2 List of material topics		Key ESG Factors	
	3-3 Management of material topics (Tracking the effectiveness of the actions taken)	IFRS S1 46(a)	Sustainability Report	–
Ethics and Compliance				
GRI 3: Material Topics 2021	3-3 Management of material topics: Public policy	13.24.1	Annual Report	AR: 15
GRI 415: Public Policy 2016	415-1 Political contributions	13.24.2	Annual Report	N.A.
GRI 3: Material Topics 2021	3-3 Management of material topics: Anti-corruption	13.26.1	Annual Report	AR: 24, 35
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	13.26.2	Annual Report/Corporate Report	
	205-2 Communication and training about anti-corruption policies and procedures	13.26.3	Respect for Stakeholder Rights, Corporate Report	SR: 26 AR: 24, 35
	205-3 Confirmed incidents of corruption and actions taken	13.26.4	ESG Data	SR: 33
GRI 3: Material Topics 2021	3-3 Management of material topics: Tax		Annual Report	
GRI 207: Tax 2019	207-1 Approach to tax		Annual Report	AR: 9
	207-2 Tax governance, control, and risk management		Annual Report	
	207-3 Stakeholder engagement and management of concerns related to tax		Annual Report	
	207-4 Country-by-country reporting		Annual Report	AR: 22
Land Stewardship				
GRI 3: Material Topics 2021	3-3 Management of material topics: Biodiversity		Land Stewardship	SR: 20

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GRI Standard	Disclosure	Sector Standard Reference or IFRS	Location or Omission	Page
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss		Land Stewardship	SR: 20-21
	101-2 Management of biodiversity impacts		Land Stewardship, ESG Data	SR: 20-21, 31-32
	101-3 Access and benefit-sharing		Land Stewardship	–
	101-4 Identification of biodiversity impacts		ESG Data	SR: 31-32
Climate Change				
GRI 3: Material Topics 2021	3-3 Management of material topics: Climate Change		Climate Resilience	SR: 10
	102-3 Just transition		ESG Data	SR: 34
	102-4 GHG emissions reduction targets and progress		Climate Resilience	SR: 13
	102-5 Scope 1 GHG emissions		ESG Data	SR: 30
	102-6 Scope 2 GHG emissions		ESG Data	
	102-7 Scope 3 GHG emissions		ESG Data	
	102-8 GHG emissions intensity		ESG Data	
	Eco-efficiency			
GRI 3: Material Topics 2021	3-3 Management of material topics: Energy		Resource Efficiency and Pollution Prevention	SR: 17
GRI 103: Energy 2025	103-1 Energy policies and commitments		Resource Efficiency and Pollution Prevention	SR: 17-18
	103-2 Energy consumption and self-generation within the organization		ESG Data	SR: 30
	103-3 Upstream and downstream energy consumption		ESG Data	
	103-4 Energy intensity		ESG Data	
	103-5 Reduction in energy consumption		Resource Efficiency and Pollution Prevention	
GRI 3: Material Topics 2021	3-3 Management of material topics: Water and effluents		Resource Efficiency and Pollution Prevention	SR: 17-18
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource		Resource Efficiency and Pollution Prevention	
	303-2 Management of water discharge-related impacts		Resource Efficiency and Pollution Prevention	
	303-3 Water withdrawal		ESG Data	SR: 30
	3-3 Management of material topics		Resource Efficiency and Pollution Prevention	SR: 17-18
GRI 3: Material Topics 2021	3-3 Management of material topics		Resource Efficiency and Pollution Prevention	
Traceable Supply Chain				
GRI 3: Material Topics 2021	3-3 Management of material topics		Responsible Sourcing	SR: 19-20
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria		Responsible Sourcing	

GRI CONTENT INDEX

GRI Standard	Disclosure	Sector Standard Reference or IFRS	Location or Omission	Page
Fair Working Conditions				
GRI 3: Material Topics 2021	3-3 Management of material topics: Employment		Fair Working Conditions	SR: 23
GRI 401: Employment 2016	401-1 New employee hires and employee turnover		ESG Data	SR: 34
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		Annual Report	AR: 60
	401-3 Parental leave		Annual Report	AR: 61
GRI 3: Material Topics 2021	3-3 Management of material topics: Diversity and Equal Opportunity		Fair Working Conditions	SR: 23
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees		ESG Data	SR: 34
GRI 3: Material Topics 2021	3-3 Management of material topics		Fair Working Conditions	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		Fair Working Conditions	SR: 23-24
GRI 3: Material Topics 2021	3-3 Management of material topics		Fair Working Conditions	SR: 23
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		Fair Working Conditions	
GRI 3: Material Topics 2021	3-3 Management of material topics		Fair Working Conditions	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		Fair Working Conditions	
GRI 3: Material Topics 2021	3-3 Management of material topics		Fair Working Conditions	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor		Fair Working Conditions	
GRI 3: Material Topics 2021	3-3 Management of material topics		Inclusive Business	SR: 24-25
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples		Inclusive Business	
GRI 3: Material Topics 2021	3-3 Management of material topics		Inclusive Business	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs		Inclusive Business	
	413-2 Operations with significant actual and potential negative impacts on local communities		Inclusive Business	
GRI 3: Material Topics 2021	3-3 Management of material topics		Responsible Sourcing	SR: 19-20
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria		Responsible Sourcing	
	414-2 Negative social impacts in the supply chain and actions taken		Responsible Sourcing	

GRI CONTENT INDEX

GRI Standard	Disclosure	Sector Standard Reference or IFRS	Location or Omission	Page
Workplace Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics			SR: 16
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system		Workplace Health and Safety	
	403-2 Hazard identification, risk assessment, and incident investigation		Workplace Health and Safety	
	403-3 Occupational health services		Workplace Health and Safety	
	403-5 Worker training on occupational health and safety		Workplace Health and Safety	
	403-6 Promotion of worker health		Workplace Health and Safety	
	403-8 Workers covered by an occupational health and safety management system		Workplace Health and Safety	
	403-9 Work-related injuries		ESG Data	SR: 29
GRI 3: Material Topics 2021	3-3 Management of material topics		Quality Excellence	SR: 14
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories		Not Applicable	–
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		Not Applicable	–

Task Force on Climate-related Financial Disclosures (TCFD) Content Index

	Recommended Disclosure	IFRS	Section	Page
Governance	a. Describe the organisation's governance around climate related risks and opportunities			
	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	29(a), 33(a)		
	b. Describe the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning	29(b), 29(c), 32(a)		
	c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	44a(a)(i)		
Risk Management	a. Describe the organisation's process for identifying and assessing climate-related risks.		Climate Resilience	SR: 10-13
	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			
	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			



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