

SUSTAINABILITY REPORT

SOCIAL DISCLOSURES



Cultural celebration in conjunction with Kaamatan Festival 2025

- Relevant UNSDGs**
- **SDG 1** - No Poverty
 - **SDG 8** - Decent Work and Economic Growth
 - **SDG 11** - Sustainable Cities and Communities



HUMAN AND LABOUR RIGHTS

The Group complies with applicable labour laws, including the Employment Act 1955 and Sabah Labour Ordinance, and upholds internationally recognised human rights principles. Forced labour, child labour, and discrimination are strictly prohibited.

Employees are free to associate and raise concerns through established grievance and whistleblowing channels.

The Group recorded zero human rights violations for three consecutive years (FY2023–FY2025), reflecting effective implementation of policies, monitoring mechanisms, and MSPO-aligned practices.

COMMUNITY INVESTMENT

Our Approach

The Group adopts a structured approach to community investment, focusing on initiatives that contribute positively to the well-being of surrounding communities and stakeholders. Corporate social responsibility (“CSR”) activities are planned through engagement with local stakeholders to identify priority needs, with implementation monitored to assess effectiveness, beneficiary reach and alignment with organisational objectives. The Group also reviews its CSR allocation and implementation approach periodically to support the effective use of resources and continuous improvement in community engagement.

Our Performance

Community Investment (RM)	
FY2023	283,500
FY2024	205,000
FY2025	310,705.35

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In FY2025, the Group recorded total community investment of RM310,705.35, compared with RM205,000 in FY2024 and RM283,500 in FY2023. The increase in FY2025 reflects stronger financial support for community-related initiatives following the lower allocation recorded in FY2024. The number of beneficiaries also increased steadily from 15 in FY2023 to 22 in FY2024 and further to 28 in FY2025, indicating broader programme reach over the three-year period. FY2025 therefore reflected both the highest level of investment and the widest beneficiary coverage.

Category	Organisations/Recipients	Total (RM)
Social Support and Community Well-being	Franciscan Sisters of the Immaculate Conception; Tawau Old Folks Home; Persatuan Penggerak Sukarelawan Komuniti Tawau; Majlis Jaksa-Jaksa Pendamai Sabah	145,577.80
Education and Youth Development	Sabah Chinese High School; Tawau Methodist Kindergarten; PIBG SMK Umas-Umas Tawau; Universiti Malaysia Sabah (“UMS”); PIBG Sek Keb Luasong Tawau	48,140.00
Healthcare and Well-being	Rafflesia Medical Centre Sdn Bhd; Sabah Kinabalu Pink Ribbon; Hospital Tawau	43,000.00
Religious and Cultural Programmes	Persatuan Penggerak Sukarelawan Komuniti Tawau; Kelab Belia Kampung Bakut Muhibbah (“KBBM”); Persatuan Penggerak Insan Sabah (“SAMOY”); Wu Wang Temple	41,850.50
NGOs, Associations and Community Groups	The Hokkien Association Tawau; Kelab Rotary Tawau; H5 Hash House Harriers; Kumpulan Yayasan Sabah; Tawau Yacht Club	22,137.05
Disaster Relief	Sibling Home and Kitchen Sdn Bhd	10,000.00
Total		310,705.35

Based on the FY2025 contribution profile, community investment was directed across a wide range of social needs, including support for underprivileged students, schools, universities, elderly care homes, community welfare programmes, festive and cultural events, healthcare initiatives, religious institutions, volunteer organisations, and flood relief efforts. A significant portion of the contributions was channelled towards community welfare and social assistance programmes, alongside support for education-related initiatives, community and volunteer organisations, and health and humanitarian causes. The FY2025 performance reflects continued community engagement, with increased resources directed towards practical local needs and broader outreach across surrounding communities.



Strengthening community relations through Ziarah Cakna Programme at Sekolah Kebangsaan Luasong

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EMPLOYEE MANAGEMENT

Our Approach

Area	Practices and Initiatives
Hiring and Attrition	The Group recruits workers to support labour-intensive plantation and milling operations. New employees undergo induction covering organisational structure, policies, benefits, and workplace rules. Foreign workers receive orientation on local culture, safety practices, and labour regulations. Exit interviews conducted by the Human Resources Department provide feedback to improve employee engagement and retention.
Performance Appraisals	Annual performance evaluations assess employees against established key performance indicators ("KPIs"). These appraisals support salary adjustments, bonuses, and training allocation while encouraging communication between employees and supervisors.
Succession Planning	A succession planning process is implemented for key management roles. Potential internal candidates are identified based on competency and leadership potential and supported through targeted development programmes under the oversight of the Managing Director.
Employee Benefits and Welfare	Employees receive compensation and benefits aligned with the Employment Act 1955, including salaries, bonuses, leave entitlements, healthcare coverage, insurance, and estate housing. Estate facilities such as housing, treated water supply, schools, sports facilities, childcare centers, and places of worship support employee well-being.
Employee Engagement	The Group regularly organises estate-level engagement activities to support employee well-being, celebrate diversity, and foster a sense of community. These initiatives help strengthen morale and promote a more inclusive and supportive working environment.

Our Performance

Employee Category	FY2023	FY2024	FY2025
Management (Incl. Senior)	25	25	30
Executive	42	42	50
Non-Executive	128	137	130
General Workers	541	835	1,418
Total Employees	736	1,039	1,628

The Group's workforce expanded significantly over the three-year period in line with the increasing operational requirements of its plantation and milling activities. In FY2023, the Group employed 736 employees, comprising 8 senior management, 17 management, 42 executives, 128 non-executives, and 541 general workers. This workforce grew to 1,039 employees in FY2024, a growth primarily driven by operational roles where the number of general workers increased to 835 employees to support core plantation activities. By FY2025, this expansion accelerated further as the total headcount reached 1,628 employees by year-end, representing a substantial net growth of approximately 56.7% from the start of the year. This surge was characterised by a reinforced organisational structure consisting of 30 management personnel, 50 executives, 130 non-executives, and 1,418 general workers, reflecting the

Group's efforts to scale its manpower capacity to support operational scalability and intensified plantation activities.

Total Turnover by Employment Category			
Employment Category	FY2023	FY2024	FY2025
Management	2	1	2
Executive	7	5	-
Non-Executive	10	13	14
General Workers	135	135	109
Turnover Rate (%)	20.9	14.8	7.68
Retention Rate (%)	79.1	85.2	92.32

While employee turnover remained largely concentrated within operational roles, the Group achieved a marked improvement in workforce stability over the reporting period. In FY2023, the Group recorded 154 employee resignations, consisting of 135 general workers, 10 non-executive employees, 7 executives, and 2 management staff. Turnover maintained in FY2024 with 154 employees, which included 135 general workers, 13 non-executives, 5 executives, and 1 member of management. This downward trend continued into FY2025, where the Group recorded only 125 resignations, which included 109 general workers, 14 non-executive employees, and 2 management staff, resulting in a record-low

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turnover rate of 7.68% and a corresponding retention rate of 92.32%. Overall, the simultaneous trend of significant workforce expansion alongside a steady decline in resignations indicates stable employee retention and the successful implementation of strengthened workforce management practices.

Month	Social Activities	Placement	Amount (RM)
Feb 2025	Lion Dance	HQ	1,300.00
Mar 2025	Iftar Ramadan Dinner	HQ	3,000.00
Apr 2025	Hari Raya Celebration	HQ	2,000.00
May 2025	Estate Hari Raya Celebration	Estate	5,313.40
Jul 2025	Claim Foods and Drink, Souvenir & Goods for Kaamatan Celebration	Estate	5,741.65
Aug 2025	Mill Kenduri 2025	Estate - Mill	5,500.00
Sep 2025	SJI Sports and Family Day 2025	Estate	22,345.00
Dec 2025	Farewell Luncheon Catering	HQ	1,370.00
	Total		46,570.05

For employee engagement, the Group continued to promote employee engagement through activities organised across its headquarters, estates, and mill. A total of eight activities were conducted during the year, with total expenditure amounting to RM46,570.05. The activities included festive celebrations, social gatherings, and employee appreciation programmes such as Lion Dance, Iftar Ramadan Dinner, Hari Raya celebrations, Kaamatan celebration, Mill Kenduri 2025, SJI Sports and Family Day 2025, and a Farewell Luncheon. These initiatives reflect the Group's efforts to support employee well-being, strengthen workplace relationships, and foster a sense of community across its operations.



Strengthening public health through community vaccination initiative



Employee participation in sports and recreational activities



SJI Sports and Family Day 2025



Hari Raya celebration with employees



Cultural dance performance during Hari Raya celebration



Christmas celebration with employees

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DIVERSITY, EQUITY, AND INCLUSION

Our Approach

The Group promotes a workplace culture that values diversity, equity, and inclusion and maintains zero tolerance for discrimination based on gender, ethnicity, religion, or any other demographic characteristic. Employment-related decisions, including hiring, remuneration, promotion, compensation, and benefits, are guided by individual merit, performance, qualifications, and experience. The Group also recognises gender equality as an important aspect of responsible employment practice. This commitment is supported through measures such as the Reproductive Rights Policy Statement, which protects employees' reproductive rights and access to maternal healthcare, including safeguards for expecting mothers against occupational risks. In addition, the Group strictly prohibits all forms of sexual harassment and seeks to provide employees with a working environment and resources that support them in carrying out their responsibilities effectively.

Our Performance

Gender Diversity Dashboard				
Employment Category	Male	Female	Total	% Female
Senior Management	11	1	12	8.33
Management	15	3	18	16.67
Executive	41	9	50	18
Non-Executive	67	63	130	48.46
General Workers	943	475	1,418	33.50
Total Group Workforce	1,077	551	1,628	33.85

The Group remains deeply committed to fostering a diverse and inclusive workplace, recognising that a variety of perspectives and backgrounds is essential for driving operational excellence and long-term sustainability. As the Group underwent a significant workforce expansion to a total of 1,628 employees in FY2025, it maintained a strategic focus on balancing local talent development with the specialised labour needs of the plantation sector. The current workforce reflects a healthy gender balance for the industry, with women representing 33.85% of the total headcount. Notably, female inclusion is particularly prominent within the professional and leadership tiers, where women occupy 16.67% of management and 18.0% of executive roles, underscoring the Group's success in promoting gender equity within decision-making functions.

Workforce Age Profile					
Employment Category	Aged 30 & Below	Aged 31 - 50	Aged 51 - 60	Aged 61 & Above	Total
Senior Management	0	0	5	7	12
Management	0	7	11	0	18
Executive	13	27	9	1	50
Non-Executive	54	72	4	0	130
General Workers	504	746	167	1	1,418
Total Headcount	571	852	196	9	1,628
Percentage (%)	35.07	52.33	12.04	0.55	100.00

Beyond gender, the Group's demographic profile demonstrates a robust age distribution that ensures both the vitality of young talent and the stability of experienced leadership. Approximately 35.1% of employees are aged 30 and below, representing the next generation of the workforce, while the largest segment (52.3%) consists of professionals aged 31 to 50 who provide the core technical and operational expertise. This is complemented by senior professionals aged 51 and above, who dominate the senior management and management categories, providing essential governance and mentorship. This balanced age profile facilitates a steady transfer of knowledge and ensures the Group is well-prepared for long-term succession planning across all levels of the organisation.

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Ethnicity/Nationality	Senior Management	Management	Executive	Non-Executive	Total
Malay	5	2	20	100	127
Chinese	4	4	7	5	20
Indian	0	0	1	1	2
Bumiputera (Other)	3	12	22	101	138
Total Malaysian	12	18	50	207	287
Foreign National	0	0	0	1,341	1,341
Grand Total	12	18	50	1,548	1,628

The Group's commitment to social inclusion is further evidenced by its focus on local employment and ethnic diversity. As of FY2025, Malaysian nationals constitute 17.6% of the workforce, with the remaining 82.4% comprising foreign nationals who support field-intensive operations. Within the local workforce, the Group is a key employer for the Bumiputera community, which represents 48.1% of Malaysian employees, including significant representation from the indigenous communities of Sabah and Sarawak. By providing equal opportunities to Malay, Chinese, Indian, and Bumiputera talent, the Group not only strengthens its operational resilience but also contributes meaningfully to the socio-economic development of the local communities in which it operates.

Workforce by Nationality			
Employment Category	Malaysian	Foreign National	Total
Senior Management	12	0	12
Management	18	0	18
Executive	50	0	50
Non-Executive	130	0	130
General Workers	77	1,341	1,418
Total	287	1,341	1,628
Percentage (%)	17.6	82.4	100.0

The Group's recruitment strategy prioritises local employment, contributing to the socio-economic development of the regions where it operates. As of FY2025, the workforce is predominantly Malaysian, with 287 local employees accounting for 17.6% of the total headcount. This Malaysian workforce is widely distributed across all organisational levels, ensuring that leadership and administrative functions are locally managed. To supplement the intensive labour requirements of field operations, the Group employs 1,341 foreign nationals, representing 82.4% of the workforce. These foreign employees are exclusively situated within the non-executive and general worker categories, playing a critical role in maintaining the operational scalability of the Group's plantation activities.

Workforce by Ethnicity (Malaysian Only)					
Employment Category	Malay	Chinese	Indian	Bumiputera (Sabah, Sarawak, Orang Asli)	Total Malaysian
Senior Management	5	4	0	3	12
Management	2	4	0	12	18
Executive	20	7	1	22	50
Non-Executive	100	5	1	101	207
Total Headcount	127	20	2	138	287
Percentage (%)	44.25	6.97	0.70	48.08	100.00

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In terms of ethnic diversity, the Group prides itself on an inclusive environment that reflects the multicultural identity of Malaysia. Within the local workforce, the Bumiputera community represents the largest group, with 138 employees (48.08%), followed by 127 Malay employees (44.25%) and 20 Chinese employees (6.97%). The Group particularly emphasises providing opportunities for the Bumiputera community in Sabah and Sarawak, including the Orang Asli, who occupy roles ranging from senior management to operational labour. This diverse ethnic composition is a testament to the Group's commitment to equal opportunity and its role as a key employer for indigenous and local communities, fostering a workplace built on mutual respect and shared growth.

TRAINING AND DEVELOPMENT

Our Approach

Our training initiatives are categorised into specific themes to address the multi-dimensional risks and opportunities within the plantation industry. This thematic approach ensures that our workforce development aligns with our broader ESG commitments and operational excellence goals. The Group's investment in governance was particularly robust this year, with management participating in intensive workshops on IFRS S1 & S2 and the National Sustainability Reporting Framework ("NSRF"). These sessions are critical as the Group prepares for mandatory climate-related financial disclosures, ensuring our leadership can interpret and act on sustainability data. In terms of Occupational Safety and Health ("OSH"), we shifted our focus towards high-level competency certifications. This included Authorised Entrant and Standby Person ("AESP") for confined spaces and Basic Occupational First Aider ("BOFA") training. By moving beyond basic awareness to certified competency, we have strengthened our emergency response capabilities at our mills and estates, directly mitigating high-risk operational hazards. Furthermore, our environmental stewardship training focused on the practical application of sustainability.



Enhancing workers' competency through practical harvesting training

Programmes such as High Conservation Value ("HCV") Monitoring, Riparian Buffer Zone protection, and Scheduled Waste Management (e-SWIS) provided our estate teams with the technical knowledge to maintain our MSPO certifications and protect the local ecosystem from chemical and waste runoff. The Group's training data demonstrates a proactive approach to risk management. By investing heavily in leadership training (averaging 4.67 hours for senior management), we ensure that those steering the organisation are equipped to manage the transition to a low-carbon economy. Simultaneously, the high volume of hours dedicated to our non-executive staff—the largest segment of our workforce—ensures that safety and environmental compliance are maintained effectively on the ground, where the impact is most immediate.

Our Performance

Total Training Hours by Employment Category & Gender				
Employment Category	Male (Hrs)	Female (Hrs)	Total (Hrs)	% of Total
Senior Management	56	0	56	0.78
Management	300	152	452	6.33
Executive	916	181	1,097	15.37
Non-Executive	1,254	445	1,699	23.81
General Workers	2,739	1,093	3,832	53.71
Group Total	5,265	1,871	7,136	100.00

In FY2025, the Group successfully executed 184 training sessions, totalling 7,136 training hours. This represents a significant investment in our human capital, ensuring that both long-standing employees and the surge of new joiners are aligned with the Group's operational standards and ethical guidelines. A key highlight of the year was the Group-wide Anti-Bribery and Corruption ("ABC") Refresher programme. By conducting localised sessions across our estates, including Imbak, Maliau, and Luasong, we ensured that the message of integrity reached every level of the organisation, from senior management to our field-level labour force.

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Average Training Hours per Employee	
Employment Category	Avg. Hours
Senior Management	4.67
Management	25.11
Executive	21.94
Non-Executive	13.07
General Workers	2.7
Group Average	4.4

Our strategy followed a top-down competency model to ensure that leadership can steer ESG goals while the workforce maintains high operational safety. Senior management averaged 4.67 hours per employee, reflecting intensive preparation for mandatory climate disclosures like IFRS S1 and S2. Management and executives followed with 25.11 and 21.94 hours, respectively, focusing on specialised OSH certifications and environmental monitoring to bridge the gap between strategy and field operations. While the non-executive category averaged 13.07 hours and general workers category averaged 2.7 hours, they accounted for the highest absolute volume of training at 3,832 total hours. This highlights our focus on high-frequency, practical field drills—such as chemical handling and fire safety—ensuring that the largest segment of our workforce is equipped to mitigate immediate operational risks. With a group average of 4.4 hours per employee, our training remains a strategic tool for risk management, ensuring that growth is supported by a culture of integrity and safety.



Field briefing on good harvesting practices



Occupational Safety Training on chemical handling and personal protective equipment

OCCUPATIONAL SAFETY AND HEALTH

Our Approach

The Group is committed to providing a safe and healthy working environment for employees and contractors across its operations. Its occupational safety and health approach is built on preventive measures, regulatory compliance, operational preparedness and workforce training. The Group aligns its internal occupational safety and health management practices with the Occupational Safety and Health Act 1994 and supports implementation through measures such as hazard assessments, safety audits, HIRARC processes, accident investigations, toolbox meetings and emergency drills.

This approach is intended to strengthen risk identification, improve operational readiness, reduce workplace incidents and support a proactive safety culture. The draft also highlights the importance of access to healthcare support, especially for workers in remote operational areas.

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Summary of OSH Strategic Initiatives, Policy, and Impact			
Strategic Pillar	Key Initiatives & Policy Components	Objective	Impact & Compliance
Policy & Management	OSHMS & OSHA 1994 Alignment: Mandatory framework for all staff.	To establish a legal foundation and target a 5% annual incident reduction .	100% regulatory compliance and improved corporate reputation.
Preventative Measures	Hazard Assessment & Safety Audits: Continuous inspection of equipment.	To protect both the physical and mental health of employees.	Reduces healthcare costs and prevents high-risk occupational diseases.
Risk Mitigation	HIRARC & Accident Investigations: Root cause analysis led by HSE managers.	To identify hazards at the source and update SOPs post-incident.	Minimises recurring risks and enforces contractor accountability.
Education & Training	Orientations & Refresher Courses: Role-specific hazard training.	To build a workforce capable of identifying and reporting risks.	Over 478 safety training hours (FY2025 baseline) for 944 staff.
Operational Readiness	Toolbox Meetings & Emergency Drills: Daily briefings and fire/medical simulations.	To maintain daily situational awareness and rapid response capabilities.	Ensures preparedness for chemical spills or medical emergencies.
Active Reporting	Near-Miss Reporting Systems: Open communication for all staff levels.	To identify potential hazards before they manifest as injuries.	Shifts the workplace from a reactive to a proactive safety culture.
Health & Well-being	Rural Healthcare & Medical Screenings: Vaccinations and exposure monitoring.	To provide medical care in remote areas (e.g., malaria/TB) and monitor chemicals.	Safeguards at-risk workers (sprayers/manurers) in isolated locations.
Oversight & Assurance	Internal & External Audits: Oversight by the Group Safety Officer.	To benchmark KPIs and validate performance through third parties.	Verified annually by DOSH, TLAS, and MSPO bodies.

Our Performance

OSH Performance	FY2023	FY2024	FY2025
Total Man-hours Worked	1,591,820	1,895,478	3,120,116
Fatalities	0	0	0
Injury Rate	7.54	11.08	3.85
Lost-Time Incident Rate ("LTIR")	5.03	28.49	10.26

The Group continued to monitor its occupational safety and health ("OSH") performance across all operations. In FY2025, the Group recorded 3,120,116 total man-hours worked, compared with 1,895,478 in FY2024 and 1,591,820 in FY2023, while maintaining zero fatalities throughout the three-year period. Both the Injury Rate and Lost-Time Incident Rate ("LTIR") improved progressively from 11.08 in FY2024 and further to 3.85 in FY2025. The continued decline in these rates indicates improved safety performance over the reporting period, supported by ongoing implementation of workplace safety controls, risk management measures, and safety awareness initiatives across the Group's operations.